European Employee Volunteering Awards

Case Study Report

Increasing the employability skills of people facing barriers to work
Message from the Director of the International Campaign, Business in the Community

Accelerated by the global economic downturn of recent years, unemployment has become one of the most pressing issues in today’s society. According to the Statistical Office of the European Union, Eurostat, over 20 million people are currently unemployed in Europe with social exclusion and poverty rates increasing as a consequence of this.

As has been demonstrated over time, business has a positive role to play in helping to tackle issues in society as do public authorities. Business in the Community (BITC) has been supported by the European Commission, CSR Europe and 21 partners across Europe, from the CSR360 Global Partner Network, convened by BITC, to help address unemployment. Together we are working collaboratively to engage companies and public authorities to create and further develop employee volunteering programmes that will progressively help reduce the barriers to work in Europe and increase employability skills.

We strongly believe that as a powerful network of companies and organisations we can make a big difference in our societies. We have the knowledge and the expertise developed in some cases for more than 25 years. Together we inspire, engage, support and challenge companies and public authorities to address the most pressing issue in society.

Working together to improve the employability skills of people facing barriers to work is essential. It will have a huge impact on the lives of the individuals, their families, their communities and society as a whole.

We trust that you will find inspiration from the European case studies covered in this publication. We hope that you will adopt, adapt and develop some of these models in the context of your own organisations, to help encourage the employability skills of the current and future workforces.

Sue Adkins
International Director
Business in the Community

Messages from the European Commission

The European Commission and the European Economic and Social Committee are delighted to have been able to support the European Employee Volunteering Awards 2011. Employment is a central concern for the European Union, and in particular, the importance of addressing barriers to employment, experienced particularly in more disadvantaged communities and by disadvantaged groups.

The European Employee Volunteering Awards process has drawn company submissions from 22 countries which demonstrates how effective collaboration, particularly between civil society organisations and private enterprise, can be when all sides are committed to partnership.

The accompanying case studies illustrate clearly how a wide range of collaborators have been involved, how many people have been helped to overcome barriers to work, and how many company employees have been actively involved.

We are proud to be associated with this innovative programme, and believe it will provide major impetus to Employee Volunteering as a key aid to helping those already in employment, and those aspiring to employment. The initiative is a valuable contribution to and celebration of the European Year of Volunteering.

Sue Bird
DG Employment, Social Affairs and Equal Opportunities
European Commission

Around 100 million Europeans engage in some form of voluntary activity – if they were a country, they would be the biggest Member State of the EU! The time is right to celebrate the wonderful contributions that these millions of volunteers make every day.

The European Year of Volunteering 2011 will help set in motion the necessary changes, mainly at national level, that will make it easier for volunteering organisations and volunteers to do their work, and to do it better than ever before.

The European Commission is consequently working closely with volunteering organisations through the ‘EYV 2011 Alliance’ of 35 European volunteering networks, which includes members from the world of business, to make the Year a success.

Through excellent initiatives like the European Employee Volunteering Awards, we are delighted that employee volunteering has a strong presence in this work.

John Macdonald
Head of Task Force for the European Year of Volunteering 2011
European Commission
**ALLIANCE BOOTS**

We are delighted to support the European Employee Volunteering Awards. Volunteering is a key element of Alliance Boots’ international community programmes; it is how we demonstrate we really are a part of the communities we serve. This involvement can take many forms from supporting children with learning difficulties and mentoring college principals to raising proceeds for the number of charities we support. As well as benefitting the wider society this involvement also helps the development of the individual themselves; such activities increase confidence and help develop team building skills, qualities essential for our employees to be successful in their day jobs. In the UK alone, over twenty thousand of our people, which represents one third of our UK workforce, spent at least one day volunteering. They enjoy this involvement and it helps to build the bonds between employer and employee, which are crucial when service and trust are at the heart of your business.

Mrs Ornella Barra  
Chair of the Alliance Boots Board Social Responsibilities Committee

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**TATA CONSULTANCY SERVICES**

Volunteering brings benefits to individuals, organisations and society. Many CEOs and influential people in business are active volunteers. Volunteering has clearly helped them develop personally, acquiring a broader range of skills outside of the business environment. This in turn brings benefit to their organisation and the organisation with which they have volunteered. The Tata Code of Conduct states: ‘A Tata company shall encourage volunteering by its employees and collaboration with community groups. The company shall not treat these activities as optional, but should strive to incorporate them as an integral part of its business plan’.

TCS encourages its 185,000 strong global workforce to engage in volunteering and, as TCS continues to expand across Europe, we see volunteering as an integral part of our activities to support society wherever we operate. TCS sponsors this award to encourage more action in Europe by its own employees and those of other European companies.

Malcolm Lane  
Director Corporate Affairs

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**HEWLETT-PACKARD**

Solving tough, complex problems demands fresh thinking and diverse perspectives. Our strategy at HP is to bring together wide-ranging experts across borders, industries and institutions, collaborating to explore the root causes of key challenges and pioneer solutions that can be scaled globally. As the largest technology company in the world, we’re in a unique position to use our global reach to serve billions, improving quality of life, revolutionizing how businesses operate, and strengthening communities worldwide.

Community involvement is core to our approach to social innovation, HP encourages its employees to use their unique skills and creativity to help improve the quality of life for as many people as possible. Through skills-based volunteering, HP helps employees find ways to contribute their skills where they’re needed most. With over 300,000 employees getting engaged and sharing their expert skills and experience with organizations and communities worldwide, we can make a real and lasting difference. The European Employee Volunteering Award will encourage and inspire others organisations across Europe to follow these examples and to create best practice examples of their own.

Gabi Zedlmayer  
Vice President Global Social Innovation

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**CONTEXT**

Globalisation, climate change and an ageing population are some of the major structural challenges that Europe has been facing in recent times. In addition, the sharp increase in unemployment rates has set a difficult outlook for the upcoming years.

In this context, through the flagship “An Agenda for new skills and jobs” the European Employment Strategy seeks to create more and better jobs throughout the European Union. To reach this objective, the EES encourages measures to meet three headline targets by 2020:

- 75% of people aged 20-64 in work
- School drop-out rates below 10%, and at least 40% of 30-34-year-olds completing third level education
- At least 20 million fewer people in or at risk of poverty and social exclusion

To contribute to this strategy and its main objectives, Business in the Community has been working locally, nationally and internationally, with different programmes that have been bringing into practice businesses’ commitment to a more sustainable society.

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**REFERENCES**


2 ENGAGE Skills for Employability Report: www.bitc.org.uk/global/skills_for.html

3 CSR360 Global Partner Network: www.csr360gpn.org

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2 ENGAGE Skills for Employability Report: www.bitc.org.uk/global/skills_for.html

3 CSR360 Global Partner Network: www.csr360gpn.org
Business in the Community, in its capacity as Secretariat for ENGAGE and building on 14 years of Awards experience, managed the European Employee Volunteering Awards.

**SPONSORS**
The European Employee Volunteering Awards scheme was kindly co-funded by the European Commission and sponsored by Alliance Boots, Tata Consultancy Services and Hewlett Packard who provided the resources for the European Employee Volunteering Awards to progress and succeed.

**SUPPORTERS**
The European Economic & Social Committee (EESC) hosted the European Judging Process of the European Employee Volunteering Awards that took place in Brussels at the beginning of February 2011 in order to select the overall winners of the programme.

**NATIONAL ORGANISATIONS**
Awards have been run in 22 European countries in collaboration with national partner’s of the CSR360 Global Partner Network.

**EXPERT PARTNERS**
The European Employee Volunteering Awards is supported by a consortium of expert partners such as UPJ, SMART Kolektiv, Centrum Wolontariatu and Forética, as well as CSR Europe, Corporate Citizenship, The East England Development Agency and a group of international practitioners from KPMG and Freshfields.

**BELGIUM**
*Business & Society Belgium*
www.businessandsociety.be

Business & Society Belgium (B&S) is the leading business driven network in Belgium for corporate social responsibility (CSR). It aims to promote and help large and medium enterprises established in Belgium to integrate CSR in their day-to-day business practices with greater efficiency and better visibility.

**FRANCE**
*IMS-Entreprendre pour la Cité*
www.imsentreprendre.com

IMS-Entreprendre pour la Cité is a non-profit organisation that promotes corporate responsibility towards society as a whole. It encourages and helps companies implement societal practices which create value for the communities in which they operate and contribute to better social equity, as part of CSR policies.

**CZECH REPUBLIC**
*Czech Donors Forum*
www.donorsforum.cz

Czech Donors Forum (CDF) is a national association of corporations and grant makers. CDF has initiated and provided programs and methods that help donors and companies to invest their resources effectively employing many different ways of participation in community projects and cooperation with NGOs and foundations.

**GERMANY**
*UPJ*
www.upj.de

The national network UPJ combines regional and local intermediary organisations and companies in order to promote Corporate Citizenship and Corporate Social Responsibility in Germany. It aims at fostering long-term co-operation between businesses, community organisations and governments to contribute towards sustainable development of society.

**ESTONIA**
*Responsible Business Forum in Estonia*
www.csree.ee

Responsible Business Forum in Estonia (Vastutustundliku Ettevõtluse Fororum) is a non-profit organisation with an aim to inspire and support furthering CSR in Estonian society through being the centre of competence building and communication on CSR.

**FINLAND**
*Finnish Business and Society*
www.fiibs.fi

Finnish Business & Society (FiBS) is an enterprise network that promotes financially, socially and ecologically sustainable business in Finland. FiBS encourages companies to embrace corporate social responsibility in their strategic planning and day-to-day management - thereby forging social responsibility into a compelling success factor in the competition for customers, personnel and investors.

