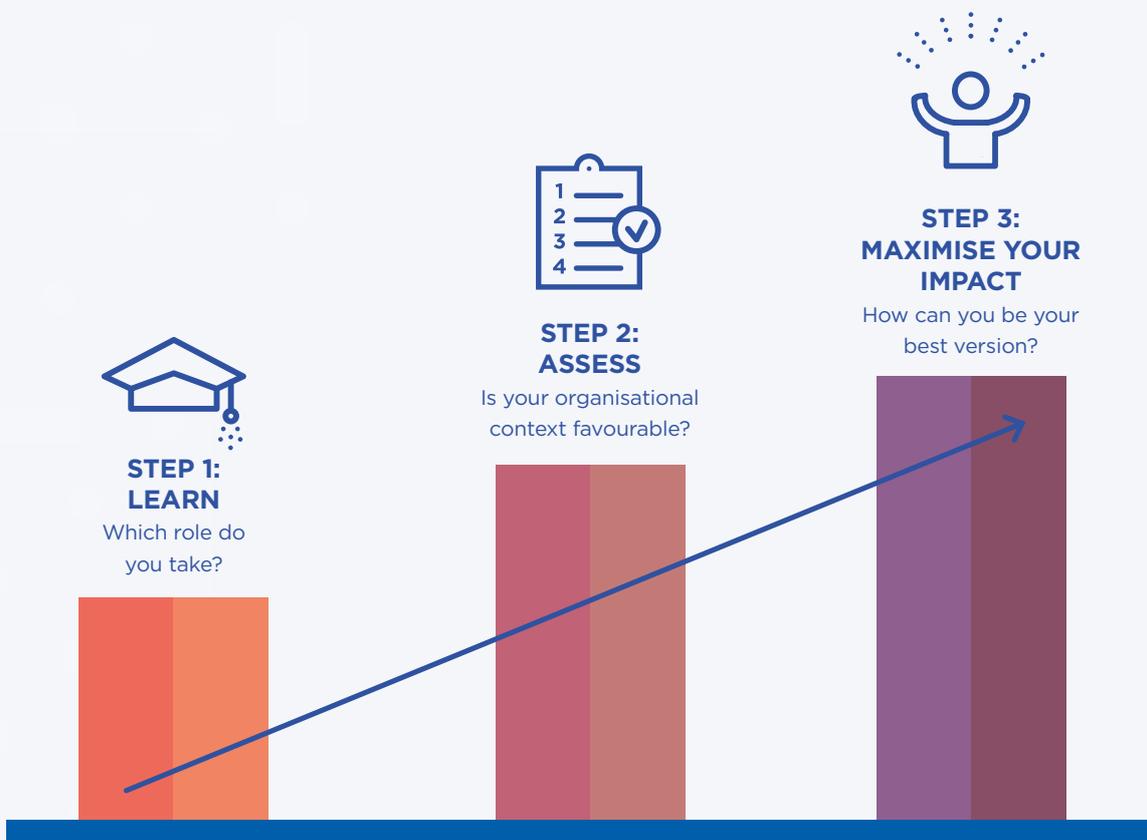


SOCIAL IMPACT THROUGH EMPLOYEE ENGAGEMENT

Unravelling the Roles of Corporate Social Investors



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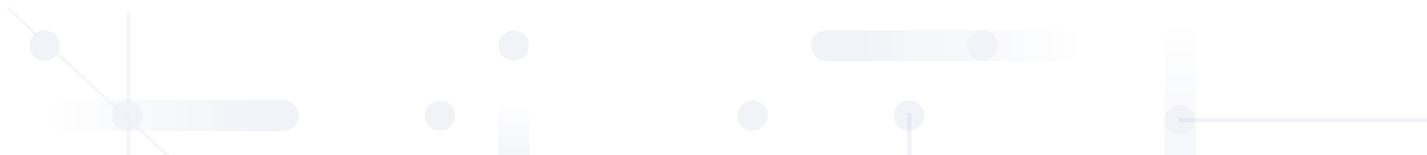
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INTRODUCTION

In the quest to maximise their social impact¹, Corporate Social Investors² (CSIs) increasingly explore the possibility of providing additional financial and non-financial support to Social Purpose Organisations (SPOs) through employee engagement programmes.

Employee engagement is any formally organised support or encouragement from companies, albeit in varying degrees of collaboration with CSIs, to leverage employee resources (time, knowledge, skills or other resources such as money or network) to support SPOs. Employee engagement can vary from corporate volunteering (hands-on or skill-based, virtual or on-site volunteering) and/or corporate giving (payroll giving, employee matching) to co-investment programmes.

Since EVPA's mission is to enable venture philanthropists and social investors to maximise social impact through increased resources and expertise, we developed a toolkit for CSI boards and directors to unravel their role in employee engagement, by

1. reflecting on their current degree of involvement in employee engagement and determining their role,
2. assessing whether their organisational context is favourable for their role, and
3. learning how to be their best version to maximise their social impact.

We assume that CSIs using this toolkit believe that employee engagement can – in various degrees – add value to their social mission. This toolkit is not intended for CSIs that do not see any potential benefits of employee engagement to their social mission.

To start our journey, we interviewed 14 EVPA CSI members about how they are involved in employee engagement programmes, why they choose to do so, and what their experiences have been. The research revealed four potential CSI roles in employee engagement (see figure 1):

- An **Observer** refrains from any involvement in leveraging employee resources.
- An **Advisor** uses her/his knowledge and expertise to consult the company in organising employee engagement programmes.
- A **Co-creator** works actively together with the company to develop employee engagement programmes.
- A **Driver** is the main organiser of the employee engagement programme.

Each of the four roles offers inherent benefits and challenges. There is **no hierarchy in the roles**, which means that no role is objectively better than the other. It is about finding **the appropriate role for your ambitions and organisational context**. In this toolkit, we provide three steps that will guide you to your own best role in maximising your social impact through employee engagement.

