



The European Year of Volunteering 2011

## CSR Europe Activity Report

# The European Year of Volunteering 2011

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## Foreword

I am delighted that there has been a lot of progress during the European Year of Volunteering. This progress will help ensure that the European Year leaves a lasting, meaningful legacy for the years to come.

In particular, there have been some political milestones to help ensure that this legacy will last. These include the Commission Communication on volunteering, which was adopted on 20 September. This is essentially a political statement by the European Commission in support of volunteering. It's the first time that we have adopted such a statement exclusively dedicated to volunteering. In it, we take stock of the contribution that volunteering makes to society, the economy and individuals themselves—both volunteers and their beneficiaries—and we point out areas where things can be improved. It explicitly includes a section on employee volunteering as an expression of corporate social responsibility. Both the private and public sectors can play an important role in promoting voluntary activities by their own staff.



**John Macdonald,**  
Head of Task Force for the European Year of Volunteering 2011,  
European Commission

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It has become even clearer to me during EYV 2011 that employers from all sectors are important actors for volunteering and the inter-stakeholder volunteering dialogue. The outcome of the EYV 2011 Alliance work, P.A.V.E, supports this idea that employers have an important role to play in recognising and supporting volunteering whether it occurs as part of an employee volunteering scheme or in an employee's own time. The EYV 2011 Alliance has identified several concrete actions that employers can develop together with other stakeholders in order to further support volunteers. In particular, the dialogue and research about employee volunteering and employer supported volunteering should continue on both a policy and programme level, taking special note of the views and wishes of employees. This should lead to the further fostering and development of employee volunteering schemes and employer supported volunteering, where volunteering undertaken by employees themselves at their own initiative (and in line with the employer's values) should, if desired by the employee concerned, be treated equally as that in the framework of employee volunteering schemes.



**Gabriella Civico**  
Project Manager, EYV2011 Alliance



Employee volunteering is a relatively new concept in continental Europe, but it has a huge potential to contribute to solve social and environmental challenges and build a more inclusive Europe. Employee volunteering, when properly and strategically implemented, creates a win-win situation for all parties involved: employee gain experience, motivation and different skills, the company contributes to the social wellbeing of society, and, finally, it provides NGOs with additional human resources to carry out their work and mission and contributes to the experience of beneficiaries.

As with any new concept, employee volunteering has been part of questioning, debates and reflections around how to best conceptualize and implement these types of volunteering schemes. There has been a lot of development on the side of companies and NGOs around employee volunteering. Although it is not equally evolved across all European member states, it is generally accepted that employee volunteering is a useful tool to engage employees in their local surroundings while developing skills and competencies that can be applied in their daily work. Going forward, and surpassing the European Year of volunteering, the European institutions, along with social partners and the EYV alliance should reflect and explore the recommendations made by the EYV2011 Alliance working groups to raise the profile of volunteers in Europe and foster increased participation through the elimination of barriers and the promotion of new forms of volunteering.



volunteering.

**Beatriz Berruga Garcia**  
CSR Analyst, Foretica

(CSR Europe representative in the EYV2011 Alliance working group on employee volunteering)

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As CSR continues to grow in importance, organizations will start to see the broader benefits of ethical behavior. As part of this development corporate volunteering and public – private partnerships will also grow in importance. Not only do these initiatives provide employees with a sense of meaningful work, they also help develop strong partnerships between organizations that were previously unaware of shared goals, but are subsequently able to create new sources of value together. Thanks to the EYV2011 more organizations (private or public) will realize what the ‘other side’ has to offer, and will hopefully consider working together to reach bigger goals that contribute to society. Having said that, there is still a lot to gain in raising awareness of what the value of volunteering across Europe is. There is also still a lot to gain in terms of both sides understanding each other and developing meaningful public – private partnerships. With EYV2011 almost behind us and the outcomes of the EYV2011 Alliance’s working groups in our hand, that is what we should focus on going forward.



**Eveline Kramers**  
VSO Support Officer, Randstad Holding

(CSR Europe representative in the EYV2011 Alliance working group on the value of volunteering)



## 1 Introduction

The European Union designated 2011 as the European Year of Volunteering 2011 to raise awareness on volunteering and its contribution to the society, to encourage more people to volunteer.

In the framework of the Enterprise 2020 initiative, CSR Europe is working with its members to implement innovative approaches towards achieving a smart, sustainable and inclusive society. As part of this commitment, we are actively engaged and encourage our members to get involved in the European Year.

The majority of CSR Europe's corporate members and National Partner Organisations already undertake and promote employee volunteering across Europe.

This report outlines the activities undertaken - by CSR Europe – the secretariat and the members- throughout the European Year of Volunteering 2011. It also provides a series of company best practices on volunteering related activities.



## 2 The European Year 2011 in a snapshot

Each year, the European Union chooses a theme for a campaign aimed at raising public awareness of and drawing national governments' attention to a specific issue. In 2011, the EU chose to highlight the topic of volunteering.

With a view to developing social solidarity and democracy, the European Year of Volunteering 2011 aimed to create conditions that enhance the participation of civil society in voluntary activities, as well as to increase the visibility of volunteering.

### 2.1 Objectives

To highlight volunteers' work, encourage others to join in and address the challenges they face, the European Year of Volunteering followed four main objectives:

- Lowering obstacles to volunteering in the EU,
- Empowering volunteer organisations and improving the quality of volunteering,
- Rewarding and recognising volunteering activities,
- Raising awareness of the value and importance of volunteering.

The Commission anticipates that the Year would lead to an increase in volunteering and to greater awareness of its added value, highlighting the link between voluntary engagement at local level and its significance in the wider European context.

### 2.2 Main activities

Throughout the Year, hundreds of activities and projects were organised and promoted at different levels and by a broad range of organisations.

For the European Commission, a key priority was to encourage the exchange of good practices between Member States' authorities and volunteering organisations. The focus lied on training volunteers, accreditation and quality assurance, as well as efficient and effective match-making between potential volunteers and volunteering opportunities.

The Commission also fostered new Europe-wide networking initiatives to encourage cross-border exchanges and synergies among volunteer organisations and other sectors, especially with businesses.

At the EU level, main activities included:

- **EYV2011 Tour:** Volunteers visited EU countries over the one-year period, showcasing their work and engaging with policy makers and the public at each step of the tour.
- **EYV Relay:** 27 “Relay” volunteer reporters followed the work of 54 volunteering organisations and produced audio, video and written reports to be broadcast by the media. The combined reports will be compiled to form a broadcast-quality documentary about the European Year and its tour.
- **Four EU-level thematic conferences** to highlight key issues related to volunteering (January, May/June, October, December)

In addition, local, regional and national organisations coordinated various activities during the Year.  
Coordination and governance

### 2.3 Governance

The European Year was coordinated by the European Commission (Directorate-General for Communication). In the implementation of the Year, The Commission worked closely with two types of strategic partners:

**EYV 2011 Alliance:** Informal network of 36 European networks, including CSR Europe, active in volunteering and which have committed to working together on the promotion, lobbying, organisation and implementation of the EYV 2011. The objective of the Alliance is to use the Year to say “THANK YOU” (celebrating and recognising the efforts and contribution of volunteers and volunteering organisations) and “YOU CAN” (empowering, promoting and facilitating new people to volunteer).



**National Coordinating Bodies (NCBs):** Each Member State has been asked to designate a National Coordinating Body (NCB) that will be responsible for the planning, coordination and organisation of events and activities in its territory during the European Year. The NCBs will also coordinate with EU level activities and the overall planning of the Year.

In parallel, the European Commission also worked with a number of other organisations and European bodies, as illustrated in the following graph:



### 3 CSR Europe's involvement

During EYV2011, CSR Europe's role was mainly to 1) support and communicate on key members' initiatives; 2) advocate for the business role in volunteering, among others via an active participation in the EYV2011 Alliance working groups; 3) Represent the business case for volunteering at meetings and conferences.

