NYC Service
nyc.gov/service

Driving Community Impact:
NYC's Blueprint for Corporate Engagement and Service

Table of Contents

Over three months, NYC Service conducted informational interviews with 42 corporations, including 20 existing partners and 22 new partners, to understand the current landscape of volunteerism and social impact work in New York City. These conversations explored what is working well within existing partnerships, the challenges that limit deeper collaboration, and where new opportunities for alignment and innovation may exist. The insights collected will guide how NYC Service strengthens corporate engagement, informs long-term partnership strategies, and supports a cross-sector culture of service across the city.

"After speaking with our partners, it is clear that NYC's corporate sector has a robust, engaged, and multifaceted service ecosystem. Businesses play a critical role in providing resources to NYC communities through donations of their time, talents, in-kind support, and financial contributions. There is no single approach. Businesses contribute to the health of NYC in many different ways, and in doing so, they create opportunities for employees to connect both with one another and with the communities around them. We are grateful to the business community for sharing your insights in this report and above all for all the work they do year-round to make NYC a more equitable, inclusive, and flourishing place." – Laura Rog, Chief Service Officer, NYC Service

The Loneliness Crisis and Business Case for Service

In 2023, the U.S. Surgeon General released a report which called attention to a loneliness epidemic occurring across the nation, leading to high rates of mental health strain and disconnection[1]. The loneliness crisis in NYC was further reported on by NYC Health, which stated that more than half of New Yorkers feel lonely at various points in their life.[2] The U.S. General report specifically recommended volunteerism as a critical solution for loneliness.[3] Following suit on this report, NYC Service wanted to better understand how volunteerism and service impacted New Yorkers' feelings of connection and belonging, and in 2024, conducted its own survey to that end. The survey found significant evidence that most volunteers feel less lonely and build friendships through service. Furthermore, 78% reported that they were able to build "positive, trusting relationships with people who hold very different political views," with strong results seen consistently across all racial and ethnic groups, age brackets, and genders.[4] In an era of polarization, volunteering is an act that helps diverse city residents build bonds and connections.[5]

The idea that volunteerism can build bonds and connections in diverse groups is a theme that continued to emerge in our conversations with corporate partners. In fact, we found that many corporate partners use volunteerism and CSR initiatives as a tool to build team culture across functions and geography while also using it as a strategy to improve employee wellbeing and morale. With Gen Z overtaking boomers in the workforce in 2024, the need for volunteerism to have a clear role in the workspace is even more evident.[6] According to

---

[1] U.S. Department of Health and Human Services, Office of the Surgeon General. (2023). Our epidemic of loneliness and isolation: The U.S. Surgeon General's advisory on the healing effects of social connection and community (PDF). https://www.hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf HHS

[2] New York City Department of Health and Mental Hygiene. (n.d.). Loneliness. NYC.gov. https://www.nyc.gov/site/doh/health/health-topics/loneliness.page

[3] U.S. Department of Health and Human Services, Office of the Surgeon General. (2023). Our epidemic of loneliness and isolation: The U.S. Surgeon General's advisory on the healing effects of social connection and community (PDF). https://www.hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf HHS

[4] NYC Service. (2025). The power of volunteering: Findings on connection, unity, and health of volunteers in NYC survey. The City of New York. https://www.nycservice.org/power-of-volunteering

[5] NYC Service. (2025). The power of volunteering: Findings on connection, unity, and health of volunteers in NYC survey. The City of New York. https://www.nycservice.org/power-of-volunteering

[6] Aaron Terrazas, Glassdoor's 2024 Workplace Trends (Glassdoor, Nov. 15, 2023), https://www.glassdoor.com/blog/workplace-trends-2024/

a report released by DoSomething.org, Gen Z "would benefit immensely from structured activities outside of work that don't necessarily revolve around a happy hour", but rather are tied to service.[7] The report concludes by stating that in this day and age where young people are more cause driven, lonely and crave opportunities to build connection, corporations who invest in CSR and volunteer efforts have the opportunity to not only build their brand loyalty, but also to use volunteerism as tool to further motivate their younger staff who clearly care about service and the impact they have in their communities.[8]

Through the conversations we had with 40+ corporations, using volunteerism as a tool to engage and retain younger employees, build team culture, and improve staff wellbeing is a strategy already being used extensively in the corporate sector. In fact, of the conversations we had, 11 companies explicitly stated that volunteerism was a core strategy they used to build culture on their teams, and 8 companies implicitly stated this. While more research is needed to quantify the impact of service in building team culture, staff wellbeing, and morale, anecdotally, it is clear that there is a business case for service and volunteerism and that they ultimately have an impact on a company's bottom line. Nonetheless, CSR teams often are under-resourced and experience challenges in quantifying their impact. With this in mind, NYC Service remains committed to working with the corporate community to provide resources that allow CSR teams to thrive despite some of the limitations they often face, as discussed in this report.