**GEORGIA**
*Eurasia Partnership Foundation*
www.epfound.ge

Eurasia Partnership Foundation’s (EPF) mission is to empower people to effect change for social justice and economic prosperity through hands-on programs, helping them to improve their communities and their own lives. Through its foundations, EPF raises and delivers seed capital to emerging civil society organisations.

**GREECE**
*Hellenic Network for CSR*
www.csrhellas.gr

The Hellenic Network for Corporate Social Responsibility (HNCSR), is a non-profit business association which promotes the CSR concept and principles and disseminate them to the Greek business society and to society as a whole with the aim of achieving a balance of profitability and sustainable development.

**FRANCE**
*IMS-Entreprendre pour la Cité*
www.imsentreprendre.com

IMS-Entreprendre pour la Cité is a non-profit organisation that promotes corporate responsibility towards society as a whole. It encourages and helps companies implement societal practices which create value for the communities in which they operate and contribute to better social equity, as part of CSR policies.
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| **POLAND**             | **ROMANIA**            |
| Centrum Wolontariatu   | Asociatia Pentru Relatii Comunitare (ARC) |
| www.wolontariat.org.pl | www.arcromania.ro/mambo |
| The Volunteer Centre fosters the promotion and development of civic society in local communities. In order to ensure a professional character of such initiatives, the centre has been building the foundations of volunteering based on a system of volunteer recruitment and training. | ARC works as a support organisation for companies and non-profit organisations that want to generate impact in the communities they serve. ARC helps businesses to develop strategic corporate community involvement initiatives, and supports NGOs and fundraising professionals to efficiently mobilize local resources from individual and corporate donors. |

| **SLOVAKIA**           | **SPAIN**              |
| Pontis Foundation      | Forética               |
| www.nadaciapontis.sk   | www.foretica.es        |
| The Pontis Foundation is one of the largest grant making and operational foundations in Slovakia. It motivates individuals, communities and companies to be responsible for themselves and the wider world. The Foundation administers main Slovak business networks concerned CSR, corporate philanthropy and employee engagement. | Forética is a non-profit multistakeholder organisation working on promoting ethical and socially responsible policies. Forética works with companies and institutions at the core of their corporate values. Its ten years of experience advising the companies have produced solid frameworks for auditable management systems in the country. |

| **SLOVENIJA**          | **SWITZERLAND**       |
| Asociatia Pentru Relatii Comunitare (ARC) | Philias Foundation |
| www.arcromania.ro/mambo | www.philias.org       |
| ARC works as a support organisation for companies and non-profit organisations that want to generate impact in the communities they serve. ARC helps businesses to develop strategic corporate community involvement initiatives, and supports NGOs and fundraising professionals to efficiently mobilize local resources from individual and corporate donors. | Philias is a non-profit foundation whose mission is to promote Corporate Social Responsibility (CSR). Through consulting service and training sessions, the foundation helps corporations to measure their impact on their social environment and reduce the negative impacts of it. |

| **SERBIA**             | **TURKEY**             |
| Business Leaders Forum Serbia | CSR Turkey |
| www.fpl.rs             | www.csrTurkey.org      |
| Business Leaders Forums Serbia is the first coalition of socially responsible companies in Serbia established with a mission to stimulate development of corporate social responsibility and set a permanent and stable CSR practices in Serbian business sector. | CSR Turkey’s purpose is to help the development of the consciousness of social responsibility and extend the knowledge of CSR at a national and international level in its endeavour for sustainable development and social achievement. |
The European Employee Volunteering Awards aim to reward companies of all sizes and sectors across Europe that have developed employee volunteering schemes helping people facing barriers to work in their countries increase their employability skills.

The European Employee Volunteering Awards also aims to reflect the critical role businesses and public authorities play in the promotion of these skills as a relevant issue for unemployed people to go back to the labour market. Business in the Community and the other 21 European partners of the CSR360 Global Partner Network involved in this Awards scheme, have demonstrated that employee community engagement can provide and improve the skills essential for employability among disadvantaged and excluded groups throughout Europe, while providing employee volunteers with invaluable experience and development.

In this sense, the two key elements of the European Employee Volunteering Awards are:

**Employee volunteering:** activities of voluntary character and personal commitment, exercised by employees in an organised setting and with a structured framework, unpaid, undertaken for the benefit of other individuals and society as a whole. These activities include: mentoring and coaching; training and skills transferral such as literacy and numeracy skills; work experience and apprentice schemes; community assignments and secondments; team building projects, and community days such as careers days.

Employee volunteering has proved to be a valuable tool for delivering employability skills to communities and vulnerable groups, but it is not used as widely or as effectively as it could be. There is a need to demonstrate the tangible and positive effect of employee volunteering in increasing the employability of hard-to-reach groups in order to encourage companies to develop volunteering schemes that contribute to inclusive growth in Europe.

**Employability skills:** Depending on the country, these skills can be understood in very different ways. However, employability skills can be generally understood as competencies that are crucial to gaining and sustaining employment, provide opportunities for disadvantaged groups and promote social cohesion.

The employability skills cut across all industries and all job types and levels, and could be broadly broken down into four areas:

- **Self-reliance** (pro-activity, enthusiasm, motivation, responsibility)
- **People skills** (team working, supportive, friendly, and diplomatic)
- **Essential employment skills** (literacy, communication, problem-solving, planning and prioritisation, decision-making)
- **Job-ready skills** (CV writing, interview techniques)

**OBJECTIVES**

- Celebrate the European Year of Volunteering along with companies and partner organisations
- Increase the number of businesses throughout Europe running employee engagement programmes targeted at enhancing employability and inclusion
- Demonstrate the tangible and positive effect of employee volunteering in increasing the employability of excluded groups
- Sensitise public authorities on local, regional and national level on how they can be facilitators towards a “Culture of Corporate Volunteering”
- Provide businesses with useful tools and support on how to continuously improve the performance and impact of their volunteering programmes, and how to measure their impact

**OUTCOMES**

- 22 European countries running the Awards nationally and building a stronger network of organisations and companies working together on corporate volunteering and the wider CSR agenda
- Over 250 entries from companies and public authorities, with a result of 60 national winners
- A collaborative action involving European institutions, organisations and companies, in addition to an expert international judging panel
- One overall European winner per category: Large Company, Small Company, Most Innovative, Newcomer and Public Authority
- A collaborative final publication showcasing case studies of all winning programmes, this will be disseminated via partner organisations across Europe
- Long-term beneficiaries from 22 countries overcoming barriers to work
- Wide dissemination and experience exchange of different European employee volunteering programmes
- A contribution to better measurement systems for employee volunteering and community engagement programmes
Awards Categories & Awards Legacy

The European Employee Volunteering Awards hosted the following categories:

**Large Company**
For companies with more than 250 employees that are developing one or more employee volunteering programmes with a focus on employability skills.

**Small Company**
For independent trading organisations with no parent company, employing less than 250 (or full time equivalent), which are developing one or more employee volunteering programmes which address employability and inclusion.

**Public Authorities**
This category is for entries that focus on building the infrastructure and supportive environment for volunteering and employability, i.e. bodies that work as enablers for corporate volunteering.

**Innovation**
For companies doing things differently, finding new ways to do things or addressing challenges on employee volunteering and employability in an innovative way.

**Newcomer**
For companies whose programmes are at the early stages of development, have started well and who are on track to deliver good results on employee volunteering and employability skills as time goes on.

**Impact Measurement toolkit**
Supporting your Company to Measure the Benefits of Employee Community Engagement
The promotion of good measurement is an integral part of the European Employee Volunteering Awards project, as it aims to raise public awareness of corresponding projects and measure their impact, particularly as at this stage very few programmes are being evaluated. As a consequence, our expert partner Corporate Citizenship has designed a measurement toolkit to provide business with useful tools and support on how to continuously improve and further develop the performance and impact of their volunteering programmes.

For the full Toolkit, worksheets, exercises and handy hints and tips to ensure your company maximises both impact and results visit www.bitc.org.uk/global/european_volunteering_awards/impact_measurement.html

**Impact**
- 68% increase in the number of vocational high school students
- Integration of school-workplace cooperation model of the project into public policy
- Increase in number of public-private partnerships
- Improved popularity of vocational education and the perception of vocational high schools
- Contribution to personal and professional development of the grantees
- Increased awareness for responsible citizenship and volunteering acts among grantees and Group employees
- Increase in employee volunteering and employee commitment within the Koç Group
- Increase in reputation and brand awareness of Koç Group, Vehbi Koç Foundation, and the project companies

The project will continue, being “exported” to non Koç entities (public-private and third sector) to ensure its sustainability.

**Koç Holding A.S. - TURKEY**

**Vocational Education: A Crucial Matter for the Nation**
As a driving force in the economy, Koç Group has committed itself to taking action on two issues that present an obstacle to the development of Turkey as well as Koç Holding itself:

- High rates of youth unemployment
- Quality issues in the labour market

“Vocational Education: A Crucial Matter for the Nation” was initiated in partnership with Vehbi Koç Foundation and the Ministry of Education in 2006. The project aimed to attract young people to vocational education through:

- Building awareness on the importance of vocational education
- Creating a public-private partnerships model for improving vocational education

The project provides the vocational high school students with scholarships, internships, priority in employment and coaching. 8,000 students from 264 schools in all of Turkey’s 81 cities were connected with 21 companies and 350 volunteering employees.

