Cross Border Volunteering

Cross-border volunteering is a niche product in the broad spectrum of corporate volunteering. Its rationale is based explicitly on its value to the business and participating employees as well as to the organizations served. Its future will be shaped by the impact of COVID-19, changing worker attitudes about participating, evolving views of top management and the not-yet-proven viability of virtual delivery.
Major Takeaways

- Program design, the key to a successful cross-border volunteer program, is ideally created in close consultation with non-profit partners whose activities address a critical need.

- Cross-border volunteering offers a wide range of benefits to employees, including soft-skill and leadership development, team building and increased knowledge of global markets.

- Companies and employees reap the most benefit from cross-border volunteer programs when adhering to rigorous pre-trip preparation and training as well as post-trip follow-up.

- Team volunteering – that is, pairing local employees with those from outside the country, and young employees with senior leaders – has been a best practice for some companies.

- In-person cross-border volunteering is typically available to a very small set of a company’s employees. So, it is critical to select both those most likely to create the greatest impact toward the program’s goals with the skills they offer and those who can derive the most benefit for themselves and the company from skills they gain.

Of all the forms of corporate volunteering, “cross-border” (international) programs clearly have suffered the most during the COVID-19 pandemic because, traditionally, they have been built on a model of taking volunteers away from home to work onsite with NGOs and government agencies.

The reality is that cross-border programs have occupied a very narrow niche in the spectrum of corporate volunteering since their emergence in the early part of the 21st century. Many companies with volunteer programs may be able to point to isolated examples of employees crossing borders to volunteer. However, relatively few have been prepared to make the required commitment and investment to create and sustain a defined international program over time. Indeed, of the 80 companies engaged in research for this report, only nine have done that.

This chapter explores the nature and realities of cross-border programs in order to understand why that is the case and to reflect on what the future may hold for them.
The Realities of Cross-Border Programs

Cross-border programs share four primary characteristics:

- The programs align closely with the core competencies of their companies and are built around the knowledge and skills of their employees.

- They are focused on addressing real, definable needs through skills-based volunteering and/or pro bono service with the expectation of making a meaningful contribution to the work of the host organization. They typically focus on organizational capacity-building while addressing specific program challenges the organization is facing.

- The programs overtly are about developing future leaders for the business by increasing employees’ understanding of and experience with the complexities of worldwide realities, working in multicultural settings and adapting their knowledge and skills to new, unfamiliar situations. But because of the cost, these programs are only available to a very few employees, in many cases those with the highest technical and professional skills.

- Companies take their programs seriously and manage them to high standards of performance and impact. They have dedicated professional program management – either inside the company or through outside contractors – and they leverage resources within the company in support of their work.

Often these are “signature programs” in a company’s broader volunteering portfolio, earning significant visibility inside and outside the company.

Because of their resource-intensive nature, the programs require significant commitments from participating employees. As a result, cross-
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border volunteering is particularly vulnerable during times of change within and outside the company.

During this research, for example, some companies reported that even before COVID-19, employees were growing reluctant to being away from home and jobs for extended periods in order to participate. Others reported that changes in top management had led to rethinking the priority and nature of their programs. For some, the realities of mergers or downsizings were disruptive. There also is growing awareness of and sensitivity to perceptions of employees from “developed countries” going to “less-developed” ones to “help.” This has led to a rethinking of basic premises of the work.

The COVID-19 pandemic essentially shut down programs or led to substitution of online variations which limited the return on investment for the company, the volunteers and the organizations served. As one program leader said, “It’s really challenging to understand the context and connect with community through a computer… You’re not living, eating, working in a community, meeting community residents; so that contextual learning, unfortunately, is going to be a challenge.”

For the moment, for those companies most invested in the work, the potential benefits continue to outweigh the costs. But, the COVID-19 experience has surfaced existential questions for some companies about the future viability of cross-border programs.

The growth of virtual volunteer programs may well redefine what it means to be “cross-border.” Clearly, many activities—particularly those focused on capacity building, problem-solving and knowledge/skill development—can be carried out virtually, just as they are every day in most companies. The uniqueness of being able to put their skills and expertise to work in new environments, without ever leaving home, may attract a new audience of volunteers within companies. Programs still will require intensive focus on partnership development, project scoping and team management. The same skills that enable companies to build highly functioning teams virtually within their global workplace can be called into play to build similar teams with nonprofit partners on the other side of the world, transcending distance and difference through shared commitment, attentive management and focused effort by all participants.