#### 3.1 Some members highlights

Some members, such as IBM and CSR Europe's National Partner Organisation BITC, developed specific initiatives in 2011.

##### 3.1.1 BITC's Employee Volunteering Awards

Business in the Community International, together with a consortium of partners including CSR Europe, developed an employee volunteering awards scheme, under the umbrella of Enterprise 2020.



The programme aimed to recognise companies of all sizes across Europe that have developed schemes that help people facing barriers to work increase their employability skills.

National award programmes were run by local partners in 22 countries in 2010 and 2011. The European winners were selected by an expert jury in Brussels in February 2011 and celebrated at BITC's Responsible Business Convention in London on March 17<sup>th</sup>, 2011.

European winning companies, per category, include:

- Large company winner: Koç Holding AS (Turkey) – Vocational Education: A Crucial Matter for the Nation ([http://www.bitc.org.uk/resources/case\\_studies/ko\\_holding\\_a.html](http://www.bitc.org.uk/resources/case_studies/ko_holding_a.html))
- Small company winner: NORSYS (France) – Training Days for Jobseekers Facing Discrimination ([http://www.bitc.org.uk/resources/case\\_studies/norsys\\_france.html](http://www.bitc.org.uk/resources/case_studies/norsys_france.html))
- Innovation winner: MITIE Group (United Kingdom) – Real Apprentice ([http://www.bitc.org.uk/resources/case\\_studies/mitie\\_group\\_uk.html](http://www.bitc.org.uk/resources/case_studies/mitie_group_uk.html))
- Newcomer winner: Abbott (Ireland) – Abbott Science Programmes ([http://www.bitc.org.uk/resources/case\\_studies/abbott\\_ireland.html](http://www.bitc.org.uk/resources/case_studies/abbott_ireland.html))
- Public Authorities winner: Magistrate of the City of Wiesbaden, Office of Social Affairs (Germany) – Corporate Citizenship Strategy for Wiesbaden ([http://www.bitc.org.uk/resources/case\\_studies/wiesbaden\\_magistrate.html](http://www.bitc.org.uk/resources/case_studies/wiesbaden_magistrate.html))

### 3.1.2 For its 100th anniversary, IBM celebrates volunteers



Celebrating its 100th anniversary in 2011, IBM decided to mark the occasion with a year-long global initiative, **IBM 100**, using this milestone to engage with business

leaders, academia, clients, and local communities in the 170 countries in which the company operates, expanding on the '**On Demand Community**' initiative.

The initiative mainly includes:

- **Resources** - The Community Grants programme is designed to support the 3,800+ IBM employees and the 180+ IBM retirees who have already registered as volunteers for the 'On Demand Community' programme. The scheme provides money or IBM products to eligible community organisations and schools where IBM employees and retirees are actively volunteering, and in support of specific projects.
- **Service Grants** – Is a new program that supports and rewards employees, (IBMers) with grants of cash or equipment to the schools and organizations where IBMers volunteer. It expands the existing IBM Community Grants program, and adds two new grants: **Catalyst Grants** provide \$10,000 to support projects by volunteer teams that apply their professional skills or improve their communities' sustainability. **Centennial Grants** fund projects that apply IBM's smarter planet strategies to community service, with 11 grants totaling nearly \$1 million awarded worldwide in July 2011.
- **Sharing Experiences** - IBM volunteers were encouraged to share their experiences and photos of the 'Celebration of Service' through various social networking websites such as Facebook, Twitter and the opportunity to create a social profile on the IBM100 website.

IBM exceeded the goal of achieving 2.5 million man-hours of service during the initiative, they have currently surpassed 3 million hours before the completion of the year. More information available at <http://www.ibm.com/ibm100/us/en/service/>.

### 3.2 EU-level working groups of the EYV 2011 Alliance

During the Year, the EYV 2011 Alliance coordinated the work of six thematic working groups that aimed to provide expertise and develop recommendations in different fields of volunteering in Europe, thus complementing the new EU Communication on Volunteering adopted during the year.

CSR Europe was directly represented in three of the Working Groups (on Volunteering Infrastructure; Value of Volunteering; Employee Volunteering) and has the opportunity to provide



input into the work of all groups: 1) quality of volunteering, 2) legal framework of volunteering, 3) volunteering infrastructures, 4) recognizing volunteering, 5) value of volunteering, 6) employee volunteering.

### 3.2.1 Objectives and outcomes of the EYV 2011 Alliance Working Groups

The EYV2011 Alliance set up six Working Groups (WG) which aim at shaping the political agenda on volunteering. Each WG team developed policy recommendations towards the European Commission, complementing the EU Communication on volunteering published on September 22<sup>nd</sup> 2011. These recommendations are gathered in a final documents, “Policy Agenda on Volunteering in Europe” (P.A.V.E).

CSR Europe is represented in three of these WG: Volunteering infrastructure (CSR Europe secretariat); The value of volunteering (Randstad Holding); Employee volunteering (Foretica).

Name of the WG	Objectives
Quality Volunteering	<p>Work towards a common understanding of “quality volunteering”,</p> <p>Identify and disseminate good practices in the field of quality assurance and quality assessment tools used by volunteer organisations.</p>
Legal Framework of Volunteering	<p>Map research on the legal status of volunteers in Europe,</p> <p>Advocate for recommendations for improvement of the legal status of volunteers and a clear legal status for volunteers everywhere in Europe.</p>
Volunteering Infrastructure	<p>Instigate a pan-European debate between different stakeholders on the role and the elements of an enabling volunteering infrastructure, with an equal access for all, and work towards a common understanding,</p> <p>Map the state of play and the understanding of the concept of a volunteering infrastructure in different European countries,</p> <p>Gather data about the effectiveness of different forms of volunteering infrastructure,</p> <p>Make recommendations about EU level action to foster an enabling volunteering infrastructure in Europe.</p>



Recognising Volunteering	<p>Map existing tools for recognition of volunteers – extract good practice examples,</p> <p>Formulate recommendations for better recognition of volunteering in different areas and by different tools.</p>
Value of Volunteering	<p>Identify tools and ways to identify, measure and express the value of volunteering,</p> <p>Valuing the contribution of volunteering in positively shaping the European society.</p>
Employee Volunteering	<p>Raise the knowledge and awareness about the Employee Volunteering schemes and its benefits,</p> <p>Increase understanding of the importance of Employee Volunteering as a key component of responsible business practices (CSR),</p> <p>Build a cooperation between European Union, civil society organizations and business when developing the concept of employee volunteering and the CSR agenda at European level.</p>

Each of the working groups worked on policy recommendations towards the European Union on Volunteering related issues, linked to the respective working groups thematic.

Thanks to the representatives of CSR Europe as well as BITC, numerous references to employee volunteering have been included in the document, truly recognizing the role the of businesses in volunteering-related activities. Indeed, 16 articles refer to employee volunteering.

### 3.2.2 CSR Europe’s position towards the EU Communication on Volunteering

On September 20<sup>th</sup>, the European Commission published the first Communication on Volunteering (see annex), first policy document exclusively dedicated to volunteering. With that, the European Commission committed to overcome the obstacles linked to the absence of clear legal frameworks for volunteering activities. Two main elements come out of this Communication:

- The European Commission will raise awareness around various funding programs for volunteers and voluntary activities within the “*Youth in Action*” program.
- The Communication also highlights the European Commission’s willingness to introduce proposals specifically linked to volunteering in the EU’s employment strategy in the fight

against poverty and social exclusion in the context of the Commission's "New Skills for Jobs" initiative.

