



LEADING WITH INTENTION:

EMPLOYER-SUPPORTED VOLUNTEERING IN CANADA



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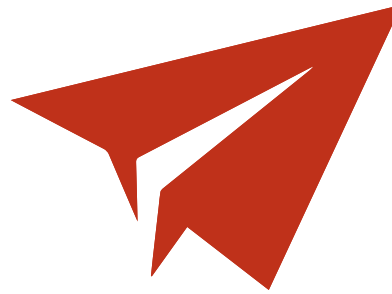
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Message from the President & CEO of Volunteer Canada

First and foremost, Volunteer Canada acknowledges the enormous contributions of Canadian businesses to communities and the generous spirit of the 4.7 million employees who volunteer with their employer's support.

This report was made possible with the generous support of the RBC Foundation and the leadership of RBC. Specifically, we want to thank Tanya Bell, Senior Manager, Citizenship Engagement Programs at RBC for her support, guidance and flexibility, as we conceptualized and created this commemorative book.

We also want to express our appreciation to Employment and Social Development Canada for supporting the foundational research on which the first section of the book is based.

The research and writing expertise of Katherine Scott and Elizabeth Gray and leadership of

Volunteer Canada staff were essential to the successful completion of this volume. We are grateful to them for their persistence and commitment to quality.

Finally, we want to recognize the tremendous commitment of those companies who are profiled in this book. Each one offers their own unique approach to facilitating and recognizing employee volunteering.

A heartfelt appreciation to the Corporate Council on Volunteering for a decade of passion, leadership and stewardship of employer-supported volunteering in Canada.

A handwritten signature in red ink that reads "Paula Speevak".

Paula Speevak
President & CEO
Volunteer Canada

Volunteer Canada

Volunteer Canada provides national leadership and expertise on volunteerism in Canada. We aim to increase the participation, quality and diversity of volunteer experiences in Canada in order to help build strong and connected communities. Since 1977 we have worked closely with the following collaborators in order to achieve our mission *to provide leadership in strengthening citizen engagement and to serve as a catalyst for voluntary action.*

Over 200 volunteer centres in communities across Canada

Over 1200 Volunteer Canada members

Over 20 members of the Corporate Council on Volunteering

Canadian charitable and non-profit organizations

Businesses

Government departments

Educational institutions

National and provincial professional associations

Volunteer Canada's Corporate Council on Volunteering

The Corporate Council on Volunteering advances employee volunteering and facilitates multi-sector collaboration to maximize collective community impact. Founded by Volunteer Canada in 2005, with support from The Home Depot Canada, the Council is driven by leaders from corporations of diverse industries, sizes, and structures. Drawing on the collective assets of its members, the Council monitors global trends, the economy, demographic shifts, and social issues to set the course for more integrated and reciprocal business-community engagement strategies.

The Council is also a vehicle for members to share their experiences on a range of practical issues, including innovative program models, technology platforms, outcomes measurements, and how best to align community engagement strategies with business objectives. The Council convenes national dialogues and participates in initiatives within the broader field of corporate social responsibility and creates innovative tools and resources to strengthen employee volunteering in Canada.

EMPLOYER-SUPPORTED VOLUNTEERING IN CANADA

MILLIONS OF CANADIANS VOLUNTEER EACH YEAR, GIVING THEIR TIME AND THEIR ENERGY TO NON-PROFITS AND CHARITABLE GROUPS IN THEIR COMMUNITY AND AROUND THE WORLD. IN 2013, MORE THAN **12.7 MILLION PEOPLE** AGED 15 AND OLDER VOLUNTEERED ALMOST **2 BILLION HOURS**.¹



Volunteers are involved in a wide range of activities from coaching children, to driving seniors to health-care appointments, to advocating for environmental causes, to fundraising for local schools and serving on boards of directors. Volunteering is an important force in creating strong and connected communities.

Volunteering also plays an important role in the various community engagement activities of Canadian employers. According to the 2013 *Canada Survey of Giving, Volunteering and Participating*, almost two-thirds of all volunteers were engaged in the labour market – a total of 8.2 million people.² More than half of this group (55%) reported that they received some form of support or recognition from their employer such as flexible work arrangements or the ability to take time off to volunteer.³

Once considered exceptional, employer-supported volunteering (ESV) is emerging as a mainstream practice among many of today's employers seeking to give back to the community. Attention is now focused on creating the resources and infrastructure necessary, to broaden the reach of ESV to new communities and groups of employers.

“Employer-Supported Volunteering is any activity undertaken by an employer to encourage and support volunteering in the community by its employees.” – Kenn Allen
(2012), *The Big Tent: Corporate Volunteering in the Global Age*

This book explores the benefits, challenges and inspiring practices of employer-supported volunteering, and highlights the ESV programs of eight leaders in Canada's community investment field. These companies, all members of Volunteer Canada's **Corporate Council on Volunteering (CCOV)**, have developed programs that are making a difference in the lives of their employees and their communities. Together, they exemplify the qualities of highly effective employee volunteer programming.

The book also presents the benefits of employer-supported volunteering, the ongoing challenges and current trends influencing the creation of successful programs. Section 2 provides an overview of the ESV programs of the following corporate leaders:

- Cenovus Energy
- Deloitte
- Investors Group
- Keurig Canada
- Meridian Credit Union
- PricewaterhouseCoopers LLP (PwC)
- Royal Bank of Canada (RBC)
- The Home Depot Canada

Section 3 presents highlights from Volunteer Canada's study on support for volunteering among small and medium-sized enterprises (SMEs), the largest group of employers in Canada. The community investment efforts of this group are not as well-known. Consequently, this study was designed to look at the challenges and opportunities related to corporate volunteering and to provide strategies for expanding ESV activities in this key sector.

The last section reviews key lessons that have been learned over the past ten years, through the work of the corporate leaders profiled in this book. It then sets out strategies for expanding and deepening employer-supported volunteering in the future.

DEMONSTRATED BENEFITS

In Canada and around the world, employers and non-profit organizations are working together to tackle pressing social, economic and environmental challenges, as part of the larger movement towards greater corporate social responsibility (CSR) and community investment (CI).

Employer-supported volunteering has emerged as a key component of these efforts. ESV activities and programs exemplify a new “shared value” approach.⁴ They help businesses strengthen community relationships and improve employee engagement. They also give non-profits access to new resources and skills while allowing employees to refine and enhance their skills and expand their networks

Interest in employee volunteering is widespread among both large and small employers. For example, a 2005 national survey of 990 businesses found that almost three quarters (71%) either encourage or accommodate employee volunteer activities.⁵

TYPES OF EMPLOYER-SUPPORTED VOLUNTEERING

Skills-based volunteering / Pro Bono work / Secondments

Personal volunteering on own time, supported by employer (e.g., Dollar for Doers; flex-time; paid time off)

Workplace activity (volunteering on company premises, including online volunteering and micro projects)

Mentoring and other one-to-one support

Board governance / Other leadership opportunities

Team or group volunteering

Imagine Canada's 2007 *Survey of Business Contributions to Community* and the Conference Board of Canada's 2012 *Community Benchmarking Report*⁶ both confirm high levels of interest in employee volunteering and other forms of corporate philanthropy among the large businesses surveyed. Canadian businesses are making the connection between community well-being and their own prosperity.

Recent research demonstrates the significant impact of employer-supported volunteering for employers and the communities within which they operate.⁷

ESV programs and activities have been shown to be “good for the company, good for the employees and good for the community.” As the company profiles that follow illustrate, volunteering helps to:

- Engage and motivate employees
- Attract talent
- Facilitate professional development and individual well-being by boosting company morale
- Strengthen collaboration through team building by increasing visibility in the community and enhancing the company's public image
- Improve relationships with clients, customers and other stakeholders

These types of benefits impact directly on a company's bottom line.⁸

A meta-study conducted by Gallup Consulting found that companies where employees were highly engaged experienced increased profitability, productivity and customer loyalty.⁹

Similarly, ESV has been shown to be of significant value to non-profits and community organizations by:

- Facilitating access to skilled and motivated volunteers
- Serving as a source of innovation
- Leveraging needed resources and donations
- Expanding community networks
- Enhancing public visibility within the larger community

All of these values have the potential to translate into greater impact and better service for clients and the community.

ONGOING CHALLENGES

The potential benefits are clear, however there are also challenges. Surveys of employers reveal several common barriers including:

- Lack of support from senior management
- Lack of resources to develop and deliver volunteering programs in terms of time, money, expertise
- Poor communication within the firm about ESV programs and/or lack of interest among employees
- Difficulty finding suitable opportunities that align corporate objectives with community needs
- Lack of good models, supports, information and inspiring practices – particularly with respect to making the business case and evaluating program impact

Non-profit organizations face similar challenges in creating successful corporate volunteering initiatives. Often working with limited budgets, organizations do not always have the capacity or the resources to develop and manage employee volunteering activities. Organizations also report having difficulty finding corporate partners who are knowledgeable about volunteering, and interested in working on issues of concern to the non-profit.

Community partners must carefully weigh the following costs and risks involved in hosting volunteers against potential benefits for the organization:

- Does the organization have the capacity to host teams of volunteers?
- Does the organization have the necessary funding and human resources in place to ensure success?
- Have the volunteers been trained and/or screened?
- Does the proposed activity or program support organizational priorities or does it divert attention from their mission?
- Is there a basis for building a longer-term relationship?

For both partners, the challenge lies in building strong relationships founded on realistic expectations and project objectives. This involves acknowledging potential power imbalances and working to bridge cultural differences related to language, organizational structures, work processes and decision-making. It can be difficult to negotiate reciprocal relationships when each other's realities are not well understood.

