



Global companies volunteering globally

The Final Report of the Global Corporate Volunteering Research Project



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The International Association for Volunteer Effort (IAVE) is the only worldwide network of individual volunteers, NGOs and businesses that exists for the sole purpose of promoting, supporting and celebrating volunteering. It sponsors the biennial World Volunteer Conference. For more information and to become a member, please visit www.iave.org.

The Global Corporate Volunteer Council (GCVC), an initiative of IAVE, is a network of leaders of corporate volunteer programs in global companies. Members share information, learn from one another and cooperate on efforts that advance corporate volunteering globally. For more information: www.iave.org/content/about-gcvc.

For more information about the Global Corporate Volunteering Research Project, to join the project's email list and to contact members of the research team, please visit the project web site, www.gcvcresearch.org.

About This Report

The Global Corporate Volunteering Research Project was designed to create new knowledge that will help businesses expand and strengthen their volunteer efforts – globally, nationally and locally.

It is a major contribution of the International Association for Volunteer Effort (IAVE) and the member companies of its Global Corporate Volunteer Council (GCVC) to the celebration of the 10th anniversary of the United Nations International Year of Volunteers.

This report presents the primary findings of the two components of the project.

- The State of Health Study was designed to “take the temperature” of corporate volunteering globally and in each region of the world and the trends, challenges and opportunities that are shaping it.
- The Global Companies Study was built on in-person and telephone interviews and document review of how 48 global companies organize and manage their volunteer efforts.

This is the first global study of corporate volunteering of its kind. It also is the first step in a continuing effort by IAVE and GCVC to develop and share knowledge about corporate volunteering. We invite you to visit our website – www.gcvcresearch.org – to learn more and to register your interest.

We are deeply grateful to our corporate sponsors who made this work possible, to the global companies that opened themselves to scrutiny and to the NGOs, consultants and others who so freely shared their experiences, insights and resources with our research team.



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The Global State of Health of corporate volunteering

Corporate volunteering is a dynamic, global force, driven by companies that want to make a significant difference to serious global and local problems.

Every day, all over the world, tens of thousands of corporate employees volunteer their time, talent and energy to make a demonstrable difference to the world.

Even the global recession seems to have strengthened corporate volunteering. Global companies report new employee energy for volunteering: more creative initiatives to respond to basic needs of people who are unemployed or otherwise vulnerable; more strategic use of volunteering to leverage the giving of money and in sustaining employee pride and morale through difficult times.

In the 30+ years since corporate volunteering was first defined as a discreet set of activities, it has grown from “nice to do” community relations into a globally-recognized strategic asset that benefits society, the employees who volunteer and the companies that encourage and support their work

Based on interviews with global, regional and national companies, NGOs that promote and support corporate volunteering and independent observers – *this* is the global state of health of corporate volunteering today.

Globalization and Localization

There is a broad diversity of global companies with sustained volunteer efforts that reach throughout their corporate systems. These include both consumer-focused and business-to-business companies from all industries and operating in every region in the world.

At the same time regional, national and local businesses are mobilizing their employees as volunteers. Working on their own and collaboratively, they are responding to the needs of the communities where they do business.

Focused Impact

Increasingly, companies are seeking to focus their volunteer efforts on specific priorities, leveraging all of their resources – human, financial, in-kind and relational – to maximize their impact across a broad range of human, social and environmental problems.

Corporate volunteers are addressing basic human needs – hunger, shelter, affordable housing, safety and security; and access to effective health care.

They are working on issues of social justice – prevention of child labor, women’s empowerment, access to legal services, improving opportunities for people with disabilities, overcoming the digital divide.

They are helping children, young people and adults to gain greater literacy and numeracy, build job skills and increase their readiness for work.

They are planting trees, cleaning shorelines, building playgrounds, educating communities about energy conservation, rehabilitating homes and public buildings.

They bring to this work their professional and personal skills, their ability to organize and manage projects, their understanding of how to set and meet work goals, their personal passions and commitment.

Optimistic Dynamism

Corporate volunteering is not static. It is a growing, evolving force, changing to meet new community needs and new company and employee expectations.

Global companies interviewed generally reported ongoing positive change – from planned expansion throughout their systems and new program initiatives to full-scale re-engineering and re-launching of their programs.

Just as companies are learning to globalize their business, so too are they learning how to globalize their community engagement

and volunteering. As companies are at different points in that process, corporate volunteering is far from mature and is still in active development globally.

Younger workers also have brought new energy and new expectations both to their companies and to their volunteering. In many countries, they come with the experience of having been expected to do community service in high school and at university. While the presence of a strong commitment to corporate social responsibility and an active volunteer effort is not necessarily a reason to join a company, the absence of those can be a deterrent.

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

Corporate volunteering ranges from companies that encourage individual employees to volunteer on their own to sophisticated interventions by highly skilled volunteers on company time, from neighborhood activities to sending volunteers throughout the world.

It is individual volunteers applying their specialized skills in one-to-one relationships with people in need; small teams working in partnership with NGOs to help them achieve their mission; worldwide mobilizations during days/weeks/months of service that feature one-time projects; and in online micro-volunteering.

Companies depend heavily on global and local NGOs as partners to help them learn about community needs and to focus their volunteers where they can add the greatest value – in return they help to build their partners’ capacity and, together, they invent new initiatives that can transform company, NGO and the community.

There are regional and cultural variations in how volunteering is understood and practiced that shape and adapt corporate volunteering to local realities.

As reflected in the regional reports throughout this publication, there are significant regional differences in the state of health of corporate volunteering:

- Africa and the Arab Nations are in the early stages of building their own models based in their respective cultural approaches to volunteering as natural, organic parts of life.
- Asia-Pacific is a veritable beehive of activity as local models emerge at the same time that Western models are being adapted. There is much for the world to learn from the region.
- Europe is characterized by diversity in approaches and growth in acceptance and scope. It is a clear leader in developing models for collaboration among companies.
- Latin America is demonstrating the viability of models that emphasize social change and development of active citizens with clear understanding of social realities.
- North America is the most mature region, learning how to globalize their programs and to adopt and adapt ideas from other regions while continuing to drive innovation.

The desire and willingness to help is universal. Volunteering, in some form, exists in every society, among people at all economic levels, of all political persuasions, of every religious or ethical belief.

But, even in a globalized world, there are regional and cultural differences in what people value, how they behave, what they consider appropriate and inappropriate. Those differences extend to the practice of volunteering.

Global companies, wherever they are based, must navigate these differences in the same way that they have learned to succeed in vastly different business environments, adapting to local values, customs and expectations. Simply put, what works at the headquarters may not be appropriate in other regions of the world.

Significant challenges remain for corporate volunteering to thrive.

The Pitfalls of Being a Strategic Asset

As corporate volunteering becomes more recognized for its value to the company, its dominant purpose might become to serve business rather than community interests - especially as it becomes part of an overall employee engagement strategy. Its strength rests in the mantra of “good for community, good for employees, good for company.” Balance among those benefits is critical.

There is no “best way” to do corporate volunteering. Decisions about the nature and scope of a company’s volunteer efforts are highly situational, based on its culture, priorities, resources, the nature of its business and workforce and the on-the-ground realities of the communities in which it does business. While it is better to do something than to do nothing, it is not necessarily better to try to do everything.

>> Impact

There now is great discussion of how to measure impact. But the first step is to design for impact. Selecting projects because volunteers like them, they are easy to manage, they give good visibility – that always will happen. Impact begins with understanding a problem and designing ways volunteers can bring solutions. It requires the kind of serious approach a company would use to develop a new product.

>> Program Balance

There always will be “the best new thing that everyone should be doing.” Today it is skills-based and international volunteering. Online and micro-volunteering are on their way. Something else will follow. Not all companies should adopt all new things. The focus must remain on what works best for the company, its employees and community – and doing those things with excellence.

>> Definition

There are indications that those outside the field are raising definitional issues. Is it volunteering if it is done on company time? If it is a skilled professional given time to travel across the world to practice his or her specialty? Companies need to be wary of falling into the trap of definitional absolutes imposed by others. “Purity” is impossible to achieve in volunteering and only occasionally relevant to the value of the work done.

>> Management Rigor

In too few companies is there an expectation that volunteering will be managed with the same rigor as other business activities. Simply adopting metrics is not enough. Planning, setting goals, managing for results, accountability – ultimately these must become routine if volunteering, indeed all forms of community involvement, is to become a core activity.

>> Internal Change

Corporate volunteering is most vulnerable during times of change – whether massive economic disruption, mergers and acquisitions, transition of CEOs, internal reorganization or in the immediate management of the program. Change happens. Those who survive, even thrive, have prepared for it, remain flexible, build internal alliances and adapt quickly to new expectations and realities.

>> Globalization of Knowledge

The field is not yet engaged in global learning. Despite the emergence of innumerable NGOs, academics and consultants positioning to support – and, yes, make money from – corporate volunteering, there is little coordinated investment in building and using global knowledge for the field. Regions where corporate volunteering are “more mature” may be reluctant to learn from those where it is not – and, conversely, the “less mature” may be too quick to accept practices of the “more mature” when critical analysis is needed.

Addressing the World's Challenges

As companies establish priorities and focus areas for their CSR and community involvement generally and their volunteering specifically, they are committing to addressing some of the world's greatest challenges. These are drawn from the global companies that participated in this research.

- Child labor
- Major infrastructure development challenges – water, sewage, housing, food
- Economic development
- Hunger and nutrition
- Access to justice
- Climate change and sustainability
- Preventable blindness
- HIV-AIDS education, prevention and care
- Women's empowerment
- Disaster prevention, preparation, response and recovery
- Improving health care delivery systems
- Critical needs of farming communities and rural areas
- Malaria prevention
- Workforce development
- Job creation
- Education of children and teenagers
- Entrepreneurship education
- Literacy
- Supporting children who are facing life-threatening illnesses
- Microfinance and micro-enterprise
- Care for seniors
- Financial education and asset management
- Strengthening public management and administration
- Embracing diversity and people with disabilities
- Risk education and management for safety and security
- Bridging the digital divide
- Good governance and transparency
- Community safety

Telefónica's Proniño to Address Child Labor

Telefónica is demonstrating that no matter how complex, how controversial the problem, committed companies and their employees have key roles to play in seeking solutions.

Responding to the reality of over 5 million children at work in Latin America and the Caribbean, Telefónica has aligned itself with the goal of the International Labor Organization to eradicate all child labor by 2020.

Its vehicle is Proniño, a comprehensive social action program in the 13 Latin American countries where the company does business. Working through a network of 118 NGOs, 674 alliances and almost 5,000 schools and day care centers, the program reaches over 160,000 children and teenagers every year.

Proniño, managed by the company's Fundación Telefónica, is built around three strategies that impact children, their families and schools, and society in general:

- Comprehensive protection by ensuring children have the support they need to remain in school, including assistance with nutrition and health, and by working directly with their families;
- Improved educational quality by supporting renovation of schools and use of information technology, primarily through the Fundación Telefónica Classrooms that are equipped with computers and internet access; and,
- Social and institutional strengthening by raising awareness of the issue, creating networks for intervention and prevention and building institutional capacity of partner NGOs and schools.

 One of the program's strategic objectives is to "increase the management capacity of institutions and communities so that they can independently tackle the issues of children's rights and child labor." Capacity building within Proniño includes tools for monitoring work, independent quality audits with feedback to the NGOs performing the work and standardizing and communicating knowledge built through the program.

Telefónica volunteers are involved throughout Proniño. They:

- Work in after school programs;
- Help partner NGOs monitor the families of participating children;
- Conduct family and community workshops education, hygiene, use of free time;
- Support capacity building in partner NGOs in administrative areas like legal, IT, financial management; and,
- Work in support of teachers and social workers.

Volunteers are at the heart of Telefónica's Escuelas Amigas, a program to match 5th and 6th grade classrooms in Spain and Latin America via the internet for cultural exchange, communication and collaboration.

Telefónica volunteers are "activators" in the project, working in teams to be physically present in the participating classrooms in support of the teachers, providing technical assistance on use of Web 2.0 tools and monitoring work done. In Spain, the volunteers also are responsible for identifying schools to participate. In Latin America schools are those with a Fundación Telefónica Classroom.

The classrooms communicate and work together on pre-designed educational material through blogs and teleconferences, and the Telefónica volunteers role is to activate and accompany both the teachers and the pupils during the five months the project lasts.

The global companies study

This study was about listening to the stories and learning from the experiences of global companies that are committed to building company-wide volunteer efforts.

We were seeking to learn how they organize and manage their volunteering and to identify trends, challenges and innovations that are shaping corporate volunteering.

There were seven key learnings. They are presented in the pages following supported by a myriad of examples that illustrate why companies invest in volunteering and how they do it.

A total of 48 companies participated. We are deeply grateful to them for their willingness to share their stories, to respond to challenging questions and to openly discuss not only their successes but also their challenges.

Methodology and Limitations

For the purpose of this study, global companies were defined as those operating in at least three of the major geographic regions of the world.

The study was done through face-to-face and telephone interviews with those with key leadership and management responsibility for corporate volunteering at the global level. The interviews were complemented by review of documents provided by the companies and information publicly available on the internet.

The study had three primary limitations:

- The time available for interviews was limited, typically no more than three hours, thus limiting the opportunity to dig deeply into specific issues. Follow-up interviews and document review complemented the initial interview and provided additional data.
- Participating companies told us about different aspects of their efforts. Although all were asked the same set of open-ended questions, each emphasized those aspects of their work that are of greatest importance to them.
- The passage of time, over two years from the first interviews to this report, means that there were ongoing changes in the companies and in their programs. Follow-up interviews and a final round of “fact checking” were used to ensure the information presented here is as current as possible.

The examples in this report reflect only portions of the volunteer efforts of the participating companies, not a comprehensive profile of their work, and are used to illustrate the learnings. The use of an example should not be construed as an endorsement nor should the absence of information about a particular effort by a company be construed negatively.

Participating companies were asked to review the information that appears in this report to ensure that it is factually correct.

The seven learnings

1 Inspiring Practices

“Inspiring practices” are better than “best practices” – “best” is in the eye of the beholder and all practices are highly situational.

2 Strategic Asset

Volunteering is being put to work, in varying degrees, as a strategic asset to help achieve business goals.

3 Partnerships with NGOs

Global and local partnerships with NGOs are an essential element of corporate volunteering.

4 Different Philosophies and Operations

There are very real differences in the philosophies and operations of corporate volunteering from company to company - and it does not appear to make any difference to their success.

5 Measurement and Evaluation

While there is recognition of the importance of assessing performance, outputs and impact, there is little ongoing investment in sustained and consistent measurement and evaluation.

6 Technology

There are emerging examples of innovative use of technology to support both the practice and process of corporate volunteering but most use is rather routine.

7 Skills-Based and International Volunteering

Skills-based volunteering and international (cross-border) volunteering are significant new trends with great potential impact – but there are major hurdles to bringing them to scale.

Inspiring Practices



“Inspiring practices” are better than “best practices” – “best” is in the eye of the beholder and all practices are highly situational.

The concept of “best practices” is built around the idea that “conventional wisdom” will identify them. But what if people differ on what constitutes a “best practice”? Is something a “best practice” if it is divorced from a clear understanding of the desired outcome?

Some of what generally are called best practices actually are “most popular practices”. Examples of this include “Days/weeks/months of Service” which often seemed to be undertaken because they are “the thing to do” rather than because they are grounded in clear desired outcomes that they are best suited to deliver.

Instead of best practices, the research revealed what we have termed “inspiring practices” – things that companies can learn from one another, that they may adopt and/or adapt to their own situation and put to work to achieve their desired outcomes.

Inspiring Practices are those things that capture our attention and our imagination, ideas that make us stop and think and can lead us to adopt or adapt them.

The research team has taken the liberty of identifying practices it thinks are “inspiring”. They will be found throughout this report marked with this symbol.

Here are just a handful of examples to get started.

Inspiring Practices can be about the way a company goes about renewing its program:

* In 2009, **Citi** conducted a strategic “re-engineering” of its volunteer efforts. It began with an internal process of discovery that involved almost 100 people, organized into groups for conference call discussions. Participants were pre-selected by

The Big Ideas

Inspiring Practices are those things that capture our attention and our imagination, that make us stop and think and can lead us to adopt or adapt them.

The decision on *what* to do is a business decision, not a popularity contest – beginning with a clear understanding of the desired outcomes, followed by a scan of possibilities and learning from the experiences of others.

Dissemination of inspiring practices is as important within companies as it is among companies – a way to promote learning and adaptation throughout the corporate system.

Days, Weeks and Months of Service

Moments for company-wide focus on volunteering are both popular and strategic. They are high visibility, both inside and outside the company, inclusive and provide opportunities for visible participation by top leaders.

They have many identities, as shown below, perhaps none as distinctive as the Kraft Foods “Delicious Difference Week”.

From executive approval in March 2009, it took only seven months to the first Week in October. The initial target was the company’s top ten markets but ended with activities in 33 countries. Keys to success included:

- Significant CEO support – a high visibility call for employees to participate and a commitment to involve her executive team;
- The Executive Vice President of Human Resources as executive sponsor of the week;
- Executive site sponsors – country presidents, plant managers and others; there was a visible impact on volunteer registration when local leaders signed-up;
- The work of its Ambassador Corps in recruiting the executive site sponsors, organizing and managing local projects and mobilizing volunteers. (See “Ambassadors, Champions, Enablers and Super Volunteers” sidebar);
- Support from External Communications team to develop and implement the media strategy.

Because Kraft Foods has line workers who cannot step away from the job, there were evening and weekend service options offered and take home projects for employees to do with their families – making fleece blankets; assembling and decorating food baskets; making greeting cards.

Timberland gets second place in the “name sweepstakes” with its annual Serv-a-palooza, a fall celebration of service during which Timberland locations worldwide organize community greening service events for employees and guests. All service events comply with Timberland’s “Green Service Standard”:

G = Grassroots (service projects driven by the grassroots need to meet pressing community needs)

R = Reduce, Reuse, Recycle (favoring projects that use recycled or repurposed materials)

E = Engagement

E = Education (community engagement and education are critical to ensure the long term sustainability of Timberland projects)

N = Neutral (favoring projects with smaller carbon footprints)

Other “moments of service” include:

- Alcoa Worldwide Month of Service
- AXA CSR Week
- C&A Institute Week (February/March) and National Volunteering Day (October)
- Camargo Correa Do Good Day
- Citi Global Community Day
- Eli Lilly Global Day of Service
- FedEx Cares Week (September) and International Walk to School Month (October)
- Ford Global Week of Caring
- GE Global Community Day
- GSK Orange Day
- Motorola Global Day of Service
- Samsung Global Festival of Sharing
- SAP Global Month of Service
- Telefonica International Volunteer Day
- UPS Global Volunteer Month
- Vale V-Day

their regional volunteer leaders in six U.S. markets and in each global region. Because volunteering is widely recognized at Citi as a useful tool to sustain employee morale, there was no resistance to participation, even during a difficult time in the business.

Results were aggregated, analyzed and initial conclusions formulated. All of that was then shared back with the participants in a second series of calls to ask for their review and feedback. Overall, the process created a new level of internal buy-in and investment in the program.

Externally, Citi looked at the programs of other companies, benchmarking against them, identifying trends and listening to their challenges and innovations. They found a great willingness of other companies to assist and a high level of collaborative dialogue among them. From that exercise came support for the decision to move to the development of Volunteer Councils.

Inspiring Practices can be about how a company adds a new twist that significantly enhances something that many others do.

* **Ford** has created “Seasons of Service” as a framework for their volunteer efforts – four two-month periods focused on the themes of children and families, the environment, community building and “giving and sharing” through food distribution, holiday parties, gifts for children) – not unlike what other companies do.

But they have added a unique feature that strengthens the approach. Each season features an “Accelerated Action Day” (AAD). Ford’s NGO partners are invited to apply for grants to implement thematic projects on that day. It is a great way to focus attention on the theme and to mobilize employees during normal work hours. To enhance the way volunteering supports their “One Ford” culture change, the NGOs are asked to use part of the grant to provide lunch for the volunteers, bringing them together in their cross-cutting volunteer teams.



Inspiring Practices can be about putting employee skills and interests to work in new, interesting ways that, when leveraged with other resources, have multiple impacts.

* **Hyundai** partners with rural villages in Korea to organize opportunities for their employees to volunteer to help with agricultural work. Local government suggests villages, discussions are held with heads of the village and “sisterhood relationships” are established with joint planning about specific work to be done in each season.

Some 100 volunteer teams, working in clusters of 3-4 teams per project, help with planting in the spring, harvesting in the fall, fixing equipment, etc. Many Hyundai employees were raised in rural areas so are comfortable doing the work. The company buys the products from the village, creating a stable market and price structure for them. It then distributes the products to low income people through other projects.

Inspiring Practices can be about saying “thank you.”

* **Motorola Mobility** annually honors 12 outstanding volunteers with their Volunteer Awards. Employees are nominated by other employees or are self-nominated. A committee of employee volunteers, including past awardees, selects the winners. There is a conscious effort to ensure a balance between the U.S. and international operations. The NGOs the volunteers serve each receive a \$5,000 grant.

Inspiring Practices can be about a specific policy.

* The released time policy at **National Australia Bank (NAB)** allows employees who volunteer on weekends to use the two days a year allowance as comp time during normal working hours.

Inspiring Practices can be about putting people with unique skills sets to work in new ways.

* **Lilly** has created the Six Sigma Community Outreach Initiative to leverage the skills of its in-house “Sigma black belts”, staff who are expert in the Six Sigma management system. They are applying the Six Sigma process with NGOs, hospitals and local and state government agencies, government agencies, to help improve their organizational and program management processes, increasing efficiency and bringing improved services to more people.

Inspiring Practices can be about new ways for companies to relate to their communities.

* **Alcoa** convenes “community advisory boards” in most of its locations. The boards are comprised of employees from multiple functions and community representatives who advise on local issues, environmental matters and community involvement. These boards provide the company with insight into community challenges and offer suggestions on how to best solve them.

Inspiring Practices can be about integrating community engagement and a company’s core business.

* **UBM (United Business Media)** seeks ways to integrate their community engagement with their business, thus making “volunteering” part of the ongoing work of many of their employees. For example, their PS Newswire offered free services for NGOs and companies providing earthquake relief services in Haiti. They regularly make available exhibit space for NGOs at major trade shows they manage, giving them visibility with other companies. In São Paulo, Brazil, they hosted an NGO Expo that enabled 270 NGOs to exhibit to over 2,500 visitors.



Think about it...

How can you encourage internal sharing and find incentives for people to share their challenges as well as successes?

Share “up” as well as down and across. Folks above need inspiration, reinforcement and stimulation, too.

Be selective in learning from other companies. Push to learn the downsides as well as the high points.

Share your own inspiring practices with other companies – and then ask for questions and critical feedback. That’s the best way to test what you are doing.

Time AND Money

Many companies have some form of matching financial contributions to hours volunteered. Most commonly, a set contribution is made to the organization served after an employee has volunteered a required number of hours.

* But at **BHP Billiton**, matching **is** their volunteer program. The company matches volunteer time at US\$8 per hour as well as matching employees' personal financial contributions and money they raise.

Their Matched Giving Program (MGP) is very much a reflection of the company's values and organizational realities. As a global mining, oil and gas company, most of their operations and a high percentage of their employees are in relatively remote locations. They have many different kinds of operations with many different employees, companies and environments.

BHP Billiton highly values consistency in employee policies across the entire company, whether for office workers or miners. Models of corporate volunteering that require different approaches or policies for different employees thus could not be consistently applied. Thus, they feel that the best approach for them is to use matching gifts as a way to reward and leverage employees' volunteering.

It also is a way of demonstrating respect for their employees and honoring their belief in what is important in their communities. Very often that means support for small local organizations – junior cricket clubs, parents associations at schools and school building funds.

