



ZIVILGESELLSCHAFT
IN ZAHLEN **ZIVIZ**

Corporate Volunteering, Skill Building and Open Innovation – Smart Connected Thinking.

FUTURE SKILLS THROUGH VOLUNTEERING: A PRACTICAL GUIDE

Veronika Mohr | Johanna Gorke | Lydia Markowski-Beythien | Anaël Labigne

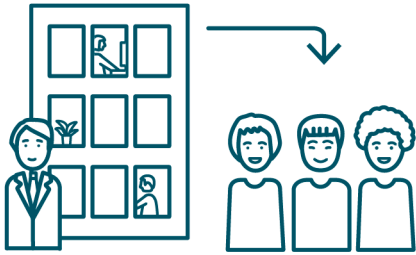


Keeping pace with digital transformation

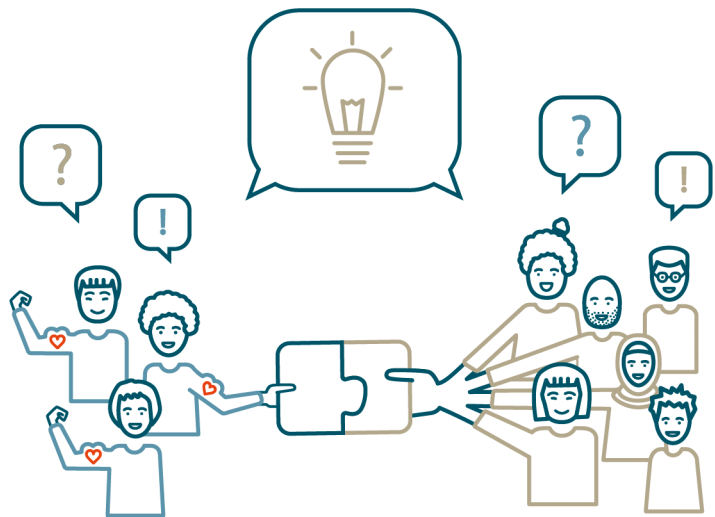
The world is changing rapidly. By 2023, **2.4 million employees** in Germany will need **future skills like empathy, creativity and agility**.* And the demand for sustainable innovative products and solutions is growing all the time. How can companies meet these challenges?



1. Companies delegate employees to take part in social or sustainable projects.



2. They work to solve social challenges in collaboration with others. They develop future skills and innovative ideas in an unaccustomed environment.



3. The returning volunteers contribute their future skills and ideas to the organisation.



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But how can this concept be implemented?
Read the following pages to find some answers...

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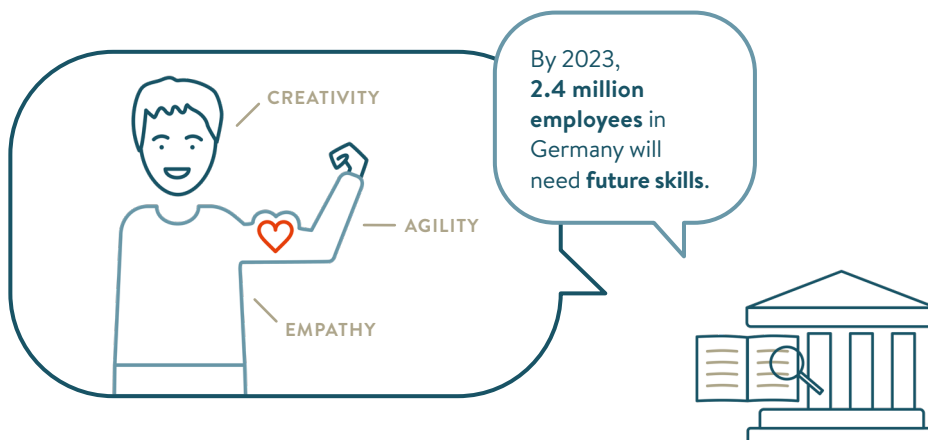


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DIGITALIZATION IS RAPIDLY CHANGING THE WORLD – HOW CAN COMPANIES KEEP PACE?

Trends such as globalisation and digitalization are accelerating and upending our world. That is nothing new. But the Covid-19 outbreak has added urgency to these developments, forcing politicians, business and society all over the world to respond to external and unpredictable factors in an incredibly short time. Organisational structures in diverse sectors changed globally in a matter of weeks. Disruptive transformation on such a scale poses a host of challenges, especially for businesses – but brings opportunities in equal measure.

