

COMMUNITY BUSINESS

# Employee Volunteering The Guide



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Shalini Mahtani  
CEO, Community Business

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## Community Business

Established in January 2003, Community Business is a unique non-profit organisation in Hong Kong whose mission is to lead, inspire and support businesses to continually improve their positive impact on people and communities.

### What We Do

Community Business works with businesses in Corporate Social Responsibility (CSR). Our focus areas are CSR strategy, Corporate Community Investment and Workplace Issues, including diversity and work-life balance.

We assist our 'Corporate Citizens', or member companies, to develop and implement policies, programmes, measurement tools and training in these areas. We also provide a forum for decision-makers from each of our Corporate Citizens to come together and discuss CSR as part of the 'Community Business Leadership Team'.

In the broader Hong Kong community we see it as our role to enhance awareness in CSR. We provide workshops and seminars in CSR for students, business managers and leaders. In addition, we conduct research and produce publications for dissemination to the general public. Our research and publications are available on our website, [www.communitybusiness.org.hk](http://www.communitybusiness.org.hk)

### Access to Global Best Practice

Community Business has over 40 partners globally and is the Hong Kong representative in the Asia-Pacific CSR Group and the Asia Secretariat for the Business in the Community UK international network. In addition, Community Business is associated with the Prince of Wales International Business Leaders Forum ENGAGE campaign, a global initiative that aims to promote employee community involvement around the world through partnerships with local communities.

Through these affiliations, we have access both to global best practice in CSR and to information on how leading companies worldwide are engaging with their local communities.

## Acknowledgements

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# Employee Volunteering: The Guide<sup>1</sup>

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## Foreword



At Allen & Overy we are committed to helping the communities in which we operate. We are actively involved in a broad range of community investment initiatives and recognise that this work provides valuable opportunities for the personal and professional development of our staff. It responds to the desire of many individuals to use their skills and experience to help others and to put something back into society. We actively encourage our staff to volunteer and become involved in both the work of our firm-sponsored community investment programmes and their own individual volunteering activities.

In order to organise employee volunteering in our Hong Kong office, Allen & Overy has a Pro Bono Committee chaired by a Partner and comprising representatives from across the office. This committee organises a number of employee volunteering activities each year and all staff are encouraged to participate in such events. We support a variety of activities, from volunteering time at a legal advice centre for domestic helpers in Hong Kong, to helping out at the Christmas party at an orphanage in China.

There is a growing trend among Hong Kong companies to want to increase their corporate community investment projects and make a greater contribution to society. This guide outlines clearly the practical steps that can be taken by companies in Hong Kong that are interested in encouraging more of their employees to volunteer their time and skills to support corporate community investment programmes.

As Allen & Overy in Hong Kong continues to expand its volunteering and other pro bono activities, we are very pleased to have the expert support and guidance of Community Business. The hard work and efforts of Shalini Mahtani and her team inspire businesses in Hong Kong to either expand their existing or start new community investment programmes.

At Allen & Overy, we believe that community involvement not only develops valuable skills in our staff but that it fosters team work for the greater good of society. I would encourage you all to join us and Community Business in actively promoting employee volunteering and community investment activities.

*Catherine Husted*

**Catherine Husted**  
**Partner/Chair, Hong Kong Pro Bono Committee**  
**ALLEN & OVERY**



## Executive Summary

A company's interest in all its stakeholders – not just its shareholders – shows that businesses today are concerned not only with their economic bottom line, but also with their social and environmental impact. Employees are an important stakeholder group and for most companies are their most important asset, which is why they invest large amounts of resources to attract, retain and develop them.

Employee volunteering (EV) is the contribution of employees' interests and skills in the community with their company's encouragement and support. EV is one part of a company's total involvement in to the community, which is known as Corporate Community Investment (CCI). CCI also includes a company's financial and in-kind contributions to the community. CCI is an important component of Corporate Social Responsibility and is perhaps the most visible way that a company can demonstrate its interest in society.

If carried out strategically, EV can have numerous benefits for a business, its employees and the community. In particular it is a valuable human resource tool that can assist in attracting, retaining and developing employees. EV can take many different forms and can be used to develop both the professional and the personal skills of employees at all levels.

In order for a company to maximise the benefits gained from an EV programme, it should aim for its programme to meet business priorities, reflect employees' interests and skills, and address community needs.

Companies that are committed to EV are encouraged to develop a framework upon which to build EV programmes. This framework is the basis for the Seven-Steps that form the crux of this guide. For those companies that already have some parts of the framework in place, or which have existing EV programmes, these will provide a starting point from which to develop the rest of the framework.

The Seven-Steps include:

1. **Obtaining leadership support**, without which EV will always remain ad hoc, unstructured and excluded from integrated business operations.
2. **Finding out what the business, employees, and community think**. Engage with business leaders, employees and various segments of the community.
3. **Finding the best fit for the company**. This is where there is overlap between business objectives, employees interests and skills, and community needs.
4. **Developing a corporate policy** that is aligned to the company's values, has employee buy-in and is clearly communicated.
5. **Developing an organisational structure**, particularly with regard to who makes decisions and who carries out the day-to-day operations, while understanding the advantages of the various structures set forth.
6. **Managing volunteers and other resources** — from the outset of the volunteering process to the end.
7. **Measuring and reporting input and impact**. Measurement is of particular importance as line managers are increasingly concerned with returns in all parts of business operations. Reporting is crucial for companies that want to be transparent in what they do and that wish to quantify the impact of their community investment.

Many opportunities exist for companies in Hong Kong to make an impact on their business and in the community through EV. In order to do so, businesses need to understand that EV can be a valuable business tool and simultaneously be a positive force for good in the community.



## The Big Picture

A company needs to understand that **corporate social responsibility (CSR)** includes effective engagement with all its stakeholder groups. Employees are one such group in addition to the business and the community.

This section places **employee volunteering (EV)** within the general context of CSR and how companies invest in the community. It finally deals with how EV specifically fits into the CSR context.

### Corporate Social Responsibility (CSR)

All organisations, regardless of whether they are a private company, a public sector body or a non-profit organisation, have an impact in the community in which they operate. As a result, employers are increasingly recognising the value of participating in those communities. Common sense tells us that a prosperous, healthy and crime-free community benefits all who live and work within it. For example, in Hong Kong in 2003 Severe Acute Respiratory Syndrome (SARS) confirmed this when employers realised that an unhealthy Hong Kong was bad for business and reacted en masse by donating employee time and making financial and in-kind donations in order to help revive the city.

Companies are also increasingly recognising that employees are an important stakeholder group. As a service economy, our competitive advantage in Hong Kong depends to a large degree on the competencies and skills of our workforce. For most companies their people are their number one asset. They therefore invest large amounts of resources to find out what motivates employees, with the aim of attracting, developing and retaining the best talent. An important aspect of CSR is about this very engagement with all key stakeholder groups, which in addition to employees may include investors, customers, suppliers, community groups, government, the media and others who have a stake in the company.

Stakeholder engagement is a two-way dialogue between a company and its stakeholders and it can be an invaluable process to a company if conducted and managed properly. Gauging the views of stakeholders is important in understanding their needs and can provide a sound basis for developing strategy and reporting on progress.

This interest that a company has in its broad range of stakeholders is evidence today that companies are interested in their social and environmental impact in addition to their economic bottom line<sup>2</sup>. This notion is reflected in the following widely used definition of CSR<sup>3</sup>:

“CSR is about companies achieving commercial success in ways that honour ethical values and respect people, communities and the natural environment.”

EV is one of many CSR components. Companies that are committed to CSR must behave ethically and conduct all their operations in a fair and just manner with regard to all stakeholder groups. For example, a company that actively engages in EV and makes a positive impact in the community is not socially responsible if it in turn discriminates against pregnant employees, has a culture of unreasonably long working hours and exploits child labour in its factories overseas.

This guide will show that EV is a useful tool for a company to achieve commercial success and build its people and its community at the same time.

#### **CORPORATE SOCIAL RESPONSIBILITY**

##### **MTR CORPORATION**

“Corporate Social Responsibility is about a process of engagement with our key stakeholders. This process reflects the culture of the company and, I believe, translates into bottom-line benefits.”

**Phil Gaffney, Managing Director – Operations and Business Development, MTR Corporation**



## Corporate Community Investment and Employee Volunteering (EV)

EV is part of a company's investment in the community which is known as **Corporate Community Investment (CCI)**<sup>4</sup>. A company's CCI comprises three main components:

- financial contributions (sometimes also known as cash donations);
- in-kind donations of both goods and services, including the loan of assets such as company premises or resources; and
- employee community involvement.

**Employee Community Involvement (ECI)** includes the different ways that employees can be involved in the community with their company's support. Employees can make contributions in the following ways:

- financial contributions;
- in-kind donations; and
- contributions of time and skills, known as employee volunteering or EV.

### EV in the CSR Context<sup>5</sup>

To understand EV, a company also needs to understand how it fits into the broader context of CSR. As illustrated by the following diagram, EV is a sub-component of CSR.

#### EV: Sub-component of CSR

##### CSR<sup>6</sup>

This involves companies achieving commercial success in ways that honour ethical values and respect people, communities and the natural environment.

##### CCI<sup>7</sup>

This is a company's total investment in the community and includes policies and programmes undertaken to meet both business and community needs. It includes financial and in-kind contributions, and employee community involvement.

##### ECI<sup>8</sup>

ECI is a major component of CCI. It includes all of the different ways that employees can contribute to the community with the support of the company. For example, ECI includes the giving of skills and time, financial contributions and in-kind contributions by employees.

##### EV

This is the contribution of employees' time and skills in the community with their company's encouragement and support.



## Employee Volunteering (EV)

A company needs to ground EV within what it is, how it can work, and how it can help a company achieve varied business goals.

This section deals with seven key aspects of EV a company needs to understand:

1. What Is It?
2. Key Characteristics of a Successful EV Programme
3. Different Approaches to EV
4. The Current State of EV in Hong Kong
5. Benefits of EV
6. Different Ways of EV
7. Matching EV with Human Resources Needs

### 1. What Is It?

#### EV Definition

EV is the way in which employees are involved in the community by contributing their time and skills, with their company's encouragement and support. EV is a three-way partnership between the employer, the employee and the receiver of the support. It can take place during employees' own time or company time, and may include employees giving their time and skills in the service of the company's internal and/or external communities<sup>9</sup>.

#### VOLUNTEERING WITH INTERNAL AND EXTERNAL COMMUNITIES STANDARD CHARTERED BANK (HONG KONG)

##### INTERNAL COMMUNITY

Standard Chartered Bank in Hong Kong has a group of 30 volunteers across departments who form part of the HIV/AIDS Committee. Employees from the bank elect to sit on this committee on a voluntary basis. In 2003, each of these committee members, in addition to their normal duties at Standard Chartered, contributed on average 80 hours, providing HIV/AIDS training to the 4,500 staff at the Hong Kong office. This was part of their internal volunteer effort.

##### EXTERNAL COMMUNITY

"Standard Chartered employees are encouraged to take a leading role in supporting external AIDS groups in Hong Kong and to proactively share their expertise with the community through business organisations and customers with roadshows, workshops and seminars. AIDS education and prevention is a very important issue for Standard Chartered globally, and we are very supportive of our employees contributing their time and skills to this worthy cause."

**Alex Thursby, Head of Client Relationships,  
Wholesale Banking, North East Asia,  
Standard Chartered Bank**

### 2. Key Characteristics of a Successful EV Programme

EV programmes that work well maximise their impact on business, employees and the community. Such programmes do all three of the following<sup>10</sup>:

- **They meet business priorities.** Programmes that are aligned to these priorities and developed specifically to achieve business objectives are much more likely to receive continued support from line managers and senior management.
- **They reflect employees' interests and skills.** This can make or break an EV programme. If employees are not interested in or are cynical about the companies' objectives, they will simply not be involved.
- **They address community needs.** Doing so makes it possible for the volunteers to play a part – small or large – in solving a community issue or problem.