There is a cap of 40 hours per month, 480 per year that will be matched. That grew from concerns that involvement beyond that level might be disruptive to employees' work and personal lives.

The volunteer program at **Motorola Mobility** pairs employee volunteers with grantee organizations, primarily in science and engineering education, to help strengthen organizational leadership, bringing hands-on, real world skills to non-profits, to be the "friend in the business".

The **National Australia Bank (NAB)** Employee Community Grants program is an employee rewards program designed to acknowledge employee volunteering that goes above and beyond. Employees are encouraged to nominate community groups they are actively involved with, either through the NAB volunteer program or their own local community work. Each year, forty NAB Employee Community Grants, totaling \$80,000, are awarded to applications that most effectively demonstrate the positive social impact of the community group.

The **Microsoft** Volunteer Connection recognizes employees in the U.S. through a \$17/hour match for a 10 hour minimum volunteering to one NGO by employees. The program is designed to recognize "deeper" relationships with NGOs rather than episodic volunteering.

Nike employees accumulate "points" for volunteering, making a cash contribution and other activities. Points can be cashed in for products that will be given to organizations of their choice.

UPS Community Involvement Committees make grants to local organizations based on funding provided by the UPS Foundation. The funding is based on the number of employees in the operation and other factors such as urgent community needs. But before a grant is awarded, there must be at least 50 hours of UPS volunteer service related to the funded project.

United Business Media has a slightly different approach to matching. There is no certain number of volunteer hours an employee must reach in order to apply for funding for the NGO they serve but they are expected to have an ongoing volunteer relationship with the organization. There is ongoing review of applications with grants made monthly.

Alcoa recognizes the efforts of employees who volunteer in their communities. The ACTION program supports the work of employee teams by donating up to \$3,000 to the nonprofits they serve. Bravo! rewards the efforts of individual employees who volunteer at least 50 hours a year with a \$250 grant to the local non-profit organization they serve.

Strategic Asset



Volunteering is being put to work, in varying degrees, as a strategic asset to help achieve business goals.

“It has to be strategic!” For over 30 years, those responsible for leading corporate volunteer efforts have been challenged, by one another, more often by observers, to be more “strategic” to demonstrate value in achieving business goals.

All along, there have been significant anecdotal examples of programs that do that. But there are widely different degrees to which companies are systematically seeking to make their volunteer efforts a recognized and valued strategic asset to the company.

Of course, despite the best efforts of those running programs, it is ultimately up to others within the company to recognize and take advantage of the value add of corporate volunteering.

From top executives to middle managers, from human resources to marketing, from external affairs to brand management, **there too often is blindness or resistance to the potential contribution volunteering can make.**

In this study, there were strong examples of companies that have diminished that resistance and have begun to put volunteering to work as a strategic asset. Those examples fall into three broad categories:

- Alignment with the company’s culture, values and current priorities, using volunteering to help sustain, manage and even change these fundamentals;
- Contribution to “employee engagement” and human resource development goals; and,
- Contribution to business operations – business and product development, external relations.

The Big Ideas

The professed belief by companies of the strategic value of their volunteer efforts is far greater than their actual investment in systematically seeking to maximize that value.

Internal partnerships, vertical and horizontal, are key to building understanding of and support for volunteering as a strategic asset.

Building morale, pride and loyalty to the company now are desired outcomes of volunteering, not coincidental by-products.

Alignment with Culture, Values and Priorities

“It’s in our DNA.” That was one of the most often repeated lines in the interviews for this study. In a quarter of the companies studied, it is almost literally true as the cultural support for community involvement, social responsibility, philanthropy and volunteering can be directly traced back to their founders.

- **AXA** – Claude Bébéar
- **BD** – Maxwell Becton and Fairleigh Dickinson
- **Camargo Corrêa** – The Camargo family
- **FedEx** – Frederick W. Smith, CEO, President and Chairman
- **Ford Motor Company** – Henry Ford and the Ford family
- **Marriott International** – J. Willard and Alice S. Marriott
- **Microsoft** – Paul Allen and Bill Gates
- **Motorola** – The Galvin family
- **salesforce.com** – Marc Benioff
- **SK Group** – Chey Jong-Hyun
- **Tata Group** – Jamsedji Tata
- **UPS** – James E. Casey

A contemporary example is Marc Benioff. When he created **salesforce.com**, he pioneered the 1/1/1 model of integrated philanthropy – with the company contributing 1% of product, 1% of equity and 1% of employee hours back to the community. In fact, the company gives employees four paid hours per month or six days per year to volunteer. They believe the high rate of participation (85%) is because employees come to the company knowing its philosophy and wanting to be part of it.

At **GE**, by contrast, the culture has evolved over time so that volunteering is an organic part of the company, not driven from the top down but spreading through shared assumptions about desirable corporate and individual behavior, company-wide communications, and leadership at the regional, country and local levels. The shared culture sustains the commitment across very different business units and very different ways in which employees can volunteer.

For **UPS**, there is a particular closeness to the community because their drivers “see the reality of life as they go into every neighborhood” so that “community is part of our well-being.”

>>> From Culture and Values to Program

In many companies it is possible to see a direct link between culture and values and both the concept and the specifics of their volunteer efforts.

The **SK Group** founder, Chey Jong-Hyun, had a philosophy of community involvement based on the belief that people should be helped to become self-sufficient. Thus he focused on people with abilities who were poor, helping them go to school and to study abroad. This has carried forward into the stated aim of the company’s now extensive volunteer efforts, “to make it possible for those who are in need of help to lead their own lives for themselves by empowering them using our specialties.”

Community involvement is built into the SK Management Systems, SKMS, a philosophy and methodology that all SK people are expected to share. For SK, the ultimate goal is the happiness of its stakeholders – customers, shareholders, communities and SK people. “In that sense, our community involvement activities to make a better society are aligned with achieving the company’s ultimate goal.”

Learning “Tata-ness”

“In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.”

Those words from Jamsetji Tata, founder over 140 years ago of what has become the Tata Group, are at the heart of what internally is called “Tata-ness”.

It is a corporate ethic, an expectation, an imperative, a way of being so deeply rooted in the corporate culture that while it must be learned, it can’t be taught. It is the reality of people who keep on doing and others who keep on emulating, a continuous learning from one’s own experience and from the stories of others.

For the Tata Group, the starting point is the needs of society. Support of society is why the company exists. While there is great attention in many companies to developing the business case for CSR, for Tata it is the business case.

It is reflected even in the ownership structure of the Group, the largest private corporate group in India, 114 companies with operations in 80 countries. It is 66% owned by charitable trusts with a roughly equivalent share of the profits channeled back into the community. This fits the corporate belief that what comes from the people gives back to the people many times over.

Volunteering at Tata, then, is very organic, enmeshed throughout the company, not an add-on. It is a bottom-up form of engagement, driven by employees. There is no need for a formal mandate from the top. Rather, the goal is to build an enabling environment for volunteering throughout the Group, one in which there is an expectation of involvement, one that gives people tremendous responsibility to identify needs, develop responses and take action.

Central to this is the work of the Tata Council for Community Initiatives, a Group-level organization that facilitates participatory networking, aggregation of good practices, active learning from experience and cross-company exchange of ideas, challenges and solutions.

Marriott's branded volunteer program, "Spirit To Serve Our Communities," is an important part of their core values and culture which has been integrated into how they do business.

To help fulfill Marriott's pledge that "every community will be a better place to live and work because we are there" their volunteer activities center around five focus areas: shelter and food; the environment; readiness for hotel careers; vitality of children; and embracing global diversity and inclusion.

To recognize best practices in community engagement, Marriott selects one business unit each year for its highest community achievement recognition, the Alice S. Marriott Award for Community Service, named after the company's co-founder. It is presented at an annual gala event attended by the founders' son and current CEO, J.W. Marriott Jr.

Starbucks community service efforts support the "Our Neighborhood" section of the company's guiding principles: "Every store is part of a community, and we take our responsibility to be good neighbors seriously. We want to be invited in wherever we do business. We can be a force for positive action – bringing together our partners, customers, and the community to contribute every day. Now we see that our responsibility – and our potential for good – is even larger. The world is looking to Starbucks to set the new standard, yet again. We will lead."

The company's new approach to volunteering is part of the three-pronged "Shared Planet" initiative – Ethical Sourcing, Environmental Stewardship and Community Involvement. Each has measurable goals to be reached by 2015. For volunteering that is one million hours of service.

When it began the volunteer program at its global headquarters, **CEMEX** built on the entrepreneurial culture and commitment to economic development begun by the founding families. They set the dual goals of mobilizing highly qualified professionals to work in

schools to motivate an entrepreneurial spirit in the students and to give the volunteers a better understanding of the social realities of the country.

>> **Managing and Changing Culture**

Three companies in the study provided clear examples of how volunteering can be directly tied to the management and change of their cultures.

Founder Henry Ford built into **Ford Motor** a commitment to build better communities as well as better cars. That legacy, sustained by continuing family leadership for the company, has become an asset in the major planned culture change the company has been in since 2006. Driven by CEO Alan Mullaly it focuses on becoming "One Ford – One Team, One Plan, One Goal".

Their redesigned volunteering directly supports that focus – pulling disparate existing efforts into a single strategic program, creating an overarching framework in their Global



***** Week of Caring, designing the Ford Model Teams (read carefully as Ford Model T[teams], a symbolic bow to the company's heritage) to cut across organizational silos – with the result that there now is a way to tell one story about Ford volunteers. The program is pointed to by Ford executives as exemplifying the new culture.

With its announcement of "Vision 2020: Together for a Better Future", **Hyundai Motor Group** demonstrated a commitment to building a shared global culture that fits its status as a global company. Their Social Contributions structure is built around four "Moves" that are consistent company-wide: Easy Move (mobility); Green Move (environment); Safe Move (safety); and, Happy Move (volunteering). The "Moves" evolved from the company's character, a belief in human happiness through vehicles. For them, "Volunteering is a powerful tool to share the culture. It is important for the education of employees about problems. They will know the company is doing something. That will build pride."

KPMG is a network of independent firms in more than 140 countries. The "KPMG Way" – everything from values and ethics to words and graphics – plus mergers into regional structures is drawing the members closer, seeing themselves as part of a greater whole and opening to global leadership and collaboration while maintaining their own unique approaches to volunteering. Concurrently, the overall global approach to CSR and volunteering is evolving – sustaining the expectation that wherever you are in the firm you will be involved in the community; focusing on applying professional skills to local and global needs; and, building a global capacity to support the network.

Employee Engagement and Development

On no aspect of the study was there greater agreement than that volunteering is a powerful asset in support of corporate goals around employee engagement and development – building commitment and morale, learning social reality, developing leadership, strengthening teams, enhancing business skills and recruiting new employees.

Pfizer is an excellent example of a company that recognizes that “What we do is very much in service to our business as well as to external stakeholders.” As they move from a primary focus on their Global Health Fellows program to a broader, more inclusive volunteer program, they can cite five potential impacts for the company, four of which clearly relate to their people: employee engagement in the mission of the company; employee engagement with customers; value of skills-based volunteering for employees to enhance their skills; leadership development; and corporate reputation.

>> Building Commitment and Morale

The adage that in today’s world the only constant is constant change has been multiplied many times over in the past three years as wrenching economic changes have shaken both employers and workers. Companies have sought new approaches to employee engagement. As a result, **building morale, pride and loyalty to the company now are desired outcomes of volunteering, not coincidental by-products.**

For **UBS** it has never been more relevant to engage employees and work to ensure the firm is an employer of choice. There is a growing understanding of the importance of volunteering and the contribution it can make to employee morale as well as to the perception of a company’s image and to the community. UBS’s implementation model, in which leadership for “community affairs” and volunteering is driven by regional teams, reflects their understanding that culture, expectations of community and employees, and opportunities for involvement differ from region to region and country to country.

Linklaters, one of the world’s largest law firms, can demonstrate that employees who volunteer have greater pride in the firm by comparing responses to their own volunteering research to that reached by the all-employee survey. They recognize that what they term “community investment” is not the principle reason people join the firm, but it is an influence in recruitment and retention. Newcomers have indicated that they want to be in a place that makes a commitment to the community.

At **Starbucks** there is a great deal of business focus on their Partners (employees). Part of that strategy is “letting them carry out their community passions”. In stores where partners engaged in group community service activity, there was a 6% lower turnover rate than in stores where there was no participation.

FedEx is a company that deeply values engagement in the community. The FedEx philosophy of “people, service and profit” is extended to a focus on being “the employer, neighbor, carrier of choice” and to signature volunteer programs tied to the company’s core competencies.

FedEx Cares Week began as a way to raise awareness about the company’s United Way campaign. It ended up bringing a more universal message of the company culture of service to the community and commitment to volunteering. Follow-up surveys indicated overwhelming employee approval of the week. People felt inspired about the company and happy to be working for it.

>> Learning Social Reality

For a handful of companies, there is a deliberate expectation that volunteering will help employees build a greater understanding of the realities of the world and encourage them to become active, involved citizens.

C&A employees are typically young people very early in their employment careers. The company is committed to helping them develop an understanding of the social reality of their communities and a norm of civic participation that they can carry with them throughout their lives. Volunteering is a primary way to accomplish both.

Indeed, one of their leading shareholders, a descendant of the company founders, has articulated the theme “putting people in

“Volunteering is an incredible way of developing fundamental competencies with the group, because doing voluntary work involves a highly complex environment. In the company we talk about the culture of serving, and volunteers know how to do this better than anybody. Volunteering provides employees with the opportunity of showing how well they can work and of becoming leaders in the company. Volunteering connects them with something that was lying there dormant and that was unperceived by the company.”

Luiz Covo, C&A Institute

touch with the world". The company's volunteer efforts, focused on the education of children and teenagers, are driven locally within a framework of specific programs, and tied together through the Portal, a social network that allows volunteers to learn from one another's experience. Their Volunteer Group Leader meetings promote reflection on their role as leaders in the many contexts of their lives – at work, with the volunteers, in their family unit and in society.

At **Fujitsu**, everything begins with the "Fujitsu Way", an articulation of vision, values, principles and code of conduct and the relation of those elements to business policy. They are committed to "Green IT" which contributes to creating a prosperous, low-carbon society. Volunteering is one of the ways employees can embody those ideals. For the company, volunteer activities are important on their own. But it is more important that "employees understand how to use their volunteer minds to create green products. Through volunteering, employees will have a point of view that affects their work."

UBS has partnered with the Swiss Charitable Association for almost 20 years on the Changing Sides initiative. Designed as part of UBS' training program in advanced management skills for middle managers, it places participants in a week-long "layman's social support role" in schools, prisons, welfare agencies, a mental hospital, an Alzheimer's center, homes for seniors, etc. It is intended to "take people out of their comfort zone", concluding with a debriefing about the experience and how it applies to management, asking questions like, "What is success when you are working with people who are dying?"

In a similar vein, for over 40 years **UPS** has used its Community Intern Program to put advancing UPSers into the community through structured experiences in jails, shelters, halfway houses, etc. The 30 day program is described as "an orientation to instill the reality of community problems." Participants also can help those organizations by bringing their unique business skills to the community organization during their internship.

>> Developing Leadership

Perhaps one of the best indicators of the value of volunteering in developing talent is recognition of its value in developing leadership skills and its incorporation into formal leadership development programs for high potential employees.

The **HSBC** Climate Partnership is a five-year environmental program between HSBC, The Climate Group, Earthwatch Institute, Smithsonian Institution and World Wildlife Fund to reduce the impact of climate change on people, forests, freshwater and cities and accelerate the adoption of low-carbon economies.

It is engaging more than 40,000 HSBC staff as a global taskforce to drive change. 2,500 of these selected staff will have completed training with Earthwatch as "Climate Champions" at one of five Regional Climate Centers worldwide by the end of the Partnership. The training takes place over seven or twelve days.

The Centers have been established to involve HSBC staff in scientific research and associated learning, helping them to understand climate change, sustainability and the actions they can take in their personal and professional lives.

An independent review of the Earthwatch learning aspect of the program, conducted by Ashridge Business School, showed 70% of line managers surveyed said their employees had improved their leadership skills as a result of the Climate Champion program.

The HSBC global annual employee engagement survey shows those who have participated in some kind of volunteering activity during the year are 9% more engaged than those who have not.

BD's Early Career Experience Program is for high potential employees who are selected for the management fast track. As part of this two-year immersion program, there is a 40 hour community service challenge in which teams must plan a community service project, working in partnership with an NGO. They may request a company grant for the project of up to \$10,000.

Timberland strongly believes that leading community projects, training and developing employee volunteer leaders, building new relationships in the community, and inviting business partners to participate in service events, all contribute to the brand and to the business. All service projects are led by employees who learn new skills and gain valuable project management and leadership experience to forward their professional development.

>> Enhancing Business Skills

In addition to a generalized value in building employees' knowledge and skills, volunteering is seen by some companies as a way to enhance skills that are of direct value to their business.

SOMPO has found that the same skills of partnership building are needed to solve social problems and to develop new insurance products. Because volunteering contributes to that skill-building, it is seen as very useful to the core business.

SK Group makes a conscious effort to build the skills of employees who mentor social entrepreneurs, especially helping volunteers learn to adapt to working with many different kinds of businesses.

 **KPMG's** U.S. Employee Career Architecture (ECA) is a comprehensive set of online resources and tools that enables employees to look at their current role and potential career options and identify the skills and competencies needed to pursue them. As relevant, ECA

includes volunteering as one of the ways an individual can acquire those skills, and provides examples of the types of volunteer roles that can help build careers.

As the biggest company in Korea, **Samsung** needs employees who can communicate effectively with communities. Volunteering with NGOs complements in-house training programs to enhance professional competencies, especially negotiation and communications skills with external audiences.

At **IBM**, employees can use volunteering for the company's certification or re-certification in skill areas but is not part of the individual's performance plan. It is considered skills enhancement and thus is not part of the annual evaluation but is a very important part of employee development.

>>Strengthening Teams

A major differentiator among companies is the extent to which they deliberately make use of volunteering to build stronger teams. For many, team building is an ancillary benefit, an unintended but desirable consequence of volunteering. For some, however, it is central to their expectations for their volunteer efforts.

One of the unanticipated outcomes from **Lilly's** initial Global Day of Service was its contribution to team building. Now, even though participation is not mandated, it has become a "corporate team building day", increasing peer expectation of participation.

"Team builds" are important at **SAP** both for team-building and as opportunities to assess, in a different way, outside the office, the volunteer ambassadors, who are often recruited from the top 10% of employees rated by performance and potential. Each project is initiated by an "executive sponsor", working through the Corporate Social Responsibility staff that consult on operational details and help find a community partner. They also help sponsors prepare to do reflection and debriefing with the participants.

* At **State Street**, tying volunteering to team building is a formal strategy to build middle manager support for and engagement in volunteering. Volunteer projects are presented to middle managers as team building events so that there is a clearly perceived benefit of participation to their department and, thus, to them. Also, everyone in the company must have a goal for "Global Inclusion" in their annual performance goals. Supporting a volunteer event for their team can be that goal for middle managers.

* **Marriott** incorporates employee volunteer and service projects into its major internal meetings and conferences in order to foster teamwork, support community partnerships and demonstrate activities that can be replicated at the hotel level. These volunteer activities bring a new dimension to the meetings and strengthen teams both within and across functions. This sends a strong message about the company's commitment to employee volunteering.

National Australia Bank (NAB) works to manage business unit expectations about what they can get from volunteering. For example, units may be trying to substitute volunteer projects for other team-building activities they might undertake. The Corporate Volunteering staff might instead steer them toward a design that would have half a day of service and half a day of other team-building work.

>>Bringing New People into the Company

State Street and **Rolls-Royce** offer two examples of how companies can make volunteering part of their employment process.

State Street partners with Year Up, a local nonprofit that pairs corporate mentors with low-income youth preparing to enter the workforce. Students who are part of the Year Up program receive six months of in-house training on computer and soft skills, as well as a corporate internship and a corporate mentor. Because the students are tracked for possible hiring, this is both a business strategy and a community strategy.

Rolls-Royce recognizes the value in employees participating in community service activities. Working with local communities enables employees to develop their skills as well as enabling them to make a valuable contribution to the places where they live and work. All Rolls-Royce trainees take part in a day-long project on their second day in the company and work as part of a team, strategize, plan and execute service projects as part of their development during their first year.



Business Operations

A relative handful of companies described specific ways in which they believe their volunteer efforts are tied directly to business goals beyond those related to employee engagement.

>>Strengthening the Business

* **Dow** directly addresses a question of concern to many companies, “How does a volunteer program survive the low points in the traditional up and down economic cycle?” A goal of its Sustainability Corps, then, is to make a demonstrable contribution to the company, building a value proposition that makes the program sustainable. Thus, one potential project could lead to jobs and environmental clean-up in a natural disaster area while creating a new supply chain for one of Dow’s business units. Similarly, there is attention to how to appropriately support regional business goals by helping to build brand reputation in places of planned business activities.

>>Strengthening the Brand

At **IBM**, their On Demand Community is intended to recognize the strength of and enhance the corporate brand. For them, volunteers are the embodiment of the brand – skills based and solutions focused. IBM’s business and community strategies are aligned around delivering smart solutions. They want to make sure their people have the ability and opportunity to do that.

The integration of volunteering into their brand is reflected in IBM’s 2009 Corporate Responsibility Report that highlights examples of “IBMers whose work is helping to make our world healthier, more sustainable, fairer and smarter. Whether through volunteerism, scientific exploration, or working with clients to help transform the systems by which our planet works, they exemplify what it means to be a global citizen.” The work of IBM volunteers stands with, not separate from, the contributions of all of their workers to the corporate mission.

The Partnership with HR

HR is the prime example of the kind of horizontal partnership that can maximize the likelihood that volunteering will be taken seriously as a strategic asset, particularly to achieve employee engagement and development goals.

Ideally, all would be like the **Tata Group** where the HR heads of their companies “see volunteering as a quiet, effective, cost efficient way to develop talent”.

But that is not always the case. For every company that described a positive relationship with HR, there was one or more where HR does not “get it”, HR policies and practices have “stymied progress” or make it “very complex” to do something like a “day of service”, or volunteering is not seen as an asset for personal and professional development.

How have positive partnerships been built? In most cases, it is the result of persistent work, careful crafting of a persuasive business case, finding common ground to work together and keeping HR involved.

* A key to the successful development of the new **Starbucks** Community Service Program has been to “make friends across the company”. They have been careful to develop cross-functional support, seeking input from a broad variety of places and giving feedback on how their

ideas were incorporated into the final program design. This required a willingness “to be vulnerable” to critique and change as ideas were shared and refined.

The **Monsanto** Foundation, as it was laying the groundwork for its new approach to volunteering, worked closely to build the internal partnerships it needed, particularly with the HR leadership team. Initial meetings to review policies and information to be distributed to employees set a strong foundation that has been sustained through periodic updating and joint problem-solving.

Here are other examples:

- **Kraft** – the head of HR is executive sponsor for their Make A Delicious Difference Week;
- **State Street** – Corporate Citizenship and HR now report to the same executive and are working together to identify development opportunities for employees at all levels;
- **Pfizer** – the Chief Talent Officer is an advocate for the value of skills-based volunteering as a talent development opportunity;
- **Disney** – they are looking at new ways to collaborate with HR to integrate volunteer opportunities into all Disney businesses to help develop employee skills.

Nike Better World (NBW) is about creating innovative products that maximize performance while minimizing the impact on the planet. NBW also believes everyone should have access to sports. NBW empowers its business units and brands to determine the way they relate to the community. The basketball group focuses on “inclusion” and offers young people in inner cities the opportunity to play basketball; the runners group focuses on “environment”, a reflection of a desire for a safe and healthy place to run; the soccer category teamed up with RED to support HIV/AIDS programs. The Cole Haan brand partnered with the Common Cents Penny Harvest, a youth-based service and fund-raising effort, reflecting its famous “penny loafers” brand.

