

Corporate volunteering: Positive impact on youth, communities, companies and employees



THE METHODOICAL TOOL DEVELOPED BY



NGO Socialinis veiksmas



Asociación Pasos solidarios



Voluntariado
y estrategia



Samen voor Eindhoven



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This methodical book is part of the project titled “United for Youth” which was funded by the Programme Erasmus+. This project is carried out by organisations from very diverse countries: Lithuania (NGO “Socialinis veiksmai”), Spain (“Asociación Pasos solidarios”, better known as “Voluntariado y Estrategia”), the Netherlands (“Samen voor Eindhoven”) and Ukraine (“East Europe foundation”), which joined forces to achieve a common goal: to develop qualitative corporate volunteering in these four countries among different sectors in order to combat youth unemployment and strengthen retention in the labour market.

With this general goal, our specific objectives are:

1. To exchange experience and know-how between different types of organisations involved in labour, training and youth by corporate volunteering;
2. To promote corporate volunteering and non-formal education systems that are better aligned to the needs of the youth and opportunities in the labour market;
3. To foster links between business and the community; and
4. To improve provision and assessment of social and civic competences.

To achieve these objectives, three study visits were implemented in Lithuania, Spain and the Netherlands, in order to exchange practices, as well as to meet different sectors in each partner’s country. We managed to visit and observe corporate volunteering and youth connections in 15 non-profit organisations, 8 businesses, 2 educational institutions, 1 local policy-maker, we took part in 4 volunteering campaigns and 1 co-creation session in those three countries. The last step of the project will be a training course in Ukraine.

This methodical book was developed during the entire process as an outcome of these visits and meetings, as well as following literature review, analysis of the data from interviews and good practice examples. The research presented in this methodical book was carried out in the four countries: Lithuania, Spain, Ukraine and the Netherlands. In total 22 interviews were conducted, including 11 from the business sector, 2 from the education sector, 6 from the non-profit sector and 3 from local policy-makers. In total 14 good practice cases will be presented: 8 from business, 2 from non-profits, 2 from education institutions and 2 from local policy-makers.

Each country participating in this project has a different social and economic context and, consequently, labour markets with different characteristics. We found that corporate volunteering has many benefits and motivations related to the labour market in each country. The index of this methodical book has been carefully designed to mention the positive impact and challenges corporate volunteering has had on individuals, non-profits, business and the community. Finally, this methodical book is meant to be shared with business leaders, education institutions, policy-makers and non-profit organisations in order to inspire and promote further corporate volunteering.



“We found that corporate volunteering has many benefits and motivations...”

This part of the methodical book is aimed at introducing our readers to the main definitions that are used throughout the analysis of the interviews. It includes information related to specific details depending on the context of each participating country as well as a wider approach on the concept of corporate volunteering.

Here we would like to define such concepts as “millennials” and “young worker” which are used in this book. EU legislation and national registers and statistics categorise young workers in different ways. Some define a “young worker” as being under 18 years of age (from 14), some as belonging to the 16-24 year age group, and some already up to 30 or until 35 (Hanvold et al, 2016).

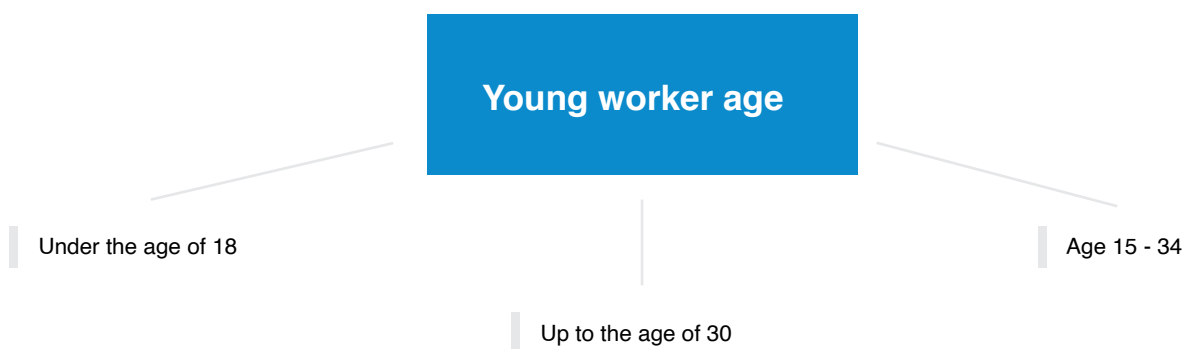


Figure 1 (Hanvold et al., 2016)

The tendencies are to broaden the defined age of the “young worker”, according to the delay in their transitions into the labour market. The term “young worker” is also used in a different manner and may describe different types of commercial (working part time, full time and some apprenticeships) and non-commercial activities (volunteering or working for family) (Hanvold et al, 2016).

In our methodical tool we define “young person” and “young worker” as someone in the 18-30 year-old age group and only commercial activities are described as work in this case. Meanwhile, the definition of “millennials” is the generation born between 1980 and 1995¹ or 1981 and 1997² according to different sources. *In this methodical book, a special focus is given to younger millennials, aged 18-24.*

Also in this methodical book we define corporate volunteering as employer-organised opportunities for employees to support a charitable cause or otherwise make a positive impact with their contribution of time³. Our methodical book focuses on corporate volunteering as part of a CSR strategy, which is understood as a *“commitment to improvement of the community’s well-being through discretionary business practices and contributions of corporate resources”*.⁴



“Our methodical book focuses on corporate volunteering as part of a CSR strategy...”

¹ Kurian S., *Meeting millennials*, KPMG 2017. Retrieved from <https://home.kpmg/content/dam/kpmg/uk/pdf/2017/04/Meet-the-Millennials-Secured.pdf>

² Frey W. H., “The millennial generation: a demographic bridge to America’s diverse future”, 2018. Retrieved from https://www.brookings.edu/wp-content/uploads/2018/01/2018-jan_brookings-metro_millennials-a-demographic-bridge-to-americas-diverse-future.pdf

³ Boccalandro B. “Mapping Success in Employee Volunteering. The Drivers of Effectiveness for Employee Volunteering and Giving Programs and Fortune 500 Performance”, 2009, *The Boston College Center for Corporate Citizenship*. Retrieved from <https://www.shrm.org/hr-today/news/hr-news/Documents/MappingSuccessInEmployeeVolunteering.pdf>

⁴ Lonneke R. “Employee engagement in corporate social responsibility”, 2016. Retrieved from https://pdfs.semanticscholar.org/7a4e/a6e0303420ab75ec-c39bd3f9d1896aa1b67f.pdf?_ga=2.23554362.1682388482.1572537360-195728459.1572537360 , p. 1.

1.2. YOUTH AND LABOUR MARKET

1.2.1 Youth situation in Europe

We would like to present the current situation of youth in relation to the labour market. Our focus is to clarify youth and labour market issues within Europe with a special focus on the contexts of four countries: Lithuania, Spain, the Netherlands and Ukraine.

According to official statistics, nearly one-third of the EU population was under the age of 30 in 2016, 17% of the population was aged 15-29⁵ years ; and unemployment was at 6.7% in November 2018, the lowest since the beginning of the EU monthly unemployment series in January 2000 (Eurostat EU-28⁶). Below you can see the lowest and highest rates taken from the statistics:



Four Member States had youth employment rates lower than 20% (Greece 13%, Italy 16.6%, Spain 18.4% and Bulgaria 19.8%).



The top 5 performing Member States were the Netherlands at 60.8%, Denmark at 58.2%, Austria at 51%, the UK at 50.9% and Malta at 45.9%.

According to these data, the main issue on the youth and the labour market is the transition of young people from school to work. This is hindered by specific challenges:

- ✓ low employment rates
- ✓ high unemployment
- ✓ high rates of young people who are neither in employment, education or training (NEETs)

Despite these common challenges, below we present youth issues related to the labour market, according to the specific context of the four countries.

⁵ Eurostat, “Being young in Europe today - demographic trends”, 2017 December. Retrieved from https://ec.europa.eu/eurostat/statistics-explained/index.php/Being_young_in_Europe_today_-_demographic_trends

⁶ Eurostat, 4/2019 – 9 January 2019, 2018. <https://ec.europa.eu/eurostat/documents/2995521/9477410/3-09012019-AP-EN.pdf/1f232ebb-1dcc-4de2-85d1-5765fae86ea8>

1.2.2 Youth in Lithuania

The first country presented in this study is Lithuania. Almost 19 percent of the whole population are in the youth category - about 524, 100⁷. Among them, 11, 800 young people are unemployed, slightly more than 2 percent.

The problems hindering youth integration into the Lithuanian labour market include:

- Shortage of education, vocational training or work experience;
- Acquired professional knowledge that is inadequate to the needs of the labour market;
- Employers being reluctant to pay adequate salary to young people or to employ them in general;
- A shortage of measures helping to combine professional career or studies with family obligations;
- A lack of determination or job-seeking skills;
- Insufficient assistance for transitioning from education to the labour market;
- Vocational training unpopular among the youth;
- A lack of career guidance for youngsters and their parents. (Statistic department of Lithuania, 2018).