EV programmes that meet all three criteria are more likely to be sustainable in the longer term.



### 3. Different Approaches to EV

EV programmes can only be successful if employees want to be involved. Some companies engage employees at the outset, in developing EV programmes, while others do not.

Cases where businesses do not consult with employees at the outset and the EV programme is generally developed by the employer are known as **employer-led** or **strategic** in approach. Programmes resulting from employees developing their own programme with relatively little company support are known as **employee-led** or **organic** in approach. These are some characteristics of each approach<sup>11</sup>:

Employer-led / Strategic	Employee-led / Organic
<ul style="list-style-type: none"> <li>• Follows company's concerns and reflects corporate objectives</li> <li>• Provides staff with development opportunities</li> <li>• Develops strong links with selected community groups</li> <li>• Reflects company rather than employee interests sometimes</li> <li>• Raises possibility for cynicism by employees about the company's motives</li> </ul>	<ul style="list-style-type: none"> <li>• Reflects employees' concerns</li> <li>• Involves employees in leadership roles</li> <li>• Poses limited administration for the company</li> <li>• Supports diverse organisations and causes due to employee interests</li> <li>• Increases potential for not directly reflecting corporate objectives</li> </ul>

Most EV programmes tend to lean towards one approach in theory, while in practise adopting a mix of both approaches.

#### STRATEGIC APPROACH

##### CITIGROUP

"In April 2004 Chief Executive Officer Charles Prince announced that Citigroup and the Citigroup Foundation were launching a 10-year, US\$200 million commitment to financial education in all the countries in which Citigroup operates. In line with this commitment, Citigroup formed an Office of Financial Education based in New York and launched a global initiative to encourage Citigroup's 275,000 employees around the world to devote time to support financial education and other charitable causes with a day of work to volunteer for a non-profit organisation. In Asia, Citigroup has become a leader in sponsoring micro-finance education programs, and hosted a regional summit on financial education for women in November 2004 to develop a further agenda for action. The aim is to develop programs with appropriate community organizations which can also offer volunteer opportunities to staff, such as teaching personal finance or running a stock investment simulation for secondary school students. In Hong Kong we support a range of volunteer initiatives in financial education and are looking to do more."

**Catherine Weir, Head of Greater China Global Corporate and Investment Bank, Citigroup**

#### ORGANIC APPROACH

##### CLP POWER HONG KONG, LIMITED

"The CLP Volunteer Team originally started in 1994 when several employees decided to leverage their expertise to provide rewiring services to elderly citizens living alone in Hong Kong. Over the years, the number of volunteers has grown to 600 – about 10 per cent of CLP Power's total workforce. In June 2004 CLP Volunteer Team invited CLP employees' family members, friends and retired colleagues to form a new family branch. The team hopes to recruit 300 family volunteers and provide 10,000 hours of service this year.<sup>12</sup>"

**Leung Kwok-ping, Chairman of the CLP Volunteer Team**



## 4. The Current State of EV in Hong Kong

### Donating cash is still the most popular form of Community Investment

A benchmark survey on CSR<sup>13</sup> in Hong Kong undertaken by Community Business and the University of Hong Kong in January 2004 covered Hong Kong's 30 self-selected 'best CSR companies'. The results revealed the most popular form of CCI. Seventeen actively support EV, while 22 make cash donations.

Furthermore, the reasons why these best practice companies support community investment programmes are as follows<sup>14</sup>:

Reasons for Community Investment	Out of 30 Best Practice Companies
Meet business objectives while developing community needs	11
Give back to the local community	11
Raise public profile	1
All of the above	2

\* Please note that companies could select more than one reason.

Our work at Community Business supports the view that many businesses in Hong Kong are still driven to community involvement as a result of altruism. However we were surprised at the low number that said that they do this to 'raise public profile'. One possible reason for this low number is that companies view raising their public profile as a business objective, and therefore those that selected 'meet business objectives' did not also select 'raise public profile'. From our experience, many companies do expect to raise their profile through community involvement activities, and this is reinforced by the fact that corporate communications and public affairs departments most often oversee such activities.

### Frustration with EV programmes

For many companies in Hong Kong there is a general feeling of frustration in getting employees to volunteer. There are two issues that arise most often; either it is very difficult to enlist employees to volunteer or it is the same small group of people who always do so. This is generally because many programmes are employer-led and have little employee involvement from the outset.

Adding to this frustration is previous bad experience. EV programmes in the past may have left businesses and employees feeling that:

- **The activity did not have the desired impact and was a waste of time.** Often expectations have not been properly managed from the outset, or have simply been set too high.
- **The activity was more hassle than it was worth.** The energy and cost involved in preparing, developing and running the programme outweighed the benefits.
- **Their community partner had totally different expectations and work culture to the company.** For many companies in Hong Kong, a community partner will typically be a non-profit organisation or registered charity\*. Like any relationship, both partners may experience frustration if needs and expectations differ and fail to get clarified from the outset.

\* Note: This publication uses the terms non-profit organisations (NPOs), non-profits and community groups to refer to both registered charities and those organisations that are non-profit making in nature.



### **Inequality in the donor / recipient relationship**

Although dialogue between a company and their NPO partner currently takes place, their perceived roles as donor and recipient govern their communication and relationship. This relationship is sometimes further constrained by their different work cultures. The relationship between a company and their NPO partner is generally not one of equals. The full benefits of an equal partnership result when each party fully respects each other for their role and contribution. Many of the bad experiences that companies have reported from their EV programmes can be overcome at the planning and preparation stage of the programmes. What is required is an open and frank discussion between the company and the NPO.

### **Little involvement from Human Resources**

Considerable amounts of research have proved that if carried out properly, EV can enhance employee morale, motivation, commitment and performance<sup>15</sup>. As such, in the UK for example, human resource departments are often involved in developing such programmes.

A notable absence in Hong Kong is the involvement of human resources professionals in EV, which suggests that companies have not yet understood that it can be a powerful tool to recruit and retain employees and to develop both their personal and professional skills. Research recently conducted by Community Business in Hong Kong on the business benefits of EV supports the notion that EV can be a valuable tool with which to further develop employee skills. More details can be found in the Community Business publication "The Business Case for Employee Volunteering"<sup>16</sup>.

### **Lack of leadership understanding of business benefits**

Although EV in Hong Kong continues to grow in popularity, for the most part it remains ad hoc and unstructured. This is largely because leadership has not yet fully understood the business benefits that can accrue from EV and therefore has not integrated it into business operations. EV continues to be the responsibility of a separate department such as corporate communications, rather than the responsibility of line managers. Increasing how well line managers understand EV and its benefits will almost certainly exponentially increase EV programmes' popularity and effectiveness. Involving line managers thoughtfully represents an as yet unexploited but rich opportunity for most companies.

### **More room for measurement**

The relationship between EV programmes and benefits to business are best proved by the impact of EV programmes on both employees and the company itself. To do this, business must begin to measure the impact of each programme by establishing impact indicators at the outset. Though there is virtually no research in the area of the business benefits of EV in Hong Kong, companies need to understand that it can be a powerful business tool, as well as a positive force for good in the community.



## 5. Benefits of EV

EV, if properly structured, can have significant benefits for all parties involved – the business, their employees and those NPOs that engage employee volunteers. The table below shows what these benefits may include<sup>17</sup>.

Business	Employees	NPOs that Engage Employee Volunteers
<p><b>Increase employee commitment and team spirit.</b> EV can strengthen employee loyalty and a sense of belonging to their employer. It can bring individuals across the company together.</p> <p><b>Enhance employee skills.</b> EV can give employees the chance to develop a wider range of skills than they do in the course of their ordinary work. For a list of skills that can be developed by EV see page 16.</p> <p><b>Improve recruitment and retention.</b> More potential recruits are choosing employers who behave responsibly. EV allows employees to identify with the company they work for on a deeper level.</p> <p><b>Improve public image through actions.</b> Customers, government, potential recruits and the local community will more likely see the company in a positive light. Employee volunteers make great ambassadors!</p> <p><b>Enhance creativity and innovation.</b> EV can give employees access to local networks, perceptions and problems, which can inform management decisions produce more well-rounded employees and help innovation.</p> <p><b>Enhance communication of values.</b> Many companies wish to play a positive role within the community. Providing EV opportunities can tangibly translate company values into real action.</p> <p><b>Add credit to a 'trust bank'.</b> Some believe in crises the goodwill resulting from EV can help cushion the negative impact on a company.</p>	<p><b>Acquire new and transferable skills.</b> Employees can build core skills in a completely new environment. These skills range from communication and problem solving to competencies such as enhanced self-confidence. For a list of skills that can be developed by EV see page 16.</p> <p><b>Make a difference to something they care about.</b> EV can give employees a chance to make a difference in the local community.</p> <p><b>Enhance the way they feel about themselves and their employer.</b> By volunteering for a cause (with the company's support) that they feel strongly about, not only can employees experience a sense of pride in their employers, they can also feel better about themselves.</p> <p><b>Add variety and new dimensions.</b> Individuals in Hong Kong work extremely long hours — on average 55 hours per week<sup>18</sup>. For many, work can be mundane. EV can provide a good educational 'break' from routine work.</p> <p><b>Meet and work with people from different departments.</b> EV can allow employees to expand their knowledge about the company and make new friends internally.</p> <p><b>Deepen understanding of community issues.</b> This can aid both their work and personal lives.</p> <p><b>Gain a fresh perspective.</b> Staff can learn to see life differently.</p>	<p><b>Tap into corporate resources.</b> This can directly impact programmes and help NPOs advocate for their cause.</p> <p><b>Harness new skills, knowledge and energy.</b> NPOs in Hong Kong are increasingly being pushed to be more efficient and more business-like. Business skills can be gained from private sector volunteers.</p> <p><b>Gain a fresh perspective.</b> NPOs can learn from people who haven't 'always done it that way'.</p> <p><b>Gain access to teams of volunteers who can plan and carry out major tasks.</b> Voluntary organisations often have great ideas but sometimes lack the resources to carry them out.</p> <p><b>Improve understanding and links between themselves and the private sector.</b> This can lead to long-term links and to access to more networks, resources and support.</p> <p><b>Raise their profile.</b> Involving employee volunteers can directly result in an enhanced understanding of the nature of the NPO's work and of civil society in general.</p>



## 6. Different Ways of EV

Nine main ways to structure EV programmes exist:

- Charity of the Company or Charity of the Year
- Mentoring
- Team Challenges or One-Off Events or Done-in-a-Day Projects
- Trustees, School Governors or Non-Executive Roles
- Twinning
- Development Assignments
- Pro Bono
- Secondments
- Individual Volunteering

This section shows what happens, opportunities, and issues to consider as well as company experiences with these different ways of structuring EV programmes.

The table below shows nine main types of EV programmes for companies<sup>19</sup>:

Types of Volunteering	What Happens	Opportunities for the Company	Issues to Consider
<b>Charity of the Company or Charity of the Year</b>	Programmes where the company, sometimes prompted by employees, commits to supporting volunteering activities focusing on a specific organisation or theme – sometimes for one year and sometimes for longer.	<ul style="list-style-type: none"> <li>• Can build long-term relationships with NPOs.</li> <li>• Can develop branding opportunities to link their company name with an organisation's cause or community cause.</li> </ul>	<ul style="list-style-type: none"> <li>• Unless chosen by employees, may be seen as employer-imposed.</li> <li>• May create a bad feeling among charities short-listed but not selected.</li> <li>• May be difficult to exit from the relationship.</li> </ul>

### CHARITY THEMES OF THE YEAR

#### WELL BORN

Well Born is a real estate management company that identifies a charitable theme each year aligned to the needs of the community. In 2000 it adopted the 'Year of Millennium Environmental Protection', in 2001, 'Year of Education', and in 2002, 'Year of Courtesy'. Its estate teams host a range of programmes and activities to fit the themes of those years. Owners and residents are encouraged to participate in these activities.

