



China



International
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Corporate Volunteering for a Post-Pandemic World

PART 2

The State of Health of
Corporate Volunteering

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CORPORATE VOLUNTEERING FOR A POST-PANDEMIC WORLD, PART 2 THE STATE OF HEALTH OF CORPORATE VOLUNTEERING

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Introduction

In June 2022, IAVE published *Corporate Volunteering for a Post-Pandemic World*. The report provided in-depth coverage of the field of corporate volunteering, covering 14 topics with examples taken from interviews with 80 companies and some 200 individuals in total. That report also provided an overview of the seven key trends shaping corporate volunteering, a brief survey of regional issues, and an assessment of the major challenges that will shape the future of corporate volunteering.

This section, Part Two of *Corporate Volunteering for a Post-Pandemic World*, explores the regional issues in corporate volunteering in greater depth. Each essay was written by a member of the research team local to that region. Some focus to a greater extent on issues, others on examples of corporate volunteering. Some of the reports by necessity relied on corporate CSR reports and other research as opposed to in-depth interviews. Most of this work was done during in the midst of the COVID-19 pandemic, mid -2020 through 2021.

Looking across the world we see similarities in the state of health of corporate volunteering. Employee volunteer programs and those who lead them exhibited amazing resilience in the face of the major global challenge created by the pandemic. When in-person programs ceased with world-wide lock-downs, volunteer managers became very creative and innovated new ways for employees to give back to their communities, with virtual assistance, fundraising, health education programs, and much more.

We also observed that not only is virtual volunteering here to stay across the globe, even post-pandemic, but that nearly every company in every region is seeking to increase the percentage of skills-based volunteering within their programs.

The issues that companies seek to address were also largely consistent. Worldwide, employee volunteer programs acknowledge the UN Sustainable Development Goals (SDGs) and seek to either frame their volunteer programs in terms of the Goals, at a minimum, or more aggressively, seek to address the targets and or indicators with specially designed programs. Popular initiatives worldwide include addressing climate change, and to varying degrees health, education, youth employability and gender equity.

We observed differences as well, reflecting not only individual corporate culture, but national and regional cultures as well. Religion plays a key role in the drive to “give back”, particularly Islam in

the Arab Nations, and Catholicism in Latin America. Geography also plays a part. If a country is prone to natural disasters, they are more likely to have a robust volunteer program that includes disaster preparedness, recovery, and/or response.

Corporate management structures tend to be similar world-wide – a central staff responsible for initiating and managing employee volunteer programs supplemented by local, often volunteer champions or ambassadors who implement the programs. However, the government and regulatory frameworks in which corporate volunteer programs operate vary widely even within regions. Some countries promote volunteering with national policies and volunteer platforms, others make some sort of CSR requirement mandatory for companies, while others provide financial incentives for companies to enable employee volunteering.

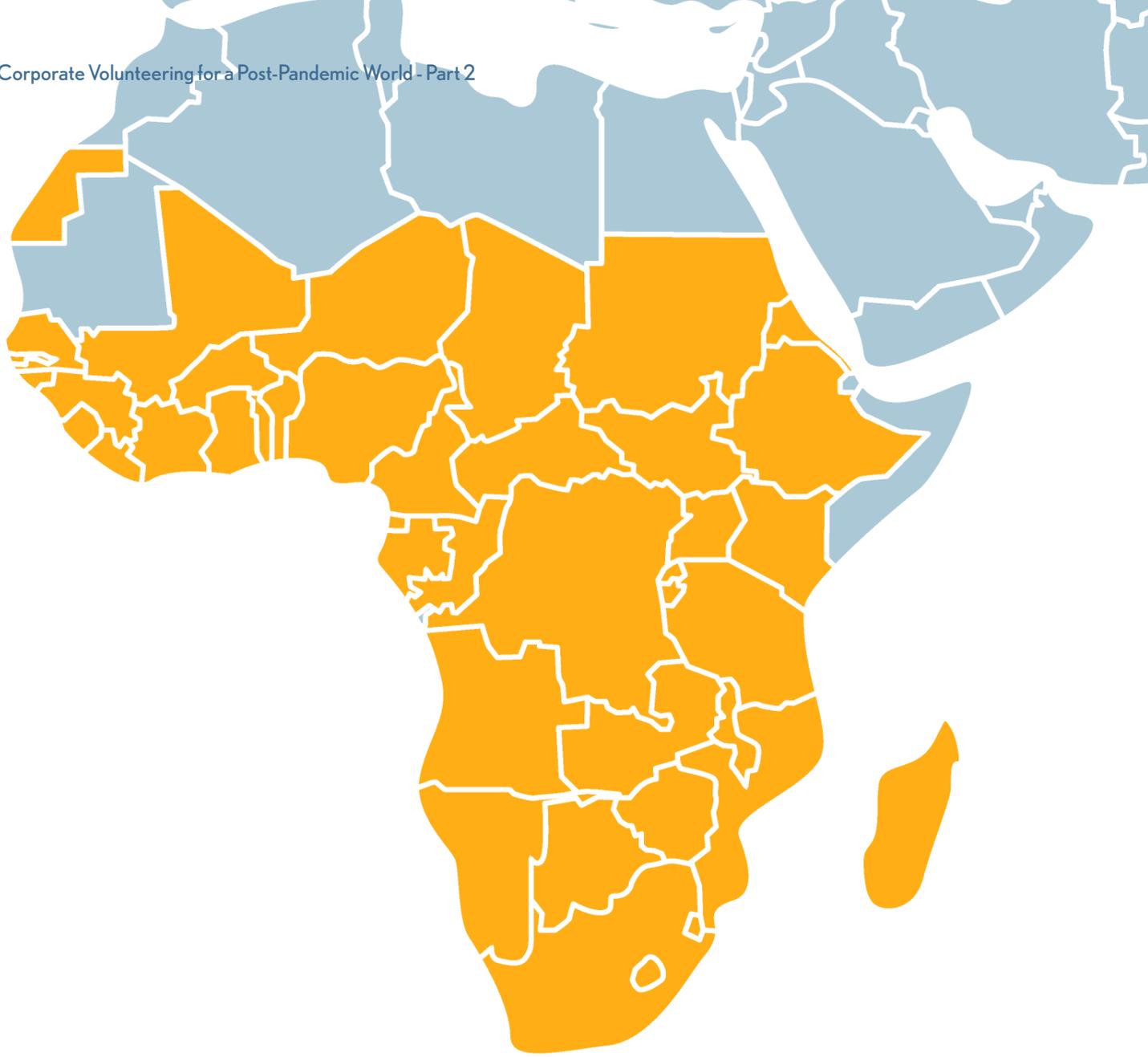
Naturally employee volunteering is more developed in certain countries. In its early stages, projects tend to be of the hands-on, team-focused, done-in-a-day variety. At the other end of the spectrum are long-term secondments of skilled employee volunteers on projects co-created with NGO partners. These are frequently health-care related and/or employ the use of advanced technologies.

We are happy to report that across the globe, corporate volunteering is alive and well and destined to continue growing, adapting and innovating to enable employees to improve communities where they live and work and beyond.



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State of Health of Corporate Volunteering in Sub-Saharan Africa

By Jacob Mwathi Mati



Introduction

Corporate volunteering in Sub-Saharan Africa occurs in very diverse settings. The region spans 50 odd countries with differing political, social, economic and environment patterns and characteristics. In some of these countries, corporate volunteering is at a nascent level, bolstered by sustained surges in GDP growth over the last decade, as well as emergence of new norms of “shared value” (Porter and Kramer, 2011) where businesses desiring success increasingly take the welfare of communities on board. Specifically, through shared value approach business success is seen as closely connected with social and economic progress for its shareholders and for society (Porter and Kramer, 2011) . In a few countries, corporate employee volunteering is much more developed. Given existing heterogeneity, this report does not treat Sub-Saharan Africa as a homogeneous region.

Studies of corporate employee volunteering are very few in Africa. Even when they exist, these are subsumed under CSR (Corporate Social Responsibility) studies and by no means offer comparative perspectives of corporate employee volunteering across different African countries. Scanty information in companies’ annual CSR reports are the closest we ever get. This report, therefore, draws from CSR reports

of publicly listed companies in the various bourses across the continent in addition to qualitative interviews with representatives of non-governmental organizations promoting or involving volunteers, corporates and their foundations. These CSR reports suggest an over concentration of corporate volunteering among companies in South Africa, Rwanda, Kenya, Nigeria and Mauritius.¹ The reasons for this are varied: South Africa and Mauritius have a mandatory CSR requirement, while in the other countries it is voluntary. This has resulted in a general divergence in the development of CSR programs. For example, although mandatory regulation has led to high levels of CSR in South Africa, the development of CSR in Kenya has taken a different path built on business best practices.

This report first discusses contemporary trends and patterns of corporate volunteering in Africa. A discussion on causes supported by existing corporate employee volunteering programs follows. Next comes employee volunteering issues and thereafter, an examination of significant country-specific volunteering trends. The final section offers a brief discussion on government policies or regulations.

1. See various company sustainability reports available on www.Africanmarkets.com.

Contemporary Trends and Patterns of Corporate Volunteering in Africa

An emergent trend is the embrace of technology-mediated virtual employee volunteering. This is supported by interviews with corporates as well as volunteering leadership organizations and other volunteer involving organizations (VIOs). However, there are still limits to the use of technology given that Sub-Saharan Africa is a region where large pockets of the population do not have internet access. Internet penetration in Africa is only 32.4% compared to the global average of 58.8%.² In this regard, most corporations are pragmatic and operate within the confines of the limits of the possible. **Safaricom**, in Kenya for example, notes that despite being a telecommunications giant which thrives on technology, its corporate employee volunteering program is alive to the facts of the digital divide and that many areas where the company operates are underserved. In addition, because of literacy levels and other socioeconomic factors, there are Kenyan communities (potential beneficiaries) who struggle with technology. This means that a total embrace of technology-mediated volunteerism would exacerbate existing geographical and social marginalization and inequality. The CSR Program Manager at Safaricom Foundation captured this when she indicated:

Kenya is a developing country. So as much as we would want to use technology, in maybe like 50%, or 90%, we might not make that happen because the foundation works in very remote places. So it might not always be possible. Where there is possibility, we do use technology, but where there is none, we don't kill ourselves because there is no technology (interview 27/05/2020).

Another trend is the increase in skills-based employee volunteering. In some cases, senior corporate executives mentor leaders of nonprofit organizations using their skills and reputational capital to bring other actors on board to support a cause. This has been exhibited, for example, in the context of the ongoing COVID-19 pandemic, where senior corporate executives have also served pro-bono in the various solidarity funds established in countries across the region. Their role is to mobilize resources to assist the state in responding to welfare needs especially for economically vulnerable populations. Safaricom Foundation illustrated earlier examples of this indicating how the then-Safaricom-CEO (Bob Collymore) worked with Diabetes Management Information Centre in Nairobi for almost three years helping with fundraising. Specifically, he built a fundraising mechanism and introduced the diabetes walk, which happens every year on July 10. He brought in partners like Citizen TV, which captures these walks (Kibathi, interview 27/05/2020). All this was possible because of innovations in the *World of Difference* employee volunteering program which introduced

2. World Internet Stats (2020). Internet Users Statistics for Africa, <https://www.internetworldstats.com/stats1.htm> (accessed October 31, 2020).



Discovery, Africa

an executive targeted program. (The World of Difference program is a **Vodafone Group PLC** signature volunteer program. Vodafone Group PLC has owned 40% of Safaricom since 2000) As a result, 20% of the Executive Committee members have been participating in employee volunteering (Kibathi, interview 27/05/2020).

In terms of strategy, a good number of organizations are setting aside specific days, weeks or even a month when their employees are expected to participate in volunteer activities. In this regard, **MTN Ghana**, for example, has the *21 Days of Yellow Care* in July, and the Save a Life blood donation campaign on February 14. Nigeria's **Dangote Group** has the Dangote Sustainability Week as well as utilising specific themed days such as *World Environment Day* and *World Oceans Day* to encourage employee volunteerism. **First Bank Nigeria** has its *Corporate Responsibility and Sustainability Week*; Safaricom in Kenya has *Shiriki Day*,³ while **First Rand Group** utilises *Mandela Day*, *Bandana Day*, *Casual Day*, as well as all of the national days for this purpose. In addition, companies are also giving employees special CSR leave days to incentivise participation. Examples include Safaricom in Kenya, First Rand Group and **Discovery** in

South Africa, and MTN in Ghana. Another incentivizing strategy is employee volunteer recognition. Safaricom runs their Safaricom *Twaweza*⁴ Awards for its employees. In South Africa, the First Rand Foundation runs the *Beyond Painting Classrooms* awards which are open to the whole employee volunteering sector in the country.

In addition to United Nations Global Compact and the UN Sustainable Development Goals, African companies are increasingly adapting existing prosocial cultural traits and African philosophical worldviews and expectations in their employee volunteering programmes. This includes *Umuganda* in Rwanda and *Harambee* in Kenya, *Ubuntu* in southern Africa and *Ujamaa* in Tanzania (Mati 2016). These are invoked, for example in calling attention to humanitarian needs such as famines or the current COVID-19 pandemic. One study observed that “companies in Africa are constantly being required to adapt their CSR to the “strong community values or ‘ubuntu’ philosophy instilled in African societies” (Muthuri and Gilbert, 2011: 479). In other words, the philosophy of “pulling together” and the responsibility of the individual to care for the collective is ever present in African corporate volunteer programs.

3. *Shiriki* is Swahili for participate
 4. *Twaweza* is Swahili for “we can”

Causes Supported by Existing Programs

A lot of corporate employee volunteering activities are framed using the Sustainable Development Goals (SDGs) while simultaneously addressing local/national/regional development needs. This alignment is an easy one given the developmental challenges across the continent. In Ghana for instance, MTN – a South African telecommunications company with its footprints across 24 countries mostly in Africa and the Middle East – has an employee volunteering program that, while citing some of the SDGs, has focused its gaze on some of the nation's most pressing development needs, including education, health and economic empowerment.

In Kenya, employee volunteering programs of **NCBA Group** as well as Safaricom Foundation are similarly guided by SDGs, The African Union (AU) Agenda 2063

and the Vision 2030. The interview with Volunteer Involving Organizations Society coordinator confirmed this. In addition, corporate volunteers increasingly support initiatives designed to empower individuals or nonprofit organizations, as well as those helping communities meet developmental and humanitarian challenges.

In South Africa, interviews with representatives of the First Rand Group and Discovery also indicated the influence of SDGs as did volunteering NPO leaders across the continent, including from Mozambique (National Volunteer Council of Mozambique), Rwanda (Rwanda Volunteer Network; Cricket Builds Hope), Zimbabwe (VIONet Zimbabwe), Malawi (Corps for Africa). These examples suggest acceptance of SDGs as a way to frame public policy and development across various African countries.

Employee Volunteering Issues



As already noted, corporate employee volunteering is largely underdeveloped in many countries across Africa. In those relatively developed, such as Mauritius and South Africa, employee volunteering is embedded in CSR, which is regulated through formal laws. (Wachira and Berndt, 2019; Ramdhony, 2017:i). This suggests that legal and regulatory environments can compel companies to engage in employee volunteering and other CSR-related activities. Questions have been raised, however, on whether such initiatives are altruistic. While laws and regulations have a role in incentivizing or even coercing corporates to engage in employee volunteering and more broadly in CSR initiatives, there are many examples of corporate volunteer programs across Africa where CSR is voluntary. Unfortunately, given the profit orientation of corporates, many employee volunteering programs can be either superficial, with little impact to communities, or focused on activities that neglect more pressing needs.

Larger corporations – especially multinationals and African internationalizers – that is, African-founded corporations with transnational footprints (Chakamera, 2020: 57) as opposed to smaller corporations are more likely to have employee volunteering programs than smaller local and/or mid-size companies. There are many African corporate internationalizers with successful employee volunteering programs that serve as springboards for similar programs in other countries where they operate. South Africa's Discovery Group, is one example as are MTN, the First Rand Group and the **Ilovo Sugar** among many others.



Significant Country-Specific Volunteering Trends

The narrative below illustrates some employee volunteering trends in specific African countries. The section also discusses examples of companies with robust programs in the region.

Nigeria

Nigeria is Africa's largest economy, boasting of many companies in the African internationalizers category. A number of these have relatively well developed employee volunteering programs in an environment where there are no express laws to guide or require businesses to have either employee volunteering or CSR operations in Nigeria. The Nigerian National Volunteer Service, a national government agency, works with corporate bodies on developing corporate social responsibility programs that will encourage employers to support volunteers in volunteering work.⁵ Such programs and activities permeate the

oil and mining, manufacturing, financial services, agribusiness sectors and many more. Employee volunteering programs focus on meeting developmental goals of various communities across Nigeria and beyond.

A majority of indigenous-owned companies as well as multinational corporations (MNCs) have robust employee volunteering programs. Among these is the Dangote Group, owned by Aliko Dangote, Africa's wealthiest individual. The group has a number of corporate employee volunteering activities. Through its Dangote Sustainability Week started in 2018, the Dangote Group promotes sustainable development "The Dangote Way" (Dangote Cement, 2019: 94) and makes use of specific themed days, such as World Environment Day and World Oceans Day, to encourage employee volunteerism. Activities have included clean-ups, health and safety awareness, education and empowerment for small businesses (Dangote Cement, 2019:

5. Nigerian National Volunteer Service, <https://www.osgf.gov.ng/offices/political-affairs/nigerian-national-volunteer-service>.

159). Clean-ups are aimed at “addressing the growing global challenge of waste, and becoming sustainability champions” (Dangote Cement, 2019: 159) . Dangote Cement’s employee volunteering activities spread across its Pan-African operations. In 2018, for example, there were “hospital sanitation and clean-ups in Bounsa by DCP Congo; educational outreach in Douala by DCP Cameroon; beach clean-up and tree planting in Tema by DCP Ghana” (Dangote Cement, 2019: 159) . Dangote’s activities are run through Aliko Dangote Foundation, which strives as its main objective reducing the number of lives lost to malnutrition and disease (<https://dangote.com/foundation/>).

Like in many other African countries, employee volunteering is not a standalone program but part of larger CSR initiatives in Nigeria. In many cases, generic CSR predates corporate employee volunteering. In **Nigeria Breweries PLC**, for example, the employee volunteering program was only added into a long standing CSR program in 2014. Projects executed under corporate employee volunteering include cleaning, painting, renovation of schools and career counselling for students. The program also focuses on building or renovating classrooms, libraries, and toilets for schools, as well as visits to orphanages and children’s homes and equipping public hospitals. The company’s corporate volunteerism has also been involved in rehabilitation of public spaces and de-silting of roads. In 2014, about 2,784 hours were expended on these activities; 928 employees participated. For this, the company won the Most Socially Responsible Company in Nigeria at the 2014 edition of the Social Enterprise and Report Awards, Nigeria’s most acclaimed CSR award (Nigerian Breweries Plc ⁶; Adesunloro et al, 2019).

Within the financial services sector, First Bank Nigeria has a structured employee giving and volunteering program, most of which happens during the bank’s *Corporate Responsibility and Sustainability Week*. The program is designed to drive financial literacy, career counselling and entrepreneurship for young Nigerians. The bank works with NGOs to implement its projects (FBN Holdings Plc, 2018: 31). In 2018, the “*FutureFirst* program impacted over 80,000 secondary students, across different parts of the country including Lagos, Port Harcourt and Abuja with knowledge of financial literacy and entrepreneurship. This program recruited staff volunteers from the bank, expending over 38,000 volunteering hours.” (FBN Holdings Plc, 2018: 34). FBN Holdings Plc Employee Giving and Volunteering program is structured around two elements:

Volunteering: This involves employees volunteering their time and skills to support philanthropic activities. This provides opportunities for employees to use their capabilities in varied contexts, develop new skills, partner with people within and outside the bank and expand their horizons.

Giving: This involves employees donating material resources to the less privileged including cash. Our giving is mainly driven through a crowd-funding approach. Crowd funding enables large numbers of people to make small contributions or donations to a cause (FBN Holdings Plc, 2018: 34).

Another financial services company, the **NPF**, a microfinance bank, has ad hoc employee volunteering initiatives. For example, celebrating its 25th Anniversary in 2018, involved some company employees visiting Living Fountain Orphanage and visiting an

6. Nigerian Breweries plc, Corporate Social Responsibility, <https://nbplc.com/sustainability-csr.html> (Accessed October 18 2020).

internally displaced persons (IDP) camp in Borno State.⁷

Kenya

Kenya is Eastern Africa's largest economy. It has a relatively well-developed corporate sector with robust employee volunteering programs within CSR initiatives. This is characterized by voluntary actions of a philanthropic nature and is weakly regulated (Cheruiyot and Tarus nd). In the Kenyan political-legal and socio-cultural nexus, four drivers of CSR exist: the political and ethical (Garriga & Mele, 2004), altruistic and philanthropic CSR (Cheruiyot and Tarus, 2016). At the same time, Kenya has a code of corporate governance which is applicable for all listed entities. However, CSR – including employee volunteering – is a largely voluntary activity (Wachira and Berndt nd: 22). Like Nigeria, Kenya has several African internationalizers, especially in the financial and manufacturing sectors with footprints especially across East Africa. It is also interesting to note that, given the entanglement of employee volunteering to CSR, some of the companies with known employee volunteering schemes do not cite these in their reports. Rather, we see such activities appearing under CSR with no mention of employee volunteering.

The SDGs have a major influence on the type of initiatives supported by existing employee volunteer programs. The most supported initiatives relate to education, health, poverty alleviation and environmental conservation. In this regard, Safaricom – the largest telecom

company in Kenya as well as Eastern and Central Africa's most profitable company – has, arguably, one of the most robust employee volunteering programs in Kenya. It operates under three pillars: health, education and economic empowerment. These are implemented by Safaricom Foundation, which is the CSR arm of Safaricom. The agenda is captured in their “transforming lives” tagline. As a result, Safaricom prides itself as a “caring company” and employee volunteering defines who they are. Employee volunteering goals are closely tied to the company's CSR and philanthropy portfolio. Safaricom employee volunteering activities range from simple single-day events like tree planting under their environment portfolio to longer-term engagements under a youth mentorship program and education promotion. The company gives each employee four leave days to enable them to engage in volunteering work or some community outreach program. Besides leave days, the company has awards encouraging employees to volunteer. These include Safaricom *Twaweza* Awards, which utilize certain international days. In addition, Safaricom has several internal competitions and awards, also aimed at stimulating employee volunteering. These include tech-ovation coaches, where staff teams mentor students; *Women in Business* mentorship, and the Vodacom CEO *Shiriki* Awards for Best Volunteer (Safaricom, 2020). The result is 82% employee participation in volunteering activities. Safaricom has stayed ahead of the curve because of the company's emphasis on learning – continuously innovating with new ways to make a positive impact on the communities in which they operate. The current operating environment, determined

7. NPF microfinance bank, <https://npfmicrofinancebank.com/csr.php> (Accessed October 18 2020).

largely by the COVID-19 pandemic, might well compel all actors, including corporate entities to respond (Mati, 2020).

Employee volunteers at Kenya's second largest bank (by customer base), the **Co-operative Bank of Kenya** have focused their activities on several priorities including education, the environment, child welfare and poverty alleviation among others. Employees of the bank have the liberty to identify, own and drive their volunteer initiatives. The bank's employee volunteering program has had a positive impact in a number of areas: interventions and support to "HIV/AIDS groups, children centers, schools, medical funds, sports events, youth groups, education days, charities, environmental clean-up events, hospitals, prisons, self-help groups and facilities for the physically challenged (Co-operative Bank of Kenya 2016: 31).

The 2019 merger of the NIC Group and CBA Group formed another banking group, the NCBA Group. Its employee volunteer programs focus on supporting education, youth empowerment, financial inclusion and innovation, health and the environment. In education, for example, the program works in partnership with such NPOs as Edumed Trust, Palmhouse Foundation and the Kenya Community Development Foundation (KCDF). With KCDF, the group has been implementing the *Mentenda Initiative*, in which male members of staff volunteer their time and expertise to mentor students over a period of one year. Topics covered in the weekly sessions include careers, family, being a man, sexuality and community service. (NIC group, 2016: 51). The initiative aims to improve boys' academic performance and discipline and help them become men of honor who recognize and unlock their leadership potential. The program also

bolsters confidence, helps to strengthen family and societal values, fosters a strong sense of community, encourages volunteerism and emphasizes the value of giving (NIC Group, 2016: 50).

Among Kenya's multinational corporations (MNCs), **BOC Gases** has a CSR program that includes employee volunteering and takes on a different shape in different countries. In Kenya, employees, contractors and service providers clean roads and plant trees. However, BOC also has a long-standing corporate volunteering program in South Africa: *Bumbanani* (or Let's Build Together) The program seeks to make a meaningful and lasting difference in the lives of disadvantaged children within local communities. Once a project is chosen, employees become involved in the day-to-day activities, finding creative ways to help where they can best make a difference. (Linde community engagement brochure, 2018).

