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# Corporate Volunteering in the Arab Region

## Dr. Patricia Nabti

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## Introduction

The author of this study and the Arab Thought Foundation are, together, pleased to present this report on *Corporate Volunteering in the Arab Region*. It has been undertaken as one component of *The Arab Initiative to Foster a Culture of Volunteering*, a multifaceted effort to promote volunteering in the region. It is being produced in English by the Learning to CARE Institute.

The purpose of this study is to provide knowledge, inspiration, recognition, and guidance to support the development of one particular type of volunteering in the Arab region: volunteering which is undertaken by employees, their families, and their retired colleagues, with the knowledge, encouragement, and support of the companies they work for.

This study has been written to serve a diverse readership:

- The company that has or wants to establish a corporate volunteer program
- The organization that would like to engage corporate volunteers
- The individual who would like to be a corporate volunteer
- The trainer in corporate social responsibility (CSR) or corporate volunteering

Whatever your perspective, we hope that this report will give you a greater understanding of what corporate volunteering is and what great potential it has, as well as some sense of direction as to how you may want to proceed from this point forward.

This study provides an introduction to corporate volunteering for those who are not familiar with it, and serves as a baseline for understanding the current state of corporate volunteering in the region.

It begins with some basic background information about corporate volunteering, and reviews previous research on the subject. It then explains the methodology of this study.

A primary source of information for the study has been an extensive Internet search of articles, press releases, and company websites. This search has documented the existence of corporate volunteering, the types of volunteering done, and the broad range of companies involved. These efforts resulted in our identification of a large number of Arab companies that have engaged in some form of corporate volunteering. We then hoped to learn more about the motivations, structure, and policies of corporate volunteering in these companies through an online survey. While we invited over 100 companies to participate in the survey, only seven did. Our direct information about the structure of corporate volunteering in specific Arab companies has thus come from the responses by those seven Arab companies, as well as three targeted questionnaires, a review of a number of company documents, direct phone and in-person interviews, and attendance at two volunteer recognition events. From this wide variety of sources, the study provides both general information about corporate volunteering in the region and case studies highlighting the achievements of some of the most important participants in the private, public, and non-profit sectors.

The study concludes with some reflections, recommendations, and resources for advancing corporate volunteering in the Arab region. Above all, it is hoped that this report will convince companies, their actual and potential community partners, governments, and other stakeholders of the value of contributing to the development of high quality corporate volunteer programs in a way that is fully integrated into their strategic planning.

## I. Definitions and Background Information on Corporate Volunteering

### 1. What is Corporate Volunteering?

According to the Points of Light Foundation, *Corporate volunteering is any formal or organized means a company uses to encourage and support its employees and retirees to volunteer their time and skills in the service of their community.* (Points of Light Foundation, 1996). Other terms that are used, with slightly different meanings include *employee volunteering*, *employer-supported volunteering*, and *workplace volunteering*. All of these terms assume some connection between the volunteering of an individual and the entity where that person is or was employed.

This study will generally use the term *corporate volunteering* because of its common usage, and because it is not only the employees who volunteer, but often retirees, families, and friends. But, like the other terms mentioned, there are problems with this term as well. Most notably, *corporate volunteering* is not restricted to corporations (public shareholding companies) or even businesses of any sort, since government agencies and non-governmental organizations (NGOs) can also have programs in which they encourage and support the volunteering of their employees, retirees, their families and friends.

*There is reason to question whether some forms of “corporate volunteering” are actually “volunteering.”*

In addition, there is reason to question whether some forms of *corporate volunteering* are actually *volunteering*. *Volunteering* itself can be defined as service to society that is undertaken of one’s own free will and without financial compensation.

One might ask, then, is it really volunteering:

- if the company requires it?
- if the company directs employees to do it as part of their work?
- if it is viewed as an important factor in promotions?
- if the corporate culture pressures employees to participate?

- if the company allows the employee to engage in it during paid work hours?

In these respects, *corporate volunteering* sometimes does not strictly conform to the conventional definition of *volunteering*. One way to look at this is that the company, as a corporate entity, is volunteering, not the individual employee.

## 2- Corporate Volunteering and CSR

Corporate volunteering is an important dimension of corporate social responsibility (CSR), though it is not always included in CSR courses, training, and conferences, or included within the declared domain of CSR specialists. The term *corporate social responsibility* came into common usage in the late 1960s and early 1970s. The term covers a broad range of concerns that are often referred to as the *triple bottom line* – profit, people, and planet. These concerns include:

### Responsibility to Society

- Ethical and legal business practices
- Community health and wellbeing
- Poverty alleviation

### Responsibility to Shareholders

- Proper governance
- Transparency
- Fair and honest return on the investment

### Responsibility to Employees

- Transparency and fairness in recruitment, compensation, retention, and promotion
- Hiring and promotion of nationals, minorities, women, those with disabilities
- Health and safety in the workplace
- General employee wellbeing

### Responsibility to Customers

- Legal and ethical marketing practices
- Safety and quality of products and services
- Ethical customer relations

### Responsibility to the Environment

- Green buildings and physical plants
- Climate change mitigation and adaptation
- Water conservation and avoidance of water pollution
- Energy conservation and use of non-carbon based energy
- General avoidance of harm to the environment

Businesses in the Arab region have become increasingly concerned about CSR with more and more regional and national conferences focused on it, multinational companies imposing it on their local subsidiaries and suppliers, university business schools including it in their curriculum, and companies themselves recognizing that it is in their interest to be seen as socially responsible. Some companies in the region have included a section on CSR in their annual business reports or produced separate CSR reports. They have competed for CSR awards that give them positive public recognition, and some have adopted ISO 26000, the guidelines for social responsibility of ISO, the International Organization for Standardization.

The following CSR Statement of RasGas in Qatar reflects this growing concern for CSR in the region:

*The four elements of RasGas' CSR program - community, education, environment and health - are aligned to the four pillars of the Qatar National Vision 2030. This structured approach is designed to providing targeted, proactive support and assistance to local communities.*

*RasGas' approach is to make CSR an intrinsic element of its everyday business activities. Responsible business practice means that Ras Gas strives to improve its impact on society and the environment - through mainstream business practices, through its operations, and through interaction with key stakeholders such as employees, customers, investors, communities and suppliers. The principles of RasGas' CSR programme tie in with the values of the Red Crescent Society, providing support and assistance without discrimination to those in need. (RasGas, 2011)*

### 3- Benefits of Corporate Volunteering

The concerns of CSR listed above can be addressed in a variety of different ways, including appropriate governance and business practices, as well as different forms of community engagement. Corporate volunteering is one type of community engagement. But it is not simply one way to contribute to the community. Corporate volunteering can provide a broad range of benefits to the companies and employees, as well as their community partners (the non-governmental organizations /NGOs, non-profit organizations/NPOs, and government agencies that provide companies with volunteer opportunities). These benefits have been summarized in the table below, drawn from a large body of literature on the subject. It should be noted, however, that the actual benefits derived from any specific corporate volunteering experience will depend on many variables, including who is volunteering, what they are doing, what policies guide the volunteering, and who knows what has been done.

*Corporate volunteering can provide a broad range of benefits to the companies and employees, as well as their community partners .*

**Potential benefits of corporate volunteering to the company, the employee volunteer, and the community partner**

Company	Employee Volunteer	Community Partner
Improve recruitment of new employees	Develop and strengthen skills (presentation, communication, managerial technical, and interpersonal)	Increase the pool of potential volunteers – especially if retirees and family members are added
Improve loyalty and retention of existing employees	Improve self-confidence and sense of self-worth	Increase public awareness of the organization's cause
Improve morale of employees, leading to better performance and productivity	Meet new people, develop new friendships, and expand the scope of one's personal networks	Benefit from the professional business approach to management such volunteers can bring

Company	Employee Volunteer	Community Partner
Reduce absenteeism	Fill non-work time productively	Diversify the pool of skills available
Support team building	Increase knowledge	Expand and diversify the network of supporters
Improve communications among various company departments	Improve relations with co-workers, and see them from a different perspective	Benefit from the fresh perspectives and new ideas of a broader range of volunteers
Improve skills of employees (presentation, communication, managerial, technical, and interpersonal)	Improve work satisfaction	Have access to large numbers of volunteers with their own leadership structure for major programs and events
Provide opportunities to "test" employees in new roles and tasks in a relatively risk-free context	Take a break from regular work responsibilities	Increase the pool of potential long-term and returning volunteers
Provide opportunities to "test" a new product or service in a relatively risk-free context	Demonstrate abilities to the company that might otherwise go unnoticed	Have potential access to greater monetary and in-kind donations
Advance strategic business goals, including CSR goals	Have fun	Benefit from identification with high profile companies
Increase corporate visibility and brand awareness	Be recognized and appreciated	Have increased support to advocate for the cause, with more influence from the companies and support from their employees
Improve corporate public image	Be allowed to volunteer within company time and with company support	Have volunteers who will be more reliable since they represent their company and affect its image
Increase customer trust and loyalty	Have positive access to corporate leadership	Have volunteers who can volunteer during the day if the company offers flexibility to its employees who volunteer

Company	Employee Volunteer	Community Partner
Improve relations with community groups, the public, and employees	Increase one's compassion and appreciation for social diversity	
Leverage contribution dollars, spread their impact, and increase personal links to organizations that the company supports	Increase one's sense of belonging within the company, and in the community one serves	
Increase and diversify contacts with other companies, NGOs, and government agencies	If retirees included in the program, provide reassurance of continued contact and recognition	
Increase the health of the community in which the company operates and its employees live	In cases of family volunteering, benefit from structured opportunities for meaningful family experiences	
If retirees included in the program, provide a way to ease their transition to retirement and retain contact with them	In cases of family volunteering, benefit from a broadened family social network through interaction with the families of co-workers	
Help create the community the company wants to be in	Help create the community the employee wants to live and work in	

Any of the three components of corporate volunteering (company, employee, community partner) can initiate a corporate volunteering experience. And any of the three can choose to participate, either simply because they thought it was a good idea or because they were asked to do so, or as a result of a process of strategic planning that can help them benefit the most from the experience.

## 4- Forms of Company Support for Corporate Volunteering

The many different ways a company can support its volunteer program are listed below. “Institutionalize” is placed at the end of this list because corporate volunteering generally develops organically as companies respond to requests from their employees or from community partners that are recruiting volunteers. The institutionalization process, if it happens at all, usually begins after the administration becomes more aware of the potential benefits of corporate volunteering to the company, though a company can begin a corporate volunteer program by establishing its institutional structure.

*CV=corporate volunteering; NGO=non-governmental organization. It is important to note that points related to NGOs below are also generally relevant to NPOs/non-profit organizations, government agencies, and other actual and potential community partners*

### Motivate

- Encourage company executives and staff to serve on the board of directors of NGOs
- Provide ongoing endorsement of volunteer programs by the CEO
- Provide different forms of rewards and incentives to employees who volunteer
- Include in company philanthropy a provision that awards financial grants to a non-profit organization for which an employee volunteers a certain number of hours
- Develop a volunteer policy that indicates how volunteering can positively impact employee selection, development, promotion, and retention
- \*Require staff to do a certain number of hours of “volunteering”

**\*Note:** It is important to consider at what point encouragement becomes coercion. Furthermore, to some people, requiring employees to do it, disqualifies it as volunteering. When it is required, it may be better to call it *community service* rather than *volunteering*.

## Facilitate

- Provide information about volunteer opportunities on a company's bulletin board, in its newsletter, through email or internal mail, and on its website)
- Allow flexible time for employees to volunteer during company time and make it up later
- Provide matching time so that an employee can take an hour of company time for volunteering for each hour he/she volunteers on his/her own time
- Maintain a clearinghouse or skills banks that NGOs can access or that managers of the company's volunteer program can access to match with NGO needs
- Allow use of company facilities and equipment for employees to use while they are volunteering
- Hold a volunteer fair on company premises, allowing NGOs to inform employees of volunteer opportunities
- Provide financial support for:
  - o Training, consulting, brokerage (services that match corporate volunteers with NGO needs)
  - o Dedicated staff time for management
  - o Sponsorship of company volunteer projects
  - o T-shirts, hats, or other clothing with company logo
  - o Refreshments for volunteers
  - o Recognition materials and events
  - o General support of corporate partners
  - o Community-wide infrastructural development for employee volunteering
- \*Allow, even mandate, volunteering during paid work time (such as a company volunteer day or job-shadowing)
- \*Provide secondment of personnel to assist non-profit agencies with specific projects

**\*Note:** To some people, the fact that employees are getting paid for the time that they do in the last two instances, disqualifies it as volunteering. As with required service, it may be better to call paid service *community service* rather than *volunteering*.

## Organize and Implement

- Analyze community needs
- Develop group volunteer activities
- Actively recruit volunteers
- Keep records of and evaluate:
  - the quality and impact of volunteer programs
  - the number, hours, and responsibilities of volunteers
  - the diversity and appropriateness of community partners
  - the relevance of employee volunteering to company objectives

## Recognize

- Recognize volunteering that employees are already doing on their own time
- Recognize volunteering done in the name of the company
- Include written commendations in personnel files
- Send a personal letter to volunteers from the CEO or other corporate staff
- Hold a recognition and awards event to honor volunteers
- Provide coverage of corporate volunteering and exemplary volunteers in the public media, corporate newsletter, corporate bulletin board

## Institutionalize

- Make a formal commitment to integrate CV into the corporate culture
- Provide key staff with the necessary training and other professional support to develop an effective CV program (through professional consultants, conferences, and other sources)
- Integrate CV into the company's strategic planning
- Include CV in the company's mission statement
- Incorporate CV into the company's personnel development program in recognition of the skill development provided by some forms of volunteering
- Create an employee volunteer council or officially recognize one established by employees that is concerned with planning and decision-making

- Establish company policies and procedures related to the volunteering of employees (who, where, doing what, with what support)
- Determine how, when, and where corporate identity (name, logo, etc.) is used by volunteering employees
- Establish liability and risk management policies and procedures
- Include CV as an explicit item or section of the company budget
- Allocate dedicated staff time to management of the CV program
- Join or help establish a corporate volunteer council to bring together companies that engage in corporate volunteering (local, national, regional, global) to host training programs, share experiences, organize corporate volunteer days, and collaborate on volunteer projects.
- Support the establishment of needed community infrastructure for corporate volunteering such as a volunteer center, training programs, and a community registry of corporate volunteer opportunities.

## 5- Types of Corporate Volunteering

Finally, in understanding corporate volunteering, it is important to recognize that there are many different types of corporate volunteering, depending on the variables being considered:

- **Causes that are supported:** human, social, environmental
- **Restrictions imposed:** religious, political, other
- **Duration:** Short term, long term, one-time, ongoing, project based
- **Number of volunteers:** Individual, small group, large group
- **Extent of collaboration:** Single company, selective collaboration, open to all companies
- **Skill requirements:** Skill-based volunteering, general volunteering
- **Who is involved:** Employees, families, retirees, friends
- **Exclusivity:** Inclusive – all employees, restricted to certain skill or status levels
- **Time used:** Company time, own time, release time, flex time
- **Support provided:** financial, in-kind, relational
- **Whose initiative/coordination:** NGOs, company, employees/ broker
- **Internal involvement:** Across departments, single departments
- **Venue:** Company venue, NGO venue, public or private venue

## II. Corporate Volunteering in the Arab Region - Previous Research

While there has been considerable research on corporate volunteering worldwide, our focus here will be on the three studies that in

*Our focus here will be on the three studies that in some way cover the Arab region.*

some way cover the Arab region. The Dubai Chamber's Centre for Responsible Business issued *The State of Corporate Volunteering in Dubai* in 2010, a study focused on companies in Dubai. *The Deloitte Volunteer IMPACT Survey* (2011) studied the corporate volunteering of *millennials* (ages 21-35) worldwide. While the study was not focused on the Arab region, some of those surveyed were from the region, and people in the region felt that its findings were relevant to them. Finally, in 2011, the Global Corporate Volunteer Council of the International Association for Volunteer Effort issued its study *Global Companies Volunteering Globally: The Final Report of the Global Corporate Volunteering Research Project*. That study was focused mainly on global companies, but also included some information about Arab companies engaged in corporate volunteering within the Arab region.

It is notable that we were unable to find any study of corporate volunteering in Arabic, and those studies of volunteering in the Arab region that have been done have not included any coverage of corporate volunteering.

### 1- *The State of Corporate Volunteering in Dubai* (Rettab, 2010)

The Centre for Responsible Business of the Dubai Chamber of Commerce and Industry studied corporate volunteering in Dubai in 2009 and published its results in 2010. The final report was primarily based on a survey of companies operating in Dubai. 160 responses were received at a response rate of 15%, which means they must have submitted the survey to over 1000 companies. The sample was then

stratified by number of employees, so that, in fact, 48 companies were included in the survey (44 according to the listing of the sample by financial sector). The survey had only 5 questions and took about 10 minutes to complete.

According to the report, 64% of companies surveyed did not encourage or accommodate employee volunteering in 2008, 21% did encourage or accommodate it, while another 15% said they planned to do so in the following year. Of the 14 businesses surveyed that had at least 500 employees, 65% of them encouraged or accommodated employee volunteering, while only 16% of the 18 businesses with 100-499 employees and 11-14% of the 16 businesses with less than 100 employees encouraged or accommodated employee volunteering. While the report recognized that the number of companies involved in the survey was small so that the results cannot be accurately generalized, it does suggest that larger companies may be more likely to encourage or accommodate employee volunteering than smaller ones. In addition, according to their survey, larger companies (100 or more employees) consistently had higher percentages providing the different proactive strategies that support corporate volunteering: written policies, organizational structure, capacity building, insurance, monitoring and communication, performance measurement, and rewards.

Looking at those companies in the survey that encouraged or accommodated employee volunteering in 2008, 44% encouraged employees to volunteer on their own time, and 29% allowed employees to adjust their work schedules to accommodate volunteering, which essentially allowed them to volunteer during normal work hours (flexible time). It also noted that 40% of those companies allowed employees access to company facilities and equipment for their volunteer activities.

For those companies that did not encourage or accommodate employee volunteering, the four main reasons given were:

- Lack of knowledge about volunteering programs
- Hard to allocate time
- Employees' lack of awareness about volunteering activities
- Lack of adequate funds for volunteering activities

It is noteworthy that the survey was carried out by the Center for Responsible Business between May 18 and June 17, 2009, asking companies about their employee volunteer practices in 2008. ENGAGE Dubai was established in November 2008 by the Center, over five months before the survey was done and yet there is no suggestion that this served as a pre-intervention survey of the companies participating in ENGAGE Dubai. In fact there is no mention of ENGAGE Dubai in the report at all, despite the clear findings of the study of the need for greater knowledge and awareness of employee volunteering.

