Business’ Unique Contribution

International Disaster Relief
Business in the Community’s International Disaster Relief programme

A report by Business in the Community (BITC) on how business is responding to international disasters around the world, using findings from surveys of businesses and NGOs and award winning case studies.

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When disasters strike, people naturally come to hotels to seek shelter in a storm. This is a key role of hotels in society, and one that is vitally important to the communities they’re part of. That’s why IHG, as one of the world’s leading hotel companies, is pleased to support the Business in the Community International Disaster Relief Programme and this important publication.

With over 4,700 hotels around the world, IHG has a key role and a responsibility to respond when disasters strike the communities we operate in. Our disaster relief programme, IHG Shelter in a Storm, helps our hotels to be prepared and to draw on our vast reach and infrastructure to provide vital assistance when it is needed. Since we began the programme in 2011, IHG Shelter in a Storm has responded to over 30 disasters – providing accommodation and critical supplies to communities and colleagues impacted by these events. From the typhoons in the Philippines, the super storm on the US East coast and earthquakes in China, to recent flooding in the UK and the Balkans, we’ve helped thousands of people get back on their feet.

IHG Shelter in a Storm works because we collaborate with our hotels, offices, and partners such as relief agencies and governments and because our own colleagues get involved in fundraising. Tens of thousands of people from across the world of IHG – from board members to front line employees working in our hotels – have really embraced the programme because they’ve witnessed the way it has made a real difference to those in need. The business world has a huge opportunity to be an important partner in any disaster relief effort. As well as being the right thing to do, we know it’s what our stakeholders expect, it’s what our employees want and it helps make our business more resilient and sustainable. It’s what we call shared value and it underpins the way we do business at IHG.

George Turner
EVP, General Counsel & Company Secretary, InterContinental Hotels Group (IHG)
“In a world of on-the-go population growth, rapid urbanisation, climate change and an approach to investment that discounts disaster risk, the potential for future losses is enormous. Disaster risk management reduces uncertainty, builds confidence, cuts costs and creates value. More private sector senior executives are coming to recognise this. But growing recognition must be translated into a more systematic approach to disaster risk management that will make tomorrow’s world a safer place.”
Ban Ki-moon, Secretary-General, United Nations

Global Assessment Report on Disaster Risk Reduction, 2013, Published by UN ISDR

“With the increasing frequency and intensity of international disasters causing billions in economic losses, there’s never been a more urgent time for business to take action. Responsible businesses, working in collaboration, can help provide essential relief and support which enables the huge number of communities affected by disasters to recover and thrive. Every business has the potential to make a unique contribution and in doing so create both social impact and business benefit. We challenge businesses of all sizes to consider how their organisation can play its part.”
Stephen Howard, Chief Executive, Business in the Community

“DFID recognises the unique and pivotal role of the private sector in UK humanitarian operations. Its valuable skills, products and experience makes a real difference to life saving emergency response. That is why DFID is partnering with Business in the Community to encourage businesses to respond in humanitarian emergencies and provide guidance on best practice.”
Dylan Winder, Head of Humanitarian Response, Department for International Development
The frequency and intensity of disasters will increase over the coming decades, and globalisation means the impacts of those disasters on business are increasingly evident. Business is being called upon to scale up its response to such events by internal and external stakeholders. The challenge is now how to maximise the unique business contribution.

Through their actions, leading organisations have demonstrated that business and social value can be increased by taking a strategic approach, building the business case and developing long term collaborative partnerships. Going beyond financial contributions, these businesses are also offering their skills, products and services in relief efforts, while ensuring they are prepared for disasters.

Business in the Community encourages businesses to step up to this challenge to identify and deliver on its unique contribution to disaster relief.

### Importance of business contribution

- 98% of businesses agree it is important to contribute to international disaster relief.
- 91% of NGOs agree it is important for business to contribute to international disaster relief.

### The potential opportunity

- 71% of businesses report that their organisation could do more for international disaster relief.

### Supporting market sustainability

- 83% of businesses report that international disaster relief contributes to more stable and sustainable markets.

### Adding value beyond $

- 25% of businesses engaged in international relief currently provide non-financial support.
- 78% of NGOs say that businesses offering non-financial support is of great value.

### Preparedness is key

- 61% of businesses report that their organisation could be better prepared in their response to international disasters.
- 88% of NGOs report that their preferred way of partnering with business is around preparedness.

### The cost of disasters

**In 2013 disasters cost US$140 billion\(^1\) and next year it is estimated that 375 million\(^2\) people will be affected.**

As part of the Business in the Community International Disaster Relief programme, supported by DFID, the purpose of this publication is twofold: to share new research on how business is responding to disasters and to share best practice case studies.

Conducted in 2014, this research included online surveys and in-depth interviews with leading businesses and NGOs. The respondents represent a cross-section of organisations operating internationally.

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\(^1\) Swiss Re Sigma report 2014  
\(^2\) DFID reported in the Humanitarian Emergency Response Review of 2011
The challenge
Both the frequency and intensity of disasters are expected to increase over the coming decades. Climate change, urban migration, population growth, diminishing natural resources and conflict are just some of the multiple factors driving the pace of change. The humanitarian community and governments are struggling to cope with the demands of disaster relief. Increasingly, business is being called upon to scale up its response in all areas of disaster management. The majority of businesses have, in one way or another, made donations of support to the victims of disasters. The social case for business engagement is well understood, with a wide acceptance that the worst affected are least resilient and most vulnerable within communities, such as children, the elderly and those with disabilities.

The evolving business case
Globalisation has meant that the links between the effects of a disaster on business continuity are increasingly evident. Risks to employees, customers and clients, existing and potential markets, infrastructure and supply chains have led to an evolution in understanding and approach, with attention drawn to both ‘pre’ and post disaster responses.

