

POINTS OF LIGHT

**What's Working:
Effective Employee Volunteering in Asia**
A Framework for Corporate Volunteer Leaders





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Foreword: Creating Impact for Business, Employees and NGOs in Asia through Volunteerism

By Amanda Goh, Chief Executive Officer, Edelman Singapore



There is incredible diversity and complexity of business and societal issues across Asia. From the challenges of the region's burgeoning economic development to the impacts of globalization, Asia is home to some of the world's most exciting growth trends and complicated value chains.

As business leaders in the region come to recognize both the risks and opportunities within their operations, they are also prioritizing issue areas that are of greatest concern to their stakeholders.

Expectations continue to increase for brands to both grow profits and improve the economic and social conditions in communities where they operate. Across Asia, the public increasingly believes that doing good should be part of a brand's DNA, with China, India and Singapore beating global expectations in Edelman's 2016 Earned Brand study. These markets also report higher than the global average in the belief that brands can do more to solve social ills than government. More than three-quarters of respondents in Japan, Korea, Malaysia, China, India and Singapore believe that CEOs should be personally visible in discussing societal issues. As a result of these trends, a critical mass of companies in Asia are evolving their CSR approach from mission-oriented to mission critical.

Regional leaders are also increasingly aware that employees are one of the most important stakeholder groups for business, and are essential advocates for the companies for whom they work. With some firms in the region employing hundreds of thousands of people, they are particularly powerful assets. Most leaders understand how valuable engaged employees are – they have been proven to put in more effort, act as brand ambassadors, are less likely to leave, and help the company increase profitability. With projected regional growth of up to five percent a year through 2020, organizations in Asia need committed and motivated employees who are strong brand advocates, willing to go the extra mile.

These trends intersect as we see that effective employee engagement strategies are most successful when they're organized around a core purpose and when they help employees make a connection between strategy and the actions they can personally take to support it.

“Doing good should be part of a brand's DNA.”

“Companies in Asia are evolving their CSR approach from mission-oriented to mission critical.”

As a result, organizations are increasingly taking steps to engage employees in something larger and more meaningful than a balance sheet. Increasingly, companies need to align their CSR impact to societal expectations that their employees and the public at large care about. For example, the annual Edelman Trust Barometer shows that companies operating in Indonesia are expected to address poverty issues, while those operating in India are expected to play a role in improving access to healthcare.

Global data demonstrate that organizations with strong CSR strategies attract better talent, and have higher employee satisfaction and loyalty. Higher levels of engagement can also be seen when employees have the chance to make an impact on the job, and when they find purpose and meaning in their day to day work. In fact, the Edelman Trust Barometer shows employees are more motivated to perform when they see their company engaging in societal issues. Compared to employees of companies not engaged in societal issues, employees of companies with purpose are 20% more likely to be “motivated to perform,” “committed to achieving company strategy,” and “confident in the future of the company.” The implications for employers in Asia are vast as they must be strategic in their approach to this socially conscious audience to succeed.



Source: Edelman Trust Barometer 2016



Source: Edelman Trust Barometer 2016

Edelman shares Points of Light's vision that companies can positively impact their business, employees and communities through service. As a global firm with a growing business in Asia, we have a long tradition of volunteering and providing pro bono PR services to worthy causes. In FY16, our strategic giving across our APACMEA region included more than 5,000 hours of professional and general volunteerism with a monetary value of US\$396,000. Our employees across the region also helped nominate 19 local organizations to receive community investment grants, awarding US\$19,500 to local causes they are passionate about. Each year, we witness how strategic volunteerism can inspire and engage employees in Asia first-hand, especially those of younger generations.

There is a clear case for business leaders in Asia to engage employees in societal issues through strategic NGO partnerships and employee volunteerism. This resource serves as a strong guide for business leaders, CSR practitioners, and those who want to start and scale employee volunteer programs in their organization.

While many organizations in Asia are on a journey in this space, this report from Points of Light outlines a valuable framework and best practices around how some of the most successful companies authentically connect their employees with societal purpose for business value.

Thanks to Rachel Mock, Sustainability Consultant and past Business + Social Purpose Lead at Edelman for her contribution to this Foreword.

Introduction

By Yvonne Siu Turner, Senior Manager, Corporate Resources and Programs, Points of Light Corporate Institute, Editor

From San Francisco to Singapore and from New York to Mumbai, a growing number of companies are starting and scaling global volunteer programs that create value for their companies, their employees and their communities. In fact, whether tapping the talent of skills-based volunteers or mobilizing thousands in celebrations of service, research continues to show that companies are benefiting from employee volunteer programs (EVPs) and realizing value across their business—from attracting and retaining top talent, to supporting employee engagement, leadership development, skill-building, brand value and more. There is also a growing recognition among nonprofits, civic and government leaders that employee volunteer programs can have a powerful social impact and meet critical community needs.



Through The Ritz-Carlton's global youth engagement program, Succeed Through Service, it is equipping and inspiring underprivileged youth to imagine their futures in Asia and around the world.

With the rise of global volunteering, there is also an increasing need for research and resources to provide insight that will help corporate and civil society leaders inspire, equip and mobilize people to take action that changes the world. To help address this need, Points of Light and leaders from its affiliate network in Asia have developed this report to answer these key questions:

- What framework can EVP leaders in Asia use to build and expand effective employee volunteer programs?
- What should EVP leaders keep in mind as they start and scale their volunteer programs in Asia?
- What are examples of local and global best practices, and what's working for effective employee volunteering in Asia?

This publication builds on Points of Light’s flagship resource, “Seven Practices of Effective Employee Volunteer Programs: An Evaluation Framework,” which documents the following seven practice areas that we have found are foundational to building effective employee volunteer programs:

- | | |
|------------------------|-------------------------------|
| 1. The Plan | 5. Employee Engagement |
| 2. Design | 6. Measurement |
| 3. Leadership | 7. Success and Growth |
| 4. Partnerships | |

As an update to that report, this one features insights and examples provided by more than 25 global and regional brands in Asia that are creating lasting value for their stakeholders and communities through their corporate volunteer programs. These models represent a wide variety of industries and organizations dedicated to global corporate citizenship in various stages of building out their employee volunteer programs around the world.

This resource incorporates the expertise of leaders from ten Points of Light network organizations in Asia, based on years of support for corporate volunteering and community engagement. It also reflects the insights and learnings of the Corporate Institute Leadership Faculty, practitioners and subject matter experts from more than a dozen global companies and volunteer organizations.

Points of Light and its network in Asia are committed to providing resources for community-minded companies looking to build and expand effective employee volunteer programs throughout the region and around the world.

What is an Employee Volunteer Program?

An Employee Volunteer Program (EVP) is defined as a planned, managed effort that seeks to motivate and enable employees to effectively serve community needs through the employer. EVPs, also called workplace volunteer programs or company-sponsored volunteer programs, are typically one component of a company’s corporate social responsibility (CSR) strategy, community engagement program (CEP), or other initiative that addresses the company’s involvement in societal causes. Some organizations like CECP also suggest that companies must incur costs (which might be in the form of expended staff time only) as a result of these programs.¹

¹ *Seven Practices of Effective Employee Volunteer Programs: An Evaluation Framework, Points of Light, June 2014.*

A Note for Companies with Global Volunteer Programs

While this resource presents a framework that is globally relevant, examples focus on what works for specific markets in Asia. As we designed this guide, we hypothesized that certain practice areas were universally applicable, while practitioners would do well to consider other practice areas in the context of the cultural nuances of local markets. For those practice areas we considered especially sensitive to local cultural nuances—including Leadership, Partnerships, Employee Engagement, and Success and Growth—we included specific considerations for employee volunteer leaders to think about in the “elements to consider” sections of this resource.

How to Use This Resource

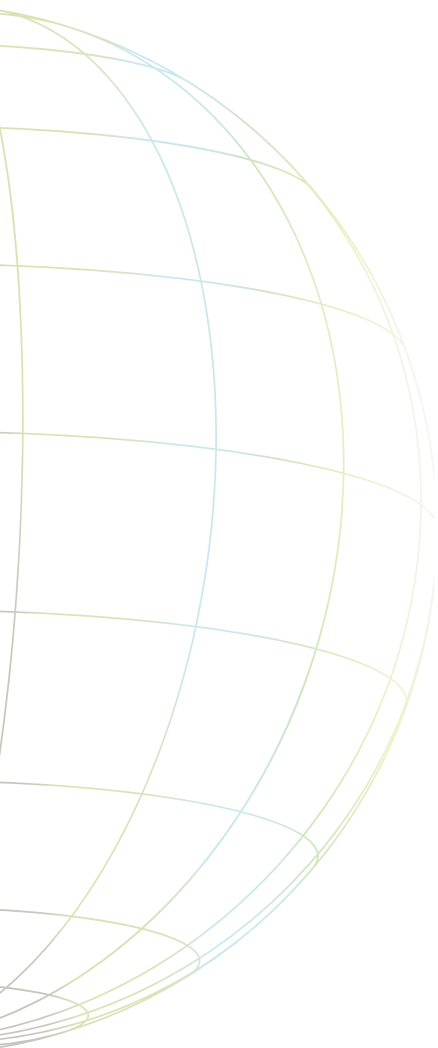
Drawing on decades of experience working with companies to develop leading employee volunteer initiatives, in 2014 Points of Light published, “Seven Practices of Effective Employee Volunteer Programs: An Evaluation Framework.”² Building on that publication, this latest edition offers a practical framework to help corporate volunteer leaders build and strengthen employee volunteer programs in Asia.

We encourage readers to consider the definitions and examples in each practice area in light of the listed “elements to consider.” We also invite corporate volunteer leaders to use the examples and stories as inspiration to develop practices that work for their organizations, and to use this resource in conjunction with Points of Light webinars, trainings and consulting services for a greater understanding of best practices for employee volunteerism.

² *Valuation Guide: 2016 Edition, CECP*

What's Working: Effective Employee Volunteering in Asia A Framework, Considerations and Examples in Action

Effective employee volunteer programs (EVPs) create value for their companies, their employees and their communities. Research suggests³ that effective EVPs align with company priorities, harness the unique motivations and interests of employees, and offer a mix of policies, programs and incentives to create an authentic and empowering culture of service within the organization. The most community-minded companies also demonstrate that aligning community engagement programs to key business functions, including diversity and inclusion, employee engagement, skill-building and sales, is good for business.⁴ EVPs that achieve powerful impact for companies, employees and communities follow seven effective practices, which are: The Plan, Design, Leadership, Partnerships, Employee Engagement, Measurement, and Success and Growth. Definitions for these practice areas, along with elements to consider and examples of what's working for companies in Asia are presented below.



³ *What Makes Your Employees Tick? Understanding Your Workforce and Engaging Employees in Service*, CSC Learning Lab Brief, *Points of Light*, 2015.

Purpose at Work: The Largest Global Study on the Role of Purpose in the Workforce, Imperative and LinkedIn, 2016.
"Maximizing the Effectiveness of Corporate Volunteer Programs," CEB webinar presentation for *Points of Light*, 2014.

⁴ *The 2016 Civic 50: Turning Good Intentions into Sound Business Practices*, *Points of Light*, 2016.



Effective EVPs have specific societal, employee and business goals with clear strategies, focused efforts and tactics to achieve them. While this practice may look different across organizations and industries, below are a set of elements to consider and tactics that have worked for some companies. Please consider applying one or more to your EVP.

