HOW CAN WORKING WITH CHARITIES HELP BUSINESSES DO BETTER?

Natalie Tucker
2017 Churchill Fellow Enterprise
Supporters

The **Winston Churchill Memorial Trust** was founded in memory of Sir Winston Churchill, and carries forward his legacy by funding UK citizens from all backgrounds to travel overseas in pursuit of new and better ways of tackling a wide range of the current challenges facing the UK.

The **Rank Foundation** exists to improve the lives of people and their communities across the UK, in particular through encouraging and developing leadership, and promoting enterprise and innovation.

This Churchill Travelling Fellowship in Enterprise was jointly funded by the Winston Churchill Memorial Trust and The Rank Foundation.

**THREE HANDS**  
Three Hands connects businesses with community organisations to work together for mutual benefit.  
This research was inspired in part by Three Hands’ work on “Social Insight”, and was made possible by the support of my colleagues, the Three Hands team.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>About the author</td>
<td>5</td>
</tr>
<tr>
<td>Executive summary</td>
<td>6</td>
</tr>
<tr>
<td>Background &amp; context</td>
<td>8</td>
</tr>
<tr>
<td>Objectives</td>
<td>9</td>
</tr>
<tr>
<td>Approach</td>
<td>9</td>
</tr>
<tr>
<td><strong>Key findings: Part 1</strong></td>
<td>11</td>
</tr>
<tr>
<td>What do charities know and do well, that businesses can benefit from?</td>
<td></td>
</tr>
<tr>
<td><strong>Case Study 1</strong></td>
<td>12</td>
</tr>
<tr>
<td>Center for Financial Services Innovation: A non-profit putting business at the centre of its approach to social impact</td>
<td></td>
</tr>
<tr>
<td><strong>Key findings: Part 2</strong></td>
<td>13</td>
</tr>
<tr>
<td>How can businesses access these skills and expertise?</td>
<td></td>
</tr>
<tr>
<td><strong>Focus point</strong></td>
<td>15</td>
</tr>
<tr>
<td>What are the benefits of employees engaging with non-profits?</td>
<td></td>
</tr>
<tr>
<td><strong>Case Study 2</strong></td>
<td>17</td>
</tr>
<tr>
<td>Fidelity Investments: Developing skills through volunteering</td>
<td></td>
</tr>
<tr>
<td><strong>Key findings: Part 3</strong></td>
<td>17</td>
</tr>
<tr>
<td>How can businesses benefit from working with charities?</td>
<td></td>
</tr>
<tr>
<td><strong>A model for businesses learning from charities</strong></td>
<td>18</td>
</tr>
<tr>
<td><strong>Case study 3</strong></td>
<td>22</td>
</tr>
<tr>
<td>Microsoft: Working with non-profits is business as usual</td>
<td></td>
</tr>
<tr>
<td><strong>Key findings: Part 4</strong></td>
<td>24</td>
</tr>
<tr>
<td>Keys to success</td>
<td></td>
</tr>
<tr>
<td><strong>Case study 4</strong></td>
<td>26</td>
</tr>
<tr>
<td>Bogotá Chamber of Commerce: A systems approach</td>
<td></td>
</tr>
<tr>
<td><strong>Recommendations for implementation</strong></td>
<td>27</td>
</tr>
<tr>
<td><strong>Conclusion</strong></td>
<td>28</td>
</tr>
<tr>
<td><strong>Appendices:</strong></td>
<td></td>
</tr>
<tr>
<td>- Glossary</td>
<td>29</td>
</tr>
<tr>
<td>- Further reading and useful resources</td>
<td>30</td>
</tr>
<tr>
<td>- Acknowledgements</td>
<td>31</td>
</tr>
</tbody>
</table>
Introduction

This report highlights findings from a 2017 Churchill Travelling Fellowship in Enterprise. The research comprised mainly of a six-week trip to the USA (New York, Boston, Washington DC, San Francisco and Seattle) and Colombia (Bogotá), alongside desk-based research and telephone interviews.

This research addresses the questions of what businesses can learn from non-profits, and how this learning can be valuable to their business, beyond having a social or reputational impact.

For the purposes of this report, the concept of businesses “doing better” is meant in terms of both meeting their objectives as a business (e.g. income generation, growth, innovation) as well as having a more positive impact on society (e.g. caring for the wellbeing and happiness of their employees, creating products and services which meet the needs of the most vulnerable, contributing to thriving communities).

This report is aimed at:
- Anyone working within business, for there is much your organisation can learn from non-profits;
- People within charities who want to influence or work with businesses in creative ways to further their organisation’s social mission.

About the author

Natalie Tucker is a Senior Manager at Three Hands where she works with businesses to design and run community programmes that have social and business impact; for example strategic volunteering initiatives that enable people from business to apply and develop their skills whilst building the capacity and confidence of charity staff or service-users, at the same time learning about social issues relevant to their business:

Having had a lifelong interest and involvement in charities and social impact, I began my career in the sector at the Charities Aid Foundation (CAF) in 2010. I soon became aware of the unequal power dynamic between businesses as donors, and charities as recipients, and the strong connotations this creates.

Through my role at CAF, and later at the Institute for Philanthropy, where I helped develop programmes to educate philanthropists about strategic giving, I spent three years building my understanding of the third sector and social impact.

I became increasingly uncomfortable with perceptions of the charity sector as inferior and unprofessional. Particularly when I was continually meeting incredibly talented and passionate professionals working hard to secure the financial sustainability of their organisations whilst also achieving social impact; an even more challenging remit than focusing on creating shareholder value in my view!

Joining Three Hands in 2015 enabled me to combine my passion for social impact with a growing interest in the role of business in society, which has led to this research.
Executive summary

Although business charity partnerships are commonplace in the UK, they have traditionally been based primarily around what the business can give to the charity, and the positive side-effects which this may have for the business (such as benefiting their brand), rather than the more core business benefits which working with the charity can have.

As businesses become more interested in their wider social purpose, and charities develop more commercial mindsets, this Fellowship considers the question: What role is there for charities in helping businesses to “do better”? That is to say, how can working with a charity help a business to improve the impact it has on society and contribute to its profitability?

Key findings

1. There are many good reasons for businesses to work with charities; this report highlights five key areas of strength that charities are widely held in high regard for:

   - **Social issue expertise**; knowledge of, and closeness to, the issues they exist to address.
   - **Relationships and networks** of service-users, supporters and policy-makers.
   - **Credibility and legitimacy** amongst those networks, and consumers more broadly.
   - **Valuable skillsets** such as empathy, creative thinking and problem-solving.
   - **Clear sense of purpose** and values-led leadership.