---

[7] DoSomething Strategic. (2024, December). What Gen Z wants: The future of volunteerism. https://dosomethingstrategic.work/what-gen-z-wants-volunteerism

[8] DoSomething Strategic. (2024, December). What Gen Z wants: The future of volunteerism. https://dosomethingstrategic.work/what-gen-z-wants-volunteerism

NYC Service Corporate Engagement Strategy

"New York City FC is proud to serve 86 percent of New York City communities through our charitable efforts and free community programs, reaching young people and families across all five boroughs. Working at this scale has given us a clear understanding of how challenging real community engagement can be in a city where issues require complex and nuanced solutions. Companies often want to respond with depth, but knowing how to do so effectively can be difficult without reliable public guidance. This is why we consistently lean on the City for direction. NYC Service provides real value by offering the insight, tools, and guidance companies need to understand the landscape and respond in ways that are thoughtful, sustainable, and aligned with community need. Their support allows organizations like ours to achieve non-transactional, meaningful community impact and drive shared value across New York City."– Bailee Eaglin, Director, Community Development, New York City FC

NYC Service operates under the belief that there is no one-size-fits-all model for service. Since its inception, NYC Service has developed deep expertise in navigating complex challenges in NYC, understanding the diverse issues of New Yorkers, and connecting corporations to the volunteer opportunities that best align with their company values. With that in mind, NYC Service's corporate engagement strategy is centered around 3 pillars:

Pillar 1: Connecting corporate partners to volunteer opportunities. These are run both in-house, where NYC Service plans everything from top to bottom, or through its website, where they connect corporations with volunteer opportunities at partner nonprofits.

The most notable types of in-house volunteer opportunities include:

- In-Kind Volunteer Drives, including Secret Snowflake, an annual winter gift-giving program that mobilizes private sector employees and community groups to fulfill holiday "wish letters" from NYC youth in need, and Project Move-In Day, an annual back-to-school drive supporting college-bound youth from the Department of Homeless Services' Future Leaders Scholars Program and NYCHA developments.

- Mentorship Opportunities, including Speed Mentoring, one-time workshops hosted at company offices where employees mentor high school students on resumes, networking, and goal setting, and annual youth mentorship summits in honor of Women's Day and Martin Luther King Jr. Day of Service.

The NYC Service business portal offers a streamlined, engaging experience designed to help businesses of all sizes activate service and civic engagement year-round. Key portal functionality includes: tracking volunteer hours, finding and accessing high-impact volunteer opportunities from vetted nonprofits, submitting service requests that match your company's unique skills and in-kind support, and accessing the resource library of toolkits, guides, and CSR spotlights.

Pillar 2: Convening and building knowledge around social impact in the corporate sector. NYC Service has a bird's-eye view into city needs and major events and, over the years, has successfully connected corporations to city agencies and resources. NYC Service's quarterly Businesses in Service gathering connects the private sector to New York City's most urgent needs. Each session includes panels, presentations, and opportunities to plug into strategic service projects in economic mobility, housing, livability, and public safety.

Pillar 3: Spreading the culture of service across NYC. Through recognition, campaigns, and cross-sector summits, NYC Service unites companies with nonprofits and city agencies to collaborate on solving NYC's most pressing needs.

As a mayoral agency, NYC Service sits at the center of everything happening in New York City government and beyond. This provides NYC Service with the unique opportunity to serve as a convener, coordinator, and connector between businesses and the nonprofit and public sectors. Many partners cited NYC Service as being a broker with citywide visibility and access that neither nonprofits nor corporations can replicate. Partners also look to NYC Service as a repository of resources and information that helps streamline corporate engagement and make strategic connections. Historically, NYC Service has also provided citywide coordination in moments of crisis or when the needs are large-scale, such as pandemic response or support for asylum seekers. When something is happening across the city that affects specific communities, corporations may not always have a clear pulse on what's happening, who the key players are, and how they can support. In these circumstances, NYC Service often plays an important role as a convener and facilitator.