Putting “The Plan” into Practice:

- **Document the vision or purpose** of your EVP.
- **Identify the societal goals and outcomes you’d like the EVP to achieve**, such as helping to improve a nonprofit’s efficiency (i.e., enabling the nonprofit’s systems or services to run with fewer resources), effectiveness (i.e., increasing the nonprofit’s success rate among the beneficiaries it serves—for example, increasing the number of mentored students that improve their grades), and reach (i.e., enabling the nonprofit to serve more beneficiaries—having volunteers register more patients at a clinic, for example). Consider aligning the societal goals of your EVP to a cause that is in-line with your industry, one that is a priority concern for your key stakeholders, or one that is aligned with the development agenda of the country in which you operate.
- **Consider aligning EVP goals with your employees’ core competencies** or in a way that impacts your core stakeholders. Since 2015, many companies have aligned their EVPs with the United Nations’ Sustainable Development Goals, a set of 17 global goals to end poverty, protect the planet and ensure prosperity for all.
- **Identify business goals and outcomes that have quantifiable and measurable targets**, such as improving the company’s marketing or brand efforts, sales, employee engagement and retention, recruiting, stakeholder relations or diversity and inclusion.
- **Identify employee goals and outcomes that have quantifiable and measurable targets**, such as skill or career development, leadership development, or health and wellness.
- **When identifying and documenting your EVP’s goals, keep in mind country or region-specific legal requirements** that may affect them. For example, the India Companies Act requires companies to spend 2% of net profits on CSR activities.⁵

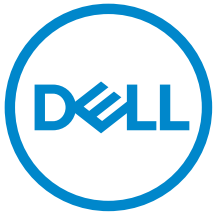
⁵ India’s CSR Reporting Survey 2015, KPMG, 2015.

In Practice



The following examples illustrate the “The Plan” practice in action in Asia.

Dell in India



- Identify business goals and outcomes that have quantifiable and measurable targets, such as improving the company’s marketing or brand efforts, sales, employee engagement and retention, recruiting, stakeholder relations or diversity and inclusion.
- Align EVP goals with your employees’ core competencies or in a way that impacts your core stakeholders.

Dell’s 2020 Legacy of Good Plan is the company’s public commitment to accelerate successful and sustainable customer and societal outcomes, and it flows directly from Dell’s purpose to enable people everywhere to grow, thrive and reach their full potential. Among the plan’s 21 ambitious, strategic targets, Dell has clearly identified the following goals for volunteering:

- Engage 75% of team members to provide five million hours of service to communities every year.
- Apply team member expertise and technology in underserved communities to help three million youth directly and support 10 million people indirectly to grow and thrive.

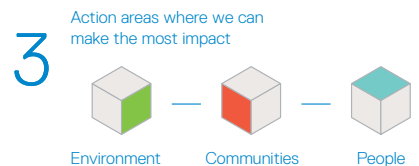
Although these goals apply to all Dell team members in 78 countries, Dell India—with more than 25% of the company’s employee base—has a critical role to play in achieving them. Clearly articulating its goals for volunteering has helped Dell effectively manage to those goals. In fact, between 2013 and 2016, 70% of Dell India employees volunteered over 200,000 hours with various charities and causes.

In India, Dell considers its nonprofit partners to be employee engagement or strategic partners, which implement Dell Youth Learning programs that provide access to technology and learning to under-privileged youth. These partners focus on a wide range of causes, from education and women’s rights to poverty mitigation and health care. Strategic partners that Dell India employees volunteer with include: American India Foundation, Learning Links Foundation, Dream A Dream, Literacy India and Humana People to People India.

By contributing their expertise as volunteers, Dell employees also say that volunteering is an opportunity to improve their project and program management skills, along with their teamwork and collaboration skills. Dell India expects to meet and exceed its Legacy of Good commitment well before 2020, and to continue enabling people to grow, thrive, and reach their full potential.

We are all in.

Dell is committed to leaving a positive, measurable and lasting contribution to our planet and society.



1 Promise:
Creating a legacy of good





Effective EVPs bring a wide variety of corporate assets to bear in creating value, including employee time and skills, cash and in-kind contributions, and public leadership. They identify and harness the unique motivations employees have to serve, and offer a wide variety of volunteer opportunities to meet employees where they are in their life or career stages. They also adopt the necessary structures, incentives, programs and policies to create a culture of service and scale engagement. While this practice may look different across organizations and industries, below are a set of elements to consider and tactics that have worked for some companies. Please consider applying one or more to your EVP.

Putting “Design” into Practice:

- **Conduct research to understand your employees’ motivations to serve** along with their passions, interests and skill-sets. For example, research shows that employees can be social-oriented, career-oriented or purpose-oriented. Social and purpose-oriented volunteers are motivated by opportunities to pursue work that matters to them, and to socialize with family, friends and colleagues. Career-oriented volunteers, on the other hand, will want to engage in volunteer activities that allow them to build their skill-sets or advance in their careers⁶ Employees who are purpose-oriented will likely want to participate in volunteer opportunities that allow them to grow personally and professionally, have a positive impact on others, and build strong working relationships.⁷ Appealing to your employees’ intrinsic and extrinsic motivations will help you design more effective EVPs.⁸
- **Keep in mind that there may be regional differences that influence how your employees want to volunteer.** For example, research shows that in China, connecting to people and ideas that reflect shared values is important to Chinese culture. In a 2011 survey, employees reported that “having fun” and “meeting new people” are among employees’ most favored aspects of volunteering, and that they place a high value on face time with company leaders.⁹ Given these preferences, “hands-on” volunteer projects and opportunities to interact with leadership during service activities would likely be successful. In fact, volunteering in China largely consists of “hands-on” group projects, especially as skills-based volunteering and pro bono service is relatively new, and companies acknowledge the need to build the capacity of NGOs to address community challenges.¹⁰ Research also shows, however, that in Asia, 71% of companies offer pro bono programs, and 59% offer their domestic employees the opportunity to volunteer during company time, which are practices that may speak to the variety of employee interests across regions in Asia.¹¹
- **Assess community needs through research, surveys or informal feedback mechanisms.** Also consider mapping issues that leading NGOs in country are addressing, and keep them in mind as potential partners.

⁶ *What Makes Your Employees Tick? Understanding Your Workforce and Engaging Employees in Service*, CSC Learning Lab Brief, Point of Light, 2015

⁷ *Purpose at Work: The Largest Global Study on the Role of Purpose in the Workforce*, Imperative and LinkedIn, 2016.

⁸ Grant, A., 2012. *Giving Time, Time After Time: Work Design and Sustained Employee Participation in Corporate Volunteering*. *Academy of Management Review*, 37(4), pp.589-615.

⁹ “Global Employee Engagement Report: A Corporate Responsibility Practitioner’s Guide,” Silicon Valley Community Foundation, 2015.

¹⁰ “Global Employee Engagement Report: A Corporate Responsibility Practitioner’s Guide,” Silicon Valley Community Foundation, 2015

¹¹ CECP, *Giving Around the Globe: 2016 Edition*.

- **Conduct research on how competitors or business partners are designing their EVPs.**
- **Create a wide variety of flexible volunteer opportunities that meet employees where they are**, including “hands-on,” skills-based or pro bono volunteer experiences. There is a broad spectrum of service activities and programs to choose from, including Days, Weeks or Months of Service, on-site volunteering, virtual volunteering, skills-based volunteering, pro bono marathons, team-based projects, loaned-employee projects or board service.
- **Consider aligning volunteer opportunities with employees’ skills, passions or core competencies—or a cause in-line with your industry—for greater impact.** Pro bono service was the fastest growing volunteer program companies offered to their international employees within the past three years.¹²
- **Consider tapping into a wide variety of employee passions** with volunteer opportunities to support employee participation and engagement.
- **Align EVPs with your company’s cash and in-kind contributions, and public leadership**, for greater impact.
- **Create partnerships with cross-functional teams within your company**, such as engaging your HR office to work with you to strategically connect your EVP to key business and HR goals. You can also consider creating an EVP Planning Committee that includes cross-functional representatives from main organizational departments (HR, Marketing, Operations) to accomplish this.
- **Develop a program structure for your EVP**, such as creating volunteer councils or empowering volunteer ambassadors or champions in satellite offices to scale the reach of your EVP while still remaining locally relevant.
- **Adopt policies and programs including volunteer time off (VTO), formal and informal volunteer recognition, Dollars for Doers grants, integrating volunteerism into performance reviews, and providing resources and training to volunteers and volunteer leaders.** These policies will help you create a culture of service, institutionalize norms and practices related to community engagement, and help you create an enabling environment for a successful EVP.
- **Understand where your EVP is within your organizational structure** to support cross-functional collaboration and gain leadership support. For example, what are the reporting relationships between the office where your EVP is housed and the executive suite or other departments with which you need to collaborate?
- **Identify company resources you can tap into to support the internal and external communication needs of your EVP**, such as company newsletters, social media platforms, an intra-net, employee bulletin-boards or blogs.
- **Adopt the appropriate technology platform** to help you manage your EVP, engage employees in service, track progress and celebrate your successes.
- **Mobilize and equip volunteers and volunteer leaders** through training, online portals, newsletters, affinity groups or employee resource groups, toolkits, and social media platforms.

¹² CECP, in association with The Conference Board. *Giving in Numbers: 2016 Edition.*

In Practice

The following examples illustrate the “Design” practice in action in Asia.



The Ritz-Carlton Hotel Company in India



- *Align volunteer opportunities with employees' skills for greater impact.*

THE RITZ-CARLTON

The Ritz-Carlton Hotel Company is known for service excellence and for “Inspiring Life’s Most Meaningful Journeys.” The company’s corporate social responsibility program, Community Footprints, empowers employees to “Serve With Purpose” by focusing volunteer efforts in three areas: hunger and poverty relief, environmental responsibility, and child well-being. In 2009, the company launched a global youth engagement program, Succeed Through Service, to inspire underprivileged youth to imagine futures not previously envisioned. Succeed Through Service brings students into hotels, and sends employees into classrooms, teaching career exploration, life-skills and civic responsibility.



Ritz-Carlton volunteers and students interact during “The Power of Teamwork” lesson in Bangalore, India, as part of the company’s Succeed Through Service volunteer program.

In Bangalore, The Ritz-Carlton partners with Dream a Dream, a local non-governmental organization, to implement Succeed Through Service. To ensure local relevance, The Ritz-Carlton and Dream a Dream have customized the program to provide skills that young adults need to thrive and forge a better future in their community. At the same time, the program harnesses the unique skills and competencies of Ritz-Carlton employees to scale and deepen impact.

In addition to modules based around careers in hospitality, corporate volunteers have taught ninth and tenth grade students life-skills lessons focused on topics like eating healthy and working in teams. To enhance their critical thinking skills, students participated in a “Brainstorming to Innovate” activity where they had the opportunity to collaborate in teams to address an issue facing their community. The students identified the top issues for concern as: pollution, water shortage, waste, and energy conservation. At the end of the brainstorming session, each group presented their team’s solution to the class.

“Succeed Through Service allows us to connect with bright young minds in our community. While we work towards enhancing the well-being and career prospects of these students, our Ladies and Gentlemen always come back with an enriching experience that teaches us the true value of exposure and education,” said Pooja Bailey, Learning Manager and Community Footprints Team Leader at The Ritz-Carlton, Bangalore. In 2016, employees in Bangalore volunteered over 200 hours mentoring students as part of Succeed Through Service. The Ritz-Carlton Succeed Through Service program is available on an open-source, non-proprietary basis. The Succeed Through Service toolkit can be accessed by visiting www.succeedthroughservice.com.

Nielsen in Hong Kong



- *Align volunteer opportunities with employees' skills for greater impact.*

The St. James Settlement People's Food Bank has a long history of serving and supporting the community of Hong Kong by offering free food assistance to impoverished and struggling people in the area. However, the food bank found itself struggling to update its stock on a daily basis to comply with government, donor and user requirements. Seeing an opportunity, Nielsen's office in Hong Kong stepped in to help by offering the time and talent of its employees through its employee volunteer program, Nielsen Cares, to get the food bank back on its feet. Specifically, two Nielsen employees provided pro bono Business Process Improvement (BPI) assistance over the course of six months to help St. James Settlement. In this way, the Nielsen Cares program was able to harness its employees' core business skills and competencies to make a big impact for their community partners.



Nielsen employees provided pro bono support to help the St. James Settlement People's Food Bank in Hong Kong improve its operations, so that the food bank was able to collect more food to help the community.