Other Kenyan companies have visible employee volunteering footprints focusing on environment. These include **Bamburi Cement**, the **East African Breweries Limited (EABL)** and **Kengen**. EABL, for example, stresses environmental conservation through the planting of trees to restore forests in programs that span across all EABL operating countries in East Africa (EABL, 2019). Kengen (the public electricity generating company) does not have a formal employee volunteering programs but rather supports ad hoc activities that involve environmental clean-ups organized by the Kengen Foundation.

The **Nation Media Group's** businesses straddle various forms of media, including newspapers in the East African community, and radio and TV stations in Kenya and

Uganda. The Group stresses that the success of any business lies in creating economic value in a way that also creates value for society by addressing its needs and challenges (Nation media Group, 2020: 50). Nation Media Group's employee volunteering activities reflect this principle of shared value with programs focused on improving literacy levels (aligned to UN SDG Goal 4 which emphasizes inclusive and quality education for all), health, environment and community sponsorships (Nation Media Group, 2020). To motivate other media companies within the Kenya media council to support volunteer initiatives, the Nation Media Group provides complimentary air time for volunteer activities.

South Africa

South African companies have some of the most robust employee volunteering programs on the continent. This is partly because the regulation of CSR, under which employee volunteering programs occur, is a state responsibility directed toward protecting the public and ensuring corporate accountability (Doane, 2002: 3-6, as cited in Wachira and Berndt, 2019). In this regard, all companies listed at the Johannesburg Stock Exchange are required to report their CSR activities, including corporate philanthropic donations, employee volunteering and promoting local businesses. In conformity with this requirement, companies like **Anglo American Platinum**, a mining company with operations in several Southern African regions, promotes employee volunteering through its *Platinum For Good*, a program aimed at positively influencing communities and developing mutual trust (Anglo American Platinum 2019: 28). The CSR programs of another mining company, **BHP Billiton**, focus on generating social value through contributions to grass roots initiatives,

community donations, employee volunteering, local buying and matched giving programs (BHP Billiton Plc 2019: 59).

Some corporate programs have strategies targeted at developing close relationships with nonprofit organizations. The CSR strategy of **Delta Property Fund Limited**, for example, encourages employee volunteerism through a partnership with Habitat for Humanity that supports delivering services to citizenry (Delta Property Fund Limited, 2018: 73). **Capital & Counties Properties** (a multinational corporation) has established associations with volunteer organizations and chosen charities to facilitate volunteering opportunities for employees (Capital & Counties Properties Plc, 2019: 42). **Clientele Limited** also incorporates employee giving and volunteering in its flagship programs. These include, youth education sponsorships, executive donations, employee-giving and volunteering campaigns as well as partnership programs (Clientele, 2018: 50).

Some companies involve employees in identification of projects to support as well as in strategy development. **Discovery Health**, for instance, involves employees in their various business units as champions who manage or drive volunteerism within their respective areas (interview August 19, 2020). **Datatec Limited** employees help the company identify areas where they can "make a difference and work collectively towards helping, raising funds and supporting a variety of volunteering and other initiatives" (Datatec Limited, 2018: 15). One of the country's largest retailers, **Pick N Pay Holdings Limited**, involves regional teams in identifying local needs; employee volunteers then assist with community support and development (Pick N Pay Holdings Limited, 2019: 37). **Sasol** has, over



the years, enhanced its corporate volunteering by encouraging employees to volunteer in support of causes of their choice within their communities. This approach has resulted in an increased number of Sasol volunteers over the years. In the 2017-18 financial year, for example, the number of employee volunteers grew from 660 to 1,500, with each employee volunteering for an average of 40 hours per annum. Employee volunteering activities impacted 128,569 people globally through the implementation of Sasol's "Sasol For Good" programs (Sasol, 2017: 34).

South African companies frame their employee volunteering programs within the context of the SDGs and the nation's development goals. The First Rand Group, for example, focuses a number of its programs on helping children under the age of six. They are inspired by SDG 4: *Ensure inclusive and equitable quality education and promote life-long learning opportunities for all*; and by Target 4.2: *By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education*.

First Rand Group also promotes nationwide volunteering. Its *Beyond Painting Classrooms Conference and Awards*, held annually, are open to all corporates and attracts over 40 award entries. During the conference, companies and NGOs come together to share knowledge in workshops that benefit the entire volunteering sector. At the end of the conference, award winners are announced.

The winners are interviewed by a local radio station, Kaya FM, about their programs. As a result, the First Rand group is widely recognized as being a catalyst and a supporter of employee volunteerism in South Africa (interview April 08, 2020).

Discovery Health also has a robust employee volunteering program. Similar to First Rand, Discovery's employee volunteer program is informed by SDGs and the national development plan (interview August 19, 2020). Discovery Health is a rare company that focuses on SDG 17 – which refers to cross-sector collaboration. Among Discovery Health's innovations: a direct partnership with the Orange Farm community (an underserved low-income neighborhood) in which they have brought in other actors, especially state and nonprofit organizations to tackle the needs of the community in a comprehensive manner, with a five-year commitment. This model has made Discovery Health one of South Africa's most visible leaders, encouraging partners to involve their staff in interventions that promote corporate employee volunteering.

First Bank of Nigeria, Africa



Uganda

Uganda lacks a specific CSR or corporate employee volunteering law (Katamba and Nkiko, 2016). Nonetheless, there exists a set of laws and regulations that individually or collectively promote the growth of different CSR facets or dimensions. The focus, however, is on “ensuring product safety, maintaining supplier relations, enhancing fair competition, improving quality of life of the society in which business operates, maintaining a good relationship with the community while fostering business development and desire to contribute to Uganda’s development” (Katamba and Nkiko, 2016: 153). **Umeme**, a public utility generating electricity, has employee volunteering under its CSR program aimed at making local communities stronger economically, socially and environmentally. Among its employee volunteering activities

are blood donation drives, which involve mobilizing eligible donors, covering the logistical requirements for the drive and sensitizing communities on the value of donating blood through radio talk shows and face-to-face interaction. Other activities include tree planting and participation in charity marathons (Umeme, 2020: 53).

Ghana

Ghana, like many other African countries, lacks a specific CSR or employee volunteering law. Nonetheless, induced by emergent norms of doing business, corporate businesses such as MTN Ghana (an African internationalizer with footprints in 24 countries in Africa and Middle East) have robust employee volunteering programs (Kuzoe, interview September 22, 2020). MTN is a telecommunications company whose CSR and employee volunteering program is implemented through the MTN Ghana Foundation, established in 2007. The company spends 1% of its after-tax profit on CSR programs. The program specifically concentrates on health, economic empowerment and education. MTN has worked over the years in partnerships with NPOs or private sector organizations such as Huawei, Plan Ghana and Ericsson. These partnerships enable the comprehensive delivery of various CSR and employee volunteering projects through the various niches of each partner. MTN for its CSR generally and for its volunteering program in particular, has three signature projects: The *Save-a-Life Campaign*, the *Heroes of Change* program and *21 Days of Yellow Care*. MTN Ghana has very high levels of staff participation, varying from about 60% to 93% for the 21 Days of Yellow Care events which take place over roughly three hours per day for 21 days. With this program, MTN staff go into the communities and take up initiatives

such as build a classroom block or paint zebra crossings, offer career counselling to encourage young women into engineering courses and even teach IT.

Diageo, a multinational brewer, engages its employees through its *#proudofwhatwedo* campaign aimed at creating value for the communities of which they are a part. The *#proudofwhatwedo* campaign has given Diageo employees opportunities to “take action on the sustainability and responsibility on issues closest to their hearts” (Diageo, 2017: 18). During the month of March, Diageo allows employees to celebrate their achievements together, and create a focus for fundraising and volunteering to continue their legacy of support. The campaign gives employees opportunities to be ambassadors inside and outside the business, through shareable online content to help tell their stories (Diageo, 2017).

Mauritius

Mauritius is one of the few countries in Africa with a mandatory CSR law that requires “all profitable businesses in Mauritius to contribute 2% of their profit towards CSR activities (CSR levy).” It is also mandatory for all Public Interest Entities to report their CSR activities in their annual report. As a result, the practice of CSR is the norm rather than the exception in Mauritius (Ramdhony, 2017: i) . Companies are involved in myriad activities in a number of areas, including environmental protection. Under its *One Take-Off One-Tree* initiative in 2019, **Air Mauritius** employees and their family members worked closely with the Mauritian Wildlife Foundation, to plant 7,000 endemic and endangered plants both in Mauritius and Rodrigues. (Air Mauritius, 2019: 35).

Namibia

Namibia does not have an explicit CSR or employee volunteering law. Therefore, CSR and employee volunteering programs are voluntary. One Namibian company, **Trustco Group Holdings**, has a program that involves participation in the annual Namibia Top40 Runs for Charity (NRC) initiative. Here, staff participate in the races and also volunteer for various activities such as managing water points and other logistical functions. The funds collected are donated to various charities across Namibia. (Trustco Group, 2019: 97).

Government Policies and Regulations

Because companies play a pivotal role in society, many believe they should positively contribute to society as well. Given recent statements by Business Roundtable CEOs about pursuing more than profits and answering to a wider spectrum of stakeholders, there is reason to believe this could become a reasonable expectation globally. Many thought leaders believe African countries would benefit from legislation or clear policy statements to make employee volunteering a mandatory component of business activities. (Mati, 2016; Muthuri and Gilbert, 2011). While some countries that do not mandate a CSR program have thriving corporate volunteering programs, that is not always the case. In South Africa, the King III Report on Corporate Governance and the King Code of Corporate Governance (Institute of Directors in Southern Africa, 2009; Ackers and Eccles, 2015) made it mandatory for companies listed in the Johannesburg stock exchange to have compulsory CSR programs.

When it comes to volunteering specifically, only a few of Sub-Saharan African countries have volunteer policies (for example, Kenya, Rwanda, Mozambique and Malawi). Most countries lack specific laws to promote or regulate employee volunteering. Mozambique,

for example, has had a volunteer law since 2011 (Law on Volunteering) (CNV Mozambique interview, September 09, 2020). However, many people do not know it exists. According to CNV Mozambique, this is, therefore, an advocacy area aimed at bringing together both employers and employees who do not know about the law to ensure awareness and compliance so that more companies start volunteer programs. In Kenya, the National Volunteerism Policy has been utilized by the Government and VIO Society to advocate for corporate volunteering. This has seen medium and large corporations engage more in volunteering. In addition, even when legal frameworks exist, they are often only aspirational. Malawi for example, has the development of “legal and regulatory volunteer framework in its Growth and Development Strategy III (2017-2022).” But it does not have a corporate employee policy. The result, as per Corps for Africa Malawi country director, there are only very few companies with robust employee volunteering or CSR programs.

As companies continue to evolve in their roles in society, we expect to see an increase in advocacy for laws and policies to promote corporate employee volunteering.

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Eunice Kibathi	Safaricom Foundation, Kenya	Corporate foundation, Leads Safaricom (a telecom company) CSR activities
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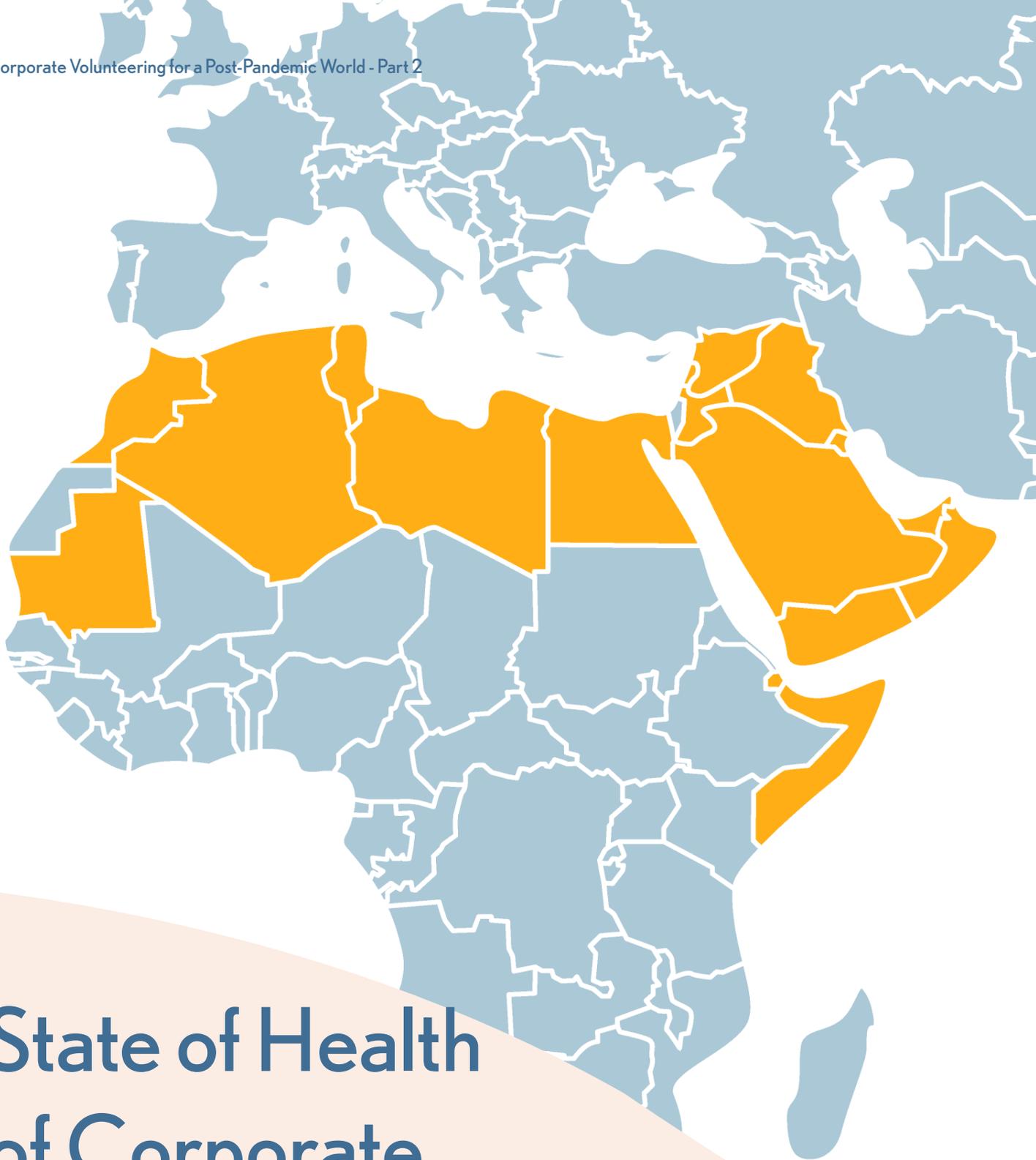
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State of Health of Corporate Volunteering in the Arab Nations

By Tania Haddad

Introduction

The Arab world comprises the 22 socially and economically diverse member countries of the Arab League: Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar, Kingdom of Saudi Arabia (KSA), Somalia, Sudan, Syria, Tunisia, the United Arab Emirates (UAE) and Yemen. It is a region that has experienced significant population growth over the past two decades. In 2021, its population totaled about 445 million inhabitants, versus around 217 million in 1990, It now represents roughly 5.6% of the world's population.

The Arab Spring, touched off in December of 2010, marked a turning point in the region, as it sparked interest in the socio-economic situations of the countries where protests and uprisings occurred as well as the region as a whole. This kindled a number of recommendations for government and economic policy reform (Benner 2020). Some of these focused on the potential for developing a philosophy of volunteering and advancing its practice.

Historically, the practice of organized volunteering has not been embedded in the culture of the Arab society. Because youth aged 10 to 24 represent more than a quarter of its population, the region's populace is considered relatively young.¹

This "youth bulge" has been viewed by many as a window of opportunity for volunteering in the region. (Benner 2020).

The 2018 State of the World's Volunteerism Report estimated the number of volunteers in the Arab world about 8.9 million of which 17% are formal and the remaining are informal (UNV 2019). Wealthier Arab countries, those in the Gulf area, generally tend to be more active in encouraging the idea of volunteering and developing policies to encourage it.

Given the absence of formal policies (Haddad, 2015), most states did not include civic service and volunteering in their national agendas. Recently however, in response to social and economic factors, this trend has begun to change. International, regional and nongovernmental organizations have started to encourage the development and expansion of volunteering. States also have started to encourage the idea through embedding it in their national policies (Haddad, 2015; Haddad 2020). They have started to promote participation and provide the necessary legal and political environment to support volunteering. Civic engagement and volunteering have been included in school curriculums. More and more, programs and policies are being formed to encourage volunteering. Organizations and societies are starting to understand its importance, especially its link to the social and economic revival of society.

This development of volunteering, and specifically corporate volunteering, is influenced by cultural and religious forces and the role of the state, as well as demographic and economic variables.

1. <https://www.arabdevelopmentportal.com/indicator/demography>

The Role of Culture and Religion

Arab Volunteering is strongly rooted in the religious traditions of the Arab world. Sakr (2003) argues that volunteering derives its main strength from religion and mainly from Islam. Many practices in Islam are based on social responsibility, reflecting the view that an individual is always a part of the community, and that what belongs to him or her, in the ultimate sense, belongs to the community (Arab Information Center, 1999). Thus, people should always volunteer and give back to the society.

For example, volunteers in the Kingdom of Saudi Arabia (KSA) play a crucial role in Hajj since they participate in organizing this holy event through ushering, feeding people and providing health care (Belal and Abdullah, 2013). The act of volunteering during the holy month of Ramadan is a major event, especially among corporations. Indeed, most of the corporate volunteering activities in the region are focused and designed around this period.

In some of the Arab states, corporations design special programs to attract volunteers from throughout the company to give back to the society. For example, companies in Saudi Arabia and Dubai increase their community activities during Ramadan. **SEDCO Holding** has a whole program of volunteering during the holy month called “Journey of Giving”.

The Emirates Foundation reports: “We have the largest Ramadan program. We do house renovations. We do home visits with patients; we do deliveries to the poor, we cook food for the poor and for the laborers. Many corporations help in delivering food to the laborers and in cooking food and serving food in the Ramadan iftar, and really being there to serve food to the people who come.”



SEDCO Holding, Arab Nations

The Role of the State

Governments in the Arab world exert a positive impact in two different ways. First, states provide the legal and political environments that support and encourage volunteering. Countries such as Lebanon, KSA and United Arab Emirates are developing new laws and policies to promote volunteering generally, and corporate volunteering in particular, embedding them into national policies. Other governments are also working to transform the public attitudes, and push for more volunteering (Haddad, 2015). With governments encouraging the act of volunteering and raising awareness of its social and economic value, people have become more inclined to volunteer.

“To a large extent, the people have started appreciating more the values of volunteering. Before it was more like ‘let me just go when I have time, let me go and give my time, helping cleaning and everything.’ Increasingly, however, people have begun to appreciate that through volunteering, you can build skills and you can work with other nationalities, you can help the needy...” (Emirates Foundation interview)

New laws related to volunteering can be divided into two different categories:

Specific legislation related to volunteering and the protections of volunteers (UNV2019):

- ▶ Sudan, in 2006, passed the “Voluntary and Humanitarian Work Act” that protects volunteers through defining the basic volunteering principles such as non-discrimination.
- ▶ Tunisia, in 2010, passed a law covering volunteering activities with the main aim of protecting the rights of volunteers by calling for “the provision of volunteering contracts and outlining volunteering organizations’ duty of care” (UNV 2020).
- ▶ The Emirate of Dubai, in 2018, passed the Law on Volunteerism to regulate volunteer work (CDA, 2018).
- ▶ Qatar in 2019 approved a draft law to regulate voluntary work.

Legislation designed to encourage volunteering:

- ▶ The Government of Morocco introduced The National Integrated Youth Policy 2015-2030 to promote active youth engagement in social and civic life (UNV 2015).
- ▶ Saudi Arabia incorporated volunteerism in its educational policy in order to promote social responsibility among students. KSA also included volunteerism in its 2030 national vision (Government of Saudi Arabia, 2018).
- ▶ In Qatar, government-sponsored co-curricular activities now support students in volunteering opportunities, mainly to increase their leadership abilities.

- ▶ Egypt has included volunteerism in its Sustainable Development Strategy to promote sustainable agriculture.
- ▶ In Lebanon, many policies stress the value of volunteering and its importance in youth development. Lebanon's National Social Development Strategy references volunteerism as a means to strengthen communities (Haddad,2015).
- ▶ Iraq references volunteering in its National Health Policy.
- ▶ Kuwait and Qatar have established national centers for volunteering.
- ▶ UAE, Bahrain and Jordan have developed online portals to link people with volunteer opportunities.

Demographic, Economic and Political Factors

Economic conditions have directly affected the region's corporate volunteering. In countries like those in the Gulf Cooperation Council (GCC), corporations have the capability to develop the know-how for proper volunteering programs. The leadership of the countries supports such programs by investing financial and nonfinancial resources in developing volunteering programs and passing policies to support volunteering.

In countries that have high poverty rates and repeated economic crises, volunteering is not placed on the priority list of the national leadership. In those areas, organizations are unlikely to develop proper corporate volunteering programs. And youth are less inclined to develop sustained volunteer activities and structures.

Trends in Corporate Volunteering

Corporate Volunteering in the Arab region remains an understudied field. Literature describes corporate volunteering in the Arab nations as “in its infancy,” despite the emergence of programs and efforts in this region aimed at adopting notions of leadership from the more advanced international community. (Allen, K., & Galiano, M., 2017). Different variables have contributed to the slow evolution of this practices in the Arab world, including: (1) limited knowledge and a dearth of studies about the importance of corporate volunteering (Allen, K., & Galiano, M., 2017); (2) lack of a supportive infrastructure for the development of these programs; (3) nonprofits’ insufficient understanding of the importance of corporate volunteering and lack of preparedness in developing such programs; (4) the export of corporate volunteer programs from Global North to Global South (Allen, K., & Galiano, M., 2017); (5) little awareness on the role and importance of corporate social responsibility (CSR) in the business sector; (6) the lack of time.

While all these points are valid, the Arab world recently has witnessed the development of corporate volunteering where there is a clear and growing awareness about the importance of such programs.

Distinct corporate volunteering trends appeared throughout this research:

- ▶ *Commitment of leadership:* Both government and corporate leaders are demonstrating greater commitment to advance the culture of corporate volunteering as reflected in the support and recognition of the importance of the development of such programs.
- ▶ *CSR Pre- and Post-Arab Spring Development:* The perception of CSR differed before and after the Arab spring. Before the Arab Spring, CSR was seen as a charitable or a philanthropic activity. As greater awareness of CSR has spread all over the world, local companies have followed the CSR trends and practices in the Middle East branches of global companies. CSR was first introduced into the region by oil companies and then by local and global banks. The Arab Spring represented a turning point for corporate social responsibility in the region, as it transformed from a philanthropic or charitable act to a more strategic approach with greater impact for society, for companies and for their workers. (Avina, J. 2013).
- ▶ *Skills-based volunteering:* While most corporate volunteering activities are directed towards general volunteering, CEOs and CSR managers increasingly understand the importance of developing skills-based volunteering as a way to have a greater impact in the community and also to develop their employees. This has led to programs designed to move away from charity-based work.
- ▶ *Sustainability:* Increasingly, corporate volunteering programs in the region are being built as part of an overall corporate response to the Sustainable Development Goals.

- ▶ *Government support:* Increased understanding of the importance of developing policies to support and encourage volunteering has prompted more and more governments to introducing policies to both regulate and nurture volunteering.
- ▶ *Going digital:* Many companies are introducing software to track and measure corporate volunteering. Increasingly, programs are being implemented online.
- ▶ *Retired people:* Although nonprofit organizations are seeing a new trend where retired people (65 and above) are asking to volunteer, there is as yet scant evidence of companies seeking to engage their retirees in their programs.
- ▶ *One day corporate volunteer:* Most corporate volunteering activities are done in one day as part of a “fun” CSR activity.
- ▶ *Recognition of volunteers:* Companies are actively and publicly recognizing their volunteers by providing incentives such as email signatures identifying them as volunteers; celebration of International Volunteer Day on December 5, and paid days off as well as monetary and non-monetary compensation.

Corporate Volunteering Trends in Different Arab Countries

Three countries illustrate the evolution of corporate volunteering in the region.

Lebanon

In Lebanon, there has been an absence of policies to regulate volunteering in general and corporate volunteering in particular. In Lebanon, CSR departments have tended to be much more established in big corporations and banks as compared with small to medium enterprises. Corporate volunteering is mainly

available at the big companies that have incorporated corporate social responsibility into their values and created departments to manage it. Most of the small and medium enterprises often approach nonprofit organizations to volunteer. They tend to see it as an opportunity for a “CSR activity” – typically a one-day fun activity for employees to show the company is “doing good” – rather than a serious volunteering opportunity designed for longer-term engagement focused on contributing to long-term development.

The Beirut explosion of 2020 marked a turning point in Lebanon for understanding the importance of volunteering. The explosion developed a sense of civic engagement and of the need to help others. Many companies started approaching nonprofit organizations to volunteer in response. They wanted to do something good for the community, to have an impact.