Furthermore, many of the partners we spoke to expressed a desire for NYC Service to take on a more prominent role in this area. They expressed excitement about opportunities that neither corporate partners nor nonprofits could organize independently. NYC Service is excited to use the data revealed through this report to expand this role further and refine its work to bridge city issues with our private sector network.

Key Insights and Themes

"Employees want agency to drive change. Companies can amplify that voice with a volunteering strategy rooted in community needs and tied to mission, vision, and values. Structure strengthens voice by giving employees clarity and support to have the greatest impact, and keeps programs aligned across markets and cultures and drives collective impact." – Kenrick Fraser, former Global Head, Employee Community Impact & Partnerships, PayPal

A number of themes and priorities emerged across the 40+ conversations we conducted through this process. The themes below reflect how companies are evaluating their service strategies to date and identify crucial elements needed for strong partnerships. The themes outlined below will help inform how NYC Service continues to collaborate with the corporate sector.

- **Service Is Not One-Size-Fits-All:** NYC Service's approach to corporate volunteerism was further validated through this research i.e. service is not a one-size-fits-all framework, and different companies use different structures of service. For example, some companies lead their service efforts through Employee Resource Groups (ERGs), where, in these instances, employees are given a lot of autonomy to plan service opportunities that resonate most with staff interests. Others tie volunteerism to the company's broader CSR and foundation issue areas, and in these cases, companies often ask staff to plug into existing efforts. Furthermore, some corporations approach volunteerism on a needs-based approach, responding to community needs as they arise throughout the year, while others plan service opportunities months in advance on a programmatic basis.

- **CSR Activities Must Align With Broader Business Goals:** Several organizations emphasized the need to directly connect volunteerism and CSR activities to business-wide objectives, whether tied to economic responsibility, community-facing commitments, brand strategy, or sector regulations. Some companies noted that they even tie performance reviews to volunteer hours to ensure it is not only a priority for staff, but also clearly indicates the correlation between their company's mission and community impact.

- **Leadership Buy-In Plays a Crucial Role in Program Success:** We heard from the companies we spoke to that programs gain significantly more traction when senior leaders champion volunteerism. When executives model participation and reinforce

expectations, employees are more likely to use volunteer hours, log activities, and stay engaged. One organization we spoke with even shared that they have been able to further build out their service team and initiatives because their CEO has publicly made community engagement a key priority for their organization and set a goal for 100% participation from staff in at least one service activity a year.

- **Conducting Service in HQ's Neighborhoods:** Some companies specifically noted the importance of creating service opportunities in the neighborhoods where employees work and operate. This theme emerged from the context that many companies have HQs in or near underserved communities or NYCHA developments. As a result, there is a desire to ensure their office spaces are not just accessible to their customers, but also to the communities they are geographically located in. For these companies, there is an added push to host more community-centric events in their office spaces.

- **Low-Lift, Turnkey Programs Are Strongly Preferred:** Donation drives and speed mentorship efforts are popular because they require minimal planning and make participation easy for large teams with limited CSR staff capacity. Low-lift, turnkey programs are especially important for corporations that are trying to maximize employee engagement or further involve senior leadership, as their schedules can be very unpredictable. That being said, some organizations expressed challenges they face with participating in donation drives or other in-kind donation efforts, because they are not directly tied to volunteering and may require additional approvals.

- **Virtual and In-Person Opportunities Are Both Essential:** While virtual sessions (e.g., Zoom mentorship) remain highly valued for accessibility and inclusion of geographically distributed staff, companies also want more in-person, community-facing volunteer opportunities.

- **CSR Department Constraints:** Contrary to common belief, many corporations do not have large CSR budgets, and the cost associated with providing service opportunities can sometimes be a significant barrier for corporate partners.

- **Companies Seek Collaboration with Existing Partners:** Many companies want to collaborate with peer corporate partners they already know and work with, leveraging existing trust and alignment. This also aligns with another theme we heard: companies want more opportunities to connect with other CSR teams and build community within the space.

- **Financial Sector Priorities Are Shaped by Community Reinvestment Act (CRA) Requirements:** Banks are strongly incentivized to support mentoring, tutoring, housing, and programs benefiting low-to-moderate-income communities to meet federal regulations. Integrating volunteer opportunities into CRA-aligned activities is particularly valuable for this sector.

