Introduction

Since 2010, the biennial Global Pro Bono State of the Practice report has highlighted trends and best practices in Global Pro Bono. This year’s report draws on survey data from 26 companies, 63 percent of which belong to Fortune’s Global 500. With survey data dating back to 2008, the longevity of this initiative by organizer PYXERA Global provides a robust understanding of the practice as it grows and evolves. The report presents a snapshot of the current state of Global Pro Bono and a look at top trends to guide companies seeking to initiate or expand their programming.

Society is increasingly concerned about corporate behavior, with 86 percent of millennials, who represent the biggest global generation, believing financial performance should not be the sole measure of business success. Greater adoption of environmental, social, and governance (ESG) indicators to inform long-term business strategy and form the basis for annual reporting further reflects the private sector’s response to growing demands to demonstrate positive social impact.

As BlackRock CEO Larry Fink cautions, if companies do not find ways to demonstrate positive social impact, profits will suffer. The approach, he writes, “must begin with a clear embodiment of your company’s purpose in your business model and corporate strategy.” Global Pro Bono programs offer one such embodiment of corporate purpose. Programs empower employees to embody their company’s purpose while affording much-needed skills to social impact organizations addressing local communities’ most pressing problems.

The report’s findings reveal a growing emphasis on social impact priorities as companies align their Global Pro Bono programs with broader corporate strategies to more fully integrate activities into the business and meet investor expectations. For the first time, the motivation to generate sustainable social impact has surpassed leadership development and increased employee engagement as the top reason to invest in Global Pro Bono. The trend corresponds to changes in how business is conducted, as employees, investors, customers, and communities hold companies to higher social standards.

What is Global Pro Bono?

Global Pro Bono programs are corporate-sponsored initiatives aligned to a company’s broader strategy. Participating employees leverage their professional skills to assist social mission-driven host clients such as nonprofits, social enterprises, and government entities. Projects are time-bound and deliverable-based.
Five Trends to Watch

1. More corporate employees are participating in Global Pro Bono and the practice is expanding to more countries.

2. Sustainable social impact is the top reason companies are investing in Global Pro Bono, surpassing leadership development and employee engagement.

3. Companies are actively aligning Global Pro Bono programs with their corporate strategy.

4. Corporate managers engage an average of four internal stakeholders, the most common being Human Resources, Talent Development, Business Units, and employees.

5. Business and social impact measurement are increasing, equipping managers to make the case for Global Pro Bono.
The State of the Practice Survey

Global Pro Bono programs are corporate-sponsored initiatives that are increasingly aligned to a company’s broader strategy. Participating employees leverage their professional skills to assist social mission-driven host clients such as nonprofits, social enterprises, and government entities. Projects are time-bound and deliverable-based. Among other benefits, they provide:

- Host organizations with access to talent and resources they might otherwise not have.
- Participating employees with an unmatched experiential leadership and talent development opportunity.
- Sponsoring companies with an authentic way to engage their employees in their larger social impact strategy.

PYXERA Global launched the Global Pro Bono State of the Practice Survey, formerly called the International Corporate Volunteerism Benchmarking Survey, in 2010 to deliver an overview of program formats, implementation methodologies, evaluation techniques, and best practices. Companies can use this resource to advance their practice, understand collective impact, and appreciate the potential of Global Pro Bono to address the world’s most pressing challenges.

This report highlights trends and approaches based on responses from 26 companies, including one multi-company model, that completed the 8th survey covering programs implemented in 2018.

The survey results detailed in this report cover programs from 2018. Responses come from the following 26 companies, and include one multi-company Global Pro Bono initiative.


Combined aggregate responses from all companies form the basis of this analysis to maintain the confidentiality of survey respondents. Eleven companies responded to each of the 2013, 2014, 2016, and 2018 Global Pro Bono State of the Practice Surveys. As such, trends presented in this report stem from those 11 companies.

Methodology

Corporate Survey Respondent Profile

<table>
<thead>
<tr>
<th>COMPANIES</th>
<th>STAFF SIZE</th>
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<td>26 companies and one multi-company model</td>
<td>100 to 400,000 employees</td>
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<th>TOP SECTORS</th>
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More corporate employees are participating in Global Pro Bono and the practice is expanding to more countries.
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The map below shows the regions by color of intensity that have hosted the most teams across the globe over the past four years.