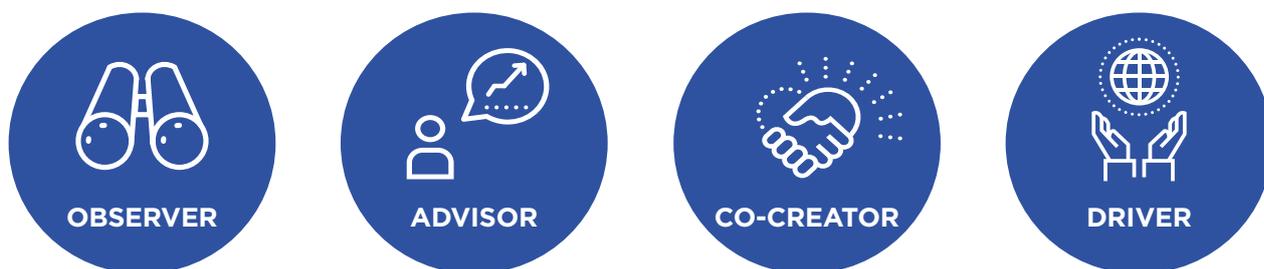


Figure 1 – Four CSI Roles in Employee Engagement

¹ At EVPA social impact refers to societal impact that includes social (including cultural and medical) and/or environmental impact.

² A Corporate Social Investor (CSI) is any vehicle formally related to a company that aims to create social impact – i.e. impact-first or impact-only organisations linked to companies. E.g. corporate foundations, corporate social impact funds, corporate social businesses and corporate social accelerators.



STEP 1: LEARN

What role do you take?

In the first step, you will reflect on your current degree of involvement. A self-assessment exercise will guide you in this process. At the end of step 1, you will have identified your current role.

Self-Assessment Exercise I

Purpose

The aim of this self-assessment exercise is to give CSI boards and their directors/managers a tool to reflect on their current degree of involvement in employee engagement and to determine their role. The self-assessment is intended for individual CSIs. If you are involved with a portfolio of engagement activities (e.g. corporate volunteering and giving), please conduct the assessment for each activity individually.

Instructions

Please read the general description of the four roles. Next, use the form below to help you determine which role you take in the employee engagement programme. If there is more than one employee engagement programme, e.g. a corporate volunteering programme next to an employee matching programme, fill out the form for each programme individually or focus on the most important programme to you. List a few arguments why you think you are one of the following roles.

If you want to get the most out of the exercise, we advise you to conduct this exercise first individually and then ask your colleagues to do the same. Discuss the outcomes in a team and compare the results. Did you all pick the same role? Discuss why or why not.



What do we mean with a portfolio of CSIs: the case of Vodafone

In some cases, several CSIs can coexist in a portfolio due to a particular geographical scope and/or various corporate social objectives. For example, Vodafone has 27 national corporate foundations that are set up to address local needs in countries where Vodafone is active. At the same time, various types of CSIs can coexist. In Germany, Vodafone set up a corporate foundation (Vodafone Foundation) as well as a corporate think tank (Vodafone Institute), which runs a Social Ventures Accelerator programme (F-Lane). Each organisation is addressing social objectives from a different perspective.

The four roles



OBSERVER

An **'Observer'** refrains from involving in employee engagement programmes. An employee engagement programme, if any, is organised by the company without involvement of the CSI. The company has therefore the full decision-making authority.



ADVISOR

The **'Advisor'** uses her/his knowledge and expertise to consult the company in organising employee engagement programmes. The company is the main organiser of the programme and has the full decision-making authority.



CO-CREATOR

A **'Co-creator'** shares the ownership of the employee engagement programme with the company. There is a clear overlap between business and social interests, but neither the company nor the CSI has the full expertise or resources to align both on their own. Both therefore collaborate to organise and implement a successful programme.



DRIVER

The **'Driver'** has the sole ownership of the employee engagement programme. They initiate and organise programmes and have the full decision-making power, albeit supported by the company.



STEP 2: ASSESS

Is your organisational context favourable?

In this second step, you will assess if your organisational context is favourable to your current role, identified in step 1. The more involved a CSI is in the employee engagement, the more favourable the organisational context must be. First, we discuss the four factors that shape the organisational context of a CSI. Second, we guide you through a self-assessment to determine how your organisational context looks like and for which role(s) your context is most favourable.

The Organisational Context

Often times the role that CSIs might take in employee engagement depends on the conditions under which they operate (see figure 2). Based on the insights and reflections of our CSI members, their opportunity to thrive in a role largely depends on four factors: (1) the relationship between the CSI and the company, (2) the company's objective of organising employee engagement, (3) the CSI's own capacity, as well as (4) legal and cultural constraints.³ In particular, roles with higher degrees of involvement require a very supporting organisational context.

1. The relationship between the CSI and the company:

A relationship between the CSI and the company is influenced by the level of:

- i. Trust in the CSI,
- ii. Leadership support, and
- iii. Endorsement from corporate employees.

The less involved the CSI is, the more distant the relationship between the company and the CSI can be. Observers and Advisors accomplish their social mission without engaging corporate employees themselves. They can thrive even if they do not have a close relationship with the company. However, this is not the case for higher-involvement roles. These CSIs can thrive better when they have a close relationship with the company. An environment in which the company has trust in the CSI's decisions, accomplishments and added value, leaders from the company support the programme and the CSI, and employees positively endorse the programme and CSI, helps them to flourish.

2. The company's objective of organising employee engagement:

the main objective of the programme can reach from creating primarily business value to creating primarily social value. The more business oriented the company's objectives are with the employee engagement programme, the more difficult it is for a CSI to organise an employee engagement programme that is in line with their social mission. In this environment, a low-involvement role is more favourable for a CSI. On the other hand, if the company intends to create foremost social value through the employee engagement programmes, the CSIs can succeed more easily in high-involvement roles and organise a programme in line with their social mission.