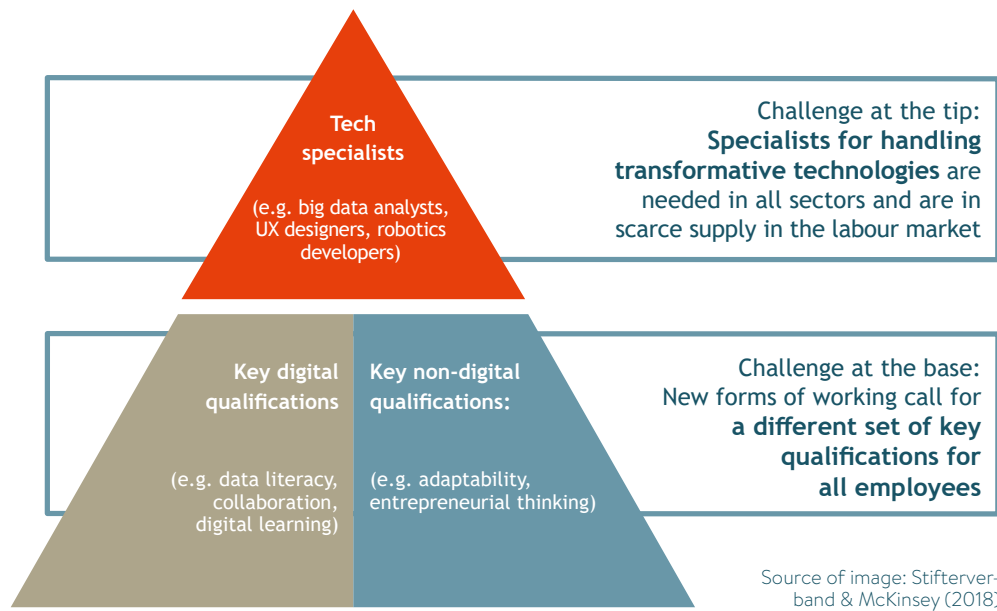
Companies wishing to remain successful in the “new normal” are coming under growing pressure to innovate. Implementation of innovation and agile working calls for a special set of abilities among employees: future skills.



What are future skills?

The Stifterverband defines future skills as skills that will become significantly more important over the next five years for work and/or participation in society – across all sectors and branches of industry.

This guide focuses on non-digital future skills like creativity, collaboration, problem-solving and empathy.



As well as addressing the increasing demand for future skills, companies will need to integrate sustainability into their innovation processes right from the outset. That is because today's consumers care more about corporate social and environmental responsibility. Companies that show leadership in providing genuinely sustainable products and solutions will be rewarded for their efforts. This is endorsed by the results of a 2018 survey by Facit Research (2018) investigating corporate sustainability images from the point of view of consumers. 69 percent of respondents said sustainability was a factor influencing their purchasing decisions. A Boston Consulting Group study came to a similar conclusion (Ringel et al., 2020). The evidence indicates that sustainability pays off for companies if they pursue a holistic approach. However, a CSR strategy with a one-sided focus on social activism or environmental standards in the supply chain can even hurt a company's bottom line. Research by the Fraunhofer Centre for Responsible Research and Innovation (CeRRI) further underlines the importance of social aspects in innovation management. For innovative ideas and products to succeed and reach their full potential, social needs and behaviours may be more important than commercial, political or technological

aspects alone (Fraunhofer CeRRI 2018). The message for businesses is that caring about social and environmental sustainability is increasingly becoming an essential component of corporate strategy. Businesses today can no longer get away with sidelining social responsibility. What is more, pivoting toward sustainability has huge business potential that many companies are not harnessing yet. Companies should use their core business and associated benefits of scale both for the good of society and to gain competitive advantage (Lead 2020).

HOW CAN COMPANIES MEET THESE CHALLENGES?

Companies currently lack the learning formats that would be needed to enable continuous, experience-based acquisition of non-digital future skills through lifelong learning. Many training programmes are based on a rigid list of choices and a one-fits-all approach.

To compound matters, many companies have not yet managed to systematically integrate social and ecological sustainability into their innovation processes and create innovative products, processes and services that address these issues.

CORPORATE VOLUNTEERING IS A SMART WAY TO TACKLE BOTH THESE CHALLENGES TOGETHER :

Corporate volunteers immerse themselves in an environment new to them during their volunteering work and find their way around in an unaccustomed interdisciplinary team setting. They move out of their own comfort zone, gain a change of perspective in new work contexts, and meet people they might not otherwise have encountered. They develop creative ideas and solve problems with limited resources. This reinforces exactly the kind of non-digital future skills companies want to encourage in their employees: problem-solving, creativity, entrepreneurial thinking, self-starting, adaptability and empathy.

As well as encouraging innovativeness, corporate volunteering also helps to promote innovative, sustainable ideas for new products or services.

Open innovation-style (see box) collaboration with non-profit organisations enables companies to open up to their environment on a structural level. This helps companies to integrate new perspectives and the knowledge of external actors - in this case, non-profit organisations and their stakeholders - systematically into their innovation processes. Corporate volunteering is the meeting-place where company employees as corporate volunteers repeatedly enter into a project-based exchange with non-profit organisations and their stakeholders. These unfamiliar social settings very effectively encourage divergent thinking and creativity, that is, the generation of new ideas based on what corporate volunteers experience during collaboration with the non-profit organisations (see Bezmen, et al., 2015).

To unleash the potential of corporate volunteering as a means of learning non-

” Future skills are like a muscle you have to train. And we need programmes to facilitate that. “

Marte Kessler, head of the innOsci Forum for Open Innovation Culture

What is open innovation?