2. Businesses can engage with charities in different ways to benefit from these assets. From lowest to highest engagement level, approaches include:

   - **Watching and learning** e.g. reading materials on their websites.
   - **Engaging in a conversation** e.g. joining a themed network.
   - **Contracting charities** e.g. to conduct bespoke research or run focus groups.
   - **Employee engagement with charities** e.g. skilled volunteering or pro bono.
   - **Tackling an area of shared concern** e.g. developing critical employability and industry skills.
   - **Co-creation**; developing a product, service or business model in partnership.

3. Insight and connections gained through working with a charity can benefit all areas of a business – from **identifying their purpose** or **designing a business model**, to **attracting and developing employees** or **gaining license to operate** in a new area. This report includes a model and table of examples to represent the full range of examples encountered through this Fellowship.

4. There are some excellent examples of collaboration of this nature in practice; this report highlights work of:

   - **Microsoft**; partnering with non-profits to increase diversity and inclusion in their workforce, develop more accessible products, and protect customers’ privacy rights.
   - **Center for Financial Services Innovation** (CFSI); providing insight and working with businesses to develop financial products that improve the lives of Americans.
   - **Fidelity Investments**; developing employees’ skills through pro bono partnerships with non-profits.
Various factors influence the likelihood that businesses and charities will partner explicitly for business benefit, and whether this will be successful. This report identifies four keys to success:

i. **Motivations and objectives**
   Each partner must be clear and genuine in their intentions. Impact on both sides, but in particular business benefit, is more likely when explicitly set out as a goal of the collaboration.

ii. **Mindset and positioning of each partner**
    The charity is *not* a beneficiary, it is an expert advisor, or a supplier even, and should be compensated as such. For the business, this is not CSR, it is part of their core activity.

iii. **Culture and people**
    Champions within each organisation are key to driving this kind of collaboration, and they need to feel empowered to do so. This could be anyone from a CEO to an early career “intrapreneur”.

iv. **Business ecosystem and regulatory framework**
    Factors such as the local context (i.e. social problems which need addressing, connectedness of businesses and charities), and regulatory requirements, can both encourage and discourage business charity partnering for business benefit.

    **Bogotá Chamber of Commerce** is profiled in this report for its work creating an ecosystem of cross-sector collaboration for economic and social development.

**Recommendations**

Based on the examples studied for this research, the following recommendations are put forward for “champions” within businesses or charities who are keen to pursue this type of collaboration:

**For businesses**

1. **Network:** Identify the issues that affect your business or community, and the organisations that are working on them, join the conversation and learn as much as you can.

2. **Develop a business case:** Why does it make business sense to address this social issue? Why is working with a charity the best approach to achieving the business objectives?

3. **Build a support network:** Use your passion for the cause and the business case you’ve developed to inspire internal allies who will support you.

**For charities**

1. **Identify your expertise and resources:** What does your organisation have that others don’t? What objectives can this help a business to meet?

2. **Look beyond money:** Besides funding, how can partnering with a business help your organisation address its mission? What is the case for you to partner with a business?

3. **Know your value:** Recognise the value of your knowledge and networks. Position your organisation as an expert, not a recipient; approach businesses with an offer not an ask.

**For collaborators:** Set objectives and measure progress; learn, improve, and build the business case.
Background & Context

Why this topic?

The biggest problems facing the world today – climate change, widening inequalities, mass migration – are incredibly complex. They cannot be solved by a single organisation or sector; they require collaboration and the sharing of knowledge, skills and networks across all sections of society.

In the business world there is growing interest in “purpose”; the role that corporations play in society, beyond generating shareholder profit. Meanwhile charities are the ultimate in purpose-driven organisations and hold vast expertise and connections in relation to social issues.

Although businesses and charities have been partnering for many years, both have traditionally seen the business as a donor, and the charity as a recipient. Today however, there seems to be a growing shift towards businesses expecting a “return on investment” from their charitable funding. At the same time, charities are becoming increasingly commercially minded, and placing financial value on what they can offer businesses.

There are some excellent examples of charities sharing their expertise with businesses in the UK, such as:

- Mind and the Bank Workers Charity providing mental health training for line managers at banks including Barclays, Lloyds Banking Group and TSB, so that they can safeguard employees’ wellbeing.
- Alzheimer’s Society working with businesses such as Sainsbury’s and Co-Op to help them become “Dementia Friendly Retailers” which better serve people with dementia.
- Kitchen-maker Howdens developed a range of inclusive kitchens through their partnership with Leonard Cheshire Disability.
- Insurer Legal & General work with partners such as Samaritans to ensure that their front-line staff are well-equipped to support customers calling at their times of greatest need.

Such examples are still relatively few though, and on the whole the knowledge, skills and networks of the charity sector remain largely untapped by businesses, who themselves have a long way to go to achieve a net positive impact on society.

Why the USA and Colombia?

As well as having a corporate context relatively similar to the UK, the USA has a strong history and culture of corporate philanthropy and is home to purposeful business movements including the Shared Value Initiative and B Corps.

---

1 http://www.bwcharity.org.uk/line-manager-training-evaluation (accessed on 28th January 2018)
The USA was chosen in order to explore whether and how these movements are influencing the ways in which businesses and non-profits work together, and particularly whether there is a greater flow of knowledge from non-profits into businesses.

Colombia offers a completely different setting, with a rapidly growing economy and a vibrant NGO sector. It was included in this research for the purposes of exploring how the lessons learnt can be applied in different contexts. Of particular interest was Bogotá Chamber of Commerce’s focus on Shared Value.

Rather than holding up the USA and Colombia as leaders in this field, the intention was to focus on the topic in different contexts to explore similarities and differences and identify good practice that is transferable across varying international contexts.

Objectives

The objectives of this research were to:

1. Identify the types of knowledge, skills and other assets charities have that can be of value to businesses.
2. Shine a light on examples of businesses gaining value from working with charities.
3. Highlight the factors which help to make such collaboration more likely and successful.
4. Inspire more businesses and charities to consider collaborating in ways that see expertise from the charity sector inform and improve business.

Approach

The approach taken to this Fellowship has been to learn from the collective experiences and perspectives of a wide range of businesses and non-profits across the USA, Colombia and other parts of the world. This is not intended to be an academic research report.

Contributors were identified and invited to participate in this research based on internet research and peer recommendations. In order to incorporate diverse experiences and opinions, the following types of organisation were included in the research:

<table>
<thead>
<tr>
<th>Businesses</th>
<th>Charities</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Mainly (but not exclusively) large corporations</td>
<td>- Organisations of all sizes, from community-based to global</td>
</tr>
<tr>
<td>- Representatives from different business areas (not just Corporate Social Responsibility)</td>
<td>- Non-profits / NGOs working on different social themes (from environmental conservation or human rights, to accessibility and financial inclusion)</td>
</tr>
<tr>
<td>- Businesses from diverse industries (from banking to technology and food)</td>
<td>- Organisations with varying approaches (from think tanks to campaigning or service delivery organisations)</td>
</tr>
</tbody>
</table>
A full list of contributors can be found in Appendix 3 (p.31). Most participants had some previous experience of collaboration between businesses and non-profits.

