

It's Just Good Business

A Corporate Giving Guide
to Align Profit and Purpose



National Volunteer & Philanthropy Centre (NVPC) is a non-profit organisation promoting a giving culture in Singapore through catalysing development in volunteerism and philanthropy to build a City of Good. We facilitate partnerships with non-profits, companies, public sector bodies and individuals to enliven the giving ecosystem within Singapore.

Find out more: www.nvpc.org.sg



Company of Good looks to build a community of givers and ignite a giving movement through corporates. We inspire and activate companies to give strategically, sustainability and with impact, benefitting both businesses and the community. Companies can tap on opportunities to acquire knowledge, build capabilities, network and collaborate through our various programmes and initiatives.

Goodness is the business of every organisation.

See more: www.companyofgood.sg

giving.sg

Giving.sg is Singapore's online platform to match donors and volunteers to charities.

As Singapore's one-stop portal for all givers, Giving.sg is home to over 508 charities. Givers can help local charities, by giving their time (general volunteering for activities); talent, through skill-specific volunteering or start a fund-raiser; or treasure, by making a donation. Givers can explore any of the 14 causes to support, ranging from Women & Girls, Animal Welfare, Arts & Heritage, Environment, to Humanitarian. No matter what form of "gift" you give, it will help change lives and do good. #CityofGood

See more: www.giving.sg



Dear friends,

It is a joy to bring to you a guide that I hope will change your life and the lives of your colleagues, customers and business associates.

NVPC believes that businesses hold the key to meeting real needs and creating the kind of society we are proud to leave behind. Businesses have skills, networks, distribution channels, and employment opportunities that impact many lives. Despite the declining global trust in public institutions 73% of Singaporeans trust their employers to do the right thing (Edelman Trust Barometer 2018). It is an opportunity to build goodwill that must be seized.

The good news is that companies are stepping up. Over the past 2 years since we launched the Company of Good, over 1000 businesses have joined the movement and we have created the Company of Good Fellowship and a resource network to help practitioners learn and help one another.

But we have also spoken to companies who are still finding their footing, where corporate giving is an ill-afforded luxury. We know that it may be hard to champion corporate giving amidst the louder demands for profit-driven priorities. So this is why we created this guide.

You may be a Corporate Social Responsibility (CSR) practitioner, a Human Resource executive, a Business Development honcho, or the Boss. If you believe that your company could pursue a greater purpose beyond just profit, this guide is designed for you. In it, we have collated key insights from our Corporate Giving Survey 2017, highlighted key challenges and practical tips from actual businesses to help you navigate your way in the corporate giving journey.

The hardest part in any journey is always to start. I hope this guide helps to give you the courage to take that first step, knowing that you are in a good company. Let's journey together and see the magic happen!

Yours in service,



Melissa Kwee
Chief Executive Officer
National Volunteer & Philanthropy Centre

Contents

4 – 5

So what's in it for me?

8 – 9

A snapshot of corporate giving in Singapore

10 – 11

How we put together this guide

12 – 13

How to use this guide

14 – 15

Meet our heroes

16 – 17

Corporate giving journey roadmap

18 – 27

Milestone #1: Define

28 – 37

Milestone #2: Plan

38 – 47

Milestone #3: Do

48 – 57

Milestone #4: Review

58

What's next?

60

Acknowledgements



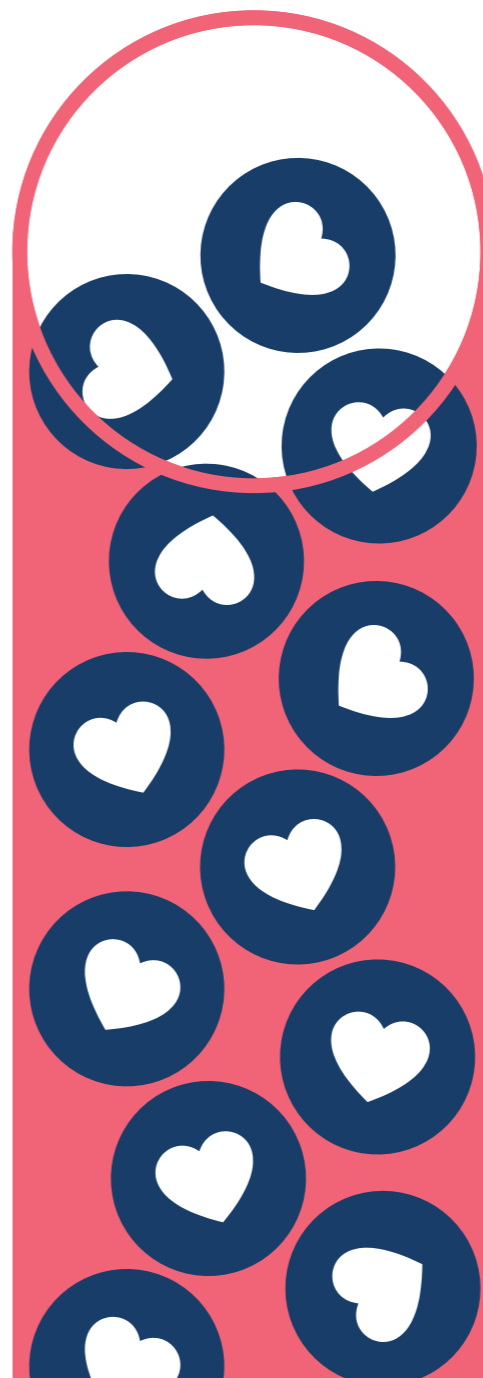
So what's in it for me?

We asked companies that measure the impact of their giving and discovered...



96%

saw more satisfied employees after giving.



89%

said public perception of their company improved.



“What if I told you giving is an investment? An investment of goodwill, an investment in contacts. It’s an extension into markets or segments you’ve never attempted before.”

—HENRY ANG,
Senior Manager of Business Development & Exports,
Nippon Paint (Singapore) Pte Ltd

“I want my staff to understand... Work is not only about money. I want them to understand we can give back to society.”

—WINSTON ANG,
Director,
Unicon Group Pte Ltd

“I think I’m very fortunate in where I am in life. Some of it is from what I have done, and some of it is the opportunities I had. If those who are more fortunate don’t give back, we will have problems... You have an obligation.”

—OLIVER BETTIN,
Managing Director and Head of Asset Financing Asia, Deutsche Bank
From Is Giving Worth It? Find out the answers from the 25 volunteers who give their time, talent and treasure by Richard Hartung

Over half of Singapore companies are giving.

Another 31% want to get started. Are you in?

Imagine a future where all companies give back to the community. They develop products together with local communities. They procure sustainably. They recruit and reward employees with heart.

This isn't a lofty vision. According to NVPC's Corporate Giving Survey 2017 (CGS), half of companies in Singapore are giving, and a further 31 per cent are keen to start. Companies realise that being good pays off, whether in boosting brand awareness, nurturing new markets, or winning talent.

But giving must be done right. Do it wrong and it becomes shallow, unfocused and costly. That's why we've created this guide for you, the corporate giving practitioner. Backed by NVPC's CGS study, we define the typical giving journey of a business, best practices, and how to design initiatives that are both altruistic and strategic.

The end game: For your company to reap the full rewards of giving. Because when your business gives well, society gains too.

Let's get started.



How we put together this guide

This guide is based on the Corporate Giving Survey (CGS) 2017. Developed by the National Volunteer & Philanthropy Centre (NVPC), CGS is a nationally-representative study that looks at volunteerism, philanthropy and other ways of corporate giving in Singapore. In 2017, we worked with Ipsos Singapore to understand the local corporate giving landscape, attitudes and the giving journey of companies.



National Survey

Jul 2017 - Jan 2018

We did telephone interviews with 707 companies in Singapore, ensuring a nationally-representative balance between SMEs and Non-SMEs, and across industry types.*

INDUSTRIES WE SURVEYED

- Wholesale & retail
- Real estate & business activities
- Construction
- Information & communications
- Manufacturing
- Financial & insurance activities
- Transportation & storage
- Accommodation & food services
- Other goods & services industries:
 - Education
 - Health & social services
 - Arts, entertainment & recreation, other service activities
 - Utilities, other goods industries

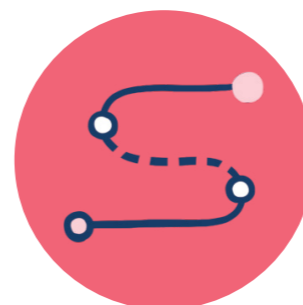
* SME/non-SME ratios based on Enterprise Singapore. Industry ratios derived from IRAS and Department of Statistics



In-depth Interviews

Jul - Oct 2017

We conducted face-to-face in-depth interviews with 14 senior representatives from companies across major industries, company size and giving profiles.