In an increasingly complex world, a company's internal knowledge often no longer suffices to meet today's societal challenges.

Open innovation offers an answer to this problem. The concept is a new way of thinking about innovation processes. It describes a structural opening of corporate innovation activities, with various levels of inclusion up to and including collaboration with external partners. The latter may be universities, other companies or even civil society organisations. Collaboration with them can give companies new perspectives and insights for their innovation processes. New products emerge that are commercially successful and solve societal challenges at the same time.

Information-sharing with external partners needs interdisciplinary meeting spaces, however. Corporate volunteering can be one such space.



#CHECK OUT THIS AUDIO FILE:

Think & Do Podcast on Future Skills and Open Innovation

www.thinkanddo.podigee.io/13-open-innovation-und-future-skills

Also available on Spotify and iTunes

digital future skills and developing sustainable innovations, companies need to lay the right foundations. This guide tells you what those foundations are and how to implement them in your organisation.



GOOD TO KNOW: DIGITAL VOLUNTEERING DURING COVID-19

Many companies have creatively shown over the past months that corporate volunteering can also be digital. Formats have included digital hackathons, online coaching and remote pro-bono work by the employees of non-profit organisations.



MATERIALS FOR DOWNLOAD

Want to tell your community about future skills through volunteering? Download free explanatory slides and videos here.

www.ziviz.de/future-skills-durch-engagement/slides-videos

FUTURE SKILLS THROUGH CORPORATE VOLUNTEERING?



COMPANIES NEED TO LAY THE RIGHT FOUNDATIONS

How exactly can companies use corporate volunteering programmes as a learning space and ideation catalyst? Our research reveals that there are *four key criteria*.

1. Employees who choose to be corporate volunteers should perform project preparation and post-project reflection themselves. This ensures and verifies the learning outcome. If employees are aware prior to volunteering that they can learn something from it, they will actively perceive what they learn during their volunteering work. Reflection on their learning experience after volunteering in turn helps them to transfer new skills and expertise to their job.
2. Corporate volunteering – and successful learning – needs space and resources. The same applies when it comes to developing innovative ideas. Space and resources in this context means having the time to spare. It also means an organisational culture that enables and values learning, experimentation, and development - and gives permission to fail.
3. Corporate volunteering needs to break out of silos if it is to encourage employee learning and unleash corporate innovation potential. That is why innovation management, human resources and CSR management should work together strategically, agree on joint goals and a portfolio, and embed suitable projects and processes in the company.
4. The company's culture also needs to actively allow social responsibility so that it is an attractive proposition for employees.

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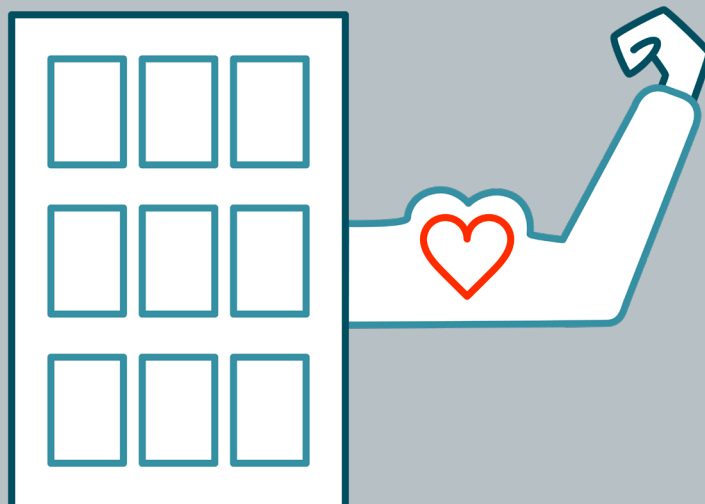
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DATA AND EVIDENCE:

This practical guide is based on the insights emerging from our “Future Skills Through Corporate Volunteering” project obtained in more than 20 interviews with expert practitioners from six big-brand companies. A specific corporate volunteering programme was evaluated for each company.



All the experts had decision-making roles in CSR, HR and innovation management or participated in their own organisation's corporate volunteering programme.

1. Preparing beforehand and reflecting afterwards

2. Provide the necessary resources and space

3. Strategic collaboration

4. Supportive corporate culture

PRACTICAL EXAMPLES

The recommendations provided in the following come with frequent practical examples to illustrate what we mean. We use the corporate typology presented below which emerged in the course of evaluating our data.

