

**REPORT 2025**

# STUDY OF THE **SITUATION AND EVOLUTION OF CORPORATE VOLUNTEERING** IN ORGANIZATIONS IN EUROPE AND LATIN AMERICA

**RESEARCH CARRIED OUT BY**



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# PRESENTATION

More than fifteen years ago, when we began promoting corporate volunteering at Voluntare, we did so with the conviction that companies could be agents of social transformation. Today, that conviction not only remains but is reinforced with every piece of data, every shared experience, and every step we take alongside the organizations that are part of this network.

As we approach 2026, designated by the United Nations as the International Year of Volunteers, this presents a unique opportunity to highlight, strengthen, and project the value of volunteering in all its forms, especially in the corporate sphere. This Voluntare 2025 Report is much more than a snapshot of the current state of corporate volunteering in Europe and Latin America. It reflects how organizations are evolving,

adapting, and, above all, committing to their environment from an ethical, strategic, and human perspective. It reflects how organizations are evolving, adapting, and, above all, committing to their environment from an ethical, strategic, and human perspective and doing so at a particularly important time.

The results presented here, stemming from the participation of **236 organizations** (131 European and 105 Latin American), allow us to draw a line of continuity with the previous studies from 2015 and 2020. And what we see is clear: corporate volunteering has matured, expanded, and consolidated itself as a key tool for internal management, social impact, and corporate reputation.

Among the most relevant findings are:

**Sustained growth in participation: 76.7%** of organizations mobilize more than **10%** of their staff, and **44.5%** exceed **20%**. In Latin America, this commitment is even stronger.

**Integrating volunteering into the workday: 96.6%** of organizations offer work hours for participation, which facilitates involvement and strengthens commitment.

**Ethical motivation as the main driver: 98.7%** of organizations promote volunteering for social responsibility, and 97.9% do so to support causes valued by their stakeholders.

**Strategic alignment: 99.2%** of programs are aligned with corporate values and community needs, and 93.7% with the Sustainable Development Goals (SDGs).

**The impact on talent development:** volunteering is perceived as a way to strengthen skills, improve the work environment, and increase pride in belonging.

But there are also challenges. A lack of financial resources, a scarcity of relevant projects, and the need to professionalize management remain significant barriers. And while public recognition is well-established, there is still a long way to go in integrating volunteering into performance evaluations and measuring social and environmental impact.

To address these challenges, Voluntare exists as a network, as a space for shared knowledge, and as an engine of innovation. We support organizations in strengthening their programs, connecting talent, experience, and commitment so that corporate volunteering continues to grow with impact and purpose.



Juan Ángel Poyatos  
Founder of Voluntare

This report also highlights **resilience**. Recent crises have promoted new forms of volunteering, especially non-face-to-face volunteering, and have demonstrated that, in the face of adversity, organizations and their employees respond with solidarity and commitment.

The **good practices** collected in the study, from skills-based volunteering to global commitment days, show us that corporate volunteering is not just a specific action, but a strategy that transforms cultures, connects people and generates shared value.

At Voluntare, we continue to believe that corporate volunteering is a powerful tool to

build organizations that are more humane, more responsible and more connected to their environment. This report is an invitation to continue moving forward, to share learning and to build the future of corporate volunteering together.

We thank all the organizations that have participated in this study, especially Volunteering CaixaBank, Repsol Foundation, and Telefónica Foundation for making this possible. We also acknowledge the University of Almería for its methodological and academic support. Thanks to those who manage these programs with passion and to each volunteer who, with their time and commitment, makes it possible for change to happen.



# INTRODUCTION

## WHAT IS THE PURPOSE OF THIS STUDY AND HOW IT HAS BEEN STRUCTURED?

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This report presents the results of a study on the landscape and evolution of corporate volunteering (hereinafter “volunteering”) in organizations across Europe and Latin America. The analysis addresses various aspects of volunteering management and includes comparisons with data from previous reports: the 2020 **Study of Corporate Volunteering in Companies: Latin America and Europe**, prepared by Voluntare, and the 2015 **Corporate Volunteering in Latin America**, from the Corporate Volunteering Observatory.

Based on survey data, the report specifically examines key aspects such as the structure of volunteering, motivations to promote it, program alignment within the organization, communication channels, participation levels, organizational support, volunteering characteristics, evaluation and impact, and barriers to implementation, among others.

The document is structured as follows: First, the study’s methodology is described, including the research design, analysis techniques, and sample characteristics. Next, the results of the investigation are presented. Finally, the main conclusions and practical implications are summarized.



# METHODOLOGY

## PROCEDURE AND METHOD OF ANALYSIS

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To develop this study, a questionnaire was designed as an instrument of information collection. Using the 2020 report’s questionnaire as a reference, the study adjusted its structure, design, and wording. Additionally, questions extracted and adapted from the academic literature were integrated to measure new key concepts related to volunteering management and thus enrich the scope of the research. Different types of questions and measurement scales were used. In particular, in those that employ response scales of 1 to 7, results are offered using the mean ( $\bar{x}$ ), as well as the 'low', 'medium' and 'high' categories. For example, on agreement scales, responses are classified as low when agreement is minimal, medium when opinions are neutral, and high when agreement is strong.

Once designed, the questionnaire was reviewed by academic experts and members of the Voluntare network to ensure the validity of its content. This phase allowed us to refine the structure, wording and content of the questionnaire. Before finalizing the questionnaire, a meeting was held with volunteer managers from companies in the network to share their feedback and impressions.

Finally, the questionnaire was implemented on an online platform and distributed to the target population organizations within the Voluntare network through an initial sending, followed by subsequent follow up actions from June to August 2025.

The analysis of the collected data was performed using univariate descriptive statistical techniques (frequencies and means), complemented with bivariate techniques to determine the association between various variables of interest. In particular, the bivariate methods used were contingency analysis, dependence analysis and correlation analysis. After its execution, the results focused on the crosses of variables that were statistically significant.

To examine the evolution of volunteering over the last five years, the 2020 report, which included the participation of 225 companies (122 European and 103 Latin

American), is used as a reference. While the study population remains constant (organizations with volunteering programs in Europe and Latin America), it is important to note the inherent limitation of sample variability in each study. Therefore, comparisons of the findings with the 2020 report, as well as with key data from the 2015 report (which included 223 companies—only 75% of which engaged in volunteering—and 90 NGOs from Latin America and Spain), should be interpreted with caution. Despite this methodological limitation, the comparisons presented offer a detailed and valuable overview of the changes and trends in volunteering over this period.

## SAMPLE DESCRIPTION

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***The sample includes organizations from both Europe and Latin America, predominantly large entities with significant resources and an international presence. This sectoral and geographical diversity allows for equally diverse adaptations in volunteer programs, reflecting the plurality of corporate cultures, levels of maturity in implementing corporate social responsibility (CSR), and different regulatory and social contexts. Participation primarily encompasses sectors such as finance, technology, and business services, demonstrating a global impact and well-established CSR strategies.***

The data collection process resulted in a final participation of 236 organizations, of which 131 are European (55.5%) and 105 Latin American (44.5%), according to the location of their headquarters and/or parent company.

**The distribution of the sample by country in each region** reveals a different concentration. In Europe, more than half of the organizations are Spanish (51.9%), out of a total of 23 countries. They are followed, with much lower percentages, by French (6%), German (4.6%), and Portuguese (4.6%). However, in Latin America, the sample is more evenly distributed among several countries, with Mexico (11.4%) and Peru (10.5%) leading the way, closely followed by Chile (9.5%) and Panama (9.5%), out of a total of 16 countries. This structure highlights Spain's prevalence in the European sample and the more equitable distribution in the Latin American sample.

Regarding the **productive sectors** represented, the sample composition is characterized by the prominence of three sectors: the financial sector (18.2%), the commercial services sector (17.8%), and the technology and communications sector (14%). When comparing the European and Latin American samples, there are slight variations in sectoral distribution. In Europe, the sample gives more weight to commercial services organizations (19.8%) and the technology/communications sector (16.8%), while in Latin America the financial sector is predominant, representing 26.7%. The 'other sectors' category is broad and includes organizations linked to the third sector, logistics, insurance, educational services, water and sanitation, health, and consulting, among others.

## EUROPE

SAMPLE	131
COUNTRY	%
Germany	4,6
Austria	2,3
Belgium	2,3
Croatia	2,3
Denmark	2,3
Slovenia	1,5
Spain	51,9
Estonia	0,8
France	6
Greece	1,5
Italy	3
Latvia	1,5
Lithuania	1,5
Malta	0,8
Norway	0,8
Netherlands	1,5
Poland	2,3
Portugal	4,6
United Kingdom	3,1
Romania	0,8
Sweden	4,6

## LATAM

SAMPLE	105
COUNTRY	%
Argentina	6,7
Bolivia	3,8
Brazil	5,7
Chile	9,5
Colombia	8,6
Costa Rica	3,8
Ecuador	2,9
El Salvador	1,0
Guatemala	1,8
Mexico	11,4
Nicaragua	2,9
Panama	9,5
Paraguay	5,7
Peru	10,5
Dominican Republic	8,6
Uruguay	7,6

**Total sample: 236 organizations**

Productive Sectors	Europe	Latam	Total
Food and/or beverages	6,1%	4,8%	5,5%
Textiles	3,1%	4,8%	3,8%
Construction	8,4%	9,4%	8,9%
Pharmaceutical and/or chemical	2,3%	1%	1,7%
Technology/communication	16,8%	10,5%	14%
Agriculture	1,5%	1,9%	1,7%
Financial	11,5%	26,7%	18,2%
Commercial services	19,8%	15,2%	17,8%
Energy and raw materials	10,7%	9,5%	10,2%
Other sectors	19,8%	16,2%	18,2%



Regarding the **type of organization**, corporations are predominant in both territories, accounting for between 78% and 79%. The presence of foundations, other third sector organizations, and public organizations indicates that volunteering is not only a business initiative but also a component of corporate social responsibility in the public and third sectors, broadening its vision and potential impact.

Type of organization	Europe	Latam	Total
Capital company	78,6%	78,1%	78,4%
Cooperative society	6,8%	7,6%	7,2%
Business foundation	6,1%	6,7%	6,4%
Other third sector organizations	3,1%	3,8%	3,4%
Public companies	4,6%	2,8%	3,8%
Other	0,8%	1%	0,8%

Overall, there are certain observable aspects that have relevant implications for both understanding the results and contextualizing trends and opportunities for improvement. The sample reflects a predominantly large multinational company profile, with a presence in multiple countries and a high level of resources that facilitate the implementation

of structured programs with global impact. 53.8% of the European organizations participating in the study have a **workforce** of more than 1,000 employees, compared to 42.9% in Latin America. Just over 78% of the organizations have a **turnover exceeding** €50 million, with 43.7% having a turnover of more than €100 million..

Organization billing	Europe	Latam	Total
Less than €10 million	12,2%	8,6%	10,6%
Between €10 million and €50 million	12,2%	10,4%	11,4%
Between €50 million and €100 million	28,2%	41,9%	34,3%
Between €100 million and €250 million	9,2%	22,9%	15,3%
More than €250 million	38,2%	16,2%	28,4%

***The diversity of countries of origin reinforces the variety in corporate cultures, levels of maturity in volunteer management, and allocated resources. This distribution also implies different regulatory, social, and economic models that impact volunteer strategies and practices.***



# ANALYSIS

## CAREER PATH AND MANAGEMENT OF VOLUNTEERING

**Most of the volunteer programs in the organizations analyzed have been in place for less than five years, indicating that they are still in the early stages of development. Although in some cases these programs are institutionalized and part of the organizational culture, they still have room for growth and improvement. Management generally rests with the corporate social responsibility and/or sustainability departments and corporate foundations, followed by the human resources department. The role of a volunteer leader or ambassador is present in more than half of the organizations, especially in Latin America, but this role also requires further training to enhance its impact.**

### Volunteering Trajectory

The **age of volunteering programs** is an important indicator of maturity and consolidation within organizations. The average age of approximately 2.39 years, with more than half (51.7%) of programs being less than 5 years old, reveals that many organizations are still in the initial or developmental stages of their volunteering initiatives. The presence of programs older than 10 years, although less frequent (15.7%), indicates well-established programs and, in some cases, that this practice has permeated the organizational culture in the long term. By region, the average age of volunteering programs in Europe is around 2.37 years, and in Latin America, it is 2.41 years.

Age of the volunteer program	Europe	Latam	Total
Less than 1 year	15,3%	9,5%	12,7%
Between 1 year and less than 5 years	49,6%	54,3%	51,7%
Between 5 and 10 years	18,3%	21,9%	19,9%
More than 10 years	16,8%	14,3%	15,7%

This data is relevant because newer programs typically require greater investment in outreach, training, and the development of formalized structures; in contrast, longer established programs tend to be integrated into the corporate culture, demonstrating a level of institutionalization and sustained commitment. The small difference between Europe and Latin America in terms of program age indicates that the global trend is similar, although there is always potential to extend the duration and consolidate existing programs.

**In the period 2020-2025, the percentage of organizations with volunteer programs between 2 and 5 years old increased significantly, rising from 36.8% to 51.7%, while the proportion of those with programs longer than 5 years decreased from 46.2% to 35.6%. This suggests that the relative weight of established organizations is lower as a result of the significant increase in new organizations with volunteer programs over the last five years.**

**Organizations still in their early stages should prioritize program development, establishing medium- and long-term goals and incorporating practices that promote sustainability and growth. Established initiatives can, meanwhile, serve as a reference and impetus for innovation in management and expansion.**

### Unit responsible for volunteering

Data shows that in almost 40% of cases, **responsibility for volunteering** falls to the CSR and/or sustainability department (compared to 37.3% in 2020 and 28% in 2015), with a slightly higher presence in Latin America (45.7%) than in Europe (35.1%). Management through foundations (22.9%) and the human resources department (22.5%) is also significant, reflecting different approaches and organizational cultures.

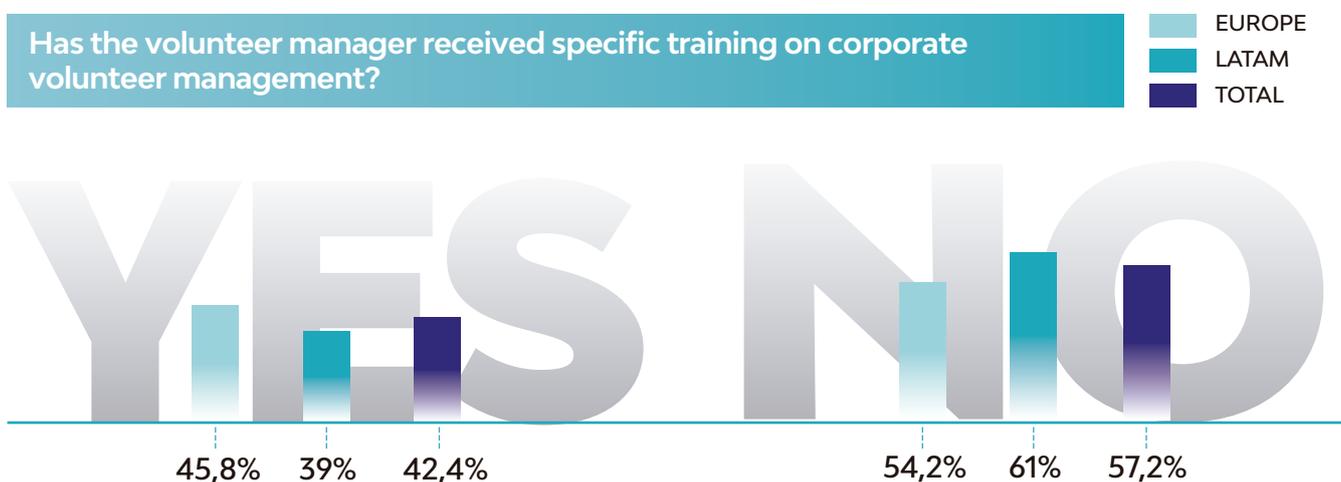
Which department is responsible for managing corporate volunteering?	Europe	Latam	Total
From the Foundation	21,4%	24,8%	22,9%
From the Human Resources Department	26%	18,1%	22,5%
From the Corp. Social Responsibility or Sustainability Department	35,1%	45,7%	39,8%
From the Institutional Relations Department	8,4%	4,8%	6,8%
From the Communications Department	8,4%	2,8%	5,9%
Other	0,8%	3,8%	2,1%

This distribution indicates that there is no single dominant structure, with each organization maintaining a diversity of organizational approaches. The influence of the human resources area is also relevant, as it can translate into a greater emphasis on skills development, recognition, and alignment with talent management policies.