But those “new generation programs” will inevitably be different from what we have known as cross-border volunteering up until now. What will be the shape of future cross-border volunteering? It can be known only through making the attempt, mobilizing the same resources as would be committed for similar work within companies and remaining open to clear-eyed assessment of the results.
The Case for Cross-Border Volunteering

There are four primary rationales that companies offer for investing in cross-border programs.

**They help develop employee skills.** This generally is at the top of the list. The tradeoff in cost and time away from a job is offset by the benefits widely acknowledged to accrue to both the individual and the company from a volunteer’s time in a cross-border program. Those benefits generally increase with the length of the assignment. Employees learn how to work in cross-cultural teams, to manage in uncertainty and to hone problem-solving and critical thinking skills. One company interviewed for this research went so far as to state that they had ceased sending employees to high-priced university-based executive education programs in favor of cross-border volunteer programs because the benefits were more significant.

**They offer a way to make significant impact.** Cross-border programs enable companies to help strengthen the capacity and skills of the nonprofit organizations with which volunteers work, as illustrated in the examples of the companies in this chapter.

**They help integrate employees across business units and companies.** Some cross-border programs can be leveraged for other purposes. One company reported using the program to help integrate employees from recent acquisitions.

**They educate employees about foreign markets.** Companies can overtly use the programs and the time abroad to better understand how their products and services might be modified to suit those markets.
Making it Real

These rationales are clearly reflected in the programs of nine companies that have made major investments in their cross-border programs: MSD/Merck, Iberdrola, GSK, SAP, Randstad, Nikko, BD, Credit Suisse and House Foods.

The global pharmaceutical company, MSD (known as Merck in the U.S. and Canada), offers a transformative in-the-field volunteer opportunity to employees. The *Merck Richard T. Clark Fellowship for Global Health* launched in 2012, is a three-month, immersive pro bono program sending employees to different countries. It is designed to leverage the skills and expertise of employees to address the challenges of global health and global development. The Merck RTC Fellowship for Global Health is also viewed as an opportunity for the company to develop its workforce and strengthen the capacity and reach of NGO partners with technical and human capital support. Each year about 30 employees support 10 projects in teams of two, three or four people. To date, over 250 employees have participated in the program.

Projects change each year and include vaccine campaigns, finance and marketing projects as well as effective and efficient supply chain development. The bulk of the projects are in Sub-Saharan Africa; however, RTC Fellows have also been deployed to other countries including Peru, India, Kazakhstan and Bangladesh. Two recent examples:

- An initiative designed to build the capacity of health professionals helped to address cancer in Africa. A team of employee volunteers was deployed in 2018 for a three-month commitment to build the capacity of Bio Ventures for Global Health through training and education to strengthen the clinical trial capacity at Moi Teaching and Referral Hospital in Eldoret, Kenya.

- Bites from rabid dogs account for 99% of the 59,000 persons worldwide who die from rabies each year. Merck RTC Fellows tackled assignments in Malawi and India to address the problem of low levels of canine vaccination and a general lack of awareness of the problem. The employees worked with Mission Rabies to develop the Eliminate Rabies by 2030 Campaign.

One Fellowship objective: deliberately take employees out of their comfort zones so they can grow and learn. The manager of the Fellowship program believes that a lot of learning results from the immersive three-month assignments. Living and working for an extended period someplace dramatically different from what an employee is used to can be challenging, particularly since not all Fellows have traveled widely. Fellows come from many different countries with a wide range of skills and job responsibilities. On assignments, they live together in housing with shared common space.
Spanish energy company Iberdrola’s signature employee volunteer program is INVOLVE. This is a 16-month program that takes place in Mexico and Brazil for the purpose of mentoring young people aged 13-17 years. The children in the program are vulnerable and come from very disadvantaged communities. The INVOLVE program seeks to provide them with high-quality educational opportunities combined with encouragement from mentors, who work to open the children’s minds to new possibilities. The goal is to prepare them for employability and social inclusion. Iberdrola works closely with local NGO partners to design and deliver the program.

The volunteer cohort for the INVOLVE program is made up of employees from all of Iberdrola’s country locations. Each year, there are 34 spots reserved for international volunteers (outside of Mexico and Brazil) and 10 for local Iberdrola volunteers. This creates a cross-cultural team to enhance the experience for volunteers and youth alike.

