



Corporate Engagement with the Sustainable Development Goals

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WHAT ARE THE SUSTAINABLE DEVELOPMENT GOALS

— AND WHY DO THEY MATTER?

In September 2015 the United Nations adopted an ambitious set of Global Goals also known as the Sustainable Development Goals (SDGs). The 17 goals, which replaced the Millennium Development Goals, aim to end extreme poverty, protect the planet and ensure a more equitable and prosperous world for all by 2030. Behind each of the 17 goals are a set of targets – 169 in all. For example, Goal #1, to “end poverty in all its forms everywhere,” has a target of “by 2030 eradicating extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.” The SDGs were somewhat unique in that they were designed with extensive consultation by United Nations member states and the private sector. Also unique is the fact that all 193 UN member states unanimously agreed on the goals.

When the SDGs took effect in January 2016, a survey by Accenture in that year cited 87% of large global company CEOs surveyed believed the SDGs presented an opportunity to rethink their approach to and involvement in sustainable development and shared value. Significant efforts are underway to help companies think about how to use the SDGs and to illustrate the reasons for doing so. The Business and Sustainable Development Commission¹, founded by Paul Polman, CEO of Unilever and Lord Mark Malloch-Brown, former Deputy Secretary-General of the United Nations, consisted of 35 global business leaders and civil society representatives. In the commission’s report, issued in January 2017, they stated their belief that the SDGs should be used as a basis for a socially focused economic model. The companies participating in the commission pledged to incorporate the SDGs into their core growth strategies, value chain operations and policy positions and urged other business leaders to do the same.

1. Business and Sustainable Development Commission Report:
http://report.businesscommission.org/uploads/BetterBiz-BetterWorld_170215_012417.pdf

The report goes on to make a case for the SDGs:

The business case for sustainable development is strong already: it opens up new opportunities and big efficiency gains; it drives innovation; and it enhances reputations. With a reputation for sustainability, companies attract and retain employees, consumers, B2B customers and investors, and they secure their license to operate. That's why sustainable companies around the globe are thriving and delivering attractive returns to shareholders.

Sustainable development as core strategy gets much stronger as the world achieves the Global Goals. Our research shows achieving the Global Goals in just four economic systems could open 60 market hot spots worth an estimated US\$12 trillion by 2030 in business savings and revenue. The total economic prize from implementing the Global Goals could be 2-3 times bigger, assuming that the benefits are captured across the whole economy and accompanied by much higher labor and resource productivity. That's a fair assumption. Consider that achieving the single goal of gender equity could contribute up to US\$28 trillion to global GDP by 2025, according to one estimate.

Prior to the adoption of the SDGs, discussions were underway about how the United Nations might positively impact corporate volunteering worldwide. Involved were the UN Office of Partnerships, United Nations Volunteers, a small group of NGOs (including IAVE), consultants specializing in corporate volunteering and a handful of companies. Key to their planning was agreement that the focus of any such effort needed to be on development, not on corporate volunteering per se, thus bringing it in line with the priorities of the UN.

Those discussions and the work surrounding them morphed into the creation of Impact 2030 in September 2015, roughly concurrent with adoption of the SDGs by the UN General Assembly. The objective of Impact 2030 is to encourage "human capital investment," which includes employee volunteering, to directly impact the SDGs. This terminology allows for programs in which companies might loan or assign employees, as part of their jobs, to participate in activities related to the SDGs, including involvement of executives in leadership roles for initiatives.



THE ROLE OF

CORPORATE EMPLOYEE VOLUNTEERING

IAVE – The International Association for Volunteer Effort, is the only international NGO that exists solely to promote, strengthen and celebrate volunteering in the myriad of ways it happens throughout the world. IAVE was a key player in the international coalition of NGOs that advocated for the recognition of volunteering as a key force for achieving the SDGs, as reflected in a 2015 UN resolution, participated in the work that led to the creation of Impact 2030 and now is one of its “founding stakeholders”. IAVE actively advocates for priority attention to the SDGs among the core networks with which it works: the Global Corporate Volunteer Council (GCVC), national leadership organizations for volunteering throughout the world, and the global volunteer involving organizations with which it works.

The companies that are members of IAVE’s peer corporate network, the Global Corporate Volunteer Council (GCVC), represent a cross-section of industries and are headquartered in five different regions of the world. The nearly 50 GCVC member companies collectively operate in 170 countries with more than 6 million employees yielding millions of hours of worldwide volunteer service each year. The volunteer programs of these global companies represent a wide range of approaches.