As Kenn Allen from the International Association for Volunteer Effort (IAVE) writes: “The important benefits of corporate volunteering come not from the fact that it exists, *but from the way in which it is done*” (emphasis added).¹⁰

CURRENT TRENDS AND DEBATES

Several trends are evident as the field of employer-supported volunteering continues to evolve and expand in Canada. Companies have stepped up and launched a variety of programming and activities, from traditional team or group volunteering events to new online initiatives. They are also dealing with several overarching issues that speak to their connection with community stakeholders and their capacity to measure and evaluate ESV program impact. The following touches on some of the current trends shaping employer-supported volunteering today.

ALIGNING COMMUNITY ENGAGEMENT AND BUSINESS OBJECTIVES

Overall, we see firms both large and small adopting a more strategic focus and holistic approach to community engagement, including volunteering. Companies are asking how they can best make a difference in the community while leveraging their unique talents and resources. They are seeking to align their community engagement and corporate citizenship work with their business objectives. This demands a clear sense of purpose and understanding of core business on the part of firms, and a strong commitment to forging meaningful relationships with community partners.

More and more employers are selecting themes, causes or priorities to focus their decisions on, as well as to help identify where to donate money, which events to sponsor and what types of volunteer activities to promote among employees. “This creates a sharper focus and maximizes the impact you can have in the community,” explains Tanya Bell, Senior Manager, Citizenship Engagement Programs at RBC.

Making the connection between “achieving long-term economic value and developing widespread social capital” is critical according to James Temple, Corporate Responsibility Leader for PwC Canada. “This kind of thinking takes corporate social responsibility one step further and goes beyond embedding good environmental, social and governance accountabilities into its operations. In the context of community engagement, this means working with stakeholders to understand how a business’ core services can be used to have a material impact on the world around them.”

BUILDING STRONGER COMMUNITY PARTNERSHIPS

Increasingly, we are seeing a move from a “charitable model” to a “partnership model” of ESV, one that builds mutual respect, trust and a commitment to accommodating each other’s realities.¹¹ This reciprocal approach to workplace-community engagement involves valuing what each party has to offer, leading to the creation of mutual benefit for workplaces and non-profits. Companies are increasingly recognizing

the strategic and operational importance of non-profit organizations and what is needed by way of investment to ensure community impact.

We also see growing partnerships between departments within companies, as well as between different companies on selected issues like disaster relief. This goes back to the theme of greater alignment, and how the different partners can leverage their unique advantages and assets for maximum impact.

FACILITATING EMPLOYEE CHOICE

While it was once seen as the exception for a company to get involved in community, it has now become a commonplace practice. Employees are driving this shift, seeking out employment at companies with active community engagement programs. Lee Anne Scott, Manager of Ottawa Reads, observes that “Human Resource professionals report that younger employees want to work for companies that give back to the community and offer time off for volunteering in what’s important to the employee. Human Resource and Marketing and Communication professionals need to be part of the business planning team to create a business strategy that includes community engagement.”

Employees are also actively engaged in shaping programs and choosing volunteer projects. Companies regularly canvas staff for their input. In fact, many ESV programs are being designed around the concept of “employee choice” where the employer recognizes and rewards volunteering outside of work, and creates opportunities that facilitate employee professional development.

GROWING PROFESSIONALIZATION AND THE EMERGENCE OF STANDARDS OF PRACTICE

The community investment field, that includes employer-supported volunteering, has become “professionalized” over the past decade with a number of universities offering courses and certificates as part of business degrees or as stand-alone programs. Mount Royal University in Calgary for example, now offers a Community Investment Professional Extension Certificate.

At the same time, interest has grown in developing program standards that can be used to evaluate performance. This is directly tied to the central question of impact: Are employer-supported volunteering programs making a difference?

To date, there has been little ongoing investment in sustained and consistent measurement and evaluation. Lack of data collection systems, absence of standards and models, as well as philosophical differences on how to assign a value to volunteering, are some of the barriers to measurement.

Firms like the London Benchmarking Group (LBG) have moved to fill this void, working with larger companies to document, evaluate, compare and report on community investment performance. Trustmark programs such as Imagine Canada's *Caring Companies*, or the *B Corporations* program in the United States, are another vehicle for recognizing best practice.

As well, Volunteer Canada has developed the **Canadian Code for Employer-Supported Volunteering (CCESV)** to provide guidance in developing and enhancing ESV programs and activities. It aims to support the work of those who manage these programs within a workplace and has the flexibility to be adapted to the context, language and business objectives of Canadian workplaces of all sizes and within all sectors. The CCESV aligns with the Canadian Code for Volunteer Involvement (CCVI), which supports non-profit organizations that involve volunteers. Both resources outline values, guiding principles and standards of practice and are intended to help build parallel capacity in the business and non-profit sectors as they engage volunteers. (See Appendix A for more detail)

BROADER RANGE OF VOLUNTEERING ACTIVITIES

The company profiles that follow demonstrate the current diversity of ESV programs and activities among large employers in Canada. For example, there has been growing interest in skills-based volunteering. Employees use their skills and knowledge to assist community organizations in specific areas for example as mentors, board members or event planners. Companies are also looking at new forms of micro-volunteering where employees can complete short-term tasks at the workplace or on their own time.

These efforts reflect the interests and desires of today's employee volunteers who, research reveals, tend to be results-oriented. These volunteers measure their efforts. They want to know that the impact is worth the time they are contributing. In particular, they are interested in volunteer opportunities where they can learn and apply new skills that are valuable to them and to their company. They prefer well-organized, short-term activities that are flexible with regard to time and location – better to accommodate their busy work and family lives.¹²

Employers and non-profit organizations have taken note of these changes and are responding by re-evaluating their volunteer policies and programs. In this dynamic context, new approaches that bridge the needs and aspirations of volunteers, employers, non-profits and communities are a must.

INCREASED USE OF TECHNOLOGY

One of the ways in which employers are reaching out and transforming their volunteer efforts is through the use of technology. New employee engagement platforms are being created to facilitate internal communication about volunteering programs and opportunities as well as to help streamline administration and evaluation of programming. Companies face a range of practical challenges such as the structure of existing technology platforms designed around business needs, and policies governing internal communications. Consequently, many are turning to external vendors to help promote and coordinate community engagement programming.

LOOKING FORWARD

Employer-supported volunteering is evolving. Current trends highlight the challenges involved in connecting with a new and diverse generation of volunteers, while also building meaningful and equitable relationships with community partners.

The companies profiled in the next section are tackling these challenges in varied ways. Collectively, they are all contributing to the evolution of a community of practice and setting out inspiring practices that are moving the field forward.



CANADIAN LEADERS IN EMPLOYER-SUPPORTED VOLUNTEERING

DATING BACK TO THE 1960S, EMPLOYER-SUPPORTED VOLUNTEERING HAS EMERGED AROUND THE WORLD THROUGH THE REACH OF GLOBAL COMPANIES. THE WORLD OF ESV IS NOW “A VIBRANT MIX, A RAPIDLY GLOBALIZING ACTIVITY LARGELY DEFINED BY THE WAY IT ACTUALLY HAPPENS AT THE LOCAL LEVEL.”¹³ IN CANADA, WE TOO HAVE A “VIBRANT MIX” OF EMPLOYER-SUPPORTED VOLUNTEERING ACTIVITIES AND PROGRAMS, REFLECTING DIVERSE CULTURES, BUSINESS PRACTICES, EMPLOYEE PREFERENCES AND THE UNIQUE REALITIES OF COMMUNITIES ACROSS THE COUNTRY.

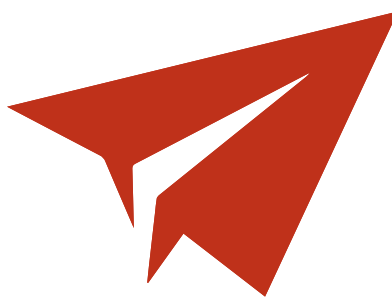
The companies profiled here demonstrate the breadth, diversity and innovation of ESV programming now available in Canada. They have emerged as leaders in the field, actively promoting the cause of employee volunteering and corporate citizenship. As members of Volunteer Canada's **Corporate Council on Volunteering** (CCOV), they work to encourage businesses of all sizes to actively engage and invest in their local communities.

The companies' volunteer efforts vary considerably both in terms of strategic focus, structure and operation. Their programs also differ with respect to company expectations for employee involvement and program alignment with core business operations. Some companies are in the process of developing comprehensive suites of volunteering activities. Others are focused on a single offering tailored to their needs. All reflect the values, principles and standards of practice outlined in the Canadian Code for Employer-Supported Volunteering and are driven by the desire to facilitate employee development and to make a difference in their communities.

Each profile that follows briefly describes the evolution of the company's employer-supported volunteering program and current activities. Profiles have been written to emphasize unique facets or features in each company's approach. The goal is to demonstrate the diversity of corporate volunteering in Canada today and the key qualities that define excellence in ESV programming.

Volunteer Canada's Corporate Council on Volunteering

In 2005, The Home Depot Canada partnered with Volunteer Canada to convene a group of Canadian corporate leaders – all interested in sparking dialogue around the employer-supported volunteering movement. The Corporate Council on Volunteering was formed to encourage businesses to support the volunteer efforts of their employees. A group of 20 diverse and talented business innovators, the CCOV is the largest initiative of its kind in Canada.





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VOLUNTEERING HIGHLIGHTS

- Mentoring
- Building strong community partnerships

CENOVUS ENERGY: IN THE LEAD

Megan Marshall, Senior Community Program Advisor at **Cenovus Energy Inc.**, and Jennifer Barroll, Program Director at Calgary Youth Justice Society (CYJS), sit comfortably in a Calgary office responding to questions about the *In the Lead* program. Their answers flow together – they finish each other’s sentences. The obvious symmetry between them is indicative of the strength of the partnership formed five years ago when Calgary Youth Justice Society developed the unique Calgary-based initiative together with Cenovus.

In the Lead is an innovative leadership development program that links vulnerable youth with volunteer coaches from Cenovus. The program focuses on “what is strong with young people, not what is wrong,” and is designed to help youth participants transform characteristics that are often observed as deficits into leadership skills that can be applied in a healthy, productive way.