The practical examples we present in this guide are from big-brand organisations operating in Germany and internationally, and include corporate volunteering projects in Germany and other countries. The project location was not a criterion for the purposes of our evaluation.

| CRITERIA | THE SKILLPRENEURS | THE MOTIVATED | THE INSPIRED |
|--|--|---|---|
| Corporate volunteering: preparation and reflection | Preparation and follow-up of the learning process are a core component of the programme. | Relevant approaches are in place. | It is accepted as an exciting idea. |
| Space and resources for corporate volunteering | Clear processes and structures are in place which enable employees to engage in the corporate volunteering programme. | Space and resources for corporate volunteering are available but employees need to show a lot of initiative to be able to use them. | Space and resources for corporate volunteering exist in theory. In practice, employees would find it hard to access them. |
| Strategic interdepartmental collaboration , for instance between innovation management, HR and CSR management | The corporate volunteering programme is viewed and used as a learning and innovation space over and beyond CSR management. | Inter-departmental collaboration on the corporate volunteering programme does take place from time to time but tends to be random. | There has been no interdepartmental collaboration on the corporate volunteering programme so far. |
| The corporate culture supports social responsibility. | The corporate culture appreciates and actively encourages volunteering. | The corporate culture appreciates but does not actively encourage volunteering. | Volunteering is not firmly embedded in the corporate culture. |

Criterion 1:

CORPORATE VOLUNTEERS SHOULD PREPARE THEIR VOLUNTEERING BEFOREHAND AND REFLECT ON IT AFTERWARDS. THIS ENSURES AND VERIFIES THE LEARNING OUTCOME.

You may know of corporate volunteering programmes that you might think would offer employees a learning experience. For instance, employees volunteer regularly in a children's or youth welfare institution that has long-standing ties with the company. The volunteers help the kids with their homework and host leisure activities which they design themselves and coordinate in agreement with the institution.

As we know, volunteering work of this kind needs skills such as empathy with the children, adaptability to an unfamiliar environment, and the ability to collaborate with other volunteers and the institution. It also takes creativity to design dedicated activities for kids.

Yet corporate volunteers and other stakeholders in companies may be unaware that volunteering in this manner utilizes and trains skills that will benefit them on a professional level as well. This emerged from our poll of more than 20 experts. Other studies endorse these findings. To create awareness of the skills trained during volunteering and how those skills can be deployed at work, corporate volunteers should prepare their volunteering beforehand and reflect on it afterwards.

For practical implementation purposes, this means identifying in advance which skills might be trained in the volunteering project. Thus, the corporate volunteers are already aware of these learning opportunities while actually volunteering, and can actively perceive that they are learning new things. Collective post-project reflection on what has been learned is important. This helps corporate volunteers to abstract their newly acquired skills and transfer them to other contexts such as the workplace.



see Söker and Mutz, 2003;
Overwien, 2001

PRACTICAL EXAMPLES

The *skillpreneur company* sends out highly qualified employees on weeks-long missions to countries of the Global South. Together with NGOs and government organisations, these corporate volunteers use their professional expertise to help develop solutions to local challenges, for example in critical infrastructure. The company sees volunteering as a way for the corporate volunteers to acquire intercultural and leadership skills and gain insights into a potential new local market or potential new use cases for the company's products. The programme and the learning objectives are communicated to the workforce accordingly. Prospective volunteers undergo weeks of preparation for their mission and provide systematic feedback, for example in a project report.



THE SKILLPRENEURS

Employees of the *motivated company* who engage in the corporate volunteering programme work in teams on site in countries of the Global South to tackle actual local challenges. The volunteers work with local NGOs and institutions who are familiar with the local circumstances and the needs of the users. The corporate volunteers move out of their comfort zone and are forced to cope in an unaccustomed environment. This encourages creativity, thinking outside the box, and collaboration. The programme is firmly embedded in corporate employee development policy and as such is also perceived by the workforce as a learning space. However, structured preparation and follow-up have not been implemented to date.