Business’ traditional philanthropic and reactive role in disasters is beginning to be affected by globalisation. Rather than conflicts, to date, businesses have tended to respond to media profiled natural and rapid onset disasters such as the earthquake in Haiti in 2010 and typhoon Haiyan in the Philippines in 2013.

As the business case evolves so too does the business’ approach to disaster relief. The long established commitment to ‘doing the right thing’ combined with a greater understanding of the impacts of globalisation, means businesses are now getting involved in more elements of international disaster namely, preparedness, response, recovery and mitigation (for full explanation please see page 18).

Matching resource and need
Against the background of the recent financial crisis, businesses are looking for more effective ways of operating. This includes changing how they assist the humanitarian community, donating skills, products and services rather than simply financial aid.

The opportunity is to identify potential contributions and consider how best to maximise benefit for the affected communities, through to the collaboration of all three major stakeholders: business, government, and the humanitarian community, matching the resource with the need. It is clear that demand is increasing, but the challenge is when, where, what or how much aid will be required next.

“Disasters are becoming more devastating and more frequent. We need to be able to respond to the changing nature of disaster management.”
Business

International disaster relief in context

In 2013

308
Disasters

26,000
Nearly 26,000 people lost their lives

US$140bn
Economic losses from these disasters reached a staggering US$140 billion
With indirect costs and losses of the uninsured included, the figure is even higher

In 2015

375m
will be affected by international disasters

1 DFID reported in the Humanitarian Emergency Response Review of 2011
2 Swiss Re Sigma report 2014
Key stakeholders  
Effective collaboration amongst the stakeholders is key. The perfect triangle of collaboration for international disaster relief is between business, the humanitarian community and government. Each stakeholder has unique expertise, experience and approaches to offer and together these can deliver maximum effectiveness and efficiency in both proactive and reactive disaster responses.

Governments  
Governments, both national and foreign, can provide long term support to communities vulnerable to disasters. Stable and functioning governments contribute essential humanitarian aid and resources for natural and conflict disasters and, for example, send advisers to assist the local governments, UN Agencies and NGOs.

UK Government response to typhoon Haiyan  
£77m

Within 24 hours of the storm hitting land, the UK government announced that it had activated its Rapid Response Facility, which provides overseas humanitarian emergency support via pre-approved organisations. Within six months the UK had provided £77 million in funding including financial support to NGOs for the provision of emergency supplies, deployed military assets for transport and NHS staff trained to operate under emergency conditions, and started early recovery programmes for fisherman and farmers in the affected parts of the Philippines. In addition it is providing £5 million investment in resilience for up to four cities, to help plan against future flooding in extreme weather conditions.

The Philippine Government response to typhoon Haiyan  
550k

The proactive response of the Philippine Government to typhoon Haiyan in 2013 demonstrated a number of collaborative features. Working with NGOs, the Philippine military evacuated thousands of families to purpose-built centres, and were able to deploy 550,000 stockpiled emergency food and shelter packs to those affected by the typhoon.

The humanitarian community  
The humanitarian community, defined for this report as International Red Cross and Red Crescent Movement, non-governmental organisations (NGOs), and UN Agencies, usually provides the first responders to disasters, giving essential immediate and long term on-the-ground relief and support. The primary objective of the humanitarian community is to minimise life loss and to restore ‘normality’ for the most vulnerable communities. In developing and disaster-prone countries, the humanitarian community is normally well established, with local knowledge and emergency expertise which is of vital importance in all stages of disaster management.

The business community  
The business community has a strong history in philanthropic support for the victims of local and international disasters. Traditionally most effort or support would have been given to ‘local’ disasters, or disasters on the radar of the business headquarters. Since the 2004 Asian tsunami, however, business, with strong encouragement from employees, has expanded the scope of its humanitarian involvement. As outlined previously, globalisation has been a major factor in this evolution. This has re-defined ‘local’ – often disasters can been seen as ‘local’ to a business in some way, be it through impact on its operations, employees, supply chain and customers.

This growing understanding by businesses that they are affected by apparently distant disasters, the number of which are increasing, taken together with the harsh financial realities, has impacted the nature of the contribution and in some cases led to a re-evaluation of an ad hoc approach.

“...There’s got to be a solid business case and, in the humanitarian sector, they want businesses who can bring in their expertise, do a job, do a job well, and then walk away from it without creating unnecessary work/hassle.”

Business
Corporate Responsibility is an integral part of the Deutsche Post DHL (DPDHL) strategy. Under the motto Living Responsibility, DPDHL focuses on protecting the environment (GoGreen), delivering help (GoHelp) and championing education (GoTeach) and supporting volunteering activities of our employees.

The DPDHL GoHelp programme focuses on two areas: disaster preparedness with Get Airports Ready for Disaster (GARD) and disaster response after a natural disaster with our Disaster Response Teams (DRTs), providing the United Nations with access to its core competence in logistics, its global network and the know-how of its employees free of charge.

In cooperation with the UN Office for the Coordination of Humanitarian Affairs (OCHA), DPDHL have established a global network consisting of over 400 specially trained employee volunteers who can be on the ground and operational at a disaster-site airport within 72 hours.

Through their work, our DRTs provide logistics support for incoming relief supplies to make sure that disaster relief organisations can get warm blankets, food and medication to those in need effectively and quickly.

Since 2009, DPDHL has also developed the GARD programme together with the United Nations Development Program (UNDP) to help avoid scenarios where local airports become overwhelmed with large volumes of incoming relief supplies following natural disasters. Helping local communities to help themselves, GARD provides professional trainers from DHL Aviation, who coach airport managers and staff from disaster management agencies on how to prepare for the logistic challenges posed by natural disasters.