90% increase in total employees participating in Global Pro Bono

14% increase in number of countries hosting Global Pro Bono teams

200% increase of local programs in Europe and North America
Sustainable social impact is the top reason companies are investing in Global Pro Bono, surpassing leadership development and employee engagement.
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“We are most proud of the sustained impact that the program has had on our NGO partners’ capacity to deliver on their missions. In addition, we are proud of the impact that the program has had on employee engagement, connection to the company mission, and pride in the organization. Participants, for the most part, make meaningful strides in their growth and development and frequently cite the program as ‘the best thing I’ve ever done in my career at the company.’”

—CORPORATE SURVEY RESPONDENT

Companies invest in a Global Pro Bono program to:

- Generate sustainable social impact at local levels in line with their CSR strategy (82%)
- Improve employees’ leadership skills (57%)
- Increase employee satisfaction and loyalty to the company (57%)

Global Pro Bono has allowed companies to improve the capacity and, by extension, deepen the impact of the host organizations. PYXERA Global’s Common Performance Indicator (CPI) project, an ancillary measurement initiative, is the only one of its kind that benchmarks companies’ Global Pro Bono program performance against their peers via 13 agreed-upon reference points.

The CPI project also revealed that of 1,014 pro bono participants from seven companies:

- 85% reported enhanced motivation to perform
- 92% reported improved understanding of the company as a corporate citizen

As ESG and other social impact criteria gain prominence, industry trends reflect the importance of companies fulfilling a social purpose. According to Deloitte’s Human Capital Trends 2018 Report, companies are pursuing inclusive growth strategies that generate opportunity through financial and human capital investments. Global Pro Bono represents one such strategy.

Companies are being strategic about investing in Global Pro Bono to meet CSR targets—for example, by selecting host clients focused on specific Sustainable Development Goals. The most common SDGs to which companies align their programs are education (SDG 4), healthcare (SDG 3), entrepreneurship (SDG 8), and community development (SDG 11).
Companies are actively aligning Global Pro Bono programs with their corporate strategy.
NINETY PERCENT of companies responded that they have designed their Global Pro Bono program to advance both business and social goals. As one survey respondent noted, Global Pro Bono is a strategic investment that meets HR & CSR goals, “offering colleagues a leadership and development opportunity while also leveraging their core competencies to effect social change.” Approximately 85 percent of companies align their program with their established social impact strategy, including corporate social responsibility objectives, while 70 percent reported alignment with the company’s business strategy.

90% of companies have designed their Global Pro Bono program to advance their CORPORATE STRATEGY

85% of companies align their Global Pro Bono program with their SOCIAL IMPACT strategy

70% of companies align their Global Pro Bono program with their BUSINESS strategy

What are companies saying about Global Pro Bono and corporate strategy?

A strategically designed Global Pro Bono program is a key component in actualizing a company’s inclusive growth ambitions by generating value for communities, employees, and the business.

“In this last year, we aligned our projects with our Foundation’s grant investments, which resulted in more impactful and potentially sustainable projects.”

Company Spotlights

How are companies actively aligning Global Pro Bono programs with their corporate strategy?

Each of the following examples highlights a different way programs can create value for their stakeholders while also addressing issues pertinent to the business.

JP MORGAN CHASE & CO.

Geographic Focus
Advancing Economic Growth in Detroit

Company Culture
Inspiring Employees through Volunteerism

Issue Area Alignment
Bridging the Digital Divide
Spotlight: JPMORGAN CHASE & CO.

Geographic Focus
Advancing Economic Growth in Detroit

JPMorgan Chase’s Field Service Corps program invites employees to offer pro bono assistance to social sector organizations in cities where the company has made long-term commitments. Detroit was the first location to receive the Field Service Corps, complementing the firm’s $100 million commitment in grants and loans to improve the local economy.