Participants were invited to contribute through brief, informal meetings during which they were asked questions about the topic that varied based on each individual's particular areas of experience and knowledge.

Areas of questioning included:
- Experiences of collaboration between businesses and non-profits
- Motivations of businesses and non-profits for working together
- Perceptions of businesses towards non-profits and vice versa
- Specific examples of collaboration through which a business learnt from a non-profit
- What businesses and non-profits can each bring to and gain from working together
- Factors that facilitate successful collaboration between businesses and non-profits, and potential barriers to success.

This research has also been shaped and informed by other research, articles and cases studies – many of which were recommended by participants. A list of relevant resources can be found in Appendix 2 (p.30).

Four case studies are included in this report to bring to life some of the key findings, and illustrate ways in which businesses and charities can set themselves up to collaborate effectively for business benefit.

The purpose of this report is to summarise the main themes that emerged through this Fellowship, highlight examples of good practice, and share recommendations for implementation in the UK or elsewhere.

Most examples cited in these findings are of organisations visited or recommended as part of this Fellowship, however, in order to represent the topic more fully, selected examples from the UK and elsewhere in the world have also been included.
Key findings: Part 1
What do charities know and do well, that businesses can benefit from?

Across the UK, USA and Colombia, there are well over a million charities that vary enormously in size, scale, focus and activities. Each has different ways of doing things, and their own strengths and weaknesses. Despite this diversity, through many conversations with non-profits and businesses, five key qualities consistently recurred as areas of strength that distinguish charities from businesses:

1. Social issue expertise
Charities exist to tackle social issues; the foundation of this is building a solid understanding of their particular area of focus. For topics ranging from human rights to carbon emissions or cancer, charities are often amongst the top sources of well-researched and reliable data – insight that is relevant to businesses’ supply chains, energy use, and customers. Similarly, charities working directly with service users build up a unique understanding of their circumstances and needs.

2. Access to networks
As an extension of the above, charities that exist to support people affected by such issues – whether they campaign on behalf of unpaid carers or provide services for people with disabilities – are likely to be in regular contact with people affected by those issues; people who are potential employees or customers of businesses. Other charities develop close relationships with influencers such as celebrity patrons or government officials, who businesses may be interested in connecting with.

3. Credibility and legitimacy
Whilst businesses invest a great deal in creating recognisable and trusted brands, partnering with non-profits offers the opportunity to align and complement their brand with a more socially-oriented one. Consumers are increasingly concerned about business ethics; 87% of Americans will purchase a product because a company advocated for an issue they cared about and 76% will refuse to purchase a company’s products or services upon learning it supported an issue contrary to their beliefs. Charities, with their focus on social benefit, can be seen to bring integrity to a business’ initiatives in a social field. This is not to say that all charities have clean reputations, but in the vast majority of cases they provoke a different reaction from consumers than the business can alone.

4. Different skillsets
Charities operate in different ways to businesses; they are often strapped for resources, and need to connect with supporters and service-users on an emotional level, dealing with sensitive topics and generating engagement with their cause. Their staff are skilled at showing empathy and building relationships of trust, as well as being resourceful and excellent problem-solvers; all skills which are of great value in business.

The above is of course a generalisation – it’s worth bearing in mind in particular that the UK charity sector has experienced a decline in public trust over the past five years. On the whole though, these qualities offer a good basis for understanding some of the value that a well-chosen charity partner can bring to a business collaboration.

---

5. **Clear sense of purpose**
Charities engage their supporters to spend money or time on products and services that **won't benefit them personally.** They motivate their employees not with high financial reward, but through their **passion for a cause.** Such employee engagement is of real concern to businesses, not least because of its strong connection to **productivity,** and because higher staff retention reduces the costs of recruiting and developing new employees. As businesses place increasing emphasis on their values, what can their leaders learn from charity CEOs about true values-led leadership?

**CASE STUDY 1**
Center for Financial Services Innovation: A non-profit putting business at the centre of its approach to social impact

The **Center for Financial Services Innovation** (CFSI) was founded in 2004 with the **mission** to: “Improve the financial health of Americans, especially the underserved, by shaping a robust and innovative financial services marketplace with increased access to higher quality products and practices.”

The organisation’s activities include:
- **Research** (accessible to everyone); to understand the market, identify barriers to financial health and gaps in market access: Who are the customers the current market doesn’t work for? What are they struggling with? What is the value of the underserved customer market?
- **Consulting services;** leveraging the organisation’s understanding of consumer needs and innovation processes to help businesses design and bring to market new products.
- **The Financial Solutions Lab;** a community of start-ups, financial services companies and non-profit organisations building solutions to improve the financial lives of Americans; together seeking to identify, test and scale innovations. Members have access to networking, peer learning and mentorship amongst other benefits.

**Key features:**
- CFSI’s mission sets out a **clearly defined focus and approach;** it’s easy for businesses to find them, to understand what they do and why, and where their organisation might fit in.
- Each of CFSI’s activities are **mutually reinforcing;** research provides data to inform consultancy and innovation, their network helps identify the next area to research etc., so partners who engage in any given area of CFSI’s work benefit from their broader approach.
- CFSI has staff with **diverse skills and backgrounds** (from financial institutions, regulation, community based non-profits); together they bring an understanding of all facets of the financial industry and financial health.
- CFSI is **collaborative, not confrontational,** in its approach to businesses; the goal is to create a financial system that works for all – which includes profitable business.
- CFSI **clearly articulates,** and seeks to **quantify the potential business value** of working with them; it’s not about **being nice.**
- Grant support from **philanthropic institutions** gives **legitimacy** to the **social value** and independence of CFSI research, whilst income generation from **fees** helps to ensure the organisation’s **sustainability.**
- All of the above contribute to CFSI’s **credibility** as the **authority** on financial health and financial services innovation.
Key findings: Part 2
How can businesses access these skills and expertise?

This Fellowship found a large amount of evidence that businesses can and do learn from non-profits – sometimes intentionally, but often as a side-effect of a partnership based on corporate philanthropy. Some of the key ways in which businesses can learn from non-profits can be classified as follows:

1. **Watch and learn**
   At a basic level, people in business wishing to learn more about a particular issue can read and learn from charities’ resources; charity websites increasingly include stories and videos giving clear information and guidance on social issues, some (such as Mencap) even have resources aimed specifically at employers.

   Many charities – think tanks in particular – conduct in-depth research and make their reports openly available (as CFSI do).

2. **Engage in a conversation**
   To build a deeper understanding of an issue, speaking informally with a charity, or joining a network, can be an excellent way to learn more and begin to navigate the work that charities and other business are already doing on it.