Most recently, 26 DRT volunteers supported Mactan-Cebu International Airport over a three week period in November 2013, dealing with all types of issues following the typhoon Haiyan, Philippines.

“GoHelp has gone from an employee initiative in 2003 to a globally recognized program. I am proud to see it supported by employees worldwide, be it the volunteers who join the DRT and GARD, or those who lend moral support. We’re now one of the few private sector companies the UN regards as a fully-fledged disaster response partner.”

Kathrin Mohr, Head of GoHelp Team, Corporate Communications and Responsibility

**Types of disasters**

**Natural disasters**
These can be defined as resulting from the action of nature that causes significant damage and/or changes to land and living things in the impact vicinity. They can be further divided into rapid onset and slow onset disasters. **Rapid onset disasters** include avalanches, cyclones, disease epidemics, earthquakes, floods, landslides, plagues, storms/wave surges, tsunamis, volcanic activity and wild fires. **Slow onset disasters** includes 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.

**Aggravating factors**
Factors which can aggravate the impact of disasters include the effects of climate change, political instability, poverty, population growth and resource scarcity.

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150 natural disasters reported in 2013 whilst 158 were man-made
Swiss Re Sigma report 2014
The Shell disaster relief programme provides relief and rehabilitation to the victims of natural disasters. Initial relief efforts focus on immediate mobilisation and distribution of relief goods and medical assistance in partnership with government, civil society and NGOs. This is followed by coordinated and practical rehabilitation programmes which focus on livelihood, reforestation, construction of homes, schools and multi-purpose halls/gyms, and community disaster preparedness training. Shell’s global team provides structure and support; however, the development and implementation of disaster relief efforts is managed by country operations which allows the most effective use of local networks and knowledge that maximise impact without duplication of effort.

BT uses its products, services and people to help restore communications in disaster-hit areas, and via their MyDonate platform supports fundraising for the Disasters Emergency Community (DEC) and other NGOs. The Emergency Response Team (ERT) restores communications infrastructure on the ground enabling NGOs to access real time data that is essential to an immediate and effective response to those most in need. BT’s MyDonate platform development and ongoing service support enables DEC and other NGO appeals to launch quickly, run effectively and process public donations securely. After typhoon Haiyan, the DEC raised £10 million via MyDonate in a single 48 hour period.

“Recognising the seriousness of the catastrophe brought about by Haiyan, the Royal Dutch Shell Group, offices and staff worldwide raised $3.8 million for relief and rehabilitation efforts. The outpouring of support for the Philippines by Shell colleagues both here and abroad is truly heart-warming and makes me proud to be part of Shell.”

Edgar O Chua, Shell Philippines Country Chairman

“By bringing together our networks, technology and our people, we can use the power of communications to make a better world. From helping to restore vital, life-saving communication links through our specialist Emergency Response team, to using our unique MyDonate technology to power the DEC’s appeals and process donations from the public, I’m incredibly proud of our contribution and the intrinsic efforts of BT colleagues.”

Gavin Patterson, CEO, BT Group

The UPS Humanitarian Relief Programme provides global relief partners with funds, in-kind support and supply chain enhancements before disasters strike to enable a more immediate and impactful response and recovery anywhere in the world. UPS responders with transportation, customs clearance and warehousing expertise deploy within 72 hours to enhance the global response capabilities of the UN World Food Programme and the Red Cross.

“Long-term partnership ensures sustainable mutually beneficial relationships and enables quick responses.”

NGO

“We use our framework for natural disasters, not man-made, which will take a different route. We will always get involved, but if it is politicised then it doesn’t follow the same path.”

Business

“You want to act quickly when a disaster happens. So to have thought through ahead of time and done some work on due diligence is helpful, as well as identifying different skill sets of organisations globally versus locally.”

Business

“It’s about preparedness and working with a partner that is ready and has the expertise to mobilise. We know that there will be a natural disaster, we don’t know when, we don’t know where. Now what we do know is that through our relationship with our partner we, on an ongoing basis, are prepared and providing them with product which can be used when a disaster strikes.”

Business

“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 by collaborating with our partners and helping communities better prepare for unexpected and unplanned events, which is core to our mission. Our commitment to strengthening community resilience, coupled with our strong expertise in logistics, demonstrates the value we place on equipping individuals and businesses to ensure communities are prepared for the unexpected.”

Eduardo Martinez, President, UPS Foundation
Together we have produced a series of models, accessible to countries worldwide, that have a practical impact on disaster preparedness and response, and which can be further developed and delivered with our clients. We are proud that the Model Law and Model Emergency Decree are now a key resource for the Red Cross in its discussions with governments worldwide.

David Morley, Senior Partner, Allen & Overy LLP

As a healthcare company, GSK is committed to donating medicines and healthcare products that can help save lives. In 2013 we donated medicines to 87 countries, including those affected by conflict and natural disasters, in partnership with non-profit organisations and relief charities experienced in the delivery of humanitarian aid.

We collaborate with our partners to:

• Ensure our medicines reach those in need as quickly as possible. We respond to requests for emergency medical supplies, as well as proactively provide our partners with an annual donation of medicines, which they select from our inventory. These are delivered to their warehouses, enabling them to stockpile the medicines that are most commonly needed in emergency situations.

• Donate money to enable aid agencies to buy and distribute essential supplies. This is often supported by contributions from our 100,000 strong global workforce in response to aid agencies' fundraising campaigns.

• Localise our response and involve our people. In countries where GSK has a presence, local colleagues support efforts on the ground. This can include co-ordinating the corporate and local response as well as employee volunteering.

GSK is also a member of the Partnership for Quality Medical Donations (PQMD) and leads the Emergency Committee.

