

DEVELOP TALENT & BUILD LEADERS

The way we develop corporate talent is changing.

Companies recognize that real-world opportunities to apply desired leadership competencies are critical for building the skills that employees need to be effective in their roles.

PRO BONO HELPS COMPANIES...

Develop Talent

Pro bono service can provide employees with valuable opportunities to build and stretch essential skills like collaboration, communication and self-awareness.

Prepare Leaders for a New Work Environment

Emerging leaders need practice taking risks and responding to new types of challenges, particularly in this era of rapid change. What we require of our leaders is different in today's work environment – there is a new set of competencies necessary to succeed. Pro bono service can be a strategic way to help new leaders develop agility, effective decision-making, and change management skills.

Respond to Workforce Demand

The members of today's workforce are demanding opportunities for professional development. Employees want to experience growth in their roles and pro bono service provides a great way for companies to demonstrate their investment in up-and-coming talent.

CASE IN POINT: PRUDENTIAL'S PRO BONO APPROACH

THE PRUDENTIAL PRO BONO MARATHONS

Prudential's Office of Corporate Social Responsibility and Talent Management team worked closely with Taproot to develop a pro bono program called the Pro Bono Marathon. Their partnership enables Prudential to place high-potential leaders on projects that optimize their learning while making an impact for a nonprofit client. The Marathon pushes Prudential talent to design solutions for nonprofits in a one-day setting and is just one of Prudential's many talent and community-building initiatives.

PRUDENTIAL'S PROGRAM SPECS

Here are a few key features of Prudential's Pro Bono Marathon.

Expertise Engaged

Directors, VPs and SVPs in General Management, Strategy, Finance, Operations, HR and Marketing

Support Provided

One day of consulting to local nonprofits in teams made up of 3-5 Prudential employees

Project Outcomes

Nonprofits receive strategic advice and concrete deliverables that could be implemented immediately

IN PRUDENTIAL'S WORDS

"At Prudential, our talent is our most important resource. Pro bono service is such a powerful way to engage and equip our emerging leaders with the confidence, agility, and experience that their jobs will increasingly demand."

– Jana Fallon, Lead HR Business Partner at Prudential Financial

THE BUSINESS CASE FOR PRO BONO

- A comprehensive global survey of companies revealed that the four most important future skills – inspiring commitment, leading employees, strategic planning, and change management – are among the weakest competencies for today's leaders.¹
- Pro bono service improves communications skills, strengthens accountability and commitment, and helps individuals develop strong character – all traits that are often identified as leadership 'must haves'.²
- For millennials, training and development is the most coveted job benefit, over flexible hours, cash bonuses, vacation time, and retirement funding.³

¹ Center for Creative Leadership. (2015). The Leadership Gap: How to Fix What Your Organization Lacks.

² Deloitte. (2016, June). 2016 Deloitte Impact Survey, Building leadership skills through volunteerism.

³ Deloitte. (2016, April 4). The Future of Corporate Learning - Ten Disruptive Trends.

CULTIVATE YOUR WORKFORCE

A company's workforce is its most valuable asset.

Having the right people in the right roles at the right time is critical to a company's ability to meet its strategic objectives. But companies are struggling to find and retain the talent they need to sustain and grow their business.

PRO BONO HELPS COMPANIES...

Win the Battle for Talent

Today's hiring landscape is cutthroat and it's difficult for companies to attract and retain top talent, particularly millennials. Pro bono service is an effective way to differentiate your company in the eyes of new recruits who want to work at ethical companies with a commitment to driving social change.

Connect People to Purpose

Employees are seeking fulfillment and a sense of purpose in their work. Pro bono service enables companies to connect people to their communities and the causes they care about.

Promote Diversity and Inclusion

A diverse and inclusive workforce is a more effective workforce. But many companies struggle to go beyond *talking* about diversity and inclusion to actively *foster* this type of work environment. Pro bono service can expose employees to new communities and social issues, while also encouraging constructive dialogue across silos.

CASE IN POINT: BARCLAYS' PRO BONO APPROACH

THE BARCLAYS PRO BONO PROGRAM

Barclays worked with Taproot to develop a program that connects employees to nonprofits that face strategic business challenges. Employees are exposed to powerful new experiences that enhance their professional development. For example, pro bono teams are matched with senior advisors, exposing junior employees to company leadership. Then, at the end of the program, teams pitch their nonprofit solutions in a competition judged by a panel of senior leaders. This unique program is featured on Barclays' website as a way to help attract talent to the company.

