We would like to extend our thanks to UPS for the sponsorship of this publication.
Climate change, urban migration, diminishing natural resources, population growth and conflict are increasing the frequency and intensity of natural and complex emergencies, therefore increasing the need for humanitarian intervention within communities.

As a leading global citizen, UPS is committed to building stronger, safer, and more resilient communities around the globe. Each day, we leverage our company’s resources and logistics expertise, along with the passion of our people, to help the communities thrive. UPS is dedicated to ensuring that communities are better prepared to overcome the inevitable challenges that disasters bring through capacity building. During times of crisis, UPS responds quickly and engages stakeholders in the response and recovery process. Through our public-private partnerships with the United Nations and pre-eminent humanitarian organisations around the globe, we contribute our thought leadership and logistical expertise by optimising, innovating, accelerating and transforming supply chains to help solve some of the most complex challenges that disasters bring through ongoing capacity building efforts.

We also recognise that we must safeguard our own future through pursuing sustainable business models that provide both economic and social value to the communities we serve. As a result, UPS is proud to support Business in the Community’s International Disaster Relief Programme and sponsor International Disaster Relief: Business’ Unique Contributions II sharing our humanitarian relief and resilience approach and practices. We hope this encourages other industries to use their unique core competences to promote social change through business engagement.

UPS believes that every organisation has the responsibility to ensure future generations have equal opportunities to develop and grow, which is why we believe in the advancement of the United Nations’ Sustainable Development Goals (SDGs) and that the private sector has an important role that it must act upon in helping to achieve these goals within a collaborative community framework. As a founding member of the United Nations Connecting Business Initiative, we are unwavering in our commitment to building resilient communities around the globe. We urge you to take a look at your current business model and identify the unique talents to propel us forward in our charge to create a sustainable future for generations to come. The results of the following study will help drive this undertaking of the new roles that businesses must take in regards to disaster relief, resilience and recovery.

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The frequency and scale of international disasters increases year on year, with over 350 natural catastrophes and man-made events in 2015. The $92 billion these disasters cost in insured losses, mask the devastation caused by lives lost and livelihoods decimated. With the increase in scale and frequency comes, the rising expectation for business to support disaster relief and resilience. **SWISS RE**
The International Disaster Relief programme at BITC, supported by DFID, aims to inspire, engage and mobilise business for good on international disaster relief and resilience. It is a call to action for business to embrace this agenda, to move from reactive responses to proactive policies and practices, and to move from pure financial donations to taking a wider more holistic approach aligned with business. Core skills, competencies and expertise, products and services, in support of International Disaster Relief and Resilience, aligned with humanitarian need, have a significant contribution to make. We have focused on inspiring business to engage and take action on this agenda. We have developed the International Disaster Relief Award, which has and continues to identify inspirational examples and we are working to build a system to help identify and match business resources and humanitarian needs. To this end, underpinning our International Disaster Relief work, we have been developing and promoting the business case for action, identified best practice case studies and have provided research.

Our initial research in 2014 focussed on how companies were responding to the increasing calls for corporate involvement. The research in 2014 showed that where core competencies, products and services, unique to that business were offered in support of disaster relief and humanitarian aid, these were more likely to be integrated into the core of the business. They were therefore more able to be sustained in tougher economic circumstances, just as focussed on preparedness as relief, and more consistent in its support, whatever the ‘type’ of disaster. We are delighted that this latest research shows that progress can be seen: businesses have further developed their programmes and are building their strategies based on core competencies.

In the last two years, rather than just concentrating on response, this research shows that there is significant movement towards proactive support of International Disaster Relief, with more businesses involved in disaster preparedness, risk mitigation and resilience. Businesses also expect to increase their attention on disaster preparedness and 43% of business expect an increased focus on disaster risk mitigation, reduction and resilience over the next five years. Skills and expertise are also an increasingly important part of the mix, with two thirds of businesses now providing non-financial support and their unique expertise, skills and products. Businesses are therefore increasingly making their unique contribution.

The development in the breadth of International Disaster Award entries, which illustrate engagement from across the business sectors and a broad range of approaches, leveraging core skills and competencies supports this, with Award winning case studies highlighted in this publication.

Proactive, collaborative, disaster relief and resilience support, from the private sector, is growing. At the same time leveraging core skills, core competencies, expertise, products and services, is taking centre stage.

The humanitarian, environmental and economic impact of international disasters is unquestionable and projections indicate the frequency and scale will grow. The impact wrought by the increasing scale and frequency of international disasters, are reasons enough to take action. Business continuity; security of supply and value chains; stability of markets; supporting staff and addressing consumer expectations and adding value to your values, provide further justification were it’s needed.

The last two years has seen significant progress and the challenge for business, is to think holistically about its involvement and contribution to supporting International Disaster Relief and Resilience and to go beyond cash. Increasing numbers of business are doing just that, and we encourage you to do the same.

Sue Adkins
International Director
Business in the Community
The organisation cannot react to all the conflicts that took place in every country, the most important conflicts are those that affect business in a direct or indirect way. BUSINESS

1:7
For every dollar invested in Resilience you save seven in Relief.