***In the period 2020-2025, the role of corporate foundations in volunteer management increased from 18% to 22.9%, as did the role of CSR and/or sustainability departments, which rose slightly from 37.3% to 39.8%. However, the role of human resources departments decreased from 26.7% to 22.5%, as did the role of communications departments, which fell from 12.4% to 5.9%.***

### Composition of the management team

The **size and training of management teams** also provide information about the professionalization and capacity of organizations to sustain effective programs. The average of approximately 2.9 people on these teams, with nearly 57% having received no training, highlights potential for future improvement. The presence of an ambassador or leader, found in more than half of the organizations, is an important step toward institutionalization, although a lack of specialized training may limit its impact.



The structure and training of the management and leadership team are key for programs to evolve from one-off initiatives to institutionalized processes that can scale, measure, and demonstrate concrete results to society and the organization itself.

*In the period 2020–2025, the percentage of organizations in which the person in charge has received specific training on volunteer management has fallen from 53.5% to 42.4%.*



**Volunteer leaders**

The fact that 60.6% of organizations have a **volunteer leader or ambassador**, more common in Latin America (64.8%) than in Europe (57.3%), demonstrates an attempt to institutionalize leadership, structure management, and promote volunteer motivation and commitment.

The specific training received by the leader, although still insufficient (with more than half lacking specialized training), represents an opportunity to further professionalize management, ensuring a greater impact.

**Training for corporate volunteering leaders**

There is suitable specialized training for the volunteers who lead and manage the volunteer program.

Europe				Latam				Total			
Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
46,6%	19,8%	36,6%	3,86	33,4%	19,9%	46,7%	4,15	39%	19,8%	41,2%	3,99

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

## MOTIVATIONS FOR PROMOTING VOLUNTEERING

The data analysis reveals a consistent view of the motivations that drive organizations to promote volunteering. The evidence suggests that these programs are deeply rooted in values, ethical concerns, and a desire to strengthen their identity and image within their community, rather than in economic interests or external pressures.

**Internal motivations, based on values and responsibility, are the deepest and most genuine, reflecting a real ethical commitment in organizations.**

This motivation, in particular, started at 87% in 2015, reached 94.1% in 2020, and currently stands at 98.2%.

Both European and Latin American organizations promote volunteering primarily for three **internal reasons**: their commitment to social responsibility, their support for social causes valued by their stakeholders, and their desire to provide a space for employees to express their solidarity. This last

**Compared to 2020, there has been an increase in the percentage of organizations that develop volunteer programs, motivated by providing an outlet for employees to engage in charitable initiatives (from 94.1% to 95.7%) and by supporting social causes valued by their stakeholders (from 95% to 99.2%).**

**Additionally, the motivation to strengthen their human resource management policies has continued to grow, showing an upward trend from 81% in 2015 and 94.6% in 2020, to 95.4% in the current study. These increases suggest that volunteering is a genuine strategic tool for internal human resource management and that corporate reputation depends on the social actions undertaken having the approval of stakeholders.**

Internal motivations	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Our organization promotes volunteering because it is concerned with being socially responsible.	0,8%	0,8%	98,4%	6,40	-	1%	99%	6,40	0,5%	0,8%	98,7%	6,40
Our organization develops volunteer initiatives because it feels morally obligated to help.	7,6%	6,9%	85,5%	5,66	9,5%	1%	89,5%	5,64	8,4%	4,3%	87,3%	5,65
Our organization develops corporate volunteering to provide a channel for employees to carry out solidarity initiatives.	2,3%	1,5%	96,2%	6,43	1%	3,7%	95,3%	6,39	1,8%	2,5%	95,7%	6,41
Our organization promotes corporate volunteering to support social causes valued by stakeholders in the environment in which it operates.	0,8%	0,8%	98,4%	6,41	1%	1,9%	97,1%	6,43	0,8%	1,3%	97,9%	6,42
Our organization promotes corporate volunteering to strengthen its people management policies.	3,8%	2,3%	93,9%	6,18	5,7%	4,8%	89,5%	5,95	4,6%	3,4%	92%	6,08
Our organization promotes corporate volunteering to increase employee job satisfaction and motivation.	1,5%	3,1%	95,4%	6,26	2,8%	4,8%	92,4%	6,04	2,1%	3,8%	94,1%	6,16
Our organization promotes corporate volunteering to improve its future ability to attract talent.	4,6%	3,8%	91,6%	6,11	7,6%	1%	91,4%	5,85	5,9%	2,6%	91,5%	5,99
Our organization launches volunteer initiatives to leverage the knowledge and experience of its employees for the benefit of the community.	2,3%	0,8%	96,9%	6,34	2,9%	1%	96,1%	6,16	2,6%	0,8%	96,6%	6,29

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

**There has been a significant increase in organizations motivated to carry out volunteering to strengthen their reputation in the countries and contexts where they operate, rising from 72.1% in 2020 to 96.5% in 2025.**

While **external and reputational motivations** carry somewhat less weight, there is a notable expectation that volunteering will have a positive impact on the external image and also serve to demonstrate concern for social and environmental issues.

External motivations	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Our organization develops volunteer initiatives to attract more customers	18,3%	6,9%	74,9%	5,28	14,4%	4,8%	80,9%	5,3	16,6%	5,9%	77,6%	5,29
Our organization launches volunteer initiatives because it feels competitive pressure to engage in such activities (e.g., because other organizations are doing so).	25,1%	2,3%	72,5%	5,10	22,9%	2,9%	74,3%	4,9	24,2%	2,5%	73,3%	5,01
Our organization hopes to increase its financial benefit by developing volunteer initiatives.	21,4%	7,6%	71%	4,87	22,9%	11,4%	65,7%	4,57	22%	9,3%	68,6%	4,74

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

Reputational motivations	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
In our organization, we promote corporate volunteering to strengthen its reputation in the country/countries and context/contexts in which it	3%	10,7%	86,2%	5,75	3,9%	7,6%	88,6%	5,69	3,4%	9,3%	87,2%	5,72
Our organization hopes that volunteer activities will have a positive impact on its external image	1,6%	6,1%	92,4%	6,02	4,9%	1,9%	93,3%	5,81	2,9%	4,2%	92,9%	5,92
Our organization communicates its volunteer activities externally and publicly to show that it is concerned about social and environmental issues.	4,6%	7,6%	87,7%	5,90	8,6%	1,9%	89,6%	5,70	6,3%	5,1%	88,5%	5,81

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

In addition to the motivations already analyzed, the organizations consulted promote volunteering for other reasons that can be grouped into three key areas:



**Strengthening corporate culture and values:** They aim to foster a strong sense of belonging among employees.



**Developing talent and skills:** Volunteering is a tool to enhance leadership, teamwork, and networking. This not only improves the organizational climate but also contributes to attracting and retaining talent.



**Generating social impact:** They seek to transform their environment and provide solutions to communities, especially the most vulnerable, driven by the desire to give back to society.

## STRATEGIC ALIGNMENT OF THE VOLUNTEER PROGRAM

The results for both Europe and Latin America show a clear **alignment of volunteer programs** with community needs, as well as with the values and strategic objectives of the organizations. While alignment with community needs and corporate values reaches almost 100% (99.2% in both cases), it is noteworthy that alignment with strategic objectives is considerable or high in 97% of the organizations. This represents significant growth compared to the data from 2020 (58.9%) and 2015 (58%), validating the integration of volunteering as a strategic pillar. As in 2020, a high level of alignment with the personal and professional development of employees and with the SDGs is also projected for 2025. 93.7% of organizations consider their level of alignment with the SDGs to be considerable or high, compared to 86.6% in 2020 or 45.1% in 2015. However,

**Most organizations believe that their volunteer programs are fully aligned with community needs and their values and strategic objectives, reflecting a deep integration into their corporate culture.**

compared to other strategic alignments, there is a significant opportunity for organizations to explicitly incorporate the SDGs, aiming to enhance their social and environmental impact.

Alineación del voluntariado corporativo	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Through the activities of our organization	13,7%	5,4%	80,9%	5,48	23,8%	14,4%	61,8%	4,94	18,2%	9,3%	72,5%	5,24
With the values of our organization	0,8%	-	99,2%	6,44	-	1%	99%	6,6	0,4%	0,4%	99,2%	6,51
With the strategic objectives of our organization	3%	1,5%	95,5%	6,08	2%	1,8%	96,2%	6,19	2,4%	1,8%	95,8%	6,13
With the personal and professional development of its employees	1,6%	9,8%	88,6%	5,79	2,8%	9,5%	87,7%	5,7	2,2%	9,8%	88%	5,75
With the interests of the volunteers	8,4%	19,8%	71,8%	5,08	1,9%	17,1%	81%	5,16	5,5%	18,6%	75,9%	5,11
With the capabilities of the volunteers	8,3%	23,7%	68%	5,08	6,3%	22,5%	71,2%	5,12	6,3%	22,5%	71,2%	5,10
With the needs of the community	0,8%	-	99,2%	6,45	-	0,1%	99,9%	6,55	0,4%	-	99,6%	6,50
With the Sustainable Development Goals (SDGs)	6,9%	19,1%	74%	5,37	5,7%	16,3%	78%	5,76	6,3%	17,8%	75,9%	5,55

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Not aligned with this factor) to 7 (Very aligned with this factor)

In terms of alignment with volunteers' interests, the overall average score is 5.11 out of 7. 75.9% consider the level of alignment to be high, with the figure improving for Latin America and worsening slightly for Europe. The perception that programs are tailored to volunteers' abilities reflects a similar situation, with an average of 5.1 and a distribution of responses similar to the previous one. 71.2% of organizations consider volunteer programs to be highly aligned with volunteers' abilities. This reaffirms that organizations, in general, believe they adapt their programs to the skills and abilities of volunteers, with no significant differences between Europe and Latin America.

In organizations whose programs are explicitly aligned with the SDGs, the focus is primarily on key issues such as quality education, reducing inequalities, and gender equality. In Europe, health and well-being and partnerships for the goals are also prominent, while in Latin America, climate action and ending poverty are also prevalent. These results are consistent with those of 2020.



SDGs with which the organization is aligned	Europe	Latam	Total
End poverty	15,3%	16,2%	15,7%
Zero hunger	13%	13,3%	13,1%
Good health and well-being	21,4%	14,3%	18,2%
Quality education	22,9%	25,7%	24,2%
Gender equality	19,8%	15,2%	17,8%
Clean water and sanitation	4,6%	10,5%	7,2%
Affordable and clean energy	4,6%	3,8%	4,2%
Decent work and economic growth	15,3%	14,3%	14,8%
Industry, innovation and infrastructure	3,1%	2,9%	3%
Reduced inequalities	22,9%	21%	22%
Sustainable cities and communities	9,9%	11,4%	10,6%
Responsible consumption and production	7,6%	7,6%	7,6%
Climate action	19,1%	17,1%	18,2%
Life below water	3,8%	4,8%	4,2%
Life on land	9,2%	10,5%	9,7%
Peace, justice and strong institutions	7,6%	6,7%	7,2%
Partnerships for the goals	19,8%	14,3%	17,4%

***A high alignment of the volunteering program with the organization's strategic objectives, as well as with the interests of the volunteers, is directly associated with a higher percentage of employee participation in volunteering in the last year.***

Furthermore, analysis of the entire sample indicates that a high degree of program alignment with strategic objectives and the interests of volunteers is associated with a higher percentage of volunteer participation in the past year. In Europe, this higher participation is also associated with a high degree of alignment with the organization's activities and the personal and professional development of employees.



***There is a direct and positive association between the internal and reputational motivations of organizations and the degree of alignment of their volunteer programs with strategic goals and social needs.***

It is also worth noting that organizations that promote volunteering based on internal and reputational motivations are generally the ones that make the greatest effort to align their programs with community needs and their strategic objectives. This means that there are two sides to the motivation that reinforce each other. Organizations that promote volunteering out of a deep ethical commitment (internal values) and with a vision of impact on their image/reputation tend to strive harder to design their programs to address a real community need while simultaneously reinforcing their corporate objective (strategic goals), thus

ensuring that these programs are useful for both the community and the organization's own strategy. Ultimately, when an organization acts out of a deep ethical commitment, it ensures that the program is aligned with its core values, which lends it authenticity.

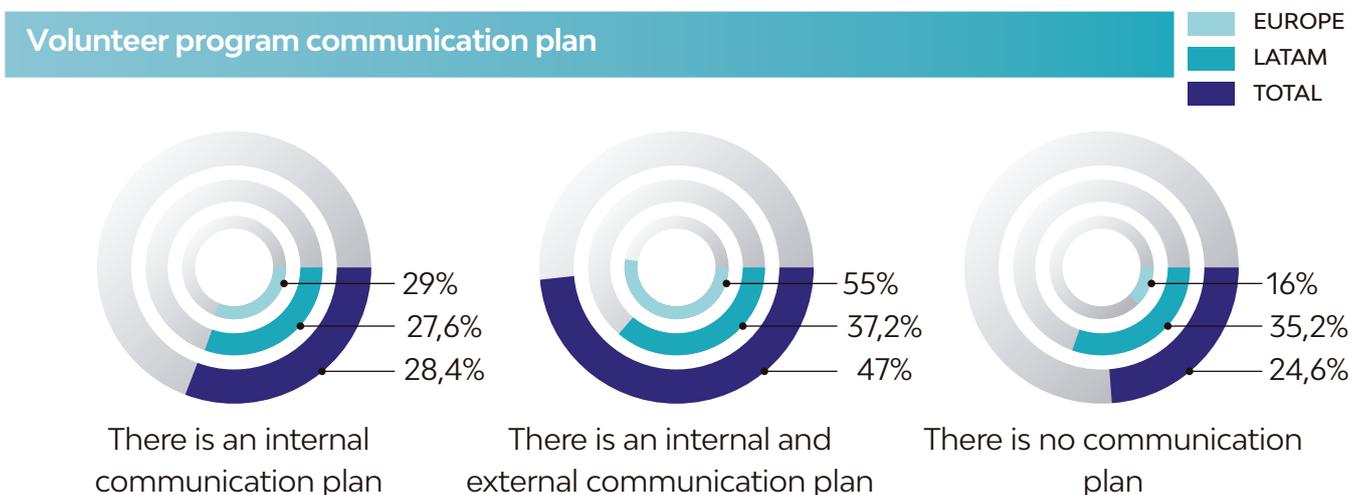
Additionally, when an organization is aware of its reputation, it tends to design programs that are genuinely effective and have a high social impact. Finally, it should also be noted that internal motivations are equally associated with alignment with personal and professional development.



## COMMUNICATION AND PROMOTION OF VOLUNTEERING

### Communication plan

Regarding the existence of a **communication plan to publicize and promote volunteering**, 47% of organizations report having both an internal and an external plan. By region, this percentage is higher in Europe (55%) than in Latin America (37.2%). 28.4% of organizations only have an internal communication plan, with similar percentages in both areas (29% in Europe and 27.6% in Latin America). Finally, 24.6% of organizations do not have a communication plan for their volunteering program, a situation more common in Latin America (35.2%) than in Europe (16%).



