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2019 CORPORATE INTERNATIONAL  
SERVICE LEARNING (CISL)  
IMPACT BENCHMARK STUDY

# TRANSFORMATIONAL EXPERIENCES FOR SUSTAINABLE IMPACT



EMERGING WORLD

CHANGE | SHIFT | SHAPE



In an age where people's search for meaning in their work is so important, Corporate International Service Learning (CISL) programmes provide a brilliant way for companies to provide powerful emotional experiences to their employees in a positive and authentic way.

As the results of this Study show, CISL experiences can be used to drive learning & development, engagement and career mobility as well as connecting participants to their personal Purpose and the Purpose of the company they work for. At the same time, these types of programmes build a cohort of more responsible leaders that can help us create a better future for the world we share.

At Emerging World, our Purpose is to create immersive experiences that change perspectives to shift business and shape a better future.

We believe that CISL programmes are a wonderful way of achieving this and over the past five years have been collecting data, in partnership with the companies involved in this Study, that demonstrates the long-term impact of the CISL experience.

It is our hope that this empirical data combined with personal testimonials of the thousands of people who have participated in these experiences will convince more companies to join the movement, while providing a way for companies with existing programmes to Benchmark and continuously improve them.



**MATTHEW FARMER**  
Founder and MD Emerging World

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## WHAT DO CISL PROGRAMMES LOOK LIKE?

Corporate International Service Learning (CISL) initiatives are immersive experiences in which employees travel across international borders and apply their work-based skills to support third party organisations that serve a social purpose.

These programmes may also be referred to as International Corporate Volunteering (ICV) and Global Pro Bono.<sup>1</sup>

Take a senior director from Switzerland who travels to Africa for one week to support an NGO with their business development planning. Or a cross functional team from different geographical locations coming together for ten days in Peru to develop a programme that tackles non-communicable diseases. Or perhaps a Singapore based banker who travels to London to apply their finance skills to help an inner-city community finance organisation build a budget and business plan.

These types of programmes change the perspectives of participants, help shift the business of the companies and third-party organisations involved and shape a better future for all of us.

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1. Pless, Maak & Staal 2011



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## ABOUT THIS STUDY

The Corporate International Service Learning (CISL) Impact Benchmark Study was designed and implemented by Emerging World.

Through five years of implementation, the Study has brought together eight global companies to measure the long term impact of their CISL programmes and establish a Benchmark for their impact.

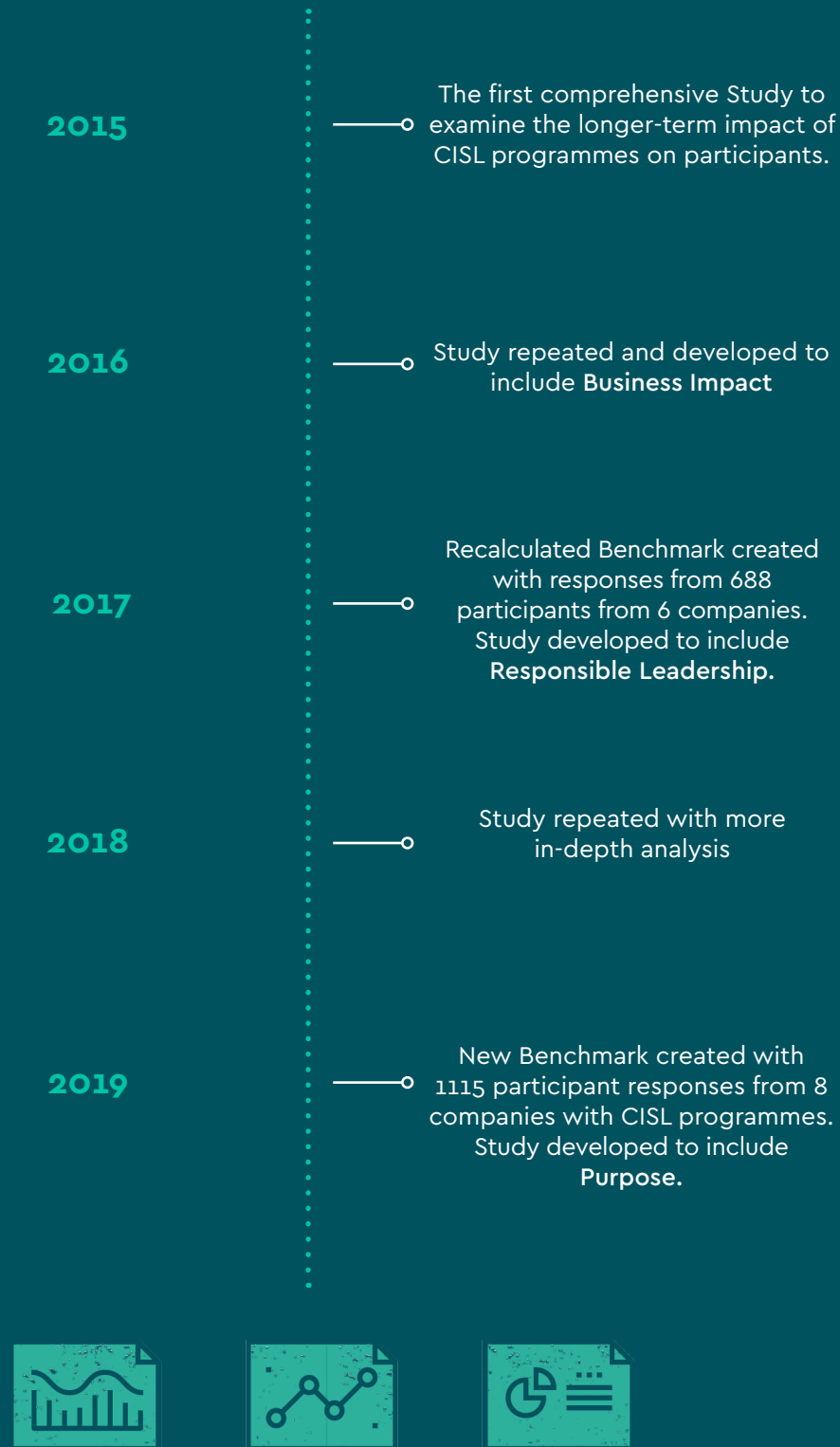
The findings have provided participating companies with the information and insight needed to make changes to their programmes that both build on success and improve areas of relative weakness.