JPMorgan Chase employees support mission-driven organizations identified as key to advancing the city’s economic recovery. For example, participants worked with Accounting Aid Society (AAS) to improve the efficiency of its tax assistance service to low and middle-income families. Since the assignment, AAS implemented the Field Service Corps’ recommendations by updating organizational metrics and streamlining activities for improved service delivery. AAS President, Kathleen Aro, credits the pro bono team as “pivotal in receiving an award” for the Neighborhood Builders Grant from Bank of America, which enabled leadership development training for AAS staff as well as $200,000 in flexible funding to invest in the JPMorgan Chase team’s recommended growth model.

The Field Service Corps program is part of the company’s corporate responsibility model for impact, which maintains that strengthened systems are key to generating sustainable change and driving inclusive growth. By focusing resources on nonprofits and other mission-driven organizations, the Field Service Corps is bolstering a sector considered essential to serving cities and developing effective solutions to their most pressing problems. The program is now celebrating its fifth year in Detroit, with the tenth Service Corps team scheduled to deploy to the city in May 2019.

To date, nearly 240 employees from offices in 19 cities around the world have contributed more than 30,000 hours across 66 projects at nearly 60 organizations in Chicago, Detroit, Hong Kong, Paris, Johannesburg, London, Mumbai, New Orleans, and Uberlandia, complementing social investments in the same geographies.

“’The team helped us redefine our strategic vision and the value we are providing to the community. They developed new metrics, a powerful story, and infographics that we will be able to share with existing and new funders to strengthen and build relationships. In addition, they uncovered key themes regarding the experience of our volunteers that we will use to transform how we train and manage our volunteer network. This will result in increased volunteer numbers and retention, enabling our agency to meet our strategic vision.’”

—KATHLEEN ARO
Accounting Aid Society President

Companies are actively aligning Global Pro Bono programs with their corporate strategy.

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Inspiring Employees through Volunteerism

In perhaps the longest Global Pro Bono assignment offered to any corporate employee, GSK’s PULSE program invites participants to collaborate with non-profit organizations, full-time, for three or six-month assignments. The program enables GSK’s employees to embody the company’s purpose: to help people do more, feel better, and live longer.

GSK utilizes participant and direct line manager surveys and testimonials to measure the impact of the program on participants and the company. After returning from PULSE assignments, both PULSE participants and their line managers reported development and growth of participant skills, including resilience, learning agility, cultural competence, and teamwork. Eighty-seven percent of PULSE participants’ line managers say that the employee brought back innovative ideas and fresh ways of working to GSK.

The PULSE assignment sparked new ideas for Alex, a GSK Panama employee and PULSE participant with the Clinton Health Access Initiative (CHAI) Uganda. After returning from her assignment she remarked, “I want to influence how our industry can transform and do more to improve [healthcare] access, impact more patients, and reduce the poverty divide. I feel like the opportunity to make a difference is in reach.”

The PULSE program supports a positive cultural change at GSK and higher engagement at the company, with four out of five PULSE participants reporting being more motivated to perform their work at GSK after returning from their assignment.

GSK’s other flagship volunteering initiative, Orange Days, encourages employees to dedicate one paid day off each year to volunteering with a local nonprofit. Orange Days are quite popular. Last year, employees contributed a total of 120,000 volunteering hours to causes all around the world.

“PULSE volunteers have created positive, sustainable change in communities all around the world. They are role modeling our expectations for courage, accountability, development, and teamwork, and building trust within and outside of the company.”

– EMMA WALMSLEY
Chief Executive Officer, GSK

Manjit Kaur Marbaha, a 2018 PULSE volunteer working with Save the Children Philippines. As a Marketing & Fundraising Coordinator, Manjit supported the design and development of the Christmas campaign “LahatDapat” to tackle child malnutrition and stunting.

Click to Watch the Video Here >>

AHSIYA POSNER MENCIN, Ph.D., Director, Global Employee Experience at GSK, speaking on a panel about the power of pro bono during PYXERA Global’s Global Engagement Forum: Live in October 2018.
Global technology leader SAP considers the growing skills gap a critical issue for the future workforce and for its business. With increasing digitization across industries, low levels of digital literacy are already resulting in unemployment and an absence of skills-demanded by technology companies. SAP’s Social Sabbatical program strives to solve concrete business challenges for nonprofit organizations and social enterprises that focus on bridging the digital divide in underserved markets across the globe. One example of the Social Sabbatical engagement in action takes place in Cape Town, South Africa, where access to Information and Communications Technology (ICT) like internet, computers, and other digital services is simply not available in many township communities. Without ICT access, even top-performing students are not developing the twenty-first century skills they need to gain employment in a digital economy.