UNDP
Relief vs preparedness
There has been significant movement towards proactive support of International Disaster Relief since the research in 2014. Whilst 80% of businesses focus on disaster response and immediate relief, and 46% are involved in disaster recovery and reconstruction. Up to 39% are now involved in disaster preparedness and, 30% with risk mitigation and resilience.

Business in the Community’s International Disaster Relief programme has seen more and more businesses focusing on preparation for International Disaster Relief. Ranging from long-term partnerships ensuring medicines are ready to be shipped when needed, through to sharing geo-mapping expertise shared to help predict and reduce the impact of any disaster. This element of preparedness and resilience receives less media attention yet, this is where Humanitarian Organisations and NGOs appreciate more support.

Proactive engagement
There has also been an increase in responsible business integration, 45% of businesses currently feel disaster management is a top priority within their responsible business agenda. Over half however, believe their organisation could be more prepared in their response to international disasters. Encouragingly, there is more movement towards proactive engagement expected.

Businesses also expect there to be an increase in involvement with disaster management across the board in the next five years, with half saying they would expect an increase in their disaster preparedness. This, say NGOs and UN agencies, is what is needed. Their preference for greater emphasis on risk mitigation, resilience building and reconstruction is the antithesis of the current business approach.

<table>
<thead>
<tr>
<th>What aspect of international disaster management does your organisation address?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster response</td>
</tr>
<tr>
<td>- 80%</td>
</tr>
<tr>
<td>Disaster recovery, reconstruction and rebuilding</td>
</tr>
<tr>
<td>- 73%</td>
</tr>
<tr>
<td>Disaster preparedness</td>
</tr>
<tr>
<td>- 74%</td>
</tr>
<tr>
<td>Disaster risk mitigation, reduction and resilience building</td>
</tr>
<tr>
<td>- 84%</td>
</tr>
</tbody>
</table>

Business’ current approach | NGO’s preferred approach
Responding to disasters

The research shows an increase in strategic responses by businesses. With 21% of businesses having a continuous and defined international disaster programme, and 43% have an ongoing relationship with a humanitarian partner that focuses support where needed.

In the event of an international disaster the vast majority of businesses however respond through:

- A policy which can be triggered
- Their business continuity plan that incorporates a response
- Or, ad hoc responses that are tailored to the disaster.

For that ad hoc response, businesses use different criteria when deciding whether and how to support. These are based on the:

1. Scale of the disaster
2. Media attention received
3. Employee and senior management interest
4. Business and employee presence and the perceived impact on employees and their families
5. Advice from NGOs, with some having internal scorecards to allow strategic response.

Research found however that the key triggers for a company response is where a disaster directly affects the business or its employees. While employee response is still key, there is just as much focus on how the business and its employees are affected.

<table>
<thead>
<tr>
<th>What are the most important triggers affecting your decision to respond?</th>
<th>75%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee influence 2016</td>
<td></td>
</tr>
<tr>
<td>Business was directly affected 2016</td>
<td></td>
</tr>
<tr>
<td>Employees were directly affected 2016</td>
<td></td>
</tr>
</tbody>
</table>
All the businesses involved in the research have supported International Disaster Relief financially. This research shows, however, that companies demonstrating best practice focus increasingly on non-financial support.

By focusing on their unique business contribution, companies can work with a long-term partner, using expertise, skills, products and services to best support international disaster efforts. Examples include:

- Mobilising logistics experts to co-ordinate aid efforts
- Rebuilding telecommunications
- Providing energy supply infrastructure
- Ensuring the correct medicines arrive
- Offering hotel facilities to shelter.

**Financial: Cash is King**

83% of NGOs and UN agencies working in International Disaster Relief would prioritise financial unrestricted support as their ideal partnership with business. Financial support may come in the form of corporate donations or matched fundraising and is an important element in International Disaster Relief.

79% of business respondents have provided corporate cash donations to International Disaster Relief in the last five years which is down from 90% in 2014. Donations from companies vary, for those able to provide data, this represents an average of £3.5 million per business. 60% of companies encourage employees to fundraise and match their donations, with 21% facilitating mechanisms for customer donations.

**Valuing non-financial**

There is an increasing focus on skills and expertise, two in three of those businesses providing non-financial support provide their expertise, skills and products. Others provide volunteers to help where needed, or assets and resources such as offices or access to suppliers.

The key barriers to providing non-financial support are not being sure what is needed or what they can offer. Other reasons that businesses feel unable to offer non-financial support are that their solutions or products are seen to be too complex and not easily adaptable, as well as perceived risks associated. This, perhaps, reinforces the need to work with partners in preparing a response in advance, focusing on preparing for and reducing the risk of response.

Placing a value on non-financial support remains challenging, with very few able to report the value of employee support – whether skills and advice or volunteer support. Businesses are more able, although it remains the minority, to provide valuations for the products and services provided, usually based on cost or internal recovery prices.
Which disasters to support?

Natural disasters
These can be defined as resulting from the action of the nature that causes significant damage to land and/or living things in the impact vicinity. They can be further divided into rapid onset and slow onset. Rapid onset disasters include earthquakes, floods, plagues, tsunamis etc., slow onset disasters include extreme hot or cold weather temperatures and droughts.