### Communication channels

The **most frequently used communication channels for disseminating volunteer programs and activities** are, above all, email (90.7%), followed by meetings (both in-person and online) (59.7%), internal chat (63.6%), and corporate social events (56.4%). However, in an increasingly digital world, the use of internal and external social networks, websites, and mobile applications does not appear to be widespread, especially in Latin America, where usage levels of these platforms are somewhat lower.

Frequency of use of communication channels for volunteering	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
In-person information meetings and/or videoconferences	13,7%	22,9%	63,4%	4,92	32,3%	12,4%	55,3%	4,52	22,1%	18,2%	59,7%	4,74
Corporate social events	14,4%	15,3%	70,3%	5,00	35,2%	25,7%	39,1%	4,19	23,7%	19,9%	56,4%	4,64
Email	3,9%	5,3%	90,8%	5,79	3,8%	5,6%	90,4%	5,86	3,8%	5,5%	90,7%	5,82
Internal chat (Whatsapp, Telegram, etc.)	19,8%	16,8%	63,4%	4,76	23,8%	12,4%	63,8%	4,66	21,6%	14,8%	63,6%	4,72
Internal corporate social networks (Chatter, Yammer, Zyncro...)	27,4%	18,3%	54,3%	4,49	45,8%	20%	34,2%	3,64	35,6%	19,1%	45,3%	4,11
External corporate social networks (X, LinkedIn, etc.)	56,5%	10,7%	32,8%	3,44	75,2%	4,8%	20%	2,42	64,8%	8,1%	27,1%	2,99
Intranet and/or internal corporate blog	37,4%	13,7%	48,9%	4,33	76,1%	8,6%	15,3%	2,63	54,7%	11,4%	33,9%	3,57
Website	35,9%	12,2%	51,9%	4,24	67,6%	13,4%	19%	2,86	50%	12,7%	37,3%	3,63
Corporate mobile application specifically for corporate volunteering	70,9%	9,3%	19,8%	2,47	97,1%	0,9%	2%	1,22	82,6%	5,5%	11,9%	1,92
Corporate magazine	58%	12,3%	29,7%	3,27	85,8%	6,7%	7,7%	2,36	70,4%	9,7%	19,9%	2,87
Internal newsletter	31,2%	11,5%	57,3%	4,57	42,8%	14,3%	42,9%	4,03	36,5%	12,6%	50,9%	4,33
Information screens	52,6%	6,9%	40,5%	3,6	69,6%	7,6%	22,9%	2,89	60,2%	7,2%	32,6%	3,28
Telephone (direct calls)	92,3%	0,7%	7%	1,56	89,5%	1,8%	8,7%	1,61	91,1%	1,3%	7,6%	1,58

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Not used) to 7 (Very frequently used)

Additionally, an association was identified between the frequent use of various communication tools and greater employee participation in volunteering. This correlation applies both to the overall percentage of participants in the past year and to those who volunteer regularly (three or more times a year).

**Digital channels and social media are not yet fully established as tools for informing audiences about volunteering.**

In Europe, increased overall participation in the past year is positively related to the frequent use of informational meetings, internal social networks, and the company website. On the other hand, the frequency of volunteering is associated with greater use of external social networks and the company website. In Latin America, participation in the past year is linked to more frequent use of external social networks, the intranet and/or corporate blog, the company website, and the telephone. Recurring volunteering, however, is associated with informational meetings, external social networks, newsletters, and information displays.

## Dissemination of information and communication effectiveness

Regarding the **dissemination of information according to the target audience**, most organizations opt for a mass distribution of volunteer programs and activities, making it available to all of their employees at the group or organizational level.

Recipients of information about volunteering	Europe	Latam	Total
All employees of our corporate group	27,5%	20%	24,4%
All employees of our parent company	3,1%	3,8%	3,3%
All employees of our organization	63,3%	68,6%	65,6%
Only volunteers (i.e., the people responsible for implementing the activities)	6,1%	7,6%	6,7%

**Most organizations perceive their volunteer communication channels as moderately effective, with room to improve their reach and flow.**

Regarding the **perceived effectiveness of the communication used to disseminate and promote volunteering**, organizations generally rate the quality of this communication as medium-high. The effectiveness of their communication in terms of the fluency and frequency with which they share information about volunteer programs and activities is particularly noteworthy (with percentages of 61.9% in Europe and 62.9% in Latin America). Furthermore, most

organizations consider their internal channels effective for communicating about their programs, a perception that is stronger in Europe (61.1%) than in Latin America (51.4%). However, the average scores of around 5 out of 7 indicate room for improvement in the communication processes themselves.

Effectiveness of communication regarding volunteering	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Our organization provides clear and frequent updates on its volunteer programs and activities.	15,3%	22,8%	61,9%	4,87	21,9%	15,2%	62,9%	4,75	18,3%	19,5%	62,2%	4,82
Our organization provides employees with information about community needs and volunteer opportunities.	16,8%	27,5%	55,7%	4,75	17,1%	32,4%	50,5%	4,67	16,9%	29,7%	53,4%	4,71
Our organization frequently reminds volunteers of the impact that volunteering activities have on the people they help.	20,6%	26,7%	52,7%	4,63	21,8%	28,6%	49,6%	4,61	21,2%	27,5%	51,3%	4,62
The internal communication channels used serve the purpose of informing about volunteer programs and activities.	14,5%	24,4%	61,1%	4,92	17,2%	31,4%	51,4%	4,70	15,6%	27,6%	56,8%	4,82
The internal communication channels used are really effective in their purpose of attracting staff to volunteer programs and activities.	14,5%	31,3%	54,2%	4,71	20%	33,3%	46,7%	4,50	17%	32,2%	50,8%	4,62

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)



**Communication with collaborating entities**

Organizations consider their communication with partner entities through their volunteers to be quite frequent. However, a difference is observed between geographical areas: 89.5% of organizations in Latin America report a high frequency of contact, compared to 74.1% in Europe.

**Frequency of communication with collaborators**

Our organization maintains regular and periodic communication with the entities it collaborates with through its volunteers.

Europe				Latam				Total			
Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
10,6%	15,3%	74,1%	5,12	4,8%	5,7%	89,5%	5,44	8,1%	11%	80,9%	5,26

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)



## INVOLVEMENT AND PARTICIPATION OF PEOPLE

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### Involvement in planning and organization

***Employee participation in volunteering shows sustained growth in both volume and frequency, with marked regional differences. In Latin America, there is a greater intensity and repetition of activities, while in Europe, although volunteering opportunities are offered to a higher percentage of employees—that is, broader coverage—participation is more moderate. Organizations have made significant progress in coverage and frequency, consolidating their programs. The main challenge is to strengthen employee commitment through practices that foster more active, motivated, and sustained participation.***

The **active involvement of volunteers in the planning and organization of volunteer activities** is a key factor, as it allows their direct experience to be leveraged and strengthens their sense of belonging and commitment to the organization. The data shows moderate participation, although not full or systematic. With an average of 4.6 - 4.8 on a scale of 1 to 7, and according to the organizations, many volunteers participate to some degree, but do not yet feel fully integrated in the initial design and planning phases. This reflects an openness to dialogue, although organizational structures in this area are still not fully established.

***Volunteer programs are evolving towards more participatory models, where volunteers have a voice and a vote in planning, as well as opportunities to develop leadership skills and the assurance that their contributions are heard. Latin America stands out slightly compared to Europe in leadership and planning, while Europe maintains a good level of listening and adaptation.***

65.3% of volunteers perceive a growing recognition of their role as key players, with more prominent leadership opportunities in Latin America (68.5%) than in Europe (62.5%). However, the average score of 4.8 out of 7 indicates room for improvement in the delegation of leadership responsibilities.

The highest rated area is the adaptation of organizations to volunteer feedback, with high levels in both Europe (67.1%) and Latin America (65.6%), confirming that their knowledge and experience are being effectively incorporated into the improvement of processes and activities.

Participation of volunteers in the planning and organization of volunteer activities	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
The volunteers participate in the planning and development of the activities	27,5%	20,6%	51,9%	4,48	14,3%	25,7%	60%	4,74	21,5%	22,9%	55,6%	4,60
The organization provides volunteers with leadership opportunities	18,4%	19,1%	62,5%	4,75	9,6%	21,9%	68,5%	4,86	14,4%	20,3%	65,3%	4,80
The organization adapts to the feedback from the volunteers.	11,5%	21,4%	67,1%	4,98	7,7%	26,7%	65,6%	4,91	9,7%	23,7%	66,6%	4,95

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

The analysis also reveals that when organizations involve volunteers in the planning and organization of volunteering, provide more leadership opportunities and/or incorporate their input, their participation in activities increases.

***It is important for organizations to integrate volunteers from the outset into the planning and design of activities to strengthen their sense of belonging and commitment, as well as to delegate responsibilities to them, recognizing them as strategic agents and not just implementers. Likewise, it is necessary to consolidate feedback as a tool for improvement, ensuring that their contributions translate into real changes within the organization.***

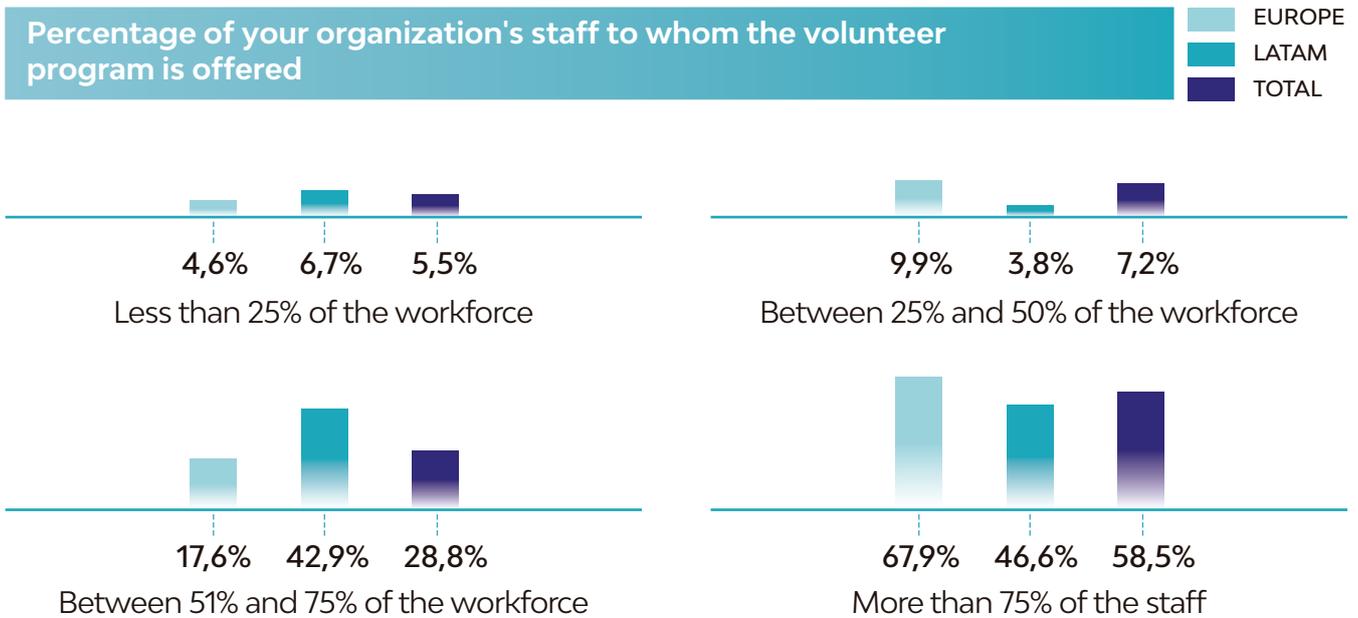


## Extension of volunteering

***There is a clear trend towards the expansion and institutionalization of volunteering, which means that it is becoming firmly integrated into corporate culture.***

Regarding **the scope of volunteering**, 65.7% of organizations offer their program to all employees, and almost half extend it to the entire corporate group, reflecting a trend toward scaling and institutionalizing volunteering. The majority reach a high percentage of the workforce: 58.5% involve more than 75% of employees, more so in Europe (67.9%) than in Latin America (46.6%). Another 28.8% offer it to between 51% and 75% of staff, and only a minority to less than half. Overall, almost 9 out of 10 organizations (87.3%) already offer volunteering opportunities to more than half of their employees, confirming its growing integration into the corporate culture.

Extension of the volunteer program	Europe	Latam	Total
To all employees of our corporate group	27,5%	20%	24,2%
To all employees of our parent company	3,1%	3,8%	3,4%
To all employees of our organization	63,4%	68,6%	65,7%
Only to volunteers	6%	7,6%	6,7%



### Participation in volunteering

**Employee participation in volunteering activities** is a key factor in evaluating the effectiveness and sustainability of these programs. The data reveals a growing and consolidated trend: 76.7% of organizations manage to mobilize more than 10% of their staff, and 44.5% achieve participation rates exceeding 20%. In 83.9% of organizations, volunteer participation has increased in the last year compared to the previous year, and in 27% of organizations, this increase has been particularly significant (over 25%). These figures confirm that volunteering is experiencing a phase of growth and maturity.

By region, this increase is even more pronounced in Latin America, with 87.6% of organizations exceeding 10% employee participation. Furthermore, 66.6% of organizations have achieved participation rates above 20%, and 58.1% maintain participation levels between 21% and 50%,

representing a significant increase of 13.3 percentage points since 2020. In contrast, Europe shows more moderate progress. Only 68% of organizations exceed 10% participation, and this percentage drops to 26.8% in organizations with more than 20% of employees involved. Moreover, only 24.4% register participation rates between 21% and 50%, an increase of 5.6 percentage points since 2020.

Percentage of employees who participated in volunteer activities in 2024	Europe	Latam	Total
Less than 5%	7,6%	6,7%	7,2%
Between 6% and 10%	24,4%	5,7%	16,1%
Between 11% and 20%	41,2%	21%	32,2%
Between 21% and 50%	24,4%	58,1%	39,4%
More than 50%	2,4%	8,5%	5,1%

Change in the number of employees participating in volunteering activities in 2024 compared to 2023	Europe	Latam	Total
It has decreased significantly	0,7%	2%	1,3%
It has remained stable	17,6%	11,4%	14,8%
It has increased between 1% and 25%	46,6%	69,5%	56,8%
It has increased between 26% and 50%	30,5%	17,1%	24,6%
It has increased by more than 50%	4,6%	-	2,5%

**Over the past five years, a notable increase in employee participation levels has been observed, with this increase being more pronounced in Latin America than in Europe. In Latin America, the percentage of organizations with employee participation between 21% and 50% has experienced significant growth, rising from 44.8% to 58.1%, representing an increase of 13.3 percentage points. In contrast, growth in Europe has been more moderate, increasing from 18.8% to 24.4%. This contrast highlights a more dynamic trend in the Latin American region compared to the European continent. The true transformation is evident when compared to 2015: at that time, participation was considerably low, with 71% of organizations reporting employee participation of 10% or less, or no participation at all.**

Furthermore, the analysis of **participation frequency** reflects the consolidation of volunteering as a recurring practice, not just an occasional one. The data indicate that in 47.9% of organizations, more than half of the employees who participate in volunteer activities do so three or more times a year, with Latin America again standing out (53.3%) compared to Europe (43.5%). It should be noted that a higher percentage of employee participation is not significantly associated with greater frequency of participation, indicating the need to improve strategies to encourage repeat participation (e.g., aligning activities with employee interests, public recognition).

