

# Employee Volunteering: A best practice guide

Practical tips and guidance for businesses who want to benefit from a voluntary partnership, engage their team and embed a successful Employee Volunteering Scheme.



# Welcome

Shaun Delaney  
Volunteering Development Manager, [National Centre for Voluntary Organisations](#)



## “Volunteering is an activity where everyone wins.

That’s one of the fundamental greats about volunteering. And that’s why one in five adults regularly give their time to good causes in the UK.

NCVO is a big fan of high quality volunteering, and especially when employers can support their staff to volunteer. Employers can make a big difference by giving their staff time, flexibility and access to undertake voluntary roles, unlocking all the benefits of volunteering.

Benefits like improving connections with communities, improved well-being, and generating skills and experience for both individuals, businesses and voluntary organisations. These, and the many other gains listed in this guide can only be unlocked through quality volunteering.

That’s why this guide is so important – quality. By using the information in this guide, you’ll see how by working together, we can create some great quality opportunities for everyone involved.”

As Shaun Delaney, NCVO touches on in his foreword, volunteering can unlock real benefits for both businesses and voluntary organisations. The two parties seem like an ideal fit for one another.

Despite this, statistics and anecdotal feedback tell us that there is a disconnect between businesses and voluntary organisations. Why?

In this guide, we will:

- ✓ Explore your barriers to employee volunteering and what you can do to address them.
- ✓ Lift the lid on the barriers faced by voluntary organisations.
- ✓ Outline what voluntary organisations really want from a business partner.
- ✓ Provide tips for finding, approaching and learning the language of a potential voluntary partner.
- ✓ Offer advice on how to maintain your voluntary partnerships and engage your team and wider business.

This guide has been supported by:



THREEHANDS



# Contents

Introductions .....	3
Definitions .....	4
Welcome.....	5
Your barriers to employee volunteering.....	6
How to overcome your barriers.....	8
What do voluntary organisations want from your partnership?.....	9
Voluntary organisation barriers to employee volunteering.....	10
How to address your voluntary partner’s barriers.....	12
Making a match and building a partnership.....	13
How to secure internal buy-in.....	14
In closing.....	15
About us.....	16
Further reading & information.....	17





# Introductions

## Who is this guide for?

This guide has been written for businesses who want to engage with and support a voluntary organisation, and embed an Employee Volunteering Scheme (EVS) in their workplace.

Businesses large and small can benefit from this guide, but we have targeted it at those who have enough autonomy to implement the points raised in these pages (we know some firms may be restricted by their organisation's wider CSR policy!).

Note: We refer to 'voluntary organisations' in this guide. This term covers charities, community interest companies and un-registered voluntary and community groups.

## Who are we?

This guide is brought to you by Bournemouth and Poole Council for Voluntary Service (CVS) and Hireserve.

Bournemouth and Poole CVS is a charity which provides advice and support to 1,500 local voluntary organisations.

Hireserve is a recruitment software provider. Hireserve ATS is trusted by a diverse range of organisations, from not-for-profits and public sector bodies, to global engineering firms and corporates.

Bournemouth and Poole CVS and Hireserve have worked together on a number of initiatives to support and promote employee volunteering.

## What are the benefits of employee volunteering?

### For businesses:

- ✓ Enhanced staff morale for your team
- ✓ Team building opportunities
- ✓ Skills development outside of employees' day-to-day roles
- ✓ Enhanced reputation with customers and partners
- ✓ May support your organisation's wider approach to Corporate Social Responsibility (CSR)

### For voluntary organisations:

- ✓ Benefit from new skills and specialist support they may not otherwise be able to afford or prioritise
- ✓ Enhanced capacity
- ✓ A diverse range of activities can be supported by employee volunteers
- ✓ Enhanced awareness of the organisation's cause amongst business partners
- ✓ Ongoing support from a business





## Definitions

### How do we define employee volunteering?

In the context of this guide, 'employee volunteering' is where there is some form of partnership between a business like yours and a voluntary organisation, and where one of the following takes place:

- ✓ You support your employee(s), whether individually or in teams, to take up volunteering opportunities either during or outside of work time.
- ✓ You organise one-off team challenges for employees to support voluntary organisations.
- ✓ You involve your employees in ongoing programmes of support for voluntary organisations.

Sometimes, there is a disconnect between what businesses think voluntary organisations need and what is of real value to them.