New Areas of Focus

"Hunger and opportunity gaps won't be solved by chance — they'll be solved by people and companies who raise their hand. Our people at Chobani are showing what's possible when engineers, warehouse leaders, electricians, finance, marketers, trade experts and problem-solvers of every kind, including refugees, veterans, and community leaders — volunteer their skills. Because sometimes the most valuable thing you can give isn't just your time, it's your talent. Skills-based service doesn't just help today; it creates real pathways from mentorship to meaningful employment for our neighbors." — Nishant Roy, Chief Impact Officer, Chobani

While many companies still value low-lift turnkey service programs, some of the companies we spoke to are evolving their service frameworks to be more skills-based, probono, and transformational. Below are some of the insights we heard directly from partners.

- **Skills-Based and Probono Volunteer Work Is Highly Valuable:** At many of the companies we spoke to, they shared that employees consistently express interest in opportunities that leverage their professional expertise. Skill-based engagements such as data analysis, design, financial coaching, strategy advising, etc., are seen as high-impact, fulfilling, and aligned with business and personal strengths. This theme also emerged in conversations with organizations that work with artists, musicians, or use media as a core tool. Storytelling, one of these companies' superpowers, is viewed as a meaningful form of service. Staff are passionate about giving back through creative expression and love empowering young people to become storytellers themselves.

- **A Shift Towards Transformational Service:** While low-lift, turnkey programs remain a priority for some of our partners, other partners expressed a desire for service that goes beyond one-off activities. They emphasized wanting long-term, meaningful engagement that builds capacity, creates community connection, and supports measurable change. While these partners find kitmaking and other one-off activities fun for staff, they want to better understand the true needs of the community and nonprofits they work with to have a more transformational effect on the volunteer work they conduct. They discussed starting from a place of identifying the actual needs with a community partner, versus coming in to say here is what we can do.

- **More Conversations Around AI:** One of the main topics that continues to come up is AI and technology and their impacts on service. Many companies continue to go back and forth on how to navigate AI — what it means, how it should be incorporated, and where it fits. It's something they can't avoid, and there is real benefit and relevance to integrating AI into service curriculum.

- **1% Model:** One company referenced the 1:1:1 model as a new and growing approach to conducting CSR. In this model, companies pledge 1% of their time, equity, and resources to service activities. This allows companies to effectively integrate social impact into their business strategy from the very beginning.

Key Issue Areas

> *"Workforce readiness is critical. The more we can connect students to the real world in middle and high school, the more set up for success they will be, and that will ultimately help our public university graduates do better in the recruitment process." – Susan Warner, Global Community Impact, Founder of Kids4Tech and Girls4Tech, Mastercard*

We asked where companies focus their service efforts in NYC. Youth development and career readiness programs were a top priority across more than half of the organizations we spoke with. Additional top issue areas mentioned include economic empowerment and housing security. Other issue areas we discussed were: Community Reinvestment Act compliance, sustainability and disaster relief, arts and culture, food security, health and human services, and AI application.

- **Strong enthusiasm for youth programs, civic engagement, and workforce readiness:** Education and workforce development/career readiness continued to appear as a priority issue for many of our partners. More than half of the partners cited either prioritizing workforce development or education in their volunteer efforts. Furthermore, partners consistently expressed interest in supporting young people, especially through mentorship and skill-building opportunities, as well as by exposing them to non-traditional or vocational career paths in high-impact industries, including construction, infrastructure, and energy. This ties in with another priority: creating opportunities for young people from marginalized communities to enter the workforce. In fact, some companies stated that they want their volunteer efforts to serve as pipelines for transformational change and to create opportunities to hire the populations they serve through permanent employment, i.e., finding ways to build structured pathways from mentorship to permanent jobs.

- **Economic Empowerment:** Supporting efforts to increase economic stability arose as a priority issue in a significant number of the conversations we had. Companies create service opportunities that tackle economic empowerment in different ways, but view supporting entrepreneurs and small businesses as a key pathway to do this work. In fact, a handful of the companies we spoke to specifically stated that they achieve their economic empowerment goals by providing programming, incubators, probono support, and funding for entrepreneurs and small businesses.

● **Housing Security:** Companies shared that investing in housing developments and/or working with local NYCHA developments remain priorities for their volunteer and CSR efforts. They also highlighted support for shelters and other vulnerable populations that lack consistent access to housing.