Andy Wright, Vice President, Global Health Programmes, GSK

“Together we have produced a series of models, accessible to countries worldwide, that have a practical impact on disaster preparedness and response, and which can be further developed and delivered with our clients. We are proud that the Model Law and Model Emergency Decree are now a key resource for the Red Cross in its discussions with governments worldwide.”

David Morley, Senior Partner, Allen & Overy LLP

“We have a commitment to supporting communities — not just here in the UK, but around the world, too. At Bouygues UK we believe we have a responsibility to help people who have been affected, often in the most devastating ways imaginable, by natural disasters. We are honoured in that we have highly skilled and very willing staff, who are able to make an immediate and significant difference where people have lost their homes, hospitals, schools and other vital infrastructure, through our partnership with Fondation Architecte de l’Urgence.”

Madani Sow, Bouygues UK
The overwhelming majority of both businesses and NGOs surveyed felt that it is important for business to contribute to disasters.

98% of businesses felt it was important to contribute to international disaster relief.

80% of businesses do have existing relationships with NGOs.

The findings

Important business contribution
Businesses are already contributing to disasters, with 80% of businesses responding to the survey having existing relationships with NGOs. The degree of sophistication in the approach of business, however, varies considerably. Unlike other aspects of the corporate responsibility and sustainability agenda, with notable exceptions, business action on the international disaster relief agenda seems to be in its early development stages, showing signs of being ad hoc and reactive in nature.

There is a strong requirement for a more in-depth exchange of knowledge between the right people within the businesses and the humanitarian community. Businesses that wish to be seen as pioneers in corporate responsibility will also need to invest time and effort into understanding the challenges and needs of the humanitarian community in order that their resources can effectively and efficiently match the needs and demands.

Current business engagement in disaster relief

71% ‘Could do more’

1/3 One third, not sure what is needed

1/4 One quarter provide non-financial aid

Potential to be leveraged
There needs to be greater understanding amongst the humanitarian community about the potential of business resources beyond finance. ‘Cash’ is undoubtedly ‘king’ but in the context of budget and resource cuts, it is essential that the humanitarian community considers carefully the significant resource and capability of business.

There is a risk that the 61% of NGOs in our survey who prefer unrestricted financial support will lose out and will not fully understand or capitalise on the full value of business’ contribution to disasters, leaving this potential untapped.

Policy and Process

59% of businesses have some sort of a disaster relief process, policy (49%) and/or programme (39%) established.

Less than half of all businesses have assurance procedures in place to ensure donations are properly spent in less stable markets.

Nearly a third of business survey respondents suggested they did not know what or if accountable procedures were in place.

Disaster relief policy and process
In our survey, 59% of businesses have some sort of a disaster relief process, policy (49%) and/or programme (39%) established. These figures represent a significant improvement made over the last ten years. The research identified that less than half of all businesses have assurance procedures in place to ensure donations are properly spent in less stable markets. Nearly a third of business survey respondents suggested they did not know what, if any, accountable procedures were in place. Most indicated they relied on their NGO partners to be responsible and therefore by default accountable for the appropriate use of their donation.

Disaster relief policy and process

From the in-depth interviews, when discussing the business response to the 2004 Asian tsunami and the earthquake in Haiti in 2010, for instance, most businesses admitted to having given little or no thought to how and where the money they donated was spent.

With demand for greater transparency and as direct business involvement increases, the issue of assurance will be increasingly important for all stakeholders.

Triggers for action
In terms of how and whether a business responds to a disaster, 73% suggested the most important trigger was employee demand. In discussions with businesses, most suggested that they have developed either an informal or formal scoring criteria that helped them decide how and to what extent they should support a disaster.

Additional key influences included board and media interest and whether the business and employees were directly affected.

There is a strong business case for action based on business continuity and market growth opportunities for business engagement in disaster management; however, the decisions made about it are still very much emotive in nature. Without a strong, structured business and social case for international disaster relief and management programmes, prospects for the necessary increase in scale and engagement are weak.

"I think companies don't always know what we can do besides send money" Business

1/3 One third, not sure what is needed

1/4 One quarter provide non-financial aid

"Could do more"
The disaster management cycle

Using the United Nations terminology, the disaster management cycle can be divided into four distinct areas of development: preparedness; response; recovery; and mitigation.

**Preparedness**
Preparedness is the process of ensuring knowledge and skills are captured and shared by key stakeholders – from governments to village chiefs – to effectively and efficiently anticipate, respond and aid recovery from likely disasters. The aim is to build resistance through such things as early warning systems, contingency planning, stockpiling essential supplies and emergency training of community influencers.

**Response**
The response stage sometimes referred to as ‘disaster relief’ involves both public and private assistance during and immediately post disaster with a focus on minimising loss of life and providing victims with water, food and shelter. The recovery and response stages often overlap due to severity, geography and type of disaster.

**Recovery**
The recovery stage begins when the loss of life is minimised and the rehabilitation and reconstruction of people’s lives and livelihoods can begin. Where possible and enabled, the recovery will support the principle of ‘build back better’ to encourage social and economic advancement which can then reduce the impact of future disasters.

**Mitigation**
Mitigation is focused on minimising, in advance, the risk associated with the effects of a disaster. It is difficult to know where and to what extent a disaster will impact a community; however the intensity and scale can be diminished by such things as insurance and hazard mapping.

Diagram of Disaster Management Cycle

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**IHG Shelter in a Storm**
Whether it’s a flood, typhoon, hurricane or earthquake, a community devastated by disaster needs the right assistance right away. That’s why we created IHG Shelter in a Storm, our disaster relief programme that equips our hotels around the world to act quickly and decisively when disasters strike, showing them how to swing into action, draw on funds at a moment’s notice and call on help from experts in the field. With more than 4,700 hotels around the world, each with deep roots in their local communities, IHG has the opportunity to reach out and make a real difference to people in need.