Similarly, voluntary organisations may not fully understand the objectives you are seeking to achieve from employee volunteering.

### Examples of employee volunteering:

This is by no means an exhaustive list, but below are just some of the ways that your business and team members can donate their time, skills and resources to voluntary organisations:

- ✓ Taking part in one-day team building activities.
- ✓ Engaging with specific projects, where your employees can use their skills to develop something for the voluntary organisation over a period of time, such as launching a new website or providing financial guidance.
- ✓ Participating in ongoing opportunities or regular activities such as a befriending programme for older people or supporting a food bank.
- ✓ Taking part in a mentoring scheme.
- ✓ Being a trustee or committee member.
- ✓ Offering pro bono support such as legal advice or in-kind support like providing a meeting space.

# Welcome

Jan Levy  
Managing Director, [Three Hands](#)



## “Employee volunteering is where business meets society...

...a coming together of two sets of people, often driven by different mindsets, values and skills, but united by a desire to make a difference.

It sounds so simple – and it often is. Volunteers feel a sense of satisfaction, employee engagement levels rise and the business feels proud of being a good corporate neighbour. Charities benefit from volunteers’ time and effort, and end up with something – whether a room, a garden, a resource, a capability or a plan – that is better than it was before.

Our research and our experience tell us that it’s not always quite that simple, partly because people are not always getting it right, and partly because the business-voluntary landscape is evolving.

So, first, here are three things to get right:

- ✓ The relationship between business and voluntary needs to be absolutely balanced and equal. Businesses should never see charities as suppliers of employee engagement activities, and charities should not see themselves as providers of activities.
- ✓ Base volunteering on the genuine needs of charities. That sounds obvious – but too often businesses want to get people out volunteering to satisfy targets; and equally charities are prone to accept volunteers not based on need but in the hope it will lead to an ongoing relationship with the business.
- ✓ Offer brains, not brawn. Photos of corporate teams with spades will become clichéd; it’s business skills that volunteers have and it’s business skills that charities should be asking for.

And here are three big opportunities arising from the changing business-community landscape:

- ✓ Volunteering is not just a way to engage employees, but to develop them too. Link volunteering to the learning & development agenda and see how people develop their skills and behaviours from trying different things in unfamiliar settings.
- ✓ Use volunteering to engage in social issues of relevance to the business – for example, an engineering business tackling the STEM skills shortage amongst young people by volunteering in schools and colleges. This adds a strong strategic element to volunteering.
- ✓ And finally, B2C businesses should see volunteering as a way to learn about customers, particularly those who are vulnerable. How better can a bank learn about the needs of older customers than to volunteer with age charities? Charities should realise that their knowledge and expertise is of value to businesses.

Get the basics right, and latch on to these opportunities, and volunteering will quickly move from a ‘nice to do’ to an essential part of business as usual.”



# Your barriers to employee volunteering

## Common challenges

In this section, we're going to take some of the challenges and barriers you might face ahead of embedding an EVS in your organisation.

Crucially, we're also going to explore how you can solve these issues...

### 1. Work commitments

It's inevitable that work projects, client queries or tightened deadlines will take priority over some CSR initiatives. Your organisation's Service Level Agreements (SLAs) or Key Performance Indicators (KPIs) may also have an impact on team resource and the time your staff feel they are able to spend on volunteering projects.

#### How to address this:

Let's say that you've committed to a monthly volunteering opportunity. The following steps may help:

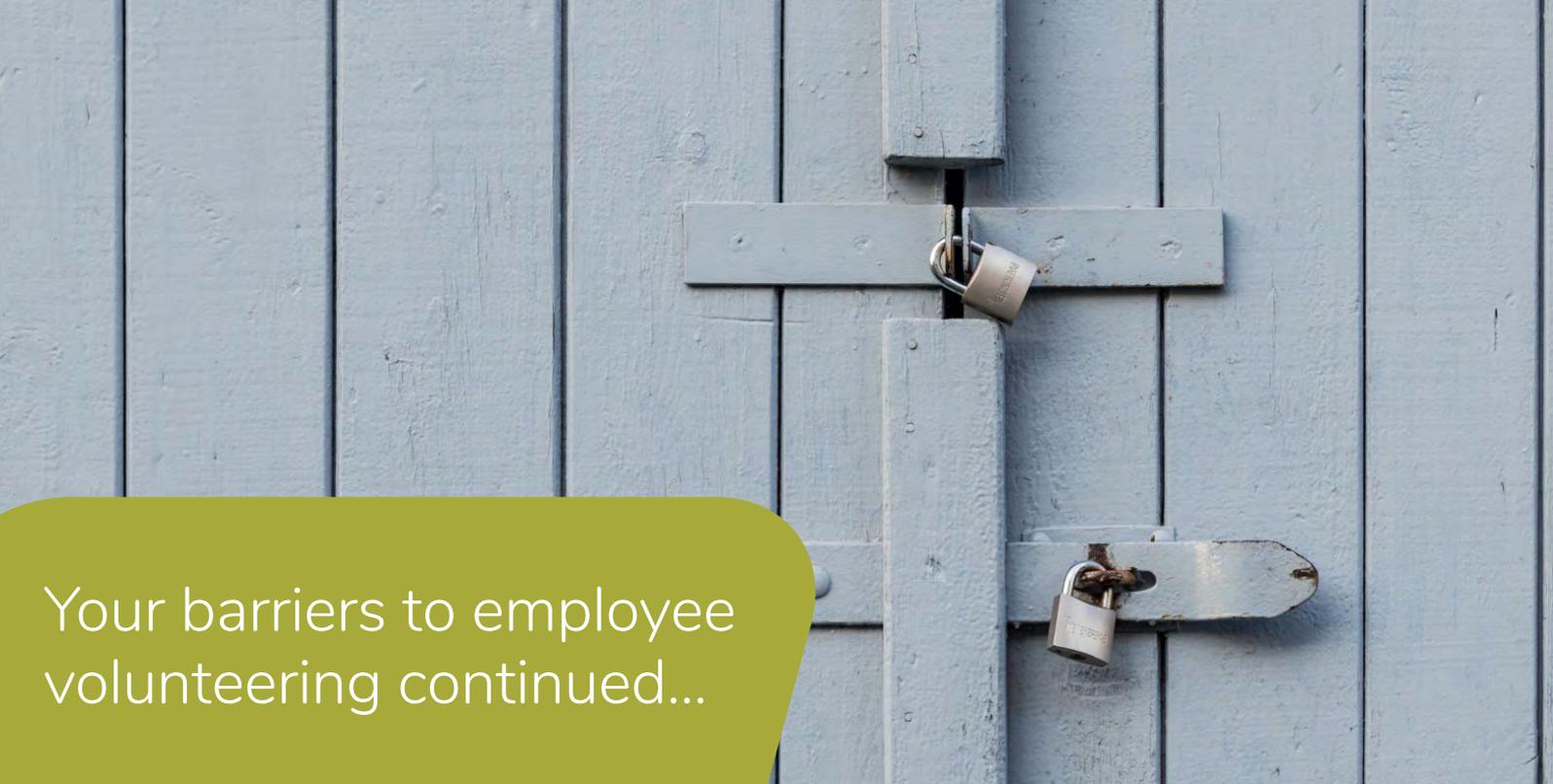
- ✓ Create a cross-departmental team of volunteers. That way, if one team member cannot attend because they are tied up with a project, others from different departments may still be able to participate.
- ✓ Be open and manage the expectations of your voluntary partner. If you know a work deadline is approaching, take steps to let the voluntary organisation know in good time, so they can plan and resource accordingly.
- ✓ Secure internal buy-in. If your stakeholders are engaged and invested in your EVS, they may be more likely to understand that flexibility is needed around volunteering times.

### 2. Your business does not identify with the aims of the voluntary organisation

If your team does not engage with the work that your voluntary partner is aiming to do, it may be harder to secure support for your EVS.

#### How to address this:

- ✓ Before you commit to a partnership with a voluntary organisation, ensure the cause you choose resonates with your team.
- ✓ Look for a cause which has some personal or professional connection to your organisation. For example, if you work in recruitment, perhaps an employability charity.
- ✓ Ask your team for their opinions and to suggest causes close to their hearts, perhaps using an online survey tool.
- ✓ Open a team vote to shortlist and choose the final voluntary organisation.
- ✓ Explore the voluntary partnerships other organisations in your sector have implemented for inspiration.
- ✓ Quantify the voluntary organisation's aims into tangible objectives. For example, donating 10 hours of HR support would have otherwise cost your potential partner £XX to outsource this expertise.