The students, called Young Leaders, are nominated for the program by the Calgary Board of Education's Discovering Choices High School Program. Over the course of a school semester, they work through a leadership curriculum (worth three credits with Alberta Education) together with a program facilitator. For the youth engaged, this program can truly be a life-changing journey, but one they do not take alone.

In each session, the Young Leaders are matched one-on-one with Cenovus employees, called coaches. Cenovus encourages and supports the volunteer efforts of its staff through a variety of leading-practice volunteer programs such as organizing events for them to lend a hand, giving grants where employees volunteer and building new skills, like the opportunity to become an *In the Lead* coach.

This positive relationship maximizes the *In the Lead* experience, not only for the Young Leaders, but also for the volunteer coaches. For employees who volunteer, it's not only an opportunity to build new skills, it also helps to strengthen team relationships and forge community bonds. The program is "unlike any other development experience," explains Marshall. "It is not just professional, but also personal. Our employees are helping young people gain a stronger sense of who they are and who they can become while developing important skills that they can apply in both their own life and at work."

Volunteer coaches are trained by CYJS and connect with their Young Leader through conversations, activities and community volunteering. Coaches gain a better understanding of their own leadership abilities by being challenged to connect in a meaningful way with people outside of their usual peer group. The program reinforces strengths they already possess, such as coaching or listening, and prompts them to apply those skills. The Young Leaders benefit from the life experiences the coaches share with them, and together they embark on a shared journey where both are looking for possibilities to develop and identify strengths, discover potential and navigate challenges.

Barroll recalls witnessing the great impact of this relationship at the very beginning.

"I remember one of our Young Leaders who was hanging around with some risk-taking friends and making some poor choices when he first came into the program. After building a relationship with his coach, and connecting with the conversations in class, within months we saw his entire demeanor shift. Within the year, he was able to turn his life around. Even after graduating High School, he continues to meet with his coach and be a resource to so many other Young Leaders. *In the Lead* taught him that people really cared about him and gave him a greater sense of hope and optimism about his future."

Now in its tenth semester, with over 200 pairs of coaches and Young Leaders having participated, it is clear *In the Lead* is making a lasting impact in the lives of participants. As the program grows, Barroll and Marshall continue to note what works best in the curriculum, tweaking it as needed. One such tweak was incorporating a refined focus on community involvement. The Cenovus volunteer coaches and Young Leaders began teaming-up together once a month for volunteering events. The benefits of rolling up their sleeves at a community event rippled through the program immediately. It strengthened the connection between the youth and the volunteer coaches and deepened their individual and collective feeling of responsibility to their community.

This added layer of community engagement goes full circle back to Cenovus's community investment approach of being both invested and involved. "Our many volunteer programs provide opportunities for employees to engage in the community while also allowing the company to expand its reach and be responsive to community needs, says Marshall. "Not only do we financially invest in the *In the Lead* program, but we are also investing our greatest assets...our employees."

"Everyone needs someone who believes in them," adds Barroll. "Someone who looks beyond what is wrong and nurtures what is strong. For many vulnerable youth in Calgary, that someone is a Cenovus employee."

STRONG COMMUNITY PARTNERSHIPS

Through the *In the Lead* program and partnership with Calgary Youth Justice Society, Cenovus Energy employees volunteer with vulnerable youth to help them discover their potential.



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VOLUNTEERING HIGHLIGHTS

- Skills-based volunteering
- High employee participation rates in annual *Impact Days*

DELOITTE'S CHARITY THINK TANKS: INNOVATION IN SKILLS-BASED VOLUNTEERING

In 2011, **Deloitte** set out to execute a strategic move that would take its annual firm-wide volunteering day to new heights. The leading

professional services group – known for its audit, tax, consulting and financial advisory expertise – piloted a model that would introduce and embed knowledge-based volunteering opportunities into its established *Impact Day* infrastructure.

SKILLS-BASED VOLUNTEERING

Volunteers are looking for new opportunities to invest their knowledge, experience and talents in the community. And employers are responding by developing new skills-based volunteering activities and programs. Skills-based volunteering offers up the chance to dive deeper, leveraging the diverse talents of employees, for greater community impact. Employees are able to apply and hone their skills in a new context, often working with other colleagues, to support community organizations to achieve their goals.

This shift to apply intellectual capital to volunteer-driven projects would enable Deloitte to make a deeper impact with charitable partners. Soon after its launch, the firm learned that the benefits of the program – coined the *Deloitte Charity Think Tank* – would also ripple within the firm.

Four years in, the Think Tank model has become one of the more popular volunteering options at Deloitte. “They are the quickest sellers every year for registration,” says Leila Fenc, Director of Corporate Responsibility and the Deloitte Foundation.

Impact Day has been running for ten years at Deloitte and is now part of the corporate culture. The national day of volunteering boasts high numbers in employee participation year after year. The tally on volunteer engagement usually sits around 70 to 75 percent. In 2014, more than 6,200 people got involved with *Impact Day* projects.

“It is a pretty successful and important day for us internally,” says Fenc. “From an organizational standpoint, I would venture to say that it is a leading practice, if not a best practice, to mobilize a workforce like that across the country in a single day.”

Impact Day is what Fenc calls, “a self-serve day.” Employees access a national registration site where they review and self-select from as many as 500 volunteer-identified, hands-on projects in need of volunteers. In the past, Deloitte volunteers worked with the Children’s Wish Foundation by spending the day granting wishes for children with life-threatening illnesses; they built complex structures for a YWCA camp; they planted trees in woodlands; they sorted canned goods at food banks; and, they even cleaned aquariums at a zoo. These one-off volunteering opportunities cater to those seeking roll-up-your-sleeves occasional volunteering roles. Some might call them ‘traditional’ volunteering roles.

But, Fenc was noticing that many volunteer-minded Deloitte employees were looking in another direction – they were seeking positions in which they could invest their knowledge, experience and skills. They were, as Fenc identified, calling for skills-based volunteering options.

Deloitte worked with Volunteer Canada to develop a model that could be simple enough to actualize without a need to front too many resources. Skills-based volunteering is, after all, more about the people participating and the innate talents and learned expertise they possess.

“We started to get more strategic about it,” says Fenc looking back on the creation of the Think Tank model. “We put out a call to our local projects leads across the country to see who was interested in participating. We tried to focus more on major metro centres where we had more of a critical mass of employees wanting to participate.”

It did not take long for Fenc and her team to secure ten sites, each complete with an enthusiastic cross-section of 20 Deloitte volunteers and a few members of a partnering non-profit organizations.

Each day-long session follows a similar agenda. At the top of the morning, the non-profit organization spends an hour delivering the

history, vision and mission of their organization. They then follow with three of their more pressing organizational challenges.

“We asked, ‘what are the challenges you don’t have time to address in the day-to-day, what are the blue sky opportunities, or the things that keep you up at night,’” describes Fenc. “Everybody has those challenges because they are strapped for time and resources.”

For the rest of the day, these three challenges are examined by the Deloitte volunteers who bring their experience, skills and strategic counsel to the table.

By day’s end, the volunteer Think Tank team produces strategic solutions to the organization’s challenges. They bundle their findings into a tangible action plan that is feasible to implement by the non-profit organization.

In the Think Tank’s inaugural year, ten charitable organizations walked away with a blueprint to make their organization more efficient in meeting their missions. From the point of view of the participating organizations, the program was an instant success.

Back at Deloitte, the positive feedback from the volunteers was also percolating. Volunteers noted they were able to stretch themselves into other skill sets. “If you are an auditor or a tax person, you have the expertise... which is what the firm pays you for,” says Fenc. “But, people have broader interests and this allows them the opportunity to take their critical thinking and strategic skills that they use each day in their job and apply it to other areas – say, marketing or fundraising, or organizational behaviour.”

Skills-based volunteering – within the Think Tank framework – offers volunteers similar intangible benefits found in group volunteering models. Each Think Tank site witnesses junior people working side-by-side with senior partners on a common challenge. They build relationships that may not happen in the day-to-day operations at the office.

“We get a lot of people who are new to the firm so it is a great way for them to both meet new people and showcase skills that they don’t use in their day-to-day,” says Fenc.

Since 2011, Deloitte has partnered with the United Way in 10 different communities across the country, and more recently with six Junior Achievement Branches. The *Deloitte Charity Think Tank* model continues to attract a lot of attention among the close to 9,000 people who work at the firm.

“People now understand that volunteering is more than just what we’ve traditionally thought,” says Fenc. “There is more appetite for us to apply our intellectual capital.”



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EMPLOYEES IN ACTION AT INVESTORS GROUP

Investors Group has worked hard for 90 years to help clients invest in life and to be the name people think of when it comes to financial planning. Today, they are equally well known for their absolute dedication to helping people get more out of life by improving communities across Canada through the lives of those that live, work and play in them. The cornerstone of this commitment is volunteerism.

EMPLOYEE-LED PROGRAMMING Employees at Investors Group drive volunteering. Under the Employees in Action program, committees run by employee volunteers organize volunteering activities with community partners. With the strong support of senior management and the Community Affairs division, Investors Group employees and Consultants administer community funding and organize volunteering activities across the country.

Many corporations across Canada show commitment to their communities, but Investors Group is undoubtedly a leader within the Corporate Citizenship arena. Their approach to community involvement is unsurpassed in that it unites three vital aspects of volunteerism: partnership, support and recognition.

Since 2003, Investors Group has partnered with Volunteer Canada to raise awareness of the importance and value of volunteering. Together, they work toward fostering both a social and corporate climate that promotes and recognizes volunteerism. *National Volunteer Week* (NVW) is the perfect example. As equal partners, Investors Group and Volunteer Canada organize an annual campaign that recognizes the 12.7 million volunteers across Canada.

Originally designed as a way to simply say “thanks”, NVW has grown into so much more. Importantly, NVW is about recognizing volunteers, inspiring others to engage in their communities and demonstrating the power of collective giving. Investors Group continues to ensure that *National Volunteer Week* remains the ultimate cross-country celebration of volunteers.