These issues are addressed by the Youth Guarantee Initiative's project "Discover Yourself" (2015-2018)⁸ put into action by the Lithuanian Labour Exchange and the Department of Youth Affairs under the Ministry of Social Security and Labour. This project is dedicated to 16-29-year-old NEETs who were provided with volunteering activities among other proposals. **Volunteering was one of the national tools chosen to combat labour issues related to youth – 2,000 youngsters participated in intense volunteering. They developed life and work skills as well as enhanced their abilities in the labour market and education.**

⁷ Statistic department of Lithuania, "Lietuvos jaunimas", 2018. Retrieved from <https://osp.stat.gov.lt/naujienos?articleId=5800524>

⁸ Youth Guarantee Initiative, "Igyvendintas projektas „Atrask save". Retrieved from <https://www.jaunimogarantijos.lt/lt/jaunimo-garantiju-projektai/igyvendintas-projektas-atrask-save/54>

1.2.3 Youth in Spain

There is a challenging situation related to the youth employment in Spain. The increase of youth unemployment was particularly worrisome after the economic recession that began in 2008, reaching the spectacular figures of 52% among young people aged 20 to 24 and 33% among those from 25 to 29 in 2013⁹. During the crisis (2008-2014), there was a significant increase in the number of young people who are inactive – neither studying nor working – but the explanation must be sought in the increase of unemployment. Inactivity after the crisis (after 2014) did not increase; on the contrary, it decreased. According to Eurostat, only 3.6% of young people between the ages 15 and 29 fall into the category of ‘people who do not want to work’. Unemployment has started a downward path, reaching rates of around 35% (among young people from 20 to 29) in 2018.

In general, 15.3% of people in Spain are youngsters between 15 and 29. Young people between 18 and 24 years old have the highest rate of early leavers from education and training in the European Union, nevertheless compared to other European states there is a high percentage of young people who hold a university degree. Around 25-27% of young university students between the ages of 16 and 34 is overqualified for the jobs they are currently working in.

In relation to their involvement in volunteering, according to the latest analysis by the Plataforma de Voluntariado de España (2018)¹⁰, just 15% of volunteers are between 18 and 24 years old. **One of the issues addressed in the mentioned survey was to collect ideas on how to improve the recruitment of volunteers. It is notable that individuals between 25 and 34 years put a special emphasis on volunteering when it relates to employment perspectives.**

⁹ Benedicto J., Informe Juventud en España 2016. Instituto de la Juventud Injuve. Retrieved from <http://www.injuve.es/sites/default/files/2017/24/publicaciones/informe-juventud-2016.pdf>

¹⁰ La acción voluntaria en 2018, Plataforma de Voluntariado de España. 2018. Retrieved from <http://plataformavoluntariado.org/wp-content/uploads/2019/02/ultima2018-accionvoluntaria.pdf>

1.2.4 Youth in the Netherlands

One of the best youth employment situations in Europe is found in the Netherlands. To start, in the Netherlands there are 4.9 million people below the age of 25. The share of young people over the last decades shows a significant decrease. In 2018, about 43% (about 2,101,600 people) were between 15 and 25 years old (Dutch Institute of Youth, 2018).

Research from CBS (CBS, 2017) indicates that the working youth population (15-26 years old) was 1.8 million; 1.6 million of them are active and 145,000 unemployed.

With a percentage of 8.9% in 2017, the Netherlands is in the top 3 for lowest youth unemployment in Europe. Furthermore, only 4.6 percent of Dutch youth between 15 and 25 is neither in employment, education or training (NEETs). More than 4 out of 10 indicate that they also do not want to or cannot work. Health problems are the most frequently mentioned reason (CBS, 2018). **The positive employment situation among youth is the reason why corporate volunteering in this country is more oriented to attracting, retaining and developing the workforce rather than to help with employment issues.**

With respect to Ukraine, in 2019, the number of young people in the country aged between 14 and 35 was 10, 000, 485, which corresponds to 25% of the total population¹¹. According to the state employment service (2017), there were 34.7% young people in the total population under the age of 35 with the status of unemployed. These numbers are similar to the rates seen in Spain.

According to the state employment service, the main reasons for youth unemployment among young people in Ukraine include:

- The specialty is incorrectly chosen;
- A lack of work experience for the first workplace;
- Inflated demands of youth for a future place of work.

As a response to these crucial issues, Ukraine has adopted a state social programme called “Youth of Ukraine” for 2016-2020, which aims to provide new opportunities for employment and involves youth in social and political life. However, many problems still remain unaddressed. For example, youth living in the cities (68%) have more opportunities for employment and education compared to young people living in villages (32%).

The situation related to youth volunteering in Ukraine is ambiguous. According to the Ministry of Youth and Sports, only 4.1% of young people have participated in volunteering activities, and according to a nationwide study conducted by UN Volunteers (2014), 26% of young people have been volunteering ever since, while among the total population it is around 23%. **Thus, even the researches and institutions show different realities related to the youth situation and volunteering in Ukraine. It may be that volunteering could be a tool helping to combat issues related to the transition from education to the labour market.**

¹¹ State Statistics Service of Ukraine, 2019. Retrieved from http://database.ukrcensus.gov.ua/PXWEB2007/ukr/publ_new1/2019/zb_rpnu2019.pdf

1.3. HOW CAN CORPORATE VOLUNTEERING MAKE AN IMPACT?

1.3.1 Volunteering at a personal level

In this section we present the impact of corporate volunteering on individual, employee, company and community levels. On an individual level, the most attention is paid to health and social capital indicators. They are the main benefits on a personal level. Besides inner changes, corporate volunteering also affects skill development. The skill development description will include key competences that may be developed and the point of view of companies that value volunteering experiences. Among other impacts, employee engagement will be presented. It is a complicated phenomenon which will be analysed and introduced in the context of corporate volunteering. And finally, the impact on the wider community will be presented. The impact on the community includes such factors as active citizenship, democracy, relations in community and a more sustainable economy.

First and foremost, corporate volunteering impacts a concrete person – the volunteer. In other words, engaging in social causes affects the personal well-being of the individual volunteer. In the literature this is called “helper’s high”. It is recognised by lower rates of depression and mortality while higher self-esteem and greater functional ability are also seen among those who volunteer compared to those who do not volunteer. Studies show volunteering also has an effect on mood, physical health and longevity¹².

Quote from “Philips” Volunteer Eindhoven “**Volunteering felt like meditation**”¹³

“It was nice because I felt like I had a direct impact on improving others’ lives as well as my own health and well-being because I spent an entire day working in the garden for the foodbank, doing physical work, like exercise, getting fresh and clean air, in nature, and being calm...
We do not get this opportunity since we are stuck in the office for extended hours under stress and even not able to go out to have lunch. I wish more employers could participate in this activity, it felt like a meditation!”

¹² Parker A. “Proofs and Research: Volunteering Benefits Individuals and Companies”. April 12, 2018. Realized Worth. Retrieved from <https://www.realizedworth.com/2018/04/12/proofs-and-research-volunteering-benefits-individuals-and-companies/>

¹³ Samen voor Eindhoven, survey “Philips Volunteer feedback”. 2018. SurveyMonkey results

1.3.1 Volunteering at a personal level

A 2017 study by United Healthcare and Volunteer Match¹⁴ shows the mental, emotional and physical benefits of volunteering. Among respondents that volunteered in the last 12 months:

75% felt **healthier**

93% felt **it improved their mood**

79% reported **lowered stress levels**

In addition to health benefits, volunteering also affects social capital (Miller, Simpson et al. 2011). During volunteering activities, volunteers have the ability to meet people and create social networks – building social capital. It may influence them in various ways: as personal support, as opportunities, as a sense of belonging, as choices or power.¹⁵

Volunteering is also linked with more diverse leisure activities. It is associated with “recovery”¹⁶ – when employees get out of the routine and participate in meaningful activities that give them satisfaction.

Despite the challenges that may arise between a volunteer and the target group or time management issues, the effect of volunteering remains positive overall.

¹⁴ VolunteerMatch & United Healthcare, “Doing good is good for you”. 2017. Study retrieved from https://newsroom.uhc.com/content/dam/newsroom/2017_VolunteerStudy_Summary_Web.pdf

¹⁵ Boeck T., Makadia N. “The Impact of Volunteering on Social Capital and Community Cohesion”, 2009. <https://www.dmu.ac.uk/documents/health-and-life-sciences-documents/centre-for-social-action/reports-and-articles/exploring-impact-youth-action-volunteering-england.pdf>

¹⁶ Mojza E.J., Lorenz C. et al. „Daily Recovery Experiences: The Role of Volunteer Work During Leisure Time“, 2010. American Psychological Association 1076-8998/10/\$12.00 DOI: 10.1037/a0017983. Retrieved from <https://pdfs.semanticscholar.org/ea4d/32d981980ba9e39eae9de8497ffae5108635.pdf>

1.3.2 Volunteering and skill development

One of the trends identified in the Employee Volunteering Programmes is the alignment of the programmes to Training and Development areas. This strategy becomes a win-win-win situation, where companies can engage and build on the capacity of employees, while employees can address their social concerns and the community benefits from the time and skills of the professionals.

Companies gather a large amount of talent and expertise that can be very valuable for those that are facing the challenge of starting their professional career. As shown in the Orange case study (section 2.6), employee volunteering programmes can also support youth by skills transference between employees and young people searching for a job. Recruiters are becoming more and more aware of this fact, as it is annually acknowledged in the Deloitte Volunteer Impact Survey (surveys carried out among more than 2,500 Human Resources managers)¹⁷. For them, volunteering can play a key role in helping to attract, retain and develop talent, as well as for the construction of future leaders. This way, 82% of the managers surveyed confirmed that they will most likely choose a candidate with volunteering experience in their CV. Some figures from the Deloitte Volunteer Impact Study (2016 and 2017) include:

- 85% of survey respondents are willing to overlook weak parts of the curriculum vitae when a candidate has included volunteer work on it.
- 80% of survey respondents agree with the fact that active volunteers can relate in leadership roles with a higher facility.
- 85% of survey respondents believe that volunteering based on competences helps workers to improve their communication skills.