Some companies post projects on the company intranet and allow employees to select what interests them. Other companies encourage employees to generate their own projects and recruit volunteers. Some have sophisticated; highly competitive, skills-based and cross-border volunteer programs. Other companies encourage family, friends, retirees and customers to participate in company-sponsored and organized volunteer programs. When it comes to paid time off, a number of companies give employees a specific number of days to volunteer, some allow unlimited time to volunteer, while others provide no paid leave but still manage to get impressive volunteer participation rates.

Just as there are many approaches to employee volunteering, companies also have adopted different approaches to the Sustainable Development Goals in their employee volunteering programs. The purpose of this report is to illustrate the range of ways the SDGs can be used by sharing the examples of 14 member companies of the IAVE Global Corporate Volunteer Council. In the same way that a key role of GCVC is to share inspiring practices among its members, the intent of this report is to provide inspiration for companies to leverage their volunteering in service to the achievements of the SDGs.

USING THE SDGS TO ENGAGE & EXCITE EMPLOYEES ABOUT VOLUNTEERING



PIMCO is an investment management firm with 2300 employees, headquartered in Newport Beach, California. They took a very methodical approach to incorporating the SDGs into their employee volunteer program. Although PIMCO has had an employee volunteer program since 2007, they decided to use the SDGs as a chance to evaluate and restructure their program. They conducted employee focus groups in each office around the world, and also interviewed senior management representatives to assess their interests. At the conclusion of this process, the company elected to focus on hunger (SDG#2) and gender equity (SDG#5). They also committed to focus on these goals for the long term with meaningful employee engagement, naming their overall framework "Purpose at PIMCO".

The refocused and rebranded program became "PIMCO Acts". With the focus on eliminating hunger, PIMCO developed a new partnership with the Global Food Banking Network (GFN), an organization active in more than 30 (principally emerging market) countries. The organization offers expertise, resources and connections that give food banks what they need to procure surplus food and serve hungry and food-insecure communities.

The GFN network of food banks overlaps with PIMCO offices so each local PIMCO Volunteer Council connects to a GFN food bank. Employees conduct food drives and sort and pack food in food bank warehouses. Each Volunteer Council works with the local GFN to track and measure the impact of the employee efforts.

To support the goal of gender equity, PIMCO employees have developed a partnership with Big Brothers & Big Sisters that provides mentoring to high school girls. PIMCO women executives are partnered with a high school girl for four years to help them think about career and life possibilities.

In order to keep the SDGs visible, a monthly newsletter is circulated to employees showing the connection of PIMCO Acts projects to the SDGs.

The Atlanta-based delivery company, **UPS**, went in for the Global Goals in a big way. This is in keeping with UPS's role as the world's largest package delivery company and a leading global logistics company. It also is consistent with the work of the UPS Foundation that has support of volunteering as one of its core missions. In 2014, at the Points of Light Conference in Atlanta, CEO David Abney publicly announced UPS' commitment to achieving 20 million volunteer hours by the end of 2020.



Although volunteering is embedded in the company culture, 20 million hours is still a huge commitment. To get the 480,000 employees excited about the SDGs and the 20 million hours target, individual SDGs were printed on paper fans and distributed to 200 different UPS locations around the world. Each paper fan listed one of the 17 SDGs with an explanation about the goal and recommended actions that individuals could take to contribute to achieving it. The recommended actions fell into three categories: awareness, service, and philanthropy.

UPS focuses on community safety including disaster relief and resilience; environmental sustainability; and diversity and inclusion, but volunteering takes place in many areas

and on an employee's own time. Employees were encouraged to take a photo of their volunteering to support the individual SDGs—along with the appropriate fan - and to tweet it. The twitter contest, which took place in the company's global month of service in October, was a big hit. It was successful in building excitement about the SDGs and the big goal of volunteering for 20 million hours. The campaign also launched a discussion among employees about the significance of the SDGs and what other actions might be possible.

As of the end of 2018, UPS is on track to meet or even exceed its 20 million hours of volunteering goal.