The study ends with a review of the implications of its findings and some suggestions of how government, community, and volunteer organizations, businesses, and researchers can support increased corporate volunteering in Dubai. It proposes that the government support the development of a National Center for Corporate Volunteering, forums, training programs, volunteer centers, incentives, and accessible information. It encourages community organizations to engage in partnerships with public and private organizations, and target social issues that fit with the focus of such organizations. And it encourages businesses to establish formal management and strategies for corporate volunteering, allocate funding, resources, and time for it, and support volunteering networks.

The report provides only one case study, that of Dubai Cares. Dubai Cares is a very admirable initiative of H.H. Sheikh Mohammed Bin Rashid al Maktoum, the UAE Prime Minister and Vice President, and Ruler of Dubai. Dubai Cares aims to engage communities in the UAE in unique activities to support the cause of primary education in developing countries. On its website it notes: *Forging partnerships with organizations to achieve impactful CSR goals is one of our core objectives. We welcome the support of all organizations, whether national or multinational, and we are fully committed to investing our time and energy to foster long term partnerships.* These partnerships, however, appear to focus on receiving corporate donations or corporate support for public donations (corporate matching, payroll giving, co-branding of merchandise, sale percentages, point of sale donation

boxes, etc.) The relevance of Dubai Cares to the Dubai Chamber's study is not made clear, since Dubai Cares is an organization, and not a company that can be a role model of corporate volunteering. And no mention is made in the report of whether Dubai Cares recruits at least some of its volunteers through companies (which it does for its volunteer projects within Dubai). Dubai Cares, however, clearly demonstrates the commitment of the ruler of Dubai to volunteering in general, which may open the door to his support of corporate volunteering.

It is not clear if the survey instrument provided some introductory information about what was meant by the term *corporate volunteering* – and it may have been a bit confusing to those surveyed that the terms *corporate volunteering* and *employee volunteering* were used interchangeably. The report was highly statistical, even though it acknowledged the limitations of the research due to the small number of companies involved in the survey. And in some cases, the statistics did not seem to be consistent or clear. Regardless of its weaknesses, however, the survey does provide a benchmark of what some companies in Dubai were doing at that time. It would thus be particularly useful if the survey could be expanded and undertaken on an annual basis, allowing for the Dubai Chamber to track the development of corporate volunteering in Dubai over time. Regardless of its results, the survey provided an opportunity for the Dubai Chamber to introduce corporate volunteering to over 1000 companies in Dubai. The survey itself served as an introduction to the issues related to corporate volunteering for companies that may never have heard of it. Finally, the fact that the Centre for Responsible Business did the study demonstrates: 1) the importance the Dubai Chamber places on corporate volunteering and 2) the awareness it has of the different issues that are relevant to corporate volunteering for all the stakeholders involved.

## 2- Deloitte Volunteer IMPACT Survey (2011)(Deloitte, 2011)

The eighth annual Deloitte Volunteer IMPACT Survey is based on online interviews that took place between February 22 and 24, 2011 with 1,500 *millennials* (ages 21-35) who were working at organizations (companies) with 1,000 or more employees that offer employee volunteer activities or programs. The report notes that the term *volunteering* in this study refers to traditional volunteering, skilled volunteering, pro bono work, and nonprofit board service.

The study revealed that, *compared to those who rarely or never volunteer, millennials who frequently participate in their company's employee volunteer activities are:*

- *Twice as likely to rate their corporate culture as very positive (56 percent vs. 28 percent);*
- *More likely to be very proud to work for their company (55 percent versus 36 percent);*
- *More likely to feel very loyal toward their company (52 percent vs. 33 percent);*
- *Nearly twice as likely to be very satisfied with the progression of their career (37 percent vs. 21 percent);*
- *More likely to be very satisfied with their employer (51 percent vs. 32 percent); and,*
- *More likely to recommend their company to a friend (57 percent vs. 46 percent)*

[Survey Executive Summary, page 2]

While the Arab region was not the focus of the study, and there was no specific reporting on Arab participants in the survey, Omar Fahoum, Chairman and Chief Executive at Deloitte in the Middle East, affirmed the relevance of the study, noting that: *Our own experience has demonstrated the positive outcomes of a strategic corporate volunteer program...It's very exciting to have research that more broadly quantifies the connection between workplace volunteerism and several drivers of positive organizational culture among millennials.*

And Rana Ghandour Salhab, partner in charge of Talent at Deloitte in the Middle East noted that: *The data shows that, on many levels, employees who regularly volunteer are much more connected than those who do not volunteer. She went on to say: This is a strong argument for making volunteerism a business priority, because employee engagement and organizational culture are inextricably linked to organizational performance. What's more, engagement and a sense of ownership are essential to leadership, and we recognize the need to cultivate leadership qualities in all our people, and celebrate responsible leadership.* (Deloitte Press Release, 2011)

The study also provides a model for companies in the region to evaluate the impact of their volunteer programs. According to the study, millennials, who are often characterized by their passion to change the world, are also motivated to volunteer by more than altruism: half (51 percent) of all millennials surveyed want to benefit professionally from their volunteerism. In this regard, a distinction is made between the responses of *skilled* volunteers who volunteer in ways that use their professional expertise and *traditional* volunteers, those who do not. Skilled volunteers are more likely than traditional volunteers to say it is important that their volunteer efforts benefit them professionally (72 percent versus 56 percent). Skilled volunteers are also more likely than traditional volunteers to be motivated by career advancement (47 percent vs. 34 percent).

### **3-Global Companies Volunteering Globally (Kenn Allen, 2011)**

The Global Corporate Volunteer Council of the International Association for Volunteer Effort issued its study *Global Companies Volunteering Globally: The Final Report of the Global Corporate Volunteering Research Project* in June 2011. The focus of its survey was on global companies, those *operating in at least three of the major geographic regions of the world.*

The report has two main components:

- *The State of Health Study was designed to take the temperature of corporate volunteering globally and in each region of the world and the trends, challenges and opportunities that are shaping it.*

- *The Global Companies Study was designed to learn how global companies organize and manage their global volunteer efforts.*

There were no Arab companies among the 48 global companies, but the State of Health Study did provide two pages of information and analysis about corporate volunteering in the Arab Nations. It summarized the perspectives provided by those actively involved in corporate volunteering.

The study's fundamental conclusion was that corporate volunteering is in its *infancy* in the region, citing these primary reasons:

- 1) *The concept of corporate social responsibility is not well-developed in the region.* This is true even in cases where many of its components have been a part of company practices for a long time. There is only minimal awareness of the potential benefits of corporate volunteering and it is generally not incorporated into strategic planning.
- 2) *There is a primary emphasis on charity as opposed to development.* One time projects that have limited scope are most common, along with the giving of money.
- 3) *There is limited infrastructure in the region to support volunteering generally and corporate volunteering specifically.* There is little advocacy, leadership, or visibility for corporate volunteering in the region.

The report mentions INJAZ al-Arab and provides information about National Commercial Bank (Bank al-Ahli), ENGAGE Dubai, and Hikma, all of which we have featured in more detail in this study, as well as Sayga (based in Sudan) and Americana Group (with headquarters in Cairo and Kuwait City), along with a number of multinational companies with a presence in the region (MTN Group, HSBC, and Standard Chartered Bank).

The key researchers for the present report began our study of corporate volunteering as research assistants for the GCVC study so that the resulting data served as a starting point for our own research. It should thus not be surprising that we came to some of the same

conclusions, but we are able to provide more depth of information about corporate volunteering in the Arab region both because the Arab region is the primary focus of our study and because we are able to devote more pages to our findings on the region. In addition, our study is being published more than two years later and some critical developments have taken place during that time. It is also of importance that our study is presented in both Arabic and English so that all those who might contribute to expanding corporate volunteering in the region will have access to it.

Our study benefits not only from the content about the Arab region included in the GCVC study, but also from the global context the study provides and its insights into global trends in corporate volunteering that are likely to have an impact on the Arab region over time.

### **3.1. *The Seven Learnings***

The global study speaks of *Seven Learnings* (included here with permission of the author). In the paragraph below each of the Learnings, we have summarized the discussion in the GCVC study.

#### **1) *Inspiring Practices***

*“Inspiring practices” are better than “best practices” – “best” is in the eye of the beholder and all practices are highly situational.*

The concept of *best practices* implies that there is a list of practices in corporate volunteering that all companies should follow, when, in fact, the circumstances of every company are different and their volunteer programs should reflect those differences. Inspiring practices can be small activities or events, or special ways of encouraging or involving volunteers that another company may choose to adopt or adapt or that may trigger its creativity in developing its own programs.

#### **2) *Strategic Asset***

*Volunteering is being put to work, in varying degrees, as a strategic asset to help achieve business goals.*

While more and more companies understand the potential strategic value of volunteering in achieving business goals and systematically connect their volunteer efforts with those potentials, many do not. Such companies are blind or resistant to the potential contributions that volunteering can make to a broad array of corporate concerns, including corporate culture, business operations, human resource development, marketing, branding, external affairs, and employee morale, pride, and loyalty.

### 3) *Partnerships with NGOs*

*Global and local partnerships with NGOs are an essential element of corporate volunteering.*

In many cases NGOs have expertise that can guide corporate volunteering, as well as the means to demonstrate its impact and effectiveness. Through strong partnerships, companies can leverage their volunteer effort, money, expertise, and contacts to increase that impact and effectiveness. While NGOs can benefit from such multifaceted support, companies, in turn, seek NGO partners that align with company priorities, are present in places where the company is or wants to be, have strong organizational infrastructures, are able to manage company volunteer projects, and have volunteer opportunities that help employees in their professional and personal development. Such partnerships are strengthened by a commitment by both parties to collaboration in terms of planning and assessment.

*The circumstances of every company are different and their volunteer programs should reflect those differences.*

### 4) *Different Philosophies and Operations*

*There are very real differences in the philosophies and operations of corporate volunteering from company to company - and it does not appear to make any difference to their success.*

The concept of *success* is itself very subjective.

As noted in the study: *Decisions about the nature and scope of a company's volunteer efforts are highly situational, based on its culture, priorities, resources, the nature of its business and workforce and the on-the-ground realities of the*

*communities in which it does business.”* Key differentiators of corporate volunteer efforts presented in the study include:

- 1) **Control or chaos:** To what extent does a company have company-wide programs or local initiatives, or provide support for the individual volunteer efforts of its employees?
- 2) **Top down or bottom up:** Are programs organized from above, or driven by employees, usually through a volunteer council or employee association?
- 3) **High or low expectation for involvement:** To what extent does a company encourage, expect, or even require its employees to volunteer? Does the pressure come from the top, or from peer pressure and encouragement?
- 4) **Who can participate?** Is corporate volunteering only for employees or does it also include retirees, family, and friends?

### 5) *Measurement and Evaluation*

*While there is recognition of the importance of assessing performance, outputs, and impact, there is little ongoing investment in sustained and consistent measurement and evaluation.*

While companies may recognize the value of measurement and evaluation, few companies invested in the collection of consistent and comparable data in any of the four primary areas of measurement and evaluation: collecting information about what is being done, evaluating the performance of the program, measuring results (outputs), and assessing impact. They tended to gather random anecdotes rather than rigorously collected data, standardized across the company.

### 6) *Technology*

*There are emerging examples of innovative use of technology to support both the practice and process of corporate volunteering but most use is rather routine.*

Companies can strengthen and expand the effective and innovative use of technology to support their volunteer efforts – to make it easier for employees to volunteer, to provide tools that

can increase the impact of that volunteering, and to use technology as a vehicle to carry out volunteering - through portals that include resource materials and some degree of social media for employees to exchange experiences and ideas. Obstacles to this include lack of appropriate resources, cost, the limited access of staff to computers, and restrictions on employee use of social media within companies and/or during work hours.

### *7) Skills-Based and International Volunteering*

*Skills-based volunteering and international (cross-border) volunteering are significant new trends with great potential impact – but there are major hurdles to bringing them to scale.*

Skills-based volunteering (SBV) can have high potential to increase the positive impact companies can have, but its drawbacks include:

- 1) Employees often prefer volunteering activities that give them a break from their regular work, help them build new social connections, provide them with personal satisfaction, or help them develop knowledge or skills unrelated to their employment.
- 2) For SBVs to work best, companies must invest in dedicated management to build partnerships with NGOs, define projects, shape specific opportunities, select and prepare volunteers, and ensure satisfactory completion of the committed work.
- 3) SBV opportunities can generally only be offered to a limited number of employees.
- 4) The limited time an employee can devote to corporate volunteering restricts the kinds of activities that can be undertaken and what can be accomplished.
- 5) While it is wonderful for companies to engage their employees in volunteering in countries other than those where they live and work, few companies can afford the high cost of travel, living costs, project management, and the need to accommodate for the absence of the employee from his or her regular work. Those that do, can only do so, generally, for a small number of employees and for a short period of time.

*For further information about the study and to obtain a copy of the complete report go to: <http://iave.org/content/global-research-project>.*

The leadership role the GCVC plays in corporate volunteering worldwide is underlined by its initiative to organize *The First Global Summit on Corporate Volunteering* in London in December 2012 as part of *The 22nd IAVE World Volunteer Conference*.

### **III. Corporate Volunteering in the Arab Region - Current Study**

#### **1- Methodology for This Study**

Information for this study has come from a number of different sources:

- 1) Previous research and publications on the subject
- 2) An extensive Internet search of articles, press releases, and company websites
- 3) An online survey of seven Arab companies
- 4) Three targeted questionnaires
- 5) A review of company documents
- 6) Direct phone and in-person interviews
- 7) Attendance at two volunteer recognition events
- 8) General resources on corporate volunteering

#### **1) Research and Publications on Corporate Volunteering**

In addition to the studies mentioned in the previous section of this report, extensive study was made of the general professional literature which provides a deeper understanding of corporate volunteering as it has developed in many regions of the world.

#### **2) Internet Research**

Over the course of more than six months in 2011 and early 2012, intensive research on the Internet was undertaken to find articles, press releases, and website pages in Arabic and English that provided information on the corporate volunteering of companies

operating in the Arab region. Our focus was on Arab companies, defined as companies owned by Arabs or based in the Arab region. However we have also included information on multinational companies with a significant presence in the Arab region, both because many, if not most, of their personnel are Arab and because they have contributed to a greater public awareness and understanding of corporate volunteering in Arab countries.

In our search, far more items were found in English than in Arabic, with the Arabic usually having English equivalents. A major reason for this is that English has become the primary language of business worldwide, and is still the primary language of the Internet. In addition, even Arab businesses in much of the region have multinational staff so that their common language is English. This is certainly true for the UAE which has the most developed culture of corporate volunteering in the region. We reviewed over 500 entries and placed in our database more than 200 articles and webpages. Other than a general review of the Internet through standard search engines, we benefited from two main sources of articles and press releases: [www.zawya.com](http://www.zawya.com) and [www.AMEinfo.com](http://www.AMEinfo.com).

### 3) Online Survey

We hoped to learn more about the motivations, structure, and policies of corporate volunteering by having selected companies complete an online survey. While over 100 companies were invited to participate, only seven completed the survey, all during November and December 2011. Although their number was small, the information provided was very useful to our understanding of the volunteer programs of these seven companies.

### 4) Targeted Questionnaires

We sent out three targeted questionnaires to specific organizations that engage corporate volunteers (Dubai Cares and INJAZ al-Arab – one for the whole region and one for Saudi Arabia). We have also had direct contact with these organizations to follow up with further questions.

### 5) Company Documents

We have collected relevant documents from the Dubai Chamber, Dubai Cares, Abraaj Capital, INJAZ al-Arab and INJAZ Lebanon, Aramex, Hikma, and the Global Corporate Volunteer Council.

### 6) Direct Interviews

Dr. Nabti had direct meetings with personnel of the Dubai Chamber, Dubai Cares, Abraaj, and INJAZ al-Arab.

### 7) Recognition Events

Dr. Nabti attended volunteer recognition events for the National Commercial Bank (Bank al-Ahli) in Saudi Arabia and INJAZ in Lebanon.

### 8) General Resources

We benefited from the extensive holdings on corporate volunteering in the library of the Association for Volunteer Services which have now become the property of the Learning to CARE Institute.

## 2 - General Findings of the Study

Due to the nature of our research we cannot provide statistical information about the number or percentage of companies in the Arab region that engage in some form of corporate volunteering. Since our focus has been on those companies that have some experience in corporate volunteering, we can provide information about the kinds of volunteering they do and in some cases, why and how they do it. But we can only speculate about why other companies do not engage in corporate volunteering.

In addition, we are largely limited to those companies that both engage in employee volunteering and have been featured in the online media, so that those who do not publicly report their volunteering out of modesty or poor public relations are not covered. Even those who completed our survey were only asked to do so because we had sufficient evidence that they engage in employee volunteering. Finally, most articles and even most corporate websites provide information about the actual volunteer tasks undertaken, the organizations they

collaborated with, and the results of their efforts, with some testimonials from both sides, but they provide very little information about the structure of the company's volunteer program, how it developed, and how it is integrated with the business plan of the company. That type of information was gained primarily from those companies whose staff completed our survey or engaged in interviews with us.

In presenting our findings, we will begin with an overview of the different types of volunteering featured in online articles and press releases. We will follow this with a general summary of the survey and interviews, supported by some of the online data. And we will then provide more in depth information about four categories of stakeholders related to corporate volunteering in the region.

## 2.1 Types of Corporate Volunteering in the Arab Region

The following can be considered an inventory of the types of volunteering featured in online articles and press releases and the companies engaged in those types of volunteering. It cannot be considered a comprehensive list of actual corporate volunteering since many companies may not have had online coverage of their volunteer efforts, some coverage may no longer have been online when we did our research, and some coverage may not have been accessible through our search methods. We have grouped these volunteer efforts under the following headings:

- Blood drives
- Renovation and relocation
- Clean-up and recycling campaigns
- Helping those with disabilities
- Hospitals/health
- Major sports events
- Seniors
- Helping farmers
- Education/Employability
- Ramadan and Hajj Support

- Causes
- Multinational Companies Operating in the Arab Region

### Blood Drives

There were many articles on companies collaborating with blood banks to have blood drives on their premises, with the assumption that employees would be allowed, even encouraged, throughout the day to volunteer their time and donate their blood. These include the Abu Dhabi Airports Company, the Dubai Airport Freezone, Vopak Horizon, Kanoo, First Gulf Bank, and the National Bank of Abu Dhabi, all in the UAE, Raya in Egypt, and SABIC in Saudi Arabia.

### Renovation and Relocation

This type of service included general maintenance work, wall painting, landscaping, and relocating for various health and welfare organizations and housing projects. It included the Aqaba Development Corporation in Jordan, Abu Dhabi Finance and The National Health Insurance Company/Daman in the UAE, and Barwa in Qatar in coordination with the Qatar Center for Voluntary Activities.