Technological or man-made disasters
These can be defined as disasters caused by humans, and include conflict and wars, famine, displacement of communities or whole populations, industrial and transportation accidents.

According to this research the most important trigger for a business to decide how to respond is when a business or its employees are directly affected. Where this isn’t the case, the influence of employees remains key, as does a Disaster Emergency Committee or equivalent committee appeal, or a UN declared emergency. This inevitably impacts on the types of disasters supported. The disasters most supported by businesses in the last ten years are:

2. Japan earthquake/ Tsunami (2011)
4. The Ebola Crisis (2014/5)
5. European Refugee Crisis (2015)

Types of disaster

<table>
<thead>
<tr>
<th>Most important</th>
<th>Most likely</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Types of disaster</th>
<th>NGOs’ perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural disasters</td>
<td>Most important: 83% (94%) Most likely: 17% (11%)</td>
</tr>
<tr>
<td>Technological or man-made disasters</td>
<td>Most important: 78% (50%) Most likely: 22% (17%)</td>
</tr>
</tbody>
</table>

Rapid natural onset

Slow natural onset

Man-made/conflict

Also less likely to be in areas where global businesses operate, and therefore are less likely to directly affect that business or its employees.

Despite these factors there has been an increase in support towards both slow and man-made disasters since 2014. This research found 57% of the disasters responded to by business were slow on-set or man-made. This is encouraging as the vast majority of Humanitarian Organisations and NGOs would most like private sector support for slow onset natural and man-made disasters.
We are a professional services firm and so our support is limited in reality as we can’t offer blankets, medicines, communication platforms etc. However in terms of the current refugee crisis we are considering how we might be seen as a leader in stamping out Modern day slavery, human trafficking etc.
We need the time and opportunity to discuss with businesses effective ways of working in advance. If we are talking after the emergency has struck, it is probably too late for anything apart from simple financial support. 

80% of businesses work with a global NGO or charity on disaster relief.
UPS is a global supply chain leader operating in 220 countries and territories, with a sophisticated logistics network, ground and air transportation assets, unparalleled warehousing and distribution.

UPS uses these core competencies, skills, products and services to support UN and non-governmental agencies throughout the disaster management cycle.

The UPS Foundation has defined four areas of concentration for directing its philanthropic and human capital support:

- **Global Support through Local Disaster Relief Assistance:** UPS business units, based all over the world, provide pro-bono relief assistance to their local communities during a sudden onset disaster. UPS also leverages its global transportation network to provide ocean, air and ground services before, during and after global crises.

- **Thought Leadership:** UPS contributes its experience, expertise and resources to promote efficiency, introduce technological innovation and build capacity of partner agencies in the humanitarian relief sector.

- **Skill-Based Volunteering:** UPS has trained humanitarian logistics experts that are prepared to deploy all over the world within 48 hours to streamline the humanitarian supply chain in times of crisis.

- **Engage Humanitarian Relief Organisations:** UPS engages in key partnerships to provide multi-level support to humanitarian relief organisations across the world.

Each year The UPS Foundation invests tens of millions towards community safety via financial contributions, logistics expertise and in-kind services. UPS's response to Hurricane Matthew illustrates the diversity and sophistication of this approach.

Hurricane Matthew affected 14 countries and over two million people. UPS responded with a multi-faceted effort to deliver more than $1 million in cash, technical assistance and in-kind logistics services for strategic partners. Through its relationship with the World Food Programme's Global Logistics Cluster, UPS was able to identify the logistics requirement and resources needed to support on multiple fronts:

1. **Activation of the UN Logistics Emergency Teams (LET) first responder programme.** Leveraged UPS's global resources, customs clearance capabilities, air and ocean services, local delivery network and highly skilled logistics professionals to transport over 600,000 pounds of urgent relief supplies.

2. **Transported nearly 30,000 meals-ready-to-eat (MREs) to South Carolina and nearly four metric tons of clean-up kits to North Carolina with the Salvation Army.** Additionally, UPS coordinated with the Salvation Army the delivery of more than 70,000 bottles of water to South Carolina and more than 800 boxes of food to Georgia.

3. **Airlifted two WFP shipments containing 300,000 high energy biscuit packages and coordinated a plane-load of medical supplies water purification tablets for UNICEF to support Cholera prevention efforts.**

4. **Transported ocean containers antibiotics, medical equipment, and water purification supplies to Haiti for MAP International.**

5. **Activated previously allocated emergency funds for UNHCR, CARE, Salvation Army and the American Red Cross that enables immediate mobilisation of services in impacted areas.**

6. **Activated Good360.org donations management technology platform to match product donors to specific relief and recovery needs to ensure the right items get to the right people at the right time.**

7. **Activated support for SBP.org and Operation Hope to help provide financial and community recovery services in impacted communities.**

8. **Provided funding and expertise to UN-OCHA’s Connecting Business initiative to help build enhanced community resilience for the future of Haiti and other high risk communities.**

“Each year, millions of people are impacted by disasters all over the world. We believe that we can help reduce the human suffering that follows such tragic events through our Humanitarian Relief and Resilience Programme. Our commitment to education and training programmes, coupled with our strong expertise in logistics, demonstrates the value we place on equipping individuals and businesses with the skills, information and resources to ensure communities are prepared for the unexpected.”