**Shared knowledge**
22 national partner organisations will have the skills and tools to run an Awards scheme on employee volunteering in order to challenge companies to exceed themselves in this field.

**Collection of experiences**
The official website www.eeva2011.org will present all the information about the Awards process and will offer companies from all around Europe examples of employee volunteering programmes, and valuable contact with partners of the CSR360 Global Partner Network.

**Leading examples**
During 2011 the case studies of the national winning programmes from 22 European countries will be disseminated globally via the CSR360 Global Partner Network www.csr360gpn.org

**The legacy of the awards will contribute to:**

- Increased awareness for responsible citizenship and volunteering acts among grantees and Group employees
- Increase in employee volunteering and employee commitment within the Koç Group
- Increase in reputation and brand awareness of Koç Group, Vehbi Koç Foundation, and the project companies

The project will continue, being “exported” to non Koç entities (public-private and third sector) to ensure its sustainability.
Launched in 2008, this programme provides employability training sessions run by Norsys employees, including its President, for jobseekers who have experienced discrimination and other difficulties in their search for work. This programme is part of the policy of fighting discrimination at Norsys, a company of 220 employees.

The content of the programme of one-day sessions includes mock telephone or face to face interviews, visits to the company premises, discussions with Directors or other employees, a “Who wants to win a job?” game and job dating.

The partner charities (AIFE, Employment and Disability, and the local Mission) contribute by identifying the participants and then coaching them prior to the first interview with the company.

Impact
- 250 jobseekers have participated in the 18 sessions that have taken place so far (around 15 per session) and they all found the sessions very valuable and excellent preparation for future job seeking.
- In addition, the programme’s charity partners plan to evaluate in greater detail its impact as a tool for accessing further education or securing work.
- The 14 employees participating in the programme found their role as leaders of the sessions very valuable. The sessions helped open their own minds positively to this section of the community and at the same time reinforced their pride in the company.
- The programme allows the company to demonstrate consistency between its public face and its internal behaviour.

Highly commended Programme
KÜRT Zrt. – HUNGARY
H2O Project for the education of disadvantaged children

See National Winners for Case Study of this programme.

The Real Apprentice Programme showcases MITIE as a true ‘people’ organisation, one that raises the corporate responsibility bar for others to follow. The ten-week scheme works to break down barriers and help the long-term unemployed and people with a physical or mental disability back into the world of work through training and placements both at MITIE and with its clients.

The business case is very clear. MITIE has saved hundreds of thousands of pounds in recruitment fees since the start of the programme whilst also motivating people who have developed their skills and discovered abilities they never knew they had.

One of the biggest challenges was securing the payment of benefits, travel and clothing assistance from JobCentre Plus (JCP) for the unemployed participants taking part in the programme. Once this was achieved, individuals could retain their benefits allowing them to participate fully in the programme - a truly innovative approach to addressing employability issues.

The Real Apprentice Programme begins with a submission of potential applicants by JCP and then successful applicants participate in a pre-placement week to build confidence and evaluate ability. An eight-week operational placement complete with on-site mentor and audit trail then follows. After that is an offsite week with CV and interview workshops and the final part is the annual award ceremony to recognise the achievement of the real apprentices.

Since the start of the scheme in London in 2005, 197 people have taken part, with 134 real apprentices completing the programme and 98 of those being offered permanent jobs, both at MITIE and with other employers. Following the initial success of the scheme in London, it has now been extended and in 2010 the first Glasgow Real Apprentice scheme was established. Plans to extend the scheme to other regions are underway following its success in London and Glasgow.

Jane James, Employment Regeneration Director at MITIE, commented:
“Not only is there a social and moral case for working together to make a difference to peoples’ lives, but there’s also a solid business case. The Real Apprentice is about people helping people, and we encourage all individuals and organisations to get involved.”
In response to the worrying decline in young people's interest in science as a career in Ireland, Abbott Ireland launched two unique science programmes in 2009: Abbott Family Science and Operation Discovery. Abbott recognises that it is critical to reverse this trend and increase the number of students studying the sciences, both at secondary level and subsequently in science courses at third level, in order to increase students' employability in the science and engineering sectors.

Abbott Family Science brings together primary school students, parents, teachers and Abbott volunteers for a hands-on evening focused on basic science skills (observation, problem-solving, teamwork) and building confidence as science learners. Disadvantaged schools or those without a dedicated science resource are targeted in order to reach students who otherwise might not have the opportunity to consider science as a career.

Operation Discovery brings secondary students and their teachers to Abbott sites to work hands-on with Abbott scientists. These scientists serve as role models to the students and facilitate authentic, hands-on activities in small groups that introduce students to some of the tools and procedures that Abbott employees use every day in their work.

In 13 months of running both programmes, 990 students, 487 parents and 60 teachers at 18 schools have engaged across Ireland. Students who participate in Operation Discovery say:

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<tr>
<th>Question</th>
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<th>After</th>
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<tr>
<td>I would enjoy studying science.</td>
<td>41%</td>
<td>80%</td>
</tr>
<tr>
<td>Working in science would be fun.</td>
<td>39%</td>
<td>73%</td>
</tr>
<tr>
<td>Working in a science laboratory would be fun.</td>
<td>29%</td>
<td>68%</td>
</tr>
<tr>
<td>Every citizen should understand science.</td>
<td>45%</td>
<td>80%</td>
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Over the last few years corporate community investment has been successfully implemented as a strategy and a new field of action in the Office for Social Affairs of the City of Wiesbaden. The support of the senior levels in the administration and at the political level was secured, a mandate was gained, and a corporate citizenship service office was set up and allocated the necessary resources. The strategy adopted by the Office for Social Affairs is aimed at accessing local businesses and persuading them to make a contribution towards enhanced social cohesion, better employment and sustainable communities.

The key element of the strategy is to promote community engagement among corporate employees. The corporate citizenship service office has a mandate for the development of implementation schemes and their execution at an operational level. Apart from providing advisory and training services the service office focuses on a range of three important schemes: “Wiesbaden Engagiert” (Wiesbaden Engaged), a low-threshold introduction to the concept of employee volunteering in the framework of an annual local action day, “WiesPaten” (Wies-Buddies), a mentoring scheme to promote long-term commitment to addressing social issues, such as integration and employability, the “Golden Lily”, an award for engaged companies designed to establish a local culture of recognition.

Impact

- About 290 companies and 3500 employees were introduced to community investment and employee volunteering through the service office and its implementation programmes
- About 50,000 people in Wiesbaden have benefited from the schemes and the effects resulting thereof

Highly commended

Programme Manor AG – SWITZERLAND Manor, Whole Heartedly

Programme Orange Romania – ROMANIA ENGAGE Romania

See National Winners for Case Studies of these programmes.

Highly commended

Programme Consellería de Solidaridad y Ciudadanía de la Generalitat Valencian, a través de FUNDAR – SPAIN

Programme Employee Volunteering Program ENGAGE Valencia

See National Winners for Case Study of this programme.
Microsoft Belux operates on 4 Citizenship (CSR) pillars: skills for employability, green issues, health and diversity. They invest by means of different projects and partnerships helping society face those different social challenges. The Employee Volunteering Programme is an excellent opportunity for their employees to develop their personal skills and be ambassadors of their Citizenship/CSR programmes and helps to make Microsoft a trusted advisor and partner on Child Online Safety.

As an online leader Microsoft took its responsibility to face one important “skills” challenge: Child Online Safety. They decided to devote their Employee Volunteering Programme (which offers three volunteering days per year to employees) to this matter. They noticed, during discussions with their NGO partner, Child Focus, and other stakeholders (NGO’s, FCCU, government agencies and universities), that teachers still don’t feel confident in bringing the subject of “Internet Safety” up in class.

In 2009 employees were given the chance to lead Safer Internet Trainings in primary and secondary schools (age group 8-13). Microsoft developed a lesson package, with Child Focus, explaining why Internet is fun and useful but also touched on the dangers (privacy, spam, cyber bullying). Microsoft matches the volunteers with schools and trains them to be able to give this e-safety lesson in a class. In 2010, Microsoft decided to include their partner, Getronics, in order to reach an even greater amount of children. In their fiscal year 2010 (July 2009- June 2010) 65 Getronics employees and 101 Microsoft employees (13 of employees) trained a total of 10,060 children in schools all over the country.

The ABN AMRO Foundation (AAF) manages the corporate community investment programme of ABN AMRO bank. Its focus is on supporting vulnerable youth and helping start micro-entrepreneurs, so that the youngsters, entrepreneurs and the employees will all benefit. In this way, young people improve their opportunities in the job market and starting business owners improve their entrepreneurial skills.

The Civic Internship

The Civic Internship creates a positive experience for three parties: the student, the civic target group and the volunteer. In an activity setting, the student interacts with individuals they would usually not encounter, such as the elderly or disabled. The internship is more effective for a student when there is an adult as a volunteer mentor.

As such, the youngster not only gets introduced to an activity or target group, but also receives feedback, tips and stimulus from his mentor. Microfinance

The bank has developed a microfinance program for micro-entrepreneurs. In addition to receiving a microloan up to €10,000 - per person, candidates also receive coaching from bank professionals for two years. This guidance increases the chances of succeeding in the business. The incentive for the volunteering employee is to develop coaching skills.

Impact

ABN AMRO gives its employees 5 days a year to spend on employee volunteering during working hours. In 2010, this totaled 115,000 volunteering hours, an immense potential for society. During one of the Civic Internship activities 150 students were mentored by 150 volunteers who created a great day for disabled 150 youths.