Prior to going in-country, employees participate in training for four months to learn about the technology and social issues plus language skills that will equip them to succeed once they are in the field.

After the training period, volunteers go to either Mexico or Brazil for two weeks to meet the children face-to-face. Once employee volunteers return to their home countries, they coach and mentor two children each for one year. The volunteers are in contact every week with their two assigned mentees. During this time, the children are in school and are educated by local teachers. Iberdrola finances their education by funding the teaching with grants.

The INVOLVE program is now 11 years old. It originated in Sao Paulo, Brazil, and Mexico was added soon after owing to the company’s international expansion. Each year the program moves to a new city in each target country as Iberdrola aims to spread the opportunities and benefit as many disadvantaged communities as possible. The programs take place in communities where the company has a physical presence, and they select schools that are close to Iberdrola plants. The best students are hired to be apprentices at Iberdrola, providing clear benefits to the youth and the company while creating a systemic impact in the communities where the program is implemented.
While the students clearly benefit from the INVOLVE program, volunteers do as well. They tend to progress more rapidly in the company than nonparticipants. The program is aligned very closely with HR, as the volunteer program reports into HR, making this more seamless than in most companies. The INVOLVE program is seen as providing employees with significant skill development including initiative, self-confidence, flexibility, innovation and communication. Most volunteers have not been abroad or even exposed to relatively poor communities before participating in the program. Having to communicate in another language adds to the challenge. INVOLVE takes volunteers out of their comfort zone and makes them develop competencies faster than with traditional training. Imagine, for example, a Scottish engineer communicating in Brazilian Portuguese and trying to empathize with and gain the trust of vulnerable young people from very different cultures.

GSK’s PULSE Volunteer Partnership program has allowed employees to step away from their work roles for three to six months to provide full-time skilled services to meet a need, challenge or opportunity faced by a non-profit partner. The first PULSE class went abroad in 2009, and since its inception, 814 employees from 65 different countries have gone on assignments, working with 127 NGO partners in 77 countries. Assignments have been driven by their strategic NGO partners’ needs. Save the Children is GSK’s biggest PULSE partner. The program also has worked with Malaria No More, PATH, Smile Train, Amref Health Africa, CARE International, Clinton Health Access Initiative (CHAI) and Partners in Health.

Because of the ongoing global COVID-19 pandemic, GSK made the difficult decision to cancel PULSE in 2020 and 2021. In lieu of that, working together with the GSK U.S. Community Partnerships team, four GSK employees were successfully matched to take
part in a new program, the Philadelphia STEM Equity Collective.

In partnership with the Philadelphia Education Fund and the Philadelphia STEM Ecosystem, GSK is supporting a comprehensive 10-year collective impact initiative to increase the number of Black, Latinx, and women students entering STEM (science, technology, engineering and math) careers by 2030. In the first year of the Philadelphia STEM Equity Collective, volunteers worked with the Philadelphia STEM Ecosystem and other partners to develop a common agenda. The goal: engage students, parents and teachers and build a sustainable backbone and measurement infrastructure to increase the number of diverse Philadelphia students entering STEM careers over the next decade.

Rather than volunteer for three to six months full-time, as with traditional PULSE assignments, volunteers were able to volunteer one to two days of their week, while continuing to work their normal job at GSK, for a period of up to 12 months.

GSK is now reviewing the PULSE program and considering modifications. At the height of the program in 2013-2014, 100 volunteers went on assignments. In 2018-2019, 40 volunteers participated in PULSE. In 2019-2020, the focus narrowed to work with 20 strategic NGO partners. Now they are in the process of developing new opportunities for employees that will continue to support their strategic partners in alignment with a new GSK purpose, strategy and culture for 2022 and beyond.

**SAP’s** signature program, the *SAP Social Sabbatical*, is a portfolio of pro bono volunteering programs designed to achieve two key objectives: first, to solve the concrete business challenges of nonprofit organizations and social enterprises, particularly ones that bridge the digital divide; and second, to challenge and develop SAP leaders to understand the global consequences of a rapidly changing world.

A team of 12 employees is selected for four-week volunteer assignments. The selected employees work in culturally and functionally diverse teams to solve strategic challenges for NGOs in different markets around the globe. Four projects at four client organizations are chosen with three employees supporting each client organization. Typically, 120 employees participate in the program each year. SAP believes program participants strengthen their leadership competencies, intercultural sensitivity and cross-industry sector knowledge.