When typhoon Haiyan struck the Philippines in November 2013, the lives of almost 10 million people were affected, including many of our colleagues and their families. We activated IHG Shelter in a Storm, and worked closely with our international disaster relief partner CARE to provide funds for shelter and vital supplies to the communities impacted.

IHG Shelter in a Storm is made possible by the IHG Shelter Fund. Colleagues from IHG hotels and corporate offices around the world organise fundraising events to build up funds throughout the year, and we also receive support from IHG Rewards Club Members and hotel guests. All of this allows us to respond as soon as disaster strikes – as we did in the Philippines last year.

Since its establishment in 2011, IHG Shelter in a Storm has responded to 33 disasters in 16 countries – from earthquakes in China to flooding in Argentina, Fiji, Indonesia, Mexico and Thailand and typhoons in the Philippines and Vietnam. Through deepening our collaboration with CARE and other humanitarian organisations around the world, we will continue to move quickly to help those impacted by disasters wherever we can.

“Our emergency work around the world is what drives CARE’s partnership with IHG. We are so proud to be the global partner for IHG Shelter in a Storm. With IHG’s generous support, CARE is able to respond quickly to those in need after a disaster – providing, for example, food, water, blankets and household kits.”

Dr. Helene Gayle, President and CEO, CARE

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Source: United Nations International Strategy for Disaster Reduction (UN ISDR)
Going beyond the $

The majority of support for international disaster relief remains financial although the research shows that businesses are increasingly looking to support NGOs and relief agencies through using their core skills and expertise. The majority of support is also for high profile rapid onset natural disasters, which are also more likely to affect these businesses and their stakeholders.

Of businesses that had engaged in non-financial contribution, 64% provided skilled resources. Importantly, less than half provided core business products and services. These figures suggest that businesses are still trying to understand what their unique contribution can be and recognise the true value of proactive and business aligned sustainable engagement in disaster management.

Despite only one in four businesses reporting having engaged in non-financial support including the provision of skilled and non-skilled volunteers, services and products, generally businesses suggested that they wanted to have a better and more involved approach to disaster management and are discussing the best ways to add value.

Financial donations are essential especially when developing and implementing the response and recovery stages of a disaster. The humanitarian community requires unrestricted financial donations to be able to help cover staff and other costs to perform their role. From a business perspective, running a cash-based appeal is also inclusive and empowers all employees to take action.

The opportunity and the challenge however is to think through the full potential of business and to explore what can be provided in addition to and/or instead of financial donations across the disaster management cycle.

Through the in-depth interviews, businesses suggested that for longer term and sustainable relationships, non-financial contributions which can be budgeted for at lower internal recovery costs would be more beneficial. They are also easier to account for internally, and maximise the overall value to the humanitarian community. For example, a business could provide an engineer or medical supplies at cost rather than at its commercial value.

Through our research, we explored how and the extent to which business measured the value of their contributions to disaster relief. Only 43% wanted to or were able to share this information. Of those that did share, the financial value of their disaster relief donations ranged from £20,000 to £21 million over a period of five years (2008 – 2013). The value of business products donated ranged from £100,000 to £15 million over a five year period.
Incentives and challenges

Government incentives
In our research, 67% of businesses and 91% of NGOs suggested that the government should do more to encourage business engagement in international disaster relief. When asked, both NGOs and businesses suggested that incentives such as a new tax relief could increase business engagement and encourage a more structured approach to disaster management. Additionally, businesses in particular mentioned that they were not aware of the scale and depth of government aid, indicating that government needs to be more effective in its communications with business about roles and potential collaboration in order to develop greater engagement.

NGOs reported that the challenges to utilising non-financial support were as follows:

- 40% logistical challenges
- 33% Not sure what is needed
- 29% Legal liability issues

Businesses reported that the challenges to providing non-financial support included:

- 50% Mobilisation of business resource takes too long
- 44% Lack of business understanding of how NGOs operate
- 29% Legal liability issues

Challenges for business
Businesses felt the following were some of the challenges to providing non-financial support:

- 40% logistical challenges
- 33% Not sure what is needed
- 31% Existing staff work commitments
- 29% Legal liability issues

Challenges for NGOs
78% of NGOs thought businesses offering non-financial support was of great value and nearly all thought it was important for businesses to contribute to international disaster relief. In our survey NGOs suggested barriers to engagement business in non-financial support included:

- 50% Mobilisation of business resource takes too long
- 44% Lack of business understanding of how NGOs operate
- 38% Internal policies
- 31% Don’t have the resource to invest in long term partnership

Preparedness is key
88% of NGOs would prefer to partner with business in the area of preparedness. When NGOs were asked what areas of disaster management they would prefer business to support, 88% suggested preparedness and 56% suggested recovery. This preference highlights NGOs’ desire to be active in preventative or ‘build back better’ programmes which receive little or no funding from government and other traditional funders. NGOs were clear that mobilisation of business resource takes time. In discussions, business also see the appeal of preparedness and mitigation as it is particularly suited to non-financial support which can be factored into annual budget and business planning.

‘Collaborative partnerships – it takes time’
In the research discussions with all stakeholders, collaborative and mutually beneficial partnerships were felt to be imperative to understanding and maximising the expertise and resource value of each stakeholder. In addition, businesses suggested they are focusing on developing partnerships that are relevant across their global operations and want consistency across their organisation in terms of who and how they support. Both NGOs and business recognise the value in partnerships, and both highlight that the benefits of partnerships mirror those issues which are also currently identified as obstacles to working together. Similarly, both highlighted that it takes time to build successful partnerships, with 2 in 3 NGOs reporting that it takes over 2 years to develop a successful relationship with business.