Monsanto’s vision is to “produce more, conserve more and improve lives” and volunteering is one way that third element comes to life. “Improving lives” is about making a positive difference in the communities where its people all live and work, resulting in being a good corporate citizen and neighbor.

>> Building External Relationships

Although in its early stages of development, collaborative volunteering is seen by some companies as an asset in strengthening relationships with external stakeholders – the supply chain, customers and strategic corporate partners. But those beginning to use it in that way emphasize that because of its focus on those outside of high value to the company, it requires careful management, appropriate investment and responsiveness to those stakeholders to ensure it is beneficial to all.

At **Linklaters** volunteering is becoming recognized as an option for joint activity with clients, including offering clients’ legal teams collaborative pro bono opportunities with Linklaters. They also make volunteer opportunities available to 2,500 “alumni” of the firm, maintaining relationships with them and potentially with those with whom they now work.

SK Group’s SUNNY program offers university students two kinds of opportunities to volunteer. “General volunteers” teach and mentor underprivileged children and teach the elderly how to use mobile phones. “Specialty volunteers” use their artistic skills in performances and participate as junior members of SK Pro Bono teams, advising social entrepreneurs.

The program was intended not as a marketing tool but as a way to expand their mission, as a way to promote volunteering in society. Now, some 4,200 students participate every year, a total of over 100,000 from 2003 through 2010. While the company plans and manages major programs, students also organize their own. They suggest projects to the SUNNY office, pinpointing their region’s needs and proposing programs to address them. They compete for project funding by demonstrating the value of what they are proposing. Starting in 2010, 250 Chinese students have been participating in similar SUNNY activities in China through SK China.



T-together, a second SK customer volunteer program, has the overarching theme of helping multicultural children. Anyone can participate, signing up through a website, in activities that include service projects, raising funds and donating blood. SK has developed smart mobile phone applications to make charitable contributions more convenient for their customers.

At the annual **salesforce.com** Dreamforce user conference, volunteering is always on the agenda. One year participants helped build an “eco center” in a low-income neighborhood; another, they packed 50,000 meals for an international hunger relief agency and even built a neighborhood playground.

Marriott recognizes that people want to do business with those who share their values. For 25 years, Marriott Business Councils, comprised of general managers of Marriott operations in more than 70 of their major markets around the world, have leveraged their shared resources to increase the impact of their community engagement. In many cases, Marriott Business Councils include customers, public officials and other stakeholders in their community activities which help to strengthen business relationships.

SAP organizes high-impact volunteer experiences with members of its ecosystem – such as customers and partners – on an ongoing basis.

As part of its vendor care program, **Hyundai** has organized over 50 vendor employee volunteer teams, each made up of three to five vendors. They do monthly projects in social welfare organizations in their communities.

Support from the Top

It has become axiomatic that support of top executives is a key element of success for corporate volunteer efforts.

The truth of that may lay in the definition of “success”. Certainly among companies participating in the study, there were examples of ones in which support from the top was muted at best, minimal to non-existent at worst. Yet many of them would appear to be successful, at least in the moment, in the nature and scope of their efforts, the level of involvement and their ability to create some recognition of strategic value.

It would be more accurate to say that support from the top is a key element of success for the sustainability of programs – that is, the likelihood that they will become institutionalized within the company.

Further, if the job of top executives is to create an environment that values volunteering, their personal involvement clearly is an “inspiring practice” to achieve that. Here are some examples:

In 2004, **Samsung** proclaimed “the management of sharing” which stressed a strategy of volunteering both domestically in Korea and globally. That led to the start of “Happy Together”, the globally branded volunteer program. Through weekly meetings, the CEOs of all of the group’s companies came to understand and agree with the philosophy and policy – and, now, participation among them has become somewhat competitive. The CEOs are responsible for personal volunteer involvement and for promotion of volunteering, often through interaction with the in-house company-run Volunteer Centers. The “power of the policy” has led to 90% participation among employees in Korea.

Irene Rosenfeld, CEO of **Kraft Foods**, was among the first to sign up for the company’s inaugural “Delicious Difference” global week of volunteer service. Well known for her passion for volunteering, she aims to get 100% involvement of her executive team in the week.

Expansion of the volunteer efforts of **Standard Chartered Bank** (SCB) “is a passion project for the CEO and top management” as they see it as a way to increase community investment and as an employee benefit. Steve Bertamini, CEO of Global Consumer Banking and a member of the Management Committee, was tasked as “executive sponsor” to expand the scope and increase the numbers. He, in turn, has set targets for his direct reports and established a system to provide data for monthly review meetings. Recognition for countries with high levels of participation is significant, including calls from the CEO and participation in management and leadership forums.

Alcoa’s commitment to community engagement starts from the top. Chairman and CEO, Klaus Kleinfeld, is passionate about community service and regularly communicates about its importance and personally participates in volunteer activities. To foster a culture of community service, each senior executive is required to lead a volunteer event during the annual Worldwide Month of Service. In addition, Alcoans from group presidents to line managers give back to their communities and support the efforts of their teams in doing the same. A monthly calendar of events is provided to corporate management teams to ensure employees are aware of service opportunities. Employee engagement is a priority and results are measured like any other aspect of the business.

Scott Davis, CEO of **UPS**, has been a visible champion of the company’s volunteer efforts, both internally and externally. He issues an annual “call to action” to the global management team encouraging participation and has set the example by personally participating in the company’s annual Global Volunteer Month. He also represents the company externally, most recently participating in a major capital campaign for the Points of Light Institute and chairing the annual corporate fundraising campaign for the NAACP.

The **SK** Volunteer Group is made up of CEOs from each of the major SK companies. It is an officially centralized organization, formed in 2004, with both top down and bottom up programs. There is a clear Group mandate that all SK companies will have volunteer activities. The Group reports through the Office of Corporate Contribution to the SK chairman, Chey Tae Won.

At **Marriott**, the commitment to employee volunteering starts at the top. Bill Marriott, chairman and CEO, Arne Sorenson, chief operating officer, and other executives take part in Spirit To Serve Our Communities Day, Environmental Awareness Month and other volunteer activities throughout the year.

C&A’s owners are very present, involved in the company’s volunteer activities. They have great influence in the

company and their active support is very helpful in mobilizing employees to volunteer.

There is no “official” expectation for executive involvement at **Disney** but their top executives are very involved. Disney Community Engagement supports that by aligning them with strategic organizations and events. At Disney VoluntEARS recognition events, top management participates each year as a testament to their support and thanks to the thousands of Cast Members/employees who volunteer.

“It sends a powerful message to both groups” when the Corporate Executive Council, the top 30-40 leaders at **GE**, use part of their September meeting to recognize outstanding GE volunteers from throughout the world. CEO Jeff Immelt’s belief that “volunteering is part of being a good leader at GE” sets an affirmative expectation that not only people at the top but those coming up will get involved.

Bill McDermott brought to **SAP** a philosophy of holistic leadership that included community involvement. As CEO of SAP America set clear goals for the company’s nascent volunteer efforts, drawing them together around their initial Week of Service, now expanded to a full month of activities that involve some 50% of their employees. Now, as co-CEO of SAP AG, the parent company, he has encouraged development of a broader company-wide program, activating more than 20% of employees globally in 2010.

When Andrew Witty became CEO of **GlaxoSmithKline** (GSK), he established an overarching priority strategy of employee engagement, with volunteering as one of the key operational priorities within that. He mandated development of Orange Day, GSK’s version of a global day of service. His overall approach is making volunteering more mainstream in the company and “creating new DNA.”

Timberland CEO Jeff Swartz has long been a visible and articulate advocate for community service and volunteering. He has been the “visionary” for the company’s Path of Service™ volunteer program.

Think about it...

Identify the critical internal partnerships you need, assess where you stand, seek counsel on how to strengthen, develop and execute action plans.

What are the key indicators that demonstrate that you are a strategic asset in support of your company’s business goals? How are those indicators measured and reported for maximum impact?

Ask someone from outside the company who you trust to take a look at your volunteer program and assess what he or she thinks it says about the values of the company.

Latin America

Transformation rather than “help”. Exercising the right of participation rather than “doing good”. Latin America is engaging in real change through volunteer action.

Latin America – the “green continent” – 570 million people living in 33 countries spread over 14% of the planet, tied together by common Iberian heritage, most speaking Spanish or Portuguese – and a region of continuing intellectual, societal, economic and political change.

That culture of change has played a significant role in shaping corporate volunteering since it was first introduced in the region some 15 years ago by multinational companies.

The target beneficiary population for volunteering no longer is conceived as dependent subjects to be protected, a hallmark of the sense of a charity obligation. Now it is about the defense of their rights and those of others, active and reciprocal citizen participation between equals.

The idea of “transforming” volunteering appeared, companies generally converging towards a “new attitude”, “a new consciousness”, trying to bring the businesses to action led by an ideal of engagement.

These changes parallel the reality of change throughout the region. In the past century political instability has been constant in the region, with the collapse of the social model and the escalation of military regimes and dictatorships. Organizations defending human rights, grassroots movements and other social actors played an important role in the return of democracy and the creation of a culture of citizen participation.

Although poverty has decreased, most of the “new non-poor” are only slightly above the dividing line, making the social structure still vulnerable. Social inequality remains, however, as one of the highest in the world.

Throughout the region, corporate volunteering is growing, is becoming more mature in process and structure and is evidences unique emerging models reflective of the region.

The two countries with the greatest number of local companies with volunteer programs are Mexico and Brazil, followed by Argentina and Chile. Among the global companies operating in the region, **Telefónica** has volunteer programs in 13 Latin American countries in which it does business, with its signature Proniño program involving volunteers not only from the region but from Europe through their Vacaciones Solidarias. **P&G** operates one of their programs in seven countries of Central America.

There is an emerging infrastructure to support corporate volunteering in the region. In the past decade Brazilian regional Federations of Industries have created statewide programs to support and train companies and their employees. In the State of Rio Grande do Sul in Brazil, over 100 Commercial Associations house local volunteer centers. One Volunteer Center in Brazil convened companies to create the first Corporate Volunteer Council of the region. A second one has recently launched in Colombia.

Corporate volunteering is being added to the agendas of national non-profits addressing CSR in Chile, Argentina, Venezuela, Peru, Uruguay, as well as regional businesses networks and Mesas de Trabajo (Work Tables).

>> Focus

Companies throughout the region are directly addressing serious human and social problems.

* Nearly 70% of volunteer programs studied address education as their main focus, with children and youngsters their primary audience, as in Mexico’s **Prologis**.

* **The Panama Canal Authority’s** Children to the Canal program is a full day of educational activities for children from all over the country.

* **Telefónica** in 13 countries and **Carmargo Corrêa** in Brazil defend the rights of children and are working to end child labor;

* Brazilian **Instituto Unibanco** volunteers work toward the goal of “students not abandoning the school;”

* **Gamesa Quaker** in Mexico fights child malnutrition; and,

* **Fundación El Cinco** in Colombia addresses rural poverty and lack of economic opportunities by convening volunteers from several companies to work together to help small farmers turn into rural entrepreneurs.

While skill based volunteering programs are not yet very developed, the 10 year old Chilean **Pró-Bono Foundation** (*meaning “for the public welfare”*) is a good example in the field. It convenes lawyers from more than 30 companies or bureaus to improve access to justice through corporate advice, legal assistance, and legal representation provided to persons of limited resources, high risk sectors or groups.

>> Structure

The programs are often placed in corporate foundations or institutes: i.e, **Itaú Foundation** and **Unibanco Institute**, **Vale Foundation** in Brazil; **YPF Foundation** and **Los Grobo Foundation** in Argentina, **Instituto Polar** in Venezuela.

Because they are spread out geographically, the vast majority organize themselves in volunteer committees, aligning objectives but decentralizing their actions, and giving autonomy to the members for planning and decision making. For example, **Sofftek** employees design very specific projects based on community needs. In the **Wal-mart Good Neighbor** program, employees vote for the issues to be addressed by their volunteer projects. The “geese”, as **Sigma**’s volunteers are known, work in teams to enhance life quality of families and communities.

More than half of the companies surveyed, including **CEMEX** in Mexico and **Souza Cruz** in Brazil, have project contests where the employees present their ideas to get support for their volunteer activities. **YPF employees** in Argentina have approved a sound library, cooperative micro businesses and other creative projects to generate income and sustainable environments. In four countries, **Telefónica** contracts with universities to provide training for employees on how to develop projects and make presentations.

While in most companies, volunteer programs are not tied to HR, at **Gruma** in Mexico, it is part of the human resources career plan.

>> Internal and External Collaboration

“A business of the fourth sector,” **Los Grobo**, from Argentina, created a decentralized network of associated regional branches to purchase grain, to sell inputs and services, and to develop new business. They promoted qualified volunteer work to create networks of individuals and organizations committed to the new dynamics of the rural world.. Today, 15% of their employees are active volunteers under the CSR umbrella. The corporate Foundation supervises the project planning, with well defined objectives and desired results, and utilizing a professional evaluation system . This is an excellent example of skills collaboration between two important internal bodies.

>> Challenges

Internally, it is difficult to convince human resources departments that there are demonstrable benefits of volunteering for the employees and for

Latin America

29 companies interviewed in the region: Autoridad del Canal de Panamá, Banco Patagonia (Argentina), Banesco (Venezuela), Bradesco (Brazil), British American Tobacco (Mexico), CCN-Heineken (Mexico), CEMEX (Mexico), Credomatic (El Salvador), FIEMG (Brazil), Gamesa Quaker (Mexico), Gruma (Mexico), Grupo Bimbo (Mexico), HSBC (Brazil), Itaú - Unibanco (Brazil), KPMG (Brazil), Los Grobo (Argentina), Manpower (Argentina), Navistar (Mexico), P&G (Chile), Polar (Venezuela), Prologis (Mexico), Sigma alimentos (Mexico), Sofftek (Mexico), Souza Cruz (Brazil), Telefónica (Brazil), Telefónica (Colombia), Telefónica (Mexico), Walmart (Mexico), YPF (Argentina).

the company's strategies for employee engagement and human resources development.

Volunteers face different types of challenges, depending on their country. There are different maturity levels in the culture of volunteering and completely different scenarios between big urban centers and small rural towns. Insecurity, crime and violence can also threaten volunteers' work; as well as personal feelings of apathy, compassion fatigue, and a desire for immediate results.

Corporate volunteers must also deal with business practices incompatible with effective volunteering: supporting causes that make no sense for the employees; repeating boring activities; and conflicts of interest that can change the course of the programs. The sustainability of projects can also be undermined if communities become dependent on the volunteers.

>> Trends

Collaboration. Examples are emerging of companies cooperating with one another on joint volunteer efforts – for example, the NGO **Glasswing** from El Salvador connects employees from several companies to community needs; **Fundación Dividendo** in Colombia operates with employees from several companies to address children's education; and **Acción RSE** in Chile, involves 10 companies in a deprived neighborhood through the ENGAGE program.

Education for civic participation. There is a growing emphasis, in schools and universities, on teaching the values of solidarity, civic participation and volunteering. For example, Universidad Nacional de San Martín, in Buenos Aires, has a course unique in Latin America addressing solidarity and volunteering from a cultural perspective. The Brazilian Faça Parte (Be Part of) movement promotes teaching solidarity values to children and youngsters at schools. The long term aim is to build an expectation among young people that volunteering should be a natural part of life, including in the workplace.

Mutual learning. In Brazil, corporate volunteering leaders are taking new steps by meeting to reflect on some issues beyond management. They are discussing in depth different models of networking, "netweaving", "crowdfunding", social games for community development, as well as the more personal reasons for motivation, personal satisfaction, positive and negative impacts of volunteering. Their goal is to understand better the internal place for volunteering, and to be better able to offer creative opportunities that meet their employees' increasingly sophisticated expectations.

>> The Future

Based on interviews with 29 companies in eight countries, the conclusion is clear. The future for corporate volunteering in Latin America is positive. There is optimism that employees will lose their skepticism and that companies will build greater understanding of the strategic benefits of volunteering in achieving their business goals, developing their workers and serving their communities.

This report was prepared by Monica Galiano, a member of the Global Corporate Volunteering Research Project research team and president of Iniciativa Brasil. Her in-depth regional research was a model for potential future regional research on corporate volunteering. She interviewed 29 companies in the region. We are grateful to Rodrigo Morales who contacted and interviewed companies in Mexico for us.

Partnerships with NGOs



Global and local partnerships with NGOs are an essential element of corporate volunteering.

The value of NGOs as partners has grown steadily as companies have sought to bring greater focus and impact to their volunteer efforts and have become more aware of the benefits of volunteering to their employee engagement goals.

As companies have developed priority frameworks for their community involvement, they often have opted for what might be termed “signature partnerships” with one or more NGOs to create projects that both embody those priorities at the global level and that can be made available throughout their system at the country and community levels.

From Useful to Essential

From times past when companies may have tended to view NGOs as “useful but not necessary”, there has been a growing recognition that NGOs have expertise that can guide corporate involvement and proven, in-place metrics that can demonstrate impact and effectiveness.

Partnerships with NGOs, it is now understood, offer opportunities for companies to leverage the commitment of their people, money, expertise and representational strength to make a greater impact on issues of importance to them.

Whether it is at the global, country or local levels, companies expect their NGO partners to have certain characteristics that maximize their potential benefit to the company. These include:

- a demonstrated relevance to company priorities;
- a presence in the places where the company is or wants to be;
- solid organizational infrastructures that offer the potential for replication and scaling of projects;
- expertise on issues of importance to the company;
- ability to manage projects on behalf of the company as an outsourcing asset;

The Big Ideas

The value of NGOs as partners in corporate volunteering has grown steadily, opening new possibilities for companies to increase impact internally and externally and for NGOs to gain access to new resources that can help achieve their missions.

Mutual commitment to open communication, joint planning and mutual assessment, learning and feedback strengthen corporate-NGO partnerships.

NGOs must understand and be comfortable responding to what companies are seeking in their partnerships, particularly in terms of supporting employee professional and personal development.

The AXA-CARE partnership for risk education

AXA offers an excellent example of how a multi-faceted partnership can support a variety of corporate goals. It began with a corporate level strategic benchmarking of their approach to CSR and the subsequent decision to focus on a common theme that could tie the company together and be visibly identified with them. Building on the company's expertise and global reach, they chose "Risk Research and Education". Now, every entity within the AXA family is expected to develop a CSR plan that includes risk education.

This focus is supported in part by research done by the AXA Research Fund to understand and prevent risks related to environment, human life and community. More precisely, the company wants to help prepare vulnerable communities, particularly in developing countries, to confront the emerging risk by raising awareness on disaster prevention and preparation. To do that, they have established a partnership with CARE, the international humanitarian NGO, to help deliver the program on the ground.

AXA's entities around the world will contribute to this global initiative for risk education by implementing partnerships with local NGO's or charities to help communities reduce risks.

Next steps include designing opportunities to involve the company's top employees, helping the company incorporate volunteer experience in emerging countries into the career paths of senior managers and developing a pro-bono volunteering scheme.

The company's Hearts in Action (HIA) volunteer program will be central to this project, offering opportunities for employees to put their expertise to work not only in the target regions but everywhere that AXA does business.

- opportunities for employee volunteer engagement in the organization's work;
- a willingness and ability to provide opportunities for employees to develop new knowledge and skills.

As NGO partnerships have grown more important, companies have become more serious in building and sustaining those relationships, whether in the nature of how they work together or in a willingness to invest in building and sustaining the capacity of their partners.

At **Ford**, the first step was to switch the relationship dynamic – "They [NGOs] don't work for Ford, Ford works for them." Now over 100 NGO partners have their own individual vendor codes, allowing them access to Ford's in-house volunteer management system so that they can directly put their volunteer projects onto a master calendar available to Ford employees. First implemented in Southeast Michigan, home to Ford headquarters and a high percentage of their employees, the online system is targeted for a phased roll-out worldwide. The goal for Ford is to build long-term relationships with their NGO partners.

National Australia Bank (NAB) recognizes a somewhat similar challenge, "to educate business units that we are here to serve the community, not for the community organizations to meet our needs." NAB has key relationships with ten Local Community Partners that provide 25% of all volunteer opportunities offered to their employees. They represent a broad range of missions and activities – education, work with children and youth, workforce development, human services and the environment. Both for these ten and the 350+ other NGOs that offer 75% of the company's volunteer opportunities, NAB offers capacity-building workshops and extensive support in how to effectively apply for and manage skills-based volunteers.

The approach at **Linklaters** to partnerships with NGOs directly aligns with their overall business model: a set of strong, long-term relationships that suit their skills and interests. A good example of this is their work on behalf of the Global Alliance for Vaccines and Immunization (GAVI) in developing and executing a financing scheme that has funded over 120 million vaccinations.

Linklaters also recognizes that companies can get tied to the perspectives of the NGOs with which they partner, potentially missing trends and opportunities. Thus they also invest in gaining a sector-level expertise from a broader number of NGOs with sectoral responsibilities.

C&A partners with the GESC Institute in Sao Paulo to provide a 12-module management training program for the leaders of NGOs that takes place at C&A three days a week over four months. C&A volunteers, typically from leadership positions in the company, work as consultants to the participants, drawing on their management experience to help the NGOs put the knowledge gained in the course to work.

From Global to Local

Although global companies partner with a broad variety of NGOs, some names recurred throughout this study. NGOs like Habitat for Humanity, Earthwatch, Junior Achievement, Red Cross, Special Olympics, Oxfam, and UNICEF represent what one company termed "best in breed" organizations that have high credibility with companies.

But for every highly visible global partnership, there are a myriad, probably an uncountable number, of local partnerships that stretch from a headquarters city to the furthest corporate outpost. As discussed in "Different Philosophies and Operations", global priorities ultimately must be balanced by the need for country and local managers to respond to local needs and priorities. It is at the local level that most corporate volunteering plays out. Local NGO partners are vital assets in help-

ing ensure successful implementation and meaningful impact.

All volunteering activity in **Telefónica** is carried out with the participation of an NGO. The company considers the origin of any volunteering activity to be a social need and NGOs the entities best placed to identify and act on that need. Partnerships with NGOs also ensures the volunteering activities are part of a wider social program that is sustainable over time.

Telefónica employees have the opportunity to partner with an NGO of their choice to compete for funding for a project that addresses a real problem and fits their interests and the NGOs' priorities. While specific rules for the competition vary from country to country, the core ideas remain the same. Employees are responsible for working with the NGO to develop a proposed plan, budget and evaluation component. The focus must be on social problems and on projects that are sustainable. The higher the level of proposed employee volunteer involvement, the greater the chances of winning.

To maximize the quality of proposals, Telefónica provides training for employees on how to develop projects and make presentations, in four countries contracting with universities to provide the training.



Promoting volunteering publicly: The Manulife Story

Companies are an important participant in efforts to promote volunteering to the general public. They can set a visible example, leverage their public position and marketing resources and support local and national volunteer centers in their ongoing work.

Manulife is doing just that by converting its corporate tradition of community involvement and employee volunteering into a public campaign to encourage and assist Canadians to volunteer, working in partnership with Volunteer Canada, the national volunteer center.

They have commissioned baseline research on volunteering in Canada, are partnering with media companies on the "Canada's Champions of Change" promotional campaign and with Volunteer Canada are developing an online hub for volunteers to connect with opportunities to serve.

This follows on the heels of their leadership for "Get Involved Canada", a 22-company campaign that resulted in over three million volunteer hours being pledged.

From Philanthropic to Transformational

A decade ago, Professor James E. Austin of Harvard Business School posited three stages of partnerships between companies and NGOs, from Philanthropic (“check-writing...charity mindset”) to Transactional (“significant two-way value exchange”) to Integrative (or Transformational) (“strategic alliances...deep mission mesh”).*

It was clear in this study that not all but certainly the vast majority of partnerships described by participating companies can be classified as “Transactional”. A few are suggestive of the Integrative/Transformational, characterized by a company and NGO working intimately and comprehensively to achieve shared objectives through a mutual sharing of people, expertise, learning and resources. Such partnerships go far beyond employee volunteering to engage the full range of corporate resources.