Another sign of this assessment is the incorporation of social network specialties in the search for work such as LinkedIn, as a specific instrument to highlight the experiences of volunteering from people who are looking for work, as an important element that comes across at the time of selecting a person for a specific position.

¹⁷ Deloitte, "2016 Deloitte Impact Survey Building leadership skills through volunteerism", 2016. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/us-deloitte-impact-survey.pdf> and Deloitte, "Volunteerism Survey", 2017. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-2017-deloitte-volunteerism-survey.pdf>

1.3.2 Volunteering and skill development

Volunteering forces us to step out of our comfort zone, meeting other realities and challenging ourselves to tackle a social issue that we care about. Whether it is skilled-based volunteering or not, this situation facilitates the development of skills among the volunteers. This is something that has been noted for many years in the field of volunteering, up to the point of incorporating it in some national legislation within volunteer laws. Moreover, the European Parliament has promoted the development of competences through volunteering and employability in specific resolutions.¹⁸

“Volunteering forces us to step out of our comfort zone...”

¹⁸ Broek, S., Hogarth, T., Baltina, L., and Lombardi, A., “Skills Development and Employment: Apprenticeships, Internships and Volunteering”, 2017. Directorate General for Internal Policies Policy Department a: Economic and Scientific Policy. Retrieved from [http://www.europarl.europa.eu/RegData/etudes/STUD/2017/602056/IPOL_STU\(2017\)602056_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2017/602056/IPOL_STU(2017)602056_EN.pdf)

There are many skills and competences frameworks related to various volunteering spheres and non-formal learning, but the most common are described by **The 8 Key Competences for Lifelong Learning**¹⁹

1. Literacy competence
2. Multilingual competence
3. Mathematical competence and competence in science, technology and engineering
4. Digital competence
5. Personal, social and learning to learn competence
6. Citizenship competence
7. Entrepreneurship competence
8. Cultural awareness and expression competence

Competences = combination of skills, knowledge and attitudes

These competences are essential for citizens, especially for the areas they touch: employability, health, active and sustainable citizenship and social inclusion²⁰. They were adopted by the Council and proposed as an innovative approach to existing education systems. That is why each qualitative volunteering programme should focus on the key competences and their development through voluntary activities.

¹⁹ The Council of the European Union, Council recommendation of 22 May 2018 “On key competences for lifelong learning”, 2018. 2018/C 189/01. Retrieved from [https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX-32018H0604\(01\)&from=EN](https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX-32018H0604(01)&from=EN)

²⁰ European Commission Directorate-General for Education, Youth, Sport and Culture, “Key competences for lifelong learning”, 2019. DOI10.2766/569540. Retrieved from <https://publications.europa.eu/en/publication-detail/-/publication/297a33c8-a1f3-11e9-9d01-01aa75ed71a1/language-en>

1.3.3 Volunteering and corporate engagement

For many years, work was only considered a tool for earning money. Today, it is described as a “central human activity” (Hulin, 2014)²¹, mainly because people seek meaning and sense in their work. One of the factors which is connected to the higher degree of meaningfulness at work is engagement.

Engaged employees are defined by Gallup²² as those who are involved in, enthusiastic about and committed to their work and workplace. Companies around the world today value their employees’ engagement because it is considered as a key for successful business performance.

According to Gallup, the companies that have a high employee engagement level increase their benefits by 147%. Nevertheless, achieving this goal is not easy. Only 15% of workers are truly engaged. It has been proved that there are many benefits from employee engagement. This includes employee retention – the losses associated with employee turnover are extremely high; they are estimated to be 1.5 times the amount of the employee’s original salary;²³ while engaged workplaces have 24% less turnover and fewer safety incidents. They are 70% less likely to happen in companies with higher employee engagement.²⁴

Workplaces with high engagement also see 41% less absenteeism, greater profitability and productivity – engaged teams have 21% greater profitability and 17% higher productivity than disengaged teams²⁵, among others.

²¹ Aguinis H. and Glavas A. “On Corporate Social Responsibility, Sensemaking, and the Search for Meaningfulness Through Work”, 2017. Journal of Management, DOI: 10.1177/0149206317691575. Retrieved from <http://www.hermanaguinis.com/JOMCSRinpress.pdf>

²² Gallup, “State of Global Workplace Report”, 2017. Retrieved from <https://www.gallup.com/workplace/238079/state-global-workplace-2017.aspx>

²³ Bersin J., “Employee Retention Now a Big Issue: Why the Tide has Turned,” August 16, 2013. Retrieved from <https://www.linkedin.com/pulse/20130816200159-131079-employee-retention-now-a-big-issue-why-the-tide-has-turned>

²⁴ Rigoni B. and Nelson B., “Engaged Workplaces Are Safer for Employees”, 2016. Retrieved from <https://news.gallup.com/businessjournal/191831/engaged-workplaces-safer-employees.aspx>

²⁵ Gallup, “State of Global Workplace Report”, 2017. Retrieved from <https://www.gallup.com/workplace/238079/state-global-workplace-2017.aspx>

This has led companies to focus on the many variables that can strengthen employee engagement: listening to employees' expectations and acting accordingly, work and life balance initiatives, fostering a sense of belonging, creating positive working environments, reinforcing internal reputation and promoting a sense of purpose in the job. Many employees consider working in a responsible company highly valuable.

Different research, such as the one done by Benevity Labs²⁶, has also proven the positive impact of “goodness programmes” (donation and volunteering initiatives) on employees. These can help to foster employee retention and lower employee turnover (57% less), meaning they can have a similar effect in different variables already discussed, such as corporate engagement. Millennials and generation Z employees in particular *“overwhelmingly feel that business success should be measured in terms of more than financial performance (...) [and that] corporations should set out to achieve a broad balance of objectives that include: making a positive impact on society and the environment; creating innovative ideas, products and services; job creation, career development and improving people’s lives; an emphasis on inclusion and diversity in the workplace.”*²⁷

Being involved with “good causes” and non-profit organisations – whether directly or through opportunities provided by employers – helps millennials feel empowered to influence the world around them. And 30% declare they have been involved as active volunteers.²⁸

To understand the relationship between employee engagement and corporate volunteering, Volutare²⁹ has conducted research that demonstrated a causal link between corporate volunteering and employee engagement. This research, which has a significant statistical degree of confidence, has proven that employee engagement increases by 16% in employees that participate in corporate volunteering.

²⁶ Benevity Labs Report. “Goodness Engagement Study. Establishing the positive relationship between participation in corporate Goodness programs and employee retention”, 2018. Retrieved from <https://www.charitydirector.org/wp-content/uploads/2018/12/goodness-engagement-study.pdf>

²⁷ Deloitte, “Millennial Survey. Millennials’ confidence in business, loyalty to employers deteriorate”, 2018. Retrieved from <https://www2.deloitte.com/tr/en/pages/about-deloitte/articles/millennialsurvey-2018.html>

²⁸ “Almost 8,000 millennials questioned across 30 countries. Participants were born after 1982 and represent a specific group of this generation: of those who have a college or university degree; are employed full-time; and work predominantly in large, private-sector organizations”. Deloitte, “The 2017 Deloitte Millennial Survey. Apprehensive millennials: seeking stability and opportunities in an uncertain world”, 2017. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-deloitte-millennial-survey-2017-executive-summary.pdf>

²⁹ International network that promotes Corporate Volunteering in Spain and Latin America. A space where organizations, companies and people can meet and collaborate.

1.3.3 Volunteering and corporate engagement

The study was conducted using a group of volunteers that participated, on average, in 18 hours of volunteering activities in a three-month period, compared to a control group. The effect of corporate engagement was not only noted at the end of the volunteering activities, but it increased 12 weeks after that, when the survey was conducted again, increasing to 20%. These results were achieved regardless of age, gender, seniority in the company or professional category of the employee. This wasn't the only variable that increased; a sense of purpose in the job (the belief that the job makes a positive difference in the world) increased 24% after volunteering and 33% 12 weeks later; there was a 19% increase in the sense of personal development and it reached 24% in the follow-up survey; and employee satisfaction increased 13% and stayed stable 12 weeks later.

“...(the belief that the job makes a positive difference in the world) increased 24%”

1.3.4 Volunteering and the community

Today, companies make an impact on communities and respect the needs and issues of their environment in order to develop engaged employees, by showing respect and care to society (Leventhal, Kach & Purnader, 2016). Allen (2012) states that businesses and companies become more aware and conscious about issues in society and their own role in having an impact on them.

Corporate Social Responsibility (CSR) programmes are one of the main areas to show this mutual connection between business and society. Those programmes are developed and oriented to deliver economic and/or social benefits. The benefits are recognised as impacting local organisations, community and the country. Meanwhile, the programmes are non-revenue generating for the company. Corporate volunteering also has an impact on providing opportunities for stakeholder engagement and for partnership development (Allen, 2012).

As mentioned in section 1 of this methodical book, within CSR strategies many companies have strategic corporate volunteering programmes. We have already mentioned some of the positive impacts these programmes have within companies (skill development and engagement) and for the volunteers as workers. But these programmes are also valued by employees because of their interest in community service and values such as altruism. As individuals, the volunteers experience satisfaction, which is related to the organisation's efforts to invest in society and the community (Jones, 2010).