### Clean-up and Recycling Campaigns

Many of these projects have been associated with major global campaigns such as Earth Day, Clean up the World campaign, and World Environment Day – and have included cleaning up streets, deserts, beaches, waterways, parks, and nature preserves. In many cases, these efforts have included all levels of staff, including senior managers, as well as families of staff members. In a few cases, it has needed special expertise like scuba diving, or special equipment like tow trucks to remove abandoned vehicles. And it has often included collaboration with special groups like Emirates Environmental Group and Friends of Jeddah, as well as government agencies like the municipalities of Muscat and Dubai. Government involvement will be discussed further elsewhere in this report. Companies that have been mentioned in this regard include Dubal, Nakheel, Dnata, ADMA-OPCO, Al Shafar, Al Naboodah, Emirates Gas, and RAK Ceramics in the UAE, Bank Sohar in Oman, Diyar Al Muharraq in Bahrain, Hikma and Umniah in Jordan,

and National Commercial Bank (Bank Al-Ahli) and Saudi Electricity Company in Saudi Arabia.

### Helping Those with Disabilities

Volunteers from many companies in Dubai have participated in Give and Gain Day with its focus on promoting the employability of those with special needs, including Al Ghurair, Mashreq bank, TNT, QBG, ABB, First Select, and Dubai Aluminium Company Limited (DUBAL). Also in the UAE, the Roads and Transport Authority (RTA) visited the Home for the Aged and Rashid Center for Special Needs. MTC Touch in Lebanon contributed and walked in the Younbouh Walkathon for those with mental disabilities. And RasGas combined its financial support with volunteering for Qatar's Al Noor Institute for the Blind.

### Hospitals/Health

Corporate volunteers from DU celebrated Haq Al Leylah with hospitalized children in Dubai, and volunteers from Dubai Properties Group marked World Cancer Day with a visit to a Dubai hospital. Volunteers from Hikma Pharmaceuticals have engaged in many activities around Hikma's Day Against Breast Cancer. And volunteers from many different companies participated in the ENGAGE Dubai Health Fair focused on healthy living of employees.

### Major Sports Events

Volunteers from the Abu Dhabi Airports Company welcomed Formula 1 guests, and in Qatar, Qatar National Bank employees volunteered for the Asian Games and Qtel volunteers welcomed guests at the enclosed Fan Zone it sponsored.

### Seniors

Aluminium Bahrain B.S.C. (Alba) organized a unique *gergaoon* celebration in honour of senior citizens who are currently residents of different retirement homes in Bahrain. *Gergaoon* is a special Islamic celebration on the 14th of Ramadan observed mainly in Bahrain and other Gulf countries.

## Help Farmers

Volunteers from the Arab Bank, in collaboration with the Jordan River Foundation, helped farmers and the local community in Jordan plant seedlings, cleanup the green houses, and package food products such as molasses and vinegar.

## Education/Employability

In this area of service, the most widespread engagement in 14 Arab countries has been through INJAZ al-Arab which will be discussed elsewhere in this report, with corporate volunteers giving presentations, holding workshops, mentoring entrepreneurial teams, doing job shadowing, and judging competitions. Other contributions in this field include Fine Hygienic Paper Company volunteers who adopted a school in Jordan. Volunteers from RasGas in Qatar organized university workshops on the crucial role of engineers in the energy sector in Qatar, organized a *Bring A Book* campaign which provided hundreds of Arabic and English language books to a school in Al Thakira, Qatar, and set up computers donated to UNESCO by the company.

## Ramadan and Hajj Support

Another area of service has been to distribute clothing, food, and toys during Ramadan to poor families, orphans, the disabled, prisoners, and those left homeless by disasters. Companies doing this have included Batelco in Bahrain, Omantel and Nawras in Oman, Orange Jordan, Hikma, and Egyptian Arab Land Bank in Jordan, and Sayga in Sudan. And Qtel volunteers in Qatar distributed special backpacks to people going on the Hajj pilgrimage.

## Causes

Another area of service to be mentioned here is the implementation of awareness campaigns for various causes. These include the youth road safety campaign of the Roads and Transport Authority (RTA) in the UAE and the campaign on banning outdoor work for laborers during the hottest hours in the summer organized by the Emirates Post Group.

### Logistical Support

At times there is a fine line between in-kind support and corporate volunteering. This is especially true of the logistical support provided by a number of Arab companies. Agility (based in Kuwait) and Aramex (based in Jordan) have both provided logistical support for relief efforts within the region and beyond, in many cases making it possible for volunteers of other organizations and companies to provide needed relief. Similarly, Emirates National Oil Company (ENOC)/Emirates Gas has provided collection points for in-kind donations for various relief efforts.

### Multinational Companies

While the focus of our study is Arab companies, we recognize the importance of multinational companies operating in the region in regard to corporate volunteering. While many global companies with volunteer programs elsewhere do not engage in corporate volunteering in the Arab region, others have considered corporate volunteering as a part of their corporate culture worldwide. Those companies have adapted their experiences elsewhere to the region, have contributed to awareness of corporate volunteering, and have provided models for local companies to emulate. Multinational companies with volunteer programs that have been active in the region in recent years include Barclays Bank, Citibank, Deloitte, DOW Chemical, GE, HSBC, Marriott, Microsoft, Motorola, MTN, RSA, Sabre Travel, Samsung, Standard Chartered Bank, and Vodaphone.

Reviewing the above inventory of corporate volunteering in the region, it can be noted that most of the corporate volunteering that has been featured in articles and press releases online has involved volunteers doing tasks that do not require special skills or expertise. It is the kind of volunteering that any employee in a company can do, and that, in some cases, family and friends are welcome to join in doing. Some volunteering like scuba diving or setting up computers has required some special knowledge, and INJAZ, as we will see, prefers volunteers who have at least achieved mid-management level both for the quality of their presentations and for their value as role

models to students they work with. Skill-based volunteering does exist in the Arab region, as does the volunteering of high level executives as board members of NGOs, but these are not the subject of online articles and press releases, and are rarely mentioned on company websites.

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## 2.2 Employee Volunteering Survey 2011

We decided to conduct an online survey to learn more about the motivations, structure, and policies of corporate volunteering in the Arab region. Unlike the Dubai Chamber of Commerce that could survey its own members, we had no way to administer a survey of all companies in the region or even a random sampling of such companies. We thus chose to do a targeted survey of companies that had engaged in some form of corporate volunteering

The questions in our *Employee Volunteering Survey 2011 for Companies Based in the Arab Region* were primarily based on the *Corporate Volunteering Survey* undertaken by Volunteering Australia in collaboration with Australia Cares in 2005, as well as questions on employee volunteering included in their annual *National Survey of Volunteering*. We thank them for allowing us to draw on the contents of their surveys to create our own.

Through our online research, as well as through contacts provided by INJAZ al-Arab, we identified over 100 companies that had engaged in some form of corporate volunteering (including all those mentioned in this study). We called each of these companies to find the right person to complete the survey and to get his or her email address. To do so, we often had to make many calls and were passed from one staff member to another in our search for someone who knew anything about corporate volunteering in the company, despite our

having called them because of an online article about their company's corporate volunteering. We sent out the invitations for them to complete our online survey and then followed up with phone calls. Those invited were given the option to complete the survey in Arabic or English. In fact, all of those who responded did so in English.

Only 7 of the 100+ companies that were invited to participate actually completed the survey, which is about a 6% response rate. The companies were: Arab Bank, Jordinvest, Abraaj Capital, National Commercial Bank (Bank Al-Ahli), Hikma Pharmaceuticals, RAK Ceramics, and Aluminium Bahrain. Despite the low rate of response, the information the survey provided was very useful to our understanding of the volunteer programs of these companies.

It is important to consider why such a small number of companies completed the survey. There are a number of possible explanations:

- 1) Many companies have had very little experience in corporate volunteering and may have felt that they had nothing to say.
- 2) The companies may not have felt comfortable revealing their internal information to outsiders.
- 3) We also considered whether people opened the survey, saw how long it was, and decided they didn't want to answer such a long survey. But we had given people an estimate of how long the survey would take and noted that they could skip questions if they wished. Furthermore, online evidence, as well as spot-checking by phone indicated that most of those invited never even opened the survey.
- 4) Our best guess is that most companies did not have one individual designated to be responsible for corporate volunteering and so there was no one who had the authority or was sufficiently knowledgeable about the subject to complete a survey.

Of the seven Arab companies that completed the survey, three are based in Jordan, two in the UAE, one in Bahrain, and one in Saudi Arabia. Three of them have operations in many different countries of the region. Four are banks or investment companies, while the remaining three produce and distribute products. Five of them are large com-

panies with over 2500 employees. The other two have less than 200 employees.

Only one of the seven companies – the smallest one with less than 20 employees, indicated that its volunteer structure is **Informal** – *There are no formal or semi-formal employee volunteering procedures in place, however volunteering is supported in some manner by the company.* Two of the companies identified their volunteer structure as **Semi-formal** – *The company encourages and/or facilitates volunteering in a structured way (such as via a relationship with a not-for-profit organization), however no specific documented procedures exist related to employee volunteering.* And four of the companies identified their volunteer structure as **Formal** – *The company has a formal employee volunteering program with documented procedures specifically addressing employee volunteering that have been approved by management.* It is noteworthy here that there is no correlation between the number of years a company had engaged in some sort of volunteering and the sophistication of its structure. The one company that identified its structure as *Informal* had engaged in volunteering for 6-10 years. And one of the companies that identified its volunteer structure as *Semi-formal* had engaged in volunteering for more than 11 years, while one that identified its volunteer structure as *Formal* had only had engaged its employees in volunteering for 1-2 years.

These findings are not meant to imply that 57% of Arab companies have formal volunteer programs or even that 57% of companies with volunteering have formal structures. The number of companies in this study was far too small to have statistical validity. In any case, it is likely that companies without formal volunteer structures would be less likely to even want to complete such a survey or have staff that are knowledgeable and have the time to devote to such a survey. But it is significant that four companies had formal structures and that all but one of the seven companies had engaged in employee volunteering for at least three years. Even if these were the only companies in the region with formal volunteer structures, it clearly indicates a beginning to Arab companies recognizing the value of establishing formal volunteer programs.

In providing the results for different questions below, the responses have been reordered according to the number of companies giving each response, except for question 7 which is in order of company hierarchy. Where companies added their own responses we have noted "Other:" and then provided their response.

The survey asked: *Which of the following have participated in employee volunteering through your company in the past 12 months?* (Question 7). The results were as follows (out of 7 responses):

The CEO	4
Other top level management	6
Non-management professional staff	4
Other non-management staff (maintenance, etc.)	4

Of the six companies with multiple branches/subsidiary offices in the Arab region, three offered employee volunteering opportunities only at the head office, two at some locations, and one at all locations.

And when asked the different ways volunteering opportunities are identified in the company, the answers were:

Internally by company personnel	4
Through identified not-for-profit partners	4
Through approaches to the company from not-for-profit organizations	4
Other: Through developing a volunteering menu for the entire year with NGO partners in addition to adhoc opportunities that come up	1
Other: Through a dedicated committee that proposes ideas for community service and voluntary activities	1
Through consultants/outside agencies	1
Staff select their own volunteering opportunities	0

All but the smallest of the companies in the survey had a mechanism in place to report on the outcomes or performance of the employee

volunteering program. When asked what factors they measured, they answered as follows (out of 6):

Employee hours	5
Feedback from employees	5
Feedback from not-for-profit organization	5
Percentage of employees participating	4
Number of not-for-profit organizations that have been assisted	3
Feedback from management/team leaders	3
Financial cost	2
Other: Number of beneficiaries impacted	1
Other: On the spot feedback from citizens	1

They indicated that they used the information they collected for the following purposes:

For corporate social responsibility reporting	5
To refine and improve the program	5
Feedback to management	3
Promotional material	2
Financial reporting	1
Productivity/employee time reporting	1

When asked if the companies provided other kinds of support to the organizations they volunteer for, all seven of them indicated that they also gave financial support, four of them provided in-kind support, and two provided capacity building services. And five of them indicated that they provided financial/in kind support specifically to enable volunteering projects to be conducted.

When asked: *What types of organizations are employees able to volunteer in?* four of the companies said their volunteering was limited to designated partner organizations, and one indicated that there were some restrictions.

The survey respondents gave the following response to the question: *What kind of support of employee volunteering is provided by your company?* (out of 7)

Time-off (paid)	5
Special corporate identification (like a T-shirt to volunteer in)	5
Sponsorship by the company of projects involving more than one employee volunteer	4
Recognition of volunteers through articles in the press or company newsletter, awards, written commendations, etc.	4
Publicizing of community volunteer opportunities within the company	4
Endorsement of volunteer programs by the CEO	4
Acknowledgement of its importance as part of the employee's professional development	4
Flexible/release time (e.g. when employees are allowed to volunteer during work and makeup for it later)	3
Reimbursement for costs associated with the activity (e.g. meal, travel)	2
Provision of safety equipment for employees (e.g. gloves, glasses)	2
Special training, as needed	1
Encouragement of company executives and staff to serve on the boards of directors of not-for-profit organizations	1
Notation about volunteer experiences on the employee's personnel file	1
Creation of a skills bank listing the special talents of employees for use of not-for-profit organizations	1
Insurance coverage while volunteering	1
Time off (unpaid)	0
Monetary grants to a not-for-profit organization where an employee regularly volunteer	0
Establishment of a retiree volunteer program	0

Respondents were asked: *What are the THREE main difficulties that your company has been faced with in relation to your employee volunteering program?* They answered:

Employees have limited time to devote to volunteering	5
Finding suitable volunteering opportunities for employees (e.g. team opportunities/during work days)	5
Finding suitable not-for-profit organizations that have the capacity to accept assistance from employee volunteering programs	4
Finding meaningful volunteering opportunities for employees	3
Issues with workplace relations	2
Giving employees a say in volunteer activities	2
Management of data collection for the running of the program	2
The financial cost of the program	1
A lack of support from top management	1
Keeping employees informed about the program	1
Adjusting to the culture and expectations of the volunteer organizations	1
A lack of good models, support, and information about how to manage and run the corporate volunteer program	1
A lack of employee motivation	1

And the following responses were given to the open-ended question: *What are the key insights about running employee volunteering programs that have emerged from your company's experience?*

- 1) Harnessing technology to log the impact is essential. Also, diversifying volunteering opportunities gets an array of volunteers. Finally, opening the doors to family members attracts more employee volunteers.
- 2) Employee volunteering needs to be engaging, rewarding, and meaningful. It also needs buy in from leadership.
- 3) Infrastructure for volunteering is needed, along with a demand/

desire to volunteer, and good volunteer opportunities. It has been a struggle to find appropriate opportunities for our volunteers.

- 4) Employee volunteering has been a very successful experience. It is a win-win situation for all stakeholders.
- 5) Employee volunteering gives an intrinsic satisfaction to the employee to be able to contribute positively towards the society in which one lives.

The survey results presented here do not provide statistically valid information about the state of corporate volunteering in the Arab region, but they do present the experience of seven companies that have actively engaged in corporate volunteering. Answering the survey questions provided these companies with the opportunity to reflect on their experience with corporate volunteering. Their answers serve collectively to give some idea of what is possible within the Arab region. It shows, for example, that in many cases, CEOs themselves are willing to volunteer; that companies engaged in volunteering generally track volunteer hours and feedback from both volunteers and the organizations they serve, and that they feel such information is important for CSR reporting as well as to improve the program. An annual survey that has much larger corporate participation could help us understand these issues better and help in tracking trends in corporate volunteering across the countries of the region.

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### 3- In Depth Information on Four Categories of Stakeholders

In this section, we will provide more in depth information on four categories of stakeholders related to corporate volunteering in the region:

- Companies whose employees engage in corporate volunteering
- Organizations engaging corporate volunteers
- Infrastructural support for corporate volunteering
- Government support for corporate volunteering

### 3.1 Companies whose employees engage in corporate volunteering

A number of Arab companies deserve special recognition in terms of their corporate volunteering. The companies are listed here with the country where they are based, though in some cases, their corporate volunteering extends to many other countries in the region and beyond. They are: Abraaj Capital (UAE), Aramex (Jordan) Hikmat Pharmaceuticals (Jordan), Arab Bank (Jordan), National Commercial Bank (Saudi Arabia), and Nawras (Oman).

#### Abraaj Capital

Abraaj Capital is featured here as one of the important models of corporate volunteering because of the extent to which volunteering is integrated into its corporate culture.

According to its own website (<http://www.abraaj.com/content/about-us>), the Abraaj Capital Group is a leading private equity manager investing in high growth markets. Headquartered in Dubai, Abraaj Capital employs over 170 people and has a presence in Riyadh, Istanbul, Cairo, Singapore, Mumbai, London, Karachi, Beirut, Ramallah, Amman, Casablanca, Algiers and Tunis. In 2011, Abraaj Capital was ranked the largest private equity firm in emerging markets worldwide by Private Equity International. Its CEO, Arif Masood Naqvi, originally from Pakistan, is the only non-Arab member serving in the Arab Business Group established by the World Economic Forum.

In 2010, Abraaj declared its commitment to corporate social responsibility. Abraaj maintains a strong Social Investing Program based on its 5+5+5 practice:

*Abraaj contributes 5% of its top-line fee income revenue; employees are encouraged to volunteer 5% of their annual bonuses; and a minimum of 5 days of their time a year, out of which 3 days are paid by Abraaj, to provide leadership and involvement to give life to the approach.... At Abraaj, each employee has the personal duty to engage with the initiatives we support as a com-*

*pany. In 2010 contributions were rated and noted in end-of-year appraisals impacting final performance indicators, which in turn affect end of year bonuses.(p. 5)*

From the start Abraaj has carefully screened the organizations that it has supported financially and encouraged its employees to volunteer for, with a focus on the need to alleviate unemployment. It has selected organizations in the markets where Abraaj operates that could generate deep multiplier effects and have the most sustainable impact. It also recognized the importance of providing leadership for the institutions it supports, and thus noted in its 2005-2010 report that Abraaj representatives at the time served on more than 25 boards of NGOs, foundations, and institutions.

Abraaj further formalized its program with the publication of its *Volunteering Menu 2011*. The 16 page booklet begins with a call to employees to form teams of 2-3 colleagues with similar expertise to work under the supervision of a senior executive to develop a training module that can help NGOs with capacity building. Suggested areas for such training modules were: finance, human resources, compliance, and communication.