<b>Mentoring</b>	One-on-one relationships (or a variation thereof) are set up between a company's employees and individuals in the community with clear guidelines as to purpose, limits, time scales and venue. Examples of individuals from the community are school children or young entrepreneurs.	<ul style="list-style-type: none"> <li>• Effective means of skills development.</li> <li>• Highly motivational for employees.</li> <li>• Effective for enhancing employees' perception of the company.</li> </ul>	<ul style="list-style-type: none"> <li>• Often employer-led rather than employee-initiated.</li> <li>• If "mentees" are school children, mentoring is usually limited to school or charity opening hours.</li> <li>• May be emotionally draining and time consuming.</li> </ul>
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### MENTORING

#### CREDIT SUISSE FIRST BOSTON

Nineteen CSFB executives mentored 19 ethnic minority students (14–16 years old) from Sir Ellis Kadoorie Secondary School for 6 months. The mentors shared their life and work experiences with their mentees over a structured programme called the Race for Mentors' project. For details, see page 33.



Types of Volunteering	What Happens	Opportunities for the Company	Issues to Consider
<b>Team Challenges or One-Off Events or Done-in-a-Day Projects</b>	'Challenges' set by local community organisations involve either some or all employees, often involving employees' family members. A company may choose to hold a series of one-off events over the course of a year.	<ul style="list-style-type: none"> <li>• A good 'taster' for those new to volunteering.</li> <li>• Brings practical resources to community problems.</li> <li>• Good for teambuilding and motivation.</li> <li>• A good way to experience company values in action.</li> </ul>	<ul style="list-style-type: none"> <li>• Can result in too many people with not enough to do.</li> <li>• Can be difficult to translate into a sustainable programme after the first rush of enthusiasm.</li> <li>• Risk assessment is necessary to evaluate the potential risk to employees, their families and the public.</li> </ul>

**TEAM CHALLENGES**

**MANPOWER AND FRESHFIELDS BRUCKHAUS DERINGER – TOGETHER**

"As part of our environmental activities, Manpower's beach cleaning programme nurtures team spirit in our employees and also develops relationships with our existing and potential clients. We recently did a beach-clean with Freshfields Bruckhaus Deringer and we have worked with Madame Tussaud's on our 'adopt a beach' programme. It's good for our employees to develop closer relationships, both internally and externally, whilst being involved in community projects."

**Deborah Morgan, Director,  
Manpower Services Hong Kong Ltd**

"Freshfields did a beach clean-up with Manpower recently. It was a great day out for our employees and their families. It was also good to carry it out with another company as it added another element to the day and made it that much more enjoyable. We had great feedback and would consider doing it again."

**Andrew Hart, Partner,  
Freshfields Bruckhaus Deringer**

**DONE-IN-A-DAY PROJECTS  
TOWNGAS**

'Hot Soup Deliveries' is a regular monthly programme in which Towngas employee volunteers deliver hot soup to senior citizens living alone. In 2003, Towngas totally delivered 8,000 bottles of soup to residents of 18 districts.

<b>Trustees, School Governors or Non-Executive Roles</b>	Volunteers, often bringing professional or managerial skills, undertake to serve on school boards or on the management committees of NPOs.	<ul style="list-style-type: none"> <li>• High community visibility.</li> <li>• Gives good experience in management, decision-making and developing strategies and policies.</li> <li>• Gives exposure to different organisational structures and styles.</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulties can be caused by differences in organisational culture.</li> <li>• Usually requires a longer time commitment, e.g. one year.</li> <li>• Impact can take a long time to accrue due to extended intervals between meetings.</li> </ul>
<b>Twinning</b>	Senior executives regularly exchange experience with an NPO counterpart.	<ul style="list-style-type: none"> <li>• Develops good coaching skills for the corporate volunteer.</li> <li>• Can be highly visible.</li> <li>• Allows the volunteer to make an impact with his/her leadership skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulties can be caused by personality differences and differences in organisational culture.</li> <li>• Usually requires a longer time commitment.</li> <li>• Volunteers may have too limited an understanding of the NPO to give constructive advice.</li> <li>• A company will often require a broker to find the appropriate NPO partner.</li> </ul>



Types of Volunteering	What Happens	Opportunities for the Company	Issues to Consider
<b>Development Assignments</b>	Short placements in NPOs of around 100 hours. Projects are clearly defined and meet the development needs of the employee, while allowing the NPO to benefit from the skills the employee brings to it. Development assignments are not commonly found in Hong Kong.	<ul style="list-style-type: none"> <li>• Proven vehicle for improving skills of employee involved.</li> <li>• Enables clear targets to be set and measured.</li> <li>• Participants report a high degree of success and self-motivation.</li> </ul>	<ul style="list-style-type: none"> <li>• Often an employer-led rather than employee-led initiative.</li> <li>• Can be difficult to sell to middle managers because it involves 'losing' one member of staff for a period of time, which may disrupt work in the company.</li> <li>• Care needs to be taken that participation remains voluntary.</li> <li>• Company may need to employ someone else to carry out the original person's job tasks.</li> </ul>

**DEVELOPMENT ASSIGNMENTS  
HSBC**

"One way for us to support the community is through development assignments. Every year we second an executive from the bank to The Community Chest for three months, supporting them in the organisation of territory-wide campaigns."

**David Hall, Head of Group Public Affairs (Asia), HSBC**

<b>Pro Bono</b>	Staff donate free or discounted professional services and skills to voluntary organisations.	<ul style="list-style-type: none"> <li>• Provides scarce and expensive resources to the community.</li> <li>• Strengthens management skills and broadens the experience of volunteers.</li> <li>• May help to build up specific skills within the NPO.</li> </ul>	<ul style="list-style-type: none"> <li>• Often employer-led and imposed on staff.</li> <li>• Mainly applicable for professional rather than support staff.</li> <li>• Unless time commitment is defined in advance, too much time risks being taken by the NPO partner.</li> <li>• Professional staff may wish to volunteer in ways that are not aligned with their regular work.</li> <li>• Line managers may resist demands on the work time of their staff.</li> </ul>
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**PRO BONO  
APCO**

"Our work for business, government and non-governmental organisations (NGOs) has involved us in some of Asia's most pressing issues - HIV/AIDS, education and environmental protection. As a result, our employees want to support related NGOs and multilaterals with pro bono services in strategy development, outreach to stakeholders and public relations. Pro bono clients receive the same professional service as other clients and employees from all areas become involved by sharing their expertise and in the process grow through learning more about the communities in which we work."

**Kelly Lau, Director, CSR Asia, APCO Asia**

<b>Secondments</b>	A company employee works at a community organisation for an agreed period of time, generally from six months to up to two years. During this time the company continues to pay the employee's salary and benefits. Secondments are not commonly found in Hong Kong.	<ul style="list-style-type: none"> <li>• A good way of learning about different organisational cultures and management styles.</li> <li>• Helps the secondee to develop new skills and provides useful support for the NPO.</li> </ul>	<ul style="list-style-type: none"> <li>• Often becomes popular and can result in too many employees applying.</li> <li>• Company may need to employ someone else to carry out the original person's job tasks.</li> </ul>
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Types of Volunteering	What Happens	Opportunities for the Company	Issues to Consider
<b>Individual Volunteering</b>	<p><b>Company support: time banks or allocating work time</b> An agreed allocation of company time is granted for community volunteering.</p>	<ul style="list-style-type: none"> <li>• Strong indicator of the company's commitment to EV, and likely to make employees' decision to participate easier.</li> <li>• Easy way of setting employee's own commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Can be difficult to sell to middle managers because it cuts into work time.</li> <li>• Keeping track of the hours can be an administrative burden.</li> <li>• Developing a list of 'approved' charities or volunteer work that employees can do in work time can take time and resources.</li> </ul>
	<p><b>Limited company support</b> Includes individual employees donating their own skills and time to serve the community.</p>	<ul style="list-style-type: none"> <li>• Company puts little in and reaps benefits of positive image from corporate ambassadors.</li> <li>• No planning or organisation on the part of the company - employees take part on their own accord.</li> </ul>	<ul style="list-style-type: none"> <li>• Employees may feel taken advantage of as the company contributes little but benefits greatly.</li> <li>• As it is not part of any business strategy and is developed entirely by individuals, it may not be sustainable over the long term.</li> <li>• Employees may choose to be involved in causes or organisations that the company does not wish to be associated with, e.g. religious or political activities.</li> </ul>

**INDIVIDUAL VOLUNTEERING WITH COMPANY SUPPORT  
GOLDMAN SACHS**

Community TeamWorks (CTW) is a company-wide initiative that gives members of Goldman Sachs a day off work to participate in community service. CTW is an extension of Goldman Sachs' commitment to the communities in which their employees work and live<sup>20</sup>.



## 7. Matching EV with Human Resources Needs

### A staff recruitment and retention tool

EV is important for recruiting and retaining employees because:

- More potential recruits are choosing employers who behave responsibly and EV is one barometer with which to measure social responsibility of a company.
- It reflects that a business cares about its employees by providing them with EV opportunities that are important to them.
- Volunteering is also fun, personally satisfying and helps employees feel good about themselves and about the company.

Employers allocate significant resources each year to undertaking staff surveys to find out what both existing and potential employees think about various issues. This is because employee satisfaction is a key to business success.

#### EV IMPORTANT TO NEW RECRUITS ALLEN & OVERY

Allen & Overy has stated that one of the most frequently asked questions from potential recruits during interviews is what opportunities there are available to employees wishing to engage in 'pro bono' work. Their ability to attract people is therefore enhanced by employee volunteering opportunities.

#### EV AND STAFF SATISFACTION SERCO

"As our employees' support is very important to us, we conducted a staff survey to find out their views on ways to support our community. According to our employees, volunteering to help community groups is important."

**Russell McGuigan, Managing Director,  
Serco Group (HK) Limited**

The following table shows that according to employers in Hong Kong, there are significant human resources benefits to corporate volunteering which include<sup>21</sup>:

Main Effects of Corporate Volunteering	Percentage
Providing more meaningful activities for the staff	45.3
Developing team spirit among staff	44.5
Nurturing staff with higher morality	41.5

### A training and development tool

Internal human resources departments can use EV as a key training and development tool. EV programmes can be varied in nature, depending on which employee group is being targeted. In addition, they can be used for groups of employees and individual staff members to develop both their personal and professional skills. As such EV is included by some companies in the staff appraisal.



