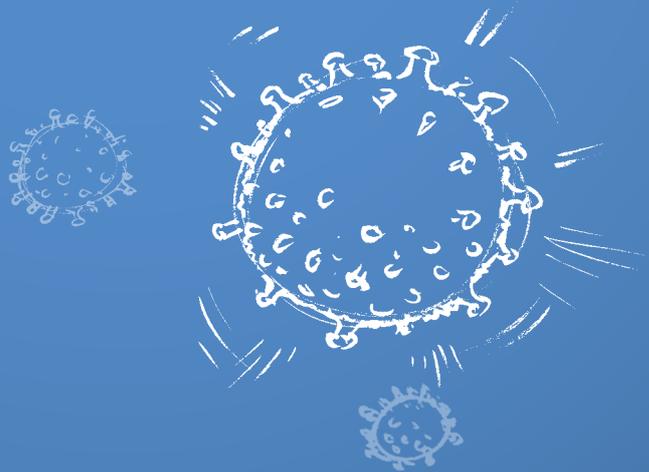


CORPORATE CITIZENSHIP IN THE CORONA CRISIS

How to get socially engaged during the current global pandemic



CONSIDER THE CRISIS AN OPPORTUNITY?

Corona threatens societal structures. People fear for their jobs, social security, livelihoods.

These are extraordinary times which have to be met by extraordinary measures. Many companies are proving their willingness to take exceptional measures. German industry is acting quickly, innovatively, and in many cases even selflessly.

Small and large enterprises are using this crisis as an opportunity to demonstrate their social responsibility. A smart and well-designed corporate citizenship offers considerable potential in this context – so long as it is set up strategically and thoroughly integrated in the overall corporate setup. This crisis confronts us with challenges that can only be met by the joint forces of many.

It requires a collaborative approach in which for-profit and non-profit organizations act together at eye level. All those who want to make a significant change need to engage others too.

This guidebook provides you with inspiration about where to engage effectively as a company in order to tackle this current crisis. Using various practice examples, we illustrate that every citizenship activity can achieve a lot.

If you are interested in further information or would like to share ideas and feedback, please get in touch. We look forward to your input!

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CORONA: A VIRUS THREATENING CIVIL SOCIETY

In times of crisis, it is usually civil society that steps up to support neighborly help, pastoral work or social services. Yet, this crisis is different: it threatens civil society in its existence. Along with the general shutdowns, non-profit organizations are losing access to almost all their financial sources. This, in turn, threatens not only thousands of jobs in the social sector, but pushes many of the 600,000 non-profit organizations in Germany to the edge of their capacity to act.

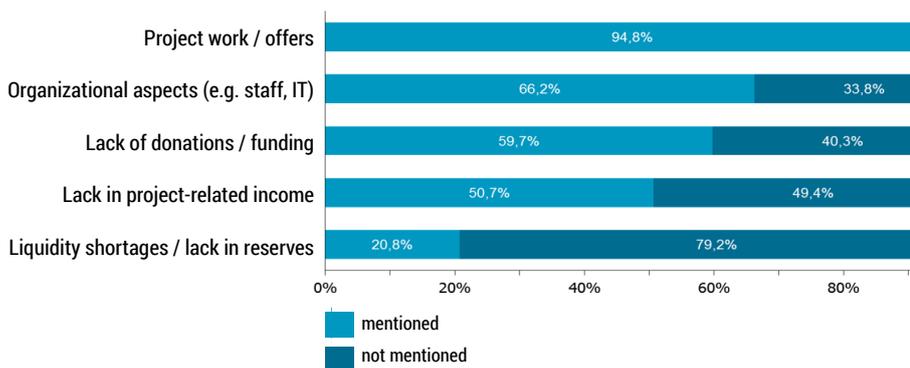
Most associations and initiatives have no financial leeway; their means rarely last beyond the next month. The root cause for this is the typical funding practice that is oriented by short-term project funding and that prevents many non-profit organizations from building up financial reserves.

What makes their situation even more difficult is that many organizations are not prepared and equipped to work in a digital form or to develop online services. To the contrary, a large share of non-profits show a low degree of digitalization. There is a lack of digital infrastructure, just as much as their is a lack of the required competencies.

The results of our recent survey that maps the current needs of civil society organizations confirms this. We questioned non-profit organizations that were awarded the PHINEO Impact Label and that are, in most cases, active in children and youth work.