Using the company's BPI tools, Nielsen began by working with the food bank to conduct process mapping and a root cause analysis to identify the key pain points that needed to be addressed. One of the main issues Nielsen discovered was that unplanned activities throughout the day slowed down the planning and routing process. In fact, 31% of time at the food bank was spent on ad-hoc or unplanned activities.

Using this information, Nielsen was able to help the St. James Settlement People's Food Bank better optimize its planning and routing processes. By increasing the frequency of collection from one to two times per month, the food bank was able to collect more food to help meet customer demand. As a result of this project, the food bank's daily data entry compliance rate skyrocketed from 20% to 100%, and its food utilization increased from 50% to 90%.

Nielsen's assistance to the St. James Settlement People's Food Bank provides an excellent example of how a company can use its professional skills to directly benefit entire communities and those who are working to make a difference in them. To solidify their commitment, Nielsen pledges to donate at least \$10 million of data, products and services through pro bono and skills-based volunteering as part of an annual commitment to [A Billion + Change](#). With dedication to service and social responsibility, companies like Nielsen will continue to forge lasting relationships that will help others for years to come. While this was the first time Nielsen volunteered with a Hong Kong food bank using this skills-based volunteering approach, the company has launched a multi-year collaboration with St. James Settlement that will provide a variety of volunteer services across different Nielsen teams and functional areas.

Mitsubishi Corporation in Japan



- *Adopt policies, programs and resources to help create a culture of service and scale engagement.*
- *Mobilize and equip volunteers and volunteer leaders.*
- *Create a wide variety of flexible volunteer opportunities that meet employees where they are.*

Yuichi Takahashi, a blind marathoner and Paralympic athlete, is a goodwill ambassador for Mitsubishi Corporation (MC)'s CSR team. Senior leaders at the company, impressed with his professional accomplishments, recruited him to join Mitsubishi to promote a greater understanding about parasports and demonstrate the company's deep commitment for people with disabilities. In fact, the company demonstrates this commitment through its "Three Corporate Principles," which include Corporate Responsibility to Society and Global Understanding through Business. It seeks to recruit, train and employ people with impairments and strives to create barrier-free workplaces. Through its Dream as One initiative, Mitsubishi is also strengthening the field of parasports by providing opportunities for disabled athletes, employees and members of the public to get involved as volunteers or participants.



Yuichi Takahashi (left), a goodwill ambassador for Mitsubishi's CSR team, and Yuji Chishima (right), a manager of engineering, during the 2016 Kasumigaura Marathon in Japan.

Takahashi appreciates the policies, programs and resources of Mitsubishi's employee volunteer program. For example, the company offers five days of volunteer leave per year, and created a "virtual token system" that matches each volunteer activity with a 500 yen donation. In 2015, employees registered over 11,000 volunteer events, which amounted to over 5 million JPY worth of virtual tokens. In the same year, the company's employees in Japan used over 200 days of volunteer leave.

The company also offers volunteer training courses at the workplace for convenience, and promotes opportunities for engagement in various parasporting events and competitions. Employees have volunteered to help with everything from building a field for the Japan Para Wheelchair Rugby Championships to coaching a soccer class for children with cerebral palsy, to serving as members of the governing board of the Japanese Paralympic committee.

Michael Lagowski, Team Leader of Corporate Philanthropy, credits a large employee network of volunteers and volunteer leaders for the scale and depth of its program. "Providing the infrastructure and offering a wide variety of programs that our employees can get involved in is of course important, but at the end of the day it is the time, effort and volunteer spirit contributed by our employees that makes the difference."

Demonstrating this volunteer spirit in action, Takahashi said, "Being able to spread awareness and understanding about parasports as part of my job has been a wonderful and rewarding experience."

MilliporeSigma (Sigma-Aldrich) in China and India



- Mobilize and equip volunteers and volunteer leaders.
- Create a wide variety of flexible volunteer opportunities that meet employees where they are.



In 2016, MilliporeSigma mobilized thousands of volunteers around the world to spark curiosity in science through Curiosity Labs. Here, volunteers teach students in Sichuan Province about potable water and how to build water filters.

In 2016, MilliporeSigma (formerly Sigma-Aldrich), launched SPARK, a Global Volunteer Event, to make a lasting impact by making science education fun and interesting. Through SPARK, the company's employees shared their knowledge and passion for science to inspire students to become tomorrow's great scientific minds. As a life-sciences company, MilliporeSigma had historically focused its volunteering on STEM subjects, but after its merger with Merck KGaA, Darmstadt, Germany, it built on its strong, STEM-focused programming to scale its impact around the globe. During SPARK, 300 MilliporeSigma employees in the U.S. created pre-made kits based on custom science lessons and shipped those kits across six continents to nearly 100 sites around the world, including Boston, Ireland, France, Germany, Shanghai and Bangalore.

Employees at those sites then "checked out" the kits and used them to teach Curiosity Labs, or full length hands-on science lessons, to students at their partner schools. These volunteers also received custom training for labs they taught, to support and equip them for service. Over two weeks, nearly 5,000 volunteers contributed 19,500+ hours of service and reached 30,000 students. Preliminary evaluations indicate that more than 70% of students demonstrated an increase in content knowledge, and MilliporeSigma hopes to build on its success to scale and deepen impact in the future.

Tata Sustainability Group in India

- Create a wide variety of flexible volunteering opportunities that match the employees skills and interests.
- Mobilize and equip volunteers and volunteer leaders through training, resources and toolkits.

With the tagline “Be the Change,” Tata Group’s EVP encourages Tata volunteers around the world to engage with the community by contributing their time and skills. Tata Engage illustrates how an effective EVP can offer flexible volunteering opportunities that cater to employees’ varied skill sets and interests.



Volunteers organized a kids' carnival in Kolkata during Tata Volunteering Week.

Tata Engage offers three volunteer programs: Tata Volunteering Week (TVW), ProEngage and Engage+. Through these programs, companies curate a wide variety of volunteering opportunities for employees to harness their unique interests, skills and passions. During TVW, for example, each company under the Tata umbrella brings together Tata employees, their family members, and retired Tata colleagues to engage with communities. Volunteer activities typically occur on company time for at least half a day and range from “hands-on” planting projects to support a greener tomorrow, to projects focused on enabling the future through technology and to helping children envision their dreams. Over the past six editions, the program has engaged over 2,500,000 volunteers.

ProEngage, the group’s pro bono program, encourages employees to “Give More Than Just Your Time.” Tata volunteers help nonprofits build their capacity by providing expertise in specialized functions like HR, Finance, Business Planning, Marketing or Resource Mobilization. Since 2014, nearly 400 volunteers have worked on more than 180 projects across 18 cities, providing critical services to more than 100 nonprofits.

In one of the ProEngage projects, Rahul Gupta of Tata Technologies Ltd. and Aditya Singh of Titan Company Ltd. supported Swadhar IDWC Pune, a charity that helps low-income women become independent in spirit, thought and action. Together, they designed strategies to raise awareness for the organization: updating its website, enhancing its Facebook page, and creating a LinkedIn profile. They also secured celebrity endorsements to promote their efforts, which helped the organization's Facebook page generate more than 1,000 likes within days of launch. Ms. Anjali Bapat, Swadhar's CEO, shared that Rahul and Aditya's social media strategy "bridged the gap between the grassroots volunteers and the technologically-enhanced world."



Tata volunteers promote sports for development by teaching youth to box in Jamshedpur.

With Engage+, Tata Group plans to offer a select group of experienced employees a chance to volunteer full-time with full pay at a nonprofit to work on a project of critical social importance. During this period, volunteers will be actively mentored by an eminent domain expert, thus harnessing their professional expertise for a lasting social cause. Engage+ is yet to be launched and the company hopes to receive an enthusiastic response from the employees.

Every year, Tata Sustainability Group always looks to set new benchmarks in the field of volunteering. To help mobilize and equip its volunteers, the company's Sustainability Group has developed resources and toolkits that can be customized across any of Tata's companies. Dr. Mukund Govind Rajan, Chairman, Tata Global Sustainability Council, says that Tata Engage will continue improving its data gathering and analytics capabilities. "Indeed, by leveraging our digital assets, we will curate customized opportunities for our colleagues and create more value in the volunteering space."



Effective EVPs benefit from vocal and continual support from company leadership at all levels that specifically promotes and furthers the EVP's mission, goals and plan. While this practice may look different across organizations, industries and regions, below are a set of elements to consider and tactics that have worked for some companies. Please consider applying one or more to your EVP.

Putting “Leadership” into Practice:

- **Secure the support of the Board of Directors, C-Suite (CEO, CFO and other “chief” positions who report directly to the CEO) and/or executive-level managers.** This can include a C-Suite Champion or other executive-level champion.
- **Engage middle managers and employees’ supervisors** as well, whose support can be critical to secure employee participation.
- **Consider ways to include volunteering in leadership training, or orientation or onboarding programs** for leaders and managers.
- **Create opportunities for leaders and managers to participate in the strategic planning of volunteer projects,** in addition to engaging them as volunteers or participants.
- **Consider how leadership can reinforce how employees inspire or interact with each other to generate enthusiasm for the EVP.** For example, since research shows¹³ that peers have a large influence on Millennial behavior and whether they decide to engage with causes at work, consider how company leaders can encourage volunteers to be ambassadors for the EVP, encouraging their colleagues to participate.
- **Measure the relationship between participation in the EVP and employee engagement** to better make the business case for volunteering to company leadership.
- **Create tools that make it easy for leaders at all levels to support and promote the EVP.**
- **Consider creating awards that recognize company leaders and managers** for mobilizing their teams to volunteer.
- **Consider partnering with HR to include employee volunteerism as something that is considered in managers’ performance reviews.**

¹³ 2015 Millennial Impact Report, Achieve, 2015

In Practice

The following examples illustrate the “Leadership” practice in action in Asia.



PIMCO in Japan

P I M C O • *Secure the support of C-Suite leadership and executive-level managers for your EVP.*

PIMCO, a global investment management firm headquartered in Newport Beach, California, launched its corporate volunteer program in mid-2007. Later that year, an account manager in PIMCO’s Tokyo office recruited a small planning committee, named it Japan Volunteers, and kick-started employee engagement for PIMCO Japan.

The Tokyo leadership team is a vocal supporter of Japan Volunteers. One of the first volunteer events the program organized was a flower planting project in collaboration with the regional government of Minato Ward. From the start, senior leadership in Japan rolled up their sleeves and dived into volunteering, including the former head of Asia-Pacific, who served as the firm’s CEO from 2014 to 2016. To this day, the flowerbed project continues; PIMCO’s employee volunteers water flowers weekly, and replant flowers twice a year.



PIMCO volunteers support relief efforts in Tohoku, Japan.

When the 2011 Tohoku earthquake and tsunami hit Japan, Japan Volunteers immediately activated a product donation drive and began raising funds. In 2012, Japan Volunteers started hosting twice-yearly weekend trips to the affected region to support relief efforts. The head of PIMCO Japan always participated in these trips, and truly led by example. Ichiro Takeuchi, the account manager who started Japan Volunteers, said, “Since 2007, we have been organizing volunteer activities to help the community and to engage all levels of employees. These programs are led by the head of PIMCO Japan, and include joint volunteering with the Minato-ku government, collecting bottle caps and used stamps, visiting Tohoku to help the local community, cleaning up local areas, participating in charity runs, and more. Today, all of our 85 employees participate in at least two to three volunteer activities every year. This program has become an extremely important part of our culture, and it motivates our employees.”

Ichiro is now an executive vice president in PIMCO’s Tokyo office. He exemplifies the firm’s culture of service and promotes corporate volunteering at every turn.

Tien Wah Press in Malaysia

- *Secure the support of the Board of Directors, C-Suite leadership and executive-level managers for your EVP.*



Three Tien Wah volunteers spend time with community members at the Phyllis Home Caring Center in Malaysia. The company's Board of Directors strongly supports its employee volunteer program.