Below we present a list of benefits that are recognised to be powerful on a community level (B. Enjolras, L.M. Salamon, 2018; H. Wu, 2011; M. Harkin, 2008):

1.3.4 Volunteering and the community



Citizenship and democracy

Volunteering promotes civic engagement. Involvement in voluntary activities is proof of participatory democracy and there is a strong link between volunteering and active citizenship³⁰ as well as connections between different sectors: government, private sector, employees, and social groups. The benefits recognised for citizenship and democracy include:

- More politically active
- Expression of participatory democracy
- Local actors empowered through voluntary action
- Relationship between the citizen and the state more balanced
- Confidence in local government to solve various community issues



Stronger communities

Volunteering increases a sense of togetherness and the willingness to cooperate in solving issues. It includes: community partnership, networking, advocacy, funding, support and an invitation to participate in events. These actions lead to a deeper understanding about the issues and possible solutions. The benefits recognised in volunteering include:

- Trust among citizens
- Links and social networks in communities
- Sense of solidarity
- Ability to lead community-based movements
- Connection to the community by attachment, awareness, and commitment
- Better self-assessed understanding of social problems in own community
- Understanding the importance of participation in neighbourhood
- Safer community and reduced crime

³⁰ Harkin M. "On the role of volunteering in contributing to economic and social cohesion", 10 March 2008. European Parliament, Committee on Regional Development. Retrieved from <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+REPORT+A6-2008-0070+0+DOC+XML+V0//EN>



Economy and services

Volunteering activities have an impact on the economy and development of services as well as generating new ones. This form of participation allows for a more flexible reaction to current issues. The economic benefits recognised in volunteering include:

Provides services that are needed but not provided by the private or public sector
Organises access to services that people need
Volunteer organisations are experts on local needs and demands
Encourages more work in the public sector
Businesses create positive social change through the practice of corporate social responsibility

This shows that the impact of corporate volunteering begins with the individual level then has a wider impact beyond – in the workplace and the community. It touches physical and mental health, connections and networks, behaviour and even the economy. All these benefits show the enormous importance and exclusivity of volunteering as a phenomenon which affects not only the person in need but the *helper* as well.

“... volunteering as a phenomenon which affects not only the person in need but the helper as well.”

2.1. Millennials in corporate volunteering: challenges and potential

This research was conducted in 4 countries, as mentioned in the Introduction to this methodical book. The qualitative approach was chosen in order to collect information from practitioners and to understand, describe and interpret their experiences and perceptions on various aspects relating to corporate volunteering. The interviewees were people directly related to corporate volunteering or youth volunteering. 22 semi-structured interviews were carried out in the 4 countries. A thematic analysis method was chosen to interpret and observe the data collected³¹. Steps to analyse the data undertaken include: familiarisation with the data, coding, collating codes to the potential themes (conceptualising), refining the specifics of each theme (generalising) and analysing each theme³². Below we present each theme that we discovered during the analysis.

While Europe faces the issue of ageing and a gap in the labour market, all sectors make efforts to combat this by using volunteering as a tool to re-connect, connect and strengthen youth performance. In our research, youth and millennials were described in two ways – as a target group in corporate volunteering and as corporate volunteers. In section 2.2 we present the goals of corporate volunteering to youth as a target group, and here we discuss them as corporate volunteers.

From the research we see a tendency in all sectors to focus on youth involvement in volunteering, and this results in high numbers of youth among corporate volunteers. The respondents agree that millennials tend to volunteer more among employees. This is linked to the concept of non-formal education – learning by doing and open space for experiments. This form of participation is seen as attractive and simple and fits the needs of youth. Respondents described the needs of millennials they face and seek to address: young people want their abilities and limitations to be noticed and acknowledged, taking into consideration identity and relationships issues. Volunteering provides a safe space to explore and observe one's role and reflect on one's relationship with others.


³¹ Braun V. and Clarke V. „Using thematic analysis in psychology“, 2006. Retrieved from http://eprints.uwe.ac.uk/11735/2/thematic_analysis_revised_-_final.pdf

³² Joffe H. and Yardley L. „Content and thematic analysis. Research methods for clinical and health psychology“, pp. 56-68, 2004. Retrieved from https://www.researchgate.net/publication/313157845_Content_and_thematic_analysis

According to our respondents, young volunteers tend to have more enthusiasm and be more comfortable with the concept of unpaid work, rather than older colleagues, who are recognised as having a greater sense of responsibility: *“It’s possible that there are certain skills that are developed with a longer career such as active listening to others, constructive criticism and this is why older people feel more confident in engaging in this activity; they feel they have more experience to share with younger people and it’s possible that younger corporate volunteers feel more like peers to the participants”* (Maria, company, Spain).

The opinion among respondents varies regarding the type of volunteering, which is more suitable for millennials – many of them indicated short-term and hands-on activities, while others mentioned skills-based volunteering with a focus on concrete social change. Despite the age difference, corporate volunteers are seen as equally developing their personal and social skills.

There are several challenges that are identified by various sectors’ perspective on youth participation in volunteering. One of the most often named is commitment – volunteering requires commitment, which is not easy for a young person in the age of fast-paced lifestyles. It also affects developing and maintaining relationships. Respondents mention that youth focus on fast and tangible results, while longer and challenging processes are less common for them: *“It educates a young person that you cannot quickly achieve something – you have to move forward in small steps”* (Eglė, local policy maker, Lithuania).



“... volunteering requires commitment, which is not easy for a young person”

2.1. Millennials in corporate volunteering: challenges and potential

Another aspect mentioned is a lack of understanding of the phenomenon of volunteering, so there is confusion in the roles of volunteer and worker of the host organisation. Young people prefer to have the rights and functions of a worker in corporate volunteering, but a lower level of responsibility and participation. This creates a gap between expectations and reality, where responsibility comes with commitment equally. According to our respondents, youth tend to have stereotypes and prejudices about volunteering and its abilities that affect their involvement. Millennials are seen as too busy to volunteer, according to our respondents; they dedicate their time to studies, work, friends and family.

What we see from the research is that special attention to youth awareness about volunteering is needed: “*They don’t have a reference point to know how their experience can impact the participants*” (Ariana, non-profit, Spain). There is a particular need to disseminate clear and informative messaging about volunteering: different volunteering areas, the ability to volunteer with colleagues, friends or family. Another phenomenon of volunteering is the need to find its place in our society and become a part of the culture, as important as other activities are in our lives.

Respondents also pointed out what motivates millennials to volunteer. First, volunteers are happy when they know that they address a need and serve their community. Second, there is greater involvement of youth when volunteering is connected to learning goals, since youth are focused on lifelong learning. They would also prefer to have more flexible activities and a timesheet. This shows us the key aspects that are important for youth and that should be taken into consideration while developing volunteering programmes.

We would like to present the good practices of corporate volunteering programmes dedicated to youth development. These cases describe the field of work of organisations, the goals of corporate volunteering, their activities and the benefits.

EINDHOVEN DOET, THE NETHERLANDS



Eindhoven Doet (= Eindhoven does) is a movement for every individual, citizen, tourist or temporary inhabitant, who would like to volunteer in the city of Eindhoven. The organisation inspires people to participate and facilitates contact between volunteers, NGOs and initiatives. Together, they work in a city where it is nice to live and where everyone can participate.

Eindhoven Doet offers organisation of inspiring events to find new talents, a talent scan at the vacancy volunteer bank, personal coaching for people who have trouble finding suitable volunteering activities, different forms of expertise such as promoting, informing and advising volunteering organisations and resident initiatives to bind volunteers.

Project highlights

Eindhoven Doet has different activities where they try to motivate youth to volunteer. They do a project together with FHICT (Fontys University ICT). The ICT students are given the task of taking projects at host organisations and can commit themselves to a volunteering organisation in a way that lowers the threshold of participation.

Outcomes

Volunteers: learning goals and earning credits.

Participants: volunteer organisations get assistance with their ICT needs.

Link to the website

www.eindhovendoet.nl

EPAM is a global IT solutions provider. Through its 'Engineering DNA' and innovative approach, consulting, and design capabilities, EPAM works in collaboration with its customers to deliver digital solutions that turn complex business challenges into real business opportunities. EPAM is a recognised market leader among independent research agencies and was ranked #12 in FORBES 25 Fastest Growing Public Tech Companies.

Project highlights

eKids is the global social initiative for teaching youth the basics of programming. In Ukraine it covers 5 cities where the IT company's offices are located. Corporate trainers/volunteers provide basic knowledge of programming and other related systems by gaming format. The youth create animated movies, games and information projects about one of the Sustainable Development Goals using programming languages.

Outcomes

Volunteers: strengthening loyalty, team interaction, strong partnership with NGO

Participants: networking and new skills, educational impact, awareness about environmental challenges

Link to the website:

www.epam.com



EPAM, UKRAINE



2.2 Sustainable development goals(SDGs) in action through company strategies

Our research shows that companies tend to focus on Sustainable development goals ³³ by matching their activities to concrete issues. Long-term volunteering is especially linked to concrete change, related to a vulnerable target group. Companies target local communities and society, and have a local, regional and global agenda. The main issues that are addressed include: tech education, inclusion and its link to the labour market, career guidance, development of the future work force, and the development of 21st century skills like creativity, a systematic approach and teamwork. Our interviewees state that while having high expectations and goals for corporate volunteering, the companies should also take into consideration conditions and budget. Our respondents named transportation and equipment and, for some long-term projects, specific tools that are needed for successful implementation. Human resources are the most common answer among resources needed for corporate volunteering, but their role will be described in part 2.4.

From the interviews, we see that the transformation of a business's role in the social field – from financial support to active participation in social issues: *“We are all involved in social problems and therefore also in the solutions, making feasible projects and initiatives that involve and invite the participation of everyone is the challenge and for that volunteering is a unique bet”* (Maria, company, Spain). It shows great interest and that real actions can cause change in societies. Also there is external pressure to take responsibility for environment and social issues: *“more and more consumers, our partners, clients and employees demand and value that companies are socially and environmentally responsible, because, in the end, we're all citizens”* (Cristina, company, Spain).