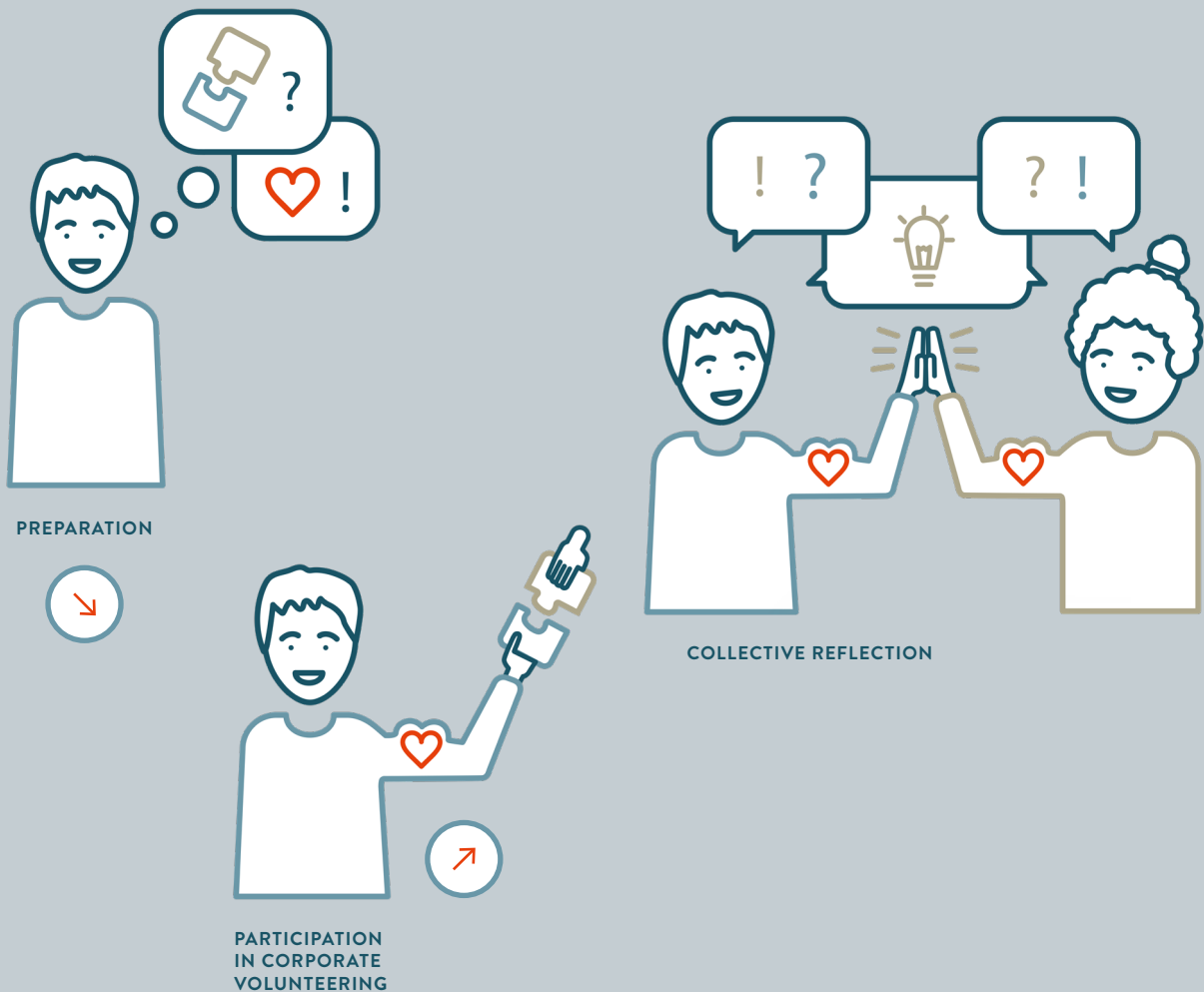
THE MOTIVATED

The *inspired company* has a corporate volunteering programme in which employees are free to participate during working hours. Their volunteering work is focused on helping young people to access the labour market. The company provides the materials the volunteers need for this purpose. Preparation and follow-up are not an integral part of the volunteering but a matter of individual and subjective judgement. A specific set of learning objectives for corporate volunteers has not been developed.



THE INSPIRED

1. CORPORATE VOLUNTEERS SHOULD PREPARE THEIR VOLUNTEERING BEFOREHAND AND REFLECT ON IT AFTERWARDS. THIS ENSURES AND VERIFIES THE LEARNING OUTCOME.



Söker and Mutz (2003): Volunteers often do not realise that they are learning or what they are learning. Volunteers should therefore reflect actively on their learning while volunteering so that they can transfer what they have learned to their workplace

Criterion 2:

CORPORATE VOLUNTEERING AND SUCCESSFUL LEARNING TAKES RESOURCES. ESPECIALLY TIME.

If corporate volunteering is to be developed in your organisation as part of your employee learning programme and as an ideation space, the necessary resources – especially time – are a basic prerequisite.

Resources (including time) for personal development and further training are a crucial factor for participation in corporate volunteering programmes. Employees given such resources for further development can use them to engage with new contexts, improve their skills and generate new ideas. This includes actual working hours. Quite often employees have the option in theory to engage with their employer's corporate volunteering programme but the reality of their work and the expectations of their managers effectively prevent them from volunteering. This is the case in particular when managers would find it hard to budget the time required for employee volunteering. In addition to working hours available for corporate volunteering, the company's employee development culture is important. Employees who have volunteered should be given the opportunity to try out and implement their newly acquired expertise and insights in their job, thereby enriching the company with their new skills.

It is therefore imperative for CSR managers to communicate the objectives of corporate volunteering, identify potential conflicts of interest, and make corporate volunteering plannable for managers.

- ✓ Apart from the social case behind corporate volunteering, are the other benefits corporate volunteering provides - future skills and innovative ideas, for instance - also pointed out? Do managers understand what is in it for them and the organisation when employees engage in corporate volunteering?

” How can you get people to want to do something rather than feel that they have to? “

**Verena Pausder, founder & CEO,
Digitale Bildung für alle e.V.**

- ✓ What could stop people who want to be corporate volunteers from investing the time involved? What conflicts of interest do employees experience, for instance in terms of workload, objectives and the priorities set by management? Once potential conflicts of interest have been identified, the next step is to design programme features and processes to resolve those conflicting interests.
- ✓ How can a corporate volunteering programme be designed in a way that allows managers to reliably plan ahead for corporate volunteering and the absence of their team members?
- ✓ Which aspects of corporate culture might prevent employees from making productive use of the skills and knowledge acquired through corporate volunteering in their actual job? How can you support managers in freeing up the necessary resources?