For the Microfinance program, 45 entrepreneurs were given the possibility of start-up capital and coaching.

Investment in our communities is an integral part of the Barclays' Responsible Banking strategy.

The Barclays’ Community Investment strategy focuses on social integration and employability of people at risk of exclusion. It takes more than money to solve social problems so corporate volunteering is the key. A greater commitment to invest skills, time, expertise and energy to make a positive impact on local communities is exactly what Barclays believes in.

Programmes

Banking on Brighter Futures: This is the Barclays’ flagship programme focusing on helping disadvantaged people towards financial independence and security through supporting financial inclusion, encouraging entrepreneurship and employment and developing financial capability.

Looking after Local Communities: Supporting the causes which matter most in local markets is one of the best ways we can meet the specific needs of our customers and colleagues, and the communities to which they belong.

Charity Begins at Work: It is important that we encourage and inspire our employees to support the causes they most care about by being involved in their local communities. Barclays offers both work time and volunteering grants in support of their chosen cause, as well as matched fundraising money for their favourite charities.

Barclays Spain 2010

• 349 volunteering actions in 2010 (+15% vs. 2009)
• 189 in MAD Day actions (+10% vs. 2009)
• 1,796 employees volunteering (net figure = 43% of pay roll)
• 2,370 people participating (employees + others: +4% vs 2009)
• More than 300 beneficiaries (non-for-profit organisations)
• Over 30,000 persons benefited projects involving the clients, families of employees and students. Over 5 years, 720 projects were delivered, employees involved over 9000 times, worked over 54800 hours and helped over 90 000 people. Employees have established numerous permanent relationships with local communities and can help solve problems thanks to the available resources.

What is most valuable is that beneficiaries become inspired to improve their situation, fuelled with positive energy, and that lasting relations are built. Thousands of people have gained knowledge and qualifications improving their position on the job market, such as project management and presentation skills or the ability to communicate with the business world.
The programme, initiated in 2003, focuses on employment for young people from disadvantaged suburbs and is an integral part of the Group’s diversity policy. With these initiatives, the Group’s aim is to contribute to a reduction in the high levels of unemployment in certain suburbs (up to 40%).

The programme sees large scale support provided by employee volunteers to young people from 3 years before the Baccalauréat up to BAC +5. Employees participate during working hours in a number of ways, including presentations on career opportunities, interview practice, mock selection panels for the major professional schools, and mentoring.

In order to manage this process efficiently, teams of employees have been set up in each of the Group’s 15 sites in France. 35 charities or other not for profit organisations are also partners in the programme, and Coca-Cola brings them together at regular intervals in a steering committee. In the longer term, Coca-Cola is looking to extend the Passport to Employment programme to the European level, through Coca-Cola Enterprises.

**Impact**
- 270 students have benefited each year since 2008, a number equal to that of the company’s total employees. 97% were satisfied or very satisfied with workshop content
- The 270 employees involved in the programme (10% of the workforce) reported improved motivation and morale and the number wishing to participate increases each year
- Through the programme the company is able to develop employee skills, improve their commitment, and associate the brand with the principles of equal opportunities

For the first one and half years of realisation all targets have been met:
- More than 500 students, 90 managers and more than 170 employees have participated through 6 different programs of cooperation
- The activities have helped students gain first professional experience and to understand how real business operates
- The most significant benefit for Coca-Cola Hellenic’s employees is practical experience gained through involvement as mentors

This was a pilot initiative of official cooperation between the educational and corporate sector in Serbia and the programme received support from the Government (Deputy Prime Minister, Ministry of Youth and Sports), Rector of the Belgrade University, national TV and other significant media.

**Commercial Bank Romana (BCR)**

**Start! Young People who want to Start a Business**

**Financial Services**

**Romania**

**Asociatia Pentru Relatii Comunitare (ARC)**

The project provides students with the know-how for developing and piloting a product or service within a real micro-enterprise, under the guidance of BCR consultants. The project addresses the lack of an entrepreneurial culture among students and the gap between formal education and business realities.

The students’ sign up for the project and volunteers are recruited based on their experience and their available time. Afterwards each student team is advised by a BCR consultant in identifying and deciding on their business idea, developing the business plan and then actually implementing it.

The project is currently in its second edition. During the first edition, 53 BCR volunteers gave over 250 volunteer consulting hours to 344 students from 15 universities. 15 out of 71 of the teams made it to the national final. 2 teams received €1,500 grant from BCR for developing their business, and one team was granted €4,000 to participate in the final round of the European Entrepreneurship Competition.

**Company**

**Programme**

**Country**

**Partner**

**Impact**
- The programme is an integral part of the Group’s diversity policy, aiming to contribute to a reduction in high levels of unemployment in certain suburbs (up to 40%).
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- 35 charities or other not-for-profit organizations are also partners in the programme.
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**Credit Suisse attaches great importance to education, so it also made sense for its volunteers to work with partners in the educational sphere. In 2008 Credit Suisse began cooperating with Young Enterprise Switzerland (YES) on “Fit for the Economy” and “Our Community.”**

“The key objective of the program “Fit for the Economy” conducted with YES is that employees of the bank share their knowledge directly with school students of various age groups. Credit Suisse employees can take two workdays off to volunteer for YES.”

**The Program “Fit for the Economy” helps secondary-school students aged 15 –17 to manage various economic aspects of their lives better. The program is organized in flexible modules focusing on topics such as basic economics, the ideal job applications, the role of a young consumer, and handling money. Volunteers with a practical background present the program in cooperation with the schoolteacher.**

“University partnership” is a collaborative programme signed between Coca-Cola Hellenic Serbia and the Faculty of Organisational Sciences, one of the leading educational institutions in the area of business and information technologies.

University Partnership is aimed at institutions in the area of business and sciences, one of the leading educational institutions.

**Company**

**Programme**

**Country**

**Partner**

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The objective of Dalkia Česká republika’s “Help for People with Good Ideas” programme is to create long-term jobs and to prevent the social exclusion of unemployed people, unemployment being one of the most serious social problems in the country. The project is unique in the Czech Republic and its fundamental idea is to improve the lives of people who live in regions in which Dalkia Česká republika operates. Financial help and professional consultations are provided to people with good ideas with a focus on helping small and self-employed entrepreneurs in areas of infrastructure services, crafts and production and on initiatives that contribute to the protection of the environment and to education. This activity contributes to the reputation and public image of the company.

Eesti Energia runs 2 main employee volunteering programmes: Future Employee Program (FEP) and ENTRUM. The number of people entering the labour market in the next 10 years is decreasing, the population is ageing and in Eesti Energia’s focus region (East Estonia) these issues are especially critical. Working with students in vocational schools and universities, employee volunteers deliver presentations and workshops on career and education options in the energy sector and offer internships in the company under their tutelage and guidance with their research projects. The activities are funded by the company and take place during work hours. The programme is new but some activities have been running independently for years (such as the internship program with 150 interns per year) and have proven successful as interest is great (around 500 applications) and results also (99% satisfaction with internship experience).

ENTRUM

ENTRUM aims to teach young people in an active and exciting way to be entrepreneurial, take initiative and become more involved in the world around them. They learn practical steps for getting from idea to execution and achieving goals and results. The programme is free of charge and is open for students aged 15-17 who speak Estonian or Russian.

The program started in 2010 in the East Estonian region with 650 participants and involves over 30 Eesti Energia’s employees as volunteers in organising, mentoring and leading master classes. The goal is to expand the program to other regions of Estonia. The participants will execute 87 entrepreneurial team projects to make life better in their home county.

Applications for a grant present a business project, which is then examined by the “Godparents” (employees of the Dalkia group who help the applicants in the framework of their spare-time activities and act as their advisors) and submitted to the Administrative Board to be assessed. Each project can receive a grant of up to CZK 500,000.

Since its establishment in 2000 and through the 843 projects accepted, the programme has helped to generate conditions for the creation of 1,504 long-term jobs, of which 231 were for people with health-related disabilities. 200 Godparents have participated in the programme during the ten years. The grants provided amount to a total of CZK 68,017,000.

Programme Sharing the Knowledge: Building Bridges to Employment

This programme has been inspired from and puts into practice the company’s values of the role of work in people’s lives, knowledge sharing and innovation. At the same time, it contributes to the achievement of the company’s business objectives, thus constituting an important tool for bridging the gap between the demand for and the offer of labour observed on the Greek market.

The programme operates through four main actions, each with different methods and target groups.

1. Manpower Open House
2. Sharing the Knowledge with the Young
3. Preparing the Youth for the Future World Business
4. Helping Immigrants Out of Work

Since 2007, Manpower Hellas has been implementing the “Sharing the Knowledge – Building Bridges to Employment” programme, a multi-dimensional voluntary action programme aimed at creating opportunities for employment, with special emphasis on socially vulnerable groups that experience exclusion from the labour market more intensely.