The rest of the booklet showcases 12 Abraaj Community Partner Organizations (ACPO) with a *How to Engage* section for each. The 12 institutions were screened and selected for their proven track record for efficient engagement and high levels of accountability, and for the congruence of their values with those of Abraaj. The range of volunteer opportunities includes skill-based volunteering (like mentoring of entrepreneurs, conducting workshops, and designing greeting cards), management volunteering (like organizing art exhibits and sports carnivals), and direct service volunteering (like visiting patients and providing transportation for them to have medical treatment). The 12 institutions are: Manzil, INJAZ al-Arab, Ruwwad, Welfare Association, Endeavor, Ashoka, Wamda.com, Acumen Fund, Mowgli Foundation, Palestine Children Relief Fund, Dubai Cares, and Live Lebanon. Abraaj has been instrumental in expanding INJAZ al-Arab outside the

Arab region, to Pakistan, the home country of the CEO of Abraaj.

The last page of the Abraaj Volunteer Menu states:

*The list of 12 specific NGOs is a starting point for employees to decide how to distribute the 5 days of philanthropic engagement. Our objective for the remainder of 2011 is to reach 21 specific opportunities across the region and include in our philanthropic activities the collective knowledge and experience of Abraaj employees.*

*Our aim is to provide fulfilling assignments as well as fun whilst awakening the latent desire in all of us to participate in our communities and give back.*

*We are open to suggestions from all employees as well to enhance and augment the scope of our outreach to discover other organizations that have not yet reached our screening filter. Together our efforts can make a small difference in changing the regions in which we operate. This is not a nice-to-do part of our lives – it is an imperative.*

*(Abraaj Social Investments: Volunteering Menu 2011)*

Beyond its own corporate volunteer program, Abraaj mentors the companies it invests in on the importance of CSR and corporate volunteering and provides them with a model they can emulate.

***Beyond its own corporate volunteer program, Abraaj mentors the companies it invests in on the importance of CSR and corporate volunteering and provides them with a model they can emulate.***

Abraaj has clearly made a strong commitment to employee volunteering. Calling it *volunteering* is problematic both because it is required of employees and because three out of the five days that they are required to *volunteer* are paid workdays. Despite these concerns, the employees do have a clear choice of what they volunteer for, with a broad diversity of opportunities available to fit their skills and interests. It allows them to get away from their normal work commitments, have fun, and feel that they are making a positive contribution to programs that have been screened by the company to make the greatest impact, and in some cases friends and relatives are welcome

to volunteer with them. Furthermore, Abraaj provides financial as well as volunteer support to all of these 12 institutions.

## Aramex

Aramex is a leading global provider of comprehensive logistics and transportation solutions, employing more than 12,000 people in over 350 locations in 60 countries worldwide. It has a very strong CSR program reflected in the fact that it has a non-business website [www.aramex.org](http://www.aramex.org) to complement its business website [www.aramex.com](http://www.aramex.com). Its *2011 Annual Integrated Report* highlights the interdependent relationship between Aramex's mission to be recognized as one of the top five global logistics and express transportation service providers and its model efforts and achievements on all dimensions of corporate social responsibility, not only in corporate headquarters but throughout its global operations, including its partners and suppliers.

Volunteering is an important component of this approach. The Chief Executive Officer of Aramex for the Middle East and Africa, Hussein Hachem, noted in 2010 that: *linking individuals with volunteer opportunities and empowering communities to create their own opportunities is an approach that is embedded in our sustainability model.* (Aramex, 2010)

The report highlights the volunteering of its employees, which is generally combined with financial support and in-kind donations. Most notably, Aramex provided corporate volunteers in 2011 to:

- **INJAZ al-Arab:** Aramex partners with INJAZ al-Arab in ten countries and with INJAZ Gaza to provide local schools and universities with both financial support and corporate volunteers.
- **Arab Foundation for Sustainable Development (Ruwwad):** More than 3,000 students have attended Dardashat Cultural Program sessions, with more than 200 students attending the business skills modules conducted by volunteers from Aramex and Abraaj Capital.
- **Nasma:** Staff members volunteer for the children's library and computer center in the RasBeirut area of Lebanon.

- **Nahr-Albared Camp Library:** Aramex has opened a library in the Nahr-Albared Refugee camp in Lebanon in partnership with the United Nations Relief and Works Agency (UNRWA). Aramex employees volunteer in this library. In addition, Aramex has plans to create a computer center and vocational training center in the area to help young people gain the requisite skills to find suitable employment. Aramex employees plan to volunteer there as well.
- **Developing Disabled Sports Facilities in Saudi Arabia:** Aramex has made a commitment to develop special needs facilities at football stadiums in Riyadh, Jeddah, and Dammam which will be staffed by a dedicated team of Aramex volunteers who will assist disabled spectators on match days. The first location to benefit from these facilities was the King Fahd International Stadium in Riyadh.

Aramex not only promotes volunteering of its own employees, but includes the promotion of volunteering in its broader social agenda, including:

- Encouragement and support of employee volunteerism and fund-raising efforts through partnerships such as the Ruwwad enrichment programs, and Volunteer in Dubai (VID).
- Providing logistical and networking support to help develop Volunteer in Dubai's services in the United Arab Emirates and to contribute to the longer-term expansion of this initiative across the Gulf region.
- Serving as a sponsor of the American University of Beirut Volunteer Fair.
- Supporting INJAZ, not only through its own volunteers, but through financial, administrative, and logistic support that facilitates the corporate volunteering of other companies as well.
- Supporting the community service and civic engagement of beneficiaries in the Ruwwad initiative.

(Aramex, 2011)

## Hikma Pharmaceuticals

Hikma is a leading multinational pharmaceutical company founded in Amman, Jordan in 1978. The most important component of its volunteer program is the company's Global Volunteering Day which has been held in April each year since 2008. While its volunteering projects are aligned with its business objectives by generally being connected to the area of health, Hikma provides a variety of volunteer opportunities so that all staff can participate. In 2010, more than 1,300 employees in 10 Hikma locations participated in its fourth Global Volunteering Day by donating blood, cleaning and painting hospitals and grounds, fundraising, spending time with patients, entertaining children, and organizing awareness campaigns and lectures for Hikma employees. (*Hikma Pharmaceuticals Annual Report, 2011*)

On April 13, 2011, Hikma Pharmaceuticals continued the tradition of its Global Volunteering Day for the fourth consecutive year in 11 of its main manufacturing facilities worldwide, as part of Hikma's continuous strategic corporate responsibility plan. In Jordan, around 400 Hikma employees participated as volunteers.

Ms. Rasha Al-Shaqarin, Hikma's CR Coordinator, stated, *Every year Hikma premises around the world take the opportunity to give back to the community by organizing a Global Volunteering Day. We get the chance to make an impact in our home country and in all the main communities we operate in. This is a key part of our CR plan and we look forward to it every year.* (Hikma Pharmaceuticals, 2011a)

Hikma employees in Jordan have also participated in a series of events during Ramadan in collaboration with Tkiyet Um Ali in which they have packed Iftar meals for delivery and have served meals at the Tkiyet Um Ali hall in Amman.

In addition, Hikma employees have conducted a variety of health awareness campaigns and volunteering initiatives in Jordan, Lebanon, Algeria, Egypt, Sudan and Saudi Arabia such as Hikma's Day against Breast Cancer and Hikma's Environment Day. (Hikma Pharmaceuticals, 2011b)

## Arab Bank

The Arab Bank, whose headquarters are in Amman, Jordan, was the first private sector financial institution established in the Arab region (in 1930).

The bank's formal corporate volunteer program, the *Together for the Better* program, was officially launched on December 6, 2009 with the goal to promote social responsibility and volunteerism through partnerships with non-profit organizations. Under an agreement signed with selected non-profit institutions in Jordan, customers can donate money to any of these institutions at branches, ATM's, through standing orders, and online. (Jordan Times, 2009) While the initial news release spoke of five institutions, only four were listed on its website in 2012:

- King Hussein Cancer Foundation
- Tkiyet Um Ali (institution to alleviate hunger)
- Al Aman Fund for the Future of Orphans
- The Royal Society for the Conservation of Nature

The volunteering dimension of the Together Program encourages employees of the bank to volunteer for participating institutions, as well as other organizations in Jordan which serve its five focus areas: education, orphans, environment, health, and poverty. Thus in July 2011, 20 Arab Bank employees volunteered at the Ajloun Agricultural Complex as part of the Jordan River Foundation's *Community Empowerment Program*, helping farmers and the local community plant seedlings, cleanup the green houses, and package food products such as molasses and vinegar. (Arab Bank, 2011a)

In December 2011 Arab Bank held a volunteer recognition ceremony in its corporate headquarters in Amman. Its press release noted that approximately 540 employees had volunteered through the Together program since it started in 2009. The ceremony honored the five most active volunteers of each year, the most active volunteer overall, and the most active division of the bank. It was noted that, through the Together program, the Arab Bank has organized approximately 60 community initiatives since its launch in 2009, and has reached an es-

estimated 22,000 beneficiaries in local communities throughout Jordan. (Arab Bank, 2011b)

The *Together for Better* program clearly links its volunteer program, financial support to selected institutions, and encouragement and facilitation of community philanthropy. While its volunteer program is now limited to Jordan, it has considerable opportunity to expand worldwide through its 500 branches in 30 countries spread over 5 continents worldwide.

## National Commercial Bank

The National Commercial Bank (NCB), also known as Bank Al-Ahli, was established in 1953. It was the first Saudi Arabian bank, is the largest bank by assets in the Arab region, and is one of the pioneers of Islamic Banking and finance in the world. The bank plays a leading role in advancing all dimensions of corporate social responsibility in Saudi Arabia. In 2004, it established its Corporate Social Responsibility (CSR) Department, responsible for achieving its four main objectives which are highlighted in each of its annual reports and on its website:

- *Contributing to reducing the unemployment rate by creating job opportunities*
- *Supporting educational programs in society*
- *Supporting health programs in society*
- *Adopting various social programs to help the needy while promoting the concept of volunteerism in the community*

It is important to note that the linkage of CSR with *promoting the concept of volunteerism in the community* in the fourth objective is not focused on corporate volunteering, but is concerned with promoting the volunteering of all Saudis. Even so, it is surprising that the word *volunteer* is not used once in its 16 page report published in 2009: *Corporate Social Responsibility in the Kingdom of Saudi Arabia 2009: The National Commercial Bank Study on Perceptions of Corporate Social Responsibility across the Kingdom of Saudi Arabia*. The study was conducted in cooperation with the independent research agency YouGovSiraj. While the survey the report was based on

has many questions regarding the causes to be supported by companies in the kingdom, there is no question related to the type of support companies provide (financial, in-kind, volunteer). And there are no questions about corporate perceptions of the value of CSR in skill development, team building, etc., though reference is made to CSR's relevance to employee recruitment and retention.

The omission of corporate volunteering from the report seems particularly puzzling in light of the fact that NCB employees were already engaged as corporate volunteers at the time of the study. NCB, in fact, introduced INJAZ to Saudi Arabia as a pilot project in 2007, well before the study was done, as a way of having volunteers from the private sector contribute their skills and experience to giving a business dimension to the education of young Saudis. And INJAZ addresses two of the top four social causes identified by the NCB survey respondents: unemployment and entrepreneurship.

Corporate volunteering, especially for INJAZ, has been supported at the highest level at NCB, since its CEO, Abdulkareem Abu Alnasr, was instrumental in bringing INJAZ to the Kingdom and continues to serve as Chairman on the INJAZ-Saudi Arabia Board. INJAZ has grown steadily in importance to NCB's CSR strategy in three important ways: NCB corporate sponsorship, engagement of NCB employee volunteers, and promotion of the engagement of other companies in Saudi Arabia as sponsors and suppliers of corporate volunteers.

NCB corporate volunteering is not limited to INJAZ. During 2009, the number of NCB employees volunteering their time, experience, and skills through the AIAhli Voluntary Work program reached 195, including 40 that joined the program that year. They participated in 121 opportunities for voluntary work through charity associations, in addition to the INJAZ initiative. (2009 report)

In 2010, 33 NCB staff joined the AIAhli Voluntary Work program, bringing the total members to 228. Seventy-seven opportunities were offered to volunteers to participate in six voluntary schemes including cleaning the South Corniche, helping with the INJAZ-Saudi Program,

a project to fill and distribute food baskets during Ramadan, the Besat Al Reah Festival, the AIAhli Employee Hajj project, and a mentoring program. (2010 report)

And in 2011, 198 employees registered and attended the orientation session for the AIAhli Voluntary Work program, of which 91 trained students in schools. There is no mention in that report of how many volunteer opportunities they participated in.

It should be noted that the 2011 report gave the following information about its volunteer program:

### AIAhli Voluntary Work Program

#### Percent of NCB employees engaged in volunteer work

2008	2009	2010	2011
2.8%	3.6%	4%	3.4%

This means that the percentage of NCB employees engaged in volunteer work decreased from 4% to 3.4% in 2011 after having steadily increased in the previous three years. No information was given as to whether this was due to a decrease in numbers of participants or an increase in total number of employees. No further statistics about AIAhli volunteers was provided (hours volunteered, measures of impact, etc.).

In regard to the formal structure of NCB's corporate volunteering program, it is the first, and possibly the only, company in the kingdom that has set a policy which grants employees up to 30 hours of paid time to participate in volunteering activities per year and it allows release time for its employees to engage in voluntary activities that must be done during working hours, such as presenting INJAZ programs at schools. The diversity of volunteer opportunities through the bank includes volunteer opportunities for individuals and teams, and for all ranks of the bank's labor force from management and skilled professionals to all levels of the support staff. As noted in the GCVC

report, the NCB *program was developed through a strategic process, using a “who, what, where and how roadmap” that included initial consideration of what employees like and can do and of the kinds of projects that will be useful for employees and the bank.*

On February 26, 2012, NCB held a very impressive recognition event in Jeddah for 123 employee volunteers who were honored for their volunteering efforts and given recognition plaques. The formal event which took place at one of the most elegant venues in Jeddah, Laylati Hall, included a panel of volunteers sharing their experiences and a video of NCB corporate volunteering with both interviews and footage of their volunteering. The event was organized in such a way as to attract maximum media attention to encourage other companies in the country to also develop corporate volunteer programs.

## Nawras

The final company to be featured in this report is the Omani telecommunications provider, Nawras. Nawras has a strong *Corporate Social Investment Programme* which incorporates a wide range of social and environmental concerns. While its employees volunteer in a number of different ways, it is featured here because of its annual Nawras Goodwill Journey, an initiative that has taken place every Ramadan since 2005. In that year, a group of employees came up with the idea of the Goodwill Journey as a way to get closer to those most in need in order to extend assistance to them in towns and villages all over the Sultanate of Oman. It has remained an employee initiative, though with clear company support that integrates volunteering with corporate philanthropy.

Before each journey, the company seeks to understand the needs of the specific organizations that it will visit. The company then orders whatever is most needed and can have a lasting impact on these organizations— such as IT equipment, toys, furniture, and vehicles – and has these items sent on ahead of the convoy to be officially presented to these organizations by the *goodwill messengers* – the fasting employee volunteers.

Over the years, the initiative has set up computer centers, created gardens, visited schools and hospitals, laid out football pitches, created playgrounds, extended help in renovating buildings, and made charitable donations along the way.

The seventh annual journey took place from August 13-23, 2011 with a sendoff by the Minister of Social Development. During this period, Nawras Goodwill Journey volunteers, representatives of the press, and members of Oman's scout and guide troops, traveling in a convoy, visited 10 different charitable organizations throughout the Sultanate from Musandam in the north to Dhofar in the south. The main focus of the 2011 journey, which was organized in partnership with different branches of the Oman Women's Association, was to help less advantaged children and to give unemployed women the chance to develop new skills. Nawras, in partnership with different branches of the Oman Women's Association, provided women in different communities of Oman with tools like sewing machines and refrigerators that allow them to contribute to the community by establishing new business opportunities.

## 3.2 Organizations Engaging Corporate Volunteers

### INJAZ al-Arab

While many service organizations and institutions in Arab countries have engaged corporate volunteers, only one stands out as worthy

*From the extensive research that has been undertaken to complete this study, it is clear that INJAZ al-Arab is the primary institution recruiting and engaging corporate volunteers throughout the Arab region.*

of being highlighted. From the extensive research that has been undertaken to complete this study, it is clear that INJAZ al-Arab is the primary institution recruiting and engaging corporate volunteers throughout the Arab region. We found more than a hundred articles about them, and evidence from this study suggests that most companies that

engage in corporate volunteering do so partly or fully with INJAZ. It is thus very important to understand the organization and its role in the development of corporate volunteering in the region. Service organizations and institutions that seek to engage corporate volunteers can benefit from understanding what has made INJAZ so successful in recruiting and managing its corporate volunteers.

INJAZ al-Arab is a member of Junior Achievement Worldwide which was initially established in the US in 1919. JA presents itself as *the world's largest organization dedicated to educating students about workforce readiness, entrepreneurship and financial literacy through experiential, hands-on programs*. (Junior Achievement: Programs)

INJAZ al-Arab started in Jordan in 2004 and has grown to include no less than 10 Arab countries: Bahrain, Egypt, Jordan, Lebanon, Morocco, Oman, Palestine, Saudi Arabia, Tunisia, and United Arab Emirate, with programs in a number of other countries that have not yet achieved the status of International Members. Since all INJAZ programs rely on corporate volunteers to implement their programs in schools, it assures that corporate volunteering exists in all these countries.

### INJAZ Programs and Its Volunteers

As explained on its website, INJAZ Al-Arab is *the only organization in the MENA region that aims to equip students with practical business-related skills as part of the regular educational curriculum. INJAZ al-Arab programs offer students an unbroken chain of educational opportunities that will strengthen their innovation, deepen their understanding of the business world, and give them professional qualifications to enable their success in the global economy*. (INJAZ al-Arab: About Us)

INJAZ al-Arab provides this education primarily through a set of basic modules that can be presented to students by corporate volunteers with a minimum of training. Volunteers only need to commit to a one-day orientation session, usually offered on a weekend, and then give 7-10 one hour sessions in a school. The number of sessions depends on the program being offered. The placements in schools, materials,

orientation session, and certificates for students are all provided by INJAZ which also gives recognition to both the companies and the volunteers.

The standard modules include:

- Personal Economics
- Success Skills
- Job Shadow Day
- Company Program
- Entrepreneurship Master Class
- Banks in Action
- Leadership Program
- More than Money
- Business Ethics

All programs have their own facilitators' guide for the volunteer consultants and teachers, as well as workbooks for the students. And the training manuals include information about the active, participatory learning approach of all INJAZ programs, as well as classroom management, communications skills, tips and ideas, and a clear delineation of the roles of the volunteer and the teacher. The sessions include real world case studies, guided class discussions, exercises, games, simulations, and other active learning techniques to make it a very fast-paced, interactive, and fun learning experience for both the students and the volunteers. The volunteers need to review what the session is about ahead of time, but do not need to prepare any new materials, though they are encouraged to share their own experiences when they are appropriate to the training program. While most of the materials are developed by the international program, each region and, to some extent even each country, translates and adapts the materials to its own culture.