Standard Chartered Bank’s approach to community investment focuses on generating high social returns and strengthening the economic health of its markets through a portfolio of global and local partnerships with NGOs to address challenges facing disadvantaged populations. These include tackling avoidable blindness (Seeing is Believing), HIV and AIDS education (Living with HIV), women’s empowerment (Goal) and malaria prevention (Nets for Life).

Seeing is Believing began when the bank celebrated its 150th anniversary in 2003 and asked its employees how it should celebrate. The answer was to make a significant contribution to the community. As a company serving primarily Africa and Asia, the bank chose a problem, visual impairment, that has devastating economic impacts on those continents.

Seeing Is Believing is the result. It is a partnership with the International Agency for Prevention of Blindness and 13 of the leading eye care NGOs in the world, to make new money available to support on-the-ground interventions. SCB committed to a 1:1 match of all money raised. To date, over \$30 million has gone into programs benefiting over 23 million people.

SCB employee volunteers lead many of the fund-raising efforts, including events for their clients and a “gala” in New York City. Employees also can donate the “last hour” of their salary at the end of the year. SCB’s private bank makes the campaign available as a philanthropic offering for their clients.

There also is an expectation that the NGO partners will open themselves to SCB volunteers who serve in eye care clinics and conduct eye tests in schools. In Dhaka, Bangladesh, for example, some SCB volunteers used their skills to help upgrade the IT systems at Islamia Eye Hospital while others assisted doctors and accompanied patients to and from the hospital.

A 2008 eight-country internal survey of employee opinions on the program showed that 44% had been personally involved and that 87% see it as closely linked with the SCB brand.



* Austin, James. “Connecting with Nonprofits.” Published October 1, 2001. Available on Working Knowledge website of Harvard Business School - <http://hbswk.hbs.edu/item/2489.html>.

The volunteer entrepreneurs of American Airlines

American Airlines (AA) partners with organizations with global reach such as Susan G. Komen for the Cure and UNICEF, and its employees, with AA's encouragement and support, also have played lead roles in creating new NGOs to pursue their priority interests.

Medical Wings International was founded in 1998 by a 25-year employee of American Airlines who had seen, through her travels, the reality of children's needs for health care. With the help of other airline employees and the support of AA, the NGO organizes medical missions to take doctors, dentists and other medical personnel to remote areas of Latin America, the Caribbean and Asia.

Airline Ambassadors International, founded by an AA flight attendant, has grown from airline employees using their travel privileges to help others into a worldwide network of active airline employees, retirees, families and others who volunteer in a variety of humanitarian programs – escorting children to hospitals for medical care, participating in trips to deliver food, school supplies and other in-kind donations, bringing building technology to areas vulnerable to natural disasters.

Something mAAgic was created by AA employees in 1996 as a grass-roots campaign to support the Make A Wish Foundation as a complement to the company's partnership with the foundation. It now also supports Give Kids the World Village in Florida, a "wish destination" for many children with life-threatening illnesses and their families, and other children's wish-granting organizations. AA employee volunteers lead the foundation and organize the volunteer activities – fundraising to support the wishes, helping prepare the wishes and participating in delivering the wishes.

Think about it...

NGOs cannot fulfill expectations they do not know you have. Develop a check list of your expectations for your partners – and ask them for the ones they have for you.

Remember that, unless it is explicitly their mission to do so, NGOs do not exist to serve companies. Understand the added costs that partnering with you will bring and be prepared to help meet them.

Jointly with your most important partners, explore what it would mean if your partnership was truly transformational in nature.



Africa

It is a region in which, traditionally, living in community, helping one another, volunteering have been natural parts of life, generally very local and very organic.

But it also is a region in which corporate volunteering is only now beginning to emerge.

The concept of corporate social responsibility is not yet well developed and sustained in African countries. For many companies, involvement in the community is defined as making charitable contributions or undertaking sponsorships.

The organizational infrastructure to promote and support volunteering in Africa is limited. There are few recognized national leadership organizations for volunteering that could be advocates for corporate volunteering.

Volunteering often is viewed as a private activity, thus the ideas of doing it through an employer, one that gets credit for it or of being given time off to volunteer may not seem relevant to most people.

The notable exception is in South Africa where there is a vibrant business community; a growing general interest in civic service; a legislated mandate for corporate social investment; and, **CAF Southern Africa**, the NGO that plays the key leadership role for corporate volunteering.

CAFSA offers companies expertise in developing the policies and procedures needed for their volunteer programs and in identifying appropriate NGO partners. For example, it has helped Sasol develop its full program – integrating all of its employee community involvement initiatives, preparing plant-based “champions” to lead the effort, creating a code of practice and monitoring, evaluating and reporting on the work.

It also is working with the Banking Association of South Africa to develop a framework for the financial sector for volunteering that is aligned with business strategy.

CAFSA is the host organization for ENGAGE in Johannesburg involving both global and local companies in collaborative projects, including development of a sustainable garden, in the Zandspruit informal settlement.

It also sponsors Employee Volunteer Week, an annual showcasing of the achievements of employee volunteers nationwide through service projects in partnership with NGOs.

There also are strong examples of how African companies are adopting and adapting corporate volunteering to their realities, not only in South Africa but across the region.

MTN Group, based in South Africa, the multinational mobile telecommunications company, encourages volunteering throughout their system through its 21 Days of Y’ello Care program, conducted over 21 days in May and June of each year. With activities in 14 countries in Africa it has the single greatest corporate volunteer reach in the region.

The Group President and CEO Y’ello Care Award is presented to the operation with the highest percentage of staff volunteers and the greatest community impact. The winner holds the trophy for a year and receives US\$100,000 to support their community initiatives.

The 2009 winner was MTN Yemen with 93% staff involvement in projects that included historical places clean-up in support of tourism, road safety campaigns, care for orphans and sporting activities.

Standard Bank has over 700 Wellness Champions in the 17 countries in Africa in which they do business. These volunteer peer educators raise awareness and provide advisory support to both bank staff and the broader community about

HIV/AIDS and other health and well-ness issues. In addition to being available internally, they work in the community through schools, church groups and community organizations. This work is in addition to their normal work assignments.

The National Volunteer Network Trust (NAVNET), the primary leadership organization for volunteering in Kenya, works to promote and support corporate volunteering that is based on “harambee”, the Kenyan tradition of self-help events, involving recipients of service in assessing their needs. For example, volunteers from **General Motors East Africa** have partnered with the Autism Society of Kenya to create an autism unit at a local public primary school, helping with construction, tree planting, painting and raising funds.

Safaricom, a leading mobile phone provider in Kenya, encourages employee volunteering through its foundation. Each employee is given four leave days per year to work with any of the foundation’s projects or activities – either raising funds to support community projects of their choice or volunteering in one of the foundation’s community **development** projects.

The **First Rand** Volunteer Programme in South Africa supports employee efforts in all of the group’s business units. It is organized around a committee that offers “ongoing support, innovative group drives, matched funding and an annual awards programme” as well as a volunteer website that enables employees to “share experiences, ideas and challenges and to motivate and encourage other employees to become volunteers”. Roughly a quarter of First Rand staff have participated since the program’s founding. Activities range from raising funds to mentoring to building homes to planting “veggie tunnels” and wormeries for income generation in poor communities. Employees of global companies also are active volunteers in the region.

AXA volunteers in Cameroon have worked in support of a grass-roots organization caring for abandoned children with AIDS. In Senegal, their Hearts in Action volunteers have built two maternity hospitals in rural areas with weak health care infrastructure.

Barclays has active volunteer efforts in a half dozen countries in Africa. Their annual “Make A Difference Day” works with children living on the street in Ghana; involves family, friends and customers as well as employees in Mauritius; and features mentoring, befriending and renovation projects in Zambia. In Botswana, Barclays provides each employee 16 hours of released time annually for volunteering.

Vale volunteer teams in both Mozambique and South Africa participate in the company’s V Day by creating their own volunteer projects.

Standard Chartered Bank employees in Nigeria, Zimbabwe, and Kenya have recorded a high number of employee volunteering days.

Many thanks to CAF Southern Africa and to The National Volunteer Network Trust (NAVNET) in Kenya for their assistance.

Different Philosophies and Operations



There are very real differences in the philosophies and operations of corporate volunteering from company to company – and it does not appear to make any difference to their success.

Corporate volunteering is a “big tent”, not unlike a circus that has a wide variety of acts, performing simultaneously so that wherever the spectators look, there is something to enchant them, some special skill or talent that will impress.

But the elephant trainer rarely climbs to the high trapeze. The clowns rarely enter the lion cage. Rather, they remain in their comfort zones, fulfilling their missions as they have defined them, using their core competencies to perform up to their potential.

Some have more tricks than others. They ride camels as well as horses; walk the high wire as easily as doing comic stumbles into the ring. Some actually create their own circuses, bringing together all of the acts into a coherent whole.

That analogy fits corporate volunteering well. Some companies offer some version of almost every form of volunteering to their employees, retirees, families and friends. Others are more specialized, with a narrower band of programs and opportunities targeted to only some of their employees. A few may have only a single “act”, a specialty that fits them.

In that diversity is the reality of the diversity of the business community, indeed the diversity of the world. It reflects this conclusion from the Global State of Health Study:

“There is no ‘best way’ to do corporate volunteering. Decisions about the nature and scope of a company’s volunteer efforts are highly situational, based on its culture, priorities, resources, the nature of its business and workforce and the on-the-ground realities of the communities in which it does business.”

The truth of that conclusion, the breadth and diversity of the “big tent” image, was well reflected in the 48 companies in the Global Companies Study.

Their approaches to how they organize and manage their volunteer efforts differ widely – as do the philosophies and conceptual frameworks that undergird them. But there is no evidence that it makes any difference to the perceived success of their work.

Success, it appears, is influenced by the extent to which the company values volunteering and invests in it, what the company wants to accomplish through volunteering and the quality of the execution of whatever it undertakes, much more than it is by the philosophy, model or structure it adopts.

There is no “best way” to do corporate volunteering; rather it is highly situational, shaped by the realities of what is appropriate and feasible for each company.

Headquarters can create a global framework of expectations, company priorities and policies but implementation is best driven down through the company so that volunteering remains responsive to local realities in the company and in the community.

Ideally, volunteering will be managed with the same rigor as any other company function. If not, there is the potential that it will be taken less seriously, not seen as an asset to the company and, ultimately, marginalized.

Leadership for volunteering by volunteers is critical to leveraging limited dedicated staff resources, either through planning and organizing by “volunteer councils” or the work of individual “ambassadors, champions and super volunteers”.

Indeed, it was not unusual to see significant differences within the same company, between business units, regions, countries and certainly between headquarters and other parts of the system.

To many questions about how companies do their volunteering, it is possible to answer, “It doesn’t make any difference.” Structurally, for example, where in the company should the volunteer program fit? It doesn’t make any difference. It is what is right for the company.

There are examples of programs that fit comfortably in the HR area; others where they do not. There are programs based in corporate foundations and institutes that are legally separate from the company. There are programs integrated into company management at all levels.

There is no “right” answer, only the experiences of many companies that may be able to inform the reflection of a single company as to what is most likely to work best for it.

Key for companies is to have a clear understanding of themselves and of how they get things done.

Conceptual Models

Four broad conceptual models for corporate volunteer efforts emerged from this research.

None is “pure”. Some programs fit primarily in one; some embody elements of all four. None is “better” or “worse”. They simply “are”.

One utility of models is to ask where one now fits, whether that is where one wants to fit, and, if not, to where one wishes to move.

For example, a company that is primarily operating under a social services model may well want to move to a social development model; a company operating on a business focused model may want to explore how to ensure it also is incorporating a human development model.

MODEL	KEY CONCEPT	CHARACTERISTICS
Business Focused	Adding value to the company	<ul style="list-style-type: none"> Helping achieve strategic business goals Building employee leadership and skills Creating, sustaining and managing corporate culture Strengthening brand and enhancing reputation
Social Services	Helping those in need	<ul style="list-style-type: none"> Identifying target audiences (people who are marginalized, poor, disabled, in ill health) Focusing on delivering services Aiming at alleviating immediate need Often expressed as “charity”
Social Development	Changing systems	<ul style="list-style-type: none"> Identifying target issues or problems Focusing on building capacity and self-sufficiency Aiming at changing underlying conditions Building on existing assets at work on the target issue and/or the assets of the people affected by it
Human Development	Empowering people	<ul style="list-style-type: none"> Increasing awareness and knowledge of social realities Aiming at building engaged, active citizens Fostering personal development through volunteering Demonstrating how people, individually and collectively, can change communities and society

Key Differentiators

Six key differentiators emerged from the study. Each is discussed below. Their utility is not as a way to measure current reality against an ideal. Rather, it is for a company to reflect on where it stands against them and, then, to ask whether that is where they want to be, whether that is where they should be given the realities of the company.

>>Control or Chaos

Participants in interviews were asked to visualize a continuum of management of their volunteering that stretched from “complete control” on one end to “chaos” on the other – and, then, to indicate where their volunteer efforts fit on it.

Perhaps naturally, none went to either extreme, recognizing that neither total control nor utter chaos would be either workable or desirable, but clustered toward the middle. But, when pressed, each was able to indicate which way their company leaned from that middle. While most fell in the range from slightly chaotic to moderately controlled, there were clear distinctions among them.

Eli Lilly and Company has balanced its approach between signature initiatives and local leadership. The initiatives, organized and managed from headquarters, include a partnership with the International Federation of Red Cross Red Crescent to certify employees for disaster relief, Connecting Hearts abroad which takes 200 employees a year on volunteer and cultural immersion trips abroad, and their Global Day of Service. But, Lilly managers at all levels have something of a “free rein” to do their own service projects with no stringent reporting requirements.

Microsoft feels deeply that it should support their employees’ individual efforts to volunteer for causes that are meaningful to them. For them, their employees’ unique interests are a reflection of the entrepreneurial nature of their company. At the same time, as their overall Corporate Citizenship framework evolves, reflected in their Unlimited Potential, they recognize the need to draw employees as volunteers into corporate priorities like technology skills training and strengthening NGOs through technology. Their board service programs, as an example, encourage employees to assume leadership roles in NGOs and to serve as business and technology consultants to them.

State Street considers its volunteer program to be an “employee engagement tool” so puts very few limits on what employees do and on what activities they will support with matching funds.

The Coca-Cola Company is a global company with deep local roots where they do business. They put a priority on being in tune to the local voices of their employees and customers. Their volunteering is reflective of that: diverse people, diverse opportunities. The result is a lot going on in many different places, difficult to track but fitting comfortably who they are as a company.

Timberland believes strongly in giving people a “taste” of doing community service, with the hope that they will continue to serve in their own lives. They are interested in helping form “engaged citizens” of the world.

Ford envisions that their volunteer program, when fully developed, will be tightly structured in Southeast Michigan, home to their headquarters and the majority of their workers, but more balanced as it moves through the company’s global operations.

>>Top Down or Bottom Up

The move toward the middle of the chaos-control continuum was validated by the reality almost all voiced in describing their work. There is a growing interest in well-organized programs that are focused on clear priorities and are available to all employees. There also is recognition that there must be balance between a “top down” and “bottom up” drive for the work.

At **SCB**, for example, “we know that what we drive from the center doesn’t work.” Planning and executing volunteering happens across the bank. Corporate Affairs is “a resource, a connector to the community, not a detailed operator of activities.”

Employees at **The Coca-Cola Company** are encouraged to determine where they want to volunteer and to put together volunteer teams.

Programs driven by employees typically happen through some form of “volunteer council” or employee association. The sidebar, “Volunteers Leading Volunteers” describes several of these approaches.

>>High or Low Expectation for Involvement

In any environment, from an entire country to a small business or NGO, a critical factor in making volunteering a success is to create and sustain an environment that places high value on it, that establishes it as a norm.

Six Key Differentiators of Corporate Volunteer Efforts

- Control or chaos
- Top down or bottom up
- High or low expectation for involvement
- Nature of global level direction and support
- Who can participate and under what policies
- Expectations for program management

Companies varied widely in the extent to which they felt they had created an affirmative expectation of involvement.

It is “a given” at **KPMG**, for example, that no matter where you are in the firm, you’ll be involved. “Colleague pressure – from employees, clients and competitors – sets the expectation.”

At **UPS**, “we believe in and reinforce volunteering throughout the company....People are constantly reminded that you need to do good and that you will be better for it.” Senior executives serve on national and international boards. District managers are trained on how to get involved in their communities.

For **IBM**, there is a clear expectation that volunteering is a critical component of corporate citizenship. This year, as part of the centennial recognition of IBM’s founding, employees and retirees are being asked to pledge at least eight hours of service over 2011 for a “Celebration of Service.”

>> Nature of Global Level Direction and Support

Global companies organize their volunteer efforts through the structures that make the most sense for each company. While, as with any business process, they share certain essentials, the specifics vary widely. A key differentiator is the nature of the direction and support available from the global level for that structure.

Disney has a diverse but managed structure, utilizing contacts in Disney businesses around the world. Globally their system continues to grow by becoming familiar with the contacts in various regions, learning the cultural needs, then identifying elements of the VolunteARS program to help meet business objectives and community needs. While keeping basic priorities and focus areas in place, country leaders and volunteer managers have the freedom to carry out the program as best fits their country and culture.

Samsung has made a major investment in building its global volunteer program. Primary operational responsibility rests with in-house Volunteer Centers located in each Samsung company. There are a total of 100 centers with some 300 employees assigned to work in them. They are charged with responsibility for stimulating, coordinating and supporting the work of the 3,700 volunteer teams throughout the company.

Most recently, Samsung has begun narrowing its priorities toward volunteering built around corporate competencies. “But it is difficult to change from quantitative to qualitative approach.”

There is a new focus on “performance oriented” programs, ones with more community development aspects and more involvement with community issues where the tie between action and results can be seen. This has led to more “strategic volunteering” with emphasis on community development, community impact; and more feedback from and follow-up with the community.

* At **UPS**, Corporate Citizenship activities like volunteerism, local grant making and employee giving are managed through a multi-tiered employee structure. The cornerstone of the structure are the local Community Involvement Committees or CICs. Each UPS operation or business unit around the world forms a Community Involvement Committee. The CICs are cross-functional groups of UPS volunteers which organize and select employee engagement for their respective UPS operation. With the exception of local urgent community needs, these engagements must be consistent with the focus areas of the company: Community Safety; Diversity; Global and Economic Literacy; Non-Profit Effectiveness and the Environment.

All **Camargo Corrêa** locations have an independent committee with autonomy to define the volunteer action, seek local partnerships and mobilize employees. There is consultative support from headquarters, particularly for the newer committees.

The role of the **Citi** Volunteers department, reporting into the Citi Foundation, is to act as a resource hub, supporting volunteer team leaders throughout the world, “designed to provide a service, not to be a drain on time and resources.”

Lilly corporate staff offers guidance and provides oversight of the signature service projects and consultation for locally-driven projects. **IBM** describes their company-wide volunteer efforts as “facilitated from the top, not controlled.”

>> Who Can Participate

Is corporate volunteering only for employees or is it for the “corporate family” – employees, retirees, family, friends? Some companies are open to broad participation but, typically, only active employees qualify for programs that match hours volunteered with financial support for the recipient organization. In most cases, companies officially count only the hours of active employees.



* **Hyundai** began its formal family volunteering program in 2008. It is a three month effort each year that begins in May (“family month”) in Korea. The Korean Council on Volunteering is the NGO partner, identifying opportunities suitable for families and making the actual connection through local Volunteer Centers. Hyundai promotes the opportunities online and provides uniforms for each family member. Children are welcome to invite their friends to join them.

State Street pro-actively engages its retirees and former employees through its Spirit of State Street Alumni Volunteer Program. It is led by its own volunteer council that decides the one-day projects to be done. The program is a way for alumni to maintain relationships with one another and current employees and helps the company expand its network of ambassadors in the community.

Fujitsu has a separate online portal for their retirees and uses it to recruit volunteers from this group, people who have a special appreciation for the company's long-term commitment to the environment.

>> Expectations for Program Management

Do companies expect their volunteer efforts to be managed with the same rigor as other aspects of their business? In this study, the answer appears to be “increasingly, yes, but not uniformly”.

An absence of normal business rigor in the management of corporate volunteering has the potential that it will be taken less seriously, not seen as an asset to the company and, ultimately, marginalized.

Ambassadors, Champions and Super Volunteers

Leadership for volunteering by volunteers is a critical element in many companies. Here are some examples.

The **Kraft Foods** Community Champions are the backbone of the company's Delicious Difference Week. Initially recruited from their field committees that work with their grants process, the 250+ Community Champions throughout the world take responsibility for organizing projects and mobilizing volunteers. Generally office people working in HR or corporate affairs they work on their personal time but may have flexible scheduling. Although they are re-recruited every year, so there are no assumptions made about their willingness to serve, as a network they are becoming self-perpetuating and self-managing. When Kraft Foods acquired Cadbury in 2010 it adopted the latter's Community Champions that play a similar role in that business.

* **SAP** has a network of more than 250 Volunteer Ambassadors who lead their 39-country, 350 project Global Month of Service. They are people who “get it” and have passions for volunteering and leadership, whether or not it directly relates to their job. Employees will step up to volunteer as leaders, approach their executives or even directly contact headquarters. There is a more than 90% retention rate among them as Ambassadors.

AXA's volunteer program, Hearts in Action, exists in all the countries where AXA has operations. Close to 25,000 employees are involved on a day-to-day basis in community work. The AXA Hearts In Action manager relies on “super volunteers” who take on the project manager role, in charge of mobilizing actions and volunteers.

GSK's Orange Day, their global day of service, has allowed for what they term “volunteer enablers” to come forward, those people around the world they now consider their internal ambassadors for volunteering.

In each of its 90 U.S. offices, **KPMG** has a volunteer who serves as the local volunteer coordinator. Typically a partner in the office serves as “champion” for the program and there is a committee of volunteers to support planning and implementation of programs.

There is a Community Investment partner and a contact person in every Linklaters office who, as volunteers, are responsible for their volunteer program, working within the guidance of firm-wide strategy and with the advice and counsel of headquarters staff.

UBS has launched a “champions network” in London, the headquarters for its Europe, Middle East and Africa region, whereby volunteers act as ambassadors, encouraging other employees to participate in the firm's volunteer program. Members of senior management in London also participated in an in-house “Seeing is Believing” program in which they visited some of UBS's partner charities and saw, first hand, how UBS is supporting its local communities.

Timberland Global Stewards manage their volunteering. Employees in each of their facilities can apply to be the contact person, above and beyond their regular job. This is a two-year commitment. They try to arrange for a new and an experienced person crossing over for one year.

Eli Lilly is clear that “employee volunteering has to be run like any other business activity. We have to continuously demonstrate value add to the company.”

As an example, when the company determined that the proposed plan for a global day of service qualified as a corporate initiative, it was required to go through the Six Sigma process designed to be a cost-saving, efficiency measure that assesses processes and is metric based. All corporate initiatives have to go through it to answer the question, “What is the most efficient way to do the work?”

The process took four months; required market research with the company’s international affiliates; and involved people from every functional area. Of long term benefit to the program was the requirement for an executive sponsor from the corporate leadership council.

Standard Chartered Bank is proactively moving toward applying the same management rigor to their sustainability (CSR) programs as they do to the rest of the business. For volunteering, that includes setting targets, collecting data and comparing results. Making data visible results in recognition for countries with high numbers and added encouragement for companies with low numbers. The “executive sponsor” of volunteering, designated by the CEO, has set a target of an average of 0.7 days per year per person of volunteering for those units that report up to him. Monthly meetings of his direct reports include current volunteer numbers.

