



# Corporate Consulting

FSG is a mission-driven consulting firm supporting leaders in creating large-scale, lasting social change.

Through customized consulting services, innovative thought leadership, and support for learning communities, we help businesses, foundations, and nonprofits around the world accelerate progress by reimagining social change.

Our people span the United States, Europe, and India and share a passion for creating a more equitable world.

FSG was co-founded by Harvard Business School Professor Michael Porter and Mark Kramer in 2000.



## Leading companies know that purpose can generate profits *and* equity

Today's businesses are under increasing pressure to deliver both profits and social impact at scale. But standalone, one-off, or siloed interventions are increasingly insufficient responses. Real social change is complex and requires an authentic business purpose and collaboration across sectors.

FSG combines a deep knowledge of business priorities with an understanding of systemic inequities. For more than 20 years, we've helped companies use their core business and philanthropic activities to address social issues in ways that strengthen their competitive position and profitability.

### WHO WE PARTNER WITH

FSG works with executives and leaders from sustainability teams and foundations to build capacity throughout the company to achieve equitable social change.

### WHAT WE DO

- > **Develop enterprise-wide equity strategies:** We work with senior leaders to strengthen the company's purpose with a focus on equity that spans verticals and functional areas.
- > **Identify purpose-led and shared value opportunities to advance equity:** We help leaders identify specific commercial opportunities that advance equity within and across business units.
- > **Strengthen corporate philanthropy and CSR strategies:** We develop strategies to ensure that corporate giving money is actively supporting systems change in communities that are experiencing inequitable outcomes.

*"FSG brought a thoughtful, informed, real-world perspective to our strategic planning process. Their input and support laid the foundation for a remarkable, global strategic plan that will revolutionize our work. I highly recommend FSG to other philanthropy professionals!"*

**Mary Jane Melendez**, Chief Sustainability & Social Impact Officer,  
General Mills; President, General Mills Foundation



## OUR APPROACH

We are strategic advisors with a passion for impact. Our approach builds on our work with industry-leading multinational clients and our research on innovative and effective practices. The FSG team brings rigorous data analysis, expert facilitation, issue area expertise, and a commitment to equity based on our organization's own DEI journey.

Our projects include meaningful engagement with C-level executives, as well as with the people and communities our clients serve.

## OUR CLIENTS

We serve as a strategic advisor to leaders and teams, offering customized consulting to corporations at every step in their journey. Our clients come from a range of industries: food and agriculture, health and pharmaceuticals, IT, financial services, energy, retail, and more.

## SAMPLE CLIENT PROJECTS INCLUDE:

**Walmart Foundation** worked with FSG and PolicyLink to identify and assess philanthropic opportunities that advance greater racial equity and that focus on serving Black and African American communities for its newly formed \$100M philanthropic fund, the Center on Racial Equity.

**The Mastercard Center for Inclusive Growth** engaged FSG to help inform the Center's strategic pillar on the Future of Workers. The Center was particularly interested in pursuing a strategy related to portable benefits, to enable greater benefits access as workers increasingly participate in non-traditional work arrangements.

FSG partnered with **Griffith Foods'** executive leadership to bring the company's purpose to life, including building understanding of shared value, identifying new shared value business opportunities linked to the corporate purpose, and developing new product and market opportunities that differentiated Griffith from competitors, created a new revenue stream, and delivered measureable social impact.

**The Truist Foundation** engaged with FSG to develop a new five-year strategy and signature initiatives focused on socioeconomic mobility for this new foundation created following the 2020 merger between SunTrust and BB&T.

FSG, in partnership with PolicyLink, supported a **large national retailer** in the outdoors industry to develop an enterprise-wide racial equity, diversity, and inclusion (REDI) strategy. Excited by the concepts in the *CEO Blueprint for Racial Equity*, the company sought to build upon and align diffuse REDI-related efforts across the business into a strategy that both drives business value and leverages their full corporate footprint to create lasting impact.

**Genentech's Corporate Giving** team worked with FSG to develop a comprehensive health equity strategy for the company, including demonstrating how the philanthropic efforts of the Giving team might intersect with and advance the work of corporate biopharma business units.