BARCLAYS' PROGRAM SPECS

Here are a few key features of the Barclays Pro Bono Program.

Expertise Engaged

Analysts, Associates, AVPs and VPs in challenges of Finance, Operations, Strategy and Market Research

Support Provided

12-week consulting projects for workforce development nonprofits in teams made up of 4-5 Barclays employees

Project Outcomes

Nonprofits receive custom tools and resources to help advance their business strategy

IN BARCLAYS' WORDS

"The Barclays Pro Bono Program gives our colleagues the opportunity to be creative, entrepreneurial, and develop their leadership ability. We have been able to share that opportunity as part of our campus recruiting efforts."

– John Kenny, AVP of Citizenship & Reputation

THE BUSINESS CASE FOR PRO BONO

- When surveyed about influential factors on decision-making at work, millennials report being most driven by their personal values and morals, followed by the impact they have on clients/customers.¹
- An engaged employee is 44% more productive than a satisfied worker, but an employee who feels inspired at work is nearly 125% more productive than a satisfied one.²
- Diversity can lead to unfettered discoveries and breakthrough innovations. Even simply being exposed to diversity can change the way you think.³

¹ Deloitte. (2016). 2016 Deloitte Millennial Survey.

² Voza, Stephanie. (2017, March 13). Why Employees At Apple And Google Are More Productive. *Fast Company*.

³ Phillips, K.W. (2014, October 1). How Diversity Makes Us Smarter. *Scientific American*.

FOSTER A STRONG CULTURE

A strong corporate culture sets the tone for how work gets done.

Every company has a culture that is both explicitly and implicitly defined. Companies define their culture through leadership, explicit shared values, and a unifying vision – and also through the attitudes, standards, and beliefs of individual employees. Corporate culture directly affects how employees and customers feel about a company, and it can be one of the most challenging aspects of work life for companies to cultivate and control.

PRO BONO HELPS COMPANIES...

Walk the Walk

Many companies are able to articulate their shared values, but struggle to live them in practice. Pro bono service is a concrete way to demonstrate that a company is committed to issues that align with their people's values.

Connect with Social Issues

Employees often want to bridge the distance between the relative comfort of their corporate work environment and the challenges their communities may face. Pro bono service can help employees make valuable contributions to the communities in which they live and work.

Create an Interconnected Workplace

Departments and groups within companies frequently operate in silos. Pro bono service can encourage cross-departmental collaboration and increase connectivity between individual employees.

CASE IN POINT: MORGAN STANLEY'S PRO BONO APPROACH

THE MORGAN STANLEY STRATEGY CHALLENGE

Morgan Stanley connects top-performing employees from across the company to nonprofits with complex strategic challenges. Leveraging the firm's strength to deliver innovative solutions for clients, teams provide tailored recommendations that lead to more effective business models, expanded services, and significant productivity improvements. Operating in both New York and London, this program helps the company provide a concrete way for employees to connect to its core values, like Doing the Right Thing and Putting Clients First.

MORGAN STANLEY'S PROGRAM SPECS

Here are a few key features of the Morgan Stanley Strategy Challenge.

Expertise Engaged

Associates, Vice Presidents, Managing Directors in Finance, Strategy, Org Effectiveness, Project Management, Client Relations

Support Provided

10-week projects for nonprofits in teams made up of 4 Morgan Stanley employees; Managing Directors serve as project advisors

Project Outcomes

Nonprofits receive concrete deliverables to help them achieve their potential and amplify their impact

IN MORGAN STANLEY'S WORDS

"Morgan Stanley's core values are: Putting Clients First, Leading with Exceptional Ideas, Doing the Right Thing and Giving Back. Pro bono service is a strategic way for Morgan Stanley to act on each of those values and also help in the professional and philanthropic development of our employees."

– Suzane Rhee Brown, Head of US Philanthropy

THE BUSINESS CASE FOR PRO BONO

- 88% of employees feel their job is more fulfilling when they are provided opportunities to make a positive impact on social or environmental issues.¹
- Shareholder returns are as much as 16% higher for companies with strong cultures than they are with companies that have poor cultures.²
- The best organizations are between 13 and 16 percentage points higher in the areas of cross-departmental communication and collaboration than their counterparts.³

¹ Cone Communications. (2016). 2016 Cone Communications Employee Engagement Study.

² Beale, I. (2011, November 2). *Blog post, Toolbox.com*. Gaining Risk Clarity by Evaluating Corporate Culture.

³ Stark, P.B. (2010, April 7). *Blog post, Peter Barron Stark Companies*. Build Strong, Cross-Departmental Teamwork.