Percentage of employees who return three or more times per year	Europe	Latam	Total
Less than 25%	26%	13,3%	20,3%
Between 26% and 50%	26,7%	28,6%	27,5%
Between 51% and 75%	29,8%	43,8%	36%
More than 75%	13,7%	9,5%	11,9%
No answer/No comment	3,8%	4,8%	4,3%

**Employee participation in volunteering is clearly growing, both in volume and frequency, with the greatest increase in Latin America. Europe shows greater access to the program, but somewhat more moderate participation.**

## SUPPORT FROM ORGANIZATIONS FOR VOLUNTEERING

**Analysis of organizational support for volunteering reveals differences between Europe and Latin America. In Europe, programs are more formalized, with greater flexibility in scheduling and larger budgets, but weaknesses in ongoing training and its inclusion in performance evaluations. In Latin America, regular training and institutional recognition stand out, although with less structured hours and more limited resources. In general, both regions offer financial and managerial support and provide public recognition, but still need to strengthen the definition of hours, ongoing training, and the integration of volunteering into performance management.**

### Working hours available for volunteering

The data indicates that almost all organizations (96.6%) offer volunteering opportunities during work hours, which encourages participation and reduces barriers. There is, therefore, a growing integration of volunteering into the workday. 27% of organizations conduct between 51% and 75% of their volunteering during work hours, and 15.7% conduct almost all of it during work hours. The number of organizations offering volunteering activities outside of work hours has decreased considerably in relative terms, from 35.2% in 2015 (during free time) to 23% in 2020 and 3.4% in 2025.

**We are facing one of the aspects that has undergone one of the most significant changes. In the last five years, the number of organizations offering volunteering during working hours grew from 82.5% to 96.6% (14 percentage points higher), and those with more than 50% of volunteering during working hours increased from 28.1% to 49.6% (21.5 percentage points higher).**

There are significant regional differences: in Europe, 63.3% of organizations carry out more than half of their volunteering during working hours, compared to 32.4% in Latin America. However, 67.4% of organizations (85.7% in Latin America) still do not set a specific number of hours for volunteering. Among those that do, 26.1% allocate more than 20 hours per year per employee (compared to 14% in 2015 and 19.7% in 2020), with a higher percentage in Europe (30.7%) than in Latin America (6.6%). Significantly, the analysis also reveals that as organizations increase the number of working hours dedicated to volunteering, volunteer participation in activities also increases.

Percentage of volunteering that is done during working hours	Europe	Latam	Total
Not performed during working hours	3,8%	2,9%	3,4%
Up to 25%	11,5%	35,2%	22%
Between 26% and 50%	21,4%	29,5%	25%
Between 51% and 75%	32,1%	21%	27,1%
Between 76% and 99%	22,1%	7,6%	15,7%
100% performed during working hours	9,1%	3,8%	6,8%

Has a specific number of hours been set aside for volunteering in your organization?	Europe	Latam	Total
No	52,7%	85,7%	67,4%
Yes	47,3%	14,3%	32,6%

How many hours are given up per year per employee in your organization?	Europe	Latam	Total
Up to 5 hours	4,8%	26,6%	9%
Between 6 and 19 hours	64,5%	66,8%	64,9%
Between 20 and 50 hours	30,7%	-	24,7%
More than 50 hours	-	6,6%	1,4%

**Volunteering shows remarkable progress in incorporating volunteering into working hours and increasing available hours, although challenges remain in standardization and formalization.**

Working hours are primarily regulated through written policies or management guidelines (38.9% in both cases). Latin America tends to favor formalization (53.3%), while Europe relies more on management guidelines (40.3%), reflecting a leadership-driven approach rather than one

focused on internal documents. Inclusion in collective bargaining agreements is minimal (3.4%), and in 15.6% of organizations, working hours are still managed informally.

Where are these times recorded?	Europe	Latam	Total
In the collective bargaining agreement	4,8%	-	3,4%
In the written volunteer policy	35,5%	53,3%	38,9%
In a management directive	40,3%	33,3%	38,9%
Informally	16,2%	13,4%	15,6%
Other	3,2%	-	3,2%

**Integrating volunteering activities into the workday, establishing clear standards for hours, formalizing written policies as a guide for managing volunteering, and fostering managerial leadership are elements that can improve the implementation of volunteering.**

### Training of volunteers

59.8% of organizations consider initial training adequate (average of 4.8 out of 7), with better results in Latin America (70.4%) than in Europe (50.3%). Even so, shortcomings persist, especially in Europe.

**There are significant opportunities for improvement in the volunteer training system, particularly regarding ongoing training and specialized training for program leaders, especially in Europe. This can negatively impact volunteer preparedness and limit their ability to manage complex projects or lead high-impact activities.**

Ongoing training is the weakest aspect: only 37.3% rate it positively (average of 3.9 out of 7). In Europe, more than half of the organizations (51.9%) report low levels of regular training, compared to 32.4% in Latin America, where the perception is somewhat more favorable, although not widespread.

Specialized training for leaders and managers is also insufficient (average of 3.9 out of 7). In Europe, 43.6% rate it as low, while in Latin America 46.7% give it high ratings, though still not reaching an optimal level.

Volunteer training	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
The volunteers receive sufficient training before starting their volunteer work	19,9%	29,8%	50,3%	4,54	7,7%	21,9%	70,4%	5,05	13,9%	26,3%	59,8%	4,79
Volunteers receive regular training during their time with our organization	51,9%	21,4%	26,7%	3,63	32,4%	17,1%	50,5%	4,27	43,2%	19,5%	37,3%	3,92
There is suitable specialized training for the volunteers who lead and manage the volunteer program	43,6%	19,8%	36,6%	3,86	33,4%	19,9%	46,7%	4,15	39%	19,9%	41,1%	3,99

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

**The analysis also reveals that as the initial and ongoing training of volunteers and the specialized training of volunteer program managers increases, so does the participation of volunteers in the activities.**

**It is important for organizations to strengthen ongoing and initial training, as well as specialized training for leaders and managers, especially in Europe, where it is essential to guarantee the quality and impact of volunteering.**



### Financial support and allocated budget

Financial support and management involvement are essential for the sustainability and impact of volunteering. When leaders participate and allocate resources, they legitimize the initiative, motivate employees, and reinforce its strategic value within the organizational culture.

Financial support is considered sufficient in 55.9% of organizations (Europe: 54.2% / Latin America: 58.1%), with a global average of 4.67 on a 7-point scale. 91% have a specific budget, 8.5 points higher than in 2020 and 31 points higher than in 2015 (60%). The majority (72.9%) allocate more than €50,000 per year, with the most frequent range being between €50,000 and €200,000 (Europe: 45% / Latin America: 52.4%). In Europe, it is noteworthy that 13% of organizations allocate more than €500,000.

**In the last five years, the percentage of organizations with a specific budget for volunteering has increased from 82.5% to 91%, reflecting consolidated and growing institutional support.**

Financial resources	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Our organization provides sufficient financial support for corporate volunteering.	19,1%	26,7%	54,2%	4,53	12,4%	29,5%	58,1%	4,85	16,1%	28%	55,9%	4,67

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

Does your organization have a specific budget allocated to the corporate volunteering program?	Europe	Latam	Total
No	8,4%	9,5%	8,9%
Yes, less than 50,000 euros	16%	21%	18,2%
Yes, between 50,000 and 200,000 euros	45%	52,4%	48,3%
Yes, between 200,000 and 500,000 euros	17,6%	16,1%	16,9%
Yes, more than 500,000 euros	13%	1%	7,7%

**The analysis reveals significant differences in participation in volunteer activities, favoring organizations with a specific budget allocated to volunteering. Participation increases as financial support for volunteering increases.**



### Management involvement in volunteering

61% of organizations report high management participation in volunteering activities (average of 4.59 out of 7), which shows significant support, although not yet widespread.

Participation of managers	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Managers regularly participate in volunteer activities	20,6%	20,7%	58,7%	4,54	14,3%	21,9%	63,8%	4,66	17,7%	21,3%	61%	4,59

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

**The vast majority of organizations allocate specific resources to volunteering, reflecting strong and growing institutional support. There is significant involvement from management, which can be a motivating and legitimizing factor, contributing to the visibility and strategic value of volunteering.**

**It highlights the need to ensure stable and sufficient budgets, strengthen the active participation of managers, and position volunteering as a strategic part of the organization.**

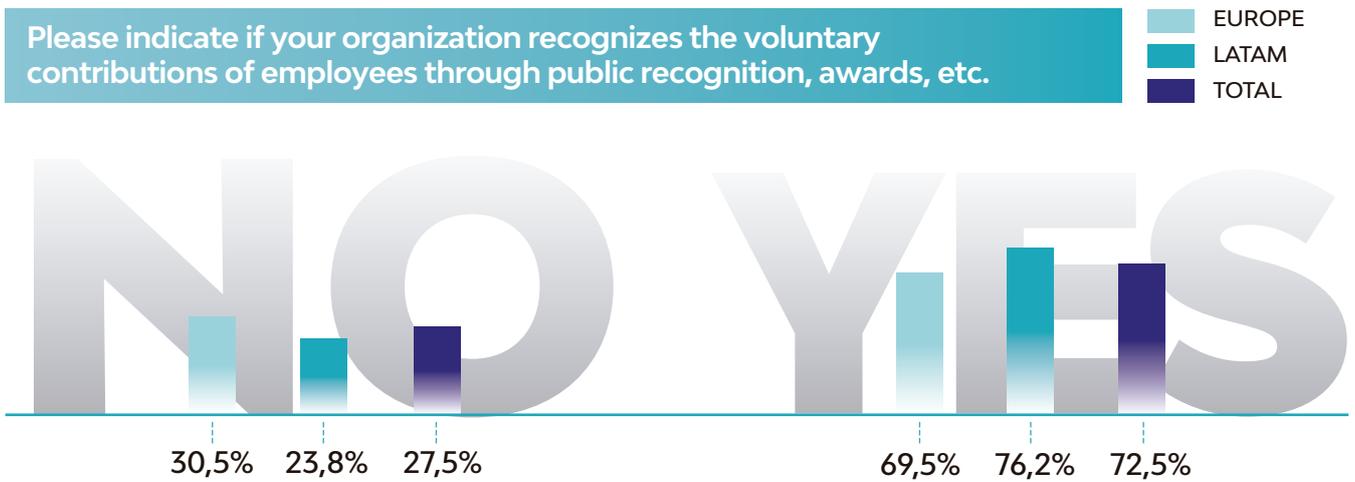
## Recognition to the volunteers

**Recognition** is key to strengthening the motivation and commitment of volunteers. It can be public (through awards, mentions, or institutional visibility) or formal, integrated into performance evaluations.

**Public recognition is well-established in most organizations and serves as a motivating factor. However, formal recognition in performance reviews remains a challenge, especially in Europe.**

Public recognition, which requires fewer structural changes, is the most widespread practice: in Europe, 69.5% of organizations use it, and in Latin America, 76.2%. In contrast, the inclusion of

volunteering in performance evaluations remains in its early stages, with more progress in Latin America than in Europe.



Recognition of the volunteers	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Our organization encourages employee participation in volunteer projects by recognizing this participation in the evaluation of their job performance.	39%	21,3%	39,7%	3,84	23,8%	27,6%	48,6%	4,22	32,3%	24%	43,7%	4,01

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

**The analysis reveals significant differences in employee volunteer participation, favoring organizations that publicly recognize volunteers. This participation also increases when the organization acknowledges volunteer work in its performance evaluations.**

**The need to strengthen public recognition as a motivational driver, integrate volunteering into performance evaluations, and position volunteering as part of professional development is emphasized.**



## CHARACTERISTICS OF VOLUNTEER PROGRAMS

**Organizations in Europe and Latin America value the planning and execution of their volunteer programs positively, highlighting their good variety and alignment with the interests and abilities of the volunteers. Although they generally consider their initiatives to be well managed, there is still room for improvement in diversity and personalization. The selection of partner organizations is based, among other criteria, on the social cause, with volunteer participation becoming increasingly important.**

### Program planning and variety

Across all the organizations analyzed, both in Europe and Latin America, there is a generally positive perception of the management of their volunteer programs. The majority consider **program planning** to be adequate, with an average score of 5.26 on the scale used. In fact, 77.6% consider the planning to be very adequate.

Regarding the variety of programs and projects, the overall assessment is slightly lower, with an average score of 4.89 out of 7. 62.7% consider the **variety of programs** to be high, while 27.1% consider it to be medium.

Planning and variety of programs	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
There is adequate planning of corporate volunteering programs, projects and/or initiatives within the organization	6,9%	22,1%	71%	5,16	0,9%	13,3%	85,8%	5,39	4,2%	18,2%	77,6%	5,26
There is a wide variety of corporate volunteering programs, projects and/or initiatives within the organization	12,3%	26,7%	61%	4,89	7,6%	27,6%	64,8%	4,89	10,2%	27,1%	62,7%	4,89

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

**As the variety of programs increases, the relative weight of volunteer participation increases.**

distributions, reveals a scenario in which many entities are making appropriate efforts in planning and diversifying programs and initiatives, but have not yet reached levels of high excellence or innovation.

In summary, these data suggest that the surveyed organizations have a positive, but moderate, perception of the management of their volunteer programs. The central trend across all dimensions, along with significant percentages at intermediate levels in the frequency



**Types of volunteering**

Data on the **different types of volunteering used by organizations** in Europe and Latin America offer an interesting overview of the trends, approaches, and preferences that prevail in each region. In general, organizations in both regions are diversifying their activities, although there are some differences in participation styles and the specific aspects they prioritize.

First, regarding the **proponent**, it is worth noting that the vast majority of organizations (97.5% in total) propose volunteering activities through their own organization,

demonstrating a clear tendency to manage them internally. Furthermore, a significant percentage also consider collaboration with external entities, such as service providers (67.8%) and partner social organizations (92.8%). These figures reflect that, in both continents, institutions tend to combine their own efforts with strategic alliances to broaden their impact and diversity of actions, although there are nuances in each region: in Latin America, a higher percentage (77.1%) proposes volunteering motivated by public bodies, compared to 25.2% in Europe, which may indicate a greater institutional involvement in the programmed activities.

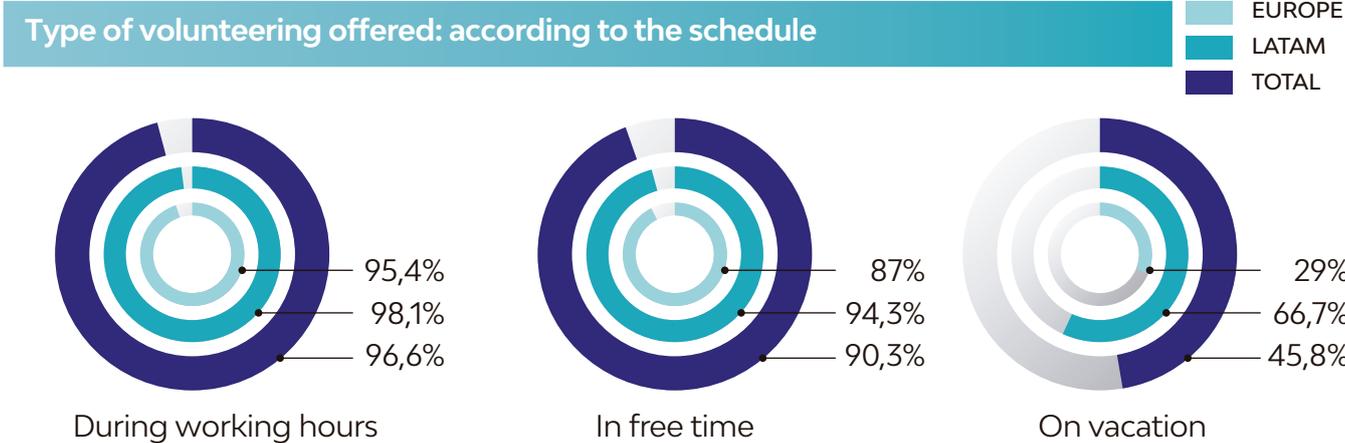
Type of volunteering: depending on who proposes the activity	Europe	Latam	Total
Volunteering proposed by the organization	96,2%	99%	97,5%
Volunteering proposed by a service provider	64,9%	71,4%	67,8%
Volunteering proposed by a collaborating social entity	93,1%	92,4%	92,8%
Volunteering proposed by employees	72,5%	77,1%	74,6%
Volunteering proposed by a public body	25,2%	77,1%	48,3%

Regarding **participation** types, a major trend in both regions is the preference for group volunteering activities, at 98.7% overall, compared to 53% for individual volunteering. This preference for teamwork is even more pronounced in Europe, where almost 99% of organizations use this approach, compared to 58% in Latin America. Social team-building activities, which are part of volunteering strategies aimed at strengthening internal and community ties, are also very popular, at 63.1% overall, with a significant presence in Europe (80.2%) compared to Latin America (41.9%). This reveals that in Europe, actions that foster teamwork and social connection are highly prioritized, while in Latin America, although they are also common, the proportion is lower, and organizations diversify their approaches.