In addition, the European Commission is also working to increase the recognition of skills gained through volunteering activities by developing a 'European Skills Passport'. This will ensure recognition of professional qualifications across borders and will also give individuals the possibility of keeping a record of the skills and competences they acquire through volunteering. The passport will be based on the existing Europass (European online CV), to allow skills to be recorded in a transparent and comparable way.

The Commission has also outlined concrete ways for Member States to make better use of the potential of volunteering and calls for Member States to open national schemes for fostering cross-border volunteering.

To complement this Communication, policy recommendations were developed within each of the working groups, resulting in the P.A.V.E (Policy Agenda on Volunteering in Europe) document.

### 3.3 Representation at high-level meetings and events

CSR Europe, via its secretariat or through its members, participated to the main events, seminars and meetings developed throughout the EYV2011, continuously representing the business role in volunteering related activities.

#### 3.3.1 Main conference & meetings

EYV 2011 Activity	CSR Europe Engagement	Timeline (2011)
<b>(1) EYV2011 Alliance – meetings &amp; working group meetings</b>		
1st Alliance Meeting	Main points of discussions:  The future of the Alliance  media and press contributions (creation of facebook group)	17 March
1 <sup>st</sup> WG Meeting	Working group participant worked on the definition, the scope and the objectives of their respective focus area	18-19 March



	thematic.	
2 <sup>nd</sup> Alliance Meeting	<p>Main points of discussion included:</p> <ul style="list-style-type: none"> <li>• upcoming events</li> <li>• the future of the Alliance (“lobby towards the implementation of the Policy Agenda”)</li> <li>• updates from the Taskforce</li> </ul>	19 May
2 <sup>nd</sup> WG Meetings	<p>Working group participants respectively worked on the drafting of a one page document including key recommendations to the European Commission. The recommendations should support the European Commission the preparation of the Communication on Volunteering, planned for fall 2011.</p> <p>A representative from Coca-Cola Hellenic Serbia participated as “expert” to the working group on volunteering infrastructure.</p>	20-21 May
3 <sup>rd</sup> Alliance Meeting	Focus on version 2 of PAVE as well as working group progress.	Sept 29th
3 <sup>rd</sup> WG Meeting	Working groups worked on the reviewed recommendations to the European Commission on their respective focus thematic area.	Sept 30th - October 1 <sup>st</sup>
4 <sup>th</sup> Alliance Meeting	Meetings dedicated to the voting of PAVE and the future of the Alliance.	November 17 <sup>th</sup>
4 <sup>th</sup> WG Meeting	Approval of PAVE	November 30 <sup>th</sup>
<b>(2) EYV2011 Alliance – related conferences</b>		
<p>Public Hearing on Volunteering Infrastructure and the quality of volunteering</p> <p>European Economic and Social Committee, Brussels</p>	<p>CSR Europe presented the business case for volunteering, mainly focusing on the role of businesses in volunteering infrastructure at national level.</p>	May 23th



(3) Events - European level		
<p>1<sup>st</sup> EU-Level thematic conference - Launch conference</p> <p>Budapest, Hungary</p>	<p>CSR Europe attended the conference and participated in the different workshops</p> <p>Randstand and Foretica, as working group participants, attended as CSR Europe representatives.</p>	<p>7-8 January</p>
<p>2d EU-Level thematic conference "<b>Volunteers: the difference they make and the challenges they face</b>"</p> <p>Brussels, Belgium</p>	<p>CSR Europe members (Randstad, Intel, Coca-Cola Hellenic, ArcelorMittal, Business and Society Belgium) participate to the conference.</p>	<p>May 23-24</p>
<p>3rd EU-Level thematic conference</p> <p>Athens, Greece</p>	<p>CSR Europe members (GDF Suez, Hellenic Network for CSR, Scottish Business in the Community and Business &amp; Society Belgium) participated as CSR Europe representatives. They organized and moderated a workshop on Structures for promoting employee volunteering: examples of best practice from the public and private sectors".</p> <p>Minutes of the seminar available in the annex</p>	<p>November 3-4</p>
<p>4th EU-Level thematic conference closing ceremony</p> <p>Warsaw, Poland</p>	<p>CSR Europe members (Randstad, Scottish Business in the Community, GDF Suez) attend the conference.</p> <p>The PAVE document will be presented, key highlights from the year presented and next steps announced.</p>	<p>December 1-2</p>
(4) Other relevant events		
<p>AGE: "Enhancing the participation of older volunteers through the EYV2011"</p>	<p>This meeting, taking place at the European Parliament in Brussels, provided an occasion for Intergroup members and relevant stakeholders to reflect together on how their expectations for the current European Year of Volunteering are being met as well as on the benefits of volunteering for the 50+.</p>	<p>September 21</p>

## 4 Best practices on employee volunteering

The following section highlights a wide variety of volunteering initiatives developed by CSR members and members of CSR Europe's National Partner Organisations.

<b>Business in the Community</b>	
Name of Initiative	European Employee Volunteering Awards (EEVA)
Regions of initiatives	Europe
Partners	Business and Society Belgium, IMS-Entreprendre la Cite (France), Czech Donors Forum, Eurasia Partnership Foundation (Georgia), Responsible Business Forum in Estonia, UPJ (Germany), Finnish Business Forum And Society, Hellenic Network for CSR (Greece), Hungarian Business Leaders Forum, Centrum Wolontariatu (Poland), Business in the Community Ireland, Asociata Pentru Relatii Comunitare (Romania), Soladitas Foundation (Italy), Scottish Business in the Community, Community Partnership Consultants (Netherlands), Business Leader Forum (Serbia), Pontis Foundation (Slovakia), East Europe Foundation (Ukraine), Foretica (Spain), Philiass Foundation (Switzerland), CSR Turkey and Business in the Community (UK)
Year of implementation	2010 – 2011
Challenge	<p>BITC recognize that globalization, climate change, skills shortage and an ageing population are some of the major structural challenges that Europe has been facing in the recent times. In addition the sharp increase of unemployment has set a difficult outlook for the upcoming years. This will have detrimental effects for business.</p> <p>In this context through the flagship initiative '<i>an Agenda for new skills and jobs</i>' the European Employment Strategy seeks to create more and better jobs throughout the EU. The challenge was to create greater awareness around how employee volunteering has demonstrated to be a valuable tool to deliver employability skills to communities and vulnerable groups.</p>
Solution	<p>The European Employee Volunteering Awards was supported by a consortium of expert partners which aimed to recognize company's employee volunteering programs that improved the employability skills of people facing barriers to work.</p> <p>The awards scheme was co-funded by the European Commission and sponsored by Alliance Boots, Tata Consultancy Services and Hewlett Packard who provided the</p>



	<p>resources for the European Employee Volunteering Awards to progress and succeed.</p> <p>The key objectives were to:</p> <ul style="list-style-type: none"> <li>• Celebrate the European Year of Volunteering along with companies and partner organisations.</li> <li>• Increase the number of businesses throughout Europe running employee engagement programmes targeted at enhancing employability and inclusion.</li> <li>• Demonstrate the tangible and positive effect of employee volunteering in increasing the employability of excluded groups.</li> <li>• Sensitise public authorities on local, regional and national level on how they can be facilitators towards a “Culture of Corporate Volunteering”.</li> <li>• Provide businesses with useful tools and support on how to continuously improve the performance and impact of their volunteering programmes, and how to measure their impact.</li> </ul>
<p>Impact of solution</p>	<ul style="list-style-type: none"> <li>• 22 European countries running the Awards nationally and building a stronger network of organizations and companies working together on corporate volunteering and the wider CSR agenda.</li> <li>• Over 250 entries from companies and public authorities, with a result of 60 national winners.</li> <li>• A collaborative action involving European institutions, organizations and companies, in addition to an expert international judging panel.</li> <li>• One overall European winner per category: Large Company, Small Company, Most Innovative, Newcomer and Public Authority.</li> <li>• A final report to present case studies of winning programs focused on employee volunteering and employability skills.</li> <li>• Long-term-beneficiaries from 22 countries overcoming barriers to work.</li> <li>• Wide dissemination and experience exchange of different European employee volunteering programs.</li> <li>• A contribution to better measurement systems for employee volunteering and community engagement programs.</li> </ul>