**Eduardo Martinez**
President
The UPS Foundation
Chief Diversity and Inclusion Officer, UPS
The power of long-term partnerships

Businesses report that partnerships with disaster Humanitarian Organisations and NGOs ensure the support is provided where needed, allow greater preparedness and ensure that the response can be more immediate and tailored.

Humanitarian Organisations and NGOs value the long-term expertise and ability to focus the private sector support where it’s needed. Partnerships are seen to solve the key issues identified as barriers to mobilising more non-financial support eg:

- Logistical challenges
- Not being sure what is needed
- Speedy mobilisation
- Lack of understanding of how each organisation works.

In parallel with the growth of skills-based disaster support, there has also been an increase in pro-active disaster management. Over the next five years, 49% of businesses expect to increase focus on disaster preparedness and 43% on disaster risk mitigation, reduction and resilience building.

This is where Humanitarian Organisations, NGOs and UN agencies would most value private sector support:

### What are your preferred ways of partnering with business in International Disaster Relief

<table>
<thead>
<tr>
<th>Disaster Risk Mitigation, Reduction and Resilience Building</th>
<th>84%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster Preparedness</td>
<td>74%</td>
</tr>
<tr>
<td>Disaster Response</td>
<td>53%</td>
</tr>
</tbody>
</table>

80% of businesses work with a global NGO or charity on disaster relief. This research also indicates that since 2014 there has been a significant increase in businesses working with local Government agencies, DEC in the UK or equivalent elsewhere, UN agencies and emergency specialists.

### Which partners do you work with for International Disaster Relief and management?

<table>
<thead>
<tr>
<th>Government/DEC or equivalent</th>
<th>2016</th>
<th>46%</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Nations agency</td>
<td>2016</td>
<td>45%</td>
</tr>
<tr>
<td>Emergency consortium/cluster group</td>
<td>2016</td>
<td>43%</td>
</tr>
</tbody>
</table>
Humanitarian Organisations and NGO partnerships

Here are some best practice examples of partnerships and the use of businesses core competencies, skills, products and services.

**Xylem – Xylem Watermark**
**Disaster Relief and Recovery**

Launched in 2008, Xylem Watermark was created to deliver water, sanitation and hygiene solutions in communities around the world. Our disaster relief and recovery work with Mercy Corps aligns with our core competencies and business acumen. As a company, we deliver water transport and treatment technology via custom solutions and our disaster risk reduction initiative seeks to leverage this expertise to protect vulnerable water sources and infrastructure.

Since 2011, the Watermark program has impacted more than 1,655,000 beneficiaries. Our mutually-beneficial, long-term partnership with Mercy Corps has allowed us to share meaningful stories with employees, build a strong presence in strategic markets and make use Xylem technology in the field.

“Watermark provides us with a unique opportunity to leverage the dedication and passion of our Xylem colleagues to bring social value to the communities in which we work and live. We are proud of the strong partnerships we have forged with our NGO partners, which have enabled us to provide and protect safe water and sanitation resources for more than 2.6 million people globally. Through these partnerships, our colleagues are able to engage directly with some of the most vulnerable communities, bringing sustainable water solutions and making a real difference in the world.”

**Patrick Decker**
President and CEO

**InterContinental Hotels Group**
**Disaster Relief Programme**

Offering support in the form of hotel rooms, meeting rooms, and other facilities for field operations, as well as rest and recovery rooms for humanitarian agencies operating in remote locations, allows InterContinental’s Disaster Relief Programme to make a unique contribution in disaster situations. IHG’s long term partnership with CARE International has enabled it to develop and share best practice over many years, expanding the focus from disaster relief to disaster preparedness. As a result of its involvement, InterContinental Hotels Group has enhanced its business continuity in 5,000 hotels through implementing best practice in disaster preparedness and response.

“As we build up funds throughout the year, we can activate the IHG Disaster Relief Fund at a moment’s notice. So whether it’s vital supplies or somewhere warm and safe to stay we can support our guests, colleagues and the local community when they most need it.”

**Richard Solomons**
Chief Executive Officer
InterContinental Hotels Group
British Airways supports relief efforts across the world providing aircraft cargo space free of charge to transport aid supplies and providing free flights to aid workers from key humanitarian agencies. It also makes available experts from across the organisation to work in conjunction with relief teams from humanitarian partners, including specialists in network operations, air traffic control, customs and border control teams. Since 2005 over 1,000 colleagues have offered direct support through operational roles including flight crew, engineers and cargo specialists. It also supports fundraising for major disasters. When DEC Appeals are activated, British Airways suspends collections on board all flights for their main charity partner Comic Relief, which is agreed within the contractual relationship with them. Crew announcements on board are re-written to communicate the DEC disaster appeal to customers.

“As an airline we are in a fortunate position where we can get people, vital aid and emergency supplies to critical locations in the immediate aftermath of an international disaster.”