Medtronic is the world's largest medical device company with operational headquarters in the greater Minneapolis, Minnesota area. The company approached the SDGs with a mission to spread the word and educate all employees, retirees and Medtronic partners about the goals. They partnered with AIM2Flourish² to develop a toolkit, Introducing the Global Goals. With these materials they rolled out a stakeholder learning program for their 84,000+ employees and retirees. The toolkit helps to explain the Global Goals framework and to spark ideas through the provided slides, facilitator guide, and links to videos and online resources. Led by an employee, participants explore how their company supports the SDGs and how their own community involvement and volunteering advance the Global Goals and amplify positive impact locally and globally.

2. <https://aim2flourish.com/un-global-goals-resources>

INTEGRATING THE SDGS INTO

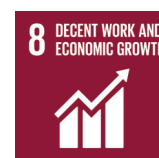
BUSINESS MODELS & EXISTING EMPLOYEE VOLUNTEER PROGRAMS

Most GCVC member companies already had a sophisticated employee volunteer program in place before the SDGs arrived on the scene. This was certainly the case with the medical technology company **BD** of Franklin Lakes, New Jersey. However, the company of 76,000 employees began in 2016 to systematically evaluate how to contribute to the achievement of the SDGs. They mapped a long-term strategy against the 17 SDGs and 169 associated targets.

The company aligns mostly around SDG#3: ensure healthy lives and promote well-being for all. BD has technologies involved in the diagnosis and management of infectious diseases; products to help reduce maternal mortality and end preventable newborn deaths; longstanding work to protect the safety of health workers through products and partnerships; business units focused on addressing non-communicable diseases, specifically diabetes and cervical cancer; and partnerships to strengthen the capacity of health systems. However, once they mapped their company focus to the SDGs they uncovered interdependencies: SDG#5 (gender equality), SDG#8 (decent work and economic growth), and SDG#9, (industry, innovation and infrastructure) were all relevant to their efforts.

The BD cross-border skills based volunteer program, Volunteer Service Trip, has a focus on SDG#3. Teams of BD volunteers go to countries in the Global South to help strengthen local health systems through training, education, and laboratory service and construction projects. They partner with six local nonprofit organizations and global NGOs to implement the program. BD associates share their expertise to help strengthen healthcare capacity, enable improved disease management, improve patient and health care worker safety and improve the overall quality of life for vulnerable populations. BD promotes the program via its company-wide intranet and invites all associates to apply online to participate. During each Volunteer Service Trip, participating associates blog about their experiences on the company's intranet. The company also shares recap "impact reports," which profile the results of each Volunteer Service Trip.

Since 2016 more than 222 BD associates from 30 countries have been deployed through this program to sub-Saharan Africa, the Caribbean, Latin America, Southeast Asia, El Salvador, Haiti, Mexico, Peru and Papua New Guinea.



- In partnership with Heart to Heart International and Hope for Health, 10 BD associates worked in Fotabong, Cameroon to improve access to healthcare by strengthening a sub-district hospital. BD volunteers trained community healthcare workers, improved laboratory quality, upgraded the hospital's infrastructure and worked with hospital leadership to develop a plan for financial sustainability.
- In El Salvador, in partnership with AmeriCares, six BD volunteers helped improve clinical services for diabetic patients, training 50 clinic staff over two years. A separate team of 4 volunteers later led leadership and management development training with clinic staff.
- In Haiti, with Heart to Heart International, six BD associates helped strengthen local laboratory services.
- In Peru, with Direct Relief, 17 BD associates volunteered at the CerviCusco clinics to improve clinic operations, and to improve cervical cancer screening processes.
- In Papua New Guinea, four associates partnered with Australia Doctors International to provide infection prevention and control training to rural healthcare workers and nurses at three hospitals in the region.

BD's employee volunteer program may be unique in that they return in subsequent years to measure the ongoing impact of their efforts. The service trips are typically three-year commitments which allows individual volunteers and teams to build on their work from the previous year.



Google, the 20-year old tech company, is employing a combination of grants, employee volunteering, and technology to support nonprofit organizations worldwide. From 2016-2018 Google.org gave over \$112M in grants and over 100,000 Googler volunteering hours to support work aligned with the SDGs. Recently their CEO, Sundar Pichai, announced a 5-year goal to award \$1 billion in grants and to contribute 1 million employee volunteer hours to nonprofits that use technology and innovation to tackle complex global challenges.

