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Megan Dominguez, Realized Worth: Hello, everyone! Welcome to our webinar today, titled “From Roadblocks to Results: Best Practices in Employee Volunteer Programs.” My name is Megan Dominguez, and I’m the Director of Growth and Strategy at Realize Worth. I’m thrilled to be here and even more excited to introduce you to the fantastic panelists we have lined up for today’s discussion.

The goal of this panel is to bring together individuals who are experts in their field and have been taking innovative approaches to employee volunteerism. You will see that all of these women are full of energy, and I believe you’ll enjoy hearing from them.

Before we dive into the introductions, I want to emphasize that we aim to provide you with insights into what’s working in the field, what challenges people are facing, and hopefully foster a conversation among the panelists and all of you as well. I know some of you come from nonprofit organizations, and we want to give you a peek into what corporate partners might be thinking and prioritizing. Likewise, for those in the corporate sector, we would like to hear your thoughts on what is working and any questions you may have. This is intended to be an interactive discussion.

Gina will assist me in moderating the chat, so she’ll keep an eye on it and chime in as needed. However, if I miss anything, Gina, please feel free to jump in.

Now, I would like to introduce our panelists.

First, we have Jenna Coyne, who is a Volunteer Programs Administrator at Motorola Solutions. Jenna has a background in development, volunteer management, and event management. She co-manages the charitable efforts at the Motorola Solutions Foundation, overseeing volunteering, charitable giving, and matching initiatives for their employees. Fun fact: Jenna just got married and is fresh back from her honeymoon! Please help me congratulate her.

Next, we have Quiara Moseley, the Senior Analyst of Employee Programs at CBRE. Quiara has extensive experience in social impact programming and employee engagement, with a focus on stakeholder engagement to amplify mission-driven initiatives. At CBRE, her role involves contributing to national and global social impact programs by providing strategic direction and implementation.

Since joining CBRE, her initiatives have driven a 40% year-over-year increase in volunteer hours, and she will share more about that today. Welcome, Quiara!

Lastly, we have Carley Stevens, the Director of Corporate Giving and Executive Director of the Cobb EMC Foundation for Gas South. Carley has over a decade of experience in community affairs and strategic development. Since joining Gas South in 2017, she has led efforts to grow community investment by 300%, overseeing more than \$20 million in donations to children in need through the company's 5% annual give-back program. Previously, Carley served as a lead development officer at the United Way of Greater Atlanta and is particularly excited to be here with all of you in the United Way ecosystem. Welcome, Carley!

Now, I'm going to figure out how to stop my slide share because I want to see all of your faces.

All right, let's dive right into our discussion. Today, we're going to focus on what's working when it comes to engaging employees. I've had individual conversations with all of our panelists beforehand to identify some common themes. One thing that all our panelists share is the use of time-bound campaigns to create momentum in employee engagement programs. I'd like to ask each of you about this.

Carley, you've shifted from hosting monthly volunteer events to implementing a concentrated two-week campaign that offers multiple daily opportunities. Why did you make that change, and how has it improved engagement compared to your previous approach?

Carley Stephens, Gas South: Good morning, everyone! I'm excited to be here today. I wanted to explain a change we made for a couple of reasons. Our corporate social responsibility department operates much like a nonprofit; I am essentially a cost center, and I spend money, so the company isn't keen on providing additional resources.

Currently, our team consists of just two people, and planning monthly volunteer opportunities has become overwhelming for us. It is difficult to consistently meet the needs of our nonprofit partners while also recruiting enough volunteers. Unfortunately, this has led to situations where we overpromised and underdelivered. Our nonprofit partners truly need volunteers, but getting our employees to commit has often been like pulling teeth.

To address this, we decided to pivot to a two-week volunteer initiative. We dedicate one week in our Atlanta office and one week in our Florida office—like right now, I'm in our Florida office during this week of volunteerism. We provide our nonprofit partners and employees with six months' notice of the planned dates. If nonprofits have specific needs, we check in to see what works for them.

This approach enables our employees and leadership to prepare, providing them with the flexibility to manage their workloads effectively. By allowing for this lead time, teams can plan together to volunteer and create a shared excitement around the initiative. It sets the expectation that, instead of volunteering every month, we will focus our efforts on this two-week period across the entire company.

During these two weeks, we aim for 2 to 3 activities each day. We understand that organizing activities for large groups—such as 50 or 100 people—can be challenging, especially when trying to ensure they are both engaging and meaningful. We wanted to create impactful opportunities that foster unique moments for both our employees and the nonprofits we partner with. So, we focus on smaller groups of 10 to 20 employees for multiple activities each day.

This approach may be a heavier lift in the short term. Still, it allows us to maximize impact for the nonprofits, as we can offer them more curated and necessary services rather than simply completing tasks like landscaping or painting a wall.

We have been implementing this two-week volunteer initiative annually for three years now, always in June. We select these two weeks early in the year because, as a natural gas company, our busy season coincides with the onset of cold weather and the increased use of heating. The summer months are typically slower, giving our employees more time to volunteer.

That said, it can be challenging to find suitable activities that don't focus solely on school-related projects since we primarily support children in need. However, we have separated our volunteerism budget, allowing employees to choose causes they care about, which significantly broadens our options.

Megan Dominguez - Realized Worth: I love that. I believe there are some important lessons to be learned here, particularly about engaging leadership. It's crucial to have clear messaging and modeling from leaders, so I appreciate your focus on engaging them as well. Additionally, I admire your approach to creating events that nonprofit organizations need, rather than inundating them with 500 employees. This reflects your strong community-centric focus, which I appreciate. Thank you, Carley.

Now, Quiara, November is your global month of volunteerism. Could you share a bit about the structure of your campaign and how effective you've found it in motivating employees to participate in volunteerism? And also, would you? I should have done this at the beginning. But would you provide a brief overview of what CBRE is, just in case not everyone on the line is familiar with your company?

Quiara Mosley - CBRE:

Thank you, Megan, for the introduction, and thank you to everyone for joining. CBRE is a global real estate company, with approximately 40% of our workforce engaged in real estate activities, including client relations and brokerage. The remaining 60% of our workforce focuses on client management, providing services like engineering project management and program management. In total, we have about 140,000 employees, which highlights the diversity of our business.