Journey Mapping

Jul - Oct 2017

We conducted a journey mapping exercise to uncover the evolution of the corporate giving experience. Our journey map (page 16) was subsequently validated and co-created with corporate giving practitioners in closed door sessions.

How to use this guide

This guide is for aspiring and early-stage corporate giving practitioners, on a mission to do better. You may be your company's appointed lead, or just one passionate kick-starter who is championing this portfolio (good on you!) Here's how our guide can help you.

1 Pick Your Persona

Are you an emerging or inspiring giver? In this guide, our heroes **Ben** and **Jennifer** represent the two giving "tracks" companies take.

Like Ben, many go through the emerging track – a steady route with early quick wins. Over time they discover ways to integrate and institutionalise giving into their business.

But some leapfrog onto the inspiring pathway like Jennifer, making their giving deep and strategic from the onset. Giving becomes part of their companies' DNA early on.

Peek at the next page to read their stories. Who do you identify more with – Ben or Jennifer?

I am:



2 Locate Yourself on the Map

Our Corporate Giving Journey Roadmap (page 16) was developed after interviews and consultations with business entities. Use it to find out what stage your company's giving is at and your potential to go further.

The roadmap captures both emerging and inspiring tracks which essentially undergo the same four milestones – to **Define, Plan, Do** and **Review** corporate giving.

Which milestone are you at now?

My Current Milestone:



3 Get Better!

Follow your chosen persona's journey across chapters – organised by the four milestones – to understand what's needed at each stage to move forward. Go through the chapters chronologically, or zoom straight to the milestone you are in.

Meet our heroes

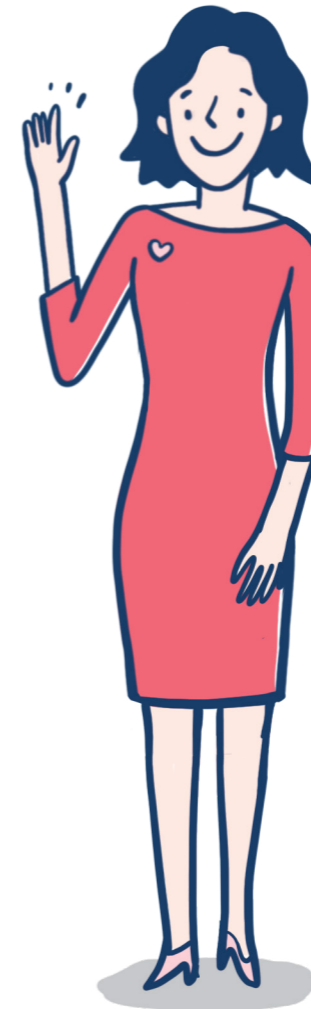
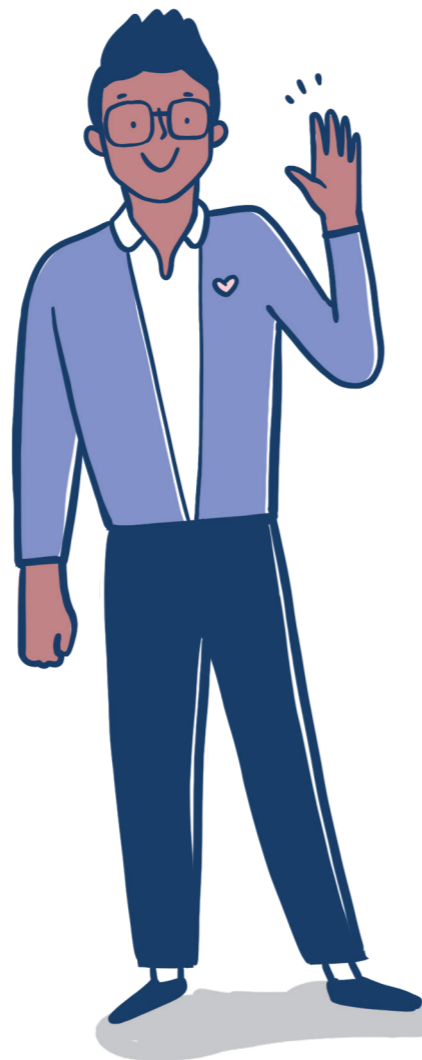
Who do you identify more with?

This is Ben.

Ben, 30, is the regional head of social impact for a start-up company. Helpline is an app that matchmakes caregivers to families with children, and he reports directly to Helpline's global head of social impact.

As a one-man-show, Ben's job is to localise Helpline's global mission of "caring for the community" and convince the newly-formed Singapore team to develop a corporate giving programme. But nobody seems to care. Some do not even know what corporate giving is all about.

How can Ben kickstart giving in his company?



Meet Jennifer.

After a long overseas stint, Jennifer, 36, returns to Singapore to contribute to her family firm, Goodeat Catering. She is proud of its long history of giving back to society but finds that it has not changed for decades. It does formulaic visits to children's homes and beneficiaries change every year based on whims.

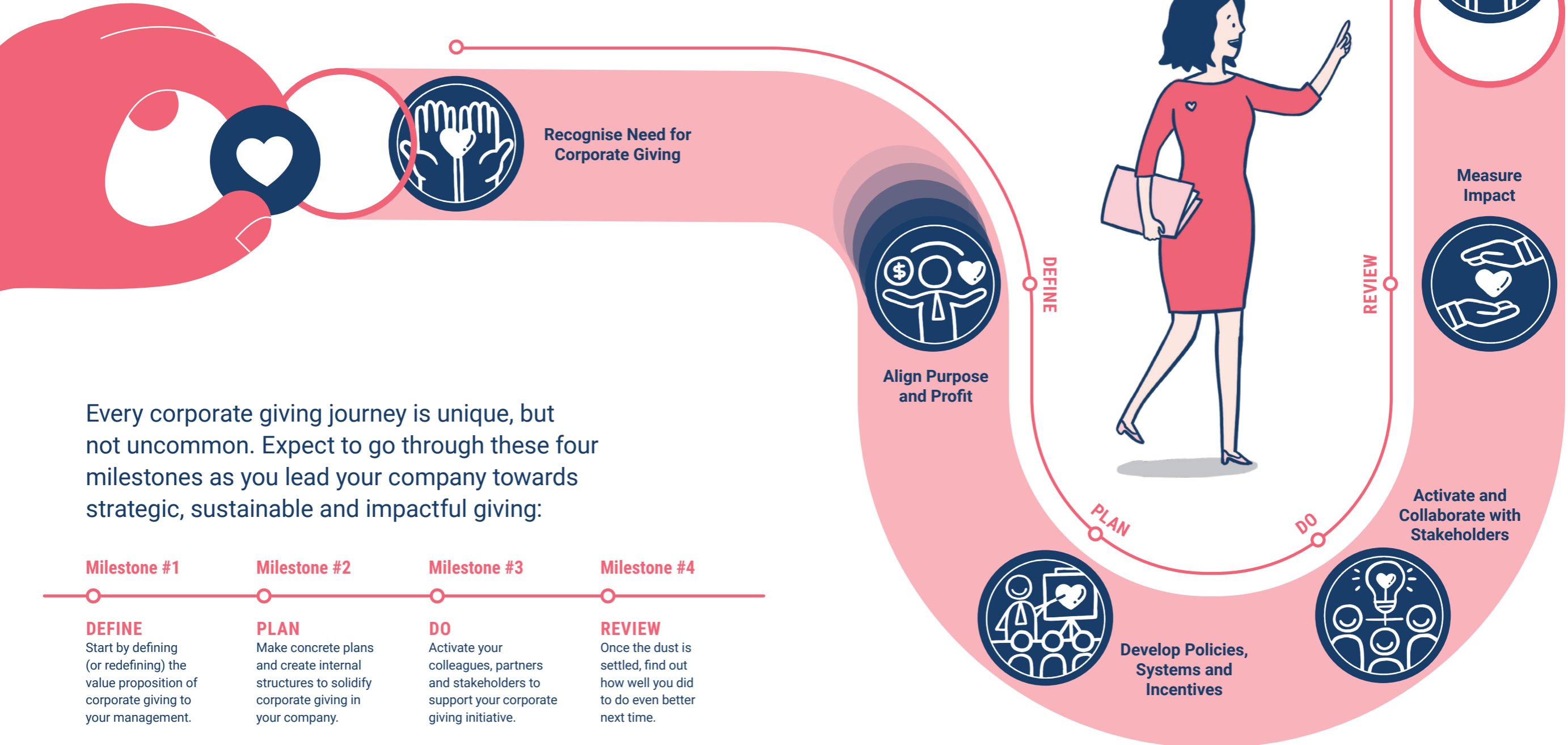
As the new corporate giving manager, Jennifer believes they could do more. She sees an opportunity to make giving strategic if the company is open to making some tweaks to their operating model. But change does not come easy.

