

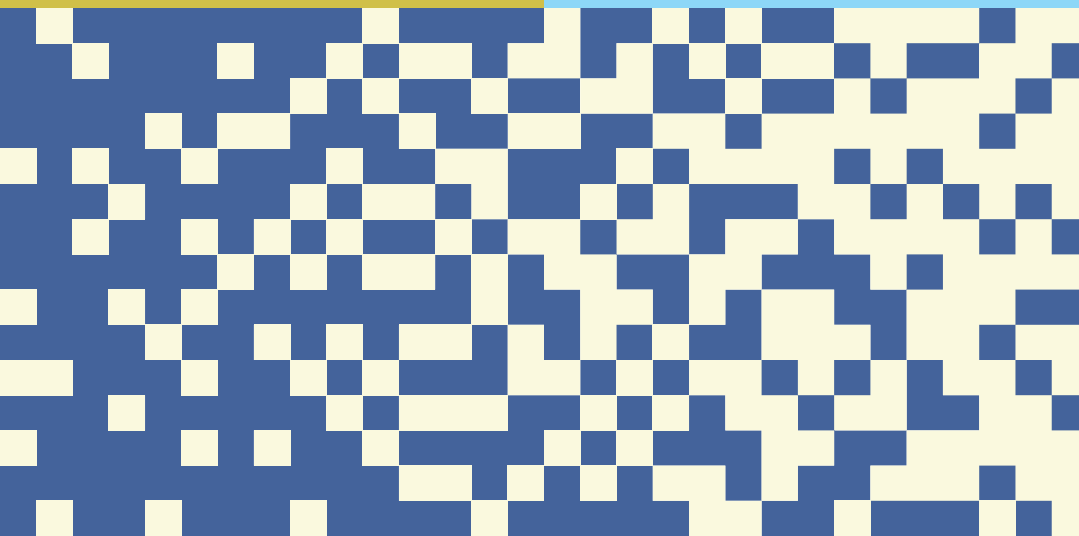
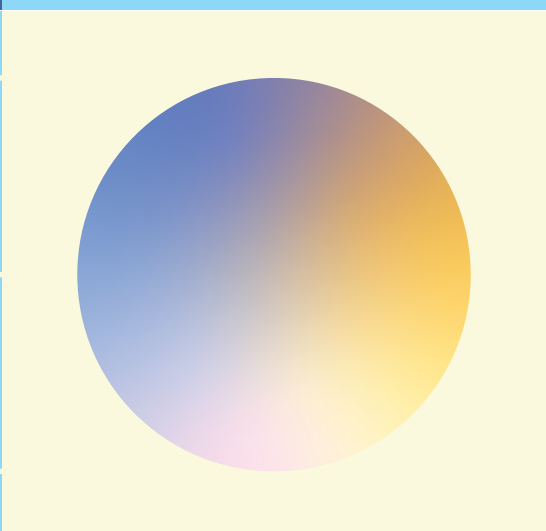
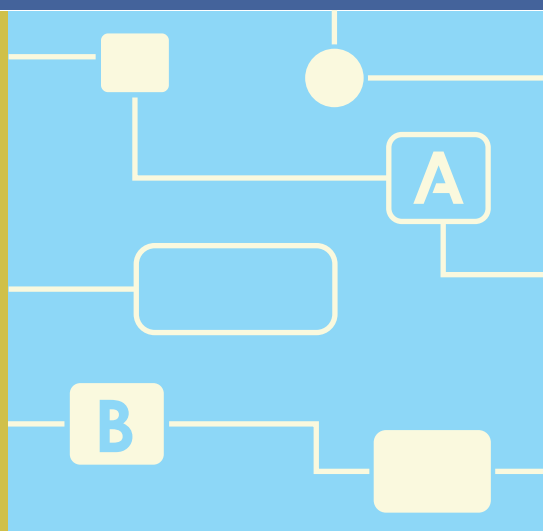
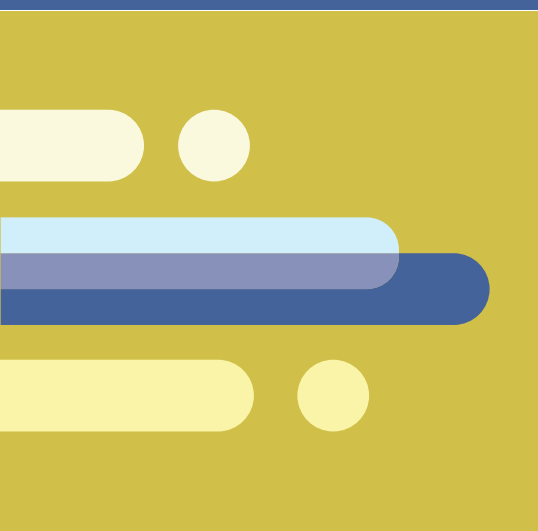
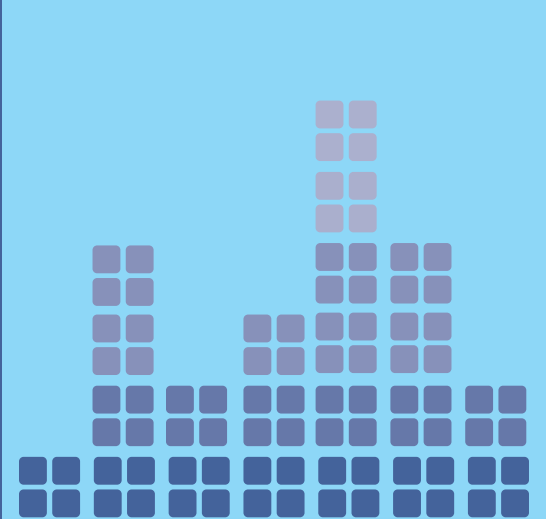
BC
CCC



COMMUNITY INVOLVEMENT STUDY

2025

EMPLOYEE VOLUNTEERING PROGRAMS



BOSTON COLLEGE
**CENTER FOR
CORPORATE
CITIZENSHIP**
CARROLL SCHOOL OF MANAGEMENT

COMMUNITY INVOLVEMENT

2025

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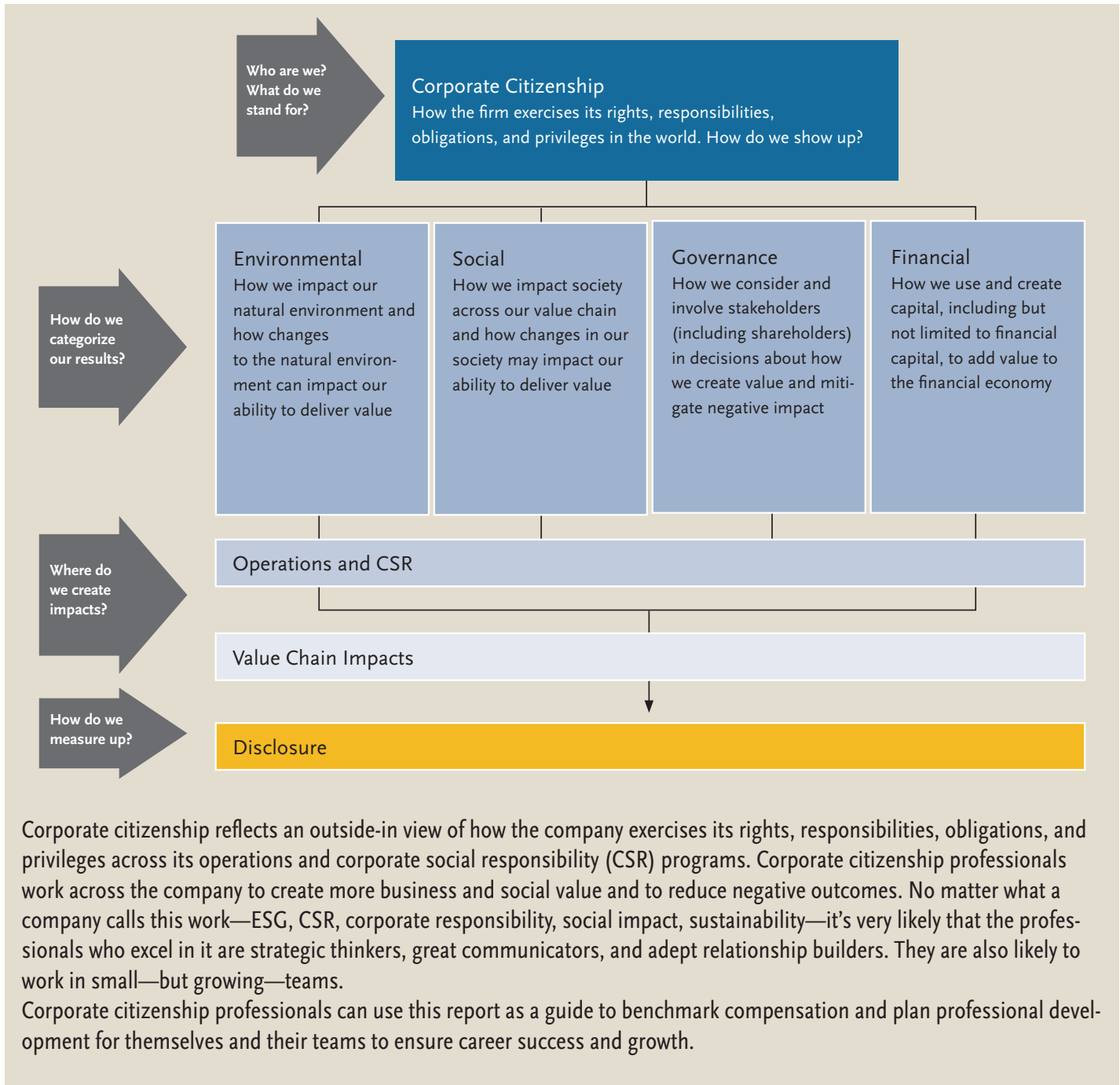
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INTRODUCTION

For four decades, the Boston College Center for Corporate Citizenship has published the Community Involvement study to examine the roles, responsibilities, and compensation of people working in corporate citizenship. In this latest study, 453 respondents from a variety of corporate citizenship positions, job levels, and industries shared information about their jobs, professional development, and remuneration.



The Business Case for Employee Volunteering Programs

Employee volunteering programs represent a strategic initiative for organizations seeking to enhance both their corporate social responsibility efforts and workforce engagement. This report presents a substantiated rationale for implementing and supporting employee volunteering programs, highlighting evidence-based benefits for both companies and employees.