To address your question, November is CBRE's Global Month of Volunteerism, designed to encourage and engage employees across various regions and markets. Many team members work with colleagues in different countries or cities, so this initiative aims to bring them together. The campaign includes a mix of employee-organized events, virtual volunteering, corporate events, and engagement through our internal platform, Microsoft Engage. Last year was our biggest year yet, with volunteers

participating from over 40 countries and collectively logging more than 12,000 hours. This showed that our third iteration of the campaign is gaining recognition within the company.

As part of the initiative, we introduced a Bingo card and hosted a panel of volunteer leaders who shared their strategies for engaging employees. Hearing from local leaders was valuable, as they provided insights into organizing efforts on the ground. This year marks our fourth campaign, and employees truly look forward to it. It's not just about volunteering; we also celebrate the volunteerism that occurs throughout the year. It's a call to action for everyone to log their volunteer hours, celebrate their achievements, and participate actively.

November in the U.S. is historically associated with Thanksgiving, a time for gratitude and giving back, which aligns perfectly with our campaign's goals. When I joined CBRE in August 2022, I launched this campaign. Between 2021 and 2022, we experienced a remarkable 1,000% increase in logged volunteer hours, demonstrating our employees' global engagement.

This month has become our largest for both volunteerism and overall employee engagement, with increased conversations about CBRE Cares. Our green T-shirts symbolize our efforts, and they are represented across LinkedIn and our internal platform, showcasing our programs. Each year, we strive to expand our impact and engage employees in ways that are meaningful to them. For example, the Bingo card allowed employees to participate at their convenience, whether picking up trash on a trail for an hour or participating in other activities. We are approaching engagement from multiple angles to ensure inclusivity.

Megan Dominguez - Realized Worth: I don't think you can mention a "Bingo card" without providing more context. I'm interested in learning more about what a Bingo card is. Why don't you go ahead and explain it? I was going to make a guess, but it seems better if you tell us.

Quiara Mosley - CBRE: Our volunteering Bingo card resembles a regular Bingo card. To win, participants need to get five in a row. Once someone achieves Bingo, we send them a Fanny pack that says "CBRE Cares." I wish I had mine to show; it's gray with "CBRE Cares" printed in green. We had over 1,200 submissions for the Bingo card globally, which was a significant achievement. Teams were competing, and we saw them stitching together pictures of their efforts, such as collecting trash in various locations. This was especially important since some of the teams are remote.

The Bingo card itself was a full 5x5 grid, featuring 25 slots, each representing a different activity. For instance, it included tasks like logging your volunteer hours or forwarding a monthly communications email to a colleague. Overall, it had various ways for people to participate throughout the month.

Megan Dominguez - Realized Worth: I love that idea! Whenever possible, I believe gamifying tasks is effective. It's interesting how different things can motivate people—sometimes what you think would be motivating isn't, while other times, something simple like a fanny pack really grabs their attention. People might think, "I have to get that fanny pack!" That's awesome.

Quiara Mosley - CBRE: It definitely works.

Megan Dominguez - Realized Worth: I appreciate the point about using campaigns to build momentum on social media. When people see their colleagues posting pictures of their green T-shirts, it encourages them to join in and post as well. That's fantastic! A thousand percent increase in engagement is quite impressive—well done!

I also want to highlight what you mentioned about logging hours. Most of us on the call probably recognize this, but a lot is happening in corporate environments that often goes unrecorded when it comes to time logging. It may seem strange to focus on this, but I love that you included it in the Bingo card. If people don't log their hours, they don't get credit for their contributions. In the corporate world, demonstrating engagement numbers is crucial because metrics increasingly drive everything. Great job on that, Kira!

Now, Jenna, your global months of service generated an impressive 60,000 volunteer hours in just eight weeks. Could you share how you structured this campaign and explain the role your 75 team captains played in making it successful across such a large global workforce?

Jenna Coyne- Motorola Solutions Foundation: Hello, everyone! I'm happy to be here today. Thank you for having me. To provide some context for what the Global Month of Service is, as Megan mentioned, this is our 8-week Volunteer-a-thon and one of our largest initiatives. Our program is available 365 days a year, but these 8 weeks are particularly crucial for measuring our impact.

In 2024, we logged 106,000 volunteer hours as a company, which includes about 22,000 employees spread across 60 countries. During the 8-week period, we recorded over 60,000 hours of volunteering. These weeks are highly saturated and impactful.

A key factor in our success is setting clear expectations and giving our employees as much lead time as possible. Our team members know that every September and October, we will be ramping up for this initiative, and we start planning for the next year right after the current initiative wraps up. While it may seem a bit chaotic, this approach is essential for achieving our ambitious figures and impact.

We've found that structuring the initiative as a friendly competition drives employee engagement effectively. We break teams down by our executive committee structure, which includes departments like Marketing, Finance, and Communications. Our executive committee consists of 7 members from the C-suite, which provides strong leadership for this program.

Participation is open to all employees, and we encourage cross-collaboration among teams. We track our metrics according to this competition structure. As Megan mentioned, we engage what we call team captains—these are our volunteer champions or engagement champions who oversee this initiative. They are our local leaders, ensuring that each office, such as those in Malaysia and Singapore, understands the community and its specific needs.

We provide thorough training and resources to these team captains, giving them the confidence and tools they need to lead initiatives effectively in their regions. This local engagement is a crucial element of our global success as we strive to meet people where they are.

This year marks our 6th annual Global Month of Service, and the program has undergone several iterations over the years. We're currently deep into planning, and we're excited about what's to come!

Megan Dominguez - Realized Worth: I love that, Jenna! I want to highlight the element of competition, which seems to work so well in a corporate setting because people are inherently competitive. When the competition is for a good cause, everyone tends to go all in, and I appreciate that.

You also mentioned the training you provide for your captains, and I want to emphasize its importance. Sometimes, people are "voluntold" to take charge of a project, and that's not an ideal way to start. If someone is appointed to a role without proper training or clear expectations, it can lead to challenges.