How can Jennifer improve her company's old ways of giving?

Let's start your journey here

The Inspiring Giver
JENNIFER

Strategic, Sustainable and Impactful Corporate Giving



Every corporate giving journey is unique, but not uncommon. Expect to go through these four milestones as you lead your company towards strategic, sustainable and impactful giving:

Milestone #1

DEFINE

Start by defining (or redefining) the value proposition of corporate giving to your management.

Milestone #2

PLAN

Make concrete plans and create internal structures to solidify corporate giving in your company.

Milestone #3

DO

Activate your colleagues, partners and stakeholders to support your corporate giving initiative.

Milestone #4

REVIEW

Once the dust is settled, find out how well you did to do even better next time.

Let's start your journey here

The Emerging Giver
BEN



Recognise Need for Corporate Giving

Get Buy-In for Corporate Giving

Evaluate Outcome

Align Purpose and Profit

Measure Impact

Strategic, Sustainable and Impactful Corporate Giving

Every corporate giving journey is unique, but not uncommon. Expect to go through these four milestones as you lead your company towards strategic, sustainable and impactful giving:

- Milestone #1**
DEFINE
Start by defining (or redefining) the value proposition of corporate giving to your management.
- Milestone #2**
PLAN
Make concrete plans and create internal structures to solidify corporate giving in your company.
- Milestone #3**
DO
Activate your colleagues, partners and stakeholders to support your corporate giving initiative.
- Milestone #4**
REVIEW
Once the dust is settled, find out how well you did to do even better next time.

DEFINE

REVIEW

DEFINE

REVIEW

PLAN

DO

PLAN

DO

Assemble Resources

Execute Initiative

Develop Policies, Systems and Incentives

Activate and Collaborate with Stakeholders

Milestone #1

Define

This stage is about defining the value of corporate giving to your management. Regardless of whether you are an emerging or inspiring giver, assure your higher-ups that giving is aligned with the company's business interests.

How do I
make the
business case
for corporate
giving?

The Emerging Giver: Define

GAINING BUY-IN FOR CORPORATE GIVING



"HELPLINE" IS AN AMERICAN APP THAT MATCHMAKES PART-TIME CAREGIVERS TO FAMILIES. THEY'VE JUST OPENED THEIR ASIAN OFFICES, AND APPOINTED BEN AS THEIR REGIONAL HEAD OF SOCIAL IMPACT. HE NEEDS TO LOCALISE HELPLINE'S MISSION OF "CARING FOR THE COMMUNITY" IN THE SINGAPORE MARKET. BUT HE MUST CONVINCE SINGAPORE'S MANAGING DIRECTOR MARY...

HELPLINE



...Ben, I appreciate you have a mandate from global HQ, but can't we postpone this conversation? Forget about charity. I can't even get engineers to join our poor, unknown company!

All the more we need to talk. Face it, you can't match the big boys in salary.

Don't you think a social mission makes us a more attractive employer?

A start-up with a heart. Millennials will love it.

C'mon Mary, what do you have to lose?

Mary
Managing Director of
Helpline Singapore



Congratulations, you've taken the first step to propose corporate giving! Almost half of corporate givers in Singapore say CEO/management interest motivates them to give back, so it's critical you get your boss's buy-in. Like Ben, think about what matters to your company and how giving can help achieve that goal. For instance, you could pitch staff volunteerism as a way to groom rising stars within your ranks.

What kind of work problems keep your boss up at night? Can corporate giving address those concerns?



CHALLENGES AT THIS STAGE

- 1 Convincing management that giving matters
- 2 Convincing them to put aside resources for it

The Inspiring Giver: Define

ALIGNING PROFIT AND PURPOSE



AFTER WORKING OVERSEAS FOR YEARS, JENNIFER HAS RETURNED TO CONTRIBUTE TO THE CATERING FIRM FOUNDED BY HER GRANDFATHER. HE BELIEVED IN SERVING THE COMMUNITY. BUT GOODEAT CATERING'S CORPORATE GIVING HAS NOT CHANGED FOR DECADES...



Pa, it doesn't make sense. We donate to a dozen charities but never find out where our money goes to... and all our trips to children's homes... our staff don't even remember the names of the kids!

Yes, but charity needs focus. If not, are we even making impact?



Aiya, girl! It's charity. The most important thing is heart.

JENNIFER BELIEVES A CLEAR CORPORATE SOCIAL MISSION WILL UNITE GOODEAT CATERING'S EFFORTS. SHE SOON REALIZES FOOD WASTE IS A HUGE PROBLEM IN SINGAPORE.



...so I propose that Goodeat Catering becomes a zero-food waste caterer in 5 years. Singaporeans are more concerned about wastage. As an F&B company, we have a unique chance to make a difference.

Jenny, this means a lot of changes. But I give you 6 months. Show us it can work.



You want to elevate your company's ad hoc giving efforts into something strategic and sustained. Or, you may be a start-up founder wanting to make giving part of your business from the get-go. Like Jennifer, do integrate giving into your company's core expertise – this increases the likelihood it will be sustained. While cash donations are popular among companies, consider other ways to contribute such as volunteerism or cause advocacy. In fact, 61 per cent of corporate givers give in more than one form, sometimes in ways that are more effective than cash gifts.

What is your company known for?
How can you use those strengths to benefit the community?



CHALLENGES AT THIS STAGE

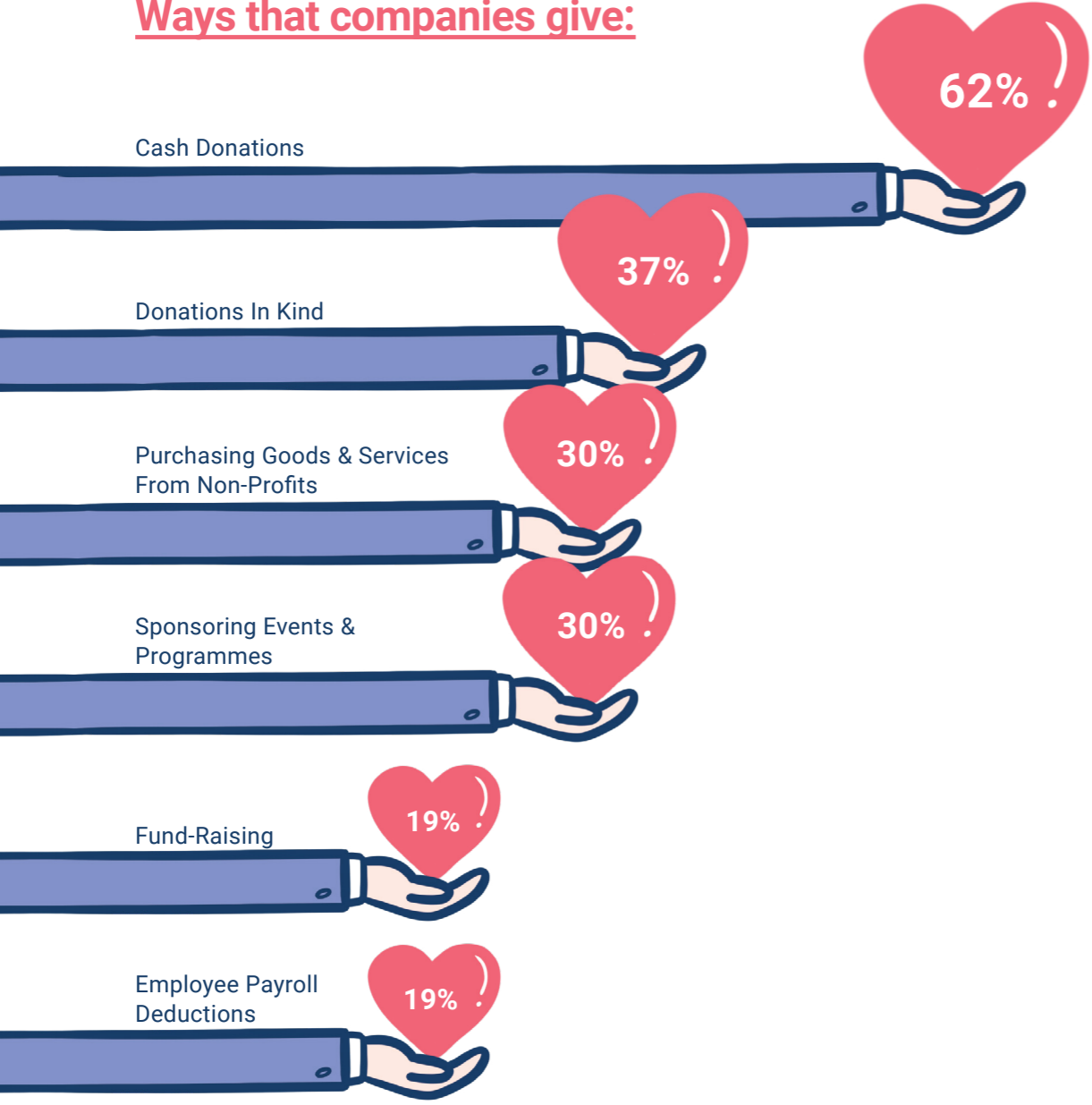
- 1 Convincing management to commit to long-term corporate giving
- 2 Educating your company on how to align giving with its business