Of companies that measure, **93%** find that employees who volunteer are more **ENGAGED** employees

Benefits for Companies

This study reinforces the findings of our previous studies since 2019 that show employee volunteering correlates strongly to deeper employee engagement. Additional research reveals the benefits that companies enjoy from more engaged employees.

REDUCED TURNOVER AND COST SAVINGS

A systematic review and meta-analysis of turnover amongst volunteers involving 117 studies and over 55,000 volunteer workers found that engagement and organizational commitment were among the strongest predictors of reduced turnover.¹ These findings suggest that organizations implementing volunteering programs that enhance engagement can expect significant retention benefits. These findings are consistent with recent Gallup studies that show that the top quartile of engaged employees compared to the bottom quartile are less likely to leave their jobs and more engaged.²

The relationship between employee satisfaction and organizational performance has been empirically validated in research showing the existence of a clear link between these variables, with more satisfied employees contributing to more effective organizations.³

ENHANCED EMPLOYEE ENGAGEMENT AND PRODUCTIVITY

Recent studies demonstrate a clear connection between corporate volunteering and workplace engagement. Research published in *Frontiers in Psychology* confirms that the correlation between workplace volunteering with work engagement, as employees whose employers offer volunteer activities are more engaged in comparison with employees whose employers do not. This enhanced engagement from volunteering experiences is associated with improved productivity, job satisfaction, sense of belonging, and performance.⁴

SKILLS-DEVELOPMENT AND TEAM BUILDING

Skills-based volunteering programs enable employees to volunteer their specialized skills for non-profit organizations while developing new competencies along the way. These programs operate at the intersection of corporate philanthropy and human resources development.

Research examining group processes in volunteering has found that peer interaction and communication among volunteers significantly impacts retention. When volunteering is structured as a team activity, it helps develop social bonds among employees, which transfer back to the workplace.^{5,6}

ORGANIZATIONAL COMMITMENT

Corporate volunteering initiatives can significantly impact organizational commitment, though research indicates that employee perceptions of company motives play a crucial role in these outcomes. When employees perceive volunteering programs as authentic rather than merely for public relations, their commitment to the organization increases.⁷

Benefits for Employees

Benefits to companies are not the only positive outcomes. Employees themselves are shown to benefit from their own participation in the following ways:

IMPROVED WELL-BEING AND HEALTH

A comprehensive review examining the effects of volunteering on social, mental, and physical health found benefits across all three domains, with some of the strongest evidence for improved well-being among volunteers.⁸

Another meta-analysis of multiple systematic reviews also found that volunteering leads to reduced mortality rates and increased physical and mental functioning, with the benefits being more pronounced in older age groups.⁹

PROFESSIONAL DEVELOPMENT AND CAREER ADVANCEMENT

Peer-reviewed research demonstrates that volunteer experiences serve as a means of developing or enhancing several types of

job-related skills, particularly when the volunteering is structured through formal corporate programs.¹⁰

A systematic review of the intersection between skills and employee volunteering found that these programs enable significant professional development opportunities through practical application of existing skills in new contexts and acquisition of new competencies.¹¹

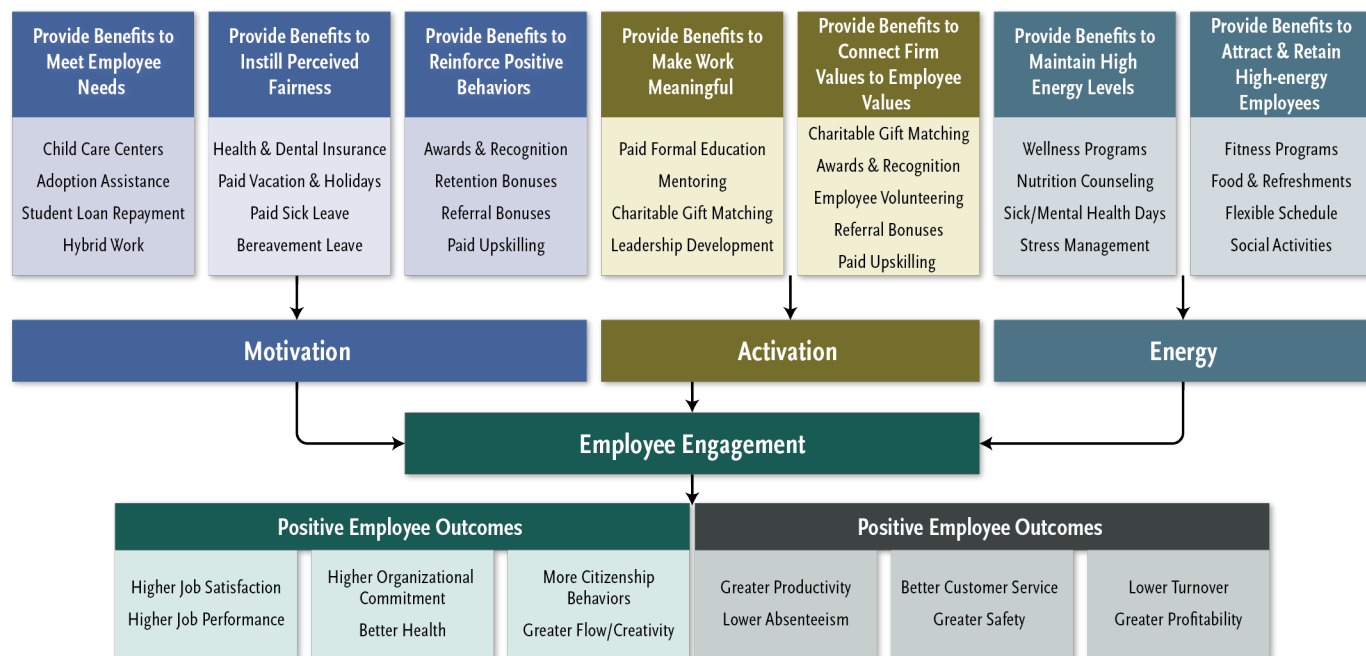
WORK-LIFE BALANCE AND MEANINGFUL WORK

Research has demonstrated that employee volunteering induces happiness and cohesion, which in turn promotes individuals to engage in improved in-role behavior and helping behavior at work. This creates a positive feedback loop between volunteering activities and workplace performance.¹²

Volunteering provides employees with a break from routine work responsibilities, offering opportunities to develop new skills, build new relationships, and encounter new challenges. This renewal experience leads to enhanced creativity and innovation when employees return to their regular responsibilities.¹³

In the Boston College Center for Corporate Citizenship study, we find that 43% of companies report measuring the connection of volunteering to engagement. Among those who measure, 93% report that employees who volunteer are more engaged than those who do not.¹⁴ The figure on the following page illustrates the psychological mechanisms of how this engagement happens.

Work-Life Balance and Meaningful Work



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Implementation Best Practices

Based on recent research findings, here are evidence-based approaches for maximizing the benefits of employee volunteering programs:

1. TAKE THE PLANNING OFF THEIR PLATES

Our survey this year revealed that company-sponsored days of service and involving company leaders are two practices most highly correlated to volunteer participation. Making it easy for managers to promote company volunteer events and creating a sense of participation as an expected behavior both drive greater participation.

2. OFFER FLEXIBILITY IN VOLUNTEERING OPTIONS

Research on volunteer motivation reveals that having a variety of activity options to match different motivational profiles increases volunteer recruitment, satisfaction, and retention. Similarly, corporate volunteering programs should offer diverse opportunities to match employee interests and time constraints.¹⁶

3. INCORPORATE TEAM-BASED VOLUNTEERING

A longitudinal, multi-level study on engaging leadership demonstrated that team resources positively influence work engagement beyond the effect of personal resources. This suggests that structuring volunteering as a team-based activity can maximize engagement benefits.¹⁷ Our survey this year supported that finding. Adding team-building or skill-building activities to volunteering offers managers and employees a double benefit: organizational and personal development.

4. RECOGNIZE VOLUNTEER CONTRIBUTIONS

Research shows that effectively acknowledging volunteer contributions increases retention and satisfaction. Regular recognition, both formal and informal, of employees' volunteering efforts strengthens their connection to both the volunteering program and the organization.¹⁸

Recent research strongly supports implementing employee volunteering programs as a strategic business initiative with mutual benefits for organizations and their employees. From reduced turnover costs and enhanced productivity to improved employee well-being and skill development, volunteering programs offer compelling returns on investment while contributing positively to communities.

By thoughtfully designing and implementing these programs with attention to flexibility, recognition, and diversity of options, companies can maximize these benefits while strengthening their position as socially responsible organizations.



Employee Volunteering Current Practices

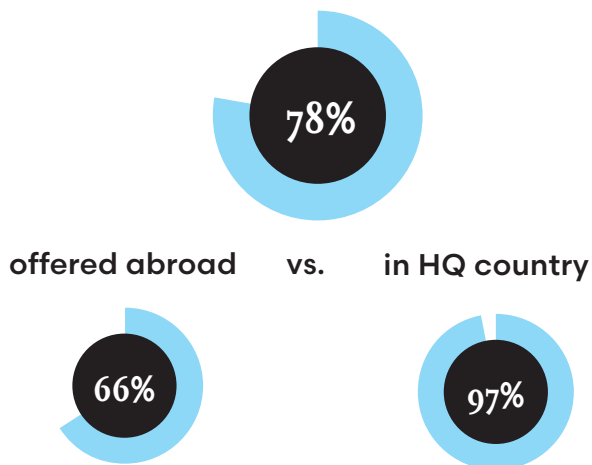
*Letters in the third column connect to the the graphs that follow.

Employee Participation Rates by Type of Program		
Average minimum hours of paid volunteer time offered	4 hours	E
Average of paid volunteer hours offered to employees	18 hours	E
Median of paid volunteer hours offered to employees	16 hours	E
Maximum of paid volunteer hours offered to employees	80 hours	E
Average % of employees who logged at least 1 hour of volunteer time	31%	C
Median % of employees who logged at least 1 hour of volunteer time	26%	C
% of companies offering the most common employee volunteer program: paid time off	80%	B
Of companies offering paid time off, % that offer it in HQ country	97%	B
Of companies offering paid time off, % that offer it abroad	70%	B
% of companies offering virtual volunteering	78%	A
of companies offering virtual volunteering, % that offer it in HQ country	97%	A
of companies offering virtual volunteering, % that offer it abroad	66%	A
% of companies offering skill-based volunteering	70%	D
% of companies that report having a volunteer budget of under \$100k	15%	G
% of companies that report having a volunteer budget of \$100k - \$500k	54%	G
% of companies that report having a volunteer budget of over \$500k	22%	G
% of companies that report budget increase	31%	F
% of companies that report budget decrease	15%	F
% of companies that report flat budget	31%	F
% of companies that track volunteer hours	96%	H
% of companies that track any form of volunteering (company sponsored or personal)	64%	H
Companies that track only company sponsored volunteering	34%	H
% of companies that track # of events, activities, projects	34%	H
% of companies that use the most common method of collecting employee feedback: post-event surveys	34%	I
% of companies recognizing employee volunteers publicly	34%	K
% of companies offering dollar matches for volunteer hours	34%	K
% of companies that measure connection of employee volunteering to employee engagement	43%	J
Of those who measure, % that find correlation between participation and increased engagement	93%	J

At a glance...