Recognizing this untapped potential, SAP partnered with Silulo Ulutho Technologies, a social enterprise opening internet cafes throughout the townships, that provides internet access and digital skills training. SAP’s three-person pro bono team set out to simplify Silulo’s operational processes and ultimately developed a concept for market expansion through a franchise model, conducting a feasibility study to help understand how Silulo could realistically grow to 100 stores across South Africa by 2020.

“The amount of work and contributions that the SAP team managed to accomplish in four weeks would have taken us five months to sort out. To gain this international perspective and see how our work can be simplified and better implemented is just amazing,” said Hannes Botha, General Manager for Silulo.

SAP’s latest Global Pro Bono endeavor—the Corporate Champions for Education—takes this thematic focus to the next level by spearheading a multi-company pro bono model. Co-created with PYXERA Global, participants not only collaborate with a mission-driven organization in an immersive foreign environment, but also with corporate peers from diverse company cultures and industries.

“Technology is changing the way people live and work. In the face of these changes, SAP finds it important to meet people where they are on their education and employment journey. SAP programs like the Social Sabbatical portfolio accelerate nonprofit and social enterprises’ ability to provide the skills needed to be successful in the world today—especially as the world continues shifting into more non-traditional work environments. We offer these third party organizations the same benefits we offer to our customers; we help them become best-run businesses.”

—HEMANG DESAI
Global Program Director, SAP Social Sabbatical Portfolio, Global Corporate Social Responsibility

Companies are actively aligning Global Pro Bono programs with their corporate strategy.
Corporate managers engage an average of four internal stakeholders, the most common being Human Resources, Talent Development, Business Units, and employees.
Global Pro Bono serves as a mechanism for internal collaboration, breaking down silos within the company. It represents an opportunity to align business objectives with CSR strategy.

Sixty-seven percent of survey respondents reported that the most significant effect their Global Pro Bono program has on the company is the collaboration generated among internal stakeholders.

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57% of Global Pro Bono programs are managed by the company’s Corporate Social Responsibility (CSR) department.

18% of Global Pro Bono programs are managed by the company’s Human Resources (HR) department.

In particular, companies with programs managed out of their CSR department reported that stakeholders critical to engage are Human Resources, Talent Development, Marketing, Business Units, and the employees themselves. CSR departments engage these stakeholders in several ways, from aligning on program objectives during the program design phase to communicating about the program during implementation.

Companies that reported their Global Pro Bono program aligns with business strategy had higher collaboration with Research and Development, Talent Development, and Human Resources than the aggregate.

The benefits of engaging each stakeholder varies for each Global Pro Bono program depending on the program’s objectives and alignment with the corporate strategy. One survey respondent highlighted how their CSR unit’s collaboration with Human Resources enabled them to reach high-potential employees, stating, “We recently began a collaboration with the Leadership and Development section of our HR department, offering them a new way to reach high performers.” Another survey respondent commented that while their program was available to employees globally, it experienced low participation from some regions due to poor stakeholder sponsorship. After finding a business leader to advocate for the value of the program, they developed a plan to engage local employees to enable them to participate in their home country/region.
Business and social impact measurement are increasing, equipping managers to make the case for Global Pro Bono.
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Companies Integrate Impact Measurement—most commonly through surveys of local host organizations and participating employees—to understand the impacts of their interventions. Over the last four years, impact measurement has grown in importance for Global Pro Bono programs.

Since 2013, the number of companies conducting social impact measurement has increased by 33 percent, while business impact measurement increased by 14 percent. More companies want to examine outcomes to inform adaptive program management and to amplify impact through communications to external and internal audiences with supporting quantitative and qualitative data.

Companies integrating impact measurement are more likely to measure impact. Companies reporting alignment of their Global Pro Bono program to the social strategy, 86 percent measure social impact, compared to the aggregate of 82 percent. Of companies that align their Global Pro Bono program to the business strategy, 89 percent measure business impact, higher than the aggregate of just 71 percent.