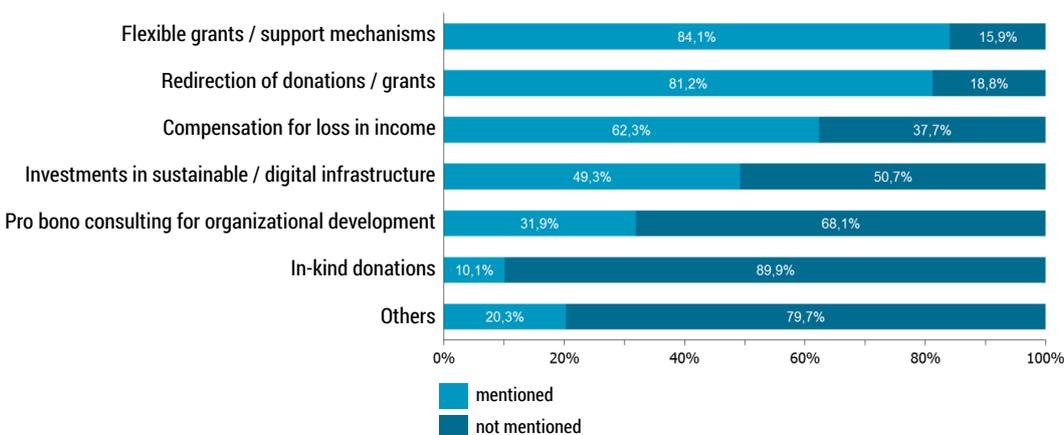
Which areas of your work are impacted by the corona pandemic?

(%, Multiple answers possible, n = 77)



Which kind of support would you need to get through the crisis?

(%, Multiple answers possible, n = 77)



CONCRETE IDEAS FOR CORPORATE ENGAGEMENT

In these days, every form of support is valuable. In case you do not yet know how to engage, we can give you some orientation with the following tips:



Figure out the needs – What does civil society need right now?

If you already have non-profit partners, get in touch with them. Ask them, in which form they need support or how your current partnership can be adapted to the changed conditions. Be patient and understanding, as many non-profits receive a lot of requests and are at the limit of their capacities at this point. If you have no or only a few partners, do some online research, ask your network or your colleagues about potential (local) needs. Which initiatives or organizations can be found in your surroundings or community? What are their needs? Talk to your municipal institutions about their take on the situation too.

Find out more about the needs of civil society on page 4.



Identify available resources – How can you chip in?

Take a look at the capacities and resources in your company. Which resources can be made available? Are they suitable as in-kind donations or do they involve employee volunteering time? Or both? What does the financial budget look like? Could it be increased? Or could the funds be re-directed or utilized earlier than planned?



Reveal capabilities – What can be done by you and your team?

Which skills do your colleagues have beyond their current job profile? Speak to HR and consider freeing up time for those who have relevant skills e.g. people with medical training.

Ask yourself what special expertise your company has. Do you have a certain infrastructure or network that you could make available? Which platforms or resources could be shared?



Define formats – In which manner would you like to engage?

Which format could join needs and resources in the best way possible? How can certain formats be implemented under the current circumstances? *Find out more about potential activities on pages 5 ff.*



Establish partnerships – Who can you work with?

Involve your network, partners and stakeholders. Exchange about ideas and possible collaboration. Inform about non-profit organizations and their challenges. Identify those non-profits that serve social needs in a comprehensive, transparent, reliable and impact-oriented way. Criteria could be the PHINEO Impact Label, the *DZI-Spendensiegel* or a membership in *Initiative Transparente Zivilgesellschaft*.



Be creative – What haven't you thought of yet?

Are there thematic areas in which you are not active yet, but which are facing great challenges? Try and engage there! Think about how to extend or adapt your core business. *Find out more on page 8.*



Talk about it – What can you share with others?

Do good and talk about it! In times of crisis, it is even more important to showcase positive examples and demonstrate that every company can engage, no matter how small. This is why you should communicate about your activities as much as possible.

EXAMPLES FOR CORPORATE GIVING

The following overview contains some tips on how to engage in the form of donations. This collection of examples is not comprehensive, as there are far more examples of well-designed corporate citizenship than we have space to depict here. Nevertheless, this serves to give you an idea of which means are possible and feasible.



FINANCIAL DONATIONS

Combine donations with matched giving.

Example: [Nike's leadership donate a total of USD 10 million](#). Donations made by the employees are matched in a relation of 2:1.

Make a Call to Action for your focus topic.

Example: The [DEVK invites everyone to donate](#) on their platform „Pack mit an“.

Open up a grant, to which organizations can apply in an easy, uncomplicated way.

Example: The [Hilton Effect Foundation supports organizations](#) in a structural way during the crisis.

Donate to an intermediary platform, that focuses on effective distribution of funds – PHINEO also supports in this area, please get in touch with us!