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The Benchmark includes programmes from BD, Credit Suisse, EY, GSK, MARS, Microsoft, Merck and Salesforce. This year's survey reached out to programme participants from:



## 5 YEARS OF MEASURING CISL IMPACT



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Designed to look at the longer-term impact of these types of immersive programmes, the Study reaches out to participants 12 months or more after they have completed them. This enables people to reflect on what has changed and been applied over time as a result of their CISL experience.

The findings demonstrate that:





**CISL EXPERIENCES  
DRIVE ENGAGEMENT**



**IMMERSIVE EXPERIENCES  
BUILD GLOBAL LEADERS**



**CISL CONNECTS EMPLOYEES  
WITH CORPORATE PURPOSE**

# WHAT WE MEASURE

Working with the participating companies, and building on the learning from the previous years, The 2019 Study and Benchmark provides:

1. Deep insights from a substantial sample of more than 1000 participants from eight companies and ten programmes.
2. Data on depth and breadth of learning, business impact, retention and career mobility, employee engagement as well as Responsible Leadership and Connection to Purpose.
3. Understanding of the value that different programme design elements have and how they contribute to overall programme effectiveness.
4. Up to date statistics for the expanding field of Corporate International Service Learning.

The confidential and anonymous survey took place in April 2019 and provides insight and learning into how CISL Programmes impact:



**BUSINESS  
IMPACT**



**RESPONSIBLE  
LEADERSHIP**



**CAREER  
MOBILITY**



**EMPLOYEE  
ENGAGEMENT**



**DEPTH OF  
LEARNING**



**BREADTH OF  
LEARNING**



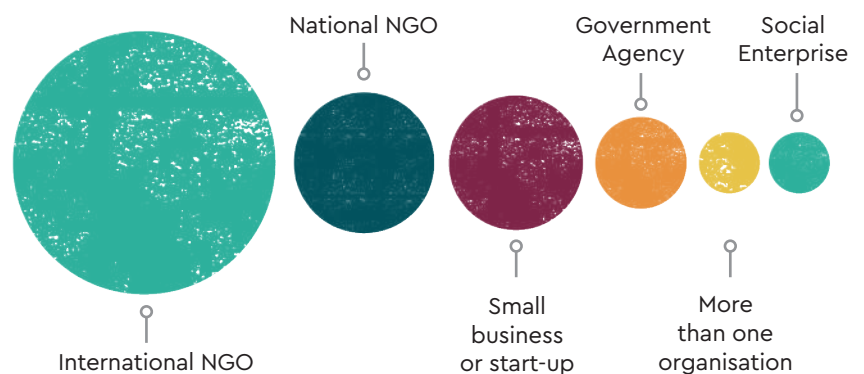
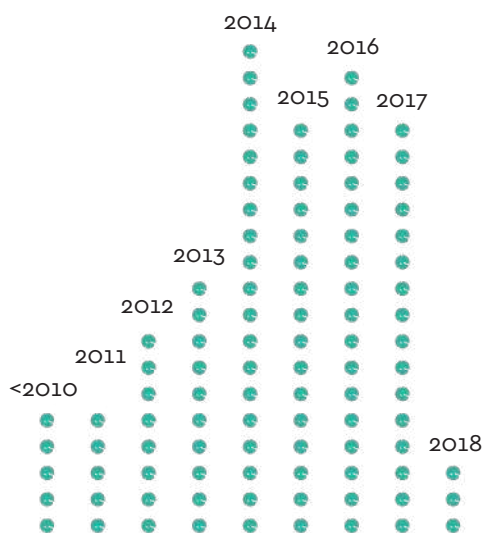
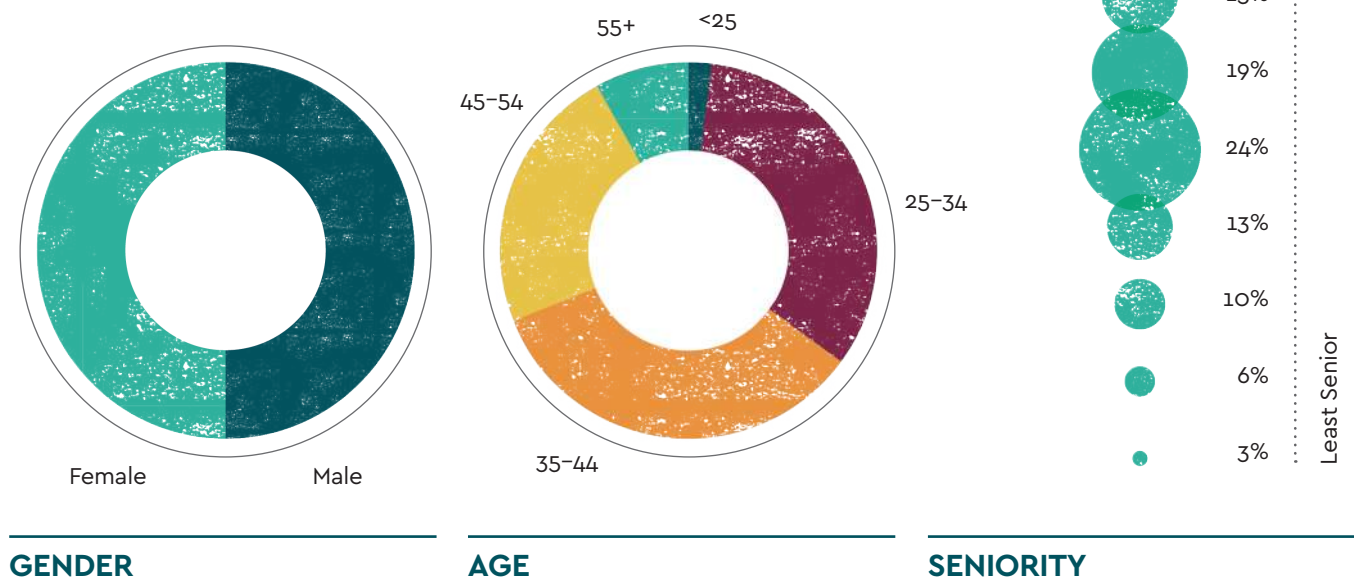
**LOYALTY &  
RETENTION**



**CONNECTION  
TO PURPOSE**

The Benchmark has been created based on **1115** responses from **8** companies with programmes dating from 2004.

The responses in the Study come from:



## YEAR OF PROGRAMME PARTICIPATION

## ORGANISATIONS THAT CISL PROGRAMMES SUPPORT

The nature of cross border activity is well suited to work with international and national NGOs, small businesses, social enterprises and governmental bodies.