In many cases, CEOs of companies that are major contributors to INJAZ are featured as success stories in INJAZ materials. And in at least one case, the training materials in Lebanon on how credit cards work featured a local Lebanese bank that had funded the lesson, serving as an important advertisement for the bank, while helping students identify with the lesson better since it related to a company they knew.

In addition to the standard modules, the INJAZ al-Arab Young Arab Entrepreneurs program provides training and mentoring opportunities for corporate volunteers to prepare students in competitions for:

- Most Innovative Product
- Best Marketing Plan
- Best Company of the Year
- Young Entrepreneur of the Year

The importance of corporate volunteering to the INJAZ program is best explained by Soraya Salti , INJAZ Al-Arab Regional Director and Junior Achievement Senior Vice President for the Middle East & North Africa (MENA): *The Arab world needs young people equipped to be critical thinkers, ready to approach challenges with innovative solutions and INJAZ programs do just that. Our work and dedication toward their ability to successfully compete and thrive can only be done with the help of corporate volunteers and committed business leaders.*

INJAZ al-Arab provided the following statistics for the year 2010-2011:

- Number of Volunteers: 5,146 (note that if a person volunteers for multiple programs he is counted as a different volunteer each time)
- Number of Participating Students: 232,671
- Number of Schools/Universities: 2078/77  
(Zawawi, 2012)

### The Keys to its Success

In analyzing the success of INJAZ in engaging corporate volunteers in the region, some key factors need to be acknowledged:

#### 1) Win-Win for All Involved

The INJAZ al-Arab program is a win-win situation for all involved. Benefits for the different stakeholders include:

- **Schools and universities** get extra programs that increase the engagement and capabilities of the students and the satisfaction of their parents. The administration and students get to network

with others in the country and sometimes the region. And in some cases, the involvement of the companies is linked with other support for the school. INJAZ al-Arab never charges schools or universities a fee for participation in the program.

- **Teachers** get a break from their teaching responsibilities – and a model of interactive teaching to learn from.
- **Students** enjoy the stimulating, interactive instruction which is outside their normal curriculum and is free of the pressures of grades and exams. The program gives them practical skills and knowledge for now and their future, helping to make them more career-oriented, motivated, and educated in business-related subjects. They benefit from interacting with the volunteers who serve as role models of employed professionals that they can aspire to emulate. And the whole experience contributes to their wanting to stay in school because it emphasizes the relevance of education to their future.
- The **corporate volunteers** enjoy interacting with young people, get the satisfaction of doing something good for their communities, and gain new skills and confidence in giving presentations, leading workshops, facilitation, and leadership. They also get recognition, a break from their work routine, and, in some cases, a positive notation on their personnel file.
- **Companies** get employees who have better presentation skills, as well as more self-confidence and self-esteem. They gain a pool of potential future employees who are more work-ready. They enjoy the media exposure as a company that contributes positively to their society. They can include the statistics and testimonials of their participation in the CSR section of their annual reports. And they gain from networking with other companies and government officials in INJAZ board meetings, training sessions, and recognition events.
- **Government ministries** (Education, Youth & Sports, and Economy and Trade) have also become active supporters of INJAZ. Unemployment of youth has become a major problem of countries in the region, and neither the governments nor corporations can

hope to provide enough jobs for these unemployed youth. It is largely feared that youth who are unemployed and directionless, often turn to fundamentalism or criminality and can become a threat to national stability. Governments are thus very supportive of programs like INJAZ which help to increase the employability of youth and their interest in entrepreneurship.

- **All of the stakeholders** benefit from a society in which the various components have a greater sense of civic engagement and social responsibility.

## 2) The INJAZ Corporate Network

INJAZ has leveraged corporate leadership from one country to help gain corporate access in other countries of the region, in part by engaging Arab and non-Arab multinational companies who support INJAZ in one country to then support it in other countries where they have offices. Corporate volunteers have thus largely come from a mix of high profile companies in each country's business community, including national, regional, and global companies. And other companies have joined in to reap the benefits of networking with these corporate giants.

## 3) Patronage of Key Figures in Different Arab Countries

INJAZ al-Arab has made a point to bring into its national leadership key people in many countries of the region. Thus INJAZ operates under the patronage of Her Majesty Queen Rania Al Abdullah in Jordan – and the Chief Executive of INJAZ Bahrain is Her Highness Shaikha Hessa bint Khalifa Al-Khalifa. And in all countries where it operates, it works in collaboration with the Ministry of Education which allows it entry into both public and private schools.

## 4) Collaboration with Other Organizations

In some cases, INJAZ collaborates with other organizations whose objectives overlap with those of INJAZ to develop and deliver special initiatives which fulfill INJAZ objectives while tailoring its programs to their needs. In Bahrain, it collaborates with Tamkeen, a semi-autonomous yet independent authority which actively supports the INJAZ

Company Program. And in Jordan, where the Madrasati initiative calls on companies to adopt schools to renovate them physically, and support them in other ways, at least one company, Al-Markazia, has collaborated with INJAZ to arrange for members of its staff to deliver INJAZ programs to a school it sponsors under the Madrasati initiative. (ameinfo.com, 2010)

### 5) Multinational Companies

Any list of companies supplying volunteers to INJAZ includes a large number of multinational companies with a long history of employee volunteering across the world. While this study is primarily interested in corporate volunteering of Arab companies in the region, it is clear that multinational companies serve as role models, and provide opportunities for their Arab as well as foreign staff to engage in corporate volunteering.

Citibank is one such example. Citi is a global partner with Junior Achievement (JA) Worldwide and is seen in the roster of companies supporting INJAZ in many different Arab countries. In 2009, Citi and the Citi Foundation announced a 10-year, 200 million dollar global financial education commitment, the formation of a new Office of Financial Education, and a global initiative designed to encourage its 300,000 employees around the world to devote time to support financial education and other charitable causes. Under the new initiative, employees may take a day off from work to volunteer for non-profit organizations in their communities. This has had clear benefits for INJAZ al-Arab. As noted by Mohammed Al-Shroogi, Managing Director for the Middle East and Chief Executive Officer for Citi in the UAE, *Junior Achievement's objectives are in line with Citi and the Citi Foundation's efforts to support financial and entrepreneurial education across the world. And on the local level he noted, Our strategic alliance with INJAZ-UAE means that more UAE students will acquire necessary life skills and the right business exposure in order to succeed in the future. (Citibank participates in Job Shadow Day Program, 2009)* Such partnerships strengthen corporate volunteering in the region, and provide multinational role models for Arab companies to emulate.

## 6) Gender Issues

While gender is not a focus issue of INJAZ al-Arab, its programs are open to males and females, both as students and as corporate volunteers, which provides opportunities and role models for Arab young women. The General Organization of Seaports (GOP) recognized this when it showcased Bahraini executive Safa Al Tajir, Head of Tenant Services, Bahrain Logistics Zone (BLZ), when she joined the list of volunteers contributing to the INJAZ Bahrain teaching module: *Careers with a Purpose*:

*Demonstrating the GOP's commitment to promoting its female executives as well as reaching out to the community and participating in youth investment initiatives, Ms. Al Tajir's involvement in this programme has served as an example of the achievements and abilities of Bahraini women across industries. ...*

Hassan Ali Almajed, Director General of GOP, said *INJAZ Bahrain's programmes are critical to the development of our emerging generation, and we are very pleased that Safa is volunteering her time for this important initiative. We see it as a responsibility of the GOP to do our part in ensuring the program is as successful as can be, and in helping to highlight the many achievements of the female workforce in the ports and shipping industry.* (General Organisation of Sea Ports, 2011)

Gender was also spotlighted in a list of INJAZ accomplishments acknowledged by the Skoll Foundation: *At the 2009 Annual Battle for the Best Arab Student Company, a team of young girls from a rural Omani public high school won both the best Student Company and Student CEO of the Year, becoming an inspiration for Arab women and demonstrating to the region the opportunities missed by having the lowest female labor market participation in the world.* (Skoll Foundation, 2012)

## **Impact of INJAZ on Corporate Volunteering in the Arab Region**

Having recognized INJAZ al-Arab as the primary institution recruiting and engaging corporate volunteers throughout the Arab region, it is important to consider what impact it has on corporate volunteering in the region.

INJAZ engages a small number of skill-based volunteers per country who help it with its accounting, legal, and media support. But above all, INJAZ has an

almost insatiable need for volunteers to deliver its programs in schools and universities, to provide opportunities for job shadowing, to coach and mentor entrepreneurial teams, and to judge its company competitions. For these volunteer opportunities, INJAZ needs a certain type of volunteer – ideally, middle to upper level executives, even CEOs.

Since corporate executives are the ideal volunteers to deliver INJAZ programs, the easiest way for INJAZ to get large numbers of volunteers is by recruiting them from the companies themselves, especially from large companies that have a large pool of corporate executives to draw from. It is masterful in both attracting and retaining its corporate partners and corporate volunteers through its professional manner of working with them, prepared materials, high level training, strong recognition program, and the opportunities it provides for networking.

As more and more companies seek to demonstrate their Corporate Social Responsibility, INJAZ provides a ready-made opportunity for them to do so by being a well-organized, respected, community partner that has international stature and local leadership, and that understands the needs and concerns of companies and their corporate volunteers. INJAZ makes corporate volunteering easy since it does all the organizing, and volunteers simply need to go to an orientation and complete their in-class sessions. The commitment by individual volunteers is small, and companies only need to promote the program to their employees and provide the flexibility for the employees to do their one hour sessions during school hours, ideally linking it with a lunch hour or break. As a result, many companies that have never heard of corporate volunteering respond to an INJAZ request for volunteers without any broad understanding of the value and potential of corporate volunteering, and without considering how it fits into the company's strategic planning. The request often serves as their introduction to corporate volunteering and to many of its benefits.

It is important to note, however, that INJAZ does not provide volunteer opportunities for most non-management professional staff: secretaries, maintenance staff, workers on a production line, or many other employees. While it sometimes recruits university students and lower level corporate staff to help fill its volunteer needs, it recognizes that they do not provide the ideal role

models for the students that INJAZ is seeking. INJAZ also does not provide family volunteering opportunities. And while it has great value for networking and presentation skills, it has little, if any, value for team building and cross-departmental interaction within a company. Thus, INJAZ is a good component of an employee volunteer program, but should not be considered as a company's only community partner.

This study did not find any other organization that engages corporate volunteers so effectively to implement their programs across the Arab region. Non-profit organizations and service institutions like hospitals, orphanages, and programs for those with physical or mental disabilities, have largely sought corporate support in terms of financial and in-kind donations. A primary exception to this is membership on their Boards which is voluntary and often includes key executives of corporations for the leverage that they can provide in getting donations from their own companies and from others in their corporate network. In some cases, organizations also seek individual skill-based volunteers to support their organization – providing it with legal counsel, accounting, media support, etc. But they have barely begun to see the value of recruiting corporate volunteers. Organizations and service institutions would do well to consider how they can replicate or adapt the INJAZ model to engage more corporate volunteers to help them achieve their objectives.

*Organizations and service institutions would do well to consider how they can replicate or adapt the INJAZ model to engage more corporate volunteers to help them achieve their objectives.*

### 3.3 Infrastructural Support for Corporate Volunteering

Infrastructural support for corporate volunteering refers to the support of corporate volunteering in general, not just for one company or organization. It can include:

- Promotion of corporate volunteering
- Training of companies on how to develop a corporate volunteer program

- Training of organizations on how to engage corporate volunteers
- Development of corporate volunteer opportunities
- Linkage of companies with community partners that have such opportunities
- Facilitation of networking, like the establishment of a corporate volunteer council
- Awards to honor exemplary corporate volunteer programs

In our study, we found only two institutions that deserve recognition for the infrastructural support they provide to corporate volunteering in the Arab region, and they are both in the United Arab Emirates. These are the Dubai Chamber of Commerce and Volunteer in Dubai.

## ENGAGE Dubai

In our research, we found that ENGAGE Dubai is the best model in the Arab region of infrastructural support for employee volunteering. It was established in November 2008 by the Center for Responsible

*In our research, we found that ENGAGE Dubai is the best model in the Arab region of infrastructural support for employee volunteering.*

Business, a division of the Dubai Chamber of Commerce & Industry. The Center was formed in 2004 to help members apply responsible business practices that enhance performance and competitiveness and implement broad CSR programs including

business ethics, sustainability reporting, and corporate governance. ENGAGE Dubai is part of the ENGAGE program of the Business in the Community (BITC) organization in London which began in 2002 and operates in 20 cities, mostly in Europe, but also in Beijing, Hong Kong, Istanbul, Johannesburg, Santiago, and Dubai, the only participant in the Arab region.

The Dubai Chamber programs also include the Sustainability Network which brings together the UAE's top business leaders with the objective of promoting CSR leadership, sharing best practices, and developing a culture of corporate social responsibility throughout the

country. While companies do not need to be a part of the Sustainability Network to participate in ENGAGE Dubai, both programs of the Dubai Chamber view employee volunteering as an important component of CSR.

ENGAGE Dubai defines employee volunteering as *the mobilization of time, talent, energy and resources of employees to contribute to the community.*

*This includes:*

- *Long term sustained commitments*
- *Skills-based, short term assignments*
- *Transfer of skills*
- *Team-based 'challenge' projects*
- *Company sponsored projects*
- *Secondments (in which companies continue to pay the salary of a staff member but loan them out to work elsewhere)*

The Dubai Chamber's website lists the following benefits for companies that join ENGAGE Dubai:

- Exposure to international and local companies that demonstrate best practice in community social investment
- Increased motivation of employees by enriching their work life balance
- Enhanced appeal for recruiting top talent
- New networking opportunities with like-minded companies and organizations
- Building a positive reputation in the local market
- Facilitating personal and skills development for employees (Dubai Chamber)

As identified by its website and information in the media, the services provided by ENGAGE Dubai to support employee volunteering in Dubai include:

- Training and resources to develop a company's volunteer program (resources available through the Dubai Chamber website, the BITC website, and in its seminars)
- Training and resources to help community partners effectively en-

engage corporate volunteers

- Linkage of companies with local community partners (brokerage)
- Coordinating joint volunteer projects
- Tracking volunteer hours by company, number of hours, and number of people directly impacted through involvement in community projects
- Recognition of companies and volunteers
- Tools for companies to document and evaluate their employee volunteering programs
- Research on corporate volunteering
- Media coverage online, in the print media through its press releases, and in its own journal: CSR Al Youm which highlights the achievements of ENGAGE Dubai as well as covering other forms of CSR and volunteering in the UAE.

The Dubai Chamber organized two public seminars of particular importance to this study in 2010 and in 2011:

***Seminar 2010: A public seminar and open dialogue on good Corporate Social Responsibility (CSR) practices and corporate governance***

This seminar, which was concerned with the broad issues of CSR, clearly identified employee sponsored volunteering as a component of CSR. The seminar honored the companies and their employees that participated in the ENGAGE Dubai program and noted that, in its first year of operation, the program had involved participating companies in over 150 corporate volunteer hours. (Dubai Chamber seminar discusses responsible business practices, 2010)

***Seminar 2011: Community Engagement and Employee Volunteering***

Employee volunteering was a main focus of the 2011 seminar, which provided solid training on employee volunteering as a part of a company's business strategy, with clear benefits to the companies, employees, and the community. It provided real examples and the opportunity to network and share best practices. As in 2010, the seminar honored corporate volunteers from the ENGAGE Dubai program in a special ceremony during the seminar. The recognition ceremony

highlighted the work done by 315 volunteers from 26 companies who directly impacted 2,100 people through their involvement in community projects.

At the Seminar, Dr. Belaid Rettab, Senior Director, Economic Research and Sustainable Business Development Sector, Dubai Chamber, noted: *Strategic community engagement can help companies make a maximum impact on the community by prioritizing initiatives that are most relevant to their core business strategy, products, services and stakeholders. In addition employee volunteering is a strategic tool to enhance the skills and motivation of staff members.*

*(Dubai Chamber highlights the value of community engagement and employee volunteering, 2011)*

#### **Volunteer Activities of ENGAGE Dubai in 2011:**

- 1) **February:** The ENGAGE group partnered with Al Noor Center for Special Needs and contributed more than 1000 volunteer hours to running the center's Family Funfair, its main fundraising event.
- 2) **April/May:** Youth and sustainability education – In the *Faculty for a day* program, corporate volunteers were invited to lecture students at the University of Dubai, imparting real world experience and views on sustainability, global warming, and business ethics as they relate to companies in the UAE.
- 3) **June:** 207 volunteers from ENGAGE Dubai companies were among the 24,258 volunteers internationally who participated in Give & Gain Day 2011. They participated in presentations, seminars, and roundtable discussions at schools, universities, local charities, and community groups, focused on helping prepare people with special needs to acquire skills and relevant training to enter the employment market.
- 4) **November:** ENGAGE Dubai held a health fair for employees and their families, run purely by volunteers of the ENGAGE Dubai program. It combined two aspects of CSR: corporate volunteering and concern for the health and well-being of employees. (*Em-*

*ployee wellbeing takes top slot at Dubai Chamber Health Fair, 2010)*

A YouTube video entitled *CSH in ENGAGE Dubai* highlights employee volunteering at the Health Fair. (*CSH in ENGAGE Dubai, 2011*)

- 5) In addition, the ENGAGE Dubai group has enabled 1500 volunteers to take part in the Ministry of Health's Blood donation drive.

Many of these activities have become annual affairs organized by ENGAGE Dubai with the volunteer support of its member companies.

Participating companies, as noted on the ENGAGE Dubai page of the BITC website, are listed here. Those also identified on the ENGAGE Dubai website are marked with\*. Those that are underlined are "Arab" companies in terms of being based in the Arab region.

1. ABB FZ-LLC
2. Al Ghurair Investment- LLC
3. Aramex
4. \*Barclays Bank
5. \*CHEP- Equipment Pooling Systems
6. Chicago Maintenance and Construction
7. \*Clifford Chance
8. Crown Relocations
9. \*DLA Piper Middle East LLP
10. \*Dnata
11. Dubai Properties Group
12. \*Dubai Aluminum (DUBAI)
13. Emirates National Oil Company (ENOC)
14. \*EnPark
15. \*FEDEX
16. \*Freshfields Bruckhaus Deringer
17. \*GE Energy FZE
18. \*Hilton Dubai Jumeirah
19. Horeca Trade
20. Khadamat
21. \*KPMG

22. \*Liquid of Life
23. Mashreq Bank
24. QBG Services
25. \*Serco
26. SRB-UAE
27. \*Starbucks
28. TNT
29. \*Unilever
30. \*Union National Bank
31. \*WSP
32. Xpertize United
33. \*Zayed University – ICE

Of the 33 companies listed above, 18 are multinational companies based outside the region, many of which have existing employee volunteering programs, and 15 of them are Arab companies.