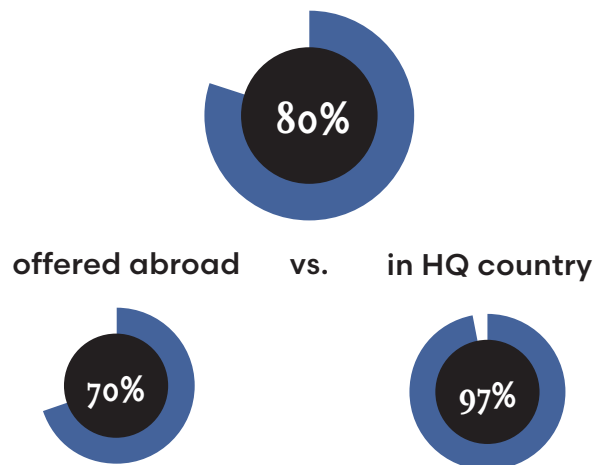
A

% of companies
offering virtual volunteering



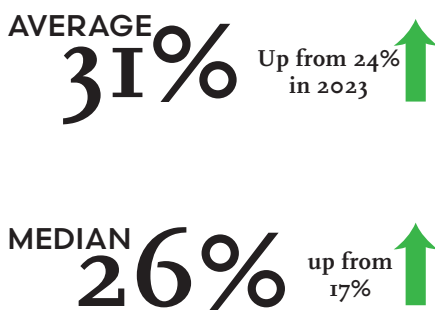
B

% of companies
offering paid time off



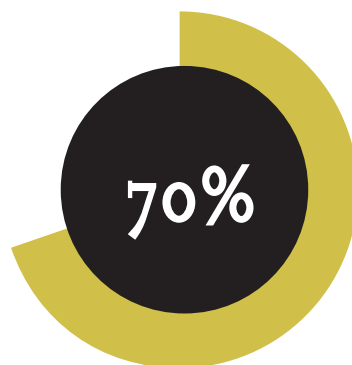
C

Employees who logged
at least 1 hour of
volunteer time



D

% of companies offering
skills based volunteering



E

Average hours of
paid volunteer time offered

18 hours Up from 16 hours in 2023 ↑

of paid volunteer hours offered to employees...

MINIMUM

4

MEDIAN

16

(2 days)

MAXIMUM

80

Down from 120 in 2023 ↓

F

Percent of companies that report a budget...



Increase

31%



Decrease

15%

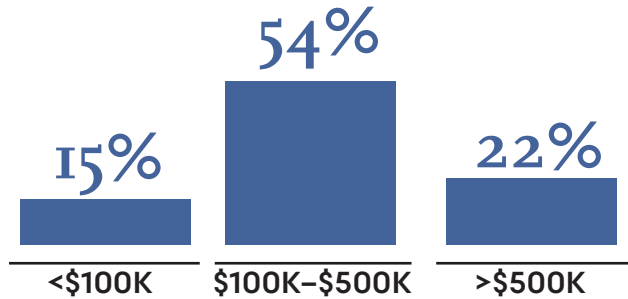


Flat

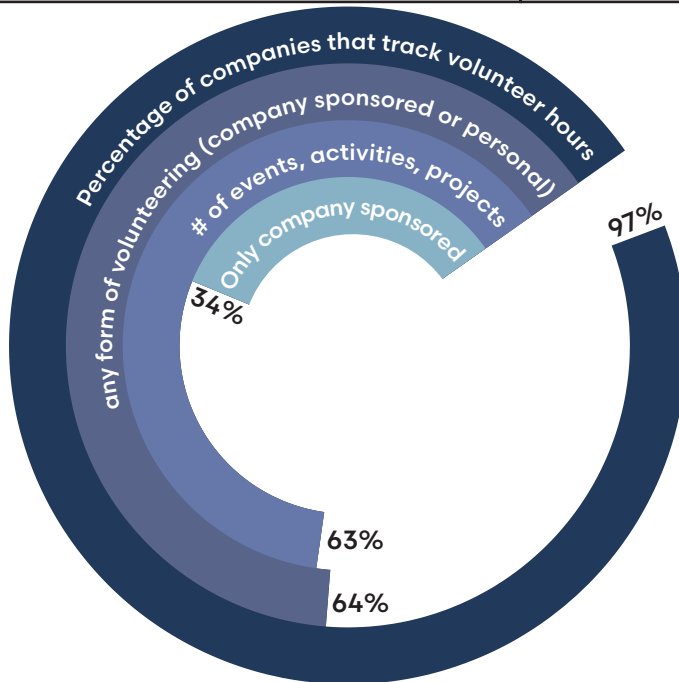
31%

G

Percent of companies that report having a
employee volunteering budget of...



Tracking Volunteering



H

I

47%

of companies
use the most common
method of collecting
employee feedback:
POST-EVENT SURVEYS

J

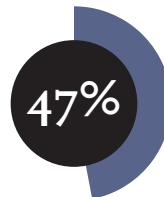
43%

of companies that measure
the connection of employee volunteering
to employee engagement.

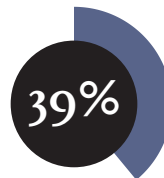
93%

Of companies that measure,
find a correlation between participation
and increased engagement.

K



of companies recognize
employee volunteers publicly



of companies offer dollar
matches for volunteer hours

Broad Availability of Employee Volunteer Benefits

In most cases, companies offer most of their employees a broad range of employee volunteer programs. Some even offer retirees the opportunity to continue to participate.

	Who can participate in the EVP program?			
	FTE based in headquarters country	FTE not based in headquarters country	Part-time employees	Retirees
Pro bono service	100%	62%	38%	3%
Dollars for Doers	100%	58%	52%	9%
Nonprofit board placement	98%	38%	38%	3%
PTO for volunteering	97%	70%	54%	2%
Virtual volunteering	97%	66%	53%	3%
Tracking acts of kindness	95%	64%	59%	5%
Company-wide day(s) of service	95%	57%	60%	5%
Skills-based volunteering	94%	66%	42%	6%
Employee Service Corps	91%	64%	55%	9%

The Connection Between Employee Volunteering and Employee Engagement

FIGURE 01

Companies that measure the connection of employee participation to engagement scores

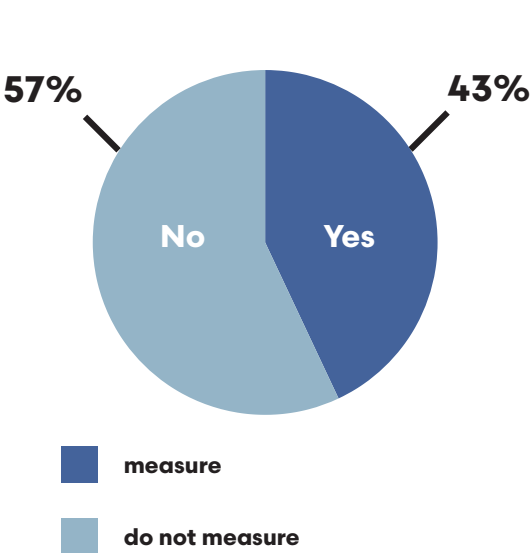
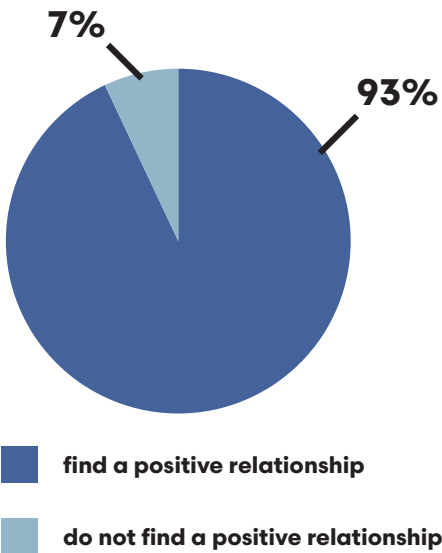


FIGURE 02

Did the companies who measured the relationship find a positive relationship between participation in its employee volunteer program and employee engagement scores?





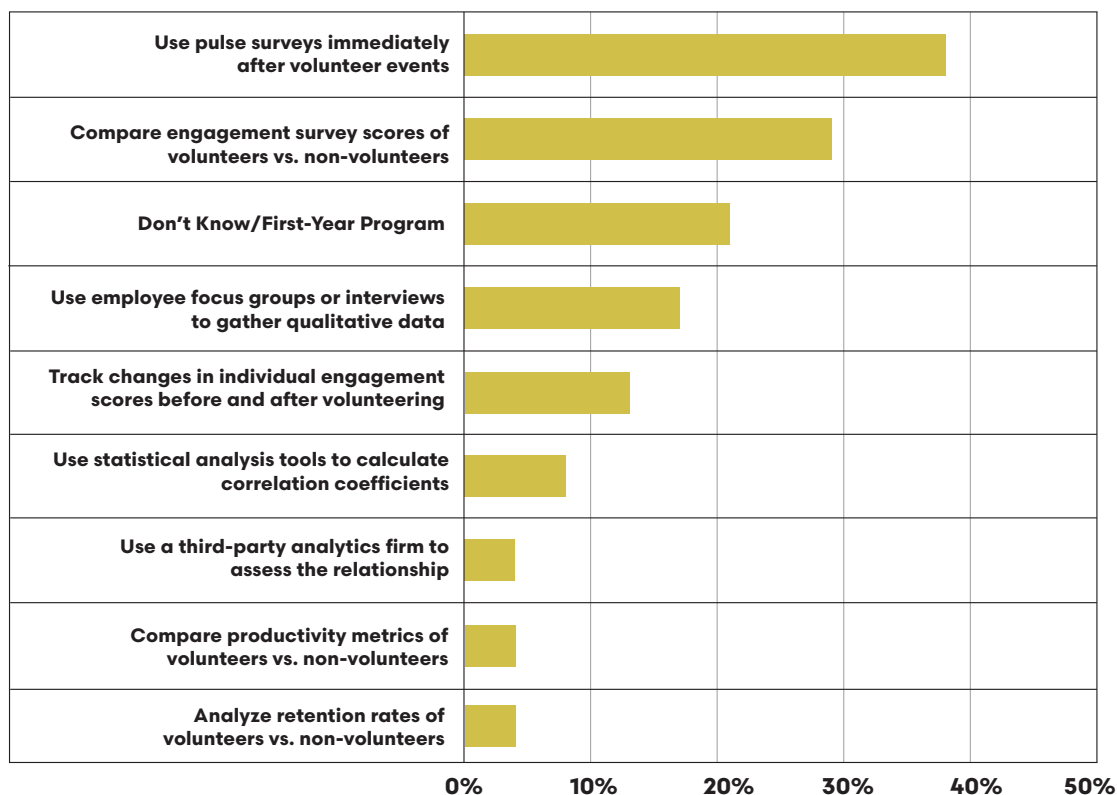
Looking to get real-time answers to questions from peers and experts in your field?