Keith Williams
Executive Chairman

ISG provides funding and construction expertise for charity partner CARE International and contributed to the emergency response to Typhoon Haiyan in the Philippines.

Construction firm ISG began working with CARE International as their charity partner in 2014. Their main area of focus was CARE’s humanitarian work in the aftermath of Typhoon Haiyan. ISG provided volunteering and pro bono support, sharing their skills and expertise in a variety of areas from health and safety to marketing and HR. This included a senior secondment looking at health and safety procedures in shelter construction as well as the design of the shelters themselves. Recommendations as a result of this secondment could shape the way CARE and other humanitarian organisations approach health and safety in shelter work.

The company is also fundraising for CARE’s emergency shelter and reconstruction work, both direct from the business, providing funding for a shelter adviser, and also from employee fundraising.

“I am proud of our partnership with CARE International, an organisation that is at the forefront of providing urgent relief to those in desperate circumstances across the globe. A key element of our 2020 Sustainability Vision, our partnership focuses on supporting CARE’s emergency shelter team via our core skills in construction and our industry-leading approach to health and safety. CARE was selected as our partner through a democratic process whereby all our employees were given the opportunity to nominate a charity. Through our regular employee surveys, we know that our people greatly value working for a company that focuses on responsible business and are proud to be playing our part in making a difference.”

David Lawther,
CEO, ISG
Tesco supports disaster preparedness and innovation work as a founding member of the British Red Cross Disaster Relief Alliance. Tesco have donated more than £10 million to the British Red Cross over the last ten years, helping to fund response and recovery work in the UK and overseas. Tesco was a founding member of the British Red Cross Disaster Relief Alliance and makes annual contributions to support vulnerable communities to prepare for disasters. In the UK, Tesco’s partnership with the British Red Cross enables emergency response teams to request “in kind” donations from Tesco stores during emergencies.

First and foremost, we are a community retailer. We’re proud to serve communities all over the world, so it’s our privilege to be a founding partner for the Disaster Relief Alliance. This partnership will help to save lives by helping communities at risk to prepare themselves before a disaster strikes. We hope more organisations will sign up to support the Disaster Relief Alliance, too.”

Rebecca Shelley
Tesco Corporate Communication Director and Member of the Executive Committee
Business to business partnerships

In our last research report two years ago, we identified collaboration within the private sector as an important opportunity for the future of International Disaster Relief. In the recent Business in the Community’s International Disaster Relief Award, we were pleased to see a number of powerful entries based on collaboration.

It was a challenge for aid partners to provide immediate financial assistance given the magnitude of the devastation of Typhoon Haiyan and Ruby. Smart e-Money, Inc. provided aid agencies an electronic means to securely transfer cash to survivors.

Bangko Sentral ng Pilipinas approved the request of Smart e-Money Inc. to “relax” the Know Your Customer (KYC) requirements from the usual eleven to three fields. This enabled survivors who are mostly unbanked to become programme participants even if they don’t have valid IDs.

In the initiative undertaken in partnership with LANDBANK and UNDP, typhoon survivors who participated in the UNDP’s cash-for-work program were given cash cards and mobile phones. They were paid for services rendered via electronic cash transfer to their LANDBANK account. Said account was linked to a Smart mobile phone, allowing them access to mobile bills payment, reloading of prepaid services, and peer-to-peer money transfers, among others.

"With the increasing adoption of smartphones and data usage, the Philippines is making a breakthrough in digital services, including the area of financial inclusion. Instead of just looking at the gaps in the financial inclusion index, we see all these as a huge opportunity for us to create more relevant digital financial services.

This public-private partnership underscores the efforts to help the survivors rebuild their lives following Yolanda."

Orlando B Vea
President

Smart e-Money
Mobile Cash Transfer Programme

ArcelorMittal initiated the international EPSMG in July 2014. At its peak, 400 people were connecting to it from over 150 organisations worldwide, representing over 50,000 employees in affected countries. EPSMG created a non-bureaucratic hub for the private sector to share information, work with the public sector to mobilise much needed emergency support to fight the outbreak, and contribute to action on the ground.

Companies which joined the group delivered an estimated $21 million in additional funding as well as vehicles, medical supplies, as well as unquantifiable benefits through shared logistics, access, community engagement and dialogue, and Ebola prevention practices to protect their employees and employees’ dependents. EPSMG also acted as a safe space for questions and concerns to be raised, and challenges to which there were no immediate solutions, such as international air travel restrictions, also became points for companies to join together in advocacy. Today, as the countries affected by Ebola work towards recovery, the goodwill between public and private sector and learning from the initiative continues to enable public and private sector collaboration.

"I am very proud of the proactive approach that we took in leading the private sector response to the Ebola outbreak in Liberia."

Mr Lakshmi N Mittal

ArcelorMittal
The Ebola Private Sector Mobilisation Group (EPSMG)
In 2013 super-typhoon Haiyan killed between 6,000 – 10,000 people in the Visayas region of the Philippines. Haiyan’s destruction overwhelmed the government’s capacity to respond and the private sector stepped in to support the response.