The relationship between the CSI and the company can for instance be strong when:

- The CSI and the company are strategically aligned
- The governance structure links the CSI and the company (e.g. the employees of the CSI are formally employed by the company, the CSI is part of a corporate department or corporate executives are involved in the governance of the CSI)
- Corporate employees and leadership have a strong interest in and appreciation for the CSI

³ Please note that for each CSI, one factor could be more decisive than the other, depending on their individual context.

3. **The CSI's own capacity:** The capacity of a CSI is measured in terms of staff size, available hours and financial means. The higher the CSI's degree of involvement in the employee engagement programme, the more time and energy they will have to dedicate. This requires increasingly more capacity of the CSI. If a CSI has hours and personnel available, they can more easily take on high-involvement roles. Otherwise, the smaller the CSI, the more favourable low-involvement roles are.

4. **Legal and/or cultural constraints:** Each country has laws that regulate the activities of CSIs. In some countries, these laws are stricter than in others, creating legal constraints. CSIs can also experience cultural constraints in some countries, in which employee engagement in social issues is not something common to do through your employer or CSI. Hence, the extent to which a CSI involves corporate employees also depends on the legal and cultural context in which they operate. In countries with strict regulations that inhibit a close cooperation with the company, low involvement roles are more favourable. An environment in which the legal and cultural constraints are low, CSIs can more easily flourish in high-involvement roles.

To assess your organisational context and see if it is favourable to your current role, take the Self-Assessment Exercise II.

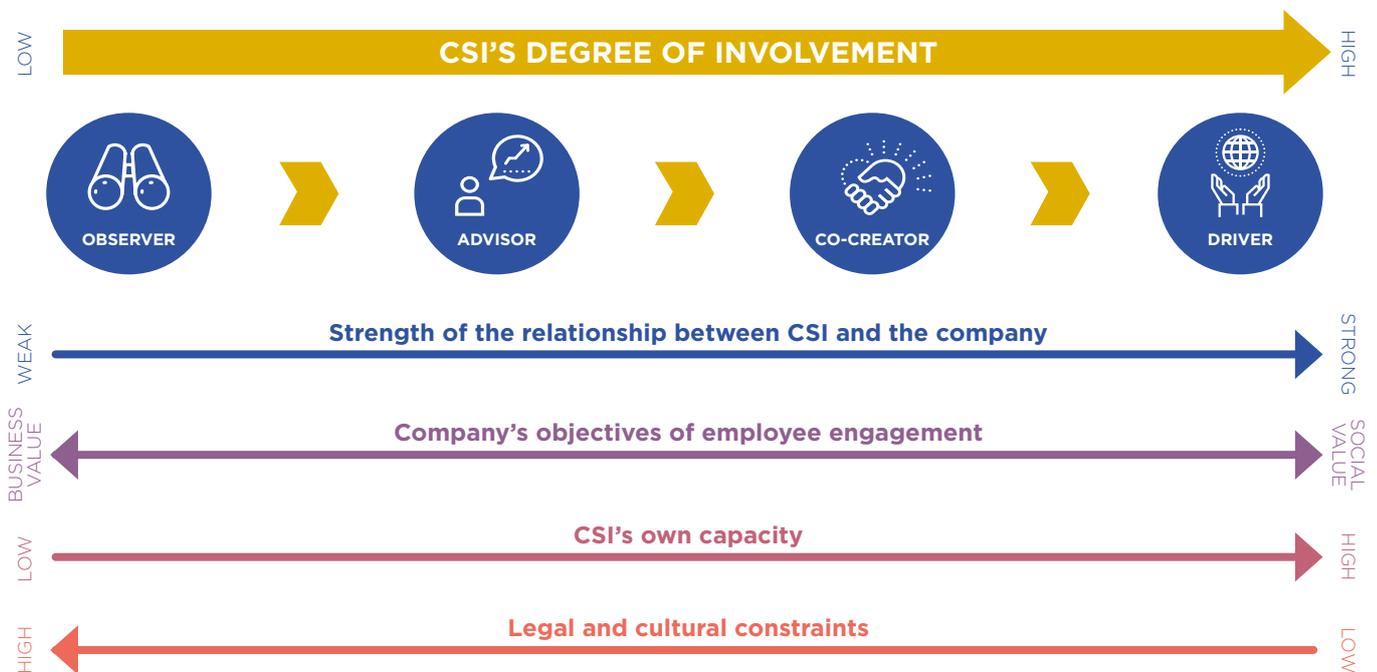


Figure 2 - CSI Roles and their Organisational Context

Self-Assessment Exercise II

Purpose

The aim of this self-assessment exercise is to give CSI's boards and their directors/managers a tool to analyse their organisational context and assess if it is favourable to their role.

Instructions

The self-assessment exercise consists of nine questions helping you to position yourself on the four contextual factors discussed before. Read each question carefully and tick the closest answer in the questionnaire. There is no right or wrong answer. Use your own perception to answer the questions.

If you want to get the most out of the exercise, we advise you to conduct this exercise first individually and then ask your colleagues or the board to conduct the exercise separately. Compare and discuss the outcomes in a team. Did you all pick the same answers? Discuss why or why not.

The self-assessment is intended for individual CSIs. If you are involved with a portfolio of CSIs, please conduct the assessment for each CSI individually.

Note that the four roles are **ideal typologies**. In reality, many CSIs might discover that they have elements of more than one role. It is also possible that several roles coexist. For example, some CSIs have a different role in an employee volunteering programme than they have in an employee giving or co-investing programme. Conduct the exercise for the programme that is most important or of interest to you.