Lessons Learned	<ul style="list-style-type: none"><li>• Time frame - A minimum of 4 months is needed to prepare for the launch of the awards program, to engage sponsorship and to prepare companies to enter.</li><li>• Funding - Partners need support, in the form of a tool kit and webinar trainings, to successfully engage corporate sponsorship for their localized costs.</li><li>• Communication - Communicating regularly with all project partners and checking that the intended message was understood correctly was a definite key to the success of the project. With regards to the communications/media campaign, continuous reminders were necessary to ensure a responsive audience (i.e. ensuring applications, press coverage, etc) and keep the project visible to the public.</li><li>• Flexibility - Key to success was to understand the economic and social context of the countries and partners participating, since flexibility and adaptability in approaching the subject matter due to country differences was required in order to reflect Europe’s diverse corporate volunteering landscape and understanding of ‘employability skills’ in an appropriate way</li><li>• Value -The Awards scheme has proven to be a valuable tool to encourage change by creating a healthy competitive environment between the participants, raising the bar of the set standard through capacity building of participants and assessors and offering a best practice blueprint through the developed guidance and application material</li><li>• Understanding - Promises made to the coordinating partners of timelines and workload has to be flexible, due to the high interest level of companies to these awards. As this scheme was a pilot. It was a challenge to accurately contemplate the amount of work that would come in a very short time frame. This could be frustrating for partners and the BITC Central Team when attempting to create work plans and manage team capacity.</li></ul>
More Information	<a href="http://www.bitc.org.uk/global/european_volunteering_awards/index.html">http://www.bitc.org.uk/global/european_volunteering_awards/index.html</a>



<b>IBM (via Business in the Community Ireland)</b>	
Name of Initiative	Celebrating 100 years of corporate civic leadership
Regions of initiatives	Ireland
Partners	Various NGO's
Year of implementation	2011
Challenge	IBM celebrated one hundred years as a corporation in 2011. To mark the occasion IBM decided that the most tangible way that employees, retirees and communities would experience this milestone was by having a year-long Celebration of volunteering.
Solution	<p>All IBM employees and retirees are encouraged to volunteer at least eight hours of their time to apply their talent and expertise to civic and societal needs in their local communities. Building on the existing 'On Demand Community program', additional resources and volunteer kits were provided to volunteers and were also made available for free to the public.</p> <p>A Day of Service took place on June 15th 2011, the last day of our first 100 years, when several hundred employees in Ireland participated. Several of the projects were highly skilled and continued over a period of months.</p>
Impact of solution	<ul style="list-style-type: none"> <li>• Volunteering uptake increased to 29% of employees, with 10,000 hours of volunteering registered, up from 19% at the end of 2010.</li> <li>• Greater engagement from senior management and throughout the whole company.</li> <li>• Several organisations and schools in Ireland received not only grants of up to \$75,000, but also the time and skilled volunteering efforts of hundreds of employees.</li> </ul>



Lessons Learned	<ul style="list-style-type: none"> <li>• Convincing employees that getting involved with organisations and schools to share their skills would allow them to receive significant grant funding for the organisations.</li> <li>• It was also a challenge to encouraging employees to 'own' volunteering opportunities and not expect them to happen for them.</li> <li>• Executive support and participation was essential. A good communications program, speaking to employees directly, taking them through the 'Celebration of Service' and explaining the benefits and grants available, all worked well to address the challenges.</li> <li>• Start planning early.</li> <li>• Recruit advocates for your programme throughout the company and across locations, it takes several people to drive a strong program.</li> </ul>
More Information	<p>IBM volunteers with Irish Cancer Society on web based Care to Drive solution <a href="http://www.youtube.com/watch?v=1xg1OaSIGFA">http://www.youtube.com/watch?v=1xg1OaSIGFA</a></p>

KPMG (via Business in the Community Ireland)	
Name of Initiative	'Get Cents'
Geographical Area	Ireland
Partners	Depaul Ireland
Year of implementation	2010
Challenge	<p>KPMG addressed the issue of developing staff skills through training the homeless on money management skills. It was identified that the lack of basic numeracy and money management skills are major problems for this group of people. If even partially resolved, such issues can make a significant contribution to help individuals get their lives back on track and increase their chances of securing long term accommodation.</p> <p>As KPMG had developed the 'Get Cents' money management skills program for early school-leavers, it was believed that the program could be adapted for wanting the opportunity to increase their quality of life.</p>



<p>Solution</p>	<p>Staff volunteers tailored the KPMG ‘Get Cents’ material for a new audience. In the pilot, thirty-one men residing in Depaul’s Back Lane hostel attended the three-session program to learn about the importance of managing money, how to draw up a household budget, how to manage bill payments, the importance of saving, typical household cupboard necessities and the importance of shopping around for best value.</p> <p>There have been two subsequent follow on courses taught with Depaul Ireland residents. KPMG volunteers delivered the course material in a hands-on, interactive way. Core to the success of this initiative is that our volunteers build up a trusting relationship with the residents in a ‘mentor style’ approach.</p>
<p>Impact of solution</p>	<p>KPMG staff were able to develop their skills-set in terms of giving presentations develop interpersonal skills and learn what it means to be a mentor.</p> <p>Our staff got a big insight into the difficulties faced by a marginalised group in society. All the volunteers who taught the courses were very enthusiastic and enjoyed the experience.</p> <p>The participants of the initiative learning what services are available to them and also learning new skills to manage their money to improve their quality of life.</p>
<p>Lessons Learned</p>	<ul style="list-style-type: none"> <li>• Adapting the material from our existing ‘Get Cents’ course aimed at early school leavers to meet the needs of those preparing for independent living was challenging.</li> <li>• Working closely with Depaul Ireland to understand the barriers faced by homeless people around managing their money and we developed ideas on how to overcome these barriers.</li> <li>• Harnessing the expertise and enthusiasm of staff to develop a programme to meet the needs of a marginalised group.</li> <li>• Employees are experts in finance and this project was ideal for them to use their skill-set to benefit those in need.</li> </ul>



<b>O2 Ireland (via Business in the Community Ireland)</b>	
Name of Initiative	Think Big
Geographical Area	Ireland
Partners	Headstrong
Year of implementation	2011
Challenge	<p>By the end of 2012, O2 have a goal for their brand to be the one most associated with a good cause in Ireland. Researche conducted by Telefonica Europe in early 2010 showed that one third of young people in Europe do not successfully transition into adulthood. O2 in Ireland conducted further research and found that the major issue affecting young people in their journey to adulthood is their ability to manage their mental health in a positive way. Youth mental health is a huge issue in Ireland and disproportionately so, given the size of our population and thus it seemed the ideal cause for O2 to support.</p>
Solution	<p>To respond to the challenge O2 in collaboration with Headstrong (the expert organization in Ireland on youth mental health) developed the 'Think Big' initiative in Ireland. The program enables young people to develop and deliver projects in their community to improve young people's mental health. For project ideas which are successful, O2 grant the individual with a monetary allowance from €300 to help them get their project off the ground, along with a mobile phone (with €50 top-up) and a Think Big start-up pack. Each young person is provided support from O2 and Headstrong in the form of employees volunteering their time to mentor and train participants of the program.</p>
Impact of solution	<ul style="list-style-type: none"> <li>• Think Big has been integrated as a core element within the O2 CR agenda across Europe.</li> <li>• In Ireland, 'Think Big' is also part of each department's operational plans which feed into the overall business strategy for O2. The programme is seen by the business as a brand differentiator.</li> <li>• Each department also has an employee volunteering target for Think Big, driving employee participation from all parts of the business.</li> <li>• The primary way in which O2 employees can get involved is by becoming a mentor. Their role encourages and supports young people to develop new skills.</li> <li>• A change in attitudes amongst the general public about young people's mental health.</li> <li>• These projects encourage young people to talk more about their mental health.</li> </ul>