● **Community Reinvestment Act (CRA):** For the financial institutions we spoke with, their volunteer and CSR efforts are centered around meeting their Community Reinvestment Act targets. The Community Reinvestment Act is a U.S. federal law which requires federal banks to "meet the credit needs of the communities in which they do business".[9] This often takes shape in the form of service and CSR efforts that specifically support low-to-moderate-income (LMI) neighborhoods. This can be through mentorship or financial literacy workshops and programs specifically organized for these communities.

● **Additional Issue Areas:**

   ○ **Sustainability and Disaster Relief:** Meeting local needs to create healthy and safe communities, and provide support during critical moments in the city.

   ○ **Arts and Culture:** Using arts and culture as a tool to beautify neighborhoods, build community, educate young people on various issues, and partner with nonprofits.

   ○ **Food Security and Health and Human Services:** Corporate partners have an invested interest in helping NYC residents meet their basic needs.

   ○ **AI Application:** A few companies we spoke with stated that they are integrating AI literacy into many of their existing education efforts.

---

[9] Board of Governors of the Federal Reserve System. (2024, March 28). Community Reinvestment Act (CRA): About the CRA. Federal Reserve. https://www.federalreserve.gov/consumerscommunities/cra_about.htm

What's Working Well in Partnership with NYC Service

"Serving on the Advisory Council was extremely valuable. Having everyone in the same room, focused on the same issues, created a sense of shared purpose. It was a genuine space to connect, build relationships, and better understand each other's work and the challenges faced across sectors." – Caitlin Belt, Vice President, Office of Corporate Engagement, Goldman Sachs

Existing companies were asked about their experiences with NYC Service programming specifically. Here is what they had to say:

- **NYC Service's Mentorship Programs are Viewed as High-Impact, High-Value Programs:** Mentorship programs were consistently cited as one of the highest-impact offerings, especially when NYC Service provides turnkey, ready-made materials. Hosting mentorship in-office works well, but teams also want opportunities to volunteer off-site. Remote mentorship sessions (with speakers from different departments) could broaden participation. Workforce readiness and mentorship programs closely align with corporate goals for youth development and economic mobility.

- **Spread Love Campaign:** The NYC Service Spread Love campaign was consistently cited as one of the all-time favorite NYC Service initiatives by partners. Companies praised this campaign for being highly visible, creating opportunities for corporations to collaborate across NYC, and being very easy to plug into.

- **Large-Scale Convenings:** Events such as the Women's Day Mentoring Summit are highly valued for cross-industry networking and inspiration. There is continued enthusiasm for events like this that bring people together across sectors.

- **Advisory Council:** The formation of a cross-sector advisory council served as a catalyst for new ideas and collaboration, creating a rare space for nonprofit and corporate leaders to engage in low-stakes thought partnership rather than fundraising environments. Having a variety of partners in the same room created a strong sense of shared purpose.

- **Recognition as a Powerful Driver of Engagement:** Recognition ceremonies (e.g., National Service Recognition, Mayoral events) resonate deeply with corporate staff, with the Mayoral Service Recognition certificates and ceremony at Gracie Mansion being particularly valued. Employees appreciate being able to contribute volunteer hours "in their own time" and then be acknowledged publicly.

"At the end of the year, companies are invited to provide volunteering numbers, hours, and related data. The question often arises: "Why should we do this?" Organizations want to understand the purpose and value behind the task. For some, it feels like a big lift without clarity on what they get in return: Why are we doing this? How will this information be used? Is it tied to recognition or tangible outcomes? Adding clearer communications around the purpose of the request, where the data goes, and how it will be used, could improve response rates." – Katy Rodriguez Botello, Sr. Global Social Impact Manager, Marsh McLennan

We heard companies mention several internal and external barriers to engagement ranging from budget and staff capacity limitations to confusion around the service landscape, particularly in figuring out the unique role and value-add of different service organizations. The challenges below inhibit engagement and should be addressed to strengthen a company's overall engagement strategy and success.

- **Global Brands Face Unique Constraints:** International brands sometimes struggle to show up in U.S.-specific community contexts. They often have to navigate tension between global priorities and local NYC needs.

- **Lack of Clarity on Offerings and Overall Service Landscape:** Many partners aren't sure what they can request from NYC Service and nonprofit partners; clearer partnership parameters would help. Establishing explicit parameters for: what NYC Service or an organization can provide; what companies are expected to contribute; and how programs are structured would be extremely helpful, especially for newer partners. This is tied to another internal challenge where employees often don't use their volunteer days because they don't know where to find opportunities. Companies would benefit from a clearer structure outlining how corporations can partner with NYC groups to support their employees and what expectations and commitments look like. This is also exacerbated by the fact that many coalitions already exist in New York City to support corporate engagement, but partners struggle to understand how they all fit together.

