

Field Examples of Impact Employer Practices

The Impact Employer journey may sound daunting, but in truth, there are many examples of the Impact Employer Model in action. The peer examples below offer insight into how to embark on the journey and take committed action to supporting economic opportunity for workers. They include practical and powerful case studies of employers activating Impact Employer practices that could help your company jump-start its talent management strategic planning process and take action in improving outcomes for employees.

Design Quality Jobs

Total Rewards

1. **Disney** offers Disney Aspire, an expanded education investment and career development program, as part of its competitive rewards package. Disney Aspire provides eligible employees, including hourly cast members, with tuition assistance, educational options, career development, and other resources to reach their educational goals. The program is designed to remove barriers to higher education, improve career mobility, and help the company's workforce prosper by offering the following opportunities: 100% upfront tuition coverage at schools and universities within Disney's network of learning institutions; reimbursement for books and fees; education reimbursements to salaried employees who pursue professional and technical education related to their current role; and high school scholarships to eligible children of Disney employees through its Disney Scholars program. Additionally, in 2022, Disney Aspire launched Disney Aspire Career Advisors, which helps pair advisors with students and graduates to help them navigate their career journeys at Disney or beyond; and the Disney Aspire Advocate program, which unites Disney Aspire program graduates who have experienced internal career mobility to promote the program and serve as mentors to others considering or pursuing a program offering. During fiscal year 2023, the company reported that 15,000+ employees had enrolled in Disney Aspire and that ~3,600 current and past Disney Aspire participants had been internally promoted.

- **Sources:**

- i. <https://disneyconnect.com/dpep/disney-aspire/>
- ii. https://thewaltdisneycompany.eu/app/uploads/2024/04/TWDC-EMEA-CSR-Report_2023.pdf
- iii. <https://impact.disney.com/app/uploads/2023/06/2022-CSR-Report.pdf>

2. **Hilton** offers Thrive at Hilton, a collection of programs and benefits to support employees personally and professionally that includes a new industry-leading and global program called Care for All. The Care for All program (1) provides an employee hub of self-care and caregiving resources; (2) expands on the company's initial mental wellness hub, which was designed to normalize mental health conversations; (3) provides free access to a caregiving concierge service called Wellthy, to help alleviate care-related tasks, such as identifying and evaluating in-home aid and care providers and contesting medical bills; and (4) delivers manager training resources in partnership with Thrive Global to ensure that managers understand how best to support their employees, including the caregivers on their teams. Hilton has received several

recognitions in the field, including being named the No. 1 World's Best Workplace in 2023 by Fortune and Great Place to Work, the No. 1 U.S. Best Workplace for Women and being named to the 2023 U.S. Best Workplaces for Parents list, and delivers these types of benefits to maintain its reputation of being a purpose-driven company and having a great workplace culture that is driven by its employees.

<https://stories.hilton.com/releases/putting-people-first-providing-care-for-all-how-hilton-benefits-support-caregivers>

- **Sources:**

- <https://jobs.hilton.com/us/en/benefits-gptw>
- <https://stories.hilton.com/releases/hilton-expands-wellness-platform-benefits-new-offerings-supporting-team-member-caregiving-responsibilities>
- <https://stories.hilton.com/releases/putting-people-first-providing-care-for-all-how-hilton-benefits-support-caregivers>

3. **Levi Strauss & Co.** reimburses full-time and part-time hourly employees for health care-related travel expenses for services not available in their home states. For example, when *Roe v. Wade* was overturned, the company took steps to demonstrate its commitment to the well-being of its employees by sharing messages of solidarity and providing financial support for those who needed to travel out of state for reproductive care or other medical services. The company then went a step further, explicitly highlighting the relationship between employees' reproductive freedoms, fair opportunity, and business imperatives in a statement it issued in May 2022 that read in part: "Access to reproductive health care, including abortion, has been a critical factor to the workplace gains and contributions women have made over the past 50 years. Further restricting or criminalizing access will jeopardize that progress and disproportionately affect women of color, putting their well-being at risk and impeding diverse hiring pipelines."