Through the research, both business and the NGOs highlight that the benefits of partnerships mirror those issues which are also currently identified as obstacles to working together.
Businesses, along with governments and the humanitarian community, have an important role to play in disaster preparedness, response, recovery and mitigation. Globalisation has exposed the risk of disasters on business continuity and, with the frequency of disasters expected to increase, the social and business case for engagement is more evident.

The new research highlighted in this publication reveals the desire for business support for international disaster relief. Where businesses and NGOs work together, the collaboration extends the reach of the impact and the preparedness of response. Through the case studies insight is also provided into the scale and diversity of business’ use of its core skills, products and services, to reduce the social, economic and environmental impact of disasters.

Although businesses are active in this area, the research shows that at the moment approaches are often built around traditional philanthropic financial donations, rather than the integration of core skills, products and services culminating in sophisticated multi-dimensional programmes.

There is a huge opportunity for business, government and the humanitarian community to work together to address and overcome the barriers identified through this new research, to exchange insight and realise the true potential of business engagement beyond financial contributions.

The challenge for business is to identify and leverage their unique contribution to disasters and to maximise both business and social value. With the anticipated increase in disasters and their potential economic and human impact, identifying business’ unique contribution has never been more important. We encourage business to step up to these challenges and deliver its unique contribution to disaster relief.

Call to action

The challenge for business is to identify and leverage their unique contribution to disasters and to maximise both business and social value.

Develop your disaster relief strategy:

• Understand your business case for action
• Conduct a holistic review and identify your potential contributions across your businesses
• Identify and offer your business’ unique contribution
• Establish a disaster committee of decision makers reflective of internal stakeholders
• Develop a disaster policy around your general and your unique contribution in the areas of preparedness, response, recovery and/or mitigation
• Develop relevant and collaborative partnerships with NGOs and other businesses
• Once a partnership has been established, enable and maintain open and transparent communications between all internal and external stakeholders
• Review, measure and evaluate your partnership
• Share your approach and partnership with internal and external stakeholders
• Inspire others to action

“My vision is for us to be able to deploy our assets in the widest possible sense in times of disaster, so that it is not just about the financial contributions, but it’s also about our assets in terms of the hotels and the teams on the ground.”

Business
Building on over 30 years of action, Business in the Community (BITC) is working to shape a new contract between business and society, in order to secure a fairer society and a more sustainable future. We engage thousands of businesses through our work and have extensive experience in mobilising business for action. Working locally, nationally and internationally, BITC has a solid track record of supporting business in developing, implementing, enhancing and promoting corporate responsibility and sustainability strategies and programmes, locally and globally.

BITC’s International Disaster Relief programme builds on work developed by BITC since 2004/05 around the Asian tsunami. Supported by the UK Department for International Development, we focus on energising, engaging and mobilising business support for tackling international disasters from preparedness through relief, recovery and mitigation. Working with business and the humanitarian community we aim to support those impacted by the devastating effects of international disasters and their aftermath.

Research methodology

As part of the Business in the Community International Disaster Relief Programme, supported by DFID, the purpose of this publication is twofold: to share our new research on how business is supporting and responding to disasters and to share best practice case studies. Conducted independently between March and June 2014, this research included qualitative interviews and quantitative surveys with leading businesses and NGOs. The respondents represent a cross-section of organisations operating internationally.

Business: 44 businesses completed the quantitative online survey and 15 one to one in-depth interviews were carried out.

NGOs: 23 NGOs and relief agencies completed a complementary quantitative online survey.

We hope you enjoy this publication, find it inspiring and look forward to your feedback. We invite you to engage in our work and to prepare and take action on international disaster relief, recovery and mitigation. We encourage you to define your business case for action; we challenge you to take a holistic view on your potential support and we urge you to identify and share your unique contribution.

Sue Adkins, International Director, Business in the Community

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To what extent do you agree or disagree with the following statements?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
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<th>Neither nor</th>
<th>Tend to disagree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The UK Government could do more to encourage companies to support international disaster relief</td>
<td>33</td>
<td>33</td>
<td>29</td>
<td>5</td>
<td>0</td>
<td>67</td>
<td>5</td>
</tr>
<tr>
<td>Our organisation could be better prepared in our response to international disasters</td>
<td>12</td>
<td>49</td>
<td>24</td>
<td>12</td>
<td>2</td>
<td>61</td>
<td>15</td>
</tr>
<tr>
<td>Our organisation could do more for international disaster relief</td>
<td>5</td>
<td>66</td>
<td>20</td>
<td>2</td>
<td>7</td>
<td>71</td>
<td>10</td>
</tr>
<tr>
<td>International disaster relief contributes to more stable and sustainable markets</td>
<td>30</td>
<td>45</td>
<td>14</td>
<td>2</td>
<td>0</td>
<td>83</td>
<td>2</td>
</tr>
<tr>
<td>It is important for businesses to contribute to international disaster relief</td>
<td>55</td>
<td>43</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>98</td>
<td>0</td>
</tr>
</tbody>
</table>

In the last five years, how has your organisation been engaged in international disaster relief? Please indicate where you have been engaged:

<table>
<thead>
<tr>
<th>Type of Support</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial (cash, matched &amp; fundraising)</td>
<td>98</td>
</tr>
<tr>
<td>Non financial (volunteers, skills, resources &amp; products)</td>
<td>25</td>
</tr>
<tr>
<td>None</td>
<td>0</td>
</tr>
</tbody>
</table>

In the last five years, how has your organisation provided financial support?