Lessons Learned	<ul style="list-style-type: none"> <li>• Employee participation is an important element to the program, as it introduced O2 to a new area in terms employees working with young people.</li> <li>• Implementation of a robust child protection training and garda clearance process.</li> <li>• It was also very important the message was right from the start when explaining what Think Big was about. This was achieved by a messaging workshop with Headstrong at the outset, making the initiative easier to communicate.</li> <li>• Including target audience in the development of the program. It was extremely important that young people were part of the program, as this proved to be invaluable to the success of the program to date.</li> </ul>
More Information	<a href="http://www.o2online.ie/o2/about-o2/corporate-responsibility/">http://www.o2online.ie/o2/about-o2/corporate-responsibility/</a>

IBM (via Foretica)	
Name of Initiative	Employability Workshops
Regions of initiatives	Spain
Partners	Various NGO's
Year of implementation	2009
Challenge	<p>IBM realize that technology can create many opportunities including creating a new type of exclusion so the challenge is for IBM was to address the issue of reducing the digital divide.</p> <p>IBM addresses this challenge through the focus on immigrants in the labor market in Spain, as this is characterized by the fact that they often retain jobs requiring relatively low qualifications, on temporary contracts or simply without contracts. Increasing migrations into the EU raise the question of the potential of Information and Communication Technologies (ICT) for promoting the integration of immigrants and cultural diversity in Europe. Real integration comes from the economic and social security people get from having a job.</p>



Solution	<p>IBM tackle the challenge of the digital divide through 'Employability Workshops', these are training courses focused on providing tools, knowledge and skills necessary for finding a job.</p> <p>The training sessions consist of basic training on using computers (text editors, Internet and email), with the education level of participants at nil it is essential to have basic knowledge for employment searches through the Internet.</p> <p>The training also incorporates educating the participant in designing their CV and Human Resources professionals are called in to conduct job interviews to evaluate candidate performance and provide feedback to enable participants to succeed in real interview situations. Each workshop involved 15 - 20 students, 15 - 20 volunteers from the company as well as 2 coordinators (1 from the company and 1 from the NGO).</p>
Impact of solution	<ul style="list-style-type: none"> <li>• Unemployment figures have improved through the promotion of personal autonomy and social integration as participants can access employment by using ICT and they can easier get into the workforce.</li> <li>• The NGO has more resources to be dedicated to their programs.</li> <li>• Over the 30 months of collaboration, more than 120 volunteers have participated in the experience.</li> <li>• Feedback from volunteers and from students is really positive.</li> </ul>
Lessons Learned	<p>A common goal and a clear idea of the mission of each party involved are required for a collaborative partnership with an NGO to be successful.</p>

<b>Merck Sharp and Dohme – MSD (via Foretica)</b>	
Name of Initiative	'20 hours to change the world'
Geographical Area	Spain
Partners	Fundación Voluntarios por Madrid Soñar Despierto.
Year of implementation	2011
Challenge	As part of the overall CSR strategy and integrated global project 'Merck 365 Days', based on the Corporate Volunteer Policy , MSD found that motivating employees in Spain to participate challenging. The area where MSD identified engagement



	opportunities was around people at risk of exclusion.
Solution	<p>To respond to the challenge MSD developed a local volunteer program called '<i>20 hours to change the world</i>' aiming to foster the spirit of solidarity among employees in Spain to take root within the corporate culture.</p> <p>The program gave the opportunity for each employee to take 20 hours per year to develop volunteer activities. This program included employees engaging with the initiative organized by Foretica and Fundar (International Volunteer Week), this provided employees the opportunity to participate with two foundations: Fundacion Voluntarios por Madrid and Sonar Despierto.</p> <p>An employee portal was developed, aiming to interact and engage employees with various volunteering opportunities.</p> <p>International Volunteer week is one of many initiatives incorporated within the program and communicated through the online portal to engage volunteers from across the company. Volunteer opportunities are coordinated by the Communication department that flows through to Human Resources.</p>
Impact of solution	<ul style="list-style-type: none"> <li>• The portal has resulted in 25 employees participating in International Volunteer Week.</li> <li>• Building stronger relationships with Voluntarios por Madrid and Soñar Despierto, and developing collaboration with other institutions.</li> <li>• This positive outcome has triggered the creation of an internal culture of employee volunteerism and increased employee motivation.</li> </ul>
Lessons Learned	<ul style="list-style-type: none"> <li>• Employees experience is enriching and very positive.</li> <li>• Sharing experiences helps to expand the community and the volunteer network.</li> </ul>
More Information	<ul style="list-style-type: none"> <li>• <a href="http://giveandgainday.foretica.org/">http://giveandgainday.foretica.org/</a></li> <li>• <a href="http://www.eyv2011.eu/">http://www.eyv2011.eu/</a></li> <li>• <a href="http://www.foretica.org/sala-de-prensa/noticias/1308-participa-en-el-give-a-gain-day-la-semana-del-voluntariado-corporativo?lang=es">http://www.foretica.org/sala-de-prensa/noticias/1308-participa-en-el-give-a-gain-day-la-semana-del-voluntariado-corporativo?lang=es</a></li> </ul>



<b>Mutua Madrileña (via Foretica)</b>	
Name of Initiative	Corporate Volunteering Program “Count on us, together we can do more”
Regions of initiatives	Spain
Partners	Forética, various local NGO’s
Year of implementation	2011
Challenge	The challenge for Mutua Madrileña was to engage their employees to take part in the Company’s social actions through participating in charity initiatives, working together with colleagues and financial support from Fundación Mutua Madrileña, to help societies most disadvantaged groups.
Solution	<p>This challenge was addressed through the “Count on us, together we can do more” volunteering program; this was created through Mutua Madrileña and its foundation. Through this commitment to society a wide range of social work has been developed through their own action programs, social aid, initiatives in collaboration with various NGO’s and the volunteer program.</p> <p>The Volunteer Program is managed through a specific website within the corporate Intranet that allows its users both to propose their own initiatives and to see which initiatives are ongoing so that they can join them or comment on them. Both projects presented by the employees and projects presented by the Company are represented. Once a certain number of colleagues have agreed to participate within a project, the financial support budget from Fundación Mutua Madrileña is agreed.</p> <p>Employees can volunteer with any number of organisations such as NGOs, foundations, personal charity initiatives not necessarily linked to such organizations, i.e. a group of neighbours who develop a plan to aid a family.</p>
Impact of solution	<p>Over 170 employees have engaged within the program.</p> <p>Eight projects has been developed in collaboration with a various NGO’s, seven of them proposed by employees. Among the projects developed there are initiatives for socially integrating people with disabilities or groups at risk of social exclusion, projects for improving the quality of life of disadvantaged groups who have health issues and fundraising programs in aid of NGO’s.</p> <p>The two main project impacts are: the basic computer course aimed at immigrant women, which is now an established program regularly offered whereby employees volunteer through teaching, and the leisure outing organised for</p>



	children with intellectual disabilities, driven by Pitote that took place within the Give & Gain Day.
Lessons Learned	<p>Employees must get actively involved in the inception of the program, from being involved in the design of the program (for instance, through a survey made beforehand so as to know their preferences in this respect) and making decisions (the proposal and management of projects by the employees).</p> <p>It is important to provide a clear definition of the program's framework for action (the participation requirements).</p>