- **Source:**

- <https://www.levistrauss.com/2022/05/04/protecting-reproductive-rights-a-business-imperative/>

4. **Netflix** offers a **generous and gender-agnostic paid parental leave policy that is considered one of the most generous in the United States**. The policy simply states "Take care of your baby and yourself" and encourages new parents to take four to eight months off. According to Netflix's website, its policy exists to support its employees "during moments that matter by offering benefits that enhance productivity through the lens of inclusion." The company also

offers a global family-forming benefit to support employees and their spouse/domestic partner during their fertility, surrogacy, or adoption journeys. It covers costs for family-forming services (including travel) through a partnership with Carrot, a leading global fertility care platform.

- **Sources:**

- i. <https://jobs.netflix.com/work-life-philosophy>
- ii. https://wellfound.com/company/netflix/culture_and_benefits

5. **Patagonia** offers on-site child care at its corporate headquarters in Ventura, California, and its main distribution center in Reno, Nevada. Since 1983, the benefit has been helping to foster a family-friendly business that integrates life and work, humanizes the employee experience, and develops a village of support for workers who are parents. The company has experienced many positive outcomes as a result of this approach, including having 100% of its employees return to work after maternity leave, more women in upper management positions, greater employer loyalty, a stronger culture of trust, and 91% of calculable costs recouped.

- **Sources:**

- i. <https://www.patagonia.com/family-business/>
- ii. <https://www.fastcompany.com/3062792/patagonias-ceo-explains-how-to-make-onsite-child-care-pay-for-itself>

6. **Target** provides fair and affordable compensation and benefits, including offering a starting wage range of \$15 to \$24 per hour and expanded access to comprehensive health benefits for hourly team members working a minimum of an average of 25 hours per week. Target also launched a new debt-free education assistance benefit, called Dream to Be, in partnership with Guild Education in 2021. Dream to Be gives the company's more than 340,000 U.S.-based full- and part-time team members at its retail stores, distribution centers, and headquarters access to free bachelor's and associate's degree, certificate, and boot camp programs while covering the costs of textbooks, course fees, and more. Furthermore, the company emphasizes predictability and flexibility in scheduling. To that end, it launched a mobile scheduling app (myTime for Target) for its team members that provides transparency around scheduling policies and allows employees to add or swap shifts to create schedules that reflect their desired work hours. Additionally, its On Demand program offers employees the option to work more sporadically and pick up extra shifts. Lastly, Target prepared for its 2021 holiday season by increasing hours for existing employees and hiring fewer seasonal workers, which was expected to provide 5 million more hours for associates and \$75 million in additional pay for team members.

- **Sources:**

- i. <http://targetpayandbenefits.com>
- ii. <https://www.retailtouchpoints.com/topics/store-operations/workforce-scheduling/target-increases-hours-flexibility-for-existing-associates-to-cut-holiday-hires-by-more-than-20>

7. **Costco** understands that balancing work and education can be challenging, which is why it provides guaranteed minimum scheduled hours and two-week advance scheduling for both full-time and part-time employees. This structure helps employees plan ahead, manage coursework, and maintain a stable work-life balance. For college students, the College Student Retention Program allows employees to maintain their tenure while pursuing a degree, ensuring they can focus on education without putting their careers on hold. Beyond flexible scheduling, Costco directly invests in employee education through the Costco Employee Scholarship, which provides up to \$2,500 per academic year, renewable for up to four years. This financial assistance reduces tuition burdens, making it easier for employees to advance their education while growing their careers at Costco. By integrating education-focused initiatives with workplace flexibility, Costco supports employees in achieving their academic and professional goals-reinforcing its commitment to long-term career development and success.

