

Q23) How do you enable your employees to contribute to the community?

Part B section

Your response to Questions 8 and 12 may have touched on employee engagement. Now we want to ask in more detail about how you support your employees to contribute to charities and community projects and how you engage them to get involved in your projects. We will then seek a perspective from your employee referees. Again, we will be pragmatic and measured in our approach and we will not put too much importance on any individual referee.

23a: First, please tell us about your systems and policies which support your employees to contribute to charity and community projects.

Payroll Giving: Proactive regular promotion of Give As You Earn to encourage Zurich employees to give regularly either to the Zurich Community Trust (currently 96% of donors) or directly to charities of choice (currently 4% of donors). Employee GAYE donations to the Zurich Community Trust are matched 100% from the annual business donation to the Community Trust. For donations to external charities, Zurich pays the GAYE administration fee. Current take up of GAYE 23.1% and Zurich awarded the Gold Payroll Giving Quality Mark.

Matched fundraising: Ad hoc fundraising by Zurich employees for the Zurich Cares programme or for nominated charities is matched by 50%. Staff taking part in sponsored events for charity can apply for 50% matching on their fundraising up to £500 per event or on a £ for £ basis for their children up to £25.

Employee Volunteering Programme: engages Zurich employees in a variety of programmes and every employee is given a minimum of 1 business day a year to volunteer in the community. During 2007 Zurich led volunteering managed through the Zurich Community Trust included:

180 team challenge events engaging over 1600 staff in 8643 business hours and 4386 own hours of volunteering.

24 regular volunteer schemes engaging 222 staff in lunchtime, virtual or event volunteering

76 Skillshare projects where staff share business skills with charities representing 1550 hours of volunteering.

31 grant awards supporting employees volunteering as school governors or Trustees.

6 one month assignments delivering business projects to NGO partners in Southern India through the India Programme.

The 'Zurich Cares' employee volunteer programme links with Zurich's HR programmes on Talent Management and Graduate development and the Challenge programme is recognised for its teambuilding benefits

23b: Next, please tell us how you engage your employees so that they are aware of your charity and community projects, feel enthused about them and want to get involved.

Over 200 Zurich employees are engaged as Charity Co-ordinators responsible for helping to deliver the fundraising, volunteering and grant giving aspect of the programme. Each year they attend a special 'Zurich Cares' conference where they hear from the charity partners first hand as well as receiving a thank you from the business CEO's and the Chair of the Zurich Community Trust for their support. At the conference their input and ideas are shared to help develop and inform the programme.

All employees were asked to vote on areas of social need that they wanted to see supported through the National Zurich Cares partners and the results from this informed the choice of the current six national partners.

Local Zurich Cares partners and grant recipients are chosen by Charity Co-ordinators and Co-ordinators in the larger locations are engaged in receiving, reviewing and assessing grant applications or in the smaller locations making decisions on which local charities are supported.

There is also an overseas grant programme supported by a committee of Zurich employee volunteers.

Through the employee volunteering programme employees are encouraged and supported to engage with local charities and our charity partners.

In addition to the Charity Co-ordinators we also have 38 senior business ambassadors for the Zurich Cares programme covering every business location.

We also have 15 senior managers and directors and all three UK CEO's engaged in the governance and delivery of the Zurich Community Trust.

We recognise the effort of Zurich managers and employees in a bi-annual Award scheme where we have a finalist and two runners up in the following categories:

- Most effective individual fundraiser.
- Most effective fundraising team.
- Most effective individual volunteer.
- Most effective volunteer team.
- Most effective Charity Co-ordinator.
- Most supportive manager.
- Special Achievement Award.

We engage Zurich employees in fundraising for the programme and in 2007 raised £521,000 from the 7541 employees

Q25) How do you measure and evaluate the sustainable difference that your projects make to the community and your business?