Explanatory slides and videos on the subject which you can share on social media:
www.ziviz.de/future-skills-durch-engagement/slides-videos

More on the topic in our podcasts:
www.thinkanddo.podigee.io/10-future-skills-durch-engagement

www.thinkanddo.podigee.io/13-open-innovation-und-future-skills
Also available on Spotify and iTunes.

PRACTICAL EXAMPLES

One *skillpreneur company* identified a key conflict of interest: on the one hand, the intention is to send out their best employees on weeks-long corporate volunteering programmes. On the other hand, these are precisely the employees that managers are very reluctant to do without. That is why employees interested in participating apply to a central agency in the organisation. The selection process is strict. Being chosen as a corporate volunteer is considered a badge of honour.

Another skillpreneur company embeds social volunteering as a compulsory element in its trainee programmes. Trainees can volunteer to coach schoolchildren, for example. This teaches method skills and reinforces empathy and collaboration skills that will be useful in their later careers.

The *motivated company* integrates its corporate volunteering programme into its employee development portfolio, which means employees can use their corporate volunteering as part of professional development. The time employees can set aside for further training tends to be very limited, however. Nor do managers always see the benefits. As a result, employees keen to engage in the corporate volunteering programme need a lot of initiative to get the necessary resources.

The *inspired company* gives employees the option to do corporate volunteering during working hours. However, corporate volunteering runs counter to the work objectives the company sets for employees, which focus heavily on their direct contribution to the company's financial performance. So although employees might in theory be able to volunteer during working hours, they do so less often than they might want to. As a result, the potential advantages of corporate volunteering as a means of building future skills and innovation go unrealized.



THE SKILLPRENEURS



THE MOTIVATED



THE INSPIRED

2. CORPORATE VOLUNTEERING AND SUCCESSFUL LEARNING NEEDS SPACE AND RESOURCES. ESPECIALLY TIME.



Resources are one of the most important criteria enabling employees to avail of the option to learn through corporate volunteering. This has emerged from more than twenty expert interviews conducted by ZiviZ im Stifterverband in the course of the Future Skills Through Corporate Volunteering project.

Criterion 3:

WORKING TOGETHER STRATEGICALLY ACROSS DEPARTMENTS AND EMBEDDING A JOINT PROCESS.

Corporate volunteering, skill building and open innovation based on connected thinking: sounds interdisciplinary, and it is. Conventionally, these three areas are managed by different corporate departments. If corporate volunteering is to be established on a sustainable basis as a way to learn future skills and inspire ideas, strategic interdepartmental collaboration is therefore essential.

What, specifically, does this kind of interdepartmental collaboration achieve?

✓ Which department is relevant for your project?

First clarify which departments in your organisation are relevant for the respective corporate volunteering programme and its establishment as a place of learning and innovation. This would often be HR and/or innovation management.

✓ Defining interdepartmental goals

Shared targets help to design and align a corporate volunteering programme strategically so that it contributes to meeting the targets of the various departments involved, while at the same time giving the parties ownership of the shared programme.

✓ Developing joint processes

Shared targets must be accompanied by appropriate processes in order to generate actual synergies between the different departments. Such processes include preparation before and follow-up after the corporate volunteering programme. In the preparation process, participants should be informed about the learning and innovation goals of the programme so that they can reflect on their corporate volunteering along those lines and direct their learning and ideation in a meaningful way. Follow-up is mainly about verification of outcomes: How are the ideas or market insights gained through corporate volunteering passed on to the relevant company department (innovation management, for example)? How do we measure the future skills learned by corporate volunteers during their volunteering work? How is it ensured that the volunteers can put these new skills to use in their job?

- ✓ Making sustained use of the skills, knowledge and ideas developed during corporate volunteering

If the goals and processes of the various departments interconnect in a useful way, corporate volunteering can become a valuable learning space for future skills and a catalyst for innovation. Regular evaluation of joint goals and processes and updating them as needed is a good way to ensure that future skills and innovative ideas emerging from corporate volunteering can make a lasting contribution to company performance.

Define strategic goals together with the “Future Skills Through Corporate Volunteering” workshop kit

You can use the “COLLABORATE FOR IMPACT” workshop kit to systematically combine your company’s corporate social responsibility efforts with the goals of other divisions like HR and innovation.

“COLLABORATE FOR IMPACT” is a workshop kit designed to enable analogue or digital workshop performance in your organisation. The workshop consists of five work sessions that can be implemented in a single day. A preparation card set helps you as initiator to prepare the workshop. An implementation card set guides you through each workshop session. A prerequisite is that there are at least three to four people from each division, i.e. from the corporate social responsibility side (CSR, CC, sustainable development) and another two divisions (e.g. HR and innovation management).