When Tien Wah Press, one of the largest printing presses in Southeast Asia, designed its first corporate social responsibility program, it started at the top. Demonstrating a commitment to the new initiative, the entire Board of Directors volunteered at Grace Community Services Klang, an NGO that provides counseling and guidance to low-income families as well as operating orphanages, refugee shelters and food banks. Volunteers were split into two teams, with half tutoring underprivileged children and the others assisting in preparing lunch. After their volunteer work was complete, the entire group—volunteers, children, parents and NGO staff—gathered to enjoy lunch together.

As leaders, the company's Board members showed that every employee, no matter their role in the company, could make a difference in the lives of others. As a result, Tien Wah Press' next volunteer event had twice as many volunteers from across the company cleaning and refurbishing the Phyllis Home Caring Center. There, employee volunteers tackled the living room, kitchen, garden and other areas.

The public participation of Tien Wah Press' leadership helped launch an employee volunteer program that has now grown in terms of budget, time allocation and employee participation.



High performing EVPs understand the importance of strategic, high-impact partnerships and intentional collaboration with government, private and nonprofit partners to achieve shared goals. While this practice may look different across organizations, industries and regions, below are a set of elements to consider and tactics that have worked for some companies. Please consider applying one or more to your EVP.

Putting “Partnerships” into Practice:

- **Cultivate long-term partnerships** and opportunities for multiple volunteer projects.
- **Define goals and measures of success together with community partners**, considering the needs and capacities of both partners.
- **Create clear and documented project scopes with partners** to articulate goals, timelines, roles and responsibilities of each partner.
- **Align your efforts with a coalition of NGOs** or volunteer mobilizing organizations for greater impact.
- **Increase the impact of partnership goals by combining in-kind or financial support** to supplement volunteer efforts.
- **Engage community stakeholders and partners to raise additional funds, resources, or commitments** from other institutions for a community purpose.
- **Invest in the readiness of your community partner** to receive and navigate volunteer support and measure effectiveness.
- **Adopt formal, structured efforts to actively solicit community feedback** such as a survey, focus groups or community meeting. In fact, this was a practice embraced by 90% of Points of Light’s 2016 Civic 50 honorees.¹⁴ *The Civic 50* is a Points of Light initiative to recognize the 50 most community-minded companies in the U.S. every year.
- **Encourage employees to serve on the boards** of your company’s key nonprofit partners.
- **Consider creating an environment where it is safe for nonprofit partners to make and share mistakes** without the threat of withdrawing support. This will help create an environment of trust and will facilitate a more productive partnership.
- **Conduct post-project evaluations alongside your partners** to learn what worked and what didn’t for continuous improvement.

¹⁴ *The 2016 Civic 50: Turning Good Intentions into Sound Business Practices*, Points of Light, 2016.

In Practice

The following examples illustrate the “Partnership” practice in action in Asia.



Convergys in the Philippines



- Define goals and measures of success together with community partners.
- Invest in the readiness of your nonprofit partner to receive and navigate volunteer support and measure effectiveness.

Convergys, a global leader in customer management, has committed a corps of employee volunteers to support its public commitment to the United Nation’s Sustainable Development Goals to improve access to lifelong learning and employment opportunities. In the Philippines, Convergys turned to HandsOn Manila, a Points of Light affiliate that mobilizes volunteers in high-impact service projects, to help make this commitment a reality.



A Convergys Connects volunteer tutors 64-year old Nazaria Villarin, who is proud to finally be earning her diploma.

HandsOn Manila developed a tutoring and mentoring program to support the Alternative Learning

System (ALS) in the Philippines, which provides out-of-school young people and adults with pre-requisite courses and accreditation exams so they can receive diplomas.

Hanica Jane Pacis, Director of Communications at Convergys, said, “The collaboration allowed our employees to help students achieve academic goals in one of the most important alternative education programs in the country. Graduates of ALS will earn pre-requisites and professional skills that offer pathways to employment opportunities that can significantly exceed the minimum wage.” Volunteer Ruter Agali, Convergys Support Associate agreed, saying, “As both a tutor and mentor, I helped less-privileged students meet their goals. Who knows, I might be mentoring Convergys’ workforce of the future!” Andrea Ayers, Convergys Corporation’s CEO, explained the strategic nature of the partnership by saying, “Points of Light understood the business goals surrounding our corporate social responsibility program and aligned our team with the government, private and nonprofit partners necessary to conduct meaningful volunteer work. HandsOn Manila identified appropriate community stakeholders, invested in program readiness with human capital, and developed a system for timely follow-up for monitoring programs so we can continually improve.”

Nazaria Villarin, a 64-year old student who expects to earn her diploma through the ALS program, thanked Convergys volunteers, saying, “Never get tired and never lose your desire to help.”

CLSA, Credit Suisse, Macquarie, Nomura, and State Street in Hong Kong and Singapore

- *Engaging community stakeholders and partners to raise additional funds, resources or commitments from other institutions for a community purpose.*

No matter the market, strong and effective board members are always a need within a community. But, how can companies make certain that their employees are ready for this important assignment? CSR leaders from CLSA, Credit Suisse, Macquarie, Nomura, and State Street recognized the need and growing interest from their workforce, and collaborated on a solution designed to achieve success--for both employees and their nonprofit/NGO partners.

Having spent several years attending an inter-bank CSR Forum together, the firms were familiar with each other, felt comfortable working together, and knew that their values, goals and strategies were aligned. Thus, in 2014, they created the Not-for-Profit (NFP) Director Program to better equip staff with the tools and knowledge for a NFP board membership.



Executives and emerging leaders from CLSA, Credit Suisse, Macquarie, Nomura and State Street participate in the Not-for-Profit (NFP) Director Program as they prepare for board membership.

Participants from each financial institution include senior executives and emerging leaders interested in joining the board of an NGO. Each company runs its own selection process, with similar but slightly tailored selection criteria, and markets the program to high-potential staff who have demonstrated existing community involvement. The program provides participants with sound knowledge of a NFP Director's essential responsibilities, liabilities, and practical challenges.

The four-session program strengthens the culture of skills-based volunteering, develops enhanced leadership skills, engages employees with the broader community, and ultimately connects graduates with a range of local charities seeking directors. A majority of the content is provided by the Australian Institute of Company Directors and, in Hong Kong, PwC offers participating charities a two-hour overview of core governance issues with a focus on financial and operational risk management.

To date, nearly 60 participants have been connected with 29 organizations. As a past participant, Will Cornelius, Head of Group Finance, CLSA, shared, "This program provided a platform for me to interact with local NGOs that are looking for help but that I never would have been in touch with if it wasn't for this course. It makes me wonder how many other organizations are out there that need help from professionals like us but don't have the forum to connect."

Wells Fargo in the Philippines

The Wells Fargo logo, consisting of the words "WELLS" and "FARGO" stacked vertically in a bold, yellow, sans-serif font, set against a red square background.

- *Increasing the impact of partnership goals by combining in-kind or financial support to supplement volunteer efforts.*
- *Cultivating long-term partnerships and opportunities for multiple volunteer projects.*

In 2013, Wells Fargo's subsidiary in the Philippines established its own community service program. Called Pamana, a Filipino word meaning "legacy," the program began with annual donations to support local educational programs. However, it quickly grew and that same year, Wells Fargo formalized a partnership with Hands On Manila (HOM), a Points of Light affiliate, to provide volunteers to HOM's mentoring program in Taguig City. Called Galing Mo, Kid! ("You're Great, Kid!"), the program featured enrichment modules for 50 students at the Kapitan Jose Cardones Memorial Elementary School (KJCMES).

Demonstrating a characteristic of effective partnerships, the partnership between Wells Fargo and Hands On Manila was long term and provided multiple opportunities for employees to volunteer throughout the year. In fact, volunteers would spend three hours every Saturday morning during the school year delivering mentoring modules in fun and creative ways. Over three years, volunteers delivered mentoring modules focusing on topics like Heroism, Entrepreneurship and Community Leadership.

Because of this long term partnership, Wells Fargo was able to monitor the development of their cohort of 50 students as they progressed from the 4th to the 6th grade, as they approached the critical stage of preparing for secondary education. The impact that Wells Fargo noticed as a result of the mentoring program was an increase in school attendance among the students, a rise in English, Science, Math and History grades, and a marked confidence in communicating with others. A few of the students also passed the tough qualifying exams of very prestigious high schools, notably the Philippine Science High School and the Taguig City High School.

In addition to facilitating a deeper social impact, long term partnerships also support the creation of more meaningful community relationships for volunteers. Nicholas Fabian, an Implementations Consultant (pictured in the black T-shirt in the photo above), said, "I volunteered most of my time the last two years with Pamana through Hands On Manila's mentoring program. Teaching and interacting with youth is always fun, but to see the bonds that our Wells Fargo team members develop with the students is amazing. Often, team members would come straight from an overnight shift and go directly to their volunteer work. Resources aren't as plentiful and available as back home in the U.S., but whatever was lacking in resources was made up for with effort and determination."

Singapore Power Group in Singapore



- *Define goals and measures of success together with community partners, considering the needs and capacities of both partners.*
- *Increase the impact of partnership goals by combining in-kind or financial support to supplement volunteer efforts.*
- *Engage community stakeholders and partners to raise additional funds, resources, or commitments from other institutions for a community purpose.*

Singapore Power (SP) Group's corporate responsibility strategy and initiatives are aligned with its mission to improve the quality of life and create sustainable solutions for the community in which it operates. To support this mission, SP has built a strategic partnership in Singapore with the South West Community Development Council (CDC), a local unit of government, to help the community develop energy efficient habits through philanthropic support and through the power of volunteers.

In 2015, as part of the company's 20th anniversary campaign of good deeds, SP Heart Workers, SP Group's employee volunteers, launched a three-month energy saving challenge called the Power Savers for Charity@South West Challenge, to reduce energy consumption in Singapore's South West district by 35%. This project was notable not only for its philanthropic and sustainability goals, but also for its district-wide reach to encourage energy efficient practices.



Singapore Power volunteers educate community members about the company's Power Savers for Charity@South West Challenge.

To ensure a successful partnership, SP and South West CDC capitalized on each other's strengths and capacities. SP was the lead sponsor and used its expertise to help residents save energy and money. It also contributed ideas and funding to produce Power Savers starter kits for residents. South West CDC, on the other hand, activated its network and took the lead in identifying the 17 housing blocks that participated in the Challenge and mobilized grassroots volunteers and students from schools within the community. Some 450 volunteers, from SP, the community and local schools and universities, went door-to-door in the evenings and on weekends to encourage families to participate and to share energy-saving tips.

SP Heart Workers were on the front line of the challenge, explaining how the program worked and how residents could save money. They shared SP family-friendly starter kits with information on energy conservation, and provided a mobile app for residents to conduct home usage audits, monitor their utility consumption, and track usage against that of their neighbors. Volunteers succeed in signing up more than 1,800 households for the challenge.

Commenting on the powerful social impact of the Power Savers for Charity challenge, Foo Siang Wei, a resident of 17 years, said, "We can help our less fortunate friends and the environment at the same time, just by doing simple things at home like switching off the lights when not in use."

Further exemplifying a characteristic of effective partnerships, Singapore Power and South West CDC pledged to match the value of the energy saved by residents to raise \$50,000 for 1,000 needy families in the district, which supplemented the value of volunteer time SP contributed to the community. Ultimately, the success of Singapore Power's partnership with South West CDC can be attributed to having a shared goal of creating a sustainable quality of life for the community. The partnership was effective because both partners engaged each other's strengths. SP provided the expertise, technology and volunteer and financial support while South West CDC activated its networks to mobilize community volunteers and conduct outreach to residents.

Hilton Worldwide in Malaysia



- Cultivate long-term partnerships and opportunities for multiple volunteer projects.
- Increasing the impact of partnership goals by combining in-kind or financial support to supplement volunteer efforts.