The SAP Social Sabbatical also has local options so that employees can volunteer in their home country as well. Because employees may only participate in a cross-border SAP Social Sabbatical program once, many employees next cycle into a local version.
Despite their different program designs and durations, in 2016, the GSK PULSE Volunteer Partnership Program and SAP Social Sabbatical volunteers collaborated to solve one of PIH/IMB’s (Partners in Health/Inshuti Mu Buzima) technology challenges in Rwanda. PIH hosted both companies on the ground. SAP brought the technical know-how, while GSK supplied expertise in health data management. GSK also provided a human resources professional with change management skills. The outcome of the partnership fueled by volunteers: a pilot, centralized database repository and content management system in only three weeks. SAP volunteers continued to advise on the project remotely after leaving the country, and GSK volunteers remained in Rwanda through year’s-end to support project implementation.

**Randstad**, founded in 1960 and headquartered in the Netherlands, is a global leader in HR services. Randstad has been partnering with the UK-based Volunteer Service Organization (VSO) for 17 years to provide employees a chance to create meaningful social impact mostly beyond their home countries. Since 2004, Randstad has placed nearly 300 skilled professionals in 31 countries to support programs on health, education and livelihoods. In 2015, the company decided to focus on “employability” as the key theme and developed an all-volunteer initiative to address the need for increased employability of youth, women and persons with disabilities. They also began team volunteering - pairing international volunteers with national volunteers. They discovered this model worked well; the national volunteer brings understanding of local context and dynamics, while the international volunteer brings a different and fresh perspective to the challenges.

Randstad cross-border assignments can be between three and 12 months, but most often are three to six months. Volunteers range from relatively young employees who are early in their careers to very experienced senior leaders. An employee must have been at the company for at least two years before applying to participate in the program. After time in the field as volunteers, Randstad employees often develop a passion for something new and then change roles within the company to pursue that passion. Many have developed an interest in training. One Randstad employee who volunteered for a project in India became intrigued with the welcoming culture and attention to small details. After returning to Randstad, using what she learned in India, she started working in the “Customer Delight” department, which focuses on increasing customer satisfaction.

The Singapore subsidiary of the Japanese financial firm **Nikko** works with the Singapore International Foundation to implement their cross-border volunteer program, **Water for Life.** In this program, volunteers travel to Cambodian villages for one week to build water filters. The program provides rural communities with access to drinking water through the implementation of clean water technology, which enhances their quality of life through improved health and hygiene practices.

The Water for Life program in Cambodia is innovative and affordable and reinforces the company’s commitment to see that more communities around the world have access to clean water. Nikko employees get five days paid leave and the firm covers 50% of travel costs, with employees covering the
other 50%. Employees come from multiple countries to participate in the program and occasionally a family member also joins the trip. One motivation for the program is cross-cultural understanding between volunteers and international communities.

On day one of a typical assignment, volunteers meet with the local NGO team to get acquainted. On day two, they travel into the field and build molds for the water filters. Volunteers join the NGO experts in the field on day three to work with villagers to learn how to use the filters. For the balance of the week, volunteers go to local schools to teach children about general hygiene and the importance of effective hand washing techniques.

According to the head of volunteering at Nikko, volunteers returning from a Water for Life project present it to colleagues; one was overcome with emotion when describing the experience. She feels a good volunteering experience can be life-changing and, at a minimum, can change an employee’s thinking and perspective about the world.

In 2020, BD, a global medical technology company, celebrated the 15th anniversary of its Volunteer Service Trip program. A senior executive launched the program after coming back from a trip through Africa with WHO and CDC leaders during the HIV and AIDS epidemic. The program aims to provide BD employees with meaningful, hands-on opportunities to leverage their passions and expertise to help address unmet healthcare needs in some of the most underserved communities in the world. The program also seeks to expand the worldview of employee participants and to help them strengthen their collaboration, teamwork, problem-solving and leadership skills. From its founding until 2020, BD conducted 23 Volunteer Service Trips in eight countries through six NGOs. The participation of 262 volunteers from 89 BD sites across 33 BD country locations reflected BD’s commitment to make participation as global as possible.