Boston College Center for Corporate Citizenship Advisory Boards offer opportunities for advanced corporate citizenship professionals to share their expertise and advice with others with common business interests.

Advisory Boards are an additional, affordable benefit of BCCCC membership and are open to all member companies. There are six boards to choose from: *Leadership in Community Involvement*, *Opportunity, Inclusion and Workforce Engagement*, *ESG Reporting*, *Health Equity*, *Professional Services Sustainability*, and *Sustainability in Industrial Value Chains*. To learn more, visit ccc.bc.edu.

FIGURE 03

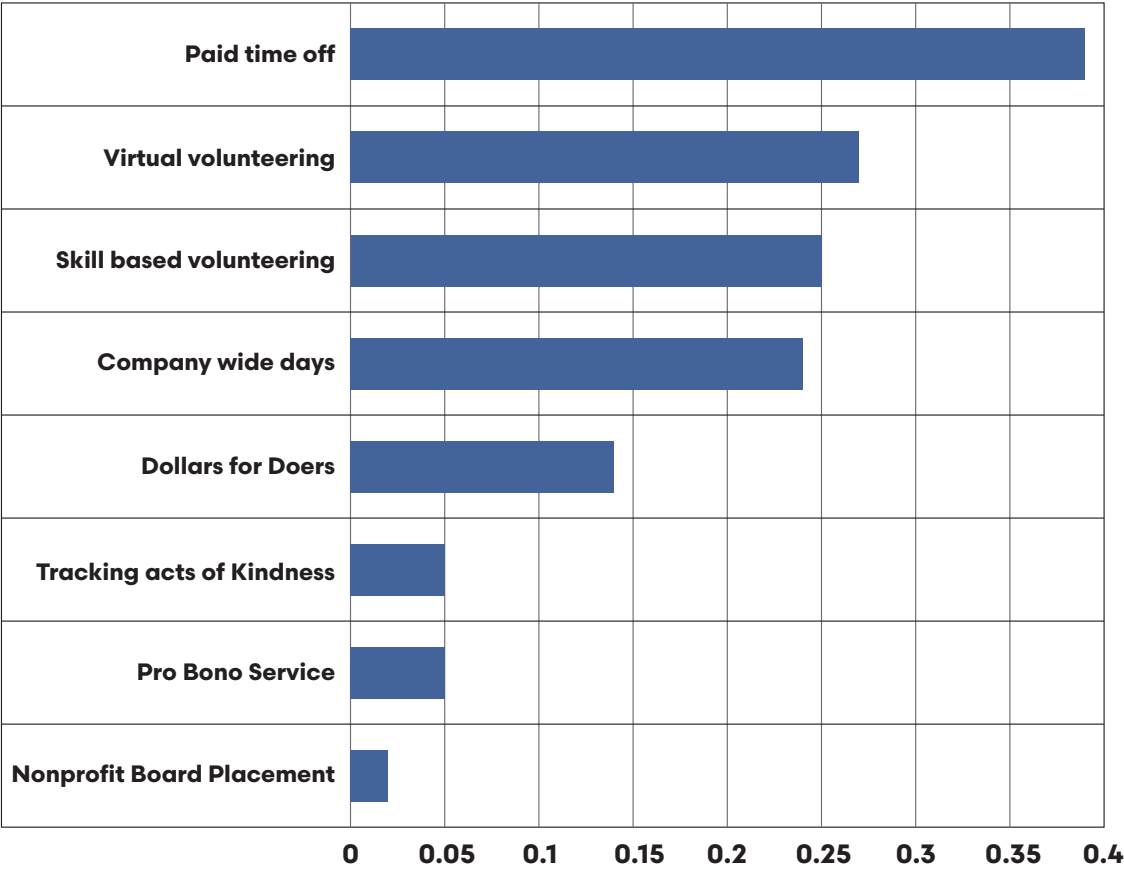
How does your company measure the relationship between participation in its employee volunteer program and employee engagement scores?



Which Combination of Programs Yields the Best Participation Rates?

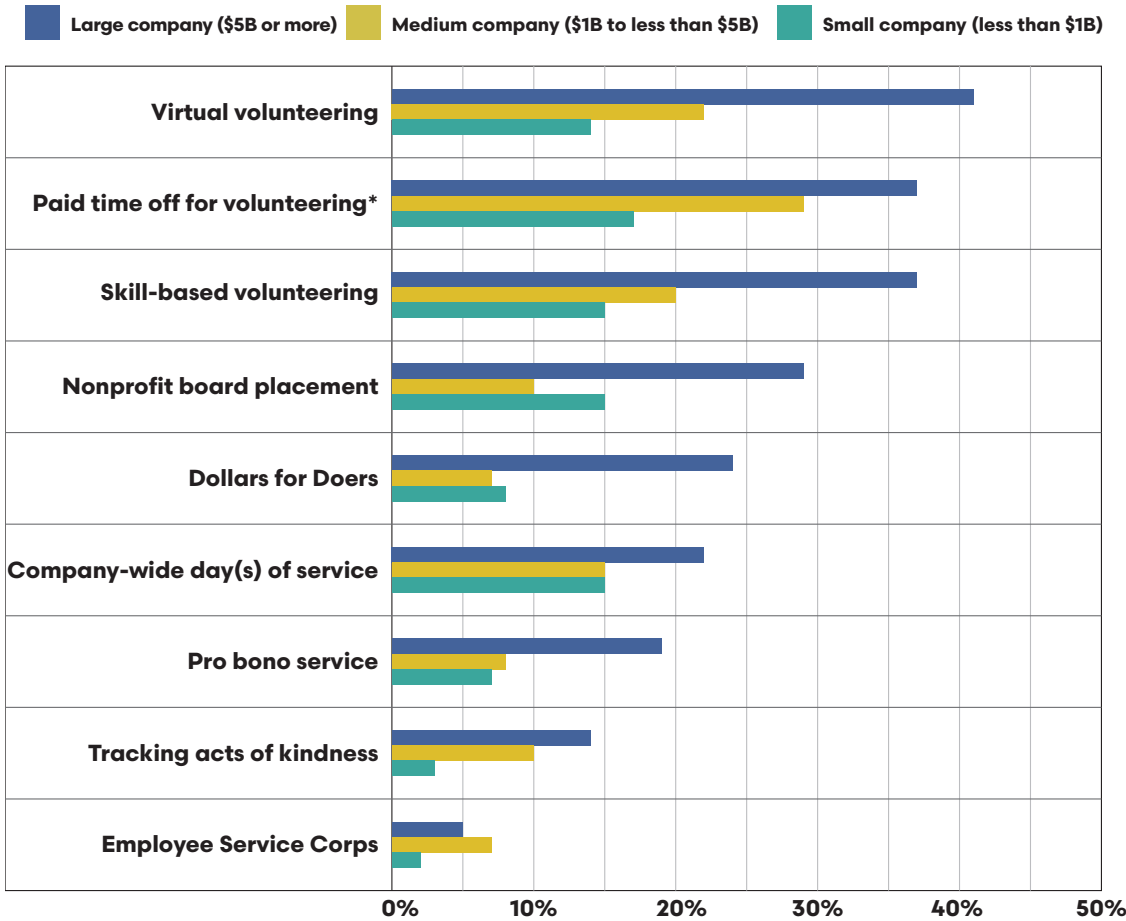
Looking at the correlations between program offerings and employee participation, four program types seem to contribute more than others to employee participation and engagement. For program leaders who have limited bandwidth and budget to manage, this research suggests that prioritizing paid time off, virtual volunteer opportunities, skills-based volunteering, and company-wide days of service will yield the best results. Paid time off for volunteering is most highly correlated to participation.

FIGURE 04
Correlation between offering an EVP program and EVP overall participation



Though time off for volunteering is most highly correlated to participation, many companies do not offer this benefit. The larger the company, the more likely employees are to be offered different types of employee volunteer benefits.

FIGURE 05
Programs offered by company revenue



*Does not include company-wide days of service.
**Actions that benefit others but are not conducted through a formal organization e.g., helping an elderly neighbor shop for groceries.

Survey data suggest that companies seeking to improve their volunteer participation rates could consider company-wide days of service and paid time off to increase participation.