The Corporate Council on Volunteering is yet another collaborative initiative between Investors Group and Volunteer Canada. Founded in 2005, with Investors Group being one of the first companies to sit at the table as a member, the Council is uniquely dedicated to furthering employer-supported volunteering and has become the largest corporate volunteerism initiative in Canada. Its mandate is a simple one: to encourage businesses of all sizes to support the volunteer efforts of their employees – something Investors Group itself has done for a long time.

Employees in Action is the pillar of Investors Group’s volunteer support and is one of the key elements of its commitment to corporate citizenship. The program was established to provide its employees and Consultants with every opportunity to volunteer... and it’s been working. Since its inception, likewise in 2005, Investors Group has built dozens of partnerships with local community organizations and saw their employees and Consultants volunteer countless hours to worthy causes.

As part of Hunger Awareness Week in 2014, 150 Investors Group volunteers worked together in Winnipeg to put together 65,000 food packages for the international hunger relief agency Stop Hunger Now. Not only did the volunteers surpass the goal and make 66,000 packages, they were the fastest group of volunteers that Stop Hunger Now had ever worked with – more than doubling the average two-hour package count of 30,000. This is just one example of how *Employees in Action* inspires, motivates and celebrates community involvement and social change.

The *Volunteer Support Program* and *Community Sport Volunteer Programs* have also been very successful in getting individuals involved at the local level across the country. The aim of these programs is to encourage employees and Consultants, both current and retired, to volunteer and make a difference in their communities. They do this by providing donations to the charities and local sporting groups that they volunteer with. A recent grant recipient of the *Volunteer Support Program*, Laurel Ireland, saw Investors Group donate \$2,100 to the MS Society, an organization Ms. Ireland holds very close to her heart. It’s support like this that sets Investors Group apart in the world of corporate citizenship.

Support is obviously a vital facet of employer-supported volunteering; recognition is another. Investors Group knows that the impact volunteers make on their communities is enormous, but it also knows that just as important as the work they do is the recognition of their efforts. That’s why, on top of their leadership initiatives like *National Volunteer Week*, a major aspect of Investors Group’s community involvement is the awards it hands out to those employee and Consultant volunteers, who give so selflessly of themselves.

Each year, Investors Group presents four awards of recognition: *The Herbert H. Carnegie Community Service Award* and *Community Leadership Award* to recognize Consultants and field directors, respectively, who demonstrate long-term community service and business excellence; *The President’s Lifetime Volunteer Achievement Award* and the quarterly *Employee Volunteer Award* to honour employee volunteers for their tireless dedication to community service. Investors Group knows that recognizing the efforts of volunteers is the best way to ensure that their work is valued and that they, in turn, continue to be difference-makers. It’s also an excellent way to show them just how proud Investors Group is.

There is no doubt that Investors Group is a giant of corporate citizenship. The scale of its involvement is immense and the results are correspondingly so. The secret is that Investors Group makes it easy for their employees and Consultants to dedicate themselves to volunteerism. In fact, with their numerous partnerships, awards of recognition and support programs, they make it pretty hard not to.



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CAFE AMBASSADORS PROGRAM The creation of the new CAFE Ambassadors Program marks a milestone for Keurig Canada in the development of their ESV program. Ambassadors work as brokers – connecting employees to meaningful volunteering opportunities, including those offered by recipients of Keurig Canada’s community granting program. By aligning different types of support, creating “collaborative partnerships”, the company hopes to achieve greater local impact.

Behind that marketplace are the coffee farmers who grow and harvest the coffee beans. These farmers, located around the globe, are the human faces of that coffee culture.

Keurig Canada, formerly Green Mountain Coffee Roasters, is a Montreal-based coffee brewing company that sources and sells coffee to consumers here in Canada. They keep their finger on the pulse of the international coffee marketplace and they keep an eye on the people behind that financial framework – the farmers – by engaging in Fair Trade practices that support a higher quality of life for coffee-growing communities. Not only is the company the largest supplier of Fair Trade certified coffee, they actively fund outreach programs for farmers.

Keurig Canada also has a vested interest in the 1,500 individuals that they employ here in Canada.

The company prides itself as a socially and environmentally sustainable business. Under this umbrella, Keurig Canada strives to partner with supply chain communities, build demand for sustainable products, protect the environment, support local communities and foster workplace excellence. One does not exist without the other. The integrated approach to sustainability allows for everyone in the company to work together, towards positive change.

Corporate volunteering is a pillar in the corporate culture at Keurig Canada. It encourages employees to engage with their local communities and organizations by giving them the time, as well as the opportunities, to do so.

Their signature program – *Community Action for Employees (CAFE)* – entitles every full-time employee to 52 paid volunteer hours each year. Launched in 2012, Canadian employees are now involved in a wide range of activities, from cleaning up beaches and rivers, to planting gardens, to organizing and distributing food at food banks.

Employees also have the opportunity to volunteer on group projects supported by Keurig Canada through their community investments and product donations, around a variety of themes such as water stewardship and healthy food systems. These events provide an opportunity for employees to connect to local non-profits working in areas of importance to the company, and to work with colleagues across the company.

Keurig Canada's programs are designed to support the individual interests and talents of their employees. At the same time, they are also designed to advance the collective efforts of the company to achieve their sustainability goals and strengthen their connection with the communities within which they operate.

The company is currently working to expand the CAFE program to include more skills-based volunteering and to strengthen connections to Keurig's chosen community investment themes.

The CAFE program has been very successful in the United States and take-up is on the rise in Canada. One of the challenges, according to Delphine Acoca, Keurig Canada's Community Relations Lead, has been spreading the word about the volunteering opportunities that exist at Keurig Canada, and creating the right incentive structures. "Once the incentives are there, employees participate."

A new ambassadors program – called *CAFE Ambassadors* – was created this past year with these objectives in mind. Ambassadors are appointed in each company location by local managers to develop community relationships and to organize and promote volunteering events.

They are responsible for seeking out organizations and opportunities that align with their particular group's interests, and then working to build relationships with the selected organizations over time through volunteering, employee engagement and community investments.

The creation of *CAFE Ambassadors* marks a milestone for Keurig Canada in the development of their ESV program. Through this program, the company is actively building the supports necessary to sustain an active community-level volunteering program. By aligning different types of support, creating "collaborative partnerships", the company hopes to achieve greater local impact.

It is still early, but response so far has been very positive. The work of the Ambassadors is highly valued, and is now formally recognized and rewarded through Keurig Canada's performance review process.

One of the company's key values is to "brew a better world, using the power of business to make the world a better place." Key to this vision is enabling employees and communities to thrive in a changing world. Keurig believes that "employees who are engaged at work are happier in their jobs, more successful in their careers and make more meaningful contributions to the Company and to their communities." (Keurig Green Mountain, 2014 *Sustainability Report*)

Over the years, Keurig Canada has evolved as a company. Their employer-supported volunteering activities, however, have remained as much a part of their culture as coffee is to the start of a new day.



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EMPLOYEE CHOICE: THE CORNERSTONE OF MERIDIAN VOLUNTEERING PROGRAMS

Meridian's goal is to help their Members grow their lives and their businesses. As Ontario's largest credit union, Meridian offers a full range of financial services to Members, re-investing profits back into their Members and to the communities within which they operate.

EMPLOYEE ENGAGEMENT PORTAL Tracking and measuring employee engagement is an ongoing challenge in all ESV programming. New generations of webtools/platforms are being developed to support programs, including employee engagement and communication, posting volunteering opportunities, letting employees enter and track volunteer hours and generating reports for management. Meridian is working in collaboration with firms like LBG Canada to capture metrics and benchmark against like companies.

For communities, Meridian's commitment is significant. They have invested millions of dollars in Ontario communities over the past decade through long-term partnerships, grants, sponsorships and scholarships. Their commitment to corporate responsibility - *Meridian's Commitment to Communities* - includes a company commitment to invest a minimum of 4% of pre-tax earnings in programs, partnerships and business initiatives that benefit Ontario's communities.

Meridian is also developing its employer-supported volunteering programs in response to employee demand. Employees today are looking for ways to give back, at home and in their workplaces.

"Our employees are the driving force that delivers on our *Commitment to Communities*," says Sarah Rea, Senior Manager, Corporate Social Responsibility. "In return, we have a commitment to them. We ensure that employees lead healthy, safe and balanced lives and that they are supported in donating their time, skills and resources to their community."

Recent efforts have focused on creating programs and strategies to deepen employee engagement, including employer-supported volunteering. In 2014, Meridian launched two eight-month pilot programs designed to support employees' personal donations, fundraising and volunteering, and aptly named *My Commitment to Communities*. Meridian's Donation Match program matches employee donations and fundraising up to a maximum of \$1,000 per year to any charity and up to \$1,000 to the United Way. The Volunteer Grant program was a dollars-for-doers program where employees and their family members who donated 20 or 40 hours to a community organization were eligible for a grant of \$250 or \$500.

Response to the pilot programs was overwhelmingly positive. According to Sarah Rea, over 18% of employees participated in the first year, supporting over 110 charities. Meridian was able to provide over \$80,000 to support the causes that matter to its employees. Based on positive feedback, these programs were scaled up and made permanent in 2015.

In 2015, a new employee engagement portal was launched to power *My Commitment to Communities*, and employee engagement saw a marked increase to over 24% of the employee base. The portal, licensed from Benevity Inc., is an interactive platform that facilitates all aspects of employee community engagement. Each employee has their own profile where they can track and manage their engagement activities. This includes making donations, applying for donation and fundraising matches, logging volunteer hours to receive matches and learning more about volunteering or mentoring opportunities through CanadaHelps and other local sources. The portal now makes Meridian's Volunteer Match program more flexible than ever; employees receive \$12.50 for each hour volunteered, to a maximum of \$500. "Employees have so many demands on their time, both at work and at home. We wanted to ensure that our employee giving programs were flexible to meet the needs of employees, but also easy to access so that they can focus on their job, their home life and giving back to their community in the best way they see fit" explains Joel Longland, Community Investment Specialist.