## Your barriers to employee volunteering continued...

### 3. The time or skills commitment is unclear

If you haven't got a clear brief from your voluntary organisation partner it will be challenging for you to plan and execute an effective EVS.

#### How to address this:

- ✓ Ensure you ask clear questions about timescales and commitment when you first discuss an EVS with a potential voluntary organisation partner.
- ✓ Walk away with a list of the skills/actions and time commitments the voluntary organisation needs.
- ✓ Compare this with the skills and experience of your team – can you realistically meet your potential partner's requirements?
- ✓ Communicate these timings and desired skills openly and transparently to your business. If you do not have the right skillset or the time commitment is too great (or, on some occasions, too little!), it is better to know from the outset and feed this back to your voluntary organisation partner.
- ✓ Much of the time the skills you use on a day-to-day basis will be most valuable, e.g. problem-solving, communication expertise or customer care skills.
- ✓ Volunteering can be short term. Your partner may need support with a project within a specific timeframe.
- ✓ Ask if volunteering can be done flexibly or remotely.

### 4. A lack of support

If you haven't got support from your wider business, it will be an uphill struggle trying to push through any initiatives – particularly those which require time away from the workplace or have a cost impact for your organisation.

#### How to address this:

Turn to [page 14](#) for advice on how to secure internal buy-in for your EVS.

### 5. Your proposed EVS does not match your organisation's wider CSR

If there are conflicts with a wider CSR focus or existing commitments to other causes within your business, you may find it challenging to secure support for a new voluntary partnership.

#### How to solve this:

Preparation and transparency is key.

If you work in a larger organisation, ensure you're aware of any existing CSR initiatives or causes that are already supported by your business before you approach a potential partner or try to launch a new EVS.



## How to overcome your barriers

### Your checklist in brief

- ✓ Be aware of any existing CSR initiatives or causes that are already supported by your organisation.
- ✓ Secure internal buy-in to ensure your organisation is engaged and invested in your potential EVS.
- ✓ Look for a cause which has some personal or professional connection to your organisation.
- ✓ Ask your team for their suggestions and open a vote to shortlist and choose the final voluntary organisation.
- ✓ Ensure your team is well informed about the aims of your voluntary organisation partner and put these into context where you can.
- ✓ Ensure you clearly define the skills, actions and time commitments your voluntary partner needs and compare with what you can realistically offer.
- ✓ Communicate timings and skills openly and transparently to your business.
- ✓ Manage the expectations of your voluntary partner in terms of project planning and work commitments.
- ✓ Create a cross-departmental volunteering team.

“At a time of low unemployment and recruitment challenges, businesses need to position themselves as desirable employers to attract the right staff.

This isn't just about pay and hours.

Many potential employees will seek out businesses with a strong sense of social responsibility and businesses that support volunteering schemes are often seen as highly desirable and attractive employers.”

- Ian Girling, Chief Executive  
Dorset Chamber of Commerce  
and Industry



## What do voluntary orgs want from your partnership?

Christopher Beale  
Bournemouth and Poole CVS



**“A lot of the time, a voluntary organisation will have been set up by local people wanting to tackle issues which have affected them or the communities in which they live.**

What motivates them is achieving good outcomes for the people they support or the issue they are trying to address.

However, voluntary organisations are also like a lot of business colleagues. They have to be good at managing their resources (a lot won't have access to overdrafts or loans) and they are good at identifying opportunities and adapting to new situations.

If voluntary organisations employ staff, it is doubly important for them to create a positive working environment and make an impact, because this is the key way of motivating the team; remuneration less so.

Like the business sector, the voluntary sector is a dynamic landscape, finding solutions to a range of issues using all the strengths and skills they can find - including from corporate organisations.

Welcoming employee volunteers and working closely with business colleagues opens up a myriad of new skills, experience and ideas to voluntary organisations that they may not otherwise have access to.”

### A voluntary organisation wants:

- ✓ Flexibility and understanding from a business that volunteering opportunities may need to adapt and evolve around existing priorities or projects.
- ✓ The ability to say 'no' if something is not the right fit or if the impact or cost of an activity will outweigh the reward.
- ✓ To have a mutually respectful and open relationship.
- ✓ To create longer lasting relationships and convert corporate volunteers into regular supporters.
- ✓ Ways to engage volunteers with their activities and the aims of the voluntary organisation.
- ✓ To understand where they fit in your business' wider CSR policies and to have clear expectations set about what the future may look like (to the best of your abilities).
- ✓ To develop a successful scheme and partnership which results in clear benefits for both parties and can be used to build future business cases or template future schemes.
- ✓ To define success metrics and find a way to measure the impact of the partnership and subsequent activities.