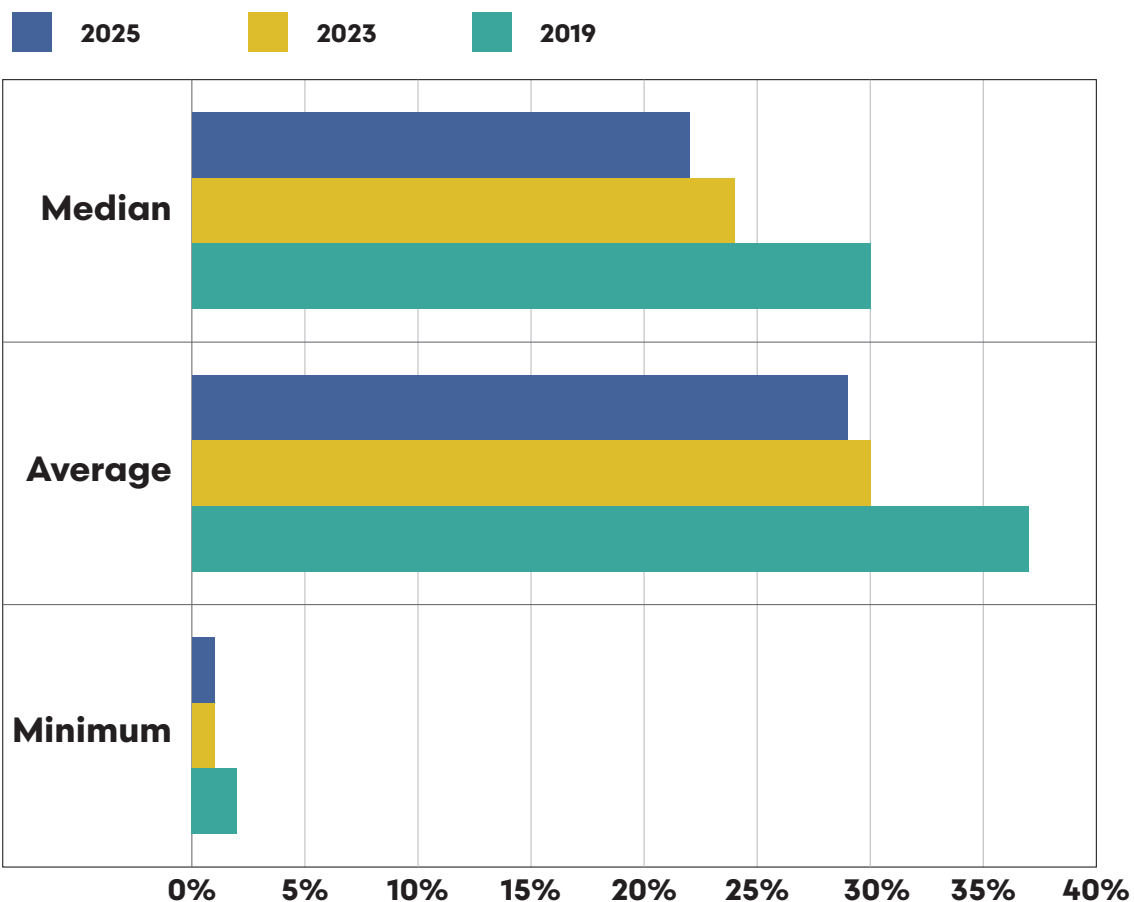
Employee Participation Trends

PARTICIPATION IS DECREASING

Across the board, companies are struggling to maintain employee participation in volunteering—or at least to track their participation. This aligns with national data. Formal volunteering rates have rebounded since the pandemic, but the average hours per volunteer have decreased, according to the U.S. Census Bureau and AmeriCorps. Some areas have seen a full recovery to pre-pandemic levels, while others still lag behind.¹⁹

FIGURE 06

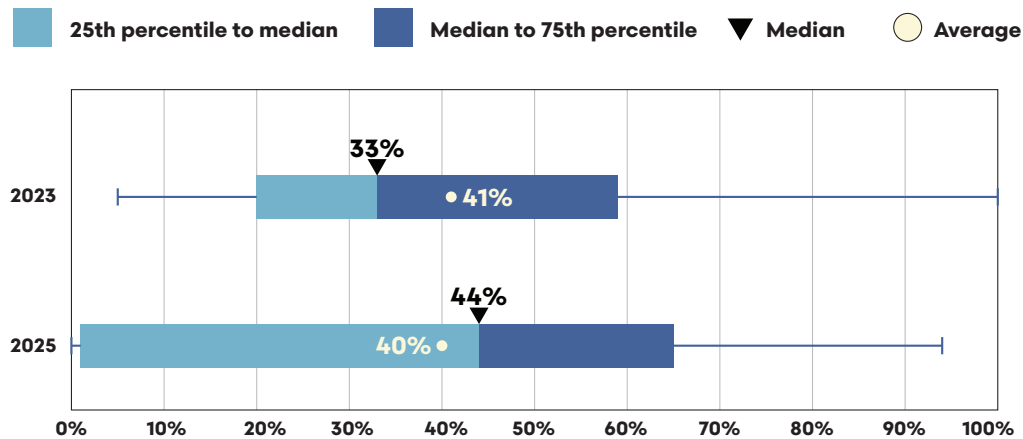
Employee volunteer participation



The larger the company, the lower the employee participation rate.

FIGURE 07

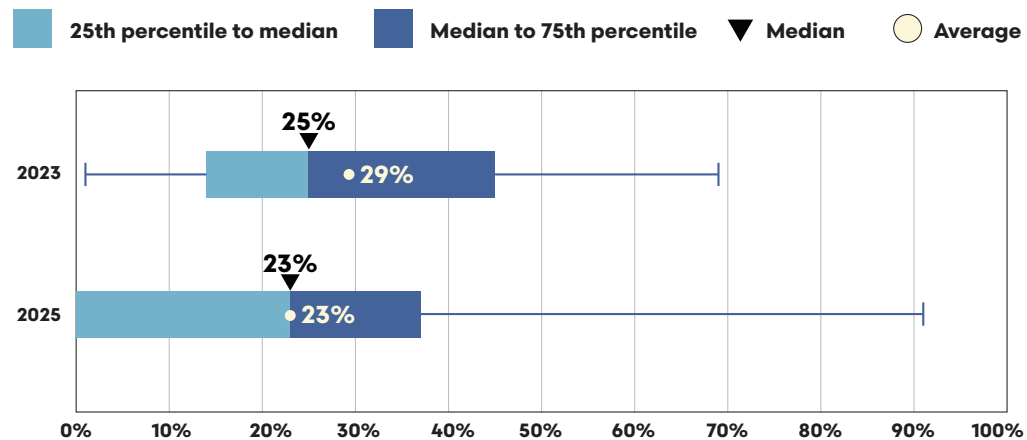
Employee volunteer participation by revenue <\$1B



Smaller companies have the highest rates of participation. Their trend over time tells a mixed story. Though the average participation reported by respondents is slightly lower than in the last survey, the median is 33% higher. This suggests that more companies are experiencing higher volunteer engagement than in our last survey.

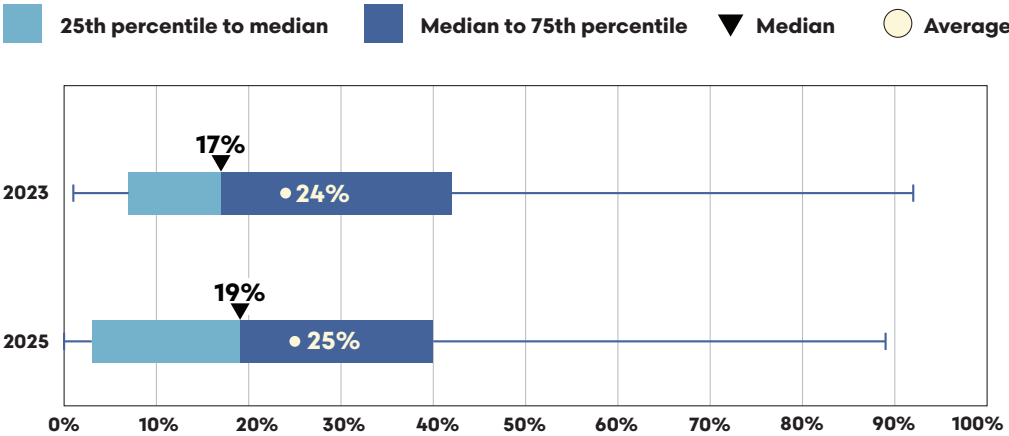
FIGURE 08

Employee volunteer participation by revenue \$1B-\$5B



Medium companies show a much higher maximum participation rate in our 2025 survey, but both the median and average rates are lower than they were in 2023, suggesting that more companies are experiencing lower participation.

FIGURE 09
Employee volunteer participation by revenue >\$5B



Though large companies had the lowest overall median and average participation scores, they were the only group that saw increases in both median and average participation rates.

Curious how your industry stacks up?
Check out the industry decks for more data from your field! The industry decks will be available on ccc.bc.edu following the live webinar on September 10, 2025.

Employee Participation Rates by Type of Program						
	Company-wide day(s) of service	Skill-based volunteering	Nonprofit board placement	PTO for volunteering	Virtual volunteering	Dollars for Doers
Max	98%	50%	33%	91%	50%	52%
Median	23%	5%	3%	22%	10%	5%
Average	26%	8%	5%	26%	14%	13%
Minimum	1%	1%	1%	1%	0%	1%

Number of Hours by Company Size				
	2025 CI Study	Small Company (Revenue Less than \$1B)	Medium Company (Revenue \$1B to \$5B)	Large Company (More than \$5B)
Max	34	17	34	22
75th percentile	5	11	4	4
Median	2	7	2	2
Average	4	7	4	3
25th percentile	1	3	1	1
Minimum	0	0	0	0

How Companies Encourage Participation

FIGURE 10

How to encourage Company-wide day(s) of service participation

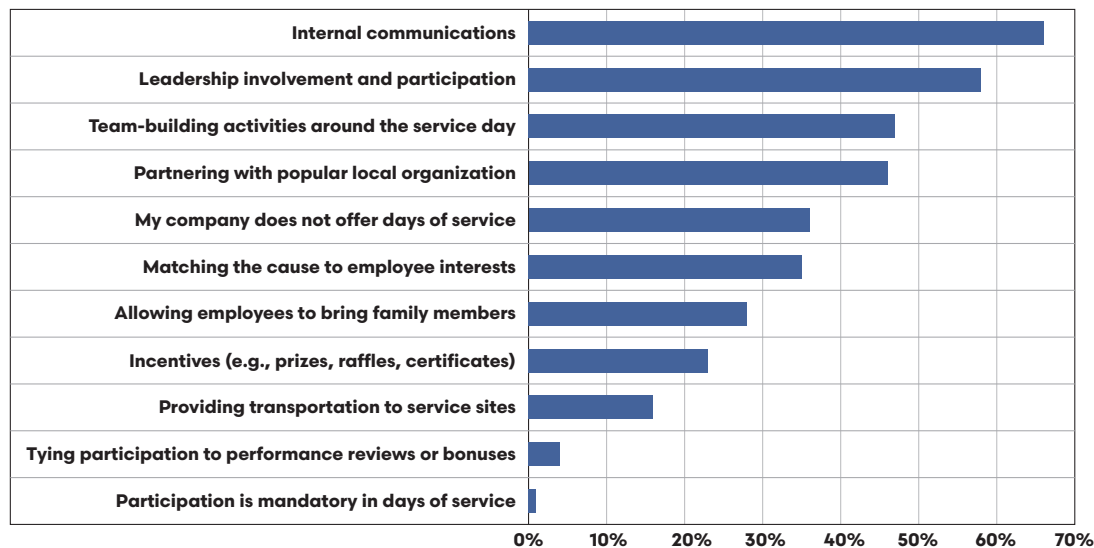
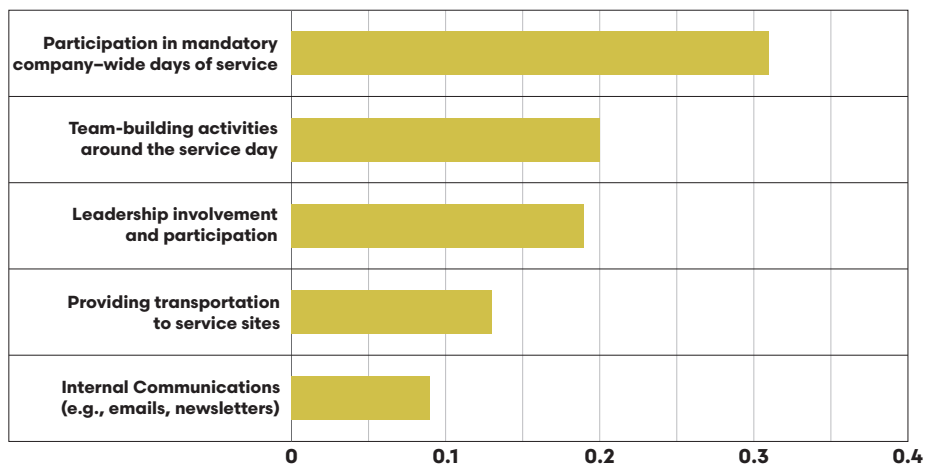