INNOVATE & ADAPT

An agile approach helps companies keep their edge.

In an economy that is increasingly driven by technology and innovation, the companies that are most effective at innovating and adapting to shifting landscapes are the ones best-positioned to rise above the competition.

PRO BONO HELPS COMPANIES...

Stimulate Innovation

Companies must be more creative than ever in order to respond to rapid changes in consumer demand and advances in technology. Pro bono service can help employees explore and develop new solutions to business problems.

Effectively Navigate Change

Major corporate trends like increased M&A, new technology, and the automation of business functions are requiring companies to make massive shifts in how they operate. Such extensive change can be disorienting and disengaging for employees. Pro bono service can help bring people together around a common goal and boost morale during times of change.

Think and Act Globally

Today's businesses are required to think and act in a global context. As companies expand into new markets, hire culturally diverse employees, and serve new consumers, they must also grow their cultural competence. Pro bono service in new and emerging markets gives companies an edge when operating in unfamiliar geographies.

CASE IN POINT: ADOBE'S PRO BONO APPROACH

THE ADOBE PRO BONO DESIGN CHALLENGE

Adobe employees from across the company are placed on small cross-functional teams to develop creative solutions that address a key challenge for a nonprofit partner. The event – one of several pro bono programs Adobe has developed with Taproot – takes place each year and is designed to challenge and inspire employees to apply their professional expertise and a design thinking approach. This program helps employees practice skills critical to their roles and also helps nonprofits learn a new way to solve problems to take their impact further.

ADOBE'S PROGRAM SPECS

Here are a few key features of the Adobe Pro Bono Design Challenge.

Expertise Engaged

Qualified employees at any level in Marketing, Technology, Strategy, and Design

Support Provided

40-60 employees are split into small teams to design creative solutions for one nonprofit client in a one-day session

Project Outcomes

Nonprofits in need of a new approach receive fresh and innovative insights to help address trenchant issues

IN ADOBE'S WORDS

"Adobe has a strong commitment to innovative design. Using frameworks like design thinking as a lens for our pro bono program help us foster an ethic of innovation among employees while helping nonprofits we care about take their work to the next level."

– Kim Kerry-Tyerman, Sustainability & Social Impact Lead, EMEA & India

THE BUSINESS CASE FOR PRO BONO

- 64% of CEOs believe that innovation and operational effectiveness are equally important to the success of their companies.¹
- 49% of employees report that encouraging innovation is crucial to generating new ideas, yet only 20% of employees believe their companies do it.²
- People tend to experience work as meaningful when they feel like they are contributing to creating something new – especially when they feel able to explore, connect and have an impact.³

¹ PwC. (2013). Unleashing the Power of Innovation.

² van Wulfen, Gijs. (2014, Jan 13). Companies Frustrate Innovative Employees. *LinkedIn*.

³ Chamorro-Premuzic, Lewis Garrad, and Tomas Chamorro-Premuzic. (2017, Aug 9). How to Make Work More Meaningful for Your Team. *Harvard Business Review*.

BUILD YOUR BRAND

Companies need a strong brand to stand out in today's crowded marketplace.

In this day and age, consumers are inundated by options and information, making it difficult to break through the clutter. The most effective companies are finding ways to strengthen their brand by aligning it to what matters to consumers.

PRO BONO HELPS COMPANIES...

Look Good

Consumers are drawn to brands that demonstrate a commitment to social impact. Pro bono service can help a company showcase its social impact agenda in a way that is concrete and that aligns with the values of potential customers.

Tell a Powerful Story

Storytelling is an effective way to capture the essence of a brand. A compelling narrative can shape a company's desired image. The story that a company can tell about its pro bono service program sends a powerful message to consumers about what the company values.

Differentiate Their Brand

Companies need to differentiate themselves from their competitors by demonstrating their unique value proposition. Pro bono service can help showcase the skills and expertise that a company wants to be known for.

CASE IN POINT: AMERICAN EXPRESS' PRO BONO APPROACH

THE AMERICAN EXPRESS SERVE2GETHER CONSULTING CHALLENGE

American Express engages employees in a variety of community service opportunities under an umbrella initiative called Serve2Gether. The company's signature pro bono program, the Serve2Gether Consulting Challenge, which was developed in partnership with Taproot, is one way that American Express makes its talent available to the social sector. Creating the Serve2Gether umbrella enabled the company to develop a recognizable brand identity that engages employees in meaningful service. Well-known among nonprofits and employees alike, Serve2Gether Consulting is a strategic way for the company to position its pro bono efforts under a compelling and unified brand.