Since 2013, Hilton Petaling Jaya has been investing in a long-term partnership with Agathians Shelter, a refuge for boys who are orphaned, abandoned or neglected. Human Resources Director Carmen Andrew said, “Our aim is to show these youths that they are part of a community and are appreciated, [and we would like to] guide them on their journey to become future leaders [while creating] awareness that the hospitality industry is a fun and vibrant environment.”

Hilton Petaling Jaya’s culinary team has stepped up to offer their time and unique skills to support this partnership. For example, Executive Chef Ridzuan Malek, pictured above, organized a cupcake-decorating and sandwich-making competition to encourage the youths’ interest and talent in the culinary arts. “I would like to encourage these boys to see that there are opportunities to develop a career anywhere in the hotel, including the kitchen.” He added, “We wanted to break the misconception that the culinary arts is for women only while we men have to go into professions deemed more macho or manly.”



Executive Chef Ridzuan Malek (centre) and boys from the Agathians Shelter at a sandwich-making competition.

The team at Hilton Petaling Jaya has continued to engage with the Shelter and the boys, and even invited them to a Christmas party, where six-year-old Suven Raj was invited to light the tree in the hotel’s lobby, festively adorned with blue and silver ornaments. Hotel guests were also invited, treated to egg nog, and offered an assortment of Christmas goodies for purchase. A portion of the proceeds from every treat sold was donated back to the Shelter to help prepare for the new school year.

The team was also resourceful in sustaining and deepening the impact of its partnership with the Shelter--demonstrating yet another characteristic of effective partnerships. In 2015, the hotel applied for and won a US\$3,000 [Travel with Purpose Action Grant](#) from Hilton, which the team used to rebuild the Shelter’s computer room, purchase new IT equipment, and upgrade its living facilities. In an ongoing effort, the hotel’s IT team also advises the Shelter on what equipment would best meet their needs, works with their own vendors to negotiate pricing, sets up the computers on their arrival, and offers IT support and tutoring to the Shelter.

Hilton Petaling Jaya attributes the partnership’s success to the Shelter’s commitment to the education and career development of the boys under their care, as well as to the good mix of creative, fun volunteer activities that are engaging and appealing.

General Manager Charles Marshall shared that a team member-led committee develops and drives the hotel’s community volunteering and outreach. He also said that his team is “committed to giving back to these children and working with the Agathians Shelter in many more projects.”



Research shows that corporate social responsibility and employee volunteer programs have the potential to improve employee engagement. More than 90% of companies list improved employee engagement among the top three benefits of an employee volunteer program.¹⁵ Additionally, research by Babson College shows that corporate responsibility can enhance the commitment and engagement of employees, reducing turnover as much as 50%.¹⁶

Effective EVPs, therefore, inspire broad-based employee enthusiasm, support and stewardship for the program itself, as well as help increase employee engagement. They harness employees' unique motivations to serve, offer a variety of volunteering opportunities to meet employees where they are in their life or career stages, and provide incentives and programs to support corporate service. They also enrich the employee work-related experience as demonstrated by increased morale, productivity, retention, whether the employee would recommend the company as a good place to work, or other indicators of engaged employment. While this practice may look different across organizations, industries and regions, below are a set of elements to consider and tactics that have worked for some companies. Please consider applying one or more to your EVP.

Putting “Employee Engagement” into Practice:

- **Offer volunteer opportunities that will appeal to your social, career or purpose-oriented employees.**
- **Make participation in service accessible to all employees** through a variety of activities, including “hands-on” or skills-based volunteering, micro-volunteering, virtual volunteering, team-based volunteer projects, loaned-employee programs, on-site volunteering, board service and more.
- **Keep in mind regional differences that influence how your employees want to volunteer**, as discussed in the Design practice. In China, social-oriented “hands-on” group volunteer projects, as well as service opportunities that allow employees to interact with company leadership, are popular.¹⁷ Across the Asia region, however, 71% of companies offer pro bono programs, a practice that may speak to the variety of employee interests across regions in Asia.¹⁸

¹⁵ “Driving Employee Engagement and Business Performance: The Role of Employee Volunteering Programs,” *The Corporate Citizen*, Boston College Center for Corporate Citizenship, Summer 2015.

¹⁶ “Defining the Competitive and Financial Advantages of Corporate Responsibility and Sustainability,” *Project ROI, IO Sustainability and Social Innovation Lab*, Babson College, 2015.

¹⁷ “Global Employee Engagement Report: A Corporate Responsibility Practitioner’s Guide,” *Silicon Valley Community Foundation*, 2015.

- **Provide a mix of incentives**, including Volunteer Time Off (VTO) policies, “Dollars for Doers” programs and volunteer awards. In fact, research shows that VTO is a policy that appeals to both social and career-oriented employees.¹⁹
- **Integrate volunteering into employee recruitment, orientation, team-building and talent development initiatives** at work.
- **Help meet employees where they are in their life stages** by creating opportunities to volunteer either during a normal paid work schedule (also known as “on-company time” or “paid-release time” or outside a normal paid work schedule (also known as “outside-company time”).²⁰ Also consider offering volunteer activities on different days or times throughout the year, to help reduce scheduling conflicts for working parents.
- **Add volunteering or community engagement as a component of employees’ performance reviews.** Apart from requiring participation in volunteer activities, considering volunteer work as part of an overall review may resonate with career-oriented employees. Fifty percent of Points of Light’s 2016 Civic 50 honorees included community engagement as a formal written component of employees’ reviews.²¹
- **Empower employees to take ownership of volunteer programs** over time.
- **Engage employees as volunteer ambassadors and storytellers** to help recruit and inspire their colleagues to volunteer. Research shows that in some markets, peers have a large influence over Millennial behavior and whether they decide to engage with causes at work, including volunteer programs.²²
- **Gamify employee volunteering.** Contests between business units are often a good way to build excitement and engagement.
- **Share inspiring stories** showcasing volunteer impact internally and externally.
- **Support employee volunteers to make volunteering easy** through training, web portals, toolkits and resources.

¹⁸ CECP, *Giving Around the Globe: 2016 Edition*.

¹⁹ *What Makes Your Employees Tick? Understanding Your Workforce and Engaging Employees in Service*, Points of Light, 2015.

²⁰ *Valuation Guide: 2016 Edition*, CECP, 2016.

²¹ *The 2016 Civic 50: Turning Good Intentions into Sound Business Practices*, Points of Light, 2016.

²² *2015 Millennial Impact Report*, Achieve, 2015.

In Practice

The following examples illustrate the “Employee Engagement” practice in action in Asia.



Groupon in Singapore, Malaysia and Japan



- *Making participation in service accessible to all employees through a variety of activities.*
- *Offering volunteer opportunities that will appeal to your social, career or purpose-oriented employees.*

Groupon has found that different volunteer strategies work in its offices across Singapore, Malaysia and Japan. For example, Groupon’s Singapore team hosts one volunteer event each quarter where almost all employees participate in the project together. Since Groupon has found that “hands on” volunteering is most successful in Malaysia, it offers activities including interaction games and lunch with children, along with spring cleaning volunteer projects. In Japan, Groupon’s team has been more focused on providing in-kind donations, rather than “hands on” volunteering. For example, Groupon’s employees in Japan have donated food, books, dolls and money in drives for local community organizations. By engaging employees in giving back this way, companies can introduce employees to local issues and causes so that they can become familiar with organizations and one day consider volunteering.

For social and purpose-oriented volunteers, giving time and talent to communities can be very fulfilling. As Xiaoting Zheng, a Groupon volunteer in Singapore, said, “Being a volunteer allows me to connect more with the community and it gives me a sense of accomplishment when I know that I am the reason that someone smiles. All we need is a positive attitude, compassion and keeping an open mind.”

“Being a volunteer allows me to connect more with the community and it gives me a sense of accomplishment when I know that I am the reason that someone smiles. All we need is a positive attitude, compassion and keeping an open mind.”

GSK in China and India



do more
feel better
live longer

- *Offering volunteer opportunities that will appeal to your social, career or purpose-oriented employees.*
- *Making participation in service accessible to all employees through a variety of activities, including “hands-on” or skills-based volunteering, team-based volunteer projects, loaned-employee programs, on-site volunteering, board service and more.*
- *Supporting employee volunteers to make volunteering easy through training, web portals, toolkits and resources.*

When GSK announced its volunteer program in China at an annual meeting to 3,500 employees, many were very enthusiastic about the new initiative. In fact, more than 80% of respondents to a company survey said they were interested in participating. Despite their passion to make a difference, however, GSK discovered that many employees didn't know how or where to go to volunteer. To address that, the company partnered with Xintu Centre and Chinese Relief and Development Foundation, two nonprofit partners that could provide a range of volunteering opportunities to engage employees in service to support urban migrants and children.

Today, GSK offers the following volunteer programs in China, which were endorsed by its board members in the country:

- **Orange Day:** Employees can take one day off each year to volunteer for a good cause.
- **Skills-Based Volunteering:** Employees can contribute their professional skills by volunteering with an NGO on short-term projects in China. Within the first year of the program, 29 employees are already participating in skills-based projects where they will spend up to five days with their NGO partners to deliver community projects through capacity building, design of disease awareness toolkits and event planning. Jenny Zhu, Head of Commercial Development, Pharmaceuticals and Vaccines, will volunteer as a project manager to design an awareness raising program for Global Handwashing Day targeting migrant workers and their families across China. “I am glad that I have an opportunity to help people who need our support by providing my project management skills. Skills-based volunteering is a great example of GSK's commitment to China.”

“I am glad that I have an opportunity to help people who need our support by providing my project management skills. Skills-based volunteering is a great example of GSK's commitment to China.”



During Orange Days, GSK volunteers in India can spend time with the elderly, with children at orphanages or training young people. In 2015, more than 500 employees volunteered more than 4,500 hours during Orange Days.

To make volunteering easy, GSK set up an online portal that offers employees a step-by-step guide to sign up for the company's three volunteer programs. It is accessible online and is available to all employees. To support employee engagement, GSK uses Wechat, a common social media platform in China, and encourages team volunteering, especially during Orange Days. It also supports Orange Day coordinators who play a critical role in executing volunteer events. In 2016, the company mobilized more than 1,600 Orange Day volunteers. These team-based events can be powerful transformational experiences for employees. Eric Chung, an Orange Day volunteer, said, "I am very honored to meet with community members to understand their needs, to have a chance to serve the community, and to discuss how we can serve better in the future. Everyone's small effort can make a difference!"

In India, corporate volunteer leaders have found that providing a variety of opportunities to volunteer or contribute through Orange Days, skills-based volunteering, PULSE (the company's pro bono program) or payroll contribution programs has helped address the challenge of engaging employees who have work or personal constraints to their time, or who have a variety of interests. For example, during Orange Days, GSK volunteers in India can spend time with the elderly, with children at orphanages or training young people and other at-risk groups. Usually organized by a coordinator at GSK India offices, Orange Days tend to be big group events that lead to huge team engagement. In 2015, more than 500 employees volunteered more than 4,500 hours during Orange Days.

PULSE India Hub: Scaling and Deepening the Impact of GSK's PULSE Program

GSK's PULSE program, on the other hand, provides employees an opportunity to contribute their expertise, develop their leadership skills and broaden their cultural horizons by volunteering with an NGO full-time for three to six months. To scale and deepen the impact of PULSE, the company established a local PULSE office (Hub) in India, which has supported more employee participation and has helped to cultivate local partnerships with NGOs. Local Hub teams replicate the global PULSE process, but tailor communications and the process to be more culturally accessible for local employees. The India Hub has successfully managed and deployed over 50 PULSE volunteers since 2009. This local model has grown so much that in 2015, GSK volunteers from India were the third largest cohort out of the EVP's 24 participating countries.