Questionnaire

	A	B	C	D
QUESTIONS	ANSWERS			
Strength of the relationship between CSI and the company				
To what extent do you feel top executives from the company support the mission and activities of your CSI?	<input type="radio"/> Not at all	<input type="radio"/> Somewhat	<input type="radio"/> Mostly	<input type="radio"/> Completely
To what extent do you feel employees of the company endorse the CSI?	<input type="radio"/> Not at all	<input type="radio"/> Somewhat	<input type="radio"/> Mostly	<input type="radio"/> Completely
To what extent are you (CSI) positioned by the company to determine the objectives of the programme?	<input type="radio"/> Not at all	<input type="radio"/> Somewhat	<input type="radio"/> Mostly	<input type="radio"/> Completely

Company's objectives of employee engagement				
What is the corporate objective of employee engagement programmes?	<input type="radio"/> Business value only	<input type="radio"/> Business value first	<input type="radio"/> Social value first	<input type="radio"/> Social value only

CSI's own capacity				
To what extent are you experienced with organising an employee engagement programme?	<input type="radio"/> Not at all	<input type="radio"/> Somewhat	<input type="radio"/> Mostly	<input type="radio"/> Completely
To what extent do you have the financial means to organise employee engagement programmes?	<input type="radio"/> Not at all	<input type="radio"/> Somewhat	<input type="radio"/> Mostly	<input type="radio"/> Completely
To what extent do you have the time and personnel to organise employee engagement programmes?	<input type="radio"/> Not at all	<input type="radio"/> Somewhat	<input type="radio"/> Mostly	<input type="radio"/> Completely

Legal and cultural constraints				
To what extent do you feel legally restricted to engage as a CSI in employee engagement programmes?	<input type="radio"/> Completely	<input type="radio"/> Mostly	<input type="radio"/> Somewhat	<input type="radio"/> Not at all
To what extent is employee engagement in social initiatives via the employer considered as normal in your country?	<input type="radio"/> Not at all	<input type="radio"/> Somewhat	<input type="radio"/> Mostly	<input type="radio"/> Completely

Evaluation

To identify if your organisational context is favourable to your current role, analyse the pattern of your contextual factors.

Count the number of times you have answers in column A, B, C and D and see below in which profile your organisational context is most favourable.

	CSI'S ROLES			
	A	B	C	D
Your organisational context is most favourable to...	 OBSERVER	 ADVISOR	 CO-CREATOR	 DRIVER
But these profiles could also operate in this environment		OBSERVER	OBSERVER ADVISOR	OBSERVER ADVISOR CO-CREATOR

Since the four roles are *ideal* typologies, many CSIs might find their patterns to be scattered. If you have a scattered score, the role that corresponds most closely to your organisational context is the one corresponding to the highest score on a contextual factor. **This is the role in which you have your highest potential, even though this might mean that your organisational context is not fully supporting the role.** How you can be your best version to maximise your impact, in an aligned or scattered organisational context, will be discussed in step three.

Does your organisational context support your current role?

- **Scenario 1:** Your current role is supported by your organisational context
- **Scenario 2:** Your current role is not supported by your organisational context

Read in the following two sections how you can be your best version in each scenario.



STEP 3: MAXIMISE YOUR IMPACT

Be your own best version

At this point, you know your current role (Step 1) and if your organisational context is favourable to your role (Step 2). In this step, you will learn how you can be your best version and maximise your impact, either by embracing your current role or by addressing any obstacles.

Scenario 1: Your current role is supported by your organisational context

If your current role is already supported by your organisational context, you are most likely already in a good position to maximise your impact and be your own best version. Nevertheless, there are still a few things you can keep in mind to reach your full potential.



OBSERVER

How to achieve your full potential as an Observer

1. Explain to the company why employee engagement might not be of interest to you to help them understand that leveraging other resources has more impact.
2. Even though employees are not actively engaged, do communicate to them what the CSI is doing. This is good for employee morale and at the same time shows them how your partners tackle social issues.
3. Try not to succumb to pressure from the company if you feel that employee engagement is not the means that maximises your social impact. You know what is needed and which means could be of help.



CO-CREATOR

How to achieve your full potential as a Co-creator

1. Articulate a clear big bold dream together and it will spark enthusiasm and energy.
2. As a Co-creator you need to align employees' interests, company's and your interest. As you and the company formally have a voice, remember to give employees a voice too.
3. Know your strength and weaknesses. Do not overclaim responsibilities where the company's staff has better skills and expertise.



ADVISOR

How to achieve your full potential as an Advisor

1. Provide constructive feedback to the company and do not be judgmental. One step at a time.
2. Make sure you also think about the business relevance of your proposition to increase the likelihood that the company will adopt your advice.
3. Often, SPOs and the company do not speak the same language. Help them by translating business and social needs and interests.



DRIVER

How to achieve your full potential as a Driver

1. Do not overestimate your independence from the company. Make sure the company is always to some extent involved and updated to keep their support. Particularly, involve leadership across the company.
2. Make sure employees are aware that their main responsibility lies with the SPO, not the company. The programme is social impact first. This is the only way to remain authentic as a Driver.
3. Make sure you are aligned to the company in some way, either through for example strategy, corporate culture, purpose or core business. This makes sense for employees, it is easier to communicate and increases the chance that you can spark their interest.

The self-assessment exercises may have revealed that your organisational context does not match your current role of involvement. In those cases, there is a possibility that you are currently not realising your **full potential** in creating social impact through employee engagement. In those cases, you have two opportunities:

1. If your **current role is the most beneficial to your social mission**, try to influence your organisational context.
2. If your **current role is not the most beneficial to your social mission**, consider transitioning to another role.

Influencing your Organisational Context

Influencing your organisational context is not an easy task. Indeed, it might be the most difficult thing to do as a CSI as it takes time, sometimes even years, and it is not fully in your control. However, there are some factors that you might be able to incrementally influence in your favour. It all starts with identifying your weak spots on the Self-Assessment Exercise II from Step 2. and prioritising them. Start by addressing those areas in which you have the highest potential to change and think about how you can address them in your particular organisational context.