Examples of BD Volunteer Service Trips and their impact include:

- Six months after the major 2010 earthquake in Haiti, a team of BD associates, coordinated by non-profit partner Heart to Heart International, visited Haiti in person for a period of three weeks, to help build lab capacity, train community healthcare workers and complete construction projects. The team’s work helped to strengthen the infrastructure of a local healthcare clinic providing health services to some 3,000 vulnerable women. Team members then continued to work virtually, over a period of six years, training 219 village community healthcare workers, four nurses, and 264 lab managers in WHO standards. As a result of these efforts, partners in Haiti successfully acquired lab accreditation for much-needed local lab services.
Another trip involved long-term partner Direct Relief and 40 skilled BD employee volunteers deployed to Peru for a cervical cancer screening outreach campaign. Over a period of three years, 500 women were screened for cervical cancer through three outreach campaigns supplemented by BD product and equipment donations.

Over a two-year period through long-term partner Americares, 19 volunteers helped 500 patients struggling with diabetes by training over 50 healthcare professionals in diabetes care and leadership skills.

At its core, the Global Citizens Program at Credit Suisse promotes the transfer of skills and expertise between employees and social organizations. Established in 2010, the flagship international skills-based volunteering program offers a unique leadership development opportunity enabling employees to work with the bank’s partner organizations based abroad.

The support offered to partners focuses largely on strengthening organizational capacity in education and financial inclusion.

From the start, the program has consisted of both virtual and in-person components. Employees are introduced to their partners for their secondments and begin to engage with them remotely before going abroad for up to three months.

Since the program’s inception, employees have completed over 440 assignments in more than 50 countries across the globe, ranging from HR to marketing and finance. Examples include: development of new savings products for microfinance clients in Ghana; development of financial forecasting and budgeting tools for an education non-profit in Colombia; measurement of the social impact of microfinance in Zambia and Tanzania; and delivery of project management training for education non-profits in Bangladesh, South Africa, Senegal and Sri Lanka.
House Foods Corporation, founded in 1913, is one of Japan’s largest food manufacturers, with more than 6,000 employees spread across eight countries. The company began a cross-border skills-based volunteer program in 2014 in partnership with Cross Fields, a Tokyo-based nonprofit that matches “Japanese corporate employees to NGOs and social enterprises in Asia for two to 12 months as volunteers using their professional skills.” House Foods designed its volunteering program to work with social enterprises and local NGOs. Employees’ six-month placements focus on enhancing each volunteer’s knowledge of global markets while co-creating unique solutions for their partners. To date, seven volunteers have participated in the program with placements in Indonesia, Thailand, Vietnam and Laos.

House Foods initially designed its volunteer program to provide employees with an immersive global education. However, many have returned with new views about the communities they worked in and fresh business ideas, plus a new measure of self-awareness. Volunteers have been primarily from the Research & Development and Sales departments. While abroad, they have developed new food and drink items, redesigned the packaging of existing products and created new marketing strategies. Each volunteer benefits from a remote support group of two to three colleagues from the head office.

House Foods further capitalizes on the volunteers’ experiences by gathering the alumni of volunteer programs (including those of other Japanese companies) and organizing panel discussions and dialogue sessions to share key learnings and challenges related to their volunteer experience overseas.
Companies with sustained cross-border programs identify three core factors that contribute to their success: program design, volunteer selection and preparation and quality follow-up.

Program design is done in close consultation with the non-profit partners they are serving. Typically, these are long-term relationships in which both parties continuously assess, reevaluate, and make changes to programs based on community needs and any identified operational problems. Some company volunteer managers, such as those at BD, travel to the volunteering site in advance to meet in person with partners and communities. This helps with arranging program details. It not only promotes trust and common understanding, but also facilitates communication and problem-solving plans up front.

Volunteer selection and preparation are critical to success. The selection process is often highly competitive and sometimes reserved for those employees deemed to have “high potential” for leadership roles. This is not surprising, given the expense involved in travel and living costs, pre-trip preparations and job responsibility coverage for employees while they are abroad. Programs involve so few employees that it is critical to select those who can likely create the greatest impact toward the program’s goals with the skills they offer and also derive the most benefit for themselves and the company in terms of skills gained.

The selection process for Iberdrola’s INVOLVE program, according to the program director, is very rigorous. Each year the number of applications is much higher than the number of places offered. Among Iberdrola employees, this program is very appealing since it offers the possibility to work as part of a diverse team of employees differing in background, nationality, culture and age and to get to know realities different from those in their home countries.