As part of PULSE, Neeraj Markandeywar, Medical Advisor from GlaxoSmithKline Pharmaceuticals Limited, volunteered with AmeriCares and helped the organization strengthen healthcare service delivery through mobile medical vans. These mobile vans provide healthcare services to more than 133 slums in Mumbai. Neeraj worked on everything from training healthcare service providers to identifying diseases for interventions. Drawing on his professional expertise and experience at GSK, Neeraj also helped start AmeriCares' asthma care program for school children in Nagpur.

This is a powerful example of how volunteers can build their expertise and meaningfully connect with communities through service. Neeraj said, "I had the opportunity to work across disease therapy areas, which has broadened my horizon as a medical professional. I also came back with a renewed focus and enthusiasm to ensure that my day-to-day work serves patients, who are at the center of our business."

Leaders at GSK also agree that pro bono volunteering has been a positive contribution to employee engagement. "I have seen tremendous growth in our colleagues who come back from PULSE assignments. They bring with them an enthusiasm and energy, which is great both for business as well as for boosting their team morale. PULSE volunteers almost always learn how to work with frugal resources, which is also crucial to help them optimally plan at work," said Ronald Sequeira, Executive Director, HR India.

In addition to pro bono service, GSK also launched skills based volunteering in India in July 2016 as another way to positively impact communities and employee engagement. Through this program, employees can take up to 60 hours of Volunteer Time Off to volunteer to help mentor local students in core subjects including Math, Computers and English. More than 30 volunteers are actively participating, and early feedback indicates it has been a positive experience for employees, both in terms of engagement and bringing a sense of purpose to their work.

Godrej Group in India

- *Making participation in service accessible to all employees through a variety of activities, including “hands-on” or skills-based volunteering, micro-volunteering, virtual volunteering, team-based volunteer projects, loaned-employee programs, on-site volunteering, board service and more.*



Godrej employees gather for volunteer orientation with the company's Brighter Giving employee volunteer program.

Godrej Group, an Indian conglomerate, is one of the country's most trusted brands. The Group has over 16,000 team members across the globe, and it has committed to play a part in creating a more inclusive and greener India by the year 2020. They have crafted a vision, 'Good & Green,' with shared value initiatives that create both social and business benefits.

The Group has a number of structured volunteer programs, which provides team members the flexibility to volunteer for causes they are passionate about. One of the initiatives is Brighter Giving, which systematically engages team members at each stage of the volunteer lifecycle and purposefully creates greater talent development through volunteering.

Through Brighter Giving, volunteers build relevant, implementable and sustainable solutions for nonprofits and, in the process, grow and build their own skills. Team members find themselves thinking critically and creatively, while developing new competencies. For example, Mamta Kathuria, a member of Godrej's marketing team, formulated a business communication training module for the nonprofit, Bright Future. After her experience, she shared, "I am proud of my work as a volunteer. While contributing to the community, I developed my own communication skills. As a result, I am now a more confident speaker." Zubir Kazi, a system engineer who trained teachers in computer networking and hardware, said that volunteering in support of the Brighter Giving program helped him gain confidence overall.

Whether through theme-based volunteering initiatives, multi-session pro bono consulting projects, or year-long mentoring programs, volunteers are actively engaged in personal and professional development. One of the vital outcomes of a structured volunteering program has been the interaction of team members across different businesses. This platform has helped bring together like-minded people in the organization and sensitized team members toward their community, nonprofits, social development and the environment.

PIMCO in Hong Kong and Singapore

PIMCO

- *Offering volunteer opportunities that will appeal to your social, career or purpose-oriented employees.*
- *Making participation in service accessible to all employees through a variety of activities, including “hands-on” or skills-based volunteering, micro-volunteering, virtual volunteering, team-based volunteer projects, loaned-employee programs, on-site volunteering, board service and more.*
- *Supporting employee volunteers to make volunteering easy through training, web portals, toolkits and resources.*

In 2015, Eric Mogelof, PIMCO’s head of Asia Pacific who works in the firm’s Hong Kong office, sent a survey to all of his colleagues to find out what was working with PIMCO’s APAC volunteer program, as well as how the program could have an even greater impact. The results? Eric discovered that employees wanted more volunteer opportunities spread throughout the year, rather than just during PIMCO’s annual Global Week of Volunteering.

Responding to this feedback, PIMCO formed a Hong Kong Volunteer Council, comprised of four individuals who are all passionate about volunteering. One of the Council’s aims was to provide a variety of volunteer opportunities so employees could participate year-round. The Volunteer Council also keeps in touch with its regional counterparts in Singapore, Sydney and Tokyo to share best practices and collaborate. It also is connected to PIMCO’s headquarters in Newport Beach, which provides resources to support volunteering and employee engagement.



PIMCO’s Hong Kong Volunteer Council organized a “do-it-yourself” leather workshop where volunteers helped mentally disabled youth create leather holders for reusable stored value cards.

At a recent volunteer event organized by PIMCO’s Hong Kong Volunteer Council, volunteers helped disabled youth create leather holders for reusable stored value smart cards. The event was a huge hit with both the youth and PIMCO volunteers. To appeal to more employees, the Council has also provided skills-based volunteer opportunities, including a career coaching workshop for students.

Hong Kong colleagues now claim to feel a stronger bond with their co-workers after these volunteer events. They feel more fulfilled, happier and that they have acquired new skills. “Volunteering enables a company to make a difference in a community, while also providing employee engagement opportunities,” Mogelof said. As enthusiasm for corporate volunteering in PIMCO’s Hong Kong office continues to grow, so does overall employee engagement.

In Singapore, PIMCO’s Volunteer Council has also created a variety of creative ways for employees to engage in service, despite their various interests and time commitments. For example, it has partnered with East Coast Park for a coastal clean-up, and organized a successful charity cook-off to fundraise for the Children’s Cancer Foundation. Describing the coastal clean-up, Michael Thompson, the head of PIMCO in Singapore, said, “It was a great event! It can be challenging to organize events where we feel we are making a real contribution, but this was certainly one of them. The volunteering spirit is alive and well in Singapore!” To accommodate employees with busy schedules, the charity cook-off was held at the office during business hours. PIMCO “chefs” entered the cooking competition, and the rest of the office gathered to sample the food and select a winner. Eric Mogelof was also able to attend the cook-off, and actively encourages all APAC colleagues to participate in PIMCO’s employee volunteer program.



High performing EVPs measure the degree to which they are accomplishing their goals and plan, including the processes that are performed effectively and the level to which the EVP achieves outputs, outcomes, and impact to create business and social value. While this practice may look different across organizations, below are a set of elements to consider and tactics that have worked for some companies. Please consider applying one or more to your EVP.

Putting “Measurement” into Practice:

- **Consider the employee, social and business goals you identified when you created a plan for your EVP.** Collect data that allows you to evaluate progress against those goals. If you have aligned your EVP to the United Nations’ [Sustainable Development Goals](#), consider articulating how your EVP has helped achieve progress against those goals to demonstrate impact.
- **Collect data from both volunteers and nonprofits** that have received volunteer services. This enables you to measure both business and social impact.
- **Define measurement goals together with your community partners** to help ensure they are able to collect and report on shared outcomes.
- **Consider organizing a skill-based volunteer or pro bono project** to help develop your nonprofit partners’ ability to provide the metrics you desire.
- **Create strong data collection and management systems and processes** that help organizations measure change over time, which supports continual improvement.
- **In addition to measuring inputs, (how many volunteers participated annually and how many hours they volunteer), consider adopting a monetary valuation of volunteer hours.** According to the Independent Sector, the value of a “hands-on” volunteer hour in 2016 is \$23.56/hour.²³ For skills-based hours, you can use the standard value of the professional service set by the U.S. Bureau of Labor Statistics.²⁴ According to CECP, the weighted average value for pro bono services in the United States is \$150/hour.²⁵

²³ *Independent Sector*, www.independentsector.org/volunteer_time

²⁴ *Measuring the Social Impact of your Employee Volunteer Program*, CSC Learning Lab Brief, Points of Light, 2015.

²⁵ *Valuation Guide: 2016 Edition*, CECP, 2016.

- **Consider measuring skills-based volunteer or pro bono hours** to get a better sense of how your employees are contributing their time and talent to communities. Many awards and recognition opportunities also evaluate skills-based volunteering and pro bono service.
- **Focus on measuring what matters.** Move towards measuring outcomes over outputs, and use evaluation data to continuously improve your program.
- **Volunteering generates business and social value when it helps nonprofit organizations improve their capacity to carry out their mission, and when it supports business functions.**
- **Consider having different business units measure the impact of employee volunteering on their line of business.** For example, your marketing department could measure the impact of employee volunteering on your company’s marketing/PR efforts, or your HR’s annual employee survey can measure the impact of volunteering on employee engagement or talent development.
- **Measure the social outcomes of volunteering**, including improved efficiency (i.e., enabling the nonprofit’s systems or services to run with fewer resources), effectiveness (i.e., increasing the nonprofit’s success rate among the beneficiaries it serves—for example, increasing the number of tutored students that improve their grades), and reach (e.g., by providing extra hands to help serve more beneficiaries). For a framework for measuring the social impact of your volunteer program, visit: www.pointsoflight.org/corporate-institute/resources/measurement.
- **Measure the business outcomes of volunteering**, including how projects impacted employee skill or leadership development, employee engagement and retention, recruiting efforts, marketing/PR campaigns, sales or diversity and inclusion goals.



Toyota in the Philippines



- *Focus on measuring what matters. Move towards measuring outcomes over outputs, and use evaluation data to continuously improve your program.*
- *To measure social impact, consider measuring the social outcomes of volunteering, including improved efficiency (i.e., enabling the nonprofit’s systems or services to run with fewer resources), effectiveness (i.e., increasing the nonprofit’s success rate among the beneficiaries it serves—for example, increasing the number of tutored students that improve their grades), and reach (e.g., by providing extra hands to help serve more beneficiaries).*
- *Create strong data collection and management systems and processes that help organizations measure change over time, which supports continual improvement.*

Through its Medical Dental Outreach Program, the Toyota Motor Philippines Corporation (TMPC) provides medical and dental care to Filipinos who would otherwise have no access to healthcare. Patients receive treatment for a range of illnesses, from colds to disorders requiring minor surgery at clinics like Makati Medical Center and Barangay Health Workers. In addition to funding, Toyota helps to power this program through the time and talent of its employees, who not only volunteer to register patients and stock supplies, but also contribute their professional skills to make an impact.



Toyota volunteers Mike Rarela (left) and Manny Medina (right), escort a patient to a clinic to receive care through the company’s Medical Dental Outreach Program in the Philippines.

Ronald Gaspar, AVP and Operations Manager of the Toyota Motor Philippines Foundation, said, “Our employees use their professional skills to serve patients. By applying their manufacturing expertise in process mapping, for example, volunteers can analyze patient behavior and operational, logistical and medical staffing concerns. In a project at one clinic, this provided insights to help improve processes that helped medical teams treat more patients. In fact, after process improvements, medical teams at that clinic completed more than 1,500 appointments, which exceeded goals in pediatrics (108% of goal), general medicine (114% of goal) and ENT/Ophthalmology (176% of goal).”

By lending cash and the time and talent of its volunteers, Toyota has expanded access to healthcare in the Philippines. By measuring and demonstrating impact, the company has gained more support for the Medical Dental Outreach program, which has served more than 100,000 people in the Philippines since its launch in 1992. “We feel fulfilled when we help serve patients who would not have otherwise had care, and proud that we can continue to make a difference by serving more patients than ever before,” said Gaspar.

To support continuous improvement, volunteers also conduct post-evaluation meetings with all stakeholders every year to share successes and discuss opportunities for program improvement.

PwC in China and Hong Kong



- *Collect data from both volunteers and nonprofits that have received volunteer services. This enables you to measure both business and social impact.*
- *If your partners aren't able to provide the metrics you desire, consider organizing a skill-based volunteer or pro bono project to develop their capacity to do this.*
- *Measure the business outcomes of volunteering, including how projects impacted employee skill or leadership development, employee engagement and retention, recruiting efforts, marketing/PR campaigns, sales or diversity and inclusion goals.*

PwC collects data through surveys to evaluate the business and social impact of its skills-based volunteer program. In fact, data from some leading PwC territories show that employees who volunteer stay longer with the firm. Those who participate in skills-based volunteering also report positive benefits resulting from building new skills and networks, and an increased sense of loyalty to the company.