As an example, in 2016 and 2017, they invested \$50M in tech-powered approaches to advance the goal of a quality education for all (SDG#4). Grantees launched new learning platforms, built apps for self-directed learning, and created new online lesson plans for teachers. Pratham Books accelerated the development of Storyweaver, an open-source platform that connects readers, authors, illustrators, and translators to create free books for children around the world. With Google support, the platform expanded to offer books in over 100 languages. Using the unique skills of a diverse employee population, Google volunteers celebrated International Literacy Day by translating 1,000 stories for Storyweaver.

Eight volunteer Googlers were deployed to work with Learning Equality in Guatemala to help develop their offline learning platform, Kolibri. This platform takes digital content such as

books, video tutorials, and quizzes, and makes them available offline for students without regular access to the internet. The company committed \$5 million of additional funding to UNHCR and Learning Equality to bring the platform to learners in refugee camps, community centers, and schools in Jordan, Kenya, Tanzania, and Uganda.

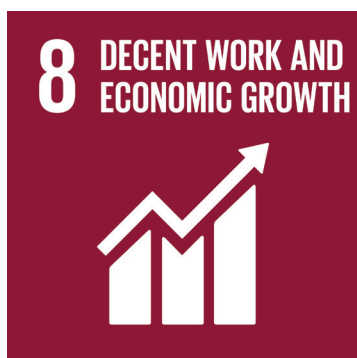
Google.org's newest pro bono program, the Google.org Fellowship, allows Google employees to complete up to six month of full time pro bono work to accelerate the social impact of their highest priority nonprofit partners.

Google is also anticipating how emerging technologies like artificial intelligence (AI) might contribute new solutions to persistent problems involving most if not all of the SDGs. (McKinsey research³ has identified potential applications of AI across all 17 SDGs). The company recently launched the AI Impact Challenge and winners will receive extensive coaching and support from Google volunteers with expertise in AI. Presently Global Fishing Watch and Rainforest Connection are using AI to combat overfishing and deforestation (SDG#14 and SDG#15).



CEMEX is a global leader in building materials and the largest producer of concrete in the world. It provides products and services to customers and communities in more than 50 countries. The company, based in Monterrey, Mexico and with 42,000 employees worldwide is well positioned to address many of the challenges cities are facing and has done so. Since 1998, CEMEX has been providing consulting and affordable building materials to low-income families across Latin America through its forward-thinking housing program, Patrimonio Hoy (PH). To date, the company has helped 600,000 families — roughly 2.7 million people — build their own affordable, practical housing.

Soon after the SDGs were adopted in 2015, CEMEX CEO, Fernando A. Gonzalez, committed to the 2030 agenda by integrating the SDGs into the company purpose, policies and processes. They initially focused on 11 SDGs. However in 2017 CEMEX took another step and refined their use of the Global Goals. After consulting with several business units; they prioritized the SDGs by analyzing their underlying targets and indicators and aligned them with business goals and opportunities as well as stakeholders' expectations. The result was the prioritization of five SDGs: 8, 9, 11, 13, and 15.



3. McKinsey Report on AI and SDGs:
<https://www.mckinsey.com/featured-insights/artificial-intelligence/applying-artificial-intelligence-for-social-good>



CEMEX encourages employees to be engaged community members through the CEMEX Volunteers Program, which provides paid time off to participate in community projects selected by local offices. Employees and their family members volunteer on projects that are both hands-on and skills-based. Their efforts support social inclusion and citizen engagement in communities, plus access to skills and capacity building for nonprofits. Volunteer projects are mapped to the SDGs and the key performance indicators used are the individual SDG targets.



While the business focus is the set of five priority SDGs, volunteer projects go further. A recently developed CEMEX volunteer project focuses on gender equity (SDG#5). Senior women leaders working at CEMEX HQ in Monterrey go to local high schools and colleges to share their personal and professional stories in order to encourage young women to think that a career can be attainable. In thirty-minute presentations the women speak for 10 minutes about CEMEX; 10 minutes about their personal leadership journey; and then take questions for 10 minutes. The project is proving to be popular with the CEMEX women and the students.



ALL IN FOR THE SDGS

Iberdrola, the Spanish energy company that has 34,000 employees, is using the SDGs as an opportunity to develop innovative business strategies and models. The company feels that it can most significantly contribute by committing to SDG#7 by supplying affordable and non-polluting energy, and SDG#13, with "climate action."