Did you know?

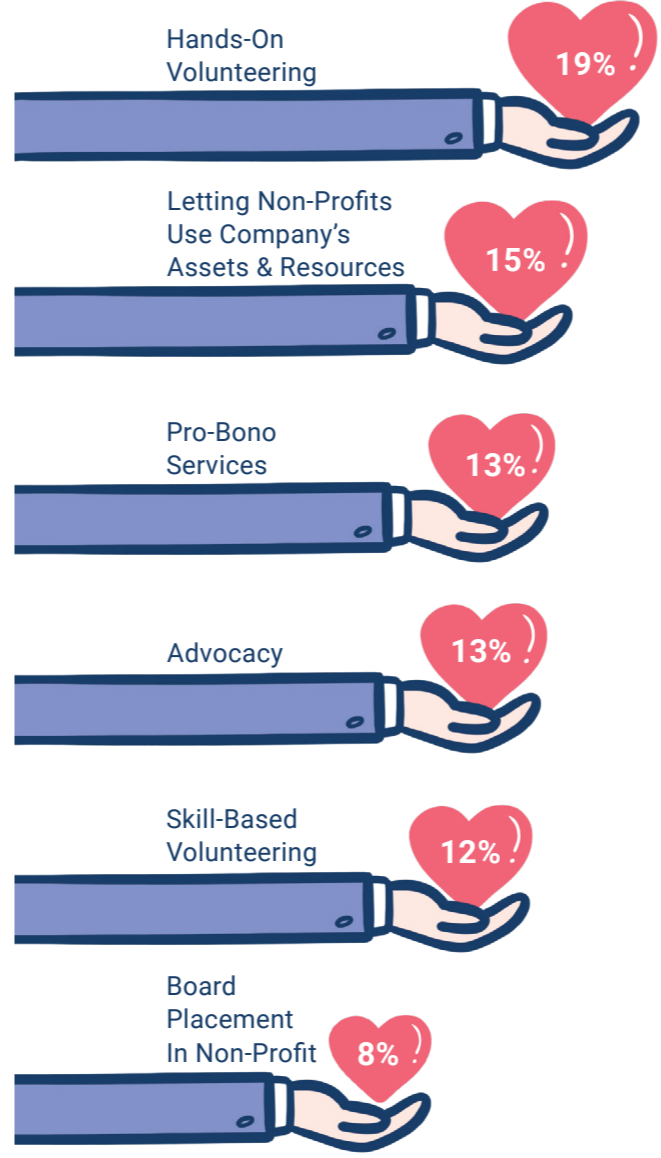


61% of corporate givers in Singapore adopt more than one way of giving.

Ways that companies give:



TIP: Many companies donate cash. But other ways can be cost-effective and help your company stand out.



Best practices



1 Share the Business Benefits of Giving

Giving doesn't only impart a warm glow. Use these pointers to make a business case to management:

- Corporate giving attracts and retains talents
- It develops employees' professional and personal skills
- It increases staff morale and retention
- It builds/differentiates your brand
- It reinforces corporate culture and identity
- It expands business networks and opportunities
- It improves customer retention and brand recall

For more tips, check out <http://bit.ly/makebusinesscase>

"I told our team that we needed a competitive advantage. If we are always fighting on price, we will lose the battle... We realised that as people are the heart of our business, we would stand out by lifting them up."

—BENJAMIN CHUA,

founder of commercial cleaning company Spic & Span which hires marginalised individuals



2 Give What You Do Best

Pick causes that resonate with your company's work, so you can leverage employees' strengths. Local SME Feng Ming Construction "gives" its engineering expertise by getting employees to upgrade facilities for beneficiaries, such as homes, day care centres and more.

The CapitaLand Young Architect Programme provides mentorships for students from low-income families to work on projects to improve community spaces, guided by the company's product and design experts.

Read the full story at <http://bit.ly/capitalandcharitywork>

3 Define What You Stand For

Just like how organisations have mission statements, coin a "social mission" statement to clarify the impact you want to see. It could be rooted in your company's vision. Maybank's is "Humanising Financial Services", which guides the bank's focus on financial inclusion. The bank supports financial empowerment programmes for low-income families, by matching their savings or providing free insurance coverage for breadwinners and their dependents.

Read the full story at <http://bit.ly/maybankcsrmission>



Milestone #2

Plan

Time to lay the groundwork of your corporate giving programme! Emerging givers tend to concretise their initiatives at this stage, while inspiring givers create internal structures to sustain corporate giving.

How do I
get support
for corporate
giving?

ASSEMBLING RESOURCES



WITH MARY'S BLESSINGS, BEN STARTS FINDING A SUITABLE CHARITABLE INITIATIVE TO SUPPORT IN SINGAPORE. BUT INFORMATION ONLINE IS PATCHY. THEN, HE HAS A CONVERSATION WITH ONE OF HELPLINE'S NANNIES...

Some parents work two jobs but can't afford books or toys for their kids. Then I see how much those crazy rich families have. Even the toddlers play with the latest smartphone! I feel so bad...



Maybe we could start simple... Get our staff to distribute care packages to kids from low-income families.



Guys, let's reward our teams with a day off to do good, and bond outside office.



We can also score PR around Helpline's community efforts. Reporters are tired of corporate angles.

Sounds reasonable. We'll release our teams to help you.

Sounds good~

You're busy planning your giving initiative, from choosing the charity, to gathering manpower and budgets. Over a third of potential givers say lack of knowledge, and uncertainty over how to approach charities trips them up. Like Ben, expect to spend time searching for information on social issues requiring help. You'll also need to gain allies from other departments. Take things a step at a time and build a good foundation for success.

Many new givers are unsure of which charities or beneficiaries to support. What sources can you turn to for information?



CHALLENGES AT THIS STAGE

- 1 Searching for information on beneficiaries' needs
- 2 Finding ideas for suitable corporate giving initiative
- 3 Finding time and manpower to plan the initiative

The Inspiring Giver: Plan

DEVELOPING POLICIES, SYSTEMS AND INCENTIVES



JENNIFER IS PUTTING HER ZERO-FOOD WASTE PLAN INTO ACTION. SHE WANTS TO EDUCATE CUSTOMERS TO ORDER SENSIBLE BUFFET PORTIONS TO REDUCE LEFTOVERS. BUT WILL HER COLLEAGUES COOPERATE?

...Ann, I just need your sales team to encourage clients to order properly. People are catering 1,000 portions, when just 800 is enough!



Jen, before you act the hero, think about our rice bowls. You're asking my team to sell less. Do you want us to miss our sales targets? Do you want us to lose our bonuses?

JENNIFER NEEDS TO CHANGE HOW THE SALES TEAM IS APPRAISED, BEFORE THEY WILL HELP. SHE CONVINCES HER DAD TO MODIFY THEIR KPIS TO CONSIDER QUALITY SALES OVER QUANTITY.



Pa, customers may order less, but they can order more premium dishes which diners will like. Customers will also appreciate our help to design better menu.

Let's upsell it as a meal consultancy service!

Wah, you really learnt how to be a salesperson while working in China huh? Okay... let's try.