EV can benefit staff at all levels

These are some examples of EV opportunities that exist for employees at all levels<sup>22</sup>:

Staff Level	Examples	Potential Value
<b>New recruits including school leavers, graduate trainees and other new employees</b>	<ul style="list-style-type: none"> <li>• <b>Team challenges</b> – inducting new people with teambuilding and group activities.</li> <li>• <b>Pro bono work</b> – giving new recruits who are professional staff NPO clients to work with.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides a bridge between the community and the world of work.</li> <li>• Results in early development of basic work competencies (time-keeping, teamwork, reliability).</li> <li>• Applies formal training to real-life settings.</li> <li>• Enables individual employees to experience company values in action.</li> <li>• Enables employees to become ambassadors for the company.</li> </ul>
<b>Professional employees</b>	<ul style="list-style-type: none"> <li>• <b>Pro bono work</b> – giving professional staff NPO clients to work with.</li> </ul>	<ul style="list-style-type: none"> <li>• Increases understanding of how to work with clients and how to improve customer relationships.</li> <li>• Renews enthusiasm for a repetitive job.</li> <li>• Enhances management skills.</li> </ul>
<b>Managers or directors</b>	<ul style="list-style-type: none"> <li>• <b>Team challenges with team leaders</b> – using management skills and experience in a community setting alongside more junior colleagues.</li> <li>• <b>Twinning</b> – senior executives exchanging experience with an NPO counterpart on a regular basis.</li> <li>• <b>Trustees/Governors</b> – using management experience to make decisions about the future of an NPO or school.</li> </ul>	<ul style="list-style-type: none"> <li>• Broadens experience base of employees in leadership positions.</li> <li>• Exercises and further develops coaching, mentoring and negotiation skills.</li> <li>• Provides an opportunity for employees to explore different management styles and cultures.</li> </ul>
<b>Employees retiring or facing redundancy</b>	<ul style="list-style-type: none"> <li>• <b>Secondments</b> – being attached to an NPO as an additional senior member of staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides an opportunity for these employees to apply existing skills and experiences in a new setting.</li> <li>• Develops new competencies/confidence in employees in preparation for future endeavours.</li> <li>• Depicts the company as a caring employer.</li> </ul>
<b>All staff</b>	<ul style="list-style-type: none"> <li>• <b>Done-in-a-day activities</b> – involving entire departments/the whole company to go out together to work on a single community project.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a culture of volunteering throughout the company.</li> <li>• Confirms the value attached to EV by senior management.</li> <li>• Encourages company-wide teambuilding and a sense of common commitment to a cause.</li> </ul>

**STAFF PERSONAL DEVELOPMENT  
JARDINE MATHESON GROUP**

The Jardine Matheson Group's employee-driven community support initiative, the Jardine Ambassadors programme, brings together young and enthusiastic executives in a programme of personal development that benefits the community, the Group and the ambassadors. These executives come from all parts of the Group in Hong Kong, including Hongkong Land, Dairy Farm, Mandarin Oriental, Jardine Motors Group and various companies within Jardine Pacific.



**EV can develop certain skills and competencies**

Employees' training needs can be matched with specific EV programmes. EV can be used either to complement or substitute for formal classroom training, depending on what skills are being developed. The following matrix clearly shows examples of which primary skills can be developed through certain types of volunteering activities<sup>23</sup>.

	Mentoring	Team Challenges	Trustees	Twinning	Development Assignments	Pro Bono	Secondments	Individual Volunteering
Teamwork		X			X		X	X
Confidence	X				X	X	X	X
Communications	X	X	X	X	X	X	X	
Time management		X	X		X	X	X	X
Innovation		X			X		X	X
Leadership		X	X	X				
Decision-making	X	X	X		X	X	X	
Influencing skills	X	X	X	X	X		X	X
Coaching skills	X			X				
Presentation skills			X		X	X	X	
Coping with change	X	X	X	X	X		X	
Managing people	X	X	X	X	X		X	X
Problem solving	X		X	X				

**EV can be included in staff appraisals**

Increasingly, there are companies that are including EV as a component in their staff appraisal. This is one way of demonstrating that EV is recognised as a core business component and is not a superficial add-on.

**EV IN STAFF APPRAISALS**

**ALLEN & OVERY**

“Although it is not compulsory, it is recommended in the annual staff appraisals that employees dedicate a minimum number of hours each year to employee volunteering. The firm feels that including employee volunteering in the appraisal demonstrates the importance we place on community engagement. Employee volunteering is about putting our values into action.”

**Catherine Husted, Partner/Chair of Hong Kong Pro Bono Committee, Allen & Overy**

Another school of thought points out that employee ‘volunteering’ ceases to be voluntary when formally included in staff appraisals, believing instead that the act of volunteering should be left to the discretion of employees.

Companies considering including EV in their appraisal system need to be sensitive to employees’ interests, time constraints and personal needs. They should assess whether current levels of support to employees are sufficient to allow them to volunteer. Addressing time off for employees to volunteer is particularly important given that people in Hong Kong generally work long hours<sup>24</sup>. Also, the notion of appraising employees outside working hours in their spare time may not be particularly well received.

Before defining a targeted number of EV hours in the staff appraisal and assessing staff performance, employees should be consulted and methods of assessment should be clearly defined.



## Building an EV Framework — Seven-Steps

A company can start to effectively implement EV into their company after it has understood two things:

1. how EV fits into the CSR context generally; and
2. how EV works specifically.

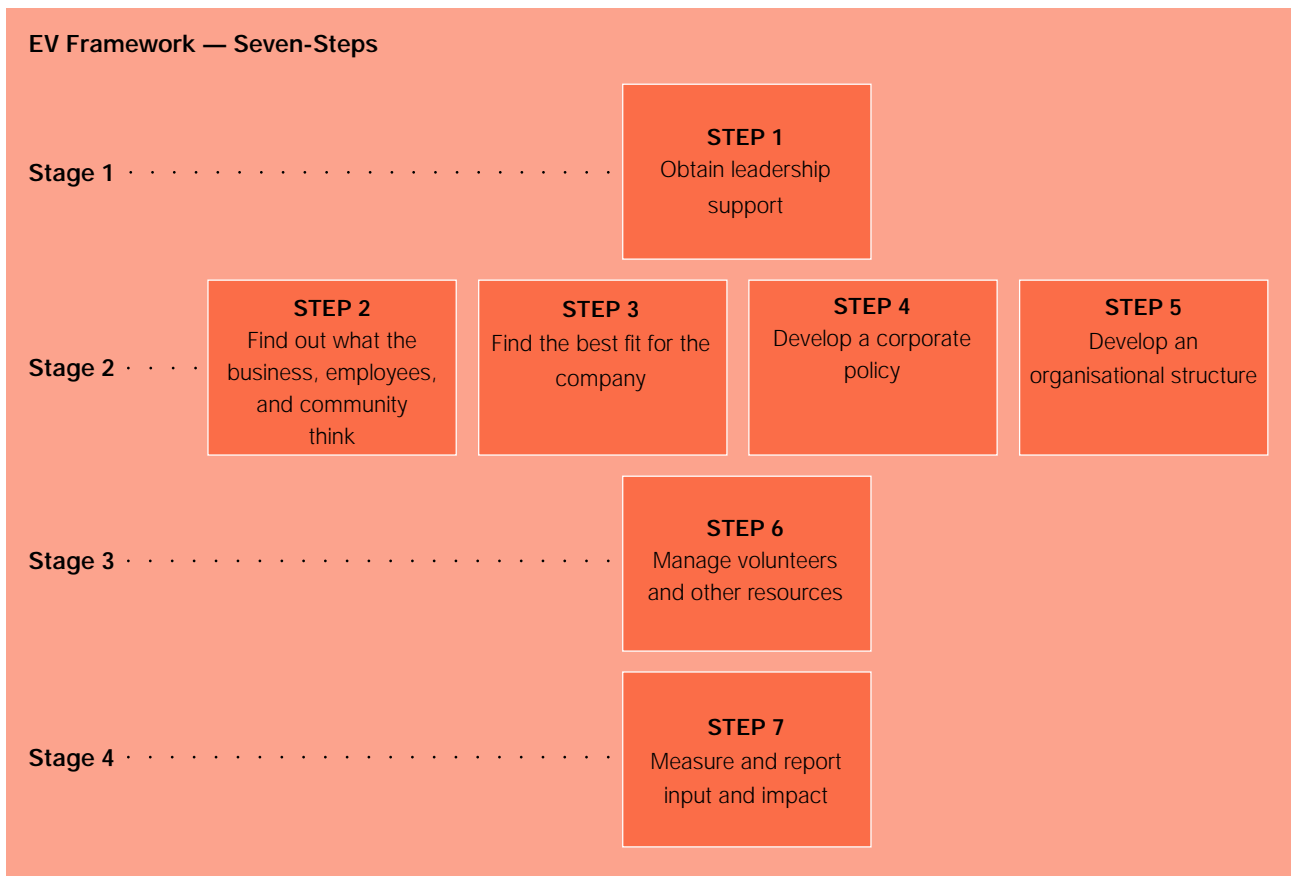
This section helps a company build an EV framework appropriately by following seven steps:

- |   |  |
|---|--|
| 1. Obtain Leadership Support                                  | 5. Develop an Organisational Structure   |
| 2. Find out What the Business, Employees, and Community think | 6. Manage Volunteers and Other Resources |
| 3. Find the Best Fit for the Company                          | 7. Measure and Report Input and Impact   |
| 4. Develop a Corporate Policy                                 |  |

In order to develop effective EV programmes, it is necessary to have a framework in place to facilitate planning, developing, implementing and assessing. EV programmes are unlikely to yield maximum benefits to business, its employees or the community unless a supporting infrastructure is in place. This framework focuses specifically on this infrastructure.

Whether a company is just starting out in EV or has been active with it for a number of years and wants to improve the process, the following **Seven-Steps** are recommended.

Some companies may have parts of this framework in place already or may have existing individual EV programmes. Our recommendation would be to start with a stock-take of all EV policies, structures and programmes and to use this as a starting point from which to develop and build the rest of the EV framework. Community Business is able to assist interested companies with an EV audit or review. The chart below shows the Seven-Steps and their stages.





## Step 1: Obtain Leadership Support

Any EV programme needs the support of corporate leadership to succeed. Only when leadership commits to EV and communicates this effectively to all staff will employees understand the importance of it to the company.

### LEADERSHIP SUPPORT COMPUTIME

"Computime, an electronic control manufacturer and distributor, has made a commitment to community service. This commitment is both individual and collective. Each individual employee and their family members contribute to all activities because they choose to do so. Collectively, Computime feels a social responsibility to provide its employees with the opportunities to volunteer and support the community, especially in the area of youth education and development. The example to volunteer and serve is set by our CEO, Mr. Bernard Auyang, who personally participates in each activity."

**W L Ha, Vice President, Computime Building and Home Controls**

In cases where the company's top management does not initially support EV, it is the role of the programme manager (often the corporate communications manager) to develop the business case. This role of programme manager for EV efforts may also be referred to as the EV practitioner. We saw on pages 14 to 16 that EV can significantly benefit personal and professional staff development and training, as well as staff retention. These benefits should be communicated to top management and should be quantified where possible.

In addition to developing the internal business case, there are other ways to enhance top-level support. Some suggestions include<sup>25</sup>:

- **Point to successful programmes in other companies**, particularly within the same industry. For example, law firms in Hong Kong can point to the Helpers for Domestic Helpers project at Allen & Overy, which was runner-up for the Asia CSR Awards 2003 in the field of Poverty Alleviation. Investment banks can point to Credit Suisse First Boston and their Race for Mentors project, which has had a significant, quantifiable business and community impact (see page 33).
- **Select a project that relates to the company's objectives.**
- **Start small and then grow by piloting** the project with one group of volunteers first.
- **Monitor and evaluate**, through which a company can track (and prove) the impact of the programme and ensure its long-term success.
- **Look for allies internally** who you know are committed to EV - each company generally has a few. Talk to these people individually to rally their support and seek their assistance in helping you promote the programme.



## Step 2: Find Out What the Business, Employees and Community Think

When developing an EV programme, a company must find common ground between their business objectives, employees' interests and skills and community needs. To do this, the company will need to conduct a stakeholder analysis. There are three parts to this:

- defining business objectives;
- identifying employees' interests and skills; and
- understanding community needs.