SAP annually establishes an overarching global plan that then is driven down through outreach to executives and regional and in-country planning and execution by a key point person and a team. Within that framework, there is room for a great deal of flexibility, consistent with the company’s belief in local ownership and local decisions.

In 2011, **SAP** will track progress on the following goals:

- Impacting 1,000,000 lives. SAP is currently working on metrics to define and monitor how efforts are opening up new opportunities.
- Enabling 1,000 nonprofits. Through donations of technology, combined with the time and talent of their employees, SAP aims to help organizations run better and in turn provide greater support to people and communities.
- Volunteering 100,000 hours. The commitment of SAP employees is critical to fulfilling their social mission.

SAP believes these goals are “ambitious but attainable” and that, more important, “they are essential to assure the sustainability of its business and fulfill its mission of creating a better-run world.”

UPS also sets a minimum goal of three hours of volunteering per employee per year. Performance is reported and monitored monthly, increasingly through their new Neighbor to Neighbor online portal that allows employees to record hours volunteered by themselves and family members both in UPS projects and privately.

At the program level, the greatest management rigor comes in three areas:

- companies with well-developed skills-based volunteering like **National Australia Bank** (NAB) and **IBM**;
- professional firms with a history of pro bono work, like **KPMG** and **Linklaters**;
- companies with well-established international programs like **Pfizer** and **BD**.

All expect that these volunteer engagements will be managed at their normal professional standards.

Think about it...

Reflect on the conceptual models presented in this report. In which is your company most comfortable? Is that where you need to be, getting the results you want? If not, how do you make a change?

Recruit an executive champion whether for your entire effort or a specific activity. Provide the support they need to effectively and efficiently lead the way for you.

Don’t let the best be the enemy of the good. Figure out what makes sense for your company, what fits your goals and get to it!

Volunteers Leading Volunteers

These companies have established sustained models for employee-driven volunteering.

*** GE Volunteers** | Historically, volunteering at GE was part of the Elfun Society, a fraternal and social organization of GE employees. In 2005 it was integrated into the company as GE Volunteers.

GE business units are very different from one another and the ways in which employees can volunteer within them differ. Thus volunteering is locally-driven, within a global framework, by over 200 Volunteer Councils in 50 countries throughout the world. They exist where there is a cluster of GE employees and/or retirees but only one in a geographic area.

They usually are composed of a Council Leader (in major sites, usually designated by the senior executive there who may use it as a professional development activity for that person); a community relations representative from HR or Communications; a Finance representative; and any number of additional volunteers.

Councils work within the company's fixed planning process as much as possible and do a mix of ongoing activities and one-shot projects. Programs are organized from the bottom up. As an example, a Council in Nairobi, Kenya built shelters for internally displaced people. "All you need is management support."

GE Volunteers also has "strategic projects" as opportunities for Council actions. These include Junior Achievement, Paintfest with the Foundation for Hospital Art and Global Community Days. The goal is to have "a rhythm of a minimum of four projects per year."

Overall, an estimated 75% of GE volunteering is grassroots driven and 25% is driven by corporate leadership's expectations.

Creation of a Council can come from any level of the company. Before headquarters recognizes a new Council, these questions must be answered:

- Is there an executive to champion it?
- Is the business unit supporting it?
- Is there a leader who can serve as ambassador to the community?
- Are there project ideas?
- Are there project leaders?
- Will the local business unit fund the work?

Each Council is led by a business unit that adopts them, providing financial accountability, oversight and problem-solving help. Outside the U.S. that is done geographically through the company's regional structures.

Voluntarios Vale | Vale launched its signature employee volunteer effort in 2004 after a strategic and systematic development process that emphasized local initiatives defined, planned and implemented by its employees. It built a network of 28 employee involvement committees in nine states and 40 cities in Brazil and three outside the country. In 2010 they undertook some 400 actions. A major focus is the annual V-Day, the first weekend of December when employees and retirees and their families and friends join in a nationwide day of service.

The Vale Foundation leads Vale's social actions. As its strategic approach has evolved, the Foundation has identified three key pillars – human and economic development; public management and administration, particularly health care and education; and public infrastructure such as water, sewage and housing. Now they are encouraging the Voluntários Vale teams to move toward those pillars by providing them with diagnostics on their cities and urging a focus on the most serious local problems.

Committees have to report quarterly on their activities, number of volunteers and volunteer hours and number of people benefited. These then are aggregated to give an overall picture that is reported through the company.

The network of local committees is supported by Foundation staff and consultants and by an online portal that incorporates social media to encourage and enable teams to interact directly with one another.

The Foundation also is developing volunteer opportunities within its pillars that will be implemented apart from the committees. Ultimately there will be three complementary tracks for volunteering: the committee-driven activities; committee activities within the pillars and Foundation-created projects within the pillars.

*** Camargo Correa's GAIVs** | Volunteering at Camargo Corrêa takes place through Volunteer Ideal Action Groups (Grupo de Ação Ideal Voluntario - GAIVs), made up of five to eight employees and/or family members who are responsible for developing and implementing volunteer activities. A major focus is on their annual Do Good Day.

When a GAIV is formed, it must define up to three goals and state their common vision. Its actions are expected to align with those

vision and goals and to connect with at least one of the company's three overarching social investment goals – Ideal Childhood (healthy development up to age six); Ideal School (improving school management and quality of teaching); and, Ideal Future (promoting and supporting entrepreneurship and job development).

GAIVs are expected to operate through a social networking site in order to describe their activities, exchange information with other groups and enable data on volunteer activities across the company.

The SOMPO Chikyu (Earth) Club | All employees of SOMPO in Japan are members of the Chikyu (Earth) Club, an employee organization founded in 1993 to focus solely on promoting and implementing volunteer activities done both on company time and employees' own time. Now, "the culture of the company sustains the Club. New employees see it as a natural way to do things as they see senior executives participate."

Every year, volunteer teams participate in over 350 activities that are tailored to the needs of local communities – including local environmental protection and cleanup programs, computer classes for people with disabilities and visits to facilities to clean and repair wheelchairs. Teams are encouraged to work in the company's three corporate citizenship priorities – welfare, arts and environment.

Employees are urged to access and use the company intranet to share information about their volunteer activities. Three times a week, the morning news program on the in-house broadcasting system does stories on volunteer activities.

Employees also can join the Social Contribution Fund, making a small financial donation from their salary. Funds are used to support employee volunteer activities, disaster relief and NGOs and other groups supported by employees.

Tata Consultancy Services' MAITREE | Throughout the Tata Group, volunteering is very organic, very participatory; deeply enmeshed in the fabric of the company. This is particularly true at the biggest company in the group, the 175,000 person strong Tata Consultancy Group (TCS). Maitree (the Hindi word for "friendship") is the worldwide structure and brand for the company's volunteering.

Maitree is the vehicle for engagement of TCS Associates (employees) and their families both within the company and in the community, providing an "out of cubicle experience" for personal as well as professional development. It is very attractive to young employees who are away from home. In many ways it becomes their family, place to spend their free time, their weekends.

Within the company, Maitree has a series of clubs for Associates and their families. Activities, managed by volunteers, are based on annual surveys of employee interests.

Maitree engagement in the external community is through Associate volunteering in the focal areas of education, health, economic empowerment, differently-abled persons, use of IT skills and environmental sustainability. "Offline volunteers" perform in support roles for the "on the field volunteers" who deliver the programs.

The overall structure includes Global Head, Maitree which is supported by a Corporate Maitree team that helps and guides the roll out of all the initiatives and activities in coordination with Branch Leads, Maitree & supported by HR teams in branch offices who report to the branch HR heads.

Consistent with the overall Tata approach, learning is an important part of the program. The Maitree online management portal includes a social media aspect through which people can share their stories. Branches meet together on an annual basis to share information and experiences.

The program is built around quarterly focal points: family, Associate driven activities; cultural celebration; and intra-branch competition. While the quarterly focus is the same worldwide, there is room for local adaptation.

Maitree's success is directly related to its integration with the core business. It is seen as an essential channel for human resource development and as a vehicle for engaging with employees. Tata's corporate values and Maitree rate high on the company's employee satisfaction index and are seen as assets in helping reduce attrition. Thus Maitree has strong management backing and close interaction with HR and is part of the company's budgeting, reporting and accountability processes.

Because of the nature of the TCS business, Maitree faces unique challenges. A high percentage of employees outside India are based at client sites. Maitree seeks to coordinate with their clients' CSR activities and, when possible, participate in them, adding an opportunity for vendor-client team building.

Employees also are very mobile creating the need to manage transition of volunteer activities as people move through. There is particular sensitivity in programs where there are personal relationships established with beneficiaries of the program. Formal volunteer recognition happens every six months, timed with the movement of employees through assignments.

Arab Nations

“It is in its infancy stage.”

That statement, from a leading business-related NGO, aptly summarizes the current reality of corporate volunteering in the Arab Nations as seen by those who are actively involved in it.

Three primary reasons are given for this.

First, the concept of corporate social responsibility is not well-developed in the region.

As one company described it, “Most companies are newly discovering the concept even if the activities were part of their routine for years. There are many good intentions, ad hoc activities, but none are strategically threaded enough to formulate high impact corporate projects until recently.”

In general, volunteering is not seen as part of company strategy. There is low awareness of its benefits to companies and employees and there is a somewhat random approach to organizing it, responding to opportunities that arise and to employee interests but without any strategic framework.

Second, there is a primary emphasis on charity as opposed to development. Projects tend to be one-time and limited in scope – blood drives, walkathons, visiting children in hospitals or orphanages, painting schools. The giving of money, by companies and by individuals, as opposed to personal involvement is the primary way to respond to the deeply rooted Islamic belief in helping those in need and giving back to the community.

Third, there is only a limited infrastructure in the region to support volunteering generally and corporate volunteering specifically. There is not broad-based advocacy for corporate volunteering, significant leadership from companies that are involved or high visibility for what is happening. But there are encouraging signs of change and examples both of how it now is and how it can be.

INJAZ al-Arab, a member of Junior Achievement Worldwide, is a confederation of national programs in 12 countries in the Middle East and North Africa (MENA), stretching from Morocco in the west to Oman in the east. They are mobilizing corporate employees to help young people prepare for the workforce and to develop an understanding of and skills in entrepreneurship, reaching over 500,000 high school and university students in 2009.

NCB (National Commercial Bank) in Saudi Arabia is an exceptional example. It sees volunteering as the best way to give employees the opportunity to participate, to learn how good it feels to give back to the community and to understand better the needs of the community.

Leadership has come from their CEO, Abdulkareem Abu Alnasr, who played a lead role in bringing INJAZ to the Kingdom and serves as its chairman in Saudi Arabia as well as vice-chair for the regional INJAZ al-Arab.

Volunteering is done both individually and in teams. Examples of team projects include working with government agencies for relief and clean-up following the floods in Jeddah; and, working in a camp for internally displaced people, visiting and bringing food and medicine.

NCB gives its employees the opportunity to lecture on interpersonal skills to students in schools. They also help entrepreneurs through a coaching program, helping the entrepreneurs develop new skills that can lead to their success.

NCB allows for released time for those activities that must be done during working hours, such as going to schools.

Their program was developed through a strategic process, using a “who, what, where and how roadmap” that included initial consideration of what employees like and can do and of the kinds of projects that will be useful for employees and the bank.

ENGAGE, a program of the Dubai Chamber Centre for Responsible Business, involves volunteers from some two dozen Arab and global companies in collaborative projects with NGOs in the Emirates. There are three focal points – “Youth and Sustainability Education” that features corporate volunteers as “faculty for a day” at Dubai University; organizing the primary fund-raising event for Al Noor, an NGO which provides support and services for children with special needs; and, organizing a health fair to raise awareness of health issues in the workplace.

Hikma, one of the world’s leading specialty pharmaceutical companies, founded in Jordan and focused primarily on the MENA market, believes that “active and effective engagement with the community is an essential part of our corporate responsibility strategy.” Its Global Volunteer Day is aligned with their business objectives, offering opportunities for their employees to support better health in their communities. Activities include donating blood, raising money for medical research, and working in hospitals, kindergartens and orphanages.

Employees of **Sayga**, the leading food company in Sudan, annually participate in the Joy of Eid initiative. In 2010, that included delivery of gift bags of clothing, toys and sweets to orphans, disabled children and women in prison as well as families left homeless by heavy rains and flooding.

Americana Group, with headquarters in Cairo and Kuwait City, the largest operator of restaurant chains in the MENA region, has been a significant participant in INJAZ with volunteers teaching personal economics to public school children. Company executives also act as advisors for Students in Free Enterprise (SIFE).

MTN Group, a multi-national mobile telecommunications provider based in South Africa, encourages employee volunteering throughout its system. In Sudan, their volunteers have refurbished football fields, distributed malaria nets and renovated an orphanage; in Syria, they have planted trees and run computer literacy classes in orphanages.

Of the companies participating in the Global Companies Study, two reported significant volunteer efforts in the region. **HSBC** Bank Middle East has sent more than 70 employees from the region to participate in the company’s Climate Partnership Program and to become Climate Champions, working to reduce their carbon footprint in offices, homes and communities. The bank also has actively engaged 140 HSBC volunteers across the region to deliver financial literacy courses to children as part of the INJAZ More Than Money program and to support environmental education through the HSBC Eco-Schools Climate Initiative in Jordan and the UAE.

At **Standard Chartered Bank**, although there are only a small number of employees, they are very actively involved in literacy projects, with orphanages and in Ramadan activities, working with charities affiliated with national leaders.

Many thanks to INJAZ al-Arab, INJAZ Egypt, the Dubai Chamber Centre for Responsible Business, National Commercial Bank Saudi Arabia and Banque Audi Lebanon for their assistance.

Measurement and Evaluation



While there is recognition of the importance of assessing performance, outputs and impact, there is little ongoing investment in sustained and consistent measurement and evaluation.

When asked what they most wanted to learn from this study, participants more often than not included some variation of “measurement and evaluation” on their learning wish list.

Sadly, in none of the four primary areas of measurement and evaluation – collecting information about what is being done, evaluating the performance of the program, measuring results (outputs), and assessing impact – were there more than a few significant examples from which to learn. Most of what was described as measurement and evaluation was limited, inconsistent and routine.

Simply put, despite a professed desire for excellence and impact in their volunteering, as a rule companies are not making the investment required to determine that those goals are being met.

The Challenges

There are a variety of reasons to explain why companies are not making appropriate investments in measurement and evaluation.

1. Expectations. Company expectations for management and accountability of volunteering and other aspects of community involvement often appeared to be different, less rigorous than they are for other aspects of the business. Thus there is less willingness to invest the human and financial resources that may be required for measurement and evaluation.

2. Data. A threshold barrier for some companies is that they simply do not collect data on volunteering at a global level in a consistent way. The expectations for data collection in the headquarters country or region typically are much more rigorous

The Big Ideas

Despite a professed desire for excellence and impact in their volunteering, as a rule companies are not making the investment required to determine that those goals are being met.

Business is more focused on short-term outcomes than long-term impact – and this has direct implications for measurement and evaluation of their volunteering.

The metrics used by NGOs to measure impact are a potentially important and acceptable way for companies to assess the impact of their volunteers.

than for further flung parts of the corporate system. Often, the only data available to headquarters are random anecdotes that make their way from the field. A number of companies in the study remain at the point of simply trying to collect basic information about the nature and scope of their volunteer efforts company-wide. Others are struggling to develop and build acceptance of reporting systems that have some degree of standardization across the world, often in the face of overall corporate practice that is ambivalent to such efforts.

3. Complexity. At **C&A**, there is recognition that volunteer efforts are complex processes, ones in which “some measurements are possible but they don’t do justice to the program.” Their goal is to structure an evaluation system that enables learning and reflection but also provides data on impact and transformation. The challenge “to ensure that what is important remains important and that what is secondary remains secondary is not such a trivial task. Often the secondary can become important and what is important can become secondary.”

4. Goals. Often, clear goals and measures are not defined in advance. In some companies there is a resistance to volunteer programs being driven “by the numbers”. It feels discordant with some people’s views of volunteering to set hard targets for levels of involvement, as though that would take away from the “voluntariness” of the activity rather than serve as a demonstration of corporate commitment.

5. Proof. A different, “softer” form of proof appeared to be acceptable when measuring and evaluating volunteering versus other business activities. There was greater reliance on anecdotes, observations, and common sense assessments than on hard data. A subjective sense of how people “feel” about their volunteer experience was at least as important if not more important than an objective measure.

Feedback from NGO partners about how well activities are carried out often seems accepted at face value without challenging whether they are reluctant to be critical of companies on which they rely for volunteers, financial support and endorsement.

6. Resources. There is a perception that the time, expertise and money required for measurement and evaluation is prohibitive. This is particularly true for assessment of impact. Corporate volunteer programs may not be positioned within the company or supported internally in a way to take advantage of the company’s broader resources for measurement and evaluation.

7. Models. The absence of globally accepted standardized models for data collection about corporate volunteering means there is no way to easily aggregate data across companies. There are no obvious frameworks that companies can adopt for their data collection that would ensure that there is consistency across companies in what is counted. As a result, there is no significant comparative data available to companies against which to measure their efforts (inputs) and results (outputs).

8. Standards. Because there are no commonly accepted global standards for corporate volunteer programs, there is no easy way to compare the overall organization and performance of one’s program either against objective standards or against other companies. While there have been efforts to develop such tools, none have been broadly supported or adopted by companies, calling into question their commitment to this level of self-scrutiny.

Innovation and Inspiring Practices in Assessing Impact

Anant Nadkarni, Vice President, Group Corporate Sustainability, at Tata Group, offers a challenging view of why impact evaluation is less important to companies in assessing their volunteer efforts.

“Business knows outcomes for the quarter or the annual cycles, and is not so much focused on impact,” he says. “Impact is beyond the ‘business’ language, more in terms of long-term human well being and value. Volunteers, by nature are more self-driven, proactive and focused on ultimate consequences – so tend to have long-term vision. They are willing to wait for the more distant future. CEOs generally don’t have that total perspective.”

He goes on to suggest five areas in which impact evaluation of volunteering is critical:

- Is it creating a culture of innovation?
- Is it sustainable innovation – that is, is it good for human well-being?
- Is it innovation that is making transformational change in social values?
- Is it developing people’s passions, talents, skills?
- Is it strengthening the company’s reputation?

Internally, much of the Tata evaluation is done through its case study methodology that provides a template for reporting social development projects. It collects background data, descriptions of activities, output data – but, more importantly, it is a framework for reflection and analysis, a way to “share the learnings and what is it about the project that excites everyone to take it forward: what finally changed among people, what changed for you.”



Vale: from diagnostics to plan to action to assessment

Vale, headquartered in Rio de Janeiro, Brazil, is the second largest mining company in the world, with a presence in 38 countries. At its heart, it is an engineering company with a strong culture of logical, disciplined approach to its work.

That approach is evident in the work of the Vale Foundation, the vehicle through which the company contributes to “the integrated development – economic, environmental and social” of the areas where Vale is at work. Through the Foundation, it extends to the company’s volunteer efforts, organized through 31 employee committees and including a mix of corporate-driven and employee-driven initiatives.

The Foundation process is framed as “impact management” that seeks to maximize positive impact and minimize negative.

It begins with robust Integrated Socioeconomic Diagnostics. Done by external experts commissioned by the Foundation, the diagnostic reports provide detailed analysis of the needs and the assets of the areas where the company operates. They are provided to the company’s on the ground managers, state and local governments, NGO partners and the volunteer committees.

These reports form the basis for development of Social Investment Management Plans that correspond with the Foundation’s three fields of action: public infrastructure; improved public management, education and health care; and, human and economic development.

The Engineers at School Project grew out of this process. The diagnostics confirmed that quality of education is a major issue in Maranhão state in northeast Brazil. The Foundation entered into a five year program with an NGO partner and local municipalities to improve school management and teacher performance.

Remaining open to local needs, the Foundation determined that some municipalities did not have the expertise available to complete required engineering analysis of their schools and thus could not receive government funding for renovations.

Vale took on the challenge of completing assessment of the schools in a single month. The task takes about four hours on site at a school and then online entry of the physical plan of the school.

Volunteer engineers were recruited both from within the company and from four of its suppliers. They were deployed over two weekends to do the assessments and then in the following week developed the blueprints, organized the material on CDs and delivered it to the municipal departments of education.

By the deadline, 161 volunteers had contributed 2,300 hours and met 71% of the demand (132 schools out of 187), ultimately benefiting 12,000+ students.

Evaluators agree that “if you don’t know where you want to go, you will never know if you get there.” Vale has taken this to heart, creating a solid base for action and for assessment of success.

At **Tata Consultancy Services**, employee volunteers design impact evaluation approaches for specific programmatic initiatives. Often this is through surveys of what they have identified as the “beneficiary community”, including ones done pre- and post-intervention to understand the differences their actions have made.

Pfizer has been a clear leader in impact evaluation. Since 2003, it has worked with Boston University’s Center for Global Health & Development to evaluate both the performance of Pfizer volunteers in their Global Health Fellows program against specific professional development objectives of their assignment and to assess the social impact of the program. The result has been a set of tools and measures that can be adopted and adapted by other companies to assess their international (cross-border) volunteer efforts.

Some companies are relying on the metrics normally used by their NGO partners. In its major signature involvement with PEPFAR (The U.S. President’s Emergency Plan for AIDS Relief) in Sub-Saharan Africa, **BD** volunteers are in highly technical assignments, working in close collaboration with U.S. and country government agencies and NGOs. There are baseline measurements and regular testing that clearly show when there has been improvement.

Historically **Motorola** has preferred to start with proven models for evaluation, finding that the burden of starting from scratch is not cost effective. They have looked to their partners to lead the way. For example, First Robotics, with which the company has partnered to put volunteer engineers and scientists together with middle and high school students, works with research organizations and universities to develop evidence of its impact on students’ academic performance and career choices.

The Motorola Foundation funded a collaborative effort of the Girl Scouts of America and the National Center for Women and IT to research promising practices in informal IT and science education for girls. By identifying what is proven to work, the company can be assured that volunteer and financial investment in programs using those approaches will have an impact.

- * **HSBC** in Brazil is developing a multi-faceted approach to evaluate their volunteer projects:
 - Measures of the outputs, the results;
 - Perceptions of their NGO partners and/or direct beneficiaries of the project as to what has changed for them as a result of the work – for example: “the children now can write better”;
 - Pre-project survey of employee volunteers to identify skills they think they may develop through their participation and post-project survey to determine whether that happened;
 - Volunteer input on what they would change in the process of the project to make it more effective;
 - Indicators for each of the project’s goals and objectives to determine whether they were met;

Key to this is the development of indicators and questions that are straightforward and for which it is easy to gather responses.

GE tracks several measures of activity centrally but believes that impact evaluation “is a natural part of the development of partnerships with NGOs. We are committed to helping them achieve their missions.” Thus the metrics used by those partners are seen as a valid measure for GE as well.

For **Dow**, it is important to know what happens with their NGO partners after their volunteers’ work has ended as a reflection of their impact. Were recommendations for organizational changes implemented? Did service delivery or production increase? Did they raise more money? Are they now able to scale up their efforts?

For **Disney**, as with many companies, the challenge is how to move beyond output measures in activities that may defy any hard measure of impact. What does it mean, for example, to a child who is having a wish granted or for a Disney character to visit? There is no “Happy Meter” that can truly measure the impact that this experience can have on the family.



Think about it...

Assessment starts with a clear sense of what you want to achieve. Goals come before measures. Measures come before data collection techniques.

Everything can be measured. But that does not mean you need to measure everything. Pick key indicators and the most efficient way to measure them.

Data is not knowledge. It is the fodder for reflection and analysis. Take the time, involving key volunteers and those around you, to make meaning of the data, to create the knowledge you need to make decisions.