- **Data and Impact:** Many companies track global impact metrics, but regional differences make a universal KPI model difficult. This makes participation in service

awards challenging. Separately, companies want clearer insight into how data from the awards is used, beyond selecting awards, to inform programs, policy, or recognition. Additionally, partners want stronger youth impact metrics, especially for mentorship, so they can more easily tie these efforts to broader initiatives/efforts (e.g., CRA requirements for banks). Furthermore, companies stated that they would appreciate having more visibility into the larger impact of these programs i.e. longitudinal outcomes (how mentorship influenced career paths). For initiatives like gift or supply collections, where the outcomes can feel more removed, corporate partners would love more visibility into impact.

- **Capacity Constraints:** Many CSR/volunteer teams are extremely small (sometimes a team of one) with very limited budgets. In these cases, there is strong demand for low-lift, turnkey options that require minimal preparation.

- **Perception of Money:** Many companies flagged that the perception that their CSR teams have a lot of money and therefore "don't need money" or are seen primarily for their financial contribution has made conducting service and building deeper partnerships challenging. In reality, even these CSR departments lack the resources to create programs and expand opportunities compared to the companies they represent.

- **Companies Want More Curated Youth Groups for Career Exploration:** Due to mixed past experiences, partners emphasized the need for more intentional selection or preparation of student participants in career exploration sessions. This challenge also brings to light the need for corporate partners to have more context about the young people they are working with. Sometimes, the most disengaged youth are the youth who need the most support and/or access to these types of opportunities. In instances of disengagement, there is an opportunity for coordinating partners to provide tools on how corporate partners can effectively address these situations in real-time. Additionally, more training to ensure young people are prepped before these sessions can ensure that they have the tools they need to best take advantage of these opportunities and understand the immense impact they can have in building their future careers.
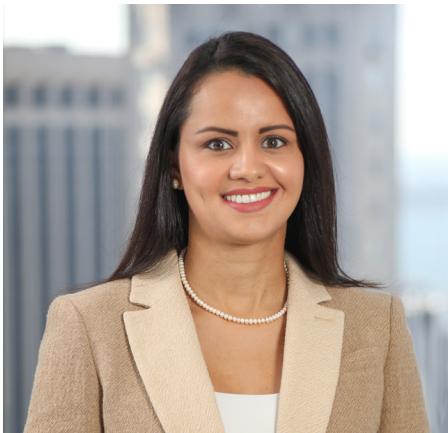
"Cross-sector events unite our people and offer valuable networking opportunities with other professionals who share a commitment to making a positive impact. Working alongside nonprofit partners and other financial institutions reminds us that our collective efforts can create real, lasting change in the world around us." – Pamella Rodrigues, Director of Philanthropy & Community Engagement, MUFG Bank Ltd.

These were some of the recommendations we received from corporate partners through the 40+ conversations we conducted. NYC Service will draw from these insights to refine its corporate engagement strategy and strengthen its efforts to bring the private, public, and nonprofit sectors together to best serve NYC's needs moving forward. For transparency and to support collective improvement, we are sharing these recommendations with the public, understanding that some may be incorporated over time.

- **More Clarity on Service Eco-System:** Companies expressed that they are part of several service and social impact coalitions and would like a better understanding of the broader service ecosystem in New York City. Specifically, we heard across conversations that many corporate partners find it confusing to navigate all of the corporate CSR coalitions and are looking for more clarity on how these different groups align efforts and work together. Creating a high-level "landscape scan" that outlines: key coalitions supporting volunteer engagement, what each coalition does, how they all collaborate, and where corporate partners can plug in, would be extremely valuable. This would significantly reduce confusion and reinforce each coalition's unique value proposition. This would also allow corporations to better align on CSR initiatives. Given the political climate we are currently operating in, one partner noted that it is even more crucial than ever to reduce redundancies, collaborate with other organizations in the space, and create a unified CSR agenda that will maximize impact.