For nonprofits listening in, consider how you might support your corporate partners by offering some training or insights, or by sharing impactful stories to engage employees with the cause. Many companies have internal champions who are responsible for these initiatives and providing them with the right resources can make a significant difference. Thank you for bringing that up, Jenna—it's crucial that these individuals are well-equipped for their roles.

Jenna Coyne- Motorola Solutions Foundation: I wanted to add something important that I forgot to mention earlier, and I apologize for interrupting, Megan. The voluntary aspect of our program for global service is crucial. The team captains are nominated by VPs or higher within our company. This means that senior management has visibility into the process, as they nominate their team captains. Additionally, the foundation team and I are committed to supporting these captains to ensure their success and that they effectively represent their senior leaders.

It's worth noting that we are fortunate to have this level of senior management involvement. They are not only engaged but also inspired by the competitive aspect of our program.

Megan Dominguez - Realized Worth: And that's actually a wonderful form of recognition for individuals, especially for those who are intrinsically motivated to be nominated by their leaders. Taking on that role likely makes them feel genuinely appreciated, not only for their contributions to the company but also for who they are as people. I believe this connection to identity is significant.

Younger employees, as Carley mentions, are often averse to being voluntold what to do; they prefer to volunteer on their own terms. Interestingly, my kids feel the same way.

Now, let's switch gears and discuss measurement. We previously talked about how crucial measurement is in the corporate context. It is essential to find meaningful ways to gauge the effectiveness of programs. However, many companies tend to default to participation metrics, such as volunteer engagement rates, the number of employees volunteering, or the total hours volunteered. While these metrics are useful, they can become problematic if they are the only metrics used.

For instance, if you have enthusiastic leaders or champions for volunteerism, setting unrealistic participation targets can be demotivating. If last year's participation was 30%, and this year's goal is 55%, that kind of pressure can be discouraging.

It's important to measure volunteer participation numbers and hours, but it's equally vital to be strategic about what you measure and how you measure it. If you're a nonprofit interested in partnering with a company for employee engagement, one of the first questions you should ask is, "What metrics are most important to you? How do you tie this to your corporate KPIs? How can we help you achieve those metrics?"

Quiara, you mentioned that you measure the engagement of your chapter leaders as a key metric. Can you explain what a chapter leader is at CBRE, and elaborate on why this measurement is important and how you track effectiveness in that area?

Quiara Mosley - CBRE: I would definitely say that many of the champions or chapter leaders that companies work with are looking for consistent partnerships. They want something they can rely on every quarter and continue on an annual basis. It's important for both corporate partners and nonprofits to count on each other. Later today, I have a chapter call where we'll be highlighting this aspect for our chapter leaders to share with others. We'll discuss ways to maintain consistent nonprofit partnerships within specific cities.

Our chapter leaders act as an extension of our team; they are our boots on the ground. They organize volunteer events within their particular markets or business segments. They also host giving opportunities, fundraisers, and anything related to philanthropy. While we have specific guidelines for what counts as volunteering, we also encourage our employees to participate in runs, walks, and bike rides. We see these as more participatory activities. Unless an employee is distributing water or assisting in a similar capacity, those activities may not count as formal volunteering, but they are still considered part of CBRE Cares.

We encourage our chapter leaders to host various events throughout the year, and we measure their participation levels through internal metrics. We track how many events they host and their reach. For example, we have employees in Chicago, but also in the surrounding suburbs. Those outside employees may not be classified as part of the Chicago team, but we recognize the broad reach of the chapter leader's influence.

We've noticed that markets with active chapter leaders have, on average, a 3.5% higher participation rate than those without. Each year, the roles and responsibilities outlined for our chapter leaders include a commitment to host at least four volunteer events annually, which equates to one per quarter. This may involve either fundraising activities or volunteer events.

It's worth noting that our overall team is relatively new; the first full-time person was hired in 2020 or 2021. Despite this, our chapters have been proactive in their initiatives. Logging volunteer hours is a significant focus for us since we know our chapter leaders are actively engaged.

Being a chapter leader is recognized as a leadership position globally, and this role is reflected in their annual reviews. They showcase their accomplishments, such as the number of events hosted and new employees or interns involved in CBRE Cares initiatives.

To manage this effort effectively, we created an engagement tracker to categorize chapter leaders based on their event hosting frequency. Those who host four or more events are our "All-Star Chapter Leaders." Those hosting one to three events are classified as "Engaged," while those with zero events fall into the "Emerging" category. We understand that there may be barriers for some chapter leaders; for example, they might just have been promoted or may not have sufficient capacity. There's typically a three-month adjustment period for new chapter leaders, during which I guide them through various processes and connect them with more seasoned leaders.

We help them track their engagement, not as a competition, but as a way for them to assess their progress and continue contributing to the community effectively.

Megan Dominguez - Realized Worth: I love consistent nonprofit partnerships as a key metric of success. This aligns with a community-centric focus, which I value. It's important to recognize and reward the behaviors we want to see.

I also want to highlight something you've mentioned, as I often hear this from companies: the desire to make roles as easy and light as possible, which often expresses a reluctance to ask too much from volunteers. However, I admire that you have set clear expectations and provided a role description. For example, stating that volunteers are required to organize four events a year establishes that this role is significant.

If they fail to organize those events, it might indicate that they are treating this role as a side activity. There may be valid reasons for this, as you've pointed out. However, by setting these expectations, you convey that the role is meaningful and part of a leadership development program within CBRE.

When we try to dilute expectations, it often loses its appeal. People want to join initiatives that feel important and impactful. They appreciate having clear expectations and knowing that they are part of a vital program. They should feel encouraged to do their best, with support available to help them achieve their goals. I truly appreciate the expectations you've established, and I wanted to acknowledge them. Thank you, Quiara.

All right, Jenna. I know that you track various metrics, such as participation rates and retention of volunteers from year to year. I think it's great that you also focus on new hire engagement. Which of these metrics do you believe has been most valuable for demonstrating impact both internally and to leadership within your program?