European Employee Volunteering Awards – Case Study Report

22

National Winners

Large Company Category

Company

Programme

Sector

Country

CSR360 GPN Partner

Dalkia Česká republika

Help for People with Good Ideas

Energy

Czech Republic

CSR360 GPN Partner

Citigroup Global Markets Deutschland AG, Deutsche Börse Group, Fidelity International - FIL Investment Services GmbH, Freshfields Bruckhaus Deringer LLP, Linklaters LLP (group application)

Manpower

Sharing the Knowledge: Building Bridges to Employment

Workforce Solutions

Greece

Hellenic Network for CSR

Company

Programme

Sector

Country

CSR360 GPN Partner

Eesti Energia

Future Employee Program (FEP) and ENTRUM

Energy

Estonia

Responsoble Business Forum in Estonia

European Employee Volunteering Awards – Case Study Report

23

National Winners

Large Company Category

Company

Programme

Sector

Country

CSR360 GPN Partner

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European Employee Volunteering Awards – Case Study Report

22
The company's official programme is in providing employees with a resource for the implementation of the program in is providing employees with the opportunity to hold advisory and training events during working hours. Often, the employees do this out of hours, devoting their spare time (lunch time or afterhours) to work with trainees on more focused aspects of the profession, and accelerating adaptation to the work environment. The Company's official regulation states that if an employee has devoted a day-off to volunteering (subject to prior approval of the division head) he or she can have an additional day-off. A personnel department manager is in charge of the development and monitoring of all volunteer activities and manages the program. As for the company, we managed to replenish our candidates’ pool with talented specialists. The employees who participated in volunteer events not only demonstrated their care for society and loyalty to the company but also had an opportunity to “learn new things through teaching”. They also learned about modern technologies and innovative ideas generated by the trainees.

Terna's employees taught the people of KAMI how to stretch cables, climb, coordinate and develop their decision making and organisation skills. The people of KAMI learned how to maintain the functionality of the line. • KAMI people will complete the transmission line in 2011 • in the second half of 2011 the 37 km line will be fully operational Terna provided the technical know-how, their employees’ skills and electrical equipment to build a 70 Kva power line of 37 km crucial for the electrification of the area and significant improvement for the development of KAMI.

The Best Idea offers young people the opportunity to realise their own business idea. The initiative brings together students with today’s successful business people. The decision to focus on this target group was born out of a long-term need to prepare and educate successors for the posts in Zapadoslovenska energetika, as’s technical sections and at the same time build-up ZSE’s name an as attractive employer. The Best Idea programme is aimed at a target group of secondary vocational students, who have the potential to develop their technical and innovative skills together with business thinking in order to prepare for a future career. The programme reflects the absence of a platform for secondary technical school students that would link power engineering and environmental issues with the world of business. Student teams present how they would implement a proposal or invention of their own in the business world.

As Georgia is a developing country with unemployment a major issue, supporting community welfare and creating employment and career development opportunities for young and excluded people has become a corner stone of Wissol CSR activities. The company implements three Public Private Partnership (PPP) projects cooperating with the President’s Administration, the Mayor’s Office and the Ministry of Sports and Youth Affairs of Georgia.

Wissol reaches participants through the Tbilisi Municipality’s database of people who are unemployed and excluded from the labour market. Once selected the participants undergo professional development training courses, workshops and mentoring at the Wissol Training centre.

As a result of the Presidential Employment Program 100,000 people aged 25-60 were employed for three months in various industries all over the country and 10 persons are now Wissol employees on long-term contracts.

From over 30,000 unemployed people registered at the Tbilisi Mayor’s Employment Program Wissol now employs 9 people and is committed to providing further employment opportunities. Wissol’s HR department actively participates in job fairs organised by the leading institutes and universities and cooperates with the Ministry of Sports and Youth Affairs of Georgia giving young people opportunities to acquire a variety professional skills. There are a minimum of 2 interns in each of 14 departments of Wissol Group 2013 year. 30 former student interns are already Wissol employees.

It is precisely this type of business presentation skill training which a traditional school lacks. A number of activities were prepared within the programme and implemented together with the Uni2010 non-profit organisation. Support activities included: Career days, training conferences, consultation with company experts, mentoring trips and regular feedback. In the opening year, 12 student teams from eight participating secondary technical schools implemented their ideas in the categories of EKO Building, EKO Travel and EKO Present. There were 10 potential business ideas for realisation and 4 student teams were approached by business people about further cooperation.
National Winners
Small Company Category

Small Company Category
For independent trading organisations with no parent company, employing less than 250 (or full time equivalent), which are developing or one more employee volunteering programmes which address employability and inclusion

Company
Programme
Sector
Country
CSR360 GPN Partner

Kurt Zrt
Project for the Education of Disadvantaged Children
ICT
Hungary
Hungarian Business Leaders Forum

We believe that it increases KURT's reputation if we are able to decrease not only the risks of the business world, but also our country's largest risk factor.

In the most undeveloped region of Hungary, in Hejokereszter, we've been applying H2O methodology for 8 years which aims to support and enhance the Hungarian education system. The H2O project has 100 volunteers of which 12 are employees of KURT.

By the application of the H2O system, our goal is to have a competent and transparent basic education system. Our aim is to educate children to become competitive in Hungary. The most important goal of H2O is to get the students think on a higher level, and awaken their skills that they did not use before, while working on a basic question or central subject in a group.

Last academic year, this school performed better than the average of non-disadvantaged schools in Hungary. We have two disadvantaged schools in the programme in Budapest; in one of which children are not only socially but mentally disadvantaged too.

The immediate effect of the program is that the possibility to transform a disadvantaged school into advantaged is proved in practice based on measurable parameters. Our plan for the next 5 years is to transform 25-30 disadvantaged schools into advantaged.

Highly Commended

The biggest challenge of Hungary is the high number of disadvantaged elementary schools. Those trained there are potentially going to be unemployed. The largest business risk in Hungary is the incapacity of the disadvantaged.

Company
Programme
Sector
Country
CSR360 GPN Partner

Arzum Elektrikli Ev Aletleri (Arzum Electrical Household Appliances)
Visually Impaired Leaders
Energy
Turkey
CSR Turkey

"Visually Impaired Leaders" project is conducted by Arzum (www.arzum.com) with the cooperation of the Young Guru Academy (YGA) (www.yga.org.tr).

The main purpose of the project is to increase the employability skills of visually impaired people.

The project concentrates on two major causes which inhibit this target group in reaching employment. The first issue is that visually impaired people cannot improve their abilities because of the lack of opportunities in Turkey for them. The other major factor is that the business sector has not got the right provisions for the employment of visually impaired people.

Students are coached by Arzum's volunteers to provide continuous improvement in career development.

In return, the volunteers develop their management and leadership skills through this on-the-job training.

1. "Visually impaired leaders" provides leadership seminars in schools for the visually impaired.

2. Arzum & YGA Moderators implement Read-Think-Share sessions in elementary schools for visually impaired people and provide

Independent Movement trainings.

Volunteers donate 7 hours per week.

3. Every year "Stars" of the program are selected through a structured selection process. "Stars" are educated for business life, coached and trained.

4. ARZUM employees, YGA graduates and visually impaired students participate in Dragon Boat races to prove that they can succeed as part of a team.

The project increases in size each year with the number of libraries for read-think-share sessions growing from 2 to 6. The aim is to make it 8 by the end of 2011.

To date, 3 visually project Graduates have been employed in Multi-National Companies.

Galopin Parques (www.galopinparques.com) is a company specialising in the design, manufacture and installation of playgrounds and public spaces.

Its CSR program provides stable employment to people with fewer employment opportunities: residents in rural areas (75% of the workforce), especially women (50%, including at executive level). By creating and maintaining these jobs, Galopin integrates workers into the company, gives them motivation and protects the investment in knowledge and experience. This includes training, research and volunteering; it employs people in posts which would in the short term be unprofitable for the company in the following projects: the promotion and rehabilitation of rural locations; social integration; therapy for disabled persons; training of minors under court orders and at risk of exclusion; collaborating with medical centres specialising in brain and spinal damage and with foundations for rehabilitation and social reintegration.

The ancient manor of As Salguerías (30 hectares) was acquired and restored to carry out the main objectives of this CSR programme: developing Hipotherapy and Environmental Education activities. The Foundation As Salguerías was established and two new employees recruited to manage these projects, researching and developing the recreational and therapeutic possibilities of nature.

Impact

• Research and development with productive returns for the company
• Creation of jobs and know-how: 10 employees
• Involvement of 4 therapists and medical personnel
• Training Fellowships for minors under court orders: 3
• Benefits for 12 disabled people
• Restoration of 30 hectares of a natural area with volunteers and staff
• Staff motivation and promotion of informal relationships

As a result of its division into different units, bplusd offers the association the possibility of obtaining a great deal of important expertise from the company itself. The complete coordination of the project is undertaken internally through an employee with responsibility for this task. He/she coordinates the employees that are looking after individual parts of the project process and communication. Through their involvement in the project, not only is the individual employees' commitment to and satisfaction with the company strengthened - it also promotes communication between the individual units. Employees come together in this cross-unit project and get to know each other better, since there are few interfaces between the individual units in everyday working life.
Since 2002 Filo diretto Group’s Top Managers and staff are personally involved in all the steps of every project or initiative, from the beginning to the end of them.

The Group companies provide Filo diretto Onlus with:
- total financial resources amounting to 50,000 Euro per year
- 3 working days per year for each member of staff who offers their assistance

But through the years, the non profit society of Filo diretto Group also developed some educational initiatives:
- 2002-2006: FDO collaborated with Granda’s community (Angola) building, primary school and supported child sponsorship.
- 2007: FDO worked on the implementation of a project in the Ivory Coast for the protection and social rehabilitation of child soldiers and girls to mothers.
- 2008/2009: FDO developed a multi-sectoral project in Uganda that involved the creation of study and work conditions specific and accessible to groups notoriously disadvantaged.

**Impact**
- Ganda’s Project (Angola): FDO gave the chance to study to about 1,000 children per year
- Ivory Coast Project: since 2007 the project helps about 60 girls every year

**CSR360 GPN Partner**

Gruppo Filo Diretto
Filo Diretto Onlus
Insurance
Italy
Sodalitas

Filo diretto Onlus was founded in 2002 by the President of Filo diretto Group. FDO projects are addressed to give assistance to children in need and their family first of all regarding all that concerns vital and basic necessities, like food and health.