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## CISL DRIVES ENGAGEMENT

What's good for employees is good for business. For companies looking to attract the best talent, reduce staff turnover, improve productivity and retain customers, building a fully engaged workforce is a must. Engaged employees deliver more, and they are healthier and happier at both work and home.

CISL programmes create a strong bond between employees and the company – and between participants of programmes. The quality of employees' work relationships are shown to be important to overall quality of life and builds employee engagement.

The Study shows that when employees participate in a CISL experience, they feel connected with strong loyalty and pride in the company, they build stronger relationships with colleagues, to better understand the corporate Purpose and stay with the company longer.



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# 99%

of participants have recommended CISL programmes

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# 81%

inspired to contribute more to their role

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# 89%

increased pride in their organisation

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# 81%

increased loyalty to their organisation

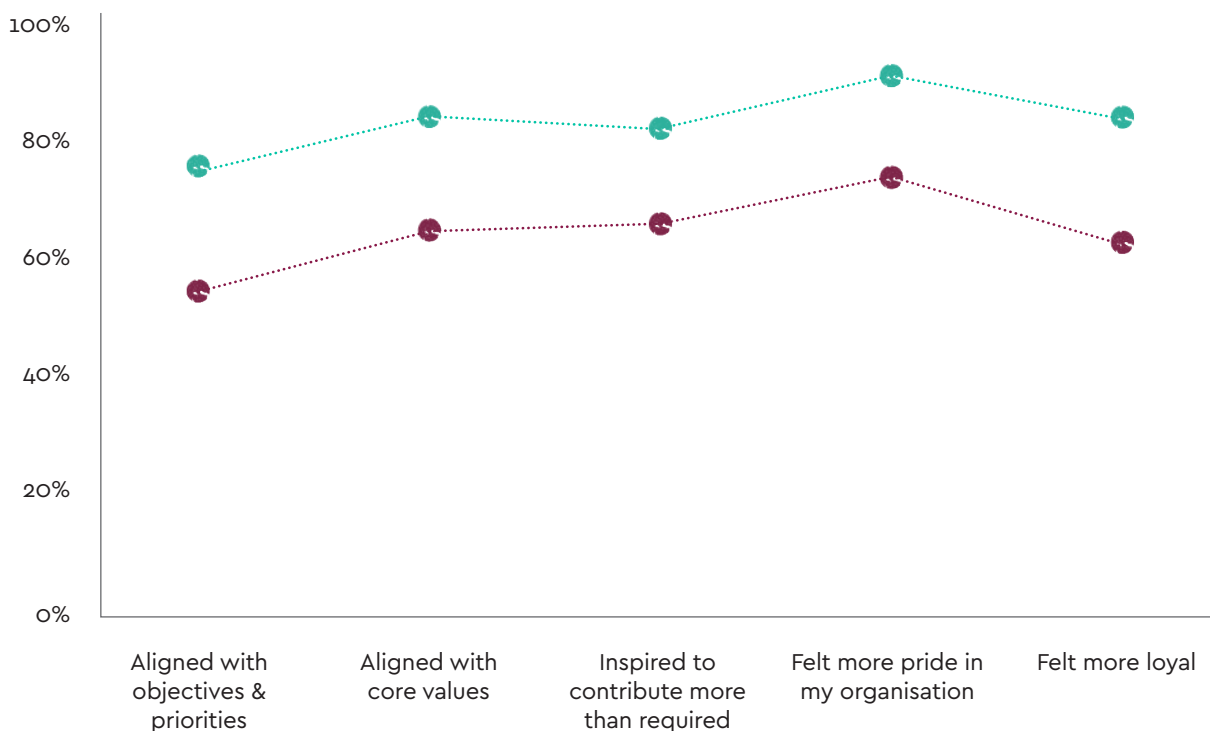
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**DATA INSIGHTS:** Senior Leadership  
Championing is key to driving employee  
engagement outcomes in CISL Programmes.

When Senior Leaders champion these types of programmes, it impacts a number of reported participant outcomes, with the highest significance seen across the employee engagement measures. The 2019 data shows that when senior leaders champion a CISL programme, it greatly impacts all engagement measures.

## IMPACT OF A SENIOR LEADERSHIP CHAMPION ON EMPLOYEE ENGAGEMENT



- Championed by Senior Leader (% of participants agreed and strongly agreed)
- Not championed by Senior Leader (% of participants agreed and strongly agreed)

Retaining employees allows companies to build on an individual's existing knowledge and networks, and maximises their transferable skills. The Study shows how CISL programmes build the skills and competencies needed for career mobility which impacts employee retention.

**DATA INSIGHTS:** Data in the 2019 CISL Impact Benchmark Study strongly supports the premise that immersive learning programmes create a positive impact on employee engagement and retention for programme participants, which has a significant effect on associated resourcing costs.

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# 70%

identified their experience  
as contributing to remaining  
with the company



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## ROLE

77% changed their role  
within the company

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## 42%

moved to a different  
area of the business

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## 50%

with increased  
seniority

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## 68%

with increased  
scope or responsibility



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## IMPACT

53% of those in new roles  
identified the experience  
as a contributing factor in  
moving roles.



**IMPACT STORY:** The Mars Ambassador Program (MAP) enables eligible Associates to develop their skills and capabilities while building great partnerships worldwide.

MAP offers Associates a chance to lend their expertise to organisations and communities across the MARS value chain. Participating in MAP is designed to be a life-changing experience that connects Associates with communities and enables them to learn about the issues MARS faces as a business as they develop leadership competencies in real-life situations.

In 2017, Andrea Bradley, Mars Petfoods Division, travelled from Australia to the USA to work with an animal welfare NGO's programme supporting stray and feral cats as part of the Mars Ambassador Program. As part of the experience, she was part of a team that worked in an animal shelter building housing and feeding stations that were designed to protect feral cat colonies through the winter months. At the end of the build, they distributed the shelters to cat caretakers around the community and heard first-hand the value of their work.

**"It was an incredible opportunity to meet Associates from around the world and learn a completely different way to make a better world for pets. This initiative makes Mars a truly unique and incredible employer."**

**ANDREA BRADLEY**



**MARS  
Ambassador  
Program**



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## IMMERSIVE EXPERIENCES BUILD GLOBAL LEADERS

CISL experiences challenge participants at a visceral level to engage with the world differently and embrace new perspectives, which in turn drives profound shifts in behaviours and attitudes.