# Voluntary organisation barriers to employee volunteering

## Understanding the other side

It is crucial to understand the objectives and pressures of your voluntary partner, particularly as you operate in different worlds.

So, it's time to turn our attention to the barriers voluntary organisations may come up against.

### 1. Cost to the voluntary organisation

You may not realise the costs associated with your proposed activities that a voluntary organisation has to absorb – from additional resources, such as staff time to plan activities, to paying for equipment such as paint or brushes for a staff painting day.

#### How you can help:

- ✓ Ask a voluntary organisation about the financial implications and whether there are ways you could support with this cost. If not, ask if there are alternative, more cost-effective options for you to participate in.

### 2. Your voluntary partner is trying to accommodate your needs first

Some voluntary organisations may feel they cannot add their voice or agenda to your partnership, and must alter their focus to 'fit' your business objectives. They may fear that by doing so they will put you off and lose your future support.

#### How you can help:

- ✓ Acknowledge that the voluntary organisation has needs and requirements from this partnership too.
- ✓ You need to achieve your business' aims and needs but make sure you communicate to a potential partner that this is a mutually beneficial relationship.
- ✓ Demonstrate that you will listen and be open to your voluntary partner's requirements, and ensure they have equal footing when planning and resourcing your EVS.

### 3. The voluntary organisation cannot find sufficient activities for volunteering

There are only so many murals you can paint! A voluntary organisation may struggle to find enough volunteering activities and initiatives for you to take part in.

#### How you can help:

- ✓ Bring along ideas – don't solely rely on your partner to identify volunteering opportunities.
- ✓ Before you meet, consider the skills your team possesses and how you can put these to good use through volunteering. Voluntary organisations need skills like Marketing, Web Development, HR support, Finance advice and more.
- ✓ Be open to a potential voluntary partner's feedback and shape a volunteering activity together to achieve both of your objectives.
- ✓ Be prepared to volunteer flexibly. A few hours each week may be more helpful than having a number of volunteers for a one-off day.



# Voluntary organisation barriers to employee volunteering

## 4. The voluntary organisation wants a longer-term relationship

The costs and impact of one-off activities, such as bringing a team in for the day to undertake a gardening exercise, can outweigh the benefit. Your voluntary partner may want to encourage longer-term volunteering.

### How you can help:

- ✓ Establish an honest and frank conversation about what kind of volunteering will really benefit your voluntary partner.
- ✓ Demonstrate that you are aware of some of the barriers voluntary organisations encounter when faced with a one-off activity. These could include the need to undertake risk assessments, to bring extra staff on site, the cost of equipment, the need for briefing, training and paperwork to ensure volunteers are in a safe and appropriate environment... the list goes on!
- ✓ Be aware that voluntary organisations are often keen to convert 'ad hoc' volunteers into ongoing supporters.
- ✓ You may not be able to commit to regular volunteering from day one, but just keep in mind that one of your voluntary partner's key objectives may be to secure a longer term relationship.

## 5. Your voluntary organisation partner is not clear about your outcomes

Be clear on what your benefits, barriers and objectives are to help your voluntary partner understand what you want to achieve.

### How you can help:

- ✓ Outline objectives and your perception of 'success' early on.
- ✓ Discuss promotion and PR – do you want the voluntary organisation to shout about your partnership and promote your activities? Or would you prefer your relationship not to be publicised?

If you understand the barriers faced by a voluntary organisation, you will have a strong foundation for your relationship.

“50% of the offers that charities receive are for unskilled team volunteering days (painting fences, gardening etc.). Only 29% of charities need this.”  
- Three Hands





## How to address your voluntary partner's barriers

### Your checklist in brief

- ✓ Open a conversation about the financial implications of your potential partnership.
- ✓ Acknowledge that your voluntary partner has needs and objectives too.
- ✓ Demonstrate that you will listen and be open to their requirements.
- ✓ Bring along ideas – don't solely rely on your partner to identify volunteering activities.
- ✓ Be open to a potential voluntary partner's feedback.
- ✓ Demonstrate that you are aware of some of the barriers voluntary organisations face.
- ✓ Manage expectations from day one!
- ✓ Be clear on your benefits, barriers and objectives and how they align with your potential voluntary partner's.
- ✓ Consult with your local Chamber of Commerce, as they have an interest in promoting good CSR.