The company is serious enough about focusing on the goals and their indicators that they incorporated the SDG targets into their business strategy and their governance

model. Shareholders approved in 2017, a long-term incentive pay plan for executives linked to the achievement of targets related to the two priority goals. The variable fee for members of the Board of Directors is also linked to the achievement of the goals with the following specific objectives:

SDG#7: By 2030 to reach 16 million new beneficiaries in emerging market countries who do not presently have access to electricity.

SDG#13: Achieve a reduction in the intensity of CO2 emissions as compared to rates in

2007, by 30% in 2020 and by 50% in 2030, and to be carbon neutral by 2050.

As is the case with most other companies, Iberdrola acknowledges that the SDGs are interconnected and that their actions and projects will also contribute to several other SDGs: 3, 4, 6, 9, 10, 15, and 17. Iberdrola believes that volunteering has the potential to significantly advance the SDGs. For that reason its international corporate volunteering program has been aligned to the SDGs since 2016 with a specific framework to measure the impact of volunteering projects and activities. Each of the company's social initiatives are aligned with a specific goal.



Iberdrola has contributed to an SDG Chair within the Polytechnic University of Madrid in order to, along with other organizations, harvest knowledge and innovative measures for the management of the SDGs.

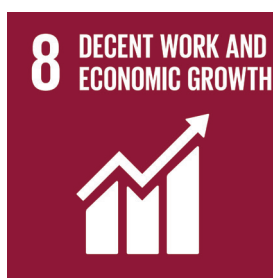
Iberdrola has an internal SDG committee that meets every two months to review the company's activities that relate to the SDGs. They disseminate news about the SDGs and deliver training sessions through the internal company portal, ***The SDGs and Me***. The goal of the the SDGs and Me portal is to help employees feel that with the actions they and the company are taking, they are part of a global movement to improve the state of the world. Within the portal they illustrate how each volunteer project maps to the SDGs and there are suggestions about how employees can adopt "sustainable habits." The company has also participated in the implementation of the SDG Evaluation Tool, developed by Trucost, to enable companies to identify business risks and opportunities aligned with the SDGs.

The Portuguese energy company, the **EDP Group**, is similarly highly engaged with the SDGs. The Executive Board of Directors endorsed them when they were adopted in September 2015, and in 2017 they publicly announced they would focus on eight goals: 5,7,8, 9,11,12,13, 15.

EDP executives feel that through their activities they can make a difference to SDG#7 and SDG#13 in particular. They are aiming to provide accessible and renewable energies with 76% hydro, solar and wind by 2020; and to reduce CO2 emissions by 75% from 2005 to 2030.

In 2017 EDP published their Social Investment Policy reiterating their commitment to contributing to the SDGs and to act in accordance with the Social Responsibility Principles (ISO 26000) and the United Nations Guiding Principles on Social Investment, of Relevance, Accountability, Transparency, Ethical Conduct and Respect.

In 2018, they developed a Social Investment Plan with projects aligned to each relevant SDG. Within EDP's social reporting system activity on each project is reported against each SDG.



EDP has had an active employee volunteer program since 2011. Since its inception the program has had 30,000 participants, and established partnerships with 1800 organizations worldwide. Twenty per cent of employees currently volunteer, and family, friends and retirees are also actively engaged.

In 2017 EDP rolled out a new Employee Volunteer Program that was designed to match the company's priority SDGs. Their focus areas are: social inclusion, sustainable cities and communities, energy inclusion and access to energy, energy efficiency, renewable energies and decarbonization; protection of natural heritage and biodiversity. The company's internal volunteering platform reinforces the SDGs and those commitments. Within the platform, employees can see the company's specific commitments to the SDGs and the progress to date. Volunteer opportunities are organized by the SDGs, and when new projects are proposed, they

must be identified by how they will support specific SDGs. All public presentations of EDP's Employee Volunteer Program address the SDGs as well.

The SDGs inspired the EDP Foundation in Portugal to engage employee volunteers in a new project, Solidarity Schools. EDP volunteers go to secondary schools to talk about the SDGs, and use them to outline the challenges faced by the planet and to illustrate how individuals, including the students can take action and make a contribution to their communities.

The company has begun to develop a measurement system linked to the SDG indicators and targets. Currently they assess their environmental volunteer programs by the numbers of acres they help to protect in alignment with their goals on biodiversity and natural heritage.