<table>
<thead>
<tr>
<th>Type of Financial Support</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash donations</td>
<td>90</td>
</tr>
<tr>
<td>Fundraising via matching schemes with employees</td>
<td>73</td>
</tr>
<tr>
<td>Fundraising via matching schemes with clients or suppliers</td>
<td>10</td>
</tr>
<tr>
<td>Other (particularly fundraising with no matching or awareness raising)</td>
<td>8</td>
</tr>
</tbody>
</table>

In the last five years, how has your organisation provided non-financial support?

<table>
<thead>
<tr>
<th>Type of Non-Financial Support</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non skilled volunteers</td>
<td>57</td>
</tr>
<tr>
<td>Skilled volunteers</td>
<td>64</td>
</tr>
<tr>
<td>Non-business specific resources</td>
<td>21</td>
</tr>
<tr>
<td>Your business products or services</td>
<td>46</td>
</tr>
</tbody>
</table>

Which of these were the two or three most important triggers affecting your decision to respond?

<table>
<thead>
<tr>
<th>Trigger</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee influence</td>
<td>73</td>
</tr>
<tr>
<td>CEO / Board influence</td>
<td>50</td>
</tr>
<tr>
<td>Public / media influence</td>
<td>40</td>
</tr>
<tr>
<td>Our business was directly affected</td>
<td>40</td>
</tr>
<tr>
<td>Our employees were directly affected</td>
<td>40</td>
</tr>
<tr>
<td>In line with our values as an organisation</td>
<td>20</td>
</tr>
<tr>
<td>Client influence</td>
<td>13</td>
</tr>
</tbody>
</table>

Which, if any, partners do you work with for international disaster relief?

<table>
<thead>
<tr>
<th>Partner</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing relief agency/charity partnership(s)</td>
<td>80</td>
</tr>
<tr>
<td>Relief agency/charity partner specific to disaster type/geography</td>
<td>33</td>
</tr>
<tr>
<td>Government</td>
<td>18</td>
</tr>
<tr>
<td>Established United Nations agency</td>
<td>15</td>
</tr>
<tr>
<td>Emergency consortium / cluster group</td>
<td>15</td>
</tr>
<tr>
<td>Other businesses in the sector</td>
<td>8</td>
</tr>
<tr>
<td>Other businesses in the affected region</td>
<td>8</td>
</tr>
<tr>
<td>Our supply chain</td>
<td>8</td>
</tr>
<tr>
<td>Don’t work with any partners</td>
<td>10</td>
</tr>
<tr>
<td>Other (local Ministries of Health)</td>
<td>1</td>
</tr>
</tbody>
</table>

How do you measure the value of your contributions?

<table>
<thead>
<tr>
<th>Method</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess contribution through cash, skills, products &amp; services</td>
<td>46</td>
</tr>
<tr>
<td>Not currently assessing impact or value gained</td>
<td>28</td>
</tr>
<tr>
<td>Analysed by disaster relief agency / partner across all its efforts, from which you can draw</td>
<td>23</td>
</tr>
<tr>
<td>Too difficult to assess social impact</td>
<td>18</td>
</tr>
<tr>
<td>Assess impact on the business &amp; stakeholders</td>
<td>13</td>
</tr>
<tr>
<td>Analysed by disaster relief agency / partner directly for our business</td>
<td>10</td>
</tr>
<tr>
<td>Assess the social impact ourselves</td>
<td>10</td>
</tr>
<tr>
<td>Don’t know</td>
<td>3</td>
</tr>
</tbody>
</table>
Q8: Do you have assurance procedures in place to ensure contributions are properly invested in less stable markets?

- Yes, assurance procedures are in place: 43%
- No, but considering putting in place: 11%
- No, not appropriate at present: 22%
- Don't Know: 24%

Q9: In your organisation, who makes the decision to respond to an international disaster?

- CSR or Sustainability Head: 73%
- Executive committee / Board: 60%
- CEO: 46%
- Relevant Country or Regional Head: 43%
- Foundation Trustees: 22%
- Other (our Partners): 2%

Q10: Who has overall responsibility for your international disaster relief response?

- Sustainability / CSR / Citizenship global: 81%
- CEO's office: 33%
- Sustainability / CSR / Citizenship department local to disaster: 17%
- Foundation: 11%
- HR department: 6%
- Marketing and Communications: 3%
- Other (Partners or End markets): 4%

Q11: Which of these apply to your international disaster relief approach?

- We have a process (ie clarity on how response is mobilised): 59%
- We have a policy (ie embedded policy on how and what is mobilised): 49%
- We have an ongoing programme (incorporating preparedness): 39%
- We run staff training to prepare for international disaster relief: 18%
- We respond on an ad hoc basis to each international disaster: 36%

Q12: What do you consider are the barriers to offering non-financial support (skills, products, services)?

- Logistical challenges: 40%
- Not sure what is needed: 33%
- Existing staff work commitments: 31%
- Legal Liability issues: 29%
- Can't organise in time: 24%
- Not sure what we can offer: 21%
- Expense: 14%
- Cost of staff time: 14%
- Don't have partnerships to mobilise staff or products through: 12%
- Didn't see the relevance to our business: 12%
- Tax implications: 5%
- Other (please specify): 19%

Q13: What is your annual turnover?

- Under £25m: 3%
- £25m-£50m: 5%
- £50m-£1bn: 5%
- £1bn-£2bn: 45%
- £2bn+: 42%

Q14: What is your number of global employees?

- Under 1,000: 0%
- 1,000-5,000: 11%
- 5,000-20,000: 18%
- 20,000-50,000: 13%
- 50,000+: 58%

Q15: Are you a multinational organisation, i.e. do you derive 30% or more of your turnover from outside the economic region in which you are incorporated (as per FTSE's definition of “multinational”)?