- **Sources:**

- i. <https://www.collegesuccessfoundation.org/scholarship/costco-employee-scholarship/#about>
- ii. <https://www.costco.ca/career.html>

Foster Career Mobility

Talent Acquisition Examples

1. **Best Buy** has integrated skills-based talent strategies across its operations, transforming the way it understands and utilizes employee capabilities. This strategic shift includes a comprehensive, intentional communication effort to highlight the value of such practices at all organizational levels. The introduction of a skills-based leadership model, the 4Qs—the Adaptability, Emotional, Intelligence, and Technology Quotients—has become the standard for discussing skill requirements for all career progression, with specific competencies clearly outlined so employees can see how to progress from one role to the next. Each employee spent an average of 44 hours on training and development in 2023. In addition, Best Buy has moved to prioritize skills in its hiring process, which has contributed to a notable increase in the hiring of people of color (from 33% in 2021 to 38% in 2023). To further enhance its skills-based talent practices, Best Buy is exploring deploying an AI platform to help align career and learning opportunities with future workforce demands. Additionally, at the end of FY24, the Best Buy Foundation supported 59 Teen Tech Centers, with a goal of reaching 100 locations. Since 2020, Best Buy and its foundation have invested over \$19 million to expand college and career opportunities for youth in historically disinvested communities, aiming to reach \$44 million by 2025. In FY24, the foundation provided \$2.6 million in grants to Twin Cities Teen Tech Centers and extended hometown giving. Overall, Best Buy Foundation programs impacted more than 56,000 young people in FY24, fostering digital skills and career readiness.

- **Sources:**

- i. https://corporate.bestbuy.com/wp-content/uploads/2023/07/FY23_CRS_Report.pdf
- ii. <https://corporate.bestbuy.com/wp-content/uploads/2024/07/BBY-CRS-Report-July2024.pdf>

2. **Checkr** is leading the charge in fair chance employment practices, embodying fairness across all levels and departments of the organization. Through initiatives like its apprenticeship program tailored for individuals with records and its commitment to the Pledge 1% movement, Checkr is dedicated to providing opportunities for those who may face barriers to employment. As a company that enables employers to conduct fairer background checks on potential job candidates, it firmly believes in the principle that everyone deserves a chance to move forward from their past and aims to lower barriers to employment. This dedication has yielded tangible results, with 55% of Checkr's staff comprising individuals with records in 2024. Additionally, its Unblock initiative has assisted clients in accessing over 1 million candidates who may have been excluded by background checks. Checkr's efforts serve as a testament to the transformative power of fair chance hiring, which has not only enriched its own workforce but also set a precedent for fostering opportunities in workplaces across industries.

- Sources:

- i. <https://checkr.com/blog/unblocking-candidates-mission-goal-accomplished>
- ii. <https://www.weforum.org/agenda/2023/11/workplace-diversity-equity-inclusion-fair-chance-hiring/>
- iii. <https://www.forbes.com/sites/rhettbuttle/2023/08/10/a-conversation-with-ken-oliver-how-fair-chance-can-help-employers-find-quality-talent/?sh=52b1251f8f60>
- iv. <https://www.jff.org/tackling-racial-inequity-insights-from-corporate-leaders/>

3. **Johnson & Johnson** (J&J) conducts job interviews digitally and offers candidates the opportunity to pre-record their answers to interview questions, with the option to review and re-record their answers twice before submitting them. To help support different preferences and styles, J&J also gives candidates the choice to participate in a live virtual interview if they prefer. Giving candidates such options enables the company to focus on learning about applicants' skills and qualifications and to ensure that its hiring processes are fair and transparent. Additionally, J&J offers interview preparation tips on its careers webpage to support candidates throughout the recruiting process.