However, one year after the blast things had changed in Lebanon. The economic crisis directly affected every person living in the country. The poverty rate increased by a minimum of 45% and extreme poverty to a minimum of 22%. Major medications are missing from the market, and food and diapers for children are not available. Brain drain is affecting the medical and educational fields. Most of the associations were obliged either to downgrade their services or close all together. This has directly affected the disaster recovery phase. Associations are no longer capable of supporting disaster recovery, leaving the space to a few on the ground NGOs that are still assisting.

In Lebanon, some big companies are working toward making corporate volunteering part of their culture. **Fattal Holding** is a best example. Projects being initiated highlight the enthusiasm of its manager as well as the commitment of the executive team. They are building their CSR based on the company's mission and the pillars of the SDGs.

Nevertheless, corporations in Lebanon continue to face many problems that have led them to put their planning on hold. The current economic crisis has affected all sectors in Lebanon. Inflation and reduction in purchasing power obliged corporations to stop funding any CSR activities and,

specifically, volunteering.

Challenges to Corporate Volunteering Development in Lebanon

- ▶ Skill-based volunteering is still not a trend in companies.
- ▶ It is difficult to convince nonprofits that corporations wish to partner with them, not just to be seen as a source of funding.
- ▶ Volunteering is not a priority for many people because the economic situation remains very challenging.
- ▶ Volunteering is still not instilled in the culture.
- ▶ Small and medium enterprises have not initiated volunteering programs.

United Arab Emirates

Until 2009, CSR was not strong in the business sector. Recently this trend has started changing: In 2017, the UAE government, under the patronage of the Ministry of Economy, launched the CSR Track as part of the National Strategy for the Year of Giving 2017. The program included “sustainable development initiatives” aimed at helping the government reach its development objectives related to “humanitarian, social economic and environmental issues.” (Aastha B., Shazi S.J., 2019).

In order to help small and medium enterprises (SMEs) adopt CSR, the Dubai Chamber of Commerce and Industry's Centre for Responsible Business organized a session to raise awareness of CSR practices in the UAE. Results of a survey concluded that CSR not be related or centered on the growth of the company but should be “built-in” to the culture of the company. The survey

further suggested that SMEs consider CSR an essential program that should be introduced in each company because it would help them to ensure sustainable development. (Aastha B., Shazi S.J., p.8, 2019).

In 2012, the Dubai Chamber developed an employee volunteering program called “Engage Dubai.” This program is run through the Centre for Responsible Business and is part of an international network supporting the development of healthy communities through encouraging employees’ involvement in their communities.

In 2017, IMPACT 2030 collected data from 48 UAE-based companies for a study about corporate volunteering in the UAE. The study concluded that corporate volunteering was becoming increasingly important in the UAE. The participating companies recorded over 65,000 hours of volunteering in 2016. Some 37% of employees surveyed had participated in corporate volunteering, and 60% of the companies indicated that corporate volunteering was increasing. These companies have also been working on aligning their volunteering strategies with the UN’s Sustainable Development Goals (SDGs) with more than 90% of the organizations working towards reaching the goals (Zawaya, 2019). In 2018, the Ministry of Economy initiated the CSR UAE Fund which has a vision that the UAE will become the global leader in CSR.

Trends in UAE

▶ *Government involvement:* The UAE government increasingly has been involved in tracking and assessing employee volunteering. The Community Development Authority of Dubai is tracking volunteering opportunities; in Abu Dhabi the effort is managed

through volunteers.ae, a portal to support volunteering.

- ▶ *Direct support from leadership:* In 2009, volunteering was a limited activity with very low involvement. But the growing commitment from UAE leadership has positively affected volunteering generally and corporate volunteering specifically. This growing commitment of leadership within companies has also positively affected employee commitment to volunteering.
- ▶ *Appreciation of the values of volunteering:* Overall, it appears people are recognizing that, through volunteering, they can build their own skills, work with other nationalities and support the United Nations SDGs.
- ▶ *National volunteer platform:* volunteers.ae is a major platform supporting volunteering. By becoming members, corporations can register and upload their events to invite participation by volunteers not only from their organizations, but from outside organizations and the broader community. Every volunteer will go to through an orientation, attend training and then be assigned a volunteer role.
- ▶ *COVID-19:* Engaging the corporate sector in the response to COVID -19, has been a priority. The effort succeeded because support came in various ways: through skilled, virtual and hands-on volunteering. This represented a new paradigm shift as corporations were keener not only to donate money or products and services, but also to supporting the community. Corporate volunteers, after being trained, worked in call centers to assist people with pandemic-related mental issues.
- ▶ *Skills-based volunteering, virtual volunteering:* One of the new

developments during the COVID-19 pandemic has been corporate volunteers contributing their expertise virtually.

- ▶ *National management:* Policies, procedures and regulations have been created at the national level and at the NGO level. Every volunteer must go to the national website and sign the volunteer agreement. These uniform policies and procedures spell out exactly what the volunteer role is, what the requirements are and what orientations are taking place.

The Future of Corporate Volunteering in the UAE

The economic situation, the oil crisis and COVID-19 have negatively affected corporate volunteering in UAE. However, the long-term evolution of CSR as a whole and corporate volunteering specifically is expected to provide incentives for employees to volunteer. To succeed there is a need for capacity building in both the business sector and the nonprofit sector. There needs to be a focus on building mutual understanding of volunteer-based partnerships, the roles of each partner and strategies for planning, launching and sustaining programs based on trust and mutual respect.

Kingdom of Saudi Arabia

Volunteering has always existed in the KSA; mainly based on the religious belief of helping others. Volunteers have consistently played a vital role during the sacred season of Hajj as they work on all aspects of organizing events including feeding people, providing health care, giving directions and more (Belal and Abdullah, 2013).

Recently, the concept of volunteering began

to gain considerable importance in both the economy and in social development. Many projects and initiatives were introduced to develop a culture of volunteering in KSA. Several governmental agencies started to push for the creation of a better environment for volunteering. Indeed, during the last decade, volunteering has become a main focus of the leadership's interest. (Arab News, 2020). Thus, government agencies have launched a series of initiatives that have contributed to empowering and involving volunteers.

The Saudi government also views volunteering as an important axis in the Kingdom's Vision 2030 plan. It is also highly committed to achieving the 2030 Sustainable Development Goals. Included in the plan's vision: an increase in the number of volunteers in KSA from 11,000 to 1 million per year by the end of 2030. Volunteering is viewed as a key pillar for promoting community participation and providing the opportunities to invest in human potential towards building a sustainable society.

Thus far, volunteering has been incorporated in three important programs: The National Transformation Program 2020, the National Character Enrichment Vision Realization Program and the Doyof Al-Rahman Program. (Arab News, 2020) In 2016, the ministry of Labor and Social Development launched a national volunteering portal to promote awareness of the importance of volunteer work. It recently announced the launch of the "one-million-volunteers campaign" to raise the level of voluntary work in various regions of the Kingdom.

COVID 19 and volunteering

Volunteers have played crucial roles in the fight against COVID-19. In other Arab countries corporate volunteering programs

were reduced or eliminated because of the virus. But corporate volunteering in KSA has remained strong. The Ministry of Human Resources and Social Development has worked towards focusing on the issue of volunteering, making sure volunteer organizations are provided the right environment and support to proceed with their work and activities (Arab News 2020).

Disaster and crisis

The government has also developed a manual for volunteers during crises and disasters, guiding volunteers on how to reach official authorities for volunteering opportunities. By presenting a set of national initiatives, this manual provides a practical guide to promote volunteer work during crises and disasters, managing risks and identifying priority interventions for each target segment. (Arab News, 2020)

Corporate volunteering trends

Clearly KSA has been a pioneer in encouraging and providing the right environment and support for corporations and NGOs to develop volunteer programs. Many key trends are evident:

- ▶ *Skills-based volunteering:* Corporations are instilling the idea of skills-based volunteering among their employees.
- ▶ *Top management involvement:* Top executives are increasingly committed to the development of volunteering in their companies.
- ▶ *Government support:* The government is supporting corporate volunteering and making sure that corporations are incorporating this philosophy inside their companies:
 - The Ministry of Human Resources

and Development is establishing a national volunteering initiative.

- There is work on an index to standardize corporate volunteering.
 - The government ministry also launched a national volunteering platform for individual citizens to log in and look for volunteer opportunities, providing a link between the organizations needing volunteers and the volunteers themselves.
 - The ministry is encouraging any entity that works with volunteers to upload every citizen's effort onto the national database so that they keep track of how many individuals have volunteered and for how many hours.
- ▶ *Creativity:* CSR managers are coming up with creative ideas to involve their staff and develop a sense of commitment towards volunteering.
 - ▶ *Sustainability:* CSR and corporate volunteering are developed with the goal of achieving the SDGs.
 - ▶ *Going digital:* Corporations are focusing on e-volunteering and on developing software to track volunteering opportunities and activities for employees.

Challenges

The major challenge is the lack of readiness of nonprofit organizations to accommodate corporate volunteering. There is a need to provide capacity-building training for nonprofit organizations to understand the importance of partnering with corporations and accommodating skills-based volunteering.

Conclusion

During the last decade, there has been extensive progress in the understanding of corporate volunteering in the Arab world. Alignment with the SDGs, governmental policies and programs and committed leadership have all had a great influence in creating a philosophy of corporate volunteering in the region. Indeed, the commitment of the leadership in the UAE has had a positive impact on the development of corporate volunteering in the country. This was also clear in the programs introduced in KSA and Lebanon. Programs introduced by SEDCO Holding highlight the importance of such programs and the importance of the commitment from both leadership and staff.

The culture of corporate volunteering is bound to have a positive impact on the Arab society. Corporations are trying to be innovative with the types of programs they introduce and this is the case with **Alturki Holding**. However, while such efforts are important and highlighted in the Gulf area, corporate volunteering is still in its infancy in other Arab countries and is facing many challenges.

- ▶ Economic crises vary across the different states and some are obliging organizations to downgrade their volunteering programs.

- ▶ The culture of commitment to volunteering needs further development in the region.
- ▶ Governments should provide more support for corporations, including offering incentives to develop volunteer programs.
- ▶ Corporations should move beyond the “one-day volunteer” activity and develop programs that can create a positive impact on society.

Civil society and nonprofit organizations should understand the importance of such programs and work on creating partnerships with the business community. Many still view cooperation with the private, for-profit sector as one way, based on companies donating money, rather than the creation of mutual benefits. Corporate volunteering is more than about money. It is a commitment to a cause for building a sustainable world.

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Hamad Mubarak Alkaltham	Alturki Holding, Saudi Arabia	Investment and development company
Laudy Al Hakim	Arc en Ciel	Social enterprise that supports most underprivileged and marginalized communities
Noura Shaheen	Makhzoumi Foundation	NGO
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A stylized map of the Asia-Pacific region, including East Asia, South Asia, Southeast Asia, and Oceania, is highlighted in a solid orange color. The map is set against a light blue background that shows the outlines of other continents. The bottom portion of the page features a light orange curved shape that serves as a background for the title and author information.

State of Health of Corporate Volunteering in Asia-Pacific

By Kenn Allen with Sachal Aneja



Tata Group, Asia-Pacific

Introduction

Corporate volunteering in Asia-Pacific reflects the diversity, dynamism and realities of the region. It also references its roots in the expectation for service present in the cultures and religions of the region. By its very nature, it demonstrates how the activities of corporate volunteers may be very similar from one country, one region to the next while the contexts within which those actions take place may differ markedly. It has grown steadily but unevenly across the region: increasingly well established in East Asia, India and Singapore; a recognized presence in Australia and New Zealand; and still emerging in other countries.

The body of this report gives an overview of corporate volunteering in eight countries. It is complemented by the accompanying special reports on Korea and China, which were commissioned specifically for this research.

Characteristics

Distinct to the Region

Governments, business associations and leadership organizations play a distinctive role in promoting and supporting corporate volunteering. In China, for example, government policy guidelines call for enterprises to create formal programs as volunteering has risen to be part of national strategy.

Businesses in Singapore may claim a 250% tax deduction on qualifying expenditures incurred when they send their employees to volunteer and provide services, including secondments, to “Institutions of a Public Character (IPCs).”

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

In India, volunteering is excluded as an allowable cost in meeting the government-mandated spend of 2% of net profits on social responsibility activities. Nevertheless, that requirement has led to increased CSR and with it, greater attention to the value of volunteering.

Corporate volunteering in Japan has been stimulated by the ongoing leadership of the Keidanren (Japan Business Federation), particularly through its Charter of

Corporate Behavior and its priority on SDG responsiveness. In Singapore, the National Volunteer & Philanthropy Centre, in partnership with the Singapore Business Federation Foundation, leads the Company for Good Program, promoting and supporting social responsibility generally and volunteering specifically. Volunteering Western Australia (VWA), the state leadership body for volunteering, has the most developed overall leadership role for corporate volunteering in Australia, including convening the only “corporate volunteer council” in the country.

Throughout the region, there is a heavy emphasis on direct service volunteering and on signature campaigns and events. Activities that bring people together and foster connection are popular, particularly among younger workers: team-based, “hands on,” with an element of fun. Making it as easy to volunteer as possible has become a priority: online portals present opportunities and facilitate connecting, which enables virtual volunteering; e-communications promote, inform, organize and collect after-action data. “Connection” is a theme that runs through the process. Substantively, there is significant focus on environmental issues, rural poverty, the needs of the growing youth population and of seniors and response to disasters that require mass engagement. Particularly noteworthy in China, is the emerging development of public access to corporate online systems that connect people with opportunities to volunteer.



Keppel, Asia-Pacific

India

The Federation of Indian Chambers of Commerce & Industry (FICCI), set the historical context for today's corporate involvement in its 2016 CSR Survey:

“The concept of Corporate Social Responsibility (CSR) is not new, and in fact, India has had the earliest tradition of companies dispensing their social responsibility. Some of the oldest business houses in the country have made and continue to make exemplary contributions to the society. However, while earlier these activities came under the gambit of companies own initiative towards philanthropy, the concept of CSR gained more formal prominence towards the late 1990s.”¹

In its 2019 in-depth report on corporate volunteering in India, iVolunteer, the recognized national leadership organization for volunteering, expanded on the FICCI report:

Volunteering in its purest sense has been known to be embedded in Indian culture in the form of ‘seva’ or ‘service’ since time immemorial. However, there is little understanding of its development especially in current fast paced changes in Indian economy and society.²

In its same report, iVolunteer traces the development of corporate volunteering in India as being “introduced in the 90s and started taking firm roots in the new millennium. iVolunteer conducted its first corporate volunteering engagement in 2004 and had multiple corporate partners by 2008. By the end of the decade, many large companies – Indian and international – had begun undertaking corporate volunteering.”

The strategic practice of corporate social responsibility by large companies accelerated with passage of the national Companies Act of 2013, which mandated investment of at least 2% of net profits to CSR activities as defined by the Act and made compulsory public reporting on those activities. While touted as the only mandatory CSR law in the world, the law also has been criticized for not taking into account employee volunteering, not allowing it to be monetized and reported as part of the required CSR spend by companies.³ At the same time, FICCI argues that “something that increases the employee engagement and volunteering in contributing to the social cause” is one

1. Corporate Social Responsibility Survey. FICCI: Federation of Indian Chambers of Commerce and Industry, 2016.

2. Shalabh Sahai, Neha Shrivastava & Aarti Madhusudhan. Corporate Volunteering in India. iVolunteer, 2019.

3. Arundhati Ramanathan. “Can CSR and Volunteering Mix?” mint, December 17, 2015.

<https://www.livemint.com/Companies/4IwNhhy9vEqEFqQ77cs6O/Can-CSR-and-volunteering-mix.html>

of the “top strategies adopted by companies to identify projects.”⁴ At the very least, it would seem that the prioritization of CSR by government policy has had a spillover impact in creating attention for corporate volunteering, regardless of whether it meets official reporting criteria. iVolunteer makes the point that the act “catalyzed the evolution and growth of corporate volunteering.”⁵

In her 2015 article, “Can CSR and Volunteering Mix?” reporter Arundhati Ramanathan cited these examples of companies whose volunteering would not be negatively affected by the law:

Global companies such as IBM and NetApp, which have been carrying out a bulk of their CSR activities through skill-based employee volunteering say they will not give up on volunteering even though they cannot show much of these activities under CSR. “Employee volunteering is in the core of our DNA. We can’t roll it back, but now that we have to comply with the law, we will also make grants to NGOs,” said Sonali De Sarker, who heads human resources and also CSR at NetApp.

Hexaware, an IT consulting firm that had mostly carried out all its social good through its employees’ volunteering for blood donation drives, is now looking to give to NGOs in order to meet the CSR guidelines. “In fact, we are seeing more employees wanting to volunteer after the law, as they know the company is going to be spending a large amount on [CSR activities]. We will look to continue the employee volunteerism programmes even though we can’t monetize it,” said Amberin Memon, CSR head, Hexaware.⁶

A 2018 survey of 169 companies in India by the organizations People Matters and Goodera found that 88% of them support volunteering by their employees but only 41% had formal volunteer programs in place. Only 26% had a formal policy related to volunteering while 42% indicated that their support is on a “case by case basis.” For three quarters of the responding companies, volunteering is a way to achieve CSR objectives. Roughly half see volunteering as promoting team collaboration and alignment, learning and development and aligning their workforce to the company’s purpose. Just under half say that “supporting employees to volunteer outside of work gives a push to our employer brand in the market.”⁷

Corporate volunteering in India looks, at least in form, much like its counterpart efforts throughout the world. The iVolunteer report identifies three “models” of corporate volunteering:

- ▶ *Volunteering to directly impact a cause* “happens through direct services to the beneficiaries and through events that that impact a specific group, cause or beneficiary.” Much of this is through events and company-wide “signature campaigns” which involve large numbers of volunteers “engaging with beneficiaries, building or improving community infrastructure or large public drives.” Closely related are service delivery activities guided by recognition that “the first preference for volunteers usually is to serve the needy” which leads to “delivering basic social services like education, health and hygiene, care-giving and environmental

4. FICCI 2016.

5. iVolunteer 2019.

6. Ramanathan 2015.

7. Volunteering in India: Survey and Trends Analysis. People Matters and Good Era 2018.

services.”

- ▶ *Volunteering to develop organizational capacity for NGOs* is typically done through skills-based volunteering, skill marathons that use a hackathon model, and pro bono services.
- ▶ *Volunteering to develop leadership through participation in the governance of NGOs* is slowly emerging in India but is limited by considerations of legal liability. As a result, such efforts are usually undertaken by individual business executives on their own.

A key element in many corporate programs is the relatively young workforce for whom volunteering is an opportunity to come together in team-based activities outside work hours and on weekends.

A reasonable conclusion is that corporate volunteering is alive and well in India, building on its long heritage of service and adapting experiences and learnings from around the world to create its own models.

Japan

The volunteer response to the Great Hanshin Earthquake in 1995 was unprecedented in its scope and had an enduring impact on volunteering throughout the country. On the 25th anniversary of that tragedy, which killed over 6,400 people and devastated portions of the city of Kobe, the *Japan Times* revisited the volunteer response and what has followed from it.⁸

Another direct result of the Hanshin quake was the proliferation of individual volunteerism in times of disasters. In the first year after Jan. 17, 1995,



nearly 1.4 million volunteers arrived in the Kobe area from elsewhere in Japan and abroad. These efforts would lead to the establishment of countless nongovernmental organizations and nonprofit support groups nationwide and, in 1998, a new law to promote nonprofit activities.

The article quoted the head of The NGO Collaboration Center for Hanshin Earthquake Rehabilitation, Ryota Yorimasa: “A lot of people in Japan before then associated volunteering with group or organizational volunteering, such as the work done by the Red Cross,” he said. “But we saw a lot of individuals come to Kobe to volunteer ... and the Great Hanshin Earthquake changed the perception of what a ‘volunteer’ was.”

It was the beginning of the modern era of volunteering in Japan. It expanded the popular understanding and expectation of what volunteers can contribute. It stimulated the development of national and local leadership organizations for volunteering, both in government and in the nonprofit sector. It

8. <https://www.japantimes.co.jp/news/2020/01/16/national/25-years-after-kobe-quake/>



led to the inclusion of volunteering as a core element of corporate social responsibility.

Leadership for CSR in Japan comes primarily from Keidanren (Japan Business Federation) through its almost 1,500 corporate members and its cooperation with over 100 nationwide industrial associations and regional economic organizations. It describes its work this way:

...KEIDANREN establishes consensus in the business community on a variety of important domestic and international issues for their steady and prompt resolution. At the same time, it communicates with a wide range of stakeholders including political leaders, administrators, labor unions and citizens. It encourages its members to adhere to the Charter of Corporate Behavior in an effort to establish and maintain public confidence in the business community.⁹

In November 2017, Keidanren issued a revision of their Charter for Corporate Behavior which was first published in 1991. It was subtitled “Delivering on the SDGs through the Realization of Society 5.0.”¹⁰ One of the 10 principles in the charter is “Involvement in community and contribution to its development.” The “implementation guidance” issued with the charter included “support employees’ volunteer activities” as

one of the four priority ways to fulfill that principle.

In September 2020, the Keidanren Committee on Responsible Business Conduct & SDGs Promotion issued key findings of a questionnaire survey on corporate philanthropic activities, collecting data from 178 responding companies. Some 92% of those reported that they promote employee volunteer activities and donations. According to Keidanren staff, this is a significant increase in promoting volunteering from survey results in past years – in 1993, it was 35.3% and in 2005 65.8%.

When asked to identify the reason for this support, 93% of respondents cited “contribution of employees to local communities” which, according to the Keidanren report, indicates “that they expect good relations with local communities through employees’ philanthropic activities.” More than 70% said that a reason was “to improve employee awareness and sensitivity to social issues,” while 60% indicated it was being done to “improve corporate image in society” and 52% to “increase employee pride and loyalty to the company.”

Companies were asked to identify challenges they were facing in their community and philanthropic activities. The most often

9. <https://www.keidanren.or.jp/en/profile/pro001.html>

10. <http://www.keidanren.or.jp/en/policy/csr/charter2017.html>

cited, (by 53% of the respondents) was the need to increase the number of employees participating, with 19% calling it a “significant” challenge.

Evaluating their efforts was the second most often cited challenge:

- ▶ 50% identified “to evaluate activities whose results are difficult to grasp”
- ▶ 50% “to conduct quantitative assessment”
- ▶ 49% “to conduct impact assessment”
- ▶ 46% “to establish the system for evaluating activities (including staff and partners)”

In IAVE’s experience, global Japanese companies often are reticent to discuss their volunteer activities, often deferring to subsidiaries and business units outside the country. For the current research, interviews were conducted with **Fujitsu Global Delivery**, **Osaka Gas** and **House Foods**, all described in Part One of *Corporate Volunteering for a Post-Pandemic World*, and with Cross Fields, a nonprofit consultancy founded in 2011 that pioneered in development and management of overseas skills-based volunteering opportunities for Japanese companies.

Singapore

Support for corporate volunteering in Singapore comes from both government policy and visible, aggressive leadership from the National Volunteer and Philanthropy Center (NVPC) as well as its business and community partners.

Under the Business & IPC Partnerships Scheme (BIPS), companies in Singapore are able to apply for a 250% tax deduction on

Toyota Motors had an association with IAVE as early as the mid-1980s through the active engagement of Kazuko Toyoda, wife of Eiji Toyoda, President and then Chairman of Toyota Motors. Mrs. Toyoda was an active member of IAVE’s board of directors and hosted IAVE’s Asia Pacific Regional Conference and its World Volunteer Conference in 1994, both with financial and volunteer support from Toyota Motors. Mrs. Toyoda was a strong advocate for volunteering at the local, national and international levels. She was a moving force behind the creation of the Toyota Volunteer Center in 1993 which supports volunteering by employees, their families and retirees.

In the company’s 2020 Sustainability Data Book, volunteering is one of the company’s five methodologies for its social contribution activities that are targeted on the three global priority fields of environment, traffic safety and education and on regional and country-specific needs. Participation in volunteer activities is also one of the five pillars of on-the-job training for young and mid-career employees.

qualifying expenditures, including basic wages, when they send their employees to volunteer and provide services, including secondments, to charitable organizations. The program is explicitly designed to encourage more corporate volunteering.

NVPC is the national leadership organization for volunteering and giving in Singapore. It is “the steward of the City of Good vision for Singapore, where individuals, organizations and leaders come together to give their best for others.” A major component of the City of Good is the Company of Good program that, through multiple components, encourages and assists businesses to “do good strategically, sustainably and impactfully” through corporate social responsibility, philanthropic giving and volunteering. The website <https://www.giving.sg> offers hundreds of opportunities for both “ad hoc” and regular volunteering. For businesses, NVPC puts a high priority on promoting skills-based volunteering.

NVPC’s Corporate Giving Survey 2021 showed that while the median value of giving money dropped between 2017 and 2021, the median percentage of employees volunteering doubled from 25% to 50%.

