

Enriching Careers Through Corporate Social Contribution

Creating a Legacy of Employee Volunteer 2020





Chapter1 Volunteering as a means of career development ——— 03

What is needed for a bright career outlook in the age of 100-year life expectancies?
The difference between "company people" and volunteers
Social action based on fundamental human desires
65% of individuals "want to contribute to society"
Three movements making it easier to participate in volunteer work
Volunteer "remuneration" takes many forms

Chapter2 Evolving corporate social contribution activities ——— 09

Globalization is an evolving social contribution activity
SDGs: 17 goals to accomplish by 2030
Who should benefit from corporate social contribution activities?
Volunteer programs as investments in human resources
Work has an impact on having a fulfilling private life
Companies with a "system but no culture" to support volunteer work
How much should companies contribute to spontaneous activities?
Volunteering needs to be experienced to understand its appeal
Give employees a supportive push and leave the rest to their sympathetic feelings
Four issues to overcome in promoting volunteer work

Chapter3 Employee Volunteer 2020 ——— 16

Employee Volunteer 2020: Three conditions and four promotion measures
Employee Volunteer 2020 checklist (20 key points)
Interviews: "Expectations for Employee Volunteer 2020"

Chapter4 Efforts by leading companies ——— 27

Microsoft Japan / SCSK / Nippon Life Insurance Company
Toyota Motor Corporation / Recruit Management Solutions

Chapter5 Creating a legacy of Employee Volunteer 2020 ——— 37

2020: A golden opportunity to solve social issues
The legacy will be made by each stakeholder
Volunteer work is based on good intentions, and therefore requires both sympathy and dialog

Toward a new future of prosperity continuing after 2020

Efforts in the business community to create a legacy

As many as 1.67 million volunteers traveled to local regions that were struck by the disaster during the Great Hanshin-Awaji Earthquake of 1995 and put in efforts to help, support, recover, and restoration . **1995 has been called the "inaugural year of volunteering"** in Japan. Since then, many volunteers have traveled to the disaster-stricken areas following large earthquakes or other disasters. Once a volunteer becomes aware of the serious conditions in which the disaster-stricken people survive, they cannot help but wonder if there is something they could do to help.

During the Great East Japan Earthquake of 2011, companies took an organizational approach to support the volunteer work of their employees; some companies even sent 1,000 or more employees as volunteers. Companies, in coordination with the labor unions, also sent a total of 35,000 employees to the disaster-stricken areas. Unlike individual volunteering, organized volunteer work supported by companies offers rapid team building and helps to keep operations smooth. It is for this reason that **2011 has been called the "inaugural year of corporate volunteering."**

Recently, the meaning of corporate social contribution activities has changed. Japanese companies began expanding overseas during the second half of the 1980s and began to advocate acting as "good corporate citizens." At the turn of the 21st century, companies began to actively participate in Corporate Social Responsibility (CSR). As companies began advocating Creating Shared Value (CSV) in 2011, it became common for companies to increase their competitiveness in the market while synergistically engaging in social contribution activities. This resulted in a trend of pursuing social value in business management and strategic value in social contribution activities, with the United Nations formally recognizing this trend by establishing the Sustainable Development Goals (SDGs) in 2015.

Companies are now creating systems to support the volunteer work of their employees; some companies have been introducing pro bono programs meant to develop future leaders. However, some companies still have a culture that does not welcome volunteer work in the workplace, even if such a system has been established.

With social contribution activities expanding everywhere, why is the strategic value of these activities becoming vague?

To conduct social contribution activities, the most important thing is to help the people, regions, and communities that are facing hardship. As a result, companies are recognizing how these activities bring value to a company through improving their image or other benefits, however, companies have yet to put into words what makes participating in these activities valuable for employees. However, as more companies recommend that employees engage in volunteer work to develop skills and cultivate an organizational culture, it has become necessary to redefine how companies get involved.

2020 will see the Olympic/Paralympic Games held in Tokyo, and this will serve as a golden opportunity for social transformation. These events attract attention not only as a means to engage in volunteer work based on the spirit of altruism but also as an opportunity to engage in social work, motivated by self-interest, for those seeking to learn, meet others, and enjoy themselves. We propose that the society, companies, and individuals (company employees) should work together for mutual benefit and define this new form of corporate volunteer support under the banner of **"Employee Volunteer 2020."**



Volunteering as a means of career development

Three movements have born in volunteering, which holds enormous potential in creating a fulfilling work-life balance.

What is needed for a bright career outlook at an age of 100-year life expectancies?

How amazing is to live a long life? As we approach the age of 100-year life expectancies, establishing a fulfilling work-life balance is an important topic for everyone. One idea would be to continue to pursue a rewarding career while enjoying a fulfilling private life. People have begun searching for ways to engage with work and their companies to establish a happy work-life balance.

However, Japan is rooted in a culture of lifetime employment, and there is no foundation in place for individuals to steer their careers. During a survey on career autonomy, workers were asked whether they felt that they "steer their own careers." Approximately 70% of workers from the US, China, and India indicated that they felt this way, while only around half (45.4%) of the workers in

Japan responded affirmatively (Recruit Works Institute, "Manager Survey in Five Countries" 2015).

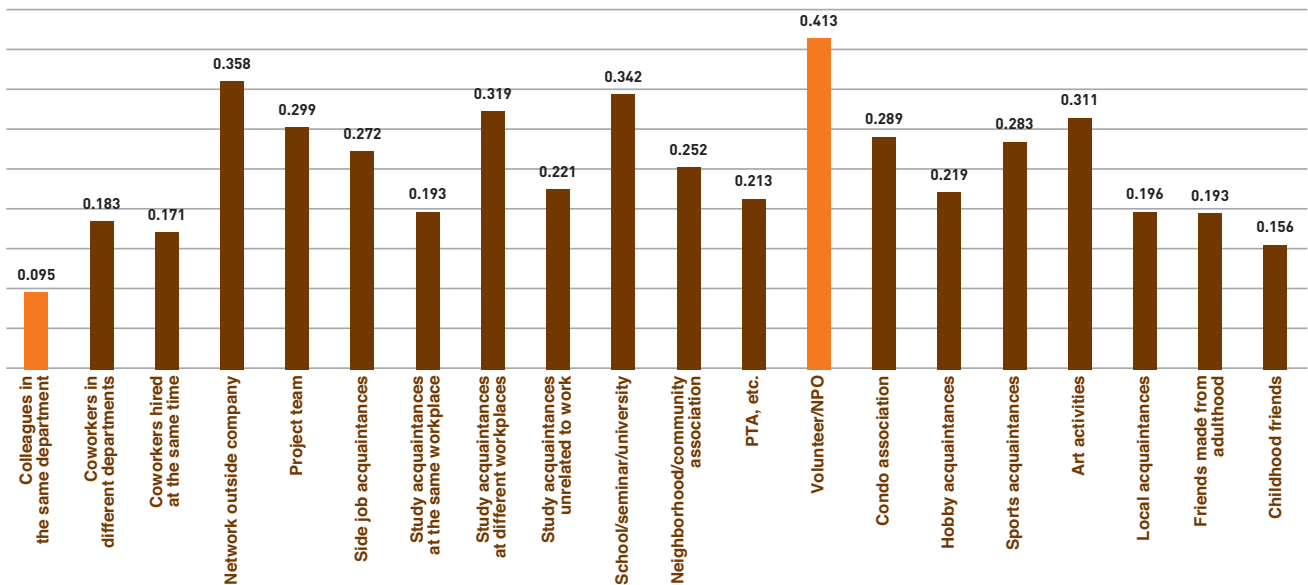
Considering these results of "who in Japan could have a positive career outlook?," Figure 1 shows the relationship between community and career outlook. "Career outlook" here is based on scoring survey responses indicating that respondents "can actively engage with" or "can establish their own" careers and lives. A higher score is therefore better.

Among respondents, those who were limited to communities formed of "colleagues in the same department" have the most negative career outlook.

In contrast, those who were involved in "volunteer/non-profit organization (NPO)" communities have the most positive career outlook.

There is a significant difference in how careers are formed, between those who interact only with colleagues in their departments (so-called "company people"), and those who do volunteer work outside the company.

Fig. 1 Relationship between community and career outlook



Source: Recruit Works Institute (2018) "Work-life Balance in the Age of 100-year Life Expectancies"
 * "Career outlook" is a synthetic variable combining responses indicating that respondents "can establish on their own," "can actively engage with" or "feel brightly about" their careers and lives; numbers represent factor scores.

The difference between "company people" and volunteers

In Japan, there has been a strong tendency to devoting oneself to their company, which is simply the normal thing to do, and employees are expected to work overtime and be transferred from one location to the next with no consideration of their families.

The results of the analysis presented earlier suggest that "non-company people", who do volunteer or NPO work outside the company, are more capable of building careers than these "company people."

"In the workplace, you do things by following precedent in a vertical power relationship between manager and employee," explains Nobuyuki Kurita, Representative Director of an NPO called Japan Voluntary Organizations Active in Disaster (JVOAD), on the difference between working at a company and engaging in volunteer work. "When you volunteer, you create a team of equals based on lateral personal relationships between people with different value systems and backgrounds, set goals, and then do your work. A team of volunteers cannot function without having solid trust relationships between members."

In a company, someone who performs extremely well in one organization might not be able to perform at all in another organization if he or she switches jobs or is transferred. This is mainly because they are unable to get accustomed to personal relationships and work styles in the new organization. In contrast, those who excel in volunteer work can build personal relationships among diverse members of a team and achieve their goals; in other words, they can demonstrate their abilities in any organization.

The experience and self-confidence that volunteers gain by making acquaintances in any environment and getting things done would certainly lead to a sense of self-efficacy in forming one's career. It is clear that those with this sense of self-efficacy in forming their careers also have a brighter career outlook.

Social action based on fundamental human desires

"Volunteering is just like love," explains Noboru Hayase,

Managing Director of Osaka Voluntary Action Center and a passionate advocate of volunteer culture. "You find partners (activities) and sometimes end relationships. Above all, your partner's happiness brings you happiness."

The word "volunteer" was originally used in reference to volunteer soldiers, but the concept now carries many meanings. Most would agree, however, that it refers to activities done with a sense of spontaneity. The principles of volunteering can be summarized as (1) spontaneous/autonomous (independent), (2) collective/social (service, altruism, selflessness), and (3) provided without compensation; the roles of volunteers can be summarized as (4) pioneering, (5) complementary, (6) cross-linking, and (7) critical (Toshida 1991). However, there is plenty of volunteer work that is neither social nor provided without compensation, and the term is sometimes defined without the four roles (pioneering, etc.) mentioned previously (Nakayama 2007).

Volunteering through repeated application of one's unique creative ingenuity in interacting with others with spontaneity as the core of the activity creates a cycle of altruistic spirit and self-fulfillment and is rooted in fundamental human desires.

According to Sunny Hansen, a leading figure in the field of career research, the four roles played by people in the society can be summarized as four "Ls" (Love, Labor, Learning, and Leisure) which, in combination, allow us to establish our work-life balance. "Altruism" is a type of love and volunteering also carries an aspect of work without compensation. Volunteering is also an opportunity for cross-boundary learning and can, therefore, also be a form of social leisure. Hence, it is deeply connected with each of the four "Ls," and engaging in this type of work takes nearly as many forms as there are individual volunteers.

Combining the four "Ls" in a way that best suits an individual, who is volunteering, can lead to a fulfilling work-life balance. "Everyone wants to help others," explains Taro Edami, Director of the Fuji Welfare Foundation and a former student of Mother Teresa. "Deep down inside, we don't believe that our human values are complete, and so we need to understand that mostly everyone wants to at least try volunteering."

65% of individuals "want to contribute to society"

The number of people who want to contribute to society but do not actually do any volunteer work has actually increased over the last 30 years.

The number of people who feel that they "would like to contribute to society in some way as a member of society" increased from 47.0% in 1986 to 65.0% in 2016. However, although the ratio of people actually doing volunteer work has risen and fallen slightly during the same period, it has remained largely the same at 25.2% in 1986 and 26.0% in 2016.

Fig. 2 Social contribution activities

	1986年	2016年
Ratio of those who want to contribute to society	47.0%	65.0%
Ratio of those involved in volunteer work	25.2%	26.0%

Sources: Cabinet Office (2016) "Public Opinion Survey on Social Consciousness" (upper row), MIAC Statistics Bureau (1986, 2016) "Basic Survey on Social Life" (lower row)

As a group, company employees have lower ratio of participation in volunteer work. Only 12.9% of company employees have ever done volunteer work. This is not only lower than the ratio of temporary/contract and part-time workers (14.3%), stay-at-home spouses (20.2%), and students (21.9%), but is even lower than the ratio of those who are self-employed or working in family businesses (24.1%), professionals such as physicians and lawyers (22.6%), and public/association employees (27.1%)

The main reasons provided for not volunteering are, in order, "not enough time to participate," "not enough

information on volunteer work," "do not want to take time off to participate," and "have to pay expenses (transportation, etc.) to participate" (Cabinet Office, "2016 FY Survey of Actual Social Contribution by Citizens").

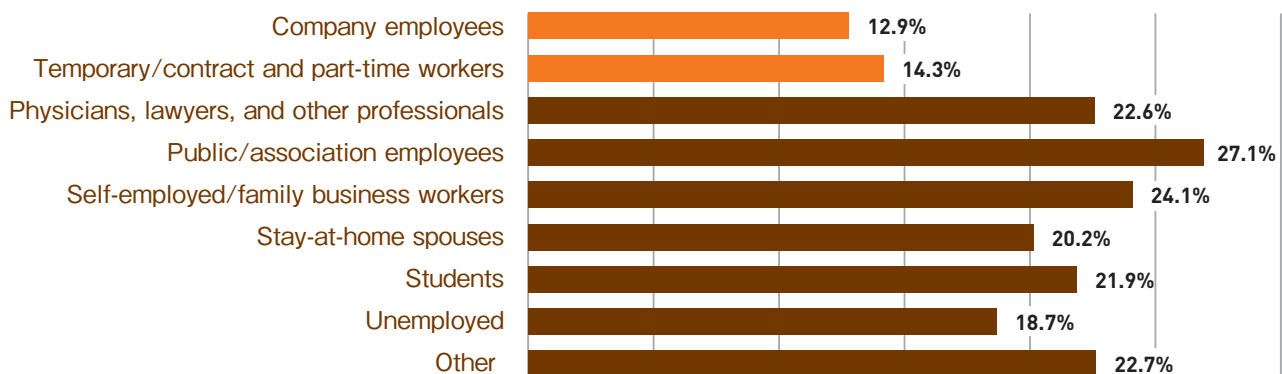
It is not only that company employees are not able to control their time as easily as stay-at-home spouses or students because they have a participation ratio of roughly half that of professionals, such as physicians and lawyers or those who are self-employed or working in family businesses. This suggests a factor outside of working hours, such as the workplace atmosphere and management. Companies have continued to address the issue of excessive working hours in recent years through work style reforms, and some employees have begun to consider how to spend this free time. To urge company employees to volunteer, contributing factors other than working hours will also need to be addressed.

Three movements making it easier to participate in volunteer work

There are infinite opportunities to participate in volunteer work. The importance of volunteering during disasters is already widely known. Sports volunteering may be the next big thing. Three movements have been formed for those who want to try participating in volunteer work: "pro bono work," "casual pro bono work," and "episodic volunteering."

"Pro bono work" to enhance professional careers

Fig. 3 Ratio of those with volunteer experience



Source: Cabinet Office "2016 FY Survey of Actual Social Contribution by Citizens"

The term "pro bono" comes from the Latin "pro bono publico," which means "for the public good." "Pro bono" has assumed the modern meaning of using one's professional skills and expert knowledge on a volunteer basis to achieve social or public goals. The movement began with lawyers in the US providing free legal consultation and has now spread to other professional fields, such as IT, the web, and accounting.

A large number of people are registering every year with Service Grant, a service that connects individuals who want to provide pro bono work, with organizations that need their skills and knowledge. Currently, more than 4,600 individuals have lent their expertise to more than 700 projects. In the second half of the 2000s, companies began introducing pro bono programs to develop employee leadership and enhance social contribution activities.

"During the 2018 fiscal year, seven executives from major companies spent around half a year planning the management of five NPOs," explains Daichi Konuma, CEO of CROSS FIELDS, an NPO that works to connect companies with NPOs and social enterprises. "They also outsourced some of their future management candidates under the expectation that they would become focused not only on profitability, but on facing social issues."

Although it is worth participating for employees, creating a unique pro bono program that contributes to society isn't easy. Therefore, the number of employees that could participate was limited. However, those employees that did participate indicated a high-level of satisfaction with the programs, and a range of positive side effects were noted, such as an improved perspective on work or improved professional skills. Some companies reported that more employees applied for these programs than there were positions, and many employees attended debriefing sessions held to discuss the results of activities. For these companies, offering a pro bono program to their employees served as a form of social contribution activity that is symbolic of the company itself.

Takanori Matsui ran the "NPO Support Project" at Nimaimo no Meishi, where company employees spent three to four months helping to promote NPO activities. Takanori Matsui worked with Professor Nobutaka Ishiyama of Hosei University Graduate Schools to analyze changes in employees after participating in the project. Participants from GAP Japan were shown to have increased scores in entrepreneurship and self-growth, whereas participants from PERSOL Group showed increased diversity

management and stability scores. In either case, participants were able to improve skills, which would have been difficult if they were completely engaged in their normal duties full-time.

The two companies noted that working with an NPO improved employees' skills in "integrating diverse viewpoints," "building trust relationships with other team members," and "speaking frankly to customers" These skills are required in highly diverse environments, and this fact adds up with what Mr. Kurita (JVOAD) had explained about the difference between volunteer work and personal relationships in the workplace.

Fig. 4 Skills developed during the NPO Support Project

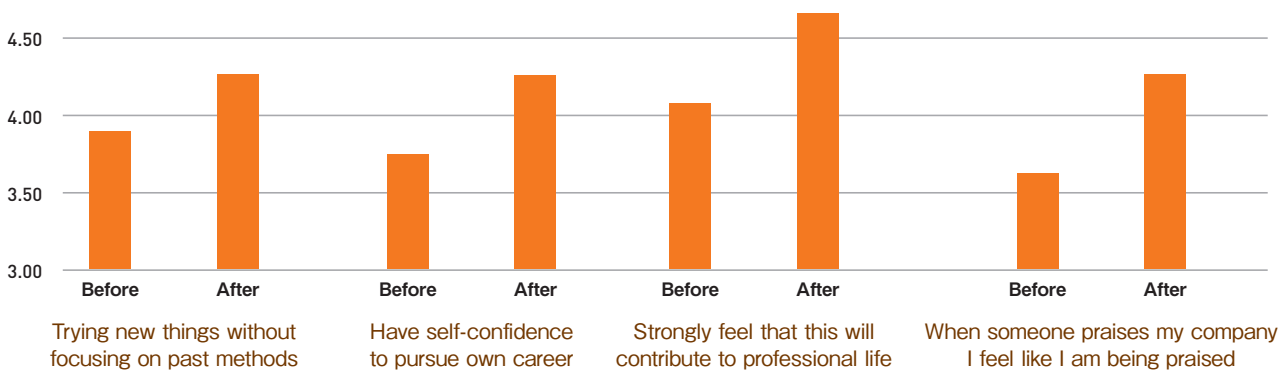
Team leader skills
1. Integrating diverse viewpoints
2. Handling work in vague conditions
3. Focusing on developing team members and delegating authority
Team member skills
4. Speaking frankly to customers
5. Building trust relationships with other team members

Source: Nobutaka Ishiyama (2018) "Cross-border Learning Mechanisms: Knowledge Brokers who Develop Careers within Multiple Communities of Practice" (Note: Increases in self-evaluations after participation were statistically significant for items 1, 4, and 5)

During a collaborative program conducted with an NPO that was run by Panasonic, it was confirmed that participants not only felt an improved sense of autonomy regarding "trying new things without focusing on past methods," but also felt more emotionally attached to the company ("when someone praises my company I feel like I am being praised")

Considering these cases, pro bono work can both improve professional skills and help employees to obtain a positive attitude toward work. However, the degree of change depends on the employee's original work conditions and nature of the pro bono work. **An employee, who communicates from a perspective of mutual understanding with personnel from the assigned organization and other team members and reflects on their work and assigned organization, is much more likely to expand their responsibilities after**

Fig. 5 Changes after participating in collaborative program with an NPO



Source: Rie Fujisawa (2015) "Report on Survey of Participants in the 'Panasonic NPO Support Pro Bono Program'" (Note: N:16; difference between before and after statistically significant at a level of 5%)

participation and gain a stronger understanding of what makes their work important (Fujisawa, 2015).

Engaging in pro bono work that provides one to use professional expertise and experience and this can serve as a source of a learning experience and can help develop one's professional career.

"Casual pro bono work" to expand horizons outside of the company

"Casual pro bono work" refers to a type of volunteer work where volunteers participate casually for a short period. The concept of casual pro bono work has existed since the 1980s and includes a wide range of activities that are not normally considered volunteer work due to them being an extension of daily life, such as picking up trash on the streets or donating clothes. Attaching the label of "volunteering" to these activities could serve as a means to get people involved in true volunteer work.

As many people are unable to engage in volunteer work due to lack of time, a range of intermediary support organizations has begun developing casual pro bono work programs and actively introducing people to them. In 2018, Tokyo began promoting casual pro bono work under the catchphrase, "doing anything at all to help makes you a volunteer." A number of people would be likely to have some time for casual pro bono work.

Beginning in the 2010s, many companies began asking their employees to participate in casual pro bono work. The intent was to prevent employees from becoming "company

people" and instead gain new insights and personal connections by engaging in independent activities. To urge employees to engage in casual pro bono work, companies use means, such as running campaigns, distributing email to employees. In contrast to the activities in which just a few people can participate to help tackle difficult social issues at a symbolic level that appeal to employees' senses of challenge and admiration, casual pro bono work lowers the threshold for entry into such activities and focuses instead on convincing people to just give volunteer work a try.

"Episodic volunteering" for fun

Traditional volunteer work has often been done continuously over a long period to provide social welfare and tackle environmental issues. However, there is volunteer work done over a short period or even once. These single activities are referred to as "episodic volunteering." The word "episodic" is a derived form of "episode", which means "a story within a story."

Japan has been and will be a host to a series of international mega-events beginning with the Tokyo Marathon in 2007, the Rugby World Cup in 2019, the Olympic/Paralympic Games Tokyo in 2020, the World Masters Games KANSAI in 2021, and the Osaka/Kansai World Fair in 2025. These events will continue to serve as a means for recruiting episodic volunteers.

The number of people wanting to volunteer has only increased each time the Tokyo Marathon is held, and a

record number of volunteers (38,000 people) supported the Rugby World Cup in 2019. More than 200,000 people applied for 80,000 volunteer positions in the Olympic/Paralympic Games Tokyo 2020. Volunteering is extremely attractive to those individuals who feel strongly about these mega-events and admire the organizers and competitors.

One of the motivations for engaging in episodic volunteering for these mega-events is self-serving, as in "I want to experience this once in my life," "I want to be involved in a world event," or "I want to enjoy the event together in spirit with the athletes." These mega-events will not be able to run without volunteers; therefore, this work is, to some degree, social work similar to other types of volunteer work. However, they are a different type of volunteer work than activities based on the spirit of altruism.

Volunteering used to be correlated with the meaning of self-sacrifice and working without compensation. However, at the beginning of the second half of the 1970s, more people indicated that they were "volunteering for myself" or "enjoying volunteering" (Nakayama 2007). Consequently, at the beginning of the 1980s, it became acceptable to participate in volunteer work for the purpose of self-realization or finding meaning in life (Hayase 1994).

In 1992, a report by the "Council on Lifelong Learning" in the Ministry of Education, Culture, Sports, Science, and Technology found that, "more people seeking spiritual fulfillment and meaning in life who want to voluntarily provide their knowledge/skills and abilities to society due to increasingly more free time and economic comfort in recent years. Volunteer work is closely connected with lifelong learning, and more people are engaging in lifelong learning while also wanting to apply what they have learned and participate in volunteer work."

Today, the concept of volunteering has widened to include volunteer work based on the spirit of altruism as well as social work conducted for personal enjoyment or to seek meaning in life. Those who volunteer seeking enjoyment or an opportunity for growth strongly tend to get involved in episodic volunteering, as they place a higher value on having different experiences rather than continuing to indulge in a certain type of activity. Episodic volunteering will likely continue to draw attention as mega-events are held in succession in Japan.

Volunteer "remuneration" takes many forms

It is clear that volunteering takes many forms. The true pleasure of volunteering is choosing a type of work that is interesting and helps others.

The way a volunteer works can vary completely from person to person for the same type of work, depending on whether the volunteer thinks of it as just a type of work or a work of helping and spreading awareness regarding various social issues. For example, consider a volunteer working to guide people to an event venue. It makes a significant difference whether the volunteer simply sees this work as standing around holding a sign or sees his or her role as the "face" of the event that is first seen by visitors. Students volunteering to guide visitors in an academic conference quizzed the visitors. Visitors enjoyed answering the quizzes while being guided right to the venue without worrying about getting lost. This idea became popular over the Internet in and outside of Japan.

Volunteers enjoy remuneration outside of monetary compensation.

Everyone gets something different out of volunteering, whether it is friendly interaction with others, meeting acquaintances, playing their own role, or realizing something they would not normally notice. Many volunteers improve their ability to connect with others, and those who have done volunteer work for a long time are skillful at making acquaintances. This is likely because it is difficult to assign an equivalent value (such as monetary compensation) to such work; therefore, volunteers tend to work with sympathetic feelings toward their work and other people involved as a key factor.

Volunteers can obtain this type of non-monetary remuneration precisely because volunteer work provides them the opportunity to use their ingenuity to benefit others with spontaneity. First-time volunteers get to learn about different types of remuneration. Volunteers can get an appreciated for the richness and depth of volunteer work only if they're interested enough to give it a try.



chapter 2 Evolving corporate social contribution activities

With companies pursuing social value in business management and strategic value in social contribution activities, SDGs are helping to bring about a turning point in support for employee volunteer work.

Globalization is an evolving social contribution activity

The social contribution activities of companies have changed over time. In the 1970s, these activities mainly took the form of donating to social welfare facilities or engaging in charity work through foundations. In the 1980s, Japanese companies began to actively expand overseas due to the strong yen brought about by the Plaza Accord. However, **there was a movement in the US for companies to act as good corporate citizens, and Japanese companies understood that the business environment did not welcome companies that were engaged only in business and not willing to contribute to local communities.** Due to its religious foundation, the US was host to a "% Clubs" in which member companies contributed a set percentage of ordinary profit to social contribution causes. Japanese companies, therefore, realized that social contribution activities would be crucial in expanding their businesses, and in 1990, the "One 1% Club" was established under the Japan Business Federation (Japan Business Federation 2008).

Since 1990, CSR began to be thought of as closely linked with the company value, and the number of investors seeking an economic return on Socially Responsible Investments (SRIs) began to increase. In Europe, a green paper entitled "Promoting a European Framework for Corporate Social Responsibility" was released by the European Commission in 2001, eliciting much social discussion (Hagiwara 2005).

In a narrow sense, CSR focuses on ethical issues such as legal compliance and consumer protection. In a wider sense, the concept includes resolving social issues and contributing to society through business. In 2011, professors at Harvard University, including Michael Porter, advocated "Creating Shared Value" (CSV). Companies began to recognize the importance of contributing to society through business, and

they soon also required a strategy for CSR.

Strategically, this meant setting clear objectives and achieving specific policies. In response to the expanding scope of CSR, Porter et al. noted that "there is no company in the world that can resolve every social issue or assume the costs of doing so. Each company needs to select only those social issues that are closely related to its business functions" (2008).

In Japan, the year 2003 has been called "the inaugural year of CSR management" (Kawamura 2003). Since the turn of the 21st century, the amount of SRI has increased, and Japanese companies have begun to earnestly pursue CSV following the establishment of international standards on sustainability reports, such as the "GRI Standard."

SDGs: 17 goals to accomplish by 2030

SDGs were adopted by the UN in 2015. These SDGs include 17 goals (such as "no poverty," "decent work and economic growth," and "climate action") to realize a "sustainable, diverse, and inclusive society where no one is left behind" together with and 169 targets necessary to achieve these goals by 2030 (Fig. 6). With the adoption of the SDGs, companies have strengthened the connection

Fig. 6 The 17 SDGs



between CSR and SDGs and continue to enhance their efforts to resolve social issues.

Several serious social issues given as topics for SDGs have been expressed even in Japan. Traditional charity and social welfare activities, such as holding bazaars or weeding, are not enough to solve today's complicated social issues, such as establishing environments to maintain social lives in underpopulated areas or the expanding digital divide following the spread of IT. The "Investigative Study on Establishing a Cooperative Society through Volunteering" released by the Ministry of Economy, Trade, and Industry has cautioned that the number of issues regarding support for the elderly, care-giving, the disabled, child-raising, and natural disasters is increasing.

Many companies are now getting involved in social contribution activities as a medium-long term management issue to increase their competitiveness in the market. Companies consider the current and future (1) impact on their business and (2) impact for their stakeholders in determining which topics to tackle. A company's employees are also naturally considered as stakeholders. Although investors and society do expect some form of social contribution, it is becoming difficult for companies to spare sufficient human resources for social contribution activities due to labor shortages and reduced working hours. It will, therefore, become even more important for companies to select social issues that will increase the sustainability of their businesses and focus human resources and budgets on those topics.

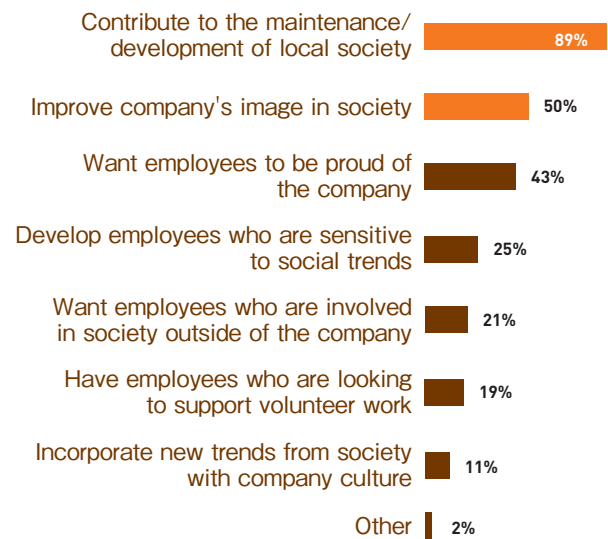
Who should benefit from corporate social contribution activities?

There are two major ways in which companies tackle social issues: first, as corporations through businesses and foundations and second, by supporting the individual activities of their employees. As discussed previously, more companies are strengthening their efforts for the latter through pro bono and casual pro bono work.

The major reason given for companies to support social contribution activities is to "contribute to the maintenance/development of local society" at 89%. This is followed by "improve company's image in society" at 50%, "want employees to be proud of the company" at 43%, "develop employees who are sensitive to social trends" at 25%, and

"want employees who are involved in society outside of the company" at 21%.

Fig. 7 Reasons companies support social contribution activities



Source: Japan Business Federation "Survey Results on 2014 FY Social Contribution Activity Results"

In other words, companies face issues and contribute to society by prioritizing helping those facing difficulties. This makes sense, as a social contribution is done for the benefit of those who need support. However, it must be noted that the second most common reason for companies to support social contribution activities is to improve their reputation. Companies are not charity organizations, but instead, they are organizations formed in the pursuit of profit—after all, and without business growth, a company would not even sustain itself even if they resolve social issues through business. This is especially true outside of Japan, where it could be difficult for individuals to even continue their business if they are not recognized as local corporate citizens. It is for this reason that social contribution activities are crucial for global companies.

The significance for both—companies and those receiving their support—is clear. However, less than half of the companies include the significance of their employees participating in social contribution activities as a goal.

Volunteer programs as investments in human resources

"Companies used to treat volunteer work as a part of their social contribution activities," explains Mr. Matsui, who has been involved in many projects at Nimaime no

Meishi. "However, since the latter half of 2000s, more companies have begun to actively recommend that employees participate in volunteer work, in order to develop the next generation of leaders, develop skills, develop careers, and for marketing purposes."

There are certainly many cases, where it is clear that a company has worked with an NPO or other organizations to introduce its own volunteer program for employees to gain something from participating in a program and develop a certain organizational culture.

As mentioned before, many companies offer pro bono services. Developing the next generation of leaders is the most important HR issue for companies; efforts are underway to implement policies to provide the skills and stances required of employees through both OJT and Off-JT. An HR officer at a company that introduced a pro bono program explains, "I know experience in the field is required to develop leadership, but a company can't allow failure in its core business. Sending people out into unrelated fields is a great way to expand their experiences."

Companies that are actively working to expand casual pro bono work have indicated that they expect "employees to become sensitive to social trends and feelings" and to "increase the number of employees involved in society." Figure 7 shows that just over 20% of the respondents provided these reasons for participating in social contribution activities, indicating that companies believe that these activities will improve employee social skills and autonomy and increase the potential of their human resources. Casual pro bono work is being promoted not only to develop each employee but also to reform organizational cultures.

In this way, more companies are recommending volunteer work as a form of human resource investment. However, there are companies where the design and administration of these programs are maintained within the department introducing the program, and there is no integration between the promoting department and the HR division regarding how social contribution activities are managed. The GRI Standard, a sustainability report guideline, also includes information on clearly positioning "employee skill improvement programs and transitional support programs" as a form of "education and training." However, few companies describe employee participation in social contribution activities in this way.

Although some companies have positioned supporting employee participation in volunteer work

as a part of human resource investment, it does not mean that this is necessarily consistent with other HR policies or that internal organizations are working together. In that respect, these efforts are still in the developmental stages.

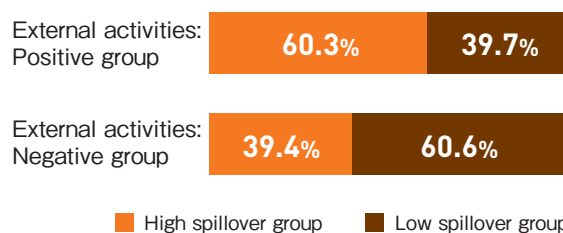
Work has an impact on having a fulfilling private life

With Japan considering raising the retirement age to 70 years, it is time for companies to consider policies that allow employees of any age to continue working actively. To consider an extreme example, even if the mandatory retirement age is 60 years, employees are made to give up their positions at the age of 55 and continue to work until retirement. There would certainly be some employees who would simply just show up at work without any desire to work. This has a demoralizing effect at the workplace. Companies must consider how to allow employees to maintain their desire to work irrespective of their age.

The scenario, where employees remain active through work, is a win-win situation for both companies and employees. However, not all employees are given such opportunities for work. Regardless of human resource shortages, some employees are not being assigned duties corresponding to their abilities. Some have predicted that the number of these "untapped employees" will reach 4.15 million people by 2025, or 8.2% of the workforce (Recruit Works Institute, "2025: The Time to Reinvent Work is Coming" 2015). If this, indeed, is the case, companies will need to consider policies to keep employees active through means other than work.

One promising choice would be cross-boundary learning

Fig. 8 Management recognition that activities outside the company impact work



Source: Recruit Management Solutions (2018) "RMS Message Vol. 51" Spillover: The ratio between two groups, with one having a high median value and other having a low median value for the average value of three survey questions (including "private experiences have an impact even on work")

through volunteer work or side work. Even companies that would not allow side work due to the risk of information leaks would likely be able to actively promote volunteer work among their employees.

One survey has indicated that a fulfilling private life has an impact on how employees perform their primary job functions. Managers were asked whether they believe that activities outside of the company have an impact on their work. Those involved in activities outside of the company responded positively at a much higher rate (20% higher) than those who were not.

Establishing programs to support career formation and allowing employees to remain active at work, age not being a factor, will become an increasingly important HR issue for companies.

Companies with a "system but no culture" to support volunteer work

Companies have made considerable progress over the last 20 years in establishing support systems for employees participating in volunteer work. Although only 2.2% of companies had introduced systems to provide time off for volunteer work in 1999, this number rose to 20.9% in 2018. The increase is especially striking in companies with 999 or fewer employees.

This trend is even stronger in companies that belong to the Japan Business Federation, which has the One 1% Club. According to a survey conducted by the Japan Federation of Economic Organizations, 84% of companies "support the

Fig. 9

Ratio of companies with systems to provide time off for volunteer work, by size of company (no. of employees)

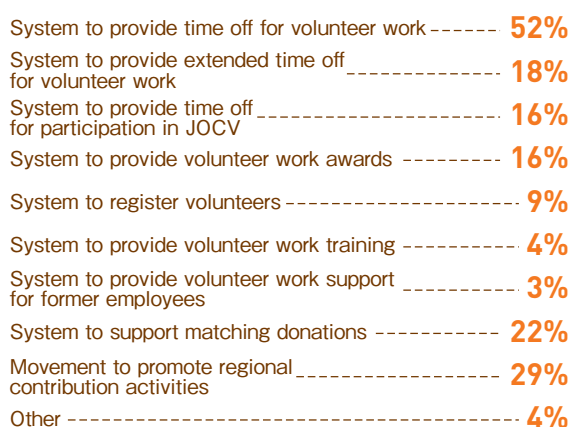
	1999	2018
1000 or more	20.6%	26.8%
300 to 999	6.0%	32.0%
100 to 299	1.9%	19.7%
30 to 99	1.4%	13.6%
Overall	2.2%	20.9%

Source: Ministry of Health, Labour and Welfare, "Comprehensive Survey on Employment Conditions"
 * Values for 1999 were calculated by multiplying the ratio of companies with time off systems, with the ratio of companies with systems/support systems for volunteer work

social contribution activities of their employees." When asked to specify a specific support policy, the majority of the companies (52%) responded, saying "system to provide time off for volunteer work" (Fig. 10). However, only an average of 40.5 people per company per year applied for time off for volunteer work (Japan Business Federation, "Results of 2014 FY Survey on Social Contribution Activity Results"). Considering the number of employees in companies that belong to the Japan Business Federation, this cannot be considered as a very high number.

Fig. 10

Ratio of Japan Business Federation member companies with volunteer work support systems



Source: Japan Business Federation "Survey Results on 2014 FY Social Contribution Activity Results"

Companies have worked hard to establish systems to support employee participation in volunteer work. So, why are these systems not being used? Interviews conducted with companies, individuals with volunteer experience, and intermediary support organizations revealed that it is easy for a difference in enthusiasm to develop regarding volunteer work between the division planning the introduction of a system and the workplaces in which employees work every day.

One common comment was that employees who do volunteer work tend to be perceived separately as "people with a strong awareness of contributing to society." The employees in departments responsible for social contribution work, passionately share information within the company, whereas employees in other departments are not so aware of these activities or do not intend to participate at all.

In some cases, it may be impossible for an employee to get an understanding of his or her manager and colleagues about doing volunteer work. People often stated that they were treated coldly at work even if nothing was said to

them directly. Some workers indicated that they became targets of direct criticism (such as being asked why they are volunteering when everyone else is busy or being told that they can volunteer only because they have nothing else to do at work). One individual even recounted an episode where he was told, "I don't even want you to attend your PTA meetings, never mind going off volunteering." It would be difficult indeed for an employee to make use of a volunteer work support system in such a workplace.

Although companies have worked hard over the last 20 years to establish support systems for employees to participate in volunteer work, not enough work has been done to create a culture or raise awareness of volunteering in employees.

How much should companies contribute to spontaneous activities?

The degree to which companies contribute to the individual activities of their employees is a sensitive issue when it comes to strengthening support for employee volunteer work. A record states that "volunteer work is based on the 'spontaneity' of each individual. This, of course, raises doubts over how involved companies should be with these activities, or whether their involvement will even be allowed. Company representatives gathered at the Japan Business Federation to first discuss this in the 1990s, and reached a consensus to prioritize individual spontaneity with the companies serving only to set wheels in motion; in other words, to 'provide motivation' and 'establish environments' but to do no more, and to make sure to avoid mobilizing employees and forcing them to engage in volunteer work" (Japan Business Federation 2008).

Companies likely drew this line (of establishing support systems but doing no more than that) in the 1990s to urge self-control on the parts of companies. This is most likely the underlying cause for companies that have a "system but no culture" to support volunteer work.

However, the situation clearly began to change with the turn of the 21st century. As we saw previously, more companies are now actively promoting employee volunteer work to develop human resources and reform organizational cultures. Currently, **there are two ways for companies to support the volunteer work of their employees. The first is to support employees when they express a desire to do volunteer work and second**

is to establish programs for employees based on the agenda of the company. There is a growing need for companies to establish both; a culture for the former and methods to promote the latter.

Volunteering needs to be experienced to see its appeal

During this series of interview surveys, respondents continuously indicated a reversal in thinking after participating in volunteer work. Some responses include, "I was invited by my coworker and it ended up being more enjoyable than I thought," "there's a huge difference between those who have done volunteer work and those who haven't, and participating really helps you to grow," "I was never interested in contributing to society but wanted to go into management, so my manager urged me to participate and start considering social issues," and "the more critical you are at first, the more you'll be effective at it once you finally accept it."

The common thread here is that it is difficult to accurately predict what one will gain from volunteer work, and volunteers often get something that they did not expect from doing so. This is because volunteer work is done for the benefit of others, and what someone gains from volunteer work can vary widely from person to person.

Therefore, so many respondents provided responses such as "you should just give it a try" or "it's important to invite others to try or urge them to participate." So, why is it important for a company to motivate employees to participate in volunteer work? "Volunteering begins with someone realizing something and then moving to action," explains Mr. Edami, Director of the Fuji Welfare Foundation. "Doing something because someone told you to do, it isn't volunteering. It's better to call it 'experiencing volunteering.' However, if someone feels something during such an experience, that might lead to true volunteer work."

Companies need to take a step beyond merely providing employees with information on volunteer work and need to establish some way to urge employees to participate in volunteer work.

Give employees a supportive push and leave the rest to their sympathetic feelings

The company's support for employees participating in volunteer work continues to expand, from providing employees with information on volunteer work and supporting those employees who want to get involved in recommending volunteer work that fits the company's agenda (such as pro bono programs).

However, **the activities of a volunteer (who generally engages in creative social work based on their own spontaneity) and those of a paid worker (who earns a wage in compensation for following the orders of their manager) are completely different by nature. In supporting the volunteer work of employees, companies must be particularly attentive in drawing a clear line between business and volunteer work and in respecting the spontaneity of employees.**

Currently, most of the volunteer programs, in which companies provide information to employees, are held outside of work hours. Although there are cases where volunteer work is done during work hours for some particular purpose during introductory training, this cannot be considered volunteer work in a narrow sense, because these employees are paid a wage and are covered by workers' accident insurance. Also, a company cannot fulfill its employment responsibilities (such as its duty to implement safety considerations) during temporary activities conducted outside of the company. In such cases, it is, therefore, often more suitable for employees to purchase volunteer work insurance and do volunteer work outside of work hours to ensure a higher degree of freedom and creativity when doing such work. Companies could help support such employees by, for example, paying expenses incurred during activities conducted outside of work or allowing them to use conference rooms or other facilities. In other words, decisions need to be made at two levels: first, whether to incorporate these activities as a part of work and second, the extent of support for activities outside of work.

The kind of satisfaction someone gets from doing volunteer work also varies widely from person to person, depending on the type of work and how the person is involved. Some may feel a sense of meaning or joy for the first time. If a company is recommending volunteer work outside of work to develop human resources or reform the culture of an organization, it is important for the company to inform employees of the company's agenda and expectations. It is then up to each employee to determine

whether they will participate.

An employee who sympathizes with the agenda and expectations of the company is more likely to participate. However, it is crucial to provide employees with the right to choose not to participate if they do not sympathize.

"Companies are switching their main reason for engaging in social contribution activities from taking a passive stance such as providing employee benefits, to a more active stance such as pursuing innovation and cross-boundary learning," explains Professor Toru Anzai, a social contribution activity researcher at Mejiro University. "There isn't just one right answer when it comes to supporting the volunteer work of employees. Each company will arrive at its own answer based on how it views people and society. Ultimately, it's a question of the company's readiness to manage human resources."

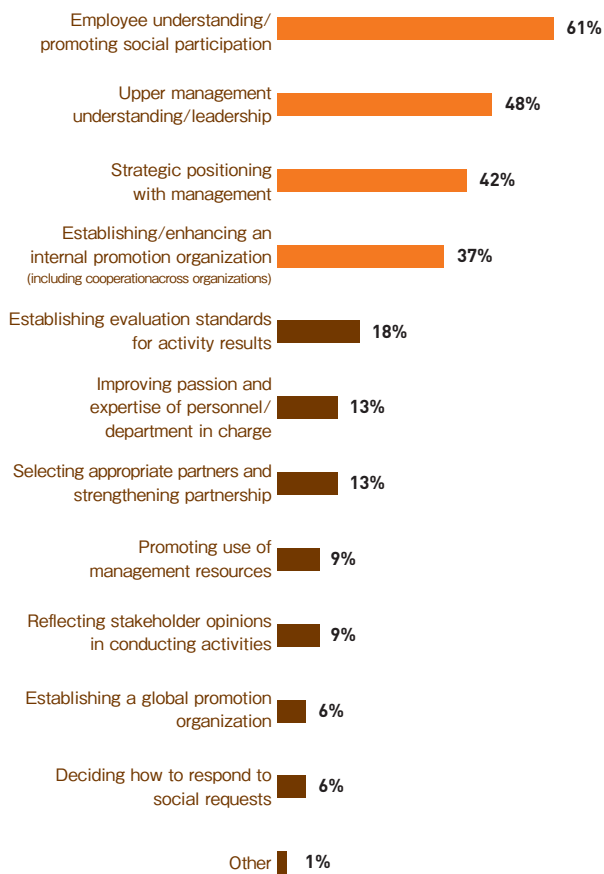
Four issues to overcome in promoting volunteer work

There are several important issues to overcome in promoting volunteer work among employees. The top issues that companies are facing in promoting social contribution activities are, in the order of ranking, "employee understanding/promoting social participation" at 61%, "upper management understanding/leadership" at 48%, "strategic positioning with management" at 42%, and "establishing/enhancing an internal promotion organization (including cooperation across organizations)" at 37%.

For "employee understanding/promoting social participation," the underlying issue is a corporate culture that does not welcome employee volunteer work, even if there is a system in place to support it. Multiple respondents indicated concerns that, even if personnel in charge of social contribution shared relevant information within the company, the information would resonate only with certain employees who are already passionate about social contribution activities and interest would not spread any further.

"Upper management understanding/leadership" and "strategic positioning with management" are two factors with an extremely powerful influence on how employees approach social contribution. Companies that lead the field in social contribution recommend that employees get involved with volunteer work to develop human resources and establish a certain culture in the organization. They

Fig. 11 Important issues in promoting social contribution activities



Source: Japan Business Federation "Survey Results on 2014 FY Social Contribution Activity Results"

also invest the financial resources necessary to do this. **No respondents, working in companies where management takes an active role in urging participation in volunteer work, indicated that volunteering was looked down upon in the workplace. However, there were cases where a change in management resulted in a lower priority placed on social contribution activities and a vaguer positioning of these activities within the company's management strategy.** The degree to which a company is involved in social contribution activities directly connected with profit can be clearly seen in the company's management policies; therefore, it is extremely important to clarify the strategic positioning of these activities within these policies.

"Establishing/enhancing an internal promotion organization (including cooperation across organizations)" is also important. Organizations and budgetary measures are crucial to ensuring social contribution as a continuous

process and not just a one-time effort. Companies that boast of high ratios of employees and involved in volunteer work develop volunteer programs for their employees and work with their HR divisions or internal PR departments to actively share information. To clarify an organization's message, some companies include participation in collaborative programs with NPOs, consider individual employee awards, or hold open debriefing sessions following volunteer work to discuss results. The average yearly donation for social contribution activities among corporate members of the Japan Business Federation's One 1% Club is 1.17 billion yen (Japan Business Federation, "Survey on 2017 FY Social Contribution Activity Results").

As social issues have become more complicated and populations shrink, many regions and communities will need people to help. Company employees have the lowest rate of participation in volunteer work of all the surveyed groups. However, there is a considerable number of employees who want to help but cannot. Although companies have established systems to support the volunteer work of their employees, there is still much to be done to establish a culture conducive to this. Nevertheless, the number of companies introducing volunteer programs in order to develop leadership and reform organizational culture is increasing.

In the next chapter, we propose a modern method for supporting employee volunteer work.



Employee Volunteer 2020

We propose supporting employee volunteer work not only as a form of social contribution to the company but as a means of career formation for employees.

Employee Volunteer 2020

"Employee Volunteer 2020" is a means for companies to get involved in and support the volunteer work of their employees. It involves satisfying three conditions and implementing four promotion measures.

Have a clear strategic agenda and positioning

Condition 1

Promote the support of employee career formation

Condition 2

Respect the spirit of volunteering

Condition 3

Broadcast a message of mutual benefit from management

Promotion measure 1

Provide motivation to start and support continuing efforts

Promotion measure 2

Provide involvement/support linked appropriately with HR system

Promotion measure 3

Create an organizational culture that makes it easy to participate in volunteer work

Promotion measure 4

Employee Volunteer 2020

Condition 1

Have a clear strategic agenda and positioning

Condition 2

Promote the support of employee career formation

Condition 3

Respect the spirit of volunteering

Employee Volunteer 2020 promotes the volunteer work of employees as a type of career formation. "Careers" here is a general term used to include an employee's work-life balance, professional career, and career within the company.

Volunteer work is closely connected with the four "Ls" (love, labor, learning, and leisure) that create a positive work-life balance. Volunteer work with a strong learning aspect (such as pro bono work) helps to develop an employee's professional career and career within the company, while that with a strong leisure aspect (such as episodic volunteering) can lead to a more fulfilling private life. As we approach an age of 100-year life expectancies with people retiring much later, volunteer work can bring a positive outlook to employees' careers and is one way for them to take control of their careers.

There are many types of volunteer work and as many reasons for people to participate. The involvement and support of the companies also vary based on the purpose of the volunteer work. If volunteer work is done to achieve a fulfilling work-life balance, a company should provide support so that it is easier for employees to participate and continue volunteer work. In contrast, if a company is recommending volunteer work as a means for employees to develop their professional careers or their careers within the company, the strategy of the company becomes an issue.

There are two types of strategies: business and human resources strategies. Employee Volunteer 2020 focuses on the latter. A company needs to determine the details of the volunteer program that it will recommend. For example, what skills or experience should employees gain through volunteer work? Will there be any opportunities for acquiring a certain perspective? Can employees leverage skills,

experience, and perspectives gained through work? Some human resource development goals might include expanding employees' perspectives, increasing autonomy, widening personal networks, developing leadership and diversity management skills, responding to specialized social issues, or creating opportunities for cross-boundary learning. In deciding which social issue to tackle, a company should prioritize topics that will be important for future business. It is important to clarify the goals and positioning of the company in selecting certain topics and recommend certain activities to the employees.

Volunteer work has traditionally been pursued as a type of creative social work based on the spontaneous will of an individual. However, someone will not understand what makes volunteering both wonderful and meaningful without trying it first. It can sometimes be effective to go beyond simply providing information to urging people to take the first step. In Employee Volunteer 2020, companies actively urge their employees to participate in volunteer work and then leave the final decision on whether to participate with the employees themselves. If a company is doing this under its own agenda (particularly when doing so as a means of leadership development), it is important for the company to clearly explain the reason and the expected goals, urge employees to take their first steps and get employees to sympathize with the agenda of the company.

For a company, supporting the volunteer work of its employees is not only a form of social contribution but also a type of investment in forming the careers of its employees. Rather than investing without any particular purpose, a company should instead identify highly prioritized HR and

social issues and promote volunteer work while respecting the spontaneous will of its employees. Once its purpose for supporting volunteer work has been clarified, a company can set up opportunities for dialog with its employees and lead them to new realizations and determine how to invest (such as supporting expenses required for volunteer work).

Promotion measure 1

Broadcast a message of mutual benefit from the management

Companies have traditionally promoted social contribution activities to fulfill the needs of those receiving aid or the region/community and to improve the image of the company. The goal of Employee Volunteer 2020 is to work together for mutual benefit. This includes those receiving aid, regional society, the company, and its employees.

How will employees demonstrate their abilities through volunteer work? What will they learn? Why should a company focus on a particular social issue among the countless issues that are faced by us today? A company's management must broadcast a message to its employees, which clarifies the relationship between employee volunteers and how a company wants its employees to form their careers along with its outlook on business. It is especially effective if the management members participate in volunteer work and speak from experience.

Promotion measure 2

Provide the motivation to start and support continuing efforts

A company should create a support program that takes the diverse needs of its employees regarding volunteer work into consideration. The most important points here are to motivate employees to start volunteer work and then to support them in continuing to do so.

Whether recommending pro bono work, casual pro bono work, or some other type of volunteer work, the important thing is to motivate employees and give them a supportive push to take the first step toward getting involved with volunteer work. The company should act as the means through which employees take the first step toward action by clearly explaining what is expected of its employees and providing a supportive push, setting incentives, or otherwise motivating employees. In order to keep employees volunteering, the company should help pay expenses, allow

employees to use meeting rooms on their days off, and make it easy for employees to take time off for volunteer work.

Promotion measure 3

Provide involvement/support linked appropriately with the HR system

The degree to which a company will support the volunteer work of its employees varies based on the company's management policies and the type of activities. It is crucial for a company to clearly and appropriately define the scope of activities, such as setting clear rules on allowing employees to take time off, whether travel and lodging expenses are compensated, whether employees are provided with volunteer insurance and whether volunteer work is allowed within working hours.

It will also be crucial for the HR division to be involved in determining programs and verifying their results for volunteer work strongly linked with human resources development, such as leadership or skill improvement. To support the volunteer work of employees, the department in charge of social contribution should work closely with the HR division, when needed, to ensure that these activities follow HR policies appropriately.

Promotion measure 4

Create an organizational culture that makes it easy to get involved in volunteer work

Methods used to urge employees to participate in volunteer work can be broadly split into three categories: first, to provide "pull-type" information through sources, such as the company intranet; second, to provide "push-type" information through means, such as sending an email; third, to exchange "reality-based" information, such as holding open debriefing sessions or building communities between participants. Although the first method ("pull-type") is currently the most popular, the third method ("reality-based") is effective in getting employees involved and excited about volunteer work, while the second method ("push-type") is effective in expanding activities among more employees.

Of course, an employee cannot get involved in volunteering if he or she does not have the understanding and support of the workplace. It is important to promote understanding by including SDGs and volunteer work during management training and online employee training.

Employee Volunteer 2020 checklist

- 01** The intentions of the company behind supporting/ promoting volunteer work for the employees should be verbalized.
- 02** Management understands the potential for volunteer work to enhance the careers of the employees.
- 03** Management transmits a positive message regarding volunteering.
- 04** Budgetary measures have been implemented to support volunteer work.
- 05** The department in charge of social contribution works as needed with the HR division to expand policies.
- 06** Management training and other means are used to create a culture that makes it easier for employees to participate in volunteer work.
- 07** Employees understand the potential for volunteer work to help them form careers.
- 08** Employees engage in volunteer work under their own will (the company recommends but does not force participation).
- 09** Employees who engage in volunteer work understand the basic frame of mind for volunteering (such as the importance of meeting the needs of others).
- 10** There are physical means for employees involved in volunteer work to get together.

20 key points

Employee Volunteer 2020 supports career formation through employee volunteer work. Each company could design its own programs in its own way, so a company does not necessarily need to satisfy all of the following 20 key points.

- 11 Information on volunteer work is provided to employees over the intranet or through email.
- 12 The system in place for taking time off during volunteer work defines a significant scope for activities and provides employees with sufficient time off.
- 13 There is a support system in place to allow employees to continue to do volunteer work (such as compensating employees for expenses).
- 14 There are incentives in place for employees to participate in volunteer work (such as donations based on the type of activity).
- 15 Employee benefits include volunteer participation and social contribution benefits, such as cafeteria plans.
- 16 Volunteer programs that are actively recommended to employees prioritize activities that fit the skills and desires of employees, as well as the business characteristics of the company.
- 17 The company explains the reason why it is actively recommending certain volunteer programs to employees and what it expects out of employees.
- 18 Volunteer programs meant to develop employee abilities are in place (such as a pro bono program).
- 19 Means of support for volunteer work are determined appropriately for each type of activity (incorporated within work hours and expenses compensated based on the type of activity, including not defining activities that must be done for business as volunteer work)
- 20 The company understands the needs and actual conditions of employees regarding volunteer work and revises policies as needed.

From students and housewives to businesspeople

In Japan, university students first started getting involved in volunteer work to help war orphans after World War II. Once Japan entered its phase of high economic growth, the number of families with a working husband and stay-at-home wife increased, therefore, housewives became the main force behind volunteer work. In this way, the elderly and the disabled had received the support of students and women in their communities.

This changed with the Great Hanshin-Awaji Earthquake of 1995. Referred to as the "inaugural year of volunteering" in Japan, 1995 witnessed the arrival of not only university

(such as organizational logic or optimization) to the volunteer communities created by housewives over many years, which sometimes damaged existing relationships. This is an important point to keep in mind for companies involved in promoting volunteer work.

Employee volunteers with superior execution and planning ability

Tokyo Voluntary Action Center connects companies with institutions and organizations that need volunteers. For example, a certain bank conducts new employee training for over 500 new hires per year. Once the training is complete, the new hires are split into teams



Expectations for Employee Volunteer 2020

Volunteer work to regain an understanding of the true nature of service that can be lost in the pursuit of profit

students and housewives but also businesspeople in the disaster-stricken areas to provide help. In the early 2000s, foreign-funded and Japanese companies with a global presence began to consult with Tokyo Voluntary Action Center on implementing social contribution activities in which their employees could participate. Companies began to consider their connection to a regional society based on European and US concepts of corporate citizenship and CSR.

The Great East Japan Earthquake in 2011 saw the birth of a new trend among companies that actively supported the participation of their employees in volunteer work. From taking their first steps after the Great Hanshin-Awaji Earthquake, companies began to actively support the autonomous volunteer work of their employees.

However, businesspeople becoming active in providing support in affected areas to provide volunteer work became an issue. These new volunteers brought corporate culture

of five or six and sent as volunteers to facilities for patients with dementia or other serious intellectual impairment.

The bank has continued to run this project over the last 11 years and has noted that employees are able to learn about actual conditions in society, improve their communication skills, and engage in team-building. This has served as a very popular program for institutions, and end-users look forward to the next group of new employees every year in May. Institutions are very pleased with these new employees for their sincerity and ability to plan and implement social events, and the program serves as a great opportunity for everyone involved.

Management candidates are also often sent to overseas NPOs and NGOs. This differs from other types of training where companies can tackle social issues even without abundant resources and employees can learn about developing and exercising leadership based on a particular mission, rather than simply doing so to follow orders or

receive remuneration. For employees, volunteer work serves as a rare opportunity to develop leadership while experiencing the needs of society.

Upper management taking the initiative

Two important points to keep in mind when promoting employee volunteer work is for employees to have a good understanding of the locations they will be visiting and for the company to develop a strong sense of autonomy in employees. It is important for the employees to have a clear understanding of why they want to get involved in volunteer work. For example, in the

to show that they are taking the initiative in such efforts.

Feelings ensure the quality of volunteer work

Volunteer work is gaining more and more attention as we approach the Olympic/Paralympic Games, Tokyo, 2020. This is expected to expand the scope of volunteering, but it is important to ensure the quality of volunteer work.

Although the number of people participating in volunteer work matters, the most important thing is for volunteers to want to engage in mutual support with regions and communities. It does not matter what the

Tokyo Voluntary Action Center

Established in 1981, Tokyo Voluntary Action Center develops programs in collaboration with many companies, NPOs, and social welfare facilities every year. The organization has run the "Corporate Volunteer Awards" since the 2015 fiscal year.

Akiko Kawamura, Chief

Ms. Kawamura began getting involved with youth volunteer work and overseas projects in 1989, and since 2001, she has worked with companies to implement projects with the goal of tackling various social issues. She first began volunteering as a university student to help disabled individuals and is interested in regional social welfare. She also has experience volunteering in homeless shelters in the US (Minnesota).



bank mentioned previously, employees take an entire day to train and then invite people from the relevant NPO or institution to talk about the work to prepare carefully.

If an employee takes a passive stance in participating only because he or she was told to do so by the company, the reputation of the company could suffer. It is important to clarify why participation is meaningful and develop the autonomy of employees.

It is also important for upper and middle management to take the initiative. Companies with prosperous volunteer work programs are characterized by the active participation of these managers. Japanese businesspeople tend to be devoted to working; some might think that people who have nothing to do have time to volunteer.

If a company can create an organizational culture in which everyone can participate in volunteer work, it is possible to establish a culture of volunteering in that company. To this end, it is important for the higher officials

reason for participation (even if that reason is simply "because the company told me to" or "it'll help me do my job") is, volunteers need to realize that there are people out there working hard for the benefit of others and society, should want to build a better society, and should realize what problems are facing regional societies.

Companies are formed by providing a range of services. Volunteer work is another kind of service. Volunteering is a great opportunity to remember the true essence of service, which tends to get lost in the pursuit of profit, that is helping others and society. Volunteer work is also a great way for a business to generate new value and make life easier by making sustainable societies a reality.

The important thing for volunteering is self-determination

Many people think of volunteering as doing work without compensation. However, if we consider the roots of the word, the important thing for volunteering is self-determination, which is a form of spontaneity. Research on happiness has shown that self-determination has a larger impact on happiness than education or income. No matter how meaningful volunteering might be on a social level, it is merely a forced service unless the individual is doing it because he or she wants to. If someone volunteers because they feel they are being forced to and then it does not work out, they will likely not

experience volunteering, then they will participate more spontaneously the next time. Creating opportunities for participation and sustaining interesting initiatives are crucial to promoting self-determination and gathering more people to participate in volunteer work.

Wipe away concerns to allow people to act more freely

People tend to worry about a lot of things related to volunteering. They might think that once they start volunteering, they will have to keep doing it or will have to schedule time regularly to stay involved. There is no need to worry so much. Plenty of people just volunteer once during a



Expectations for Employee Volunteer 2020

Strategic and creative support for employee volunteers from companies

volunteer again.

This is extremely important in promoting volunteer work among employees. A company needs to narrow down on some key points that help employees to demonstrate their self-determination and recommend that employees get involved. This is important because employees should not feel like they are forced. Having said that, Japan does not have a rooted culture of volunteering like in Europe or the US, so no progress will be made if everything is left purely to the spontaneity of employees. This is what is so difficult about employee volunteering.

The important thing is to create situations in which help is requested from a related party. Most people start volunteering, because they are asked to do so. There are a lot of people who are not interested in actively volunteering but would help if asked.

Once that happens, it is just a matter of whether that person finds participating interesting. If someone has an enriching

disaster and that is enough. Even volunteering once during a need is a huge help. Some types of volunteer work do require an ongoing commitment. In these cases, having a system in place to cover for volunteers, who are not able to make it, benefits everyone.

Volunteers do not even need to spend a whole day volunteering. There are plenty of people who would volunteer if they could do so for some time in the morning or during lunch hours. The provision of these types of opportunities is crucial to promoting an employee volunteer program.

It is also important for NPOs to make it easier for people to volunteer. It is important to not hold back when requesting help from volunteers. This includes working with companies to design systems that help people to volunteer. The people who are volunteering and organizations that are receiving help need to work together as partners to tackle social issues by asking for and receiving help to create developmental relationships.

Japanese companies should promote volunteer work in three steps: encourage, promote, and support

In order to expand the number of employees volunteering in companies, we should refer to the three steps to promote volunteer work, defined by the United Nations Volunteers. The first step is to "encourage." This involves delivering a positive message within the company by praising volunteer work in the company, such as awarding employees for volunteering. The next step is to "promote." During this step, a company provides specific information on volunteering and establishes an environment that wipes away the image of

Osaka Voluntary Action Center

Osaka Voluntary Action Center was the first organization in Japan to open a volunteer school (1965) and hold volunteer coordinator training courses (1976). It has since served as a leading organization in Japanese volunteer culture through such means as publishing "Weekly Volunteer" (now "volo" published bimonthly).

volunteer work as something ascetic. The final step is to "support." It is important here to establish systems to support volunteers, such as time off for volunteer work and aid to support these activities.

However, many Japanese companies start right from the support step (such as offering time off for volunteer work), and this had the effect of encouraging employees. This means that

Three steps to promote volunteer work

Step 1. Encourage	Evaluate employees involved in volunteer work positively, through introducing them in internal newsletters, providing awards, etc.
Step 2. Promote	Eliminate the information barrier that prevents employees from understanding what volunteer work really is and promote establishing environments that make it easier to participate, such as holding volunteer classes to disassociate volunteer work from its image as ascetic work and providing information on volunteer work in a way that makes participation easier.
Step 3. Support	Provide economic support, such as compensating employees for volunteer work expenses or handling days taken off to engage in volunteer work as paid time off.

companies need to focus more on promotion. If you skip this step, then it will be difficult for a culture of volunteering to spread throughout the company.

Doubts on social contribution activities that are aimless and without a strategy

Another important point is how strategically a company takes its efforts. Global companies in the US and elsewhere link business strategy very closely with volunteer work to get something done through volunteering and obtain some benefit for the company.

There was a case in the US where a company involved in social contribution had been sued for malfeasance and the owner

Noboru Hayase, Managing Director

Mr. Hayase entered the organization in 1978. There, he established Japan's first disaster volunteer center during the Great Hanshin-Awaji Earthquake. He also participates in lobbying for the establishment of NPO laws. Mr. Hayase also serves as Representative Director of the Japan NPO Center, Deputy Representative Director of the Japan Fundraising Association, and Chairman of the Finance Committee in the Japan Volunteer Coordinator Association.



had lost the case. However, this was then ruled, legally, that a company could improve its image through other types of social contribution. Due to this case, US companies focus mainly on social contribution activities that are both meaningful and easily explainable to their shareholders. Engaging in unclear and aimless social contribution activities could even cause legal problems.

There are some strategic cases even in Japan. For example, in 1990, Fuji Xerox was the first company in Japan to introduce time off for volunteer work. The company had asked its employees for ideas on how to "create environments in which diverse and unique employees could more easily work in order to create innovation." Employees answered that "diverse human resources require time off to do diverse activities." It is true that innovation begins with a company's human resources.

Therefore, it is important to clarify the strategic need for promoting employee volunteer work and develop creative programs in which participants will be happy to participate.

2020 will serve as a new opportunity to start volunteering

Those who volunteer during the Olympic/Paralympic Games differ from other types of volunteers. We conducted a survey on what came to the mind about volunteering during the Olympic/Paralympic Games and found that the top response was "a once in a lifetime experience" at 44.2%, followed by "need to be bilingual" at 41.7%, "involved in a world event" at 41.5%, and "international interaction" at 41.0%. Many people volunteer because they feel that these events are full of international flavor.

Volunteering at the Paralympic Games as a source of deep reflection

A survey conducted in Australia found that typical volunteers were motivated by a desire to help people. In other words, people, who volunteer during the Olympic/Paralympic Games, have a different motivation for participating than that of typical volunteers. You could, therefore, classify volunteering during a mega-event as a completely new type of volunteering.

Another interesting topic worth bringing up is the research on Paralympic Games volunteers. Volunteers during these events indicated that they realized things that



Expectations for Employee Volunteer 2020

2020 as a turning point to update Japanese volunteer culture

In contrast with typical volunteers (who rank "helping people," "gaining satisfaction," and "connecting with society" as their top goals for volunteering), people who volunteered during the Olympic/Paralympic Games Sydney in 2000 felt that they benefited from doing so by "creating personal relationships," "improving skills," and "increasing opportunities for work."

Japanese volunteering developed in the context of "helping those in need" during disasters or other similar situations. However, more Japanese would likely consider volunteering if they discovered that doing so would lead to self-growth or help to develop their careers. Volunteering in the Olympic/Paralympic Games attracts the attention of the entire world and these events are likely to serve as an opportunity for this.

they did not anticipate before volunteering, such as "I felt I had more in common with disabled people than I thought" and "I went from helping these athletes to supporting them to be their best."

Paralympic Games volunteers are unique because they volunteer to help others as well as to gain some form of self-satisfaction, and these events are highly likely to serve as a means of deep reflection for participants.

US companies engage strategically in social contribution activities

Another interesting aspect of volunteering during the Tokyo Games is that many businesspeople will participate. "Strategic volunteer work" by companies has taken root in the US due to the nation's traditional culture of volunteering. For example, most companies in the US

feel that "promoting volunteer work can enhance the competitiveness of a company." The same survey also indicated that more than 90% of companies feel that volunteer work "improves employee morale" and "can improve the image of the company."

Of course, volunteering is done to contribute to society and expects voluntary participation of employees. However, there are benefits to a company actively promoting these activities. For a company to continue promoting social contribution activities, it will need to clarify the reason for its participation in a particular activity.

A type of activity that satisfies both the company and its workers will continue to have a positive impact on society.

Some companies might worry that exposing their employees to society through volunteering may result in

To develop a culture of volunteering, it is important for a company to consider how to create an atmosphere in the company that allows employees to easily and efficiently volunteer. Large companies are mostly taking the lead in implementing systems to do this, such as providing time off for volunteer work. However, there are still some employees who are somewhat resistant to participate.

When working with companies, we have found that every company has at least some employees that are interesting in volunteering. Many businesspeople have an awareness of social contribution. Therefore, a company needs to position social contribution activities based on its business strategy and have members of management take the lead in getting involved in volunteer work. This is what employees are waiting for. A company can expand its efforts by providing

Nippon Foundation Volunteer Support Center

The Nippon Foundation Volunteer Support Center works with the Organization Committee for the Tokyo Olympic/Paralympic Games in running a range of programs to train more than 110,000 volunteers and create a culture of volunteering.

Kazuto Sawatari, Executive Director

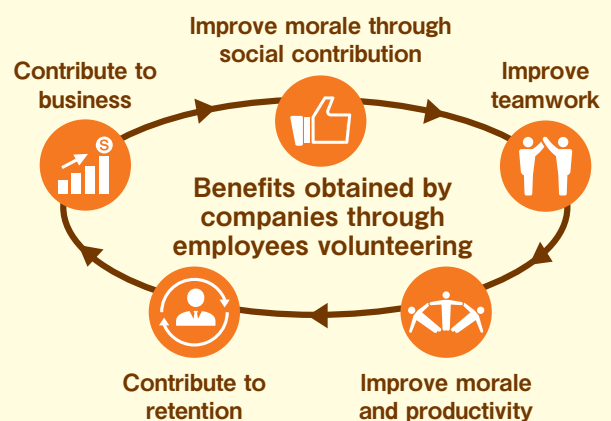
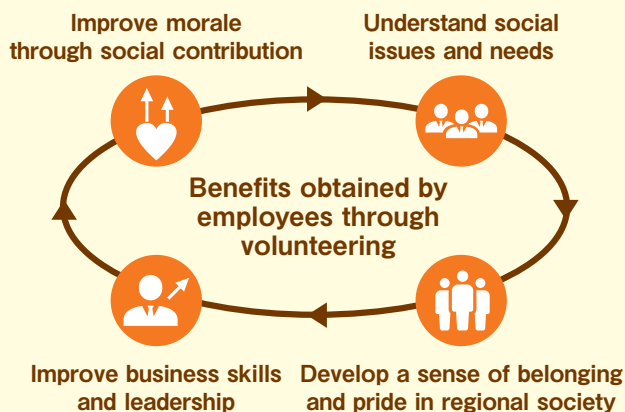
After joining the Nippon Foundation in 2006, Mr. Sawatari has been in charge of examining social welfare-related grant money. He traveled to affected areas immediately after the Great East Japan Earthquake to coordinate volunteer work. He has served in his current position since NFVSC was established in September 2017.



those employees leaving the company. On the contrary, if these activities can be used to increase the number of employees who are staying active, companies should be able to attract and retain superior human resources. Although this cycle is still in the hypothesis stage, our work with various companies makes us think it is possible.

motivated employees with a supportive push.

Therefore, it is important to hold the Olympic/Paralympic Games in a mature city like Tokyo. Doing so will leave a soft legacy even after 2020. To create a cohesive society in which anyone can easily volunteer and all members of society help one another, companies will need to work toward creating a legacy of supporting their employee volunteers.





chapter

4

Efforts by leading companies

How will you promote Employee Volunteer 2020? Here, we introduce five leading companies involved in social contribution activities, each with a different focus.



Microsoft

Microsoft Japan Co., Ltd.

Employees: 2,254 (as of July 2018)

- Focuses on "donating software and cloud resources to nonprofit organizations and social welfare facilities," "supporting regions through providing aid to nonprofit organizations," "engaging in activities using the free time and ability of each employee," and "recommending a policy."
- The company leverages the business and IT skills of its employees to send instructors to take programming classes, teach students at its headquarters in Shinagawa, and support the creation of infrastructures for nonprofit organizations.

Social contribution activities continue to change daily, just like business

Providing service so that no one is left behind

Microsoft Japan is unique in positioning its social contribution activities as business and human resource investments, based on its corporate philosophy of "enable all individuals and organizations throughout the world to accomplish even more." The key phrase for the former is "no one left behind," while the key phrase for the latter is "growth mindset." Microsoft also states that social contribution activities continue to change daily.

Although Microsoft products are widely used, part of the company's corporate philosophy is to ensure that people and regions without access to the latest technologies are not left behind. For example, there are many people worldwide without the financial means to access IT tools or who are disabled and have difficulty using such tools normally. As the digital divide grows worldwide, there are concerns over a widening digital literacy gap.

The company conducts its social contribution activities

with the goal of leaving no one behind, and this will also create a future market for the company. One example would be to provide IT skill training for young people who are unable to find work. If these young people could become engineers, it would benefit them as well as society. These people could also become users of Microsoft products in the future. Another example would be to provide free help to people who are disabled or otherwise have difficulty engaging in social life and communication. This could play a role in researching and developing new services.

Cultivating a mindset of growth in employees

In planning volunteer work to urge employees to participate, Microsoft Japan focuses on four areas to leverage the strengths of its employees (their technical and global business skills). Some specific examples include providing programming lessons to improve the digital skills of children and pro bono work to help increase the

organizational abilities of partner NPOs involved in resolving social issues.

At the base of all of this is the fact that the company believes that "skill and ability can be improved through experience and effort." Microsoft focuses very much on this growth mindset along with stances and actions that promote this type of mindset, throughout all its locations in the world. By helping others to succeed, Microsoft's employee volunteers are expected to embody this philosophy. This type of volunteer work is the exact opposite of volunteer work anyone can do.

A strong commitment to the social contribution by management

Another characteristic of the company is that the company's managers also strongly embody social

contribution activities. The founder of the company, Bill Gates, is widely known as a philanthropist. The current CEO of the company, Satya Nadella, has shown a strong focus on helping others, stating that, "if you want to be cool, go work somewhere else. If you want to make other people cool, I want you here at Microsoft."

The company has also introduced a system at its headquarters in the US to match employees with volunteer work. The value of any time spent on such work is converted into donations for NPOs. Each hour spent by an employee on volunteer work is converted into a matching donation of 25 USD. Using this system, the company provided 15.6 billion yen during the 2017 fiscal year alone. In the US, 75% of Microsoft employees do volunteer work.

This serves as a wonderful example of a company tackling social issues in a strategic and effective way from a perspective of business and human resource investment, based on the company's core competencies.

Social contribution activity categories at Microsoft Japan

Four area of focus centered on technology



Advancing a future for everyone
Bring the benefits of technology to drive sustainable social impact and enable economic opportunity for all

Employee matching program (offered in US HQ)

- The company has for many years promoted its program of matching donations based on a converted value of 25 USD for each hour of volunteer work
- This maintains employee freedom and autonomy while still having an enormous social impact through continuous activity
 - 75% of employees participate in the program, providing 700,000 hours of volunteer work to nearly 200,000 nonprofit organizations and schools
 - The company provided a matching donation of around 15.6 billion yen during the 2017 FY

Employee giving by the numbers
In 2017, U.S. employees rallied together to provide.





SCSK Corporation

Employees: 7,273 (as of March 2018)

- Social contribution activities include a workshop called "Children's Art Museum & Park (CAMP)," which helps to develop "co-creation ability" in children, and the voluntary club "Earth One" for employees.
- The company offers two types of pro bono work in which employees leverage their skills, expert knowledge, and experience to support NPOs: "Small Support (SCSK Small Support)" that leverages the IT skills of its employees and "Small Support + (SCSK Small Support Plus)" that leverages skills in fields other than IT.

Employees leverage their skills and experiences to learn something from volunteering

SCSK began leveraging employee skills to offer pro bono work after the 2011 earthquake disaster

SCSK launched its "Small Support" program in 2014 to leverage the IT skills of its employees in order to provide support for social entrepreneurs and NPOs. The company decided to launch its "Employee Dispatch Program" as a social contribution activity with the goal of supporting reconstruction efforts after the Great East Japan Earthquake. As this program expanded, the company began its "Small Support" program with the goal of using IT to solve issues confronting social entrepreneurs, NPOs, and other organizations working in the disaster-stricken areas of the Tohoku region of Japan.

It soon became clear that some issues facing social entrepreneurs and NPOs could be solved through the application of business skills outside the IT field. For this reason, the company partnered with "Nimaimse no Meishi" (an NPO that leverages professional skills and experience to help support the promotion of NPO projects) in 2015 and launched its "Small Support +" program to help resolve non-IT issues. "Small Support +" is unique in that employees leverage their business skills in areas other than the IT field and other pro bono volunteers outside the company could join project teams.

Many employees apply to participate in the "Small Support" and "Small Support +" programs, where the topics and team members differ from those involved in normal

day-to-day work. A total of 93 employees have thus far participated in 21 projects.



Small Support (SCSK Small Support)

- Support projects that make use of IT-related skills
- Involve SCSK employees



Small Support+ (SCSK Small Support Plus)

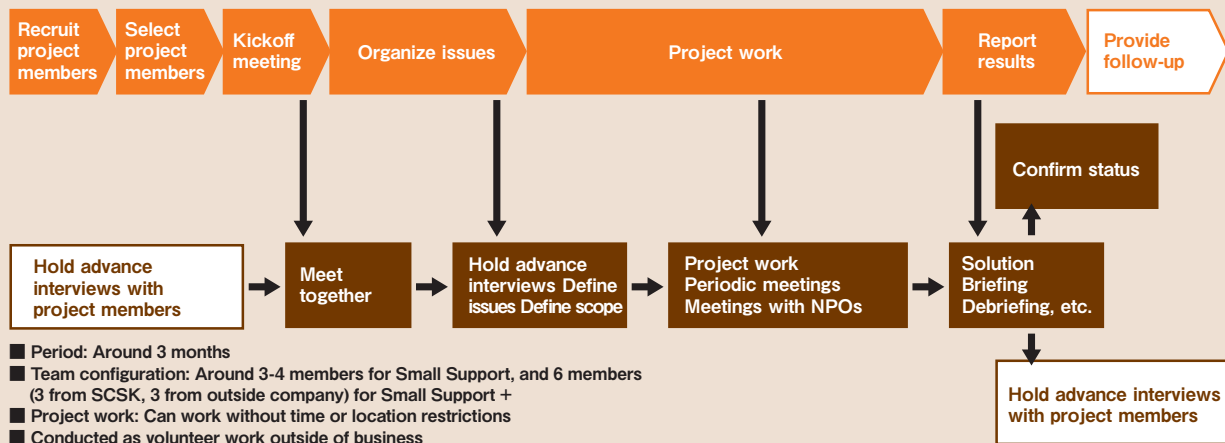
- Support projects outside of IT (that do not depend on IT)
- Involve SCSK employees and team members from outside the company

Effective in improving motivation and diversity management

In addition to help solve issues in organizations receiving support, the "Small Support" and "Small Support +" programs also help to develop the skills of the company's employees. Employees who have participated reported that their motivation was increased by working with passionate people in these organizations. As employees must deliver results quickly in environments where customs, culture, and even business language differs, they are also able to improve their diversity management skills so that they can deliver results working with diverse team members.

The company reports that this tends to be the case, more

Overview of Small Support/Small Support + promotion



often, during the "Small Support +" program (in which company employees work with employees from other companies to solve issues outside of the IT field), rather than in the "Small Support" program (in which employees are expected to use IT to solve issues). In some cases, employees are shocked to find that they cannot apply their normal working methods. However, SCSK sees even this as an opportunity for employees to learn something they normally could not during day-to-day work.

Employees who have participated have been very pleased with the programs since the very beginning. Now, the company has taken the next step. It holds interviews and has employees answer questionnaires before and after participating to assess their involvement and measure the actual results of their work. This allows the company to determine how an employee's skills and mindset have changed as a result of volunteering and to verify the effectiveness of a given project.

The next steps: increase participation, get employees to participate for the first time, and spread information within the company

The next steps for the company are to expand the number of organizations receiving support and the number of employees participating and determine how to support employees to take the first step and spread information on social contribution activities within the company.

Collaborative pro bono work requires more coordination with the organizations receiving support and more follow-up on employees during volunteer programs; therefore, it imposes a heavier burden on administration than typical volunteer work. With both employees and the organizations receiving support, both have high expectations about how a company can add new opportunities. It is also important for a company to consider the best way to get employees interested in these kinds of activities. Taking the first step toward participating in volunteer work often poses a significant hurdle.

To spread information internally, the company works to communicate the importance of solving social issues through business, holding project debriefings, and introducing projects on its intranet portal.



日本生命

Nippon Life Insurance Company

Employees: 71,871 (as of March 2018)

- Advocates for "developing human resources" that can contribute to customers and regional society as well as "being a friendly and familiar life insurance company". It is currently expanding its "ACTION CSR-V: Social contribution activities from 700,000 people" program in which all company executives and employees get involved in social contribution activities.
- Nippon Life coordinates a range of social contribution activities, including classes inside and outside the company for middle and high school students, tree-planting and cultivation in "Nissei no Mori," and individual activities proposed by the employees.

Nippon Life has included volunteering in its human resources development policy since 2015, and since then, it has involved approximately 700,000 people in volunteer work.

A corporate culture that is passionate about social contribution activities

For the three-year period from 2015 to 2017, 100% of all executives and employees at Nippon Life participated in volunteer work. The reason for this surprising participation rate can be traced to a decision made by the management in 2015.

The life insurance business was founded based on a spirit of mutual benefit in which policyholders help one another. Employees in this field often have the opportunity to wonder what they can do to help when a customer is facing difficulty in life, such as an illness or a fatal accident. Because the insurance business would only grow as more people in regional areas purchase policies, there was a passionate culture of engaging in social contribution activities from the beginning for mutual benefit and prosperity with customers.

From 2008 to 2014, more than 120,000 executives and employees were involved in volunteer work. The company launched its "Human Resource Value Improvement Project" in 2015 and set a goal "developing bold human resources that each have their own unique strengths of which they can be proud, that are active their whole lives, and that support the Nippon Life Group." The company also expanded a policy called "ACTION CSR-V" (the "V"

stands for "volunteer") that calls for executives and employees to participate in at least one volunteer job per year to strengthen the foundation for the company to serve society as a virtuous one.

100 volunteer projects distributed by email three times per year

An active culture of engaging in social contribution activities is by itself not enough to reach a 100% participation ratio.

Nippon Life gathers volunteer work information from each region and constantly posts it on the company intranet. It also uses the intranet to show management members engaging in volunteer work and distributes more than 100 examples of successful volunteer projects from all over the country thrice per year by email. Employees began to form their own teams to participate in activities so as to form a concrete image of that particular volunteer work.

For some time now, many employees from Nippon Life have attended the Intercity Baseball Tournament to cheer on their own team, and Nippon Life has long had a culture where employees work together toward the same goal once the company has decided the way forward. For example, 100% of applicable male employees have taken childcare leave each year for five years straight beginning in the fiscal

year 2013. This culture has certainly helped to increase employee participation in volunteer activities.

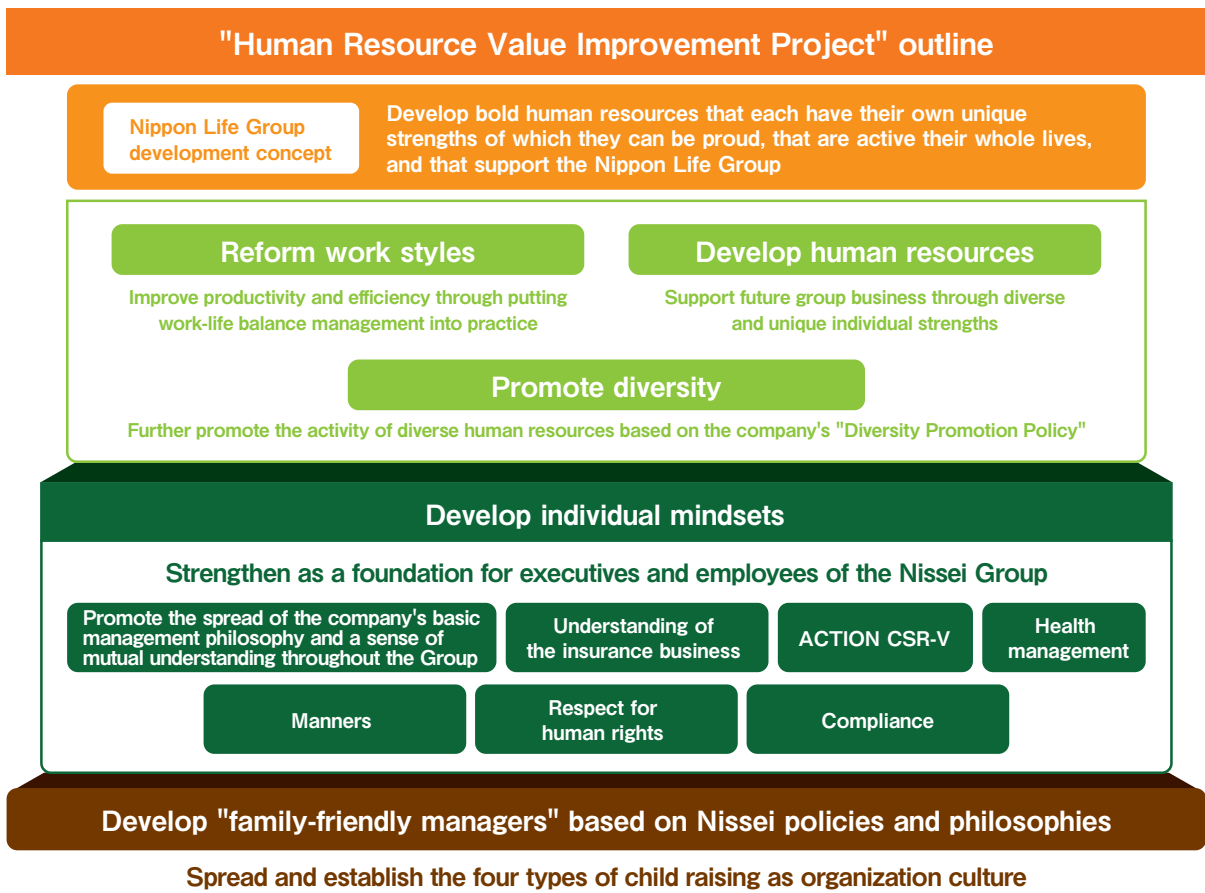
Adding new types of volunteer work

In addition to the spontaneous volunteer work done by individual employees, Nippon Life is also involved in organizational volunteer work. One example of the latter is the "Nissei no Mori" project, in which employees work with local people to plant and cultivate trees in 187 areas throughout Japan. The company also works with local municipalities to participate in regional cleaning activities. This helps the company to create connections with local people and earn public trust.

The company is also recommending employees to volunteer for sporting events such as marathons and parasports events in regions all over Japan leading up to the Olympic/Paralympic Games Tokyo 2020.

Approximately 2,800 people volunteered for sporting events during the 2017 fiscal year. Participants noted such benefits as creating new connections with local people, gaining a wider perspective, and enjoying closer relationships with colleagues.

There are many kinds of volunteer work, from activities that just require someone to be there to projects that demand learning and experience. Due to the company providing a diverse array of participation opportunities, employees can act autonomously and select whichever project interests them, and the company reports that this helps employee awareness to develop and grow.



TOYOTA Toyota Motor Corporation

Employees: 74,890 (as of the end of March 2018)

- Since 1960, Toyota Motor Corporation has expanded its social contribution activities while facing issues such as traffic congestion and environmental issues. The company established its Volunteer Center in 1993 and then created a dedicated social contribution department in 2006.
- Toyota Motor Corporation is involved in a wide range of social contribution activities in fields such as the environment, traffic safety, human resource development, and society/culture. The company spent approximately 24.3 billion yen on these activities during the fiscal year 2017 (on a consolidated basis) and is involved to a significant degree in social contribution activities on a global level.

The Social Contribution Promotion Division and HR Division work together to promote volunteer work, with around 60% of employees participating in volunteer work.

Company labor and management negotiated to set goals of "remaining competitive" and "being cherished"

Toyota Motor Corporation holds wage negotiations between labor and management each year during the spring. Prior to beginning negotiations, the company focuses on aligning the perspectives of both labor and management on issues in the way of the continuous growth of the company as well as how to approach these issues. During labor-management negotiations held in 2015, the company decided to focus on "remaining competitive" with manufacturing as its core business and on "being cherished" by local people in regions throughout Japan.

The goal of being cherished has its origin in "repaying obligations." Automobile manufacturers are supported by countless dealers and suppliers. Their factories also must

c o e x i s t w i t h
r e s i d e n t s l i v i n g
n e a r b y . T h e
c o m p a n y h o p e d
t h a t , t h r o u g h t h e
a c t o f r e p a y i n g
o b l i g a t i o n s ,
e m p l o y e e s w o u l d
r e a l i z e t h a t t h e y
a r e a b l e t o e a r n a



living in the automobile manufacturing industry due to the support of all of these people, look outside the company, and feeling a sense of humility and gratitude.

When an employee participates in volunteer work, he or she earns points. The company converts these points into a monetary amount, which it then donates to a social welfare institution or other organization, in the form of repaying its indebtedness to society. An employee gains a point when he or she volunteers, regardless of whether it takes 30 minutes during lunch or several days in a disaster-stricken area.

50% of employees are "interested but doing nothing"

The participation rate for employees in volunteer work started out low. A survey conducted in the fiscal year 2015 (the year the company began its obligation repayment program) showed that around 30% of employees had done some kind of volunteer work in the past year, which is a slightly higher ratio than average compared with the general society.

Around 50% of the employees, however, answered that they are "interested in volunteer work but not participating." A surprisingly high number of employees indicated they would participate if given the opportunity, so the company began offering a selection of casual pro bono work projects that could be done even during an

employee's lunch break. As a result, around 60% of all employees (45,000 people) participated in some kind of volunteer work during the fiscal year 2017.

There are three reasons why the employee rate of participation in volunteer work increased so much in just three years. First, the company helped employees to visualize doing volunteer work as a key point and donated funds to related organizations when employees applied to get involved in this work. This created an incentive for employees to get involved. Second, the company prioritized getting potential employee volunteers to take the first step, whether large or small. This was particularly true from 2015 to 2017, in which employees used their 30-minute lunch breaks to plan volunteer activities in which they could participate with their colleagues. This reduced the threshold for participation. Third, 2017 saw the company celebrating its 80th

year of operation, and the HR Division took a central role in strongly promoting activities throughout the entire company to repay the



company's obligations to society. Employees were notified of activities and other volunteer work through emails.

Everyone gets something different out of doing volunteer work

Volunteer work is unlike normal work. In this, what to do (or even whether to do it) is largely dependent on a person's individual feelings. That is why it is also important to know how employees, who initially lack or show interest but do not participate, feel about volunteer work.

Toyota Motor Corporation reported an overall high level of satisfaction with volunteer work, even among these types of employees. It is also reported that there are cases where an employee is invited to participate by a colleague meets new people and makes new realizations and then begins volunteering regularly.

Due to its traditional image of being a charity work, a significant number of people have an aversion to volunteer work without even trying it. Engineering the flow of participation so that people are invited by others to participate and get something out of doing it (even if that person's autonomy somewhat suffers) could also be an effective strategy.

What to keep in mind before starting volunteer work (excerpt)

- *Stay cheerful and polite, and work positively*
- *Do your best to not inconvenience those around you*
- *Work based on the needs of others (what they ask you to do)*
- *Protect confidentiality*
- *Always stay humble*
- *Keep safety in mind*

Be careful that you do not injure yourself or cause any accidents, whether during volunteer work or not. If an injury or accident occurs, work needs to stop. Stay safe and have a meaningful experience!

From: Toyota Volunteer Center



リクルート マネジメント ソリューションズ

Recruit Management Solutions Co., Ltd.

Employees: 528 (as of April 2018)

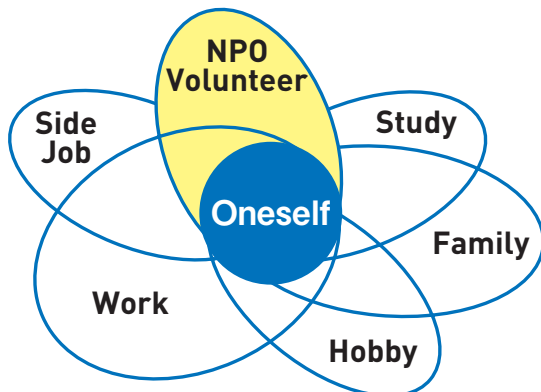
- Recruit Management Solutions promotes CSR at three levels based on the Group goals for SDGs: "continuous social contribution through commercialization," "using management resources to solve social issues," and "supporting the social contribution activities of employees."
- The company is involved in "professional activities" and provides training to help NPOs solve issues under the banner of "using management resources to solve social issues," and provides aid by contributing matching donations and compensating each employee for up to 50,000 yen per year for volunteering expenses under the banner of "supporting the social contribution activities of employees."

Volunteer work backed up by pro bono work, 50,000 yen in volunteering expense compensation, time off for volunteer work, and a range of volunteer projects.

Developing human resources is crucial in the solutions business

Recruit Management Solutions is a consulting company that helps client companies solve HR issues, such as developing/assessing human resources and developing organizations. The company provides expert knowledge on people and organizations, and due to the nature of its business, its, approximately, 500 employees are required to continue to grow as professionals over the long term. The company's human resources are what makes it competitive, so the most important topics for management to consider are human resource management that respects diversity, and human resource issues.

"Flower Petal Session" to Foster Mutual Understanding



Recruit Management Solutions is working to develop a culture of mutual respect and holds "Flower Petal Sessions" in which employees share within their teams how they want to allocate their time (between work, family, study, hobbies, side jobs, and volunteer work) and what they want to do with that time. This is because to meet the needs of their customers, each employee needs to engage in a wide range of social experiences, increase their personal appeal, and accumulate knowledge.

The company's CSR policies are also designed to bring about social good and enrich the lives of employees with the expectation that these experiences will serve as growth opportunities.

Achieving SDGs through the "Professional Activity" program

One unique aspect of Recruit Management Solutions is its "Professional Activity" program in which employee skills are leveraged to support NPOs. In designing each "Professional Activity," the company prioritizes areas in which the company does not currently have enough insights regarding the business and monetization methods are unclear. Some concrete examples include correcting disparities in education, reforming places of education, and providing support in regional construction or to venture companies. These efforts are run linked with the SDGs selected by the Group: "quality education," "decent work

and economic growth," and "reduced inequalities."

Employee volunteer teams were sent out in 2017 to help an NPO tackling child poverty and education issues and then in 2018 to an NPO involved in providing child-raising support, preventing abuse, and supporting foster families. Team members spent three to five hours a week creating documents and selecting plans to increase donations and retain volunteer staff members. Both the NPOs and participating employees were highly satisfied with the projects, and a questionnaire conducted after each project ended showed that all participating employees rated their agreement with the statement "I want to recommend this to others" with a full score of five points on a five-point scale.

In engaging in pro bono work, employees faced a wider range of issues than they normally would during their day-to-day jobs, allowing them to make new realizations and engage in self-reflection. The "Professional Activity" program has synergy with the company's business and is intentionally framed to invest in human resources.

Improved employee job satisfaction and pride in work

However, not every employee can participate in the "Professional Activity" program or other programs planned by the company. Recruit Management Solutions, therefore, continues to expand its systems for supporting the autonomous social contribution activities of its employees. The company provides a range of systems for employees to expand their horizons, such as providing matching donations to organizations, reimbursing up to 50,000 yen in social contribution activity expenses per year per

employee, providing time off to do volunteer work, and allowing employees to use conference rooms free of charge.

Recruit Management Solutions has continued to implement these CSR efforts while promoting policies to manage each employee's work-life balance since 2017. As a result, questionnaires given to employees have continued to show increasing scores for "pride in work," "growth in work," and "job satisfaction." The company's stance on facing social issues while supporting the rewarding lifestyles of its employees seems to have played a role in increasing employee engagement.

List of CSR policies

Using management resources to solve social issues

- Professional Activity
- Planning courses for NPOs

Supporting the social contribution activities of employees

- Donation matching
- Reimbursement of social contribution activity expenses
- System to provide time off for volunteer work
- System to provide time off for long term volunteer work
- Free use of seminar/conference rooms
- Warm-hearted sales
- Family days

Complying with environmental protection laws and regulations

- CSR training for new employees
- Information seminars/compliance training for new employees



Creating a legacy of Employee Volunteer 2020

As diverse stakeholders involved with Employee Volunteer 2020 promote efforts in each area, they will end up creating a legacy.

2020: A golden opportunity to solve social issues

The Olympic/Paralympic Games are certainly the events with the power to move people on an emotional level, and they also serve as golden opportunities to solve social issues.

The Olympic/Paralympic Games are said to have as their legacy "a particularly positive impact over a long period of time" (IOC "Olympic Legacy and Impacts"). There are both hard legacies (such as infrastructures and technical revolution) and soft legacies (such as the creation of culture and lifestyles). During the Olympic/Paralympic Games London 2012, in which legacy plans had to be submitted during the bidding stages, it is known that progress was made in redeveloping poor regions and gaining social acceptance for the disabled and other minorities.

The goal of Employee Volunteer 2020 is to bring mutual benefit to regions and communities that need help, employees who want a rewarding work-life balance and professional career, and companies who want to develop strategic social contribution activities. With the Olympic/Paralympic Games Tokyo 2020 getting close, 2020 will see increased interest in volunteer work. This is a golden opportunity to make a legacy of Employee Volunteer 2020 in a way that improves sustainability for society, individuals, and companies.

The legacy will be made by each stakeholder

To create a legacy of Employee Volunteer 2020, involved stakeholders will need to promote efforts in each area.

First, companies are expected to satisfy the three conditions and implement the four promotion measures for Employee Volunteer 2020 described earlier.

Companies should refer to the included Employee Volunteer 2020 checklist for help.

Three efforts are required by the government. The first effort is to spread awareness of the Employee Volunteer 2020 framework. To build a movement, it will be important to share information with large companies in urban areas, regional organizations, and small to medium companies. The second effort is to eliminate factors prohibiting Employee Volunteer 2020 from spreading. For example, an individual can purchase a one-year volunteer insurance policy starting from 350 yen (price for 2019 FY). However, the procedure must be done in-person at the local social welfare council. This process incurs a high cost in terms of the time it takes for busy company employees. To increase the number of opportunities for people to participate in volunteer work, a system must be implemented that allows people to purchase volunteer insurance over the Internet or through some other convenient methods. The third effort is to collect data on company support for employee volunteer work and to retain a record of it. Soft legacies are intangible and it is therefore important to keep records so that these legacies can be handed down.

Social welfare councils, NPOs, and other intermediary support organizations that have traditionally connected individual volunteers with organizations accepting volunteer work will be expected to connect companies with organizations and communities that have not yet contacted. Some of these organizations can feel overly cautious or daunted when it comes to working with companies. Company employees are used to meeting the needs of their customers and maintaining relationships through obtaining compensation for services provided, as a part of their jobs. Communicating the intentions of both sides and discussing what can be done is a great way to build constructive relationships.

For Employee Volunteer 2020 to spread, it will be crucial to enhance the coordination functions of these intermediary support organizations. An

increasing number of individuals are expected to participate in the activities of these intermediary support organizations, either as volunteers or staff members.

Volunteer work is based on good intentions and therefore, requires both sympathy and dialog

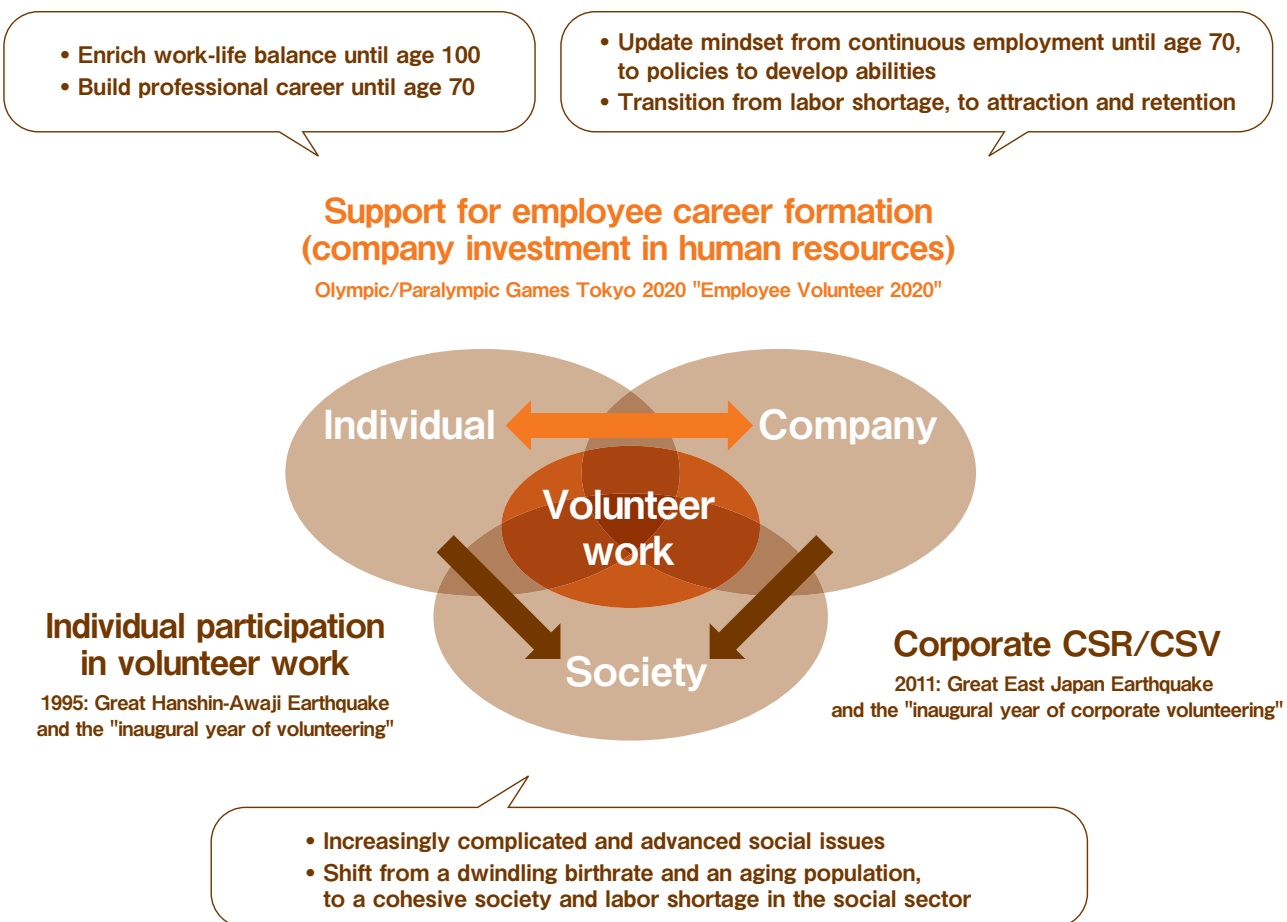
Volunteers work based on their good intentions. It is therefore extremely important for anyone involved to value sympathy.

"People asking for help can tend to shrink back," explains Mr. Hayase, Managing Director of Osaka Voluntary Action Center. "They could change how they view things if they look at it as providing a chance for people to get involved

in the same issue. People are equal, whether they're volunteering or asking for volunteers. Having sympathy for whatever you're tackling is the key to creating relationships." There was a rush of volunteers for both the Tokyo Marathon and the Rugby World Cup 2019 precisely because people felt sympathetic to the aims of these events and were able to project their desires onto them. When asking for volunteers, it is important to sincerely explain why you need them and what you hope to accomplish through them.

Asking for volunteers also assumes that you will respect their ideas, perspectives, and creative ingenuity. It is important for an activity to have some room for people to be creative, no matter how clearly the roles may have been defined. Of course, it goes without saying that it is important for people to engage in volunteer work based on

Fig. 12 Volunteering for the mutual benefit of society, employees, and companies



the needs of others and not just for the purpose of self-satisfaction. Understanding and accepting what others are thinking and then providing your own ideas and solutions has the effect of forming a healthy cycle of volunteering.

Over the course of the history of volunteer culture in Japan, there was once a time where volunteer work was heavily criticized for being used just to reduce government costs in providing social welfare or maintaining communities. Now, government services (which focus on fairness) and volunteer work (which focuses on individual creative ingenuity) are seen as having a complementary relationship. The fact that volunteer work is provided without compensation assumes that volunteers help people struggling with hardship due to poverty or some other factor. This means that the person asking for help and the person providing help are living in opposite economic conditions. If the person being asked for help is himself or herself facing economic hardship, then one cannot assume that he or she could help without any compensation.

Traditional charity or altruistic work is characterized by a high ratio of volunteers participating out of "L" for "love." In contrast, the kind of episodic volunteering that is now gaining so much attention during mega-events is characterized by a higher ratio of people participating due to the "L" for "leisure." This type of volunteering has been called "special volunteering." This is a type of volunteering that creates memories for people and that is why it is so fascinating to the many people who want to participate in such events. Establishing a social consensus on what type of remuneration should be provided to people volunteering during mega-events is an issue that will need to be addressed. Engaging in a social dialog and demonstrating new ways in which people can volunteer will also serve to create a legacy.

Toward a new future of prosperity continuing after 2020

The Japanese economy made extremely rapid progress after the Olympic/Paralympic Games in Tokyo in 1964. What will happen after 2020?

Japan is the first country in the world to deal with a dwindling birthrate and an aging population at such a scale, and the country is now in a transition period in terms of how individual careers are formed and how companies are facing social issues. Individuals will be expected to act

autonomously and develop their own careers for life that is rewarding and long lives. Volunteering truly puts this into practice, as it requires autonomy and creativity.

For individuals to sustain their livelihoods and careers, we need a sustainable society. Having a sustainable society is what allows companies to continue to develop. Employee Volunteer 2020 aims to create a constructive recurrence relation between individuals, society, and companies. If we can arrive at a modern form of mutual benefit for all, then we will truly have created a legacy.

Employee Volunteer 2020 is the key to a new future of prosperity for a mature Japanese society.

Efforts in the business community to create a legacy

The "Olympic/Paralympic Games Business Community Council" was established by the Japan Business Federation, the Chamber of Commerce and Industry, the Japan Association of Corporate Executives, and other organizations, with the goal of working with member companies and municipalities throughout Japan to create a legacy after 2020. The organization has declared both soft legacies (sports, barrier-free, the fascination of Japan, and

recovery and developing the next generation) and hard legacies (Japan as a world leader in technology) and is currently working on efforts covering each topic.

Companies leverage their unique strengths and expertise to participate in each topic, gather employee volunteers for each activity, and assign their employees to projects as a part of their professional duties. This not only improves employee engagement and social skills but allows them to use the knowledge they have gained through work to give back to society, resulting in work that has an effective and efficient impact on society. Thanks to the activities of the Business Community Council, some companies have launched new social contribution activities or have expanded their existing activities.

Topic	Activities	Major activity details/participating companies
[Sports] Create a culture and opportunities to allow everyone to enjoy sports	<ul style="list-style-type: none"> • Dispatch athletes/para-athletes • Hold parasports trial events • Support parasports events 	Create a parasports movement by creating opportunities for employees to participate, through such means as dispatching company athletes and supporting disabled sports trial events and gatherings throughout Japan. Asics, Meiji, Japan Airlines, etc.
[Barrier-free] Create a society without barriers for all	<ul style="list-style-type: none"> • Hold classes on foreign cultures • Provide education on tearing down emotional barriers • Create barrier-free maps 	Support cultural exchange projects by having companies provide resources to municipalities responsible for cultural exchange. Provide education on emotional barriers and create barrier-free maps to help realize a society in which everyone can live without worry. Fujitsu, Dai Nippon Printing, East Japan Railway Company, etc.
[Fascination of Japan] Provide information on what makes Japan fascinating to create prosperity throughout Japan.	<ul style="list-style-type: none"> • Support cultural programs 	Make use of each company's sites/facilities and the participation of employees in volunteer work to help boost cultural events. Mitsui Fudosan, All Nippon Airways, JTB, etc.
[Recovery and developing the next generation] Create a model for developing the next generation to lead Japan, with its genesis in the Tohoku region	<ul style="list-style-type: none"> • Hold classes in elementary and middle schools • Support small and medium companies 	Have employees with a wide range of experiences in fields such as finance, manufacturing, and nutrition education provide opportunities to children to learn in schools in the Tohoku region. Use business skills such as marketing and IT to support business operators. Nomura Holdings, Sumitomo Mitsui Financial Group, Mitsui Sumitomo Insurance, etc.
[Japan as a world leader in technology] Establish a new value system and social image for Japan as a leading country tackling issues	<ul style="list-style-type: none"> • Hold a corporate technology exhibition (Countdown Showcase) 	Attempt to create a framework for industry-academic-government cooperation in order to implement leading-edge technology with 2020 as the target year. Topics include safety/security, the environment, universal society, sports entertainment, and healthy/interesting local regions NEC, Nippon Telegraph And Telephone Corporation, Panasonic, etc.

Works cited

Ishiyama, Nobutaka. Cross-border Learning Mechanisms: Knowledge Brokers who Develop Careers within Multiple Communities of Practice. Fukumura Shuppan, 2018.

Kawamura, Masahiko. "2003 is the Inaugural Year of Corporate CSR Management: Taking Corporate Social Responsibility from Perception to Reality." Nissei Kiso Kenkyusho Report, July 2003 Issue.

Japan Business Federation Social Contribution Promotion Committee. Social Contribution Activities in the Age of CSR: From the Corporate Field. Keidanren Shuppan, 2008.

Toshida, Yuko. Compilation and Review of Literature on Volunteering: Essential Characteristics of Volunteer Work (Digest). Tokyo Volunteer Center, 1991.

Nakayama, Atsuo. The Birth of a Volunteer Society: Mechanisms for Sensing Deception. Mie University Press, 2007.

Hagiwara, Aiichi. "Corporate Social Responsibility (CSR): Background and Efforts." Survey & Information: Issue Brief, vol. 476, National Diet Library.

Hayase, Noboru. "Volunteering in Transition: From Doing the Right Thing, to Doing the Fun Thing." Kikan Mado, 20.

Fujisawa, Rie. Report on Survey of Participants in the "Panasonic NPO Support Pro Bono Program". Web, 2015.

https://www.panasonic.com/jp/corporate/sustainability/citizenship/pnsf/npo_summary/2017_rmreport_01.html

Porter, Michael E. and Kramer, Mark R. "Competitive CSR Strategy." DIAMOND Harvard Business Review, 2008 (trans. Yutaka Murai).

Enriching Careers Through Corporate Social Contribution

Creating a Legacy of Employee Volunteer 2020

Project leader

Akie Nakamura (Chief Researcher)

Yukio Okubo (Chief)

Komei Ishikawa (Associate Researcher)

Tomoko Tanimoto (Assistant)

Design

Yusuke Saito (blue vespa)

Photography

Hiroshi Mizuno (Brother Planning Corporation)

[page 24]

Photos

*Olympic/Paralympic Games Business Community
Council*

Toyota Motor Corporation

Nippon Life Insurance Company

Published March 2019
Recruit Co.,Ltd.
Recruit Works Institute
TEL 03-6835-9200
URL www.works-i.com/

It is prohibited to copy or otherwise transfer the
information contained in this document without
permission.

© Recruit Co.,Ltd. All rights reserved.

Works Report 2019

Recruit Works Institute

8-4-17 Ginza Chuo-ku, Tokyo 104-8001

Recruit GINZA8 Bldg.

Recruit Co.,Ltd.

URL www.works-i.com/