Companies tend to relate their corporate volunteering activities to their business strategy and main field of activity – products, services, or topics. *“Maintain the direction of the volunteering activities”* (Birutė, company, Lithuania) – these words from a respondent describe the necessity of aligning corporate volunteering with the business strategy. The goals of the programmes varied from developing specific competences among target groups and employees to a transition of technology to solutions related to issues in the labour market.

³³ United Nations webpage, “Sustainable Development Goals”, <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

The interesting fact from our research is that choosing task-related volunteering activities is linked to internalisation of the values and the inner culture of the organisation. In this case, the volunteering activities respond to and broaden sharing common values. To do so, the insights of the company, preferences and interests of the employees need to be discovered and put into action.

From our research, we see that value-driven activities are most common for the IT sector and its focus on human resources development. Integration of corporate volunteering with daily activities and tasks illustrates the modern attitude of business: sharing know-how and a “walk the talk” attitude – this sentence describes values and behaviour of the company aligned and it is recognised by the external community.

According to our research, we see that value-driven activities are also linked to the attitude to corporate volunteering as a learning space and as a specific tool to achieve the goals. *“We are convinced that volunteering is a powerful tool with high value both for companies and society”* (Maria, company, Spain). Corporate volunteering in these cases is recognised as a type of non-formal education that provides corporate volunteers with learning outcomes. Some initiatives already work on the recognition of volunteering as part of the formal education system: *“Volunteering could grant credits for formal education in areas of cross competences that are common to all volunteering activities”* (Ana, non-profit, Spain).

From our research, it seems that corporate volunteering is becoming a natural part of the organisation. It becomes the natural inner culture, which forms the attitude to servant leadership as the modern way of behaviour in business.

In the next page we would like to present the good practices of implementation of SDGs. These cases describe the working field of the coordinator of the activities, the goal and activities of the programme as well as the benefits.

The ASML company is the world leader in lithography machines in the semiconductor industry. Lithography machines are used to make computer chips. Customers are therefore major chip producers.

YOUNG ASML is an association of ASML employees with a special focus on young employees that come from different countries. They organise trips to companies, social activities and volunteering activities.

Project highlights

YOUNG ASML organises an "impact day" every quarter of the year with different activities. The volunteering policy is focused on:

1. Education/technological education (primary/secondary schools)
2. Diversity/inclusion; helping minorities in the community
3. Pro bono professional service
4. Caring for the underserved in communities (e.g. elderly, children, neighbours)

Outcomes

Volunteers: feel part of a movement, feel part of the community, encouraged

Participants: enthusiastic, encouraged

Feedback after the cooking connection programme with refugees:

Refugee: "Thank you for making us smile today"

ASML volunteer: "Thank you to them, for bringing us back to earth and showing us what resilience and humanity is really about."

Link to the website:

<https://www.asml.com/asml/show.do?ctx=495>



Project: "Increase your employability" with SAP

Project highlights

This program is a skills-based volunteer initiative aimed to help young people and long-term unemployed people to learn SAP skills and soft skills. By offering internships and technology training, we seek that they can reintegrate in the labor market in quality jobs that require valuable SAP training.

The program offers also training in soft skills (communication, CV writing, job interview, job seeking skills, self-esteem, identification of limiting beliefs, SWOT analysis, etc.) and it is delivered by professional instructors, professionals from Fundacion Tomillo and SAP volunteers.

The SAP training has evolved during the years, always trying to deliver the most requested know how in the market at the time: FI-CO mainly (but also overviews on MM, SD or HCM modules), ABAP (SAP programming language) and SAP Business One.

Outcomes

Volunteers: improved communication and teaching skills, sense of pride in the company, increased employee engagement and employee satisfaction.

Participants: about 75% of the formerly unemployed people have now reintegrated in the labor market over the last years and some of them are now working within the SAP ecosystem.

Link to the website

<https://www.sap.com/corporate/en/company/sustainability-csr.html>





NXP is the world leader in secure connectivity solutions for embedded applications, driving innovation in the secure connected vehicle, end-to-end security, and privacy and smart connected solutions for markets.

NXP believes that social responsibility is important for employees, the global population and our planet, as well as vital for business success.

Project highlights

The explicit focus is on the sustainability of investments in the regional social domain, resulting in a more explicit entrance in the regional social network and the foundation of Impact040 (<http://www.impact040.com/>) supporting many regional initiatives to address the social agenda more effectively and support authorities and local foundations in their smart transition.

NXP is facilitated in the digital social marketplace to manage corporate volunteering with the Samen voor Eindhoven foundation – where smart technology meets “social enablers”, matchmaking products and services, successfully addressing the social agenda of the region. The next step is smart social cooperation by further migration of businesses and foundations providing enabling technology.

Outcomes

Volunteers: making a real impact on the region, sustainability of social investments, passionate people, activities linked to HR strategies

Participants: addressed needs, they matched with help providers

Link to the website:

www.nxp.com



2.3 Intersectoral cooperation: smart transition for added value in social agenda vs. mismatch of realities

The literature shows that the perception of companies by the third sector has evolved and there has never been as much trust as today – moving from a relationship of condemnation and scepticism to mutual awareness and working together.³⁴ According to our interviewees, cooperation is a must in corporate volunteering. Cooperation is usually developed between non-profit organisations, businesses, local authorities and/or educational institutions. It is highly valued: “*We look to several partners and we look in a focused way what they can offer us and what we can offer them*” (Myrthe, non-profit, the Netherlands). However, from the research we see that cooperation among different sectors is still very ambiguous.

On one hand, it seems that efforts and knowledge from various sectors creates a synergy, resulting in added value and better decisions for the social agenda. Our respondents point out that it is mostly effective when needs, strategies and commitments are balanced between participating groups: “*We have to work on the programme being truly strategic regarding the company itself and at the same time, really useful to society*” (Maria, company, Spain). If business invests in corporate volunteering that matches its strategy, it seems to be more successful and beneficial when compared to other cases.

³⁴ Canals J., Costa C. et al. “Handbook and business cases: Global Corporate Volunteering”, 2012. Codespa. Retrieved from <https://www.codespa.org/app/uploads/global-corporate-volunteering-casebook.pdf>

The respondents agree that when all sides – NGOs, business and local authorities – discover and recognise each other’s strengths, it leads to a beneficial relationship: *“When you set the boundaries clearly, then you can move on. Then your agreements are going on, then you have no hidden thoughts”* (Eglė, local policy maker, Lithuania). In sum, an observation of one’s own needs and abilities as well as an understanding of the needs and abilities of other social partners allows for a match to better achieve the goal. From the analysis of the interviews, we can state that it largely depends on open communication and a procedure for making agreements about roles, decisions and boundaries.

According to our study, there is a willingness to transform partnerships. This not only means having a trusting partner, but also to help build the community. Long-term partnerships tend to be related to greater results on all sides. The most important question here is how to maintain the partnership. This is linked with the efforts and time dedicated to growing partnerships, especially through planning and reflection meetings. Many of our respondents agree that planning common meetings, discussing subsequent actions, and having mutual trainings all support relations: *“Partners give us feedback because we are still saying that volunteering is about feedback”* (Eglė, local policy maker, Lithuania).

What’s more beneficial from this intersectoral cooperation is the transition to a smart world and the creation of an impact on a wider audience. Respondents mention that IT solutions and technology in general is a key driver for the most accurate response to the needs of our societies in the 21st century. Other research shows that new positions are also identified that require a suitable technical profile and NGOs have considerable know-how more often than governmental organisations.³⁵ This match of competencies and know-how is key for the partnership. According to our study, all these components: networking, matching needs and competences, long-term partnerships, and smart decisions lead to more sustainable changes and impact in the communities.

Other data from our research show that the relationship among sectors may be mutually exploitative: businesses want to “reward themselves for a job well done” and the host organisations need financial support. This usually leads to a short-term partnership with fewer benefits. Another challenge relates to the different “realities” and needs of the sectors. According to our respondent, *“Very often they are (...) in their own realities and then the two realities need to learn to meet; when it does, it has the best results”* (Eglė, local policy maker, Lithuania).

³⁵ Canals J., Costa C. et al. “Handbook and business cases: Global Corporate Volunteering”, 2012. Codespa. Retrieved from <https://www.codespa.org/app/uploads/global-corporate-volunteering-casebook.pdf>

Business is fast, concrete, and oriented towards results, while NGOs are more linked to processes, leading those that are vulnerable and flexibility: *“They ask for fast and cheap activity, without understanding how they can contribute”* (Ana, non-profit, Spain).

This mismatch of realities leads to unsuccessful cooperation. The research shows that preparation on both sides would ensure that each sector has at least a basic understanding of the other side and can express their own needs. From the research, we see that all sides still have doubts about what they can offer, and what the intentions and needs of the other are. It shows that there are miscommunications and a lack of preparation on all sides. NGOs still do not feel able to reject the proposals of businesses that are not useful for them and receive inappropriate proposals: *“We want to renovate your place”. Well, I understand it is volunteering, but when you say “well ok, but with kids”, then they say ‘no’”* (Eglė, local policy maker, Lithuania). Our respondent says that a meeting of the volunteers and the target group makes volunteering special. And business continues to treat corporate volunteering as a way of getting out of the routine. The answers from our respondents to these issues are open communication, concrete proposals and agreements. Needs and expectations can only be addressed when they are expressed and agreed.

According to our research, we can state that each partnership and its development for a common goal takes time, human and financial resources. Observation and cognition of self and each other takes time, as well as willingness and trust. Only matched abilities make it possible to achieve high results and satisfy all parts of the process. As one respondent says: *“In a good way, we can collaborate and make a lot of really good things together”* (Rasa, non-profit, Lithuania).