For Meridian, the new portal automates all transactions that have historically been managed manually. It consolidates all donations, offers different payment options for employees and automatically issues tax receipts. The portal also incorporates standard metrics such as participation rates, providing an up-to-date snapshot of employee giving and volunteering trends.

Meridian is also expanding its involvement in skills-based volunteering through its work in the financial literacy and co-operative business fields. The co-operative bank is has forged strong multi-year partnerships with several provincial and local organizations to develop new financial literacy-related tools, resources and community-based initiatives and to foster co-operative leadership in youth and businesses. Their employees are actively involved with these initiatives, providing pro bono support and training on company time. For example:

- Meridian and member organizations of the Ontario Network of Entrepreneurs (ONE) have collaborated on the development of *bizsmarts.ca*, a free online resource to make starting, running and growing a business in Ontario easier.
- Meridian partners with Futurpreneur Canada, a national not-for-profit organization that supports entrepreneurs aged 18-39 with mentorship, resources and up to \$45,000 in loans (available from Futurpreneur and the Business Development Bank of Canada).
- Meridian again in collaboration with Futurpreneur Canada, hosts an event series in coffee shops across Ontario called *Owners Wanted*. Supported by Meridian employees, these events are designed to open doors for aspiring business owners who have a vision, but just aren't sure how to get started.
- With the Prosper Canada Centre for Financial Literacy, Meridian's regional leaders and branch managers have recently begun holding Community Financial Literacy Facilitator trainings to empower social services staff members from not-for-profits, charities and governments with the tools to embed financial empowerment into their daily service work.
- As a partner of the Ontario Co-operative Association, and one of the largest co-operative businesses in the province, Meridian supports the development of co-operative leadership skills among youth and businesses. Meridian's Guelph, Cambridge and Orangeville teams take time out of their days to teach the All4Each co-operative leadership program in local high schools.

Employees today are looking for ways to make a difference. Meridian's new employee engagement strategy is all about opening doors and offering the right mix of incentives, programs and resources for employees, to pursue their passions.

Introducing a new CSR strategy and employee engagement programs has certainly taken time, effort and input from all members of the company. Sarah and her team have explored corporate social responsibility from all angles. In collaboration with their colleagues at Meridian, they are building a strong business case for mission-aligned employer-supported volunteering.

With the release of *My Commitment to Communities*, employees are now on the same page. Exciting times ahead.



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VOLUNTEERING HIGHLIGHTS

- Focus on Capacity Development
- Integrated Approach

PwC CANADA: CORPORATE LEADER IN COMMUNITY INVESTMENT

PricewaterhouseCoopers LLP (PwC) works with community organizations every day. They understand the challenges of trying to deliver great service to clients while making a difference in their communities. All too often, organizations invest all of their energies into their programs and services, but lack the time, energy and resources needed to maximize impact and ensure organizational sustainability.

This is where PwC Canada shines. The Canadian firm focuses on the critical issue of capacity development among not-for-profits and charitable organizations, by assisting organizations to achieve their full potential through its employer-supported volunteering programs.

INTEGRATED APPROACH Employer-Supported Volunteering (ESV) and community investment initiatives are integral to PwC's company goals. ESV programs are designed to expand the knowledge and capacity of people and organizations, while providing a vehicle for employee and business development. PwC's model ensures high rates of participation and return on integrity and investment.

As a leading professional services firm, PwC Canada believes it has a responsibility to be a catalyst for change. They apply their skills and voice, and leverage their relationships to make a difference, create change and have a lasting impact on society.

Whether it's learning about how to be a more effective volunteer, or providing financial support for leadership development at Canadian charities, the company's overarching purpose is to help build trust in society and to solve important problems.

PwC Canada offers a comprehensive suite of programs under its Foundation. Courses or lunch and learns that cover topics such as board basics, help employees to get involved in their communities and to develop their capacity as volunteers.

Team Volunteering is their largest program. It provides one day off with pay to employees every year to volunteer at a local charity. The PwC Canada Foundation identifies upwards of 350 different volunteer opportunities and encourages employees to sign up as individuals or teams, for selected projects.

PwC Canada has deliberately steered away from short-term, hands-on activities focusing instead on efforts to leverage the skills of their talented workforce to benefit not-for-profit partners. The PwC Canada Foundation is working actively to expand the number of skills-based volunteering opportunities such as mentoring, coaching or financial literacy training.

Early results are promising. Skills-based volunteering made up 45% of all PwC Canada volunteer projects in 2014, an increase of 55% over 2013. For example, many Canadian staff are being matched with not-for-profit boards. Others are involved in leading collective impact and evaluation sessions.

Altogether, 2,211 PwC staff participated in 315 employer-supported volunteering team initiatives in 2014. This contribution translates into 16,583 total volunteer hours that were given back to the community. These figures represent an employee engagement rate of almost 40%, an excellent rate of participation by any standard.

Volunteering and the work of the Foundation are important to PwC employees – a young and dynamic group. Millennials comprise almost 80% of the firm's workforce.

Volunteering is central to the Canadian firm's talent development strategy. Volunteering provides an opportunity for younger workers to assume leadership roles, and to demonstrate a range of different abilities perhaps not directly related to their employment, all of which are noted through elements of the performance evaluation process.

It is important to PwC Canada to foster civic engagement among all employees, even as they go on to work for other organizations. Its goal in providing volunteer opportunities at the start of a person's career is to help deepen a person's engagement with the sector while supporting them in becoming a more committed philanthropist over time.

PwC Canada is working hard to be the employer of choice. Developing new ways of measuring environmental, social and economic impacts, as well as managing risks, is a key dimension of their broader Corporate Responsibility efforts. Volunteering is one element of this work, and showcases the firm's talents in collaboration and innovation. It also models and promotes responsible business practices through sharing time, knowledge and resources more effectively. Finally, volunteering is inspiring and harnesses the dedication and capabilities of all people at the firm.

Solutions to society's biggest challenges require thoughtful and effective cross-sector collaboration and learning. This type of collaboration and learning is nuanced through all of PwC Canada's community engagement efforts, and is also what makes the Canadian firm's ESV programs exemplary.



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TALENT PLAY: ENHANCING EMPLOYEE EXPERIENCE AND PERFORMANCE THROUGH ESV AT RBC

Since 1864, *RBC* has prided itself on giving back to the communities in which it operates. While donations and sponsorships have always been a major part of that commitment, more and more it is the volunteer efforts of its employees that set RBC apart in the world of corporate citizenship.

While RBC has had formal employer-supported volunteering programs in Canada for more than 20 years, today, RBC is working to further establish its vibrant employee volunteer rewards programs around the world. Their goal is to create a global culture of community involvement within the company by “enabling and rewarding” volunteering.

Two main programs for employees and retirees have been established to support individual and team volunteer efforts.

HUMAN RESOURCES CONNECTION RBC's Citizenship team is working directly with Human Resources to embed ESV programs into the company's HR strategy. This move builds on research that demonstrates how volunteering can facilitate skills development and team building, while allowing both employee and company to have an impact in the community.

RBC employees share their expertise on everything from maintaining a positive cash-flow to establishing and managing a small business.

The *RBC Individual Volunteer Reward* is given when an employee or retiree donates at least 8 hours of their time throughout the year to a registered charity. They can volunteer with up to 5 different charities, and earn 'rewards' for each charity in 8 hour increments, up to \$500 or a maximum of 40 hours per year. Through *Individual Volunteer Reward*, RBC donated more than \$1.3 million in 2015 to community organizations around the world.

The *RBC Day of Service Reward* recognizes the efforts of RBC's employee volunteer teams. This reward focuses on teams who volunteer for a one-time community need. For example, 300 RBC employees dedicated more than 5,600 hours in 2013, to helping those affected by the floods in Southern Alberta. Teams can apply for a \$1,000 RBC grant for their chosen charity. Globally, a record 11,000 employees were involved in 2100 plus projects in 2015, collectively donating 64,947 hours.

The purpose of these rewards is twofold. Recipient charities benefit from the funding, and volunteers are recognized, valued and rewarded for their efforts.

"RBC's Individual Volunteer Reward program is win-win," according to Tanya Bell, Senior Manager, Citizenship Engagement Programs, RBC. Since 1999, RBC has distributed over 31,000 grants and donated almost \$16 million in celebration of their employee volunteers' efforts. Notably, those numbers, as well as the numbers of volunteer hours committed, continue to rise.

RBC is also working to develop employee volunteering opportunities as part of their signature causes. The *RBC Blue Water Project* is one example. Launched in 2007, the project funds charitable organizations working to protect the world's most precious natural resource: fresh water. In response to employee interest, RBC developed another volunteer program, the *RBC Blue Water Makeover*, to mobilize the energy and passion of employees for the environment. Each June, RBC employees create local green spaces and clean up parks, streets and shorelines. Their objective is to raise awareness about protecting access to drinkable,

swimmable and fishable water, now and for future generations. In 2015, RBC achieved record employee engagement results, with 24,722 employees taking part in 850 "makeovers" across 26 countries.

RBC employees often are able to leverage their skills as financial services professionals within a volunteer capacity. For example, as part of the *RBC Emerging Artists Project*, RBC employees provide financial planning sessions for artists in the early stages of their careers. RBC bankers share their expertise on everything from maintaining a positive cash-flow, to small-business management. RBC is also in the process of developing a skills-based volunteering program that will draw from the diverse talents of RBC employees, to assist charitable organizations.

RBC has achieved great success with its community investment programs, but it is not stopping there. The company is also taking progressive actions to embed the values of corporate citizenship into the ways it does business, and connects with its employees. RBC's Corporate Citizenship team ultimately reports into the Chief Human Resources Officer, creating a strong, people-oriented grounding for its programs.