Type of volunteering: according to the number of volunteers participating in the activity	Europe	Latam	Total
Individual volunteering	48,9%	58,1%	53%
Group volunteering	98,5%	99%	98,7%
Social team building volunteering activities	80,2%	41,9%	63,1%

Regarding **scheduling**, the number of companies offering volunteering during working hours is very high, at around 96.6% overall, and similar in both regions (95.4% in Europe and 98.1% in Latin America). This indicates a clear trend toward integrating volunteering into the workday as a strategy

to facilitate employee participation. As for leisure-time activities, the majority of companies also offer volunteering outside of working hours, reaching 90.3% overall, with an even higher percentage in Latin America (94.3%). Volunteering during vacations, on the other hand, is generally less common.



In this regard **the focus of their activities**, the majority (97%) are declared to be assistance-based, both in Europe and Latin America, while pro bono or professional volunteering is less common, accounting for 34.3% overall. 1.3% of organizations exclusively engage in pro bono volunteering, 64% in assistance-based volunteering only, and 33% combine both types (38.2% in Europe and 26.7% in Latin America). The strong presence of assistance-based volunteering reflects a focus on responding to immediate social needs, regardless of the region, although Europe shows a slightly higher proportion of pro bono volunteering (39%), perhaps indicating a preference for more specialized or professional activities.

Type of volunteering: according to orientation	Europe	Latam	Total
Professional or pro-bono volunteering	0,8%	1,9%	1,3%
Assistance volunteering	59,5%	69,5%	64%
Both (combination of the above)	38,2%	26,7%	33%
Neither	1,5%	1,9%	1,7%

***In the period 2020-2025, an increase in assistance-based volunteering within organizations was observed, rising from 93.9% to 97% (including mixed volunteering in these and subsequent percentages). On the other hand, professional volunteering lost ground in relative terms, falling from 47.7% to 34.3%. The drop was from 55.9% to 39% in Europe and from 37.5% to 28.6% in Latin America. This trend contrasts with the situation in 2015, when assistance-based volunteering (87.6%) was more prevalent than professional volunteering (56.4%).***

Regarding **frequency**, the dominant trend is toward one-off actions (97.9%), although the majority also carry out actions that are consistent over time (92%). Eight percent of organizations exclusively carry out one-off actions, 2.1% only consistent actions, and the remainder combine both types (89.9%). This reveals that organizations tend to combine actions with immediate impact with sustained efforts, although in some cases one-off actions may predominate due to resource or strategic reasons.

***Organizations that carry out both one-off and long-term actions (i.e., mixed actions) have experienced a significant increase in the last decade: from 36.9% in 2015 and 47.7% in 2020 to 89.9% in 2025. In this sense, the number of organizations that carry out exclusively one of the two types of actions has decreased considerably.***

Type of volunteering: according to frequency	Europe	Latam	Total
One-off actions	6,2%	10,5%	8%
Ongoing actions	3%	1%	2,1%
Mixed actions (a combination of the above)	90,8%	88,5%	89,9%

Regarding **in-person participation**, almost all organizations offer in-person volunteering (99.2%), but the figures differ for online and hybrid models. In Europe, 73.3% of organizations promote digital volunteering, compared to 56.2% in Latin America, perhaps reflecting greater development of these formats in Europe. Hybrid volunteering, while still growing, represents 50.4% in Europe, compared to only 20% in Latin America, indicating a trend in Europe toward combining in-person and online modalities.

Type of volunteering: according to the degree of in-person attendance	Europe	Latam	Total
In-person volunteering	99,2%	99%	99,2%
Online volunteering	73,3%	56,2%	65,7%
Hybrid volunteering	50,4%	20%	36,9%

Finally, regarding **the area of activity**, social volunteering clearly prevails in both regions, at 99.2%, reflecting the organizations' strong commitment to direct social impact and community engagement. This is followed by areas such as the environment (91.1%), education (85.2%), and emergency response (64.8%). Participation in technology, healthcare, cultural, sports, and leisure volunteering is also significant, although on a smaller scale, demonstrating an effort to diversify areas of impact and address different social needs.

**Social, environmental, and educational volunteering, categorized by area of activity, remain the most common forms and have strengthened in recent years. In the period 2020-2025, social volunteering increased from 86% to 99.2%, environmental volunteering from 60.7% to 91.1%, and educational volunteering from 67.3% to 85.2%.**

Type of volunteering: according to the area of action	Europe	Latam	Total
Social volunteering	99,2%	99%	99,2%
Environmental volunteering	93,1%	88,6%	91,1%
Educational volunteering	77,1%	95,2%	85,2%
Technology volunteering	51,5%	37,1%	44,9%
Healthcare volunteering	25,2%	38,1%	30,9%
Cultural volunteering	32,8%	28,6%	30,9%
Sports volunteering	36,6%	17,1%	28%
Leisure and recreation volunteering	48,9%	21%	36,4%
Emergency volunteering	61,1%	69,5%	64,8%
Other types of volunteering	10,7%	11,4%	11%

These data reveal a consolidated trend toward responding to urgent social problems, alongside a growing openness to addressing areas such as the environment, education, and, to a lesser extent, culture and sports. The variety of areas in which these organizations participate reinforces their commitment to addressing different social challenges and adapting to the priorities of each community and environment.

In short, the landscape reveals that organizations in both regions are adopting diversified and flexible approaches to their volunteer activities. They are combining long-term, stable initiatives with ad hoc actions, allowing for greater adaptability and responsiveness to emergencies or changes in social needs. The trend toward hybrid and online models, especially in Europe, adds an element of innovation that can further enhance the reach and participation of volunteers in the future.

**Diversification and flexibility in the types of volunteering and areas of activity will be key to strengthening social cohesion, broadening participation, and increasing the effectiveness of solidarity initiatives in both regions. These dynamics suggest a path in which organizations will continue to explore and consolidate new formats and areas to maximize their social impact, retain their volunteers, and respond effectively to emerging social demands.**

## Opening up volunteering to interest groups

Data on **stakeholder groups participating as volunteers** in volunteer programs offers an interesting insight into who is involved and how this participation varies across different regions. In general, organizations in both regions tend to open their programs to diverse groups, although there are some significant differences in the proportions and types of participation.

First, it is noteworthy that, overall, 36.9% of organizations in both regions include employees' family members as volunteers, compared to 49% in 2015 and 70.2% in 2020. This group is the largest, representing 39.7% in Europe and 33.3% in Latin America. This openness can be very beneficial, as it fosters values of social commitment within families and can increase employee motivation.

Stakeholder groups participating as volunteers in the organization	Europe	Latam	Total
Retirees/Early Retirees/Former Employees	18,3%	14,3%	16,5%
Family Members	39,7%	33,3%	36,9%
Clients	20,6%	8,6%	15,3%
Suppliers	9,9%	7,6%	8,9%
Partners or Shareholders	9,9%	10,5%	10,2%
Other	7,6%	9,5%	8,5%

On the other hand, retirees, those nearing retirement, and former employees also constitute a significant group, representing 16.5% of the total, although their representation is somewhat higher in Europe (18.3%) compared to Latin America (14.3%). Compared to previous years, retiree participation was in 14% of organizations in 2015 and 23.6% in 2020. The participation of these groups demonstrates a desire to maintain ties with former members of the organization, as well as to leverage their experience and knowledge through volunteer activities.

Regarding other groups, customers have a moderate participation rate, representing 15.3% of the total (12% in 2015 and 23.6% in 2020), with a higher percentage in Europe (20.6%) than in Latin America (8.6%). This indicates that some organizations consider it important to involve their customers in charitable activities, perhaps as a strategy for building loyalty and community engagement. Suppliers, partners, and shareholders also participate, albeit to a lesser extent, with percentages ranging from 8% to 10%, reflecting an openness to collaborating on initiatives where these stakeholders can actively contribute to the organization's social mission.

These results contrast considerably with those recorded in 2020. Participation among retirees, early retirees, family members, and customers was significantly higher in the European and Latin American companies analyzed at that time. This difference suggests a reorientation of programs toward the core workforce and/or a greater professionalization of the programs.

In short, the participation of family members and former employees stands out as a key element in the strategy of expanding volunteer opportunities, while the participation of customers, suppliers, partners, and other groups brings diversity and potential to increase the reach and impact of charitable activities.

This inclusive approach indicates that, beyond traditional volunteering, organizations are opting for forms of involvement that generate value for both volunteers and communities, fostering the building of broader and more sustainable alliances for social development.

### Criteria for selecting collaborating entities

The analysis of the **criteria organizations use to select their partner organizations** reveals a scenario dominated by affinity and alignment with the social cause, as well as aspects related to reputation and knowledge of the social issue.

First, the causes to which the organizations dedicate themselves are perceived as very important, with an overall average of 6.02 on a scale where higher values indicate greater relevance or alignment with specific causes. There is a clear tendency to prioritize causes that organizations identify as relevant and well-aligned with their social mission.

Criteria used by the organization to select partner organizations	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
The cause they dedicate themselves to	3%	9,2%	87,8%	5,90	-	1,9%	98,1%	6,17	1,7%	5,9%	92,4%	6,02
Their level of professionalism and reputation	1,6%	9,2%	89,2%	5,82	1%	7,6%	91,4%	6,10	1,3%	8,5%	90,2%	5,94
Knowledge of the social problem and/or its recipients	-	3,1%	96,9%	6,11	0,9%	2,9%	96,2%	6,23	0,4%	3%	96,6%	6,17
The collaboration possibilities they offer	-	3,1%	96,9%	6,12	-	2,8%	97,2%	6,23	-	2,9%	97,1%	6,17
Let the volunteers propose them	3,1%	7,6%	89,3%	5,82	5,8%	7,6%	86,6%	5,74	4,2%	7,6%	88,2%	5,79
Geographical proximity to the organization	4,6%	3%	92,4%	5,92	6,7%	2,8%	90,5%	5,91	5,5	3%	91,5%	5,92

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Not important at all) to 7 (Very important)

**The frequency of volunteer participation increases in those organizations that, when selecting partners, take into account both their knowledge of the social problem and the target communities, as well as the possibilities for collaboration they offer.**

Interest in the level of professionalism and reputation of partner organizations also receives high ratings, with an overall average of 5.94 and a considerable concentration at the top levels. The perception in Latin America (6.10) is slightly higher than in Europe (5.82), suggesting that in both regions, organizations highly

value the professionalism and reputation of their partners, considering these aspects key to the success of collaborations.

Knowledge of the social problem and/or its beneficiaries also receives a positive rating, with an overall average of 6.17. More than 96% of organizations believe that potential partners must have in-depth knowledge of the social problem and the target communities, with no significant differences between regions.

The opportunities for collaboration offered by the organizations, also rated at an average of 6.17, reveal that they perceive a high potential for collaboration in different areas, with a positive assessment on both continents (97.1% overall value this criterion). Therefore, it appears that the perception of openness and flexibility in collaboration opportunities fosters the establishment of lasting strategic alliances.

***Volunteer participation and recurrence increase in those organizations that, when selecting partners, take into account the entities proposed by the volunteers.***

On the other hand, the proposal of collaboration by the volunteers themselves receives a slightly lower rating, with an average of 5.79. Although most responses are concentrated at high levels, there is a smaller percentage at intermediate and low levels, indicating that in many organizations volunteers actively participate by

proposing entities, but there is still room to foster a culture of greater participation in the selection and proposal of collaborative partners.

Finally, regarding geographical proximity, the perception is also favorable, with an average of approximately 5.92 in both regions. Most organizations consider physical or cultural proximity to be a relevant criterion, although there are also responses at intermediate levels, showing some openness to collaborating with regionally distant entities if other criteria are met.

***If regular and frequent communication with partner organizations increases through volunteers, the relative importance of volunteers who participate three or more times a year also increases. Similarly, if the frequency of this communication increases, so does the organization's commitment to the cause it supports and its reputation.***

***Regarding the reasons for choosing partners in the 2020-2025 period, the criteria of "knowledge of the social issues and/or their beneficiaries," "the opportunities for collaboration they offer," and "proposals from volunteers" significantly increased the weight of high ratings, rising from 88% to 96.9%, from 78.3% to 97%, and from 64% to 89.3%, respectively. In 2015, the prevailing factors, in this order, were the cause the partner supports, their level of professionalism and reputation, and their knowledge of the social issues.***

Taken together, these data reveal that organizations prioritize affinity, reputation, and in-depth knowledge of the social problem in their selection criteria. The general perception is that these criteria facilitate strong and effective partnerships, contributing to the sustainability and efficiency of joint actions. Although most highly value the participation of the volunteers themselves in the selection process, there is still potential to further incentivize this active involvement. Geographical proximity also remains an important factor, although in some cases other criteria are considered to be able to balance this predisposition. Ultimately, organizations appear to be oriented toward establishing strategic alliances based on shared values, experience, and knowledge, with room to further broaden the criteria for participation and flexibility in their collaborative choices.

## EVALUATION, EFFECTIVENESS AND BENEFITS OF VOLUNTEERING

**Evaluation indicators show that organizations highly value the impact of volunteering on employee satisfaction, engagement, and skills development. While progress is still being made in measuring social and environmental impact, there is strong interest in improving these systems. Volunteering contributes to achieving corporate social responsibility goals, fosters teamwork, adaptability, and corporate pride, and also promotes improvements in the work environment, talent retention, and reputation. Overall, organizations consider volunteering an essential tool for strengthening their social impact and internal culture.**

### Evaluation and effectiveness indicators used

Data related to evaluation **indicators and the effectiveness of volunteer programs** offer a very detailed view of how organizations manage, monitor, and assess their charitable activities. Thus, a significant majority in both regions set clear annual objectives, with 68.2% in total, slightly higher in Europe (71.8%) than in Latin America (63.8%).

The organization sets annual achievement/results/performance targets for its corporate volunteering programs	Europe	Latam	Total
Yes	71,8%	63,8%	68,2%
No	28,2%	36,2%	31,8%

The perception of whether organizations conduct ongoing reviews is much more varied: the overall average is 5.19 out of 7. In Europe, the average is lower (5.02), suggesting that, although some organizations conduct frequent reviews, there is still room to strengthen these processes. In Latin America, the average is higher (5.42), and the concentration at higher levels indicates that many organizations carry out regular and systematic reviews, which is positive for the adjustment and continuous improvement of their programs.

Monitoring of programs	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
The organization conducts ongoing reviews of its volunteer programs.	14,5%	17,5%	68%	5,02	5,8%	9,5%	84,7%	5,42	10,6%	14%	75,4%	5,19

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

Regarding the evaluation indicators used, the highest percentages are for volunteer satisfaction (94.5%) and the satisfaction of collaborating social organizations (61.4%), demonstrating that the perception of success in the volunteer experience and in collaboration with partners is a priority and is highly valued. However, fewer organizations measure social and environmental outcomes (only 35.6%) and the impact on business indicators, such as reputation or profitability (only 23.7%). This suggests there is room to strengthen social and environmental impact indicators.