Project name*	(A) Describe your key input(s) to this project**	(B) The set targets you are aiming to achieve to make a sustainable difference in the community***	(C) What the project has contributed in the community so far (progress towards your targets)****	(D) The sustainable difference you have made to the business*****
India Programme	Over £1million in grant funding and 76 four week business assignments over the duration of the programme now in its 13th year	To build the capacity of our Indian NGO partners to help them expand their reach and support more disadvantaged people	<p>Increased the capacity and reach of our Indian NGO partners between 26% and 92% with between 33% and 65% of this directly attributed to the India Programme. This has delivered some of the following community benefits:</p> <ul style="list-style-type: none"> Enabled 1167 children with a disability to access education for the first time. Supported 2550 people with a mental health issue to be included in society. Trained 160 disability workers. Increased independence through the provision of 5721 mobility aids. Increased the provision of eye operations from 52,000 to 96,000 between 1995 and 2005. 	<p>Provided a unique personal development opportunity for 76 Zurich professional staff through the delivery of four week business assignments in India to meet identified training needs of the Indian NGO's to help them build capacity.</p> <p>Measurement of the competency levels of the assignees through self evaluation and the evaluation of their managers pre,post and 6 months post assignment show an overall increase in the following competencies:</p> <ul style="list-style-type: none"> Persuasive Communication up 38%. Resilience up 25%. Adaptability up 18%.

Call In Time	£500K grant together with programme management and 72 Zurich employee volunteers	To improve the wellbeing of 800 isolated Older People	Currently delivering 32,000 calls per annum and supporting 491 isolated Older people through 8 projects. Early evaluation has shown that 82% of CIT clients feel less alone since receiving the regular calls and that for 70% it is the only communication they can rely on each week. 66% confirm that it has improved the quality of their lives.	The 72 Call In Time employee volunteers have perfected their communication and listening skills and feel proud to work for a company that allows them to volunteer in this way during the business day
Breaking The Cycle	A £1 million commitment over four years together with the injection of business skills and programme management through partnership working	<p>To break the generational cycle of drug misuse.</p> <p>To reduce the number of children of drug misusing parents following their parents into criminal activity.</p> <p>To prevent the break up fo families of drug misuers.</p> <p>To include children and wider families in drug treatment programmes nationwide.</p> <p>To encourage more drug misusing parents to access services, particularly those from BME communities.</p> <p>To help drug misusing</p>	<p>Recruitment and training of three pilot family workers in Cumbria, Derby City and Tower Hamets.</p> <p>The development of treatment protocols by Addaction aimed at familiy intervention.</p> <p>The development of a data capture system and processes to measure the impact of intervention on the whole family rather than just the drug misuer.</p> <p>158 high need families supported through the Breaking The Cycle programme to date and detailed evaluation of</p>	We did not seek to make a sustainable different to the Zurich business through this programme which was driven by community issue and need however the engagement of Zurich employees through our volunteer programme will help to increase the skills of the volunteers and Zurich's overall employee proposition

		<p>parents to recognise the impact of their behaviour on the lives of their children and wider families and work with services to improve their parenting skills.</p> <p>To leverage the time and skills of Zurich employees to assist the development of Addaction</p>	<p>the outcomes being assessed by an independent evaluation team at Bath University based on data gathered by Addaction.</p> <p>Skillshare using the skills of Zurich's Financial Accounting team to train and educate Addaction project workers on budget management and financial reporting</p>	
<p>Mental Health and Families - Partnershi with Place2Be</p>	<p>An investment of £275,822 over three years to support the Place2Be projects in Greenwich and Croydon</p>	<p>To improve the emotional well being of up to 5,500 children in Greenwich and Croydon by early intervention and reduce the development of longer term mental health issues.</p> <p>To enable Place2Be, with help from the Zurich Community Trust where it would add value, to engage with statutory services and commissioners to aid the continued sustainability of the hubs.</p> <p>To demonstrate the value of early intervention to government and statutory funders and</p>	<p>2693 counselling sessions to 1409 children in Greenwich. 2557 counselling sessions to 1767 children in Croydon. An additional 159 hours of parent work in Greenwich and 173 hours in Croydon. Skillshare work with Place2Be on PR and media training and planned help with Risk Management and Procurement advice.</p>	<p>We did not seek to make a sustainable different to the Zurich business through this programme which was driven by community issue and need however the engagement of Zurich employees through our volunteer programme will help to increase the skills of the volunteers and Zurich's overall employee proposition</p>