Bank of America's approach to the Sustainable Development Goals is wide reaching and comprehensive, aligned to the company's commitment to environmental, social and governance leadership. One significant demonstration of this is through capital deployment. This is an enterprise wide initiative to unlock the necessary financing to meaningfully address major global and local challenges such as affordable housing, clean water and sanitation, education, health care, renewable energy, energy efficiency and other critical areas outlined in the SDGs. One example is the bank's 2018 announcement of a Blended Finance Catalyst

Pool with an initial allotment of \$60 million that is designed as a revolving pool to mobilize additional private capital toward the SDGs. It focuses specifically on access to energy (SDG#7), affordable housing (SDG#11), water and sanitation access (SDG#6) and climate resiliency (SDG#13).

Bank of America's global employee volunteer program was in place long before the SDGs were rolled out. Since the announcement of the SDGs the company has begun mapping all volunteering and philanthropy to the SDG targets.

Volunteerism is part of the company's DNA and its 200,000 + employees volunteer in a wide range of programs, providing 2 million hours annually to help address community needs from mentoring to building affordable housing to packaging food for the hungry. The company's signature volunteer effort aligns with the company's purpose to improve financial lives. Better Money Habits Volunteer Champions deliver turnkey lessons on areas such as budgeting and savings to help individuals build better lives and advance along the economic continuum.

Aligning volunteer programs with philanthropic partnerships is another way Bank of America creates social impact. One example is Bank of America's Habitat for Humanity Global Build, a week in which nearly 2,500 employees come out to volunteer with long-time partner Habitat in support of affordable housing and community revitalization projects. In 2018, the global build took place in seven countries. The bank has partnered with Habitat for more than 30 years, investing nearly \$80 million in communities around the globe.

Another example of a program that aligns with broader enterprise commitments and engages skills-based volunteerism is the bank's partnership with the Cherie Blair Foundation for Women. As part of the company's focus on investing in women entrepreneurship and leadership, the partnership with the Cherie Blair Foundation has engaged more than 500 employee volunteers who deliver online mentoring to women entrepreneurs around the world, helping them refine their business plans. The focus on women in small businesses helps fuel economic growth and sustain local communities in the Middle East, Africa and Europe.

For the past several years Bank of America technology and operations employees in Asia Pacific have focused on skills-based volunteering programs creating practical software applications that will help NGO partners improve their operational effectiveness. Other programs encouraged girls in six countries across Asia Pacific to pursue a career in Science, Technology, Engineering and Mathematics. Bank of America volunteers taught computer literacy to foreign domestic workers, and also taught disadvantaged students how to code.



MEASURING PERFORMANCE

AGAINST THE GOALS

The Ritz-Carlton, the luxury hotel brand that is now a part of Marriott International, aligned its signature Community Footprints Corporate Social Responsibility strategy to the SDGs soon after the goals were adopted. The company started an awareness campaign to inspire its 30,000 employees in 40 countries and to illustrate how their local actions laddered up to the SDGs. Their aim was to show how Ritz-Carlton volunteers were part of a global movement.

The Community Footprints program was established in 1983 with three focus areas: hunger and poverty relief; well-being of children; and environmental responsibility. These program pillars map to SDGs: 1,2,3,4,12,14,15,17.

Each Ritz-Carlton property has a volunteer team responsible for developing community engagement plans and cultivating appropriate partnerships for volunteer projects. The program has a high participation rate and a strong accountability mechanism: volunteering is incorporated into individual and property annual reviews. Posters throughout the employee section of each property ensure visibility of the links between volunteer programs and the SDGs.

A hallmark of the Community Footprints program is its centralized design and accountability paired with local initiative and creativity. Employees in the Hotel Arts Barcelona property were dismayed at food waste and initiated a creative partnership with Nutrition without Borders, which has become the model for the city's other hotels. Excess, untouched food is quickly frozen, stored in special containers and whisked by refrigerated trucks to a central facility that is then accessed by food banks.

Employees in Ritz-Carlton, Wolfsburg became aware of the needs of a refugee community in their German town and soon were volunteering on a weekly basis with homework assistance, games for young children, special brunches for women and more.