In the next page we present good cooperation practices among various sectors and organisations. These cases describe the role of activity coordinator, the goal of cooperation, issues that are addressed and the benefits.

DEPARTMENT OF YOUTH AFFAIRS UNDER THE MINISTRY OF SOCIAL SECURITY AND LABOUR, LITHUANIA



The department implements established national youth policy measures which motivate young people to engage in active public life and take part in addressing youth problems. The key objectives of the department include: coordinating the activities of state institutions and agencies with regard to youth policy; developing and implementing national youth policy programmes and instruments; and analysing the situation of youth, youth organisations and organisations working with youth in Lithuania.

Project highlights

This programme is dedicated for NEETs aged 15–29, implemented as a part of the YEI-financed project “Discover Yourself”. It creates conditions for young people to participate in voluntary work and to gain personal, social, professional competences and working experience, thus helping them to choose a profession, (re)integrate in the formal education system and/or labour market.



Outcomes

Young people are involved in voluntary activities which correspond to their needs, while gaining work-related skills, personal, social, professional competences, motivation and higher self-esteem, as well as developing skills for the job market.

Link to the website

<https://www.jaunimogarantijos.lt/en>

The university is a multi-disciplinary educational institution which is ranked among the top ten universities in Kyiv. With about 9,000 students trained in 20 degree programmes, the university offers an excellent combination of long-term traditions and innovative approaches to education based on European standards. The university's mission is to promote personal sustainable development and leadership, and to be of service to the community and individual.

Project highlights

“With Kyiv and For Kyiv” is a social project launched by the academic staff and student community. This social project aims to improve the level of Ukrainian and foreign languages, and computer science among residents of Kyiv. It includes consultations on different issues and special projects for kids and their parents: organising excursions, outdoor games, educational, correctional and developmental exercises to improve oral skills through theatre, musical and art schools.

Outcomes:

Development of cognitive, creative and aesthetic abilities of different age categories.

Organisation of leisure time for citizens.

Physical development.

Improvement of the socio-psychological climate for Kyiv residents.

Link to the website

www.kubg.edu.ua



BORYS GRINCHENKO KYIV UNIVERSITY, UKRAINE



The IT Ukraine Association created the Join IT Project Group to provide educational initiatives that promote the IT industry among children and teenagers.

The project is assisted by the Ministry of Education and Science, state educational institutions and international IT companies, whose experts, on a voluntary basis, introduce children to all the details of a programmer's work.

Project highlights

The Ukrainian digital industry is developing extremely fast, so there is a shortage of programmers in IT companies. Among high school graduates, there are many who have technical science skills, so their attention should be drawn to IT. Our volunteers are IT specialists from different IT companies; they participate in the project as lecturers.

Outcomes

Volunteers: impact on youth, impact on digital competencies and the sector overall

Participants: knowledge of the benefits of working in the IT industry, ties their future to the latest technologies

Link to the website:

<https://itukraine.org.ua/en/>

<https://joinit-meetings.com.ua/>



2.4 Process-oriented conceptualisation of corporate volunteering ensures high quality

Our research shows that all sectors recognise the importance of coherent processes in corporate volunteering. In the following text, we present the steps and actions that ensure quality in processes and consciousness on impact and outcomes. All these steps and phases depend on human resources, so each of them belongs to a specific responsible person. Their roles and tasks will be described below. To put it simply – clear responsibilities and processes promote full corporate volunteering potential.

The first advice from our respondents is centralisation. This means that information should be collected, described and spread equally throughout the whole company group. Working separately may waste of human and time resources, or repetition of the same processes. Common information also helps to grow the identity of the workers despite their physical location. Companies often use an intranet for centralisation to register, prepare, disseminate and monitor corporate volunteering activities, but it doesn't fully satisfy these needs. Companies miss out on sharing good practices, feedback and success stories. The intranet helps with spreading information and counting the numbers of initiatives.

2.4 Process-oriented conceptualisation of corporate volunteering ensures high quality

The second piece of advice from the interviewees is coordination and management. These were named as very important aspects in implementing corporate volunteering: *“Coordinated intervention between public administrations, social entities and private companies is fundamental to achieving greater and more sustainable impacts, but at the same time it is more complex”* (Maria, company, Spain). In this case, coordination and management describes a combination of activities, ensuring cooperation among social partners and distribution of responsibilities, as well as monitoring the process. This is illustrated by a respondent’s opinion about the coordination of volunteers: *“They need to be coordinated. And here, it seems to be a lot of work”* (Ieva, non-profit, Lithuania). Here we have the first responsibility and function – the coordinator. His first task is to focus on the idea and the need that should be addressed. Here, we also want to mention a key point – the need that comes from the target group, not from the business itself.

Hence, the task of the coordinator is to identify a proper way to identify the need. The host organisations are experts on their target groups, so trust and cooperation with them is necessary. The next step is to find the best solution to address this need – to create an idea. After this, it is necessary to agree on the roles, responsibilities and a schedule for implementation. According to our respondents, concrete agreements and clarity in cooperation allow everyone to focus on their task.

The coordinator should also have a concrete budget to be able to ensure the proper volunteering conditions and equipment. According to our respondents, professional coordination ensures the achievement of a greater and more sustainable impact. Many of them also mention the intermediary role between the host organisation and company. The coordinating organisation takes care of corporate volunteering and distribution of responsibilities between the partners.

In many countries, national and international volunteering programmes have quality standards for coordinating organisations: the selection of a CO is centralised and systematic – organisations have to apply for participation and are evaluated by experts, and only then do they receive accreditation. Besides good planning and ideas, the employees should be attracted to and involved in volunteering. The main aim is to increase the desire and motivation of employees to join in and implement the activities.

Our respondents see the need to find proper tools to promote the goals and activities in which employees would like to participate. While inviting employees to join their corporate volunteering programmes, the responsible people should take into consideration that employees want to be paid for the time they spend volunteering and be able to commit during work time. While building the programme, the workloads must be taken into consideration, because time planning is very important in corporate volunteering as well as in work.

After employees are invited, preparation must be carried out. According to our respondents, preparation is a must for all sides: the target group, host organisation and corporate volunteers. The target group needs to be informed about the volunteers, as well as the host organisation. This includes information about the number, profile and goal of those involved. This nurtures the dignity of the target group and an awareness of the host organisation.

Corporate volunteers need to be informed about the non-profit sector, target group and the concrete organisation. The volunteers should be prepared to generate a proper idea and implement it in with the host organisation. The preparation stage helps combat fears, prejudices and creates a safe environment for all sides. A lack of preparation is seen as a reason for failure: corporate volunteers may be *“traumatised”* (Eglė, local policy maker, Lithuania) by the reality they face and the target group may feel as if they are on exhibit- *“It can be very harmful if people come unprepared. Harmful to everyone”* (Eglė, local policy maker, Lithuania).

2.4 Process-oriented conceptualisation of corporate volunteering ensures high quality

After preparation, the corporate volunteers may set their individual and group goals. Here we touch upon a very important role – the mentor: a person who is responsible for the learning process and leading the volunteers through their activities. According to our respondents, the mentor helps to build the connection with the target group and solves related issues, organises reflection after the activities to let corporate volunteers to “breathe out”, recognise and identify learning outcomes and adapt benefits gained to personal/work life. The mentor also facilitates reflection with the target group and host organisation. *“If something happens, especially during the day, then it is important to talk here and now”* (Ieva, non-profit, Lithuania) and the mentor can ensure these discussions are timely.

“If something happens, especially during the day, then it is important to talk here and now”

The last step is evaluation. After the activities, there are several tools used, many of them digitalised, in order to evaluate the programme, logistics, satisfaction and learning outcomes. Some of the respondents use online self-assessment tools and provide volunteers with certificates. A recognition system of volunteering depends on the learning process and various tools for evaluation. The research shows a tendency to focus on innovative digital systems in order to create links between sectors, recognise learning outcomes and measure the impact. We can see that the evaluation stage is valued by all sectors, but despite these efforts, there is a lack of dissemination and evaluation strategies and they are sufficiently developed. *“It is often difficult to make it tangible, so anything that means giving visibility to its impact is necessary and useful”* (Maria, company, Spain).

The main challenges that our respondents named are dissemination and visibility of volunteering. All sectors are struggling with strategies that would allow them to show the impact and worth of corporate volunteering containing clear and dignified messages.

In the next page we would like to present the good practices of a centralised corporate volunteering programme. This case describes involvement of the employees, the goal of corporate volunteering and the benefits.

DLL is a vendor finance company with asset-based financing programmes that enable equipment suppliers to provide financing solutions at their points of sale. DLL supports the complete asset life cycle (e.g. tractors, hospital equipment). In 2019, DLL reached a 40% participation rate of unique employees on a global level. The target is set at the management/board level. Employees may do 2 days of volunteer work during work hours. In 2020, DLL aims to reach more than 50% participation.

Project highlights

“Think global, act local” – DLL organises on an annual basis a global activation campaign. But the global campaign is implemented on a local level and adapted to local preferences and characteristics.

DLL also organises corporate volunteering activities aligned with the industry focus of DLL Business Units, such as good deeds for the health of people, for feeding the world, for a cleaner environment, for entrepreneurship.



Outcomes

Volunteers: unity and pride among members in their efforts to make a positive change (employee engagement), relationships in local communities, team building, HR Learning & Development strategies

Participants: help aligned to needs with respect to health, the environment and entrepreneurship

Link to the website

www.dll.com

2. 5 Duration and type of volunteering: implementation, impact and measurement issues

There are various types of volunteering activities and volunteering. The duration usually describes intensity: long-term (2 months or more) and short-term (one time to two months) duration. The type of involvement describes the impact: hands-on activities, activities with a target group or skill-based volunteering, and even pro bono activities. Research by the European Commission (2014)³⁶ shows that companies tend to involve and commit more to short-term processes.