<b>Manpower Group (via Hellenic Network for Corporate Social Responsibility)</b>	
Name of Initiative	"Sharing the Knowledge – Building Bridges to Employment"
Geographical Area	Greece
Partners	PRAKSIS, PEPSAEE plus others
Year of implementation	2007 – 2011
Challenge	<p>Through the alignment of business objectives, Manpower Group Greece addressed the challenge of bridging the gap between the demand for, and the offer of labour observed in the Greek market. Through this Manpower focused on creating employment opportunities for socially vulnerable groups experiencing exclusion from the labour market. The program recognises the following challenges:</p> <ul style="list-style-type: none"> <li>• Engaging Manpower Group Employees to become active volunteers.</li> <li>• Engaging socially vulnerable groups (Candidates) to participate in the program.</li> <li>• The creation of a positive perception on employee volunteerism within the company.</li> </ul>
Solution	<p>To overcome the following challenge Manpower group developed an employee voluntary program consisting of four elements:</p> <ul style="list-style-type: none"> <li>• Manpower Group Open House - Monthly open educational / informative meetings in company headquarters, discussing work issues targeting socially vulnerable groups.</li> <li>• Educating the Young - Speeches on work and life-time career planning. In cooperation with Liaison Offices of (public and private sector) educational</li> </ul>



	<p>establishments</p> <ul style="list-style-type: none"> <li>• Immigrants Inclusion - In cooperation with NGO PRAKSIS, aiming to place immigrants in job positions through the creation of awareness-raising events for our employees, in order to understand what 'being different' means and embracing diversity. The mentoring initiative, trainings &amp; workshops for Praksis employment consultants are aimed at the provision of know-how and practical support.</li> <li>• Helping People with Mental Illness - In cooperation with NGO PEPSAEE, aiming to support people with mental illness to find work through providing HR assessments and publicly speaking about removing employment barriers for mentally ill.</li> </ul>
Impact of solution	<ul style="list-style-type: none"> <li>• Reaching out to an extensive pool of more than 20,000 people since 2007.</li> <li>• Adding more than 3,000 people from target population to a candidates' pool, by performing interviews &amp; assessments.</li> <li>• Development of a strong brand through engaging the target population.</li> <li>• Implementation of employee volunteerism within the culture of the company.</li> <li>• Manpower Group has been awarded 1st place within the Employee Volunteering Awards 2011 for Greece.</li> <li>• Creating work opportunities for more than 900 candidates within the target population.</li> <li>• Raising awareness on work exclusion for our employees, clients and general public.</li> </ul>
Lessons Learned	<p>The commitment of employees is vital if they are to become the soul of the program and function as its ambassadors, inside and outside the company.</p> <p>It is necessary to re-evaluate and re-plan, secure the active commitment of company Management and ensure intensive communication.</p>
More Information	<p><a href="http://www.manpower.com.gr">www.manpower.com.gr</a></p>



<b>Intel Ireland</b>	
Name of Initiative	Intel Matching Grants Program
Regions of initiatives	Ireland
Partners	Various NGO's
Year of implementation	2008
Challenge	<p>To celebrate the 40th anniversary of Intel it was decided that the anniversary would be marked by donating 1 million hours of volunteer time globally in all communities impacted by Intel.</p> <p>As part of the 1 million hour target the Intel Matching Grant program, which was initially open to schools, was expanded to include all eligible non-profit organizations, meaning numerous groups ranging from sporting organizations to charities. The program is made possible through the Intel Foundation that is focused on advancing education and improving communities around the world</p> <p>Corporate citizenship is firmly anchored in Intel's values which have a long history of actively engaging and supporting communities at the local, national and global levels to create a lasting impact.</p>
Solution	<p>This initiative was implemented through two elements:</p> <ul style="list-style-type: none"> <li>• Giving of Time - Every organization involved in the program has at least one or more Intel employee volunteers who are behind driving the success of the program.</li> <li>• Matching Funds - After a minimum of 20 hours of employee volunteering at a school or qualified NGO, a donation or "match" will be triggered from the Intel Foundation and paid in an amount of \$10 for every hour volunteered.</li> </ul>
Impact of solution	<p>Employees in support of the Intel Foundation, have contributed almost €1 million as part of the Intel Matching Grant Program. This is based on more than 120,000 hours being volunteered throughout 3 years, this is the equivalent of having 20 people working full time in the community for the full three years.</p> <p>Donated money goes directly back to the engaged NGO's. Examples of how this money was spent includes the purchase of new equipment for sporting organizations, funding of training camps and development opportunities at sporting clubs and facility upgrades at charity premises. For many of the smaller community based organisations, the matching funds have been a life-line for their continuation and is often the only source of supporting funding received.</p>



Lessons Learned	The creation of a central data base in the form of a web based SharePoint allowed Intel to co-ordinate all of the administrative overhead digitally from one location, creating a more efficient, streamlined process.
More information	<a href="http://www.intel.com/about/corporateresponsibility/community/matchgrants.htm">http://www.intel.com/about/corporateresponsibility/community/matchgrants.htm</a>

<b>KPMG ELLP</b>	
Name of Initiative	BRIGHT
Regions of initiatives	Europe and 7 countries in Africa
Partners	Fairtrade Africa, Restless Development, Child Helpline International, local NGO's
Year of implementation	Pilot year – 2010/11 ; Re-launch – 2011/12
Challenge	KPMG recognise that employees learning and development can be improved through skilled based volunteering initiatives. The challenge was to implement a volunteering initiative that was in line with supporting the UN Millennium Development Goals(MDG) and KPMG's Global Development Initiative.
Solution	In response to the following challenges KPMG developed the BRIGHT initiative. The initiative consists of two components: <ul style="list-style-type: none"> <li>• Local - People in member firms are encouraged to apply for BRIGHT by submitting a BRIGHT idea regarding socially or environmentally innovative ways they can support the local community.</li> <li>• Global - Winners of the local BRIGHT challenges are deployed with their colleagues in multi-national and multi- disciplinary teams to take up specific technical placements supporting the alleviation of poverty in Africa and the MDGs.</li> </ul>
Impact of solution	Supports small local enterprises and entrepreneurs with their growth and a future pipeline for local work within KPMG's African practices. As one integrated firm, we can provide a concentrated contribution, therefore maximising impact. <ul style="list-style-type: none"> <li>• Local BRIGHT challenges have produced innovative ways to contribute to</li> </ul>



	<p>education, employability, social inclusion, enterprise and environmental impact.</p> <ul style="list-style-type: none"> <li>• Global BRIGHT missions have supported communities in Africa and helped build the capacity of NGOs in order to enable them to further support those communities. This therefore aligns with contributing to the attainment of the UN Millennium Development Goals.</li> </ul>
Lessons Learned	<p>The complexity of ideas and subsequent high demand for resources needed for implementation has been the major challenge, realities of implementing each idea is now considered more when selecting winners. To align skills needed by various NGO's the successful applicants apply for the mission roles directly with the NGO so the best suited applicant is selected.</p>
More information	<p><a href="http://www.kpmg.com/UK/en/IssuesAndInsights/ArticlesPublications/Pages/Bright.aspx">http://www.kpmg.com/UK/en/IssuesAndInsights/ArticlesPublications/Pages/Bright.aspx</a></p>