- Yes: 87%
- No: 13%
Q1 To what extent do you agree or disagree with the following statements?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Tend to Agree</th>
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<th>Tend to disagree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The UK Government should do more to encourage businesses to support international disaster relief</td>
<td>57</td>
<td>35</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>91</td>
<td>9</td>
</tr>
<tr>
<td>It is important for businesses to contribute to international disaster relief</td>
<td>83</td>
<td>9</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>91</td>
<td>9</td>
</tr>
<tr>
<td>Businesses offering non-financial support (skills, products, services, resources) are of great value</td>
<td>35</td>
<td>43</td>
<td>4</td>
<td>17</td>
<td>0</td>
<td>78</td>
<td>17</td>
</tr>
</tbody>
</table>

Q2 Please could you tell us which are your preferred two ways of partnering with business in international disaster relief?

<table>
<thead>
<tr>
<th>Type of Partnership</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established to address response</td>
<td>50</td>
</tr>
<tr>
<td>Established to address recovery</td>
<td>56</td>
</tr>
<tr>
<td>Established to address mitigation</td>
<td>31</td>
</tr>
<tr>
<td>Established to address preparedness</td>
<td>88</td>
</tr>
<tr>
<td>Don't know</td>
<td>6</td>
</tr>
</tbody>
</table>

Q3 Please prioritise what would constitute your ideal partnership with business? 1 = first, 4 = last preference.

<table>
<thead>
<tr>
<th>Type of Support</th>
<th>Priority 1</th>
<th>Average score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Unrestricted support</td>
<td>61</td>
<td>1.6</td>
</tr>
<tr>
<td>Non-financial Unrestricted support</td>
<td>33</td>
<td>2.5</td>
</tr>
<tr>
<td>Financial Restricted support</td>
<td>0</td>
<td>2.7</td>
</tr>
<tr>
<td>Non-financial Restricted support</td>
<td>0</td>
<td>3.7</td>
</tr>
</tbody>
</table>

Q4 In your personal opinion, how long does it take to develop a successful relationship with business?

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate/ as soon as resources received</td>
<td>0</td>
</tr>
<tr>
<td>Within 6 months</td>
<td>11</td>
</tr>
<tr>
<td>1-2 years</td>
<td>22</td>
</tr>
<tr>
<td>2-3 years</td>
<td>50</td>
</tr>
<tr>
<td>3-5 years</td>
<td>11</td>
</tr>
<tr>
<td>6-10 years</td>
<td>6</td>
</tr>
<tr>
<td>10+ years</td>
<td>0</td>
</tr>
</tbody>
</table>

Q5 In your opinion, which type of international disaster, do you feel it is...

<table>
<thead>
<tr>
<th>Type of Disaster</th>
<th>More likely to garner private sector support %</th>
<th>Most important to garner private sector support %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid onset ‘natural’ disasters</td>
<td>94</td>
<td>11</td>
</tr>
<tr>
<td>Slow onset ‘natural’ disasters</td>
<td>17</td>
<td>50</td>
</tr>
<tr>
<td>Manmade/conflict</td>
<td>0</td>
<td>27</td>
</tr>
<tr>
<td>Don’t know</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

Q6 What do you feel are the barriers for businesses offering non-financial support (skills, products, services)?

<table>
<thead>
<tr>
<th>Barrier</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not sure what is needed</td>
<td>65</td>
</tr>
<tr>
<td>Not prepared in time / too last minute to organize</td>
<td>59</td>
</tr>
<tr>
<td>Not sure what can be offered</td>
<td>53</td>
</tr>
<tr>
<td>Don’t have partnerships through which to mobilise staff</td>
<td>53</td>
</tr>
<tr>
<td>Don’t see the relevance to their business</td>
<td>49</td>
</tr>
<tr>
<td>Logistical challenges</td>
<td>47</td>
</tr>
<tr>
<td>Legal Liability issues</td>
<td>29</td>
</tr>
<tr>
<td>Expense (beyond staff time)</td>
<td>18</td>
</tr>
<tr>
<td>Tax implications</td>
<td>12</td>
</tr>
<tr>
<td>Cost of staff time</td>
<td>12</td>
</tr>
<tr>
<td>Other (most mentioned – inability to use this support or not based on need)</td>
<td>8</td>
</tr>
</tbody>
</table>

Q7 And please could you tell us what, if anything, prevents YOU from using support from business?

<table>
<thead>
<tr>
<th>Barrier</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilisation of business resource takes too long</td>
<td>50</td>
</tr>
<tr>
<td>Lack of business understanding of how NGOs operate</td>
<td>44</td>
</tr>
<tr>
<td>Internal policies</td>
<td>38</td>
</tr>
<tr>
<td>Don’t have the resource to invest in long-term partnership</td>
<td>31</td>
</tr>
<tr>
<td>Reputational concerns</td>
<td>31</td>
</tr>
<tr>
<td>Don’t always see the value of business support</td>
<td>31</td>
</tr>
<tr>
<td>Businesses don’t have the skills we need</td>
<td>19</td>
</tr>
<tr>
<td>Don’t know</td>
<td>6</td>
</tr>
</tbody>
</table>
Business in the Community International Award supported by UK Department of International Development

This award, supported by DFID, is one of BITC’s responsible business awards. It aims to identify and celebrate business’ positive impact on international disaster relief and to inspire others.

Applications for the Business in the Community International Disaster Relief Award 2015 will be available in November 2014: www.bitc.org.uk/Awards

For further information, engagement and support on Business in the Community's international agenda, please contact:

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020 7566 8650
Sadkins@bitc.org.uk

www.bitc.org.uk/International