Through Champions of Good, NVPC “recognizes organizations that are exemplary in doing good and have also been a multiplier by engaging their partners and stakeholders on a collaborative journey.” In 2020, over 20 companies were recognized in whole or part for their volunteer efforts.

NVPC also organizes The President’s Volunteerism & Philanthropy Awards which recognize individuals and groups who have achieved excellence in giving and volunteering. Recognition categories include large companies as well as small and medium-size

enterprises (SMEs).

Hong Kong

Corporate social responsibility has become a business value in Hong Kong. Engaging employees in the community is seen as a business strategy for corporate branding, business development and marketing as well as capacity building for the employees. In addition to employees, companies engage retirees, family member and friends, customers, vendors, service recipients and even animal pets as volunteers as appropriate in different service-delivery environments.

There is sustained support from the government through the Social Welfare Department’s Steering Committee on Promotion of Volunteer Service. It presents annual awards and certificates to recognize the companies and their employee volunteers.

The 480+ members of the Hong Kong Council of Social Service (HKCSS) provide over 90% of social welfare services. For 20 years, HKCSS has sought to foster strategic partnerships between business and social service organizations through its Caring Company scheme with the end goals of promoting good corporate citizenship and creating a more inclusive society. In 2020-21, over 4,000 companies and organizations were awarded the Caring Company/ Caring Organization logos indicating their commitment to collaboration. Among the outcomes of their work was 220,000 hours of employee volunteering. The number of Caring Companies has doubled in the past 10 years, a reflection of the growth of volunteering by small and medium-size enterprises.

There is always significant volunteer effort focused on services for people in need,

especially elderly who are living alone, people with disabilities, ethnic minority groups, children with special needs and new arrivals to Hong Kong. Efforts to combat climate change and address other environmental issues have been growing. A new stream of volunteering to assist people in need has been food recycling or upcycling.

Mongolia

Corporate volunteering exists in Mongolia but is not yet organized or systematized. On the occasion of the International Volunteer Day in 2019, the Network of Mongolian Volunteer Organizations (NMVO) organized a national conference, Volunteer Engagement in Sustainable Development, with a panel on corporate volunteering which identified a number of companies with volunteer programs. For example, **MCS Holding LLC**, one of the leading companies in Mongolia, empowers their employees to help others through the Employer Supported Volunteering (ESV) program. This enabled employees to spend up to 80,000 hours volunteering in one year. **MobiCom Corporation**, the largest mobile phone operator in Mongolia, also engages in the program. Some SMEs also enable their employees to volunteer; however, these activities generally are not visible publicly.

Thailand

In Thailand, there is not yet a comprehensive knowledge base about corporate volunteering. In general, companies mostly do CSR-related programs in which employees may participate, mainly in one day activities, rarely with long term commitments. Two outstanding examples are TMB Bank and TCP.

One of Thailand's major banks, **TMB**, supports employees volunteering through

activities arranged by its CSR Department. The main program encourages employees to use their talents for community improvement. Volunteers form their own teams in the same bank branch and propose projects for which they want to receive supporting grants. The company each year offers 30 to 50 of these grants. To receive a grant, employees need to form a team of at least three people and write a proposal for consideration by a central committee. Employees then work with community leaders to help solve socio-economic issues and improve community livelihood.

Another employee volunteering program is the TMB Learning Center for underprivileged children and youth. The company invested in building six community learning centers across Bangkok, especially in poor communities. They provide free capacity-building courses focusing on art, music, sport and life skills. Employees can volunteer to share their knowledge and skills at any learning center after office hours or over the weekend.

TCP is Thailand's leading food and beverage



manufacturer and exporter. Employees are invited to join company-sponsored sustainability projects mainly focused on water and forest conservation and restoration. Each year the company organizes volunteering activities for water resource management or forest conservation in many communities across the country. They also are open for the public to join those activities. Employees also can propose their own initiatives and receive supporting grants from the company. The main focus for those grants is community development across the country, so employees need to show how they will utilize their knowledge and skills to improve communities within their office areas.

New Zealand

Volunteering New Zealand, the national leadership organization for volunteering, provides this summary of the country's current and future corporate volunteering.

“Corporate volunteering in New Zealand is moving away from the traditional forms of employee volunteering (for instance, conservation and environmental activities where a big group of employees planted trees or cleaned beaches). More and more companies are discovering the benefits of incorporating volunteering and volunteer programs into their vision, strategic plans and business models.

“A clear trend is seen with companies taking up corporate volunteering through creating purposeful partnerships. These purposeful partnerships require longer and deeper commitments than what has traditionally been experienced through employee volunteering. Companies are looking to find a potential long-term partnership with non-profit organizations that align with their vision and values and need the skills and expertise their

employees can offer.”

There is priority programmatic focus on digital equity, working toward digital inclusion for seniors, and on environmental protection and conservation. Government regulations on health and safety, including for volunteers, for their managers and for those they serve, cause some challenges for volunteering generally and corporate volunteering in particular.

Vodafone NZ focuses its volunteering on a vision of “youth and young people living lives they value.” Employees can work with a youth-related organization for up to two weeks of paid leave through their Hands Up program. The company brings together skilled staff to participate in hackathons to work with community partners on specific challenges. Employees also mentor community partners, focusing through these one-to-one relationships on topics such as governance, strategic planning, finance and marketing. Every quarter, employees with high levels of expertise and experience, do virtual learning sessions for community organizations, focusing on various areas of organizational management.

Westpac Bank “has integrated ‘helping communities’ into its culture and business model.” The bank offers opportunities for employees to mentor social enterprises which are backed by the company foundation. Employees can take one full day of paid leave to volunteer with an organization of their choice. There is a broad range of volunteering activities available, from “bucket shaking” (fundraising) for Rescue Helicopter Services to facilitating “Managing Your Money” workshops to being a mentor for a social enterprise just getting started.

Through its Community Connect program,



Xero, a cloud-based software company gives every permanent employee one day a year to volunteer.

Australia

Corporate Citizenship consultancy, and the Corporate Volunteer Council of Volunteering Western Australia, published “Corporate Volunteering in Australia: A Snapshot.” It drew on data that Corporate Citizenship collected from 2006 onward. As the size of the universe of companies surveyed is not stated, it is difficult to put the reported data in context. But it is the only apparent relatively current compilation of data on corporate volunteering in Australia. Highlights include:

- ▶ An estimated 78% of companies from which data was gathered had a volunteer program and 15% of their employees participated in volunteering in 2018. Volunteering was defined as “working in the community during paid company time.”
- ▶ Companies surveyed reported “1 million +” hours were volunteered or an average of 27.5 hours per volunteer, which works out to mean that just over 36,000 employees volunteered.
- ▶ Half of the responding companies said they planned to increase participation or to make “skilled volunteering” a higher priority.

Perhaps the survey’s most challenging

conclusion was that “a company’s spend in time...has not altered significantly in over 10 years of reporting.”

Corporate Citizenship’s analysis states the collective size of the workforce of their member companies in Australia at just over 263,000 people. Each person is assumed to have available one day per year to volunteer, the equivalent of roughly 1,000 full time equivalents (FTEs). But, in fact, only half of that appears to be happening, suggesting the size of the potential corporate volunteer workforce available. This underscores observations throughout the world about the disparity between potential and actual engagement.⁴

A review of the websites of the seven state/territory peak bodies for volunteering shows that four of those – Australian Capital Territory, New South Wales, South Australia & the Northern Territory and Volunteering Western Australia – offer various degrees of support for corporate volunteering. Their

11. <https://www.volunteeringaustralia.org/research/corporate-volunteering-in-australia-a-snapshot/#/>



House Foods,, Asia-Pacific

services include consultancy on development of corporate programs, brokering connections with NGOs offering opportunities for volunteer placement, developing and managing programs customized for a company and management of volunteer-focused events.

Of these, Volunteering Western Australia has the most developed overall leadership role for corporate volunteering, including convening the only “corporate volunteer council” in the country. Its six members – **Woodside, Bank West, RAC, Rio Tinto, Deloitte** and **Beyond Bank** – meet regularly to share information and learn from each other. During their National Volunteer Week, they plan a joint volunteering day with the goal of involving the most senior executives that they can recruit. They also participate in the program of the state volunteering conference.

Volunteering Western Australia (VWA) is both

an advocate for corporate volunteering and a service provider to the corporate community, managing the program for Woodside, a major oil and gas company, and **BHP**, the global mining company as well as others.

Western Australia is geographically the largest state in the country but with the fourth largest population, 75% of which is in the Perth metropolitan area. There are only nine other “urban centers” in the state with more than 10,000 people each. For the resource-based companies, most of their operations are in small, isolated communities. In its partnership with BHP, VWA organized team volunteering and skills-based volunteering. They now have almost 1,000 employees volunteering in the Pilbara region of the state, enough that VWA now has a staff person there with the support of BHP.

Primary emerging trends in the state include companies increasingly looking at volunteering as a way to keep employees engaged, with interest growing in skills based volunteering and longer engagement with an organization, as well as a linking of corporate volunteering more closely with their CSR strategy and priorities.

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State of Health of Corporate Volunteering in China

By Zhongping Wong, Yongli Liu, Jinxiu Zhong,
Haiping Lin (HOZON China)

Background

China's voluntary service has experienced the Wenchuan earthquake, the Beijing Olympic Games and other major events, as well as the background of constantly promoting the modernization of the national governance system and governance capacity since the 18th Communist Party of China (CPC) National Congress. In particular, since 2016, the nation has issued more policies to promote the development of voluntary service, and voluntary service has gradually risen to be part of the national strategy. In 2019, the National Voluntary Service Leadership Coordination Group was established to strengthen coordination and promotion at the national level.

In the fight against the coronavirus disease (COVID-19) epidemic since 2020, volunteers in China have played a positive role, which has been unanimously praised by the whole country, and once again enhanced the status and role of voluntary service in China's governance

system. According to the latest data of the regular press conference held by the Ministry of Civil Affairs in the fourth quarter of 2020, on October 23, 2020, there were 184 million registered volunteers and 767,000 registered volunteer groups, with a total of over 2.54 billion hours of volunteer service recorded. The Fifth Plenary Session of the Central Committee of the Communist Party of China has also made important instructions on voluntary service, requiring the improvement of the voluntary service system and the extensive development of voluntary service care activities.

As an important force of voluntary service in China, enterprise volunteer service has been paid great attention by the government and society. The state-owned Asset Supervision and Administration Commission (SASAC) has been actively promoting the participation of central enterprises in voluntary service. According to the data of SASAC in August 2020, there were



more than 26,000 volunteer teams from central enterprises “learning from Lei Feng,” with more than 2 million volunteers. Alibaba has been advocating “three hours for everyone” since 2015, and has built an industry volunteer service participation platform, advocating “9.5 public welfare week” to innovate online and offline. In 2019, more than 1.8 billion people participated in public welfare in nine days of “9.5 public welfare week.” The Central Committee of the Communist Youth League and Beijing Volunteer Service Association have initiated the establishment of an enterprise volunteer service special committee. Beijing, Shanghai, Chengdu and other places have actively established enterprise volunteer service alliances to promote the development of enterprise voluntary service.

National Policies

In recent years, China has issued several policies and regulations to promote the development of voluntary service, among which the main ones related to promoting the development of enterprise voluntary service are:

In July 2016, China released “The Policy Guideline on Supporting and Developing Voluntary Service Organizations,” which clearly recommends: “All kinds of voluntary service organizations should be supported and developed and should promote enterprises, institutions, schools and hospitals to set up voluntary service teams to serve the community.” “Voluntary Service Regulations” implemented

on December 1st, 2017, clearly states that the State encourages enterprises and institutions, autonomous grass-roots organizations and other organizations to provide places and other conveniences for the development of voluntary services. Article 23 stipulates that “the State encourages and supports state organs, enterprises and institutions, people’s organizations and social organizations to establish voluntary service teams and carry out professional voluntary service.”

“The Policy Guideline on the Pilot Work of Building A New Era Civilization Practice



Center,” which was passed in July 2018, puts forward that “the main force of the New Era Civilization Practice Center is volunteers, and the main activity mode is voluntary service.” It requires the party and government organs, state-owned enterprises and institutions’ employees, and the units where the volunteers work should create necessary conditions to support voluntary service.”

In 2020, “The Policy Guideline on developing voluntary service to promote the development

of small and medium-sized enterprises (SMEs) was released. It proposes to build a high-level expert voluntary service team that is familiar with policies and refined laws, understands technology, can manage, is willing to contribute and is willing to help enterprises to provide free consultation and personalized solutions for SMEs, promoting their high-quality development after the epidemic.” These volunteers come from larger companies, universities, NGOs, start-up companies and related government departments.

Popularization of Enterprise Voluntary Service



The development of enterprise voluntary service in China was first dominated by foreign enterprises, but now it has gradually developed in large-scale state-owned enterprises, central enterprises, private enterprises and even SMEs. For example, in 2019, dozens of enterprises, including **State Grid Corporation, China Construction Third Engineering Bureau** and **Meituan** (Chengdu Branch), joined the Chengdu Enterprise Voluntary Service Alliance and jointly helped urban construction through voluntary service. It is most common for volunteers from multiple companies to work together on government-sponsored projects or large-scale projects from NGOs, such as “Giving Day” events or charity bazaars.

The growth of the overall number of social organizations in China provides more channels for enterprises to carry out voluntary service. From 2016 to 2019, the number of major types of social organizations, such as social groups, social service organizations and foundations, has increased significantly. Among them, the growth rate of private social service organizations and foundations exceeded 30%, and the number reached 487,000 and 7,580 respectively.

1. Data source: HOZON “Report on the Development of Chinese Enterprise Voluntary Service (2018)”

Branding of Enterprise Voluntary Service

The branding of enterprise voluntary service is the inevitable result of continuous innovation and development by enterprises. They may give specific names or distinctive designs to some projects and do them more frequently, building their brand and increasing recognition of them. For example, State Grid Corporation has created a branded program of youth serving as volunteers. They have conducted these programs through their "Bright Youth Tour" for 16 consecutive years, focusing on power consumption service, poverty alleviation, education assistance and care for children left behind in villages when parents go to the cities to work.

Many official institutions and industry organizations have begun to carry out brand voluntary service evaluation for enterprises in their respective fields, so as to promote excellent enterprise voluntary service brands to the public. For example, HOZON, a volunteering and philanthropy support and consulting company in China, selected nine corporate voluntary service brand projects in the "enterprise volunteer public welfare Festival" in 2019. Because of COVID, the festival was not held in 2020 or 2021.

Speeding Up Establishment of Voluntary Service Information Systems

For example, the online voluntary service platform of **METLIFE China** contains functions such as public welfare project inquiry, volunteer activity registration, service duration record, volunteer recognition and incentive, and activity information sharing, which effectively integrates enterprise public welfare project resources and enhances employees' enthusiasm for participating in public welfare activities.

The public welfare platform of **Alibaba Group**, "Three hours for everyone, public welfare billion rise," is available to all companies. It enables staff volunteers to easily view the information and registration of voluntary activities and simplify the internal recruitment process. It also provides a platform for all people to participate in the new internet model of public welfare.

Exploring Online Volunteer Service

The sudden outbreak of the new epidemic in 2020 accelerated the informatization process of voluntary service. Some enterprises have explored more online voluntary service with the help of information technology. For example, Wang Yong, an employee of **SF Express** reported by "news broadcast," mobilized various forces and resources with the help of WeChat's groups, WeChat's Circles and other online tools to provide medical staff with a series of voluntary services, including the deployment of medical supplies, medical staff travel, lunch boxes, and then to repair glasses and buy slippers for the medical staff.

Specialization of Enterprise Voluntary Service

The number of enterprise volunteers who have participated in skilled and professional voluntary service has increased significantly. Taking 2018 as an example, the survey shows that basic voluntary services (such as planting trees, caring for or visiting vulnerable children, chatting with the elderly, etc.) are still the main types of corporate voluntary services, accounting for 81.33% overall. However, skilled voluntary services (such as IT, finance, legal service, language, financial management, health care and other fields) and professional voluntary

services (providing strategic planning, market strategic support, promotion support or serving as directors of public welfare organizations, etc.) are still common, accounting for 50.67% and 44.89%, respectively. Compared with 2014, the proportion of enterprise volunteers who participated in skilled voluntary service nearly doubled in 2018, and the proportion of professional voluntary service was more than three times of the previous one, with a significant increase.¹

1. Data source: HOZON "Report on the Development of Chinese Enterprise Voluntary Service (2018)."

Participation in the Strategy of Corporate Social Responsibility

More and more enterprises consider the participation of volunteers when setting up CSR projects internally, and the practice of employee volunteers is becoming an important participation force of CSR. The survey shows that 88.89% of the enterprises think that the participation of enterprise volunteers should be designed into corporate social responsibility projects, and no enterprise thinks that is not necessary.

Employee voluntary service has been written into more and more corporate social responsibility strategies. For example, Alibaba also listed

corporate voluntary service as an important concept of corporate social responsibility. It takes "everyone's participation" as the public welfare concept, and believes that everyone has social responsibility, and everyone has the ability to perform social responsibility. At the same time, it believes in the concept of "one person one minute a day," and advocates that Ali employees care for the needs of others, society and nature through voluntary service. Starting from fiscal year 2015, the target of 3 hours of public voluntary service per employee per year has been set.

Participation in the National Strategy

More and more attention has been paid to the integration of corporate voluntary service and national strategy. Under the strong advocacy and support of the state, enterprises commit their expertise to help poverty alleviation and Rural Revitalization Strategy is increasingly obvious. In 2014, the proportion of enterprises taking poverty alleviation as the direction of corporate social responsibility was only 36%, while in 2016, the proportion had increased to 55.56%, and the proportion of enterprises

taking poverty alleviation as the direction of corporate voluntary service reached 61.11%, which was a very big increase compared with 2014. More and more enterprises are playing an important role in poverty alleviation and Rural Revitalization. Tencent company has actively implemented poverty relief and public welfare practice through the Tencent charity foundation. It has launched several supporting projects including poverty alleviation through science and technology, poverty alleviation



through services, education and poverty alleviation, and tourism poverty alleviation. It has also launched an open platform based on the "Internet + rural" mode, which provides digital technology opportunities to villagers. Another program, "Project Hope · Infinitus Happy Football," is carried out through the cooperation between Si Li Ji Ren Foundation and China Youth Development Foundation. More than 100 football fields have been built for primary schools in poverty-stricken areas, and football training camps have been carried out through voluntary teaching to help the development of youth education in poverty-stricken areas.

To execute the "One Belt, One Road" strategy, the China Merchants Group "Bright Line" has provided humanitarian assistance overseas, supported the improvement of people's livelihood and promoted the development of capabilities. The footprints are spread over 23 countries, including Sri Lanka, Belarus, Djibouti and Tanzania. **Power China** has joined "One Belt, One Road" Voluntary Service Alliance, and has organized to gather overseas employees to participate in the territorial development in the form of voluntary service, serving local natural disasters, medical and health, river protection, biodiversity and community building.

Family Participation in Enterprise Voluntary Service

Voluntary service is becoming more and more popular in the family. In 2014, Beijing Municipal Voluntary Service Federation issued the "Beijing Instructions on the Work of Voluntary Families," advocating voluntary families to participate in voluntary service through parent-child public welfare such as "small hand holding big hand" or "big hand holding small hand," so as to solve the current situation of separation of school, family and society in youth voluntary service.

In terms of employee participation willingness, a survey shows that 78% of employee volunteers are willing to participate in voluntary service with family members. Moreover, the longer the employee has worked, the higher the willingness to participate. For example, among employees who have worked for more than 10 years, 84.54% of them are willingly to participate.

State of Health of Corporate Volunteering in Korea

By Do-young Kim

Introduction

A company's social contribution activities are determined by the balance point between its philosophy of social responsibility and the demands expected of it by society. Therefore, the politics, economy and culture of the society to which the company belongs are inevitably important factors in the corporate social contribution strategy. The social environment in Korea is extremely dynamic, so its impact on companies matters.

The Korean government actively supports Public Private Partnerships (PPP). Intermediary organizations operated by the government, such as the central government, public-private cooperation organizations within local governments are vigorously acting to boost cooperation among government, civil organizations and corporations.

Socially, online information-sharing and citizen solidarity are becoming highly active based on high-speed internet and 5G wireless internet. Citizen movements based on social

networking service (SNS) such as large-scale candlelight rallies, are also becoming active. As a result, the demand for and monitoring of corporate social responsibility are increasing. Employment and entrepreneurship support programs are spreading to assist vulnerable social groups and address the youth unemployment, which is considered a serious social problem. For example, in May 2021, the overall unemployment rate was around 4%, but the youth unemployment rate was 9%.

During the Covid 19, disaster, companies also became more active and expanded participation in social issues. Chey Tae-won, Chairman of **SK Group**, expressed this new engagement this way: "Adding the empathy and sensitivity beyond social responsibility to the company is no longer an option, but a new rule for companies Companies are not only showing us by numbers, such as sales or operating profit, but they are also recognizing performance, stock prices and dreams linked to social values as among the strongest of survival methods."



Because of this social environment, corporate social contribution activities are becoming more important. In order to understand the trends of corporate volunteering, it is important to first look into the trends of corporate social contribution.

Recently, the social contribution of Korean companies is showing rapid development. Companies are:

- ▶ Positioning themselves as contributing to social problem solving as donors and utilizing their core competence based on their resources and capabilities;
- ▶ Seeking multilateral partnerships, especially public participation and increased inter-company cooperation, to address complex social problems;
- ▶ Recognizing outcomes and social impact as key indicators of corporate social contribution performance;
- ▶ Expanding social contribution based on social economy, not only its contribution to the real profit of the company;
- ▶ Increasing “untact” (without contact) and “ontact” (face-to-face online) social contribution activities, including remote volunteering because of Covid19.

These trends act both as an opportunity for and as a threat to corporate volunteering in Korea. As a result of these changes, companies have come to measure the performance of their social contribution activities with social impact. When comparing the performance of volunteer activities with those of other social contribution models, unfortunately, the results of volunteer activities are not high. Therefore, companies have been thinking about focusing on a social contribution model that links the company's capabilities rather than employee volunteering.

Corporate volunteering has evolved significantly in Korea over the past 20-plus years.

- ▶ From 2000-2010: Full-scale spread of corporate volunteering and the establishment of corporate volunteer groups led by large companies and public enterprises and company-wide volunteer activities
 - Participation mainly in programs of social welfare institutions to support vulnerable groups and disaster relief activities
- ▶ From 2010-2020: Proliferation of pro-bono, skills-based volunteering

- Volunteer activities utilizing the expertise of corporate members
 - Expansion of volunteer management consulting and marketing support for NPOs and social economy enterprises
 - Mentoring programs to support youth employment and entrepreneurship
 - Activation of multilateral cooperation models for volunteer work
- ▶ Early 2020s: Declining corporate volunteering and initiation of new programs owing to the COVID-19 outbreak
- Development and spread of untact and ontact volunteer programs
 - Efforts to find a new direction for corporate volunteering

In 1997, the IMF financial crisis pushed Korea to the verge of state bankruptcy. The economy has recovered dramatically since 2000, as the whole population joined forces through activities such as a “gold collecting campaign.” In this process, the importance of corporate social responsibility has rapidly increased. Since the early 2000s, social contribution projects have

been actively expanded, centering on large companies. Corporate volunteering has also begun to greatly expand through company-wide organizing.

There was a main focus on volunteering for disaster relief, such as for typhoons and floods, as well as participating in support services for vulnerable groups by social welfare institutions. At this time, the evaluation of corporate volunteering was focused mainly on numbers of volunteers involved and hours served. However, as large-scale, event-purpose volunteer activities were being criticized, companies began contemplating new strategies. From 2010, effective volunteer programs – that is, ones that contributed to solving social problems more practically – began to spread in earnest. Pro-bono, skills-based volunteering was highlighted. With the enactment of the Social Enterprise Promotion Act in 2007, and support from the government, volunteering such as management consulting and mentoring for social enterprises and education mentoring of adolescents were actively conducted. In addition, in the early 2010s, most large corporations launched college student volunteer groups selected and managed by those companies.

An Increased Focus on Measuring Social Value

What is noteworthy in the 2010s is that companies began to measure the social value they create through their management activities. The SK Group in the private business sector led the way in this work.

SK developed a measurement method that divides the creation of corporate social value into three areas: the Economy, Business and Society. In 2017, based on the results of their major affiliates measuring their social value, SK made a public announcement of their Double Bottom Line (DBL) which it

reports together with their financial and social performance. From 2019, SK decided to reflect 50% of the social value creation performance in the evaluation of the management performance of CEOs of all affiliates within the SK Group. In addition, from 2018, the government started to reflect the social value score up to 37 out of 100 in the management evaluation index that evaluates public enterprises. This forward-looking change is impacting Korean companies with expanded awareness that social value creation can be quantified and managed.

Volunteering was also being influenced by this trend. Programs linking companies' core competencies and volunteering started getting more attention. Volunteering with the general public, such as college students, was systematically expanded. Cooperative volunteer work among companies was also being attempted. Companies began to cooperate in creation of joint volunteering projects.