The Philippine Long Distance Telephone Company (PLDT) revived the Philippine Disaster Resilience Foundation (PDRF) to mobilise private sector resources to respond to the tragedy and build a broad-based coalition of companies from various sectors. Today, PDRF works with 66 member companies, plus partners in the government and international community.

In the aftermath of Haiyan, PDRF focused on helping victims by establishing livelihood programs and rebuilding key infrastructure including schools, health centres, and housing in the stricken region. Thousands of people were directly supported with food, shelter, and means to restore their livelihoods. PLDT restored telephone networks as fast as possible with improved fibre optic technology and provided free voice and data services to local government units, evacuation centres, and banks.

Today PDRF works with field experts and reputable humanitarian institutions to organise and coordinate private sector solutions to catastrophes. PLDT has improved its profitability and developed a large number of customers, benefiting from the reputation and its partnerships developed through the emergency response.

“The Philippines faces many natural hazards. One of the key lessons of Haiyan is the need for collaboration, thus the need for PDRF.”

Manuel V Pangilinan
Chairman
GSK was among the first organisations to respond to the West Africa Ebola crisis in March 2014 and continually adapted and innovated as the disaster evolved. It mobilised a comprehensive and coordinated response including donations, volunteer experts and investments in frontline health workers, working with partners including NGOs, governments and commercial competitors. As well as providing product donations, which reached 40,000 patients, GSK worked to scale-up investment in frontline health workers’ capacity and reduce the spread of the Ebola virus with Save the Children. The response helped to keep supply chains open, to deliver medicines to patients. Collaborative working internally and along with external global health specialists led to scientific breakthroughs in vaccine research, development and manufacture. In fact, the company accelerated the R&D process (that averages 10 years) to 10 months and allowed the first batch of the Ebola candidate vaccine to be shipped in January 2015.

“It sounds trite, but you simply have to do the right thing. We have a technology. It turns out we’re the leader, in terms of timing, on this particular vaccine for Ebola. The right thing for us to do was to commit all of our energies to make this happen. We’re doing that, we’ve taken risks, We’ve taken decisions without being asked and we’ve made decisions without any guarantee of compensation. I think that’s the right human response to this crisis.”

Andrew Witty
CEO

Since 2010, law firm Herbert Smith Freehills LLP has provided more than £2 million worth of free legal advice to the Government of Sierra Leone. During the Ebola crisis they advised the government on negotiations with contractors that were providing essential services, such as water and power, who wanted to suspend their contracts and would seriously disrupt communities all over the country. After the crisis, HSF helped to rebuild investor confidence in the region by producing an investor’s guide with other UK businesses. Foreign investment can help Sierra Leone recover from the impact of Ebola, but getting “a fair deal” in negotiations with investors is critical to ensure sustainable, inclusive growth for the country and its people.

“I am very proud to participate and to contribute to growth and development in Sierra Leone. It is enormously sad that the country now faces the Ebola crisis. Our help for the Government with the legal consequences sees us putting our legal skills to very practical use.”

Johnathon Scott
Senior Partner
Ebola Response Workers (ERWs) were on the frontline of the Ebola epidemic but many of these workers were not included on national payroll or public sector registration systems, and did not have national ID cards. Although funds were available, disorganisation and miscommunication in Sierra Leone meant that many workers went without pay for months. ERWs threatened to strike daily over non-payment or underpayment of dues. In a bid to resolve the stand-off and build confidence in hazard payments, iDT Labs, with support from UNDP, developed a system which used mobile wallets, cloud computing, and open source information management systems. This ensured that the right workers got paid the right amount, and that their payments were delivered on time.

“The 2014 Ebola epidemic was an unprecedented crisis in Sierra Leone, with the country’s nascent economy coming to a complete standstill. Heading a startup whose mandate was to use technology for creating long-lasting social impact, I believed it was our duty to help in alleviating the crisis. Our team’s expertise in payroll systems and open source technology, coupled with insights about the local conditions enabled us to create a solution that was attuned to the ground realities. All businesses, from big corporations right down to the small players, must always be responsive to any disasters that threaten to upend the ecosystem in which they operate. Only by demonstrating conscientious corporate citizenry can businesses both protect their interests as well as ensure the longevity of the economy, even in testing times.”

Salton Arthur Massally
CTO
The business case will strengthen by building external visibility and appreciation of disaster management in the same way we have for international development programmes and projects as well as corporate citizenship programmes and projects.

86% of businesses agree International Disaster Relief contributes to more stable and sustainable markets.

Business case for action
Businesses engaged in international disaster response indicate that their most significant business benefits or return on investment derived from International Disaster Relief are:

1. Through employee engagement
2. Building its reputation as a responsible business
3. Developing business continuity and deepening relationships in the areas where disasters occur.
4. 24% of business see their support as purely philanthropic.

Businesses indicate that the main social impacts of their support are to help:

- Make the humanitarian response more effective
- Enhance the ability of disaster relief organisations to respond
- Increase the speed of the response.

Humanitarian Organisations and NGOs see their social impact as fundamental. This research found 74% of Humanitarian Organisations and NGOs thought the re-establishment of infrastructure, and the ability to reach more people, more quickly are all the social benefits of private sector involvement.