   Such networks are often convened by charities, and open to members from across sectors; for example the Massachusetts Community & Banking Council (a Boston based non-profit that brings together community organisations and banks to share information and develop better financial services for low income groups), and the Fair Labor Association (a collaborative effort of socially responsible companies, colleges and universities, and civil society organisations, working to end abusive labour practices).

3. **Contract a charity**
   Businesses looking for detailed or focused insight into an issue from an independent expert source will often commission a charity to conduct research.

   The World Resources Institute for example is a non-profit that produces research to “traditional academic standards of excellence” (peer-reviewed, objective); Mars commissioned the Institute to analyse the environmental footprint of their business and develop science-based targets for areas including carbon emissions and water usage.

   Non-profits that work directly with service users may also be able to bring together particular types of customer to form focus groups or to test products, as Lighthouse for the Blind and Visually Impaired in San Francisco offers.

---

4. Employee engagement with charities
Another key way in which businesses and charities reported learning from each other, was through skilled volunteering and pro bono projects that see individuals or teams from business supporting a non-profit partner to tackle a defined challenge.

Stepping into a new organisation can open employees’ eyes not only to the topics the non-profit is working on, but also to internal operational issues that may be relevant within their own organisation (see “Focus Point” and case study that follow).

5. Partnerships to tackle an area of shared concern
Some social issues are (or should be) of equal concern to businesses as they are to charities, for example the depletion of natural resources that are key to their supply chain or conflict in areas where they operate. These issues cannot be tackled by one organisation alone, and lend themselves well to collaboration – with charities bringing expertise and networks, and businesses offering market-based insight and solutions.

6. Co-create
The closest collaborations between businesses and non-profits involve long-term mutually beneficial partnerships, focused on building something together based on the expertise and resources of both parties. Examples of this are harder to find, but they do exist:

McCain Foods are partnering with Yunus Social Business to develop a new business model in Colombia, and IDEO.org have embarked on 1.5 year initiative with businesses such as Airtel and Vodacom in East Africa, focused on developing mobile money services that work for the poor.

FOCUS POINT
What are the benefits of employees engaging with non-profits?

Employee volunteering and pro bono initiatives are perhaps one of the main ways in which businesses engage with non-profits, and there is a growing body of research setting out the benefits of this, ranging from employee attraction and engagement to skills development and improved performance. Highlights include:

Employee attraction, retention & engagement
Gen Y and Gen Z (those born since roughly 1980) in particular are noted for their preference for work with purpose and responsible employers. Engaging in volunteering is one way in which they can pursue this, and Deloitte’s 2011 Volunteer Impact Survey\(^9\) showed that those who frequently participate in employee volunteer activities are:

- More likely to feel very loyal toward their company (52% vs. 33%)
- More likely to be very satisfied with their employer (51% vs. 32%)
- More likely to recommend their company to a friend (57% vs. 46%)

Skills development & performance
According to the 2010 Corporate Citizenship study Volunteering – The Business Case\(^10\), the majority of volunteers report skills development in the following areas that could be considered to be strongly related to their individual or personal effectiveness:

1. Communication skills (66% of respondents asserted that their skills had undergone some development or significant development in this area)
2. Their ability to help others (65%)
3. Adaptability (54%)
4. Influencing / negotiating skills (45%).
5. Team working (43%)
6. Leadership skills (41%)
7. Willingness to continually improve (41%)
8. Planning and organisation (40%)
9. Decision-making (39%)
10. Problem solving (39%)
11. Ability to build relationships and networks (39%)

These so-called “soft-skills” are increasingly recognised as some of the most critical in business; Deloitte’s 2016 Global Human Capital Trends survey\(^11\) reported that 92% of HR experts consider them a priority.

---


The Corporate Citizenship report goes on to note that:

- Across the sample of respondents as a whole, 41% either agree or strongly agree that the skills and experience gained from volunteering have helped them perform better in their job.
- Among those respondents who felt motivated to volunteer to develop their skills, the proportion of those who agreed that they are performing better in their job rises to 61%.

This last point suggests that engaging with non-profits, with the explicit goal of learning and developing skills, has an even greater impact on personal development.

**Leadership development programmes & community action**

The above claim supports the case for talent and leadership development programmes with a community action aspect, which seem to be growing in popularity.

The Center for Creative Leadership has identified five broad types of challenges that most effectively drive leadership development – all of which are arguably relevant to pro bono and projects that involve providing strategic support to non-profits:

- **Unfamiliar responsibility**: having to deal with things that are very new or different from your usual task.
- **Creating change in the organization**: whether that’s starting something new or turning around something that’s not performing well.
- **High levels of responsibility**: when your work or performance is more visible, there’s more at stake.
- **Working across boundaries**: working both internally, across departments or externally, for example with vendors, customers, or regulatory agencies.
- **Working with diverse people**: diversity at all levels, including social identity, personality, and culture.

---

Case study 2
Fidelity Investments: Developing skills through volunteering

US-based investment management firm Fidelity Investments makes significant commitments of their staff time in pro bono for non-profits. To ensure that both the non-profits and Fidelity employees gain maximum benefit from this, they partner with Common Impact to identify suitable partners and projects.

The 2017 Fidelity Tech Impact Day\(^{13}\) saw 125 Fidelity Investments technologists come together to design data, networking and web strategies for 14 non-profits in the Raleigh-Durham area of North Carolina.

Common Impact said of the initiative: “Fidelity’s technology leaders view these initiatives as a way to hone the consulting, creative and client-facing skills that it needs to remain competitive in a marketplace that increasingly demands agility and adaptability.”

Darrell Fernandes, Fidelity’s Head of IT Strategy and Planning, added “When our employees take on non-profits as clients, they need to think creatively about how to solve challenges with limited resources and how to create multi-dimensional solutions that consider both the business and social impact. This approach empowers our employees to be creative, innovative and adaptable, which not only develops skills that are critical to the vitality of our firm, but also to the success of today’s technologists.”

Building on the success of this type of initiative, Common Impact have designed an approach to developing up-and-coming IT employees\(^{14}\) at Fidelity which sees them working in teams to take on projects for non-profit clients. Fidelity supervisors have found the programme to be highly effective, and Common Impact has helped set up projects for over 25 teams.

Common Impact’s evaluation of the programme has found that:

- **77%** of Fidelity Investments participants reported **improved creative thinking**
- **82%** reported developing **better teamwork** skills
- **85%** reported **increased flexibility**

Of course some of this learning may come simply from working on a project different to the day-job, but participants do reflect on what they gain specifically from being in the non-profit environment – for example through working with staff with particularly problem-solving and resourceful mindsets.

Key findings: Part 3
How can businesses benefit from working with charities?