FIGURE 11

Correlation between encouraging employee participation in company-wide day(s) of service and EVP overall participation rate



Our survey results confirm prior research that suggests that group identity formation is key to building a culture of participation.²⁰ The top three activities that correlate most to increased participation address expected behaviors in an organization, the first being the literal expectation of participation.

Dollars for Doers

Companies should view “Dollars for Doers” programs as three-way partnerships between businesses, employees, and community organizations. These programs, which provide grants to nonprofits where employees volunteer, create meaningful connections that offer benefits beyond traditional corporate philanthropy.

Why Dollars for Doers?

The core rationale for implementing these programs stems from their ability to amplify employee engagement while simultaneously supporting community needs. When employees volunteer their time and skills, they develop new capabilities, expand their networks, and feel more connected to their communities—and their employers. The company's matching grant transforms the employee's personal commitment into additional tangible support for the organization. These initiatives can strengthen employee retention by increasing job satisfaction and connection to company values. They can build valuable community goodwill and relationships and develop employees' leadership and project management capabilities through hands-on volunteer experiences.

Hallmarks of Effective Programs

The most effective Dollars for Doers initiatives typically incorporate several key elements.

- Effective programs set clear but achievable minimum volunteer hour requirements before grants are awarded. This ensures meaningful engagement without creating unreasonable barriers.

- Effective programs offer grants substantial enough to motivate participation -- often in the range of \$250-\$500 per employee annually. Because these programs are intended to drive employee engagement and participation, volunteer commitments of as little as 1 hour or as many as 40 hours may be considered, with most programs offering ~16 hours.
- They streamline verification processes to reduce administrative burden on both employees and nonprofits.

Because the purpose of these programs is participation and engagement, companies should consider potential equity implications in program design. Some employees may have time or access constraints that limit their ability to volunteer. Nonprofit organizations serving underrepresented communities may have fewer connections to corporate volunteers. Programs can address these challenges by offering flexible volunteering options (including virtual opportunities) and proactively partnering with diverse community organizations.

From an impact measurement perspective, companies should track both quantitative metrics (volunteer hours, grant dollars, number of organizations supported) and qualitative outcomes (employee satisfaction, skill development, strengthened community relationships). This data can help refine program design and demonstrate value to company leaders.

Implementation

Clear guidelines are needed around eligible organizations and activities to ensure alignment with company values and compliance requirements. Systems must be in place to verify volunteer hours without creating undue administrative burden. Additionally, communication strategies should effectively promote the program while respecting that participation should remain voluntary.

Rather than viewing Dollars for Doers simply as a charitable program, companies should recognize these initiatives as strategic investments in employee engagement, leadership development, and community relationships. When thoughtfully designed and implemented, they can create meaningful value for all stakeholders involved.

What About the Administrative Burden?

At its core, volunteer time represents an employee's commitment to community impact, regardless of the duration. When an employee chooses to spend even a single hour serving others, they are acting as an ambassador of their company's values and creating meaningful connections in the community. By matching from the first hour, companies acknowledge and reinforce that all contributions matter.

This approach aligns with how we think about other forms of corporate matching. Consider charitable donation matching programs – most companies match monetary donations starting from the first dollar rather than requiring a minimum threshold. The same logic applies to volunteer time. Just as we wouldn't tell an employee their \$50 donation is too small to matter, we shouldn't suggest their two hours of volunteering are insufficient to warrant recognition.

From a behavioral economics perspective, immediate reinforcement tends to drive stronger engagement than delayed rewards. When employees are engaged and care enough to log hours and see their volunteer efforts translated into immediate support for their chosen organizations, it creates a powerful feedback loop that encourages continued participation. This immediate validation can be especially important for employees who are just beginning to explore volunteering or who have limited time available.

The administrative burden argument often cited for minimum thresholds deserves examination. Modern volunteer management platforms can efficiently track and verify hours, making it just as easy to process many small grants as fewer large ones. There will be some costs, and these should be weighed against the engagement benefits of broader participation.

Whether you've just entered the corporate citizenship arena or are a veteran in the field, **Boston College Center for Corporate Citizenship** offers the professional development options you need. We have individual courses on specific ESG topics and **comprehensive certificate programs** in **corporate citizenship practice, management, leadership, and reporting** that you can study online in a self-paced format. Our instructors bring a wealth of expertise and experience to every learning program we offer to give you the most relevant, respected coursework in the field. To find out more and to enroll, visit ccc.bc.edu.



Frequently Asked Questions About Dollars for Doers Programs

Q: WHAT ARE TYPICAL MINIMUM HOUR THRESHOLDS FOR DOLLARS FOR DOERS PROGRAMS?

Most companies set thresholds between 10-40 hours annually before grants are awarded. Some offer a match for even a single hour. The rationale behind lower thresholds is to encourage broad participation and make the program accessible to employees with limited volunteer availability. Higher thresholds (20+- hours) aim to incentivize sustained engagement with nonprofits and ensure volunteers make meaningful contributions before grants are awarded.

Q: SHOULD COMPANIES USE A SINGLE ANNUAL THRESHOLD OR ALLOW MULTIPLE SMALLER GRANTS?

Companies can choose between two main approaches. A single annual threshold (such as 40 hours for a \$500 grant) simplifies administration and encourages deeper engagement with one organization. Alternatively, allowing multiple smaller grants (such as \$25 for every hour, up to a maximum) provides more immediate reinforcement and allows employees to support multiple causes. The tiered approach typically generates higher participation rates but requires more administrative oversight. Some companies allow fractions of hours to be counted once one hour of volunteer time is logged in the system of record.

Q: HOW DO COMPANIES TYPICALLY HANDLE VOLUNTEER HOUR VERIFICATION?

For lower thresholds (under 20 hours), many companies accept employee self-reporting. Some require employee logging AND basic nonprofit confirmation. As thresholds increase, companies often implement more rigorous verification processes, such as requiring nonprofit supervisor signatures or using volunteer management platforms. The key is balancing accountability with administrative efficiency – overly burdensome processes can discourage participation from both employees and nonprofits.

Q: WHAT FACTORS SHOULD COMPANIES CONSIDER WHEN SETTING MAXIMUM GRANT AMOUNTS?

Maximum annual grant amounts typically range from \$250-\$1,000 per employee. Companies should consider their philanthropic budgets, employee base sizes, and desired participation rates. A company with 10,000 employees offering \$1,000 maximum grants should budget assuming 15-30% participation rates (based on the BCCCC Community Involvement Study 2025). Some companies also set department or location-specific budgets to ensure equitable distribution of funds—or they set a cap against which employees may apply on a first-come, first-served basis and communicate progress towards the cap.

Q: HOW CAN THRESHOLDS ACCOMMODATE DIFFERENT TYPES OF VOLUNTEERING?

Companies increasingly differentiate between traditional and skilled volunteering when setting thresholds. For example, a program might award \$10 per hour for general volunteering but \$20 per hour for pro bono professional services. This recognizes the additional value skilled volunteers provide while still encouraging all forms of community engagement. Some companies also offer higher grant rates for leadership roles (like nonprofit board service) or strategic partner organizations.

Q: SHOULD THRESHOLDS VARY BASED ON EMPLOYEE LEVEL OR TENURE?

While some companies offer enhanced benefits for senior employees or long-term staff, maintaining consistent thresholds across all employee levels often better aligns with program goals of encouraging broad community engagement. However, companies might consider offering additional matching funds or recognition for employees who significantly exceed baseline thresholds, regardless of their position.

Q: HOW SHOULD COMPANIES HANDLE GROUP VOLUNTEERING EVENTS?

Group volunteer events present unique tracking challenges. Companies typically credit actual hours served rather than total event time and may set lower thresholds for team-based activities to encourage participation. Some programs offer bonus grants when multiple employees volunteer together, recognizing the enhanced impact and team-building benefits.

Q: WHAT ARE BEST PRACTICES FOR SETTING THRESHOLDS FOR PART-TIME EMPLOYEES?

Companies should consider pro-rating thresholds for part-time employees to ensure equitable access. For example, if full-time employees must volunteer 40 hours annually for a \$500 grant, a part-time employee, or one with less task variety or flexibility, might need fewer hours to trigger a proportionally pro-rated grant. This approach recognizes that part-time staff may have limited availability while still maintaining meaningful engagement requirements.

Q: HOW OFTEN SHOULD COMPANIES REVIEW AND ADJUST THEIR THRESHOLDS?

A review of threshold effectiveness every 2 years is recommended, to examine metrics like participation rates, average volunteer hours, and employee feedback. Companies should also consider adjusting thresholds to reflect changing workforce dynamics or strategic priorities. However, frequent changes can create confusion, so modifications should be clearly communicated and implemented at natural program cycles.

Q: HOW CAN VIRTUAL VOLUNTEERING BE INCORPORATED INTO THRESHOLD REQUIREMENTS?