Here are some general ideas that you might find helpful in this:

- If you struggle with the high legal or cultural constraints, consider involving a (pro-bono) legal advisor or other CSIs in your country who are involved. Ask them to what extent you can be more involved and what you need to bear in mind. If you are not able to leverage employees' resources yourself, consider what other options could be available to you.
- If you feel you have little support from employees, Inger Paus, Managing Director Vodafone Foundation and Vodafone Institute, recommends that "if your employees are hesitant to engage in your work, you need to have a low threshold for volunteering offerings and you need to secure the management approval. Second, you need role models who have participated and share their experiences, the impact their work created. You need a community of very engaged employees who act as ambassadors to create a critical mass."
- If your capacity is limited, try to be resourceful and align with existing infrastructures. For instance, Nuon Foundation in the Netherlands is a small corporate foundation (1 FTE, around €200,000 budget a year). They are the driver of the corporate volunteer programme and do so effectively as they make use of partners who are able to organise a various range of activities within the scope of the foundation. Their partners have the appropriate external network, use platforms and/or technology tools. Also, the company is willing to take up some activities such as financial

administration and communications. These internal and external partnerships allow the foundation to minimise its managerial capacity while keeping up their ambitions to create social impact.

- If leadership support is missing, try to find out what the interests of the company's leaders are. Perhaps it is difficult to get in touch with the CEO, but find out who the trusted advisor is. The CEO rarely makes decisions on her/his own and is always informed with the latest information by some of her or his trusted advisors. Make sure that you have the support of the trusted advisors, and you will probably gradually get the support of the leadership as well.

Transitioning to Another Role

Alternatively, a CSI might realise that another role can be more beneficial in achieving her/his full potential. Transitioning between roles might seem complex and difficult but can potentially help you to maximise your social impact. To inspire you on this journey, we described two short cases in which the CSI transitioned from one role to another.

Ignite Social Enterprise – From Driver to Co-Creator

Based on the interview with Sam Salisbury, Director of the Innovation Lab at Centrica

Ignite Social Enterprise, the UK's first corporate impact investment fund with a focus on energy, was founded by Centrica in 2013. Their aim was to help energy entrepreneurs who play a vital role in building a better society achieve their potential. Since 2013, the impact investment fund worked with more than 30 companies, invested in 17 and committed £10 million.

As Sam Salisbury, former Investment Principal of Ignite Social Enterprise, explains: "The secret sauce to our recipe was always how we got employees engaged in the businesses we were either supporting or investing in". As a **Driver**, they developed various employee engagement programmes, from mentoring, board programmes, to educational trainings, depending on the development stage and needs of their SPO partner.

The company's commitment in creating social value was strong.

Back in 2013, **Centrica faced some constraints** in the effective organisation of employee engagement programmes. They suffered from a poor reputation in the world and were spending money on corporate responsibility without seeing great results. At the same time, **senior managers recognised the need to invest in social impact** and henceforth supported the founding of a CSI. "We purposefully started a separate legal entity as there is sometimes so much scepticism about the corporate brand and whether they could have the best interest of the start-up at heart," Sam explains.

The relationship between Ignite and the company was strong.

Because **the relationship between Ignite and the company was strong**, the CSI was able to take the role of Driver in the organisation of employee engagement programmes. Being the Driver of the employee engagement programme helped to gain credibility externally and internally. "In the beginning," Sam remarks, "we worked very hard to distance ourselves from the mainstream corporate social responsibility." As a result, "it took a while for SPOs to understand who was behind Ignite and that gave us time to build a relationship with the organisations we wanted to work with."

Internally, being the Driver helped to gain important credibility and support among the employees. "Some employees get engaged because they want to engage their career, they want to be in the innovation space and see something different. Other employees got involved because they were passionate about the impact we were having and the progressive view we were having about

the role of our business in society. Being a separate vehicle helped us especially engage those people. [...] It helped us be very clear with the employees about the fact that when they work with one of Ignite's partners, they do not have a responsibility towards Centrica. They have a **responsibility to make the SPO successful** and make decisions as supporters of that organisation rather than from the perspective of Centrica. That is a hard role to break. Generally, people are conditioned to look out for the person that pays them. Being a separate vehicle helped employees of Centrica to understand that they have a different responsibility while working with organisations that Ignite supports. If we had started within Centrica, it would have been harder to accomplish this."

The Transition

Over time, Ignite got closer and closer to their founding company. On the one hand, they realised that within Centrica, they had other important resources, such as technology and data that could be valuable for the SPOs. **"Within Centrica we have resources to contribute.** We have service engineers and field forces that can go out to people's homes, we have certain technologies that we think could help." Thus, their investments moved closer to the Centrica business and strategy. At the same time,

The company had valuable resources that were needed by the SPOs.

the company's objectives changed and they wanted to move from creating social value to **creating social business value**. Sam explains: "We had developed a great brand equity with Ignite that had recognition with employees and also SPOs. But we started questioning ourselves: why do we want people and start-ups to get passionate about Ignite and not Centrica?" As a result, they wanted to incorporate CSI within their company and **transition from Driver to Co-creator**.

Centrica wanted to shift from social value creation to social business value creation.

In order to transition, they had to create the **right momentum**. "We had senior support, including people from Centrica's top management board, and managing directors from our big business units, who sit on our investment committee. People saw the work we were doing and the impact we were having inside and outside the company. They became champions for us. As we had more people have positive experiences working with our companies, they were recommending it to

Successful investments and positive experiences created the right momentum to transition.

their friends and colleagues. In that sense, it was quite organic. Then we had a number of investments that were very successful for the business that we could point to. As we were having success, we were able to gain a lot of credibility throughout the business,” Sam describes that phase. “Within Centrica we also need to show that we can sustain ourselves financially and demonstrate that this is valuable beyond just giving money away.”

What Changed?