### Defining business objectives

At the outset, a company needs to determine what it wants to achieve from an EV programme. There are a number of objectives that they may have. The following is a checklist to assist companies considering their objectives.

#### Business Priorities Checklist<sup>26</sup>

- Develop personal skills and competencies of employees
- Develop professional skills and competencies of employees
- Improve employee morale
- Improve employee perception of the company
- Improve general relations with employees
- Increase employee retention
- Improve visibility in the community
- Improve general relations with civil society
- Improve the company profile in the community
- Engage customers in activities that will strengthen the relationship between them and the company
- Develop a new customer base
- Express the company's commitment to the Hong Kong community
- Enhance community development that has a direct impact on business sustainability
- Others \_\_\_\_\_

To ensure consistency between a company's EV programmes and its overall business objectives, a company should seek to do the following<sup>27</sup>:

- **Look at statements of corporate mission, vision, values and principles.**
- **Meet with top executives and seek their insights** into:
  - business objectives for the forthcoming years;
  - what social issues they think employees should be involved in; and
  - what personal contribution they would make to an EV programme.
- **Analyse the company's annual report, sustainability report and CSR report**, taking into account the priorities and strategic business plans expressed.
- **Look at what the company's offices do overseas, if applicable.** Is there a global theme or effort?
- **Work with other departments in the company** so that the programme helps them achieve their own unit's business goals.
- **Address what resources the company** wants to contribute to EV in terms of time and financial and in-kind support.

**LOOKING AT GLOBAL THEMES AND LOCAL WANTS****UBS**

"At UBS in Hong Kong, our community involvement is aligned to our global focus areas of 'education' and 'economic regeneration'. Through responding to the views of our employees, Youth Outreach is now our core partner and we support them in providing young people at risk with work experience opportunities."

**Kathryn Shih, Chief Executive, UBS Hong Kong**

**LOOKING AT EXISTING RESOURCES****PCCW**

"At PCCW our greatest assets are our people and our technology. By utilising these to help bridge the digital divide, we are able to make an invaluable contribution to the local community. Therefore one of our two focus areas for employee volunteering is the provision of technology assistance and know-how."

**Richard Li, Chairman, PCCW**

**Identifying employees' interests and skills**

The most important ingredient for any EV programme is the employees themselves, so engaging employees at the outset to find out their views is imperative to getting their buy-in.

A company may do this through undertaking focus groups and by conducting staff surveys. Focus groups are much more personal, but can be time-consuming and individuals may be reluctant to speak in a public environment. Employee surveys facilitate communicating with all staff, but have the drawback of being impersonal and if the importance of EV is not communicated clearly to employees, they are more likely to discard them. Instead of sending out a separate employee survey, a company may wish to include EV questions in their existing surveys, such as yearly employee or community involvement surveys, to try and enhance the response rate<sup>28</sup>.

Make sure any survey addressing EV goes out from the CEO or another appropriate member of senior management, and that it is accompanied with a personal note from this person. This highlights the importance of EV to leadership and is more likely to motivate employees to respond. An EV survey should communicate the following:

- the importance of EV to the company and the company's EV policy, if one exists;
- the purpose of the survey;
- the fact that there will be feedback on survey responses; and
- the complete confidentiality of individual responses.

Please refer to Appendices 1 and 2 for helpful examples of a letter from senior management and a sample EV survey.

**REFLECTING EMPLOYEE WANTS****ABN AMRO**

"We recently conducted an employee survey in Hong Kong to find out what community activities our employees already support, their views on volunteering and what focus areas they think we should support. We were encouraged by the interest shown in particular from one strategic business unit, where we had a response rate of over 50 per cent and found that employees want us to support children, youth and environmental issues."

**Charles Skeeles, Head of Communications and Marketing, ABN AMRO Asia Pacific**

### Understanding community needs

Sometimes employees lose interest in signing up for EV programmes because when they have volunteered in the past, they have felt that volunteering was a waste of time or that they were out of their depth. In both these cases, employees' expectations have likely been poorly managed and they have not made the impact they had expected to. This is often the outcome when the company itself has not fully understood the community issue at hand or the impact that employee volunteers can make.

One criticism that some non-profits have of companies wanting their employees to volunteer is that companies do not fully understand the real needs of the community, and specifically those of NPOs. There is a feeling that some companies impose employee volunteers on their non-profit partner rather than actively consulting with them to develop their employee volunteering programme. Because many non-profits still feel that any relationship with a company is not one of equal partners but rather one of donor and recipient, non-profits may be left with little choice but to accommodate these volunteers. Some NPOs report positive experiences with company volunteers and others report negative experiences. Here is one example of each:

#### POSITIVE FEEDBACK FROM JUNIOR ACHIEVEMENT, AN NPO

"The success of Junior Achievement Hong Kong (JA) is dependent on support from the business community, both in terms of financial resources and also of corporate volunteerism. As one of our key sponsors, since 2002, in addition to financial resources, over 30 business volunteers from FedEx have supported over 200 secondary students on activities-based programmes focused on entrepreneurship, financial and economic literacy, career aspiration and essential life-wide values. The sharing of life experiences by our business volunteers with these young people has made a real difference to them."

**Vivian Lau, Chief Executive Officer, Junior Achievement (Hong Kong)**

#### NEGATIVE FEEDBACK FROM AN NPO

"Our organisation relies heavily on volunteers. In the past two years we have had three experiences with employee volunteers.

In two cases, the companies would not listen to, nor wanted to hear, what we as the NPO needed. They had a pre-conceived vision about what they wanted – mostly corporate awareness with little sensitivity to what we as an NPO required – and consequently we felt forced upon. They had actually cut funding to us, instead 'stating' that they would instead work on a volunteer employee programme with us. They constantly pushed for press coverage, with little acknowledgement or interest in what would really help us.

In one scenario it ended up working out okay, but the plan changed three times from the original agreement because the corporate could not come through with what it promised. They didn't have the motivation of the employees to do it and the person organising it was not experienced in mobilising these kinds of efforts. Our staff ended up doing most of the work, which caused huge resentment within my team and great resistance to the idea of doing it again."

**Chief Executive Officer of a large international NPO in Hong Kong**

In order for a company to develop an EV programme that has the potential to make a real impact in the community, it is important to understand what that community's needs are. Undertaking preliminary research may be time-consuming, but it is a useful exercise that is beneficial to the development of an EV programme.

In order to find out about community needs, a company may wish to:

- **Engage directly with selected government departments.** For example, a company could speak with the Education and Manpower Bureau about education-related matters, the Women's Commission at the Health, Welfare and Food Bureau about issues related to women and girls, the Social Welfare Department about concerns over subjects such as poverty alleviation and social security, and the Home Affairs Bureau about issues relating to discrimination, such as those concerning disability or race.

- **Engage directly with non-profit organisations.** If a company has an interest in pursuing EV in a particular area, they should speak directly with NPOs working in that field. They may wish to contact the Hong Kong Council of Social Service, which is an umbrella group for social welfare charities in Hong Kong, to obtain an overview of social welfare issues. The list below highlights some questions companies can and should deal with when exploring relationships with prospective NPO partners.

#### Asking NPO project leaders the right questions<sup>29</sup>

- Why is there a need to address this community issue?
- What are the key issues currently facing the organisation?
- What experience do you have of working in partnerships with companies?
- How do you currently use volunteers – and specifically corporate volunteers – within your organisation? What kinds of roles do they or might they play?
- In which specific areas of your work could our employees bring the most benefit in terms of skills? For example, financial advice, research, fundraising, etc.
- What kinds of resources do you think our company has that would be of value to you?
- Do you have a project manager/coordinator who would be our main contact?
- Can you support and evaluate our contributions?
- In your opinion, do the values and objectives of our two organisations align and if so, how?

- **Target major social issues relevant to Hong Kong.** A company may wish to focus on an area that is of major concern in Hong Kong. There are currently many pressing community issues such as youth unemployment, reclamation of the harbour, the standard of English language in schools and domestic violence.
- **Engage with Community Business.** Community Business, an NPO, works extensively with companies on community involvement. We provide our 'Corporate Citizens' with an overview of the current social issues, as well as making introductions to relevant contacts in government and the non-profit sector, whilst taking into account companies' needs and wants. In addition, we provide tools and advice to assist companies throughout the EV process, including an EV audit.

#### A SUCCESSFUL PARTNERSHIP

##### PRUDENTIAL-BRITISH COUNCIL PARTNERSHIP: ENGLISH ADVENTURE — 'RED BUS'

#### Prudential

"We wanted to create a mobile English language learning centre for children and thought a big red bus would be appropriate. After speaking to a few NPO service providers, we chose the British Council as our partner. They were professional from the start. We have been transparent about what we want to achieve with them and all our communication has been open. These essential ingredients make the partnership work."

**Ken Ng, Marketing Director,  
The Prudential Assurance Company Limited  
(Hong Kong)**

#### British Council

"The Red Bus project is a good example of a partnership that works. Both parties have contributed significantly in their own way. Our responsibilities and those of Prudential have been clearly laid out in a 'Memorandum of Understanding' and we have even discussed an exit strategy if for some reason it does not work out. Partnerships for us are about honesty and trust and we feel we have that in this relationship."

**Ruth Gee, Director,  
British Council (Hong Kong)**

## Step 3: Find the Best Fit for the Company

### Seeking alignment and prioritising

After carrying out a stakeholder analysis, the next step for a company is to find common ground between its business objectives, employees' interests and skills, and community needs. The figure below shows the common ground that companies need to define.



Finding this area of overlap is essential to the development of the most suitable EV programme<sup>30</sup>. Doing so helps the company specifically answer questions such as:

- **What causes should the company support?** E.g. women and girls, environmental protection, people with disabilities, etc.
- **What form(s) should EV take?** E.g. pro bono advice, team challenges, etc.
- **What forms of support should the company provide?** E.g. financial contributions, in-kind contributions, and EV.

Sometimes the common ground is easily identifiable and sometime it is not. In the latter cases, the company must decide which of the stakeholder groups – community, business, or employees – should take priority.

### Successful partnerships

To implement an EV programme, the company needs to identify an NPO partner to work with. Finding any NPO partner is not difficult, but finding one with which the company shares the same values and management culture may be more difficult.

The best partnerships are those where there is a mutual respect between the two parties. The NPO in question should preferably have some experience in working with corporate volunteers and must be aware of and empathetic towards the business reasons behind the company's involvement with them. Successful partnerships usually involve a number of common elements as outlined below.

#### Elements of successful partnerships<sup>31</sup>

- mutual commitment to clearly stated shared goals and objectives;
- mutual respect and recognition of each other's strengths;
- willingness to invest time and goodwill in the development and maintenance of the partnership;
- open and frequent communication;
- written agreements or contracts detailing who does what and when; and
- shared understanding of expectations such as how the success of the partnership will be measured.

#### LONG TERM PARTNERSHIP

##### ZURICH INSURANCE GROUP (HONG KONG)

"Zurich Insurance Group (Hong Kong) and Playright Children's Play Association have jointly launched the 'Zurich Playright Adventure Playpark', which is a child-focused interactive community project that aims to strengthen the bond between children and their families and between children themselves through play. Our relationship with Playright dates back many years and what initially started as a one-off collaboration has evolved into a long-term partnership as both parties' strengths have contributed to the success of the park. Our main contributions have been financial and in human resources and theirs have been their fundamental understanding of the needs of children and the skills required to conduct the play activities."