Randstad volunteers are well supported by the headquarters in the Netherlands. CEO Jacques van den Broek typically mentors a team of volunteers, checking in with them every two weeks and sometimes participating in their brainstorming on a particular challenge.
Before embarking, **BD** volunteers attend a two-and-a-half day training course at BD headquarters, where they meet each other in person, receive important background on the project and the population they’ll serve and organize into small groups to develop plans related to the work they’ll perform during the trip. They continue developing plans and working together virtually up until they reconvene in country. The BD headquarters-based Social Investing Team checks in with volunteers during each trip, to ensure everything is going well and to see if they need any support.

**Quality follow-up** once volunteers return home from their assignments makes a difference. Some volunteer managers report returning volunteers can feel disoriented when they return to their jobs and home countries. Programs that help volunteers reenter what will likely seem like a very different world for them play a role in helping companies and volunteers get the most from the investment of time, effort and expense.

In addition to the manager of the **Merck** Fellows program, Alumni Mentors stand ready to provide virtual support to the Fellows. Since employees generally can only participate in the program once, many are eager to continue their commitment to the program as a volunteer mentor. Says an Alumni Mentor: “I’ve gotten on the phone with colleagues at times and just kind of listened to help them through their challenges. We’re all people. Right? So, it can be very much a very rapid growth experience. By and large people say, ‘It was hard, but it was one of the best things I’ve ever done in my career at Merck or in my life.’”

Upon return from an assignment, Merck Fellows participate in an important part of the overall program: a reintegration session. The process acknowledges that, in many cases, their experience has been a transformative one. The reintegration session provides an empathetic space to help sort out what they’ve just gone through and how they might be able to translate what they’ve done perhaps into changing the way they work or coming up with new ideas for the company’s business and/or social impact commitment. The session is followed up with another after six months and again at nine months after their return to see how their reintegration journey is continuing.
International travel restrictions and health hazards brought about by the global pandemic have caused companies, in almost all instances, to cease their in-person cross-border volunteer programs, although some are attempting to deliver a version of or portions of their programs virtually.

COVID-19 delayed travel for the 2020 cohort of volunteers in the Credit Suisse Global Citizen’s program and prolonged the virtual portion of their engagements. The expectation – and hope – is that all employees from the 2020 cohort will be able to go into the field at some point in 2022 to complete and build on their assignments.

With the pandemic, the Iberdrola INVOLVE program shifted to a remote model and dropped in-person meetings with children. The program director was surprised that not a single volunteer withdrew when the program became virtual even though the time commitment in this new model was even greater and did not have the incentive of traveling to other countries.

To adjust to the restrictions caused by the pandemic, Randstad ramped up its virtual mentoring program. Those managing the program feel that while it does not replace the immersive learning that happens in-country, they will keep virtual volunteering as well as a hybrid program once they can restart in person, in-country volunteering. In the meantime, volunteers are actively engaged in *Randstad with Heart*, an initiative that enables employees to volunteer locally for eight hours per year virtually or in the community, when possible.

At the onset of the pandemic in 2020, Merck paused its RTC Fellowship program and provided funds instead to selected partners. In 2021, the program returned in a fully virtual format.

When COVID-19 began to have a significant impact on international travel in 2020, BD transitioned to a virtual volunteer service program. And through it, the company worked with non-profit partners to provide employees with meaningful opportunities to the address unmet healthcare needs of underserved communities by sharing their expertise virtually. For example, their new project included three significant partnerships:
With Heart to Heart International, virtually deploying 16 BD volunteers to remotely provide COVID-19 infection prevention training to more than 700 individuals throughout the United States.

With PYXERA Global, virtually deploying 18 BD employees with communications, branding and marketing expertise to help members of the National Association of Free and Charitable Clinics reach more patients by improving and expanding their marketing and communications focus.

With AmeriCares, virtually deploying eight BD volunteers to help community health centers throughout Puerto Rico develop a best-practice toolkit that will help them better address diabetes, hypertension and other non-communicable diseases in the wake of emergencies common to the island such as earthquakes and hurricanes.

Early feedback from employees who have participated in BD’s virtual Volunteer Service Trips indicates high interest, engagement and satisfaction. Volunteers who have long wanted to participate in company-sponsored volunteering but who, for personal or professional reasons, did not feel comfortable leaving their home country, welcomed the opportunity to serve virtually.
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