So we have seen the assets which charities can bring to bear in business collaborations, and some of the ways in which businesses can engage with them to benefit from these, but how can this help businesses to “do better”?

The following model sets out the range of business challenges that this Fellowship found charities bringing their skills or insight to tackling:


A model for business learning from charities

1. Identifying purpose
2. Developing a business model
3. Risk management
4. Operational efficiency
5. Future talent development
6. Talent attraction
7. Diversity & inclusion
8. Employee engagement & development
9. License to operate
10. Responding to or pre-empting regulation
11. Tackling an issue of shared concern
12. Improving customer service
13. Entering new markets
14. Innovation in products and services

Customers

Community & government

Organisation

Employees

EXTERNAL

INTERNAL

CONTRIBUTING TO A HEALTHIER BUSINESS “ECOSYSTEM”
## CONTRIBUTING TO A HEALTHIER ECOSYSTEM OUTSIDE OF THE BUSINESS

### EXTERNAL
Initiatives that focus largely on how the business interacts with external stakeholders including customers, communities where they operate and government.

### INTERNAL
Initiatives that focus largely on structural and internal concerns of the business, for example why they exist, how they operate and who works for them.

### CUSTOMERS

12. **Improving customer service**
As an insurance firm with a big focus on serving customers well when they are at their most vulnerable, Legal & General partner with charities such as AgeUK and Samaritans to train their front-line staff\(^\text{15}\), building their understanding of the circumstances which customers might be in and giving them the skills to recognise and manage this during calls with them.

13. **Entering new markets**
Simgas developed a biogas digester and stove intended for use by smallholder farmers in Africa. However, they did not know the local context well enough to take the product to market there, so they enlisted the help of IDEO.org to develop a service model that would fit into the lives of their target market\(^\text{16}\).

14. **Innovation in products & services**
Adidas are partnering with charity Parley for the Oceans to create ranges of footwear and swimwear made from plastic recovered from the ocean – reducing ocean pollution, raising awareness of the issue and designing well-selling products.

### ORGANISATION

1. **Identifying purpose**
On recognising that the business’ future was under threat amidst a shift in public perceptions of animal conservation, SeaWorld enlisted the support of the Humane Society of the US to redefine the organisation’s purpose and refocus activities on the health of the oceans and ocean life\(^\text{17}\).

2. **Developing a business model**
McCain Foods are working with Yunus Social Business in Colombia to trial running part of their business in the country, Campo Vivo, as a social business. The lessons learnt from this initiative have the potential to inform the wider McCain food business across the world.

3. **Risk management**
The Fair Labor Association brings together apparel businesses and universities with civil society organisations to improve human rights standards in their supply chains.

4. **Operational efficiency**
The science-based targets that the World Resources Institute developed for Mars will result in changes within the business that should ultimately lead to cost-savings and increased sustainability of products.

---


\(^{16}\) [https://www.ideo.org/project/simgas](https://www.ideo.org/project/simgas)

\(^{17}\) [https://seaworldcares.com/Future/HSUS-Partnership/](https://seaworldcares.com/Future/HSUS-Partnership/) (all accessed on 6\(^{th}\) January 2018)
9. **License to operate**
When looking to work in a new area, especially one where a business’ presence will be strongly felt by the local community, NGO’s bring valuable skills and credibility for building bridges with local people and gaining license to operate – a role the UN Development Programme often plays in rural Colombia, where post-conflict communities may feel particularly insecure.

10. **Responding to or pre-empting regulation**
New regulation may require businesses to quickly understand and take action on unfamiliar issues, often ones on which charities will already have relevant expertise and connections. This is the case for TD Bank in Boston, who through membership of the Massachusetts Community & Banking Council connected with local non-profits that have helped them to meet their responsibilities in relation to the Communities Reinvestment Act (CRA).

Partnering with charities can also be an effective way for forward-thinking businesses to understand and act on social issues relevant to their business, before regulators step in.

11. **Tackling an issue of shared concern**
Some social issues have a particularly significant effect on businesses, and often they cannot tackle them alone. A good example of this from the UK is suicide on the railway lines, which, besides the devastation caused to families, can have a deep impact on rail staff, customers and emergency responders, as well as causing costly disruption to services. To address this problem, Network Rail has built a long-term partnership with Samaritans to help reduce suicide and provide support for those affected by it.

---

### EMLOYEES

5. **Future talent development**
The economy is a focus area for many charities – particularly in relation to employment. Partnering with charities to inspire young people into STEM careers has become commonplace amongst businesses. Charities can also play a role in understanding the employment and skills landscape and informing the development of future talent, as the Bogotá Chamber of Commerce and UN Development Programme have done with their recent study of human capital across the IT and software sector, which includes a five-year action plan.

6. **Talent attraction**
Businesses are increasingly seeing that young potential recruits are interested in their employer’s social impact, and the opportunities they will have to get involved, as such CSR has become a point of competition for attracting talent\(^\text{18}\).

7. **Diversity & inclusion**
When Microsoft launched their Autism Hiring Programme in 2015 (as part of their commitment to building a diverse and inclusive workforce which “enriches our performance and products, the communities where we live and work, and the lives of our employees”), they did so with the support of non-profits such as Provail, who provide mentoring to support new recruits so that they can settle and thrive in the business\(^\text{19}\).

8. **Employee engagement & development**
As set out above, skills-based volunteering and pro bono are increasingly popular ways for businesses to build employees’ engagement and develop their skills. Research by Deloitte\(^\text{20}\) consistently shows that volunteering is beneficial to business. Evidence also suggests\(^\text{21}\) that volunteering is good for people’s mental health – potentially saving businesses by reducing absenteeism.

---


\(^{19}\) [https://www.fastcompany.com/3062835/microsoft-autism-hiring](https://www.fastcompany.com/3062835/microsoft-autism-hiring)


Key findings: Part 3
How can businesses benefit from working with charities? (continued)

This model is intended to show the diverse ways in which learning from a charity can feed into a business’ operations, ultimately benefiting their bottom line or sustainability as an organisation whilst also contributing to society. It’s likely there are more ways that this Fellowship has not had the opportunity to consider.

Some of the areas listed are relatively established – commissioning research from charities or employee volunteering and pro bono, for example. Others are more experimental or tentative, such as partnering with a charity to define a business’ purpose or develop a business model.

A number of organisations have embedded such a collaborative approach across their operations (such as those profiled in this report), whilst others engage in it on a more ad hoc or one-off basis.

Businesses that commit to the types of activities listed above, prioritising their role in society above or alongside profit, are:
- Contributing to the development of a healthier business ecosystem in which the needs and wellbeing of stakeholders are considered and respected.
- Creating a more sustainable future for themselves, by building a resilient organisation that can be trusted by consumers and creates products or services which meet the broadest needs of society (and are likely stay competitive in the market).
Microsoft: Working with non-profits is business as usual

Microsoft’s mission is “to empower every person and every organization on the planet to achieve more.”