**Peter Schelling, Managing Director and CEO, Zurich Insurance Group (Hong Kong)**

## Step 4: Develop a Corporate Policy<sup>32</sup>

A corporate policy is a public declaration of a company's commitment to EV, and it should inspire and motivate employees at all levels to volunteer. The four factors that successful EV policies generally have are that they are:

1. aligned to the company's overall business principles;
2. aligned to employee wants and needs;
3. communicated to all stakeholders and understood by them; and
4. written, clear, and focused.

### 1. Aligned to the company's overall business principles

A company needs to align EV with its business principles. Below are two examples of companies that have defined that alignment.

#### ALIGNING EV TO BUSINESS VALUES

HSBC<sup>33</sup>

##### Business Values

Selected examples:

- Promotes good environmental practice and sustainable development and is committed to the welfare and development of each local community.
- Is a fair and objective employer.
- Strives for the highest personal standards of integrity at all levels.
- Is committed to truth and fair dealing.

##### Living Our Values

Selected examples:

- Contributing to communities.
- Sustainability.
- Social responsibility.
- Our people.

##### Contributing to Communities

Our employees are also active members of their local communities. We encourage them to play their part, such as through volunteering for community programmes, so that together we can achieve more.

##### Our Volunteers

Our people are our greatest strength; they make HSBC's success possible. They are also members of the communities in which they live and work. We encourage our staff to share their skills and realise their full potential as citizens by engaging in local community projects. The world over, our staff share their skills by acting as mentors, school governors or business advisers. We also have a long-term commitment to volunteering.



### ALIGNING EV WITH CORPORATE OBJECTIVES

#### HEWLETT PACKARD

"Global citizenship is one of HP's seven corporate objectives, reflecting our long-standing commitment to making a positive contribution to the global community. We are guided by our company values of trust and respect for the individual and of conducting our business with uncompromising integrity. These values are embodied worldwide in our 'Standards of Business Conduct' and are implemented through rigorous governance practices to ensure our business always reflects our values. Engagement with communities and local leadership where we live and work is central to HP's philosophy. Our employees are encouraged to donate their time and talent to helping solve problems in their communities. We also engage globally with various stakeholder communities to address issues related to the environment, economic development, the digital divide, privacy, labour and human rights.<sup>34</sup>"

## 2. Aligned to employee wants and needs

After carrying out a stakeholder analysis, a company should have a very clear idea of what forms of support employees would like to make and to whom. Ultimately, an EV policy should reflect employees' needs.

## 3. Communicated to all stakeholders and understood by them

A written policy is of little use if it is not effectively communicated and understood by a company's various key stakeholders.

## 4. Written, clear, and focused

A written EV policy needs to be made easily accessible to employees. Some companies include details of EV programmes in their **employee handbook**, while others may display the information on the **company intranet** or **internet**. An EV policy needs to be focused and is often one component of a company's Community Investment (or Involvement) policy.

The table below highlights issues to consider and questions to ask when a company develops its EV policy.

### Internal Policy (A Pro Forma)

#### An EV Policy<sup>35</sup>

##### Different ways that employees can be involved

Which of the main ways employees typically get involved in a company programme are appropriate?

##### Formal recognition of the value of community work undertaken by employees

How will a company recognise employees' community service? Awards? Based on what criteria?

##### Guidelines on employee involvement in decision-making

How can employees participate in developing EV initiatives? Can they sit on an EV committee?

##### Parameters for who can be involved in programmes

Who can be involved? Professional and support staff? Clients? Family members? Friends?

##### Policy on time off for community work

Who if anyone can get time off? Will this apply to all employees? How much time is to be given and under what circumstances?

##### Company support

How will the company support involvement in addition to policy issues mentioned above? Will this include financial and/or in-kind support to facilitate employees' involvement, e.g. food and transport provisions?

## Step 5: Develop an Organisational Structure

The way in which companies structure their EV programmes varies. Normally the decision-making responsibility lies with one unit, while the daily operational work rests with another.

### The decision-making unit

To allow decisions on EV to be better managed, decision-making is often delegated to the Community Investment Committee<sup>36</sup>, which is generally in charge of making all key community involvement decisions, including which causes to support and funding allocations. Decisions regarding volunteering specifically may in some cases be made by a separate EV committee, which is a sub-committee of the Community Investment Committee.

#### DECISION-MAKING EV UNIT

##### GENERAL ELECTRIC COMPANY

GE Elfun Volunteers, originally known as the GE Elfun Society, was established in 1928 and is a global organisation of volunteers from the General Electric Company. Its 54,000 members are grouped geographically into 144 chapters and three sub-chapters across 46 countries. Each chapter annually elects a chairperson, vice chairperson, secretary and treasurer. Past committee members normally remain on the committee to mentor new members<sup>37</sup>.

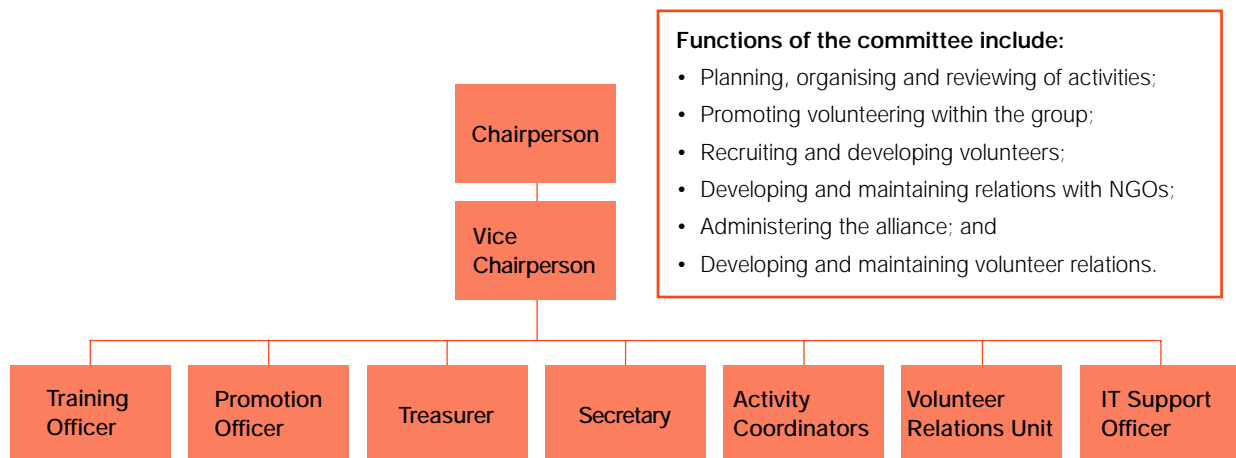
##### SHUI ON GROUP

The Shui On Seagull Group is a volunteer social service unit registered with the HKSAR Government. All employees of the Shui On Group and its subsidiary companies automatically become members and activities are organised and promoted by the club's Executive Committee, formed entirely of volunteers from the group.

Generally, the committee that makes EV decisions comprises at least one senior manager, the EV practitioner, the corporate communications director or equivalent, and self-selected employees who have an interest in volunteering.

#### FUNCTIONS OF AN EV COMMITTEE

##### NWS HOLDINGS LIMITED: NWS VOLUNTEER ALLIANCE COMMITTEE



In companies where EV is employee-led, decision-making rests with the employees, who may or may not have formed a formal committee.



**The daily operations unit – the EV practitioner**

Some companies delegate the actual day-to-day developing and running of programmes to an EV Practitioner, which may or may not refer to one person. The table below shows the advantages and disadvantages of four different ways to delegate the EV Practitioner role<sup>38</sup>.

EV Practitioner	Advantages	Disadvantages
<b>A Department, Unit or Foundation</b>	<ul style="list-style-type: none"> <li>• Makes it easy for employees to know which department to go to for information on volunteering.</li> <li>• Increases the company's ability to align volunteer activities with corporate themes and business objectives.</li> <li>• Increases likelihood of establishing quality controls for developing, implementing, communicating and following up programmes.</li> <li>• Heightens conformity typically in measuring the impact of programmes and collecting appropriate data.</li> <li>• Makes it easier for public relations and other promotional activities of the company to build one consistent image for the company.</li> <li>• Enables department colleagues to offer internal support.</li> </ul>	<ul style="list-style-type: none"> <li>• May risk EV programmes being perceived as imposed on employees.</li> <li>• May be a significant cost to the firm if the individuals involved in this are doing so on company time and with company pay.</li> </ul>
<b>One Coordinator</b>	<ul style="list-style-type: none"> <li>• Makes it easy for employees to know which individual to go to for information on volunteering.</li> <li>• Ensures a high degree of budget control.</li> <li>• Simplifies the process of sending messages about the programme to internal and external audiences.</li> <li>• Increases the company's ability to align volunteer activities with corporate themes and business objectives.</li> <li>• Increases likelihood of establishing quality controls for developing, implementing, communicating and following up programmes.</li> <li>• Increases likelihood of ensuring conformity in measuring the impact of programmes and collecting appropriate data.</li> <li>• Makes it easier for public relations and other promotional activities of the company to build one consistent image for the company.</li> </ul>	<ul style="list-style-type: none"> <li>• May create a programme that is overly dependent on the manager's personality.</li> <li>• May limit the strategic business benefits from corporate volunteering that could accrue if it was managed by a whole business unit.</li> <li>• May limit EV as a part of the corporate culture.</li> <li>• May increase the company's costs if this person is a paid employee.</li> </ul>
<b>A Volunteer Club or Decision-Making Team</b>	<ul style="list-style-type: none"> <li>• Builds employee ownership. Also enhances teambuilding and cross-departmental work.</li> <li>• Builds in quality control for decentralised programme management.</li> <li>• Increases level of volunteer activity.</li> <li>• Generates more ideas.</li> <li>• Increases likelihood of addressing a diverse range of community issues as employees address their own personal interests.</li> <li>• Enhances potential for a stronger corporate image in the community as individual employees personally bond with community organisations.</li> <li>• Limits additional salaries to be paid because it is made up of volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>• May take a long time for participating employees to reach a consensus.</li> <li>• May be difficult to synchronise people's diaries and meet at convenient times.</li> <li>• May lack commitment from individual members as they are unpaid volunteers.</li> <li>• May be a significant cost to the firm if the individuals involved with this are doing so in company time and with company pay.</li> </ul>
<b>An External Consultant</b>	<ul style="list-style-type: none"> <li>• Ensures strict focus on the volunteer programme.</li> <li>• Enables potential direct access to more non-profit organisations.</li> <li>• Has the potential to know more about community needs.</li> <li>• Has the potential to apply more experience in managing EV programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• May lead to a focus on 'glitz and glamour' rather than on sound business strategy in EV since many external consultants come from a public relations background.</li> <li>• May take funding away from the actual programme since consultants may be expensive.</li> <li>• May miss out on vital corporate information that is shared in staff meetings.</li> <li>• May only have an external view of the company and cannot fully appreciate the company culture.</li> <li>• May lead to EV being viewed internally as 'just another programme' and not an integral part of organisational culture and strategy.</li> </ul>



## Step 6: Manage Volunteers and Other Resources<sup>39</sup>

### Managing volunteers

Managing volunteers is crucial to the success of an EV programme. This section outlines each of the eleven stages of an EV programme, from project identification to employee feedback, and briefly addresses how to manage volunteers throughout this process.

#### 1. Project identification

This involves identifying and selecting projects and setting criteria. Employees' ideas are solicited through the staff survey in Appendix 2 and interested employees are invited to sit on an EV Committee and identify projects. The table below shows questions to ask when setting objectives.

#### PROJECT IDENTIFICATION: ENGAGING VOLUNTEERS

##### SMART Objectives<sup>40</sup>

Most organisations find that, except for group projects, the number of volunteers for any one activity is small. It is therefore wise for companies to ensure that the objectives set are SMART:

- **S**pecific, e.g. who or what will your programme support?
- **M**easurable, e.g. how many people will your project impact?
- **A**ctionable, e.g. what method will be used by volunteers to make this impact?
- **R**ealistic, e.g. will your employees be given adequate time or resources?
- **T**ime-limited, e.g. is this a one-off project or is it ongoing?