Good giving requires effort from the whole company. Without proper systems, corporate giving will always be an ad hoc initiative championed by a CSR team – and only 22 per cent of companies that give have a dedicated team. You may face push-back from other departments resisting change. So work to institutionalise giving such as by nudging human resources to incentivise staff volunteerism, or to make giving part of business KPIs. Take heart that 64 per cent of companies have managed to integrate giving into at least one business function. Start small and build on successes.

Make a list of the departments and/or organisational processes in your company that giving could be integrated with (e.g.: Procurement). Which would you prioritise?



CHALLENGES AT THIS STAGE

1

Creating a win-win situation for staff to participate in corporate giving initiatives

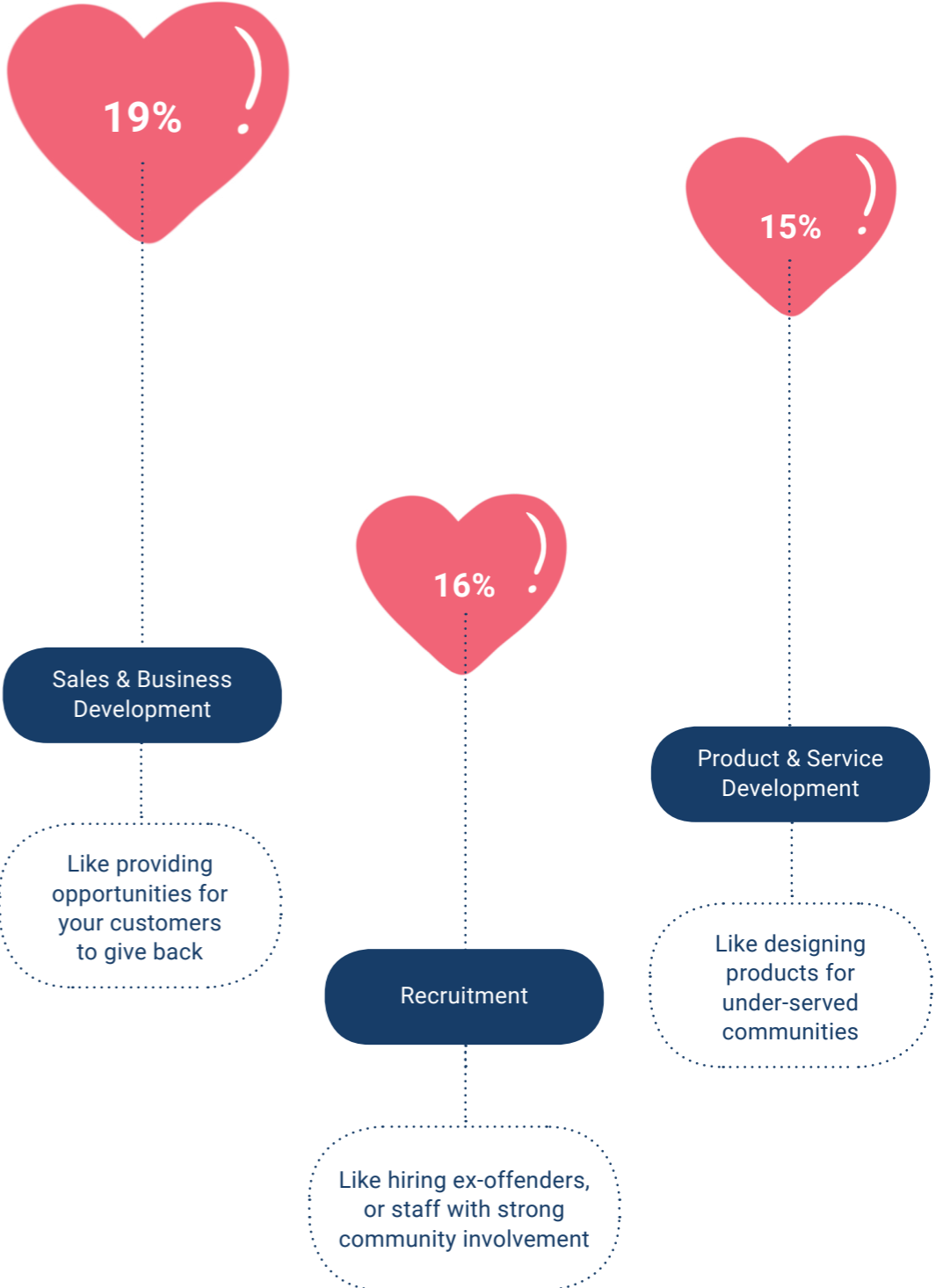
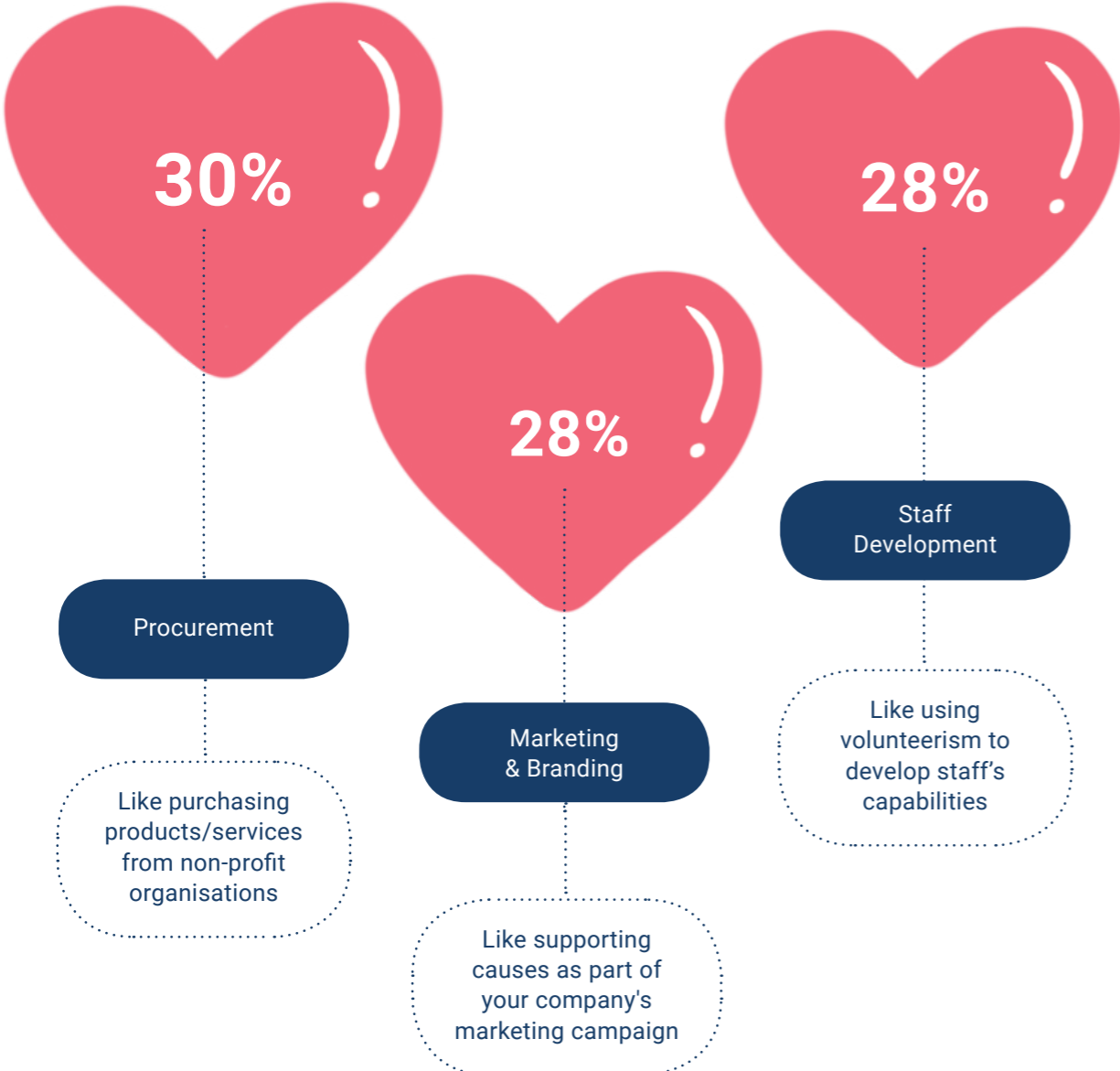
2

Building internal structures to encourage and grow corporate giving

Did you know?

64% of corporate givers incorporate giving into at least one business function.

Businesses here integrated giving into...