“Base volunteering on the genuine needs of charities. That sounds obvious – but too often businesses want to get people out volunteering to satisfy targets; and equally charities are prone to accept volunteers not based on need but in the hope it will lead to an ongoing relationship with the business.

And offer brains, not brawn. Photos of corporate teams with spades will become clichéd; it's business skills that volunteers have and it's business skills that charities should be asking for.”

- Jan Levy, Three Hands



## Making a match and building a partnership

### How to find a potential voluntary organisation partner

Sometimes a voluntary organisation may approach you directly if they have identified a connection or local link. Often, however, charities do not have the time or resources to reach out to potential corporate partners, so you may need to be proactive in finding a suitable cause.

- ✓ Ask your team for suggestions; they may have a personal connection or link to a cause already.
- ✓ Talk to other organisations – where have they found voluntary partners, and do they have any tips based on their experiences of charity partnerships?
- ✓ Explore opportunities with your local Chamber of Commerce, Volunteer Centre or CVS (Council for Voluntary Services).

“Many will often think of volunteering as helping clear woodland or clean a beach. Of course these are worthy activities but volunteering encompasses so much more. It's often about offering key business and professional expertise in areas such as finance, law and marketing that are essential in any organisation.”

- Ian Girling, Chief Executive  
Dorset CIC

### How to approach a voluntary organisation partner

- ✓ Establish a frank and open conversation with a potential partner and lay out your objectives, what you can commit to and your overarching aims.
- ✓ Put yourself in your voluntary organisation partner's shoes – again, demonstrate that awareness of their pressures and objectives.
- ✓ Ensure that the right individuals are involved in initial conversations in terms of their understanding of the issues or their scope for decision making.
- ✓ Explore the cost and impact of your proposed EVS.
- ✓ Ascertain what you would determine as a 'success' and the results you want to achieve. Discuss how your potential voluntary organisation partner can help you achieve these.

“50% of charities told us that they take on volunteers with the hope that it will eventually lead to a longer term relationship with a business.”

- Three Hands



## How to secure internal buy-in

### Your checklist

- ✓ Focus on the benefits to your team.
- ✓ Tie your EVS to your business objectives. Will it improve local awareness of your business? Will it aid your people development? Can your team develop their skills through volunteering placements?
- ✓ Acknowledge/explore links or tie-ins to any existing CSR initiative or focus in your business.
- ✓ Engage your team – provide information and literature about the voluntary organisation and ensure they fully understand the objectives and aims of the cause.
- ✓ Involve them early through a team vote or other engagement exercise.
- ✓ Run 'drop in' clinics if you have a large team, where they can find out more about the voluntary organisation and informally explore volunteering opportunities.
- ✓ Engage the team one-to-one by exploring bespoke volunteering opportunities to enhance their skills and experience.
- ✓ Consider whether participation in your EVS can be tied into your team's Personal Development Reviews (PDR) or used to support career progression or targets.

- ✓ Run an all-team meeting or session where a representative from the voluntary organisation can come in to share information and insights about the cause.
- ✓ If possible, take some team members down to the voluntary organisation's site to experience first hand the work they do.
- ✓ Identify how you will measure success and report on results regularly to maintain engagement and support.

"Canvas your team to understand what causes they might be supporting already and look to see what charities you have locally which match your team's expectations. Then, simply pick up the phone and find out if they need help and support and what that might look like.

We've lots of causes close to the hearts of the Hireserve Team so we put our selected charities to a vote. It was important that everyone in the team had a say.

Most charities will only be too pleased to talk to you about your ideas. Our chosen charities came in and presented to the team so we could better understand their challenges and where they most needed support.

As with all things in life, simply start a conversation with a local charity and see where it takes you."

- Karen Ovenden, Director  
Hireserve



## In closing...

When there is a joint focus on objectives, skills and results, both you and your business partner can really benefit from employee volunteering.

The five key ingredients?