In order to overcome the Covid 19 disaster sweeping the world in 2020, Korea has received global attention through various efforts. Companies have been highly serious and proactive in responding to the Covid 19 situation. In particular, face-to-face activities are minimized. As a result, Korea's volunteering has decreased more than 40% since Covid 19 began. Companies have had a rapid decline in corporate volunteering as all face-to-face volunteering has ceased. However, various 'untact' volunteer programs – that is, those that can be carried out without personal contact were developed and "ontact" volunteer programs based on high-speed Internet networks and 5G networks spread.

Since the end of 2010s, Korean companies have recognized the achievements of social contribution as "Input, Output" that leads to "Outcome, Social Impact." In order to measure that, companies have become interested in

Social Value Evaluation. As a result, they are beginning to evaluate how much employee volunteer activities actually create social value. Some people think that social value creation activities based on the core competencies of a company are much more effective than employee volunteer activities. There is a movement beginning to convert volunteering into other social contribution activities.

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

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

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

As a result, new challenges to corporate volunteering must be addressed: from the direction corporate social responsibility should go in response to the changing social system, to communication methods that are changing because of Covid 19, to the need for new ways for companies to collaborate with one another. Not only companies, but also specialized volunteering organizations, NPOs and governments must actively work together to create innovation that changes the rules of the game.



State of Health of Corporate Volunteering in Europe

By Benedetta Falletti and Monika Krol

Introduction

Europe covers 6.8% of the world's land area and has a total population of about 747 million (about 9.5% of the world's total population) as of 2020.¹ Politically, Europe is divided into about fifty sovereign states, of which Russia is the largest and most populous, covering 39% of the continent and comprising 15% of its population.

Europe does not have a global administrative structure. Rather, it is organized in different regional agreements, of which the European Union has the highest number of member states (27 in 2022) representing almost 68% of the European population. The European Union has 24 official languages; throughout all of Europe, more than 170 languages are spoken, explaining, at least in part, the large cultural differences across the continent.

This report concentrates on available studies of corporate volunteering within the European Union, the United Kingdom, Turkey and Russia, covering about 83% of the European continent's total population. Special mini reports describe corporate volunteering in Russia and Poland. It is worth noting that these mini-reports were researched and written in 2020-2021.

1. United Nations: <https://population.un.org/wpp/>

Differences and Similarities Across Borders

Employee volunteering was introduced to Europe mainly by multinational companies from the United States in the late 1990s. Today, the evolution of employee volunteering within the countries and companies is in some ways similar: First, employee volunteering is typically led by the corporate social responsibility (CSR) function, influenced by corporate global strategies, top-down managed and based on hands-on and team-building activities. Eventually, greater importance is given to programs' potential social impact, including the true needs of communities and skills-based projects. The corporate rationale for supporting an employee volunteer program has evolved in response to employees' expectations and interest in being engaged in society; frequently it includes employee skill development. Programs often are leveraged to enhance a company's reputation with the general public. Administratively, volunteering in Europe is increasingly led by the corporate human resources departments.

Volunteering can be viewed as a behavioral characteristic and depends strongly on countries' cultural, historical and political backgrounds. Some EU Member States have longstanding traditions in the field and well-developed voluntary sectors, especially among northern countries, while in other countries the voluntary sector is still emerging or poorly developed. For example, ex-Soviet countries are still in an early phase since true volunteering did not exist until independence. France, on the other hand, is particularly focused on pro bono thanks to its legal framework. In the UK, where employee volunteering started long before other European countries, around half of employees use their professional or occupational skills in their volunteering.





EDP, Europe

Country Specific Characteristics

United Kingdom

The UK has had the longest and strongest track record of corporate volunteering in Europe, steadily increasing in popularity since the 2000s – both as an employer-led initiative and a government-promoted civil service scheme.

Volunteering Matters, a national volunteering and social change charity in the UK, finds that companies look first for the business case to justify volunteering typically with team-oriented hands-on activities. Later, their attention shifts toward social impact, with more skills-based projects and deeper partnerships with NGOs. Companies increasingly keep track and publicize the number of volunteers engaged and volunteering hours accumulated.

Italy

In Italy, corporate volunteering is still an incipient practice led mainly by Italian offices of multinational companies with a social day

as the typical volunteering action. Although some companies are now considering programs that include clients, suppliers and families, corporate volunteering remains strongly “corporate,” taking place mostly during working time and with only employee participation.

A Fondazione Sodalitas study on corporate volunteering in Italy considered both the business case in 2018 and the social case in 2019² and found 61% of the 126 companies interviewed were doing some corporate volunteering activities. Of these, 50% were foreign companies, and interestingly, 19% of them had less the 50 employees. The research showed the strongest underlying motivation to volunteer is a desire to contribute to the community; half of the 126 companies interviewed said it helps boost the company’s reputation. Internal reasons, namely, strengthening employees’ connections in the community was listed as an objective for 47% of the companies; and improving employees’ skills was indicated as relevant only for 14%, suggesting external motivations clearly predominate over internal ones.

2. Fondazione Sodalitas 2018 and 2019

Spain

Corporate volunteering in Spain experienced significant growth between 2000 and 2010, with the first Spanish corporate volunteering platform launched in 2004 and the first International Corporate Volunteering Congress organized in Valencia in 2008. Then, between 2010 and 2020 corporate volunteering saw greater professionalization with the introduction of university courses on corporate volunteering, an increasing offer of trainings on corporate volunteering management and very active research and associative movements.

In addition, corporate volunteering was included in the Spanish Volunteering Law (2014). Its purpose: to induce more volunteering and also to recognize what was already established. Spanish law, unlike the Anglo-Saxon practice, stipulates that corporate volunteering should take place outside working hours. However, companies are allowed and encouraged to introduce paid leave hours and days for volunteering activities.

Spain has seen a shift in corporate volunteering leadership. Programs traditionally managed with the corporate social responsibility (CSR) department or the corporate foundation are now increasingly housed in human resources departments. The next challenge will be to work on the social case and prove that corporate volunteering can have an impact beyond fundraising for the social sector. Improved training of corporate volunteer managers and better measurement methodology will be essential to achieving this goal.

France

In France, volunteering is one of the pillars of nonprofit associations. Of the 1,300,000 active associations, 88% of them are run exclusively by volunteers. The mobilization of new volunteers, the loyalty of those already engaged and the renewal of volunteer leaders are critical issues for the sector. French presidents have long insisted on the need to promote and facilitate volunteer engagement, especially among active workers. In 2014 – designated as the year of volunteer engagement -- 61% of French companies included skills-based volunteering in their programs.

Government policies in France offer tax breaks to encourage corporate volunteering for all French companies that make employees available to an NGO for a period of one to two years.

Russia

In Russia, a 2020 national study³ of 300 mid-size and large companies showed 70% of company representatives surveyed are implementing corporate volunteering programs. Roughly one-third (35%) of them started implementing programs more than 10 years ago. Corporate volunteers are typically interested in small-scale initiatives, aimed at increasing the quality of life of particular beneficiaries. Popular activities include mentoring children from orphanages, regular communications and visits to elderly people in nursing homes and pro bono assistance to human rights non-profits.⁴ Companies engaged in corporate volunteering cite their primary motivation as improving society as well as improving their company image.

3. <https://old.wciom.ru/index.php?id=236&uid=10640>

4. See mini report on corporate volunteering in Russia

Challenges to corporate volunteering in Russia remain. There is a significant power-imbalance between businesses and non-profits that execute the volunteer opportunities. There is also a need to build a strong infrastructure to support volunteering and to make it a visible, valued and sustained part of the society. Furthermore, companies that do not implement corporate volunteering programs are more likely to believe that they do not need them. Companies cite concerns over program costs and a lack of information as to how to launch volunteer programs as the primary reasons why they do not have them.⁵ (See the mini report on Employee Volunteering in Russia.)

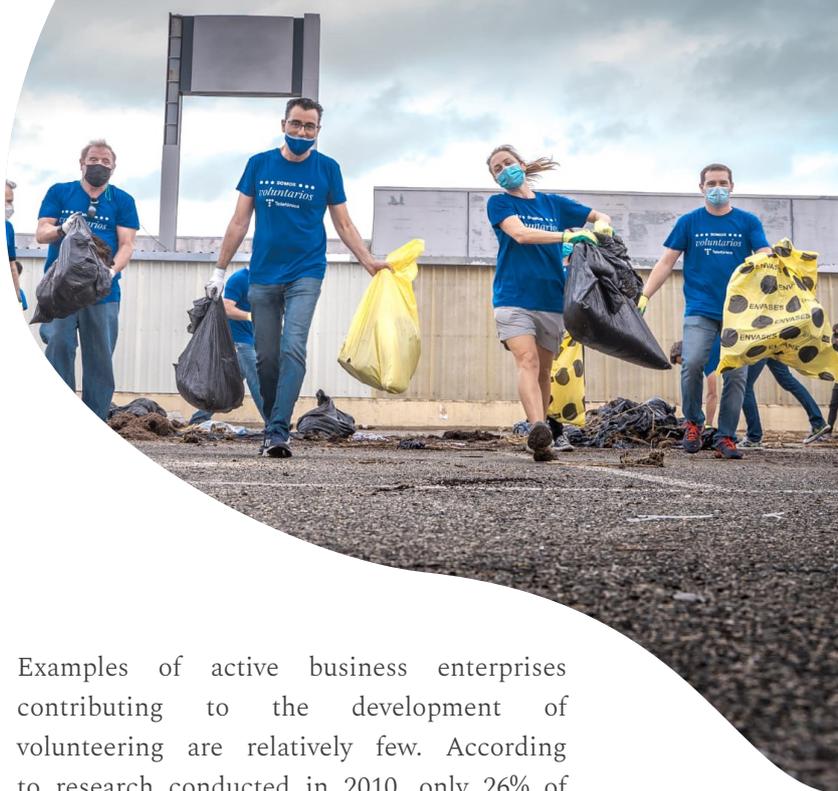
Lithuania

In Lithuania, the concept of volunteering is complicated. After the country's loss of independence in 1940, the Soviet Union started to restrict volunteer initiatives. "Volunteering" activities became obligatory for all citizens. Compulsory "voluntary" activity contradicted the essential idea of volunteering and ruined the foundations of genuine voluntary activity. The strict Soviet control over people's lives greatly inhibited voluntary initiatives and increased individuals' lack of trust in each other, especially strangers. Suspicion and doubts about people's sincerity remain an obstacle to volunteering: According to information from research carried out in 2005, only 17% of Lithuanians consider people to be sincere, trustworthy and benevolent. After gaining independence in 1991, citizens remained scared and suspicious about volunteering, although thanks primarily to the efforts of churches and religious organizations, volunteering gradually became more popular.

5. Et al

6. The Tiltas Trust and The British Embassy Vinius (2012).

Telefonica, Europe



Examples of active business enterprises contributing to the development of volunteering are relatively few. According to research conducted in 2010, only 26% of respondents stated that their employer or teaching institution had encouraged volunteer initiatives or that they were offered paid days off for volunteering.⁶ The Socialinis Veiksmas ("Social Action") NGO explains: As a first experience, many companies in Lithuania prefer short-term activities and to volunteer within a team. After this first experience, they are most likely to commit to longer-term projects or to build a relationship with an NGO.

Poland

Poland's changing approach to growing employee volunteer programs – albeit in most cases, not intentional – is two-fold. First, there has been an increasing number of company conferences emphasizing the possibilities and value of employee volunteer programs making them more popular and visible to a larger audience. Second, on a national basis, schools have encouraged "doing good" from the start,

incorporating volunteer action projects as part of the education curriculum as early as kindergarten.

The narrative of volunteering in Poland has been shifting away from obligatory volunteering. Much like in Lithuania, “volunteering” was identified more with communism and socialism. During the socialist era, social actions were organized by the party or by the local government and were “social” only in name. Every citizen was required to participate and although people knew they were “doing things that were totally unnecessary, they did it because they had to.” The choice to volunteer was not voluntary.

Now, employee volunteer programs are on the rise, partly as a result of improving economic conditions in the country. Citizens have the time and energy to pursue a fulfilling experience in life, rather than working for subsistence. (For additional information see

the Employee Volunteering in Poland mini report.)

Germany

In Germany, prior to East-West unification in 1990, the development of the volunteering sector followed two distinctive paths. In the East, the former German Democratic Republic (GDR), much like in Poland and Lithuania, “volunteering” was controlled by the ruling party, quite different from practices in the West, the former Federal Republic of Germany (FRG). With the unification treaty between the two German states, the former GDR adopted the legal and institutional system of the FRG in October 1990. Since then, volunteering in Germany has taken on a new meaning and many new organizations and structures have been created.⁷

Despite its divided past, citizen engagement in Germany is widespread. Volunteers totaled 35 million in 2014, or 43.6% of the population over age 14. German law does not grant specific status to the volunteer; the relationship between volunteer and association follows the same codes as a relationship between employee and company, and the same regulations exist as those that protect employees. There is no specific legal framework for employees who volunteer, and no tax advantages are linked to corporate volunteer programs.

A recent study found that some 63% of German companies encourage employees to get involved, and the most common form

7. https://ec.europa.eu/citizenship/pdf/national_report_de_en.pdf



Linklater, Europe

of participation (80%) is financial donation, followed by donation in kind (70%). Only 37% of companies surveyed encourage their employees to engage in helping missions, while 56% of companies surveyed said they give time or leave to their employees so that they can commit to volunteering.⁸

According to leaders of the Berlin Social Academy (a consortium of large and small companies that collaborate to provide skills through their volunteers to nonprofit organizations), there are a lot of people engaging in volunteering across Germany in “classic” volunteer activities with long-established NGOs and, more recently, in activism and advocacy volunteering. Current volunteering trends in Germany are strongly driven by young people engaged in the *Fridays for the Future* climate change movement.

Social media influencers in Germany are helping nonprofits to become storytellers, increasing the organizations’ visibility and opening up a dialogue with potential volunteers. Vostel, an online platform for volunteers and non-profits across Germany, connects individuals with charitable organizations in need of support.⁹ Its leaders state that “as German companies and associations sometimes speak very different languages, they may need intermediaries to help them connect, especially as there is a growing demand on both sides.”

Netherlands

The Netherlands enjoys a relatively high level of volunteer engagement with around 40% of the Dutch population volunteering. Nearly every large company in the Netherlands

has a corporate volunteer program in place. Frequently, those active in corporate programs are also active volunteers outside the workplace. The 40% participation figure includes such activities as volunteering in one’s own sports association or for the sport association of one’s child.

The year 2021 marked the National Year of Volunteering Commitment in the Netherlands, launched with the motto “People Make the Netherlands.” A special focus was given to the role of the business community and corporate social responsibility, education and engagement of young people.

Currently corporate volunteer programs rarely include family members, friends or even customers in the volunteering program. However, companies are beginning to consider expanding to include the wider community in their programs.

Portugal

For the past 20 years, Portugal has experienced a considerable growth and awareness of CSR and corporate volunteering. Today, conscious of existing social inequalities and aware of the potential benefits and impact on surrounding communities, a majority of companies now organize volunteering activities for their employees. Initiatives with nursing and children’s homes and with animal protection organizations have been widespread. Recently, with increased concern for the environment, activities involving tree planting and forest cleaning have grown more popular with employees. In 2015, coincident with the United Nations adoption of the Sustainable Development Goals, Lisbon was appointed the

8. Vendredi, (2021).

9. Vendredi, (2021).



AXA, Europe

“European Volunteering Capital,” bringing a greater awareness of the role of volunteers to address the world’s challenges.

With the devastating Portuguese fires in 2017, employees from companies of all sizes plus individual citizens stepped up in major ways to help those affected. These activities brought a strong sense of solidarity in Portugal and helped bring a focus to volunteer actions. Skills-based volunteering continues to increase as companies have begun aligning their volunteering initiatives with their core business, thus allowing employees to share their technical know-how with nonprofit organizations.

Turkey

In Turkey, volunteerism has had a long history; however, corporate volunteering has started to gain support within Turkish companies relatively recently. The Corporate Volunteers Association (CVA) was founded in 2002 in Turkey, and at that point corporate volunteer programs began to become a part of corporate social responsibility (CSR) initiatives in the leading companies in the country. Initially, volunteer activities focused on helping others had been carried out through the informal initiatives of groups or individuals within the company.

Disaster volunteering took center stage in Turkey with the 1999 Izmit earthquake, and that helped to raise the prominence of the civil society sector. Charity fundraising runs became popular and made corporate volunteers’ involvement relatively easy.

Corporate volunteering in Turkey is moving from solely project-based activities to an embedded culture of purpose in more companies. Skills-based volunteering is increasingly used for talent and leadership development. At the same time, employees want to see their companies “take a stand” and they also want to participate in meaningful volunteering efforts.

Heightened attention on femicide in Turkey has increased focus on the need for gender equality. According to the Capacity Mapping Report of the Turkey Impact Council, half of the major companies surveyed said their volunteering programs focus on gender inequality.

Challenges and Opportunities

The development of volunteering, and specifically corporate volunteering, across Europe is influenced by the past and each individual country's unique culture, economy and politics. Although each European country has its own set of challenges, they generally share a common belief in the importance and increased need for volunteers.

The expectation is that employee volunteering will increase throughout Europe over the next five years. As previously stated, multinational companies are the first (and sometimes the only) organizations to encourage volunteer engagement, but more and more small and medium-sized companies are following suit and becoming increasingly active in the field.

The pandemic strengthened the practice of virtual and remote volunteering in Europe, as it did in many other parts of the world. Much of that seems likely to remain, even as face-to-face volunteering is restored. In addition to remote volunteering, new ways to encourage and convey

employees' social engagement are beginning to appear. Social-topic-specific "lunch and learn" sessions help employees better understand the realities on a range of issues. They can then add their voice to advocate for different positions, change their behaviors and buying patterns and also volunteer to support various causes or issues.

Also, partly as a result of the pandemic, companies increasingly recognize how volunteering contributes to employees' well-being and mental health. Likely there will be further research on this topic.

With natural and humanitarian disasters on the rise—including the extreme heat waves, floods and the war in Ukraine—potential volunteers see there is much to be done. Corporate volunteer programs can provide a way to harness and channel employee engagement and willingness to do something to help. Ultimately, the need for volunteers will always exist and can serve as a unifying force across differences and borders.

State of Health of Corporate Volunteering in Poland

By Monika Krol

Introduction

As a country, Poland's geographical borders have changed countless times over the past 1,000 years. A former socialist state, today's Poland is a place where modernity and tradition exist side by side. Today's strong and resilient society emerged from the former Soviet Union in 1989 and joined the European Union in 2004.

The Polish Tradition of Voluntary Action

At the beginning of its transformation from a socialist to a democratic system in 1989-90, a boom in citizens' initiatives occurred, beginning a renaissance of civic voluntary initiatives.

Between 1992 and 1997, the number of private foundations nearly doubled and the number of associations quadrupled. As 90% of the organizations were established after 1989, the Polish third sector is rather young. However, the social legacies of the previous regime have been difficult to root out within such short period of time.



BNP Paribas, Poland

Volunteering in Poland: Skepticism, Distrust and Bad Experiences

During socialist era, social actions were organized by the party or by the local government. They were “voluntary” only in name. Every citizen was required to participate. Although people knew they were doing things that were completely unnecessary, they did them because they had to. The choice to “volunteer” was not a choice.

Changing the narrative of volunteering was the first but not the only challenge corporate volunteering faced post-socialism. The volunteer movement had to be built from the ground up, challenging societal norms and pushing against old-fashioned ideologies in order to understand how to logistically organize people and around particular causes and actions.

There were, and in some cases continue to be, two main motivators to volunteer. First, there is the religious, primarily Catholic, motivation, based on the belief in “giving” and helping people who are “less fortunate.” The second is the “taking” motivation, driven mainly by nonprofit organizations and “volunteer centers” to engage young people, to use volunteering to gain new knowledge, have a new experience or make new contacts. Today, people see a volunteer as someone who *wants* to volunteer. Seeing the positive results of volunteering, they like it and have fun doing it.

Challenges

Rather than an enduring engagement, volunteering in Poland today, according to some, is an incidental phenomenon, triggered on special occasions, particularly Christmas.

In addition, the compulsory collectivism promoted under communism has left many Poles with lingering negative feelings toward NGOs. The general reluctance to be involved in collective action is still perceived as the main obstacle for the development of volunteering in Poland.

In some regions across Poland there remains a lack of knowledge of how to organize volunteers and misconceptions about volunteering. Sometimes it is seen as working for free and many people, especially the young, are afraid of being exploited by an organization. According to a national expert in corporate volunteering, some NGOs view volunteers as substandard and treat them poorly, leaving individuals with a bad experience and skeptical of volunteering in the future.

Who Are the Most Vulnerable – and Why?

Szlachetna Paczka (Noble Package) is a recognized NGO headquartered in Krakow. The organization's core objective for projects: to "help wisely." Direct support empowers selected families, individuals and the elderly who have suddenly found themselves in difficult circumstances by giving them the tools to start solving their problems on their own. Szlachetna Paczka, together with their corporate partners, which include **BNP Paribas**, **Kompania Piwowarska** and **CCC**, among others, engage volunteers to get to know the families, understand their stories and help personalize boxes with needed and wished for items in a dignified way.

The living situation of elderly people in Poland is quite difficult. Those aged 50+ lived for at least 30 years under a socialist regime. Today, many live alone, excluded from society and with little financial means.

The wish of one elderly recipient of Noble Package was quite simple. In her time of hardship, she wished to have one thing, cocoa, and found comfort in a simple cup of hot chocolate. In another example, for a family living in a small village, their list of needs included hens so they could have eggs and on occasion meat to eat. Volunteers donated 20 hens to the family and from time-to-time receive eggs from the family in appreciation for helping.

How Companies Are Influencing Volunteering in Poland

In the beginning, companies operating internationally in the Polish market – **Citibank** being the very first – were influential in establishing corporate volunteering programs by introducing knowledge and their best practices. In time, domestic companies recognized the possibilities of such programs and found the Polish way of volunteering. Today, according to The Responsible Business Forum,¹ the largest NGO in Poland that addresses the concept of corporate social responsibility, when Polish companies look to start a corporate volunteering program, they no longer have to look internationally for experience, people, knowledge and good practices.

According to a 2019 study by Forum Odpowiedzialnego Biznes (Responsible Business Forum), approximately 60% of volunteers who currently participate in employee volunteering programs started volunteering at their workplace. Only 30% of the

respondents declared that they had been active volunteers before they started their jobs. Every third respondent (32%) is currently an active volunteer also outside work. The majority (68%) of volunteers said that if they were to change their jobs, they would check if the potential new employer has an employee volunteering program in place.² However, the study's findings also show that people tend to become idle. An employee who was active before taking up a new job will become passive with time if his or her new company does not promote social engagement among its employees.

In contrast to some countries within the European Union, Poles are less likely to consider a company's employee volunteer program as a major deciding factor when considering a company they hope to work for. People still think about financial stability first when looking for a job.

1. <http://odpowiedzialnybiznes.pl/aktualno%C5%9Bci/responsible-business-in-poland-2019-english-summary/>

2. Responsible Business Forum study

CCC, Poland

"Action" Overload

Between 2008 and 2010, the most popular activities that opened the door to employee volunteering supported people in need: children, large families and people with long term sickness or disabilities. Also, there was a large concentration on volunteering at children's hospitals. Volunteers painted rooms or spruced up a corner library for sick children who often were far away from their parents. The most popular action that remains across Poland is carried out during the Christmas season when volunteers dress up like Santa Claus and buy presents for children from poor families, "giving them one special day of the year to remember."

The most common problem with these types of actions is the duplicity of work. There are cases where only one organization is running the event and children receive presents every two days due to the enthusiasm of *everyone wanting to do something*. Another challenge is that there often are not enough projects available, thus leading to repainting or renovating something that was done two months before. Projects thus are done to provide opportunities for people to volunteer, not because the work is needed.

Looking Ahead –the Future of Corporate Volunteering in Poland

Local NGOs and companies alike agree social responsibility is gaining popularity across Poland. Companies have begun to include it in their missions and goals. Another rising trend sees more and more companies asking employees what and where they would choose to volunteer and which social programs they are interested in. This is especially important with a younger labor market that is passionate and eager to engage in volunteering to make a direct impact on local communities.

Influences of Immigration: Ukrainian and Belarus Case

Currently, Poland is in a ‘labor market of the employee,’ meaning that a large percentage of the labor market is saturated by those considered as Generation X and between the ages of 40-50 years old resulting in a high demand for skilled laborers. Hence, as a country, Poland has decided to accept a large population of Ukrainians and Belarusians

into the country because of the cultural and language similarities which typically helps them acclimate more easily and feel a sense of acceptance and belonging. Organizations like the Responsible Business Forum are interested to learn more on how Polish companies plan to adapt their volunteering programs in response to this evolving employee demographic.