		<p>access government funds targeted at mental health support in schools.</p> <p>To leverage the time and skills of Zurich employees to assist the development of Place2Be</p>		
<p>Zurich Cares Partnership with Hope and Homes for Children</p>	<p>£198,825 funding over four years to date together with Programme Management time through partnership and the injection of Skillshare</p>	<p>To provide loving homes for children orphaned through conflict or HIV in Ukraine and to re-integrate orphaned children in Sierra Leone with their extended families</p>	<p>The support of 65 family homes in the Ukraine providing a loving home for 648 orphaned children.</p> <p>Two additional mother and baby units.</p> <p>Supported the Ukrainian Hope and Homes team through core funding to train 328 local authority childcare professionals. 154 children in Sierra Leone re-integrated with their extended families.</p> <p>All children of school age back in school and 75% are performing at an average or above average level.</p>	<p>We did not seek to make a sustainable difference to the Zurich business through this programme which was driven by community issue and need, however the partnership has helped to support the reputation of Zurich through us co-hosting a high profile dinner at the House of Lords with Sir John Major as guest speaker at which Zurich was able to showcase its support to Hope and Homes to suppliers and other key business contacts.</p> <p>6 Zurich employees have visited the projects funding in the Ukraine as part of a Seeing Believing programme and are acting as advocates for the partnership on</p>

				return - through this they have developed knowledge and improved confidence. Other Skillshares have included advice on Event Management, Office re-organisation and PR enabling the Zurich volunteers to use their skills in a broader way.
Zurich Cares Partnership with The Calvert Trust	£394,272 grant funding between 2001 and 2007 plus programme management support and Skillshare projects	To provide a life changing experience to people with a disability who are also financially disadvantaged - and through this improve their independence	Between March 2001 and 2007 1020 people with a disability have been able to access the Calvert Trust centres due to the Zurich Cares Bursary Fund. A funded PHD outcome study which began in 2005 evaluating the sustained level of improved independence of beneficiaries as a result of the experience at the Calvert Trust Centres	We did not seek to make a sustainable difference to the Zurich business through this programme which was driven by community issue and need. A presentation by a visually impaired Calvert Trust participant to the Zurich Cares conference in 2003 raised awareness on disability. A team Skillshare of some 500 hours to redevelop the Calvert Trust website has developed the IT and other skills of the employee volunteers.
Zurich Cares Local Partnership with TWIGS (therapeutic work in gardening in Swindon)	£113,740 in grant funding between 2001 and 2007 plus a variety of team Challenges and	To support people recovering from mental health issues by providing a meaningful	The development of a derelict piece of land into a 14 plot organic allotment site.	Skillshares delivered to the project in the following areas enabling the Zurich volunteers to

	Skillshares	project to enable them to build self esteem and confidence	<p>The support of approximately 80 people per annum through the TWIGS project.</p> <p>The development of a Veggie Bag scheme where produce grown on the allotment is sold to Zurich Employees. This scheme introducing a realistic environment of production to timescale enabling volunteers to benefit from the real life experience.</p> <p>On average each the impact have been: 36 people achieved measurable improvement in soft outcomes such as increased confidence and self esteem. 15 people have progressed to employment. 4 people have progressed to supported employment</p>	<p>develop their skills and self confidence :</p> <ul style="list-style-type: none"> Health and Safety Website Design Recruitment Business Planning Leaflet Design Event Management Various Team Challenges over the years have improved teambuilding
Zurich Cares Local Partnership with James Hopkins Trust	£70,000 in grant funding over 6 years together with Team Challenges and Skillshare	To provide help to severely disabled young children and those with life threatening conditions up the age of 6 in Gloucestershire so that the quality of their	<p>Increased expenditure on Respite Care 2001-2005 + 31%</p> <p>Increased number of children supported + 53%</p> <p>Increased number of</p>	<p>Skillshares delivered to the project in the following areas enabling the Zurich volunteers to develop their skills and self confidence :</p> <ul style="list-style-type: none"> Hardware feasibility