Randstad Germany	
Name of Initiative	You've got talent
Regions of initiatives	Germany
Partners	Various Lower Secondary Modern Schools
Year of implementation	2008
Challenge	<p>Randstad recognize that around 60,000 children leave school without graduating as do 150,000 young people in the training and educational system every year. It is found that the majority of these kids come from migration backgrounds and underprivileged families.</p>
Solution	<p>'You've got talent' is a mentorship program engaging employees, mainly senior consultants and branch managers, to volunteer their time to mentor large numbers of students of lower secondary modern schools. They give around 3-5 hours of their working time every six weeks over a period of several years to ensure a strong and smooth entry into working life.</p> <p>The project includes job application trainings and company visits to Randstad clients. Young people learn about various vocations and learn what life after school may be like. They receive a "competence certificate" that supplements the individual student's school report and documents any further qualification</p>



	obtained in or outside school, as well as any further preparation for entering the world of work.
Impact of solution	<ul style="list-style-type: none"> <li>• The project achieved top marks within the company competition, 'Beschäftigung gestalten – Unternehmen zeigen Verantwortung (Shaping employment – companies show responsibility)'</li> <li>• May 2010 Randstad received an award from the Federal Ministry of Labour and Social Affairs and the <i>Initiative für Beschäftigung (Initiative for employment)</i>.</li> <li>• The outcome has resulted in participating schools promoting the program, as it makes a decisive contribution to early and sustainable career orientation. These students are better informed and have more self-confidence with regards to the skills and abilities required of them when training for a career.</li> </ul>
Lessons Learned	<ul style="list-style-type: none"> <li>• Initial engagement of committed Randstad colleagues over several years was challenging, to encourage a trusting relationship with participating young people.</li> <li>• Different educational systems in 16 federal states in Germany required a tailor-made approach.</li> </ul>
More Information	<a href="http://www.randstad.de/content/aboutrandstad/gesellschaftliche-verantwortung/talente-entwickeln/">http://www.randstad.de/content/aboutrandstad/gesellschaftliche-verantwortung/talente-entwickeln/</a>

Randstad	
Name of Initiative	Voluntary Service Overseas partnership
Regions of initiatives	Global
Partners	VSO
Year of implementation	2004
Challenge	The CEO has made a commitment to expand their core strategy of sourcing expertise, to sourcing employee volunteers with relevant skills to developing countries to attempt to tackle the causes of poverty in line with the Millenium Development Goals.



<p>Solution</p>	<p>Randstad responded to the challenge through its partnership with the world's leading international development organisation (VSO). The objective of the partnership is to support VSO by sourcing and deploying qualified professionals to developing countries, where they share skills and experiences in an attempt to tackle the causes of poverty. As Randstad's core capability rests in sourcing talented individuals for its clients, there is a clear overlap between the two organizations and a partnership is mutually beneficial.</p> <p>A number of projects within the partnership were developed by Randstad's expertise. Predominantly Human Resources skills were transferred to countries where VSO partners needed them most. In Namibia and Zambia, the HR Solutions program cuts across all areas: education, HIV/AIDS, secure livelihoods, participation and governance. For VSO's education program in Namibia this meant volunteers were tasked with improving working conditions, reducing absenteeism and improving overall teacher quality. Further financial support also enables VSO to place a greater number of volunteers in a more diverse range of countries including Indonesia, Ethiopia and Guyana.</p>
<p>Impact of solution</p>	<p>The Partnership has increased global volunteer recruitment, awareness, attracting more business partners and significant fundraising efforts.</p> <p>VSO has become more agile, delivering services faster and at a lower cost. E.g. in 2010 VSO developed '<i>the Volunteer Journey</i>'; essential to recruiting and placing volunteers overseas. VSO maps their processes against Randstad's to work out the levels of efficiency within each step of our journey.</p>
<p>Lessons Learned</p>	<p>Working together with VSO effectively; needed to be open, flexible and willing to listen. As CSR continues to grow in importance, organizations will potentially start to see the benefits to initiatives like the Randstad – VSO partnership will serve as an example of a strong relationship with full employee engagement.</p> <p>Organizations previously unaware of shared goals will then be able to create new sources of value together.</p>
<p>More Information</p>	<p><a href="http://www.randstad.com/social-responsibility/vso/the-partnership">http://www.randstad.com/social-responsibility/vso/the-partnership</a></p>



SITA	
Name of Initiative	SITA VIVA (Value in Volunteer Action)
Geographical Area	Global
Partners	-
Year of implementation	2011
Challenge	<p>Sita has a history of committing to provide community help locally, however they recognize that there is no common framework, recognition of activity, governance or focus on specific issues. Therefore Sita face the challenge of developing and implementing a clear philanthropy framework.</p>
Solution	<p>SITA responded to this challenge through the development of the SITA VIVA (Value in Volunteer Action) program that has addressed the challenge of identifying what kind of activities and organizations the business would like to support, how governance for this is put in place, how to measure and record the activities undertaken, and how to engage staff to participate.</p> <p>The SITA VIVA program has defined a clear framework for philanthropy, based on three strands; volunteering, financial donations and asset donations (such as PC equipment). Governance has been put in place, considering the financial impact to the business as a result of giving staff a paid volunteer day, and explaining the financial and asset-based donation threshold and processes. Management processes for requesting the volunteer day are embedded into the HR system.</p> <p>Additionally, guidelines have been developed to identify appropriate projects either individually, or through a Charity Committee structure, and details on how to develop Committees have been created and shared online, with supporting communications tools. This allows a consistent approach for employees, supporting engagement and ownership, and allows for corporate measurement and reporting. The number of volunteer days is tracked within the HR system, and supplied as part of a 'People Scorecard' with other key business metrics to leaders.</p> <p>Additionally, communications activity of the program overall includes internal and external websites, social media such as Twitter, Facebook, Yammer and YouTube, while social media planning with the corporate communications and marketing teams allows for cross-communication of initiatives, therefore a wider audience is reached.</p>
Impact of solution	<ul style="list-style-type: none"> <li>Increased employee engagement, recognition of the company's overall CSR aims, and increased morale.</li> </ul>



	<ul style="list-style-type: none"> <li>Clearly demonstrated as a business that the VIVA program is an important part of our overall CSR strategy.</li> <li>Supported over 30 projects in many different countries around the world where we operate, and have made a real difference to our communities worldwide</li> <li>The focus on humanitarian and sustainable development has been a key element in our choice of projects, such as working with local orphanages, food banks, schools and education programmes.</li> <li>Environmental impact has been positive where projects focused on nature have taken place, such as native tree planting in Singapore and Beirut, and nature projects in the UK and Switzerland.</li> <li>By using our online volunteering map, and social media to communicate, our staff has been able to share their activities with family and friends.</li> </ul>
Lessons Learned	<ul style="list-style-type: none"> <li>SITA found it is important for the autonomy to remain with the Charity Committees and individual to enable staff in each country to know where they can make the most impact on their communities. It also promotes ownership of the initiative.</li> <li>Early guidelines prepared for charity work have been improved by the feedback of volunteers, and that a process of ongoing feedback and update works well.</li> <li>Communication to as many audiences as possible is key.</li> </ul>
More Information	<a href="http://www.sita.aero/about-sita/corporate-social-responsibility-at-sita/corporate-philanthropy">http://www.sita.aero/about-sita/corporate-social-responsibility-at-sita/corporate-philanthropy</a>

The Dow Chemical Company	
Name of Initiative	Dow Habitat for Humanity
Regions of initiatives	Global
Partners	Habitat for Humanity
Year of implementation	1983