In February 2010, the Project Director at Business in the Community, UK, Maria-Jose Subiela, had this to say about ENGAGE Dubai:

*We are really impressed by the development of ENGAGE Dubai run by Dubai Chamber. Since its inception in late 2008, in just over a year, this corporate employee volunteering program has brought together businesses and community organizations around Dubai to increase the quality and amount of employee community engagement. The program is growing in breadth and impact showing a group of leading companies contributing as good residents and as concerned global citizens. (Dubai Chamber, 2010)*

ENGAGE Dubai provides the best and most comprehensive infrastructural support to employee volunteering in the Arab region with a full understanding and integration of employee volunteering as an important component of CSR. The expertise

***ENGAGE Dubai provides the best and most comprehensive infrastructural support to employee volunteering in the Arab region with a full understanding and integration of employee volunteering as an important component of CSR.***

of ENGAGE Dubai primarily derives from its affiliation with the international ENGAGE program of Business in the Community (UK).

While most of the support is only provided to companies that are subscribed members of ENGAGE Dubai, some of its seminars are open forums, and its online resources and research report are available to the public. Unfortunately, ENGAGE Dubai does not provide its services beyond Dubai, even to other emirates in the UAE, let alone to other countries in the Arab region.

## Volunteer in Dubai

Volunteer in Dubai is a non-profit organization founded by in 2008 to make it easier for those who want to volunteer in Dubai to find volunteer opportunities, and for organizations and causes in Dubai to get the volunteers they need. These include large events, ongoing, and project volunteering, and both general and skill-based volunteering. The volunteers are all residents of Dubai, but from the names listed, many, if not most, of them, are not Emiratis or even Arabs.

Both the Testimonials and FAQs sections of the website have three main divisions: Volunteers, Charities, and Businesses:

**Volunteers:** Volunteer in Dubai informs volunteers who register on their website about volunteer opportunities that are appropriate for them in terms of the time and skills required.

**Charities:** VID helps charities to recruit, engage, and manage volunteers. It helps plan their fundraisers and campaigns, connects them with companies that can support them, and manages a “wish list” of things they need that others may be able to donate.

**Businesses:** VID provides many different services to businesses, most of which help them achieve their CSR objectives, and some of which are connected with corporate volunteering.

Services to businesses include the following:

- VID urges companies to encourage their staff to volunteer and provides them with appropriate volunteer opportunities.
- VID supports fundraisers and charitable events organized by businesses, provides impartial help in identifying the organizations that need help the most, and helps companies deal with relevant UAE

regulations.

- VID can create a volunteer opportunity only for one company's staff, but otherwise does not block out an entire event for one company to volunteer for.
- VID keeps companies informed of new volunteer opportunities.
- VID tracks the activities and hours of its registered volunteers, and can provide the total number of hours of all a company's employees who are registered with them, and identify the most socially conscientious member - if the employees give VID permission to share that information with their company.
- If a company organizes an event that supports a humanitarian cause, VID will coordinate all manpower needs on the day of the event – recruit the volunteers, confirm them, provide them with all the necessary event information, send reminders to minimize cancellations, and even provide replacement volunteers if people drop out.
- While VID does not charge corporate volunteers for their services, it does charge private sector companies for *advice, our creativity and expertise*.
- VID can provide a company volunteer event with a Volunteer Management Team to register volunteers, volunteer coordinators to help manage the event, and even orientation sessions before the event.
- VID will even provide volunteers for a non-charity event in exchange for a donation to a charity chosen by Volunteer in Dubai or the volunteers themselves.  
(Volunteer in Dubai)

Volunteer in Dubai thus provides placement, management, orientation, and record keeping for corporate volunteers. It also provides non-employee volunteers for company fundraising events which may work together with or instead of employee volunteers. While Volunteer in Dubai does not present itself as a broker for corporate volunteering, it provides many of the services that such brokers provide in other countries. And it certainly addresses the needs of companies that are increasingly interested in engaging their employees in corporate vol-

unteering, but do not have the time, expertise, or contacts to manage the process. There is, however, no evidence that it provides training to companies on how to develop a corporate volunteer program or how to integrate corporate volunteering into their CSR program or strategic business planning. There is also no evidence that it provides any training to organizations on how to recruit or manage corporate volunteers. It is notable that INJAZ UAE is not listed among the Affiliations or Projects of VID, considering its importance as an organization engaging corporate volunteers in the UAE and more broadly throughout the Arab region. INJAZ may not need these services since it independently contacts companies to participate in its programs, but this lack of participation in VID means that their INJAZ volunteering cannot be counted in VID tracking of the activities and hours of its registered volunteers.

## Other Infrastructural Support

In addition to the above institutions there have been a number of events and agencies that have provided some level of infrastructural support to corporate volunteering in the region. There was a corporate volunteer strand at *The First IAVE Regional Volunteer Conference* that was held in Beirut in March 2011 with training provided by the Global Corporate Volunteer Council of the International Association for Volunteer Effort. It is likely that future IAVE regional conferences, slated to be held every two years, will have similar training in corporate volunteering. The Association for Volunteer Services, which organized that conference, has provided training in corporate volunteering in both Arabic and English and even established the Lebanese Corporate Volunteer Council which existed from 2002-2006. The Learning to CARE Institute, established in early 2012, has replaced AVS in providing training and consultancy in the Arab region in all aspects of volunteerism, including training on corporate volunteering for both companies and their community partners. Beyond that, a number of companies have engaged professional consultants from outside the region to help them develop their programs. Most CSR conferences

in the region have not explicitly included corporate volunteering on their programs, although there have been some exceptions, along with some references to corporate volunteering in conference presentations. Similarly, CSR awards programs in the region have generally not included corporate volunteering as a specific category of awards or even a component to officially be considered in selecting award recipients, though a company's record of corporate volunteering may be considered in the selection process.

### 3.4 Government Support for Corporate Volunteering

In undertaking this study, very little information was found about government support of corporate volunteering. No evidence was found of any Arab national government, ministry, or other governmental agency having official policies related to corporate volunteering, or providing incentives, training, or other infrastructural support. A few examples were found, however, of official recognition of the importance of corporate volunteering which will be presented here.

*In undertaking this study... no evidence was found of any Arab national government, ministry, or other governmental agency having official policies related to corporate volunteering, or providing incentives, training, or other infrastructural support.*

#### Arab Ministries of Education

The first example of government support for corporate volunteering is concerned with INJAZ. The ministries of education of all of the Arab countries that have INJAZ programs have authorized some level of access to public schools by corporate volunteers delivering INJAZ programs. And they have recognized the special contributions that these corporate volunteers make as facilitators, mentors, and role models. Since the authorization is given to INJAZ and not to the companies involved, however, this is only an indirect support of corporate volunteering.

## Madrasati

The second example of government support is Madrasati, a Jordanian initiative launched by Her Majesty Queen Rania Al Abdullah in April 2008 to create a partnership between the public, private, and non-profit sectors to repair and restore 500 public schools throughout the country. Its first objective is to improve the physical infrastructure of these schools, followed by improving their educational programs. The website for Madrasati begins its *Action* section with an appeal to private corporations, suggesting that they can:

- 1) *Sponsor school(s) financially*
- 2) *Provide in-kind donations*
- 3) *Support one or more of the partner organizations aiming to implement social development programs in the 500 schools*
- 4) *Involve their employees by specifying time they can contribute to the initiative*

In expanding on point 4, the website suggests possible ways that corporate volunteers can help:

- *Sharing expertise on planning and management as part of the community committee*
  - *Training teachers and students on computers or other required skills*
  - *Participating in programs such as INJAZ*
  - *Tutoring students who are in need of extra assistance*
  - *Supporting extra-curricular activities such as sports and field trips*
- (<http://www.madrasati.jo/site.html>)

## Dubai Municipality

The third example of government support is the Dubai Municipality that has organized a major *Clean Up The World* campaign for 18 consecutive years and has been joined in recent years by other emirates of the UAE. Clean Up the World is an environmental campaign held in conjunction with the United Nations Environment Programme that encourages communities throughout the world to engage their

residents in projects to address local environmental problems together. In 2010, Dubai Municipality was recognized on the *Clean Up the World - Long Term Members Honour Roll*, acknowledging that the Dubai Municipality was one of only six participants in 5 countries (along with Italy, Japan, Australia, Hong Kong) that had been involved in the campaign the longest - for 18 years. (Clean Up the World, 2010)

In 2011, Eng. Abdul Majeed Saifaie, one of the Clean Up the World project organizers, said that: *during the campaign, 37,824 volunteers from 375 private companies, NGOs, community groups, associations, clubs, and hotels, and 17 government departments cleaned up beaches, streets, open areas and several key sites under the supervision of staff from the Waste Management Department. In addition, 6,029 students from 60 government schools and colleges and 56 private schools and universities have participated in the campaign.* (Emirates News Agency, 2011)

It was not specified how many of the 375 entities were private companies or how many of the 37,824 volunteers were corporate volunteers, but various press releases by individual companies show that many companies were actively involved. Companies mentioned in press releases include: Al Ain Mineral Water Company, Alpha Emirates, DULSCO, Dusit Thani Hotel, Fujairah Plastic Industries, Future Pipe Industries, Gulf, LLC of ETA ASCON Group, Tetra Pak Export, Safa Dairies, Union Paper Mills, and Zenath Recycling & Waste Management.

## OMAN Volunteer Expo and Conference

Government support of corporate volunteering was also demonstrated by the Ministry of Social Development in Oman. It launched a major initiative to promote volunteering, by holding the first Oman Volunteer Expo, December 5-7, 2011, also referred to as the Oman Volunteer and Social Investment Expo. A conference was held in conjunction with the Expo entitled the *National Symposium on Volunteerism*. The Expo and the Symposium were organized by Oman International Trade and Exhibitions (OITE) in line with the vision of His

Majesty Sultan Qaboos bin Said to celebrate December 5 (International Volunteer Day) as *Volunteer Day* in the Sultanate of Oman, and honor the winners of the *Sultan Qaboos Prize for Voluntary Work*.

Publicity about the Expo and Symposium highlighted two main focus areas – volunteering and corporate social responsibility (CSR) as they related to social development. In many respects, these two concerns were focused on separately with a large emphasis on the volunteering side concerned with volunteering through schools, while the CSR side was concerned with all the different aspects of CSR. Thus, on the Expo website it notes:

*Regional businesses are increasingly aware that Corporate Social Responsibility is a business imperative rather than a charitable add-on and a greater number of executives now agree that properly conceived and managed CSR will result in a wide range of benefits including business reputation, innovation and growth.*

*Corporate Social Responsibility covers:*

- *Good employment practices and diversity in the workplace*
- *Corporate governance*
- *Fair trading in the market place*
- *Environmental responsibilities*
- *Human rights practices*
- *Community investment (including employer supported volunteering)*

*Volunteering is a route for individuals who can, independently or through their company's community investment schemes assist less fortunate communities or contribute towards worthwhile projects. Becoming a volunteer can be personally rewarding and help you 'give something back' to your community. Volunteers can choose from literally hundreds of different opportunities by contributing his/her money, time or skills.*

**(Ministry of Social Development, 2011)**

Corporate volunteering was clearly seen as a part of CSR, but it was not highlighted as an important congruence of the two focus areas of the Symposium. Thus, corporate volunteering does not seem to have been an important emphasis of companies issuing publicity related to the Symposium. They seemed concerned with demonstrating their financial and in-kind support of voluntary work for community development, as well as their general commitment to CSR, with very little effort to highlight their own corporate volunteering. And there is no explicit reference to corporate volunteering in the online program of the Symposium. There is also no evidence that any of the recipients of the Sultan Qaboos Prize for Voluntary Work were given to companies with exemplary volunteer programs.

In support of this observation, Shaikh Saad bin Mohammed al Mardhouf al Saadi, Minister of Commerce and Industry, who presided at the launch of the Expo said: *Voluntary work is an important component in the community in the development of society. Hence, the need to encourage individuals and the private sector corporations to be inventive and to invest in the field of volunteerism as a responsibility which is significantly important for the progress of the nation and its people.* (Oman Daily Observer, 2011)

This statement encourages private sector support of volunteerism, but does not explicitly encourage corporations to develop their own corporate volunteer programs.

An exception to this is the Oman Daily Observer article on the participation of the National Bank of Oman, which not only highlights NBO's financial support of volunteering, but also its own employee volunteering program:

*NBO's participation is a confirmation of its continuing commitment to endorse voluntary initiatives by leveraging and utilising the bank's financial services expertise in the area of CSR. This includes Employee Volunteers — utilizing their skill sets with the non-profits as well as financially supporting non-profits to*

*help awareness of that particular non-profit acting as good corporate citizenship.*

*Aisha al Kharusi, NBO's Head of CSR & Corporate Communications said: "We are indeed delighted to be gold sponsors of the first Volunteer Expo in Oman. NBO is proud to support His Majesty's initiative to celebrate December 5th as "Volunteer Day" in Oman. National Bank of Oman has always been committedly engaged in giving back to society and incorporating CSR in every aspect of its business. In early 2011, the bank established an Employee Volunteer Group. The bank's employees are in the process of building a strategic program that is integrated with core business objectives and core competencies to create a meaningful and sustainable program. Increasing numbers of employees are joining this growing volunteer movement." (Oman Daily Observer , 2011)*

It appears that more could have been done at the Expo and Symposium to encourage companies to highlight their existing corporate volunteer programs as well as to educate companies on the benefits of corporate volunteering and the steps needed to develop a corporate volunteer program. Regardless of this, the connection was clearly made between CSR and corporate volunteering, and the active participation of companies in the Expo helped them network with voluntary organizations with the possibility that it facilitated their support of the volunteer efforts of community organizations through corporate volunteering as well as in-kind and monetary support.

## **IV. Recommendations**

### **1- Recommendations for the Development of Corporate Volunteering**

The examples that have been highlighted in this report can be considered as pioneers that lead the way and inspire others to not only follow, but to forge new paths in corporate volunteering. Some of

these companies have been engaged in some form of corporate volunteering for many years, while others are new to CV. Their success in developing their volunteer programs is not related to their years of experience as much as it is to their commitment to their CV program, their willingness to invest in consulting, training, planning, and management to effectively develop the program, and their determination to collaborate with all the stakeholders involved, particularly their employees and their community partners. The recommendations presented here are broad guidelines and suggestions for consideration, not rules to follow.

*[Company] success in developing their volunteer programs is not related to their years of experience as much as it is to their commitment to their CV program, their willingness to invest in consulting, training, planning, and management to effectively develop the program, and their determination to collaborate with all the stakeholders involved, particularly their employees and their community partners.*

## Companies

- 1) Begin by making a commitment to provide opportunities for your employees to engage in volunteering with the encouragement and support of the company.
- 2) It is fine to start with volunteer engagement that is simple and doable. But, in the long run, aim to have a diversity of volunteer opportunities for different interests, abilities, and time commitments that serve the various needs of the company and its employees. And where possible, include skill-based and ongoing projects that expand the sustainability and impact of the CV program to community partners, and its professional value to the employees themselves.
- 3) Demonstrate high level commitment to the CV program through participation of the CEO and other high level executives, not only in making statements of support and recognition, but also as volunteers.
- 4) Recognize that corporate volunteering is *volunteering* and thus should be a choice of employees that is welcomed by them as an opportunity rather than resented as an added demand of the company. If it is required, it may be best to follow the example of schools with mandatory service policies and call it *community*

*service rather than volunteering.*

- 5) While corporate volunteering can start from bottom up or top down, it helps if there is a designated office with a specific staff member and at least two or three alternates (in case of turnover) who have, among their official responsibilities, the role of serving as the focal point of corporate volunteering for the company. Possible responsibilities of that office include representing CV in strategic planning, serving as the liaison to NGOs that engage their volunteers, organizing volunteer initiatives and/or supporting the volunteer initiatives of other staff, helping to draft and maintain company policies, keeping the records, and presenting the company's volunteer achievements to the public relations office.
- 6) Make sure that the designated staff have a clear understanding of corporate volunteering that they gain from reading some of the many professional resources on the subject, attending training and conferences, soliciting the support of specialists, and/or networking with other companies that are engaged in corporate volunteering.
- 7) Include corporate volunteering in the company's strategic planning related to personnel recruitment and retention, team building, staff development, public relations, and civic responsibility.
- 8) Approach community partners strategically, recognizing that you must address their needs while seeking their help to address yours.
- 9) Be sure to have active input from the employees about what they are interested in doing and feedback from them after they have participated in a CV experience. This might be through the establishment of an employee advisory committee.
- 10) Establish policies appropriate to the company related to corporate volunteering.
- 11) Engage in ongoing data collection, reflection, and evaluation with all the different stakeholders involved.
- 12) Help to develop infrastructural support for corporate volunteering in the community, country, and region.
- 13) Help to establish a local, national, or regional corporate volunteer council to facilitate networking among companies that engage in corporate volunteering, and if the company is global in its scope, join the Global Corporate Volunteer Council of the International Association for Volunteer Effort (IAVE).

## Employees

- 1) If your company does not yet have a CV program, propose that it start one.
- 2) Offer to be on an employee committee to support the program.
- 3) Serve as a liaison between the company and the organizations and institutions you feel could serve as its community partners.
- 4) Be a regular volunteer and encourage your colleagues to volunteer.
- 5) Learn about the potential benefits of corporate volunteering and select those opportunities that best fit your interests, abilities, and goals, both personal and professional.
- 6) Understand and honor your rights and responsibilities as a volunteer and be sure that the organizations you volunteer for understand and honor their corresponding rights and responsibilities (see Appendix).

## Actual and Potential Community Partners

This category includes all the non-governmental organizations (NGOs), non-profit organizations (NPOs), and government agencies that provide or could provide volunteer opportunities for corporate volunteers.

- 1) Appreciate the possibilities of tapping the tremendous pool of potential volunteers through corporate volunteering – whether as large numbers that can be recruited as a block of volunteers for major events, as teams that can address certain ongoing needs, and as skilled volunteers that can help address specific needs of the organization.
- 2) Approach companies strategically, recognizing that you must address their needs while seeking their help to address yours.
- 3) Make volunteering for your organization as easy and rewarding as possible (see the example of INJAZ).
- 4) Recognize that whatever program you have that engages corporate volunteers, it is unlikely to address all the interests and needs of the companies you work with or their employees, so accept and encourage them to expand their volunteer programs beyond your organization.

- 5) Understand and honor your rights and responsibilities as an organization engaging volunteers and make sure that your volunteers understand and honor their corresponding rights and responsibilities (see Appendix).
- 6) Make sure that designated staff have a clear understanding of corporate volunteering that they gain from reading some of the many professional resources on the subject, attending training and conferences, soliciting the support of specialists, and/or networking with other organizations that engage corporate volunteers and companies that have CV programs.
- 7) Help to develop the broader infrastructural support for corporate volunteering in the community, country, and region.