Institute Kosmos
Pico Bello
Training and Development
Netherlands
Community Partnership Consultants

Institute Kosmos is a private and accredited training institute that provides high profile courses on beauty and body care for adolescents and adults who would like to work in this area.

The Institute offers the Pico Bello project where disadvantaged girls and young women are offered training and education. Students train in ‘the Salon’ workplace and they can achieve partial certificates of aspects of the profession of beauty care. After completion of the project the students are directed to regular education or employment as much as possible.

The lecturers of Pico Bello, who are staff members of the Institute, work together with youth workers and job coaches. The students can also be directed to any of a number of supporting organisations in the project: Education institutions, re-integration firms and various care and social institutions. The Institute is the driving force behind Pico Bello and continues the activities of the Salon which teaches students how to become independent entrepreneurs in small but meaningful steps.

In the 3 years of working together from 2007-2010, 40 youth have been reached and supported:
- 90% finished the project and found themselves back on track
- They are proud of the results that they have achieved including certificates and qualifications
- 40% is going back to school and 50% is going back to work

Institute Kosmos proves with this project that it is possible to offer support to the most marginalised groups in society by designing and offering accessible training and coaching including practical and entrepreneurial skills.

**Orion Nova s.r.o.**

Luctor et Emergo (I struggle but I will survive)
Manufacturing
Slovakia
Pontis Foundation

The Luctor et Emergo programme sees Orion Nova providing training and education through employment for the people from the orphanage shelter Dom na polceste. Most of the target group is of Romany origin with long term mental health issues therefore being one of the most socially excluded groups in Slovakia.

Orion Nova uses a MELBA training method to train employees to improve their skills and capabilities. By working for Orion Nova s.r.o. trainees learn how to take responsibility in the workplace and are encouraged to develop their social skills.

10 employees in total were selected over the last 1.5 years. The most significant challenge was to find jobs or work that fitted each of their individual needs. All trainees had a 3 months trial period to see if they liked the work and whether they were willing to be trained to improve their skill sets.

**Impact**
- Gradually the target group are selected and given employment. Two employees already have full time positions with the company. One of the employees does all the electrical wiring and connections and the other is employed in cleaning and packing finished products.
- The company has gained a new group of employees who have developed a high level of motivation to work and train which is a key priority for a successful company.

The company plans to continue and replicate the project in more cities.

**Orion Nova uses a MELBA training method to train employees to improve their skills and capabilities.**
National Winners
Innovation Category

Innovation Category
For companies doing things differently, finding new ways to do things or addressing challenges on employee volunteering and employability in an innovative way

Company  Programme  Sector  Country
Boyner Holding  Pomegranate Arils- Stronger Young Women, Brighter New Futures Project’s  Retail  Turkey
CSR Turkey

Highly Commended
The aim of the Pomegranate Arils Project is to support young women aged 18-24 into employment through improving their personal development and job seeking skills. These women, who have been brought up in orphanages, have been subjected to social and economic exclusion, particularly from the labour market and are helped to become more empowered.

The project aims to contribute to solving issues involving sexual discrimination and to socio-economically coach these women with mentors through the implementation of a mentoring system.

The problems they face due to having been brought up in an orphanage include the inability to continue in education, the inability to become gainfully employed and as a consequence become socially excluded. Through the volunteering of the employees, the project provides social mentoring support to the disadvantaged young women.

Impact
• In 2009, 35 mentor volunteers gave 2800 hours
• In 2010 40 mentors gave 1530 hours to a total of 4330 hours
• 73 of employees spent 956 hours over 25 events under the social inclusion model
• 82% of the women worked with in 2009 became gainfully employed
• 15% of the women worked with in 2009 decided to continue in their education
• The women who were supported in 2010 are still receiving mentoring support.

Company  Programme  Sector  Country
KPMG AG Wirtschaftsprüfungsgesellschaft, Deutsche Bank AG, Herlitz PBS AG Papier-, Büro- und Schreibwaren (group application)  Partners in Leadership  KPMG: Other (Audit, Accounting, Tax), Deutsche Bank: Financial – Banks & Building Societies and Herlitz: Household & Personal Goods  Germany

Highly Commended
The role of the school principal is currently undergoing a transformation in Germany. The recent reforms in the education system are calling for strong, goal-driven leaders and innovators to head up the schools. The Partners in Leadership programme, which is jointly run by Deutsche Bank, Herlitz and KPMG, supports school principals in executing their managerial responsibilities so that they can meet the challenges faced by the school and best support the students to prepare for the demands of their future social and working environments.

School heads work in partnership with senior executives from the companies to develop ideas, strategies and concepts to equip the individual schools to meet the challenges of the future. The employee volunteers provide support to school principals in areas such as personnel management, communication skills, team building, organisational development, public relations and effective dialogue skills, either with a view to getting parents more involved or dealing with difficult target groups.

This cross-sector dialogue between school and business enables school principals to receive suggestions, inspiration and concrete support on an equal footing from business executives. Conversely, the corporate partners gain a unique insight into the schools such as the expectations and anxieties faced by the students, which helps the businesses attract and develop potential employees as recruits. Finally, the participation of the business executives significantly publicises the role and benefits of employee volunteering both inside and outside their companies.

By the end of 2010 the companies were able to get on board a total of 136 managers in several regions across Germany.

Achievements
• 3,638 employees participating (more than 40 %)
• 3727 working hours devoted
• Over 90 NGO organisations involved

Benefits for NGOs
• NGOs learnt how to accept volunteers
• New contacts with our people
• NGO spreads info on what they do

Benefits for employees
• Better awareness
• Personal experience and relations
• Development of social (empathy, team-work, communication with the “different” people) skills

Benefits for the firm
• Increase in reputation and employee loyalty
• Two “Charity days” became a competitive advantage

Company  Programme  Sector  Country
Česká spořitelna, a.s  We help our employees help others  Financial Services  Czech Republic
Česká Donors Forum

Česká want to involve their employees into the CSR activities. Besides other forms, they can use 2 days working for an NGO chosen upon their wish since 2007.

Aims
1 To educate employees in what the company does in CSR
2 To motivate them to become active towards community projects
3 To enable them to develop specific skills

An employee can choose an organization, place and date where to help on www.zapojimse.cz

Sometimes, the volunteer starts cooperation with the NGO even in after-work hours.

Volunteering is focused mainly on NGOs active in social field (help to the needy, children, youth, seniors). The second important area of help is the environment. The company particularly seeks for the integration of excluded groups into the majority of society. Also they support the drug treatment of addicts on a long-term basis and they encourage and help ex-drug-addicts in their social integration.

The management of the “Charity days” is operated by a supplier (Czech Donors Forum) to which operational costs are paid.

Company  Programme  Sector  Country
John Lewis Partnership – Glasgow Store  Mentoring programme  Retail  Scotland
Scottish Business in the Community

The scheme aims to meet with third/fourth year pupils in order to improve their understanding and awareness of business, raise self-belief and motivation as indicated by timekeeping and attendance rates at the school.

From the 2010 cohort of pupils over 80% improved their timekeeping and 76% increased attendance at school. As a business John Lewis, Glasgow has benefited from a number of pupils who have undertaken permanent employment in the store as a direct result of the work placement programme run in conjunction with the mentoring scheme.

The scheme has also had a clear impact on staff’s level of pride in the company as reflected in our annual Partner Opinion Surveys in store.
The Arthur Guinness Programme is designed to support social enterprises to deliver positive impact in Ireland. Ten enterprises were each awarded a fund of €500,000 to spend on developing their enterprises for social good. In addition to the funding, Diageo developed and is implementing a leadership and management support programme, which aims to match the skills and expertise of Diageo Ireland employees with the needs of the social enterprises that we work with. There is a two-year programme comprising eight group workshops as well as individual training and support delivered by Diageo employee volunteers. The volunteers work with the social entrepreneur in each enterprise and their wider team to ensure they have access to the training and coaching that they need.

As well as supporting the professional development of the social entrepreneurs, this programme also supports the issue of employability through the work of the social enterprises. For example: Speedpak employs a core team of ten people and has 31 trainees working in the two commercial enterprises, re-packing and rosette manufacture.

All of the trainees that work with Speedpak have to be over one year unemployed. Generally, they don’t have any formal qualifications.

Impact
The programme continues to drive sustainable social change in Ireland through the enterprises. Diageo are supporting and working with on an ongoing basis. Training has been delivered in social media, marketing, financial planning and leadership.

Diageo Ireland
Arthur Guinness Support Programme
Food and Beverages Providers
Ireland
BITC Ireland

Edison
Insieme per Haiti
Oil & Gas
Italy
Sodalitas

Edison is particularly focused on the needs and hopes of the new generations, and has been involved for many years in infancy support projects aimed at safeguarding the basic rights to life, education, family, fun, thus the right to grow up. For all these reasons, Edison decided to support ANPIL (Amici Nella Promozione Internazionale Lasalliana), who’s been operating in Haiti for 20 years now. They take care of all the children who were left orphans and host them through the project “Insieme per Haiti” in their Port de Paix reception camp. The company gave its employees the chance to carry out voluntary work within the ANPIL Port de Paix reception camp, where they support the camp’s management by dedicating their technical capabilities and accompanying them during voluntary activities related to the long-distance aid of children and thanks to voluntary donations to cover the camp’s operating costs.