Our research also shows that short-term volunteering is still the most popular way to participate among businesses because it doesn't require long and complex preparation, just basic knowledge of a sector, the target group and the concrete organisation. This short duration of activities is especially valued by millennials.

In our research, the most common short-term volunteering involves “hands-on” (Hans, company, The Netherlands) activities – helping with a number of people to implement the activity faster (decorating walls, cleaning, etc.). Short-term activities may also be linked to a common action with the target group (events, lectures, excursions to the workplace). Through these activities, corporate volunteers benefit on several levels: personal (improved mood), interpersonal (communication, cooperation skills), and social (discovering new places, meeting new people).

³⁶ Pérez M. J., Poyatos J. Á. et al. “Employee volunteering and employee volunteering in humanitarian aid in Europe”, 2014. European commission. Retrieved from https://ec.europa.eu/echo/files/euaidvolunteers/EUAV_Study_Employee_Volunteering_Europe_FINAL_en.pdf

Our research shows that short-term volunteering is normally used as a tool for team building; it also affects social responsibility and creates a sense of meaning among colleagues. Short-term activities also have an impact on beneficiaries: improved mood and meaningful time. But in general, this type of volunteering is seen by our respondents as more beneficial to companies rather than by NGOs and their target groups. Measuring the impact of short-term activities is also very complicated and limited – it takes a lot of effort and the duration of the volunteering doesn't allow for measuring the increase of a deeper phenomenon, such as competences and skills.

Respondents see short-term volunteering as an introduction to volunteering. They also mention that, at first, they face resistance from employees, but after the activities they see a change in attitudes.

Meanwhile long-term volunteering by our respondents is recognised as requiring complex preparation on all sides. This type always relates to commitment and permanency. Here you can see fulfilment of the volunteer's role: from observer and explorer to experienced and proactive volunteer. The research shows that skill-based volunteering is usually used for long-term commitment, when businesses apply their know-how to the other sector's reality. This means that corporate volunteers have a common social goal and their own learning goals, which are linked to their personal development. *"I only believe in long-term volunteering and it seems to me that only a long-term perspective gives the opportunity to see what it gives to that concrete person"* (Eglė, local policy maker, Lithuania).

From the research we see that especially valued type of volunteering is long-term team volunteering with the target group. Teams can easier plan and implement activities, reflect and improve their own actions. Teams also help implement activities on a wider range. Teams of colleagues are more experienced in co-working and can better realise ideas, while individuals take time and effort to make a team.

According to our respondents, long-term volunteering is seen to impact all sides equally, especially through self-awareness, self-discovery, self-acceptance, self-realisation and the quality of relationships among participants. It grows and deepens with time. This is described by one respondent: *"People come and go; they have the impression of the day. But when people come (...) every week, that is somehow different, already different communication, relationship"* (Ieva, non-profit, Lithuania). Long-term corporate volunteering also has an effect on soft and specific skill development, such as public speaking, teaching, etc. on both sides (employees and the target group).

In sum, it is important to mention that nothing happens without passion and motivation, especially in long-term activities. The respondents name and repeat that passion and willingness are drivers of each activity: *“Make sure passionate people are in the driver’s seat”* (Hans, company, the Netherlands), so motivation should be taken into account as an important element in the success of the corporate volunteering programme.

Below we present the good practices of different types of volunteering. These cases describe the duration and type of activities, the goal of corporate volunteering and the benefits.

A leading omnichannel, multi-brand and direct-to-consumer electronic retailer in Central and Eastern Europe, with a vertically-integrated network reaching more than 360 million consumers across 21 countries. Well-known, trusted and enjoyable international brands like Top Shop, Dorneo, Delimano, Walkmaxx and others are present all around the world.

Project highlights

Long-term corporate volunteering projects with the aim of supporting leadership among young employees. The employees were split into two groups: one group volunteered with kids from the day care centre – they had to prepare and lead activities every two weeks. Another group of employees helped social workers implement social initiatives with mothers from at-risk families in order to develop a bean bag sewing service.

One group concentrated on communication and cooperation, time planning and cultural skill development, and the other on developing professional skills in another environment.

Outcomes

Beneficial to both sides:

Employees: organisational, acting in an uncertain environment, organisational, cooperation and communication, time planning skills developed.

Participants: positive role model, personal attention, recognition and relation, positive time

Link to the website

<https://www.topshop.lt/>





Founded in 2002, NFQ Technologies is an international digital innovation company. We implement projects for software engineering and product development, business digitalization, BI and data science, and also provide UX, UI, CRO and consulting services, for travel, omnichannel retail, transport, logistics and sharing economy businesses across the globe. NFQ Technologies have successfully built high-competence software engineering teams to work on the core of Kayak and drive technology for the world's leading vacation rental marketplace HomeToGo. The NFQ team of over 500 top-tier developers and data scientists in Lithuania, Germany, Vietnam, and Singapore is pushing the boundaries of possible beyond expectations.

Project highlights

NFQ invited its management team to volunteer in day care centres for children from at-risk families once per year for two years in a row. Depending on the age of the kids, participants spent their time with kids cleaning the environment, cooking or just playing together. The youngest kids took part in an orienteering event in the city of Vilnius, exploring new locations in their home city.

Outcomes

Volunteers: group building, cooperation and support, reflection skills

Participants: learning social skills. This initiative was aimed at providing kids with positive role models, teaching them about effective cooperation and communication as well as building trust between at-risk kids and grown-ups.

Link to the website

<https://www.nfq.lt/lt>



2.6. Corporate volunteering impacts all bodies involved: from key competences for lifelong learning to global changes

All sectors involved in this research mention and recognise the impact of corporate volunteering. Their knowledge and understanding depend on work experience in this field and the context of corporate volunteering. In this qualitative research, definition impact describes subjective cognition of the outcomes by our interviewees. They all agree that corporate volunteering impacts the target groups, employees and organisations involved. They state that the impact depends on the time dedicated to volunteering and the motivation of all sides. The respondents state that corporate volunteering impacts the target group at individual, social and professional levels. The impact depends on the project and on the involvement of the target group. A common act with corporate volunteers affects the target group through a role model. It impacts the personal and social levels of participants. It broadens their perspective and helps to assimilate values and behaviour models. Also, it gives a sense of belonging, improves “*mood*” (Olena, education, Ukraine) and empowers one to take an active role in life. Some of the respondents indicate that volunteering impacts the life and work skills of the participants and others indicate that participants develop soft and hard skills.

The interviewees agree that corporate volunteering affects one's profession and work: IT skills are the most popular development need within the target group. Other skills are linked with studies, *"first profession"* (Olga, company, Ukraine) and career guidance in general. Many volunteering programmes are focused on helping to discover new, alternative professional paths, to see a global vision of the sector and job opportunities. To sum up, the inspiration to learn is recognised as one of the most common benefits.

Volunteering affects not only the target group, but the host organisations as well. Corporate volunteers provide organisations with human, financial and time resources. Non-profits recognise that these resources help them reach a wider target group and implement their activities on a larger scale. The NGOs state that they strengthened their professional status, but that it took too much time out of their daily work. They spent most time on coordinating processes that are unpaid. They also found it difficult to ensure permanent volunteering and match both sides' needs. Despite these challenges, experiences in voluntary service implementation led to *"quality standards"* (Eglė, local policy maker, Lithuania) for the host organisations and quality work with the volunteers. Failures and gains helped to recognise strengths and challenges and set rules and clear boundaries for quality. In general, non-profit organisations developed their capacity and built networks of social partners and like-minded people. Third sector workers are pleased with compliments on the meaning and inspiration they create through their daily work. Even the status and capacity of non-profits increases, yet a wider range of partners is still seen as the main need.

Another group impacted through corporate volunteering are the corporate volunteers. Individual, social, civic and professional levels are recognised to be impacted. Each volunteer has their own goals, but the commonly given reason for volunteering is first-time volunteering and new activities, change of environment and workplace, and learning space. *"Volunteers have a positive feeling towards doing something different; their feedback is that it has opened their perception about how things look on 'the other side' and that what they did had a concrete impact on people"* (Ariana, non-profit Spain). Corporate volunteering improves the mood and climate between colleagues: *"As a team, the goal is to grow in a different environment and experience. It is a great opportunity to grow"* (Ieva, non-profit, Lithuania). Cooperating for social goals makes them feeling happy and creates team spirit. *"It makes them feel valuable and useful, develop resources that otherwise would not be developed, and allows them to become agents of social change contributing to the improvement and transformation of society"* (Maria, company, Spain). Volunteering activities ensure that volunteers go through a learning process – individually and as a team.

Corporate volunteering is based on a non-formal education system approach, so workers can experiment with their life and work skills in another environment, where their failure is accepted as being as much of an equal part of the learning process as success. They are not committed to specific functions with the host organisation, so creativity and hobbies may be more valued in this process. According to research, this affects the level of empathy, participation and cooperation skills: *“People here have a more ‘we and together’ culture”* (Myrthe, non-profit, the Netherlands). Depending on the activities and host organisations, specific skills may be developed, like intercultural awareness or literacy. At first, the learning outcomes are recognised by the volunteers: *“At an individual level, discovering that you’ve learned new things and what they are is very satisfying; it implies a personal reward”* (Ana, non-profit, Spain). Then, in many cases, it is recognised by their employers as well. We need to pay attention to the fact that employee involvement at a level that creates such an impact is time consuming. Respondents mentioned that the board’s acceptance, support and encouragement is highly valued by employees. *“The plan is conceived by and for volunteers, where each volunteer can find his or her place and can see their effort and commitment reflected”* (Maria, company, Spain).