Each company and participant may have specific learning objectives and outcomes but the Study shows that collectively CISL experiences impact participants broadly and deeply.

### BREADTH OF LEARNING

In the graph opposite: respondents assessed their learning across 12 leadership competencies and behaviours identified as important for successful global leadership.

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# 92%

reported developments  
in leadership skills &  
competencies

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# 77%

apply learning from their  
CISL experience on return

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# 79%

made positive changes to  
the way that they work





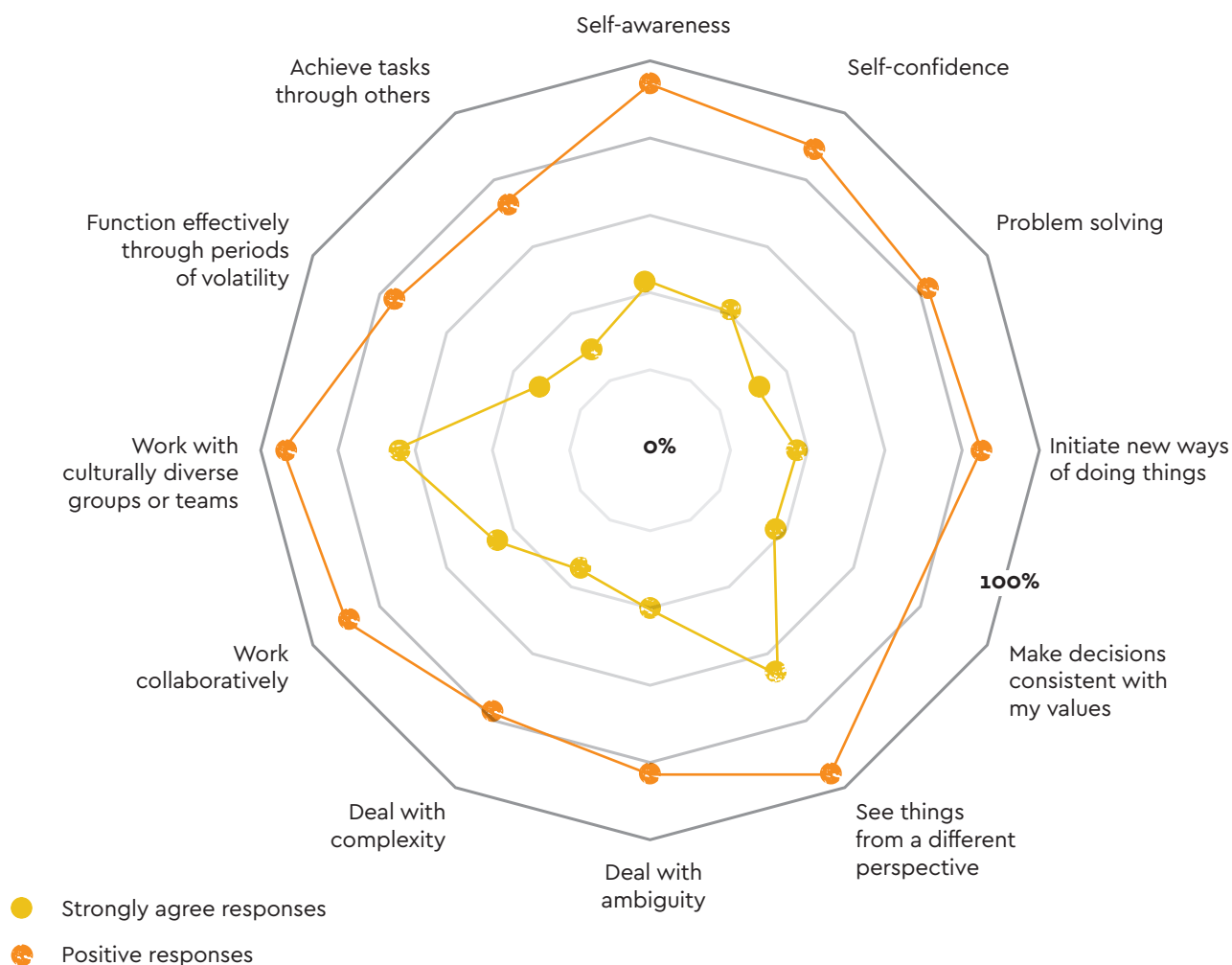


**DATA INSIGHTS:** The results show strong impact across all areas and are strongest in terms of:

- Seeing things from different perspectives
- Working with culturally diverse groups or teams
- Working collaboratively
- Self awareness

Collectively they show that CISL experiences build the skills and qualities required to drive global success.

## BREADTH OF LEARNING



The deep level of the learning offered by CISL experiences can be seen in the results to the questions below that align to Kirkpatrick's framework for measuring learning impact.

The model uses different levels to assess the depth of impact of learning interventions. The deeper the level, the more profound is the impact.

Data is normally hard to gather on the deeper levels (3 and 4) but the Study captures this impact well and shows how powerful CISL experiences can be.

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## DEPTH OF LEARNING

### LEVEL 1 – REACTION

How the delegates feel about the assignment



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**99%** have recommended a CISL experience

### LEVEL 2 – LEARNING

Improvements in knowledge, skills & abilities



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**92%** identified that their experience led to positive developments in leadership skills and competencies.

### LEVEL 3 – BEHAVIOURS

Application of new knowledge, skills and abilities



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**79%** made positive changes to the way they work (77% applied the learning from the experience to the way they work and 55% said the positive changes were observed by others)

### LEVEL 4 – RESULTS

Impact of the experience on business success



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**58%** made a positive business impact on their organisation as a result of their insights and learning



**IMPACT STORY:** At GSK, The PULSE programme offers a unique opportunity for employees to enhance their understanding of the global healthcare landscape, increase energy and motivation, and develop leadership skills and knowledge. PULSE has enabled employees to volunteer in communities around the world since it was launched in 2009.

In 2015, Carissa Vados, Policy and Advocacy Senior Manager travelled to Senegal. The assignment was focused on building strategies for tackling noncommunicable diseases (NCDs) in the country. As rates of infectious diseases (malaria, HIV, etc) decrease, NCDs (diabetes, heart disease, cancer, respiratory illnesses, etc.) are on the rise. These diseases represent a massive threat to the entire health system, but they can largely be prevented and effective treatments exist.