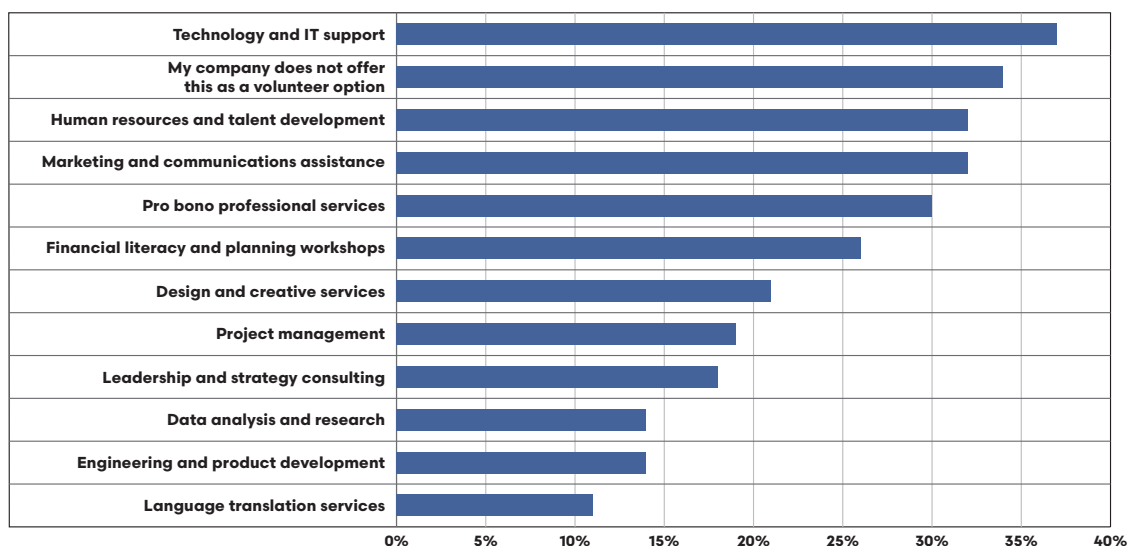
The rise of virtual volunteering necessitates thoughtful threshold design. Companies might consider setting separate thresholds for virtual and in-person volunteering or implementing additional verification requirements for remote service. Some organizations have found success offering slightly higher grant rates for in-person volunteering to account for the additional time commitment while still maintaining virtual options for flexibility.

Skills Based Volunteering

Skills-Based Activities Most Often Undertaken by Companies

FIGURE 12

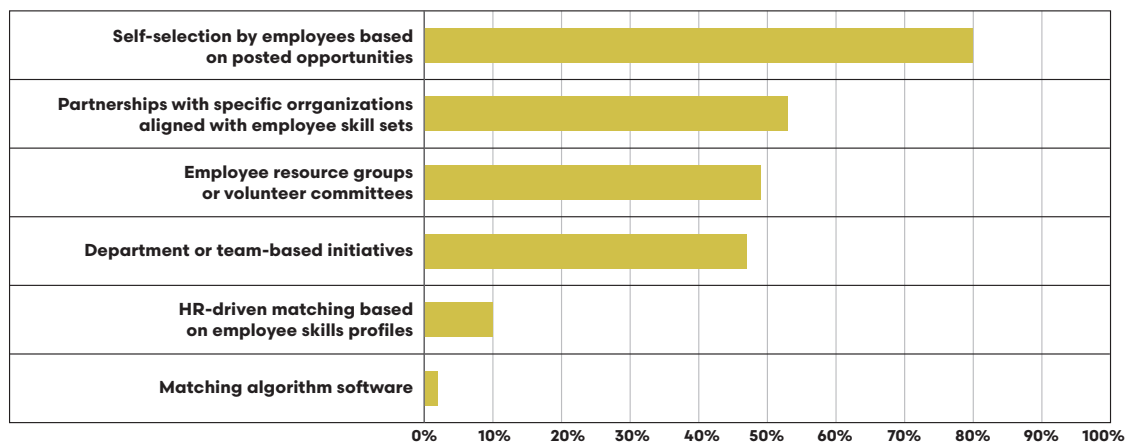
Skills-based volunteering offered



How Employees' Skills are Matched with Opportunities

FIGURE 13

Skills-based volunteering - How to match employees' skills opportunities?



Nonprofit Board Service

How Nonprofits Benefit from Corporate Volunteer Board Service

1. ACCESS TO SPECIALIZED SKILLS AND EXPERTISE

Skills-based volunteering programs enable employees to volunteer their specialized skills to support non-profit organizations.²¹ Corporate board volunteers bring valuable professional expertise in areas such as finance, marketing, human resources, strategic planning, and governance that many nonprofits cannot afford to hire.

2. ENHANCED ORGANIZATIONAL CAPACITY

When nonprofits fulfill expectations from both internal and external stakeholders, a positive relationship between fair pay and organizational commitment becomes much more possible.²² Corporate volunteers help nonprofits build capacity by strengthening internal systems, improving governance practices, and implementing professional management approaches.

3. EXPANDED NETWORKS AND RESOURCES

Corporate board members provide nonprofits with access to broader professional networks, potential donors, and corporate partnerships. Oftentimes, corporations or law firms, for example, will support pro-bono work done by their staff members.²³

4. IMPROVED CREDIBILITY AND LEGITIMACY

Having respected professionals on the board can increase a nonprofit's credibility and attract more support from the community and stakeholders.

How Companies Benefit from Placing Employees in Nonprofit Board Service Roles

1. DEVELOPING LEADERSHIP SKILLS AMONG EMPLOYEES

Board service provides employees with governance experience and strategic thinking opportunities. Additionally, board volunteers gain experience in the areas of communication, influencing, and relationship skills.²⁴

2. ENGAGEMENT AND PRODUCTIVITY

Research shows that volunteering intensively, as is the case with board service, can improve wellbeing, which is linked to deepened employee engagement and improved productivity. Nonprofit board placements often provide opportunities for stretch learning that can enhance an individual's health and wellbeing by improving their sense of self, connection to others, and sense of community.²⁵

3. ENHANCED CORPORATE REPUTATION

Placing employees on nonprofit boards demonstrates a commitment to social responsibility and community engagement, often aligning with a company's values and enhancing its public image. Studies find that corporate engagement with employee nonprofit board placement can also increase perceived employer attractiveness.²⁶

How Employees Benefit from Nonprofit Board Service Experiences

Our survey suggests that while the ways in which employees benefit from volunteer board service opportunities differs by career maturity, there are significant benefits for employees at any age or stage.

FIGURE 14

Nonprofit Board Service

What benefits are offered at each job level?

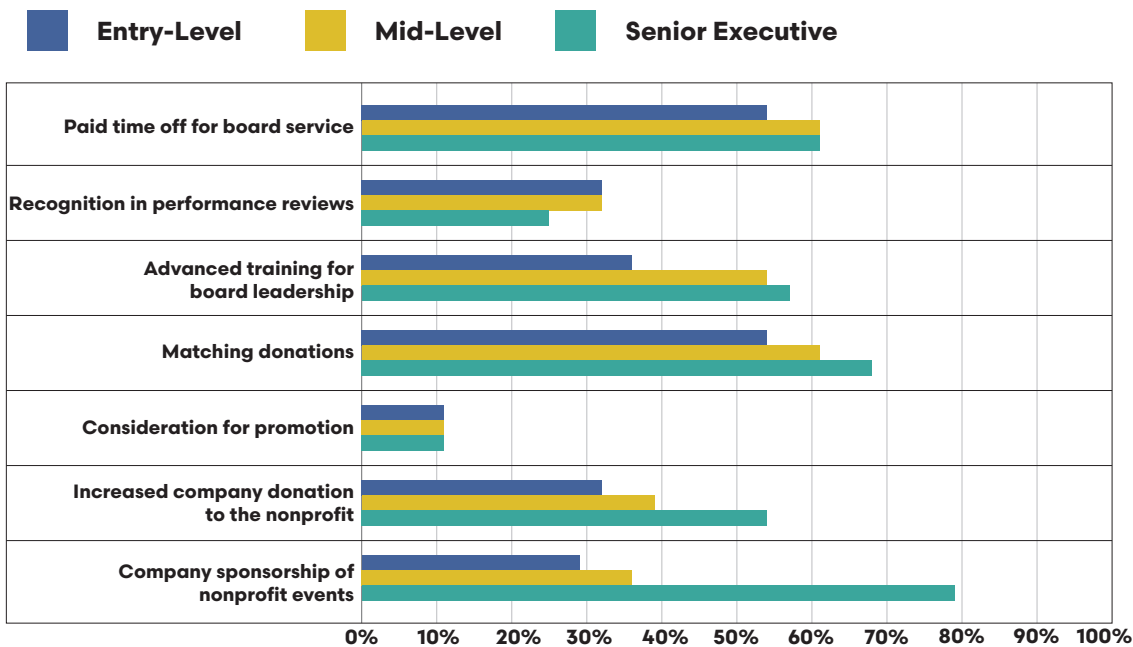
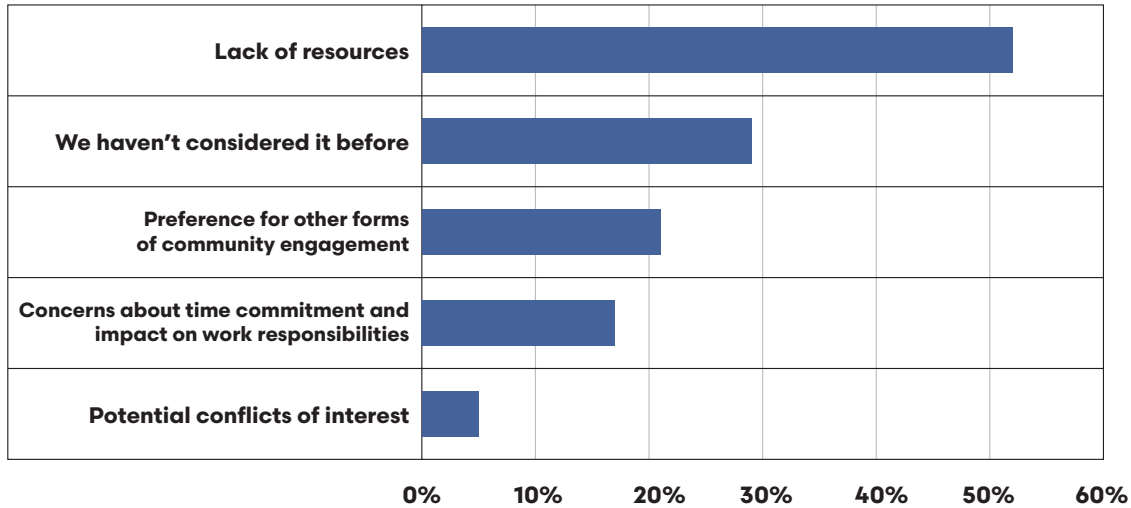