Best practices



1 Crowdsource Ideas from Colleagues

Stuck for giving ideas? Do a snap poll on causes of interest with SurveyMonkey, Yammer, or even Whatsapp group chats. It could be fun to do it the old-school way too. Semiconductor firm Infineon Technologies placed posters around its company premises with selected causes, and allowed employees to vote by placing stickers. This is also a great way to raise awareness for the causes.



TIP:

Use online portal Giving.sg to search for suitable charities. You can filter by causes and, for volunteerism activities, by distance and skills required.

2 Show Colleagues That Giving can be Integrated into Business

Persuade them that corporate giving benefits their team's objectives and won't take up additional resources. Selena Chong, SingPost's Vice President of Corporate Sustainability introduced a staff CSR policy that encourages divisions to organise team-bonding activities that also had a give-back component. She reached out to the operations team to provide dementia awareness training for the postmen and also to trial house visits to befriend elderly while they are on their delivery rounds. This didn't require extra manpower or logistics.



3 Turn 'Hi-Pos'* into Giving Champions

If your company has a talent development programme (like a management trainee scheme), send your rising stars for NVPC's Company of Good Fellowship. The Fellowship aims to empower a community of corporate leaders who will catalyse change in Singapore's corporate giving ecosystem. Participants learn how to harness untapped opportunities for businesses in the community, network with like-minded corporate leaders, and learn from senior leaders across business, governments and civil society on doing good. To date, it has groomed 72 professionals who have conceptualised 54 projects to benefit the community.

Find out more about the Company of Good Fellowship at <http://bit.ly/cogfellowship>

**High-potential staff*



4 Reward Employees for Their Giving Contributions

Imagine being rewarded for doing good! Employee appraisals at Greenpac include a 20 per cent component for CSR and "going the extra mile" – a great way to recognise good things staff do outside of work. This incentivises employees to participate in Greenpac's voluntary programmes.



5 Have Flexible Time-Off To Give

Employees of Salesforce Singapore are entitled to 7 days of paid volunteer leave, which they can use flexibly in blocks of hours and on activities of their choice. In 2016, all employees made use of their volunteer leave and clocked more than 14,000 volunteer hours.



Milestone #3

Do

It's time to activate people to take part in your giving initiatives! For emerging givers, this may mean getting colleagues involved in the company's first activity. For inspiring givers, you might forge external partnerships to broaden the impact of your giving, and grow your company's giving culture.

How do I
inspire
action?

The Emerging Giver: Do **EXECUTE INITIATIVE**



BEN HAS SENT OUT AN EMAIL TO RECRUIT STAFF VOLUNTEERS, BUT RESPONSE TO THE NEW INITIATIVE HAS BEEN WEAK. SO, HE STARTS SELLING IT IN PERSON, IN THE PANTRY... OVER LUNCH... IN THE CORRIDORS...

... You'd be bringing cheer to families. Let's show Singapore that Helpliners don't just code. They also care.



There's a volunteer activity this Friday. Wanna go?

Ya. About time we did something like this!

I love it. Can I ask along Sally from Ops?



Turns out, Ben had "supporters" all along in his company. They just needed the extra nudge.

The big day is here, and you need to get staff involved. Expect both logistical and attitudinal challenges such as people questioning your initiative. Like Ben, you can identify informal champions in your organisation.

Our research shows that 35 to 54 year olds are the most active volunteers and donors in the workforce.* They are great influencers to reach out to both staff and management.

Better still, convince the bosses. With almost two-thirds of corporate givers saying management support and participation accelerate their giving, it will be a huge boost to have a company leader as your advocate.

*Source: NVPC Individual Giving Survey 2016

Who are the key "influencers" in your company?



CHALLENGES AT THIS STAGE

- 1 Drumming up interest among staff to take part in corporate giving
- 2 Unequal support across departments within the company

The Inspiring Giver: Do

ACTIVATE AND COLLABORATE WITH STAKEHOLDERS



JENNIFER CONSULTS A LOCAL FOOD BANK TO BETTER UNDERSTAND FOOD WASTE. THE ISSUE IS BIGGER THAN SHE THOUGHT. SHE NEEDS PARTNERS TO MAKE THIS WORK.



You've got to make saving leftovers so easy they don't think twice.

The problem is Singaporeans love convenience. If they have to spend 5 minutes washing a spoon, they'd take the disposable one.

Why not work with me? I know customers who order too much food. You know beneficiaries who have too little. Let's work out a safe way to get good leftovers to them.

JENNIFER GROWS HER LIST OF PARTNERS... A SOCIAL ENTERPRISE, THAT PROVIDES BIO-DEGRADABLE BOXES WHICH CUSTOMERS CAN USE TO SAVE LEFTOVERS... A GREEN ENTERPRISE THAT COMPOSTS INEDIBLE FOOD WASTE. TO GET THE SUPPORT OF GOODEAT CATERING STAFF, SHE GETS HER DAD TO SHARE THE MISSION DURING COMPANY TOWNHALLS.


Yes, Boss!

No one achieves anything alone. With these partners behind us, we can make a difference. Will you join us?



Big problems require big solutions. Like Jennifer, you may start forging partnerships with suppliers, clients and non-profits to grow your impact. You probably already have policies to encourage giving within your company (like volunteer leave), but without the right company culture these may only go so far. The median utilisation rate of volunteer leave is just 25 per cent, suggesting policies alone aren't enough. You need to make giving a cultural norm.

Which of your partners (e.g.: suppliers or clients) can you influence to join your giving mission?




CHALLENGES AT THIS STAGE

- 1 Promoting take-up of corporate giving policies
- 2 Finding resources and know-how to grow corporate giving further
- 3 Aligning interests among partners and collaborators
- 4 Building a corporate giving culture

Did you know?



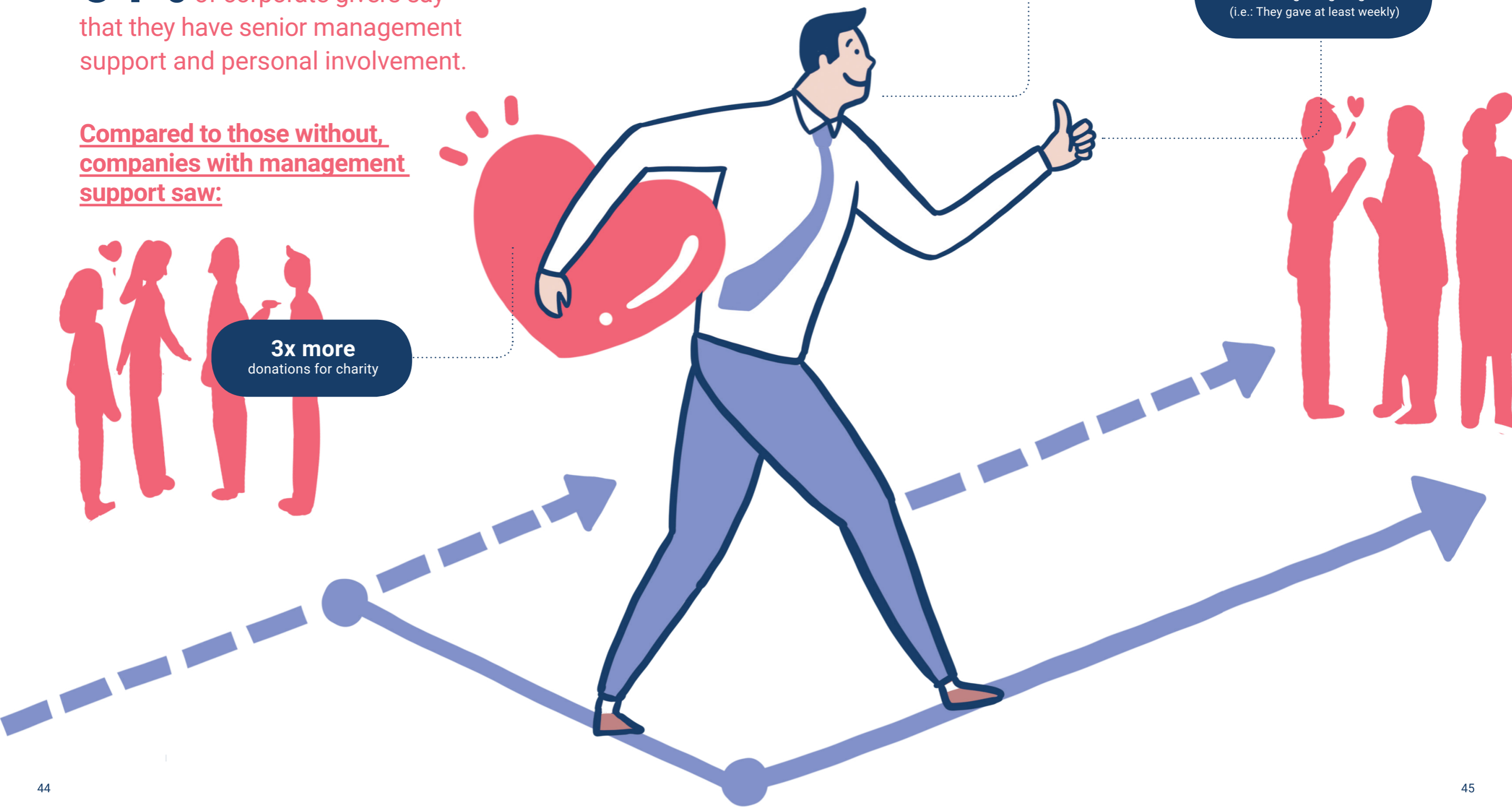
64% of corporate givers say that they have senior management support and personal involvement.