Bell believes that RBC is breaking new ground, creating a new employment value proposition by formally integrating employer-supported volunteering into all aspects of the employee experience, from recruitment to retirement. "We aren't a 'shiny' add-on," states Bell. "Corporate Citizenship is part of the fiber of the organization, and our employees really understand the importance of their role in our purpose of 'helping communities prosper.'"

Corporate Responsibility is a key part of the way RBC does business. While they recognize the work of their employee volunteers, so too has RBC been recognized for their commitment to improving communities, through progressive business, marketplace, workplace and environmental practices. In fact, every year since 2009, RBC has been named one of Canada's 50 Most Socially Responsible Corporations in Macleans' Magazine.

RBC is a leader in civic involvement because of the value it places on the volunteer efforts of its more than 80,000 employees worldwide. The company knows that volunteering is a fundamental act of citizenship. RBC community investments, including their amazing support for employee volunteering, amounted to more than \$100 million worldwide in 2015.

However, it is the volunteer accomplishments that truly stand out. "I'm really proud of how RBC employees lead the way in contributing to their communities," says Bell. As she should be.



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TEAM DEPOT IN ACTION ACROSS CANADA

Across North America, *The Home Depot* brand is synonymous with home improvement. In Canada, The Home Depot has 182 stores in 10 provinces, and employs more than 28,000 people. Their associates are the company's "greatest competitive advantage" and the strategic backbone of its business.

WHAT IS TEAM DEPOT? Team Depot is an employee-led volunteering program, where Home Depot associates are encouraged to identify projects that respond to community needs and engage in proactive hands-on volunteer projects.

The "orange-blooded" entrepreneurial spirit that drives and delivers superior customer service at each store location is rivaled only by the company's deep-rooted philanthropic spirit.

Over the years, the core value of giving back to the community has become a defining characteristic of The Home Depot Canada. So much that it led the company to form The Home Depot Canada Foundation in 2008, an extension of its philanthropic and volunteering efforts.

The Home Depot's signature employee volunteering program, *Team Depot*, launched in 1996, when The Home Depot opened in Canada. The program brings volunteerism, product donations and monetary grants together, as a way to support the communities where associates live and work.

Team Depot associates receive support in all phases of their projects from the Community Affairs team, based at the company's Store Support Centre in Toronto, ON.

Team Depot projects are led by Captains who connect with community leaders, mobilize volunteers and manage logistics. The Captains are identified by Store Managers and are recognized for their leadership qualities and ability to connect with customers and the community.

While stores initiate volunteering projects throughout the year, The Home Depot Canada also spearheads a volunteer campaign each September called *Celebration of Service*. The campaign is organized around the company's priority areas of youth homelessness and building strong communities for those in need. Throughout the month, all associates are encouraged to get involved and support hands-on service projects that benefit local youth-serving housing organizations.

The *Team Depot* program contributes over 60,000 volunteer hours annually in support of projects across Canada, from Campbell River, BC to St. John's, NL.

Jabin Saggu is a store manager at The Home Depot's downtown Vancouver store. Volunteering during his tenure at The Home Depot has meant a lot to him and his community. He has been with the company for 15 years, and started as a part-time associate directly out of a plumbing apprenticeship. During much of his career with the company, he has served as a *Team Depot* Captain.

"As Captains, we are responsible for understanding the needs in our community and working with community members to address them," Saggu recalls of his responsibilities. "From there, we determine the scope and scale of each project, recruit associates from our store and work together to get the project done."

Team Depot projects can be completed by one store or many stores across an entire store district, but behind it all is a group of dedicated individuals. Saggu engaged in a large-scale project that involved multiple stores. Fifty associates came out to give Covenant House, a shelter for displaced or homeless youth in Vancouver, a fresh coat of paint top to bottom.

While on-site Saggu noted, "I was struck by those who came to help. We had volunteers from every level, a vice-president, district managers, regional operations managers and store managers."

Team Depot Captains bring the knowledge and skills of The Home Depot associates together. Their range of home improvement skills, be it painting, landscaping, flooring, dry walling or decorating are then applied collectively for the betterment of the community.

No matter the role an associate plays, they are all part of the larger corporate value culture. "What really stands out," says Saggu, "is that it is engrained in all of us."

Team Depot creates a lasting impact in the very company that created it. The program also serves as a public relations strategy, a recruitment and retention strategy and helps stores build and maintain relationships with community stakeholders. *The Team Depot* program empowers associates to make a difference by using their own skills and expertise, providing leadership and development opportunities and building cohesiveness among store associates.

"It makes me proud to set an example for my peers and to inspire them to continue to participate in the program," says Saggu. "Our collective commitment to giving back really stretches across the whole company."



WHERE DO SMALL AND MEDIUM-SIZED ENTERPRISES FIT?

THE RECENT EVOLUTION OF EMPLOYER-SUPPORTED VOLUNTEERING IN LARGER COMPANIES HAS GARNERED MUCH ATTENTION. BY CONTRAST, THE PICTURE OF ESV AMONG SMALLER BUSINESSES IS LESS CLEAR. GIVEN THE LARGE NUMBER OF SMALL AND MEDIUM-SIZED ENTERPRISES (SMES)^{*} ¹⁴ IN CANADA AND THEIR ECONOMIC IMPORTANCE, THIS REPRESENTS A SIGNIFICANT GAP IN OUR KNOWLEDGE.

* SMEs are defined here as businesses with fewer than 500 employees.

What then is happening among small and medium-sized enterprises with respect to employer-supported volunteering? How do SMEs approach ESV activities and community engagement more broadly? What are the drivers and perceived benefits of community engagement for them? What are the specific obstacles and challenges confronting this sector?

The following section presents the findings of a recent Volunteer Canada research study that explored these questions.¹⁵ Through a literature review, key informant interviews and two focus groups with employers and community organizations, the study documented some of the unique experiences of this sector. It also presented a series of strategies for expanding and supporting employer-supported volunteering among Canada's numerous small and medium-sized businesses.

TRENDS, BENEFITS AND CHALLENGES

Large corporations in Canada have led the way in terms of the scale and scope of their community engagement activities. Small and medium-sized enterprises are also playing a significant role through their giving and support for employee volunteering.

SMEs' COMMUNITY ENGAGEMENT EFFORTS ARE NOT WELL KNOWN

- Much of the literature on ESV and the broader field of CSR does not capture SMEs' experiences in any systematic way. Indeed, some SMEs don't consider community engagement as a separate activity, but rather as a part of day-to-day activities and management.
- Language can be a significant barrier in getting a good sense of what is actually happening at the community level among SMEs and in connecting with SMEs to support and deepen their community engagement work.

SMEs ARE WELL-CONNECTED TO LOCAL COMMUNITY – A KEY ADVANTAGE IN SUPPORTING ESV

- SME owners are well-positioned to pursue community engagement by building on established community relationships and leveraging their strong understanding of the local community – both its challenges and opportunities.
- Research shows that individual owners tend to be strongly motivated by personal beliefs and those interested in volunteering are active champions. Because most Canadian small enterprises are very small, the owner is often the only one influencing a company's decisions, positively or negatively.

THE UNDERLYING DRIVERS ARE THE SAME FOR SMEs AND LARGE FIRMS

- SMEs are also interested in the potential financial benefits of volunteering for their businesses, including improved stakeholder relationships, staff recruitment and retention and customer loyalty.
- The “hard facts” of a company's business situation strongly impact a company's community engagement practices, such as ESV.
- Many of the underlying factors driving take-up of CSR and ESV policies (and the potential benefits) are not necessarily different between SMEs and Large Enterprises (LEs); rather, the differences lie in emphasis, scale and language.

EXISTING ESV ACTIVITIES TEND TO BE LESS STRUCTURED, MORE INFORMAL

- While LEs have tended to pursue more formalized approaches to ESV, the pattern among SMEs is more ad hoc and sporadic, often moved by particular events or circumstances, or by the specific concerns of the owner/manager. Few have, or feel the need for, formal policies or codes.”
- This situation reflects, in part, a lack of resources within the sector to support the development of community engagement programming, as well as the diverse character of the sector itself. For example, the largest sector that SMEs operate in is wholesale trade and retail. Many of these employees work irregular hours or on temporary contract. What type of ESV strategies might work in this context? What about for self-employed workers?

SMEs FAVOUR “EMPLOYEE-LED” OVER “COMPANY-LED” APPROACHES TO ESV

- Survey research found that both LEs and SMEs tend to favour “employee-led” over “company-led” approaches. Employers are more likely to offer support for employees to volunteer on their own time, rather than initiate company-run programs that target select issue areas. This is consistent with findings from Statistics Canada's 2013 *General Social Survey - Giving, Volunteering and Participating*.
- Examples of employee-led forms of support include adjusting work schedules, providing time off without pay and allowing access to company facilities and equipment. “Dollars for Doers” is another popular strategy, where companies match employee volunteer hours with a financial donation to the charity where the employee volunteers (e.g., \$10 per eligible hour spent volunteering).

^{**} Federation of Small Business (2008), *Social and Environmental Responsibility and the Small Business Owner*. <http://www.fsb.org.uk/policy/assets/CSR%20Dec%202008.pdf>

- The ESV programs of the SMEs interviewed for this study were all organized around employee interest and choice. The key informants reported that this type of programming was better aligned with their experience and capacity. Size, then, appears to be a factor in choosing whether or not to pursue more formal, company-led strategies.

GENERALLY, THERE IS A LACK OF TIME AND RESOURCES TO SUPPORT VOLUNTEERING

- Because SMEs are covering business tasks with fewer staff, they have less time and fewer resources to dedicate to community engagement. SMEs interviewed for this study all stressed the difficulty of allotting company time and resources for community investment activities.
- The literature identifies additional barriers for SMEs, including a lack of awareness about the benefits of community engagement, the potential benefits for SMEs specifically and the specific opportunities among community organizations.