Employees have also reported similar benefits from participating in PwC's NGO Seminar, a flagship training and mentoring program for NGOs. In fact, survey results show that volunteers experienced the following benefits:

- **7% increase in competency and skills** (20% increase in influencing and negotiating; 15% increase in relationship building; 14% increase in decision-making).
- **25% increase in loyalty and satisfaction** (33% increase in pride of PwC; 22% increase in motivation to give your best; 17% increase in self-confidence).
- **21% increase in networks** (56% increase in external networks; 24% increase in networks across the firm; 8% increase in networks across business unit).

"Serving as a mentor helped me grow my network at the firm. For example, when addressing some of the issues our NGO mentee faced, I needed to ask for input from other colleagues to help lead a workshop. I wouldn't have made these connections within the firm had I not been engaged in this program. Bringing them in was a big benefit to our mentee, too," said volunteer Una Barrett, Senior Manager, PwC Hong Kong.

In addition to helping to build employee skills and loyalty, this NGO Seminar also helped build the capacity of PwC's nonprofit partners for social impact measurement and reporting, further supporting the company's measurement and continuous improvement efforts. In fact, 91% of seminar participants felt their level of understanding in social impact measurement and reporting after the seminar was good or excellent, compared with only 49% before the seminar.

Another metric PwC captures is how volunteering helps its people better understand local issues and needs. The firm considers this important, as volunteering in the community increases how connected people feel to the firm overall, which supports retention and performance. In fact, PwC saw an increase in the percent of volunteers saying they have a better understanding of community or environmental issues after volunteering, from 94% in FY14 to nearly 97% in FY16.

Cognizant in India



- *Creating strong data collection and management systems and processes helps organizations measure change over time, which supports effective EVPs and continual improvement.*
- *Focus on measuring what matters. Move towards measuring outcomes over outputs, and use evaluation data to continuously improve your program.*
- *Volunteering generates business and social value when it helps nonprofit organizations improve their capacity to carry out their mission, and when it supports business functions, including marketing/PR, employee engagement, skill/leadership development, sales, diversity & inclusion and more.*

Cognizant's Outreach program is today one of India's largest employee volunteering initiatives focused on education. Launched in November 2007, it provides an official and unified platform for Cognizant employees to support schools in need of holistic development. Since its inception, Outreach volunteers have clocked more than 1.25 million hours, impacting the lives of over 400,000 children in India.



Umayal, a Cognizant volunteer, teaches Computer Science and English classes at the Govt. Girls Higher Secondary School in Kadapakkam, Chennai, India.

To support the program's success, the company felt the need to guide volunteer efforts toward a larger vision of:

- Helping 100 schools achieve a 100% "pass percentage," with 100% of students graduating and 100% of graduates becoming employable.
- Providing volunteer opportunities for every employee who is interested in giving back to the community.

This larger vision created the need for a measurement tool that could track volunteer efforts and guide them to realize this vision. Cognizant's Impact Index—a first of a kind measurement tool—was thus born, created by the company's own volunteers. The year the tool was introduced, Outreach volunteers clocked 100,000 hours — a huge leap from the 20,000 hours the previous year. Steered by the Index, a significant portion of these hours were dedicated to high value volunteering—those activities that involve consistent and comprehensive intervention in the schools that Outreach partners with.

Over the years, the Impact Index has helped guide volunteers toward elevating the learning experience of thousands of children in schools across India. At the Govt. Girls Higher Secondary School in Kadapakkam, Chennai, India, Cognizant volunteers helped students achieve a pass percentage of 100% in Computer Science and 98% in English.

Cognizant also engaged India's Centre for Social Initiative and Management (CSIM), a leading NGO that ensures the quality of delivery in social change agents, to conduct a tri-annual audit of Outreach. In 2015, CSIM found that as a result of volunteering with Outreach:

- 73% of Cognizant volunteers reported an increased awareness of social issues;
- 56% expressed that they became more socially responsible; and
- 57% felt that their work performance improved.



Effective EVPs recognize, communicate and celebrate success internally and externally while continuously learning from peers, volunteers and partners and reflecting on potential program improvements. While this practice may look different across organizations, industries and regions, below are a set of elements to consider and tactics that have worked for some companies. Please consider applying one or more to your EVP.

Putting “Success and Growth” into Practice:

- **Develop internal and external communication plans**, including sharing updates and impact reports with the Board, senior leadership and external stakeholders regularly.
- **Create a process to celebrate the collective accomplishments of the EVP**, through awards ceremonies or other special recognition events.
- **Communicate about and celebrate EVP successes** through a variety of digital, print or broadcast media, including newsletters, websites, Intranet, email, CCTV, posters or bulletin boards, videos, blogs, social media, or other PR/communications.
- **Apply for external corporate citizenship awards** to receive recognition in the field for your company’s EVP, which will help enhance your brand reputation.
- **Celebrate small wins** for EVP programs that are just getting started in global offices. For example, you could include regional volunteer stories in global EVP communications.
- **Engage volunteers as storytellers and ambassadors** for your EVP. In addition to engaging employee volunteers, consider also engaging team leaders and middle managers as volunteer ambassadors and storytellers, as they have a unique role to play in helping ensure employees are aware of volunteer opportunities.
- **Consider creating awards that recognize company leaders and managers** for mobilizing their teams to volunteer, in addition to individual volunteer awards.
- **Capture and share stories of impact** from volunteering, since research shows that employees want their company to provide opportunities for them to make a positive social impact.²⁶
- **Create a formal process to learn from the experiences of the EVP and apply learnings toward program improvements** through periodic meetings to review progress, annual surveys or meetings with EVP leaders.
- **Reporting on EVPs in an annual CSR report.**

²⁶ *2016 Cone Communications Employee Engagement Study*

In Practice

The following examples illustrate the “**Success and Growth**” practice in action in Asia.



Groupon in Singapore, Malaysia and Japan

GROUPON[®]

- Celebrating small wins for EVP programs that are just getting started in global offices. Including global volunteer stories in EVP communications.



Groupon volunteers in Singapore spend time with the folks at Chee Hoon Kog Moral Promotion Society, a senior living facility.

As Groupon’s Employee Volunteer Program has only recently expanded globally, it has recognized small wins to help gain the respect of employees and volunteers in the APAC region. Another practice that has worked is featuring volunteer projects from Asian offices in global EVP communications. In fact, Alicia Koch, who manages Groupon’s EVP, said, “While Groupon’s Asian offices have often been the last to roll out different HR or pilot programs, I’ve found that including their volunteer successes in global EVP messaging and announcements has generated a great amount of excitement and pride from our Asian colleagues.”

Samsung Group in Korea



- *Creating a process to celebrate the collective accomplishments of the EVP, through awards ceremonies or other special recognition moments.*
- *Communicating through a variety of media, including newsletters, Intranet, email, CCTV, bulletin boards, videos, blogs, social or digital media, or other PR/communications.*

Samsung Group's corporate citizenship program cuts across its diverse companies, where leaders challenge employees to organize volunteer projects that address the economic and social needs of their communities. To meet this challenge, Samsung's employees contribute their time and talent through a variety of skills-based volunteer activities, including:

- Engineers at Samsung Electronics serve as afterschool science teachers.
- Programmers at Samsung SDS teach children software coding.
- Fund managers at Samsung Securities teach children money management skills.

These are just a few ways in which employee changemakers give back. In fact, Samsung employees across the globe contributed more than 2 million hours of volunteerism in 2015, with an employee participation rate of 86%—above the average of 35% by Points of Light's Civic 50 companies.²⁷

To celebrate success, every November Samsung recognizes the group's outstanding 10 individual volunteers, 10 company volunteer teams, and five partner organizations, awarding each cash prizes of up to US\$5,000. The company flies honorees to Seoul from around the world for an awards ceremony, where a majority of winners often announce plans to donate their prizes back to the charities they've served.



Samsung volunteers contribute their time and talent to communities by teaching children science lessons, software coding and money management skills

Throughout the year, Samsung also highlights stories through its [blog](#) (Samsungvillage.com), so that both employees and the public can be inspired by the extraordinary efforts of Samsung Volunteers. Former winner Yongwoon Kim, senior engineer at Samsung Electronics, shared, "Although I was the teacher, I learned so much from the students I met during my volunteer work. I appreciate that Samsung encourages me and my fellow employees to engage with the community and contribute to a better society."

²⁷ *The 2016 Civic 50: Turning Good Intentions into Sound Business Practices*, Points of Light, 2016.

Li & Fung Limited in Hong Kong



- *Communicating through a variety of media, including newsletters, Intranet, email, CCTV, bulletin boards, videos, blogs, social or digital media, or other PR/communications.*
- *Engaging volunteers as storytellers and ambassadors for your EVPs.*

In 2014, Gabriel Foo, Executive Director at Li & Fung in Hong Kong, a leading global supply chain management company, shaved his mustache to raise awareness for men's health. This was no small step for Foo—his mustache had become an integral part of his identity for more than 30 years, but he wanted to campaign for the cause of men's health in a big way, "to help all men remember to look after themselves and their health." His commitment paid off when the South China Morning Post named Foo as Hong Kong's top individual fundraiser, raising US\$19,000 for [Movember Foundation's](#) men's health initiatives.



Gabriel Foo, Executive Director at Li & Fung, shaved his mustache to support men's health, sparking a global "Men of Movember" campaign spanning Li & Fung's global footprint.

"It was an honor to be an ambassador for men's health and be named Hong Kong's top Movember fundraiser. We often take health for granted, but after seeing a number of people around me face challenges, I wanted to step up and make sure I was part of the solution," said Foo.

Inspired by this milestone, Li & Fung's Community Engagement team harnessed the power and passion of their volunteers to scale a global "Men of Movember" campaign to raise awareness for men's health. How did they do this? Exemplifying an effective practice of "Success and Growth," they recruited male colleagues around the world to become local ambassadors for this global initiative, and called them LF's "Men of Movember." Wearing suits and sunglasses, these ambassadors posed for photos taken by LF's employee volunteers, which were featured in posters and brochures along with educational health tips and information. Volunteers distributed these marketing materials widely across LF's offices, manufacturing facilities and distribution centers around the world. Company volunteers also translated the posters and brochures into nine different languages and distributed them to partners to help promote the campaign's message and impact.

In 2015, the Community Engagement team recruited one of the company's presidents to be a "Man of Movember" campaign ambassador to raise funds to shave off his facial hair, which had been his signature look for more than a decade. As a result, the 2015 campaign raised a total of \$104,000 for the Movember Foundation.

In 2016, Li & Fung built on the success of this campaign model to further inspire and equip its employees to support men's health by launching a "Star Jump Challenge" for Movember. The company encouraged its employees to photograph or film themselves completing 25 star jumps, share their posts on LF's internal online community and nominate friends and family to take the challenge.

What started with Gabriel Foo shaving his mustache to support men's health snowballed to become a global volunteer and fundraising campaign consisting of 50 volunteer events, engaging Li & Fung's colleagues across 30 offices and 19 countries. In fact, since 2013, Li & Fung was named twice by the [Movember Foundation](#) as one of its top three fundraising teams in the world.

To celebrate this success, Li & Fung featured Foo in a corporate brochure titled, "Leaders Making a Difference @ LF." It also shared his story internally through a company blog and Intranet site and externally on [LinkedIn](#), Instagram, its website, and in the company's financial and business reporting. Li & Fung Hong Kong also enjoys the top spot on the Movember Foundation's [online leaderboard](#) as the top team fundraiser in Hong Kong for men's health.

Conclusion

Volunteering in Asia: What's Next?

