



CORPORATE VOLUNTEERISM IN PAKISTAN

A Baseline Study Report

By

Triple Bottom-Line (TBL), Pakistan
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1. EXECUTIVE SUMMARY

The National Volunteer Programme (NVP) has been launched by Triple Bottom-Line with a vision to 'strive for a just and prosperous society in which the marginalized will emerge from distress through the caring support of other, more privileged and compassionate people serving as volunteers'.

The NVP is a structured programme for the growth of volunteerism in Pakistan. The report "Corporate Volunteerism in Pakistan" has been developed by TBL, based on primary and secondary research carried out in Karachi, Lahore and Islamabad. This is by no means an exhaustive study and its findings are to be taken largely as indicative of prevailing thought and practices relating to volunteerism in the corporate sector, as well as outlining companies' preferred areas of related philanthropic activities.

In Pakistan, non-governmental organizations work to cover the lag in governmental services in many different sectors. Their outreach is however hampered by the lack of funds as well as the lack of appropriate human resource availability. In such a scenario, skill based volunteering can help meet the dearth and volunteering can add value to an institution's human resource needs. Placement of these volunteers according to their skill set is also beneficial to the volunteers as they also assist the NGOs in a more efficient way.

At a global level, the focus on growing community involvement has come from the concept of growing a sense of responsibility and accountability. The interest of civil society in the corporate sector has changed the role of companies from a philanthropic one to a more involved responsible one.

Volunteerism represents active community involvement, and employee engagement in volunteering can lead to partnerships where

both the company and the NGO benefit. The NGO benefits by availing free, qualified human resources, while the company benefits by building its reputation and the development of its employees.

At an international level, many companies now emphasize on having job descriptions which include mandatory hours of volunteering. The employee is often allowed to choose their volunteer opportunity in their field of interest and submit how they have used their volunteer hours. The companies accommodate leave days for volunteering, thus facilitating their employees.

The corporate sector in Pakistan has higher skilled human resources when compared to the governmental sector, educational institutions, etc. The corporate sector is also famous for its philanthropic practices as it provides funding support to many well-known non-governmental organizations. In terms of corporate social responsibility, listed companies now need to have a CSR strategy. Corporate volunteerism presents an excellent format of implementing CSR to make an impact on the communities.

The report "Corporate Volunteerism in Pakistan" has been prepared with the aim to highlight employee volunteering in the corporate entities of Pakistan. The report aims at highlighting the scope of volunteerism within the business sector, it focusing on how volunteerism evolved within it across Pakistan. Moreover, the report attempts to identify the working areas / portfolios of NGOs that have benefited through employee volunteer programmes. It also looks at the growing potential for employee volunteering in Pakistan, and provides recommendations on how volunteering can become a mainstream CSR and employee engagement strategy for organizations.

2. INTRODUCTION

Companies today are moving back from philanthropic (cash only) contributions to active community involvement. This includes in addressing practicing community amelioration by engaging employee involvement. Civil society is increasingly holding the corporate sector responsible for environmental issues and local community issues. This movement has been promoted by growing accountability demanded by the general public. Corporate volunteering has been explored as both an aspect of CSR and employee development.

Volunteering has become a strategic asset to help achieve business goals. The benefits of corporate volunteering include employee development, as they are required to think

and use his/her skillset in an alternative situation. It also helps build greater teamwork and bonding between employees within the company through their close interaction outside the workplace. When employees are validated by the company for their additional skills and strength of character, it can lead to higher productivity, increased employee motivation and loyalty.

Researchers have found that employees who volunteer through their workplace report improved physical and emotional health. The specific benefits include reduced obesity, reduced stress, increased levels of activity, a more positive emotional state and higher levels of overall satisfaction with life.

3. OBJECTIVE OF THE STUDY

The objective of the study was to identify the current state of corporate volunteerism in Pakistan. Local and multinational companies were surveyed in Karachi, Lahore and Islamabad from various sectors.