Asia Pacific

Sprawling across a third of the world's land mass with well over half of the world's population, home of the two most populous nations, Asia-Pacific is a region of infinite diversity, a multitude of cultures and a pervasive influence on the world stage.

For corporate volunteering, five of its major countries cut across the spectrum – from relatively more mature development in Japan, Korea and Australia to rapidly emerging new models in China and India.

In **Japan**, 80% of companies responding to a 2008 national survey by Nippon Keidanren, the leading national business association, reported that they have in place some form of support system for employee volunteering, a 20 point increase from just six years prior.¹

In the Giving **Korea** 2007 study from the Beautiful Foundation, a national community foundation, 64.4% of responding companies identified volunteering as one of their CSR practices. One-third of the companies said their participation exceeded 50% while the average reported rate of participation was 40% of employees.²

Both countries can point to companies that have what could be termed “world class” corporate volunteer programs. Examples in Korea include Samsung, Hyundai and SK Group, all participants in the Global Companies Study of this project, and Kyobo Life Insurance that has built close, mutually beneficial partnerships with NGOs. In Japan companies include Fujitsu and SK, study participants, and NEC with its “Make-a-Difference Drive” and new focus on pro bono activities to put employees’ professional skills to work supporting social entrepreneurs. That focus on what in Japan is being called pro bono volunteering, directly parallel to skills-based volunteering in other regions, marks a turning point for corporate volunteer efforts there.

The Great Hanshin Earthquake in 1995 brought renewed interest in volunteering in Japan both by individuals and by business as they discovered the critical importance of the response made by private sector and private citizens to that disaster – just as the March 11, 2011 earthquake and tsunami disaster has brought an outpouring of volunteers.

But, according to some observers, in the 15 years following Hanshin, corporate volunteering was, with only a few exceptions, characterized by “superficial” activities, engaging employee volunteers to undertake work that was far below their skill level.

Over the past two years, that has begun to change with the emergence of efforts to promote skills-based volunteering to support NGOs in areas like accounting, IT, human resource management, sales, customer service and web development.

There has been a steadily growing positive response both from individual skilled people but also from companies.

The views of those observing corporate volunteering in Korea from the community side are somewhat similar.

Korea is a very competitive environment and companies, particularly the largest which rely heavily on public and government permission to operate, seek whenever possible to enhance their reputations. Volunteering clearly can be an asset in achieving that.

In **Australia**, it is a time of great optimism about corporate volunteering, a sense that significant new growth is ahead, according to companies that participated in a 2010 “state of health” discussion.

The impetus is coming, in large part, from employees themselves. People are looking at engaging in the community through their workplace much more than previously. Increased mobility means that the workplace often is their community. There is a merging of “what I do at work” and “what I do outside of work” with people looking at their lives as a whole.

Young employees, coming with their volunteer experiences from as far back as elementary school, have the expectation that similar opportunities will be available through their employers. Over the long term, it is suggested, this also will reduce resistance of middle managers to volunteering, as these new workers grow into those roles.

As corporate volunteering becomes more pervasive, it is increasingly difficult for companies to differentiate themselves. Thus there is a steady push for “flagship” and “signature” projects, often done on large scale and are more likely to capture media attention. One result is to create stress in company relationships with NGOs, especially if the framework is to first meet the needs of the company rather than those of the NGOs.

Against that backdrop, however, those same observers will argue that corporate volunteering will continue to grow, that it will evolve as companies come to understand its strategic value beyond image enhancement and as new models emerge, are tested and adopted.

As a commitment to CSR has taken root in **India**, companies have begun to develop volunteering that reflects what one company termed the “Indianess” of their multi-cultural nation.

Tata Group, a participant in the Global Companies Study, is unique for the extent to which its founder-inspired culture of social responsibility and community involvement permeates the business.

But other companies are building their own approaches.

Volunteering at **Larsen and Toubro** has grown with the company’s expansion, focusing largely on primary education near their facilities. They have begun longitudinal impact assessment of work in schools.

Mahindra Satyam has a three-tier model for volunteering that includes advocacy for “right causes” and includes 500+ “Magnificent Seven” teams who plan and lead projects.

Volunteers of the **National Thermal Power Corporation** (NTPC) operate E-VOICE (Employees Voluntary Organizations for Initiatives in Community Empowerment) with projects in education, health and economic development.

Infosys employees are involved in a wide variety of activities, including the Akshaya Patra Foundation’s mid-day meal program, serving 1 million+ rural children in seven states.

While Western companies have brought volunteering to many of their operations in **China**, Chinese companies have been developing their own approaches. They generally are built around “volunteer associations” that operate within the umbrella of the Chinese Communist Youth League that is responsible for support to “youth” up to age 40.

Here are three examples.

China Mobile, the world’s largest mobile phone operator with over 600 million subscribers and one of the world’s top 10 brands, is developing a volunteer program throughout its system, working through its provincial subsidiaries. In Beijing, a basic policy was set in 2007, with the working structure re-engineered in 2010. Now volunteering is being recognized as part of the corporate culture.

Amway China has a well-organized model with over 180 local volunteer associations and 50,000+ volunteers working on company priorities of children’s welfare and environmental protection. They have a national management structure and provide significant training, communications and motivational support for the associations. For ten years, employees and retirees from **Shougang Corporation** (Capital Steel) have volunteered in social welfare activities near company facilities with particular emphasis on tutoring children from poor families who have less access to quality education.

Many thanks to Dr. Kang-Hyun Lee, Volunteer 21, Seoul Volunteer Center, BBB, Prof. Yong-Hee Yang of Hoseo University, Hyundai Motor Group, Samsung and SK Telecom, all in Seoul; to Akiko Seto, Tetsuyo Murakami, Nippon Keidanren Japan Philanthropic Association, Fujitsu and SOMPO Insurance in Seoul; to Cary Pedicini and Peter Cocks at Volunteering Australia, BHP Billiton, National Australia Bank and the companies that joined our roundtable discussion, all in Melbourne; and, to all those at the Tata Group with whom we met.

Footnotes: 1. Summary Report for CSR Activity Report, Nippon Keidanren, 2009, and interview with Mr. Kazuo Yoshida, Manager, Political and Social Affairs Bureau.

2. Giving Korea 2007. The Beautiful Foundation, Seoul.

Technology



There are emerging examples of innovative use of technology to support both the practice and process of corporate volunteering but most use is rather routine and limited.

A surprising learning in the study was that most companies are making only relatively routine use of technology to promote and support their volunteer efforts, even when they may be making extensive use of technology in their business operations and customer relations.

In large part, this appears to be the result of a lack of appropriate resources. Many companies, for example, indicated frustration with limitations and responsiveness of their external software vendors, feeling that many have approached this work with “an NGO mentality”, not one attuned to corporate needs and realities. The examples that follow show how that led some companies to develop their own systems and portals in-house. Doing so can be an expensive and time-intensive undertaking that requires strong executive support.

Accessibility issues are a significant problem for some companies. Line employees, for example, may have limited or no access to computers in the workplace. In some companies, there is a recognition that their online tools were designed to meet the company’s needs rather than to be useful to employees, thus discouraging use.

There also are real barriers to using social media within companies where employees are blocked from using those tools from company systems and/or during work hours.

At the same time, there is growing momentum among the participating companies to strengthen and expand the effective and innovative use of technology to support their volunteer efforts – by making it easier for employees to volunteer, by providing tools that can increase the impact of that volunteering and by using technology as a vehicle to carry out volunteering.

There are excellent examples of companies developing new online tools to support their employees’ volunteering – primarily through portals, some multi-lingual,

The Big Ideas

Online portals can serve a variety of functions from routine management tasks to access to tools that improve the quality and impact of volunteering to sharing of stories, learnings and new opportunities for others to volunteer.

Strong partnerships can be built with internal IT resources to provide user-friendly tools for employees and program managers.

Virtual volunteering and micro-volunteering offer new ways for employees to volunteer from the workplace in convenient, potentially high impact ways.

that include resource materials and some degree of social media for employees to exchange experiences and ideas.

The progenitor portal undoubtedly is the **IBM** On Demand Community, described in the sidebar. But other companies are building their own versions specifically designed to meet their needs.

The **UPS** Neighbor-to-Neighbor platform was developed internally, a commitment from their Chief Information Officer and his team to create a state-of-the-art system as their contribution to UPS's commitment to the community. After a start-up period in the U.S. it is being rolled out globally.

It has three primary functions. First, UPS volunteer coordinators can post company volunteer opportunities that are made visible to employees as a "key message" when they sign on to the company portal. Second, employees can sign up for activities online and also can log the hours they serve. In addition, they are able to record and track not only their personal volunteer hours but also those of any family members and friends they wish to register. Third, the company is able to aggregate the hours recorded so that it can track by locale, country, company-wide or organization served. The latter is important because all UPS Foundation grantees are required to have at least 50 hours of volunteering by UPSers. In response to privacy laws, primarily in Europe, there is a provision for hours to be added anonymously, thus protecting employee information.

Citi's online Volunteer Management System is available to employees in 11 languages. VMS offers all Citi employees with a portal the ability to locate Citi sponsored volunteer opportunities as well as to track their own volunteer time. 400 volunteer team leaders have special entitlement access to post volunteer events. It supports Citi's Global Community Day that annually involves some 45,000 volunteers. Although Citi's company-wide Web 2.0 initiative was not as successful as hoped, their new local Volunteer Councils are building interest in their own local networks.

The WE Portal was launched to increase **Nike's** impact in the community, encourage more employee involvement and give 36,000 global employees a platform to promote the community activities they are most passionate about. The WE Portal allows employees to find places to volunteer, submit their volunteer hours, promote upcoming events and volunteer opportunities and blog. The WE Giving part of the portal allows employees the opportunity to make cash contributions and receive the Nike match.

SAP's platform provides access to information about projects, online registration for projects, resource kits for volunteer ambassadors and "wikis" through which volunteer ambassadors can report on their projects. Reflecting the company's heavy reliance on online communications, content from the platform is pushed throughout the company on an ongoing basis.

>> **Technology to Consolidate and Grow**

Portals and related activities can be a key part of consolidating, strengthening and expanding volunteering.

For **National Australia Bank** (NAB), the creation of an online "self-service kiosk" in 2004 was a key step in drawing together what had been management of their volunteer efforts through multiple systems built around separate business units. Now there is a single system providing data that allows communications with volunteers throughout the company.

Their "Volunteer Planner" system is at the heart of their released time

The On Demand Community

The **IBM** On Demand Community (ODC) leads the field as the model for online support of volunteering. Aimed at both the company's 400,000 employees and their 16,000+ retirees worldwide, ODC is now the "home base" for IBM's volunteer efforts. Its 180,000 registered users come from 84 countries, representing a distribution of 48% in the U.S. and 52% in other countries. Over 11.5 million hours have been logged, both in IBM programs and in other volunteer efforts.

As expressed on IBM's website, "The immediate goal [of ODC] is to drive significant and measurable change within agencies and organizations that would have never had access to this level of volunteer support." Thus, ODC is not only a management tool. It also is a resource center to substantively support IBM volunteers. It includes some 200 tools and resources, some in 17 different languages – state-of-the-art online presentations, videos, Web site reference links, software solutions and documents that support volunteers working in IBM areas of priority interest: advancing achievement in schools, closing the digital divide, and improving business strategies and outcomes for not-for-profits through technology.

Through ODC, IBMers can access such program opportunities as the company's MentorPlace, a volunteer program connecting students and adult professionals in online relationships designed to provide academic assistance and career counseling. Organized by IBM worksites in almost 40 countries, the program combines technology training, regular online interaction and, in some places, personal meetings, all supported by IBM software.

IBMers can use ODC to assess their skills, take online volunteer training courses, search for volunteer opportunities, access the program tools and track their volunteer hours.

V2V

V2V is an innovative social network that promotes direct contact among volunteers, enabling them to collaborate around projects and support one another.

In the business space, V2V helps companies promote and manage their volunteer efforts. It customizes an exclusive and branded social network environment for every client company, connecting employees, non-profits and guests. As it addresses both business and personal goals, V2V has turned into an essential volunteer management tool for companies in Brazil.

V2V allows volunteers to create their own profiles and activities to engage others, as well as register their action's results. Besides creating their own actions, employees are also able to take part in corporate volunteer actions and join volunteering committees.

Companies have managerial control and can access reports on their program's outcomes in real time. They are able to invite partner institutions to promote their volunteer opportunities directly. It is also possible to have specific pages and functionalities for company locations (stores, branches, units) to engage the local community and promote their volunteer work.

C&A has discovered that use of its V2V managed Portal is best promoted in their retail outlets. As one example, managers and employee volunteers gathered in the canteen with their own laptops, installed a large screen and invited everyone to get registered, to see how it works, to use it. Now they have 5,500 volunteers signed up, have had 20,000 emails exchanged and average 260,000 page views per month.

V2V was developed in Brazil in 2004 by the First Lady's National Volunteer Program in collaboration with IBM Brazil, TV Globo and Globo.com and is currently used by 12 companies.

program. Employees are able to identify volunteer opportunities and sign up for what interests them. The system generates an auto response acceptance that is copied to the employee's manager. A couple of days before the activity, the system sends a reminder. After the activity the system generates an email asking for feedback on the project. Feedback on the project is shared with the host NGO.

* **Ford** developed its own software system as part of the overall reconceptualization of its volunteer efforts. It has supported its goal to "switch the dynamic" with the company's NGO partners, offering new direct access into the Ford system to post volunteer projects. When employees sign up online, ad hoc teams are created that cut across organizational structure, reinforcing the ongoing "One Ford" culture change. It also allows employees interested in skills-based opportunities to register and then be notified by the system when an appropriate opportunity is identified.

As part of the launch of its online volunteer management system, **FedEx** has created a social media team that is using Facebook, You Tube, Twitter, blogs and the company's interactive video channel to collect and share volunteer stories from their employees. It supports a planned internal story-telling campaign designed to build employee awareness.

* In December 2010, **Pfizer** launched its VOLUNTEERZ Network, an interactive platform that allows Pfizer employees to get actively involved. They can share volunteer opportunities and recruit others; find opportunities that interest them; track hours; and share and tap resources to help them organize activities. Phase One roll-out took place in seven countries where Pfizer operates.

The launch was preceded by the VOLUNTEERZ Challenge, a six week period in which employees were invited to tell the story of their volunteer efforts. All employees had the opportunity to vote online for the "most inspiring" projects. An employee panel then recognized all 25 top vote-getters to which Pfizer then made financial contributions. By the end of the Challenge, 668 projects from 41 countries had been entered, 13,000 users had visited the site and over 22,000 votes had been cast.

All staff at **Standard Chartered Bank** can use the company's iVolunteer portal to upload photos and share their volunteer stories. They also can post volunteer opportunities as a way to recruit other staff to participate.

Monsanto emphasizes employee-driven volunteering, both by individuals and teams. Their online system supports this, enabling employees to enter their own projects and volunteer events and to invite colleagues to join in. It also allows for tracking of hours and, when the requisite 20 hours for an organization is reached, online application for a grant of \$250 to that organization.

>>Online Volunteering

While not yet widespread, technology is finding its way into companies as a new way for their employees to volunteer – through online volunteering that builds sustained mentoring and tutoring relationships, micro-volunteering that enables individual contributions to larger efforts and long-distance skills-based projects.

* In 2010, **Kraft Foods** partnered with Sparked to create a pilot online micro-volunteering program. Over 50 employees participated, helping 48 NGOs working on issues related to health, nutrition and children in 38 countries. The top skills used were marketing, sales and social media. This new kind of opportunity was met with overwhelming approval by those who volunteered

with 67% noting the ease of fitting it into their schedules and 92% saying micro-volunteering should be offered to all employees. As one noted, “I don’t have time for other volunteering activities in my life right now so this keeps me contributing in at least one way.”

One Kraft Foods volunteer used his language skills to translate applications for financing and funding from English to Spanish for an international NGO, increasing access to lenders. Another used her social media, collaboration and content management skills to advise an NGO on how to use Facebook profiles to build awareness about its work.

Technology also can allow volunteers in locations across the world to work at their convenience on a joint effort that can have tremendous impact.



Linklaters partnered with Lawyers Without Borders to make the entirety of Liberian case law available to the country’s judges and lawyers. The Liberian legal system is rooted in the common law and is precedent based but judges have had only limited and sporadic access to previous decisions and there was no comprehensive index to over 40 volumes of case law reports.

170 Linklaters lawyers throughout the world reviewed and summarized over 3,200 cases. The case law was sent electronically to the lawyers in bundles of 10-20 cases so they could work on them remotely, at their convenience, over a period of 3-4 weeks, sending back summaries of what they reviewed.

As a result of this project, judges are able to find, read and cross-reference previous cases more easily, greatly aiding the effectiveness and efficiency of the court process in Liberia, reinforcing the rule of law.

Although it may be termed “virtual volunteering,” the relationships created online can become very real with great impact on everyone involved, particularly in mentoring programs. Online mentoring and tutoring programs are increasingly part of corporate volunteer efforts.

Motorola Mobility employees, for example, provide online content for students looking for ideas and support for science fair projects and also serve as mentors as they develop their projects.

The **IBM** On Demand Community (*see sidebar*) includes MentorPlace to connect employee mentors with students.



Think about it...

Create online opportunities for employees to share their personal stories about volunteering, thus helping others understand its value.

Enable employees to promote their own volunteer opportunities, inviting others to join with them.

Include in your portal features that are truly useful to volunteers, thus promoting its use, rather than simply collecting data for company use.

Add resource materials that help employees develop skills they need as volunteers.

Europe

Diversity. Growth. Those are the key descriptors for corporate volunteering in Europe.

Diversity was succinctly captured by one observer: "In Europe, there are 27 different approaches, cultures, economies and philosophies about how companies do business and how sectors of society relate to one another. It cannot be 'one size fits all.'"

This was echoed by the European Volunteer Centre in the report on its 2009 General Assembly in Prague that focused on corporate volunteering: "Models of CSR and attitudes toward it significantly differ from country to country. The differences reflect each country's history, tradition, system, religion, perception and understanding of volunteering."¹

Perhaps more than in any other region, corporate volunteering in Europe is shaped by those differences. But evidence is strong that it also is becoming a central component of companies' corporate social responsibility strategies and as an employee engagement tool. There is an increasingly strong infrastructure to support it.

>> Growth

Across Europe, almost without exception, there is a sense of "more" corporate volunteering – whether that be actual growth in activities, interest among companies or visibility and legitimacy.

In a 2008 report by ENGAGE on how employee community engagement can improve job skills for disadvantaged and socially excluded people, a key finding was that "corporate investment in employee community engagement has now reached significant levels and has become increasingly linked to core business strategy..."²

The state of health of corporate volunteering in Europe was addressed in a special forum of the General Assembly of the European Volunteer Centre in Valencia in April 2010. Participants described ongoing growth in the scope of corporate volunteering, development of a more strategic approach by companies and more companies using it as a tool for employee development.

Research published in 2011 in Germany concluded that "Nearly 84% of companies in Germany surveyed...say they regularly practice corporate volunteering and maintain it will play an ever-increasing role."³

A 2009 study of Spanish companies by Cooperación Internacional and the IESE Business School found that of companies surveyed, 70% of those with more than 500 employees have developed volunteer programs – and that 60% of those started in the last four years.⁴

In an interview for this project, leaders of ÖSGD, the Corporate Volunteer Association in Turkey, summarize corporate volunteering there as "definitely spreading; quality is improving; management support is growing."

From 2007 to 2008, the number of corporate volunteer days organized by the Czech Donors Forum had increased by 74% and the number of volunteers by 20%.⁵

Research in Estonia and Malta, part of the EPSEV (Empowering Private Sector Employees through Volunteering) project funded by the European Union, points to a growing interest in corporate volunteering – even in countries where it is not the norm. In Estonia although only about 12% of companies surveyed are now engaged, "interest is rather high."⁶ In Malta, although only 5% of companies interviewed have any volunteer efforts, over 60% are "interested in setting up a program."⁷

>> Issue

Three issues – all important and being discussed but as yet unresolved – appeared repeatedly. First, there is the question of definition – What is corporate volunteering? Is it possible or necessary to differentiate "employer-supported volunteering" from "employee volunteering"? Is corporate volunteering "real" volunteering or is it something else?

Many thanks to Maria-Jose Subiela and David Halley at ENGAGE, Yılmaz Argüden at ARGE Consulting and Başak Güçlü at ÖSGD, Iciar Lumbreras at Cooperación Internacional and to colleagues at the European Volunteer Centre and Volunteering England and in the global companies that participated in the Global Companies Study.

Second, in many countries there is a tradition of keeping separate one's personal life and work life. Does corporate volunteering intrude on that? Is it appropriate for companies to encourage employees to volunteer in company-sponsored activities?

Third, there seems to be a degree of resistance on the part of NGOs to engage with corporate volunteering, perhaps reflecting some reluctance about the "purity" of the volunteering or a cynicism about the motivation behind it.

>> Infrastructure

The infrastructure to support corporate volunteering in Europe also is growing stronger. This is true not only in the CSR360 Global Partner Network in some 24 European countries but also through the members of the European Volunteer Centre and, particularly, the national volunteer centers throughout the region.

>> Building Partnerships

Europe is leading the way in developing models for collaborative corporate volunteering activities among companies – through ENGAGE in a dozen cities in Europe and a half dozen outside; in the national corporate volunteer councils in Turkey and Portugal; and in the work of the Corporate Citizenship company and the companies in the LBG (nee London Benchmarking Group).

ENGAGE, based at Business in the Community in London, has developed a unique model to bring together companies in targeted cities with strong NGO partners to develop collaborative volunteer activities. Each project is designed and funded locally and generally involves both local and global companies. It increases impact by leveraging different strengths and gives companies the opportunity to learn from one another and to draw in companies not previously involved.

ÖSGD, the Corporate Volunteer Association in Turkey, formed in 2002, now includes 50+ local and global companies. They provide support to companies in developing their programs, building partnerships with NGOs and designing collaborative activities. Their ENGAGE project involves companies in educational programs for primary students about the effects of global warming and the importance of recycling.

ÖSGD's annual "Awards from the Heart" recognition program is an important tool to celebrate corporate volunteering and to strengthen it. With the support of ARGE Consulting, the program uses "an objective methodology to identify and reward 'best in class examples' of desired behavior...makes sure there is an objective evaluation of not only results, but also the approach to get those results and internalization of the right culture." Feedback to all applicants ensures "learning is widely distributed and everybody gets a chance to improve themselves."⁸

GRACE in Portugal, established in 2000 to promote socially responsible corporate initiatives, includes 60+ local and global companies. They organize GIRO, an annual day of service for companies, as "an impact intervention...to improve physical conditions." Its ENGAGE project matches volunteers with young people to provide personal support in development of skills for employment.

Corporate Citizenship and the LBG which it manages on behalf of member companies has led in development of tools to help companies measure, benchmark and report their community programs, including volunteering.

Footnotes: **1.** "Developing Employee Volunteering: A joint venture between volunteer organisations and companies: Strategies – Success Stories – Challenges". Final report of the CEV General Assembly Conference, Prague, May 2009. Published by the European Volunteer Centre. **2.** "Employee Community Engagement: An effective way of improving skills essential for employment amongst disadvantaged and socially excluded groups of people within the EU." Published as part of CSR Laboratories: Bringing the European Alliance on Corporate Social Responsibility (CSR) to Life. November 2008. **3.** "Corporate Volunteering Studie 2011" published by AmCham Germany and available on its website at www.amcham.de/fileadmin/user_upload/Presse/2011/Corporate_Volunteering_Studie_2011_Final.pdf and reported at www.dw-world.de on March 5, 2011. **4.** "Voluntariado Corporativo en España" published by Cooperación Internacional and the IESE Business School in December 2009. **5.** "Developing Employee Volunteering...", op. cit. **6.** "Survey on corporate volunteering in Estonia". Volunteer Development Estonia, 2010. Available at www.epse.eu. **7.** "EPSEV Research Summary Report". SOS Malta, 2011. Available at www.epse.eu. **8.** Yilmaz Argüden, ARGE Consulting, Istanbul, email correspondence, February 2011.