- **Provide Clearer Partnership Pathways and Toolkits:** Many partners are still unsure what they can request from the city or what "engagement" looks like with the public sector. NYC Service already has a rich body of resources and is actively thinking about opportunities to amplify these resources so that more partners are aware of the different ways they can engage with NYC Service and our community and nonprofit partners. NYC Service is also in the process of creating a two-pager which will provide an overview of offerings (in-person, virtual, mentorship, youth engagement, group service,

and probono). Hosting a webinar where this is all covered could also be extremely helpful. In addition to existing resources, some partners indicated it would be helpful for NYC Service to share toolkits and templates that corporate partners could use to promote service initiatives.

- **Increase Regular Industry-Specific and Cross-Sector Convenings:** Partners expressed a strong desire for more regular convenings that create space for open dialogue, peer learning, and shared problem-solving, beyond topic-specific sessions. Partners stated there is a need for industry-specific convenings, where corporations within the same industry i.e. retail, finance, sports and entertainment, etc., can come together, share best practices, troubleshoot challenges they are facing, and build community. Additionally, there is also a need for cross-sector convenings where government, nonprofits, and corporations can engage in productive dialogue without an expectation for funding. Future convenings could incorporate clear guiding questions or deliverables, which partners consistently said strengthen discussion quality and collaborative outcomes. Respondents stated that they were looking for the following at a recurring cross-sector gathering:
  - Sessions that are not tied to a single issue
  - Sessions that include morning and evening options to broaden participation
  - Sessions that clarify connections between citywide coalitions
  - Opportunities to learn how companies and nonprofits effectively partner with each other and with NYC Service
  - Opportunities to connect with each other outside of structured sessions

- **Explore a Corporate Partner Board:** A small number of partners suggested establishing a citywide Corporate Partner Board to standardize involvement, offer structured advisory input, and deepen long-term engagement. A board could: provide consistent guidance on program design, serve as a thought partner for citywide campaigns, create leadership opportunities for employees seeking professional-growth pathways, and strengthen NYC Service's ability to respond to major citywide needs. This would institutionalize a more strategic, year-round partnership model.

- **Expand and Elevate Recognition:** Recognition remains one of the strongest motivators for corporate participation. Corporate partners shared that highlighting companies and employees, especially when senior leadership is visibly involved, significantly boosts engagement and internal adoption of volunteer programs. Ideas included enhancing the annual Mayoral Service Recognition Program (MSRP) to increase opportunities for impact, such as pairing the honor with a joint service project, creating an awards ceremony just for the corporate sector, and expanding award categories. Suggestions also included a "top volunteer list" to highlight corporate employees for their dedication to service.

- **Expanded Impact Reporting:** Partners want more robust, accessible, and shareable recaps including key numbers/metrics, a few strong photos, and short narrative or social-post-style summaries from their efforts. These help with internal communications, leadership buy-in, and demonstrating value. Even something as simple as documenting the reactions of the youth and families who receive gifts through in-kind donation campaigns would allow corporate employees to feel closer to the service initiatives they are participating in.

- **Develop a Uniform Impact Scorecard:** Partners identified a clear need for a standardized impact scorecard that could be used across major service themes such as education, green space, workforce readiness, community beautification, and sustainability. A shared framework would: provide clarity on collective outcomes across companies, support organizations with external reporting requirements (especially CRA-regulated financial institutions), strengthen the consistency of NYC Service's citywide impact data, and make it easier for partners to connect their volunteerism to broader business goals and metrics. A uniform scorecard could also strengthen how NYC Service uses collected data and how it informs programs, prioritization, and citywide strategy. We also heard that there is interest in creating a metric or point-based system to quantify impact, paired with some type of award or recognition model. The idea is similar to a points system many retailers operate, a system people already understand, applied to civic engagement.

- **Expand Opportunities for Skills-Based and Probono Engagement:** Companies, including those with limited budgets, are eager for more skills-aligned and probono offerings. NYC Service could create a structured pathway for companies to match with nonprofits and city agencies and provide key skill-based supports, including connecting with nonprofits and other organizations that already focus on making probono connections. This addresses strong demand for deeper, more transformative service that leverages core business and employee strengths. One partner even stated that this is an area where NYC Service could play a bigger role that would be a huge value-add. They noted that many nonprofits struggle to scope out projects or clearly articulate the kind of support they need. Businesses also need guidance on how to help in a way that is effective and sustainable. Creating a more structured approach to scoping, matching, and managing skills-based volunteer projects could be incredibly valuable.