LACK OF INFRASTRUCTURE, RELEVANT INFORMATION AND APPROPRIATE TOOLS TO MEET THE UNIQUE CHARACTERISTICS OF SMES

- Most of the existing tools and guidelines are designed for LEs and are of limited relevance to SMEs. There is a lack of information about ESV and CSR activities among SMEs and about their potential impact for employers and community organizations.
- Similarly, there is a lack of practical information tailored to the needs of SMEs about different strategies, potential community partners and support services or brokers for developing and enhancing ESV initiatives.

HOW DO LARGE ENTERPRISES AND SMALL AND MEDIUM-SIZED ENTERPRISES DIFFER IN THEIR APPROACH?

SMALL AND MEDIUM-SIZED ENTERPRISES

Philanthropy, altruism

Greater discretion

Closer relationships with stakeholders; importance of the local community

Ethical orientation, based on owners' values

Ad hoc, less structured, limited capacity for evaluation

LARGE ENTERPRISES

Economic perspective, strategic orientation

Holistic focus

More formal/distant relationships with stakeholders

Instrumental orientation, economic objectives

Systematic, more formal policies and programs, commitment to evaluation

LOOKING AHEAD: THE NEXT TEN YEARS

EMPLOYER-SUPPORTED VOLUNTEERING IS AT AN EXCITING CROSSROADS WHERE SERVING THE COMMUNITY IS INCREASINGLY UNDERSTOOD AS FUNDAMENTAL TO LONG-TERM BUSINESS SUCCESS – **FOR BOTH LARGE AND SMALL ENTERPRISES**. CORPORATE PHILANTHROPY HAS MADE WAY FOR SHARED VALUE APPROACHES THAT BRING TOGETHER EMPLOYERS, EMPLOYEES AND COMMUNITY PARTNERS AROUND ISSUES OF COMMUNITY PROSPERITY AND WELL-BEING.

ESV PROGRAMS AND ACTIVITIES HAVE FIGURED PROMINENTLY IN THE EVOLUTION OF COMMUNITY INVESTMENT. IN CANADA, THERE IS A GROWING COMMUNITY OF PRACTICE AND EXAMPLES OF PROGRAMMING EXCELLENCE THAT ARE EMERGING TO PROVIDE A SECURE FOUNDATION FOR THE EVOLUTION OF EMPLOYER-SUPPORTED VOLUNTEERING IN THE YEARS TO COME.



ELEMENTS OF SUCCESSFUL ESV PROGRAMS

The eight corporate champions profiled in this book are setting the bar for employer-supported volunteering, taking their place among international leaders in the field. While unique in their content, each program shares a commitment to several core ideas or concepts that have emerged over time as “keys to excellence.” Understanding these central concepts, as described by Kenn Allen, a leading scholar and practitioner at the International Association of Volunteer Effort (IAVE), is the first step in building “highly effective, sustainable corporate volunteer effort.”¹⁶

- The **support of top leadership** is one of the most critical elements of success. With it comes the opportunity to demonstrate that the company holds its volunteer efforts in high regard.

Example: At Investors Group, the top leadership are actively engaged in Investors Group’s volunteering efforts each year, organizing fundraising campaigns and supporting *Employees in Action* events across the country. For the senior leaders at Investors Group, giving back to the community isn’t about securing a **return on investment** – it is “all about achieving community impact.” (Trevor Krahn, the Director of Community Affairs)
- Sustained programs are rooted in **established policies** that are visible to and known by everyone in the company. These reinforce value and demonstrate that the programs are considered part of the company’s ongoing business operations.

Example: The PwC Foundation’s community initiatives are guided by a decision-making framework called the *PricewaterhouseCoopers Canada Foundation Volunteer Continuum*. At the highest level, the Continuum is a tool that helps with developing, monitoring, evaluating and revising the Foundation’s strategy and programs in line with the Foundation’s mission: *to leverage the firm’s expertise to the benefit of the community; and to add value to PwC’s business through people’s personal and professional development*. The Volunteer Continuum clearly sets out the value of volunteering to PwC and the company’s strategies for “engaging, enlightening, enabling and empowering PwC’s people for maximum community benefit.”
- The primary outlets for a company’s volunteer time, talent and energy are its partners in the community. When strongest, these are not philanthropic relationships but **true partnerships** in which both sides participate in planning and execution for impact.

Example: Cenovus Energy and Calgary Youth Justice Society have partnered to create a leadership development program that links vulnerable youth with volunteer coaches from Cenovus. The program is changing the lives of both the young people and their mentors.

According to Megan Marshall from Cenovus, “This is a partnership that is creating shared value where each is coming away with more.”

- Successful companies bring the same **quality of management** to their volunteer efforts that they use in their core business operations. They are aiming to maximize the impact of their work for the community and for the personal benefit to their employee volunteers.

Example: RBC is achieving great success with its community investment programs, and it has not stopped there. It is also taking concrete action to embed the values of corporate citizenship into the ways it does business and connects with its employees. To this end, RBC is aligning its Citizenship Department with the Human Resources division, creating a strong new orientation and grounding for the ESV program.
- At the heart of that effective management is a commitment to **continuous improvement**. By actively learning from their employee volunteers and from their community partners, companies can steadily improve performance and increase value.

Example: The Home Depot is known across the country for its *Team Depot* program, where associates work to identify and participate in volunteering events in their communities. Launched in 1996 in Canada, The Home Depot has worked to expand and support local programming through the creation of resource materials, extensive training modules and networking opportunities. The program now marshals over 60,000 volunteer hours annually in support of community projects.
- Leadership companies go beyond themselves to provide **leadership for volunteering** at the local, national and even international levels, enrolling their stakeholders and bringing more and more companies into active engagement with their communities.

Example: Deloitte plays a leadership role in the non-profit sector through its support of national organizations such as Volunteer Canada and Philanthropic Foundations Canada (PFC). In addition, it continues to invest in opportunities that bring sector leaders together around issues of common interest and potential collaboration. In 2014 for example, Deloitte supported PFC’s public policy summit which brought together a range of national actors in the philanthropic space to create a common public policy agenda.

In reviewing the experiences of the Corporate Council members, there are several other “keys to excellence” to note.

All of the successful programs described above attempt in various ways to be **inclusive**. Families and retirees for example, are being regularly included in volunteering activities (e.g., Cenovus Energy; RBC; Investors Group). At Investors Group for example, retirees play an active role on several *Employees in Action* committees – increasing the capacity and reach of the volunteer program with their skills, expertise and time. Other firms organize

volunteering events that include all members of the family. This allows employees to combine family time with a work-related activity, rather than taking away from either.

Successful programs also include supports to help employees find organizations and volunteer opportunities that meet their interests, concerns, personal growth and career development goals. Employers are **proactively connecting employees to volunteer opportunities** that meet employees' interests and company objectives. This is being accomplished through technology and by dedicating human resources to respond to community requests and to seek out opportunities.

Overall, we see that successful companies attempt to **align their core competencies and infrastructure** with demonstrated community need. Workplaces are taking an asset inventory of the skills and aptitudes of their employees, the products and services they offer, their relationships with customers and suppliers and their equipment and facilities. These are being considered when developing partnerships with community organizations that integrate employee volunteering, pro-bono services, gifts-in-kind, fundraising and other forms of financial support.

This shift marks a new understanding of community engagement and employer-supported volunteering in particular – from a charity or philanthropy perspective to a **Shared Value approach**.¹⁷ In the past, firms have been organized around the idea that shareholder value is the only concern. Corporate philanthropy programs were developed to address community issues, typically operating on the sidelines of a company's primary activities. The Shared Value strategy focuses on creating measurable business value by identifying and addressing social problems that intersect with their business. It attempts to leverage the power of market-based competition to address social problems, with the goal of creating positive net value for the company and the community.

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There is no “best way” to approach employer-supported volunteering. As the company profiles show, employee volunteering activities are necessarily influenced by the culture, operating style, type of business and workforce as well as the priorities of the individual companies. There are, however, important “keys for excellence” that can help to ensure that ESV programs achieve their goals, while creating meaningful change in the community.

The strength and quality of community relationships is the foundation of all successful employer-supported volunteering programs.

BUILDING FOR THE FUTURE: STRATEGIES AND RESOURCES

Creating a range of employer-supported volunteering activities and programs is useful. A review of the literature and available case studies offers several important lessons and strategies for creating successful programs and moving the field forward over time.¹⁸

- Establishing **open communication** between partners is critical to bridging differences in culture, governance, institutional structures and objectives to create and support ESV programming and meaningful stakeholder engagement.

Volunteer Canada for example hosts a bi-annual Forum. The Forum facilitates open communication, and brings together leaders from diverse regions and sectors, to explore ways to strengthen business-community engagement and employer-supported volunteering in Canada. Resources like the **Canadian Code for Employer-Supported Volunteering** and **Canadian Code for Volunteer Involvement** also place strong emphasis on communication and relationship building in their statement of guiding principles and standards of practice.

- There is a need for **practical advice and support** tailored to the unique circumstances of business, especially small and medium-sized businesses.

For example, one tool that has gained traction over the past few years is the **Spectrum of Corporate Community Engagement**.¹⁹ *The spectrum is a model that encourages organizations to explore a breadth of opportunities that would appeal to both individuals and groups with a range of interests, skills and time.* This spectrum is aligned with the **Spectrum of Volunteer Engagement**, from the 2012 Edition of the Canadian Code for Volunteer Involvement.²⁰

Readiness tools are also useful. These range from check-lists to audits, that walk practitioners through a process of evaluating their objectives, available resources, leadership commitment and management capacity to be involved (as an employer or as a community organization) in ESV.²¹

In 2011, Volunteer Canada and Manulife Financial launched **Skills-Plus**, a tool with a competency matrix aligned with the National Occupational Classification System (NOCS). Each competency is linked to a generic volunteer opportunity that demonstrates the skills required and developed, along with how they relate to specific occupations. This tool continues to be among the top three downloads on volunteer.ca.²²

- **“Bridges, brokers and networks”** have a key role to play as intermediaries, bringing partners together, offering concrete support to facilitate program development and implementation, and leveraging resources for larger impact. They also create opportunities to connect, network, share ideas and learn about community engagement, volunteering and the role of business in building healthy and resilient communities.