- Source:

- i. <https://www.careers.jnj.com/careers/how-we-hire>

4. **JPMorgan Chase** (JPMC) supports American citizens with criminal backgrounds by helping them reintegrate into the workforce, community, and local economy. It's advancing policies like the Clean Slate policy, supporting efforts to rethink driver's license suspensions, and actively modernizing hiring rules for people with records. JPMC co-founded the Second Chance Business Coalition, a group of 50 major employers committed to second-chance hiring and

advancement. Ensuring hires from across the societal spectrum, including those who have formerly been incarcerated. In 2018, the firm removed the criteria about criminal background from its job application. As a result, nearly 10% of JPMorgan Chase US hires had a prior record with no bearing on their roles, accounting for more than 3,000 people in the year. Beyond hiring, JPMorgan Chase is committed to empowering individuals through training, education, and resources to help previously incarcerated people start and grow their own businesses. Additionally, restoring Pell Grant eligibility to incarcerated individuals can give those most at risk better access to education and employment.

- **Sources:**

- i. <https://www.jpmorganchase.com/impact/careers-and-skills/second-chance-agenda>
- ii. <https://www.jpmorganchase.com/impact/careers-and-skills/second-chance-agenda>
- iii. <https://fortune.com/2024/07/15/jamie-dimon-jpmorgan-hiring-employees-ex-felons/>
- iv. <https://www.jpmorgan.com/insights/real-estate/community-development-banking/second-chances-for-formerly-incarcerated-new-yorkers>

Talent Development Examples

1. **Amazon** has committed to investing more than \$1.2 billion by 2025 to help more than 300,000 of its U.S. employees gain the skills to prepare for jobs that offer career advancement opportunities within the company and beyond. To achieve this, Amazon is providing free education, skills training, and job placement opportunities through its Upskilling 2025 initiative. The initiative's Career Choice program is accessible to almost 1 million frontline employees in 14 countries and provides benefits like pre-paid college tuition, industry certifications designed to lead to in-demand jobs, and foundational skills such as language proficiency, high school diplomas, and GEDs. Other Upskilling 2025 programs include Amazon Technical Apprenticeship, AWS Grow Our Own Talent, AWS Intelligence Initiative, AWS Training and Certification, Machine Learning University, the Mechatronics and Robotics Apprenticeship, Surge2IT, and the User Experience Design and Research Apprenticeship.

- **Sources:**

- i. <https://www.aboutamazon.com/workplace/upskilling-commitments>
- ii. <https://www.aboutamazon.com/news/workplace/career-choice-free-education-for-amazon-employees>
- iii. <https://www.aboutamazon.com/news/workplace/amazon-career-choice-high-paying-jobs>
- iv. <https://sustainability.aboutamazon.com/2023-sustainability-report.pdf>

2. **Gap Inc.** offers a workforce development program called This Way ONward to provide paid on-the-job training, mentorship, coaching, and ongoing skills development opportunities to young people between the ages of 16 and 24 who are members of populations that are underrepresented in quality jobs, with a focus on Black and Latine youth. The program was launched in 2007 and more than 19,000 people had taken part in it as of 2023. In its 2023 ESG report, Gap said 70% of the program's alumni identified as people of color and more than half of This Way ONward participants had expressed direct interest in pursuing growth and advancement opportunities within the company. Those figures indicate that Gap is developing a strong talent pipeline that promises to bring a range of new perspectives that can help the company become more creative and foster other social and business benefits. The program also delivers financial benefits by reducing turnover costs, enabling the company to take advantage of tax benefits through the Work Opportunity Tax Credit, and delivering an overall 130% return on investment in one year, among other things.