#### 2. Issues management

This involves identifying and addressing special issues such as insurance, safety, and overall health and well being of employees.

#### 3. Promotion of activities among employees

This involves generating employees' awareness and interest by using internal communication channels such as emails, intranet, memos, newsletters and letters.

#### 4. Recruitment, selection and screening

This involves enlisting employees for activities. In the case of skills-specific activities, it is important to establish a mechanism with which to screen and match volunteers' experience with corresponding programmes. Equally important to selecting programmes is the screening of employees for certain attributes, e.g. in the UK some employers screen employees for prior criminal convictions when recruiting volunteers for programmes involving young children. The checklist below shows what to do when recruiting.

##### Recruitment Checklist<sup>41</sup>

- Identify barriers to volunteering
- Define your audience (senior managers, support staff, etc)
- Generate interest through word-of-mouth and other marketing
- Develop a distinctive identity for the programme
- Communicate your message through appropriate communication channels
- Encourage feedback
- Emphasise the benefits
- Make it sound fun

## 5. Pre-programme training and orientation

This involves delivering appropriate training for employee volunteers and project partners.

- **Training for employee volunteers**

A company should develop a generic volunteer training module and supplement it with programme-specific information. The training module should be delivered to volunteers at the onset of each EV project and its content may include:

- Why the company supports community activities.
- How to communicate with project partners/beneficiaries/media.
- What personal preparations need to be made.
- Who and how to contact people in case help is needed.
- What comprises general dos and don'ts.

### TRAINING FOR VOLUNTEERS

#### AMERICAN EXPRESS

American Express and the NPO Senior Citizen Home Safety Association (SCHSA) joined together to launch the 'Elderly Caring Call Service', providing proactive caring calls to elderly people living alone. Volunteers make caring calls once a week, and offer emotional support to the elderly. As of July 2004, the service had recruited over 180 volunteers, of whom almost 40 were from American Express Hong Kong. All volunteers have to undergo training on communication techniques and understanding of elderly people before making caring calls.

#### HONGKONG INTERNATIONAL TERMINALS (HIT)

The Community Caring Group (CCG) at HIT has joined hands with the mentally handicapped training centre of Yan Chai Group in a "Spring Cleaning" activity for the elderly of Kwai Tsing District. A few months before the event, CCG volunteers and members of the training centre held several activities to get to know each other, build a sense of teamwork and create mentor relationships. These activities helped prepare the members of the training centre, both physically and psychologically, for the successful home-cleaning activity.

- **Training for project partners**

The NPO partner should also be briefed on what both the employees' and business' expectations are so that they are fully prepared to work effectively with corporate volunteers and understand business needs.

## 6. Post-programme debriefing

This involves gathering employees' views after completion of the project to understand to what degree the company's expectations were met and how the programme may be improved. This feedback is crucial to the future development of the programme. The debriefing is also vital to managing the well-being of employees if they may be emotionally traumatised or overwhelmed by certain experiences.

## 7. Measuring and reporting

This involves measuring and reporting the input and impact of EV programmes. Please refer to Step 7 of the Seven-Steps on page 31-34.

## 8. Motivation

This involves setting up formal and informal mechanisms to encourage continuous involvement of existing volunteers and to enlist new recruits. There are many ways a company can do this. One method is to send out periodic e-newsletters to all employees with personal stories of individual volunteers' experiences.



## 9. Recognition

This involves recognising the commitment made by individual volunteers and is an excellent way to demonstrate the company's commitment to EV. Volunteers typically are recognised internally, externally, or both.

- **Internal Recognition.** These are internal schemes to recognise the commitment and efforts of individuals. Companies should choose carefully who to recognise and for what as the value of recognition can be diminished if given too frequently. There are many factors to consider such as design, administration, communication and presentation of awards and monitoring involvement<sup>42</sup>. Whether or not to recognise individual volunteering efforts by employees without company support also needs to be considered.

### INTERNAL RECOGNITION

#### SUN HUNG KAI PROPERTIES (SHKP)

SHKP recently held its first Volunteer Recognition Day ceremony to praise team members' outstanding performance and encourage more employees to devote their time to charity and social service. A total of 58 honours were presented at the ceremony, including the Departmental Commitment Award, Social Welfare Department Recognition Award and 100% Commitment Award<sup>43</sup>.

#### Recognition — some supportive actions a company can take<sup>44</sup>:

- Arrange communication such as a memo or letter from the CEO or other member of the senior management team.
- Mark recognition through an awards presentation, provided of course that employees would be happy to be acknowledged in this way.
- Arrange for award money to be given to a charity of the winner's choice.
- Invite volunteers to share their experiences with others. This can be a strong motivational tool.
- Arrange for local media coverage.
- Present certificates or award gifts by the NPO partner or the company's senior management to the winners.

- **External Recognition.** These are public award schemes to recognise the contribution made by individual volunteers and volunteer groups. One such example is the Caring Ambassador<sup>45</sup> title, which is conferred to corporate volunteers nominated by their company as part of the Caring Company Awards<sup>46</sup> by the Hong Kong Council of Social Service.

## 10. Performance management

This typically involves monitoring volunteers during activities and assessing improvements in personal or professional skills. The assessment is most likely to be performed by human resources managers or direct supervisors of employees. Some companies choose to include EV in the staff appraisal as mentioned on page 16 above.

## 11. Feedback

This involves systemically soliciting and managing feedback throughout and at the end of the project.

### Managing other resources

Companies vary in their approach to funding for EV programmes. Regardless of their company-specific approach, all companies should consider:

- budgetary requirements for each programme and the management of this budget;
- total amount of in-kind resources available; and
- opportunities to leverage other resources from employees and other stakeholders such as cash and in-kind resources (see page 35 below).



## Step 7: Measure and Report Input and Impact<sup>47</sup>

Unfortunately both measuring and reporting the input and impact of EV are often neglected by EV practitioners in Hong Kong. It is important to measure the impact of EV given that business managers and stakeholders are increasingly looking for returns in every aspect of the business. Reporting what a company has measured is also important because businesses are increasingly challenged by their investors, NPOs and communities to be more transparent, report on what they are doing and to support their community involvement claims with clear, written and verifiable results.

Having sound measurable results can be a valuable tool in establishing the business case for EV. Proving that EV has significant business benefits is the best way of convincing leadership and management that EV should be an integral part of business strategy and operations.

### Measuring

In order to measure the impact of an EV programme, a company needs to be clear from the outset about its EV objectives. Only then can it begin to develop appropriate input and impact indicators.

### Input Indicators

These help a company to measure what goes into an EV programme to make it happen. Input indicators comprise quantitative and qualitative measures, and a company may use them separately or together.

- **Quantitative input indicators**

The table below shows some quantitative input indicators that a company may wish to measure.

Employee-Related	Community-Related	Business-Related
<ul style="list-style-type: none"> <li>• Number of volunteers involved</li> <li>• Number of hours rendered</li> <li>• Number of volunteer activities done</li> <li>• Dollar value of services rendered</li> <li>• Profile of volunteers involved (gender, age, department, etc)</li> <li>• Range of jobs performed</li> </ul>	<ul style="list-style-type: none"> <li>• Profiles of communities served</li> <li>• Number of communities and / or individuals assisted</li> </ul>	<ul style="list-style-type: none"> <li>• Time taken to develop, implement, communicate, follow-up, measure and report EV programmes</li> <li>• Dollar value of this time</li> <li>• Other costs involved, including financial contributions and the value of in-kind contributions (such as office premises, etc)</li> </ul>

- **Qualitative input indicators**

This is essentially an assessment of the EV framework's Seven-Steps. An assessment tool is available from Community Business.



**Impact indicators**

These help a company measure what outcomes are achieved because of an EV programme. Impact indicators generally are both more difficult to measure and involve a higher degree of subjectivity than input indicators.

The table below shows some impact indicators that a company may wish to use to measure impact on employees, the community, and business.

<b>Employee Indicators</b>	<ul style="list-style-type: none"> <li>• Sense of self-worth increased</li> <li>• Opportunity to learn new skills</li> <li>• Opportunity to use existing skills in a new situation</li> <li>• Opportunity to meet people</li> <li>• Access first-hand to community issues and resources</li> </ul>
<b>Community Indicators</b>	<ul style="list-style-type: none"> <li>• Improved lives of beneficiaries</li> <li>• Reduced beneficiaries' dependence on community by providing them with the tools to improve their own lives</li> <li>• Enhanced NPO partnership capability</li> <li>• Increased beneficiaries' awareness and understanding of certain issues, e.g. health, IT, etc.</li> <li>• Enhanced community participation resulting in a multi-dimensional approach to social issues</li> </ul>
<b>Business Indicators</b>	<p><b>Human and Intellectual Capital</b></p> <ul style="list-style-type: none"> <li>• EV builds teamwork and camaraderie.</li> <li>• EV improves morale and satisfaction.</li> <li>• EV improves productivity.</li> <li>• EV enhances recruitment and retention of employees and the perception of the company as an 'employer of choice'.</li> <li>• EV provides training and acquisition of skills to employees as shown on page 14.</li> </ul> <p><b>Marketing Advantage</b></p> <ul style="list-style-type: none"> <li>• A company can use EV to enhance its image, which can result in attracting and retaining customers.</li> <li>• EV programmes can also be conducted with clients and potential clients to improve the company's relationships with them.</li> </ul> <p><b>Good Corporate Reputation</b></p> <ul style="list-style-type: none"> <li>• A positive company image as a result of EV may enhance its reputation with core stakeholders.</li> </ul> <p><b>Favourable Business Environment</b></p> <ul style="list-style-type: none"> <li>• A company's involvement in social developments, such as through Chambers of Commerce, encourages business-friendly policies and legislation.</li> <li>• In times of economic and social crises EV can play a part in assisting those worst affected, thus assisting the pace of economic recovery of the country or city and the business itself.</li> </ul> <p><b>Social Acceptability</b></p> <ul style="list-style-type: none"> <li>• EV allows a company to establish and maintain a mutually supportive relationship with NPOs and the community, which is based on trust and honesty.</li> <li>• Some people think EV adds credits to a 'trust bank' so, for example, in the unforeseen event of corporate scandal, the company will suffer less criticism from NPOs if it has more credits.</li> </ul> <p><b>Operational Efficiency</b></p> <ul style="list-style-type: none"> <li>• EV can be used as a tool to reduce certain costs – e.g. the cost of training and marketing – as these can be developed through EV.</li> <li>• EV may enhance productivity. Employees, for example, who have been through EV teambuilding programmes, may feel more committed to the company and therefore actually deliver better results to the company.</li> </ul>



**IMPACT INDICATORS**

**CREDIT SUISSE FIRST BOSTON**

Race for Mentors is a mentoring project piloted with Credit Suisse First Boston (CSFB) and the Sir Ellis Kadoorie Secondary School (SEKSS). Nineteen CSFB employees were mentors to 19 SEKSS students aged 14-16 from February to July 2004. The project was a structured six-month programme. At the end the impact on the employees (mentors), the students (mentees) and the business was assessed. These results are shown in the table below<sup>48</sup>.