Examples: [Our United Way Germany Community Response Fund](#)

Recommendations for focus topics

Child poverty: The youngest of society, particularly from disadvantaged backgrounds, are facing worse and worse conditions.

Loneliness: People in retirement homes or similar institutions, but also other individuals, who live alone or suffer from isolation. [Silbernetz e.V. offers support during lonely times in older age.](#)

Food security: Currently, many people are threatened by poverty and face the challenge of getting access to affordable food. [Support the food banks.](#)

Refugees: This group is also threatened by their situation and circumstances. [Find out more about this topic in our Report „FemPowerment“.](#)

You trust a network with long-lasting experience in handling global crises? Donate to one of the large relief organizations.

Bsp.: [DRK](#), [World Vision](#), [arche noVa](#)

Financial needs are particularly pressing at the moment; civil society depends on donations more than ever. If possible, support organizations in an unrestricted way. Overhead costs and infrastructure of organizations need to be covered urgently.



IN-KIND DONATIONS

Donate materials for relevant activities, e.g. vests, jackets, gloves for harvest or medical equipment.

Example: [BASF donates 100 million protective masks.](#)

Donate for your neighborhood. Plenty platforms offer exchange regarding specific needs.

Examples: [Innatura gGmbH](#), [Gabenzaun](#), [nebenan.de](#), [Quarantäne-Helden](#), [DeinHamster](#)

Donate food and groceries for basic needs.

Example: [Viessmann donates catering](#) left over from a cancelled exhibition.

Donate e.g. computers, tablets or e-readers to those who are living in isolation.

Donate your own products, resources or materials.

Find out more on page 8.

In case of in-kind donations, ensure that you are tackling specific needs. Involve your colleagues in a collection of items.

→ Find out more on time donations on pages 6 and 7.

CORPORATE VOLUNTEERING UNDER CHANGED CIRCUMSTANCES

Corporate volunteering – also referred to as the promotion of employee engagement – has been trending for quite a while. Right now, it is pushed even more by the vast amount of new opportunities that open up every day. A needs-oriented corporate volunteering can help even more in the current situation by helping out civil society, motivating staff and enabling new partnerships.

New ways of engagement in the corona crisis

Direct, local, neighborly engagement is becoming increasingly relevant due to travel and contact restrictions. But beware: engagement based on physical presence of the participants should only be implemented, if guidelines for infection prevention can be met. The health of all involved parties must not be jeopardized in any way.

Many non-profits are in need of support and are potentially threatened in their existence. People and target groups that had been disadvantaged before, are now hit by the crisis even more. This is why supportive and honest dialogue with your engagement partners is more important than ever.

The time and resource budgets of your own staff or colleagues might have changed tremendously, as home office does not mean the same for everyone. Colleagues with children have to care and home-school their children at home and might therefore have less time for volunteering and are impacted by changed requirements. Those who are part of a group at risk might have to protect themselves even more and might have special fears. Other employees might have more time at hand and would like to engage even more than before. Did your company have to shorten the weekly hours of its staff? The affected employees could be a potential target group for your corporate volunteering!

There is an increasing number of offers for virtual, online-based engagement (find details on page 7). Nevertheless, not all employees might be aware of those and know how to volunteer digitally. Use this as a chance for training and offer your colleagues an insight into how to engage through new means. Try and brainstorm together and be creative!

→ Give your colleagues recommendations for their private engagement.

Many people are currently feeling the need to engage in their personal lives, too. Give them some hints on how to do that.

Find some useful links on page 9.

EXAMPLES FOR CORPORATE VOLUNTEERING

In the following, you can find an overview of possible corporate volunteering options in the current crisis. This is supposed to help you in identifying means to start off and develop your volunteering.

ONLINE

HANDS-ON

Support campaigns, sign petitions.

Example: Our [Call to Action for the Federal Government](#) to support civil society

Become a home-schooling teacher. Besides children, language students of youth in transition to work require support. Give them an insight into your work life, as the search for a job will be tough these days.

Example: [corona-school.de](#)

Offer your time for calls and help those who live in an isolated way or are lonely.

Write a letter against loneliness!

Example: [Campaign of the Schwäbische Zeitung](#)

Look for platforms that offer digital mentoring – this can build on your employees' expertise, or just involve them to lend an ear to a person in need.

Example: The [platform Volunteer Vision](#)

Start a hackathon or enable your colleagues to participate in one.

Example: [#WirVsVirus hackathon of the Federal Government](#)

[Take part in our webinar series!](#) We are taking a look at the basics of corporate volunteering and show you how effective volunteering can also contribute to your business case.

Support your neighborhood in a hands-on way. Deliver groceries for those, who cannot leave their home at the moment or who do not have the physical means to do their shopping themselves.