"The PULSE experience taught me the value of cultivating patience in my leadership style. Both at work and in my personal life, I generally understand what goes on in a given day. Landing in Dakar with 40+° weather, giant Ebola warning signs, a variety of unfamiliar languages, and women dressed in incredible multi-coloured cloth, my environment forced me to acknowledge that I was now in a place where I know little about what is to come. Having this knowledge of difference at the forefront of my mind over the 6 month assignment allowed me to look at situations with a fresh mind. I assumed less, I judged less, and I was more curious. I think that combining this kind of human understanding with a long-term, strategic approach to business in a large multinational like GSK will produce the kind of systemic changes we need to see in the world."



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## CISL CONNECTS EMPLOYEES WITH CORPORATE PURPOSE

Initially seen as peripheral to the mainstream goals of profit, Purpose is now managed as a core element of business activity and is becoming a major driving force. It is an essential in terms of a 'licence to operate' and vital for the incoming generations of new employees who demand that their employer has a positive impact on the world.

Purpose is a challenging concept as it is stretched wide in terms of interpretation. For us, Purpose starts with a defining strategy that clearly states how a company intends to make a positive impact beyond profit. This strategy is linked to a set of values that help to drive delivery. Successful Purpose-driven companies unite values and strategy into behaviours, approach and measurable impact.

CISL programmes can provide a deeper individual clarity of values. This clarity links to a greater understanding of Purpose which is complemented with a stronger sense of connection.

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# 95%

give greater energy to their work from an increased connection to Purpose

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# 85%

advocate more strongly for their organisation and what it stands for

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# 81%

of participants feeling more connected to their company's Purpose as a result of participating in their assignment.

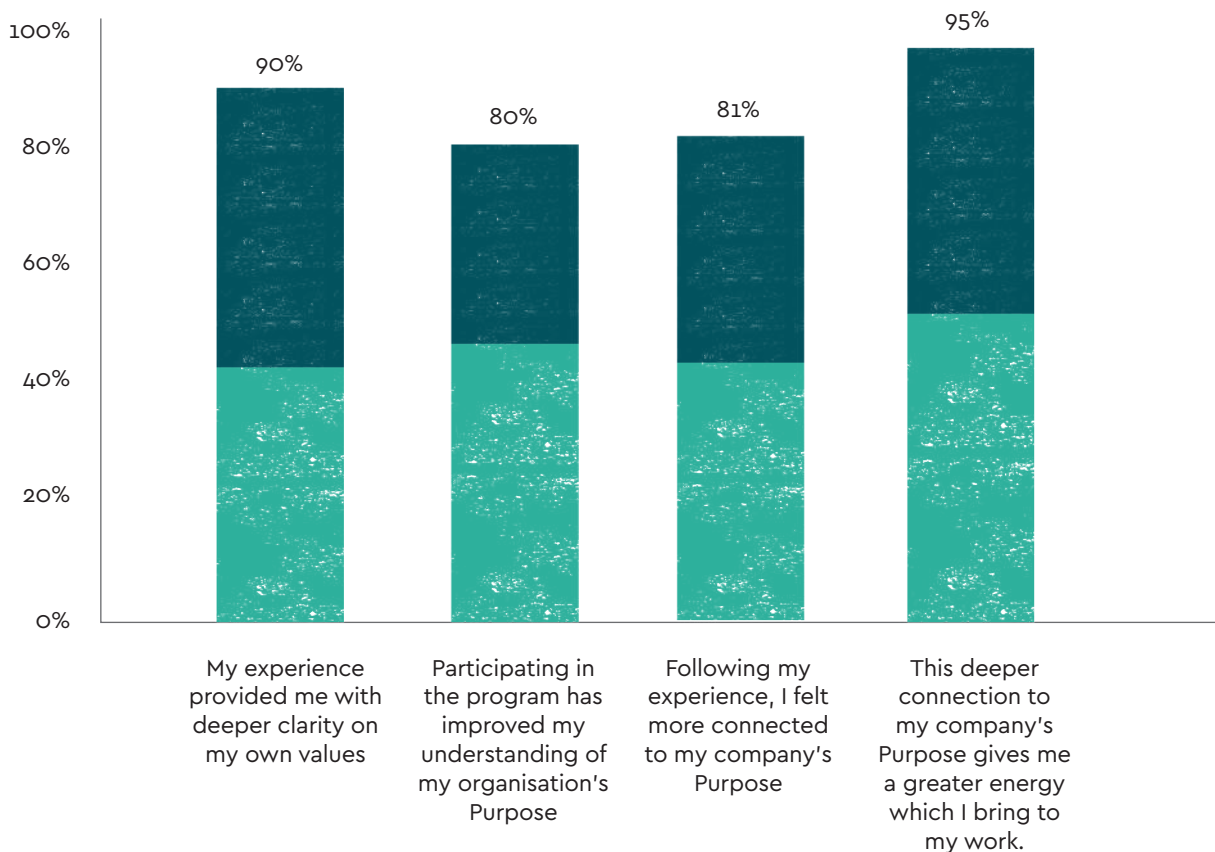






**DATA INSIGHTS:** The data shows that CISL has a strong role to play in helping bring Purpose to life for employees. By bringing an emotional and human side to Purpose through a CISL experience, it can both broaden and deepen understanding and inspire people to drive Purpose further in their organisations.

Often, Purpose can feel like a concept beyond people's daily roles, not relevant to their activity, but for companies to deliver their Purpose, they need to connect. As the data shows, a stronger connection to Purpose brings employees greater energy and commitment to their work.