Download the workshop kit free of charge here:
www.ziviz.de/future-skills-durch-engagement/workshopkit

PRACTICAL EXAMPLES

Corporate volunteers in the *skillpreneur company* are prepared systematically for their approximately four-week stint in charitable projects. During their corporate volunteering period, they use their expertise to solve local problems on the ground together with NGOs and government organisations. The corporate volunteers document their experience and insights in detail after their trip. This enables others in the company to benefit from newly acquired insights and fresh experience. The documentation is shared in particular with employees who work in geographical proximity to the corporate volunteering location or deal with similar topics to those involved in the corporate volunteering project. The volunteers' reports of their experiences provide their colleagues with useful insights as a basis for exploring new markets or new use cases for existing products. Ideally, this will generate synergies, in turn leading to the development of new products or new product applications or providing access to new markets.



THE SKILLPRENEURS

Motivated company employees with a promising idea can develop and implement it with a team of volunteers from various departments. However, this process is less systematically embedded than in the skillpreneur company and depends more on the employees' own initiative. For example, one employee's participation in a corporate volunteering project sparked an idea for a product. The employee is involved in the manufacture and sourcing of a raw material used in the company's products. To improve the economic situation of workers involved in the production of the raw material, the employee developed an idea to launch a product whose raw material comes from socially responsible sourcing. In addition, for each product sold, one euro is donated to projects in the countries of origin of the raw material. The product is now part of the Motivated company's regular product range as a limited edition.



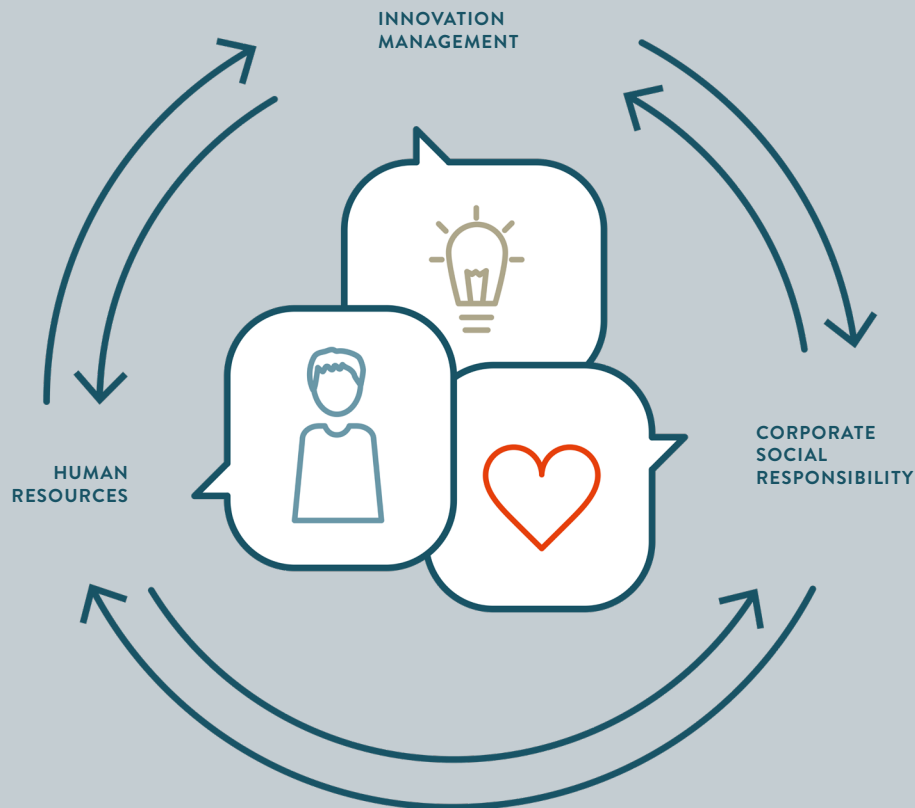
THE MOTIVATED

The *inspired company* favours a corporate volunteering programme that has a lot of overlap with the company's core business. It would provide a useful way to train the future skills of the corporate volunteers on how best to interact with the company's target group. The company might also be able to systematically capture the insights into the target group acquired from corporate volunteering and integrate those insights into innovation processes. However, this has been fairly random so far.



THE INSPIRED

3. INNOVATION MANAGEMENT, HR AND CSR SHOULD WORK TOGETHER STRATEGICALLY AND EMBED A JOINT PROCESS.



By systematically combining corporate volunteering with other learning and innovation processes, companies will benefit most from the future skills and ideas acquired by employees through corporate volunteering. This has emerged from expert interviews conducted by ZiviZ im Stifterverband in the course of the Future Skills Through Corporate Volunteering project.

Criterion 4:

THE COMPANY CULTURE SHOULD ENABLE CORPORATE VOLUNTEERING AND VALUE SOCIAL RESPONSIBILITY.

Socially responsible employees are a valuable resource for any company. They bring in innovative ideas, use their creativity to the good of the company, improve products and processes and in that way contribute significantly to company performance. Engagement outside the company, for example as corporate volunteers, gives employees the chance to combine their in-house work for their employer with societal issues. As well as helping employees to develop personal future skills like agility, empathy and creativity, corporate volunteering also sparks ideas for new business areas, solutions or applications for the company's products or services. But engagement like this needs to be allocated the necessary space and resources. Resources like time are important, as already stated. Another important aspect is the appreciation employees receive for their engagement as volunteers. Being appreciated encourages them to bring their ideas, creativity and energy into the company and society, and generate synergies between these two domains.

