



## SESSION NOTES

### Larry Fish

*Chairman, RBS America and Chairman, Citizens Financial Group  
CECP Director*

- At Citizens Bank, we are proud of our philanthropic programs.
- We are recognized as #1 in adoption assistance programs in America.
- Our Corporate Service Sabbatical program utilizes the power of having a colleague work full-time for a nonprofit organization...imagine how that enriches the rest of the bank when they come back and share those experiences.
- We're focused on local communities, communities of color, and communities of need.

Advice for integrating philanthropy into your business and getting your CEO's attention:

- First, be very conscious of language. I would never use the words 'philanthropy' or 'giving'. 'Charity' is even worse. We talk about investing in our communities.
- You can't have a healthy company in a sick community. We talk about investing in our employees.
- Language in the private sector is very important and language that is considered 'soft' won't work.

Four answers for *Why should we do this at all?*

- It's strategic
- Brand enhancement
- Alliances
- Employee engagement

Strategy:

- What do we want the outcomes of our philanthropic investments to be? Frame the discussion as strategic and make all goals strategically legitimate and transparent.
- It's critical that you first put forward to the CEO a strategy: what are we trying to do? How are we going to measure results? Are we going to be happy when we get there?

Brand enhancement:

- Citizens' brand has been profoundly enhanced by our investment in our community.
- The happier our employees and customers are, the better our brand is.
- A strong, decent, caring brand that invests in its community is good for business.

Alliances:

- Your work in corporate philanthropy creates and develops important alliances.
- For example, when I go to Detroit I take an hour to meet some representatives from human service agencies. I learn from this experience. Our investments are more informed as a result of that input.
- I'm also building alliances. It's a product of our investment, but it's very powerful for the business.



Employee engagement:

- My most important job is ensuring that the people who work for our company are proud of the place they work.
- What you do makes them very proud. That's why matching gift programs, using investments to facilitate their volunteer programs, and engaging employees are incredibly important.
- The more you engage your employees, the prouder they'll be of the company and the happier they will be working there. You can't have happy customers if you don't have happy employees.

“A joyful spirit comes from a grateful heart.” – Maya Angelou

*The above are paraphrased notes from a presentation on June 6, 2007.*