TEACHING CHILDREN

ABOUT THE SDGS

The **C&A Foundation**, affiliated with the global retailer C&A, works to help people involved in the global apparel industry improve their lives and livelihoods by increasing incomes and wages, preventing modern day slavery, providing fair working conditions and reducing the water, chemical and energy footprint of the apparel sector. The C&A Foundation's signature programs – Sustainable Raw Materials, Circular Fashion, Working Conditions, Forced and Child Labor and Strengthening Communities – support ten of the Sustainable Development Goals (1, 2, 5, 6, 8, 10, 12, 13, 16, 17)

Within the Strengthening Communities Program which focuses on humanitarian relief and Disaster Risk Reduction (DRR) and corporate volunteering, progress is evaluated against SDGs 5 & 13. The C&A Foundation's philanthropic efforts work to increase awareness, knowledge and skills of mothers and children in DRR. They also involve families and children in school and community based DRR and seek DRR institutionalization at local and national government levels.



In Brazil, C&A volunteers have created and implemented projects to support the SDGs with a focus on showing children how to protect the planet (SDG#13). One initiative included employees from six C&A retail stores in Northern Brazil. They created activities to show preschool children the importance of waste separation and recycling and spent a day as a group "ecologically remodeling" the school's library. Wooden pallets became sofas and PET bottles collected by the children were used as the underlying structure for chairs. Discarded fabric became curtains that were sewn by members of the community.

The teachers at the school explained the idea to parents and children and then walked with them around the community to gather recyclable materials. C&A volunteers also searched for discarded items at C&A. When the remodeling was finished everyone was surprised by the results – a cozy new library space for 170 children repurposed at no cost. The C&A Foundation is planning to produce a booklet on sustainability education to replicate its step-by-step methodology and lessons learned from the project.

PARTNERSHIPS FOR THE GOALS

In tackling almost any corporate project, it is often easiest to work within your own business culture and span of control. But synergies and complementary skills and resources can propel a project in new and fruitful directions. While collaboration is often invoked as the goal to be attained, more often it remains aspirational rather than operationalized. Some companies are working to make such aspirations a reality with employee volunteer programs.

The South African insurance company, **Discovery**, made a series of very conscious decisions when deciding on their flagship corporate social investment program - The Orange Farm Project - a partnership between Discovery and the City of Johannesburg. Working in partnership with other entities – government, corporate and civil society – was an essential component. Employee volunteering was also part of the design since Discovery wanted the project to provide a point of connection between employees and the community of Orange Farm. The focus additionally is on sharing employees' time and expertise, rather than on cash or product donations. Discovery employees have unlimited time off to volunteer, which is unusual in the South African corporate sector, and in a typical year 24% of employees volunteer.

The Discovery For Good Employee Volunteer Program is based on the business Social Value Model. The program is designed to deliver systemic change with clear targets; to be centered on community ownership and engagement; to be replicable; and to have partnerships at its core.

The Orange Farm project model is built on partnerships because Discovery believes they are the best way to ensure overall improvement in the lives of community members. In addition to SDG#17, the project focuses on three other SDGs:



- Education – SDG#4: Ensure inclusive and quality education for all and promote lifelong learning. The specific goal is the improvement of skills among youth, resulting in improved access to employment.
- Health – SDG#3: Ensure healthy lives and promote well-being for all. The specific goal is to strengthen health systems for improved service delivery within Orange Farm health facilities.
- Sustainable Economic Growth – SDG#8: They are working to promote inclusive and sustainable economic growth through employment and decent work for all. With the establishment of a business hub funded by various partners, the goal is enterprise and supplier development for economic growth within the community.



The different project components within the Orange Farm Project are monitored utilizing a Monitoring, Evaluation and Reporting (MER) plan, which describes the targets, objectives, outputs, outcomes and indicators for each focus area. The MER plan was developed in consultation with key government partners and aims to aid the process of working more efficiently towards achieving the goals and objectives of the various focus areas, outline the various roles and responsibilities pertaining to MER and provide a plan for data collection, analysis, use and data quality.

Employees of the Spanish telecommunications company, **Telefónica**, engage in the company's volunteering program through Fundación Telefónica. All volunteering is categorized to mesh with specific SDGs. The company also collaborates on several projects and initiatives. Since January 2017 Telefonica has been involved in the implementation of a series of joint initiatives with other companies to promote, through the work of its volunteers, the achievement of specific SDGs. For example, in collaboration with the "la Caixa" Banking Foundation and SAP, employees of Fundación Telefónica joined forces for 15 days to support the work of four social institutions to improve the employability options of persons in vulnerable groups.