CEO Satya Nadella describes this mission as being in Microsoft’s DNA. He feels that culture is “perhaps the most important driver of success”, and believes Microsoft needs a culture founded in a growth mindset, in particular through three distinct areas: Customer-obsessed, diverse and inclusive, “One Microsoft” (individuals united by a single shared mission).

People and teams across Microsoft work towards building this culture and achieving this mission in many ways, often collaborating with non-profits. Examples of this include:

1. Privacy
Protecting the privacy of customers has become a key concern for technology companies in recent years, and non-profits have provided invaluable insight as Microsoft grapples with this challenging issue:
   - An early adopter of the UN Guiding Principles on Business and Human Rights, Microsoft’s understanding and activity in relation to privacy issues is steered by the standards and recommendations of a global non-profit.
   - Privacy managers working across Microsoft turn to non-profits when issues and questions arise, tapping into their understanding of consumers’ rights and fears.
   - When Microsoft moved to challenge the US government on levels of secrecy around their demands for information on customers, non-profit the American Civil Liberties Union (ACLU) stepped in to support their case.22

2. Recruitment
As highlighted above, Microsoft is one of a growing number of businesses recognising the value of diversity in their workforce, particularly through their inclusive hiring programme which seeks to tap into the talent pool of people with disabilities. Charities such as Provail have supported Microsoft23 to develop the hiring process for candidates on the Autism spectrum, and provide coaching for those taken on by the company.

3. Accessibility
Today accessibility is a real priority for Microsoft; the business invests heavily in ensuring its products are as easy as possible to use for people with diverse needs including visual impairments or dyslexia. Features incorporated into their products for the benefit of users with particular needs (such as speak-to-text, or night-time reading mode) have also proven popular in the mass market.

Microsoft didn’t get there alone though; institutional clients, such as other businesses or universities, continually push it to improve the accessibility of products. To achieve this, Microsoft partners with charities such as the RNIB to understand the needs of users with impairments.

22 https://www.aclu.org/blog/privacy-technology/internet-privacy/why-were-supporting-microsofts-challenge-secret
23 http://www.provail.org/specialisterne (both accessed on 7th January 2018)
Key features

- These initiatives are **not philanthropy** or CSR; they are core to achieving Microsoft’s mission as a **business**.
- This type of collaboration often comes about **organically**; people within Microsoft are **connected** to the right organisations.
- **Non-profits** are invited to work with Microsoft as **experts** in their field, bringing their **knowledge, networks** and **credibility** to the **business challenge** in question.
- The **regulatory environment** arguably plays a role in influencing Microsoft’s prioritisation of some of these issues, making it all the more important that they truly understand them (e.g. governmental focus on access to data, or regulation requiring employers and educational institutions to provide an accessible working or learning environment).
Key findings: Part 4
Keys to success

Taking into consideration the examples of businesses learning non-profits encountered through this Fellowship, the lessons about why they should do it, and examples of successes and challenges, a number of key ingredients for success come to light:

1. Motivations and objectives
To gain the most from working with a charity, the desired business outcomes should be explicitly set out. Rather than being nice, doing good or helping the charity, this is about the business learning and benefiting.

Most business people interviewed as part of this research framed their organisation’s motivation in terms of “sustainability” (the longevity of their organisation); an acknowledgement that doing good by society, is also better for business.

At the same time, charities too need to look beyond the pursuit of money from businesses. Many of those included in this study see collaborating with businesses as a powerful means of achieving their social mission at a bigger scale than they can alone.

All of this said, the most likely starting point for businesses partnering with a charity remains philanthropy or CSR, which over time can evolve into more business-oriented collaboration. This reflects that it takes time for both organisations to understand how the other works and identify the opportunities for collaborating for social and business impact.

However the partnership begins and develops, the business benefits are likely to be more impactful when they are no longer incidental, when both parties set out explicit goals for the learning and benefits for the business, and how this will also serve the charity’s needs.

2. Mindset & positioning of each partner
The mindset with which each partner approaches a collaboration, and the position or role they take on, are fundamental to determining how it works out. As set out above, the charity is not a beneficiary or recipient in this relationship – it is an expert, a supplier even.

Traditionally, in the vast majority of collaboration between businesses and charities, the charity has been seen as the partner with the most to gain, and the business with the most to give, with money the most valuable asset at stake. This results in the charity being seen as subordinate to the business. If a business is to learn from a charity, the charity must be respected on equal or even superior footing in the partnership.

The business’ position is equally important; in order to work with a charity it must have genuine intentions. It isn’t enough to work with a charity to address one issue whilst ignoring others. An example of this which arose during this Fellowship, was skepticism surrounding Uber’s attempts to become more socially responsible, which were not seen to be genuine. As noted above, one of the key draws for a business of working with a charity, is the legitimacy which they bring, and charities must be very careful not to put this aspect of their brand at risk.
3. **Culture and people**
All of the success stories considered as part of this research came about and were successful due to the passion and hard work of one or more individuals – usually someone within the business who was empowered to pursue new ways of creating business value, alongside someone on the non-profit side with an open mind as to how to achieve their organisation’s mission.

It may be the CEO who discovers a passion for using their business to address social issues or for achieving their charity’s social goals through influencing business, and leads this approach from the top. It could equally be a more junior “intrapreneur” who spots an opportunity for their organisation and acts on their own initiative. Corporate responsibility managers often play a role in initiating work with charities, introducing and influencing colleagues from other business areas, but it doesn’t have to start in CSR.

This kind of work can be made easier by the culture of an organisation – in particular where a CEO encourages cross-sector collaboration and learning.

Partnerships also tend to run more smoothly when there are people involved who understand the language, culture and priorities of both the non-profit and business worlds – this can be someone working on either side of the partnership, or an intermediary who facilitates collaboration between the two.

4. **The business ecosystem and regulatory framework**
The external context plays a significant role in the likelihood that businesses and charities will collaborate, and the motivating factors for such collaboration.

To begin with, the presence of a social issue which business can play a role in tackling is a clear pre-requisite for this type of collaboration.

Secondly, regulation influences businesses’ behaviour; it may for example encourage a business to partner with a non-profit. However, when collaboration is motivated by regulation it can fall short of its full potential because it is not truly seeking to benefit the business.

Similarly, tax breaks for charitable giving encourage a philanthropic approach to business charity collaboration. This may have the adverse effect of making businesses less likely to think creatively about how they can gain from working with charities, potentially limiting the social impact.