Indicators for evaluating the effectiveness of volunteer programs used in the organization	Europe	Latam	Total
Volunteer satisfaction level	93,9%	95,2%	94,5%
Social and/or environmental results	45,8%	22,9%	35,6%
Satisfaction level of collaborating social organizations	64,9%	57,1%	61,4%
Beneficiary satisfaction level	46,6%	35,2%	41,5%
Impact on business indicators (profitability, reputation, etc.)	35,1%	9,5%	23,7%
Other indicators	4,6%	4,8%	4,7%

Has any type of environmental impact been accounted for by the corporate volunteering program within the organization?	Europe	Latam	Total
Yes	17,6%	6,7%	12,7%
No	82,4%	93,3%	87,3%

*Note: There is a great dispersion in the environmental indicators that are handled in each case, the most frequent being the number of trees planted, the CO2 avoided or captured and the weight of the garbage removed.*

**Between 2020 and 2025, there was a dramatic increase in volunteer satisfaction levels, rising from 43.1% to 94.5%. Similarly, the percentage of organizations that value social and/or environmental outcomes increased, as did the satisfaction level of partner organizations.**

Regarding the reported indicators, it is noteworthy that most organizations measure the number of volunteers (98.3%), beneficiaries (66.1%), and activities (83.1%), but less than 73% evaluate the hours dedicated, and only half (50%) consider volunteer satisfaction. The tendency to measure quantitative aspects is clear, but qualitative and impact evaluation still requires further development.

Indicators used in the report related to corporate volunteering	Europe	Latam	Total
Number of unique volunteers	97,7%	99%	98,3%
Number of beneficiaries	66,4%	65,7%	66,1%
Number of volunteer activities	90,1%	74,3%	83,1%
Number of social organizations with which we collaborate	84,7%	79%	82,2%
Number of volunteer hours	80,9%	62,9%	72,9%
Total number of participations in volunteer activities	64,1%	40%	53,4%
Hours dedicated to the organization's volunteer projects during working hours	48,1%	20%	35,6%
Hours dedicated outside of working hours	41,2%	12,4%	28,4%
Volunteer satisfaction level with the volunteer program	56,5%	41,9%	50%
Level of improvement in the organization's commitment to corporate volunteering	36,6%	13,3%	26,3%
Number of hours of volunteer training	35,1%	11,4%	24,6%

Furthermore, there is a high level of interest in improving measurement and evaluation systems, with over 90% of organizations in favor, reflecting a shared commitment to optimizing these processes and obtaining data to support decision-making and accountability.

Is the organization interested in improving the measurement/evaluation system of the corporate volunteering program?	Europe	Latam	Total
Yes	87%	94,3%	90,3%
No	13%	5,7%	9,7%

In conclusion, the data reflects that organizations are in an advanced stage of monitoring and evaluation, primarily focused on satisfaction and participation indicators, but still expanding their measurement of social and environmental impact. The trend toward improving evaluation systems and diversifying volunteers and beneficiaries demonstrates a commitment to continuous improvement and to increasing the effectiveness and transparency of their volunteer programs.



### Perceived benefits

Data on the **perceived benefits of volunteering** confirms that organizations highly value this type of activity, both internally and externally. The majority believe that volunteering contributes significantly to achieving corporate social responsibility goals, develops skills, and strengthens a culture of commitment and pride among employees, in addition to improving the corporate image and its relationship with the community.

First, the perception that volunteering helps organizations meet their corporate social responsibility goals is overwhelmingly positive, with an overall average of 6.17. Specifically, in Latin America, the average reaches 6.24, slightly higher than the 6.12 in Europe, suggesting that in the Latin American region, the impact of volunteering on the social mission is seen as even more relevant.

Perceived benefits derived from corporate volunteering	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Corporate volunteering helps the organization achieve its social responsibility goals/mission/purpose	2,3%	1,5%	96,2%	6,12	1%	0,9%	98,1%	6,24	1,6%	1,3%	97,1%	6,17
Volunteering develops skills in employees	2,3%	1,5%	96,2%	6,22	1%	-	99%	6,26	1,7%	0,9%	97,4%	6,23
Volunteering develops teamwork skills	1,6%	0,7%	97,7%	6,37	-	-	100%	6,41	0,8%	0,5%	98,7%	6,39
Volunteering develops the ability to adapt to other environments/realities	2,3%	0,8%	96,9%	6,34	1,9%	-	98,1%	6,44	2,1%	0,4%	97,5%	6,38
Volunteering promotes employee commitment to the organization and its values (loyalty/positive attitude towards the organization)	1,6%	1,4%	97%	6,41	1%	1%	98%	6,40	1,2%	1,3%	97,5%	6,41
Volunteering promotes employee identification and pride of belonging to the organization	1,6%	1,4%	97%	6,48	-	-	100%	6,52	1,7%	3,4%	94,9%	6,50
Volunteering increases employee motivation.	1,6%	0,7%	97,7%	6,47	1%	-	99%	6,47	1,2%	0,5%	98,3%	6,47
Volunteering improves the organization's work	1,6%	1,4%	97%	6,43	0,9%	1,9%	97,2%	6,41	1,2%	1,7%	97,1%	6,42
Volunteering promotes better recruitment and/or retention of employees.	4,6%	0,7%	94,7%	6,24	3,9%	1,8%	94,3%	6,15	4,3%	1,2%	94,5%	6,20
Volunteering helps employees to have a good image of the organization.	0,8%	0,7%	98,5%	6,51	-	-	100%	6,50	0,4%	0,5%	99,1%	6,50
Volunteering promotes the organization's relationships and commitment to the community and the environment	0,8%	0,8%	98,4%	6,44	-	1%	99%	6,49	0,4%	0,8%	98,8%	6,46

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

**As the perception increases that volunteering helps the organization achieve its CSR objectives, develops teamwork skills, helps develop skills in employees and also develops the ability to adapt to other environments and/or realities, the intensity of the entity's continuous reviews of volunteering programs also increases.**

volunteering for strengthening organizational culture, the perception is also high. The global average is 6.39. The trend in both regions is similar, highlighting that volunteering is considered a powerful catalyst for collaboration and the strengthening of internal and external relationships. The development of adaptability to other environments and realities also receives a very positive rating, with an average above 6.38 across the entire sample.

As for motivation and commitment, volunteering has a clear impact. The perception that it fosters employee identification, pride, and loyalty averages close to 6.5, with a significant majority placing its rating at the highest levels. This reinforces the idea that voluntary actions strengthen the sense of belonging and alignment with organizational values.

Furthermore, volunteering develops employees' skills, specifically in areas related to leadership, communication, and project management. This contribution is also highly valued, with an average of 6.23 globally, and a significant percentage indicating high scores on the scale, pointing to effective recognition of the formative impact of volunteer activities. Regarding teamwork, a key aspect of



For its part, the influence of volunteering on improving the work environment, attracting and retaining employees, and strengthening the organization's image is also viewed very positively, with averages around 6.4 and high percentages at the top levels of satisfaction and commitment. The perception that these actions foster relationships with the community and the surrounding area, in addition to strengthening social commitment, also receives ratings close to 6.5.

***Organizations highlight the benefits of volunteering in developing skills and strengthening organizational culture.***

promoting engagement, and obtaining tangible benefits both internally and externally. The high regard in both regions demonstrates that volunteering is becoming a fundamental pillar of CSR and social impact policies in organizations.

These data confirm that organizations widely value and recognize the numerous benefits of volunteering, both in developing employee skills and in improving the work environment, reputation, and social impact. The general trend is to perceive volunteering as a strategic and effective tool for strengthening organizational culture,

## BARRIERS AND OPPORTUNITIES FOR IMPROVING VOLUNTEERING

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### Barriers to the development of volunteer programs

In general, the main **barriers** are internal and structural: lack of financial resources, difficulty in finding projects of interest, and a shortage of staff and management tools, although regional differences exist. In Europe, the most prominent barriers are a lack of financial resources (5.26), a scarcity of projects of interest (5.25), insufficient staff (5.12), and low volunteer participation (5.12). The main challenge, therefore, would be to mobilize volunteers and secure human and financial resources. In Latin America, the most critical obstacles are a lack of staff (4.92), financial resources (4.86), projects of interest (4.82), and management tools (4.71). Unlike in Europe, volunteer participation is not perceived as a problem here (3.36). The challenge, then, lies in professionalizing management and identifying suitable projects.



***The results show that, although organizations recognize the importance of volunteering and see its strategic potential, they still face considerable obstacles. Volunteer participation, support from senior management, resources, identification of relevant projects, and partnerships with social entities are the main areas where capacities and strategies still need strengthening. Efforts to overcome these barriers will be key to developing more effective, sustainable programs with greater social impact.***

Across all sectors, other barriers persist. Specifically, limited support from senior management (4.41), more pronounced in Europe (4.68) than in Latin America (4.07), and difficulty in finding social partners (4.75), although less so in Latin America (4.55). In contrast, skills mismatches, the capacity of social organizations, and cultural factors are hardly perceived as obstacles.

***The main barriers to the development of volunteering reflect challenges in participation, resources, institutional support, and alignment with relevant social projects, with differences between Europe and Latin America. While in Europe the main challenge is mobilizing volunteers and securing human and financial resources, in Latin America the challenge is professionalizing management and identifying projects.***

Main barriers and difficulties encountered in the development of volunteer programs	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Low level of volunteer participation	15,3%	12,2%	72,5%	5,12	62,8%	20%	17,2%	3,36	36,3%	15,7%	47,8%	4,39
Difficulty finding projects of interest	17,6%	3,8%	78,6%	5,25	15,3%	9,5	75,2%	4,82	16,5%	6,4%	77,1%	5,06
Lack of support from senior management	19,1%	16%	64,9%	4,68	34,2%	21%	44,8%	4,07	25,9%	18,2%	55,9%	4,41
Lack of tools, methods, or management capabilities of the responsible team	21,4%	7,6%	71%	4,89	18,1%	9,5%	72,4%	4,71	19,8%	8,5%	71,7%	4,81
Staff shortage for managing the volunteer program	16,8%	9,2%	74%	5,12	16,2%	4,8%	79%	4,92	16,5%	7,2%	76,3%	5,03
Lack of economic resources	13,7%	8,4%	77,9%	5,26	15,3%	7,5%	77,2%	4,86	14,3%	8,1%	77,6%	5,08
Difficulty in finding suitable social sector partners or social entities	23,7%	5,3%	71%	4,90	18,1%	14,3%	67,6%	4,55	21,2%	9,3%	69,5%	4,75
Mismatch between the skills required by the social entity in its project and those that our organization could offer	42%	13%	45%	3,96	57,2%	19%	23,8%	3,25	48,8%	15,6%	35,6%	3,64
Institutional, administrative or economic incapacity of the social entity	55,7%	15,3%	29%	3,44	74,3%	7,6%	18,1%	2,53	64%	11,9%	24,1%	3,03
The negative perception of employees of being instrumentalized, that is, feeling forced to participate in the program or distrusting the good intentions of management	84,7%	1,5%	13,8%	2,32	85,8%	1%	13,2%	2,09	85,2%	1,3%	13,5%	2,22
The negative perception among customers and society of instrumentalizing employees for the benefit of our organization, that is, the possible distrust of stakeholders towards the implementation of volunteer programs in our organization	88,5%	0,8%	10,7%	2,11	85,6%	2,9%	11,5%	1,94	87,3%	1,7%	11%	2,04

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

**Looking back over time, the perceived barriers have evolved significantly. In 2015, the main difficulties faced by volunteer organizations were a lack of volunteer motivation, insufficient organizational and leadership skills within the responsible team, and a lack of cooperation from local institutions. By 2020, challenges such as staff shortages, finding third-sector partners, a lack of projects, a lack of management tools, and limited financial resources predominated. In 2025, while these barriers persist, their order of importance has shifted: now, the lack of financial resources, a shortage of projects, insufficient staff and management tools, and, to a lesser extent, the search for social partners, are paramount. This evolution shows a clear shift: while internal management issues and external partnerships prevailed in 2020, by 2025 the focus is on key internal structural limitations (funding, projects, and staff).**



### Opportunities for improvement

The data points to several priorities. For 80.1% of organizations, the main need is greater use of technological tools. Other key priorities include expanding knowledge of the various volunteering models currently in use (77.6%), aligning volunteering with business strategy (76.7%), and training program managers (76.3%), all crucial for moving from one-off initiatives to more sustainable models.

***The overall priority is to professionalize volunteering, with more technology, more training for managers, clear indicators, and alignment with the company's strategy. Management commitment remains key, as improvements lose their impact without senior support. While relevant, alignment with the SDGs is not perceived as urgent compared to internal management challenges.***

74.2% consider it necessary to promote volunteering as an opportunity for learning and skills development. More than 75% demand clear and consistent indicators to evaluate program objectives and performance. Similarly, 74.2% call for greater commitment from management, which is essential for program sustainability. 74.1% add that improvements in planning, evaluation, and understanding of local needs are also necessary. However, alignment with the SDGs is perceived as a lower priority.

By region, in Europe the emphasis is on the need to use more technological tools (80.1%) and align the program with the company's strategy (78.6%). This is closely followed by a greater understanding of local realities (78.6%) and current volunteering models (77.9%). In Latin America, the priority is also the promotion of technological tools (80%). However, the implementation of impact indicators (78%), the training of managers (77.1%), and strengthening knowledge about new volunteering models (77.1%) are also highlighted.

Elements that would need improvement in your corporate volunteering program	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
Greater alignment of the corporate volunteering program with the SDGs	63,3%	20,6%	16,1%	3,21	77,2%	9,5%	13,3%	3,10	69,4%	15,8%	14,8%	3,16
A greater commitment from the company's management	11,5%	13%	75,5%	5,08	14,3%	13,3%	72,4%	4,87	12,7%	13,1%	74,2%	4,98
More training for volunteers	12,9%	26,7%	60,4%	4,63	21,9%	21,9%	56,2%	4,49	17%	24,6%	58,4%	4,57
A greater understanding of the local realities and needs in the areas where our organization operates	13%	8,4%	78,6%	5,02	14,3%	17,1%	8,6%	4,74	13,6%	12,3%	74,1%	4,90
A greater understanding of the motivations and level of professionalism of the various social entities	12,2%	10,7%	77,1%	4,95	17,2%	14,3%	68,5%	4,66	14,4%	12,3%	73,3%	4,82
A greater understanding of the different forms of volunteering currently in use	13,7%	8,4%	77,9%	5,03	8,6%	14,3%	77,1%	5,08	11,4%	11%	77,6%	5,05
A greater establishment of links with other companies and organizations dedicated to corporate volunteering	13,7%	14,5%	71,8%	4,95	11,4%	24,8%	63,8%	4,76	12,8%	19,1%	68,1%	4,87
A greater exchange of knowledge with consultants, universities, social entities and scholars of corporate volunteering.	13,7%	26,7%	59,6%	4,75	11,5%	31,4%	57,1%	4,63	12,8%	28,8%	58,4%	4,69
Greater coordination with other departments of the company	14,6%	20,6%	64,8%	4,72	13,4%	25,7%	60,9%	4,66	14%	22,9%	63,1%	4,69
An improvement in the planning of the volunteer program	15,3%	10,7%	74%	4,85	14,3%	13,3%	72,4%	4,71	14,9%	11,9%	73,2%	4,79
An improvement in the evaluation and certification of the excellence of the volunteer program	22,2%	23,7%	54,1%	4,54	15,2%	28,6%	56,2%	4,50	19%	25,8%	55,2%	4,52
An improvement in promoting skills development through volunteering	8,4%	17,6%	74%	5,23	10,5%	15,2%	74,3%	5,01	9,3%	16,5%	74,2%	5,13
Further training for the managers of the volunteer program	9,2%	15,3%	75,5%	5,00	10,5%	12,4%	77,1%	5,06	9,7%	14%	76,3%	5,03
Greater alignment of the corporate volunteering program with the company's strategy	13%	8,4%	78,6%	4,98	11,5%	14,3%	74,2%	4,96	12,3%	11%	76,7%	4,97
An improvement in the design of indicators to evaluate the objectives and performance of the volunteer program	13%	13,7%	73,3%	4,96	11,5%	10,5%	78%	5,00	12,3%	12,3%	75,4%	4,98
Increased use of technological tools	8,4%	11,5%	80,1%	5,23	9,5%	10,5%	80%	5,18	8,9%	11%	80,1%	5,21

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (No need to improve) to 7 (Would improve it a lot)

**Compared to 2020, the main challenges remain the use of technology and the training of managers, but today the promotion of skills development, the exploration of new forms of volunteering and the strengthening of managerial commitment are of high relevance.**



## EVOLUTION AND FUTURE OF CORPORATE VOLUNTEERING

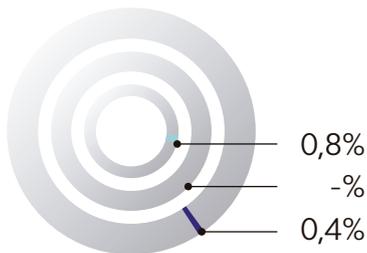
**The organizations are confident that volunteering will grow considerably over the next five years, which would consolidate it as a key pillar of their social strategy.**

several areas that can further enhance the impact and integration of volunteering into their overall strategy.