Beginning in October 2017, Fundación Telefónica began working on the COMPANIES4SDGs campaign, a collaborative effort of 37 Spanish companies to promote progress on the SDGs through their corporate volunteering programs. The first objective of the campaign was to educate employees of the participating companies on the SDGs and show what they can do on a personal level through the adoption of positive behaviors. Within the context of the campaign, Fundación Telefónica has produced materials on the SDGs such as videos, which are disseminated through different internal channels in 14 countries in Latin America and in Spain. To date they have reached over 66,000 employees.

The second objective of the campaign was to mobilize the companies' employees to get involved in volunteering activities contributing to the SDGs. A yearlong campaign was launched where, in each month, actions contributing to a specific objective were planned and implemented in the different countries where company employees were present.

With an annual budget of 545 million Euros (approx. 610 million USD), the **"la Caixa" Banking Foundation** based in Spain, is one of the world's leading private foundations. One of the foundation's priorities is "social action" and this is carried out largely by the "la Caixa" Volunteer Program or Voluntaris "la Caixa" organized by the "la Caixa" Volunteer Association, supported by a network of 39 local branches. The mission of the foundation overall and of the volunteer program in particular is to build a better, fairer society, providing more opportunities to those most in need. Programs focus on vulnerable groups or those at risk of social exclusion.

The volunteer program was launched fourteen years ago and has been growing rapidly ever since. There are presently 4,500 active volunteers, and last year the program organized more than 4,580 activities in Spain alone. Friends, family, and customers are all welcome to participate.

A three -year Volunteer Action Plan (2017-2019) has guided the work of the "la Caixa" Volunteer Association. The four priority policy areas and activities are lined up to the SDGs:

- Child poverty (Caixaproinfancia) – SDG#1
- Good health and well being with a focus on the health of older people – SDG#3
- Quality education (EduCaixa) with a focus on innovative projects – SDG#4
- Decent work and economic growth (Incorpora) with a focus on financial education, employability and job placements particularly for the disadvantaged – SDG #8

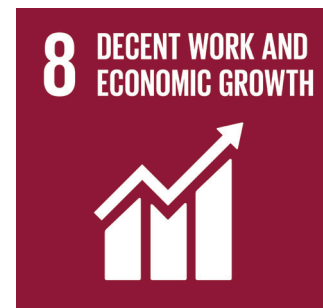
For example, La Caixa employees serve as mentors for those at risk of social exclusion who are trying to enter the job market. Volunteers are trained not only on the specifics of their projects but also to understand how their volunteering contributes to the SDGs.

Fundación Telefónica and "la Caixa" Banking Foundation are partners in *ProFuturo*, an education program they jointly launched in 2016. The mission of *ProFuturo* is to narrow the global education gap by providing quality digital education for children in vulnerable environments in Latin America, Sub-Saharan Africa and Asia. In line with SDG#4 the project aims to facilitate access to equitable and inclusive quality education for all. Additionally, *ProFuturo* aspires to become a model for innovation in education by improving the education of millions of children through technology.

Each year groups of volunteers use their holidays for a two week *Vacaciones Solidarias* project - to conduct learning activities with teachers, students, and members of the community.

The hallmarks of *ProFuturo* include empowering teachers and providing children with access to quality, sustainable education in all corners of the world, whether in urban, rural or remote areas or conflict zones. The educational resources are designed to be adapted to various environments including those with or without an internet connection. The goal is to deliver quality education to 25 million children in vulnerable areas by 2030.

Partnerships are an essential component of *ProFuturo*. To date the project has signed partnership agreements with over 60 local, national and international partners and it is open to and seeking more corporate and civil society partners. *ProFuturo* is designed to be a model for an educational approach, but also for a collaborative approach.



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CONCLUSION

As noted here, there is a wide range of approaches to the GCVC companies' use of the Sustainable Development Goals. In the years since the adoption of the Global Goals, companies have become increasingly creative and committed to the goals often refocusing their employee volunteer programs and making clear the SDGs' connection to the company's CSR initiatives and even to their business strategies. Some companies are at the beginning of the process, others are already making adjustments and selecting new SDGs and targets for their employee volunteer program focus. We expect the innovation and adjustments to continue and accelerate as we get closer to the target year of 2030.

While there are some thoughtful efforts underway, measuring the impact of volunteer efforts continues to be a challenge, and likely will be for the near future.

There are few but interesting approaches to collaboration to achieve the Global Goals. Given the inspiring practices that have been exhibited to date, we anticipate there will be energy and innovation applied to these efforts and IAVE will be eager to document and share the best of them.

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