Today, the Ignite Fund is embedded in the Centrica Innovation fund. Sam is now the Director of the Innovation lab and remarks that “Ignite’s mission has absolutely been preserved. We are still looking for early-stage entrepreneurs that can use our support to create businesses that have impact on the environment and society. We insist on understanding and measuring the impact and locking it into the long-term plans of the businesses.” But simultaneously, being part of the company helped them to access further financial resources. As a corporate innovation fund, they have now access to £100 million. Lastly, as Co-creator they can positively influence the business. “At the moment we

Nowadays, the CSI helps to change the entire company to be more purpose led, has access to more financial resources and preserved their social mission.

are working at Centrica on the sustainable business plan where we provide a lot of input. We also create targets about decreasing carbon emissions for instance. One of the things we are very proud of is that **business is changing to be more purpose led**. Successful businesses understand their role in society and how to contribute to that. Doing so, they will be entitled to profit. With all our work we have been doing, we have become a real expert into how this could be done. We spread enthusiasm about purposeful business and are working on how we can make this a bigger part of the Centrica DNA.”

ADECCO Group Foundation – From Observer to Driver

Based on the interview with Cynthia Hansen, Head of the Adecco Group Foundation

Adecco, the world’s largest HR solutions partner, has a portfolio of CSIs, including national foundations in Germany, Spain, Italy and France and three flagship engagement programmes. To complement and amplify the existing programming, the company sought to create one global home for social value creation - marking the beginning of the Adecco Group Foundation. As Cynthia Hansen, head of the corporate group foundation, explains: “It is not a grant-making foundation, but rather a social innovation lab that incubates and accelerates new solutions.”

The CSI started out as an Observer

The global foundation started out as an Observer, inheriting corporate engagement programmes being organised by the company only. The three programmes focus on: giving young people the skills and experience necessary to make the transition from education to work, aiding athletes build employable skills to move beyond an athletic career, and engaging employees to fundraise for charities through sport. With the creation

of the Adecco Group Foundation, the Group found a mechanism to leverage synergies and create a common narrative of inclusion and empowerment across these diverse programmes.

The relationship between the company and the CSI was strong.

The relationship between the Adecco Group Foundation and the company was strong from the beginning, with the Foundation’s focus on work-readiness for underserved populations and workforce vitality being well-aligned with the Adecco Group’s core business. The company leaders supported the new CSI, welcoming the foundation’s vision of creating programmes that would marry a **focus on creating social impact, with support of overarching business objectives**.

Cynthia outlines that “the three programmes were really good and had been very successful, but because they had been perceived as CSR or marketing activities, there

The company wanted to create foremost social value, but faced some limitations.

were limitations to how far we could take them. When I spoke to coordinators in front-line branches about the programmes, they said these were nice and they would support them when they had the time. We wanted to move away from the idea that social value creation is just 'nice to have'. Or we were just another KPI that was not relevant to the business." Instead, the company and the foundation wanted to evolve these activities into "flagship programmes that are not a tick-box exercise, nor a CSR exercise". Cynthia says, "I wanted to reposition these programmes and **social value creation as something that is business-critical.**" The foundation team realised that as a Driver they could be **their own best version**, utilise their full potential and maximise the impact of the programmes. And the organisational context was particularly favourable for the foundation to take on this role.

The Transition

The Adecco Group Foundation also had to make sure that moving from Observer to Driver would comply with the law. Switzerland, where the foundation is registered, is relatively strict as to what activities particularly a corporate foundation can engage in, creating some **legal constraints on the transition**. While the foundation was positioned to drive innovation and creation of concrete tools and models, it is not a research and development shop for the company. Social value creation must sit at the heart of the work, and any business advantage for the company cannot be commercialised by the foundation. The foundation creates models that are good for society and for institutions in general.

The CSI needed to accommodate legal constraints.

During this transition, the **strong relationship** between the Adecco Group Foundation and the company **was vital**. Building on the trust and support they received from the company, the CSI was able to redesign the existing programmes and to identify innovation projects to spin off. "We are looking for synergies and opportunities for consolidation across all of these programmes, take what's really good about them, increase the social value and make sure there's a strong tie back to the core business of the company," remarks Cynthia. The foundation therefore worked closely with key departments, such as HR, across the company.

What Changed?

After Adecco Group Foundation became the Driver, **the programmes changed significantly**. For example, previously, their Win4Youth programme was primarily "an employee engagement programme whereby employees would participate in only three sporting activities (swim,

bike, run), and log their kilometres to generate a donation to charity. Now we embrace any kind of sport to be **more inclusive**. We also moved away from funding a number of small, local NGOs, to a **long-term relationship** with

The CSI refocused the programmes on creating the highest social impact.

civil society partner, Plan International. Now we can strengthen alignment, drive co-creation, and monitor and evaluate our impact better".

Not only the programme specifics changed, but also the mentality. Cynthia explains how they now **leverage the business knowledge and expertise** to create social impact: "Previously, it [Win4Youth] was only focused on sports and youth. But we started thinking about how we could build it into a more holistic health approach - to incorporate mental health, sleep, nutrition, work-life balance, and engagement? Looking at the limited options out there, we thought we could leverage our expertise in companies, employees and engagement to build a better, more holistic solution to workforce vitality." Changing the foundation's perspective and mindset helped them to turn an engaging charitable sporting programme into a comprehensive health and wellbeing programme **with a stronger focus on social impact**. At the same time, the programme still ties back to what the company does. Because of this relevance for the company, the foundation receives continuous support for its role as Driver.

The transition also affected the **impact measurement and management**. "When I came in, there was still a focus on measuring impact via marketing indicators. There was an emphasis on social media; how many likes, how many blogs, how many tweets - as the key measures for success of the programmes. I introduced different success measures, focused on how many people we were able to engage and create value for, what was their feedback, how many of them ended up in work or work experience, etc. Those are the key metrics for me to signal the success of our programmes."

The foundation gave Cynthia the opportunity to redesign the programmes.

Since their transition, the Adecco Group Foundation has prospered as a Driver, scaling the impact and success of its programmes. Cynthia summarizes the transition and the impact on the programme as follows: "What was key in developing the programmes into what they are today is **the anchor the foundation has given us to focus squarely on social value creation and what it brings to the company.**"

APPENDIX

Full profiles of the roles

In this section, we will introduce you to the four roles in depth. You can learn about the factors that you used in the self-assessment and how they relate to the roles. Each role can be particularly suitable, their respective benefits, as well as challenges. Practitioners will give you additional insights into their experiences.