**Assessing this impact**

Assessing this impacts of the private sector is more complex. While most business respondents are also responsible for large corporate responsibility or sustainability programmes with sophisticated impact measurements, the research conducted in 2014 showed that this rigour was rarely applied or demanded for International Disaster Relief.

The number of businesses assessing the social impact of their disaster response however, has doubled over the last two years. Half of the businesses reported relying on their humanitarian partner to assess impact. Whilst the majority of disaster Humanitarian Organisations and NGOs report on inputs and outputs, 35% now conduct evaluations to assess longer term impacts.

“As an NGO, in order to engage more effectively we need to ‘disseminate how we work and the skills and materials required, with understanding that we are needs led, not supply, so business contributes what’s needed, not hope someone needs what’s contributed’.

NGO
Future challenges perceived by business
While there is increased focus on disaster preparedness, businesses feel their biggest challenge is to better understand how they can contribute. The development of BITC’s Matching Tool will help to overcome some of these barriers. Other challenges in International Disaster Relief for businesses going forward are:

<table>
<thead>
<tr>
<th>What are the biggest challenges in International Disaster Relief for your organisation?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding how we can contribute most when disasters occur</td>
</tr>
<tr>
<td>Knowing when to respond</td>
</tr>
<tr>
<td>Being prepared for disasters</td>
</tr>
<tr>
<td>Understanding how to best utilise their core competencies, products and services</td>
</tr>
<tr>
<td>Responding to less high profile disasters</td>
</tr>
<tr>
<td>Being prepared for disasters and knowing when to respond</td>
</tr>
</tbody>
</table>

Future challenges perceived by Humanitarian Organisations and NGOs
Humanitarian Organisations and NGOs believe the main challenges in International Disaster Relief for businesses are:

Future challenges for partnerships
NGOs and businesses themselves believe the biggest challenge for businesses is understanding how to best contribute and utilise their core competencies, products and skills for maximum impact in supporting international disaster management. Given that businesses feel this is an area they want to focus on more in the next five years, more guidance may be needed.

To support these future challenges, businesses call for increased engagement with agencies and clarity on what the needs of NGOs are, particularly when disasters do occur. Tools or guidance to evolve their engagement to provide more proactive and strategic support are also required. Both businesses and disaster Humanitarian Organisations and NGOs feel that building external visibility and appreciation of disaster management would help build their business case.
Business in the Community’s International Disaster Relief programme

Since our last research publication in 2014 and through our work on International Disaster Relief supported by the UK Department for International Development (DFID), we have seen progress. This new publication, kindly sponsored by UPS, demonstrates that business engagement on International Disaster Relief and Resilience has seen significant change and development including an increasing recognition of the importance of partnerships with NGOs and humanitarian agencies. Having focused on the opportunity for deeper and broader business engagement in International Disaster Relief across the disaster management cycle, beyond donating money, we have seen clear developments.

80% of businesses focus on disaster response, but today, 46% of businesses also focus on disaster recovery, reconstruction and rebuilding and 39% of businesses focus on preparedness. In both these areas, business also expects to invest more in the next five years.

In 2015 there were 350 disasters, costing $92 billion in insured losses. This masks the untold devastation caused by lives lost and livelihoods decimated. Given the scale of the need and the impact of the disasters, the development in business engagement is vital. At the same time, the tide of expectation for business to play its part, continues to rise. This all supports the business case for action, and 86% of businesses also agree that supporting International Disaster Relief contributes to more stable and sustainable markets.

Through the inspirational case studies identified through the International Disaster Relief Award, and featured in this publication, this increased business engagement is demonstrated. The Award winning examples included, illustrate the many business sectors, the variety of approaches used and how core skills, competencies and expertise, products and services are being leverage within the business to support International Disaster Relief and Resilience across the disaster management cycle.

As we continue in our work to inspire, engage and mobilise business for good on International Disaster Relief and Resilience, we celebrate those businesses who have grasped the opportunity, added real value and responded to the need. To others we encourage you to consider the business case for action and urge you to develop your policy and practice, taking a holistic view of various ways in which your business could help address International Disaster Relief and Resilience in line with humanitarian, environmental and business need, and plan and prepare accordingly.

We hope this publication inspires you and challenges you and others to review the business, humanitarian and environmental case for action. We encourage you to review the business imperative, understand the challenges for business continuity, supply chain security and stability of markets in the event of a disaster. We urge you to plan and prepare your International Disaster Relief and Resilience strategy and approach in advance, identifying humanitarian partners to work with and putting collaboration and partnership at the heart of your approach.

Sue Adkins
International Director
Business in the Community

To help overcome these challenges businesses need... “greater access to insights around disaster prone locations to enable us to prioritise disaster preparedness and risk mitigation. Stronger links with other businesses engaging in disaster preparedness in key locations so we can pool skills, resources etc” would also support progress.

SUE ADKINS
Research purpose
The purpose of the research was to better understand how businesses are currently responding to international disasters, what their future challenges are, as well as how organisations are working across the cycle of disaster management, from relief to mitigation. This is the second phase of research, building on that conducted in 2014.