Examples: [nebenan.de](#), [Coronaport](#), [WirgegenCorona](#), [gemeinsamesa-che.org](#)

SKILLS-BASED

Publish videos, articles or webinars that give others access to your knowledge and expertise.

Example: [The platform Siemens Ingenuity](#) collects ideas and colleagues of the company and shares it with the outside world.

Help experts in your organization to connect with those who require support (e.g. self-employed or non-profits). There is high demand in legal consultants, for example.

Example: [2gather.jetzt](#)

Utilize your staff's expertise and engage pro bono. PHINEO can support you in that endeavor.

Do you have great language skills? Offer phone-based translations to lend a hand to medical staff in the treatment of patients with language barriers.

Example: [Triaphon](#)

You have colleagues with medical skills? Release them to volunteer in a hospital.

Example: [wirwollenhelfen.com](#)

OFFLINE

Haven't found the right activity yet? Get in touch with us. We at PHINEO can accompany you in your corporate volunteering, e.g. by identifying suitable partners or developing activities that fit your strategy and core business.

ENGAGING IN YOUR CORE BUSINESS

→ Develop / produce new technologies

Extend your production and donate needed products and materials, such as respiratory masks, protection gear, 3D printing products.

Example: The [Formula 1 Daimler team develops and produces ventilators](#).

→ Donate own products and materials

In case you are producing those products, that are needed in the crisis, donate those or offer them on a discount.

Example: [Beiersdorf donates desinfectant](#).

→ Make available own technology / infrastructure / knowledge

Enable the public, educational institutions or others to get access to your software or technology. Consider offering some of it on an open source basis.

Example: The [Siemens Healthineers support medical staff with know how in how to treat Covid-19](#).

→ Support the staff

Do your best to support your staff. Offer special leave or flexible working hours. Use digital tools to avoid travel.

Examples: The [Deutsche Post DHL has set up an emergency plan for its employees](#).

[Tchibo motivates its staff in the „Mutmachbericht“](#).

→ Support the clients

Find ways to become more flexible in the relationship with your clients.

Examples: [Lufthansa enables its clients to rebook a trip free-of-charge](#).

[Barclaycard does not charge any transaction fees \(non-Sterling\) for purchases abroad](#).

[ERGO offers its clients a free-of-charge accident insurance for their children](#).

→ Create awareness and showcase solidarity

Demonstrate how your colleagues are reacting to the crisis. Show solidarity and empathy and use your reach in social media. Best practices support others in doing something similar.

Examples: [Hapag Lloyd and its staff ask the population to cooperate in the crisis](#).

[BASF shows videos of how helpers and people in systemically relevant jobs are handling the crisis](#).

[The Board and Leadership of Continental globally waive ten percent of their salaries in April 2020](#).

FURTHER INFORMATION (SOME IN GERMAN)

- [Peer School - Platform for exchange #stayengaged](#)
- [Crisis Management for Leaders Course](#)
- [International engagement of social entrepreneurs](#)
- [Inspiring look at the world after the crisis by Matthias Horx](#)
- [Online offers around the topic of mental health](#)
- [Call for caregivers](#)
- [Webinars about „Volunteering during Covid-19“](#)
- [Overview of the private sector's initiatives](#)
- [List of some companies' reactions to the crisis](#)
- [Examples of how to handle the crisis with the means of corporate citizenship](#)

ABOUT PHINEO (UNITED WAY GERMANY)

Since the founding of our think tank and non-profit consultancy in 2009, PHINEO built a reputation in Germany as an expert and thought leader on civic engagement with impact. We have published 19 sector reports that examine various challenges and best practices in civic engagement efforts. With more than 20,000 copies printed, our guide to impact orientation, the “Social Impact Navigator” has become an international standard. It is available free-of-charge and has been translated into several languages. At the heart of our work, however, is the task of bringing together actors and stakeholders from various fields. We match sponsors with effective community projects and foster cross-sectoral cooperation, always focusing on meaningful partnerships and help taking them to the next level.

PHINEO joined the United Way network as „United Way Germany“ to increase social impact worldwide. As the world's largest privately funded non-profit organization, United Way has 1,800 member organizations in 41 countries and works with more than 60,000 corporate partners, 2.9 million volunteers and other stakeholders to improve lives by mobilizing the caring power of communities. We are united by the shared mission of ensuring impact-oriented civic engagement and building bridges between not-for-profit projects, companies, foundations, policymakers and the public. Do you want to raise the bar in terms of the impact of your company's civic engagement? Do you want to work with exceptional partners or launch your own projects that are suited to your core business and strategy? PHINEO and United Way can support you locally and globally.

www.united-way-germany.org