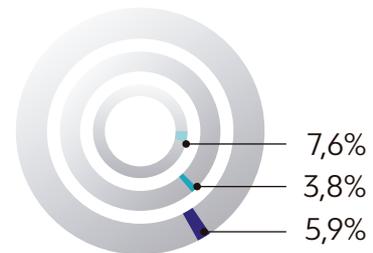
**Trends and expectations regarding the evolution of volunteering** in organizations reflect a generally optimistic outlook, focused on consolidating and expanding these practices over the next five years. Most organizations in both regions anticipate moderate to substantial growth and have identified

### Evolution of volunteering

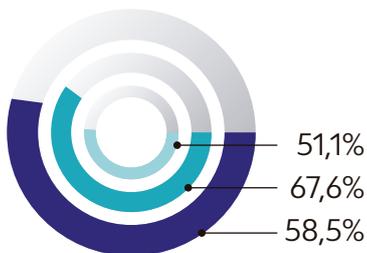
EUROPE  
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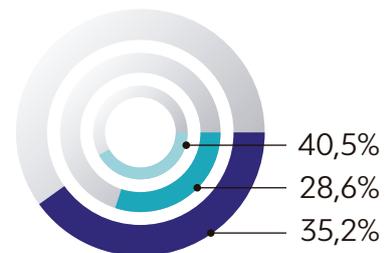
It will be reduced



It will remain as it is now.



It will grow, but moderately.



It will grow considerably

**Volunteering will be consolidated within the corporate social strategy. Greater integration into the organizational culture is expected, along with increased social awareness and management commitment, with a particular focus on training and resources.**

Aspects such as increased social awareness among employees, improved ties between organizations and the community, and management commitment to volunteering indicate high expectations. The strengthening of a culture of social responsibility within organizations also emerges as an anticipated trend. The high concentration of organizations at higher levels in

both regions suggests a projected greater integration of volunteering into corporate culture, reinforcing social commitment and internal responsibility—a key aspect for sustainability. Furthermore, increased internal training (somewhat more intensively in Latin America) and greater allocation of resources dedicated to volunteering are expected, aspects considered strategic for sustaining and enhancing the impact of programs.

In short, the responses reflect a shared perception in both regions that volunteering will become an even more relevant component of social strategy, strengthening its values, partnerships, and capacity to mobilize employees and external stakeholders.

Expectations	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
The corporate culture of social responsibility in organizations will be strengthened	0,8%	1,5%	97,7%	6,06	1%	1,9%	97,1%	5,90	0,8%	1,7%	97,5%	5,99
Positive experiences with social entities will be encouraged	0,8%	4,6%	94,6%	6,10	-	5,7%	94,3%	5,96	0,4%	5,1%	94,5%	6,04
The link between companies and the community will be improved	1,5%	3,8%	94,7%	6,10	1%	2,9%	96,1%	5,99	1,2%	3,4%	95,4%	6,05
The level of social awareness of the employees will be improved.	0,8%	4,6%	94,8%	6,24	2%	1%	97%	6,10	1,2%	3%	95,8%	6,17
Staff and/or financial resources allocated to corporate volunteering in organizations will be increased	5,4%	7,6%	87%	5,82	4,8%	5,7%	89,5%	5,85	5%	6,8%	88,2%	5,83
Management's commitment to volunteering will be increased	3,1%	3,1%	93,8%	5,98	2,9%	2,9%	94,2%	6,07	2,9%	3%	94,1%	6,02
Specific internal training for employees on volunteering will be increased	4,5%	7,6%	87,9%	5,79	3,8%	4,7%	91,5%	5,98	4,2%	6,4%	89,4%	5,88

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

## IMPACT OF CRISES AND EMERGENCIES ON VOLUNTEERING

The findings on the impact of past crises and emergencies (such as the COVID-19 pandemic, climate emergencies, and conflicts) on corporate volunteering are revealing. There is a general perception that employee engagement and participation have increased, demonstrating that these challenging situations foster mobilization and solidarity within organizations.

**Following past crises and emergencies, organizations have observed an increase in solidarity activities and greater employee engagement and participation. Remote volunteering is gaining prominence.**

In fact, these situations have boosted both the number of activities and the adoption of new modalities, especially remote volunteering, which has seen significant growth in Europe and Latin America.

There has also been a greater mobilization of resources, demonstrating organizations' willingness to invest more in their social impact and their capacity to respond to a crisis. In short, while there is room to strengthen their capabilities, overall, there is a strong commitment and a trend toward progress among organizations in providing solidarity in response to global challenges.

Impact of crises and emergencies	Europe				Latam				Total			
	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$	Low	Medium	High	$\bar{x}$
There is greater commitment and participation of employees in volunteer activities	3,8%	7,6%	88,6%	5,59	4,7%	6,7%	88,6%	5,53	4,2%	7,2%	88,6%	5,56
Overall, more volunteering activities have been launched	5,3%	5,3%	89,4%	5,52	5,7%	3,8%	90,5%	5,54	5,5%	4,7%	89,8%	5,53
More specific non-face-to-face (virtual) volunteering actions have been incorporated	6,8%	11,5%	81,7%	5,24	11,5%	2,8%	85,7%	5,27	8,8%	7,6%	83,6%	5,25
Other resources of our organization are being mobilized in support of volunteering	8,4%	7,6%	84%	5,28	8,5%	4,8%	86,7%	5,42	8,5%	6,4%	85,1%	5,34

Note:  $\bar{x}$  = arithmetic mean extracted from a measurement scale of 1 (Strongly disagree) to 7 (Strongly agree)

**Allocating a specific budget for the volunteer program is associated with boosting crisis response through greater employee engagement and the mobilization of more resources towards volunteering.**

Additionally, a key correlation has been identified between the existence of a specific budget allocated to the volunteer program and the response of organizations and their employees following past crises and emergencies. In general, the availability of a larger dedicated budget is linked to greater

employee engagement and participation in volunteer activities, a greater number of volunteer activities proposed (including remote volunteering), and greater mobilization of resources in support of volunteering.



## VOLUNTEERING INITIATIVES AND BEST PRACTICES

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Analysis of the responses provided by organizations regarding their recent volunteering **practices reveals** a set of strategic and operational initiatives aimed at maximizing social impact and strengthening internal employee engagement. The identified best practices fall into three key categories: organizational strategy and integration, targeted social impact, and the promotion of participation and decentralization.

### Strategy and integration within the organization

Good practices demonstrate an effort to formalize volunteering and align it with corporate culture and talent management.

**Integration into people management processes:** Several organizations have consolidated volunteering by including it in core organizational processes, such as new employee onboarding, and linking it to the skills development catalog. The importance of recognizing volunteers is emphasized.

**Strategic alignment:** The implementation of volunteer programs aligned with social needs and the organization's purpose is highlighted, ensuring that initiatives are not isolated but rather reinforce the corporate mission.

**Visibility and internal promotion:** A widespread practice is the creation and screening of an annual corporate video at annual employee meetings. This material showcases the activities carried out in the previous year, serving as a powerful tool to foster a sense of belonging and encourage participation in volunteering.

## Targeted social impact

The initiatives focus on generating meaningful change, using the skills of employees and responding to critical social needs.

### Skill-based volunteering:

- **Digital inclusion:** The most common practice in this area is the digital literacy program for older adults, where employees lead in-person workshops to reduce the digital divide, combat loneliness, and promote independence in the digital world.
- Other skills-based initiatives include actions such as an inclusive robotics school and methodological transfer.

**Volunteering for Employment Inclusion:** This includes several volunteer initiatives aimed at promoting the employment of individuals from groups at risk of social exclusion, enhancing their personal and professional skills.

**Emergency Response:** The organization's capacity for large-scale, organized mobilization to support victims of natural disasters is highlighted. This includes tasks such as food distribution, cleanup, and providing support to vulnerable individuals, often in collaboration with large social organizations.

**Promoting Health and the Environment:** The organization of a charity football match to raise funds for organ donation and regular cleanups in natural areas are reported.

## Promoting participation and decentralization

The practices aim to empower employees to be an active part in the design and implementation of the program.

**Volunteer Empowerment:** A good practice is implementing a mechanism (e.g., a call for volunteer activities) that allows volunteers themselves to propose social initiatives and partner organizations that will make up the annual program. This channels the concerns of the staff and ensures ongoing support for beneficiaries.

**Regional Leadership Structure:** Establishing regional leaders with teams in specific locations helps decentralize management, develops leadership skills within the staff, and facilitates the implementation of actions in different regions.

**Global Commitment Days:** Celebrating an International Volunteer Day as a major annual event, with simultaneous activities in all countries where the organization operates, serves to channel the spirit of solidarity and promote social and digital inclusion on a large scale.

**Creative and direct support initiatives:** Specific actions are mentioned, many of which hold great emotional value, such as organizing the regional fair in a nursing home or supporting a soup kitchen for several weeks with daily volunteers.

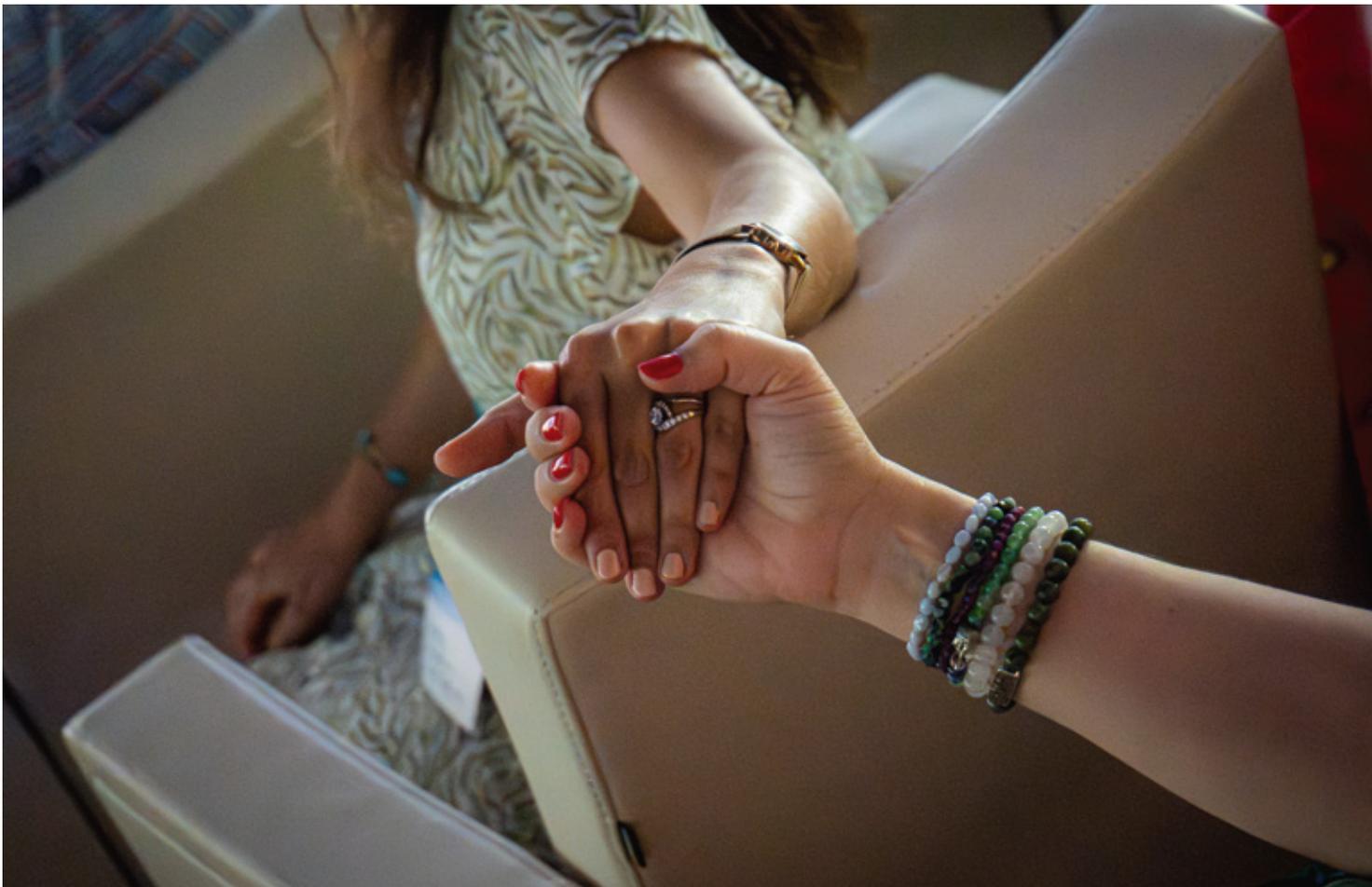


# CONCLUSIONS AND RECOMMENDATIONS

Following the analysis of the various key dimensions related to corporate volunteering, this section summarizes the most relevant findings from each area. The purpose of this section of the report is twofold:

To **establish the most significant conclusions**, identifying strengths, areas for improvement, and emerging trends that define the current state and future of volunteering.

To **propose a strategic roadmap based on a series of practical and actionable recommendations** for management and the units that handle volunteering within organizations, with the aim of professionalizing management, maximizing participation, and enhancing the social impact of the organization's volunteering.



The results are presented by section in different colored highlights, which facilitates reading and the link between the evidence analyzed (conclusions) and the corrective or improvement suggestions (recommendations).

## VOLUNTEER TRAJECTORY AND MANAGEMENT

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### CONCLUSION

Most volunteer programs in organizations are in an early stage (less than 5 years), which means that many programs require greater investment in dissemination and development of formalized structures.

### RECOMMENDATION

Early-stage organizations must establish strategies with medium and long-term objectives and incorporate practices that promote their sustainability and growth, setting clear goals and milestones.

### RECOMMENDATION

Established experiences (more than 10 years) should serve as a reference and impetus for innovation in management.

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### CONCLUSION

Management is concentrated in the CSR/sustainability unit, followed by foundations and human resources. The influence of the human resources area on management has decreased.

### RECOMMENDATION

Strengthen corporate foundations, recognizing their growing importance in the management of volunteering.

### RECOMMENDATION

More actively involve the people management area in the management of volunteering and the design of the program, given the link between volunteering and the development of skills, the organizational climate and talent retention.

### RECOMMENDATION

Promote coordination between units (e.g., CSR/sustainability, foundations and people management) to ensure consistency and the efficient use of resources.

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### CONCLUSION

The percentage of managers with specific training in volunteer management has decreased in the last five years.

## CONCLUSION

The role of leader/ambassador is more common in Latin America than in Europe.

## RECOMMENDATION

Professionalization is needed: invest in specialized training for managers and the management team.

## RECOMMENDATION

Standardize and provide specialized training to volunteer leaders or ambassadors to maximize their influence and internal promotion.