Companies Jumping Onboard

Along with national companies –namely CCC, Kompania Piwowarska and BNP Paribas – many other companies interviewed for this report are leading the shaping of corporate volunteering in Poland.

Fujitsu has had a long-standing relationship with Poland. Employees mainly volunteer in animal shelters. On a recent volunteer day in April 2021 to Schronisko Medor³ in Zgierz one employee from Fujitsu Europe Business Center in Lodz forever changed the life of Flea, a senior dog described as “unadoptable due to her fear of people.” The volunteer visited Flea⁴ at least twice a week for 17 months to train him. With the help of this one determined and committed

Fujitsu volunteer, Flea became ready for his “fur-ever” home.

Every year, Fujitsu employees take part in the Voluntary Days⁵ at Schronisko Medor in Zgierz, “to show their heart to pets in need” and support the shelter in caring for animals. During four meetings in February, which were attended by 18 volunteers, employees helped in taking dogs for walks, feeding them and helping in cleaning. Two employee volunteers continue to remain in contact with the shelter.

State Street Poland’s *Global Week of Service* first started in 2019. In addition to other activities across Europe, North America and Hong Kong, the program included a

3. https://www.facebook.com/schronisko.medor/about/?ref=page_internal

4. <https://www.facebook.com/FujitsuPoland/photos/a.552511638221251/1988746914597709>

5. <https://www.facebook.com/FujitsuPoland/posts/1967005676771833>

tree planting event. Since then, State Street employees have committed their time to clean-ups and initiatives with adults in need (Oplatek Maltanski, Annual Picnics for underprivileged and their families). They have also continued their tree planting activities with Environmental Sustainability Employee Network (ESEN), a company resource group, and health-related events with BeWell (Blood Donation Days, First Aid Trainings) across Krakow and Gdansk.

Credit Suisse Poland has more than 5,000 employees, working in two offices in Wroclaw and Warsaw. The company believes community and connection are fundamental to their work. The staff has worked with over 30 charity partners in a range of volunteering activities. In 2020, volunteers committed 12,895 hours of service in their communities.

Credit Suisse has supported Habitat for Humanity⁶ all around the world, including

in Poland, since 2009. In 2017, volunteers helped move forward the adaptation of an old office building into emergency housing for the Women's Rights Centre, an organization helping women and children who are victims of domestic violence. Thirty-seven employees from Credit Suisse Warsaw spent four days, a total of 222 hours, assisting in tasks such as wall preparation, the installation of floorboards and partition walls and painting.

In 2017, Credit Suisse committed to the Trash Hero@Work program, one of the most active environmental initiatives currently ongoing within the company. The Trash Hero⁷ initiative was first introduced to the company by one of its employees who saw the organization in action while on vacation in Thailand in 2015. She shared her passion with her co-workers and engaged groups of volunteers to clean the banks of the River Odra in Wroclaw over a period of three years, concluding each cleanup

6. <https://habitat.pl/en/our-partners/>

7. <https://trashhero.org/trash-hero-at-work/case-study-credit-suisse-poland/>





with an educational session to discuss the issues of waste and raise awareness of global environmental problems. In three years,⁸ the program has organized 30 cleanups in local communities, with the participation of more than 1500 employees collecting some 25 metric tons of trash to date.

In 2020, **CEMEX** announced its objective to expand its volunteering commitment in Poland. That year, a group of volunteers from the company's local materials department, built walking paths for the St. Kalikst Hospice in Tychy.⁹ They made paths of DECO decorative concrete so wheelchairs and hospital beds could move more easily.

Poland's corporate volunteer story continues to evolve. It has not been an easy task to neutralize decades of skepticism across generations. However, Poland has and continues to adapt to its changing environment, continuously struggling to balance two sides – one pushing away from her patriarchal past, tirelessly determined to build and step further into modernity, while the other side remains resolute to retain its rich culture and historical identity. There are countless causes in need of employee volunteers across Poland. With collective effort by NGOs, companies and energetic young people pushing it forward to reshape the volunteer narrative, corporate volunteering seems destined to continue its rise.

8. <https://trashhero.org/trash-hero-at-work/case-study-credit-suisse-poland/>

9. https://www.cemex.com/press-releases-2019/-/asset_publisher/sixj9tAnl3LW/content/cemex-announces-its-objective-to-expand-its-volunteering-commitments-for-2020

State of Health of Corporate Volunteering in Russia

By Irina Krasnopolskaya

Introduction

Note: February 2023 Update

This essay on corporate volunteering in Russia was written in 2021. With the outbreak of the war, Russian companies continued to promote employee volunteering against the background of a pro-volunteering government agenda and infrastructure support. However, the focus of corporate volunteering is currently on social, sports and environmental causes and steers clear of an anti-military or a human rights agenda. To date the volunteer programs have not been impacted by global sanctions although in the near term the aims and mode of corporate volunteering will probably change in line with the needs of Russians impacted by the invasion of Ukraine, along with further isolation of program managers in the global exchange of ideas on emerging and inspiring practices.

In many respects, Russia has created a remarkable enabling institutional environment for volunteer development. The Russian government and a number of governmental agencies focused on promoting volunteering among the population and youth particularly after the Sochi Olympic Games (2014) and the 2018 FIFA World Cup. These efforts comprise (1) a legislative infrastructure that supports and promotes volunteering, including of volunteer programs in national development plans with corresponding key performance indicators (KPIs), (2) a network of Resource

Volunteer Centers across the country to boost the organizational capacities of volunteer management, (3) the creation of a favorable public image of volunteering, including promoting an Official Year of Volunteering in 2018. These efforts contributed to around one quarter of Russians volunteering in 2021 (HSE, 2022).

The government's overall governmental agenda for development of volunteering includes obligatory KPIs for regional and local authorities for volunteering. These KPIs increasingly have forced authorities to promote and support volunteering infrastructure including corporate volunteering, and to seek partnerships with non-profits and corporations to develop and support volunteering projects. Previously, regional authorities focused on targeted charity assistance from businesses.

Compared with 2011, the non-profit sector has increased its professional and organizational capacities. A number of large non-profits in recent years have become partners for businesses in planning, implementing and assessing corporate volunteering programs and events.

New Trends and Patterns in Corporate Volunteering

Based on quantitative and qualitative evaluations, Russian corporate volunteering has developed significantly over the last decade. Distinctive characteristics include:

- ▶ *A gradual shift from targeted ad hoc assistance to a system of programs with planned social effects.* Several corporate volunteering programs have been designed in accordance with the United Nations Sustainable Development Goals, although SDGs are not a prevailing agenda across businesses. The share of corporate philanthropy with targeted sporadic assistance and in-kind help has trended lower and been replaced with strategic system programs. These programs are typically implemented in cooperation and co-production with employees, based on their initiatives and knowledge of local problems to be addressed. Local authorities and local communities are attracted while following implementation of the program. This process is relevant to most companies who professionally develop corporate social responsibility strategies. Those are mainly large-size corporations, both with Russian or international origins, from Moscow or regions, regardless of the sphere of production or service.
 - ▶ *Corporate volunteering programs focused on intensive educational and employee development.* Corporations increasingly have stressed an empowering environment for corporate volunteering, personal and professional development for employees through educational initiatives. Corporations aim to identify and support employees' initiatives in corporate volunteering, thereby establishing a base of loyal volunteers, capable of performing as managers and promoters of social (volunteering) projects.
- Educational initiatives include corporate schools of volunteering, courses of grant-writing and social project management, guest-lectures with non-profit leaders, on-line team-building sessions, etc. In addition to internal education programs, corporations and nonprofits are supporting opportunities for external university-based education.
- ▶ *A dramatic rise in virtual volunteering and online communication as a result of the Covid-19 pandemic and lockdown.* Corporations have reported a rise in the numbers of volunteers, although it is not clear whether the newcomers will stay. Online volunteering, along with traditional pro bono activities, complements offline support and beneficiary communication.
 - ▶ *Expanded development of skills-based volunteering in cooperation with non-profit brokers and online platforms.* Skills-based and pro bono volunteering have been granted much attention from companies, non-profits and employees in financial, retail and other non-mining businesses. Skills-based volunteering is organizationally supported and developed in collaboration with professional non-profits. In addition, several online platforms serve

as open databases, where non-profits and volunteers can find matching tasks. These platforms are organized either by non-profits or by governmental agencies.

The characteristics discussed above refer to the trends on the forefront of corporate volunteering. Typically, these are implemented by large corporations with sophisticated CSR

strategies, while the more traditional targeted assistance, in-kind help and episodic (event) volunteering is widespread and constitutes a significant share of corporate volunteering events and requests to non-profits. As there are no representative data on corporate volunteering across different businesses or regions, it is impossible to conclude the exact share of such trends across companies.

Increased Employee Volunteering to Support Particular Causes

The past decade has seen changes in the composition of supported causes resulting in greater emphasis on ecological agendas, volunteering for and with animals and stepped-up efforts to improve local communities and territories, along with event episodic volunteering. Selecting causes for corporate volunteering, in many cases has become less the role of head offices. Rather, employees suggest causes to support, based on their knowledge of local territories, often promoting projects that would otherwise be invisible to head offices. For

example, corporate volunteers might suggest programs to deal with an issue of homeless stray dogs or to renovate a road to the local cemetery.

Corporate volunteers typically are interested in small-scale initiatives, aimed at increasing the quality of life of particular beneficiaries – mentoring children from orphanages, regular communications and visits to elderly people in nursing homes or pro bono assistance to human rights nonprofits – to name a few examples.

Needed: Exploration of employee volunteering in local and/or mid-size companies

Formal corporate volunteering remains a practice predominately for large-size companies with an elaborate corporate social responsibility strategy regardless of particular region or area of production. Both federal and regional corporations develop corporate volunteering.

Meanwhile, regional branches of federal corporations usually have autonomy from head offices in the planning and conducting of corporate volunteering activities. Events such as company-wide volunteering days or weeks are not particularly widespread.

Significant Country-Specific Trends

- ▶ *Diverse involvement.* Volunteer programs among Russian companies span a wide variety of forms. Engagements include everything from in-kind support, charity and grant-programs to online volunteering, online team games, apps and digital platforms. Such a diversity of activities satisfies the intentions of employees, whether the impetus to volunteer is seen as a social or moral endeavor, entertainment, team affiliation or an opportunity for personal and professional development.
- ▶ *Professional organizational and advocacy support for corporate volunteering development.* Russia's National Council for Corporate Volunteering promotes visibility and corporate volunteering development among businesses, federal and regional authorities. The Council was established in 2014 and has more than 40 members and 47 regional branches to date. The Council works closely with businesses, is incorporated into federal business associations and partners with several Federal Ministries and Departments responsible for promoting volunteering across Russia. The Council holds an annual Corporate Volunteering Conference and an open Championship of Good Deeds; it also established an official Day of Corporate Volunteering (since 2020), together with the Ministry of Economic Development.
- ▶ *Inter-company cooperation.* Companies with established corporate volunteering programs tend to develop partnerships with other companies for cooperative events or programs. In most cases, these collaborative volunteer programs refer to episodic volunteering.

The Influence of Government Policies and Regulations

Russia's government policies do not regulate corporate volunteering directly and do not establish KPIs in corporate volunteering. However, federal and local authorities are generally open to collaboration and the promotion of corporate volunteering initiatives. For instance, a federal Day of Corporate Volunteering (est. 2020) was the

result of cooperation and good-will between the Ministry of Economic Development and the National Council of Corporate Volunteering a nongovernmental organization. Tax incentives for those corporations that donate to non-profits was introduced for the first time in 2020 and might lead to a real breakthrough in corporate philanthropy and social responsibility.

Key Problems of Corporate Volunteering

Corporate volunteering is perceived as an ultimately positive practice, good for employees and beneficiaries. The negative effects of corporate volunteering, its side effects on participants, beneficiaries and social outcomes are rarely reflected upon or discussed in public. Businesses generally do not consider the ethical issues of corporate volunteering. They do not discuss the ethical dilemmas in communication with and about the beneficiaries, nor about employees or non-profits, nor about the economic and social outcomes of corporate volunteering. There is very little assessment of the economic and financial costs of volunteering.

Corporations perceive non-profits as guides to the social field and those who will help to establish relationships with public sector entities such as hospitals or nursing homes. As a rule, non-profits have their own volunteers

and perceive corporate volunteering as an investment in future corporate donations. As a consequence, they may be more likely to accept unfavorable terms. There remains a power imbalance between businesses and non-profits. As for now, corporate volunteering is often a disadvantageous practice for non-profits with significant time, human and organizational expenses.

Businesses, generally, are not interested in whether nonprofits are satisfied with the collaboration. Feedback is collected mainly in person, not on a systematic basis, and not anonymously.

Should employees be given paid time off for volunteering? Discussions on this are taking place in corporations. Currently very few organizations offer paid time off for volunteer activities.

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Irina Zhukova	National Council for Corporate Volunteering	The Council unites corporations with the aim of promoting and developing corporate volunteering.
Vladimir Khromov	Union of Volunteer Organizations and Movements	The organization unites volunteer organizations and focuses on the development of social volunteering. It also provides organizational, educational and practical assistance to volunteer organizations.



State of Health of Corporate Volunteering in Latin America

By Iraida Manzanilla

Introduction

Latin America as a geographical region comprises 33 countries, including Mexico in North America, 20 countries in Central America and the Caribbean and 12 countries in South America. Fine-tuning the concept, we will focus here on countries that share an Iberian cultural heritage and languages stemming from Latin: Spanish and Portuguese. This set of countries, frequently referred to as Latin America, also includes French-speaking Haiti and differentiates itself from English or Dutch-speaking countries.

Very few academic studies have been undertaken on the topic of corporate volunteering in Latin America, although some universities (Anahuac University in Mexico, San Martín University in Argentina, San Ignacio de Loyola University in Peru, and Simón Bolívar University in Venezuela, to name a few) offer courses and diplomas on corporate social responsibility (CSR) taught by professionals from the field.

What motivates Latin Americans to volunteer owes much to ancient traditions among its varying communities. Religious backgrounds, namely Catholic as a result of Spanish and

Portuguese colonization, has long helped to raise awareness of the needs of vulnerable groups (children, elderly, homeless) and bring attention to critical situations involving hunger, illnesses or natural disaster. In many instances, people who volunteer do not recognize themselves as volunteers. Generally, however, those who do volunteering through NGOs, universities and businesses, acknowledge themselves as "volunteers."

To understand the challenges faced by companies and their corporate volunteering programs, it is important to consider the key economic, social and environmental elements of each region. Some 20 countries may share noteworthy similarities; but because of linguistic, ethnic, social, political, economic and climatic differences, the inhabitants of each country will likely be subject to dissimilar developmental influences.



Despite notable advances in Latin America's corporate volunteering programs and strategies over the past decade, many seem to have stopped or faded, in part, as a result of the economic recession of recent years. Several analysts point out other important common factors:

- ▶ Institutional crises stemming from growing mistrust in public institutions,
- ▶ Increased social vulnerability as large numbers of families relying on informal, unstable jobs have found themselves without social protection and
- ▶ Low productivity in economies fundamentally dependent on the export of commodities.

Socio-political crises also have affected not only private sector performance, but also that of social or non-governmental, non-profit organizations.

Confronting Complex Realities

Latin America has been defined as the most unequal region in the world. Governments, companies and civil society have dedicated considerable efforts toward reducing this inequality, focusing predominantly on issues such as hunger, unemployment, gender equity, health and education.

The environment also matters a great deal, particularly in regions vulnerable to natural disasters such as earthquakes, floods and hurricanes which frequently hit the Caribbean countries. High population density in the areas where disasters occur most often intensifies the need to improve prevention and risk management practices.¹

One socio-demographic factor historically has long affected much of Latin America and increased considerably in recent years: migration between countries. According to the United Nations Development Program, "The migration landscape in Latin America and the Caribbean has changed rapidly in the last decade. Between 2010 and 2019, the number of immigrants in the region increased by 66%, while the number of emigrants increased by 26%. Some 42.7 million people live outside their country of birth. This is mainly due to Venezuelan migration, which is not going to disappear anytime soon."²

1. bancomundial.org

2. undp.org



Identifying Regional Tendencies

Corporate social responsibility and corporate volunteering programs in Latin America vary widely. But generally, they focus on five areas: meeting basic needs (food, housing, healthcare), strengthening people (education, entrepreneurship, training, empowerment of women, labor inclusion, digital inclusion), bolstering community development (including expanding citizen participation and shoring up social entities), facing up to climate change and increased frequency of natural disasters and more recently, attention to migrants.

Trends and patterns emerging from this study suggest most companies, whether of local or transnational origin, have identified the contribution of their volunteer programs with the United Nations' Sustainable Development Goals (SDGs). They incorporate them into their business strategies and aim to strengthen their achievements from the perspective of social responsibility and sustainability. Consequently, corporations generally seek to align their employee volunteering programs with those SDGs identified specifically as priorities within their companies.

The majority of corporate volunteering programs focus on fundraising for various causes and hands-on volunteering.

Typically, transnational companies generate their strategies from their headquarters and provide guidelines for action; then local teams implement the programs, taking into account the laws and regulations of each country and the culture and characteristics of each location to ensure the relevance of the proposed activities. Companies in this category interviewed for this research include **Fundación Telefónica**, **CEMEX** and **Grupo Terra**.

***In some cases, a local proposal is developed and by demonstrating its success and replicability, it becomes part of the global strategy and program. This is true in the case of *Games for the Good of Fundación Telefónica* in Brazil. **Grupo Modelo** initiated its volunteer platform and opened its program to the public in Mexico; it was then incorporated by other AB InBev companies throughout Latin America.*

Finding the Right Focus

There are various examples of volunteering in which resources, services, hours of work and training are given to vulnerable populations who need them. Under this approach, the activities are designed from the perspective of the well-resourced experts. This top-down approach is considered philanthropy.

Program development from any another perspective – in effect, from the bottom up – has been gaining strength. It is designed to include the "other" in the analysis, design and decision-making of the actions to be carried out. The "other" is invited to be an active agent in the search for solutions to achieve a common good. This implies developing activities designed together, recognizing and valuing the perspective of the communities, their priorities, their knowledge and their abilities. This approach involves the collaboration and strengthening of citizen participation. It involves inviting volunteers to propose solutions and be co-designers together with members of the community or organization with which they are going to work.

Both approaches are necessary. They are not exclusive; rather, they respond to different possibilities and environments. Ideally, they can complement each other. Different companies may favor one over the other; some employ both.

For example, in service companies, it is more common to find corporate volunteer programs for specific activities involving a few hours,

projects that can be carried out for a single day, such as: conditioning of spaces, health days, storage and distribution of food or school supplies, beach cleaning, etc. Typical of this type of program is **Banco General's** *Vecinos en Acción*. It is also common to find activities based on volunteers' skills such as programs offering education/training to specific populations (young people, women, seniors). **Ultramar** and **Belcorp** for example, each have programs mentoring young people to continue their studies. Other companies advise organizations on institutional strengthening, and in these cases, the commitment can be medium or long term. **Disney** employees utilize skills-based volunteering to help bolster the operations of non-profit organizations.

In companies that have plants or factories in different locations, more participatory processes are generated with neighboring communities. Because proximity with community actors is greater, there may be more possibilities for joint work in the medium and long run. This requires an ad hoc structure, with the formation of local committees that have the necessary technical and methodological support to develop actions with the community. In this case, some skills such as empathic listening, teamwork, leadership and conflict management are very relevant to achieve agreements and develop actions successfully. **InterCement**, **Cargill** (*Cargill Care Councils*), and **Polar** (*Polar Local Volunteer Committees*) operate this way.

Cross-Cutting Trends

In addition to the question of focus, it is important to highlight some cross-cutting trends in the different ways of building solidarity and commitment among volunteers. Many companies are searching for how to have greater internal and external impact with their volunteer programs. This has strengthened efforts to develop opportunities for volunteer action based on skills --in the broadest sense – so that volunteer talent and experience can best be put to use in the service of others. Frequently, this gets translated into short-term actions (for example, conferences, talks, specific interventions, consultations, etc.) or medium- and long-term commitments (training, guides, consultancies, project follow-up, serving on the boards of directors of non-profit organizations, etc.) It is worth highlighting the example of BELCORP whose volunteers train women entrepreneurs and also help young people to find employment. Topics such as entrepreneurship and financial training involve volunteers according to their ability to train, mentor, coach and support projects.

COVID-19 has given rise to another cross-cutting trend: virtual volunteering. Such programs, often initiated as an emergency response, can be understood as solidarity actions that use technological tools and the Internet to carry out a program's objectives. Until recently, virtual volunteering was considered simply one more opportunity to be developed within a portfolio of corporate volunteering activities. Some companies had



already incorporated this modality prior to the pandemic. Technology and communication companies, such as Fundación Telefónica, DIRECTV and Disney, were better able to mount an immediate response. Others found themselves challenged by the emergency but have developed virtual volunteering options. This modality will continue to be strengthened in those sectors with access to the tools and connection platforms that allow them to communicate with volunteers and with the people and organizations to which they want to direct their attention.

As has happened with teleworking, the digital transformation accelerated by the pandemic brought great challenges for volunteer managers, not only in terms of resource availability or limitations (that is, having the right technological platform, connectivity, digital tools) but also in terms of volunteer communication and coordination and the options that could be offered online. Today there remains a great disparity among communities and social entities across Latin America in terms of technological resources to establish the connection with online volunteer activities.

Collaborating to Meet Particular Needs

In some countries of the region, the past decade has seen companies increasingly working in collaboration with NGOs and governments to serve specific populations or address a common cause. In this sense, the umbrella organizations of the business world have played very important roles in terms of coordination, execution and evaluation. In Colombia, the National Association of Industrialists (ANDI) organized awareness actions. These were then followed up by volunteers from different companies in vulnerable areas and remote areas of urban centers, allying with civil society organizations and local governments, all inspired by a felt need for peace building.

In Venezuela, under the leadership of the Voluntary Dividend for the Community (DVC) and the United Way, different companies have

come together to provide food to children who attend early childhood care centers. These actions helped to supplement children's diets and prevent malnutrition in an important stage of brain formation. Corporations in these instances have not only donated products and financial resources, they have also brought in their own logistics expertise and employee volunteers to bring the nutrition program to areas beyond major urban centers of the country.

DirectTV also developed a collaborative model to meet particular local needs after a natural disaster. Each year, DirectTV brings employee volunteers from several countries to work together at a selected site with local NGOs, government, private foundations and other companies.

On the specific issue of human rights, companies have collaborated to strengthen the capacity of different groups – working with young people, for example, to avoid school dropout, prepare for employability and, more generally, support public education. **Fundación Itaú Social** and CEMEX have been particularly active in this capacity. As stated previously, Belcorp has been helping to empower women and promote entrepreneurship. Banco General provides direct care to older adults, while Fundación Telefónica programs seek to bridge the digital divide.



Banco General, Latin America

Toward More Professional Management

Companies in Latin America have been seeking to professionalize their volunteer management teams. The number of social science graduates responsible for corporate volunteer programs continues to grow. Often, they make up interdisciplinary teams with specialists in communication, finance and marketing as well as social and organizational development. Where necessary, they incorporate expert consultancies from NGOs for specific topics and continually analyze program results, sometimes as graduate school business cases. Impact measurement remains challenging at a general level, owing to methodological issues and insufficient resources.

For example, the programs of Fundación Itaú Social, are developed by the *Mobiliza Itaú Committees*. Itaú's committees comprise volunteer and retired employees. They then train volunteers and provides methodological tools necessary to successfully manage actions at the local level. Planning, organization and communication – the most important functions and responsibilities – are assigned according to committee members' profiles and abilities. Fundación Telefónica's *Solidarity*

Challenges program offers another example of methodological support for work teams formed around a social need. This form of volunteer management is also called “Intra-entrepreneurship”

Some of Latin America's more mature corporate volunteer programs focus on the formation of citizen awareness, with employees deliberately taking on activities within the communities in which the company operates. This is of particular importance within the region, since culturally, it is taken for granted that the problems of society are the responsibility of governments or churches. Citizen awareness translates into knowledge and compliance with the laws and regulations of each country. The sense of co-responsibility in development of volunteer programs is relatively recent. It has become more evident with the United Nations 2030 Agenda, and now is featured as an underlying objective in many volunteer programs. As mentioned previously, the joint construction of solutions, through local committees, develops a sense of co-responsibility, not only in those who volunteer, but also in the beneficiaries of the organizations and communities served.

The Future of Corporate Volunteering in Latin America

Most of the interviewees from companies, regional NGOs, business organizations and academia agree Latin America holds great opportunities for continued development of corporate volunteering initiatives. They emphasize the importance of communicating the purpose and shared values to help ensure programs are well-constructed, impactful and appealing to employees.

Although alignment with the SDGs inspires corporations to design social development initiatives, programs focusing on unmet basic needs as well as activities providing immediate response to natural and humanitarian disasters continue to help sustain volunteer interest and generate solidarity.

As a consequence of the pandemic, education and health will remain fundamental areas of attention and health prevention programs seem likely to spawn important new initiatives. Other programs can be expected to underscore the importance of climate change and care for the environment, moving from specific actions to medium- and long-term programs.

