

BEST PRACTICE:

A Natural Fit for Professional Services

Deloitte.

Deloitte's Dedication to Pro Bono

CEO Perspective

Barry Salzberg
Chief Executive Officer
Deloitte LLP



First and foremost, Deloitte is involved in the community to make a meaningful social impact. It starts with our shared values and our desire to build stronger communities.

But we also believe community involvement is good for business. As well as building a healthy business environment in the long term, the benefits can be more immediate. It helps communicate what a company stands for; it helps attract, develop and retain talent; and it helps us showcase our values and talents in the marketplace.

Our best opportunities for community involvement bring social impact and business value together, allowing us to become deeply involved in a way that leverages our core strengths. Increasingly, we judge the success of our community involvement by the results we achieve. It's not enough to say we care—we have to focus on real problems and produce tangible results.

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This means putting our core competencies to work. Community involvement isn't about leftover wealth or leftover time. If the key to a consumer business's strength is the purchasing power of its consumers, it might engage in cause-related marketing. If a business's core strengths are transportation and logistics, it might get involved with disaster relief.

At Deloitte, we leverage our talent and intellectual capital to build world-class, high-performing nonprofit organizations. That's what has driven us to formalize our skills-based volunteering and pro bono programs.

It takes hard work and commitment to truly understand the needs of our nonprofit partners and put our skills to work on their behalf. But the return is well worth the effort—real social change plus business value. That's our definition of a sustainable community involvement strategy.

Barry Salzberg is a member of CECP.



Sharon Allen, chairman of Deloitte LLP, speaks to nonprofits being "incubated" by Community Partners, an organization that accelerates ideas into action to advance the public good.

Deloitte recently launched a formal pro bono initiative to help strengthen the nonprofit sector. The program leverages the organization's most valuable asset—its people's intellectual capital—to create a strong combination of business and social benefit.

A Corporate Strategy

Deloitte's pro bono program started as part of a larger refocusing of our entire community involvement program, which is centered on contributing the deep knowledge and expertise of our people to help nonprofits become stronger organizations. When we looked into pro bono specifically, we found there were already several pockets of impressive activity. But it was ad hoc in nature; our resources weren't being leveraged as effectively as possible. In the absence of a policy or program, there were no clear guidelines as to which projects made the most sense or how our people would be supported in executing the work.

Our goal was to develop a strategy that would mobilize all our assets—across the country and across all parts of the business. We believed it would be an optimal scenario if we could replicate, as closely as possible, the model we use to deliver services to paying clients since pro bono is, in fact, the contribution of in-kind professional services.

The first step was to gain CEO support. Right away, Barry Salzberg, CEO of Deloitte LLP, embraced the idea, recognizing its potential to deliver significantly more social impact and business value. But it also represented a sea change in the way we supported our communities. In order to generate consensus, we were tasked with securing buy-in from each of our four business units (tax, audit, financial advisory, and consulting).

Over the course of two years, we held dozens of meetings with senior business leaders and junior employees alike to gain executive agreement and widespread employee support for the program. It was a long process, but well worth it in terms of developing a program that meets the needs of all stakeholders.

In February, we announced that Deloitte would commit to doing \$50 million in pro bono work over three years.

Deloitte's Model

Pro bono work at Deloitte is now built into our business units' annual planning and budgeting processes. A couple of things set our approach

apart. The first is what it is: a formal structure and funding stream that ensures pro bono projects receive the same level of world-class service as our commercial clients. This means our people will receive revenue credits, just as they would with a paying client, when working on a pro bono engagement. The second thing that sets the program apart is what it's not: a sabbatical program for a small group of people who compete for spots to participate. It's structured to tap the wide range of talent in our organization.

Projects are selected by regional leadership committees which review applications that are submitted by Deloitte personnel, evaluating them for the scope of work, expectations, desired outcomes, business value, and other criteria set by Deloitte on a national level. To be considered for a pro bono engagement, a nonprofit organization must have an existing relationship with Deloitte through financial support, volunteerism, Deloitte personnel serving on its board of directors or trustees, or a sponsor at the partner, principal, or director level of the company who will serve as an advocate during the engagement.



Deloitte employee James Luna at a college application-writing workshop hosted by College Summit.

Examples of Deloitte's pro bono work include strategic planning, consulting on human resource procedures, technical implementations, supply-chain recommendations, and other capacity-building efforts.

Evan Hochberg is the national director of community involvement for Deloitte Services LLP.

Lessons Learned



Deloitte employees in New York work with a nonprofit partner to share job-readiness and job-search skills during the organization's IMPACT Day.

- ▶ Honor the work by making time for it. A company cannot offer a truly meaningful program without allocating and recognizing employees' time during the business day to create a product that equals the quality of paid client work.
- ▶ Create a system that works within your company's culture. Deloitte created a program designed to tap the wide range of talent within our organization. The infrastructure now exists to draw on whoever is best for the project, wherever they are,

amongst Deloitte's team of 40,000+ people, in order to meet the specific needs of a pro bono client.

- ▶ Pro bono has the power to create real change. By committing employee time and expertise to capacity-building projects that address root obstacles and opportunities for change, the business community has the potential to have a lasting impact on social issues. □