## RECOMMENDATION

Use the role of leader or ambassador to structure management, boost motivation and ensure that programs evolve from one-off initiatives to formalized processes.

## MOTIVATIONS FOR PROMOTING VOLUNTEERING

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## CONCLUSION

Volunteering is deeply rooted in values, ethics, and the desire to strengthen identity, rather than in economic interests or external pressures.

## RECOMMENDATION

Strengthen social impact by focusing communication and program design on values and social responsibility.

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## CONCLUSION

The main motivations are socially responsible commitment, support for social causes valued by stakeholders, and facilitating employee solidarity.

## RECOMMENDATION

Maintain and increase the channels for employees to exercise their solidarity, giving them a voice in the choice of causes valued by stakeholders.

## RECOMMENDATION

Ensure that the causes supported are aligned with corporate values and appreciated by stakeholders.

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## CONCLUSION

Volunteering is promoted to strengthen people management policies and improve the ability to attract and retain talent.

## RECOMMENDATION

Using volunteering as a formal tool to develop leadership, teamwork and other skills, integrating it into people management policies and development plans.

## RECOMMENDATION

To measure the impact of volunteering on talent, evaluate not only the hours of volunteering, but also the improvement in the organizational climate and the skills developed.

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## CONCLUSION

Compared to 2020, there is a significant increase in the motivation to promote volunteering to strengthen the organization's reputation, and a positive impact on the external image is expected.

## RECOMMENDATION

Communicating activities externally and publicly, focusing on the social impact generated, strengthens reputation and demonstrates concern for socio-environmental issues. This intangible asset can enhance the competitiveness and performance of organizations in the long term.

## RECOMMENDATION

Generating genuine social impact by prioritizing the transformation of the environment and providing solutions to the most vulnerable communities (giving back to society) as the basis of reputation.

## STRATEGIC ALIGNMENT OF THE VOLUNTEER PROGRAM

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### CONCLUSION

Most programs are strongly aligned with community needs and the strategic values and objectives of the organizations.

## RECOMMENDATION

Maintaining a social focus by prioritizing alignment with community needs and the organization's values, as these are the areas of greatest success and commitment.

## RECOMMENDATION

Ensure that programs are explicitly linked to strategic objectives to guarantee management support and resource allocation.

## CONCLUSION

Although alignment with the SDGs is observed, there is still room to strengthen its integration.

## RECOMMENDATION

Strengthen the integration of the SDGs by moving from general alignment to explicit reinforcement of the SDG strategy. Focus efforts on priority SDGs such as quality education and reducing inequalities.

## RECOMMENDATION

Develop clear metrics on how each program contributes to the selected SDGs, enhancing social and environmental impact.

## CONCLUSION

The alignment with the interests and capabilities of the volunteers is moderate.

## RECOMMENDATION

Promote skills-based volunteering to leverage the professional capabilities of employees, increasing their satisfaction and the quality of the impact.

## RECOMMENDATION

Establish a participatory design through active involvement of employees in the design and selection of activities to ensure better alignment with their interests and capabilities.

## CONCLUSION

A high alignment with the strategic objectives and interests of the volunteers is directly associated with a higher percentage of employee participation.

## RECOMMENDATION

Use the high alignment with the strategic objectives and the interests of the volunteers as a lever to encourage participation.

## RECOMMENDATION

In Europe, explicitly linking participation with organizational activity and professional development will further boost engagement.

## COMMUNICATION AND PROMOTION OF VOLUNTEERING

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### CONCLUSION

24.6% of organizations do not have a communication plan (internal or external) for volunteering, a situation more common in Latin America. Only 47% have a comprehensive plan (internal and external).

### RECOMMENDATION

Formally create communication plans (internal and external) for the volunteer program, especially in Latin America where the need is greatest.

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### CONCLUSION

Email and meetings are the most commonly used channels. The use of external corporate social networks and mobile applications is not yet widespread.

### RECOMMENDATION

Consolidate digital channels by increasing the use of internal/external social networks, web portals and applications for promotion and engagement with volunteering.

### RECOMMENDATION

Combine multiple channels effectively, prioritizing the frequent use of tools that correlate with higher engagement (e.g., meetings, internal/external social networks, and web portal).

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## CONCLUSION

Most organizations opt for mass dissemination (to all employees of the organization/group).

## RECOMMENDATION

Analyze the possibility of segmenting information beyond mass dissemination to all employees.

## RECOMMENDATION

Focus messages and channels on attracting staff, given that the perceived effectiveness of informing is medium-high and there is still room for improvement in attracting staff to volunteering.

## RECOMMENDATION

Promote impactful storytelling, frequently reminding volunteers of the impact of their activities to maintain motivation and commitment.

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## CONCLUSION

Communication with collaborating entities through volunteers is quite frequent, with higher reported frequency in Latin America than in Europe.

## RECOMMENDATION

Standardize communication with partners. Align the frequency of communication with partner entities to the high levels in Latin America, while reinforcing the frequency in Europe.

## INVOLVEMENT AND PARTICIPATION OF PEOPLE

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### CONCLUSION

Participation is growing in both volume and frequency. Latin America stands out for its greater intensity and repetition; Europe, for its greater coverage, but lower frequency. The challenge is sustained commitment.

### CONCLUSION

Involvement in planning is key, but it is moderate, with volunteers not fully integrated into the initial design.

## CONCLUSION

Participation increases when volunteers are involved in planning, have leadership opportunities, or see their contributions incorporated into the organization.

## RECOMMENDATION

Encourage active engagement by implementing practices that incentivize more active, regular, motivated, and sustained participation over time to strengthen long-term commitment (e.g., standardizing working hours with a clear, written policy; actively promoting projects that allow employees to apply their professional skills; including effort, project management, or the impact of volunteering in performance evaluations or career plans; formal and public recognition).

## RECOMMENDATION

Integrate volunteers from the beginning in the planning and design to reinforce belonging (co-creation).

## RECOMMENDATION

Delegate leadership responsibilities to volunteers and recognize them as strategic agents.

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## CONCLUSION

The most highly valued area is adapting to volunteer feedback, and the perception of leadership opportunities is growing.

## RECOMMENDATION

Consolidate feedback, ensuring that the contributions of volunteers translate into real changes in the organization for continuous improvement.

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## CONCLUSION

Most organizations offer volunteering opportunities to a large part of their staff, reflecting integration into the corporate culture.

## CONCLUSION

Latin American organizations have a higher intensity than European organizations in terms of mobilizing their workforce.

## RECOMMENDATION

Replicate successful models through the analysis of practices in Latin America (greater intensity of participation and repetition) to increase the frequency and volume of participation in other countries/organizations.

## SUPPORT FROM ORGANIZATIONS FOR VOLUNTEERING

### CONCLUSION

Training deficit: continuing education is the weakest aspect, although specialized training for leaders and managers is also insufficient, especially in Europe.

### RECOMMENDATION

Strengthen ongoing and specialized training for leaders and managers, especially in Europe, to ensure the quality and impact of volunteering.

### CONCLUSION

A significant increase in working hours dedicated to volunteering. Integration into work schedules represents a significant step forward. Europe offers more flexibility, while Latin America offers more formal written documentation.

### RECOMMENDATION

Standardize hours by setting a specific number of them (written policy) allocated to volunteering to formalize the support.

### CONCLUSION

Consolidated budget and management support. Most organizations have a specific budget and report high management involvement, which legitimizes the initiative.

### CONCLUSION

Tangible support from the organization is crucial for increasing participation.

### RECOMMENDATION

Secure resources and leadership by guaranteeing stable and sufficient budgets and maintaining the active participation of managers as a key motivating element.

## CONCLUSION

Public recognition is well established. In contrast, inclusion in performance evaluations remains in its early stages.

## RECOMMENDATION

Integrate volunteering into job performance evaluations so that it is perceived as part of professional development and not as a secondary activity.

## CHARACTERISTICS OF VOLUNTEER PROGRAMS

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### CONCLUSION

Program planning is perceived as adequate, but overall management receives a positive but moderate assessment. Levels of excellence or innovation have not yet been achieved.

### RECOMMENDATION

To seek methods and practices that allow us to overcome "moderate" management and reach levels of excellence or innovation in the design and execution of programs.

### RECOMMENDATION

Implement continuous feedback mechanisms from volunteers and communities to identify areas for improvement.

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### CONCLUSION

The variety of programs is moderately positive. A greater variety of programs leads to greater volunteer participation.

### RECOMMENDATION

Continue to increase the diversity of projects (thematic, temporal, geographical) as a lever to increase employee participation.

### RECOMMENDATION

Design flexible formats that allow for team activities and individual participation, maximizing engagement.

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## CONCLUSION

Emphasis on immediate needs with a strong focus on social assistance volunteering.

## RECOMMENDATION

Promote pro bono or professional activities to expand volunteer skills and social action.

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## CONCLUSION

Most organizations manage activities internally and collaborate extensively with social organizations. There is an openness to involving other stakeholders (family members, clients, former employees).

## RECOMMENDATION

Maintain an inclusive approach by involving diverse stakeholder groups (family members, customers) to amplify impact and reach.

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## CONCLUSION

The criteria for collaboration with other organizations prioritize affinity, reputation, and knowledge of the social problem. Volunteer participation in the selection of organizations is valued, but there is room for improvement.

## RECOMMENDATION

Promote a culture of greater volunteer participation in the selection and proposal of collaborating entities, as this increases recurrence.

## EVALUATION, EFFECTIVENESS AND BENEFITS OF VOLUNTEERING

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### CONCLUSION

The evaluation focuses on the satisfaction of volunteers and collaborating entities, but there is less focus on social/environmental and business results (real impact).

### CONCLUSION

Quantitative indicators are measured (number of volunteers, activities), but fewer organizations measure social/environmental results or the number of hours dedicated.

## CONCLUSION

There is widespread interest in improving measurement and evaluation systems.

## RECOMMENDATION

Strengthening social and environmental impact indicators to go beyond experience and demonstrate results, that is, understanding the quality of the benefits generated, changes in communities and progress in sustainability.

## RECOMMENDATION

Improve the qualitative assessment of impact and the measurement of hours spent to reflect the organization's investment.

## RECOMMENDATION

Seek advice from experts in social/environmental impact measurement and sustainability to develop more robust and relevant systems for each organization and its context.

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## CONCLUSION

Volunteering is a powerful catalyst for developing skills, strengthening teamwork, and promoting a sense of belonging.

## RECOMMENDATION

Utilize the high value placed on skills development and the work environment to position volunteering as a strategic tool for talent development in people.

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## CONCLUSION

The perception that volunteering develops skills and facilitates CSR objectives is associated with a greater intensity in continuous program reviews.

## RECOMMENDATION

Use evaluation systems as a driving force to promote continuous program review, improving effectiveness and transparency.

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## CONCLUSION

Organizations recognize the value of volunteering and want to generate more commitment.

## CONCLUSION

Despite the perceived benefits, challenges in program management, such as staff shortages or lack of resources, are acknowledged.

## RECOMMENDATION

Increase investment in training and development of the team responsible for volunteering, as well as in efficient management tools and monitoring systems.

## BARRIERS AND OPPORTUNITIES FOR IMPROVING VOLUNTEERING

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## CONCLUSION

The main difficulties are a lack of financial resources, a shortage of management staff, and the difficulty in finding projects of interest. Europe faces the greater challenge of mobilizing volunteers; Latin America faces the challenge of professionalizing management.

## RECOMMENDATION

Allocate an adequate budget and staff for program management.

## RECOMMENDATION

Improve internal management with more resources and professional tools.

## RECOMMENDATION

Overcoming the difficulty of finding projects with a creative design that is aligned with local needs.

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## CONCLUSION

The lack of support from senior management and the difficulty in finding suitable partners are significant obstacles.

#### RECOMMENDATION

Seek greater commitment from management and align the program with the organization's strategy.

#### RECOMMENDATION

Improve partner selection with more flexible criteria.

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#### CONCLUSION

The need for greater use of technology and training of managers are priorities for professionalizing management.

#### RECOMMENDATION

Prioritize the use of technological tools for efficiency and the training of managers to improve the program's management capacity.

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#### CONCLUSION

There is a high demand for clear and homogeneous indicators to evaluate performance and for the promotion of volunteering as an opportunity for skills development.

#### RECOMMENDATION

Implement clear and consistent indicators for performance evaluation.

#### RECOMMENDATION

Actively promote volunteering as a way to develop skills.

## EVOLUTION AND FUTURE OF CORPORATE VOLUNTEERING

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#### CONCLUSION

Most organizations anticipate moderate to considerable growth over the next five years, consolidating volunteering as a key pillar of their social strategy.

#### RECOMMENDATION

Allocate the necessary resources and planning to manage the substantial growth of the volunteer program, as projected for the next five years.

#### RECOMMENDATION

Design scalable and robust programs to absorb the growth in participation, especially in Latin America, where moderate growth is expected.

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#### CONCLUSION

There is a high expectation that volunteering will become consolidated in the social strategy and integrated into the organizational culture, strengthening internal social commitment.

#### RECOMMENDATION

Prioritize the integration of volunteering into the corporate culture and the culture of social responsibility as a key objective.

#### RECOMMENDATION

Encourage management's commitment to volunteering to ensure its relevance and resources.

#### RECOMMENDATION

Increase staff and financial resources dedicated to volunteering.

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#### CONCLUSION

It is expected that specific internal training and the allocation of dedicated resources will increase, although growth in this aspect has a slightly smaller weight than in other areas.

#### RECOMMENDATION

Increase specific internal training on volunteering, especially in Latin America where the expectation of growth is greater.

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## CONCLUSION

There are very high expectations for improving the relationship with the community and increasing the social awareness of the employees.

## RECOMMENDATION

Working to improve the engagement with the community and fostering positive experiences with social entities to maintain high expectations of impact.

## RECOMMENDATION

Promoting social awareness, that is, using volunteering as a direct tool to increase the level of social awareness of employees.

## IMPACT OF CRISES AND EMERGENCIES ON VOLUNTEERING

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### CONCLUSION

Crises and emergencies (e.g., COVID-19) drive solidarity mobilization and increase employee commitment and participation.

### RECOMMENDATION

Take advantage of crisis or difficult contexts to promote solidarity mobilization, as it has been shown to increase employee commitment and participation.

### RECOMMENDATION

Develop pre-established solidarity response plans (reactive programs) that can be activated quickly in the face of future crises.

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### CONCLUSION

The crises have driven a significant number of activities, but above all they have driven the adoption of non-face-to-face (virtual) volunteering.

### RECOMMENDATION

Standardize virtual volunteering, integrating it as a permanent modality of the program, given its significant growth after the crises, especially in Latin America.

## RECOMMENDATION

Ensure that digital platforms and channels are ready to facilitate participation in non-face-to-face volunteering activities.

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## CONCLUSION

The existence of a specific budget is directly linked to greater employee commitment/participation, more activities (including non-face-to-face activities) and greater mobilization of resources in emergencies.

## RECOMMENDATION

Allocate a specific budget for the volunteer program, as it is directly associated with a greater capacity to respond to crises.

## RECOMMENDATION

Ensure the willingness to mobilize other resources of the organization in favor of volunteering during emergencies.

# DISCOVER VOLUNTARE

We are an international network for the promotion of Corporate Volunteering, the result of an alliance between companies and academic and non-profit organizations. We drive the expansion and professionalization of Corporate Volunteering, as well as innovation and continuous improvement of the impact of programs for all stakeholders: the communities where they operate, the social organizations that collaborate, the volunteers who participate, and the companies that promote them.



We analyze the evolution and discover trends.



We create and energize working groups.



We identify and disseminate good practices.



We organize and participate in industry events.



We identify needs and develop management tools.



We provide face-to-face training and online training.



We facilitate networking.



We collaborate with international networks and organizations.



We stimulate multi-company synergies and synergies between companies and entities.



We generate knowledge and promote volunteering.



We share news from our members with the interested public.



We promote research and innovation for continuous

## Coordinated by:



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