## BRINGING PURPOSE TO LIFE



-  Agree
-  Strongly agree

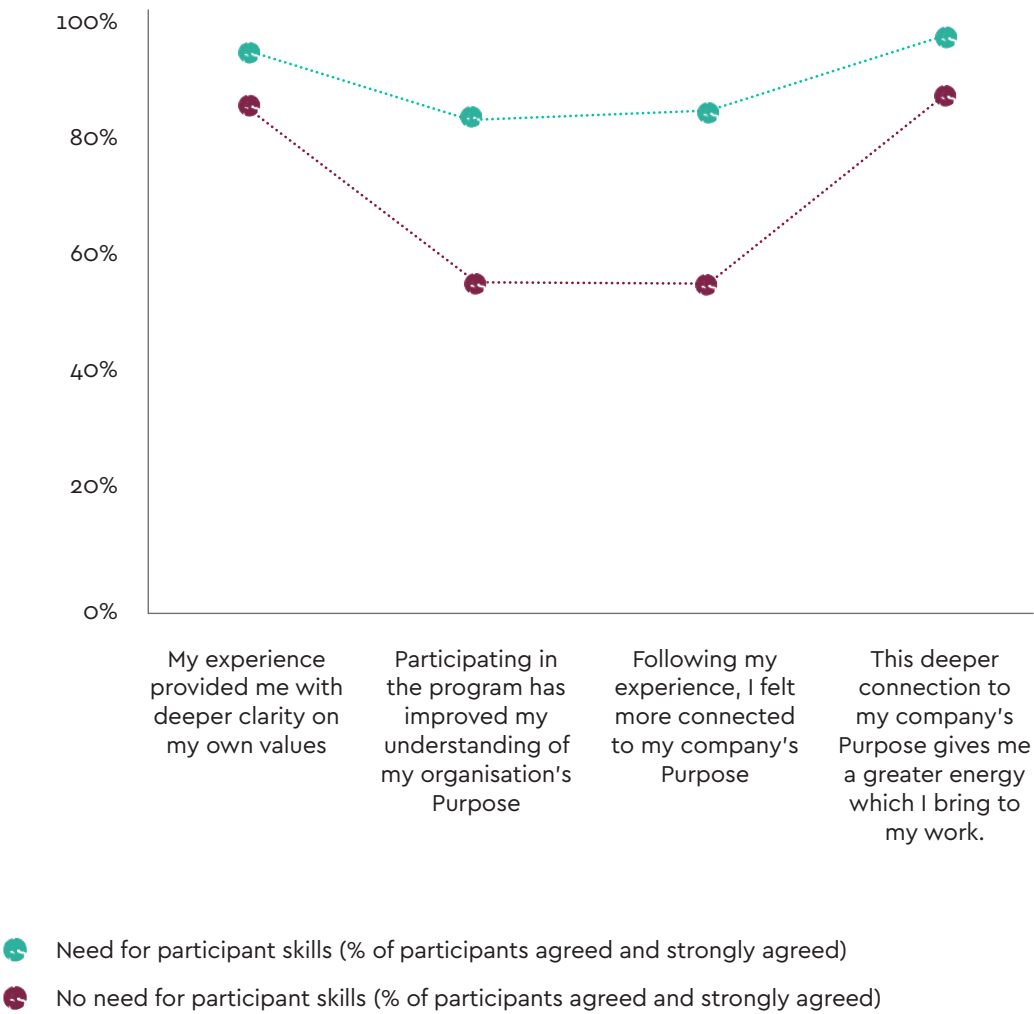
**PROGRAMME DESIGN**

As more companies recognise the value of Purpose driven strategies, the CISL Study data can be used to inform the design of programmes to most effectively and positively impact on Purpose.

**DATA INSIGHTS:**

A partner's need for the skills and expertise that the participant has to offer is key to driving a participants sense of Purpose. When programme participants feel that the partner has a need for their skills and expertise, all Purpose measures are significantly impacted.

**THE IMPACT OF SKILL MATCH ON PURPOSE**







**IMPACT STORY:** BD's Volunteer Service (VST) Programme is designed as a way for BD to share its collective knowledge and give associates an opportunity to serve and participate in pursuing the Company Purpose of "Helping all people live healthy lives." The programme takes associates to some of the most disadvantaged places in the world to participate in activities that are symbolic of both the complexities of delivering healthcare in resource-poor places and of the many ways BD impacts global health.

In 2016, December Martin, Senior Engineer from USA travelled to Peru to complete a CISL experience with the CerviCusco Clinic.

"I am lucky to have been given an opportunity to experience BD's commitment to advancing the world of health. I always knew we did great things with the work we produce, but when I became involved with the VST programme, I saw firsthand BD's true dedication to its Purpose in partnering with CerviCusco Clinic, contributing money, product and human resources enabling long-term partnerships and success. I also experienced the way BD cared for us, the volunteers. Though I never felt pressured, I always pushed to work as hard as I could because BD believed in us."



# CISL DEVELOPS RESPONSIBLE LEADERS

With the increasing power of corporations comes an increased responsibility to lead them for the benefit of all society.

We define Responsible Leaders as: influencing all stakeholders to commit to building long term viable organisations that actively contribute towards a more equitable, just and sustainable world.

The Study includes questions that measure the extent to which participation in a CISL experience impacts thinking and behaviour across four different dimensions of Responsible Leadership

1. Global Leadership Theory: the ability to influence others to bring about change

2. **Stakeholder Theory**: taking account of the interests of all stakeholders

3. **Business Ethics**: the ability to identify the 'right' course of action and to act accordingly (conscience)

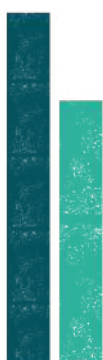
4. **Corporate Responsibility**: business as an agent of world benefit (e.g. promoting sustainability, social justice, governance, wellbeing)

**DATA INSIGHTS:** The results are clear. CISL programmes not only develop more responsible leaders, they also develop people with courage to take action based on their new thinking, even if this involves some risk.

- Cognitive
- Behavioural

## INCLUSIVENESS

(2. Stakeholder Theory)

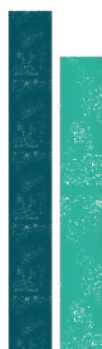


**85%** think more deeply about how their actions affect others

**63%** now consult a more diverse range of stakeholders before making decisions

## ACTING ON CONSCIENCE

(3. Business Ethics)



**83%** are able to make decisions consistent with their values

**73%** take more decisions based on what they think is 'right' regardless of whether it is easy or not

## AGENT OF BENEFIT IN THE WORLD

(4. Corporate Responsibility)



**88%** think more deeply about the role business plays in the world

**77%** are inspired to take action to support the organisation's efforts to act as a positive force for good





**IMPACT STORY:** The Salesforce Leading Ohana programme aims to help executives find their personal values so that they can be more authentic leaders. Over the course of a year, Leading Ohana participants take part in individual reflection, peer coaching, meaningful volunteering, and more.

In 2018, Amy Regan Morehouse, Senior VP at Team Trailhead in Salesforce travelled to Vietnam to work with Teach for Vietnam on a CISL experience designed to help the non-profit to develop a sustainable revenue model.

"I learned that time and listening are the best gifts that you can give to yourself and others. I now understand how invaluable immersing yourself and investing time in the present and the group that you are with is. The assignment was a reminder to put away the laptop and phone and focus on the people. It's something we should be doing, but in the pace of modern business, we often forget."