		lives and that of their families may be enriched	nurses working with JHT + 86%.	Study. Health and Safety Advice. Word and Excel Training. Business Planning. Event Marketing. IT Advice. Promotional Material. Various Team Challenges over the years have improved teambuilding
Zurich Cares Local Grant Programme	Approx £350,000 per annum in Local Grants to the communities around Zurich UK offices	To help disadvantaged people achieve an independent future for themselves	54,000 people reached through grants in 2007. The effect of the grants on beneficiaries: 69% reduced isolation. 69% increased confidence 56% increased independence 53% improved health. 60% increased skills. 51% enabled them to play a more active role in the community. In terms of impact on the charities funded: 69% said allowed them to provide wider services. 36% said allowed them to spend more time with clients. 24% said allowed them to increase staff	Improved analysis and decision making skills of Zurich employees involved in assessing grant applications for funding

<p>Zurich Cares Partnership with FCE (Foundation for Conductive Education)</p>	<p>£103,475 of grant funding together with programme management time and the injection of Skillsare</p>	<p>To help 25 children per annum aged from 6 months to 3 years with movement disabilities, including cerebral palsy, to attend the National Institute of Conductive Education along with their parents / carer as part of the FIRST STEPS programme and to increase their mobility and independence</p>	<p>75+ children have taken part in the first steps programme and achieved greater mobility and independence. Our funding of a Pilot roadshow in Gloucestershire raised local awareness of the FCE centre in Birmingham and was done in conjunction with Special Needs school that we already worked with. This has led to 7 children from within Gloucestershire attending the programme.</p>	<p>Reputation enhanced in Birmingham through the hosting of a dinner at Highbury Hall to raise the profile of our partnership with Hope and Homes for Children to key Zurich suppliers and business contacts resulting in leveraged funding to the charity. Skillshares by Zurich employees have developed KPI's for fundraising, KPI's and tracking system for school enquiries and HR support with a new grading and salary structure. Various Team Challenges have supported teambuilding.</p>
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Q26) What are your commitments for the next three years?

Part B section

We want to ensure that companies who hold the CommunityMark continue to lead in being a good investor in the community. Please tell us what you commit to do over the next three years in order to sustain and improve your positive community impact. We would like you to tell us how you will measure your progress towards these commitments. A condition of attainment of the CommunityMark is that you will publicly report progress against these commitments.

Commitments to sustain and improve your community impact in next 3 years?	How you will measure your commitments?
In order to sustain and improve our community impact we will continue our regular cycle of stakeholder feedback which is embedded into processes and which forms part of our ongoing cycle of Social Audit	We will continue with our regular feedback systems and take note of the feedback to help inform our programme going forward. we publicly share our learning in this area through a web produced Social Audit Report and will continue to do so.
Increase the number of Skillshare projects to share Zurich's professional skills to help build the capacity of charity partners	12-25% increase in the number of Skillshare projects targetted for 2008 and tracked and measured on a quarterly basis.
Increased stakeholder feedback to better track the community and business benefit delivered via the Skillshare programme	Following impact measure targets set:
Maintain and increase if possible the level of Zurich employee donations to the Zurich Cares programme	Fundraising targets agreed with the Trust Board and Zurich Business and tracked and measured on a quarterly basis