The objectives of the survey are to determine:

- i. The prevalence of employee volunteering in a company's culture
- ii. The CSR investment strategy of a company
- iii. The concept of corporate volunteering as a company's present or future policy

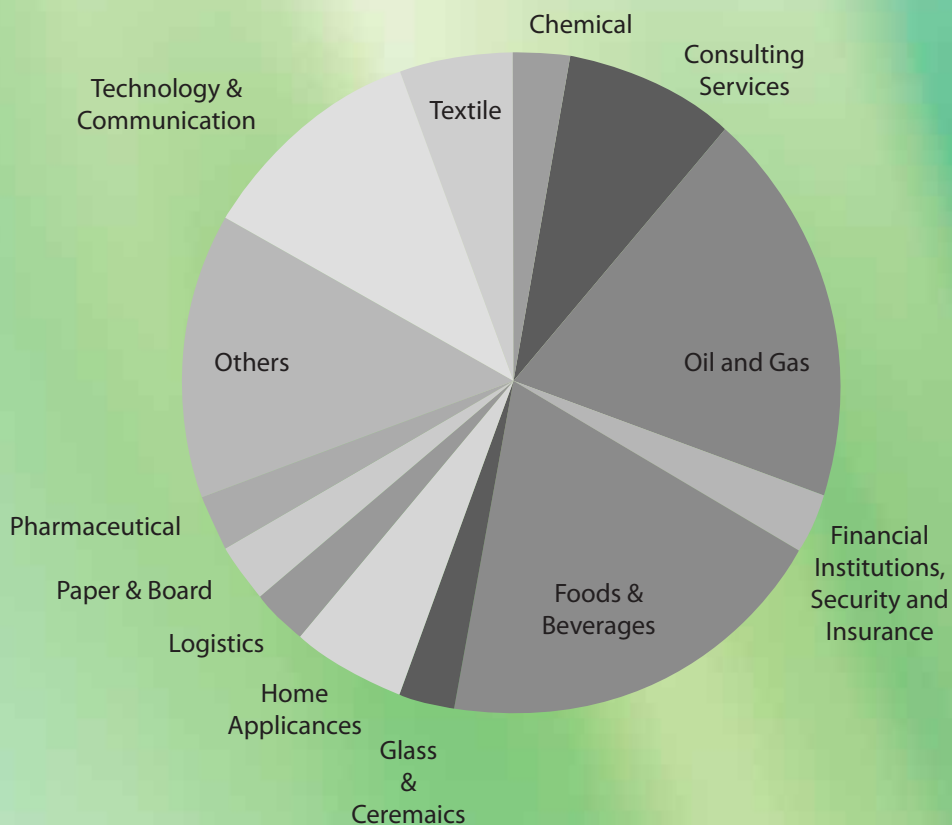


4. METHODOLOGY, FINDINGS AND ANALYSIS:

The report 'Corporate Volunteerism in Pakistan' has been developed by surveying local and multinational companies from a variety of sectors. Primary and secondary research has been conducted to draw an understanding about corporate volunteerism in Pakistan. A five person team first carried out secondary research by reviewing company websites, following which either a telephonic or face to face interview was conducted with a structured survey questionnaire. (Please see Annexure 1 for Questionnaire.)

The companies surveyed were organized in varied in size, and for research purposes divided in sizes of 1-300 employees, 300-1000 employees and 1000+ employees. The respondents of the survey were either from the Corporate Communications department, Human Resource Department or Managers – Corporate Social Responsibility.

Sector representation in Survey

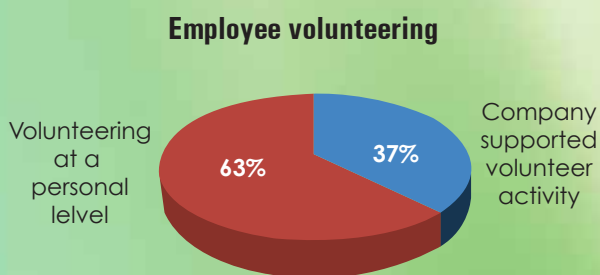


4. METHODOLOGY, FINDINGS AND ANALYSIS:

Most companies surveyed have a philanthropic connection with non-governmental sector. It was noted that the larger companies have CSR activities linked to business strategy. The findings of the survey reveal the potential for corporate volunteering in Pakistan. Most companies presented an interest in pursuing formalized corporate volunteering, whilst a few were concerned on how to run the volunteer programme in work hours. Details of the findings are presented below:

A. Employees Engaged in a Community Activity:

The survey findings reported 75% of employees have an interest or are actively involved in volunteering. 63% of the companies surveyed reported their employees are involved in volunteer activity on a personal level whilst 37% of the respondents reported employees are volunteering in a company supported programme. Sector-wise, companies in the Oil and Gas sector and large FMCGs have company supported volunteering.