By Todd Guild, Director Emeritus, McKinsey and Board Chair, HandsOn Tokyo

Volunteering gives us a sense of self-respect and recognition that we are, as individuals and corporations, contributing to the progress of society.

Volunteers and the social sector are today driving an enormous amount of social and economic activity and impact. In 2015, The Johns Hopkins Center for Civil Society Studies measured the global upsurge in organized private volunteering activity in nonprofit organizations (NPOs) in 42 countries.²⁸ It discovered that the nonprofit workforce as a percentage of the economically active population had exploded to an average of 4.2% of all potential workers. This works out to 56 million full-time equivalent workers in the 42 countries measured in 2015.

As the case studies in this report help demonstrate, the activity level and the extent of impact achieved from volunteers in countries and communities across Asia are shaping NPO and corporate social responsibility (CSR) agendas. What is ahead in the next decade?

First, volunteerism will continue to grow in nearly all Asian countries – especially those with younger populations. The potent combination of demographics and awareness of and interest in volunteering will result in a steady growth of volunteer hours in Asian countries that will be unmatched in any other region.

Second, NPOs and corporate CSR functions will accelerate their rate of adoption of professional skills needed to support a growing volunteer movement. Organizations like Points of Light and other volunteer mobilizing organizations are working as fast as high-tech start-up companies to professionalize. This includes work to put in place advanced IT systems, engage not only corporate sponsors but leading foundations and government organizations, design and implement innovative multi-sponsor programs, and measure and manage the impact from volunteer activity for communities and companies. The set of professional skills required to manage these changes and the surge in volunteer activity is striking. As in the west, NPO executives with advanced degrees and world-class skills will quickly emerge in Asia as NPO and corporate CSR functions professionalize. Companies will continue to realize the benefits of employee volunteer programs to their employees and to their brands.

²⁸ <https://www.researchgate.net/publication/227371120> 'Putting the Civil Society Sector on the Economic Map of the World'

Third, as we are seeing across Asia, civic and government leaders will learn to organize and harness the innovation, social benefits and power of organized volunteer programs. Local, city and regional governments will seek to increase collaboration on critical issues including direct support to those in poverty, disaster recovery, large scale assistance with senior care, life-skills development, and advancing opportunities for citizens with special needs. Where in the past decade governments viewed volunteerism as a benign gift, in the coming decade civic leaders in many Asian countries will recognize the power of volunteering as providing a critical service to help address needs that governments cannot. Leading employee volunteer programs will bring innovation in services and scale in resources beyond what governments alone can achieve.

Finally, new best practices for companies and NPOs will emerge as impact metrics and outcome measurements from volunteer programs become standard practice. As the volunteer sector grows and professionalizes in Asia, the emphasis on what we measure will shift from volunteer hours to outcome metrics for recipients and communities. As Cognizant, PwC and Toyota have demonstrated in India, Hong Kong and the Philippines, volunteer programs will link to data collection and data management practices that clearly measure business and social value from volunteer service. As a result, new sources of financing--including social impact investing--will soon become a part of new business models for NPOs supporting volunteerism.

This publication provides a valuable framework that business leaders and CSR practitioners can use to build and expand effective employee volunteer programs in Asia. Leading companies in the region would do well to adopt the practices celebrated in this resource in the next decade, so that they are all commonplace, and regarded as “business as usual.” We can sense the impact ahead as volunteerism rapidly grows in Asia. Fueled by innovations, large scale collaboration with communities and government and effective practices that enable the birth of a range of new business models, volunteers will contribute to the progress of society in ways we are only just beginning to imagine.

Glossary of Terms

Accomplishments

Measures of the work completed by a program that indicate progress towards business and/or social impacts/outcomes (see definitions) without showing the meaningful change impacts/outcomes represent. Examples of accomplishments include hours volunteered, individuals served and tutoring session held, for example. This evaluation term is also known as outputs.

Business Impact/Outcomes

Meaningful changes in the performance of a business function, such as, but not limited to, a change in employee engagement, sales or brand recognition.

Cause Marketing

A marketing effort pursued by a company that also aims to raise awareness, money, and/or consumer engagement for a social issue or cause, also known as cause-related marketing.

Civic Engagement

The common thread of participation in and building of one's community. It means improving the quality of life, making a difference, and developing the combination of knowledge, skills, values, trust and motivation among people to give back. Elements of civic engagement include community service, participation in groups, connection to information and current events, connection to individuals and organizations and political involvement.

Community Engagement Program (CEP)

A corporation's holistic approach to "doing good," the CEP is about improving the quality of life, making a difference, and developing the combination of knowledge, skills, values, trust and motivation among people to give back. This includes programs and initiatives that provide and support activities such as volunteering, pro bono service, in-kind giving, philanthropy, sponsorship, cause marketing, neighboring, and nonpartisan information sharing. (See also: "Civic Engagement")

Community Issues

The social challenges that impede the "common good" of those who live and work in a specific geographic or demographic area. Example of community issues may include but are not limited to: homelessness, infrastructure, unemployment, access to education and healthcare, amongst others.

Community Partners

Organizations to which a corporation makes a specific commitment of time, talent, or financial or in-kind contribution at least once per year.

Company-sponsored Volunteering

Volunteer activities in which the company invests non-negligible resources by dedicating staff time to organize them, paying intermediaries or nonprofits to organize, issuing “dollars for doers” types of grants or paying employee salaries or wages, for example.

Cross-sector Collaboration

The practice of a corporation working with other non-business institutions (government offices, nonprofit organizations, media outlets, schools) in its Community Engagement Program.

Dollars for Doers

An incentivizing program in which a corporation matches, in full or in part, the value of an employee’s volunteer time with a financial contribution to a nonprofit organization.

Employee

A person on establishment payrolls employed full-or part-time who received pay for any part of the pay period that includes the 12th day of the month. Temporary and intermittent employees are included, as are any employees who are on paid sick leave, on paid holiday, or who work during only part of the specified pay period.

Persons on the payroll of more than one establishment are counted in each establishment. Data exclude proprietors, self-employed, unpaid family or volunteer workers, farm workers, and domestic workers. Persons on layoff the entire pay period, on leave without pay, on strike for the entire period, or who have a pending job but have not yet reported for work are not counted as employed.

Employee Volunteering

A corporation’s programs and policies that mobilize employees to engage in direct service on an issue or with a nonprofit organization. Common forms of this activity can include, but are not limited to painting, environmental clean-up, mentoring, and tutoring, amongst others.

Employee Volunteer Program (EVP)

An Employee Volunteer Program (EVP) is defined as a planned, managed effort that seeks to motivate and enable employees to effectively serve community needs through the employer. EVPs, also called workplace volunteer programs or employer-supported volunteer programs, are typically one component of a company’s corporate social responsibility (CSR) program, community engagement program (CEP), or other program that addresses the company’s involvement in societal causes. Some organizations like CECP also suggest that companies must incur costs (which might be in the form of expended staff time only) as a result of these programs.

In-kind Contributions

Goods, products, services, or equipment that are donated to an organization or cause but would not be considered a financial contribution. For example, donation of computers no longer being used by a corporation, or purchase of food for a community event.

Inputs

Measures of the cash and non-cash investment made in a program, including budget, hours of staff time, volunteer hours and grants.

Philanthropy

The act of a corporation making a grant, financial or in-kind contribution to a cause, organization, or individual.

Pro Bono Service

A type of employee engagement that falls within skills-based service, pro bono service uses a volunteer's core professional skills to provide expertise to organizations serving the public good. This can include, but is not limited to, providing IT, marketing, graphic design, HR consulting or legal support. Pro bono service is characterized by three criteria: 1) It is a formal commitment; 2) An employee is performing their professional function; and 3) The commitment is made to a beneficiary that is formally recognized, has a charitable or societal purpose and never distributes profits.

Public Leadership

The act of a corporation taking a leadership position on a specific social cause by promoting public awareness or behavior change (e.g., via public service announcements, TV appearances, radio appearances) and/or by advocating for policy change, at either the national or local level.

Skills-based Volunteering

Volunteer activities using the skills, knowledge and talents of a volunteer to help deliver a nonprofit's services to the community.

Social Causes

Charitable, nonprofit or other causes to promote the public good by promoting individual or community wellbeing. Social causes include economic development, environment, education, disaster response, or hunger.

Social Outcomes/Impacts

Meaningful changes in the well-being of individuals or communities such as improvements in graduation rates, food security or increases in financial literacy.

Acknowledgements

We are grateful for the partnership and collaboration of companies and volunteer organizations in Points of Light's Global Affiliate Network, the Corporate Institute's Leadership Faculty and Corporate Service Council, whose examples are featured throughout this report.

We give special thanks to the following leaders from our Asia Network: Richard Brubaker from HandsOn China, Sue Toomey and Nokia Cheung from HandsOn Hong Kong, Shalabh Sahai and Neha Shrivastava from iVolunteer (India), Marsya Anggia from Indorelawan (Indonesia), Motoko Kawaguchi from HandsOn Tokyo, Theresa Oh from the Seocho Volunteer Center of HandsOn Korea, Anne-Marie Tan from Do Something Good (Malaysia), Dondon Marquez from Hands on Manila, Peter Yang from Empact (Singapore), and Melissa Kwee and Kenneth Wong from the National Volunteer & Philanthropy Center (Singapore).

We also thank Leadership Faculty Members Sarah Middleton from PIMCO, Alicia Koch from Groupon, Manu Juneja with GSK, Julia Wilson and Andrea Bertels from Nielsen, Nicki Allen from The Ritz Carlton, Kendel Bryant and Melissa Buchannan from Wells Fargo, and Jeffrey Whitford and Daniel Sherling from MilliporeSigma for sharing their insights and examples to support the publication of this resource.

We also thank the following companies for sharing their regional expertise about what's working for effective employee volunteering in Asia: CLSA, Cognizant, Convergys, Credit Suisse, Dell, Edelman, Godrej Group, Hilton Worldwide, Li & Fung, Macquarie, McKinsey, Mitsubishi Corporation, Nomura, PwC, Samsung Group, State Street, Tata Sustainability Group, Tien Wah Press, and Toyota Motor Corporation.

We also thank Yvonne Siu Turner, Amy Sheren and Jonathas Barreto for their dedication and leadership in shepherding this through to publication, and to Kyrie Pratt from The Advisory Board Company and Daniel Li from Points of Light's Marketing and Communications team for their support in the design and layout of this report.

Bea Bocalandro of VeraWorks, Gared Jones, Katy Elder and Jenny Lawson of Points of Light, and David Carrey and Jinny Jeong of CECP also deserve recognition for sharing their insights as peer reviewers to help make this report as relevant and as useful as possible for corporate volunteer leaders. This resource would not have been possible without the invaluable support, leadership, insight and knowledge of this group of corporate citizenship practitioners.

About

Points of Light, the world's largest organization dedicated to volunteer service, mobilizes millions of people to take action that is changing the world. Through affiliates in 250 cities and partnerships with thousands of nonprofits and corporations, Points of Light engages four million volunteers in 30 million hours of service each year. We bring the power of people where it's needed most. For more information, visit www.pointsoflight.org.

Points of Light operates in 37 countries through a network of innovative volunteer-mobilizing organizations that are implementing programs that benefit local communities, building nonprofit capacity, and supporting companies to develop their employee volunteer programs. Points of Light's Network in Asia includes HandsOn China, HandsOn Hong Kong, iVolunteer (India), Indorelawan (Indonesia), HandsOn Tokyo, HandsOn Korea, Do Something Good (Malaysia), Hands On Manila, Empact (Singapore) and National Volunteer and Philanthropy Centre (Singapore).

For more information, visit www.pointsoflight.org/asia.

The Corporate Institute at Points of Light inspires, mobilizes and equips corporate volunteer leaders to unlock the power and passion of their employees in service. We connect forward-thinking companies and their volunteering leadership to a respected network of peers. We help companies accelerate high-impact volunteering through online learning and networking events, recognition programs, volunteer mobilization, strategy consulting and best-practice research across sectors and geographies.

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