AMERICAN EXPRESS' PROGRAM SPECS

Here are a few key features of the Serve2Gether Consulting Challenge.

Expertise Engaged

Qualified employees at any level in Marketing, Human Resources, Finance, and Strategy

Support Provided

10-week consulting projects for nonprofits in teams made up of 5-6 American Express employees

Project Outcomes

Nonprofits receive resources to help advance their business strategy and are entered into a competition for seed funding

IN AMERICAN EXPRESS' WORDS

"Through the creation of American Express' pro bono Serve2Gether Consulting program, we have taken our commitment to serving communities one step further. By tapping into the immense talent across the company we are successfully guiding nonprofits to better achieve their missions and teaching our employees valuable business skills in the process."

– Tim McClimon, Senior VP, Corporate Social Responsibility and President, American Express Foundation

THE BUSINESS CASE FOR PRO BONO

- 20% of CEOs say that brand reputation is the greatest benefit to expanding societal investment at their companies.¹
- 90% of consumers would switch brands to one associated with a social or environmental cause and 80% of consumers would be willing to buy a product from an unknown brand if it had strong social or environmental commitments.²

¹ CECP, in association with The Conference Board (2016). Giving in Numbers: 2016 Edition.

² Cone Communications. (2015). 2015 Cone Communications/Ebiquity Global CSR Study

TAKE SOCIAL IMPACT FURTHER

ROI matters in business – and the returns on social sector investments are no exception.

Every part of the business is expected to provide a return on investment for the company, including corporate social responsibility (CSR) and philanthropy departments. That means CSR professionals need to demonstrate the impact of their programs for their community and for their business.

PRO BONO HELPS COMPANIES...

Align Social Impact with Business KPIs

The most sustainable social impact initiatives are deeply tied to the mission and vision of the company because they help reinforce and contribute to its strategic objectives. Pro bono service can help move the needle on the key performance indicators your company cares most about.

Maximize the Impact of Existing Initiatives

Most companies engage in a variety of social impact activities. Pro bono service can play a pivotal role in taking an initiative's social impact further. For example: companies can pair grantmaking with pro bono support or equip board members with pro bono training to fully maximize their support of nonprofits.

Enhance Product Donations

Many companies, particularly in the tech industry, donate products to nonprofits to help address key business needs. Pro bono service is a powerful way to take the impact of product donations further, as many tech products require technical support and advisement in order to be effective.

CASE IN POINT: AUTODESK'S PRO BONO APPROACH

THE AUTODESK PRO BONO PROGRAM

Autodesk is an industry leader adept at finding the right technology solutions to support its customers. In an effort to extend that service to the social sector, Autodesk developed a pro bono program within which Autodesk employees help nonprofits, social enterprises, and clean tech businesses design, market, and scale innovative solutions to the world's most pressing social and environmental challenges. Autodesk pairs its products with pro bono services to provide holistic solutions for its nonprofit partners.

AUTODESK'S PROGRAM SPECS

Here are a few key features of the Autodesk Pro Bono Program.

Expertise Engaged	Qualified employees at any level in Engineering, Marketing, Design, Technology, Visualization, Manufacturing and UX/UI
Support Provided	12-week consulting projects for nonprofits in teams made up of 3-5 Autodesk employees
Project Outcomes	Organizations receive in-depth technical and strategic support to help advance their business strategy

IN AUTODESK'S WORDS

"Pro bono helps drive Autodesk's focus on the future of how things are designed, made, and used. Through pro bono, Autodesk employees get direct experience with industry disruptors and innovators, and they can bring that experience back to their day jobs. Pro bono is viewed as an investment in customer success; supporting nonprofits, startups, and industry leaders in sustainability."

– Kellan Hays, Employee Impact Manager

THE BUSINESS CASE FOR PRO BONO

- While the bottom line value of social responsibility is not easily quantifiable, shareholders often view sustainability efforts and social good a sign of company health and future profitability.¹
- Corporate Responsibility (CR) practices have great potential to deliver financial returns on investment as well as related business and competitive benefits. But it's not enough to engage in CR activities, one must manage them well. Companies should view their combined CR practices as value-creating assets.²

¹ Lawrence, A. (2014, July 14). 4 Reasons Why Startups Committed to Social Responsibility Succeed. *Entrepreneur*.

² Rochlin, S., Bliss, R., Jordan, S., Kiser, C.Y. (2015). Defining the Competitive and Financial Advantages of Corporate Responsibility and Sustainability. *Project ROI*