Third is the role of the wider eco-system; being located in an area where there’s a thriving business or charity sector makes it easier to find collaborators. The conditions for such collaboration can be created, for example when an organisation takes a lead in convening others around a particular theme or shared goal, as in the case study that follows.
CASE STUDY 4
Bogotá Chamber of Commerce: A systems approach

Inspired by the concept of Shared Value, developed in the USA by Michael E. Porter and Mark R. Kramer, the Chamber of Commerce in Bogotá has focused its approach on developing an ecosystem in which businesses create social value through business.

The Chamber facilitates businesses’ adoption of the principles of Shared Value through Cluster Development Initiatives. These are organised efforts that seek to promote growth and competitiveness in particular industries in the Bogotá region, with the participation of all types of organisation including businesses, public sector bodies and NGOs.

Colombia’s troubled history has given NGOs a unique place in society as respected and trusted partners and key players in the peace-building process. Their contribution to these Clusters is welcomed and valued.

An example of the expertise which NGOs bring to these initiatives is this recent report on human capital in the IT and Software sectors in Bogotá24, co-published by the Chamber of Commerce (itself a not-for-profit), and the United Nations Development Programme in Colombia (PNUD). The purpose of the report is to identify the key gaps in human capital for these industries, and to make recommendations for closing them, supporting the development of the industry as a whole, and businesses within it.

As well as developing these Clusters, which explicitly promote cross-sector collaboration, the Chamber’s President is keen to instil Shared Value as a mindset and approach to business throughout the organisation. For her it as the best way to achieve sustainable development.

The Chamber promotes Shared Value through highlighting case studies of good practice, bringing people together at events, and awarding an annual Shared Value Prize.

Key features

• As an organisation Bogotá Chamber of Commerce has the authority, influence and network to initiate and lead such initiatives; every business in Colombia is required to join their local Chamber of Commerce, so they have a wide reach and a respected voice.

• The Shared Value ethos, and collaborative approach are led from the top; the Chamber’s President is a passionate advocate.

• The organisation’s approach to Shared Value, and reasoning for taking it on, are clearly articulated and easy for stakeholders to engage in.

• As well as having a dedicated division, the approach is embedded across the organisation; it’s everyone’s role to promote and part of the organisation’s DNA.

• Cluster Development Initiatives are inclusive in nature; organisations of all kinds are invited to participate, and each is valued for the respective experience and expertise which they bring.

24 http://www.redormet.org/wp-content/uploads/2017/02/Ci%C3%A1ster-de-software-y-tecnolog%C3%ADas-de-la-informaci%C3%B3n-de-Bogot%C3%A1.compressed.pdf (accessed 19th January 2018)
Recommendations for implementation

Below are some simple recommendations based on the findings of this research. They are aimed in particular at “champions” within either businesses or charities. The initiatives encountered during this Fellowship showed that business charity collaboration can be initiated by people from anywhere within either organisation and it is most likely to be these individuals who are interested in this research.

Recommendations for (champions within) businesses

1. **Network**: Formally or informally. Get to know the issues that affect your area of the business (these could be internal, e.g. employees, or external, e.g. customers/local community), identify the organisations that are working on them. This is an excellent way to understand the issue better and get to know potential partners.

2. **Develop a business case**: Firstly, why does it make business sense to address this social issue? Secondly, why is working with a charity the best approach to achieving the business objectives? Gather evidence to support your case.

3. **Build a support network**: Use your passion for the cause and the business case you’ve developed to inspire internal allies. The ability to influence others in support of your case will be fundamental to getting a partnership off the ground, and earning the investment needed to sustain it.

Recommendations for (champions within) charities

1. **Identify your expertise and resources**: What does your organisation have that others don’t? What business objectives can this help to meet; what is the business case for them to engage with you?

2. **Look beyond money**: Besides providing funding, how can partnering with a business help your organisation? What role can they play in helping to achieve your social mission? What is the case for your organisation to partner with a business?

3. **Know your value**: Recognise the value of your knowledge and networks. Position your organisation as an expert, not a recipient; approach businesses with an offer not an ask – what can you do for them?
   - Armed with this be proactive and go out and offer your services to relevant businesses.

Recommendations for collaborators

1. **Set objectives and measure progress**: in order to learn and improve as you go, and to help support the business case for future collaboration.
Conclusion

This Fellowship set out to explore the ways in which businesses can learn from charities, and how this can benefit their business. It was based partly on the premise that in business charity collaboration, businesses are typically seen as the donor, and charities as a recipient. It has particularly encouraging then to discover many examples of more creative and equal partnerships between businesses and charities, both overseas and in the UK. This includes diverse cases that see the business learning and benefiting from the not-for-profit partner – exactly the kind of collaboration this Fellowship sought to advocate.

As resources become increasingly scarce for charities, influencing the operations of a business can offer a viable way to achieve their social missions at greater scale than they would be able to alone. At the same time business leaders (and their young future leaders) are increasingly concerned about the role their organisations play in society, and there is much they can learn from charities in this respect. The examples highlighted in this report offer hope that more organisations will see the value of, and adopt, such collaborative approaches.

As they do, it will be particularly important to recognise the value of the knowledge and assets that charities bring, and for the learning to be incorporated into a business’ core activities. This no longer CSR, it is more than simply “doing good” or “giving back”; it is a new way of doing business that considers all stakeholders and contributes to the sustainability of the business.
## Appendices

### Appendix 1: Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Charity/ non-profit/ NGO</strong></td>
<td>These three terms are used inter-changeably in this report to describe independent (non-governmental) organisations that exist primarily to tackle a social or environmental issue, or serve a social purpose. Although these organisations do not aim to generate profit to return to shareholders, they may make money from trading goods and services (which would typically be re-invested into achieving their social mission).</td>
</tr>
<tr>
<td><strong>CSR</strong></td>
<td>Corporate social responsibility includes activities of a business aimed at having a positive impact on society.</td>
</tr>
<tr>
<td><strong>Diversity &amp; inclusion</strong></td>
<td>Diversity is the presence of people who are different from one another across a range of dimensions (e.g. gender, sexuality, race, religion, educational or socio-economic background). Inclusion is when people with differences feel accepted and welcomed.</td>
</tr>
<tr>
<td><strong>Employee engagement</strong></td>
<td>Employee engagement is the emotional commitment an employee has to an organisation and its goals. (Kevin Kruse in <a href="https://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/#3020b9f47f37">Forbes</a> (accessed on 22nd January 2018))</td>
</tr>
<tr>
<td><strong>Intrapreneur</strong></td>
<td>Intrapreneurs are workers within large organisations who act like entrepreneurs; they spot new and different opportunities and take ownership of taking them forward.</td>
</tr>
<tr>
<td><strong>License to operate</strong></td>
<td>When a business has the approval of local communities and stakeholders to operate in an area.</td>
</tr>
<tr>
<td><strong>Philanthropy</strong></td>
<td>The giving of money, and or other resources, typically for the sake of “doing good”, and with no expectation of any return or benefit to the donor.</td>
</tr>
<tr>
<td><strong>Pro Bono</strong></td>
<td>Professional work undertaken by a qualified individual or business, without charge.</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>Although the term sustainability is often used in business in an environmental sense, it is used it in this report to refer to the longevity of a business; the chances that it will survive and thrive long into the future – which was the sense in which the concept was most commonly applied by contributors to this research.</td>
</tr>
</tbody>
</table>
Appendix 2: Further reading and useful resources

