



Research overview

This report integrates research on the field of youth mentoring with insights gained from interviews conducted by MENTOR: The National Mentoring Partnership (MENTOR) with 18 US companies that are leading the way in corporate youth mentoring.

EY and MENTOR would like to thank the following companies for contributing to this research:

- ▶ American Express
- ▶ AT&T
- ▶ Bank of America
- ▶ Bloomberg
- ▶ Blue Cross Blue Shield Association
- ▶ Citi
- ▶ Coastway Community Bank
- ▶ Comcast
- ▶ Ernst & Young LLP
- ▶ First Niagara
- ▶ GE
- ▶ Intel
- ▶ Luxottica
- ▶ 3M
- ▶ The Ritz-Carlton
- ▶ State Street
- ▶ Viacom

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Mentoring: at the crossroads of education, business and community

The power and promise of private sector engagement in youth mentoring

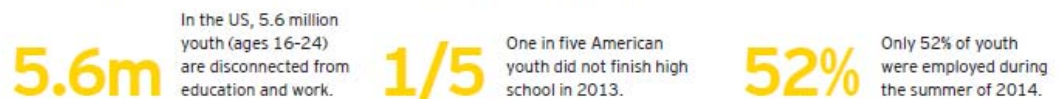
Why mentoring?

One of the most pressing challenges facing society today is youth unemployment. In the US alone, there are nearly 6 million youth, ages 16 to 24, who are disconnected from both work and school. One study estimates that the human potential lost as a result of our educational-achievement gap results in the economic losses equivalent to a permanent national recession

For today's youth, especially those from under-served communities, mentors can help them find pathways to productive, fulfilling, sustainable lives. Youths with mentors are more likely to be successful in school, more likely to be leaders in their communities, and more likely to enter into young adulthood with opportunities for ongoing education and career choices. With more than 60% of new jobs requiring post-secondary education, mentors can play an important role in helping youth apply to college and successfully complete their degrees.

Today, one in three young people will reach the age of 19 without having an adult mentor of any kind. **The US business community can play an important role in filling the mentoring gap.**

Mentoring: addressing the challenge of youth employment



Building a better working world



How is business engaged in mentoring?

Mentoring is the number one form of skills-based volunteering, according to a recent report by A Billion + Change, a Points of Light Foundation initiative. The companies in our study cited the numerous benefits of mentoring from a business perspective:

- ▶ Mentoring helps foster employee engagement, retention, and recruiting efforts
- ▶ Mentoring enables companies to cultivate and develop the future workforce
- ▶ Mentoring supports vibrant communities, which includes viable customers

Corporate mentoring programs vary on a number of key dimensions: the not-for-profit partners they engage with, the goals of the programs, where and how mentoring takes place, use of technology and curriculum modules, and the ways in which companies leverage their key capabilities for capacity building in conjunction with their programs. Case studies of the mentoring initiatives at 3M, Comcast, IBM and EY illustrate the importance of aligning mentoring with the passions of employees and the mission and capabilities of the organization.

Critical success factors

Today, there is a growing interest in mentoring, especially among the millennial generation. Many of the companies in our study offer paid leave time or schedule flexibility for their employees' mentoring activities, but recruiting volunteers is only part of the challenge - to deliver impactful results for young people and their communities, leading companies must also demonstrate:

- ▶ Strong commitment from leadership and a culture of mentoring
- ▶ Thoughtfully developed relationships with partners
- ▶ Genuine and targeted employee engagement
- ▶ Alignment with the *Elements of Effective Practice for Mentoring™*

The path forward for corporate youth mentoring

One of the most promising shifts in public and private investment in social services in recent years is the move toward identifying and intensifying investment in program models and practices that have rigorous evidence of impact. Intermediaries, such as *Mentoring Partnerships*, can play a critical role in helping businesses scale effective programming, and provide professional development and mentor training.

For many US businesses committed to mentoring, that translates into a long-term engagement with youth - what some companies call a "cradle to career" approach. Another trend is corporate sponsors playing an active role in convening mentoring providers to share best practices and encourage peer learning, as well as an investment in proven, evidence-based programming. Finally, spreading the word and sharing the benefits of youth mentoring can help sustain momentum and serve as a catalyst for ongoing innovation.

The future: extending and expanding the mentoring effect

The nation's businesses, from small local shops to Fortune 100 companies, can use this report as a springboard to learn more about mentoring, to contemplate the strong business reasons and multiple engagement points outlined, and to find ways of contributing to the education of the country's youth and the development of the next generations of employees and citizens.

At EY and MENTOR, we stand ready to partner with you to further expand the mentoring effect.

About MENTOR: The National Mentoring Partnership

MENTOR: The National Mentoring Partnership (MENTOR) is the unifying champion for expanding quality youth mentoring relationships in the United States. For 25 years, MENTOR has served the mentoring field by providing a public voice, developing and delivering resources to mentoring programs nationwide and promoting quality for mentoring through standards, cutting-edge research and state of the art tools. We drive the investment of time and money into high impact mentoring programs through advocacy, influence strategy and public awareness. When MENTOR was founded there were an estimated 300,000 at-risk youth in structured mentoring relationships. Today, research shows that 4.5 million at risk youth will have a structured mentoring relationship while they are growing up. Still, our research shows that one in three young people will reach adulthood without a mentor.

MENTOR's mission is to fuel the quality and quantity of mentoring relationships for America's young people and to close the mentoring gap. MENTOR carries out this work in collaboration with our network of affiliate *Mentoring Partnerships* and more than 5,000 mentoring programs in all 50 states. We engage with the private, public and nonprofit sectors to ensure that all youth have the support they need through mentoring relationships to succeed at home, school and, ultimately, work.

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