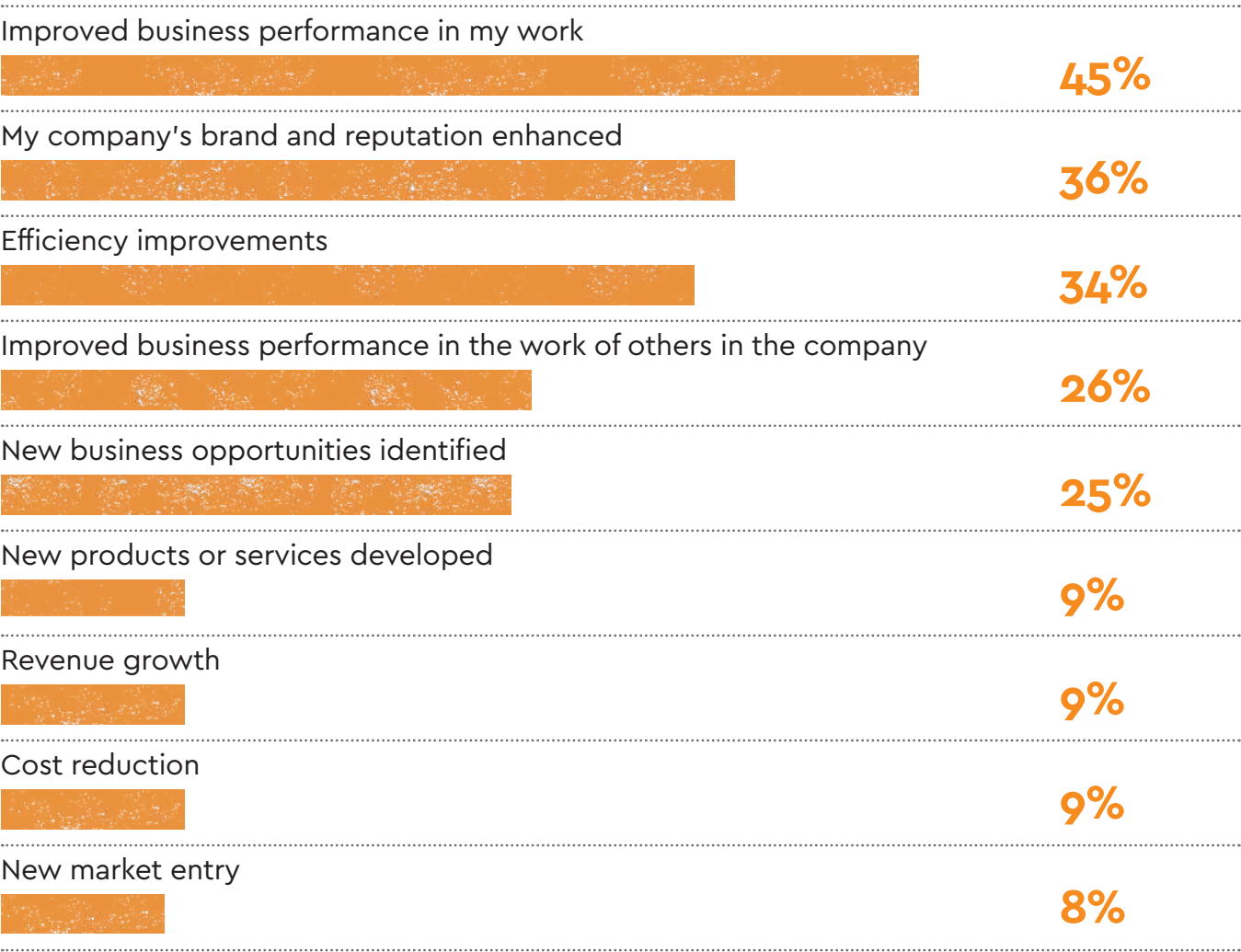


# BUSINESS IMPACT

All programmes have corporate objectives and therefore some form of desired business impact but these will vary from programme to programme. Collectively the broad range of possible business impacts can be seen in the results of the bar chart.

41%

Of participants identified three or more areas of business impact resulting from their experience





**IMPACT STORY:**

The Microsoft MySkills4Afrika programme brings Microsoft employees from all over the world to volunteer their time, talent and considerable expertise to help build a successful and dynamic future for Africa. Launched in late 2013, participants support a wide range of individuals and organisations ranging from start-ups, small and medium businesses to schools, universities, government agencies and individuals such as students, graduates, and job seekers.

In 2017, Nastassia Rashid, Cloud Solution Architect and her colleague spent 2 weeks with Well Told Story, a company in East Africa that focuses on empowering young people through a mixture of media platforms including comic books, radio, social media and events.

"We were able to streamline their data collection and ability to generate reports, a task that previously took multiple people hours to do was cut down to minutes. This gave them the ability to focus on the insights the data provided and find even better ways to help young people across Kenya and Tanzania.

By far the greatest impact this experience has had on me is seeing how technology can help make people's lives better. Through their media, Well Told Story gives young people the resources and tools they can use to create a better life. The reaction we received when we demoed reports at the end of the project was amazing. It was incredible to see the excitement everyone had knowing that they could measure their impact and expand their reach."