- **Sources:**

- i. <https://gapinc-prod-a6bndyfubmc5d9ey.z03.azurefd.net/gapmedia/gapcorporatesite/media/images/values/sustainability/documents/2023/gap-inc-esg-report-2022.pdf>
- ii. <https://www.gapinc.com/en-us/articles/2021/09/gap-inc-releases-2020-global-sustainability-report>
- iii. <https://gapinc-prod-a6bndyfubmc5d9ey.z03.azurefd.net/gapmedia/gapcorporatesite/media/images/values/sustainability/esg-resources/2023-gap-inc-esg-report.pdf>

3. **McDonald's** offers Archways to Opportunity, a comprehensive education program through which employees can take English language classes, earn a high school diploma, work toward a college degree, and work with advisors to develop education and career plans. As of 2023, more than 82,500 of the company's U.S. restaurant employees had enrolled in the program since its launch in April 2015, and McDonald's had awarded participants more than \$185 million in high school and college tuition assistance. The company promotes the fact that the skills people develop while working in its restaurants can stay with them throughout their careers through its "1 in 8" campaign (whose name reflects the fact that an estimated one of every eight people in the United States has worked at McDonald's).

- **Sources:**

- i. https://www.archwaystoopportunity.com/about_archways.html
- ii. <https://mcdonalds1in8.com/>

4. **PepsiCo** developed an employee learning and development program as part of its PepsiCo Positive initiative, whose goal is to improve the company's impact on people and the planet.

Offering personalized training, mentorship, and access to cutting-edge technologies, the program is designed to provide employees at all levels of the organization with increased access to skills development opportunities, higher education, and job roles that offer growth opportunities. In 2023, employees participating in the program completed more than 1.5 million hours of training—a figure that highlights the fact that employee demand for training is strong and suggests that PepsiCo has a thriving culture of continuous learning.

- **Sources:**

- i. <https://www.pepsico.com/our-impact/esg-topics-a-z/employee-learning-and-development>
- ii. <https://www.pepsico.com/docs/default-source/sustainability-and-esg-topics/2022-esg-summary/2022-esg-summary-performance-metrics.pdf>

5. **SAP** is in the process of deploying a global skills taxonomy to support its own and its customers' skills-first strategies. In light of rapidly evolving technological and labor market forces, SAP sees a skills-first approach as essential for accurate and efficient recruitment, upskilling, and workforce planning and has seen a market need for a skills taxonomy among its own customers. The software company created its taxonomy by aligning internal and customer skills to 1,500 market-aligned skills from Lightcast. It's now integrating this skills language into every stage of its talent life cycle, including revising job descriptions and classifying training opportunities according to skills developed. As a result, employees are regularly assessed on their skills and provided with customized learning opportunities based on their career paths and corresponding training needs. Before releasing the skills-based training model to clients, SAP conducted a pilot of the approach within its software development organization, and that effort yielded impressive early results: As of November 2023, 60% of employees had received a personalized communication about learning opportunities and attendance at learning events had increased by a factor of five, with a 92% satisfaction rate and 95% of participants reporting that content was relevant to their day-to-day work. SAP aims to reach 26 million people by 2030 as it continues to scale this model internally and among its customers.

- **Sources:**

- i. <https://www.linkedin.com/pulse/sap-leaps-forward-its-journey-becoming-skill-based-nicole-helmer-ccltc>
- ii. https://www3.weforum.org/docs/WEF_Putting_Skills_First_2024.pdf

6. **Slack's** Next Chapter initiative makes tech careers accessible to people who have records of arrest, conviction, or incarceration. Offering opportunities to participate in coding boot camps and apprenticeships, along with dedicated career support and mentorship services, Next

Chapter provides participants with opportunities to become software engineers. Motivated by the belief that everyone should have a fair chance at to work in quality jobs and advance economically, Next Chapter provides people who have criminal records with tools and support that enable them to break down barriers that limit their access to tech careers. The program has been a success so far: 92% of alumni have received full-time software engineering jobs at leading technology companies, with an average base compensation of \$100,000. Next Chapter also benefits employers by enabling them to strengthen their workforces and bring in people with new perspectives and experiences that drive innovation and creativity. By partnering with Next Chapter, employers also gain access to a pool of untapped talent and help build a fairer tech workforce. Next Chapter is not only changing lives but also reshaping the landscape of the tech industry for the better.