Research base
65% of the businesses that participated in this research provided a strong global coverage. 67% have operations, subsidiaries or joint ventures in sub-Saharan Africa and the lowest represented region is Central America, although 59% are represented there. 39% of the businesses are either financial or professional service companies. 80% of businesses have a turnover of over £1 billion and almost half have more than 50,000 global employees.

Of the NGOs, 59% provided their contact details and they also contributed a solid global representation although had less emphasis in the Americas and Australasia.

The map below illustrates the global reach of both businesses and NGOs.

Research methodology
The research was conducted independently of Business in the Community and DFID, by Bean Research in between March and May 2016 involving 81 businesses and 34 NGOs and UN agencies specialising in disaster relief.

Thank you to all those who took part in the research, enabling us to have a clear picture of the development of International Disaster Relief support in business, the broad range of current activity and the challenges forward.
Every year Business in the Community runs The Responsible Business Awards. These awards champion responsible business and feature awards for both businesses in the United Kingdom and around the World.

### International Disaster Relief and Resilience Award

The International Disaster Relief and Resilience Award supported by The Department for International Development has been running since 2014. It recognises some of the most inspiring collaborations by businesses working on International Disaster Relief and Resilience.

Has your business been working on a project within the disaster management cycle that could inspire others? If so entries for applications open between the start of December through to the start of February each year. For more information, visit BITC’s Awards page on the website.

#### Business to Business, Business to NGO, Business to Government

<table>
<thead>
<tr>
<th>Business</th>
<th>Programme/Project</th>
<th>Partnership type</th>
<th>Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arcelor Mittal</td>
<td>The Ebola Private Sector Mobilisation Group (EPSMG)</td>
<td>Business to public bodies, Business to NGOs, Business to Business</td>
<td>2016 Highly Commended</td>
</tr>
<tr>
<td>British Airways</td>
<td>BA: International Disaster Relief</td>
<td>Business to Business, Business to NGOs, Business to DEC</td>
<td>2015 Highly Commended</td>
</tr>
<tr>
<td>Deutsche Post (DHL)</td>
<td>GoHelp: Disaster Management at DPDHL</td>
<td>Business to UN/Governments, Business to NGOs</td>
<td>2015 Finalist</td>
</tr>
<tr>
<td>GSK</td>
<td>GSK Emergency Response: Ebola Virus Disease</td>
<td>Business to Business, Business to Government, Business to NGOs</td>
<td>2015 Winner</td>
</tr>
<tr>
<td>Herbert Smith Freehills LLP</td>
<td>FDSL Sierra Leone: Ebola Crisis Management</td>
<td>Business to Business, Business to Government</td>
<td>2016 Shortlist</td>
</tr>
<tr>
<td>iDT Labs</td>
<td>Automated Worker Registration and Payroll Database for Ebola Response Workers</td>
<td>Business to Government, Business to UN</td>
<td>2016 Winner (Small business)</td>
</tr>
<tr>
<td>IHG</td>
<td>IHG® Shelter in a Storm</td>
<td>Business to Business, Business to NGO</td>
<td>2016 Finalist</td>
</tr>
<tr>
<td>ISG</td>
<td>every1 can make a difference – ISG in partnership with CARE International</td>
<td>Business to NGO, Business to Business</td>
<td>2015 Shortlist</td>
</tr>
<tr>
<td>NRS International</td>
<td>Nepal Response: Rapid Response through Collaboration</td>
<td>Business to NGO</td>
<td>2016 Shortlist</td>
</tr>
<tr>
<td>PDRF</td>
<td>Revival of the Philippine Disaster Resilience Foundation (PDRF)</td>
<td>Business to Business, Business to NGOs</td>
<td>2016 Winner (Large business)</td>
</tr>
<tr>
<td>Reckitt Benckiser Group plc</td>
<td>Ebola ALL YOU NEED TO KNOW Awareness Campaign</td>
<td>Business to Government, Business to Business</td>
<td>2015 Shortlist</td>
</tr>
<tr>
<td>Smart e-money</td>
<td>together with Voyager Innovations, Inc Mobile Cash Transfer Programme</td>
<td>Business to Business, Business to UN, Business to Humanitarian Organisation</td>
<td>2016 Finalist</td>
</tr>
<tr>
<td>Tesco</td>
<td>Tesco: International Disaster Relief</td>
<td>Business to NGO</td>
<td>2015 Shortlist</td>
</tr>
<tr>
<td>Xylem</td>
<td>Xylem Watermark</td>
<td>Business to Humanitarian Organisation, Business to Business</td>
<td>2016 Finalist</td>
</tr>
<tr>
<td>Zurich</td>
<td>Zurich Flood Resilience Programme</td>
<td>Business to Business, Business to NGOs</td>
<td>2015 Finalist</td>
</tr>
</tbody>
</table>

Featured within this document are shortlisted award entries from 2015 and 2016, to learn more about them visit the BITC International Disaster Relief Case Studies page.

We would like to extend our thanks to UPS for sponsoring this publication and the UPS International Disaster Relief and Resilience Award.