Skills-Based and International Volunteering



Skills-based volunteering and international (cross-border) volunteering are significant new trends with great potential impact – but there are major hurdles to bringing them to scale.

Skills-based volunteering and international volunteering have enjoyed great visibility over the last several years as companies committed to each, and often both, have called attention to their high potential to increase the positive impact companies can have on both local and global problems.

There are significant challenges to bringing them to scale, both within companies and across the business community. They are the most resource-intensive forms of corporate volunteering with the result that they occupy an important niche but are not generally available to the mass of employees.

For companies that see the breadth of ways in which volunteering can be a strategic asset in pursuit of their business goals, it is likely that either or both can be, at best, components of more comprehensive volunteer efforts, not the primary way for them to engage their employees.

Skills-Based Volunteering

Skills-based volunteering (SBV) – the conscious use of professional and personal skills to benefit the community – is as old as corporate volunteering itself.

But in recent years it has emerged as one of the “hot” topics in corporate volunteering. Proponents argue that it should be at the core of what companies are doing, raising interest and, in some cases, anxiety about doing it. As one company put it, “the SBV train is leaving the station and we aren’t on it but we want to be.”

There is general agreement of the value of SBV as:

- a way for companies to increase their impact on specific problems;
- a capacity-building resource for NGOs and communities;
- a way to better engage their employees and leverage their skills;
- an opportunity for employees to practice their existing skills and learn new ones.

It also is clear to companies that there are very real barriers to bringing it to scale.

Both skills-based and international volunteering have a high ROI with great potential impact. but for many companies will remain niche programs because they do not allow for mass engagement of employees and require high investment.

Effective skills-based volunteering requires some form of dedicated case management to define projects, shape specific opportunities, select and prepare volunteers, and ensure satisfactory completion of the committed work.

Strong NGO partnerships to provide skilled on-the-ground management are critical to successful implementation of international volunteer efforts.

Both provide opportunities for NGOs to assume outsourced program management responsibilities by providing value-add capacity to companies.

1. Employee Interest. “My employees don’t want to use their skills when they volunteer. They want to plant trees and do other one-off projects.” Variations on that were not uncommon observations from participating companies. Employees may prefer activities that build new social connections or provide them with personal satisfaction or develop knowledge or skills unrelated to their employment.

2. Resource Requirements. To work most effectively and to have the greatest impact, SBV must have some form of dedicated case management to build partnerships with NGOs that will accept and manage the volunteers, define projects, shape specific opportunities, select and prepare volunteers, and ensure satisfactory completion of the committed work. That requires a significant investment for companies, whether done in-house or outsourced to intermediary NGOs, and can put a significant SBV program out of the reach of many companies.

3. Size Limits. Because of resource limitations, it may be possible to offer SBV opportunities to only a relatively limited number of employees.

4. Time Limits. When SBV is done within the framework of released time policies, there are limits, based on the time available, to the kinds of activities that can be undertaken and to what can be accomplished.

The observation by a company that “we are still trying to get our heads around the model” does not suggest that SBV does not have high potential for future development. It does, however, underscore the reality of the challenge to bring it to desirable scale.

>> **Making it work**

For some companies, skills-based volunteering is an assumed and long-term part of their strategic approach to volunteering. At **GE**, for example, SBV is not a separate project but, rather, “a way of doing the work that grows out of partnerships with NGOs. It is organic.”

FedEx believes that it is in its SBV activities that it is possible to see how “volunteering is woven into our character” as employees identify ways they can put the company’s and their own competencies to work in response to specific needs. Building on its core competency in safety, the company sponsors the Safe Kids Walk This Way program with Safe Kids Worldwide to teach pedestrian safety to school children. Employees volunteer to conduct awareness programs at schools, serve on school-based pedestrian safety committees and escort children to and from school on International Walk to School Day every October.

SK is regarded as one of the best managed companies in Korea. They see their corporate specialty as related to management skills but also recognize that individual employees have their own skills. The SK Pro Bono program was designed to take advantage of both, increasing the capacity of social entrepreneurs and multiplying the impact that either they or the company could have singly. SK puts together a team with a range of skills, from strategy development to accounting to marketing. That team then works for a year as part of the entrepreneur’s team. Not only does the entrepreneur benefit but so do the skills of the volunteers.

* In one example, the social enterprise “School for Happiness”, founded by SK, has helped former teachers, women who had had children, to open their own proprietary school to tutor children whose families cannot afford traditional “cram schools”. SK Pro Bono volunteers have advised them on management, marketing and advertising.

At **IBM**, SBV is what is encouraged “because it is what is most valuable to the community and most valuable to employees.” In 2011, IBMers have a multitude of volunteer opportunities to use their business skills and work experience in the community as IBM celebrates the 100th anniversary of its founding. The year-long “Celebration of Service” is one of the core components of the centennial observance.

“What is a skill?”

For **Disney**, planning for SBV begins, as it does with many companies, with a question: “Which skills make the most sense to focus on?” Too often, perhaps, companies respond by focusing on people with highly professional or technical skills.

But Disney is well aware that *all* skills have potential to benefit the community. They can imagine animators helping teach children to draw, their “talent” at an event or theme park landscapers lending their talents to help spruce up the grounds of an NGO.

At **Marriott**, much of their volunteer efforts are aligned with their business – providing shelter, meals and jobs in a healthy environment. The skills their volunteers bring, be it engineers volunteering with Habitat for Humanity or hotel managers serving on the boards of local nonprofit organizations, are the same they utilize daily in their work.

Employees in **C&A** stores bring their competency as salespeople, helping organize NGO clothes sales and bazaars, teaching the organizations how to both display and handle merchandise and to manage their money.

Ex-Marines employed at **Hyundai** use their personal scuba diving skills to clean rivers and for rescue and recovery.

UPS drivers, safety professionals and other UPSers volunteer on their own time to teach the company’s UPS Road CodeSM safe driving course for teens and novice drivers. In the US, UPS offers the program at participating locations of the Boys and Girls Clubs of America. UPS Road Code is also being taught by UPSers in Canada and Europe and will be expanding into the Asia Pacific region.

SOMPO, 60% of whose revenue comes from auto insurance, operates its own authorized auto claim and repair centers. Employees from those centers together with SOMPO employees often volunteer in the wheelchair repair project organized by the Chikyū (Earth) Club, the employee association that leads volunteering for the company. **FedEx** mechanics have used their core skills to service the “Flying Eye Hospital” airplane for Orbis International.

Pfizer’s lead SBV has been its Global Health Fellows Program (see “International”). Now, based on its success, the company has begun a new pilot program for team-based SBV in the communities where they operate. Their expectation is that it will prove the value of shorter-term projects and engage more employees in volunteer work with local NGOs.

In Groton, Connecticut, for example, two 6-7 person teams from the company’s research and development center, are working with local health care NGOs, providing services to Alzheimer’s patients and their families. Each team member commits 3-4 hours per week over the course of the three month project that is designed to strengthen service delivery. A local community relations staff member oversees the project, working with a team that includes human resources and R&D leads to design the engagement, identify and select NGO partners and team members. An intermediary organization worked with Pfizer and the selected NGOs to scope the projects and evaluate overall progress and success.

>> Building the system

Other companies have come later to SBV but are pro-actively seeking to make it a high-impact core component of their overall volunteering.

KPMG, for example, sees itself as making a transition from “community-based volunteering” to “skills-based, value add” efforts. As a professional services firm, there are few top-down mandates. Rather, they are seeking agreement on the concept of SBV that will push through the firm a focus on, “Are you applying as a volunteer the skills you use every day at work?” A key is to find opportunities to use transferable skills in projects that are satisfying to employees.

National Australia Bank (NAB) believes that SVB has greater impact for both the organizations served and for the volunteers. They have set a goal for 2010-11 that 15% of their employee volunteering will be skills-based – in 2009-10 they were at 8%. They have recognized that a major challenge is the investment that is needed by the company to make SBV successful, particularly staff who can consult with NGOs to scope their projects, manage the match and do the necessary follow-up and evaluation.

* A step toward that has been creation, in partnership with Volunteering Australia, the national volunteer center, of a set of tools designed to help NGOs prepare for and manage skills-based volunteers. Their “Creating a Skilled Volunteering Role” takes NGOs step by step through an assessment of their needs, how to define volunteer opportunities and write a job description. The process is supported by their “Skills Register” that organizes job role tasks of NAB employees into general categories and identifies the skills they have to offer, expressed in language applicable to community groups.

“Managing Skilled Volunteering Roles” helps the NGO prepare to interview potential volunteers, plan induction and training, and express clearly the desired outcome of the work and the key milestones.

Dow’s Sustainability Corps emphasizes participation by staff with

expertise in IT development, supply chain technology, financial management, marketing and strategic planning. They maintain a database of employees who have expressed an interest in participating, drawing on it and internal networks to find the right people for the needs and projects that have been identified.

International Volunteering

The work being done by corporate volunteers in international (cross-border) programs is uniformly impressive and inspiring – from improving health care in Africa to reforestation in Asia, from combating child labor in Latin America to developing employment opportunities in Eastern Europe.

However, the reality is that international corporate volunteering is in its early days with only a relative handful of companies with significant programs. These tend to fit a company's business interests, their corporate culture and specific skill sets of their employees.

With the prominent exception of the IBM Corporate Service Corps, the programs are relatively small. Because of the high cost of travel, living costs, project management and, for some of the programs, the need to “fill-in” for missing workers at home, only a small number of employees are able to participate.

Thus, they may remain niche programs – high potential impact but limited in scope.

Five companies have made commitments to building significant, sustained international programs – **BD, Dow, GSK, IBM** and **Pfizer**. They share a series of traits.

1. Aligned with the Company. In each case, there is clear alignment with the core competencies of the company – at IBM, problem solving through innovative technology; at BD, GSK and Pfizer on their respective expertise in health care; at Dow, aligned with their 2015 Sustainability Goals and Human Element positioning.

2. Skills-Based. All are clear that their programs are about using the professional skills and work experience of their employees. Pfizer engages colleagues from across the company with medical and business expertise; IBM, not only IT professionals and skilled professionals from other business areas but also executives who focus on issues of urban management; Dow employees in IT development, supply chain technology, financial management and strategic planning.

3. Problem-Focused. Pfizer's Global Health Fellows program is designed to strengthen health care in underserved communities around the world; IBM's Corporate Service Corps was designed to focus on “community-driven economic development projects;” BD's Volunteer Service Trips and GSK's PULSE aim to improve health care systems; Dow centers on major global development challenges. By being focused, they are able to clearly define the scope of their programs, attract volunteers with the necessary skills, leverage a variety of resources within the company and build long-term partnerships with NGOs in the field.

4. Leadership and Skill Development. These programs are overtly about developing future leaders for the business. GSK PULSE volunteers credit the program with offering opportunities to use and/or develop all six of the key “GSK Behaviors”, particularly relationship building and flexible thinking. IBM sees the program as a “learning and innovation lab for 21st century business” that helps give employees a better understanding of the complexities of worldwide realities and of working with and leading multicultural teams. For Dow, employee engagement and providing “a unique leadership development experience” are two of the key drivers of their program.

5. Rigorous Process. These companies take their programs seriously and manage them to high standards. By doing four pilot projects, for example, Dow recognized the need for a strategic approach, to put the right infrastructure in place and to get the mechanics of the program organized.

For the volunteers it begins with the application process. At Pfizer that process does not end until the local NGO to be served makes the final decision as to which potential volunteer best fits their needs. GSK invites “high-performing employees” to apply. Those chosen must not only have demonstrated professional skills and experience but also what the company calls “the PULSE gene – emotional, cultural and social intelligence, flexible thinking, situational judgment and a thirst to learn.”

BD typically get six to seven times as many applicants for their Volunteer Service Trips as there are slots. There are separate reviews





of applicants' technical skills and their "soft skills" such as communications, organizational ability, etc. For each of the annual trips they choose an equal number of alternates who then move to the head of the queue for the next trip.

At IBM, volunteers work together virtually for 40-60 hours in the three months leading up to deployment, moving through an established curriculum for team building and skill development.

At Pfizer, all Global Health Fellows participate in a comprehensive four day program orientation and training session at corporate headquarters in NYC. The curriculum covers everything from assignment preparation and logistics, to relevant issue areas related to public health and emerging markets, cultural adaptation training and preparation for reentry. Fellows have the opportunity to meet and interact with Pfizer leadership and program alumnae throughout the training program.

BD brings participants in Volunteer Service Trips together two to three months in advance for a four-day training that ranges from logistical preparation to skills training and practice "teach backs". Between training and deployment, volunteers have bi-weekly conference calls with the appropriate in-country specialists from their partner NGO to keep them up to date on changing needs and to help them prepare for the work they will be doing.

Each of the programs also has clear policies that guide their human resources frameworks— who pays for what, how "fill-in" workers are put in place, job protections for the volunteers, etc.

6. Partnerships. None of the companies would claim that they can implement this program on their own. All work closely with NGO partners that have demonstrated expertise and extensive experience in on the ground organization and management of overseas volunteer projects, from assessing needs and selecting local hosts to cultural training when volunteers arrive to managing the entire in-country process.

7. Learning. More than in any other type of program seen in this study, these companies are deliberately seeking to learn about *and from* the experience of their employee volunteers. Boston University School of Public Health conducts external evaluation and annual reporting on the impact of the Pfizer Global Health Fellows program, assessing fellow performance and the effects on capacity build-

From Food to Schools to Innovation

At **Kraft Foods**, SBV was actually the first company volunteer effort, starting in their Research & Development unit as a way to use the skills of food scientists to help in developing countries.



Nike pairs executives with principals of low-funded schools in the Portland, Oregon area as part of its School Innovation Fund. Making a five-year commitment, the executives serve as mentors, get involved in strategies to strengthen the schools and participate in school activities. The company also provides financial and in-kind support to the schools.

A primary SBV option for **Rolls-Royce** employees in the U.K. is involvement with STEMNET (Science, Technology, Engineering and Mathematics Network) as an Ambassador, responding to requests from schools to help with in-class and extracurricular activities. They serve as expert resources for teachers and as role models for students.

Volunteering at **Motorola Mobility** is consciously skills-based. Employee volunteers are paired with school and NGO grantees of the Motorola Mobility Foundation to make their expertise available in support of science and technology education. Much of the recruitment is done by outreach through the company's diversity councils and other employee focused communication strategies. Volunteer opportunities also are posted on the company-wide, My Community Profile, online tool.

ing. IBM partners with Harvard Business School as their independent evaluator to gain an understanding of the impact of the program on the volunteers, the communities served and the company. In the two months after deployment, volunteers are expected to “reflect, learn and apply”, both evaluating and sharing their experiences within and outside the company.

GSK does internal surveying of volunteers six months after return to learn of their perceptions of their assignments and of the value of participation to them. BD has commissioned Corporate Citizenship to do a case study of its three years of Volunteer Service Projects to Ghana. Their partner NGOs provide constant updating on post-trip progress and volunteers participate in debriefing interviews. Dow tracks what happens in the organizations they serve after the project, not only whether immediate project objectives were fulfilled but what that has meant – were recommendations implemented, did production increase, did they get more money, was quality of service delivery improved?

The results are impressive.

- In February 2011, IBM’s Corporate Service Corps, created only in 2008, sent its 100th team and 1,000th IBMer on an overseas project. Employees from over 50 countries have volunteered, in teams, in 20 countries.
- Since its launch in 2003, Pfizer’s GHF program has fielded over 270 fellows. It has consistently attracted top talent from technical and functional areas across Pfizer and is recognized as a “best-in-class” program model for its impact on global health as well as its value to colleagues and the business.
- Only two years old, GSK’s PULSE has placed almost 120 volunteers in 33 countries, serving 42 different partner health care organizations.
- Since BD’s Volunteer Service Trips began in 2005, a total of 95 volunteers have made three trips to Ghana, two to Zambia and one to Haiti. In addition, as part of BD’s participation in PEPFAR (The U.S. President’s Emergency Program for AIDS Relief), 27 highly skilled volunteers have made 12 trips to Sub-Saharan Africa to train lab technicians in quality control systems and testing and to improve blood handling processes.
- Dow’s Sustainability Corps was launched in 2009. By the end of 2010 it had seven active projects, with volunteers contributing 630+ hours, and plans to expand to 12-14 by the end of 2011.

These five companies stand out among those that participated in this study. What they are doing should be seen as only the beginning of what companies throughout the world can do if committed to international volunteering.

Responding to Humanitarian Crises at Home and Abroad

UPS, reflecting its brand focus on “logistics”, has developed a multi-pillar approach with its Humanitarian Relief Program (HRP) to help bring relief to devastated communities. By contributing its’ intellectual capital, technology and vast global network of supply chain resources it helps NGOs, governments and United Nation agencies agencies mobilize relief supplies, coping with one of the most vexing challenges during times of crisis.

UPSers are currently assigned to work with key partners – American and International Red Cross, UNICEF, CARE, World Food Programme, Salvation Army and the UNHCR – to support their efforts in three primary areas: readiness and preparedness before a disaster, emergency response during a disaster and support during post-crisis recovery.

Another key component of the UPS HRP is its corps of first responders, UPSers who have volunteered and been trained to act as “humanitarian logistics responders” sent in when a disaster strikes a community. In the U.S., UPS has partnered with the American Red Cross to create the UPS Logistics Action Team of responders. Internationally, UPS collaborates with three competitors, TNT in the Netherlands, Agility Logistics in Kuwait and Maersk in Denmark. Together they have formed the Logistics Emergency Team to support the World Food Programme (WFP) and the UN Global Logistics Cluster. The teams are located in each region of the world and are prepared to respond when activated by the WFP, typically in situations where more than a half million people are affected by a natural disaster.



A variety of approaches

American Airlines (AA) may find it easier to do international volunteering than most other companies because it has a readily available way to move volunteers from country to country. Through Airline Ambassadors and Medical Wings International, both NGOs founded by AA employees, AA volunteers organize and participate in medical missions, escort children to needed medical care not available in their home country and hand-deliver humanitarian aid. Responding to natural disasters, AA employees use their travel privileges to work with an NGO on the ground, supported by employee volunteers back home who set up fundraising drives and collect in-kind resources.

Eli Lilly and Company's Connecting Hearts Abroad program provides two paid weeks off for 200 employees a year to participate in volunteer service and cultural immersion trips in Africa, Asia, Eastern Europe and Latin America. They are selected from applicants from Lilly operations worldwide, formed into cross-functional, multi-national teams and, in partnership with Cross Cultural Solutions, given the opportunity to “get outside the walls of the company to better understand the people who take our medicine.”



Keeping with its focus on sustainability, **Fujitsu** organizes an annual planting tour to Borneo. Employees pay their own costs and use a combination of the company's “volunteer holidays” and personal vacation time. With financial contributions from 10,000 employees, the company established the Fujitsu Group Eco-Forest Park. Company volunteers have planted over 37,500 seedlings there. The company also has a sabbatical program for employees in Japan to enable them to participate in the government-run Japanese Overseas Cooperation Volunteers program and guaranteeing them a job on their return. One or two employees participate every year.

A decade ago **Timberland** employees in Japan decided to take action to help stop the sandstorms in the Horqin Desert of Mongolia that bring millions of tons of sand to the countries of East Asia. The

Horqin, roughly the size of Switzerland, went from grassland to desert through over-cultivation and over-grazing. The company sponsors annual planting trips to the “Timberland Forest” with the result that 1 million trees have been planted there.



The **Telefónica** Vacaciones Solidarias program enables 100 employees, from all over the world, to volunteer each year for the company's Proniño program that combats child labor in Latin America. Volunteers, chosen from an applicant pool of about 600 annually, give their vacation time and pay for their own meals while the company pays air fare, hotel and project costs. The program grew directly from an idea presented to the company by employees in Spain.

Salesforce.com promotes international volunteering but leaves it in the hands of their employees to organize. Volunteers can use up all of their six days a year permitted for “Volunteer Time Off” but must pay costs associated with their participation. A group of employees in France went to work on a school restructuring project in Poland. Such employee-driven efforts may result in a new, sustained partnership – for example, a single employee in Ireland began working at a distance to meet the IT needs of a school in Kenya, and then recruited other employees to join in a trip that led to creation of a scholarship fund for Kenyan girls.

Alcoa Foundation sponsors a fellowship program in partnership with Earthwatch Institute that provides employees with paid time off to volunteer on sustainability research expeditions. Fellows become “green ambassadors” and are required to share their experiences with their colleagues and communities when they return. They join Alcoa employees around the world who are involved in their communities in many ways from planting trees to recycling to helping children and seniors.

Think about it...

Be expansive in your assessment of the work skills your employees can offer. SBV can be an excellent opportunity to involve people who otherwise might not be.

Determine the level of investment you can make in managing SBV. Then gear the program to that. It is better to do less very well than a lot not so well.

As a global company, perhaps the most efficient approach to international volunteering is through regional NGO partners who can set up assignments between countries within that region.



North America

North American justifiably can be identified as the birthplace of corporate volunteering as it now is known. Corporate volunteering emerged

first in the United States, the result of an organic process rooted in the country's history and culture and shaped by contemporary events.

Historically, business leaders were recognized community leaders, whether promoting their communities, responding to natural disasters and emergency needs or strengthening core community institutions. By the 1970s, key elements were in place to foster corporate volunteering in forms recognizable today:

- * broad recognition of the magnitude of human, social, economic and environmental challenges;
- * a climate of activism, from the civil rights and anti-war movements to college student volunteer programs and the Peace Corps;
- * rising societal pressure on business to act in socially responsible ways;
- * a new generation of employees entering the workforce, expecting to find their employers acting responsibly and being supportive of their personal involvement.

There also was an emerging national and local infrastructure to promote and support volunteering, intellectually alive to new ways to mobilize volunteers for greater impact.

Volunteers from the Workplace, the first systematic research on corporate volunteering, was released by the National Center for Voluntary Action (NCVA) in 1979. In a national survey, 333 large companies reported having some form of employee volunteer program – 79% loaned personnel, the forerunner of today's skills-based volunteering; 72% had released time policies; 62% did group projects; – and, 40 of the companies offered opportunities for extended, full-time service as “social service leave”.¹

In 1986, *A New Competitive Edge*, from NCVA's successor, first articulated the “good for the community, good for the employees, good for the company” rationale for corporate volunteering.²

>> **Current Status**

Today, it would be unusual to find a company of any significant size in the United States and Canada that does not in some way encourage and support their employees to volunteer.

The State of Corporate Citizenship in the United States 2009: Weathering the Storm from the Boston College Center for Corporate Citizenship reinforced this. Out of some 300 companies with 1000+ employees, 83% reported supporting employee volunteering with 67% offering non-skilled volunteering and 60% pro bono and skills based.

For those companies, the primary reason (55%) for supporting volunteering was “improving public relations, branding and reputation”, followed by “improving job satisfaction and retention” (42%), “supporting employee team building” (35%) and “helping employees build relationships with important community stakeholders” (32%). Only 12% named “support employee skill building” as part of their rationale.³

North American companies interviewed for the Global Companies Study were clear that the recession had few negative impacts on volunteering. Indeed, as one put it, there was a “thoughtful re-energizing” with, as many agreed, more focus on basic needs, particularly of those who lost their employment.

Much of the information available about corporate volunteering in Canada is descriptive and anecdotal. In 2001, for example, Volunteer Canada and IMAGINE profiled the volunteer efforts of 25 leading Canadian companies. In it, they cited the 2000 National Survey of Giving, Volunteering and Participation finding that of volunteers who are employed, 27% stated that they were allowed to modify their hours of work in order to take part in volunteer activities.⁴

An informal 2011 scan of the websites of the 25 largest corporate employers in Canada, discovered that volunteering was mentioned on at least 17 of them.