As program management seeks to maintain and develop initiatives that add value to companies and thus demonstrate the strategic nature of corporate volunteering, expect continued professionalization of volunteer coordinators. Local teams or committees are likely to play an increased advisory role to company management teams. The importance of offering training and project management tools to employee volunteers will help to encourage participation in the design, management and evaluation of projects. Developing and enhancing alliances with NGOs and communities will remain critical, as will effective internal and external communication. Given the economic crises generated by the pandemic, controlling operating costs will require much greater attention and creativity.

The digital acceleration that has led to increased investment in technology platforms supporting management teams should improve the coordination of remote activities and create greater capacity for data management and evaluation of programs. Measuring program impact will continue to be a challenge.

Challenges for Corporate Volunteering in Latin America

- ▶ Limitation of face-to-face volunteering due to the pandemic, which is a very significant for Latin American culture.
- ▶ Economic, social and political crises in most countries.
- ▶ Recurrence of natural disasters.
- ▶ Complex humanitarian emergencies as a consequence of migration between countries.
- ▶ Incorporation of the new generations who have interests and their own ways of approaching their participation in development, characterized by the search for a purpose related to their interests and by the immediacy of technological applications.

State of Health of Corporate Volunteering in Venezuela

By Iraida Manzanilla

A Country Once Known as Rich and Prosperous

The first manifestations that come near to what we know today in Venezuela as corporate volunteering were inspired by Catholic traditions and by models of philanthropy as practiced by foreign companies and foundations present in the mid-1950s. These included Shell, Creole Petroleum (a subsidiary of Standard Oil of New Jersey which now is ExxonMobil) and the Rockefeller Foundation.

In addition to contributions toward developing infrastructure in education, health and housing, the senior executives and business owners founded or served on the boards of directors of the first nonprofit civil society associations created in the nascent democracy in the late 1950s. In some cases, companies supported secondment of employees to implement social projects and to take on responsibilities in the public sector. This represented the private sector's contribution to the social development of the country.

In the 1960s, the companies took on broader roles, forming associations among themselves for different purposes. The most significant of the alliances they built was the creation of the Voluntary Dividend for the Community (DVC). This joint effort financed social projects of great importance to the country, with member companies contributing between 1% and 2% of their profits. This concept of corporate social responsibility (CSR) in Venezuela served as a model for creation of the Philippines Business for Social Progress (1971) and Dividend for Colombia (1998).

At the same time, the employees of the nationalized oil companies created associations to support social projects and to organize their workers to do volunteer work. They also formally offered the option of volunteer work in their pre-retirement programs.

Civil society also grew stronger with the creation

of associations to give attention to social problems linked to the care of the vulnerable population (children, youth and the elderly) and to basic issues like health and education. In 1958, the first umbrella organization in the country was created, the Federation of Childcare Institutions (FIPAN). Its mission: to strengthen its member organizations. One of its areas of action was to train the volunteers of their member NGOs. In 1995, FIPAN began the first training workshops to offer the option of corporate volunteering in pre-retirement plans and to develop volunteer programs in public and private companies.

One of the public companies participating in the training workshops, **Petroquímica de Venezuela S.A. (PEQUIVEN)**, in 1977, implemented a community development

program in the area surrounding the Petrochemical Complex in the eastern part of the country through support of joint ventures. They created a volunteer program called “Neighbor and Friend,” equipping and improving the infrastructure of schools, improving community health services and constructing houses for a small community.

Since 1998, companies and non-profit organizations have met to exchange experiences related to corporate volunteering. In the academic world, universities such as the Universidad Metropolitana and Universidad Simón Bolívar have begun Diplomas in Corporate Social Responsibility, in which corporate volunteering is included as one of the key CSR strategies.

A Country in Complex Crisis

To put into context the state of health of corporate volunteering in recent years, reference must be given not only to the consequences of COVID 19, but also to the political and economic reality faced by companies and citizens in general across the country.

Venezuela is a very difficult country to explain in the 21st century. The country has suffered the loss of civil, political, legal and economic guarantees for more than 20 years. The result: It now occupies one of the last places in economic development in Latin America.

We start from the premise, endorsed by the United Nations system, that Venezuela is going through a complex humanitarian crisis, where all rights have been violated. Research, the National Survey of Living Conditions, Encuesta Nacional de Condiciones de Vida) (ENCOVI), was conducted between November 2019 and March 2020 by the Institute for Economic and Social Research (IIES) of the Andrés Bello Catholic University (UCAB). The data from this survey indicate that Venezuela in terms of poverty and malnutrition ranks as the poorest country and the second most unequal country in Latin America behind Brazil. According to the report, multidimensional poverty (related to indicators such as education, standard of living, employment, public services and housing) affects 64.8% of households in the country.

Additionally, according to The UN Refugee Agency (UNHCR), “Venezuela is the country with the second most displaced persons in the world. Some 5.4 million Venezuelans are distributed throughout the world as refugees, migrants and applicants for asylum.”

Adapting to Local Reality

Since the change in its political model in 1998, Venezuela has lost all the conditions that support progress, prosperity and peace. Considering this scenario, companies have faced extreme difficulties, and the consequences of the pandemic have significantly worsened their operations. Still, however, the social commitment of local companies to their workers and the country has not disappeared.

At present, national companies have developed their own volunteer programs, and transnational companies have adapted their global programs to the local reality. The main corporate volunteering initiatives reflect the following trends:

- ▶ **Starting at home.** This means taking care of the workers themselves and their families through solidarity initiatives "indoors." These include information on COVID 19 and biosecurity measures; emotional support in the face of confinement through social networks; strengthening of family capacities in terms of family finances, entrepreneurship, school reinforcement and mentoring for the children of workers.
- ▶ **Rationalizing expenses.** Companies

have endeavored to make maximum use of internal corporate resources and avoid the contracting of services from external providers.

- ▶ **Focusing on the basics.** Extra attention has been given to basic food and health issues, through the collection and supply of food to vulnerable groups through alliances with churches and NGOs and to medicines and biosafety kits for public hospital personnel.
- ▶ **Joining forces.** Multi-business, collaborative volunteering has offered opportunities for greater volunteer impact.
- ▶ **Skills-based volunteering.** Through online workshops and conferences designed and facilitated by volunteers according to the needs of different audiences, corporate employees have found ways to enhance their own technical and professional skills, while mentoring others.
- ▶ **Finding positives amid the pandemic.** Micro-volunteering using social networks has enabled targeted distribution of relevant information and emotional support.

Highlights of Key Initiatives

Multi-business volunteering. It is worth noting the joint effort of several companies coordinated by the Voluntary Dividend for the Community (DVC), a partner of United Way. An umbrella organization with a history of 57 uninterrupted years, it brings together large, medium and small companies. The

opportunity arose, through meetings with its members, to generate collaborative corporate volunteering initiatives. This began before the pandemic as a need of companies, seeking to complement capacities and resources, as well as to generate a greater impact with their volunteer actions.

In these activities, large companies with established volunteer programs joined with medium and small companies. For example, in the month of March 2021, inspired by SDG # 6 – Clean Water and Sanitation – and in celebration of World Water Day, companies such as **P&G, Cargill, Fundación Telefónica, Empresas Polar, Empresas PMC, PepsiCo, KPMG, Mini Bruno, Acqua Fontana, ARS DDB**, and **Turismo Masso** came together to design and carry out educational activities (talks, forums, trainings) and recreational activities (making kites, painting a community mural), all focused on water conservation and purification. In addition, they constructed ecological sinks with the communities and taught the importance of hand washing to avoid diseases and help prevent Covid 19.

Skills-based volunteering. KPMG Venezuela, focusing on SDG # 4 – Quality Education – offers opportunities to its volunteers to work with people over age 16 to develop technical and personal skills through training workshops on topics related to KPMG's business. The company also offers pro bono services to NGOs, providing advice for solving strategic issues of the internal management of organizations. In addition, KPMG employees participate on NGO boards of directors, contributing their talent for decision-making. Some volunteers mentor university students, helping them develop their technical skills and identify their

personal and professional goals. In alliance with Junior Achievement, the volunteers promote entrepreneurship with high school youth.

Micro-volunteering. Empresas Polar is a Venezuelan industrial corporation with business activities encompassing food, alcoholic beverages, soft drinks and mass consumption products through its subsidiaries Alimentos Polar, Cervecería Polar and Pepsi-Cola Venezuela. The company offers a portfolio of more than 20 volunteer activities for each locality to select from according to their reality and their resources. Because of the pandemic, it also has developed a micro-volunteering plan using social networks through smartphones to disseminate relevant information not only on Covid 19 and the biosecurity measures recommended by the World Health Organization (WHO), but also on how to cope with the consequences of confinement. They have shared emotional support to help people face uncertainty and confinement. They also have provided information that facilitates improved family finances, home schooling activities and recreation in times of pandemic. The multiplier effect of the networks has allowed them to have a greater influence through their “digital volunteers.”

The companies that give life to the country have demonstrated their social vocation and spirit of solidarity. They remain active even without earning the expected profits and, in some cases, even finance their operations with the equity of their shareholders or with the operations that they have been able to develop in other countries. This supports the conclusion that "Venezuela is a rich, poor country" – rich for its people and resources, poor for its political and economic situation.

A stylized map of North America, including Canada, the United States, and Mexico. The landmasses are rendered in a solid orange color, while the surrounding oceans and seas are shown in a light blue color. The map is positioned in the upper half of the page, with a large, light orange curved shape overlapping its bottom edge.

State of Health of Corporate Volunteering in North America

By Sarah Middleton

Introduction

By all accounts, corporate volunteering began in North America more than a century ago. One of *the* first, if not the first, program was the American Telephone and Telegraph Pioneers launched in 1911. The earliest group of volunteers included the inventor of the telephone, Alexander Graham Bell. Early initiatives focused on community service particularly the needs of children, and later leveraged employees' technical skills to, for example, develop a talking baseball to enable the visually impaired to actively enjoy the sport. In the same decade IBM President Thomas J. Watson Sr. challenged employees to share their time and talents with their communities, introducing a culture of community service within the company.

Fast forward to 2019, when the Business Roundtable issued a new “Statement on the Purpose of a Corporation” signed by 181 US CEOs who committed to lead their companies for the benefit of all stakeholders – customers, employees, suppliers, communities and shareholders. Since then, the concept of “purpose” has been invoked repeatedly to explain a rise in corporate involvement in communities, particularly through volunteering.



North American Issues

Corporate volunteering in North America has grown significantly over the years alongside a rapidly changing world. In recent years there has been intense social, economic and political disruption in North America, and this has helped set the tone for a specific sort of employee volunteering in the region. While COVID-19 stands out as a catastrophic global event, there has also been significant political discord in the US, plus natural disasters such as wildfires, floods and hurricanes across the continent. Add to that rising economic inequality and racial injustice. And while the US has much work to do to repair broken relationships with native American tribal governments, Canada is working to advance reconciliation with its Indigenous Peoples.

North American companies have been wrestling to define volunteer policies in the current environment. Is joining a protest march corporate volunteering? Employees want their companies to take a stand. Corporate compliance and risk officers aren't so sure. How to weave social activism and advocacy into a volunteer program will be an enduring challenge for many companies.

Beginning in 2020, The pandemic sent employees home to hunker down and try to balance work and home life on a full-time basis. Volunteer leaders innovated like never before to provide volunteer opportunities, and in doing so offered employees an outlet for the desire to act in the face of so much uncertainty and need. A number of companies have indicated they will offer employees the

opportunity to continue working from home – or anywhere – part time or full time. What will this do to corporate volunteering? It may be harder to organize employee in-person events with a more dispersed workforce, or volunteering may simply take on a different shape. Regardless, virtual volunteering will be a stronger component of volunteer programs.

The changing climate – and the havoc it is creating -- has caught the attention of many employee volunteers. For this research, global corporate volunteer leaders were asked about where employees most often want to volunteer beyond their signature programs. Environmental volunteering was the most frequent answer in North America. Employees urgently want their companies to “do something” when it comes to natural disasters. Most often the response is a grant-matching scheme, a chance to work with the local Red Cross or an organization equipped to put individual volunteers to work such as All Hands and Hearts. Some companies, including **UPS, Microsoft, Google**, and others, employ their specialized skills and assets to mount unique and highly effective responses. (See the “Disaster Volunteering,” chapter in Part 1, *Corporate Volunteering for a Post-Pandemic World*.) Climate disruption is also creating more migrants and refugees and will continue to do so. Some employee volunteers are beginning to work on disaster preparedness activities in their communities. The need for volunteer action in North America and across the world will not end anytime soon.



Forces Shaping Corporate Volunteering

Even as employee volunteer programs are striving to address current issues, corporate volunteering as practiced in North America has become more sophisticated and widespread. Today, it would be difficult to find a global company based in North America that does not support some version of an employee volunteer program. The past decade has seen a professionalization of corporate citizenship. The function is not a corporate add-on; on the contrary, it's a vital component for companies that want to thrive, make a positive mark and inculcate purpose into their organizational culture.

At the same time, young people pouring into the workforce, fresh from universities with

their own student volunteer organizations, the Peace Corps or AmeriCorps, are looking to extend that sense of giving back into their corporate lives. This has propelled companies to create more volunteering opportunities as well as more choice in the types of volunteering and beneficiary focus.

NGOs in North America have become more sophisticated as well, operating with greater efficiency and transparency. Alongside this evolution, the nature of the corporate/nonprofit relationship has undergone a positive transformation, becoming less transactional with greater emphasis on creating longer-term partnerships combining philanthropy and employee volunteering.

Forms of Corporate Volunteering

Corporate volunteering takes on many forms — everything from traditional, hands-on or general volunteering to skills-based or pro bono programs as well as micro-volunteering, cross-border volunteering and NGO board service. Companies increasingly schedule branded Days/Weeks/or Months of Service to create excitement and channel the enthusiasm of organization-wide efforts to volunteer. Many further encourage volunteering with days of paid time off (PTO), grants that

match their volunteer commitments by the hour (Dollars for Doers), and elaborate awards and recognition schemes such as “volunteer of the year,” or “badges” that can be used on corporate email signatures or social media accounts to designate hours accrued or skills used in volunteering.

While employee volunteering has existed in North American firms for some time, what is relatively new is the integration into a complete corporate social responsibility (CSR) or environmental, social and governance (ESG) strategy. Increasingly, companies pair

grantmaking with employee volunteering, including board service to support carefully designed focus areas and non-profit partnerships. Work-life balance and wellness programs as well as diversity and inclusion initiatives are increasingly a part of the same department as volunteering, which often leads to useful synergies. Almost all companies seek to align as least some portion of their volunteer program with the competencies inherent in their business and seek to increase their interpretation of skills-based volunteering, believing that it leads to more significant and sustained impact.

Management of Corporate Volunteering

As volunteering takes on greater importance to a company, those leading the programs are now increasingly drawn from corporate functions such as Human Resources, Marketing and Communications. Volunteer programs benefit from these backgrounds in several ways. At the outset, it can be a challenge to get some employees even to try volunteering. Marketing and communications professionals relish the challenge and employ creative ways to engage employees with games, team challenges, rewards, slogans and post-event video storytelling. Volunteering is becoming a tool in North America and worldwide to provide leadership and skills training for employees. Those with HR expertise are poised to seamlessly blend volunteering and employee development as well as recruitment and retention efforts.

Themed employee groups called Business Resource Groups or Employee Resource

Groups have become strong proponents in many North American companies of volunteering for the themes or groups they espouse whether Black Employees, Indigenous Employees, LGBTQ, Parents, etc. The groups can supplement and support the efforts of corporate volunteer leaders, helping to resource nonprofit partners and volunteer opportunities.

Collaboration between employees from different functions, regions and even newly acquired companies or business units can be eased with volunteering projects, and savvy North American companies are leveraging volunteering with this goal in mind. Another regional trend: Involve customers and suppliers in select volunteering programs to facilitate an easy mixing with employees. This has generated enthusiasm for volunteering particularly among employees with sales responsibilities.

Rise in Corporate Volunteering

As noted above, since March 2020, there has been a dramatic rise in virtual volunteering, also known as online or remote volunteering. Some companies, such as **Salesforce**, were poised to easily transition to a mostly-virtual volunteer effort once COVID-19 hit. The Senior Director of Employee Volunteerism at Salesforce, said, “We didn’t have to create programs from scratch.” **Apple** has always had an element of virtual volunteering according to the company’s Senior Manager of Employee Giving, “Our map-a-thons have been growing since 2015 and Missing Maps¹ is our most successful volunteer event globally. This is where people gravitated when COVID hit.” We also have seen a surge in letter-writing campaigns to various causes (frontline workers, children in hospitals, elderly, etc.) and digital content creation activities.

For other companies, the overnight transition to virtual volunteer events proved to be a challenge, especially given that many NGOs did not have the infrastructure – technical or otherwise – to offer online volunteer



opportunities. Human services NGOs have been overwhelmed by the increase in clients and decrease in revenues. Even thinking about creating virtual volunteer opportunities is low on the priority list, for valid reasons. Furthermore, there are tens of thousands of NGOs for whom virtual volunteering is simply not needed.

In addition to Missing Maps mentioned earlier, technology-oriented NGOs, are definitely on the rise. Examples include: CareerVillage² launched in 2011, Be My Eyes³ launched in 2015 and Tarjimly⁴, which got off the ground in 2017. These organizations have seen a tremendous influx of volunteers during the COVID-19 crisis, mostly driven by companies seeking opportunities for their employee volunteers. Companies often will invest more heavily in virtual volunteer partnerships not only for reasons of convenience, but also because they provide vehicles to capture employee enthusiasm for virtual volunteering in times of crisis.

1. <https://www.missingmaps.org>

2. <https://www.careervillage.org>

3. <https://www.bemyeyes.com>

4. <https://www.tarjim.ly/en>

Towards Issue-Specific Corporate Volunteering

There is no wrong way to “do” corporate volunteering; however, with the professionalization of corporate citizenship, one clear pattern is emerging: Companies are moving from general volunteering to an emphasis on issue-specific volunteering. Several companies interviewed reported taking their corporate citizenship efforts through a “refresh” of sorts, mostly over the past five years.

Companies that initiated a refresh reported that their corporate volunteer programs came out the other side organized in a different manner, housed in a different department or focused on new priority areas. Here, the overarching goal was and is to tell a more complete giving/volunteer story, to better quantify impact and to go deep on distinct social issues.

The most sophisticated employee volunteer programs appear to be those focused on specific issues aligned with their business strategy and core competencies. The companies running these volunteer programs are driven to effect change and seek to mobilize their workforce toward the change effort.

For example, as part of its corporate responsibility strategy, **S&P Global** is focused on powering inclusive, sustainable economies and facilitates such initiatives as #ChangePays, a campaign that highlights the benefits of women in the workplace. With #ChangePays partner MicroMentor⁵, S&P Global employees have the opportunity to volunteer their skills and talents to support women entrepreneurs around the world.

Not all companies have changed their volunteer programs. Whether a company has taken its corporate volunteer program through a refresh might depend on industry and culture, how long the program has been in place, and the size of the staff running the program. Some North American-based global companies have only recently formalized corporate volunteering. These new programs are still in their infancy, as staff members work to understand elements that will build momentum.

5. <https://www.micromentor.org>



Dedicated Volunteering Day(s)

Another trend that has evolved is the Day of Service. Ten years ago, it was rare for a company to host a Global Day of Service. That day now has turned into a week or even a month for most companies interviewed. April is *Global Service Month* for **Bank of America**. This is the time of year when the company elevates awareness of the causes it supports, recognizes volunteer leaders and builds momentum for year-round volunteering. The bank also recognizes April as Financial Capability Month in the US amplifying its Better Money Habits program. In this signature program employee “Volunteer Champions” work with local nonprofits to

help individuals and families understand how to improve their personal finances with topics such as savings, budgeting and credit. While Global Service Month serves as a period of recognition, the bank’s volunteer programing takes place year-round.

Recently **Medtronic** cleverly turned its Global Day of Service into a *Volunteer Power Hour*, engaging employees in 44 countries to “give back” through a one-hour virtual volunteer project. The employee reaction was positive enough to now repeat the Volunteer Power Hour several times a year.

Stepped-Up Emphasis on Skills-Based Volunteering

A decade ago, skills-based volunteering (SBV) was a hot-button topic – and it still is today. Now many companies aim to increase the proportion of SBV in their programs. Often, these programs are more challenging to execute as they typically involve smaller groups, much greater attention to detail, more expense and sometimes outside assistance. Below are a few examples:

- ▶ **RBC** now places great emphasis on SBV. With help from Taproot, RBC runs two cohorts of SBV a year. Each cohort fields 15 teams of five employees each (75 employees total); the 15 teams are matched to 15 nonprofits, and they work together for 10 weeks to solve a challenge.
- ▶ **Merck** has a carefully designed *MSD Fellowship for Global Health* program. The Fellowship is a three-month, field-based corporate pro bono program sending employees to different countries. It is “designed to leverage the skills and expertise of employees for the difficult challenges of global health or global development.” The program targets 10 to 11 projects each year with a total of 30 employees participating in teams of two to four. The teams work with NGO partners to provide technical and human capital support.
- ▶ **Google** launched its *Google.org Fellowship* in early 2019. Employees who participate in the Fellowship program step out of their core roles at Google and embed themselves with



Medtronic, North America

significant Google.org NGO partners for three to six months. Typically, Googlers work with nonprofits using their most advanced products, such as AI.

While SBV and pro bono programs may not garner the most employee participation, they often are the most exciting components to employee volunteer programs. These incredibly focused and impactful programs underscore the companies' commitment to effecting change.

Networking to Spur Innovation

Over the past decade, various corporate networks and vendors have increased in number and reach. IAVE's Global Corporate Volunteer Council connects social impact leaders from companies with operations in three or more regions of the world for robust discussions on all aspects of global employee volunteering. The Philadelphia Foundation has a strong network of companies implementing employee volunteer programs, as does Volunteer Canada. Vendors such as the Association for Corporate Citizenship Professionals (ACCP), Boston College Center for Corporate Citizenship, Points of Light, Taproot, Pyxcera and the B-Corp measurement advisor, True Impact, help companies navigate corporate employee volunteering.

These organizations serve as important connectors for corporate citizenship professionals. They host convenings, share research, build capacity throughout the sector and can amplify innovative programs.

A network of peers helps volunteer program managers who may be alone in their function or country. Companies that leverage outside groups, vendors and councils are often the biggest innovators. By sharing ideas, they build a support network outside their company and learn from one another.

No company is ever quite done building its employee volunteer program. Our research confirmed that companies believe their volunteer programs are continuously evolving, becoming stronger, more robust and more impactful in the process.

While much of corporate volunteering in North America is cutting edge, employee volunteer program managers are always looking for new ways to innovate and create greater impact. How that happens in a turbulent world will be a challenge as well as a continuing opportunity for innovation.

Vulnerable Sector Screening

Canada's **Vulnerable Sector Screening** (VSS) is intended for individuals seeking employment or volunteer opportunities with vulnerable persons.

A vulnerable person is defined as a person who, because of age, a disability or other circumstances, whether temporary or permanent, is in a position of dependence on others or is otherwise at a greater risk than the general population of being harmed by person(s) in a position of authority.

The VSS differs province to province and territory to territory. The VSS process can take a while, and it is temporary; in some cases, it lasts just for a one-time volunteer opportunity. Volunteer Canada is working with Public Safety Canada, the Royal Canadian Mounted Police and Deloitte to potentially streamline the VSS process for Canadian volunteers.

Sponsor Profiles

UPS

At UPS, service is in our DNA. As one of the world's largest and most diverse companies—with more than half a million UPSers serving in 220 countries and territories worldwide—we recognize both the opportunity and responsibility we possess to create a more equitable and just world. Since 1951, The UPS Foundation (TUPSF) has defined our corporate purpose to drive our global strategy and lead the logistics industry. Our founder, Jim Casey, knew that the success of the business and the communities it serves are inextricably linked. This enduring truth underpins The UPS Foundation's commitment to “delivering what matters” by leveraging human capital to inspire and mobilize volunteers and organizations to deliver systemic impact to their local communities.



UPSers are champions in their communities, and TUPSF magnifies their impact through the Local Grants Program. Each UPS region, district, and business unit receive grant funding, and local Community Involvement Committees coordinate with HR Community Relations staff to direct funds where they are needed most. All non-profit organizations become eligible once 50 hours of volunteer time have been logged by UPSers and their friends and family. In 2021 alone, TUPSF provided nearly \$70M in support worldwide.

UPS knows our greatest strength is the diversity of our people, and we are committed to promoting fairness, dignity, and respect—both within workplace and in our communities. But awareness is not enough, and UPS has set ambitious goals to steer our action in underserved communities. In 2020, we committed to volunteering 1 million hours Black communities. This contributes to our pledge to volunteer more than 30 million hours by 2030 and to positively impact the lives of one billion people by 2040. Despite the limitations imposed by the ongoing public health crisis, in 2021, UPSers served more than 1.1 million volunteer hours with 100,000 hours in underserved communities.