Compared to those without, companies with management support saw:

3x more donations for charity

5x the number of employee volunteers

1.5x higher likelihood of regular giving (i.e.: They gave at least weekly)



Best practices



1 Encourage Management to Lead by Example

When the rubber hits the road, you want your leadership to be there endorsing your giving initiative. Engage them to:

- Talk externally to the media and industry
- Talk about corporate giving at townhall meetings or through staff newsletters
- Chair a steering or advisory committee
- Promote the partnership to external stakeholders, customers and shareholders
- Actively take part in volunteering activities to set an example

HOW THIS LEADER WALKS THE TALK

Mr Neo Kah Kiat, founder of catering group Neo Group Limited, initiated the Seed Fund Committee, which encourages employees to donate a portion of their salary – even as little as ten cents – to fund various adopted charities. He personally matches these contributions dollar for dollar.



2 Give During Office Hours

Volunteering together during work hours boosts camaraderie and is easier to execute. Welfare organisations also tend to see enough volunteers on weekends. PSA, in collaboration with the National University Health System and Lions Befrienders, gives staff time-off every month to visit elderly residents who live alone. The employees rotate volunteer shifts among themselves to manage their work.



3 Collaborate to Grow Your Impact

Partnerships help support and sustain giving programmes, but it can be tricky to manage different stakeholders. Some tips:

- Be clear about expectations
- Set goals right from the start
- Define terms of engagement
- Talk about risk and contingency plans
- Aim to create a lasting impact on beneficiaries



TIP:

Learn more about creating lasting impact on beneficiaries through partnerships with non-profit organisations at <http://bit.ly/partnership-withnonprofits>

WHAT DO YOU BRING TO THE TABLE?

Partnerships work when each party knows the value they contribute. The Samsui Central Kitchen @ Changi Prison Complex is a collaboration between Samsui Supplies and Services, Singapore Corporation of Rehabilitative Enterprises (SCORE) and Standard Chartered Bank. Each party contributes their expertise – Samsui trains inmates in culinary skills, SCORE facilitates the selection and engagement of the inmates with Samsui for the kitchen, and Standard Chartered Bank contributed \$200,000 to set up the kitchen to deliver quality meals to the beneficiaries. The programme has served more than 3,000 elderly residents in more than 10 Voluntary Welfare Organisations and nursing homes since 2017.

4 Collaborate with Fellow Industry Players

Sometimes, players in the same space could come together for a good cause. As part of Changi Business Park Gives 2017, various businesses within the vicinity came together including players within the banking industry such as, Citi Singapore, Credit Suisse, DBS Bank and Standard Chartered Bank to fulfil 700 wish requests from non-profit organisations and underprivileged families, and donate to over 50 non-profit organisations. Employees were also encouraged to do skills-based volunteering to benefit over 1,000 seniors.



Milestone #4

Review

What gets measured, gets acknowledged and improved. It's time to find the right metrics to track your impact, and up your giving game.

How do I
measure
success?

EVALUATE OUTCOME



BEN'S CARE PACK DISTRIBUTION GOES WELL. KNOWING MARY WILL WANT EVIDENCE, HE COLLECTS FEEDBACK FROM STAFF. AND DOCUMENTS THE DAY ON SOCIAL MEDIA, TO MANY 'LIKES' AND 'SHARES'.



This is great Ben... we even got some news coverage!

Perhaps we could repeat this... next year?

Get your engineers to share this during recruitment talks. It's more authentic if it comes from them.



SECRETLY, BEN BELIEVES HELPLINE CAN DO MUCH MORE.

ITS ENGINEERS COULD GIVE FREE CODING LESSONS... TRAIN NON-PROFITS IN THE USE OF DATA.



...But these are battles for another day!

Surprisingly, few corporate givers in Singapore measure their impact - only 6 per cent do. This stems from a lack of awareness about impact measurement, and a mistaken perception that charity cannot (and should not!) be quantified. But savvy practitioners like Ben know that measuring impact can convince a sceptical management that giving is worth continuing. Start small by tracking your quantitative and qualitative output through simple survey that collects beneficiaries' feedback.

Think of a giving initiative you want to plan. What will success look like for you at each stage? What outcome do you want to see for both givers and receivers?



CHALLENGES AT THIS STAGE

1

Recognising the importance of evaluating outcome

2

Going beyond basic output measures

MEASURE IMPACT



JENNIFER'S ACHIEVED A LOT. CUSTOMERS HAVE TAKEN NOTICE OF GOODEAT CATERING'S NEW MISSION. BUT SHE NEEDS TO BETTER MEASURE HER RESULTS.



These customer testimonials are great Jenny. But the folks I work with are old-school. They like impressive numbers. They also want to know the actual impact they have made on the environment. What can you give?

JENNIFER ATTENDS WORKSHOPS ON IMPACT ASSESSMENT. SHE REALISES THERE ARE A LOT OF WAYS TO MEASURE IMPACT.



We changed our way of doing good. We must change how we measure good.



IT'S NO LONGER JUST ABOUT DOLLARS AND CENTS. IT'S MORE...

IT'S ABOUT SAVING THE ENVIRONMENT. IT'S ABOUT MINDSET CHANGE. IT'S ABOUT GETTING THE RIGHT PARTNERS.



I'm still working out how to measure this...

But I know in my heart we're on the right track.

What is your Return on Giving? Keep your eyes on the prize and make sure your efforts pay off on both social and business fronts. Think about the best ways to link your corporate giving to a business metric – such as brand visibility – and how you would best measure the impact you have on beneficiaries and/or the community.