// 63% of the companies surveyed reported their employees are involved in volunteer activity on a personal level whilst 37% of the respondents reported employees are volunteering in a company supported programme //

// 75% of employees among surveyed companies are actively involved in volunteering //

B. Companies supporting volunteering activities:

The survey results showed that only 10% of the companies have a structured volunteer programme. Where there is a structured programme, the companies have developed standard operating procedures (SOPs) for employees to volunteer. The SOPs identify the number of hours which employees can volunteer annually and provide company transport to the site of the volunteering activity. It was also observed the some companies have a functional CSR department which is in charge of volunteering.

Whilst the majority of companies do not have an employee volunteer programme, 80% of companies surveyed expressed their interest in developing a structured programme in the future.

In further discussion with companies it was observed that whilst there was interest at the company level and whilst they encouraged the volunteering by inviting an NGO, employees did not have the time to commit to volunteering. A CSR manager further stated that an employee volunteering policy is needed to be developed from management to streamline volunteering activity.

4. METHODOLOGY, FINDINGS AND ANALYSIS:












C. Areas or causes supported by the surveyed companies:

Almost all of the companies surveyed showed an involvement with two or three specific organizations in the not-for-profit sector. The companies reported supporting NGOs by direct donations. The following areas have been identified as being of interest to companies:

- **Advocacy and human rights**
- **Arts and culture**
- **Care of the disabled**
- **Care of children (Including orphans)**
- **Community development**
- **Disaster management**
- **Education and literacy**
- **Healthcare**
- **Senior citizens care**
- **Sports and fitness**
- **Youth development**
- **Environmental protection**

If we look at the interest sector-wise, the companies in the pharmaceutical sector have an interest in causes related to healthcare and childcare, which is quite understandable. Oil and gas companies are investing in community development, disaster management, and education and literacy. Banking and finance sector has invested in women empowerment, community development, youth development, environmental protection and education and literacy.

The telecommunication sector has also invested in disaster management, youth development, women empowerment, and care of the disabled. It may be understood that a number of these companies have invested in sectors which can be linked to their business strategy.

Causes vs. Sectors	Pharmaceutical	Oil & Gas	Banking & Finance	Telecom	Food & Beverages
 Healthcare					
 Care of Children					
 Community development					
 Disaster management					
 Education & literacy					
 Women Empowerment					
 Senior citizens care					
 Youth development					
 Environmental protection					
 Care for the disabled					
 Advocacy & Human Rights					

4. METHODOLOGY, FINDINGS AND ANALYSIS:

D. Barriers to establishing employee volunteer programmes:

20% of companies surveyed expressed hesitation in establishing volunteer programmes. Respondents which do not have an established company supported volunteer programme highlighted the following barriers to company volunteering:

1. Timing /overtime attendance issues.
2. Work priorities issues; employees may not focus on their work.
3. Conception of reduced effort at work.
4. Conflicts between managers and subordinates and also among employees.

The issues identified for employee volunteering are administrative. The issues also identify a policy is needed in establishing employee volunteer programmes which would guide the employees on how to avail the volunteering facility provided by the employer.

A structured employee volunteer programme gives guidelines for employees: volunteer approximately 24 hours to 48 hours per year, identify activity and timings beforehand. General encouragement from top management can reduce the administration barriers.

It can also be determined from the barriers highlighted that there is in general, little understanding of the benefits of volunteering.

Studies show how employees who volunteer are more productive at work, personally satisfied and less stressed.

In our case studies, we highlight how companies which have established structured volunteer programmes perceive the benefits of volunteering.

// Corporate volunteering presents an opportunity for the corporate sector in Pakistan to build up CSR activities beyond philanthropy //

5. CASE STUDIES

A. Telenor Pakistan:

Telenor Pakistan has a volunteer programme referred to as Hum Qadam. The company began their volunteer programme in 2011 and has recorded 70,000 volunteer-hours since then. The programme supplements the company's social initiatives in its identified areas of Disability, Education, Health, Environment and Emergency Response.

The programme enables employees to have the opportunity in organized community work during office hours. The employee is facilitated to volunteer for 20 hours per year. The company has clear SOPs which make available company transport for volunteering and identify how to inform in-line managers or supervisors for volunteering. The company runs various internal campaigns for volunteering.

In terms of corporate social responsibility the company has moved away from philanthropy and now provides technological support in kind. Volunteers are invited to beneficiary NGOs to provide technical or any other form of assistance. This enables the employees to see the actual impact of Telenor's activities in the community.

The company records multiple benefits of volunteering.

B. Engro Foundation:

The Engro Corporation has an in-house employee volunteering programme entitled, EnVison (Engro Volunteers in Service of the Nation). The company's Engro Foundation runs this platform which enable employees to use their competencies and skills for volunteering.