Appreciation for corporate volunteering can be expressed on two different levels:

- ✓ **Embedding social responsibility/corporate volunteering as a value in the corporate mission statement**
This is the weakest form of institutionalisation of corporate volunteering. Inclusion in the mission statement or purpose of the organisation pays lip service to the importance of corporate volunteering but does not translate it into action.
- ✓ **Example-setting by managers and role models who volunteer**
When managers or other role models set an example by corporate volunteering, they open up a space for workers to do likewise. This legitimises corporate volunteering as a desirable behaviour within the company culture.
- ✓ **Integrating corporate volunteering as a target metric in feedback conversations**
When corporate volunteering is integrated in feedback conversations as a desirable employee behaviour, clear expectations are set. This is a step beyond example-setting by managers and role models. Ideally, the three components would complement each other: mission statement, role model and target metric. Nonetheless, it is important to address the fact that, depending on life circumstances, volunteering - whether inside or outside the company - is not equally easy for everyone. Others already volunteer in their spare time. Target metrics need to be worded in a manner that takes these circumstances into account.

PRACTICAL EXAMPLES

Volunteering in the company and in society is firmly embedded as a value in the *skillpreneur company*. This is reflected both in the company's deeply embedded corporate volunteering projects and in employee feedback conversations. Employee volunteering inside and outside the organisation is an evaluation criterion in performance review. This tells the workforce that the organisation takes this value very seriously and that corporate volunteering is expected from company employees.



THE SKILLPRENEURS

Social volunteering is a key value in the *motivated organisation*. Top management underlines the importance of corporate volunteering and leads by example. The importance accorded to social responsibility is also reflected in various corporate events, for example when volunteering is given a platform at corporate ceremonies.



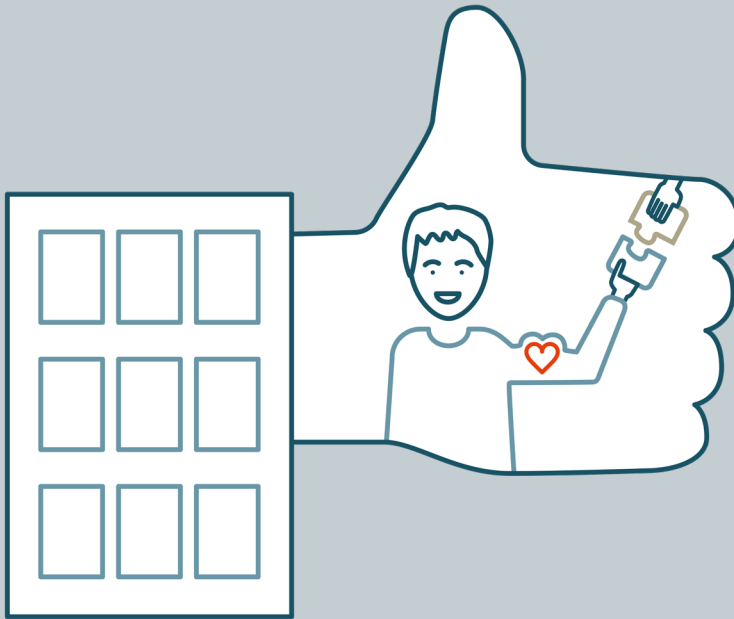
THE MOTIVATED

Corporate social responsibility and sustainability are gaining importance in the *inspired company*. However, these values are not embedded yet in the organisation's culture. The company has focused more on meeting growth targets and driving efficiency so far, without attempting to harness the potential business advantages of corporate volunteering.



DIE INSPIRIERTEN

4. THE CORPORATE CULTURE SHOULD GENUINELY ENABLE CORPORATE VOLUNTEERING AND VALUE SOCIAL RESPONSIBILITY.



A corporate culture that values social engagement ensures that employees will volunteer willingly and encourages them to use their future skills and ideas in the workplace. This has emerged from expert interviews conducted by “ZiviZ im Stifterverband” in the course of the Future Skills Through Corporate Volunteering project.



A BIBLIOGRAPHY AND LINKS TO FURTHER INFORMATION AND MATERIALS ARE AVAILABLE ONLINE:

www.ziviz.de/future-skills-durch-engagement/praxisleitfaden

LEGAL INFORMATION

This publication emerged in the course of the Future Skills Through Corporate Volunteering project. The project is conducted by “ZiviZ im Stifterverband” (a civil society think tank) in cooperation with Fraunhofer CeRRI.



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STIFTERVERBAND

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Deichmann SE

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Osram GmbH

Randstad Deutschland GmbH & Co. KG

randstad stiftung

Volkswagen AG



Find out more about
the project here:

www.ziviz.de/future-skills-durch-engagement

ZIVIZ IM STIFTERVERBAND

Pariser Platz 6
10117 Berlin
T 030 322982-304
F 030 322982-569

www.ziviz.de