The length of time to intended impact, resource availability, and low response rates are the most common challenges reported in measuring a Global Pro Bono program’s social impact. Integrating impact measurement into the program design process, establishing clear program goals, and having a communications plan in place for impact measurement can alleviate these challenges. Strategies to improve the accuracy of data received include informing host clients and participants of the purpose of impact measurement from the outset of the assignment and sharing best practices on how to complete surveys. To further understand impact over time, companies can conduct a follow-up survey nine months after the assignment ends as some recommendations take time to implement.

SOCIAL IMPACT MEASUREMENT

The most common metrics companies use to convey their Global Pro Bono program’s social impact are:

1. Host client satisfaction with the Global Pro Bono program 74%
2. Host client reporting Global Pro Bono as a change agent 70%
3. Lives impacted directly by training or knowledge transfer 48%

The most common tools companies reported using to measure social impact are:

Immediate post-engagement survey of host organization 74%
Participant testimonials 70%
Post-engagement survey of host organization when some project benefits are taking shape 48%
Post-engagement survey of host organization when some project benefits can be compared to pre-project baseline data 26%
Pre-engagement baseline data collection 4%
Companies reported challenges tracking employee engagement, insights that participants gain from a Global Pro Bono program, as well as demonstrating direct impacts on the business. Putting in place an integrated reporting process helps ensure that the data captured is comparable to data already being measured by the company through other business units, such as Human Resources. Creating an integrated reporting process requires aligning the indicators and surveys that internal stakeholders use. For instance, if a program seeks to capture employee engagement data, collaborating with Human Resources to determine which existing indicators and surveys can be used to compare employee engagement data of Global Pro Bono participants versus non-participants.

What are the challenges in measuring business impact?

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According to survey respondents, the most common communication objectives are:

1) To ensure that other parts of the company are aware of Global Pro Bono activities.
2) To allow participants to connect with each other before, during, and after their assignments.

The most common tactic used to communicate internally is through in-person presentations and written publications. Effective communication of data can help garner buy-in both at the executive level, for program resources, and at the employee level, for recruitment purposes.
For companies keen to initiate a Global Pro Bono program, there is no need to reinvent the wheel. Over the past 10 years, implementing companies have scrutinized every aspect of program design and implementation to run programs that accomplish their diverse objectives. As one survey respondent explained, a top success factor in meeting the objectives of their projects is “designing the program and ensuring team diversity of skills and demographics.” Kick-start your program using this Practitioner’s Guide to become familiar with best practices in Global Pro Bono program design and lay the foundation for success.
PARTICIPANT SELECTION

Selecting the right employees is a key contributor to the success of a Global Pro Bono program. To find the best candidates, design a selection methodology and keep the following best practices in mind:

- Determine selection criteria by understanding the qualities you value most in your employees and those you want to see come to life in your program.
- Focus your selection on flexibility of employees and their skills to work in different cultures instead of in-company performance or job level—you might find some hidden talent.
- Establish clear procedures for your program’s participant selection process. Questionnaires are becoming the most commonly used method of participant selection, while essay submissions are also increasing in popularity.

While on assignment and upon their return, participants serve as company ambassadors who directly influence the impact a Global Pro Bono program will have. A diverse participant pool materializes through strategic participant selection and leads to an enhanced immersion experience for Global Pro Bono teams on assignment.

Most Common Career Level of Participants Sent on Assignment

Program participants come from two or more career levels—programs targeting management-level employees are most common.

Nationalities of Global Pro Bono Program Participants

NOTE: The corporate survey respondents have been anonymized and are represented by the letters A–Y.
PRE-ASSIGNMENT ORIENTATION

Preparing participants for their assignment through pre-assignment preparation is standard among Global Pro Bono implementing companies, setting the foundation for the participants and, by extension, the host client to get the most out of the experience. Pre-work is one approach to participant preparation that introduces a series of modules covering what to expect and challenging them to reflect on the professional and personal growth to come. Pre-work modules include specific learning objectives around topics relevant to their experience.

Type of Orientation for Participants

Averaging three days in length, companies host pre-work or other forms of orientation sessions virtually and in-person.