Corporate volunteering seems to be impactful for companies as well. That impact involves a personal impact on the employee and team. It promotes the potential of employees and a transition from “I” to “We”. The employees identify themselves with the company, while a sense of empathy and cooperation among colleagues grows – it impacts the corporate culture in general. *“People are changing their mindsets and perspectives; they appreciate the opportunities we have more and for me that’s the biggest reward”* (Konstantinos, company, Lithuania). Our respondents state that corporate volunteering benefits corporations through employee engagement and pride. Respondents point out that volunteering helps create and form the future labour force and the wider target group. Corporate volunteering also provides knowledge and impacts concrete issues, and promotes the achievement of sustainable development goals and creative solutions: *“Companies in particular are offered a unique and very valuable way to contribute to society that is linked to social responsibility and that has, at the same time, very positive effects on the organisation itself”* (Maria, company, Spain). These benefits lead to consolidation of the position in the global market.

Despite a visible impact, there is still a lack of scientific approach to the benefits of corporate volunteering for employees and the target group. *“We are still measuring through the prism of the volunteer and through the prism of the client or organisation. But we do not measure through the prism of the community; we do not measure the family prism of the young person who volunteers”* (Eglė, local policy maker, Lithuania).

Usually, only quantitative data is measured – hours of volunteering, number of beneficiaries, number of employees involved, number of activities, level of satisfaction. The qualitative data that is collected in most cases come from feedback, which is usually obtained through surveys or questionnaires. Some of the respondents mentioned it is not taken seriously by the target group, because it is an inappropriate way of collecting data.

Still, an impact measurement is expensive and complicated, especially for social content. It is difficult to measure, requires a lot of investment and organisations have no capacity for such follow-up: *“Impact measurement is very expensive – measurement can’t be more expensive than the project – and for this reason we stopped measuring”* (Cristina, company, Spain).

Despite these challenges, new tools are being developed. A lot of efforts are being put into recognition and visibility of the impact of corporate volunteering – innovative and technological systems have just started working. Some of them focus on the learning outcomes of the volunteers, others on the competences of beneficiaries or responsible persons from NGOs, while others on the creation of an ecosystem between volunteers, social entities and companies.

In sum, setting a common goal, matching expectations, needs and abilities and balancing the impact on all sides benefit volunteering programmes. The development of tools will help to measure and disseminate the impact in all respects.

Below we would like to present the good practices of corporate volunteering programmes that balance the impact on all sides. These cases describe the field of work of the organisations, the goals of corporate volunteers and goals for the target group, the activities and benefits.

Spain is the second market of the Orange Group, one of the leading telecommunications operators in the world. Their Employee Volunteering Programme, called Solidarios Orange, aims to “Reduce inequality and improve the opportunities of disadvantaged groups or those at risk of exclusion, empowering our employees and their families to satisfy their solidarity concerns, thanks to the skills, means and values we cultivate in Orange.”

Project highlights

Orange has developed a project focused on generating a social impact and also in developing specific skills. The programme for senior managers has a double objective: improving the communication skills of the volunteers and also improving the employability of young people in Spain and people in jails. Volunteers were previously trained to be prepared to give workshops in two organisations working towards this issue.

Outcomes:

Volunteers: improved communication skills, feeling of giving back to the community.

Participants: improved employability

Link to the website

<http://solidarios.orange.es/que-es-solidarios/>

ADSIS is a non-profit foundation in Spain that has fought for more than 50 years to build a more just, supportive and inclusive society. They are committed to the most vulnerable people, working to help them develop their life projects.

Project highlights

One of their working areas is to support young people in vulnerable situations. They develop several projects that include corporate volunteering, where the volunteers' role is to support the training itineraries they offer to young people. Corporate volunteers attend role-play interviews with youth in a "speed-dating activity".

Outcomes

Volunteers: skills to handle an interview. Also they develop empathy, the abilities to listen and to give positive feedback.

Participants: enables young people to be interviewed briefly by many professionals working in companies, placing them one step closer to their goals. It develops self-confidence and communication skills, as well as prepares for the real interviews that they will soon have.



3 Conclusions

1. Volunteering for youth is used as a tool with different goals according to the context of each country. In some countries, volunteering is used as a tool to help youngsters to enter the labour market; in others it is a tool to improve employee retention and increase employee engagement. Corporate volunteering is also used as a tool to develop youth as a human resource for the labour market.

2. The main issues that corporate volunteering programmes seek to address include: tech education, inclusion and its link to the labour market, career guidance, and development of the future work force, development of 21st century skills such as creativity, systematic approach and teamwork. Corporate volunteering programmes are also described as a transition to the smart world and creation of impact on a wider audience. IT solutions and technology in general is a key driver for a more accurate response to the needs of our societies in the 21st century.

3. Cooperation in corporate volunteering is usually developed between non-profit organisations, businesses, local authorities and/or educational institutions. Yet, a wider range of partners is seen as a need among the various sectors. Cooperation is mostly effective when needs, strategies and commitments are balanced between participating groups. Open communication and a procedure of making agreements about the roles, decisions and boundaries ensures high-quality partnership. There is a willingness to transform partnerships: not only to have a trusted partner, but rather to create a community. Long-term partnerships tend to be related to greater results on all sides. Efforts and time dedicated to growing a partnership, especially through common meetings, discussing next actions, and having mutual trainings, support the relationship-building process.

4. There is a need to promote volunteering as a culture rather than as a non-routine activity. Mutually exploitative relationships among sectors are still noticeable: businesses want to “reward themselves for a job well done” and non-profit organisations want financial support. But the transformation of the business role in the social field is highlighted as well. A focus from financial support to active participation in the social area is obvious.

5. Clear responsibilities and processes promote the full corporate volunteering potential. The path of corporate volunteering includes centralisation, coordination and management, employee involvement and

motivation, preparation on all sides (target group and volunteers), setting goals, leading and reflection, evaluation and recognition, and dissemination. These steps ensure quality in the process and strengthen the impact of corporate volunteering on all sides.

6. A coordinator for the corporate volunteering programme is seen as one of the main figures. His first task is to focus on the idea and the need that has to be addressed. Then, to agree on the roles, responsibilities and schedule for implementation. The coordinator must have a concrete budget to be able to ensure proper volunteering conditions and equipment. There is potential in the intermediate role between the host organisation and company. The coordinating organisation takes care of corporate volunteering and distribution of responsibilities between partners. NGOs state that they are usually responsible for the whole process and it takes too much time from their daily work – most of the time spent on coordination is unpaid.

7. Another key figure in corporate volunteering is the mentor. This is a person who is responsible for the learning process on all sides and for leading the volunteers through the activities. The mentor initiates reflection and evaluation after the activities. He helps to recognise and identify the learning outcomes and encourage their application in daily and work life.

8. Corporate volunteering demands the proper conditions and budget. Human resources are mentioned first and foremost, and their contribution to the programme must be paid. Transportation and equipment were also mentioned among the resources needed and, for some long-term projects, specific tools.

9. Employees would like to be paid for their time spent volunteering and have the ability to commit during work hours. While building the programme, the workloads must be taken into consideration, because time planning is very important in corporate volunteering as well as work. Meanwhile, the board's acceptance, support and encouragement are highly valued by employees.

10. Short-term volunteering is still the most popular way to participate among businesses, because it doesn't require long and complex preparation, just basic knowledge of the sector, target group and concrete organisation. Short-term volunteering is normally used as a tool for team building; it also affects social responsibility and creates a sense of meaning among colleagues. Short-term volunteering is seen as more beneficial to companies rather than NGOs and their target groups; meanwhile it is very effective as an introduction to volunteering. Long-term volunteering so far is seen to impact all sides equally, because this type relates to commitment and permanency. Among the various types of volunteering,

especially valued is long-term team volunteering with the target group. A developed group not only impacts by its number of human resources, but mainly by creating a mutual relationship with the target group, which takes time and effort.

11. Corporate volunteering is recognised as most successful when it is aligned with the business strategy. Integration of the corporate volunteering into daily activities and tasks reflects the modern attitude of the business. Value-driven activities are linked to the attitude towards corporate volunteering as a learning space and as a specific tool to achieve certain goals. Corporate volunteering in these cases is recognised as a non-formal education method that provides corporate volunteers with learning outcomes.

12. Corporate volunteering impacts the target groups, employees and organisations involved. The scale and depth of the impact depends on the time dedicated to volunteering and the motivation of all sides. Corporate volunteering impacts the target group at individual, social and professional levels. Meanwhile corporate volunteers provide non-profit organisations with human, financial and time resources. Non-profits recognise that these resources help them reach their wider target group and implement their activities on a larger scale. Individual, social, civic and professional levels are recognised as areas of impact for corporate volunteers. Employees identify themselves with the company; a sense of empathy and cooperation among colleagues is also developed, so it impacts corporate culture, employee engagement and pride. Companies benefit by developing the future labour force and the wider target group, and knowledge and impact on concrete issues, as well as consolidation of their position on the global market.

13. Despite the mentioned benefits, there is a lack of dissemination and evaluation strategies, as well as a scientific approach on the benefits of corporate volunteering for employees and the target groups and for the impact of corporate volunteering in general. Usually, only quantitative data is measured because the impact measurement is expensive and complicated, especially for social content. Despite these challenges, a lot of efforts are being made to promote the recognition and visibility of the impact. Some of them focus on the learning outcomes of the volunteers, on the competences of beneficiaries or responsible persons from NGOs, or on the creation of an ecosystem between volunteers, social entities and companies. Special attention should be paid to young millennials: awareness of the phenomenon of volunteering, its capabilities and limitations should be presented through publicity for good examples.

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