Thirteen emphasized financial matching by the company for volunteer hours. Overall, there was less information on their actual volunteer activities and few stories of individual volunteers.

>> Infrastructure

Whether appropriately or not, corporate volunteering in North America has become a standard against which companies in other regions of the world compare themselves.

What too often may not be recognized is the importance of the infrastructure that exists to promote, support and facilitate corporate volunteering in the region.

Since the late 1970s, the “national volunteer center” in the U.S., in its several incarnations, has placed priority on leadership for corporate volunteering and has convened some form of a “national corporate volunteer council”. Today, the Points of Light Institute and its Hands On Network of 250 local Action Centers are the recognized NGO leaders and conveners for corporate volunteering in the U.S. There also are almost 100 local Corporate Volunteer Councils, many convened or staffed by local Volunteer Centers, that act as vehicles for companies to network, learn from one another and collaborate.

In 2005, Volunteer Canada built on its historic leadership role by partnering with Home Depot Canada to create the Corporate Council on Volunteering, now composed of over 20 senior corporate executives. The Council focuses on current trends and issues in corporate community involvement and is the driver of the Centre for Excellence in Corporate Community Involvement.. The Centre is a collaborative effort of businesses and NGOs to strengthen communications and cooperation between them and focuses on four pillars—Information, Curriculum, Research & Best Practices, and Consultation & Support.

>> Challenges

The volunteer efforts of North American companies are, in most ways, similar to those of companies throughout the world, facing many of the same operational challenges outlined in the Global Companies Study.

Three challenges do stand out as unique.

Innovation. Some concern is quietly expressed by companies about whether the region still drives innovation in the field. As corporate volunteering grows throughout the world, is the “edge” now in other regions, are the “new ideas” coming from elsewhere? The evidence suggests otherwise. For example: **IBM** remains what many acknowledge as global leader in the field with its On Demand Community and skills-based and international programs; **GE** is the model for “volunteer councils” for employee-driven volunteering; **Pfizer** has led in how it has developed, managed, evaluated and learned from the work of highly skilled professionals addressing high priority challenges abroad.

Globalization. The true challenge may be whether North American companies can open themselves to learning from the rest of the world. As they have globalized, American companies have had to learn how to manage their volunteering with sensitivity to the multitudes of cultures with which they now work and to create needed flexibility in their approaches. They need now not only to adapt there but to apply back home what they are learning worldwide.

Infrastructure. Corporate volunteering has become “big business” for NGOs, universities, researchers and consultants in North America to the point where companies often find themselves flooded with opportunities to lead, participate, contribute, finance and outsource. While competition is healthy, the complexity of the infrastructure leads to lack of collaborative development of resources, a sense of an effort to create “something new” to gain attention, temporary and shifting alliances and difficulty for companies to even know what is available let alone be able to assess alternatives.

Footnotes: 1. *Volunteers from the Workplace*. Kenn Allen, Shirley Keller and Isolde Chapin. National Center for Voluntary Action, 1979.

2. *A New Competitive Edge*. Cynthia Vizza, Kenn Allen and Shirley Keller. VOLUNTEER – The National Center, 1986.

3. *The State of Corporate Citizenship in the United States 2009: Weathering the Storm*. Boston College Center for Corporate Citizenship, 2010.

4. *Volunteers at Work: How Canadian Businesses Encourage and Support Volunteerism*. Volunteer Canada and IMAGINE, 2001.



UPS is a global leader in logistics, offering a broad range of solutions including the transportation of packages and freight; the facilitation of international trade, and the deployment of advanced technology to more efficiently manage the world of business. Headquartered in Atlanta, UPS serves more than 220 countries and territories worldwide.

Since its founding in 1907, UPS has built a legacy as a caring and responsible corporate citizen, supporting programs that provide long-term solutions to community needs. Founded in 1951, The UPS Foundation leads the company's corporate citizenship initiatives through philanthropy and volunteerism in local, national, and global communities.

The Foundation's focus areas are global and economic literacy, diversity, environmental sustainability, community safety, and non-profit effectiveness.

The generosity of the organization includes the gift of both dollars and time from its more than 400,000 employees who live and work all over the world. Employees are provided with opportunities through the company's NGO partners, company programs, and community events which help to foster the growth of the program.

Two key programs demonstrate the company's commitment to giving back through the use of skilled volunteerism and its' philanthropy. UPS Road CodeSM utilizes the skills UPS driver volunteers, safety professionals and other UPSers on their own time to teach the company's safe driving techniques to teens and novice drivers. Reflecting its brand focus on "logistics", UPS has developed a multi-pillar Humanitarian Relief Program, bringing respite to communities devastated by crisis. Through the contribution of intellectual capital, technology, skilled volunteers, and a vast global network of supply chain resources, UPS helps its NGO partners in the humanitarian sector manage the challenge of moving relief supplies into devastated communities.

Globally, UPS is a founding member of the Logistics Emergency Team, an international group of responders connected to the World Food Program (WFP). Teams in each region of the world are trained and prepared 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 US, 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.

A sense of partnership permeates all that UPS does in the community. It chooses lead community organizations within its' focus areas then leverages UPS volunteers and financial resources to help build their capacity. UPSers are strongly encouraged to get engaged; the company has set a goal of three volunteer hours per employee per year. Many senior executives serve on both national and international NGO boards. Local operations managers are trained on how to get involved in their communities.

UPS has made a distinct commitment to setting an example for giving back, and the numbers speak for themselves. For several years, UPSers have annually volunteered over 1.3 million hours of service in their communities throughout the world. UPS is the only organization to date to contribute 1 billion dollars to the United Way.

Platinum

C&A volunteering combines their commitments to social development, helping their employees become knowledgeable, active citizens and having fun in all that they do.

The "Literatrupe Toolbox" includes everything volunteers need to have meaningful fun with children under age 6 – a big bag of books, traditional toys and games, puppets and a manual and training video with a set methodology to follow.

Volunteers in "Cartography" develop neighborhood asset maps, getting to know the residents and the community's organizations and building relationships that make their local assets visible.

C&A stores are encouraged to donate clothes and accessories to local organizations. When they discovered that some of those groups lacked the capacity to effectively market the merchandise, C&A volunteers stepped in to teach everything from display and retail skills to effective financial management. The result was to increase the group's revenue and leave behind new skills.

C&A Brazil is the leader in the company's volunteer efforts. There is a strong emphasis on helping its workforce, typically young people in their first jobs who will stay with the company only a few years, learn about the social realities of the country and build confidence in their ability to contribute as active citizens.

In 2010, more than a quarter of Brazilian employees joined in together in 182 employee-led volunteer groups in 84 cities. With the leadership of the C&A Institute, which leads the company's social investment and community involvement, a national leadership committee of directors and managers and fifteen regional committees were created. The company credits its success in volunteering to the sincerity of purpose, the autonomy the company gives to employees and the joint development of the program involving both the company and the employees.

C & A is one of the largest retail chains in the fashion world. It is a family owned and managed company, founded in the Netherlands in 1841, with a corporate philosophy of openness, fairness and trust as well as a strong commitment to ethical conduct, social responsibility and sustainability. Today, C&A operates in 18 European and 2 Latin American countries as well as China. In Brazil, C&A is the leading fashion retailer. It opened its first store in August, 1976 in São Paulo. As of the end of November 2010, there are 190 stores throughout the country from Manaus in the North to Porto Alegre in the South. C&A also employs over 18,000 associates in Brazil.



Gold



At **GE** the culture has evolved over time so that volunteering is an organic part of the company culture, not driven from the top down but spreading through shared assumptions about desirable corporate and individual behavior, company-wide communications, and leadership at the regional, country and local levels. That culture is then reinforced by formal recognition from the CEO and other senior leaders. The shared culture sustains the commitment across very different business units and very different ways in which employees can volunteer.

It is led by a broad global network, by over 200 Volunteer Councils in 50 countries that focus on local priorities in education, health, the environment and community building. Councils work within the company's consistent planning rhythm and do a mix of ongoing activities and one-shot projects, general and skill-based volunteering. In 2010, GE employees and retirees led over 4,600 projects worldwide and contributed 1.1 million volunteer hours to their communities.

The Council structure is so deeply ingrained in the company that each Council is led by a business unit that adopts them, providing financial accountability, oversight and problem-solving help. Outside the U.S. that is done geographically through the company's regional structures.

GE Volunteers projects are also integrated with and support the major GE Foundation programs. The Foundation's Developing Health Globally program uses GE products, expertise and employee engagement to improve healthcare delivery in select rural African, Latin American and Asian communities. Employee volunteers from GE's African American Forum, Hispanic Forum and Asian Pacific American Forum support the program by partnering with each receiving hospital to monitor equipment use and share business best practices.

GE (NYSE: GE) is an advanced technology, services and finance company taking on the world's toughest challenges. Dedicated to innovation in energy, health, transportation and infrastructure, GE operates in more than 100 countries and employs about 300,000 people worldwide.

Sponsors

Gold

In January 2011, **Motorola** separated into two independent, publicly traded companies, Motorola Mobility, Inc. and Motorola Solutions, Inc. Concurrently, the Motorola Foundation separated into the Motorola Mobility Foundation and the Motorola Solutions Foundation.

Each company, working through its foundation, is committed to carrying forward the tradition of community engagement, philanthropy and volunteering that was a hallmark of Motorola through its 80-year history.

Motorola Mobility will continue to draw on the expertise of its skilled professionals throughout the world to help young people develop their interests in science and engineering – as robotics club mentors, science fair judges and math tutors.

Building on Motorola's strong leadership in creating and supporting First Robotics Competition for over 20 years, Motorola Mobility employees are serving as judges, mentors and coaches for competitions and teams.

By pairing volunteers with their grantees, the Foundation will be leveraging expertise and money to strengthen organizational leadership by bringing hands-on, real world skills to non-profits, to be the "friend in the business".

Their Global Week of Service and, in the U.S., active participation in the annual Make a Difference Day, offers all employees the opportunity to create their own service projects.

The company's annual Volunteer Awards honors outstanding service by both individuals, for their long-term commitment, and teams, for exceptional group projects. Chosen by a committee of employee volunteers, including past awardees, the awards are given to employees from throughout the world, representative of the global presence of the company.

Motorola Mobility separated from Motorola in January 2011 instantly becoming one of the world's leading global technology businesses, "fusing innovative technology with human insights to create experiences that simplify, connect and enrich people's lives". It has over 20,000 employees worldwide.



Gold



From Global Health Fellows to the online VOL.UNTEERZ Challenge, **Pfizer** has established a comprehensive volunteer effort of corporate-driven programs and employee-driven initiatives.

The Global Health Fellows (GHF) is its flagship initiative– an international skills-based program that engages colleagues with medical and business expertise in three to six month team assignments with international development organizations designed to address global health issues, particularly those affecting underserved populations. In the programs first eight years, some 270 volunteers have served in over 40 countries.

Its success has led Pfizer to implement pilot projects involving short-term team-based, skills-based volunteering with health non-profits in sites near Pfizer's US and Latin America operations. The team projects create opportunities for colleagues from different functions to work together to tackle strategic challenges in strengthening health service delivery.

Recognizing the wide variety of employee-driven volunteer efforts throughout its global system, the company launched its VOL.UNTEERZ Network, an interactive platform that allows employees to share volunteer opportunities with one another; find opportunities; track hours; and find resource materials. The launch was preceded by the VOL.UNTEERZ Challenge that invited employees to nominate and then vote on "most inspiring" projects with winners receiving a financial contribution to the NGO served.

Pfizer has been a leader in evaluating and learning from their volunteer programs. They have partnered with Boston University to evaluate the performance of the GHF volunteers against professional development objectives and to assess the social impact of the program. The result has been tools and measures that can be adopted and adapted by other companies to assess their international volunteer efforts.

Founded in 1849, Pfizer now is one of the world's leading pharmaceutical companies, ranked number one in sales, with over 100,000 employees worldwide. It is dedicated to applying science and their global resources to improve health and well-being at every stage of life. They strive to set the standard for quality, safety and value in the discovery, development and manufacturing of medicines for people and animals.

Silver Plus

“To make it possible for those who are in need of help to lead their own lives for themselves by empowering them using our specialties” – that vision permeates **SK Telecom**’s volunteer efforts.

SK Pro Bono brings together teams of skilled volunteers to help social entrepreneurs improve their management skills. Working directly with the entrepreneurs for at least a year, the volunteers bring expertise in strategic planning, management, marketing, accounting, etc.

The result is that the impact of both the entrepreneurs and the company is multiplied. For the volunteers, it is an opportunity to see their skills increase the reach and value of the entrepreneur, to refine their skills and to learn more about social realities and how they can be addressed.

SK’s approach to volunteering and its broader social contributions efforts is a reflection of the belief of SKT’s founder, Chey Jong-Hyun, in the importance of “teach people to fish”. Their focus is on not just helping the most vulnerable in society, but also in helping them develop the skills and capacity they need to lead independent, fulfilling lives.

Working through 50 teams, almost 90% of SK Telecom employees volunteer every year, organizing 1-2 activities every month.

Because SKT believes in helping lay the foundation for success in society, they have created “Sunny”, a volunteer program for university students. They teach and mentor underprivileged children, teach elderly people about the use of mobile phones and use their artistic skills towards performances in the community that help build togetherness and promote service.

Students also can suggest projects to the SUNNY office, pinpointing the needs of their region and proposing ways to address them. They compete for project funding and thus have to demonstrate the potential value of their ideas.

The SK Group was founded in 1953. Now the fourth largest conglomerate in Korea, it includes almost 80+ subsidiary and affiliate companies, has 30,000+ employees and operates in more than 40 countries. SK Telecom was acquired and re-branded by the Group in 1994. It is known today as South Korea’s premier telecommunications company, with cutting edge wireless technologies for the global market.



Silver



BD’s social investing approach goes beyond traditional financial and product donations, by collaborating with philanthropic, government and nongovernmental organizations to improve healthcare services worldwide. The Company also offers its expertise and the commitment of its associates to work with nonprofit partners, deliver essential healthcare services and build healthcare capacity.

BD collaborates on numerous projects with the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR) to combat life-threatening infectious diseases in sub-Saharan Africa. Because this collaboration has demonstrated compelling results, BD has strengthened and expanded our involvement.

Through BD’s Volunteer Service Trip Program, all BD associates are invited to apply for three-week assignments to help improve healthcare in medically underserved regions. For example, in 2009, BD associates, in collaboration with Direct Relief International, leveraged their expertise to improve capacity among local healthcare workers in Ghana. Efforts included training in infection control, obstetrics, emergency care, blood bank management, recordkeeping, healthcare worker safety and supporting outreach clinics in neighboring areas. This year, volunteers will work in Haiti to help strengthen healthcare capacity.

In addition to Company-facilitated volunteer efforts, BD supports associates in their personal volunteer work. Eligible U.S. associates are encouraged to volunteer for up to two full days of paid time off per year to take part in community service. Many volunteers give their time at schools and to support healthcare and community organizations. In fiscal year 2010, U.S. associates performed more than 15,900 hours of volunteer time during BD work hours.

Established in 1897, BD (Becton, Dickinson and Company) is a medical technology company that serves healthcare institutions, life science researchers, clinical laboratories, industry and the general public. BD manufactures and sells a broad range of medical supplies, devices, laboratory equipment and diagnostic products. BD is headquartered in the United States, has over 29,000 employees (called associates) and operates in more than 50 countries.

Sponsors

Silver

Led by the commitment and enthusiasm of its CEO, **Kraft Foods** launched its first global Delicious Difference Week in 2009 with just seven months of preparation – and then watched it happen in 33 countries around the world that first year and, in 2010, in 56 countries with nearly 25,000 employees participating.

Its immediate success was a reflection of a strong corporate commitment – from the CEO and her executive team to country presidents and plant managers – and the work of their 250+ Community Champions that take responsibility for organizing projects and mobilizing volunteers.

Because the company has line workers who cannot step away from the job, there were evening and week-end service options offered and take-home projects for employees to do with their families – making fleece blankets; assembling and decorating food baskets; making greeting cards.

In 2010, working in partnership with Sparked, Kraft Foods launched a pilot online micro-volunteering program. Over 50 employees used their marketing, sales and social media skills, helping 48 NGOs working on issues related to health, nutrition and children in 38 countries – and gave overwhelming approval to this new opportunity to volunteer.

The company's formal program began only in 2008, driven by employees demonstrated interest in volunteering and a desire to maximize impact while building employee pride in the company. From the outset, it reflected the emergence of Kraft Foods as a global company with research through employee surveys and focus groups to understand relevant cultural difference from country to country.

It also was aligned with key business goals. The program's focus areas – hunger and healthy lifestyles – reflect the business. Volunteering is an outgrowth of the company values and creates a new opportunity to tell its story.



Kraft Foods Inc. is a global snacks powerhouse, marketing its globally known brands in approximately 170 countries and earning revenue in 2010 of \$49.2 billion, more than half of which was earned outside North America. Eleven of the company's iconic brands each generate revenue of more than \$1 billion annually. The company, which has approximately 127,000 employees worldwide, is a recognized leader in innovation, marketing, health and wellness and sustainability.

Silver



Twenty times a year, teams of ten **Eli Lilly and Company** employees spend two weeks of volunteer service and cultural immersion in Africa, Asia, Eastern Europe and Latin America. They are selected from applicants from Lilly operations worldwide, formed into cross-functional, multi-national teams and, in partnership with Cross Cultural Solutions, given the opportunity to "get outside the walls of the company to better understand the people who take our medicine."

The program, Connecting Hearts Abroad, is one of five signature programs that define Lilly's comprehensive approach to volunteering.

Global Day of Service (GDOS) is the most visible of those. Employees and employee teams worldwide partner with local NGOs in local service projects – from planting trees in Turkey to a charitable walk along the Great Wall of China for MDR-TB. In Lilly's home city of Indianapolis, Indiana, more than 8,000 employees volunteer, many in projects to beautify the city.

Employees who are highly skilled in the Six Sigma business management process are volunteering with NGOs and local and state governments to help improve their organizational and program management processes, increasing efficiency and bringing improved services to more people.

In partnership with the International Federation of Red Cross Red Crescent, Lilly employees are becoming certified disaster response volunteers.

Lilly scientists are becoming volunteer content experts for science teachers throughout the state of Indiana, a model that will be replicated state-wide in partnership with other businesses.

Recognizing that volunteering has to be run like any other business unit, Lilly has strategically set up volunteer programs to enhance employee engagement and build corporate brand equity. In addition, Six Sigma process efficiency is leveraged to assure effective and efficient implementation of programs, contributing to their global success.

Founded in 1876, Eli Lilly & Co. is the 10th largest pharmaceutical company in the world. Headquartered in Indianapolis, Indiana, it has 40,000 employees worldwide. Lilly conducts clinical research in more than 50 countries, has research and development facilities in 8 countries, manufacturing plants in 13 countries, and markets its products in 143 countries.

Silver

Telefónica Volunteers is a network of over 20,000 volunteers in 19 different countries. Managed by the Telefónica Foundation, it is coordinated internationally but its field of intervention is determined by the social issues identified as local priorities.

In Latin America, the primary focus is on the Telefónica Foundation's signature Proniño program, where leadership, expertise, money and volunteers contribute to the international battle to eradicate child labor. Employee volunteers play key roles on the ground in the program, bringing their caring and skills to the work of the partners and to individual children and their families.

In Spain, Telefonica Volunteers focus on working with and for the disabled, communities in need and environmental protection.

In the rest of Europe (UK, Ireland, Germany, Czech Republic and Slovakia), Telefónica Volunteers challenge young people to get active by offering mentoring to help them begin their own community initiatives through the Think Big program.

The program also offers international opportunities – the “Volunteering for Proniño” project in which 100 employees from all over the world use vacation time to volunteer in Proniño projects in Latin America or the “Escuelas Amigas” project in which employee volunteers coordinate and guide the matching of 5th and 6th grade classrooms in Spain and Latin America via the internet for cultural exchange, communication and collaboration.

Every year, theme-related campaigns are launched with a view to motivating and involving employees in social issues such as the eradication of child labor, the protection of the environment or helping communities in need around Christmas time.

Telefonica employees can also propose NGO partnerships and projects which address social issues that are important to them. Through a well-managed process, employees present their ideas for financing, with well thought out plans to address them and particular emphasis on the inclusion of Telefónica volunteers.

Telefonica is the third largest telecommunications company in the world, headquartered in Madrid, Spain, with 257,000 employees in 25 countries throughout Europe and Latin America. Fundación Telefónica was created in 1998 to develop and manage Telefonica's community involvement and volunteering programs.



Bronze



STATE STREET

State Street sees their overall volunteer program as an “employee engagement tool” – they really want employees to get engaged in the community in the ways that inspire them.

With a keen company interest in “workforce development” issues, State Street directs much of their philanthropic and volunteer investment towards organizations and projects addressing issues of employability, career education, self-sufficiency and life skills for disadvantaged populations.

State Street volunteers mentor underserved students, spend time in homeless shelters helping people prepare CVs and learn how to interview, and offer on-site job-skills trainings at their company sites. They also address issues that prevent people from advancing and achieving self-sufficiency, such as hunger and housing.

State Street has developed an innovative internal board matching and training program for their executives, strategically connecting their people with opportunities to serve on the boards of NGOs, with particular attention to where they can make a particular difference because of their own skills and passions, as well as have the best possible volunteer leadership experience.

They have a well-developed annual worldwide volunteer recognition program. Nominated and selected by committees in their home areas, winners are brought to company headquarters in Boston for a gala awards presentation that draws 1,000 people including senior management, community NGO partners and employees. Financial contributions ranging from \$5,000 to \$10,000 are made to the organizations served by the winners.

The global brand for volunteering is State Street Global Outreach, used at all locations. Employees are eligible for at least two paid days per year to volunteer and also may use “flex time” for their volunteering with manager approval.

State Street Corporation, established in 1792, is one of the world's leading providers of financial services to institutional investors, including investment management, investment research and trading and investment servicing. State Street operates in 25 countries and more than 100 geographic markets worldwide and has 27,000+ employees.

Sponsors

Airline Partner

Whether collecting funds for UNICEF on flights around the world or gathering in teams to participate in the Susan G. Komen Race for the Cure, **American Airlines** employees are active volunteers both in their own communities, in the hundreds of cities the company serves and throughout the world.

With active support from the company, AA employees have become volunteer entrepreneurs, creating their own NGOs to extend the volunteer work they began within the company. Airline Ambassadors International and Medical Wings International organize medical missions, escort children to needed medical care not available in their home countries and hand-deliver humanitarian aid and provide technical assistance. The Something mAAgic Foundation supports wish-granting NGOs for children with life-threatening illnesses.

Under the guidance of the Citizenship Steering Committee, the American Giving Volunteers Program is the umbrella that supports and encourages volunteering, among other community activities, throughout the company. From planting trees to helping grant the wishes of sick children, AA employees from the administrative staff to the airplane mechanics to the ticket counter personnel are active volunteers.

One special way that AA employees bond with each other and work together to help make a difference in innovative ways is through their "Employee Resource Groups", affinity groups formed by employees with shared interests. Each group has a community service component to it – sometimes addressing the needs of their specific group and sometimes reaching out to the broader community. By supporting these groups and their community interests, AA shows that it cares about its employees' diverse interests and ways of connecting with community.

With a historical connection to the famous Charles A. Lindbergh, American Airlines is one of the best known and oldest airlines in the world. They have the distinction of having produced the first female airline pilot and the first VIP Airport Lounge. American, American Eagle and AmericanConnection serve 250 cities in 40 countries, with approximately 3,400 flights daily and more than 900 aircraft. American Airlines has over 80,000 employees around the world.



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global force, driven by companies that want
to make a significant difference to serious
global and local problems.**



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