Several companies also reported using both in-person and virtual sessions to prepare participants.

“Virtual training is about 1.5 hours a week for six weeks, so one day overall when totaled, and one day of orientation in country.”

“In addition to an in-person, one-week onboarding session, participants attend several virtual trainings including project management, social media, legal and compliance, and practical acclimation.”

UNPARALLELED EXPERIENTIAL LEARNING OPPORTUNITY

Eighty percent of respondents to Deloitte’s 2019 Global Human Capital Trends report believe there are new and unique requirements for 21st-century leadership that are important or very important to their organization’s success, among the most important are the ability to lead through more complexity and ambiguity (81%) and to lead through influence (65%)—two competencies better suited to active learning than the classroom environment.

Global Pro Bono provides an unparalleled experiential learning opportunity that allows companies to develop their talent while delivering social impact. Global Pro Bono goes beyond typical adult learning programs to offer participants an immersive experience where participants apply their professional skills while working with social impact organizations in different cultural contexts with colleagues they might not regularly engage with.

Global Pro Bono is not only effective in the diversity of learnings that employees gain but in cost as compared to traditional leadership development programs. The cost of an executive leadership development course at a top university ranges from $11,000–$44,000, meanwhile Global Pro Bono programs on average range from $16,000–$19,000 per participant for a three-to-four-week immersive experience. Considering the triple benefit that Global Pro Bono provides to companies, employees and the community, it’s a low cost investment with high returns for the company.

Global Pro Bono is a low cost investment with high returns for the company.

Global Pro Bono program participants immerse themselves in a new cultural context for a powerful learning experience that a classroom is unable to provide. The 2017 CPI report highlighted the global leadership competencies developed through Global Pro Bono participation:

- **80%** TEAMWORK & COLLABORATION
- **80%** CULTURAL AWARENESS/AGILITY
- **74%** COMMUNICATION
- **71%** PROBLEM SOLVING
Program models vary to accommodate distinct corporate goals and to address internal and external challenges. Pro bono support can include both virtual and in-person models, with varying durations and including domestic and international locations.

The most common program types reflected in the 2018 survey include:

- **Local**: Participants provide in-person assistance in the same community where they live and work.
- **Global**: Participants are deployed outside their country of residence to provide in-person Global Pro Bono assistance.
- **Virtual**: Participants engage with host clients virtually, from their home office.
- **Hybrid**: Participants engage through both structured virtual and in-person support.

Many companies have more than one Global Pro Bono program to meet different objectives. Approximately 55 percent of survey respondents reported having two or more Global Pro Bono programs.

- 22% of respondents reported having more than one program to reach different categories of employees.
- 77% of respondents reported having more than one program to address different aspects of their corporate strategy.

The diversity of Global Pro Bono programs is apparent with the following distribution by program model:

- **Global**: 24 programs (45%)
- **Hybrid**: 9 programs (18%)
- **Local**: 8 programs (15%)
- **Virtual**: 6 programs (11%)

Twenty-six companies and one multi-company initiative responded to the survey, representing 47 programs.
PYXERA Global envisions a world in which individuals, organizations, and institutions from across the public, private, and social sectors converge to address complex challenges through sustainable and mutually beneficial efforts. Mobilizing the resources of the private sector—namely the ingenuity of corporate employees—through Global Pro Bono initiatives since 2008, PYXERA Global has played an instrumental role in the development and evolution of the practice among pioneering practitioners.

With a vested interest in the expansion of Global Pro Bono, PYXERA Global has proactively sought to build a body of evidence in support of the practice through a number of research and benchmarking studies, including the State of the Practice and the Common Performance Indicator project, the only benchmarking project of its kind that measures and benchmarks program impact on host clients, communities, participants, and the companies themselves. PYXERA Global also regularly convenes Global Pro Bono LEAD, a working group of companies with Global Pro Bono programs to share learnings and best practices.

As a partnership backbone organization, PYXERA Global has facilitated more than 400 skills-based consulting teams with over 30 corporate clients, enabling opportunities for more than 4,700 participants to support over 1,200 host client organizations in 58 countries. In 2018, PYXERA Global facilitated the deployment of over 700 corporate employees to 58 countries.