## **Governments**

- 1) Establish policies that give incentives to companies to develop corporate volunteer programs.
- 2) Include corporate volunteering in any efforts to promote CSR.
- 3) Have national awards that honor companies with exemplary CV programs.
- 4) Help to develop the broader infrastructural support for corporate volunteering in the community, country, and region in terms of training, recognition, networking, and facilitation.

## **University Business Schools**

- 1) Include corporate volunteering in your CSR courses.
- 2) Hold conferences and workshops for companies on CV and CSR.

## **Other Supporting Institutions (Chambers of Commerce, Media, CSR and Volunteerism Professionals)**

- 1) Make sure that CV is included in your conferences, training, and networking efforts, for both companies and their community partners.
- 2) Highlight successful corporate volunteering events, policies, and programs so that they can serve as models to be emulated and

surpassed.

- 2) Establish awards that honor companies with exemplary CV programs.
- 3) Provide opportunities for companies with exemplary CV programs to serve as mentors of companies that want to develop CV programs.
- 4) Provide mechanisms for companies to identify appropriate volunteer opportunities.

## 2- Recommendations for Future Research

In order to track the development of corporate volunteering in the Arab region, it is important to have longitudinal studies which collect data in regular intervals (every 1, 2, 5, or 10 years). These studies need to collect comparable data to be able to determine trends, and have both quantitative and qualitative components. While a review of online sources is useful, it would be important to have both targeted studies of companies that engage in corporate volunteering to chart their progress in developing their CV programs, and studies based on random sampling, that give a better idea of the extent of corporate volunteering in the region. It would be important for the Dubai Chamber study to be repeated now that it has a baseline of information, even if it is limited to Dubai. And it would be good if the survey instrument and methodology would be revised, as needed, and expanded to other countries in the region for comparative purposes.

It would be good for a variation of the survey instrument presented in this report (and included in the Appendix) to be used as part of a broader CV study at regular intervals, particularly if some effective mechanism can be devised for assuring broader participation of companies in the online survey across many countries of the region. It would also be good if there are variations of the survey for both companies that already engage in corporate volunteering and those that do not, and for other stakeholders, including community partners, university schools of business, and other supporting institutions. Assuring broader participation might be accomplished through collaboration with government ministries, chambers of commerce, universities,

or an independent research institute. While a study that replicates the extensive online survey we used would provide a detailed understanding of the structure of corporate volunteer programs, it may be possible to have a better response rate by selecting a more limited number of questions that could be asked directly in person or by phone, as well as online. In that case, a follow up survey containing the omitted questions could be given to a random or targeted sampling of respondents.

It would also be good if studies done in overlapping fields would include corporate volunteering. Studies of Corporate Social Responsibility (CSR) could include corporate volunteering as one dimension of CSR. And studies of volunteering in the region could include corporate volunteering as one dimension of volunteering. Studies could be done of business school course listings, CSR and volunteer-related conferences, and CSR and volunteer-related awards programs to see if corporate volunteering is ignored, mentioned, or fully recognized for its relevance. And where possible, any of these studies that provide better understanding of corporate volunteering in the region should share methods with similar studies of other world regions to allow for comparative analysis.

Finally, it is important that any future studies acknowledge the importance of all the stakeholders in corporate volunteering: companies, their actual and potential community partners, governments, and business schools, volunteer centers, consultants, and other supporting institutions, so that their efforts are recognized, encouraged, and improved.

## V. Conclusions of the Study

It is clear from the evidence gathered for this report that corporate volunteering exists in the Arab region, that Arab as well as multinational companies are engaging their employees in corporate volunteering, and that many companies are proud enough of this to publi-

cize it online. While this study could not provide statistics about the percentage of companies engaging their employees in corporate volunteering, it is unlikely that what we have discovered is the tip of the iceberg, and that there is far more corporate volunteering than we have found. What we found, however, especially in the companies we featured in this report, can serve as important models for others to follow and to build upon in improving corporate volunteering in the region.

Corporate volunteering, like volunteering in general, has some universal traits shared the world over, which means that many of the lessons learned in developing corporate volunteering elsewhere can be suc-

*Corporate volunteering, like volunteering in general, has some universal traits shared the world over, which means that many of the lessons learned in developing corporate volunteering elsewhere can be successfully applied to corporate volunteering in the Arab region.*

cessfully applied to corporate volunteering in the Arab region. Thus an organization in England can provide guidance about corporate volunteering in cities around the world. And multinational companies that established their corporate volunteering practices in other regions of the world can apply them with considerable success to their branches in this region, providing models that local companies can emulate. But some of the elements of corporate volunteering in the Arab region also reflect the cultural, social, and political realities of the region. These have been reflected in this report in a variety of different ways – volunteering that is related to Ramadan or the Hajj, the predominance of non-citizens in Volunteer in Dubai in a society in which citizens are a small minority of the country's residence, and the priority given to volunteering that supports the employability of youth in countries with a high percentage of youth in the population and very high rates of youth unemployment.

The corporate volunteering that does exist in the Arab region is largely reactive rather than proactive. Companies are responding to calls from INJAZ al-Arab, the Municipality of Dubai, Ruwwad, and other organizations and institutions, with a willingness to provide volunteers as well as financial and in-kind support. They are cleaning the beaches, visiting hospitals, donating blood, and serving meals to the hungry.

Some genuine skill-based volunteering does exist, but most NGOs are not used to seeking such support, most companies are not used to providing it, and with the exception of Volunteer in Dubai, there is no easy mechanism to link the needs of NGOs to the companies that can address those needs. Even where skill-based corporate volunteering does exist, it does not seem to be publicly acknowledged as volunteering. When a lawyer, accountant, management consultant, or media specialist provides services free of charge to a non-profit organization, it is generally seen as an *in-kind donation* or *pro bono work*. The same is true for a CEO or manager who represents a company on the executive or advisory Board of a non-profit organization or institution. In such cases, the term *corporate volunteer* is usually not used, though it certainly applies.

Very few companies seem to be taking a proactive approach to corporate volunteering because there is very little recognition by companies, CSR specialists, university business schools, NGOs, or governments of the potential benefits of corporate volunteering to the companies, their employees, and their community partners if it is approached strategically and managed effectively. There is also very little awareness in the region that volunteering of any type can be approached with professional expertise in terms of development, recruitment, management, or recognition of volunteers, that resources exist to support a professional approach, or that infrastructural support could be of benefit to all concerned. But that is changing.

The potential benefits of corporate volunteering are tremendous for all the stakeholders involved. This study has provided some valuable information about corporate volunteering in the region, has highlighted many programs that will hopefully motivate and inspire others, and has offered some specific recommendations for the future. Much more can be done, however, in terms of both research about corporate volunteering and the development of programs that can expand and improve corporate volunteering throughout the Arab region. We encourage you to actively participate in that effort.



## About the Arab Thought Foundation

The Arab Thought Foundation is a non-governmental independent foundation established in 2001 (1422 A.H.). It was founded and launched by HRH Prince Khalid Al Faisal. ATF's headquarters are located in Beirut, Lebanon. It is a joint initiative between businessmen and intellectuals to promote Arab core principles, values, and morals within the confines of responsible freedom. It is concerned with all fields of knowledge, covering sciences, culture, and the arts. It works to bring together the intellectual discourses and cultural actions that advocate Arab solidarity, development, and the preservation of Arab identity.

Volunteering is deeply rooted in Arab culture and Islamic practices in the Arab world. Values such as *sense of duty*, *cooperation*, *charity*, and *extending a helping hand* are all well integrated in Arab culture and tradition as well as in other cultures around the world.

On the other hand, and despite the fact that volunteerism and charity work are widely spread through the existence of many NGOs and national programs for volunteering, volunteering is still in need of much development in terms of programs and methodology, as well as making use of international experiences, and applying some of the best practices that have been proven around the world.

Additionally and despite the widespread of NGOs, there is no single institution that focuses on volunteering and advocacy as a culture and practice in order to enhance motivation, educational support, training and development of policies and practices for the overall good of NGOs.

In view of ATF objectives in preserving and maintaining Arab identity and values, which include volunteerism, the Board of Trustees in 2010 acknowledged the need for joint Arab action in volunteering and extending help. The Board agreed to support the implementation of *The Arab Initiative to Foster a Culture of Volunteering* with a view to develop volunteering and make use of successful international ex-

periences and best practices, in collaboration with the International Association for Volunteer Effort, and the Association for Volunteer Services, the implementing agency for the Initiative. The current study comes within the framework of that Initiative. The Board has taken into consideration that Arab volunteering needs to develop a successful model for a methodology that conforms to local cultures, that runs deep in all social levels and forms a basis within the scope of work of educational, economic and cultural organizations.

The Secretariat General of Arab Thought Foundation extends its thanks to Sheikh Khalid Alturki and Sheikh Abdulrahman Ben Mahfouz for their contribution to Arab Thought Foundation projects and initiatives, including *The Arab Initiative to Foster a Culture of Volunteering*.

## About the Author

Dr. Patricia Nabti has a Bachelor's Degree (Political Science) and a Master's Degree (Education) from Stanford University, and a PhD (Cultural Anthropology) from the University of California, Berkeley. She has taught at both Stanford University and the American University of Beirut.

In 1998 Dr. Nabti founded the Association for Volunteer Services, whose mission was *to promote, facilitate, and improve volunteering and community service throughout Lebanon and beyond*. Under her leadership, AVS was the National Lead Agency (Lebanon) for Global Youth Service Days for 11 years, and its Regional Lead Agency for the Arab region for two years, and became the implementing agency for the project she initiated, *The Arab Initiative to Foster a Culture of Volunteering*, in collaboration with the Arab Thought Foundation and the International Association for Volunteer Effort (IAVE).

Dr. Nabti is the author of *Learning to CARE: Education, Volunteering, and Community Service* (2006 English; 2009 in Arabic), and is the Regional Representative of IAVE for the Arab Nations. She has provided consulting and training on volunteering in Egypt, Japan, Kuwait,

Lebanon, Qatar, Saudi Arabia, Russia, Syria, and the United Arab Republic, and has given presentations on volunteering at conferences worldwide. She founded and serves as the director of the Learning to CARE Institute, a social venture based in Beirut which provides consulting, training, and resource development on all aspects of volunteerism ([www.learningtocare.com](http://www.learningtocare.com)).

## Acknowledgements

While the Association for Volunteer Services (AVS) closed its doors in January 2012, it deserves to be credited as the primary implementing agency for *The Arab Initiative to Foster a Culture of Volunteering*, in collaboration with the Arab Thought Foundation and the International Association for Volunteer Effort (IAVE). AVS also provided research support to the Global Corporate Volunteer Council (GCVC) of IAVE for its research project *Global Companies Volunteering Globally*, and hosted training by the GCVC in Beirut as part of *The First IAVE Regional Volunteer Conference for the Arab Nations* which it organized in March 2010.

We would like to thank the GCVC, and Dr. Kenn Allen who headed that study, for guiding our initial steps in the study of corporate volunteering. And we thank them also for granting us permission to include the *Seven Learnings* presented in that study in our own report.

We would like to thank Dalal Farah, who served as the manager of *The Arab Initiative to Foster a Culture of Volunteering*, and in that capacity, contacted many of the companies presented in this study, as well as Muhamad Huneini, who did most of the Internet searches and much of the calling needed to develop the database of companies, articles, and website pages that serve as a major source of information for this study.

We would like to thank Zawya ([www.zawya.com](http://www.zawya.com)) which gave us free access to its impressive online database of articles and press releases, as well as to [www.ameinfo.com](http://www.ameinfo.com) whose articles are open to the public.

They were the two main sources of articles on the subject, although we also did independent searches of the Internet in both Arabic and English.

We would like to thank the Dubai Chamber of Commerce and Industry, INJAZ al-Arab, Dubai Cares, Abraaj Capital, and the National Commercial Bank (Bank al-Ahli) for allowing us to have direct interviews with their staff, providing us with documents, and answering our many questions. We thank National Commercial Bank for the opportunity to attend their volunteer recognition event. We thank Volunteering Australia for providing us with the questions in their own Corporate Volunteering Survey which they undertook in collaboration with Australia Cares in 2005. Their questions served as the primary source for the questions in our own survey. And we thank Arab Bank, Jordinvest, Abraaj Capital, National Commercial Bank, Hikma Pharmaceuticals, RAK Ceramics, and Aluminium Bahrain for completing our survey.

Above all, we thank the many companies, community partners, supporting institutions, and governments mentioned in this study that have served as the vanguard of corporate volunteering in the Arab region.

## Appendices

**Appendix 1:**  
**Rights and Responsibilities of a Volunteer and**  
**the Beneficiary Organizations**  
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**Rights of the Volunteer (Responsibilities of the Organization)**

<b>It is your right as a volunteer to:</b>	<b>It is the responsibility of the recipient organization to:</b>
1) Be informed about how your efforts actually contribute to the organization’s objectives.	1) Inform the volunteer how his/her efforts contribute to the organization’s objectives.
2) Receive the necessary orientation, training, and supervision by someone who is experienced, well-informed and patient.	2) Provide the necessary orientation, training, and supervision to the volunteer.
3) Have an orderly, designated place to work, whenever possible.	3) Provide an orderly, designated place for the volunteer to work, whenever possible.
4) Learn how to improve your skills in the work you are doing.	4) Help the volunteer improve his/her skills in the work they are doing.
5) Be treated with respect and kindness.	5) Treat the volunteer with respect and kindness.
6) Expect that your time will not be wasted by poor planning.	6) Not waste the volunteer’s time by poor planning.
7) Ask questions and give suggestions about the work you are doing.	7) Allow the volunteer to ask questions and give suggestions about the work he/she is doing.
8) Be trusted with confidential information necessary to do your work.	8) Trust the volunteer with confidential information.

<b>It is your right as a volunteer to:</b>	<b>It is the responsibility of the recipient organization to:</b>
9) Be appreciated for the work you have done.	9) Appreciate the volunteer for the work he/she has done.
10) Be given written proof or evaluation of your work, if you request it.	10) Give the volunteer proof or evaluation of his/her work, if requested.

### **Responsibilities of the Volunteer (Rights of the Organization)**

<b>It is your responsibility as a volunteer to:</b>	<b>It is the right of the recipient organization:</b>
1) Only accept responsibilities that you can reasonably handle.	1) To decide what responsibilities volunteers can take on (and not to impose upon the volunteer any tasks that are not within his/her capabilities)
2) Make clear arrangements with the organization about when you will be volunteering so that its staff can make appropriate preparations.	2) To discuss and agree with the volunteer about when he/she will be volunteering so that you can make appropriate preparations.
3) Meet your time commitments or provide adequate notice so other arrangements can be made.	3) To expect that the volunteer meets his/her time commitments or provides adequate notice so other arrangements can be made.
4) Respect the confidences given to you.	4) To refrain from giving the volunteer any confidential information beyond what is appropriate to his work and to terminate the volunteer agreement if it is proven that the volunteer has violated his/ her confidence.

<b>It is your responsibility as a volunteer to:</b>	<b>It is the right of the recipient organization:</b>
5) Perform the work assigned to the best of your ability.	5) To expect that the volunteer performs the work assigned to the best of his/her ability.
6) Follow organizational policies and procedures.	6) To inform the volunteer about organizational policies and procedures and expect that the volunteer follows them.
7) Accept reasonable tasks without complaining.	7) To avoid giving the volunteer an unfair share of difficult or unpleasant tasks and to expect that the volunteer accepts reasonable tasks without complaining.
8) Be open-minded.	8) To expect that the volunteer be open-minded.
9) Treat others in the organization with respect and kindness.	9) To expect that the volunteer treats others in the organization with respect and kindness.
10) Keep the place where he/she works clean and tidy and to use tools and equipment with care.	10) To expect that the volunteer keeps the place where he/she works clean and tidy and uses tools and equipment with care.

## Appendix 2: Employee Volunteering Survey 2011 for Companies Based in the Arab Region

One component of a study undertaken by The Association for Volunteer Services in collaboration with The Arab Thought Foundation through *The Arab Initiative to Foster a Culture of Volunteering*.

### Introduction

*The Arab Initiative to Foster a Culture of Volunteering* was developed to providing training, resources, and networking opportunities to expand and improve volunteering in the Arab region.

This *Employee Volunteering Survey 2011* is being conducted to learn from the experiences of companies in the region that are already engaged in employee volunteering. While we will be focusing on companies in this study, this information will be important for developing resources that can help institutions in the public and non-profit sector,s as well as the private sector, to establish and improve their employee volunteering programs. This survey will generally use the term *employee volunteering*, but other terms that are also used include *corporate volunteering* and *employer supported volunteering*.

We realize that employee volunteering is relatively new in the Arab region. Companies should not be disappointed or embarrassed if they have minimal employee volunteering experience. It is hoped that this survey will be conducted at regular intervals (every 2-5 years) and that this initial survey can serve as a baseline for tracking the development of employee volunteering here. It is our hope that, in time, employee volunteering will be viewed as a standard component of Corporate Social Responsibility (CSR) for all companies in the region.

### Thank you, Volunteering Australia

This survey is largely based on the *Corporate Volunteering Survey* undertaken by Volunteering Australia in collaboration with Australia Cares in 2005, as well as questions on employee volunteering included

in their annual *National Survey of Volunteering*. We thank them for allowing us to draw on the contents of their surveys to create our own.

**Who Should Fill Out the Survey?**

We request that the person(s) most knowledgeable about your company’s employee volunteering experience complete this survey. Even so, we realize that you may not have answers to all the questions asked. Please answer as many of the questions as possible. Your responses will be treated as confidential. The information you provide will not be used to identify you or your company in any reporting of the results of this survey, except in terms of a list of which companies participated. This is, itself, a recognition of your company’s engagement in employee volunteering. If you have any problem with the survey, please contact Dr. Patricia Nabti, Director of the Association for Volunteer Services and coordinator of this research project [email and phone number were provided here].

The entire survey should take approximately 20-25 minutes to complete. We value your time and appreciate your participation in this survey. Companies that participate in the survey will receive a copy of the final report of the survey results and information about any training and resources on employee volunteering that will be made available through the Initiative.

Please complete it online at \*\*\*\*\* or complete it below and email it to \*\*\*\*\*.

**Contact Information**

To enable the Association for Volunteer Services to follow up with organizations that have not responded to the survey, and to assist us in analyzing the responses, please complete the following information.