Jenna Coyne- Motorola Solutions Foundation: Absolutely. There are many similar themes to what Quiara just mentioned, but I want to share some details about the Motor Solutions Foundation, which might differ from how CBRE and Gas South operate. It's important to note that we are a separate legal entity from the company; we are our own registered 501(c)(3) nonprofit.

I bring this up because we present our goals to a board of directors every year. Our board consists of the C-suite executives from our company, which creates some overlap. Each year, we present our metrics to the board, demonstrate our impact, and outline our goals for the upcoming year. This process enables us to gather valuable feedback and insights on various priorities from senior leaders who are also members of our board.

Now, as I address the question of what attracts senior leadership at our company, it is crucial to consider the board's expectations for the foundation. Motorola Solutions has been acquiring several impressive companies as we build our portfolio and aim to be a leader in public safety. This growth has resulted in a substantial increase in new employees, particularly over the past few years.

Looking ahead to 2025, we plan to focus on new hire engagement and participation rates among acquired employees. One of the primary ways to enhance these participation rates is by collaborating with our company's onboarding team and the HR department. Although we are a separate legal entity, we operate under the HR department within our company. Therefore, we work closely with HR to integrate our foundation into the onboarding sessions for new hires, including details such as who we are and how they can get involved. This strategy has proven successful in reaching new employees.

We are also collaborating with our acquisition team to determine the locations of our new acquisitions. This way, we can assess whether an active volunteer program is available for them or if we need to establish one to make these employees feel welcome and integrated into our company culture.

Additionally, another significant focus for 2025, as highlighted by our board, is employee retention. We aim to examine how we can encourage volunteers from 2024 to return in 2025. The challenge is to refresh our program to make it exciting and engaging, ensuring that we bring back previous participants and attract a new segment of employees. For instance, while we achieved a great year with 30% employee participation, we aim to increase that to 40%. Therefore, our three main areas of focus when presenting to the board are new hire participation, participation of acquired employees, and volunteer retention.

Megan Dominguez - Realized Worth: Thank you so much, Jenna. I often hear this, especially when people are going through an acquisition and joining our company from a different culture. It's crucial to proactively help them integrate into our company's culture right from the start.

Additionally, I agree with the point you made and Quiara's highlighting of the importance of bringing new faces into the program. We often hear concerns about the participation being limited to the same familiar individuals. To address this, we've implemented an effective "refer a friend" program. This encourages our champions and previous volunteers to invite someone new to join them in activities, like Quiara's business initiative involving a Bingo card. I appreciate this suggestion.

Carley, you mentioned that you see employee-initiated team grants as a significant indicator of program success. Can you share a bit about your team's grants program? Also, what insights does that metric provide that volunteer hours or participation rates might not capture?

Carley Stephens - Gas South: I have a slightly different perspective because our company is privately held. This means we don't have to report on metrics for stakeholders or shareholders. I often question the emphasis on metrics by asking, "Why do you care about these numbers? What do they really tell us about participation? What are we aiming to achieve?"

In terms of team grants, we allocate funds that employees can request to organize or coordinate their own volunteer events. For instance, an employee might say, "I want to volunteer with this organization on this day, and I need \$500 to cover supplies for a river cleanup." We're happy to provide that funding, empowering them to take the initiative. The more such requests we receive, the more I believe we are succeeding in our goal.

I view our role in employee engagement as one of empowerment—encouraging our employees to get involved in their communities without having to wait for me or someone else to coordinate events. They are capable adults, and many of them are smarter than I am. They work in analytical roles, trading, and other fields. I want to support them in their efforts to engage with the community.

Once employees participate in our programs, such as our two-week volunteer campaign, and start to embrace our culture of community involvement, I see it as a sign of success. This culture becomes part of who they are, and they begin to take the initiative to engage on their own.

We also measure success through board service, as more employees serving on nonprofit boards demonstrates their involvement and contributes to their professional development. Additionally, we analyze marketing metrics related to the content we share about our community initiatives. It's important to recognize that our customers typically don't care much about natural gas—who's really excited about that? They're more likely to follow us on social media because of the community work we do.

Ultimately, the business value of our community efforts is reflected in employee retention and customer loyalty. Our community-focused content is what attracts people, and we track these marketing metrics to assess how effectively we are engaging both our employees and the community.

Megan Dominguez - Realized Worth: I love the connection between business metrics and a company's reputation. It's important to challenge ourselves by asking, "Why are we doing this? Why is it important?" Sometimes, we fall into the routine of following orders just because leadership said so. But it's valuable to pause and reconsider. For instance, we don't need to track 82 different metrics; there's usually a sweet spot that allows us to focus on rewarding the behaviors we want to see.

We've discussed aligning our initiatives with business KPIs and expanding our programs to reach beyond our usual participants while leveraging them to engage new faces, which is great.

However, let's be honest: we're not here to present a perfect picture. Engaging employees in volunteerism comes with its challenges. One common issue is employee communication. Jenna, managing communications across 22,000 global employees must pose some unique challenges for you. How do you ensure that your volunteer initiatives remain visible across different regions and business units?

Jenna Coyne- Motorola Solutions Foundation: Absolutely, Megan, you bring up a great point. I'd like to discuss both the successes we've had and the areas where we can improve because I believe there's always room for growth, and we can learn from each other. I'm looking forward to hearing from Carley and Kira, as they might spark some new ideas for me.

First and foremost, I want to emphasize how fortunate we are to have a strong relationship with our internal communications team here at Motorola Solutions. This partnership has existed long before I joined the foundation, and it is crucial for our visibility. We collaborate with the internal communications team to send out company-wide emails, post on social media, and support various initiatives. Without their help, I don't think we would achieve the same level of outreach, especially during our Global Months of Service initiative, which spans eight weeks. Thanks to the employee communications team, I can send a weekly all-employee email for eight consecutive weeks, which is a significant accomplishment.

Within the foundation, we have a company intranet page—similar to a corporate Facebook or MySpace—where each business unit has its own space. I manage a volunteerism page that is active and, if I may say so, quite fun and engaging. This page serves as a running poster board, showcasing various opportunities. Employees can visit this page any day of the year to see what activities they can participate in based on their location. We have a comprehensive communication plan for managing this page, and we take pride in it, hoping to attract more employees to follow it for updates.