What you should keep in mind while reading:

When we talk about organisational factors and when they are present, you should keep in mind that not all must be present or are equally important to CSIs. Depending on their individual context, some factors might be more decisive for a CSI than others.



What is it?

An **'Observer'** refrains from involving in employee engagement programmes. An employee engagement programme, if any, is organised by the company without involvement of the CSI. The company has therefore the full decision-making authority.

This role is particularly suitable when:

1. **The CSI and company do not have a close relationship:** the company and the CSI have completely different objectives and do not really work together on social issues. In this situation, the CSI is oftentimes considered primarily responsible for the creation of social impact on behalf of the company while the company mainly focusses on creating financial value. Based on the distance between the CSI and the company, many Observers lack access to sufficient corporate resources or organisational capacity that would allow them to organise employee engagement programmes themselves. Hence, to maximise their social impact, Observers focus on leveraging other resources.
2. **The company is mainly interested creating business value** through employee engagement programmes. They seek to maximise the value **to the business and employees** while the interest in benefiting SPO is of secondary priority.

“My position is Engagement des Salariés [Engagement of Employees], so my main focus is the employee. I want to make sure that they have a fulfilling experience and social impact comes second. Employee engagement is not a philanthropic activity for our company.”

- Louis Bazire, BNP Paribas -

3. **The CSI does not have the necessary capacity:** smaller CSIs have a limited operational capacity (e.g. number of personnel and time) to dedicate to employee engagement. Instead of spreading their resources thin through involving in employee engagement, Observers channel their resources to other initiatives.
4. **The CSI operates under legal and cultural constraints:** in some countries, there are strict regulations for foundations that can make it difficult for a CSI to

operate too closely with the company without risking their charitable status and tax exemption. In addition, in some cultures, employees see charitable behaviour as a private act, distinct from their work environment.

“We have been thinking about offering Vodafone employees the opportunity to engage in Vodafone Foundation charitable initiatives. But charities in Germany are not allowed to do anything that directly supports corporate activities, such as marketing, sales or retaining employees. Thus, we decided not to offer a formal employee engagement programme but rather individual volunteering opportunities on a case by case basis”

- Inger Paus, Managing Director Vodafone Foundation and Vodafone Institute -

What is the benefit of being an Observer?

The strength of an Observer lies in being **independent** and solely and consistently **focussed on generating social impact**. Therefore, Observers do not undergo any pressure to allocate resources to employee engagement programmes that are not aligned with their mission and could compromise their authenticity. The authenticity could for example be compromised when stakeholders perceive the CSI to act in the pure interest of the company and not society. Additionally, Observers can refrain from programmes that could be harmful to the SPO or their beneficiaries. For example, not all social issues or projects are suited for corporate employees to engage in. Conducting highly specialised tasks to support vulnerable people requires a particular set of knowledge and expertise to be truly impactful, which corporate employees might not possess. In those cases, Observers refrain from engaging employees and create social impact through other types of support. Taking the role of Observer can also be useful when the company is active in a contested industry (e.g. tobacco, alcohol) to remain a credible and authentic contributor to the social good.

What is the challenge of being an Observer?

Since Observers are very distinct from the company, perhaps legally constrained and/or the company is mainly interested in the business case, they are not in the position to organise employee engagement programmes even if the SPOs would strongly benefit from them.



What is it?

The **'Advisor'** uses her/his knowledge and expertise to consult the company in organising employee engagement programmes. The company is the main organiser of the programme and has the full decision-making authority.

This role is particularly suitable when:

1. **The company and CSI are distinct but in touch.** The company has the right skills, expertise and resources to design a programme that creates business value, but lacks understanding about the SPO's needs and ecosystem to achieve the social impact. Although CSI and company generally operate independently from each other, they regularly communicate and are aware about each other's activities. Therefore, the Advisor can spot opportunities and offer recommendations to the company on how they can scale the impact of the programme.
2. **For the company, employee engagement should primarily, but not exclusively, create business value.** The company's interest in employee engagement programmes is mainly driven by business motives. Benefits for employees (e.g. leadership development, satisfaction) and for the company (e.g. reputation, talent acquisition) outweigh – but not neglect – the interest of creating social impact. The company shows interest in opportunities to organise a programme that also brings societal value.
3. As with the Observer, an Advisor might not be suitable to be in the lead in organising an employee engagement programme due to **legal or cultural constraints**.
4. **The CSI does not have the necessary capacity:** as with the role of Observer, the role of Advisor is also suitable for smaller CSIs with limited operational capacity (e.g. number of personnel and time).
5. The CSI operates in one country or a few selected countries while the company operates worldwide. In those cases, it can be challenging for a CSI to **involve employees in countries outside its scope** while the company in those countries itself can do so more easily.

What is the benefit of being an Advisor?

The Advisor's strength lies in her/his ability to inform and redirect corporate attention towards social impact. Advisors are experts in social issues, SPOs' needs and their ecosystems, and are therefore capable of helping the company scale the employees engagement programme's impact without having to dedicate many resources themselves.

Advisors can also add value by using their network to facilitate new connections between the company and SPOs when they see opportunities to create synergies. As Advisors to the company, these CSIs can still have a large impact on the meaningfulness of those programmes with little resource allocation.

“Quite often we facilitate introductions between IKEA and the partners. We don't drive the policy within IKEA, but we can facilitate where we see synergies and make suggestions, but we absolutely cannot tell them what to do. IKEA is very approachable in this regard.”

- Victoria Bowden, IKEA Foundation -

What is the challenge of being an Advisor?

Advisor CSIs need to be aware that they cannot directly influence the decisions or actions of the company, even if that could increase the programme's social impact. They can only contribute value if the company is receptive to their advice.



What is it?