CHALLENGES AT THIS STAGE

1

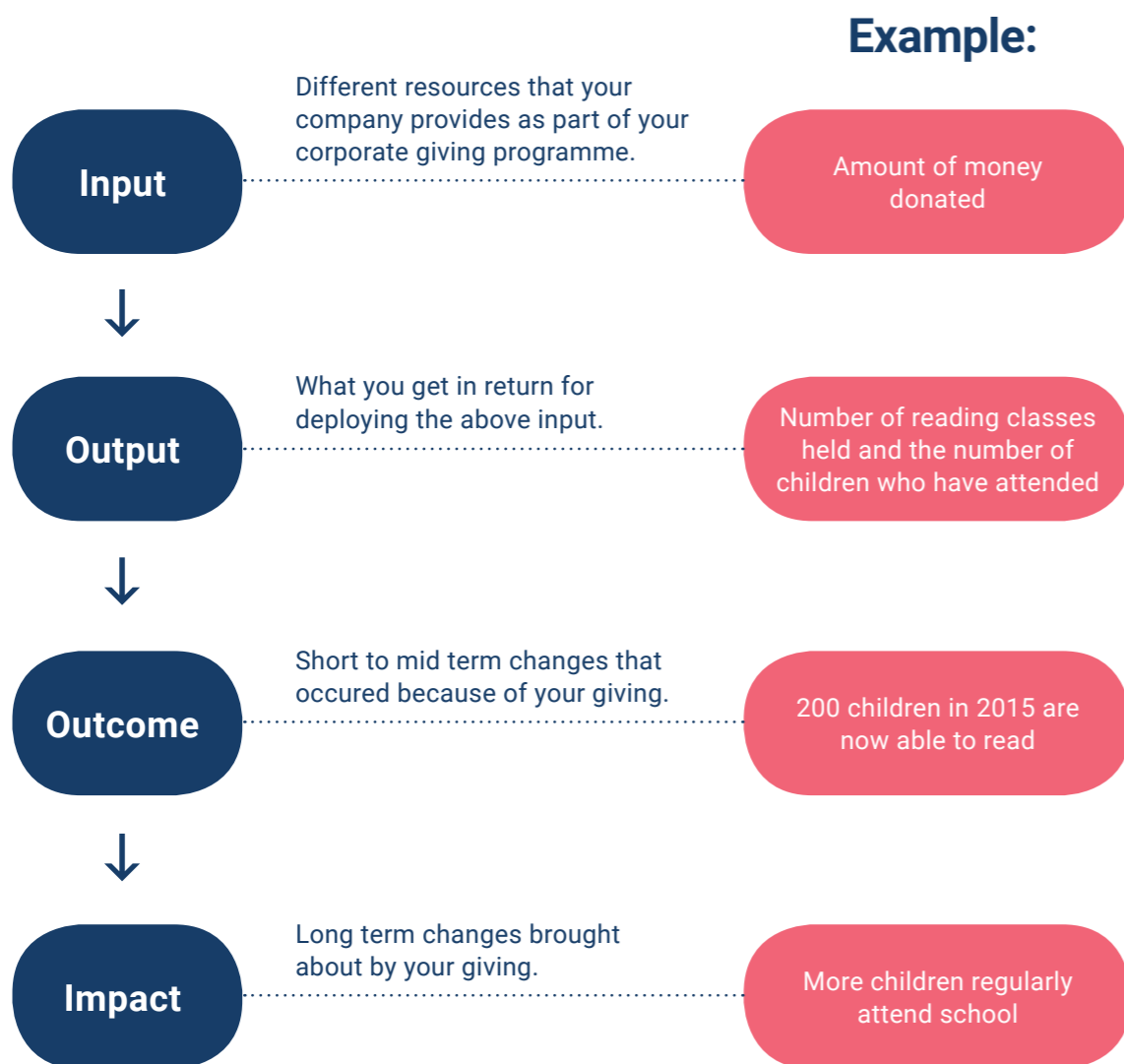
Identifying the right business and social metrics to measure

How are you measuring your corporate giving initiatives right now? What do the metrics capture, and what do they not capture?



Did you know?

The Logic Model below is commonly used when assessing the success of a giving programme:



Milestone #4

Best practices



1 Conduct A Post-Event Feedback Survey

Besides your boss and colleagues, ask your non-profit partners about their experience. Get started with these sample questions:

What to Ask Your Employees:

- Communication prior to the start of the giving activity
- Orientation prior to the giving activity
- Opportunity to learn and develop
- Their likelihood to volunteer in the future
- Causes or activities that interests them

What to Ask Your Beneficiary Organisation:

- Preparedness of employee volunteers
- Communication prior to the start of the activity
- Level of service from employee volunteers
- Extent to which volunteering activity benefited the beneficiaries and the NPO
- Possible future volunteer opportunities



TIP:

Download a handy volunteer feedback form template at <http://bit.ly/volunteeringfeedbacksurvey>



2 Measure Your Impact Against Business Goals

To build a strong case for corporate giving, track your initiative in relation to business objectives. Don't forget to quantify the impact on employees too – corporate giving often has knock-on effects on staff morale and welfare.

Area of business impact you can measure:

1. Brand Awareness
2. Customer loyalty
3. New businesses and partnerships formed
4. New markets and customer base

Areas of employee impact you can measure:

1. Development of employees' professional and personal skills
2. Team building
3. Employee morale and loyalty
4. Employee recruitment and retention

"The impact we have as a bank goes beyond the revenues we generate from the business – it is also about social impact. We believe that we can improve our corporate giving by leveraging the ecosystem of the bank to help us do good. For example, as we have a strong SME business, we tap on that to build up social enterprises in Asia."

–CLAIRE WONG,
Head, DBS Foundation

3 Measure Your Social Impact

It's not all about dollars and cents. Measure the social and community impact of your corporate giving. These will not be immediately visible, so be patient. You are there for the long haul. Example of metrics you can use:

- Increased confidence and self-esteem of beneficiaries
- Reduced social isolation of vulnerable elderly
- Improved academic grades for youths



HOW THIS COMPANY DOES IT

NTUC FairPrice measures the impact of their FairPrice Volunteers Programme by metrics such as volunteer hours, number of beneficiaries, and volunteer activities organised. They also track the activities done to complement the three strategic thrusts of the FairPrice Foundation, namely the poor and needy, workers' welfare, and nation building and community bonding.



4 Check Out These Impact Measurement Frameworks

Here are a few globally-recognised frameworks which you could use to measure and report your corporate giving impact:

1. London Benchmarking Group (LBG) – Measurement standard for corporate community investment.
2. Social Return on Investment (SROI) – An approach to understanding the value of social, economic and environmental outcomes created by an organisation.
3. Global Reporting Initiative (GRI) – Helps businesses communicate impact of business on sustainability issues, such as climate change and human rights.

What's next?

Ben and Jennifer meet at a Company of Good networking event hosted by NVPC. Ben is inspired by how Jennifer has systematised giving in her company. He vows to work towards this long-term vision in Helpline. Likewise, Jennifer is impressed by Ben's energy and creativity. She resolves to ensure that corporate giving continues as a living culture at Goodeat Catering.

Like Ben and Jennifer, you are now in good company. If you are leading the corporate giving effort in your company, we hope you find the research findings, best practices and reflective questions in this book useful. If you are not, we hope this book has inspired you to begin your journey! The last page of this book lists down some amazing causes as well as our favourite learning resources to help you get started.

The journey to align profit and purpose is not always smooth-sailing, but it is one that is ultimately rewarding.

After all, this is not business as usual.

It's just good business.



Ready to start? To help you take the first step towards giving, we have specially co-curated a selection of giving opportunities and resources with our sector partners.

TO VOLUNTEER OR DONATE, CHECK OUT THESE MEANINGFUL CAUSES:



Art & Heritage

- Giving to the Arts
<http://bit.ly/GivingtotheArts>
- Heritage Cares
<http://bit.ly/HeritageCares>
- Special Exhibitions Fund
<http://bit.ly/NMSinspire>



Environment

- Garden City Fund
www.gardencityfund.org
- National Environment Agency's Volunteer Programme
www.cgs.sg/volunteer



Sports

- SportCares
www.sportcares.sg
- Team Nila
www.TeamNila.sg



Social

- Share as One
www.comchest.sg/Share-as-One/home.aspx
- President's Challenge Empowering for Life Fund
www.pc.org.sg/EmpoweringforLifeFund



Find more causes and giving opportunities at WWW.GIVING.SG or download the SG CARES app.

TO LEARN MORE ABOUT...:

♥ Corporate giving tips and ideas:
www.companyofgood.sg
www.companyofgood.sg/fellowship

♥ Corporate Giving Landscape in Singapore:
www.nvpc.org.sg/resources/corporate-giving-survey-2017

♥ Collaborative action opportunities:
www.colabs.sg

♥ Inspiring real-life giving stories for corporate screening:
www.15shorts.com

♥ Community philanthropy:
www.cf.org.sg

♥ Charity info and regulations:
www.charities.gov.sg

♥ Tips to volunteer with youth, seniors and people with disabilities:
www.ssi.sg/volunteer

Acknowledgements

We would like to thank the following organisations for their support in putting together this publication:

♥ Company of Good fellows, mentors, and other corporate and public sector friends highlighted in the book:

- CapitaLand Ltd
- Citi Singapore
- Credit Suisse
- DBS Bank Ltd
- Feng Ming Construction Pte Ltd
- Greenpac Pte Ltd
- IBM Singapore Pte Ltd
- Infineon Technologies Asia Pacific Pte Ltd
- Maybank Singapore
- Neo Group Ltd
- Nippon Paint (Singapore) Co. Pte Ltd
- NTUC FairPrice Co-operative Ltd
- PSA Corporation Ltd
- Salesforce Singapore
- Samsui Supplies & Services Pte Ltd
- Singapore Corporation of Rehabilitative Enterprises (SCORE)
- Standard Chartered Bank
- Singapore Post Ltd
- Spic & Span Pte Ltd
- Unicon Group Pte Ltd

♥ Sector administrators and partner organisations:

- Ministry of Culture, Community and Youth
- Ministry of the Environment and Water Resources
- National Arts Council
- National Council of Social Service
- National Environment Agency
- National Heritage Board
- National Parks
- Sport Singapore

Brought to you by:



An initiative by:



In support of:

giving.sg

Championing:

