REPUBLIC OF CYPRUS
DEPUTY MINISTRY OF SOCIAL WELFARE

CSR CYPRUS

HANDBOOK

Corporate Volunteering for the implementation of Corporate Social Responsibility actions



PRESS AND INFORMATION OFFICE

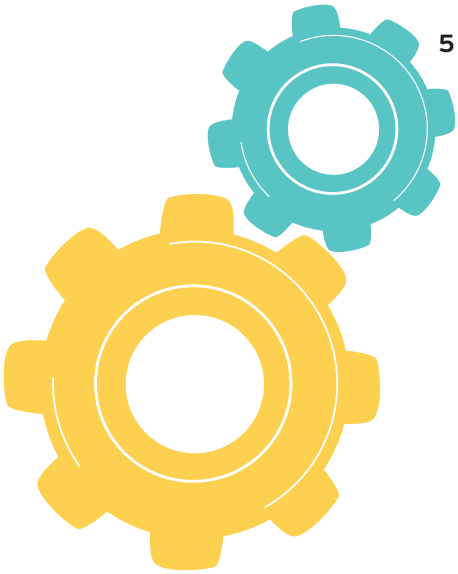


Corporate Volunteering for the implementation of Corporate Social Responsibility actions

Dr Alexandros Antonaras

CONTENTS

Introductory Note	**5**
Message by the Deputy Minister of Social Welfare	**6**
Message by the President of the Pancyprian Volunteerism Coordinative Council	**8**
Corporate Volunteering and Corporate Social Responsibility	**10**
What is Corporate Social Responsibility?	10
What is Corporate Volunteering?	14
Core Principles of Corporate Volunteering for CSR actions	15
Why is Corporate Volunteering Important?	16
Corporate Volunteering Benefits to Society	18
Corporate Volunteering Benefits to the Business and its Shareholders	19
Corporate Volunteering Benefits to Employees	21
The Role of Non-Governmental Organisations	22
Planning CSR Action through Corporate Volunteering	24
Step 1: Decision to Take Action	24
Step 2: Identifying the Stakeholders of the Action	25
Step 3: Communicating with Stakeholders	27
Step 4: Preparing to Implement the Action	29
Step 5: Promoting the Action	31
Step 6: Implementing the Action	33
Applying the Handbook to Business	33
Evaluation and Assessment of Corporate Volunteering Actions	**34**
Evaluation Processes	35
Evaluation Tools	37
Examples of Corporate Volunteering in Practice	38



Introductory Note

This publication is a revised edition of the handbook *Corporate Volunteering for the implementation of Corporate Social Responsibility Actions*, first released in 2020 and authored and edited by Dr Alexandros Antonaras.

Available in both Greek and English, the handbook quickly became a valuable resource for businesses and was warmly received. It introduces the core concepts of corporate social responsibility, examines the role and benefits yielded from Corporate Volunteering for businesses, employees, and society, and outlines the steps for designing and evaluating initiatives. Lastly, the publication showcases examples of Corporate Volunteering practices from Cyprus and other countries.

Six years on, the Handbook's content remains highly relevant and useful. Its update and reissue coincide with the International Year of Volunteers for Sustainable Development 2026, offering an ideal opportunity to enrich and strengthen the material.

On behalf of the Board of Directors of CSR Cyprus, our sincere thanks are extended to the author, Dr Alexandros Antonaras, for revising the texts; to the Deputy Ministry of Social Welfare for its collaboration and support; to the Press and Information Office; to the Pancyprian Volunteerism Coordinative Council; and to CSR Cyprus Officer Maria Mina for coordinating the process and proofreading the revised material.

Soteroula Soteriou

Chair, Board of Directors, CSR Cyprus

Message by the Deputy Minister of Social Welfare

Strengthening social cohesion requires the cooperation and participation of society as a whole. Within this context, corporate volunteering emerges as an important mechanism for social contribution, bringing the business community, employees, and local communities closer together.

This Handbook provides practical support to businesses and organisations in developing or strengthening volunteering initiatives with a meaningful social impact. At the same time, it highlights the important role that partnerships and collective action play in addressing social challenges.

An increasing number of businesses are adopting corporate volunteering practices and implementing initiatives that generate both social and environmental benefits, which is particularly encouraging. Regardless of their size, companies and organisations are systematically investing in fostering a culture of giving and active engagement. By leveraging the knowledge, experience, and time of their employees, they support local schools, social programmes, and environmental initiatives, contributing to the sustainable development of local communities. The good practices presented in this Handbook demonstrate precisely this potential: that every business, regardless of size, can serve as a catalyst for positive social change.

The first edition of the Handbook, published in 2020, proved to be a highly valuable resource for businesses and organisations seeking to strengthen their Corporate Social Responsibility actions through volunteering. The positive response and its widespread use by the business community highlighted the need to update and further enrich its content.



As with the previous edition, the Handbook will be available in both printed and digital formats, facilitating broader access and use. Furthermore, its publication in both Greek and English enhances its reach, enabling even more businesses and professionals to utilise it in promoting volunteer engagement among their workforce.

In closing, I would like to express my hope that this Guide will serve as a source of inspiration and practical guidance for the development of even more corporate volunteering programmes in Cyprus. The Deputy Ministry of Social Welfare will continue to support every effort that strengthens social participation and fosters a culture of active contribution and service.

Tina Pavlou

Deputy Minister of Social Welfare

Message by the President of the Pancyprian Volunteerism Coordinative Council

It is with great honour and genuine pleasure that we introduce and extend our greetings to this edition, which focuses on corporate volunteering and highlights, in the most substantive way, the connection between business activity, social responsibility and social impact.

Societies continue to operate in a rapidly changing environment marked by multidimensional challenges. Corporate volunteering can serve as one of the most dynamic and meaningful ways through which businesses may contribute to the achievement of specific goals, sustainable development and social cohesion, as well as to addressing these challenges.

We congratulate CSR Cyprus for offering the Cypriot society this highly significant Guide, which remains ever relevant, as long as the challenges we face call for collective action. For this reason, the voluntary participation of employees in initiatives is gaining increasing value and importance. The Guide approaches the parameters of corporate volunteering with such methodical clarity, that it is certain it will become an essential tool for the business community, helping organisations recognise its benefits. Its practical orientation analyses and showcases the advantages of corporate volunteering at every level: for the company, for employees, and for key societal stakeholders. In doing so, it strengthens a corporate culture of volunteering and the values of cooperation, responsibility, and respect – conscious choices that shape a better future.

I am confident that the Guide will not only serve as a source of knowledge and reflection, but will also inspire more companies and employees to integrate volunteering into their Corporate Social Responsibility strategies and into the core of their daily operations, recognising it as an investment with long term benefits for all. Undoubtedly, the Guide's detailed presentation of stages and explanations encourages further action and the development of a broader social alliance of activation, networking, collaboration, and intervention to address societal challenges.



Corporate volunteering helps cultivate relationships of mutual benefit among employees, businesses, and societal actors, creating opportunities for meaningful volunteer initiatives with positive outcomes. There is no doubt that through collective effort we can co shape a better future. A key contributor to this endeavour is a network of local stakeholders and NGOs, who possess expertise, experience, and access across the full spectrum of our society. They do not only act as a bridge between businesses and social needs, but also play a vital role in shaping a culture and implementing effective corporate volunteering actions.

Our warm thanks are extended to the business executives and employee volunteers, who have already integrated corporate volunteering as an integral part of their operations, demonstrating that business success can coexist with social responsibility and human sensitivity, and that collective effort can bring about meaningful change.

Sincere congratulations to all people who contributed to the re-edition of the Guide. We wish every company to discover the unique pathways of corporate volunteering and to make full use of its exceptional potential.

Elias Dimitriou

President, Pancyprian Volunteerism Coordinative Council

Corporate Volunteering and Corporate Social Responsibility

What is Corporate Social Responsibility?

Corporate Social Responsibility (CSR) is a multidimensional concept referring to the way in which businesses manage their corporate operations in order to have a positive social and environmental impact. According to Kotler and Lee (2005),[1] CSR is defined as a company's commitment to improving social well-being through the voluntary adoption of responsible business practices and the utilisation of its corporate resources.

Another, broadly known definition of CSR describes it as "a company's strategic choice to enhance its sustainability by assuming responsibility vis-à-vis its shareholders, its customers and society".

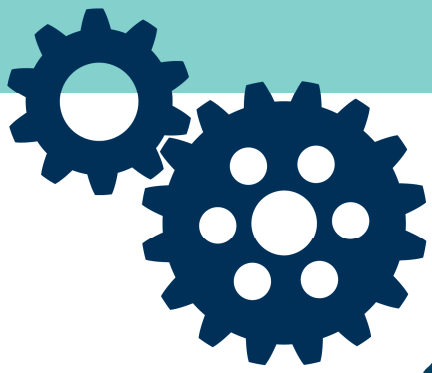
Similarly, the European Commission defines CSR as "a concept whereby companies integrate social and environmental concerns in their business operations and interactions with other stakeholders on a voluntary basis".[2] It is important to note that, like any evolving concept, CSR continues to develop and is now embedded within the broader sustainability ecosystem.

Within this context, the European regulatory framework establishes a set of commonly accepted principles and guidelines for member states, aiming to encourage businesses to adopt responsible practices that promote environmental protection, social well-being, and robust corporate governance. Corporate performance in these areas is captured and assessed through ESG criteria (Environmental, Social, Governance), which are collected and disclosed in annual sustainability reports. These data serve as a valuable source of information for a wide range of stakeholders, including investors, shareholders, consumers, and civil society organisations. Thus, in this context, CSR is closely linked to ESG criteria, as it primarily focuses on the social pillar while also influencing the environmental and governance pillars.

---

1. Kotler, P., & Lee, N. (2005). *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause.* Hoboken, NJ: John Wiley & Sons.

2. https://eur-lex.europa.eu/legal-content/EL/TXT/?uri=LEGISSUM:corporate_social_responsibility (access on 20.02.2026)





In terms of regulation, the European Commission's CSR Strategy (25 October 2011) is of pivotal importance, along with a series of EU Directives introducing the obligation for large companies and organisations to disclose information on non-financial matters and diversity issues. The most important is the Corporate Sustainability Reporting Directive (CSRD), which substantially strengthens transparency and accountability requirements in sustainability. This Directive has recently undergone amendments and simplifications aimed at reducing administrative burden and aligning requirements with market needs. In this context, the changes introduced through the "Omnibus" package[3] are expected to reduce the number of companies required to publish sustainability reports, both at European level and in Cyprus.

3. For CSRD: https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en (access on 06.03.2026). For Omnibus see https://eur-lex.europa.eu/legal-content/EL/TXT/HTML/?uri=OJ:L_202600470 (access on 25.05.2026).

All the above focus on the following key points:

- Adoption of the "Comply or Explain" logic/principle, which obliges businesses either to disclose non-financial information or, alternatively, to adequately justify its non-disclosure.
- The strategy applies to all organisations employing personnel, regardless of their institutional or operational status, thereby reinforcing the universality of corporate responsibility.
- The CSR and Business Ethics practices must align with the 10 Principles of the United Nations Global Compact, relating to human rights, labour relations, the environment, and anti-corruption.
- CSR practices are also expected to actively contribute to the achievement of the 17 Sustainable Development Goals of the 2030 Agenda, strengthening the developmental and social role of businesses globally.

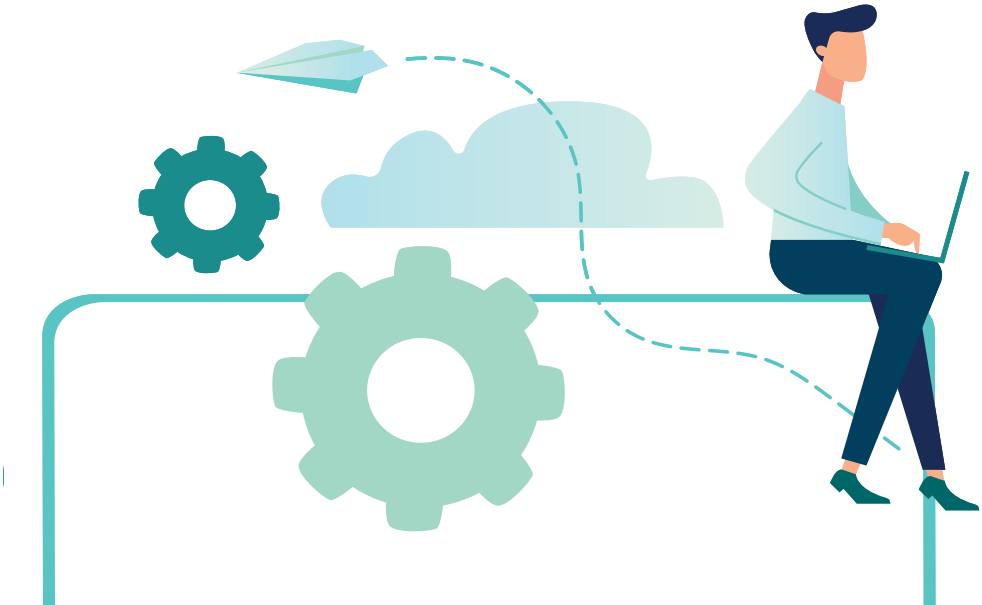
By adopting all the above, the EU acknowledges the increasing significance of CSR and Business Ethics both in improving corporate economic performance and in contributing to the advancement of sustainability overall. At the same time, by implementing coherent and effective policies that enhance transparency and accountability, the EU helps to create a stable and trustworthy business environment. This institutional approach also promotes awareness and active engagement among stakeholders – including employees, businesses, society, and the state – establishing Corporate Responsibility as a core pillar of modern business activity.

It is also worth noting that Cyprus has developed a National Framework for Corporate Social Responsibility, as well as a related guide for businesses. In parallel, a state CSR Registry has been established, in which companies that meet the requirements of the National Framework may be registered.[4]

[4] Cyprus Authority for Cooperative Societies is the national body for the advancement of CSR in Cyprus, https://www.cssda.gov.cy/, (access on 19.02.2026).

As mentioned earlier, CSR is an evolving concept: it lacks a specific denotation nor is it fully recognised on the basis of a set of specific criteria. Acknowledging the fact that enterprises play a significant role in the creation of wealth and jobs in society, CSR is widely perceived as the manner in which companies manage their operations in order to generate a positive impact on society. In this context, CSR expresses the principle that businesses voluntarily integrate social and environmental considerations in their operations and develop meaningful interaction with their stakeholders, aiming to create value for society as a whole.

In conclusion, the definition given by Kotler and Lee (2005) remains highly relevant, as CSR may be understood as a commitment to improve social welfare through the voluntary adoption of responsible business practices and allocating corporate resources. Since stakeholders hold high expectations from corporate entities, the executives and personnel are required to design long-term strategies that strengthen the company's role as a responsible corporate citizen. Achieving this goal requires the meaningful integration of socially responsible practices into business operations, as well as the active promotion of initiatives – such as corporate volunteering – that contribute to creating a positive social footprint.



What is Corporate Volunteering?

According to Kenn Allen, Corporate Volunteering is "any effort by any employer to encourage and support volunteering in the community by its employees".[5]

However, any "effort" on behalf of the employer, aimed at encouraging and supporting volunteering in society and among employees in order to do volunteer work is a general concept, open to misinterpretation. In reality, businesses place Corporate Volunteering within the mechanisms of implementing CSR actions. For this reason, a specific framework for the interpretation of Corporate Volunteering is required.

Sanchez and Gallardo propose that Corporate Volunteering is the voluntary and planned involvement of a company in society's sustainable development, through programmes and actions implemented by the company's employees and friends.[6]

In the same wavelength, the definition of Corporate Volunteering according to Clary and Snyder (1991) points to a form of non-spontaneous assistance, offering new perspectives that go beyond the traditional forms of supporting society, such as donating money to NGOs or charities.[7]

Therefore, Corporate Volunteering can be an inextricable part of an enterprise's CSR strategy. It is the process through which the enterprise actively engages its employees in the overall CSR strategy. In this way, employees are not mere spectators of the implementation of CSR strategy but active participants. In other words, Corporate Volunteering is linked to the incorporation of programmes and actions within the context of an enterprise's broader CSR strategy by leveraging its human resources, and provides a tool for the implementation of CSR actions.

In conclusion, the definition of Corporate Volunteering establishes the need to create a relationship of mutual benefit between employees, the enterprise and society. A basic requirement for designing and implementing successful Corporate Volunteering actions is to ensure that specific benefits will be yielded for the enterprise, its employees and society. For this reason, it is important that Corporate Volunteering actions follow a set of main principles to allow their effective implementation.

---

5. Allen K. (2012) The big Tent. The Corporate Volunteering in the Global Age, retrieved on 19.02.2026 from http://iave.org/iavewp/wp-content/uploads/2015/04/The-Big-Tent-2012.pdf (accessed on 19.02.2026)

6. Sanchez-Hernandez, M.I., & Gallardo-Vázquez, D. "Approaching Corporate Volunteering in Spain". Corporate Governance: The International Journal of Business in Society, Volume 13, no 14 (2013).), p. 397-411.

7. Snyder, M., & Clary, E. G. (1991). A functional analysis of altruism and prosocial behavior. ***Review of Personality and Social Psychology, 12, p. 119-148.***

Core Principles of Corporate Volunteering for CSR actions

The following seven core principles should be taken into account for the effective and successful implementation of CSR actions through Corporate Volunteering

01 Identification

The enterprise must identify two significant parameters linked to the action. On the one hand, it must identify the benefits to the enterprise itself, which will stem from the implementation of the action; on the other hand, it must identify the substantial voluntary contribution of its employees to the implementation of a corporate action as a collective effort to achieve business goals.

02 Planning

Before putting a Corporate Volunteering plan into practice, the enterprise should have first developed an integrated Corporate Volunteering Plan. The Corporate Volunteering Plan should take into account the needs and availability of the employees. In this direction, the enterprise must develop tools and mechanisms for investigating these parameters. By specifying the needs of the employees, the company will gain the opportunity to develop incentives and policies intended to encourage employees to take part in its Corporate Volunteering actions. Availability of the necessary resources to ensure smooth running of corporate actions is also of the utmost importance. Last, the enterprise must develop procedures to evaluate the objectives laid down in its Corporate Volunteering Plan.

03 Leadership

The effective implementation of Corporate Volunteering actions requires strong commitment and participation by the leadership, both during the development of the Plan, and during the implementation of the individual actions. Endorsement by the leadership sends the right messages within the enterprise whilst providing a confidence indicator for stakeholders associated with the action. The active participation of leadership results to broadened participation of employees and greater chances of collaboration with important social stakeholders.

04 Measurable Goals

The enterprise must set clear, specific, feasible and measurable goals for every Corporate Volunteering action it adopts in its effort to implement the CSR strategy.

05 Employee Commitment

A major principle for the success of Corporate Volunteering actions is strong commitment and participation of the employees in the effort to implement the specific actions. Employee commitment and participation are positively influenced both by the recognition they receive and by the management's own commitment and participation

06 Partnerships

The enterprise will have to lay down a framework and mechanisms of partnership with public agencies, NGOs and social bodies toward the implementation of Corporate Volunteering actions. Partnerships of this kind are important as they ensure that the results of Corporate Volunteering actions will have the best possible impact on society and on stakeholders affected by the specific action.

07 Communication

The enterprise will have to lay down modes and mechanisms of communication with the stakeholders affected by the specific action, partners and employees in order to ensure the best possible action coordination and timely resolution of any problems that may occur before or during the implementation of the Corporate Volunteering action.

Why is Corporate Volunteering Important?

Corporate Volunteering helps and benefits not only the enterprise/organisation, the employee development, but also society. Volunteer action develops the employees' communicative and social skills and, when not restricted to financial aid, it translates as an investment of their personal time and good use of their abilities for the common good. Corporate Volunteering is important inasmuch as it adds a further dimension and level to the implementation of the enterprise's or the organisation's CSR strategy. It assists the enterprise in establishing a more substantial and engaging model of Corporate Social Responsibility strategy. Corporate Volunteering ensures that the results of CSR actions can be measurable and reliable for evaluation.

A study on Corporate Volunteering conducted by Deloitte's Purpose and DEI Office,[8] involving 1,000 individuals working across various sectors of the US economy, revealed that the vast majority of employees (95%) consider it important for their employer to have a positive impact on the community. Additionally, 87% of respondents noted that workplace volunteering opportunities influence their decision to remain with their current employer or seek a new one.

Another noteworthy insight emerged from participants' statements, that engaging in volunteer activities through their workplace encouraged them to take part in additional independent volunteering – either with the same organisation or with other community groups.

Therefore, it may be inferred that by applying Corporate Volunteering, all involved parties stand to benefit, namely: the enterprise, society and the employees, as shown in Figure 1 below:

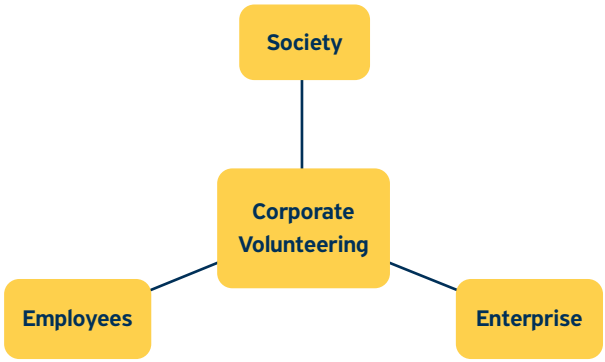


Figure 1: Relationship of mutual benefit for the company, its employees and society.

Further down in Part A, there follows an analysis of the benefits arising for society, the shareholders (the enterprise itself) and its employees by the implementation of CSR actions through Corporate Volunteering.

8. Deloitte Volunteerism Survey" (2024). A summary of the findings is published in the article "Deloitte Survey: Workplace Volunteer Opportunities Can Unlock a Greater Sense of Connection and a More Positive Work Experience for Employees", retrieved from https://www.prnewswire.com/news-releases/deloitte-survey-workplace-volunteer-opportunities-can-unlock-a-greater-sense-of-connection-and-a-more-positive-work-experience-for-employees-302162157.html (access on 19.02.2026.)

Corporate Volunteering Benefits to Society

A multitude of benefits to society can occur from a well-planned CSR action that puts Corporate Volunteering into practice. More specifically:

- Society in the wider sense but also local societies stand to gain both indirectly and directly, as they find themselves on the receiving end of the positive results pursued by the CSR action that the enterprise implements.
- Through the implementation of CSR actions involving Corporate Volunteering, the citizens of local societies are given the opportunity to become actively involved in these actions as engaged citizens and further pursue social volunteering on a personal level.
- During the planning stage of the action by the enterprise, local societies are given the opportunity to participate in the process and co-author the action as one of the stakeholder groups. In this way, the action is more substantially and properly planned to ensure better results.
- Through Corporate Volunteering actions, enterprises contribute to the creation of new active citizens with a more potent feeling of social participation, as employees are enabled to experience the benefits of an engaged citizen, such as acquirement of new knowledge and skills, an empowered feeling of humanitarianism and the fact that this citizens function as an important tool for the prevention of addictions and delinquency. In this way, the number of engaged citizens increases, providing society with more human resources (volunteers) to tackle other social concerns or problems.
- The organised civil society, which consists of NGOs and other organised groups involved in the resolution of major social, environmental and other concerns, by working together with enterprises, stands to gain the necessary expertise and appropriate tools in order to achieve its objective.[9]

[9] CSR Hellas (2014) Οδηγός Υπεύθυνης Επιχειρηματικότητας – Εταιρικός Εθελοντισμός, Ελληνικό Δίκτυο για την Εταιρική Κοινωνική Ευθύνη [Guide to Responsible Entrepreneurship – Corporate Volunteering, The Hellenic Network for Corporate Social Responsibility] ISSN: 2241-9179, p. 3. Available at https://csrhellas.org/wp-content/uploads/2020/08/%CE%95%CF%84%CE%B1%CE%B9%CF%81%CE%B9%CE%BA%CF%8C%CF%82-%CE%95%CE%B8%CE%B5%CE%BB%CE%BF%CE%BD%CF%84%CE%B9%CF%83%CE%BC%CF%8C%CF%82-13.01.15-%CE%B1%CE%BD%CE%AC-%CF%83%CE%B5%CE%BB%CE%AF%CE%B4%CE%B1.pdf (retrieved on 19.02.2026)

Corporate Volunteering Benefits to the Business and its Shareholders

CSR actions that incorporate Corporate Volunteering benefit companies themselves as well as their shareholders, considered to be major stakeholders of a business. More particularly:

- The enterprise demonstrates social responsibility by keeping its commitments to society.[9]
- The competences and social skills of the employees are honed in a way that improves the effectiveness and efficiency of the business' internal workings.
- Internal communication within the business is improved, as volunteering employees develop new channels of interaction during the implementation of the action in which they participate. Oftentimes, in large enterprises these opportunities enable employees to become better acquainted with each other and/or improve/develop their interpersonal relationships, which is bound to have a positive impact on the daily operations of the business or organisation.
- Practical involvement in the resolution of a social question, but also increased awareness of social concerns, empower the image of the business and, as a consequence, its positive impact on society.
- Fostering Corporate Volunteering policies and culture will accelerate the process of the company's integration with society. In a world where everything moves fast, it is important for a business to establish, through actions like these, a leading presence in the social arena.
- Through social integration and the long-term actions of Corporate Volunteering, the business will succeed in strengthening and sustaining its current relationships with stakeholders, but also in building new relationships of trust with stakeholders, likely to arise during the implementation of a Corporate Volunteering programme.
- The trust and appreciation of employees to their company is enhanced.[9]
- The capability of a business to take preventive action in times of crisis is strengthened, as close collaboration with the local communities and the broader society may allow the prevention of possible risks to these communities.
- Through systematic implementation of CSR actions and practicing Corporate Volunteering, the social appeal of the company is improved, enabling it to publicise more substantial (including non-financial) information. In this manner, the company may attract more investors and/or borrow money on better conditions, as financial institutions and investment companies increasingly make decisions by considering –among other things – non-financial results too, particularly ESG criteria. (Environmental-Social-Governance).

- Attracting better manpower of higher quality. A number of surveys suggest that the new generation, particularly university graduates looking for a job, are more aware of social and environmental concerns and, therefore, would rather work for enterprises/organisations that are actively engaged in tackling these concerns. Therefore, Corporate Volunteering is a major criterion for people, especially the young, seeking employment. According to recent surveys, over half of the number of university graduates would rather work for an organisation that has a Corporate Volunteering programme in place, as this is aligned with their own need for volunteer action. Other surveys have shown that graduates are willing to work for an enterprise with lower pay if the enterprise is socially engaged and pursues a CSR strategy.[10]



[10] Deloitte (2017) Deloitte Volunteer Impact Research, Volunteering programs garner recruitment advantages.

Corporate Volunteering Benefits to Employees

The implementation of Corporate Volunteering actions garners significant benefits for the enterprise's employees too. More specifically:

- Corporate Volunteering enhances the employees' productivity and dedication. Employees involved in volunteer actions feel that the enterprise cares both about themselves and society as a whole. Employee participation in the promotion of CSR improves the company's work environment and, as a consequence, increases employee productivity and trust.
- Corporate Volunteering allows employees to train in new management techniques and develop their skills through teamwork. Further, employees have the opportunity to discover and/or improve their core abilities and skills by working within a group of volunteers, and also to develop their creativity in the course of Corporate Volunteering actions.
- Employees have the opportunity to empower or renew their relationships with their colleagues and enhance their self-confidence and self-esteem.[9]
- Another major benefit for employees is the development of their social skills and, at the same time, of a volunteer consciousness. In the long term, this will contribute to the development of engaged citizens, volunteering to help tackle social and environmental concerns.
- Also, employees are able to come into direct contact with societal needs and, functioning as socially aware citizens, enrich their social skills.[9]
- Finally, employee trust and appreciation of their employing company is reinforced.[9]

In conclusion, the benefits that Corporate Volunteering garners for the enterprise, society and the company's employees are so many that they ensure sustainable development both for the enterprise and for society. In the next section we will look at the role of Non-Governmental Organisations in the implementation of Corporate Volunteering.

The Role of Non-Governmental Organisations

The main role of Non-Governmental Organisations (NGOs) is to operate independently, in the context of the goal for which they have been established, by working focused within society and preserving their humanitarian function.

The ultimate goal of each NGO is to pursue such active contribution as to achieve the goal of its establishment. Even though they have a different culture and management style than enterprises, their hierarchical structures are similar.

Some NGOs are so powerful and big that they are able to exert pressure even on state governments. According to a study by Harvard University, NGOs play a decisive role in the business world as, through their actions, they are able to influence the perspective of society and of investors.[11] For this reason, NGOs often put pressure on enterprises to behave better as far as issues of ethics, corporate governance and tackling social and environmental issues are concerned. As a result of this pressure, several enterprises have responded through their CSR strategy and, by extension, through the implementation of Corporate Volunteering.[12]



11. Nelson J. (2007) The Operation of Non-Governmental Organizations (NGOs) in a World of Corporate and Other Codes of Conduct, CSR Initiative Working Paper No. 34, Kennedy School of Government, Harvard University.

12. Nelson J. (2004), The Public Role of Private Enterprise: Risks, Opportunities and New Models of Engagement, CSR Initiative Working Paper No. 1, Kennedy School of Government, Harvard University.

Even though NGOs are not inextricably connected to an enterprise's operational framework, they do play an important role in formulating the culture and implementation of Corporate Volunteering actions. The main reasons are:

1. NGOs have better knowledge – and a different perspective – of the social/environmental concerns that may be of interest to enterprises as possible focus points for Corporate Volunteering actions. The collaboration between enterprises and the appropriate NGOs allows better action planning and the achievement of more substantial outcomes for the beneficiaries.
2. NGOs allow better interconnection between action and society, and more effectively prompt employees to participate as volunteers in the action.
3. NGOs may be used as a promotional medium for the enterprise's Corporate Volunteering action, in addition to the promotional mechanisms of the enterprise itself.
4. NGOs enhance the enterprise's effort to create measurable results with a substantial impact on its operation, as in this way the NGO's work becomes measurable too.

Therefore, the role of NGOs in the implementation of CSR actions incorporating Corporate Volunteering is decisive and significant for enterprises. In the following chapter we will look at the steps an enterprise should follow in order to effectively plan and implement a CSR action through Corporate Volunteering.

Planning CSR Action through Corporate Volunteering

Every enterprise that feels "indebted" to improve social welfare by leveraging business practices and corporate resources should develop a CSR strategy and designate strategic focus areas and priorities. Corporate Volunteering, a mechanism for motivating volunteering employees at an enterprise, may also become a mechanism for the implementation of the enterprise's CSR strategy.

The incorporation of Corporate Volunteering into Corporate Social Responsibility action plans may be achieved by following these steps:

- Step **1:** Decision to Take Action
- Step **2:** Identifying the Stakeholders of the Action
- Step **3:** Communicating with Stakeholders
- Step **4:** Preparing to Implement the Action
- Step **5:** Promoting the Action
- Step **6:** Implementing the Action



Step 1: Decision to Take Action

The first step to a Corporate Volunteering Action Plan is "a decision to take action" on behalf of the enterprise's management (administration, CSR department etc.). The management's commitment is a decisive factor for the success of a Corporate Volunteering Action Plan, as it sends the right messages, both within the enterprise (employees) and to its external environment, ensuring participation and availability of the necessary resources for the achievement of the desired goals. In making this decision, the management ensures that the action plan is aligned with its wider CSR strategy.

During this step, the enterprise is called upon to answer a few questions that will facilitate the planning of an effective action. More specifically, the following must be clarified:

- **What are the goal and cause for the implementation of the action?**
- **How is the action linked to the enterprise's CSR strategy?**
- **Which CSR focus area does this CSR action belong to (society, environment, employees, market/customers)?**
- **What are the proposed time period and place for the implementation of the action?**
- **Does this action include the characteristics of Corporate Volunteering (carried out by the employees during working hours etc.)?**
- **What are the objectives of the action?**
- **Which of the UN's 17 Sustainable Development Goals is the action linked to?**
- **Which benefits are expected from the implementation of the action (for the enterprise, its employees, and society)?**

Step 2: Identifying the Stakeholders of the Action

The stakeholder theory posits that identifying stakeholders enables an enterprise to take into account all questions associated with the stakeholders and initiate a substantial process of dialogue before determining its CSR action plan. Stakeholders make up the environment that interacts with the enterprise and is interested in its activities.

According to one approach to categorising stakeholders, they may be distinguished between internal and external ones. Internal stakeholders include employees, the administration, the enterprise's shareholders/owners, the employees' trade union and/or groups of employees (e.g. administrative departments). External stakeholders include the enterprise's suppliers, associates, competent state agencies, customers, the Mass Media, Non-Governmental Organisations etc. (It must be ensured that the chosen NGOs will demonstrate economic transparency and good administration, as laid down in the corresponding legislation).

It is especially important for an enterprise to identify all of its stakeholders, as well as the main topics of concern to them vis-à-vis the enterprise, so as to be able to manage them effectively by planning the appropriate actions.

Therefore, it becomes clear that every action implemented in the framework of the CSR strategy is linked to the number of stakeholders. In this way, actions that incorporate Corporate Volunteering affect several stakeholders and are affected by them. The second step to a Corporate Volunteering action plan includes the identification of stakeholders associated with the action (after the action has been decided in the first step).

During this step, the following must be determined:

- **Who are the stakeholders that affect the action or are affected by it?**
- **How each of the stakeholders can (either positively or negatively) affect the implementation of the action?**
- **How each of the stakeholders can (either positively or negatively) be affected by the implementation of the action?**
- **In what way could a stakeholder participate in the implementation of the action?**
- **What are the requirements that must be met by each stakeholder for the successful implementation of the action?**

All these will help the business not only to identify those that it must take into account in designing the action and with whom it must communicate (Step 3), but also to define significant success factors and possible risks.



Step 3: Communicating with Stakeholders

Effective communication with stakeholders who relate to the chosen action (management, collaborating agencies etc.) is particularly important, as it will contribute to deeper understanding of the intended results and to better action planning. The main reasons for communicating with the stakeholders before planning an action are:

a. Update

Timely communication and substantial dialogue with the stakeholders through the appropriate channels ensure that all those who (either positively or negatively) affect the action or are affected by it, whether they will be involved in its implementation or not, are duly informed.

b. Determine expectations

Dialogue can help determine the expectations of each of the stakeholders, so that these expectations can be taken into account during the action planning stage. A dialogue with the employees, who probably represent the most important stakeholders for a Corporate Volunteering action can bring out their interests which will in turn point out those programmes in which employees are most interested to volunteer.

c. Collaboration Framework

Communication with the stakeholders can help identify important factors that will contribute effectively to laying down a framework of collaboration with the parties that will be involved in the implementation of the action. It is important to timely identify the role assigned to each stakeholder during the implementation of the action in order to effectively determine the framework for collaboration and the implementation plan.

d. Commitment

Communication with the stakeholders may help to achieve the greatest possible extent of commitment to participate and collaborate and, therefore, ensure the success of the action.

e. Ensure necessary resources

The success of a Corporate Volunteering action depends, among other things, on the availability of the resources required for the action to take place. Timely communication with the stakeholders may ensure the availability of these resources and increase its chances for success and achievement of its goals.

Special emphasis must be placed on the importance of communication with the enterprise's employees, as the success of a Corporate Volunteering action greatly depends on their involvement and contribution. The appropriate channels of communication with employees and their representatives must be in place in order to allow more effective communication in general, not only for planning CSR and Corporate Volunteering actions.

But what should an enterprise pay attention to during its communication with its employees toward planning a Corporate Volunteering action?

- Explain the purpose and objectives of the action
- Explain the interconnection between the enterprise's CSR strategy and the Corporate Volunteering action.
- Provide employees with the opportunity to participate in the action planning with their own ideas and views.
- Analyse the employees' obligations during the implementation of the action.
- Inform employees about the benefits they stand to gain.

Surveys have shown that employee involvement in the implementation of Corporate Volunteering programmes further increases their commitment and dedication to the enterprise, compared to enterprises that do not engage their employees in equivalent actions.[13]

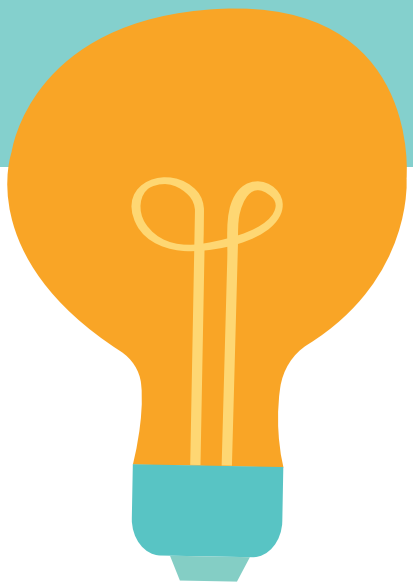
Also, inquiring about the employees' interests is particularly useful for pointing out the volunteering programmes employees are most interested in. The survey may invite their own ideas, with an eye to bringing out new proposals in alignment with the values and objectives of the company/organisation.[14]

Communication with social bodies (state agencies, NGOs etc.) that either affect the scheduled action or are affected by it is equally as important as communication with employees. Because of the great number of social partners usually associated with a Corporate Volunteering action, it is beneficial for the enterprise to develop a framework of communication with all of them, aiming at a proper exchange of views, suggestions and demands. This framework should also motivate dialogue and bring out suggestions and proposals.

---

13. Ketvirtis S. (2012) How Corporate Citizenship Impacts Employee Engagement. Lin, YT., Liu, NC. Corporate Citizenship and Employee Outcomes: Does a High-Commitment Work System Matter? J Bus Ethics 156, 1079–1097 (2019), Retrieved from: https://doi.org/10.1007/s10551-017-3632-1 (access on 19.02.2026)·Nnamdi UGO, J. (2023), The Impact of Corporate Social Responsibility on Employee Engagement and Organizational Performance: A Systematic Review, SSRN Electronic Journal, Retrieved from https://www.researchgate.net/publication/370755819_The_Impact_of_Corporate_Social_Responsibility_on_Employee_Engagement_and_Organizational_Performance_A_Systematic_Review (access on 19.02.2026).

14. CSR Hellas (2014) Οδηγός Υπεύθυνης Επιχειρηματικότητας – Εταιρικός Εθελοντισμός, Ελληνικό Δίκτυο για την Εταιρική Κοινωνική Ευθύνη [Guide to Responsible Entrepreneurship – Corporate Volunteering, The Hellenic Network for Corporate Social Responsibiliy], ibid, p. 8.



Step 4: Preparing to Implement the Action

The successful implementation of a Corporate Volunteering action depends on the right design and good and timely preparation. In this context, the enterprise must place special emphasis on the following:

- Designate the Head of the Action: it is important to designate a person as head of the preparation and implementation of every action. This person must have the knowledge and skills to properly design the action and effectively coordinate all parties involved in order to allow its successful implementation.
- Breaking down the steps that are necessary for the implementation of the action.
- Determine the resources (equipment, number of volunteers, money etc.) required for the successful implementation of the action and obtain these resources.
- Create a crisis plan in order to ensure implementation of the action if something does not go according to plan. For instance, what will happen in case of bad weather conditions or in case a number of volunteers do not show up on the day and time of the action?
- Prepare staff that will be called upon to coordinate and collaborate with the volunteers.
- Create an appropriate framework to motivate and attract volunteering employees (with a clear description of the reason why the action should be implemented and its "requirements"). It is important for volunteering employees to know exactly what is expected of them, when and for how long they will be expected to participate. Also, volunteers must know whether the action will take place during working hours. In case the action takes place beyond working hours, volunteering employees should know whether they will have further benefits, such as additional leave, free transportation to the action area, free meal etc.

- Develop an Implementation Plan with clear instructions about what exactly must be done, by whom and when. This Plan is essentially a Road Map for the action and ensures that everything that must be done in the course of the action has been anticipated and prepared well in advance. Also, this Plan may also provide the basic material for training the volunteers (see below).
- Design a brief training programme to better prepare volunteers. The programme should not be mandatory: if compelled to participate in it, employees might be put off. Through training, those indecisive about whether to participate or not could be more favourably disposed.
- Set up a coordinating meeting before the implementation of the action, to be attended by the most important stakeholders for the sake of better preparation and programming.
- Develop a framework for the action to be evaluated both by volunteers and stakeholders, including those benefiting from the action. The aim of this evaluation is to collect data that will allow better organisation and implementation of similar actions in the future.





Step 5: Promoting the Action

As mentioned above, through the implementation of Corporate Volunteering actions, an enterprise reinforces its profile in the market and in society by demonstrating socially acceptable traits. It is therefore important to develop a plan to publicise and promote the action through the contribution of the enterprise's competent department/officers (Marketing, Communication, CSR), but also of the action's core stakeholders.

The promotional plan for the action should cover a set of important questions about the communication strategy to be followed. Specifically:

- **What are the main messages the enterprise wishes to send out?**
- **What is the available budget for promoting the action?**
- **What modes of communication will be employed to publicise the action? Will communication include the Mass Media (TV, radio, newspapers, online news media etc.) and Social Media? If yes, which ones?**
- **Which time schedule applies for the promotion of the action, both before and after its implementation?**

It is extremely important, during the development of a promotional plan for the action, to define specific action-related goals. For instance, if apart from the participation of volunteering employees the action also requires citizen participation, then the number of citizens expected to participate must be specified in order to ensure successful implementation of the action.

It is also important to set clear goals regarding the message that the enterprise would like to "pass on" to society through the action. For instance, does the enterprise wish to send the message that the implementation of the action is intended to resolve or tackle a specific social or environmental concern? That it supports a specific NGO or contributes to the achievement of any of the 17 Sustainable Development Goals?



Successful promotion of the action is inevitably linked to how effectively the action's desired result has been disseminated in society. Greater audience turnout on the day of the action signifies wider dissemination of the result produced by the Corporate Volunteering action that took place.

Furthermore, the increased public response on the day of the Corporate Volunteering action indicates that the action was effectively promoted, in the sense that society engaged, attended and actively supported it.

Step 6: Implementing the Action

The last step toward incorporating Corporate Volunteering into CSR actions includes the implementation of the action. This step is the culmination of all preceding actions and, eventually, what determines whether the action has been successful or not. Everything planned during the previous steps must be executed according to the initial plan.

Before actually kicking off the action, the area where it is meant to take place must be checked one last time in order to ensure that everything is in place. The Head of the action and stakeholder representatives participating in the action must make sure everything is ready to get the action off the ground.

During the execution, the Head of the Action must keep a watchful eye on the Corporate Volunteering action in order to ensure that no problems or delays are interfering with the fulfilment of the desired goals. In case of a problem, the problem-resolution mechanisms set out in the crisis management plan must become activated.

Applying the Handbook to Business

Corporate Volunteering is a structural element of CSR that aims to foster a responsible corporate culture, to empower relationships with the local and broader society and to cultivate employee fulfilment. It is, therefore, an important point of reference for CSR and for employee development practices pursued by the Human Resources Department; it also spearheads every communications strategy in progress. The core components of the successful implementation of Corporate Volunteering programmes are:

Credibility: Each planned initiative must contribute to fostering and supporting the business goals of the company/corporation. When the company's/corporation's voluntary contribution to the resolution of social problems becomes part of their business mission, then both the sustainability of the programme and the values upheld by the company are ensured.[14]

Differentiation: Planned actions must be differentiated each time so as to address the most social needs possible and engage the interest of employees.[14]

Relevance: Relationships of mutual benefit and partnership between stakeholders and society in terms of the object of the planned action and its scope ensure its successful implementation.[14]

Alertness: Frequent and constant contact and exchange of ideas between stakeholders are a primary component of the success of Corporate Volunteering programmes.[14]

Evaluation and Assessment of Corporate Volunteering Actions

After the completion of a Corporate Volunteering action, businesses should evaluate the accomplished results in order to gain an overall picture of the action.

Some of the reasons why businesses should evaluate Corporate Volunteering actions are cited here below:

- To investigate if the Corporate Volunteering action was successful and whether the desired outcomes have been achieved.
- To pinpoint any difficulties that might have occurred during the action.
- To identify ways and opportunities to upgrade and improve Corporate Volunteering actions in the future.
- To investigate/assess employee productivity and performance.
- To give the stakeholders feedback on the results of the Corporate Volunteering action.
- To measure the action's primary Performance Indicators.
- To assess the impact of Corporate Volunteering actions carried out by the company and the stakeholders.[15]

Further, the process of evaluating Corporate Volunteering actions offers benefits to the business itself; on the one hand, it improves its level of accountability towards stakeholders (including shareholders) and the quality of the programmes, and, on the other hand, it enhances its reputation/self-image.

The evaluation process must accommodate an exchange of feedback between management and stakeholders in an honest, transparent setting in order to enable stakeholders to submit their suggestions for improving CSR programmes, when deemed necessary.

15. Mihaela Pacesila, "Corporate Volunteering: Trends, Benefits and Challenges. Current situation in Romania" Theoretical and Empirical Researches in Urban Management, Volume 12, Issue 2, May 2017, σ. 21.

Evaluation Processes

Evaluation processes are production-oriented and outcome-oriented. According to theorists such as P. Kotler & n. Lee (2005),[16] there are six best practices for properly evaluating and assessing Corporate Volunteering actions, in terms of the value of the investment and the value of the outcome.

[1] Define the purpose of the evaluation

The business, before planning the action's evaluation, should determine the purpose of the evaluation itself in order to be able to answer these questions: "How is the collected data going to be evaluated?" "Is the evaluation necessary in order to improve future actions?" "How information and data will be collected and be forwarded to partners and stakeholders?" "How to assess return on investment for this particular action?", etc. By determining and identifying the purpose of the evaluation, the business will be able to develop the tools required for it (e.g. questionnaire).

[2] Measure the invested resources

The business should quantify all the resources it has invested in the implementation of the action, including real costs. Specifically, any products/services the business has made available for the action, the staff's engagement hours etc. must be converted to monetary units and added to the rest of the expenses incurred by the company for the action.

In this way, the business will have a clear picture of the overall value of the investment required for the action's implementation and, therefore, will be in a position to make a proper, objective evaluation of the outcomes and data collected after the completion of the Corporate Volunteering action, in order to assess its overall impact.

[3] Measure outcomes based on the action's initial goals

The business will need to "measure" action-related outcomes immediately after the action's completion and compare them with the objectives set at the initial stages of the implementation, namely during the "Decision to take Action" stage.

This endeavour includes outcomes associated with "general business goals" and linked to CSR. More specifically, it involves an analysis, among other things, of the achieved goals that enhance the overall image of the business; of the data that strengthen the company's image, reduce operational expenses (e.g. recruitment cost), increase employee satisfaction and motivation, and promote compliance with the legislative framework and guidelines on environmental and social issues.

---

16. P. Kotler and N. Lee, Corporate Social Responsibility Doing the Most Good for Your Company and Your Cause Best Practices from Hewlett- Packard, Ben & Jerry's and other leading companies. New Jersey, John Wiley & Sons, Inc Press 2005, p. 252-254.

For instance, if an amount of €500 had been budgeted for the action, then along with the actual amount that was eventually used, the business must also "factor in" the extent of public awareness regarding the action (number of people), the change in sales and customer loyalty, as well as the overall "social traffic" achieved.

[4] Measure outcomes in terms of the reasons why the Corporate Volunteering action was planned

The business should evaluate the outcomes of the action in terms of its creativity, participation and positive impact on the beneficiaries in order to verify the initial reasons for supporting and implementing it.

For the business to have a complete and objective evaluation of the Corporate Volunteering action, it must take into account the stakeholders' point of view. Arranging a meeting with the stakeholders of the specific action will allow an exchange of views and information about the action and its outcomes set against the initial planification and goals.

[5] Create a monitoring system for related social issues

After the completion of a Corporate Volunteering action, companies and stakeholders should create a system for monitoring and recording the number of cases impacting on the issue addressed by the action, e.g. What is the percentage of homelessness reduction? (If the action was aimed at addressing homelessness). Collected information may be based on data measurement by the country's statistical agency or by European and international institutions. In this way, both the company and the stakeholders will be able to create new Corporate Volunteering actions, taking into account the data and social impact achieved by previous actions.

[6] Leverage the necessary resources for the evaluation

The business should leverage the necessary resources and budget to develop and execute the required processes for measuring and assessing the Corporate Volunteering action. The assessment cannot be done without the resources and money required for measuring the actual outcomes of the action in comparison to the anticipated outcomes.

Evaluation Tools

To evaluate Corporate Volunteering actions, tools such as Giving in numbers[17] and LBG Model (which falls now under the framework B4SI – Business for Societal Impact)[18] can be used. These tools allow the systematic collection/accumulation of data, data analysis and benchmarking and their comparative evaluation.

The results of the evaluation of a Corporate Volunteering action should be measurable and reliable. If so, they can be assessed and benchmarked against primary performance indicators and, by extension, processed in order to demonstrate whether they have indeed contributed to the Sustainable Development Goals identified during step 1 of Planning a Corporate Volunteering Action (Decision to Take Action), whilst drawing on the relevant guidelines of the UN's Business Reporting on the SDGs: Analysis of the Goals and targets.[19]



17. Giving in Numbers (2025). Accessed on 19.04.2026 from: https://cecp.co/home/resources/giving-in-numbers/

18. https://b4si.net/wp-content/uploads/2018/10/LBG-Public-Guidance-Manual_2018.pdf (access on 06.03.2026)

19. https://www.local2030.org/library/430/Business-Reporting-on-the-SDGs-An-Analysis-of-the-Goals-and-Targets.pdf (ημερ. τελ. πρόσβ. 20.02.2026)



Examples of Corporate Volunteering in Practice

Corporate Volunteering, a primary tool of corporate accountability, enables employees to give back, develop their competences and skills, work together and truly feel they are a team. The actions employees engage in are usually focused on society and the environment. These actions may be collecting and giving food, working with Non-Profit Organisations (NPOs) and agencies to set up actions, providing help to corporations that lack the necessary means and staff to do their work, and other initiatives.

An examples of volunteer action within Cyprus is the below:

The UCLan Cyprus campaign "Cycling for My Homeland", which received a commendation at the 4th Corporate Sustainability and Responsibility Awards of CSR Cyprus and the Authority for Cooperative Societies in 2025, mobilised employee volunteers. The initiative was supported by OPAP Cyprus, the Pyla Community Council, and the United Nations. Volunteers cycled from the University through the bicommunal village of Pyla and, upon reaching the finish point, carried out a beach clean up at the CTO (Cyprus Tourism Organisation) beach.

Another example within the broader Greek area worth noting is a collaborative action between companies, mounted by "TNT" in collaboration with "Kelloggs" and the "Qualitynet Foundation" NGO, in the context of the "Morning Meals for Better Days" programme. The programme, carried out in Attica and Thessaloniki, aimed to offer breakfast to children on the brink of poverty. It should also be mentioned that TNT employees registered as volunteer bone marrow donors to the blood bank of the "Orama Elpidas" [Hope Vision] Association.[20]

Corporate Volunteering actions mounted by enterprises abroad and in Cyprus are presented and analysed in the following section.

---

[20] Tsakiri A. (2014), Ο Εταιρικός Εθελοντισμός και η κουλτούρα της εθελοντικής προσφοράς [Corporate Volunteering and the Volunteering Culture], Available at http://www.epixeiro.gr/article/1979, (access on 20.02.2026).

SALESFORCE

Business

SalesForce is an IT business, headquartered in San Francisco, USA, with approximately 83,000 employees (figure of 2025). In 2025, for a 17th consecutive year, it was ranked one of the Fortune 100 Best Companies to Work For®, according to Fortune magazine, and Great Place to Work®.

Practice Description

SalesForce has adopted an innovative model to approach Corporate Volunteering actions, the 1-1-1- model. The 1-1-1 model was created by the company's founder, Marc Benioff, in 1999 and has since defined its Corporate Volunteering philosophy. Specifically, SalesForce has decided to contribute 1% of its equity, 1% of its products and 1% of employee hours annually to philanthropy and charity. An indicative example of how the innovative 1-1-1 model works is the support provided by SalesForce's employees to the NGO "Surf For Life", which aims at the improvement of tourism through health-and-education related projects for local societies. In the village of El Manzano Uno in Nicaragua, the majority of students dropped school in the sixth grade, mainly because high school was 60 km away. SalesForce's corporate volunteers who chose to dedicate their volunteering hours on this particular action, worked for a total of 1,200 hours in order to build a school at El Manzano Uno, enabling children to pursue their education in the village. The numbers are striking: $871.3 million in grants have been awarded since the company's founding, while employees worldwide have contributed 10.3 million volunteer hours, and 63.7K NGOs and schools have benefited from free or discounted technology.

Benefits to Business

- Enhancing the company image.
- Strengthening employee trust in and appreciation of the business.
- Improving relationships with stakeholders.
- Attracting better, higher quality human resources.

Benefits to Society

- Improving educational infrastructures with long-term benefits to the local community.
- Increasing the number of children that complete secondary education.

Benefits to Employees

- Improving employee competencies and skills in new sectors.
- Empowering co-worker relationships.
- Developing social skills.
- Strengthening employee self-confidence and self-esteem.

Microsoft

Business

Microsoft is one of the world's largest technology companies, with a presence in more than 190 countries. It operates one of the most mature and widely recognised corporate volunteering programmes globally, originally launched by its founder Bill Gates in the early 1980s. A flagship initiative is the "Employee Giving Program", widely regarded as an industry benchmark.

Practice Description

Microsoft implements a comprehensive model of corporate volunteering and charitable giving through its "Employee Giving Program", encouraging employees to contribute their time, skills and financial resources to nonprofits and schools. For every hour of volunteering completed by an employee, Microsoft donates 25 dollars to a nonprofit of their choice. Employees log their hours, and nonprofits receive corresponding grants, strengthening their long term sustainability.

The company also operates a matching donations scheme, matching every employee donation dollar-for-dollar, significantly amplifying the social impact of individual contributions. Each October, Microsoft runs its annual Giving Month, during which employees participate in environmental and social initiatives, support humanitarian organisations, and create thank you cards and other materials for beneficiaries. In 2025, Microsoft employees volunteered 1.24 million hours, that is 142 years of time in one year – and donated over 255 million dollars (including company match) to 36,500 nonprofits and schools worldwide.

Benefits to Business

- Strengthened public image as a socially committed organisation.
- Cultivation of a culture of giving and participation.
- Improved relationships with local communities and partner organisations.
- Attraction and retention of talented employees.
- Increased employee trust and appreciation.

Benefits to Society

- Significant support for nonprofits through partnerships and grants.
- Strengthened social cohesion and community engagement.
- Improved services and infrastructure.
- Broader promotion of social contribution.

Benefits to Employees

- Enhanced collaboration, leadership, and social awareness skills.
- Development of social skills, personal fulfilment, and empowerment.
- Strengthened teamwork and collegiality.
- Flexibility to choose activities aligned with personal interests.
- Boosted confidence and self esteem.

VASSILIKO CEMENT PUBLIC WORKS PLC

Business

Vassiliko Cement Public Works PLC was founded in 1963 as a Public Company and operates in in the clinker and cement production sectors. With a long standing commitment to sustainable growth, the Company has installed a new production line based on best available technology and continues to invest in projects that reduce its environmental footprint. It also systematically invests in the training and development of its human capital, fostering a modern, safe, and fair working environment. (www.vassiliko.com)

Practice Description

Within the framework of its Corporate Social Responsibility and Corporate Volunteering policy, the Company has been organising "Engineering Science Days" since 2018. These Days take place at the Company's facilities and offer 2nd and 3rd grade Lyceum and Technical School students a comprehensive introduction to the world of Engineering Science and its various specialisations.

The aim of the Days is to provide a clear and realistic understanding of engineering professions and their future prospects. The programme is delivered with the participation of Company employees from a wide range of disciplines, including Mechanical Engineers, Electrical Engineers, Chemical Engineers, Quality & Raw Materials Engineers, and Mining/Metallurgical Engineers.

The employees who participate voluntarily share their knowledge and professional experience, inspiring the younger generation and contributing meaningfully to students' career guidance. The purpose of the initiative is to enable 2nd and 3rd grade Lyceum and Technical School students, who are interested in pursuing studies in Engineering Science, gain a clearer picture of the field and its areas of application before choosing their academic path.

From 2018 to 2026, 36 Days have been held, with the participation of more than 1,500 students from over 60 schools across the island. At the same time, the Company's volunteer employees extend their contribution beyond the factory premises, responding to invitations for presentations within school units, thereby bringing their knowledge and experience even closer to students.

Benefits to Business

- Cultivation of a culture of volunteering and contribution to the educational community and wider society.
- Strengthening of the Company's ties with the educational community.
- Showcasing technical expertise and enhancing outward orientation.
- Positioning the Company as an employer of choice.
- Attraction of young talent.
- Attraction of skilled technical personnel.
- Stronger corporate image.

Benefits to Society

- Improved career guidance for young people.
- Informing students about modern career prospects in the industrial and technical sectors.
- Connecting young people with the labour market.
- Development of skills and interest in technical professions.

Benefits to Employees

- Cultivation of a spirit of volunteering and development of a sense of contribution, satisfaction, and pride.
- Development of communication skills.
- Strengthening of collaboration and teamwork.
- Reinforcement of professional pride through the promotion of their profession.

EUROBANK

Business

Eurobank Ltd is one of the leading financial institutions in Cyprus, managing €29 billion in total assets with strong market shares in deposits (41%) and loans (34%). With a workforce of around 3,000 employees and a strong focus on innovation, the Bank offers comprehensive and competitive products across retail, corporate and investment banking, asset management, international financing, and bancassurance. The Group also includes ERB Cyprialife and ERB Insurance, leaders in Cyprus' insurance sector.

Practice Description

Eurobank Limited implements the nationwide #VolunteersChallenge campaign, under which targeted volunteer initiatives are organised with the participation of all Divisions and Units of the Organisation (such as the collection of essential goods and toys, the creation of "boxes of love", etc.). The initiative promotes the active involvement of employees, complementing the Bank's long-standing financial support to Non-Governmental Organisations and Charitable Institutions. The campaign was launched in 2020 and continues to achieve great success to this day.

At the same time, employees are encouraged to actively participate in environmental themed events. In this context, TeamUp – Eurobank's Employee Volunteer Team – contributed to the greening of Cape Greco National Forest Park. Endorsed by the Office of the Commissioner for the Environment and in collaboration with the Cyprus Forestry Association and the Department of Forests, volunteers planted 400 native tree saplings and shrubs. This initiative transformed a former landfill into a renewed green area and a new source of oxygen for the wider community. The action formed part of the Bank's sustainability strategy.

Benefits to Business

- Strengthening the Bank's CSR profile and commitment to environmental responsibility, enhancing its corporate reputation and ESG profile.
- Reinforcing the Bank's sustainability strategy by translating its values into tangible environmental action and stakeholder engagement.
- Fostering a culture of volunteerism, collaboration, and social contribution.
- Enhancing internal cohesion and cross-departmental cooperation.
- Aligning the Organisation's values with responsible and sustainable practices.

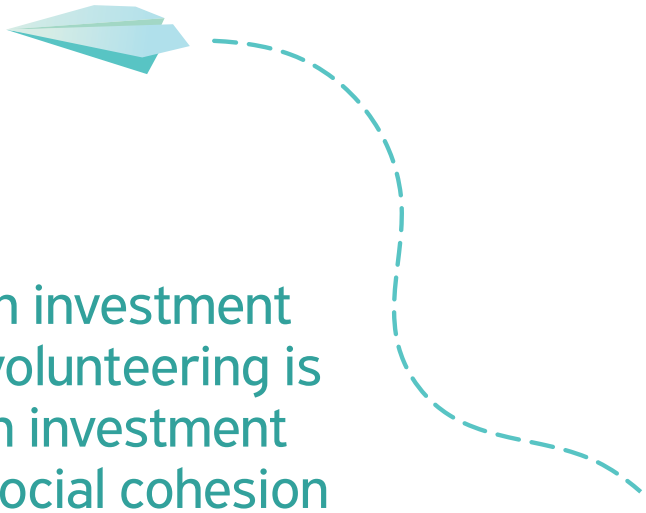
Benefits to Society

- Meaningful support for vulnerable families.
- Strengthening the work and impact of Charitable Institutions and Non-Governmental Organisations.
- Contributing to overall social well-being through hands-on engagement and support.
- Contribution to the restoration of the natural environment and the creation of a healthier ecosystem, benefiting the local community and future generations.
- Promotion of environmental awareness and the importance of collective action in protecting natural resources.

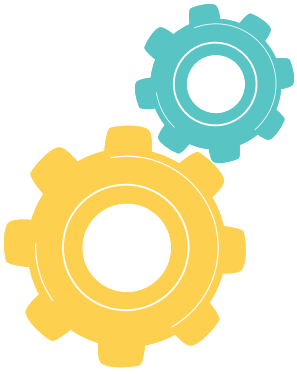
Benefits to Employees

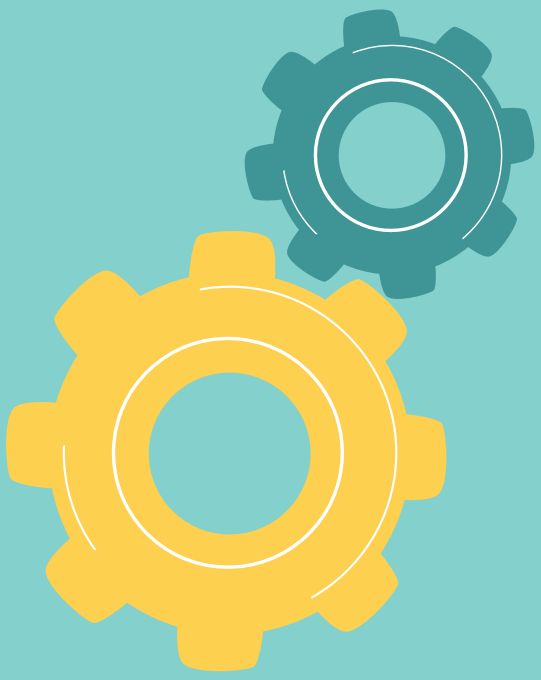
- Opportunities for active and meaningful participation in social and volunteer initiatives with a positive environmental and social impact.
- Fostering a spirit of cooperation, generosity and teamwork, whilst strengthening their relationship with the Bank.
- Stronger connection between daily work and positive social impact.





An investment
in volunteering is
an investment
in social cohesion





PIO 179/2026-300
Published by the Press and Information Office

Printed by the Government Printing Office

ISBN: 978-9963-50-806-8