That said, we acknowledge that we are not perfect. Email communication is vital, as many people check their emails regularly. However, we need to find ways to reach employees who do not sit at desks—such as engineers, warehouse staff, and salespeople frequently out in the field—who primarily use mobile devices and may not check their emails on a desktop computer.

We are exploring creative solutions, including leveraging the mobile app capabilities of Benevity, the vendor we use to track volunteer hours and log events. We are still figuring out how to meet our on-the-go employees where they are. For instance, would it be more effective to post flyers in manufacturing sites, or to host events at those locations so employees can pick up volunteer kits during their lunch breaks without leaving their work environment? We are working diligently to identify the best methods of communication for these teams, but we are on a good path with our employee communications team.

Megan Dominguez - Realized Worth: Super important. Do you know how that relationship was cultivated with the communications team?

Jenna Coyne- Motorola Solutions Foundation: Yes, I believe, and this predates my time a bit, that we used to operate under the communications department. Currently, we are part of the HR organization, but previously, we were aligned with both HR and communications and marketing. I

assume that this alignment likely strengthened our relationships since we all reported to a similar structure. So, that would be my educated guess.

Megan Dominguez - Realized Worth: Makes sense, makes sense, awesome. Quiara, I would like to ask you about your situation. Is it true that 60% of your employees are embedded with clients and are using the clients' email systems instead of checking CBRE's communications? How have you adapted your strategy to reach those employees?

Quiara Mosley - CBRE: This is a very significant challenge, but I want to backtrack a bit, Jenna, to your question about how we can reach the engineers and the people on the ground. One thing we had to ask ourselves is: what do we want from them? We aren't actively asking them to attend volunteer events because we understand the nature of their work—they simply can't get away. Even our receptionists at CBRE have to remain at the front desk.

Instead, our request to them is more about creating small opportunities to engage. For instance, we have something called "safety moments" with our engineering and safety teams. These moments might include messaging like, "Every time you look down at your phone while driving, that's three seconds you're off the road." These bite-sized messages can be shared during team calls.

Additionally, we decided to implement "CBRE Cares" moments. During team meetings, we encourage leaders to briefly highlight our month of volunteering. If team members prefer not to participate in discussions, we still have rewards available. They can simply log their volunteer hours, and we provide a QR code to guide them through the process.

Benevity QR codes have been incredibly helpful for us. People can scan these codes with their phones, although they need to have the app for it to work effectively. Overall, figuring this out has been a significant win for us.

Jenna Coyne- Motorola Solutions Foundation: I love that, thanks for sharing.

Quiara Mosley - CBRE: Absolutely. To address your point, Megan, our GWS segment constitutes 60% of our workforce. These employees work directly on client accounts, and often, they become so integrated into these accounts that they are given their own email addresses. In fact, some people might not even realize that they are still with CBRE; the only connection they have to CBRE is the name on their paycheck. Everything else pertains solely to their respective client accounts. This fosters a strong sense of camaraderie among the teammates they work with.

Given this situation, we have had to find ways to reach these employees, especially since many do not regularly check their CBRE emails. To tackle this, we have established a strong partnership with our Communications team. We have dedicated personnel for the CBRE Cares initiative who assist us with corporate materials such as flyers and banners. I recall sending her an email detailing a list of items, some of which were wish-list items, and she successfully created all of them—things like gift trackers and volunteer hour logs—resources that encourage employee engagement. While we might not see them as significant, we recognize that these materials could be valuable to those receiving them.

Through our efforts, we discovered that there are different tiers within GWS. Employees involved in program management and property management typically have laptops and operate differently than those in facilities management and local operations. Additionally, considering our company size of 140,000 employees across numerous countries, we encounter various operational structures and working methods tailored to each location.

To engage our workforce effectively, we have implemented innovative approaches from both top-down and bottom-up perspectives. One key realization was that all accounts within this 60% workforce have dedicated communications personnel. Our goal became connecting with these individuals so they could understand our programs and have access to materials and resources to distribute through their own communication channels.

For some time, we struggled with a one-size-fits-all approach, trying to engage these employees according to our methods, which was not effective. To genuinely reach people and make a significant impact, we must meet them where they are.

We also focus on engaging those with influence within the accounts, such as the alliance directors. These individuals are decision-makers in determining how each account operates. Therefore, it's essential to approach communication both from their perspective and from the top down, ensuring that they receive our messaging in a manner that resonates with them. This way, they are more likely to consider our initiatives as something worth exploring.

Our company is continually evolving, with changes happening rapidly. Adapting to this dynamic environment requires ongoing innovative thinking and continuous connection with our employees. We prioritize listening rather than talking in our communications role for a good reason. We recognize that we need insights from our employees, as they can provide feedback that we might not have anticipated.

For example, we learned that some employees faced barriers accessing our Benevity site due to stringent networking restrictions on their client laptops, particularly in sectors like banking, where internet browser usage is heavily regulated. Facilitating virtual volunteering opportunities became a challenge.

Engaging in listening and feedback sessions when we gather everyone around the table is crucial. I make it a point to welcome anyone who wants to speak because ultimately, our aim is to improve our programs for all employees.

Megan Dominguez - Realized Worth: I love that you made an effort to identify the root cause of the issue. That's fantastic! Carley, during our conversation a couple of weeks ago, you shared an intriguing moment when you turned the tables on engaging employees by involving them during their lunch hour. Could you share that story with our audience today? What did it teach you about communication barriers, and how has it changed your approach to communications?

Carley Stephens - Gas South: Our employees often don't read emails or team chats, and we've tried various approaches to engage them, such as lunch and learns. Our partners and nonprofit organizations are eager to present their work to our employees, but we face challenges in getting

people to attend. It's frustrating because the nonprofits are doing incredible work, yet when we bring them in, few people show up.