This legacy of volunteerism spans decades, and in 1995 UPS established The Jim Casey Community Service Award to recognize UPSers' spirit of service. Each year, UPSers worldwide nominate their teammates, and TUPSF presents the global and regional winners with \$70,000 total toward qualified nonprofits of their choice. TUPSF also supports UPSers' participation in Global Volunteer Month, and in celebration this past April, UPS launched the UPS Community Connections platform. This will create expanded opportunities for charitable giving for employees worldwide, additional volunteer incentives, and gift matching from UPS.

UPS takes pride in partnering with our communities. Together, we are on a mission to create a more equitable and just world by delivering what matters.

Telefónica Foundation

A social context marked by the technological revolution



The exceptional circumstances in which we live mark a clear path where digitalisation is present and will be present in the future in our lives, our employability, our education, our relationships and our health. However, the most vulnerable groups in our society find themselves excluded from many of the opportunities that technology offers to improve their levels of well-being for various reasons.

The COVID-19 pandemic has accelerated this need for change, demonstrating the indisputable value of applying new technologies to improve the processes and conditions of all those involved in social action, from beneficiaries to workers, volunteers, partners and donors.

In this context of digital transformation, it is essential that we reach the most vulnerable sectors of society by digitally strengthening the Third Sector and empowering the people who will experience this process, enabling them to have a greater impact and to bridge the digital divide of the groups they work with in each area.

Telefónica Volunteers, employees of the Telefónica Group, share their time and skills to benefit communities with a particular emphasis on disadvantaged persons. The Telefónica Volunteers program leverages technology to increase the impact of volunteers' actions and also to narrow the digital divide among those in vulnerable groups. The program is managed by Fundación Telefónica, and is one of the largest corporate volunteer initiatives in the world, with more than 59,000 active participants and more than **1,474,873** beneficiaries in the 30 countries in which Telefónica has a presence.

Fundación Telefónica encourage all Telefónica employees to get involved in social action and volunteer projects, leading projects and becoming changemakers.

We focus on three main objectives are:

1. To develop digital skills in order to:
 - ▶ Reduce digital vulnerability
 - ▶ Boost employment
 - ▶ Strengthen social entities
2. Accompaniment for social inclusion
3. Social awareness and coverage of basic needs

BD

For more than 16 years, the BD Volunteer Service Trip (VST) program has provided BD employees from nearly 90 global locations the opportunity to participate in meaningful, in-person service activities in disadvantaged communities around the world. Starting in the Spring of 2020, in-person VSTs needed to be postponed due to social distancing and travel restrictions caused by COVID-19. To ensure that BD employees still have the opportunity to engage in impactful volunteer service activities sponsored by the Company, we're now collaborating with non-profit partners to provide virtual service opportunities that enable associates to "give back" to their communities and the world around them without leaving the comfort and safety of their homes. In 2020 and 2021, BD volunteers have:



- ▶ Delivered COVID-19 infection prevention training to healthcare workers in the United States and in Papua New Guinea, in partnership with Heart to Heart International and Australian Doctors International.
- ▶ Helped community health centers expand access to healthcare via telehealth technology, together with the National Association of Community Health Centers and PYXERA Global.
- ▶ Partnered with PYXERA Global and the National Association of Free Clinics to provide pro bono marketing, communications and branding expertise to help community health centers reach more patients, raise awareness of their services, and recruit more donors.

BD is also currently planning virtual service opportunities to empower BD volunteers to:

- ▶ Work in partnership with Heart to Heart International to train nurses in Eswatini, Africa on effective strategies for combatting the high rates of non-communicable disease in the region.
- ▶ Help Operation Smile transform the way it trains the thousands of volunteers that help the organization deliver life-saving, free surgeries to thousands of people in need each year.
- ▶ Partnering with AmeriCares in Puerto Rico focused on enhancing community health center preparedness in disasters.
- ▶ Support Medical Teams International with their supply chain, logistics and warehouse expertise to improve efficiencies with their global humanitarian product donations.

Additionally, many BD associates with clinical expertise have been volunteering their time and expertise to help hospitals that are short-staffed due to COVID-19; and to administer COVID-19 vaccinations. BD also continued its annual "employee volunteer of the year" award recognitions in 2020, awarding nearly \$100,000 in grants to 20 non-profit organizations in 11 countries, in recognition of the outstanding volunteer efforts of BD employees.

The Walt Disney Company

Volunteerism is a central and enduring part of the culture of The Walt Disney Company and the cornerstone of our community engagement efforts. By donating their time and talents, our Disney VoluntEARS provide comfort, happiness, and inspiration to kids and families around the world.



For more than 38 years, Disney employees and cast members around the world have contributed hundreds of thousands of hours of service each year and positively impacted the communities where they live and work. Disney VoluntEARS are actively engaged in projects year-round as a force for good. Disney VoluntEARS also provide their unique professional skills to community organizations to help them build capacity. Through the Disney VoluntEARS Grants program, employees and cast members can turn their hours of volunteer service into a financial contribution to a charity of their choice.

The Disney VoluntEARS program makes it simple and fun for family and friends of employees to join in their service.

Laudes Foundation

Launched in 2020, Laudes Foundation aims to challenge and inspire industry to harness its power for good. As part of the Brenninkmeijer family enterprise, we build on six generations of entrepreneurship and philanthropy and stand alongside the COFRA businesses and the family's other private philanthropic activities.

Laudes ———
—— Foundation

Although independent from these organisations, we are in a unique position to learn from each of them. In particular, Laudes Foundation is advancing the industry-changing work of C&A Foundation, and is building on the experience of its flagship initiative Fashion for Good by continuing its fashion work and expanding its scope to include other industries.

Human ingenuity and industry have lifted millions out of poverty and brought unparalleled wealth and growth. But today, the world stands at a juncture. If we carry on our current path of production and consumption, we not only endanger nature but we imperil the safety and dignity of countless communities around the world.

Laudes Foundation is responding to the dual crises of inequality and climate change by supporting brave, innovative efforts that inspire and challenge industry to harness its power for good.

Providing our partners with philanthropic capital, expertise and connections, we work collectively with and through specific industries to help catalyze systems change. At the same time, we work across sectors, influencing finance and capital markets to move towards a new economy that values all people and nature.

CEMEX

As part of our commitment to support the sustainable development of the countries in which we operate, we encourage our employees, as global citizens, to actively engage and participate in activities that help improve their communities' quality of life and well-being.



- ▶ We encourage our employees to get involved as local facilitators of both skilled and hands-on volunteering projects, intending to contribute to the community and their well-being. Through these volunteering strategies, we aim to make a positive impact on three social spheres: the communities, the organization, and the business.
- ▶ Volunteering activities are powerful and fulfilling experiences. Through our Social Impact Strategy, we encourage our employees to share their values, interests, technical expertise, and leadership skills with their communities generating a positive and meaningful impact for all participants.
- ▶ Our volunteering actions are crafted in our four Community Investment Pillars:
 1. Education and Capability Development for Employability
 2. Sustainable and Resilient Infrastructure and Mobility
 3. Social and Environmental Innovation and Entrepreneurship
 4. Culture of Environmental Protection, Health, and Safety
- ▶ The CEMEX UNITE Volunteers Program provides the means for CEMEX employees to participate in bettering our communities. Bringing our value of working as One CEMEX and following our CEMEX Global Volunteering Guidelines, our volunteers can participate in their local communities during their working hours to address global challenges. They can also participate in extended volunteering programs over the weekend, which allows them to share the experience of volunteering with their families.
- ▶ Through CEMEX UNITE, we are creating a workforce for the future, activating the expectations and needs of new generations, attracting talent that is empathic and socially innovative, and that has the skills that are critical for the success of our business sustainability.
- ▶ We motivate CEMEX employees to engage in community activities consistent with our Social Impact Strategy, as citizens of the world, to strengthen their sense of responsibility, engagement, wellbeing, and personal development as core elements for the successful implementation of our business strategy throughout our operations.
- ▶ We collaborate with a wide variety of partnerships and alliances to develop volunteering activities according to each community's needs, as well as the company's strategy.

We will continue to promote a volunteering culture through our CEMEX UNITE program, which represents a great contribution to social impact and our commitments to the UN SDGs. Our goal is to increase participation rate among CEMEX employees globally to 35% by 2030.

Iberdrola

Iberdrola's International Corporate Volunteering Program was founded in 2006 and today it is a global project that is aligned with the group's values and General Sustainable Development Policy. Our volunteering program is also aligned with the Sustainable Development Goals. The program contributes to the attainment of the seventeen SDGs through its focus on supplying affordable and clean energy (Goal 7), climate action (Goal 13), providing quality education (Goal 4), gender equality (Goal 5), reducing inequalities (Goal 10) and improving health and well-being (Goal 3).



We mobilize employees of the Iberdrola Group to promote, with their solidarity action, the social and community development of the territories where we are present, the integration of vulnerable groups, the care of the environment, as well as access to energy for those who still do not have access to it. In fact, we are the link between the social needs brought forward by the Social Sector and the employees of Iberdrola, whose ultimate objective is to improve the quality of life for individuals. We also channel our employees social concern and harness their spirit of solidarity through projects that optimize the talent and knowledge of the employee. Our volunteers act as ambassadors for Iberdrola's values throughout the world and constitute an example of sacrifice, generosity, solidarity and ethical behavior.

We develop activities and projects both nationally and internationally. We offer a wide range of activities, from solidarity actions that require less volunteer time, to long-term and high-impact projects based on professional skills or international cooperation projects in which greater commitment and participation is required. It is a diverse and inclusive plan where each volunteer can find an opportunity to collaborate, since we offer more than 6,000 per year. The corporate volunteer programme responds to emergency situations quickly and to the different social needs that arise in the framework of a society in constant evolution.

With the outbreak of the pandemic in March 2020, the Volunteering Program was adapted in record time to respond to the new social needs that arose out of the context of the COVID-19 crisis. The Volunteers Against COVID-19 program was created to address the most urgent needs and the most affected groups. Volunteering activities were mainly oriented towards: health emergency, reducing the emotional and psychological effects of isolation among the most vulnerable groups, reducing the digital divide and vulnerable groups, and employment.

In 2018, the program received an award from IMPACT2030 for being "an enterprise that innovates to educate, inspire and unite employees around the SDGs in their community, and offers them opportunities to become agents of change and make an impact", as well as for "its exceptional commitment to mobilizing the volunteers to work towards the SDGs".

Marriott International

For 94 years, Marriott International has lived the core value “Serve Our World” by supporting the communities where we do business. Our sustainability and social impact platform, Serve 360: Doing Good in Every Direction, puts that core value into action. And while 2020 has been an unbelievably challenging year for travel and hospitality, we remain committed to serve our communities.



We believe supporting the long-term vitality of our communities is good for business and for the world – creating thriving environments where people want to live, work and visit. We do this through volunteering, empowering communities through workforce development programs for careers in hospitality, reducing our carbon footprint by implementing sustainable operating practices and advancing human rights, including efforts to rid our world of human trafficking.

And while we’re focused on many critical issues, the act of volunteering has and still carries a special significance in the hearts of our associates across the globe. In fact, we have a goal to achieve 15 million hours of volunteer service by the year 2025. Volunteerism is an essential way our associates bring our global Serve 360 strategy to life in their communities. This takes the form of traditional and episodic volunteerism to address issues such as poverty and food insecurity, while championing ecosystem restoration. We also have a renewed focus on skills-based volunteering, which we aim to have make up 50% of our volunteer activities by 2025.

It’s through our skills-based volunteering where we find the nexus between volunteering and developing the employability of the many diverse communities we also seek to hire, including youth, women, people with disabilities, veterans and refugees. Through both monetary grants and employee volunteerism, we’re able to help build a vibrant and diverse talent pipeline while also uplifting these same communities into a job with opportunities to excel into positions of leadership. Most notably, it’s through our partnerships with organizations like the International Rescue Committee (IRC), Bridges from School to Work, The Global Travel & Tourism Partnership (GTTP) and many others where we demonstrate our commitment to historically marginalized communities through career mentoring, career exploration, job shadowing and other work-study programs whereby our associates volunteer their skills.

We’ve come a long way since our humble beginning as a root beer stand in 1927. But what hasn’t changed is our commitment to take care of our communities around the world through volunteerism.

Merck

For 130 years, Merck (known as MSD outside of the U.S. and Canada) has been inventing for life, bringing forward medicines and vaccines for many of the world's most challenging diseases in pursuit of our mission to save and improve lives. We demonstrate our commitment to patients and population health by increasing access to health care through far-reaching policies, programs and partnerships.



Supporting society, people and communities around the world is fundamental to our long-term success. One of the ways we do this is through volunteering. Our employees are passionate about giving back to their communities. In fact, they donate thousands of hours annually to help improve the health and well-being of communities globally through a range of volunteer programs and activities.

Employees can take up to 40 hours of paid time off each year to volunteer with eligible nonprofit organizations. In the U.S., in addition to traditional forms of volunteering, employees can donate their professional skills through virtual, short-term projects as part of a skills-based volunteer program called SkillShare. Similarly, we have a Pro Bono Legal program that enables employees to offer expertise to members of the community that would otherwise be unable to access legal advice. In addition, our Neighbor of Choice program supports the work of local nonprofits dedicated to the well-being of community residents in areas where we have a presence. Through charitable grants and employee volunteerism, we support community efforts to improve the health and quality of life for underserved populations. Notably, our Fellowship for Global Health is a three-month, corporate pro bono program that leverages the skills and talents of our employees and helps build the capacity of non-governmental organizations (NGOs) working to improve global health.

We are proud of our employees' passion and dedication to support communities through volunteerism.

S&P Global

At S&P Global, we work to accelerate progress in the world by harnessing our essential intelligence to power thriving global communities. We give back to our communities and create value for society by focusing our philanthropic efforts in areas where we can have the most impact: Creating an Inclusive Economy, Bridging the Global Skills Gap and Promoting a Sustainable Environment.



S&P Global's impact in the community is powered by our people. Through our internal engagement programs, colleagues champion, engage and advance our corporate responsibility and sustainability strategies throughout our local communities.

We offer our people five paid 'Give Back Days' to volunteer through the S&P Global Essential Impact program. Through our Common Impact Pro-Bono Quick Connect program, we personalize and match our volunteers' professional experience and skills with the pressing needs of nonprofit organizations.

In 2021, the pandemic continued to force suspension of hands-on volunteer programs in our priority areas, such as environmental cleanups. However, S&P Global volunteers continued to find opportunities to give back virtually, focusing on skills-based volunteer projects. For instance, volunteers served as mentors and judges for the online Global STEM Alliance Innovation Challenge using IT solutions to address a major global issue.

We also continued our Nonprofit Board Service Program offered through Cause Strategy Partners, which provides placement, training and support to colleagues serving on nonprofit boards. Last year, there were 33 elections to nonprofit boards and three pending board placements.

State Street Corporation

The State Street Volunteers engages employees in meaningful volunteer opportunities, contributing to their professional development and personal fulfillment and supporting and expanding the capacity of nonprofits to realize their missions in the communities where we live and work.



This past year, we've evolved State Street Volunteers with the vision to incorporate volunteering as a core part of State Street's culture that drives employee engagement and advances the missions of State Street Foundation grantees with the goal of more equitable and sustainable communities.

Volunteering at State Street is open-platform, which means you can support the organizations you care most about. Corporate Citizenship-sponsored volunteer opportunities or local employee volunteer groups support State Street Foundation (SSF) grantees, whose work focuses on education, workforce development and racial equity and social justice.

Employees have several resources available to them through Corporate Citizenship to support volunteering:

- ▶ DoMore Grant: monetize volunteer time! For every 16 hours an employee volunteers with one organization, the organization is eligible to receive a US\$500 DoMore Grant from State Street Foundation, up to US\$10K annually.
- ▶ Paid volunteer release time: Each State Street employee is eligible for 32 hours of paid volunteer release time annually to focus on enriching the communities where we live and work.

Last year presented great challenges to our global community and the need was greater than ever for support and volunteers. One of the lessons we learned last year is that there are so many ways to give back virtually. Employees can safely and easily give their time and expertise to a wide variety of deserving organizations. Whatever your passion or skillset, there is a volunteer opportunity that aligns to your interest. Our time is a very valuable resource as we continue to embody our culture trait of 'Care for our Colleagues, Clients, and Communities'.

The Philadelphia Foundation

For more than 100 years, the Philadelphia Foundation has played a key role in fostering economic, civic and social vitality throughout the Greater Philadelphia Region. Born of a desire for more powerful, permanent funding to address community needs, they have collaborated with thousands of individuals, families, and businesses to support countless nonprofits, advance community causes and provide scholarships to tomorrow's changemakers.



From Ben Franklin's civic gift of 1,000 pounds sterling to Gerry Lenfest's endowment for independent journalism, Philadelphia Foundation stewards legacies that strengthen Greater Philadelphia, improving lives today and for future generations.

That is why, as Philadelphia Foundation enters its second century of service and leadership, they do so with a vision anchored in the needs of today and the optimism for a better tomorrow. Actualizing this vision, Philadelphia Foundation has taken bold steps forward to collaborate with the community to help active transformative change.

In 2019, Philadelphia Foundation welcomed the Greater Philadelphia Corporate Volunteer Council (GPCVC). Built on the collective dedication of members focused on employee volunteer engagement, the GPCVC harnesses a community committed to making a difference. As the host organization for the GPCVC, Philadelphia Foundation is proud to support and amplify the work of its members by fostering greater collaboration between the business and nonprofit sectors.

Deeply invested in the success and resilience of the organizations it serves, the Philadelphia Foundation invested in an ecosystem that matches community nonprofits that need specific services with volunteer experts willing to provide the service pro bono. We call this ecosystem the Key Skills Hub. Powered by Catchafire, the Key Skills Hub's online marketplace for volunteerism, matches passionate, skills-based volunteers with opportunities to donate their time to nonprofits seeking assistance in the areas of business strategy, marketing, accounting, graphic design, human resources, website development and more.

In 2019, Philadelphia Foundation's Key Skill Hub provided \$2.2 million in services to nonprofits (in addition to over \$30 million in grants). In 2020, when the demand for virtual connections became essential, the Philadelphia Foundation was ready. Since March, the organization has provided \$1.7 million in services in almost 500 projects. These include adjusting programming to a virtual environment and helping the staff of organizations make the transition to a virtual working environment.

The Key Skills Hub is available to any individual that has a desire to give back to their community. Philadelphia Foundation has also collaborated with the GPCVC to make the Key Skills Hub platform available to its members as well as to the Arts & Business Council and its roughly 150 volunteers. Future partnerships to further engage individual, retiree and young-professional volunteers are also being developed.

Authors Bios



Kenn Allen Ed.D. pioneered the study of corporate volunteering in the United States as lead researcher and co-author of *Volunteers from the Workplace* in 1979 for the National Center for Voluntary Action (NCVA) in the United States. In 1986, he conceptualized and participated in the research that led to *A New Competitive Edge* that defined the core rationale for corporate volunteering: good for the community, good for the employees, good for the company.



Sachal Aneja is a development communication strategist with a cross sector experience spanning in Communications and Partnerships for over 17 years. He has led on designing and delivering impactful volunteering programs and stakeholder engagement strategies in international development organisations, UN agencies, private sector companies and Ministries of the Indian government. He is a strategic thinker, an engagement specialist and a thought leader. Sachal is well-known globally in the field of volunteering particularly in the corporate sector. In his career, he has worked on diverse volunteering programs engaging youth volunteers, corporate volunteers, community volunteers, parliamentarian volunteers and long-term professional volunteers.



Benedetta Falletti is an Italian, economist with an international master's degree in Cooperation and Development. In support of her degree she worked on microfinance projects in Bolivia and Ethiopia. Later she supported the CSR initiatives of Grupo Vips in Spain. Currently she is Project Director at Voluntariado y Estrategia and focuses on corporate volunteering and employee engagement programmes. Benedetta also coordinates the 100 member Voluntare Network of companies and NGOs that together promote corporate volunteering by developing and sharing knowledge and best practices. She additionally leads research, strategy design, and international projects for major multinationals. Benedetta co-created and led the #COMPANIES4SDGs project, a multi company internal communication campaign that promotes action in support of the SDGs through corporate volunteering. She is part of the new Impact 2030 Global Assembly.



Tania Haddad, Ph.D. is an Assistant Professor for Public Administration and Nonprofit Management at the American University of Beirut and a leading scholar on civil society and volunteering and disaster management in the Arab World. Her research focuses on the fields of civil society and gender issues, social justice, nonprofit management, volunteering, disaster management and e-government. Her research has appeared in many academic journals including International Journal of Voluntary and Nonprofit Organizations, Nonprofit policy forum and The Journal of Nonprofit Education and Leadership. She was part of the research consortium that wrote the “2022 State of the World’s Volunteerism Report. Building equal and inclusive societies” published by UNV. Her forthcoming book will be published by Routledge in June 2022 and titled: International and Local Actors in Disaster Response: Responding to the Beirut Explosion.

 **HOZON** HOZON, founded in 2010, is a leading CSR, volunteering and philanthropy support and consulting company, devoted to establishing the most influential civil think tank in China. It provides full-range consultancy and on-site support services for government, a number of enterprises in the list of Fortune Global 500 and China's top 500 enterprises and NGOs. Hozon specializes in promoting corporate volunteering development and publish significant corporate volunteering research outcomes in China. The research team for the Chinese company interviews and the authors of the State of Health of Corporate Volunteering in China include: Zhongping Wong, Yongli Liu, Jinxiu Zhong and Haiping Lin.



Do-young Kim has more than 18 years of experience in the Corporate Social Responsibility area as a CSR general manager of SK group in Korea. He is a founder and a leader of the Korea CSR Forum which has more than 600 CSR experts of more than 170 Korean Corporations. He also serves as a board member of the Korean Academy of Volunteerism, the Korea Forum of Volunteerism, the Korea Volunteer Culture, the Korean Association of Nonprofit Organization Research, and the Academy of Social Enterprise. Do-young Kim is a visiting professor of Yonsei University and a Director of the Mongolian International University CSR Center.



Irina Krasnopolskaya, Ph.D. is a researcher at the Institute for Law and Philanthropy at Tel Aviv University, Israel. She worked for over 12 years at the Higher School of Economics, Moscow, Russia. Irina studied the non-profit sector, government-nonprofit relationships and volunteering in Russia and globally. She also works on methodology and metrics to examine non-profits and social innovations.



Monika Krol is a Cultural Anthropologist and internationally published Researcher and Writer. She served as research consultant and co-author of the International Association for Volunteer Effort's *Corporate Volunteering for a Post-Pandemic World* report. Currently she works as a Freelance Writer on a series of articles capturing and telling the stories of nonprofit efforts in Poland and Ukraine in response to the Ukrainian refugee crisis. Born in Poland, Monika holds a Bachelor's degree in Social Science from Ramapo College of New Jersey in the United States and a Master's degree in Cultural Anthropology from Utrecht University in the Netherlands.



Iraida Manzanilla Guerra is a Sociologist, having graduated from Andrés Bello Catholic University and from the Advanced Management Program of the Institute of Higher Studies in Administration (IESA). She is the Founder of *Iniciativa Latinoamericana*, where she works as a senior consultant and researcher in CSR and Corporate Volunteering in Venezuela and Latin America. She was Vice President of the Board of IAVE and Regional Representative for Latin America. Iraida is a member of the Advisory Councils of umbrella organizations in Venezuela: *FIPAN* and *Sinergia*, a network for the defense of the rights of participation and free association.



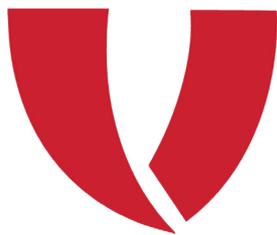
Jacob Mwathi Mati, Ph.D. teaches sociology at Sol Plaatje University, Kimberley South Africa. He is also an Associate Research Fellow at both Society, Work and Politics (SWOP) Institute, and the Centre on African Philanthropy and Social Investment (CAPSI) at The University of the Witwatersrand, South Africa. His professional experience spans over 20 years of work experience in civil society, academia and consulting in various parts of the world including: Africa, Asia, the Pacific and Europe. His research interests are centred on power, civic agency, volunteerism and philanthropy.



Sarah Middleton is President and CEO of Mission Up, a social change consulting firm based in Orange County, California that works alongside companies, nonprofits, and movements. Before founding Mission Up, Sarah was the Senior Vice President responsible for global corporate citizenship at PIMCO and Executive Director of the PIMCO Foundation. As a CSR professional and practitioner, Sarah has extensive experience with volunteering. Prior affiliations include IAVE's Global Corporate Volunteer Council, Points of Light Corporate Institute, IMPACT2030, and AmeriCorps. Sarah has written for *The Huffington Post*, is a regular speaker on CSR, and was named one of Orange County's 100 Most Influential people of 2015.

Corporate Volunteering for a Post-Pandemic World, Part 2

The State of Health of Corporate Volunteering



International
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