Hiring personnel in their countries of origin gave rise to the Open Arms Reception Programme, which aims to ease the integration of our workers into their new environment through a programme where they are accompanied by volunteer workmates.

People with learning disabilities
The company regularly organises recreational activities related to its business, to create a more favourable environment for the integration of people with learning disabilities into the workforce, the whole project being organized by volunteer workmates.

People at risk of social exclusion
Since 2008 the Human Resources team has run a volunteer scheme to complete the training and increase the employability of young people at risk of social exclusion. It consists of group selection interview practice with personal feedback to train young people wishing to enter the workforce. Any beneficiaries who do especially well in the practice interview are hired within the Group.

Impact
Immigrants (since 2006) - 1,362 employees have benefited from the reception programme
- 282 volunteers
People with intellectual disabilities (since 2007) - 1,031 beneficiaries
- 1,029 volunteers
Groups at risk of social exclusion
- 851 people contracted (since 2000)
- 26 group interviews - 372 beneficiaries (since 2008)
employees help improve educational opportunities of children with visual impairments. The programme can reach more than 1500 children across the

Recipients of the programme are children from 8 orphanages for blind and visually impaired children. In its turn the company covers direct expenses to organise volunteer events which usually take place during working hours.

First of all, the company provided 8 orphanages with multimedia computer classes – computers, specialised software, Internet access and free connection. With the orphanages the company identified the problem of access to modern education materials which children with visual impairments face. Thanks to multimedia classes children scan and read electronic texts (by voice) and in this way they may study, read, etc. Braille texts are in very limited availability. So Kyivstar volunteers decided to develop specialised audio books for children of different school ages. During their weekends they prepared 6 audio disks for children (7 hours duration). Before the International Day of people with disabilities, volunteers visited orphanages and presented new audio books as well as others already existed. In total the Kyivstar library consists of 56 disks with literature. Over 100 volunteers from Kyivstar participated. Eight orphanages across Ukraine for blind children and children with visual impairments received assistance from Kyivstar.

The company plans to expand the programme to 20 orphanages for children with visual impairments.

The project has 5 main targets:

- mentoring for the social excluded people and integration,
- day to day work with the employees and NGOs,
- constant information to the employees about the results
- constant guidance on personal hygiene
- and clear working obligations for the workers on the project.

All subsidiaries of the MIG group are involved in different aspects of the project.

Marfin Egnatia Bank in Athens has the most extended application of the program, with 170 employees that participating every day. The employees are supporting actively the Home for Homeless people and the Day Care home for Homeless people whilst also volunteering at NGOs.

The Hygeia Hospital has already created a job specifically for a recycling project. The person who is working exclusively at the Hygeia infrastructure was a senior homeless person and could not gain employment. Now he has a good salary and social security.

The new employee has mentoring every day and works in several departments within the Hospital, in order to learn the real necessities of each department. The value of the programme is to raise awareness of personnel to volunteer for the society and the environment and be aware of the growing social exclusion in Greece.

In a time of financial crisis for the Greek Economy, MIG Companies wanted to create new jobs and to integrate social excluded people back to the society. MIG launched a new corporate social project, aimed at creating new jobs for homeless people, immigrants, unemployed people, socially excluded and disabled people.

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In November 2007, Vip launched one of the biggest long term CSR projects in the field of higher education in Serbia named “Be a Vip student”. The project is dedicated to the development of future experts and leaders in the area of telecommunications in Serbia. The Serbian Ministry of Telecommunications and Information Society, universities and faculties from 4 university centres in Serbia, as well as numerous students’ organisations support the programme.

The right to participate is given to all final-year, full-time, undergraduate students (BSc) of 24 selected faculties of IT and business orientation in Serbia. After a 3-phase selection, the best 20 are given very attractive awards that include:

- A paid two month summer internship in Vip
- Mentorship of senior Vip managers during internship and Master studies
- Notebook HP Pro Book 4520s
- Smartphone HTC Wildfire™ powered by Android™ with additional recharge
- Three educational soft-skills seminars within the Vip club
- A visit to Telekom Austria Group HQ in Vienna / one-day lecture of Telekom Austria Group experts in Belgrade within TAG club
- “Be a Vip student” provides unique synergy of theoretical and practical knowledge in telecommunications and transmits expertise of the Telekom Austria Group. Perhaps most importantly, the project creates high quality trainees that can easily be incorporated in the company’s business. For instance, out of a total of 60 scholars awarded in the last three years, 10 of them have already been employed by Vip.

Self-confidence is a crucial element in the process of socio-professional reintegration. L’Oréal Suisse adopted a beauty therapy approach to take action locally among women facing exclusion, combining a one-day workshop formula with employee volunteering, every two months.

This programme aims to rebuild the self-esteem and self-confidence of the target group. It’s a multi-stakeholder approach as it federates 3 NPOs working with vulnerable women and a multi-level approach, as it intervenes on 4 different levels:

1 Beauty-workshop: a professional socio-aesthetician advises and explains to the beneficiaries (3 to 6 women) how to take care of their image, in order to enhance their self-esteem
2 Photo session: a professional photographer takes pictures of the participants at the end of the workshop. A selection of the pictures is for personal use and a second series for their CVs
3 The workshop and photo session take place during the morning, while the volunteering part starts with a common lunch bringing together volunteers and the beneficiaries.
4 Discovery Internship: As a result of this workshop, one woman prepared and sent her CV with the photo to L’Oréal Suisse Human Resources, which organised an internship adapted to her requirements

Partner institutions report particularly positive effects both immediately and in the short term: a return of self-confidence, happiness and good humour, self-esteem, the feeling that social barriers have come down, a sense of replenished energy.
**Newcomer Category**

For companies whose programmes are at the early stages of development, have started well and who are on track to deliver good results on employee volunteering and employability skills as time goes on.

**Manor Geneva**

Manor is a family-owned business, leader in the Swiss retail industry. Within the “Manor à tout Coeur” Community Day programme, a partnership has been developed with the NGO “Paiados” working with young people from 15 to 20 years old, supporting them in their process of social and professional integration. The aim of “Manor à tout Coeur” is to instil “the value of work” in the young and to prepare them for a vocation in one of the practising professions at Manor.

The programme takes place on one day and is composed of 5 special moments.

First, in the morning, a member of the management team takes the young people on a tour around the shop and explains the company’s policy and core values. This is followed by a job workshop: volunteers from the human resources department explain how to create job application documents.

Afterwards, Manor apprentices as well as Manor retired employees explain their professional path to the young. For the rest of the day, the young participants have the opportunity to ‘shadow’ a volunteer in its work.

Lastly, those who are motivated can apply for a weeklong work placement or for an apprenticeship within the company.

There is general satisfaction among beneficiaries regarding the opportunity to discover a company and a variety of jobs. From the 12 young people that participate at this meeting, 2 have expressed their wish to carry out an apprenticeship or a long-term work placement within Manor.

**Highly Commended**

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**Impact**

- A strong connection with institutions has been established creating a successful network between public, private and the civil sector.
- The target group has successfully improved skills which are tested in practice and through examinations.
- Employees became familiar with teamwork and developed mentoring skills, the positive effects of which are confirmed by customers in surveys and also by management.
- The media perception of the company is much more positive.

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**Company**

**Programme**

**Sector**

**Country**

**CSR360 GPN Partner**

- Manor Geneva
- Manor à tout Coeur
- Retail
- Switzerland
- Philias Foundation

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**Company**

**Programme**

**Sector**

**Country**

**CSR360 GPN Partner**

- Belgrade City Markets
- Volunteer centre
- City green markets communal total service
- Serbia
- Business Leaders Forum Serbia

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**Company**

**Programme**

**Sector**

**Country**

**CSR360 GPN Partner**

- Orange Romania
- Engage 2010
- Telecommunications
- Romania
- Asociatia Pentru Relatii Comunitare (ARC)

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**Impact**

- The media perception of the company is much more positive.

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**Company**

**Programme**

**Sector**

**Country**

**CSR360 GPN Partner**

- Alcatel-Lucent
- Equal Talent
- Telecommunications
- France
- IMS Entreprendre pour la Cité

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**Impact**

- The programme is organised in partnership with charities (ARPEJ,EH, Handisud and hanploi.com), higher educational establishments (IUT Velizy, Ecole Telecom Britanny, Paris Electronics Institute, Rennes INSA, Rouen ESC, and the Disability Training Centre of Mulhouse).
- The benefits achieved for the participants are improved confidence and improved opportunities in their professional life through gaining the diploma.
- This programme helps to change attitudes among employees towards disabled people.
- As a result of the programme the company hopes to be able to increase its recruitment of disabled workers.

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**Highly Commended**

**Company**

**Programme**

**Sector**

**Country**

**CSR360 GPN Partner**

- Orange Romania
- Engage 2010
- Telecommunications
- Romania
- Asociatia Pentru Relatii Comunitare (ARC)
The The Central European University Graduate Programme is an especially important element of the programme every year. The social team project is an essential complementary module within the Central European University Graduate Programme. Here, trainees are involved in social initiatives which are initiated in advance in collaboration with the Central European University Graduate Programme. One of the tasks of the trainees is to provide conceptual support for community organisations working in the area of children, youth people and vocational training. For example, trainees are tasked with planning a marketing concept to raise the profile of an organisation locally. Also, trainees plan and run their own events geared towards supporting the foundations. Each trainee contributes 5 - 7 days during the entire programme to this team project.