We even hold these sessions in a conference room that is only about 20 feet away from our large café, where employees frequently gather for lunch. To encourage attendance, we provide lunch for employees three days a week, hoping to get them in the office and interacting with others. We ask them to grab their lunch and take just a few steps to the conference room to sit down, eat, and learn about the important work our nonprofits are doing in the community—but many still choose not to attend.

Recently, we had scheduled a lunch and learn that was more of a scholarship presentation for a nonprofit celebrating their graduating students. Predictably, attendance was low again, so we decided to try a different approach. Instead of waiting for employees to come to us, we took the nonprofit representatives and the students into the café. Fortunately, we have a sound system there, so I grabbed a microphone from behind the reception desk, turned it on, and introduced ourselves to the crowd. We delivered the presentation right there while everyone was enjoying their lunch, successfully bringing the lunch and learn experience to them.

I was thinking that if people aren't going to come to us willingly, then I will gladly go to them. The feedback we received was incredible—totally surprising! I had no idea that people were so excited about it. First of all, I was frustrated because I felt they could have taken a few steps to learn more on their own. What we discovered is that people are genuinely interested, but they don't read.

Our goal is to create more moments of surprise and delight. However, I also worry that if we started texting people, they might get upset and wonder why we're invading their phones. This is probably why I look so tired—I've been making an effort to get in front of people at our office locations whenever they congregate. One of my employees even created a humorous sandwich board that reads, "Ask me about community affairs!" or "Ask me about volunteerism!"

When I engage with people directly—asking, "Hey, did you know we have team grants available for sponsoring projects?"—the response is often, "Oh, I had no idea!" Of course, that's because they haven't read the countless emails we've sent, checked our corporate intranet, or participated in our Teams chat.

We're trying to bring this information right to them. Attention spans are shrinking, and the world feels increasingly fast-paced. We're not going to jump on TikTok, as we doubt anyone would follow us there. Instead, we want to present information where employees naturally gather. I'll happily attend department meetings or add my name to someone's agenda if it means promoting our initiatives.

This approach requires extra effort through face-to-face interaction or by joining Zoom and Teams chats and forcing the issue. The work that nonprofits do in our community is vital, and it's becoming increasingly challenging to engage with corporate culture. It used to be a more traditional top-down approach where "arm-twisting" was effective, but now we face a lot of resistance. Many employees exhibit a rebellious spirit, often pushing back against directives.

Therefore, we need to make them understand the importance of what we're doing and provide them with experiences they want to discuss and highlight. The more nontraditional volunteer experiences we can offer, the better. We've even brainstormed ideas like "love bombs" and "kindness bombs," although HR wasn't thrilled with those terms.

Regardless, we're getting creative because employees must engage with the meaningful work you do every day. As a profitable company, it's our responsibility to give back. So, we're just going to keep bombarding them with our initiatives!

Megan Dominguez - Realized Worth: I love that. "A couple of weeks ago, we had an unexpected conversation while we were sitting down for lunch. Suddenly, I found myself part of a scholarship presentation, and I was taken aback, thinking, "What? Why is there a kid sitting at my table?" I appreciate those moments of surprise and delight, and I believe there's value in being unexpected. It's great to hear that you're receiving positive feedback about it. Thank you, Carley.

I have a few more questions for our panelists. However, do any of you have questions for them? I don't want to take up all the time. I think we have about 20 minutes left, right, Gina?

Gina Edwards – Heart of Illinois United Way: That's correct, and Carley raised a good question. She posted it to the nonprofits, similar to when you hosted your "Ask Me Anything" a few weeks ago. If you're not comfortable answering publicly, you don't have to. However, what are some ways that nonprofits can improve their collaboration with you? How can we better support your goals and objectives?

Carley Stephens - Gas South: I believe that because I have experience on the nonprofit side, I often find it challenging that nonprofits feel the need to cater to corporate metrics and KPIs in order to secure funding. I think that's tough. Therefore, I try to change the narrative internally and educate our leadership on why it's important to avoid that type of relationship. We focus on understanding what truly works for our partners.

For example, we often ask our partners whether a corporate day of service is beneficial to them or if it creates more challenges, as it requires additional time and resources on their part. Is a week-long project more manageable for them, or is it better to find alternative approaches?

In terms of our marketing metrics, we aim to measure aspects that our nonprofit partners genuinely care about. We ask questions like: Are we successfully converting employees or customers into donors or volunteers? By tracking those metrics, we can assess whether we're making a meaningful impact rather than simply patting ourselves on the back.

It's also essential for me to understand our company's employee demographics. For instance, if we have a lot of introverts or data analysts, they might not feel comfortable doing face-to-face service, like serving food. I'm working on addressing that, but they might be more open to sharing their expertise, like teaching a course on Excel or how to create a pivot table. This could be particularly beneficial for youth needing workforce development skills.

I'm curious about what types of volunteer events nonprofits are looking for. Do you need skills-based volunteers, or do you still prefer more traditional activities like sorting clothes, serving food, or landscaping projects?

Feel free to reach out to me directly. I genuinely want to know what you're interested in, especially when I have a group volunteering.

Megan Dominguez - Realized Worth: Anyone care to answer Carley's question and come off mute?

Daryl Carlson - Alzheimer's Association: Sure, I will. Can you hear me now?

Megan Dominguez - Realized Worth: Yes. Hi, there.

Daryl Carlson - Alzheimer's Association: I work with the Alzheimer's Association, where we have a variety of roles to fill. We also organize fundraising events, which require help for one-time commitments. My focus is on community engagement, and we are in need of community educators. While we do have our own curriculum to teach, we're open to individuals who may not have a specific skill set or experience as support group facilitators, though that can be one-on-one if they prefer.

What really caught my attention about your comments is that we have many needs we would love to address, but we lack the necessary skill sets. For example, one of our managers has interns who assist with data mining—college students learning to gather and analyze information. This made me realize that we could benefit from real professionals who specialize in data mining, as they could provide us with valuable insights we need.

I appreciate hearing this perspective because it encourages us to think beyond our typical volunteer requirements and explore new possibilities. Thank you!

Megan Dominguez - Realized Worth: Thanks, Daryl. Anyone else?