- **Sources:**

- i. <https://www.nextchapterproject.org>
- ii. <https://www.nextchapterproject.org/about>
- iii. <https://www.nextchapterproject.org/employers>

7. **UCHealth** launched an employee education benefit called the Ascend Career Program in partnership with Guild in 2021. UCHealth covers 100% of the costs of tuition, books, and fees for certain degrees and offers up to \$5,250 per calendar year, either prepaid or via tuition reimbursement, for other programs. The Ascend program is open to anyone who works at least 20 hours per week. The not-for-profit health care system launched the program to address recruiting challenges brought on by an exodus of workers from the health care field, but it also sees the initiative as a pathway for creating career opportunities for people from demographic groups that have been underrepresented in health care careers. UCHealth has also taken steps to make its HR practices fairer. In hiring, for example, the organization now focuses more on applicants' skills than it does on their academic accomplishments, and it has removed a requirement for a high school diploma or an equivalent credential for entry-level jobs that don't demand that level of education. UCHealth says data shows that Ascend has had a positive impact on Black employees, noting that while Black workers make up 4.5% of its overall workforce, they account for 9.2% of the participants in fully funded tuition assistance programs. Moreover, the organization found that Black employees who participate in the Ascend program are 70% less likely to leave UCHealth than employees who don't participate.

- **Sources:**

- i. https://info.jff.org/hubfs/Guild%20Mobility%20Reports/Creating%20Equitable%20Access%20to%20Education%20as%20a%20Benefit_VF.pdf
- ii. <https://careers.uchealth.org/pages/ascend>

- iii. <https://www.uchealth.org/today/uchealth-launches-education-program-to-make-career-advancement-more-accessible/>

8. **United Airlines** developed a 36-month earn-and-learn apprenticeship program called Calibrate to give employees an opportunity to get paid while completing full-time training to become certified maintenance technicians. Through this joint effort with the International Brotherhood of Teamsters and the Federal Aviation Administration, the company aims to accelerate the process of becoming a United aircraft maintenance technician and expand the ranks of ground service equipment mechanics and facility technicians. Participants in the program can save up to \$50,000 in technical school tuition and develop skills that can lead to high-paying jobs. The Calibrate program also aims to increase the number of people of color and women of all backgrounds in the talent pipeline by raising awareness of and access to career advancement opportunities.

- **Sources:**

- i. <https://www.prnewswire.com/news-releases/united-launches-calibrate-apprenticeship-program-to-grow-and-diversify-aircraft-technician-pipeline-301665646.html>
- ii. <https://careers.united.com/us/en/calibrate>

9. **Walmart** offers an education and development program called Live Better U program to provide employees with opportunities to learn new skills, advance in their jobs, and design career paths that match their skills and interests. Designed for working adults, Live Better U provides personalized coaching support and fully covers the cost of tuition and books for high school programs, college coursework, and training that leads to professional certificates for all Walmart and Sam's Club workers from day one of their employment. Walmart estimates that the program the almost 120,000 employees who have participated in the program to date have saved nearly half a billion dollars in tuition costs. A September 2021 study conducted by the Lumina Foundation showed that the employee attrition rate for people who participate in Live Better U is four times lower than that of nonparticipants, and that program participants are two times more likely to be promoted than nonparticipants. Walmart finds that the program is an essential element of its culture and talent management strategy because it helps the company attract talent, creates advancement opportunities for employees, and scales internal talent development.

- **Source:**

- i. <https://corporate.walmart.com/content/dam/corporate/documents/about/working-at-walmart/live-better-u.pdf>

10. **Workday**, a provider of a cloud-based workforce management software platform, built Opportunity Onramps to provide employers with a new way to hire and train workers and build strong talent pipelines. Through a partnership with Year Up, Opportunity Onramps provides young adults with opportunities to participate in six-month full-time technology internships that could lead to full-time employment. Opportunity Onramps also includes a program for military veterans called Career Accelerator that provides participants with training needed for careers in technology, along with opportunities to become a full-time Workday employee.