In 2015, Engro employees clocked in over 14,000 volunteer-hours. A key project which can be highlighted is the development of the business plan for the Behbud Association, Karachi. A comprehensive report outlining the revamp and improvement of Behbud's Marketing, Branding, Social Media, Finance was shared with the Behbud Board Members and Trustees at the end of 2015 (<http://www.engrofoundation.com/14000-volunteer-hours-clocked-in-by-engro-employees/>).

// Researchers have found that employees who volunteer through their workplace report improved physical and emotional health //

6. RECOMMENDATIONS

Corporate volunteering presents an opportunity for the corporate sector in Pakistan to build up CSR activities beyond philanthropy. Our survey results show there is an interest in volunteering by employees as a lot of the employees are involved in volunteering outside of the workplace. The employee enthusiasm can be channelled into workplace volunteering as well.

The benefits of volunteering are identifiable for the organization. Employee engagement has become an important aspect of internal corporate relations. Workplace approaches which provide the right conditions for employees helps keep them motivated to contribute to organizational success, with an enhanced sense of their own well-being. Studies and surveys undertaken globally have linked positive employee engagement to being involved in a CSR activity through volunteering. Greater employee engagement requires thoughtful planning to provide the employee a meaningful voluntary experience.

Through our survey interviews and discussions, a number of barriers to volunteering have been identified. The barriers fall into two categories. First is the category of administration of volunteering at a company level. This will need policy development by the company management to facilitate volunteering. The second is the understanding of employee interest in the volunteering activity. The best way is to give employees a choice in making their decision to volunteer according to their interests and skills. The employee interest needs to be considered whilst matching them.

Internationally, companies are taking to investing in third party platforms or volunteer support organizations which can enable matching the interest of the volunteer and the NGO need. The volunteer performs the activity required by the NGO with interest and NGO benefits by having the activity completed. Our survey has shown an interest by companies in Pakistan to be a part of such a platform.

A. Tackling Barriers: Facilitating the volunteering activity in the company through policy development

When a company develops a formal volunteer policy, it shows the seriousness of the company in the pursuance of a volunteer programme. The policy is a statement of intent which documents the business benefits and protects both the organization and its employees. The policy ideally requires the following:

i. Programme objectives

This connects the objectives of the volunteer programme to a company's CSR strategy and human resource management strategy.

ii. Eligibility for Volunteering

An Employee Volunteer is typically defined as an individual who freely chooses to contribute previously scheduled work hours to a public or private non-profit service partner to add unique value to some aspect of its operation, or to measurably contribute to its organizational objectives. In this section of the policy, it can be identified what type of employee is eligible to volunteer and the hours and facilities available for her/him.

iii. Included and excluded activities

In general the institution or NGO the employee decides to volunteer with should not be affiliated with political or religious activities which might prove to be a liability to the company. More specifically, the company can define the areas of focus for the NGO. For example, a company can specify:

a) Arts and Culture

b) **Community** (care of children, care of the disabled, community development, disaster management, healthcare, livelihood development, special education needs, senior citizen's care, sports and fitness, women empowerment, youth development)

c) **Education and literacy activities**

(tutoring and mentoring)

d) **Environmental Protection** (working to increase environmental sustainability)

6. RECOMMENDATIONS

iv. Recruitment process

An internal recruitment process needs to be developed to encourage employees to volunteer from time to time. As the volunteer activity is company-sponsored, full support must be emphasized from supervisors. However, advance notice needs to be given and permission granted from the immediate supervisor prior to service, in order to ensure there will be no adverse effect on daily operations. It is essential that all employees volunteering officially inform the supervisor of the date and times of volunteering.

v. References to other documents for procedures

The policy should cover what needs to be addressed in the standard operating procedures for the employee volunteer programme. The following questions may serve as a guide to the development of procedures:

- a) Which department is responsible for the programme?
- b) Who will administer the program, a committee or a team?
- c) How will volunteer activities be identified and approved?
- d) How will you recruit for volunteers?
- e) Will you track volunteer hours and how?
- f) Will you have a recognition programme for volunteers?
- g) Are there training requirements?
- h) Are there safety or other risk areas that should be addressed with legal or through insurance?
- i) How will expenses be handled?
- j) Will you provide or reimburse transport to and from the volunteer activity?
- k) How will the programme be measured?
- l) How will the policies and procedures be reviewed and revised?