**Impact**
- The social team project of the Central European University Graduate Programme positively impacts the business and the community.
- First, they support community organisations by contributing technical expertise and time of the trainees.
- Secondly, the team commitment required makes an intense impact on the trainee graduates’ personal development in terms of their sense of realism and the versatility of their perspective.

The objective of the BT Foundation in cooperation with the Volunteers for Mediterranean Foundation and the Culture and Sustainability Association, in San Cristobal de Los Angeles is to support and widen the education efforts undertaken in this area of Madrid. It is mainly oriented at immigrants.

The project, INFORMATIZ@TE will provide resources for youth and adults at risk of social exclusion to give them access to new technologies and improve their work integration.

The ICT Volunteers of BT Foundation provide the support for the groups, to allow them to familiarise themselves with new technologies.

We have set the following basic objectives:
- Offer new opportunities to adults to learn new content, such as the internet, vital in today’s employment world.
- Improving social abilities and personal development is a key part of the project (for both volunteers and beneficiaries).
- For entities such as the Education, Culture and Solidarity Association who are dedicated to the social integration of people at risk of social and labor exclusion, the new technology area is essential in ensuring successful social integration, in line with their mission of building a more just and tolerant society.
- Understanding and being able to use new technologies today can make the competitive difference for any adult or young person seeking to access the labor world.

As a Large Company National Winner, Jóvó/Menö was launched by Magyar Telekom in strategic partnership with Szívlapát Foundation, as part of our sustainability strategy. Our expressed goal is to strengthen positive connotations of the brand and to integrate the concept of sustainability into the brand.

**The purpose of Jóvó/Menö**
- The purpose is to improve volunteers’ social sensitivity and build a volunteer community.
- **Telekom team building:** This focuses on minor tasks, but the goal, beyond improving social sensitivity, is to build stronger teams in non-workplace environments, accomplishing minor physical jobs with each other and the locals.
- The purpose is to improve volunteers’ social sensitivity and build a volunteer community.
- **Telekom team building:** This focuses on minor tasks, but the goal, beyond improving social sensitivity, is to build stronger teams in non-workplace environments, accomplishing minor physical jobs with each other and the locals.

We consider the programmes successful in light of numbers and active involvement of participants: we have an external volunteer pool of more than 350 people, 110 Magyar Telekom volunteers have participated at the volunteer and teambuilding programs held so far; another 50 Telekom volunteers participated at the Digital Bridge Fest.

**Discover Your Talent**

*Discover Your Talent* aims to convey a set of basic skills to these young people who have participated at the Digital Bridge Fest. The internet training is provided through training and talent contest. The internet training is provided by Magyar Telekom’s volunteers. They help to accomplish certain tasks in the region that the local municipality has no (human, financial) resources for. Typical examples are cleaning up the Tisza riverbank, painting fences, renovating kindergartens.
16-17 May 2009 saw the inaugural volunteering day for clients, partners and employees of RPG Real Estate group with the goal of enhancing one of the socially disadvantaged areas of Orlíková-Poruba in the Moravian-Silesian region. Over 180 RPG employees with more than 200 local inhabitants worked on projects cleaning public spaces, painting houses and planting trees. This mutual effort was supported by the Department for Social Inclusion and by present deputies of the Czech Parliament.

In 2010 two more volunteer days followed where volunteers cleared away flood damage in Bohunice city hospital and in the houses in Karviná. The Orlíková-Poruba area has undergone a number of changes – the district was included in the “Self-help” programme when tenants made minor repairs to houses, with the use of EU funds enabling a large scale investment. Active inhabitants in the area also started organising free time activities for children.

Thanks to the mutual effort of all the participants, it was possible to repair not only the houses, but also start the change attitudes – both the tenants who began to appreciate the environment they live in, and also the employees who could see with their own eyes what it means to be socially responsible.

RPG Real Estate
Work, live and enjoy together
Czech Republic
CSR360 GPN Partner

The employees' volunteering scheme is part of the broad Community Affairs programme of UBS. Its mission is: combating educational underachievement, supporting community empowerment and improving employability prospects. We recognise that our success depends on the well being and prosperity of the communities of which we are a part.

Since 2008, UBS activities were:
- 2008 – 2009 Anti Bullying project co-funded through a partnership with Fondazione Sodalitas, Comunità Nuova, Accademia della Comunicazione, Ismo
- 2008 – present – volunteering within the Engage project with Fondazione Enap vocational school
- 2010 – present – Volunteering “At school of citizenship” with Comunità Nuova
- 2010 – present – “Be the best you can be” with Fondazione Sodalitas
- 2010 – present – “Be the best you can be” with Fondazione Sodalitas

In April 2010, System Capital Management launched Project Formula-S within the social programme “Contemporary Education”, an SCM contribution to development of the relationship between business and education. As one of the biggest employers, SCM understands that business success depends on skilled and professional staff. It decided to initiate a project in which students will be able to communicate with real leaders from business, hear about their experiences, and get advice and answers to questions. Project goals include providing the best students of leading universities with opportunities to take master classes run by senior managers, receive knowledge and skills from first hands, set priorities in their education and career development, and contact directly the management of major Ukrainian companies and organisations. Current challenges include inability of Ukrainian university administrations to cooperate, which limits contacts with the students through universities channels. The target audience for the project is students of 3-5 courses.

The first stage includes setting dates and locations, development of information materials and disseminating them to the target audience. The managers or guest speakers involved also go through the preparation stage when developing content for master classes. They share the goals and objectives, and are willing to share their skills and knowledge. During the classes students complete evaluation questionnaires and give their recommendations for future. These questionnaires also provide a database for future use. All activities are fulfilled by company staff.

The project has already formed a growing pool of interested. The feedback after each master class helps to improve the programme. The company helps speakers to receive support and necessary skills to run a master class. SCM plans to expand the program to regional universities.

System Capital Management (SCM)
Project Formula-S
Ukraine
East Europe Foundation

UBS
Community Affairs Program
Financial sector - Banks
Sodalitas

Company Programme Sector Country CSR360 Partner

Medical University of Lodz
Employee Volunteering Programme Education
Poland
The Volunteer Centre, Poland

- Support groups for families of the incurably ill
- Social support for patients and families

In care of bereaved families
- Support groups for bereaved families
- Assistance in organising events and integration activities for bereaved families
- Assistance in arranging and participating in family outings for bereaved families

- In case of bereaved children and youngsters - contacts with the school psychologist and help with homework
- Participating in volunteer training
- Assistance with arranging active participation in training and psychological workshops for volunteers
- Passive and active participation in Caritas Teams’ training

- Support for groups of families of the incurably ill
- Social support for patients and families

Charities
- Participation in charity events organised by Caritas teams
- Participation in educational and information campaigns disseminating
- Knowledge of the hospice movement and principals of hospice and palliative care
- Participation in educational campaigns on hospice movement in schools, lectures for schoolchildren
- Assistance in marketing and information activities - distribution of leaflets and posters
- Assistance in arranging and executing workshops and meetings for candidates

In cases where volunteering is a form of student practice - the activities included in the practice programme
- Assistance with arranging active participation in training and psychological workshops for volunteers
- Passive and active participation in Caritas Teams’ training

Also Innovation National Winner

The employees who declare active participation in the employee volunteering programme for the Caritas Home Hospice Teams sign individual contracts with Caritas on activity or competence volunteering.

In patient care
- Assistance with daily care for patients without family support
- Psychological support for patients and their families

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#### CSR360 GPN Partner

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### Internship Fair

**Internship Fair**

*Provides internships to educated young people in Belgrade as an opportunity to acquire professional experience and practice which raises their chance for employment*

*Provides the opportunity for employers to use internships as an excellent approach human resourcing*

*Connects students, graduates and postgraduates and their potential future employers*

*Creates and develops a permanent platform for internships as a route to employment*

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**Internship Fair 2010 succeeded to:**

- Raise the number of participants from less than 70 in 2009 to more than 100
- Raise the number of internship opportunities to more than 1000
- Repeat the success of several thousand visitors during two days of the event
- Raise the number of established internships from a couple of dozen in 2009 to at least more than 50
- Initiate a positive change of perception of internships among young people, employers and employees
- Create a model of promotion and empowerment of the internship process which can be easily and successfully applied in other universities cities of Serbia

**Impact:**

- Awareness raising and commitment of volunteers
- Employee satisfaction
- Social impact of the programme

**Process:**

Once volunteers are trained done by FUNDAR, action is taken.

**Proposals for activities:**

- Preventing school absenteeism
- Entrepreneurship amongst University Students
- Penal Institutions:
  - Workshops to improve employability especially through the creation of self-employment
  - Sports activities
  - Cultural activities
  - Environment: Cleaning and taking care of rivers

**The role of FUNDAR,** in addition to raising awareness amongst companies about the many benefits of well-structured employee volunteering, is to facilitate the process, as in many cases companies are interested in employee volunteering but do not know how or with whom to develop it.

**Evaluation:**

- Companies highlight the involvement and motivation of their employees
- Volunteers report that the programme has allowed them to get close to social realities and to improve relationships with their colleagues
- Beneficiaries: 90% of the offenders surveyed confirmed that the programme had met their expectations. 91% see it as useful for their future. 100% think that the participation of the volunteers was good (45%) or excellent (55%) and 100% positively value the relationship with the volunteers (73% excellent and 27% good).

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Acknowledgements

Our Judges

Thank you to everyone who participated in the European Employee Volunteering Awards Judging Panel either as facilitators or as judges in Brussels in early February, which was kindly hosted by the EESC.

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Companies which entered the Awards Scheme

Thank you to the companies who participated in the European Employee Volunteering Awards on a National level.

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## Acknowledgements

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