Company Name: \_\_\_\_\_

Location of company headquarters (city/country): \_\_\_\_\_

Name of person most able to discuss your company's response to this survey: \_\_\_\_\_

Position of contact person: \_\_\_\_\_

Telephone number (including country code): \_\_\_\_\_

Email address: \_\_\_\_\_

## About Your Company

Q1. Which major industry sector does your company fit into? Select the one that best describes your company:

- 1- Farming, forestry, fishing
- 2- Mining (coal, oil, metal, gas)
- 3- Manufacturing
- 4- Electricity, Gas and Oil
- 5- Construction
- 6- Wholesale Trade
- 7- Retail Trade
- 8- Leisure, cafes and restaurants
- 9- Transportation and storage
- 10- Communication
- 11- Finance, banking and Insurance
- 12- Real estates and business
- 13- Governmental work, administration and defense
- 14- Education
- 15- Health and social services
- 16- Cultural and entertainment
- 17- Personal services and other services
- 18- Do not know/ Cannot answer

Q2: How long has your company been operating?

- a) Less than 12 months
- b) Between 1 and 5 years
- c) Between 6 and 10 years
- d) Between 11 and 20 years
- e) More than 20 years

Q3. Approximately how many people does your company currently employ in the Arab region: \_\_\_\_\_

Q4. Countries where company has employees:  
Approximately how many people does your company currently employ in each of the countries below? Please give a rough estimate. If they work in more than one country, count them where they are based. If you give no answer, we will assume you have no employees in that country.

4a. Algeria:	4b. Bahrain:	4c. ComorosIslands:
4d. Djibouti:	4e. Egypt:	4f. Iraq:
4g. Jordan:	4h. Kuwait:	4i. Lebanon:
4j. Libya:	4k. Mauritania:	4l. Morocco:
4m. Oman	4n. Palestine:	4o. Qatar:
4p. SaudiArabia	4q. Somalia:	4r. Sudan:
4s. Syria:	4t. Tunisia:	4u. UAE:
4v. Yemen:	4w. All countries outside the Arab region:	

### Involvement with Employee Volunteering

Q5. Which statement best describes the type of employee volunteering program offered by your company?

- a) Formal** – The company has a formal employee volunteering program with documented procedures specifically addressing employee volunteering that have been approved by management.
- b) Semi-formal** – The company encourages and/or facilitates volunteering in a structured way (such as via a relationship with a not-for-profit organization), however no specific documented procedures exist related to employee volunteering.
- c) Informal** – There are no formal or semi-formal employee volunteering procedures in place, however volunteering is supported in some manner by the company.

Q6. When did your company start engaging in employee volunteering?:

- \_\_\_ a) Within the last year \_\_\_ b) 1-2 years ago \_\_\_ c) 3-5 years ago  
 \_\_\_ d) 6-10 years ago \_\_\_ e) 11+ years ago

Q7. Which of the following have participated in employee volunteering through your company in the past 12 months? [Please select as many options as apply]:

- a) The CEO
- b) Other top level management
- c) Junior/middle level management
- d) Non-management professional staff
- e) Other non-management staff (maintenance, etc.)

Q8. Is your company based in only one location or are there multiple branches/subsidiary offices in the Arab region?

- a) In only one location
- b) Multiple locations

Q9. If your company has offices/branches in multiple locations in the Arab region (you answered b to Q8 above), at what locations are employee volunteering opportunities offered?

- a) Head office only
- b) Some but not all locations
- c) All locations

Q10. How are volunteering opportunities identified? [Please select as many options as apply]:

- a) Internally by company personnel
- b) Through identified not-for-profit partners
- c) Through consultants/outside agencies
- d) Staff select their own volunteering opportunities
- e) Through approaches to the company from not-for-profit organizations
- f) Other (Please specify) \_\_\_\_\_

Q11. Does your company have a mechanism in place to report on the outcomes or performance of the employee volunteering program? Yes No

Q12. If yes, what factors are measured? [Please select as many options as apply]:

- a) Financial cost
- b) Employee hours
- c) Percentage of employees participating
- d) Number of not-for-profit organizations that have been assisted
- e) Feedback from employees
- f) Feedback from not-for-profit organization
- g) Feedback from not-for-profit organization
- h) Other [please specify] \_\_\_\_\_

Q13. How is this information used? [Please select as many options as apply]:

- a) Promotional material
- b) Feedback to management
- c) For corporate social responsibility reporting
- d) To refine and improve the program
- e) Financial reporting
- f) Productivity/employee time reporting
- g) Other [Please specify] \_\_\_\_\_

Q14. Does your company make contributions to the not-for-profit organizations involved in other ways?

- a) In-kind support
- b) Financial/sponsorship
- c) Other [please specify] \_\_\_\_\_

Q15. Has your company provided financial/in kind support specifically to enable volunteering projects to be conducted? Yes No

Q16. What types of organizations are employees able to volunteer in?  
a) Any

- b) Limited to partner organizations (those with an existing relationship)
- c) There are some restrictions such as political or religious factors

Q17. What sector do these organizations belong to? [Please select as many options as apply]:

- a) Arts/culture/heritage
- b) Business/professional/union
- c) Community/welfare
- d) Education/training
- e) Emergency services
- f) Environmental/animal welfare
- g) Foreign/international
- h) Health
- i) Disabilities
- j) Elderly
- k) Parenting/children/youth
- l) Law/justice/political
- m) Religious
- n) Sports/physical recreation
- o) Other recreation
- p) [Please specify below] \_\_\_\_\_

Q18. What types of work have employees participated in through the employee volunteering program? [Please select as many options as apply]:

- a) Administration/clerical/recruitment
- b) Befriending/supportive listening/counseling
- c) Coaching/refereeing/judging
- d) Fundraising/sales
- e) Management/committee work/co-ordination
- f) Performing/media production
- g) Personal care/assistance
- h) Preparing food/serving food
- i) Repairing/maintenance/gardening
- j) Teaching/instruction/providing information

k) Transporting people/goods

l) Other [Please specify] \_\_\_\_\_

Q19-23. In the employee volunteering program offered by your company, which of the following statements best describes the...?

Q19. Approach to volunteer work:

- a) Team volunteering opportunities
- b) Individual volunteering opportunities
- c) A mixture of the two

Q20. Timing of the volunteer work:

- a) A one-day only event each year
- b) Specific set times throughout the year
- c) On an ad-hoc/as needed basis

Q21. Duration of the volunteer work:

- a) A one-off project
- b) An ongoing involvement
- c) A mixture of the two

Q22. Nature of the volunteer work:

- a) Using work-related professional skills
- b) Using skills not related to employees' work
- c) A mixture of the two

Q23. Location of the volunteer work:

- a) Activities that need to be done at the not-for-profit organization – or on 'location'
- b) Activities that can be done from work or home
- c) A mixture of the two

Q24. How many days of work time are employees allowed to contribute to the employee volunteering program per year?:

- a) Up to one day
- b) Between 2 and 3 days

- c) Up to one week
- d) More than one week
- e) No work time is allocated

Q25. What kind of support of employee volunteering is provided by your company? [Please select as many options as apply]:

- a) Time-off (paid)
- b) Time off (unpaid)
- c) Flexible/release time (e.g. when employees are allowed to volunteer during work and makeup for it later)
- d) Special training, as needed
- e) Reimbursement for costs associated with the activity (e.g. meal, travel)
- f) Special corporate identification (like a T-shirt to volunteer in)
- g) Sponsorship by the company of projects involving more than one employee volunteer
- h) Insurance coverage while volunteering
- i) Recognition of volunteers through articles in the press or company newsletter, awards, written commendations, etc.
- j) Monetary grants to a not-for-profit organization where an employee regularly volunteers
- k) Publicizing of community volunteer opportunities within the company
- l) Encouragement of company executives and staff to serve on the boards of directors of not-for-profit organizations
- m) Endorsement of volunteer programs by the CEO
- n) Notation about volunteer experiences on the employee's personnel file
- o) Acknowledgement of its importance as part of the employee's professional development
- p) Provision of safety equipment for employees (e.g. gloves, glasses)
- q) Establishment of a retiree volunteer program
- r) Creation of a skills bank with a listing of the special talents of employees for the use of qualified not-for-profit organizations
- s) Other [Please specify] \_\_\_\_\_

Q26. Are all employees or only selected employees able to participate

in the program?:

- a) All employees
- b) Selected employees only [please specify] \_\_\_\_\_

Q27. Do you encourage family/friends of employees to participate in the employee volunteering program?    Yes    No

Q28. Do you encourage retirees of the company to participate in the employee volunteering program?

- a) The company has a special volunteering program for its retirees
- b) The company does not have a special volunteering program for its retirees, but encourages them to participate in the employee volunteering program available to its employees
- c) The company does not engage its retirees in its employee volunteering program

Q29. How are employees encouraged to participate in the employee volunteering program? [Please select as many options as apply]:

- a) Information is provided to enable the employee to initiate their own involvement in the employee volunteering program
- b) Employees are encouraged at the company level to be involved in the volunteering program
- c) Employees are encouraged by their direct managers to be involved in the employee volunteering program
- d) Certain employees are assigned as ‘motivators’ or ‘champions’ of the program and encourage others to participate
- e) Through internal communication regarding volunteering opportunities and events (e.g. organizational newsletter, intranet, posters)
- f) Participation in the employee volunteering program is linked to rewards and recognition of staff
- g) A written policy to encourage employee volunteering is included in corporate documentation and policy material.
- h) Other [Please specify] \_\_\_\_\_

Q30. What area in your company is responsible for the running of the employee volunteering program?

- a) Human Resources division
- b) Corporate Social Responsibility division
- c) Other company department or division [Please specify below]
- d) There is no area specifically responsible for the program
- e) There is no formal mechanism for running the program
- f) Other department or division: \_\_\_\_\_

Q31. Is someone dedicated to the implementation of your employee volunteering program?

- a) Yes – on a full-time basis
- b) Yes – someone is engaged 20+ hours per week
- c) Yes – someone is engaged less than 20 hours per week
- d) No-one is formally engaged, however one or more staff members work on the program above and beyond their staff duties (as volunteers)

Q32. Do you employ the services of a consultant or agency to assist you with the running of the program? Yes      No

Q33. If yes to Q32, how satisfied are you with the services your consultant or agency has been providing you?

- a) Very dissatisfied
- b) Somewhat dissatisfied
- c) Satisfied
- d) Very satisfied
- e) Don't know

### Feedback and Experience

Q34. What kind of feedback have you received from not-for-profit organizations regarding your employee volunteering program?

- a) Mainly negative
- b) Somewhat negative
- c) Neutral
- d) Somewhat positive
- e) Mainly positive
- f) No feedback given

Q35. Specifically how have not-for-profit organizations viewed your employee volunteering program? Open answer:

Q36. Please rate the importance of each of the following factors as to why your company has chosen to support employee volunteering. Please rate each option from 0 to 5 (0-1-2-3-4-5), with 0 having no importance, 1 having very minimal importance, and 5 having a lot of importance. Add another factor and rate it if you feel there is an important factor that is missing.

- a) We believe it is part of our corporate social responsibility:
- b) It increases the work satisfaction of employees:
- c) It gives employees social contacts that may be of value to the company
- d) Employees can learn new skills that may be helpful to their work:
- e) It allows employees to make a contribution to the community:
- f) It rewards employees by giving them a 'break' from working, something different to do:
- g) Offering a employee volunteering program to staff reflects well on the company from the perspective of those outside the company
- h) Offering a employee volunteering program to employees reflects well on the company from the perspective of those within the company:
- i) It helps to attract and/or retain employees:
- j) It fosters higher levels of team spirit and cohesion among employees:
- k. Other – Factor/Rating

Q37. What are the THREE main difficulties that your company has been faced with in relation to your employee volunteering program:

- a) Employees have limited time to devote to volunteering
- b) The financial cost of the program
- c) Issues with workplace relations
- d) A lack of support from top management
- e) Keeping employees informed about the program
- f) Finding meaningful volunteering opportunities for employees

- g) Finding suitable volunteering opportunities for employees (e.g. team opportunities/during work days)
- h) The ability to give employees a say in volunteer activities
- i) Adjusting to the culture and expectations of the volunteer organizations
- j) A lack of good models, support, and information about how to manage and run the corporate volunteer program
- k) Finding suitable not-for-profit organizations that have the capacity to accept assistance from employee volunteering programs
- l) Management of data collection for the running of the program
- m) A lack of employee motivation
- n) Other [Please specify below]

Q38. In your opinion, what impact does (or can) employee volunteering have on the following issues? Please rate each issue from 0 to 5 (0-1-2-3-4-5), with 0 if you feel employee volunteering has no impact on the issue, 1 if it has very minimal impact and 5 if it has (or potentially could have) a great impact.

- a) Operational costs:
- b) Productivity:
- c) Sales:
- d) Customer satisfaction:
- e) Employee turnover:
- f) Absenteeism:
- g) Reputation of the firm:
- h) Brand awareness:
- i) Media presence/coverage:
- j) Government relations:
- k) Internal relations among employees:

Q39. What incentives would encourage your company to engage more actively in employee volunteering? [Please select as many options as apply]:

- a) Free or subsidized training and consulting on how to develop your employee volunteer program
- b) Public recognition by media, government, and volunteer promoting institutions

- c) The establishment of a national employee volunteering day
- d) Other.[Please specify] \_\_\_\_\_

Q40. What are the key insights about running employee volunteering programs that have emerged from your company's experience?

Q41. What are the future plans for your company's employee volunteering program? Open response:

Q42. How would you rate the success of your company's employee volunteering program? Scale of 1-5: 1= Not successful 5=Very successful:

General Comments:

Q43. If you have any further comments about employee volunteering programs or about this survey, please use the space provided below.

### **Thank you for your participation**

The results of the survey will be emailed to your company through the contact listed at the beginning of this survey. If you would like us to send the results to your company at up to two other addresses, please list them below:

Email addresses:

## Appendix 3: Companies Mentioned in the Report

(F=Featured/S=Survey participant) with Country (only, main, or head-quarters)

### Arab Companies

Status	Company Name	Country
	ABB	UAE
F/S	Abraaj Capital	UAE
	Abu Dhabi Airports Company	UAE
	Abu Dhabi Airports Company	UAE
	Abu Dhabi Finance	UAE
	ADMA-OPCO	UAE
	Agility	Kuwait
	Al Ain Mineral Water Company	UAE
	Al Ghurair Investment	UAE
	Al Shafar	UAE
	AlNaboodah	UAE
	Alpha Emirates	UAE
S	Aluminium Bahrain (Alba)	Bahrain
	Americana Grou	Egypt/Kuwait
	Aqaba Development Corporation	Jordan
F/S	Arab Bank	Jordan
F	Aramex	Jordan/Intl
	Bank Sohar	Oman
	Barwa	Qatar
	Batelco	Bahrain
	Diyar Al Muharraq	Bahrain

Status	Company Name	Country
	Dnata	UAE
	DU	UAE
	Dubai Airport Freezone	UAE
	Dubai Aluminum (DUBAI)	UAE
	Dubai Properties Group	UAE
	Dubal (Dubai Aluminium Company Ltd.)	UAE
	DULSCO	UAE
	Dusit Thani Hotel	UAE
	Egyptian Arab Land Bank	Jordan
	Emirates Gas	UAE
	Emirates National Oil Company (ENOC)	UAE
	Emirates Post Grou	UAE
	EnPark	UAE
	Fine Hygienic Paper Company	Jordan
	First GulfBank	UAE
	First Select	UAE
	Fujairah Plastic Industries	UAE
	Future Pipe Industries	UAE
	Gulf	UAE
F/S	Hikma Pharmaceuticals	Jordan
	Horeca Trade	UAE
S	Jordinvest	Jordan
	Kanoo	UAE
	Khadamat	UAE
	Liquid of Life	UAE
	LLC of ETA ASCON Group	UAE
	Mashreq Bank	UAE

Status	Company Name	Country
	MTC Touch	Lebanon
	Nakheel	UAE
	National Bank of Abu Dhabi	UAE
F/S	National Commercial Bank (Bank al-Ahli)	Saudi Arabia
	National Health Insurance Company	UAE
F	Nawras	Oman
	Omantel	Oman
	Orange Jordan	Jordan
	Qatar National Bank	Qatar
	QBG	UAE
	Qtel	Qatar
S	RAK Ceramics	UAE
	RasGas	Qatar
	Raya	Egypt
	Roads and Transport Authority (RTA)	UAE
	SABIC	Saudi Arabia
	Safa Dairies	UAE
	Saudi Electricity Company	Saudi Arabia
	Sayga	Sudan
	TNT	UAE
	Umniah	Jordan
	Vopak Horizon	UAE
	Xpertize United	UAE
	Zayed University – ICE	UAE
	Zenath Recycling & Waste Management	UAE

## **Multinational Companies**

Barclays Bank  
CHEP- Equipment Pooling Systems  
Chicago Maintenance and Construction  
Citibank  
Clifford Chance  
Crown Relocations  
Deloitte  
DLA Piper Middle East LLP  
DOW Chemical  
FEDEX  
Freshfields Bruckhaus Deringer  
GE  
Hilton Dubai Jumeirah  
HSBC  
Marriott  
Microsoft  
Motorola  
MTN Group  
RSA  
Sabre Travel  
Samsung  
Serco  
SRB-UAE  
Standard Chartered Bank  
Starbucks  
Tetra Pak Export  
TNT  
Unilever  
Union National Bank  
Union Paper Mills  
Vodaphone  
WSP

## Appendix 4: References and Resources

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## Recommended Resources

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*Corporate Volunteering in the Arab Region* is the final component of *The Arab Initiative to Foster a Culture of Volunteering* implemented by the Association for Volunteer Services in partnership with the Arab Thought Foundation and the International Association for Volunteer Effort.

While corporate volunteering in the Arab region is still in its early stages, the examples provided in this study can serve as important models for others in expanding and improving corporate volunteering in the region. The success of companies featured in this study is not related to their years of experience as much as it is to their commitment to their corporate volunteer program, their willingness to invest in consulting, training, planning, and management to effectively develop the program, and their determination to collaborate with all the stakeholders involved, particularly their employees and their community partners.

The study concludes with some important recommendations for companies, employees, actual and potential community partners, governments, university business schools, and other supporting institutions. These include recommendations to learn more about corporate volunteering worldwide, take training, network with others, share their own experiences, and benefit from the expertise of specialists in the field. It recommends the development of infrastructure to support volunteering across companies, the enactment of policies to support corporate volunteering, the integration of corporate volunteering in strategic planning, and the establishment of corporate volunteer councils at the local, national and regional level.



The Arab Thought Foundation is a non-governmental independent foundation established in 2001 (1422 A.H.). It is a joint initiative between businessmen and intellectuals to promote Arab core principles, values, and morals within the confines of responsible freedom.

[www.arabthought.org](http://www.arabthought.org)



The Learning to CARE Institute was founded by Dr. Patricia Mihaly Nabti, author of this study, in 2012, to provide professional consulting, training, and resource development throughout the Arab region on all aspects of volunteerism.

[www.learningtocare.com](http://www.learningtocare.com)