Tools and models for corporate charity partnerships that target profit and purpose:

**Shared Value:** “a management strategy in which companies find business opportunities in social problems”

**Collective Impact:** “when organisations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success”

**Taproot’s Pro Bono and Talent Development, Program Design Roadmap:** a guide for maximizing talent development through pro bono

**SDG Compass:** guide for business action on the Sustainable Development Goals

Recommended reading on the topics covered by this report:


**Deloitte Human Capital Trends 2016:** The new organisation: Different by design.

**Deloitte Volunteer Impact Research Hub:** Deloitte’s research on volunteering, pro bono and the impacts on employees and the workplace.


**Pro bono reshapes the leadership development playbook:** Taproot’s conversation with Cindy McCauley, Senior Fellow at Center for Creative Leadership, September 2016.

**The Promise of Skills-Based Volunteering**, Christine Letts & Danielle Holly on the potential for skills-based volunteering to impact on charities as well as participants, and the challenge of setting this up. Stanford Social Innovation Review, Fall 2017 (subscription needed).

**The Purpose Driven Professional:** harnessing the power of corporate social impact for talent development. Deloitte Article by William D. Eggers, Nate Wong, Kate Cooney, September, 2015.

**Six leadership skills you can gain from volunteering**, in Marketing Week, July 215, Maeve Hosea.

**Volunteering to learn: Employee development through community action:** CIPD Research Report, Ruth Stewart, September 2014.

**Volunteering - The Business Case**, Corporate Citizenship’s 2010 report by Andrew Wilson and Francesca Hicks tracks the learning and development of almost 550 employees from 16 major City firms volunteering in schools and colleges across the UK.
Appendix 3: Acknowledgements

Contributors
Thank you to all the people who took the time to meet with or speak to me and share their experiences before, during or after my visit to the USA and Colombia:

- Natalia Aranguren, L’Oreal
- Kaitlyn Bean, Skillworks
- Andrés Carbó, Bogotá Chamber of Commerce
- Gayle Carpentier, Techsoup
- Matt Clark & Amanda MacArthur, Pyxera Global
- Lauren Connolley, Capital One
- Leonor Esguerra, Bogotá Chamber of Commerce
- Kenrick Fraser, Macquarie Group
- Natalia Galloway, Georgetown Global Social Enterprise Initiative
- Mauricio Gamboa, McCain Foods
- Kim Gillman, Taproot Foundation
- Stephen Golden, YouTube
- Bulbul Gupta, Independent advisor
- Aliza Gutman, Center for Financial Services Innovation
- Roxanne Hamel, Canada National Bank
- Shelly Han, Fair Labor Association
- Danielle Holly, Common Impact
- Neha Joseph & Caryn Massey, World Resources Institute
- Lisa Joyner, TD Bank
- Julie Kerwin, IAmElemental
- Erin Lauridsen, Lighthouse for the Blind and Visually Impaired
- Megan Lawrence, Microsoft
- Dana LeWinter, Massachusetts Community & Banking Council
- Steve Lippman, Microsoft
- Dr Marco Llinas, Bogotá Chamber of Commerce
- Erika Marcucci Nuñez and Maria Ronderos, Asociación de Fundaciones Empresariales
- Nicole McKinney, Global Impact
- Sitar Mody, formerly at Shared Value Initiative
- Stacy Neal, Shared Value Initiative, FSG
- Justin Nelson, Microsoft Philanthropies
- Bill Olechnowicz, MWA Architects
- Sandra Rincón, Asociación de Fundaciones Petroleras
- Michael Rohwer, BSR
- Juan Felipe Sanchez Barrera, Fundación Ideas Para La Paz
- Maryam Shariat, Impact 2030
- Shamina Singh, Mastercard Center for Inclusive Growth
- Kerry Sisil, Greyston Bakery
- Rafael Smith, IDEO.ORG
- James Thurston, G3ICT
- Maria Tonelli, UN Development Programme
- Mimi Turchinetz, Boston Tax Help Coalition
- Andrea Urban & Elise Zelechowski, Thoughtworks
- Lindsay Wallace, Mastercard Foundation
- Mark Weick, Dow Chemical
- Marybeth Wittekind Sharpe, Pacific Business Group on Health
- Michael Zakaras, Ashoka
This research also took into account visits to:

- A [Bay Area Accessibility and Inclusive Design Meetup](#) event
- The [Gates Foundation Discovery Centre](#), in Seattle
- [Ocaso Coffee Farm](#) in Salento, Colombia

Special thanks also to the following who helped me to understand the wider context of this Fellowship, made introductions to relevant contacts, or reviewed drafts of this report:

- Katy Bailey
- Martha Bellisle, [Associated Press](#)
- Drew Bonfiglio & Ramón Marmolejos, [Emzingo](#)
- Reilly J. Carpenter, [Capital One](#)
- Lizzie Cho, [Nova New Opportunities](#)
- Aaron Chrisco, [Splunk](#)
- Nicole Dulieu, [Research consultant](#)
- Rachel Engel, [Macquarie Group](#)
- Lauren Farelo, [Aspen Network of Development Entrepreneurs](#)
- Alex Gill, [Mendicant Group](#)
- Chris Healy
- John S. Hoffmire, [University of Oxford](#)
- Isabel Kelly, [Profit with Purpose](#)
- Luc Lapointe, [the BC.Lab](#)
- Jan Levy & Mary Kunnenkeril, [Three Hands](#)
- Daniel Miranda, [New York Times](#)
- Ligia Osorio de Dallos, [Confederación Colombiana de ONG](#)
- Dr Oscar Perez
- Jennifer Splansky Juster, [FSG](#)
- Alyssa Trometter, [Clinton Global Initiative University](#)
- Claudia Vergaara Torres, [Bogotá Chamber of Commerce](#)
- Sabrina Viva, [Realized Worth](#)
- Francis West, [The Shift Project](#)
- Stephen Winstanley, [Winstanley Advisors](#)

And last but not least, a very big thank you to the following who made this Fellowship possible:

- The [Winston Churchill Memorial Trust](#) and [Rank Foundation](#) for their generous funding and support.
- My employer and colleagues at [Three Hands](#) for supporting me in taking 6 weeks away from the office and encouraging me in my research.

The views and opinions expressed in this report and its content are those of the author and not of any of the above contributors or supporters.