- **Source:**

- i. <https://www.workday.com/en-us/company/corporate-responsibility/workforce-development/overview.html>

11. **Workday** offers its employees opportunities to develop new skills and get experience in new lines of work or new departments in short-term internal “gigs” that they can access through the company’s Career Hub platform. To learn about and apply for gig opportunities, employees input the skills they’re interested in developing into the platform, which then uses machine learning to suggest openings posted by managers or team members that are relevant to those skills. More than 3,500 employees have used the platform since Workday launched it in 2021. That year, the company reported that 95% of gig participants said they were able to improve or expand skills through gigs, and 96% of gig hosts said that filling short-term needs with internal talent boosted team efficiency. In its 2022 fiscal year, Workday found that internal movement to new job opportunities was nearly 50% greater among employees who pursued a gig than it was among those who did not. And to better define, assess, and develop its workforce, the company also created clear definitions of three types of skills: core skills, job skills, and unique skills. It’s also prioritizing a skills-based approach to acquiring new talent.

- **Sources:**

- i. <https://fortune.com/2023/11/07/workday-reskilling-employees-gig-work-career-development/>
- ii. <https://hrexecutive.com/how-workday-is-investing-in-its-workers-skills-to-boost-retention/>
- iii. <https://blog.workday.com/en-us/2021/our-vision-for-skills-based-talent-management.html>

12. **Bank of America (BoA)** offers an award-winning onboarding, education, and professional development organization ‘The Academy’, committed to fostering the growth and long-term success of its employees. Its structured education programs help employees learn new skills and advance in their careers with job-ready skills and opportunities. The Academy supported employee growth with 87,000+ enrolments in 2024. It launched streamlined digital platforms to

enhance onboarding, ensuring a consistent orientation for all new hires. This included 2,100 interns and 2,000 full-time campus hires. New employees and those transitioning roles participated in cohort-based training and skill-building programs. The Academy also introduced the Bank of America Skills Library, offering on-demand education in client engagement, problem-solving, and data management, reinforcing career mobility across the company. In 2021, The Academy received 2021 International Service Excellence Award under the Employee Engagement category.

- **Sources:**

- i. https://about.bankofamerica.com/en/working-here/employee-development?utm_source=chatgpt.com
- ii. <https://investor.bankofamerica.com/regulatory-and-other-filings/annual-reports/content/0000070858-25-000155/0000070858-25-000155.pdf>

Act on Employee Voice

Corporate Culture Examples

1. **JPMorgan Chase** has established 10 identity-based employee networks called business resource groups (BRG) that employees can join to share ideas and perspectives, and build personal and professional connections with colleagues. More than one-third of the company's employees across 53 countries participate in the networks: Access Ability, a group for people with disabilities and caregivers; Adelante, a BRG for employees who identify as Hispanic and Latine; Aspire (Asians and Pacific Islanders Reaching for Excellence); BOLD (Black Organization for Leadership Development); NextGen, a leadership development BRG for early-career professionals; Pride, a resource group for lesbian, gay, bisexual, and transgender employees and allies; Sage, a BRG for administrative professionals; a group for military veterans called VETS (Voices for Employees That Served); Women on the Move; and WFN (the Working Families Network).

- **Sources:**

- i. <https://www.jpmorganchase.com/about/people-culture/employee-programs>

2. **Salesforce** has an advocacy program called the Warmline that's designed to help employees navigate their careers, boost employees' sense of belonging, and facilitate courageous conversations. Employees can reach out for support through Warmline as needed to discuss concerns, seek support with communication and conversations, reach out for assistance with career navigation or efforts to build community and internal networks, or learn about and access resources. In a Warmline pilot involving account executives, the company said the sales quota attainment rate was 33% higher among those who participated than it was for those who didn't. Since the program's launch in 2020, Salesforce has obtained valuable anonymized feedback that company decision-makers can use to improve people management programs.