<p>Challenge</p>	<p>Dow and the NGO “Habitat for Humanity” recognize that affordable housing is one of the world's most pressing challenges, of which aligns with one of Dow’s 2015 Sustainability Goals. This required the efforts and synergies of different actors of society”. Affordable housing is a global issue, mainly affecting the poor areas and more vulnerable societal groups.</p>
<p>Solution</p>	<p>Dow has responded to the challenge through their commitment to ‘Habitat for Humanity’. There are two aspects to this support:</p> <ul style="list-style-type: none"> <li>• Financial funding - contribution to Habitat is approximately \$12.5 million in funding and more than \$25 million in gift-in-kind product donations</li> <li>• Employee volunteer support</li> </ul> <p>The holistic approach with Habitat, contributes to building, products that deliver reductions in energy consumption and CO2 emissions and significant volunteer support that is needed to bring projects and the homeowners’ dreams to life.</p> <p>Dow’s partnership with Habitat aligns with many of Dow’s 2015 Sustainability Goals, including energy efficiency, community success and local protection of human health and the environment. Dow continues its efforts to grow internationally with Habitat, to work collaboratively to develop strategies and programs that deliver greater impact and to provide innovative, sustainable products and technologies that enable Habitat to build homes, change lives and provide solutions to one of the world’s most pressing challenges.</p>
<p>Impact of solution</p>	<p>The impact is a win-win situation for all the stakeholders involved:</p> <ul style="list-style-type: none"> <li>• The families in need, who contribute to the house construction labour, receive an affordable and sustainable house and creating a safer and more sustainable community.</li> <li>• Employees feel rewarded by contributions to their community.</li> <li>• Dow to Contribute to Community Success, by working with Habitat to provide affordable housing for families in need, enhancing the community’s environment. It also enhances employment engagement in its CSR related activities.</li> <li>• “Habitat for Humanity” can implement its projects with the human, capital and material resources provided by Dow.</li> </ul>
<p>Lessons Learned</p>	<ul style="list-style-type: none"> <li>• Dow is flexible and adapts its strategy when necessary.</li> <li>• Building trends moved toward building homes that do not use typical Dow building products, the company offered solutions from its other businesses.</li> <li>• Dow recognized the trend was moving away from building new homes in lieu of</li> </ul>



	<p>refurbishing existing properties.</p> <ul style="list-style-type: none"> <li>• Dow is now in its fourth year of sponsoring significant neighborhood revitalization efforts to meet this need.</li> </ul>
More Information	<a href="http://www.dow.com/habitat/">http://www.dow.com/habitat/</a>

The Dow Chemical Company	
Name of Initiative	Dow Sustainability Corps (DSC).
Regions of initiatives	Haiti, India and Kenya (emerging markets)
Partners	Wide variety of NGO's
Year of implementation	2008
Challenge	<p>Dow's 2015 Sustainability goals have committed to help improve the world's ability to solve the challenges of affordable and adequate food supply; decent housing; energy &amp; climate change; sustainable water supplies; and improved personal health and safety through innovative products and services while contributing to community success.</p> <p>The main catalyst of that contribution is represented by employee talent, expertise, motivation and engagement. Dow's challenge was to engage their employees to further participate in corporate commitments through skills based employee engagement opportunities. This enabled employees to use their professional skills in assisting NGOs and social entrepreneurs in emerging geographies around the world.</p>
Solution	<p>Dow tackled the issue through developing the 'Dow's Sustainability Corps' (DSC), an employee engagement initiative that aligns to the Company's CSR strategy. DSC harnesses the skills and capabilities of Dow Employees to positively impact the world's most pressing problems and contribute to those in need in communities around the world in order to better their lives.</p> <p>The project matches unique skills of employees with NGO's, social entrepreneurs and government agencies that need support for sustainable development projects, especially in emerging geographies. The project involves skills based volunteering assignments that are based on the employee's area of expertise, rather than on traditional, manual labour volunteering. This varies widely from consulting virtually</p>



	<p>on a solution to travelling to project locations in the field to work full time. DSC supports eight to 10 projects a year.</p> <p>One of the recent successful project achieved by Javier Suarez Martin, engineer of Dow Water Solutions Europe, and other four Dow employees is the installation of ultra-filtration units in Haiti that purify approximately 10,000 gallons of water a day. The trip was chronicled on film and is available for viewing at Dow's OneWorld website <a href="http://www.dow.com/oneworld/">http://www.dow.com/oneworld/</a> and Facebook <a href="http://www.facebook.com/OneWorldVision?ref=sgm#!/OneWorldVision?sk=videos">http://www.facebook.com/OneWorldVision?ref=sgm#!/OneWorldVision?sk=videos</a></p>
Impact of solution	<p>Dow employees are empowered by contributing towards tackling community issues in less developed countries; an exceptional and mutual enriching experience by interacting with people from other countries, organizations; and an extra motivation to work for Dow to develop products and services which can solve societal problems.</p> <p>Dow are involved in contributing innovative products and human expertise to help to solve the World challenges such as water purifications and affordable housing.</p> <p>Communities of the implemented projects created an enhanced standard of living.</p> <p>Improving the society and the environment through the business by engaging with other stakeholders such as local governments, NGOs.</p>
Lessons Learned	<ul style="list-style-type: none"> <li>• The Employee's experiences through the projects have enabled them to be more attuned to consumer behaviour and priorities within emerging markets.</li> <li>• This enlightened understanding of the challenges at the 'bottom of the pyramid' has required our employees to consider and in some cases demonstrate 'on the ground' innovation - on the ground environments.</li> <li>• Many of these experiences have served to broaden the mindset of individual participants and team members as they have partnered with individuals from other organizations and sectors in the drive to understand government and cultural realities in emerging geographies.</li> <li>• Employee experiences have provided them with a sense of purpose and a unique opportunity to apply skills to worthy and impactful causes.</li> </ul>
More information	<p><a href="http://www.youtube.com/user/DowChemicalCompany#p/c/19598EF30435F822/10/ebsH8V9JcXE">http://www.youtube.com/user/DowChemicalCompany#p/c/19598EF30435F822/10/ebsH8V9JcXE</a></p>



<b>Volkswagen</b>	
Name of Initiative	Volkswagen Pro Ehrenamt – (Volkswagen Pro Volunteer)
Geographical Area	Germany (Manufacturing plants)
Partners	
Year of implementation	2008
Challenge	<p>Volkswagen recognizes the importance of retaining knowledge and skills within the organization, due to the knowledge gap that could potentially be caused due to demographic change.</p> <p>The challenge has been addressed through the identified value of retired employees contributing to a comprehensive knowledge transfer and the establishment of recognized new skills.</p>
Solution	<p>Volkswagen responded to this challenge through creating an initiative aimed at engaging employees (including retirees) to participate in voluntary activities. ‘Volkswagen Pro Ehrenamt’ is a platform for people who want to volunteer and those who have voluntary work to offer.</p> <p>Active and former employees at Volkswagen can access a comprehensive databank, where vacancies, listing the skills required for voluntary activities, can be found.</p>
Impact of solution	<ul style="list-style-type: none"> <li>• Involvement in voluntary has provided employee satisfaction and is rewarded with recognition.</li> <li>• Employee retirees and seniors are offered meaningful perspectives and tasks, passing on their knowledge and wealth of experience, helping Volkswagen to optimise the personal development of its employees.</li> <li>• Creating a stronger relationship with local communities.</li> <li>• Providing retired employees exciting and fulfilling to enrich both others and themselves through passing on their wealth of experience and use their knowledge beyond their professional life.</li> </ul>
Lessons Learned	<ul style="list-style-type: none"> <li>• Respect and recognition through this initiative creates a positive</li> <li>• With the help of special giveaways/branding of the initiative it allowed all people involved both supervisors as well as employees, to have the chance to make their commitment to volunteering visible contributing to an open culture of communication.</li> </ul>
More Information	<p>Volkswagen Sustainability Report 2009/2010:  <a href="http://www.volkswagenag.com/vwag/nb09bis10/content/en/homepage.html">http://www.volkswagenag.com/vwag/nb09bis10/content/en/homepage.html</a></p>



## 5 Annex: For further information

EC website: <http://europa.eu/volunteering/>

EYV Alliance website: <http://www.eyv2011.eu/>

EU Communication on Volunteering: <http://europa.eu/volunteering/en/content/commission-adopts-communication-eu-policies-and-volunteering> (in 22 languages)