Community brokers and capacity-builders such as local Volunteer Centres, United Ways, Chambers of Commerce and Community Foundations, have been active in this space across Canada. As well, there has been national and international leadership from Volunteer Canada, Imagine Canada, The Conference Board of Canada, The Global Corporate Volunteer Council of the International Association for Voluntary Effort (IAVE) and London Benchmarking Group Canada.

- **Public recognition** is important in promoting ESV activities and programs, both internally within firms and externally. This type of communication can raise awareness about ESV and the benefits to potential stakeholders, as well as showcase the success and impact of community partnerships. .
- **Measuring impact** is a fundamental requirement for successful programs. This includes developing metrics to describe and evaluate specific activities and programs, creating tools for benchmarking and sharing impact stories.

Tracking, measurement and reporting tools and models have been developed in three main streams:

1. Benchmarking management structures and community engagement strategies that are in place.
2. Tracking the community engagement activities, hours and participation rates.
3. Measuring the impact of employer-supported volunteering on business objectives, employees and the community.

CONCLUSION

Over the past decade, employer-supported volunteering has moved from being an exceptional initiative to a mainstream practice among today’s employers. Through times when companies were doing more with less, many found innovative ways to engage employees and support communities. In the process, these firms have created a strong foundation for the future – setting in place employer-supported volunteering programs that are helping to advance community goals and create vibrant, productive and caring workplaces.

The diversity of the ESV programming highlighted in this book speaks to the realities of volunteering today. There has been a great deal of change over the years with respect to the expectations of employee volunteers and the organizations with whom they partner. For their part, employees are seeking short-term, well-defined and structured opportunities where they can learn new skills and make a valuable contribution. They are interested in working for companies that see the connection between their own activities and the health and well-being of the community. They are also being proactive with respect to community investment and sustainable business practices.

Community organizations in turn are eager to access and leverage the skills and talents of volunteers in the support of their mission. This is an important resource in the face of persistent community demand and an increasingly competitive funding landscape. Organizations are aware that they need to have well-organized volunteering programs that can identify the type of volunteers they need, as well as provide the necessary supports to create long-term, meaningful relationships. Building connections with corporate partners through volunteering, in-kind donations, sponsorship and the like promises significant benefits for employees, companies and community.

The challenge lies in the ability of community leaders and employers to effectively adapt and bridge the gap between what employees and companies are looking for, and what organizations need and are able to offer.

The employer-supported volunteering programs and activities highlighted here are bridging this gap. They provide evidence of what strong cross-sector partnerships can produce, and the change they can make with every meal served, homework club hosted, dollar raised, mentoring program established, or shoreline cleared of garbage. They further reinforce the message that a diversity of strategies is best in meeting the range of realities, expectations, goals and needs in communities across the country. Together, these exemplary practices are helping to drive innovation and build excellence throughout the whole of the volunteering community.

Appendix A: The Canadian Code for Employer-Supported Volunteering

As leaders in the advancement of corporate community involvement in Canada, the Corporate Council on Volunteering (CCOV) supports the development of innovative tools and resources to strengthen employee volunteering in Canada.

One such resource is the Canadian Code for Employer-Supported Volunteering (CCESV). The CCESV is intended to initiate thought and discussion within

workplaces about the value of employer-supported volunteering and the impact employee volunteer engagement can have on achieving strategic business goals while impacting social change in communities.

The Canadian Code for Employer-Supported Volunteering aligns with the Canadian Code for Volunteer Involvement and consists of three elements:

THE VALUE OF EMPLOYER-SUPPORTED VOLUNTEERING

ESV has a positive impact on communities, charitable and non-profit organizations, workplaces and employees. Workplaces build relationships to make a difference in the local and global communities where they operate.

- Volunteering is fundamental to a healthy and democratic society in Canada
- ESV builds relationships
- ESV helps workplaces achieve their strategic goals
- Volunteer involvement is personal for employees
- ESV builds capacity in charitable and non-profit organizations
- ESV contributes to strong, inclusive and resilient communities

GUIDING PRINCIPLES FOR EMPLOYER-SUPPORTED VOLUNTEERING

Workplaces develop relationships and partnerships with charitable and non-profit organizations that both fit with their corporate culture and values, and have the knowledge and capacity to effectively address specific community needs. Effective partnerships and collaborations are guided by the following principles: Shared Value; Reciprocity; Mutual Respect; Shared Decision Making; Alignment; Capacity; Accountability; Diversity and Inclusion; Quality of Volunteer Experience.

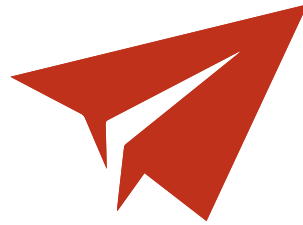
STANDARDS OF PRACTICE

Standards workplaces should consider when developing or reviewing their ESV program include: Program Strategy; Human Resources; Program Infrastructure; Leadership; Evaluation; Employee Engagement; Risk Management; Screening; Communication and Technology; and Recognition.

The ESV programs of each of the companies profiled in this volume reflect the values, principles and standards of practice outlined in the Code and provide examples of leading practice in the field.

Endnotes

1. Statistics Canada (2015), CANSIM Table 119-0009. Volunteer rate and distribution of volunteer hours, by age group, Canada, provinces, occasional.
2. Statistics Canada (2015), custom tabulation, 2013 CSGVP. Includes both part-time and full-time paid employment.
3. This proportion is down slightly from 57% reported in 2010 and 2004.
4. Michael Porter and Mark Kramer (2011), "Creating Shared Value," *Harvard Business Review*, January. <https://hbr.org/2011/01/the-big-idea-creating-shared-value>
5. M. Easwaramoorthy Cathy Barr, Mary Runté, Debra Basil (2006) *Business Support for Employee Volunteers in Canada, Results of a National Survey*. Toronto: Imagine Canada, p. III.
6. The majority of large companies (82%) indicated that they supported employee volunteering, for example, allowing employees to adjust their work schedules or organizing volunteering events. The more employees that a company had, the more likely it was to support these initiatives. Michael Hall, Steven Ayer, Fataneh Zarinpoush and David Lasby, *Corporate Community Investment Practices, Motivations, and Challenges: Findings from the Canada Survey of Business Contributions to Community. Summary*. Imagine Canada. http://sectorsource.ca/sites/default/files/resources/files/csbcc_summary_en.pdf
7. Over half (57%) of the companies in the Conference Board study had formal employee volunteering programs. Michael Bassett (2013). *Canadian Corporate Community Investment Benchmarking Report*. <http://www.conferenceboard.ca/e-library/abstract.aspx?did=5389>
8. See: City of London (2010), *Volunteering: The business case: The benefits of corporate volunteering programmes in education*. http://www.cityoflondon.gov.uk/business/economic-research-and-information/research-publications/Documents/research-2010/Volunteering_The_Business_Case.pdf; Deloitte (2004-2014), *Deloitte Volunteer Impact Research*. <http://www2.deloitte.com/us/en/pages/about-deloitte/articles/citizenship-deloitte-volunteer-impact-research.html>; United Way Worldwide, London School of Economics and University of Georgia (2015), *Employee Volunteering Report: A Global Study of Employee Motivation to Engage in Corporate Volunteering Programs*; Volunteering Victoria (2014), *The Business Case for Corporate Volunteering*. <http://volunteeringvictoria.org.au/wp-content/uploads/2013/08/The-Business-Case-for-Corporate-Volunteering.pdf>
9. A meta-analysis of 251 studies found a mildly positive relationship between corporate social performance and corporate financial performance: "CSP does not appear to penalize companies financially nor impair their economic functioning." J.D. Margolis, *et al.* (2009), "Does it pay to be good ... and does it matter? A meta-analysis of the relationship between corporate social and financial performance," cited in Kenn Allen (2012), p. 47-48.
10. http://strengths.gallup.com/private/Resources/Q12Meta-Analysis_Flyer_GEN_08%2008_BP.pdf
11. Kenn Allen (2012), *The Big Tent: Corporate Volunteering in the Global Age*. Madrid: Fundación Telefónica, p. 19. p. 75.
12. Points of Light Foundation (2010), *Seven Practices of Effective Employee Volunteer Programs*
13. Volunteer Canada *et al.*, (2010), *Bridging the Gap: Enriching the Volunteer Experience for a Better Future for our Communities* <http://volunteer.ca/content/bridging-gap-report>
14. Kenn Allen (2012), *The Big Tent: Corporate Volunteering in the Global Age*. Madrid: Fundación Telefónica, p. 19.
15. SMEs are defined here as businesses with fewer than 500 employees.
16. See: Katherine Scott (2015), *Employer-Supported Volunteering in Small and Medium-sized Enterprises*. Ottawa: Volunteer Canada.
17. Kenn Allen (2012), p. 95. The following discussion is based on the Performance Indicators for Corporate Volunteering, developed by Kenn Allen and Monica Galiano, and discussed in *The Big Tent* (2012) pp. 174-180.
18. Porter and Kramer (2011).
19. See Volunteer Canada (2014), *Employer Support Volunteering: The Practice and the Promise of Community Engagement*, p. 20. <http://volunteer.ca/institute/primer>
20. The Spectrum of Corporate Community Engagement was developed and piloted through an action research project led by Martha Parker, the former Executive Director of Volunteer Calgary and a specialist in corporate community partnerships.
21. For example, see Points of Light Foundation, Resources for Companies; Hands on Network, Skills-based Volunteering Readiness Roadmap; Volunteer New Zealand, Best Practice Toolkit.
22. <http://volunteer.ca/sbv>



VOLUNTEER
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