B. Tackling Barriers: Matchmaking the Employee to the NGO activity which benefits both employee and NGO

The running of a volunteer programme needs a dedicated workforce within the organization. To support this activity, many companies have taken to investing in third-party volunteer support organizations to place and manage the volunteering process. Volunteer Support Organisations (VSOs) undertake the following activities:

- a) Maintain a database regarding volunteering opportunities
- b) Provide information to individuals about volunteering
- c) Provide support to not-for-profit organisations and community groups in the recruitment and management of volunteers
- d) Promote volunteering and volunteering opportunities

The VSOs/platforms enable management to monitor the impact of the volunteer activity with relative ease.

In Pakistan, the National Volunteer Programme is a structured platform which provides support to three stakeholders in an employee based volunteer activity: the company management, the employee interested in volunteering and the NGO requiring support.

The National Volunteer Programme (NVP) enables companies interested in volunteering their employees for a particular cause under the umbrella of corporate citizenship or corporate social responsibility. It matches the skills and interests of the employee to the needs of the NGO for support. The entire process of recruitment to evaluating the volunteer performance is undertaken by the NVP. The company gains millage not only for supporting such a platform but also from the volunteering activity as the website presents an opportunity for displaying the impact of employee volunteers from the company thus having a human input to CSR.

7. ABOUT US



In 2007, Asiatic Public Relations Network (Pvt.) Ltd., or APR, a leading communications and public relations agency in Pakistan, launched TBL – Triple Bottom-Line to create a more entrenched sustainability culture in the country, with the Vision, “To steadily facilitate the germination of sustainable visions for organizational growth, sharing specific triple bottom-line knowledge and tools.”

In 2008, TBL was launched as a knowledge-based, CSR-focused publication which has transformed into a sustainability advocacy platform through its website cum blog in addition to sustainability consultancy.

The National Volunteer Programme was launched in February 2016, with the support of Coca-Cola Pakistan, in line with global sustainability practices facilitating corporate community involvement.

For more information, please contact us at:

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NVP PAKISTAN IS A PROJECT OF TBL (TRIPLE BOTTOM-LINE)

8. ANNEXURE I:

Corporate Volunteerism Questionnaire

Research Questionnaire – Corporate Volunteerism in Pakistan

Name of the Person: _____

Designation: _____

Contact #: _____ Email: _____

COMPANY PROFILE

Name of the Company: _____

Total Number of Employees: _____

Company Type: Please choose one.

- MNC
- Local
- Government
- Other (Please specify): _____

Category: Please choose one.

- Public
- Private
- Semi-Private

Sector: Please choose one.

- Manufacturing
- Services
- Other (Please specify): _____

01. Are any of your employees engaged in community welfare volunteer work?

- Yes
- No

02. If yes, approximately how many employees?

_____ number of employees

03. On an average, what is the duration (# of days / weeks) a volunteer puts in?

_____ days a week .OR.

_____ days a month

CORPORATE VOLUNTEERISM QUESTIONNAIRE

04. In above stated period, how many hours per week?

_____ number of hours per week

05. In which specific areas is the volunteer work taking place?

• Select one or more:

- 1. Advocacy and human rights
- 2. Animals' conservation, rights and welfare
- 3. Arts and culture
- 4. Care of children (including orphans)
- 5. Care of the disabled
- 6. Community development
- 7. Disaster management
- 8. Education and literacy
- 9. Environmental protection
- 10. Healthcare
- 11. Livelihood Development
- 12. Senior citizen's care
- 13. Special educational needs
- 14. Sports & physical fitness
- 15. Women empowerment
- 16. Youth development
- 17. Other (please specify): _____

06. Is the volunteering on a personal basis, or is the Company supporting this activity?

- Personal basis
- Company support

07. If the Company is involved, what is the nature of this involvement / support?

CORPORATE VOLUNTEERISM QUESTIONNAIRE

08. If the Company does not have any programme for encouraging employee volunteering, would it be interested in starting such a programme?

- Yes
- No

09. If not interested, then why?

10. Which areas, if any, are the focuses of your philanthropy / CSR program?

- Involved in Direct Donation
- Sponsorship of any event / individual
- Involved as a partner in any NGO project
- Running company's Corporate Foundation
- No philanthropic activity/involvement yet.
- Other (please specify): _____

11. List those NGOs your company is in partnership with for welfare projects.

12. Do you see any possible issues to allow your employees to do volunteer work during work hours?

- Yes
- No

13. If Yes, Please specify:

14. Will you be interested in participating in a structured volunteering programme that has clear benefits for all involved – the Company itself, the Volunteers and the Beneficiary Institutions?

- Yes
- No