Employees	Community	Business
<ul style="list-style-type: none"> <li>• 95% have a greater understanding of ethnic minorities in Hong Kong.</li> <li>• 84% feel good about themselves for having participated as a mentor.</li> <li>• 79% have a greater understanding of the local community.</li> <li>• 58% found their relationship with other colleagues improved.</li> <li>• 53% think their listening skills improved.</li> <li>• 47% think their communication skills improved.</li> <li>• 42% think their interpersonal skills improved.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of mentees reported their confidence in communicating with adults improved.</li> <li>• 100% of mentees reported their self-confidence improved.</li> <li>• 95% of mentees reported they have a greater understanding of the world of work.</li> <li>• 89% of mentees reported they have a greater understanding of their career choices.</li> <li>• 79% of mentees reported there has been an improvement in their personal and social skills.</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of employees have an improved sense of pride in CSFB.</li> <li>• 68% of employees have an improved perception of CSFB as an employer of choice.</li> <li>• Employees have improved skills such as listening, interpersonal and communication skills, and employees feeling good about themselves will have a positive impact on business.</li> <li>• Employees' understanding of how the local and ethnic minority community works makes them more well-rounded and more knowledgeable about societal issues.</li> </ul>



**Reporting**

One of the most developed tools used to measure and report EV, and community investment, is the London Benchmarking Group (LBG) Model<sup>49</sup>. The LBG Model has been developed by a group of companies looking to measure and report on community investment. The model involves companies completing a comprehensive input/output matrix as shown in the table below<sup>50</sup>.

Activity	Inputs		Outputs	
	Cash Value	Leverage	Community Benefits	Business Benefits
List all EV activities.	Resources from the company including cash, in-kind and volunteer time (please quantify).	Cash and other resources generated as a result of the programme or as other counterparts from other groups that support the agenda of the company (please quantify).	The number of people in society who benefit from an activity, such as young people receiving training and finding jobs afterwards.	Enhanced reputation, improved recruiting or increased sales during the period of a cause-related marketing campaign.

Hypothetical example: In 2003, Best Law Firm gave pro bono legal advice to an NPO that assists migrant workers seeking legal advice.

Activity	Inputs		Outputs	
	Cash Value	Leverage	Community Benefits	Business Benefits
Pro bono legal advice to Migrant Workers Network, an NPO	\$40,000 (in company time)	\$120,000 (in volunteers' own time)  \$30,000 (another law firm has joined in at the invitation of Best Law Firm)	<ul style="list-style-type: none"> <li>45 migrant workers successfully managed to stay in HK and find new employment.</li> <li>In total 102 children continued to receive education due to their parents' continued employment in HK.</li> <li>3 migrant workers successfully managed to claim 3 years of unpaid wages from employers.</li> </ul>	<ul style="list-style-type: none"> <li>Best Law Firm has found an increasing number of law graduates ask about this project.</li> <li>Employees have developed better teambuilding and listening skills.</li> <li>The government has invited the Best Law Firm to sit on a steering committee on migrant workers policies.</li> <li>Clients of Best Law Firm, which are in-house lawyers, want to be involved.</li> <li>In this year's annual staff survey, 85% of employees rated Best Law Firm as Employer of Choice, compared to 62% last year. The firm's pro bono work was the reason for this improved rating.</li> </ul>
	Sub total: \$40,000	Sub total: \$150,000	<p>↓ <b>Impacts</b> ↓</p> <p>over the longer term may include</p>	

- Community**
- Improved understanding among migrant workers of their legal rights.
  - Less exploitation by employers of migrant workers.

- Business**
- Enhanced relationship with government, customers, potential and existing employees.



## Other Forms of Employee Community Involvement

While EV represents a key component of employee community involvement, companies also should consider other forms of such involvement. In addition to EV, two other broad areas exist for employees to get involved in the community with company support. These include making cash and in-kind contributions.

### Cash Contributions

Leveraging the employee dollar is a very effective way for any company to increase its total contribution to a community cause or initiative. Employees in Hong Kong are generally very generous in giving cash donations to fundraising initiatives, be it raising funds for a good cause by doing a charity walk, or by making a donation to a disaster relief fund that the company is supporting. Some fundraising initiatives involve volunteer time, such as the aforementioned charity walk. Other ways of engaging employees to raise funds for worthy causes include matched and payroll giving.

#### Matched giving

This is when a company agrees to match an employee's donation towards a charitable organisation – generally dollar-for-dollar – up to a certain amount. Companies that have matched giving policies generally clearly lay out the terms and conditions that apply. These may include:

- supporting registered charities and non-profit organisations only; and
- capping the total amount given to any one employee over the year.

Matched giving as a term can also apply to companies matching EV time with hours off work.

#### Payroll giving

This is when employees elect to have a certain amount from their monthly salary deducted by the company and directly contributed to a charity of their choice from a company-approved list. It is possible to combine payroll and matched giving.

Payroll giving can involve a fair amount of administration. Companies also need to be sensitive to how they communicate payroll giving schemes. Rather than aggressively selling the scheme, they should instead encourage employees to sign up.

#### **PAYROLL AND MATCHED GIVING**

##### **STAR GROUP LTD (STAR TV)**

In all its regions STAR offers employees a choice of local charities to which they can contribute a specific amount from their salaries on a monthly basis. Every month the company tops up each employee contribution by US\$10 in the relevant currency, and commits to doing so for 12 consecutive months. The combined funds benefit selected STAR Charities of the Year.

In 2003-4, STAR's three Hong Kong charities were the Rainbow Project, the Hong Chi Association and the Spring Blossom Project.

### In-kind Contributions

Mobilising employees' resources is an effective way of maximising a company's impact on the community and a great way of getting all staff involved, regardless of their skills, time commitment and seniority.

#### **IN-KIND CONTRIBUTIONS**

##### **ALLEN & OVERY**

"Every Christmas, Allen & Overy invites employees to buy Christmas gifts for children in an orphanage in China. Employees' feedback is always positive and it's a really easy way to get involved. The best part is when we deliver these presents to the orphanage – the children are ecstatic."

**Gordon Fong, Senior Credit Manager, Allen & Overy**



### Going Forward

EV can have significant benefits for business, employees and the community if carried out strategically. These benefits are much more likely to have a sustained impact on business, its employees and the community if the proper internal framework is put in place.

The greatest hurdle in Hong Kong is the lack of line management buy-in to EV. For businesses to truly embrace EV, line managers must be convinced that there are significant business benefits to be gained. Unless this happens, EV will always remain at the fringe of business instead of being integrated into it. The best way to convince line managers of this is to prove to them that the benefits to business and employees are real. I encourage you to begin to measure the impacts of your current volunteering programmes. This is not difficult to do if you have the correct infrastructure in place and have been clear from the outset about your objectives.

There is also ample opportunity in Hong Kong for companies to back up their rhetoric with policy - to 'walk the talk'. Many companies proclaim the importance of EV but expect employees to volunteer in their own time with little corporate support. Establishing a clear policy on EV can be vital to motivating employees and demonstrating that your company really is committed to everything it claims to be.

Perhaps the most important message of all is that the best employee volunteer programmes are not developed in isolation by one particular person, but reflect a process of consultation with business leaders, employees and community groups.

"Employee Volunteering: The Guide" has sought to address the key elements for successful EV programmes. Each company however is unique in its values, its culture and its organisational structures and therefore the starting point for companies may differ.

If you would like more information on EV or would like to find out how to be a 'Corporate Citizen' of Community Business and benefit from advice in all aspects of corporate social responsibility, please contact Shalini Mahtani at [shalini@communitybusiness.org.hk](mailto:shalini@communitybusiness.org.hk)

Good luck!



## Appendix 1

### Staff Survey (a pro forma): Sample letter from CEO or equivalent

The sample letter below accompanies the employee survey in Appendix 2.

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Dear Employee

As you know, ABC Limited is committed to making a positive impact on the lives of the people and communities of Hong Kong. One of the ways we can do this as a company is by supporting employees in their contribution of time and skills to local community initiatives. We are currently in the process of thinking through how best to develop an employee volunteering programme and we would very much like to hear your views.

I hope you will take a couple of minutes to complete the survey below and to respond to me directly at [selina.wong@abc.com.hk](mailto:selina.wong@abc.com.hk) by 18 January 2005. Your responses will be treated in confidence.

Many thanks

A handwritten signature in black ink, appearing to read 'Selina Wong', with a long horizontal flourish extending to the right.

Selina Wong  
CEO



## Appendix 2

### Staff Survey (a pro forma): Sample employee survey

The survey below accompanies the sample letter from the CEO or equivalent in Appendix 1.

**1. Would you be interested in contributing your time and skills to a company community activity?**

- |                    |                              |                             |
|--------------------|------------------------------|-----------------------------|
| In company time    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| After hours        | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| On weekends        | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| On public holidays | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

**2. Which causes are you most interested in? Tick one or more of the following:**

- |   |   |
|---|---|
| <input type="checkbox"/> Education          | <input type="checkbox"/> Arts                     |
| <input type="checkbox"/> Children and youth | <input type="checkbox"/> People with disabilities |
| <input type="checkbox"/> The elderly        | <input type="checkbox"/> New immigrants           |
| <input type="checkbox"/> Environment        | <input type="checkbox"/> Women and girls          |
| <input type="checkbox"/> Health             | <input type="checkbox"/> Ethnic minorities        |
| <input type="checkbox"/> HIV/AIDS           | <input type="checkbox"/> Other: _____             |

**3. What sort of projects would you be interested in volunteering in?**

- One-off projects, e.g. cleaning a beach, visiting a hospital, etc.
- Activities that extend over a period of time and that are tailored around your time/convenience, e.g. tutoring children, mentoring youth, etc.

**4. What sort of activities would you prefer to be involved in?**

- Team activities
- Individual activities

**5. Do you have specific skills or interests that you would like to contribute?  Yes  No**

If 'Yes', what are they? \_\_\_\_\_

**6. What support would you hope to receive from the company for you to volunteer?**

\_\_\_\_\_

**7. Do you already volunteer in the community?** (E.g. manual work, providing financial advice, sitting on a Board of Directors, etc.)  Yes  No If 'Yes':

- Which community groups or causes do you support? \_\_\_\_\_
- How often do you volunteer? \_\_\_\_\_
- What does your volunteering entail? \_\_\_\_\_

**8. Would you like to volunteer in company programmes with members of your family and friends?**

- Yes  No

**9. Would you like to sit on a committee that selects and develops volunteering programmes?**

- Yes  No

**10. What is your name?** (Optional) \_\_\_\_\_ Tel no: \_\_\_\_\_

Thank you.

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"As far as I know, there is no other publication like this available in Hong Kong. It shows volunteerism by the corporate sector to be an important part of developing greater corporate social responsibility and it helps participants think through how to optimise time and effort for the greatest gains all round."

**Christine Loh, CEO, Civic Exchange**

"Encouraging employees to be active in their communities is a fast-growing way for companies to contribute to society and to enhance employee morale and development. Business in the Community (BITC), the UK partner of Community Business, has been at the forefront of employee volunteering development for the last ten years and both organisations are part of a global network of partners promoting the concept and implementing practical programmes. Community Business' excellent guide to employee volunteering is as comprehensive as it is practical, drawing on international experience while highlighting current case studies in Hong Kong. We at BITC are delighted to endorse and recommend it."

**David Halley, Head of International Development, Business in the Community UK**

"Employee volunteering is, for many, the hidden gem of corporate social responsibility. And although more companies are using it as a tool to deliver their corporate citizenship, there is still a long way to go until we see employee volunteering being present in every corner of a company's operations. ENGAGE is pleased to have been able to support the development of Employee Volunteering: The Guide in both English and Chinese versions. It is a practical handbook with real-life examples and tools that will help Hong Kong companies establish employee volunteering approaches that align business objectives, employee interests and community need. Whether you are just starting out or already running an employee volunteering programme, I heartily recommend this guide."

**Amanda Bowman, Director, ENGAGE, International Business Leaders Forum**

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