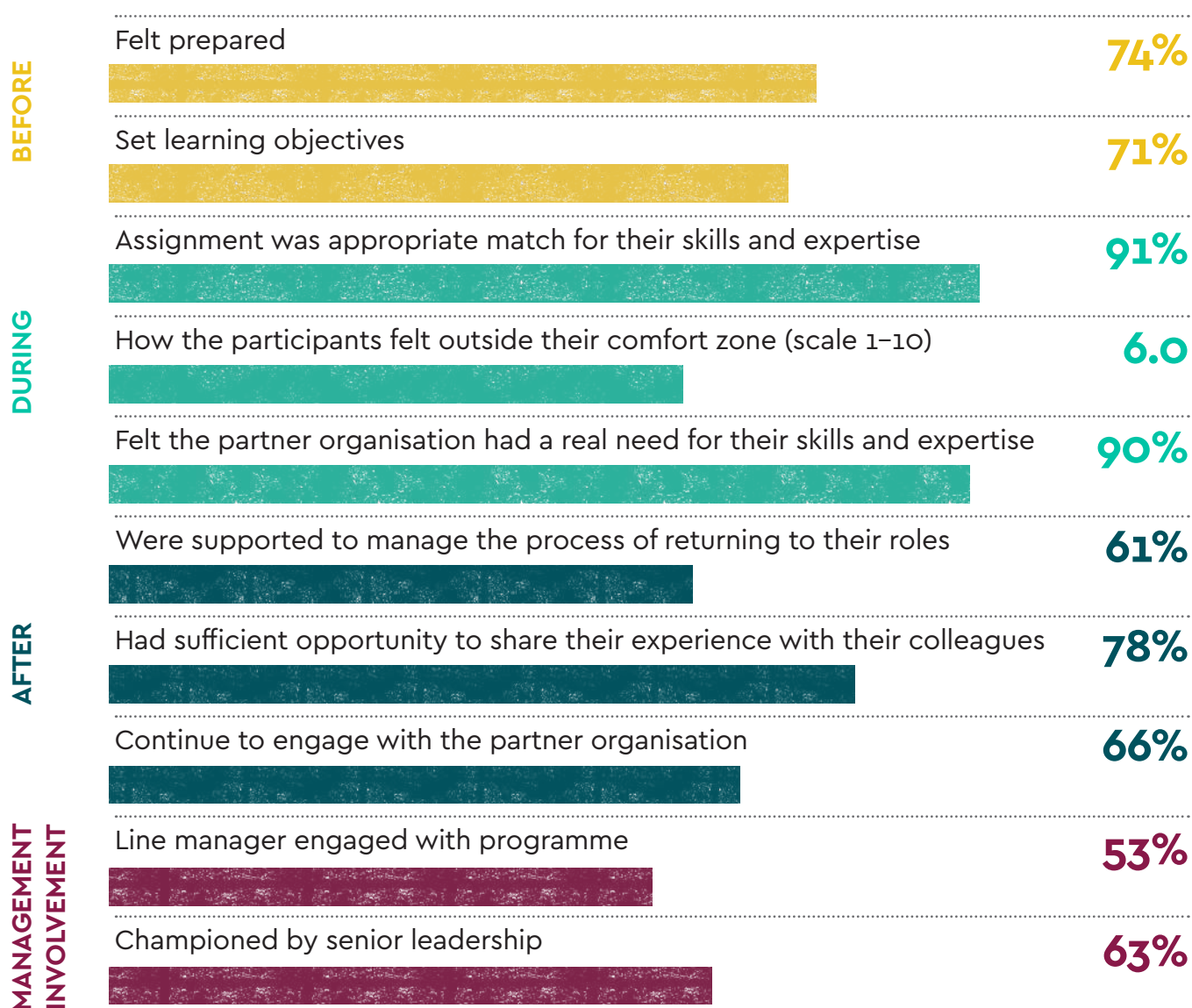
Microsoft



## PROGRAMME DESIGN

The Study also explores how different elements of programme design and management contribute to overall effectiveness and impact.

We describe these design elements as programme design variables and split them into the different phases of programme management; what companies do before, during and after the assignment:



**IMPACT STORY:**

The Credit Suisse Global Citizens Programme was launched in 2010. Since then, over 400 employees have completed assignments in over 50 countries around the world.

In 2018, Hanns-Christian Ehret, Head of Business Development & Sales in Switzerland travelled to South Africa to develop a project academy syllabus and introduce it to the staff of Room to Read through a one-week onsite training course.

"The assignment created many lasting memories, but the most memorable was a school visit in a township outside Pretoria where I experienced, first-hand, the day-to-day work and how libraries connect parents, teachers and the wider community. The learners proudly show-cased how the home-language classroom provides an important gateway to knowledge and opportunity. What struck with me most was the children's extraordinary joy in reading books paired with their silent hope to build a better future outside their community, which is full of crime, drugs and poverty. Working in a different environment, with a group of participants from different social, economic and educational backgrounds completely tested my leadership skills. As a result, I gained new perspectives on how to better address diversity and inclusion, which has helped me to build a more robust and versatile team in my new role."



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# DESIGNING IMPACTFUL PROGRAMMES

The CISL Impact Benchmark Study is unique. It creates a cross-company benchmark using data from CISL experiences of programmes that vary in design across different industry sectors.







While CISL programmes are diverse in design there are commonalities in terms of how they are managed. The questioning models used in the Study enable comparison and benchmarking across a diverse range of programmes. This provides a deeper understanding of how CISL programme design affects the development of participants and business.

Working with the University of Wolverhampton, and using a wide range of statistical analyses we identified what were the most important 'Impact Levers' - Programme Design Variables – that had the greatest effect on the different Areas of Impact from CISL experiences. By understanding these relationships, CISL Programme Managers are able to design programmes that deliver against their particular organisation's objectives and maximise the company's return on investment.

Companies that would like to understand more about these data insights or that have a programme which they want to benchmark can contact Emerging World . (info@emergingworld.com)





VARIABLES		AREAS OF IMPACT					
		 BREADTH OF LEARNING	 DEPTH OF LEARNING	 EMPLOYEE ENGAGEMENT	 BUSINESS IMPACT	 RESPONSIBLE LEADERSHIP	 CONNECTION TO PURPOSE
ASSIGNMENT ARCHITECTURE	Seniority						
	Type of host organisation						
	Location						
	Group assignment vs. individual assignment						
	Duration						
MANAGEMENT INVOLVEMENT	Line Manager engagement						
	Senior leadership champion						
BEFORE ASSIGNMENT	Felt prepared						
	Set learning objectives						
	Appropriate match						
DURING ASSIGNMENT	Comfort zone						
	Partner need for skills						
	Support upon return						
AFTER ASSIGNMENT	Sufficient opportunity to share						
	Continued engagement with partner						
	Active alumnus						

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# EMERGING WORLD

**Changing perspectives, to shift business and shape a better future.**

We work with companies across the world to help bring out the best in their people through immersive experiences.

These experiences can be stand-alone engagements, modules inside existing programmes or complete solutions.

They fall into three solution areas: Corporate Volunteering, Leadership Development, and Purpose Brought to Life.

We work with our clients to identify how they would like to shift their business.

From this objective we design and deliver programmes for individuals, teams, or larger groups.

Each programme follows a development framework with inbuilt flexibility to deliver the best experience possible with measurable impact.

To find out how we might work together contact [info@emergingworld.com](mailto:info@emergingworld.com)



**CORPORATE  
VOLUNTEERING**



**LEADERSHIP  
DEVELOPMENT**



**PURPOSE BROUGHT  
TO LIFE**



CHANGE / SHIFT / SHAPE

**EMERGING WORLD**

CHANGE | SHIFT | SHAPE