Gina Edwards – Heart of Illinois United Way: We received a positive comment in the chat from Elsie. She mentioned that her organization is seeking volunteers with skills to help with interviews and prepare youth for the professional world - all those essential soft skills that young people need to learn but might not be able to obtain on their own.

Megan Dominguez - Realized Worth: You make a good point. There's often a lot of discussion about skills-based volunteerism, where individuals may feel they have no skills to offer; for example, someone might say, "I work in HR, so I don't have any skills to share." However, it's essential to recognize that career development itself is a valuable skill. If you have a job, you have experience and a career path that can be beneficial in a volunteering context.

Megan Dominguez - Realized Worth: If anyone else has a comment, please feel free to share. If you have a question for any of our panelists, feel free to unmute yourself and ask, or continue discussing Carley's insightful question. Jenna and Quiara, what strategies do you use to encourage your champions and team members out in the field? Since you're all spread out, how do you motivate them to collaborate with local nonprofits?

Quiara Mosley - CBRE: I can certainly add that our legal team is actively engaged in various pro bono work. They manage this mostly on their own, without much oversight from us. They simply share information about the work they're doing and the hours they are contributing. They are also working to make this effort more consistent and integrated across the entire global legal team.

One of the key areas we focus on is workforce development, which is a pillar of our grant program. The organizations we partner with often request assistance with interns. We are able to provide interns from these organizations to our company. Additionally, we support various aspects of workforce development, such as career fairs, interview preparation, resume reviews, and LinkedIn profile evaluations. We do a lot of this work internally through our grant programs.

We also encourage our chapter leaders to engage with organizations in their cities. Our grant program is structured to provide employees with the freedom to volunteer and support causes they are passionate about. If anyone comes to us with a proposal for organizing events or bringing interns into the office, we are more than happy to assist.

For example, our chapter in Atlanta has a strong partnership with Covenant House and participates in their sleep-out event. Recently, our New Jersey office also joined in on the sleep-out initiative. Each chapter tends to focus on specific causes that resonate with their employees, and they continue to collaborate with these organizations.

Megan Dominguez - Realized Worth: This relates to what Carley mentioned earlier about equipping and empowering people to take ownership of volunteerism. When individuals feel a sense of ownership, their involvement becomes more genuine and organic. They become passionate about their contributions rather than just receiving information from leaders. Jenna, I believe you also talked about the importance of engaging with people rather than simply communicating at them.

Jenna Coyne- Motorola Solutions Foundation: Absolutely, I want to echo what Quiara just said, but in a slightly different way, as it seems we have a lot of alignment on this. The Motorola Solutions Foundation has an annual grants program, and our approach to giving is narrow and strategic. We primarily support two types of organizations through this program: first responder initiatives and tech and engineering education.

For volunteerism, however, our focus is much broader. Employees can choose to volunteer at various locations, such as animal shelters, soup kitchens, the American Red Cross, or any other organization they are passionate about. To assist with this, I created a resource that I informally refer to as a "volunteer Bible." It's essentially a Rolodex of volunteer opportunities. For example, if someone is located in Chicago and is passionate about heart health, they can find related organizations to get involved with. It also indicates whether these organizations are grant partners with our program and whether volunteering can be done individually or in teams.

Currently, over 250 organizations are included in this resource, and I would love to continue adding more. This way, people have the autonomy to explore various opportunities beyond just tech and engineering education or first responder programming.

Additionally, I would like to emphasize a significant aspect of our annual grants program: our engagement in professional development opportunities. Activities such as speed networking and mock interviews are popular among our employees. Regardless of their field or job function, employees can mentor younger generations or those re-entering the workforce, providing guidance that can alleviate some of the intimidation associated with job searching. This is especially helpful for young people or young adults who may have faced barriers to traditional educational pathways. We aim to make them more comfortable with networking, building resumes, and other essential skills. This is key to how we partner with our grant recipients to support community development.

Megan Dominguez - Realized Worth: Does anyone have any questions for our panelists? I have more questions to ask, but I want to make sure you have the opportunity to engage as well. If you think of anything, please type it into the chat, and I will gladly ask it for you.

Now, I'd like to discuss rewards and recognition. This is an area where our nonprofit partners can provide valuable support. It's important to understand this topic as we seek to incentivize new behaviors and reward the actions we want to encourage. This can sometimes be challenging; often, what we believe will motivate people doesn't have the expected effect.

Quiara, you have a unique volunteer rewards program with a remarkable 100% redemption rate. Could you share how this program works and why you think it has been so effective in encouraging employees to track and participate in volunteer activities?

Quiara Mosley - CBRE: Thank you for that question, Megan. I want to start by explaining that this concept arose because we do not have a "Dollars for Doers" program. As Jenna and Carley mentioned, we have a small team and a limited budget, so we lack a program to financially support employees globally in their volunteering and charitable giving.

This initiative began as a way to incentivize our November campaign. The goal was to encourage people to log their volunteer hours and determine what we could reward them with. In 2022, the reward was that I would select 100 volunteers each week to receive \$100 USD (in their local currency) to donate to a nonprofit of their choice. This approach helped familiarize employees with the capabilities of Benevity and get them engaged.

Over time, this program has evolved into a quarterly drawing. Now, employees log their volunteer hours, and we choose 250 employees globally every quarter to receive \$100 USD for their chosen nonprofit. This program not only aims to incentivize employees to log their hours but also to reward them for their continued commitment to volunteering in their communities.

The operational aspects of the program are quite low maintenance, as it is managed by just two people from the employee program side at CBRE. The entry requirement is minimal - employees simply log their hours.

When winners are announced, we create a "feel-good" post to celebrate them. We send the winners an email that links to our internal engagement platform, similar to Facebook, where we encourage them to share the organization they donated to. Many employees comment about the nonprofits they supported and share their personal connections to those organizations. This engagement really

lifts the spirits of everyone involved, especially on challenging days, and it's heartwarming to see how many people are participating in this program.

I noticed a comment in the chat about Volunteer Time Off (VTO). We do offer VTO, but it's not a global policy; it is managed by our HR and People team. Each country has the flexibility to establish their own guidelines. Currently, we have VTO in the U.S., Canada, Australia, New Zealand, the UK, and Ireland.