FIGURE 15

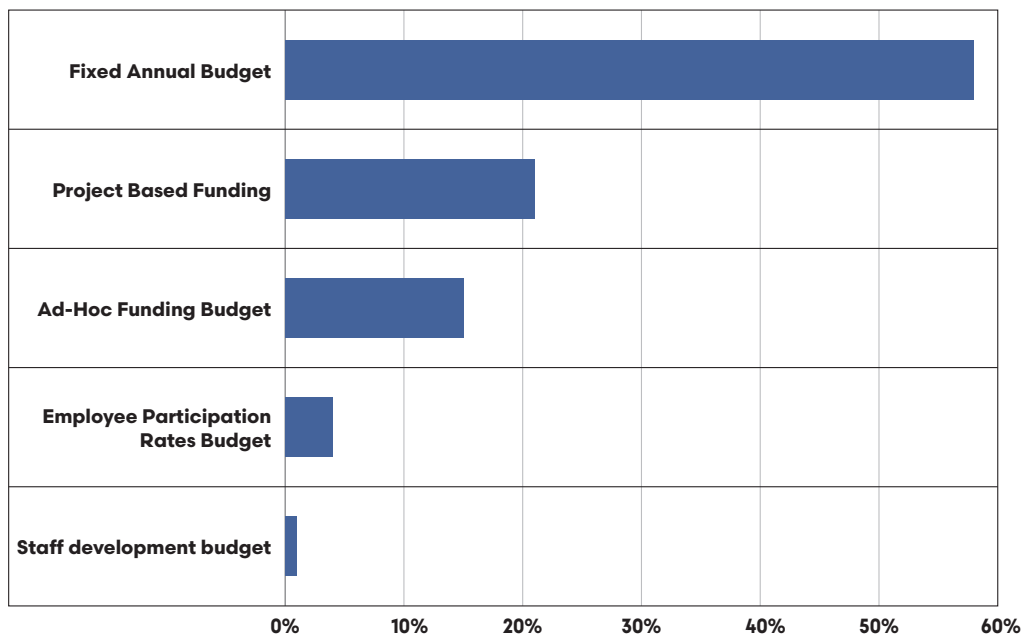
Nonprofit Board Service - My company doesn't support for these reasons:



Budgeting for Your Employee Volunteer Program

FIGURE 16

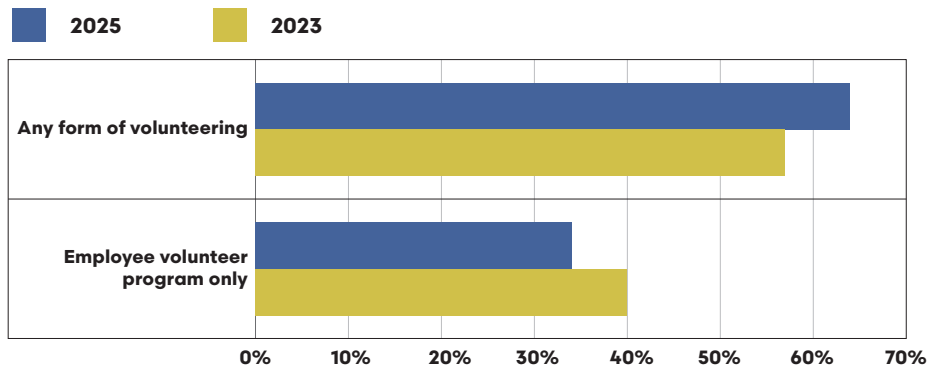
How does your company decide on the budget for the Employee Volunteering program?



Tracking Employee Volunteering

FIGURE 17

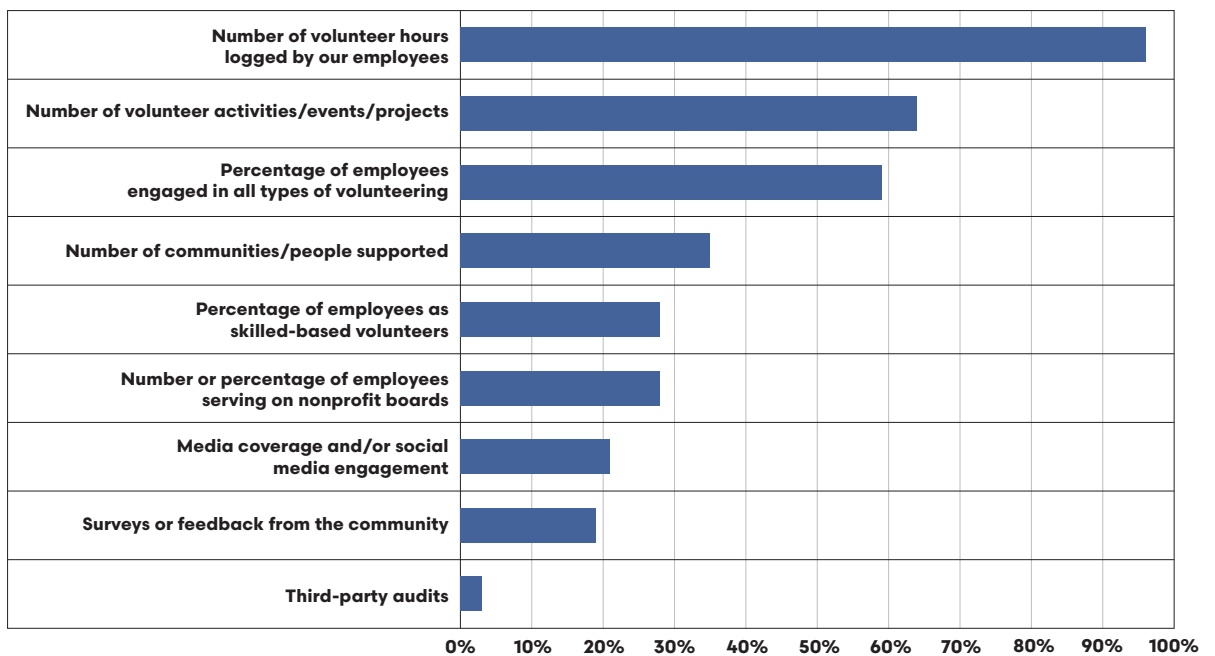
Does your company track employee participation?



Means of Tracking Employee Volunteering

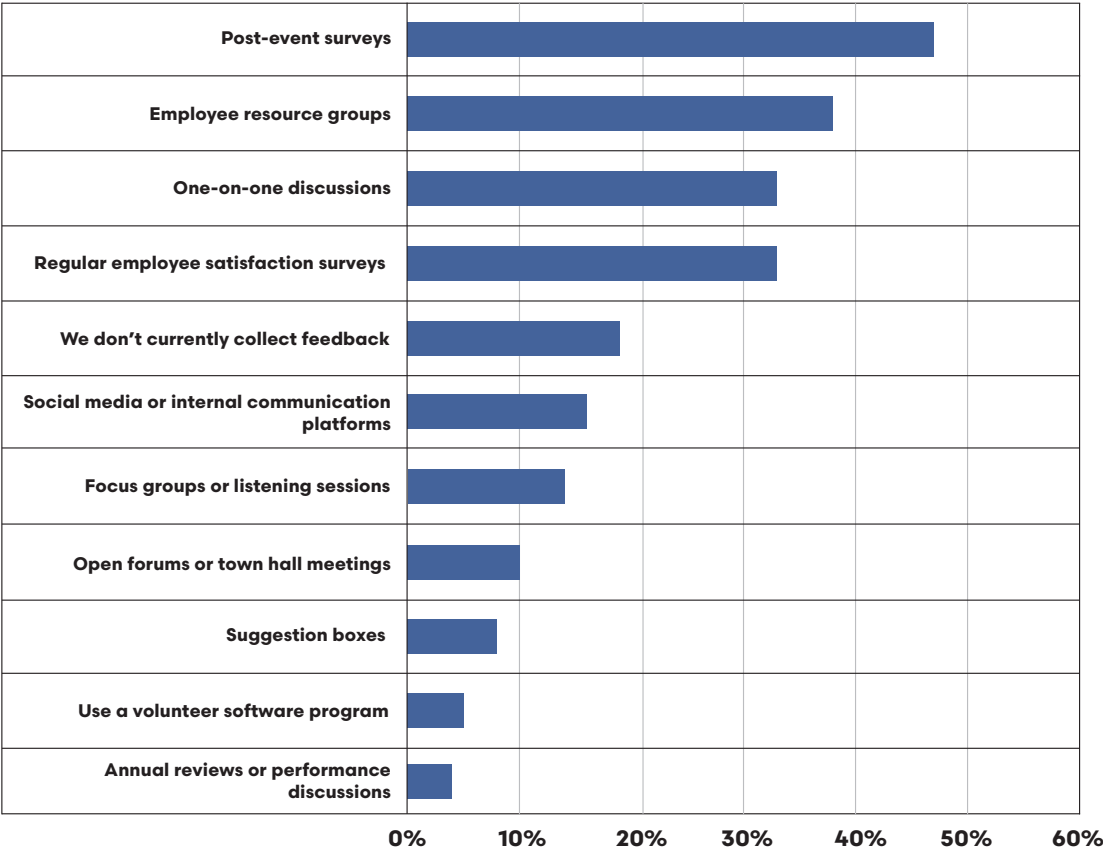
FIGURE 18

How do you track employee participation?



Collecting Feedback from Employee Volunteers

FIGURE 19
How do you collect feedback for employees?



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Methodology

The Community Involvement Study is a research project of the Boston College Center for Corporate Citizenship that explores shifting trends in employee volunteering, corporate giving, and other means of corporate community involvement. This survey has been conducted 15 times since 1995. The 2025 study employs a mixed-methods approach combining primary data collected through surveys with secondary analysis of publicly available data. This report is based on **453** companies.

Community involvement includes corporate giving, employee workplace giving, and employee volunteering aspects of corporate citizenship.

Corporate giving includes financial and noncash contributions to 501(c)(3) organizations or public schools, or the international equivalent of a 501(c)(3) organization. This excludes giving by other stakeholders such as employees and customers.

An **employee volunteer program** is a planned and managed effort by a company to provide employees with organized opportunities to volunteer, means to recognize employee volunteer efforts, or some combination of both.

Build your network Advance your ideas

Are you a CSR professional looking to share your expertise and advice with others while staying current on emerging issues and leading-edge practices related to your work? Explore the benefits of serving on a BCCCC Advisory Board! The boards are available only to Center members and give you an instant ability to tap into new strategies with your peers. It's also a great way to keep you energized and in the know; these supportive networks will help advance your ideas and keep you motivated.

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