- **Sources:**

- i. <https://www.salesforce.com/news/stories/annual-equality-update-2022/>
- ii. <https://www.salesforce.com/news/stories/annual-equality-update-2023/>
- iii. <https://jobs4thefuture.medium.com/changemakers-how-salesforce-is-building-belonging-with-its-workers-cfa0e4b328a1>

3. **Procter & Gamble** (P&G) recognizes that caregiving extends beyond parental leave, impacting employees who care for aging parents, siblings, or even non-family members. Understanding these challenges, P&G's HR team launched an employee focus group to better understand the

struggles employees faced—not just with time off, but also with accessing and affording caregiving resources. To address these needs, P&G implemented a two-pronged approach. First, they partnered with Cariloop\, a concierge service that helps employees access transportation, meal support, hospice care, and financial assistance for caregiving services. Second, they trained managers and teams to create a workplace culture where caregiving responsibilities could be openly discussed and supported. Since launching in 2021, employees have reported reduced stress and improved productivity. While some are still exploring how the concierge service fits their needs, those who have used it are strong advocates. For P&G, the takeaway is clear—supporting caregivers goes beyond benefits; it's about creating a culture of empathy and understanding.

- **Source:**

- i. <https://hrxecutive.com/how-procter-gamble-supports-employees-dual-role-as-caregivers/>

Build a Culture of Opportunity

Corporate Culture Examples

1. Hershey's co-created The Pathways Project in 2020 with employees. It involves the Pathways to JOIN, GROW, and REACH OUT framework, designed to welcome, include, and help people within and outside Hershey advance. As a five-year plan to cultivate an even more accepting workforce and community:
 - Pathways to JOIN focuses on attracting a broad range of talent to work at or supply Hershey.
 - Pathways to REACH OUT guides investments in building communities where underrepresented groups can access quality education and everyone feels valued.
 - Pathways to GROW is an educational program that equips all colleagues with the skills they need to progress into managerial roles.
 - **Sources :**
 - i. https://www.thehersheycompany.com/en_us/home/newsroom/blog/empower-by-pathways-embarking-on-an-equitable-future-together.html
 - ii. <https://www.thehersheycompany.com/content/dam/hershey-corporate/documents/pdf/hershey-2023-esg-report.pdf>

Center Accountability and Long-Term Commitment

Workforce Planning Examples

1. **Genentech** sponsors Futurelab+, an initiative that's designed to help expand the cohort of students receiving a quality high school biotechnology education and choosing to pursue careers in STEM fields. Through Futurelab+, high school science teachers have access to a curriculum, professional development opportunities and resources, and guidance from biotech professionals at Genentech. The initiative builds upon the company's investment of \$35 million and more than 75,000 employee volunteer hours in a local science education program called Futurelab that it launched in partnership with the South San Francisco Unified School District to provide STEM education programming, career exploration, and lab space for local K-12 students. With an additional \$10 million investment from Genentech, the Futurelab+ initiative aims to reach 2 million more students—especially members of populations facing systemic barriers that limit access to high-quality biotech education—by 2026. The initiative is a manifestation of Genentech's commitment to community engagement and health and its understanding that cultivating a strong biotech workforce bolsters its own business objectives to develop cutting-edge medicines and technological breakthroughs that improve people's lives.

- **Sources:**

- i. <https://futurelabplus.com/>
- ii. <https://www.gene.com/good/giving/programs-volunteerism/futurelab/futurelab-plus>
- iii. <https://www.jff.org/5-key-innovations-for-scaling-business-education-partnerships-how-one-biotech-company-is-redefining-the-employers-role/>
- iv. <https://news.airbnb.com/a-message-from-co-founder-and-ceo-brian-chesky/>