In the U.S., employees are allotted two days of volunteer time off, which we classify as 16 hours. Some countries code it differently, such as a full day or a half-day, equating to 4 hours or 8 hours. Culturally, there are nuances to consider—while in the U.S. you can take 2 hours to volunteer and then return to work, in other countries, it's often expected that employees will take either a half day or a full day off to volunteer and then return the next day.

Megan Dominguez - Realized Worth: Thank you, Quiara. I appreciate your approach. It resembles intermittent reinforcement, as people often receive guaranteed rewards for their volunteering efforts. When you volunteer, you automatically earn reward dollars that appear in your Benevity account or the platform being used. As a result, there's little incentive to discuss it further. However, I like the idea that, despite having these reward dollars, individuals feel they get more value when they receive unexpected rewards. It adds an element of surprise, like, "Oh my gosh! I received a reward!"—which makes them excited to share their experiences. I think that's fantastic!

Jenna, I believe part of your recognition program includes a CEO Volunteer Award. How is that structured, and why do you think it's an effective element of recognition at Motorola? Also, could you address the Volunteer Time Off (VTO) question as well?

Jenna Coyne- Motorola Solutions Foundation: Absolutely! Before we dive into the CEO Award for Volunteers, I want to highlight our Dollars for Doers program and our matching donation program. The matching program contributes one-to-one donations to charitable organizations based on individual contributions. As for the Dollars for Doers program, for every 10 hours you volunteer, you unlock a reward of \$100. I've noticed that every quarter when these funds are distributed, people often say, "I didn't know this was a thing!" This element of surprise is really great.

Now, regarding the CEO Award for Volunteerism, historically, it's been our most significant recognition of volunteers at the company. Our CEO personally awards these individuals during our global town hall each year in Q1. It's quite a big deal because it provides recognition on the largest stage we have, with 22,000 employees worldwide. Being singled out by our CEO is an incredible honor.

Employees can either nominate themselves or have colleagues nominate them. We understand that self-nomination can be intimidating. Therefore, colleagues can recommend others who are shining in their volunteer efforts, whether that's orchestrating activities within our local office, volunteering as a scout troop parent, or transforming a youth soccer program in their community.

A committee composed of employees, past winners, and our team reviews all applications through a selection process. Ultimately, our CEO recognizes these employees, making it a special way to express gratitude in a highly visible manner. Although the monthly Dollars for Doers rewards and matching

program are appreciated, the CEO Award offers a more intimate connection tied to professional development, as it gives recipients visibility among their managers and colleagues.

We often recognize either individual employees or teams, such as specific business councils—which some organizations may refer to as employee resource groups—that excel in engaging their colleagues through volunteerism.

Regarding the Volunteer Time Off (VTO) policy, we don't have a formal VTO policy at our company, which can have both pros and cons. Currently, decisions are made at the discretion of managerial staff. Employees are encouraged to talk with their managers to see what works for their team and their workload.

This can sometimes be challenging depending on the manager and the business unit. For instance, during quarter-end, it might not be feasible for our sales team to engage in volunteer efforts because they're focused on meeting their quotas. However, a more relaxed team might find their manager open to allowing them to take time off to volunteer.

I believe creating a more formalized and structured VTO policy could be beneficial, as right now, it largely depends on individual managers and their discretion. Historically, we did have a VTO policy around 10 or 12 years ago, which has since evolved into an unstructured approach that emphasizes our company culture of giving back while also considering suitability within one's workload.

Megan Dominguez - Realized Worth: That makes sense. Thank you, Jenna. I think we've reached the end of our time together. Carley, Quiara, Jenna, thank you all for your valuable insights. It's been a pleasure having you here. Gina, thank you for hosting us, and thank you to everyone who participated and stayed with us until the end. Now, I'll hand it back to you, Gina, to close us out.

Gina Edwards – Heart of Illinois United Way: Thank you, Megan. I appreciate all the work you put into bringing Quiara, Jenna, and Carley together. I am grateful to all of you for taking the time to share your thoughts. It's interesting to hear you discuss your efforts in the corporate social responsibility field compared to our work as nonprofits and United Ways. Ultimately, we are all trying to make a positive impact in our communities. We all have small teams and are working hard to achieve a lot. Additionally, we face the same challenges with communications and marketing. I love hearing about the similarities we share. Thank you once again for sharing your time and expertise with everyone; we truly appreciate it.

Megan Dominguez - Realized Worth: Take care, everyone.

We asked our panelists to answer two of Megan's last questions via email ...

Carley Stephens – Gas South:

What's one thing that your employees gain from volunteering on behalf of your company that you don't think they fully recognize? I am not confident that employees recognize the professional development aspect of volunteerism. The ability to gain leadership experience, hone organizational and communication skills, and problem-solve with diverse communities outside of one's comfort zone are areas where all employees can benefit. Leaders can also use volunteerism to develop their people in ways that traditional certifications or classes can't. The internal networking opportunity that volunteerism provides is essential for success in a corporate environment, and volunteering allows employees from all different departments to work side by side.

What's something you wish you had known when you first started working on employee engagement/volunteerism? There is never a "one-size-fits-all" solution. Being flexible and agile is key. Finding ways to empower employees, rather than directing them, has been crucial to the success of volunteer engagement.

Jenna Coyne- Motorola Solutions Foundation:

What's one thing that your employees gain from volunteering on behalf of your company that you don't think they fully recognize? The networking and social aspects of volunteering. We believe in the power of connection through volunteerism. Our programs are designed to bring together employees from across the office, often intentionally pairing individuals who wouldn't typically work together. This provides a natural way for colleagues to meet, share experiences, and build camaraderie beyond their immediate team.

What's something you wish you had known when you first started working on employee engagement/volunteerism? The desire to do good is strong, but the path isn't always clear. People often tell us they simply don't have enough hours in the day or that it's tough to step away from their desk to volunteer. That's where I come in. My job is to ensure they have the resources and support they need. We must be proactive in bringing impactful volunteer opportunities directly to them and designing our project proposals with their busy schedules in mind.