- ✓ Time
- ✓ Openness
- ✓ Mutual understanding and respect
- ✓ Capacity
- ✓ Commitment and enthusiasm

## So what's next?

If this is your first step into employee volunteering – or your first step to improving your existing offering – then here's what you need to do next:

- ✓ Identify existing voluntary partnerships and/or CSR initiatives.
- ✓ What is the internal appetite for embedding an EVS? In other words, set the scene and understand what resources and approaches you have to play with.
- ✓ Build your business case – what benefits will your organisation see? Why should your decision-makers agree to this?
- ✓ Got the green light? Great. Get started with a project plan. Who will be responsible for this initiative in your team? What are your objectives? What is the cost? What will the results be? And how will you measure them?
- ✓ Identify your voluntary partner.
- ✓ Meet or speak with each other. Share aims, timings and next steps. In short, share your project plan!
- ✓ Go away with clear actions and an understanding of time and skill commitments.
- ✓ Have the confidence to say 'no' if it is not a good fit for you. It is better for both parties to invest time and energy in other, perhaps more mutually beneficial, relationships.
- ✓ The rest... is up to you.



## About us

### About Bournemouth and Poole CVS

Bournemouth and Poole CVS supports voluntary organisations across Bournemouth and Poole.

The CVS provides a range of services to local voluntary organisations, including:

- ✓ Funding advice
- ✓ Advice on running your organisation
- ✓ Help with finding volunteers
- ✓ A volunteer centre

**Website:** [www.bournemouthcvs.org.uk](http://www.bournemouthcvs.org.uk)

**Give the CVS a call:** 01202 466130

**Drop the CVS a note:** [amy.collins@bournemouthcvs.org.uk](mailto:amy.collins@bournemouthcvs.org.uk)



### About the Volunteer Pool

The Volunteer Pool is an online volunteering portal, which enables people to search for opportunities to donate their time and skills to local voluntary organisations.

Launched in 2016, the Volunteer Pool website and brand was created by Hireserve, who worked on a pro bono basis to support Bournemouth and Poole CVS with the project.

**Learn more:** [www.thevolunteerpool.com](http://www.thevolunteerpool.com)

### About Hireserve and Hireserve ATS

Hireserve ATS is a powerful Applicant Tracking System designed for in-house recruitment teams.

Hireserve ATS is used to streamline organisations' recruitment processes, to automate administration and to reduce the time and costs associated with internal hiring.

Over the years Hireserve has developed a strong presence in the third sector, working with organisations as diverse as the RNLI and Reed to BuroHappold Engineering and Royal Botanic Gardens, Kew.

Established in 1997, our reputation has been built on a forward-thinking approach to software development, continually anticipating the needs of in-house recruiters and responding with intuitive, capable and robust talent acquisition technology.

This approach, underpinned by award-winning customer care, is why organisations both in the UK and internationally trust Hireserve ATS to automate, streamline and enhance their recruitment processes.

Hireserve creates recruitment software with a human touch.

**Find out more:** [hireserve.com](http://hireserve.com)

**Give us a call:** 01256 634 142

**Drop us a note:** [hannah@hireserve.com](mailto:hannah@hireserve.com)

## Further reading & information

The information provided in this guide has been informed and supported by research and best practice from the below organisations:

- ✓ [Three Hands](#)  
Three Hands supports businesses with their leadership and employee engagement, whilst also producing engaging and informative reports on employee volunteering, including much of the research cited in this guide.
- ✓ [Chartered Institute of Personnel and Development \(CIPD\)](#)  
The CIPD website houses some useful information, including a 'Guide to employer supported volunteering: 10 practical tips for implementation' and 'On the brink of a game-changer? Building sustainable partnerships between companies and voluntary organisations, 2015.'
- ✓ [National Council for Voluntary Organisations \(NCVO\)](#)  
The NCVO's 'UK Civil Society Almanac' brings together a lot of useful statistics and trends about volunteering, including employee volunteering.

If you need further brokerage support for employee volunteering, the below organisations may be a good starting point. Their websites also contain valuable advice and case studies to inform your work:

- ✓ [Benefacto](#)
- ✓ [Pilotlight](#)
- ✓ [Involve Swindon](#)
- ✓ [Council for Voluntary Service \(CVS\) directory](#)
- ✓ [Volunteer Centre \(VC\) directory](#)
- ✓ [Chamber directory](#)

This guide has been supported by:



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