A **'Co-creator'** shares the ownership of the employee engagement programme with the company. There is a clear overlap between business and social interests, but neither the company nor the CSI has the full expertise or knowledge to align both on their own. Both therefore collaborate to organise and implement a successful programme.

This role is particularly suitable when:

1. **The company and CSI have a close relationship:** Co-creator CSIs and their companies have a solid relationship, they frequently communicate with each other and recognise each other's value. Because both are aware of their respective strengths and weaknesses, they know how they can complement each other to organise a high-impact employee engagement programme.
2. **The corporate's interest in solving social issues through the employees engagement programme is high:** The CSI and the company share a joint interest in generating social impact through the employee engagement programme. They align on their beneficiary focus and social objectives.
3. **The CSI has excess capacity:** The CSI has enough human resources to dedicate to the organisation of the employee engagement programme, without having to allocate resources away from another activity that could bring more value to an SPO.
4. **The CSI is not restricted by the legal or cultural context:** The CSI operates in a country in which neither the legal nor the cultural norms inhibit a close collaboration between CSI and a company. They can organise an employee engagement programme without risking their charitable status. Employees welcome the opportunity to engage in charitable activities organised by their employer and the CSI.

What is the benefit of being a Co-creator?

Co-creators have the ability to organise employee engagement programmes with the company that unites business and social purposes. The **strong collaboration** with the company allows Co-creators to co-design programmes that have a strong focus on social impact while at the same time, they add value to company's objectives.

"In Brazil, our employee volunteers reported improved communication and teamwork skills, as well as awareness and understanding of social inequality and the challenges faced in the education sector. Our independent evaluation however found that the programme was over ambitious in its initial aims in impacting children's educational outcomes. The lessons have been used to redevelop the vision and strategy to set realistic goals and improve the outcomes. Management under the Instituto C&A program umbrella has guaranteed legitimacy as a social intervention."

- Ilan Vuddamalay, C&A Foundation -

Top managers are probably actively supporting the programme and allow and encourage employees' involvement in programmes. As with Drivers, Co-creators can also organise intensive employee engagement programmes that for instance require the engagement of a large percentage of employees or the engagement of a selected group of employees over a long period.

Co-creators take joint **ownership of decision-making on the employee engagement programme**. They take up tasks **related to their particular strength and expertise**, such as understanding SPOs' interests and needs, but do not overclaim their responsibility. The company takes care of those tasks it can fulfil more effectively, such as HR-related tasks or communications.

"Having an HR partner embedded in our group has been incredibly important. On the one hand, she is matching the needs of the start-ups with talents that we have within the company. On the other hand, we believe that people are the most important ingredient in building a successful SPO and she can help us understand the SPO and the people we are investing in. The HR person is not only helping us recruit the right employees to our programmes but also evaluates our investment decision."

- Sam Salisbury, Centrica Innovations Fund -

What is the challenge of being a Co-creator?

The alignment of interests between the CSI, the company and the SPO is a pre-requisite for this model to work. When there is no clear alignment between the company's and the SPO's interests and the parties have opposing agendas, this model is prone to conflicts, discussions and ineffective decision-making that inhibit a successful implementation and the generation of social impact.



What is it?

The **'Driver'** has the sole **ownership of the employee engagement programme**. They initiate and organise programmes and have the full decision-making power, albeit in support of the company.

This role is particularly suitable when:

1. **The company and CSI are strongly connected:** The value of the CSI for society and the business is acknowledged and supported by the company. This strong relationship allows the Driver to access the corporate's non-financial resources, such as employees, internal communication channels or HR expertise, which are necessary to implement a successful impactful employee engagement programme, while being in full control of how the programme is designed and what activities are done.
2. **The company fully supports the social objectives of employee engagement programmes:** The CSI – on behalf of the company – is the responsible body to initiate and coordinate social impact programmes. They are fully supported by the company to leverage employee engagement programme to support their SPO partners.
3. **The CSI has a lot of capacity:** the CSI has enough personnel, time and energy to dedicate to the extensive organisation of the employee engagement programme. They can operate independently without having to rely on the company for further operational support.
4. **The CSI is not restricted by the legal or cultural context:** Similar to the Co-creator, the CSI operates in a country in which neither the legal nor the cultural norms constrain the CSI in organising employee engagement programmes.
5. **The company feels restricted to engage in employee engagement or highly visible social impact programmes:** In some cases, the company might feel restricted by a bad reputation. If their involvement seems inauthentic to employees and SPOs, credibility of the employee engagement programme can be damaged. In other cases, the company might feel restricted through time constraints, e.g. caused by structural changes, strategic reviews, takeovers, etc.

What is the benefit of being a Driver?

Drivers have the ability to ensure that employee engagement programmes are **designed with the social impact at heart** and **supported by the necessary resources** to be effectively implemented. Drivers can use their expertise and understanding of the ecosystem to fully understand and incorporate the SPOs' interests and needs in the employee engagement programme. At the same time, Drivers have the possibility to make the company allocate the necessary corporate resources without being constrained by business motives.

“As soon as we started to invest in social businesses, it became clear that these social businesses had financial needs and also non-financial needs. We know the social businesses very well and we keep track on a weekly basis if they have any needs that Danone's employees can help with. So, when it comes to involving employees around social business, we are amongst the best spokesperson to do that. [...] Danone Communities has been there for 10 years and we know now how much impact we can create through our programmes.”

- Marie Soubeiran, Danone Communities -

Due to the independence from business motives, Drivers can organise effective programmes even if employees and external stakeholders (e.g. SPOs, consumers) are critical about the company's underlying motives. They send a clear signal to (critical) internal and external stakeholders about the impact first motives.

What is the challenge of being a Driver?

Being a Driver requires extensive allocation of resources that not all CSIs have. Their success is furthermore dependent on the granted support of the company. If the programme is perceived too distinct from the company, it can be difficult to get the necessary support on the long term, which endangers the effective implementation of the programme.



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