# Health Equity

**Our corporate practice brings deep experience in social determinants of health and the structural factors that influence equitable health access and outcomes—across the United States and abroad.**

## OUR APPROACH

FSG works to create optimal and equitable health outcomes by understanding and working with actors across sectors, both inside and outside clinical environments. Our clients range from health systems, payers, pharma, and medical device companies, to health foundations and NGOs. *Equity provides a fundamental frame* for shaping investments in all aspects of health, for engaging community stakeholders, and for making decisions.

We actively work with clients to navigate the complex business of health care and the important perspectives of stakeholders, including patients, advocacy groups, medical professionals, funders, business leaders, and policy makers. We help those seeking to promote equity to identify and seize opportunities to increase their impact.

## OUR RESEARCH

With support from the Robert Wood Johnson Foundation, FSG and PolicyLink published **Health Care and the Competitive Advantage of Racial Equity**. Based on extensive academic and literature review and in-depth conversations with health care companies, this report highlights **business strategies that advance health equity and achieve business value by focusing on people of color**.

In partnership with Rhia Ventures, FSG published **Hidden Value: The Business Case for Reproductive Health**. In a highly competitive talent marketplace, companies have developed strategies to better attract and retain women, including making changes to benefits policies that appeal to a majority-women workforce. This report examines **why and how companies should engage on these women's health care benefits**.

## EXAMPLES OF OUR WORK

FSG worked with a **global biopharmaceutical company** to create a health equity framework to guide the company's commercial operations, actions, and role within the health ecosystem. FSG engaged in organizational capacity-building for a shared understanding of what "health equity" means and what it would mean for the company to become intentionally antiracist.



The **Blue Cross of Idaho Foundation for Health** engaged FSG to understand the state of the health ecosystem in Idaho. FSG's research helped the client to better understand how economic stability, education, the social and community context, the neighborhood and built environment, and access to health care are either promoting or inhibiting the ability of Idahoans to thrive—and opportunities for stakeholders to improve these conditions.



# Corporate Team Leaders

We draw on our experience working with industry-leading multinational clients and two decades of research on innovative practices.



**RISHI AGARWAL**  
*Mumbai*

Leads FSG's Water Access, Sanitation, and Hygiene (WASH) practice; leverages market-based solutions to drive sustainable social change



**ADEEB MAHMUD**  
*Washington, DC*

Leads FSG's Corporate practice; co-author of publications on NGO corporate partnerships and impact investing



**NIKHIL BUMB**  
*Washington, DC*

Leads FSG's Corporate Racial Equity practice; significant experience advising multinational corporations on social impact strategies; helped build and launch Deloitte Consulting's Social Impact practice



**MARC PFITZER**  
*Geneva*

Leads FSG's Geneva office and FSG's work in Europe; co-author of the *Harvard Business Review* articles "The Ecosystem of Shared Value" and "Innovating for Shared Value;" former principal at Boston Consulting Group



**FAY HANLEYBROWN**  
*Seattle*

Leads FSG's Seattle office and Economic Development practice; expertise in strategy, organizational alignment, and evaluation; co-author of many workforce development reports; former strategy consultant at McKinsey & Company



**KIMBERLY SHIN**  
*Seattle*

Leads FSG's Talent Rewire, which facilitates a learning community of employers and partners interested in innovating best practices in hiring, retention, and advancement of those facing employment barriers



**JOHN HARPER**  
*San Francisco*

Leads FSG's Systems Thinking work; brings an explicit focus on racial equity and uplifting the voices of historically marginalized communities



**BOBBI SILTEN**  
*San Francisco*

Leads FSG's Shared Value Initiative, which drives adoption of shared value strategies around the world; former EVP at Gap Inc.; led Gap Foundation for ten years



**GREG HILLS**  
*Boston*

CEO of FSG; recently led FSG's Corporate consulting and Global Development practices



**DANE SMITH**  
*Washington, DC*

Leads FSG's DC office and FSG's work in Latin America; speaks frequently on shared value, social license, and purpose-driven strategies