- **Support Startups and Under-Resourced Teams:** There is a growing interest from early-stage companies to engage in service activities, but unfortunately, many of the companies do not have dedicated teams to build out these programs. An idea that emerged is to create a "CSR starter package" for companies without formal CSR teams, targeting mature startups (60+ employees) that are eager but lack structure, and offering low-lift ways for hybrid teams to engage (in-office, virtual, and "one-and-done" opportunities). This expands resources for those new to service while supporting

companies that are otherwise priced out of service opportunities. Start-ups are currently not included in many of the coalitions that exist, and targeting them could be a huge opportunity for the city to support in an area that is currently untapped.
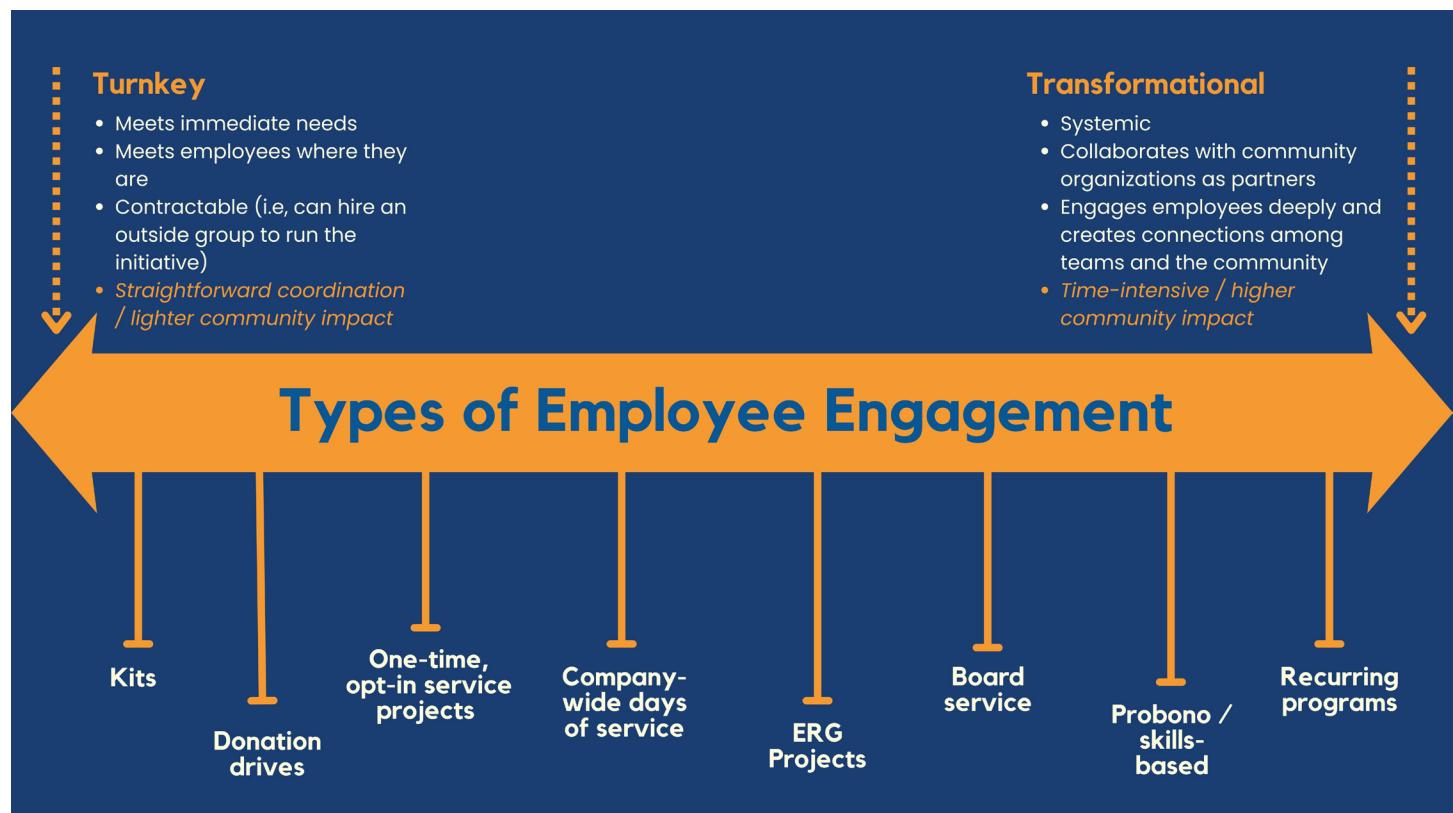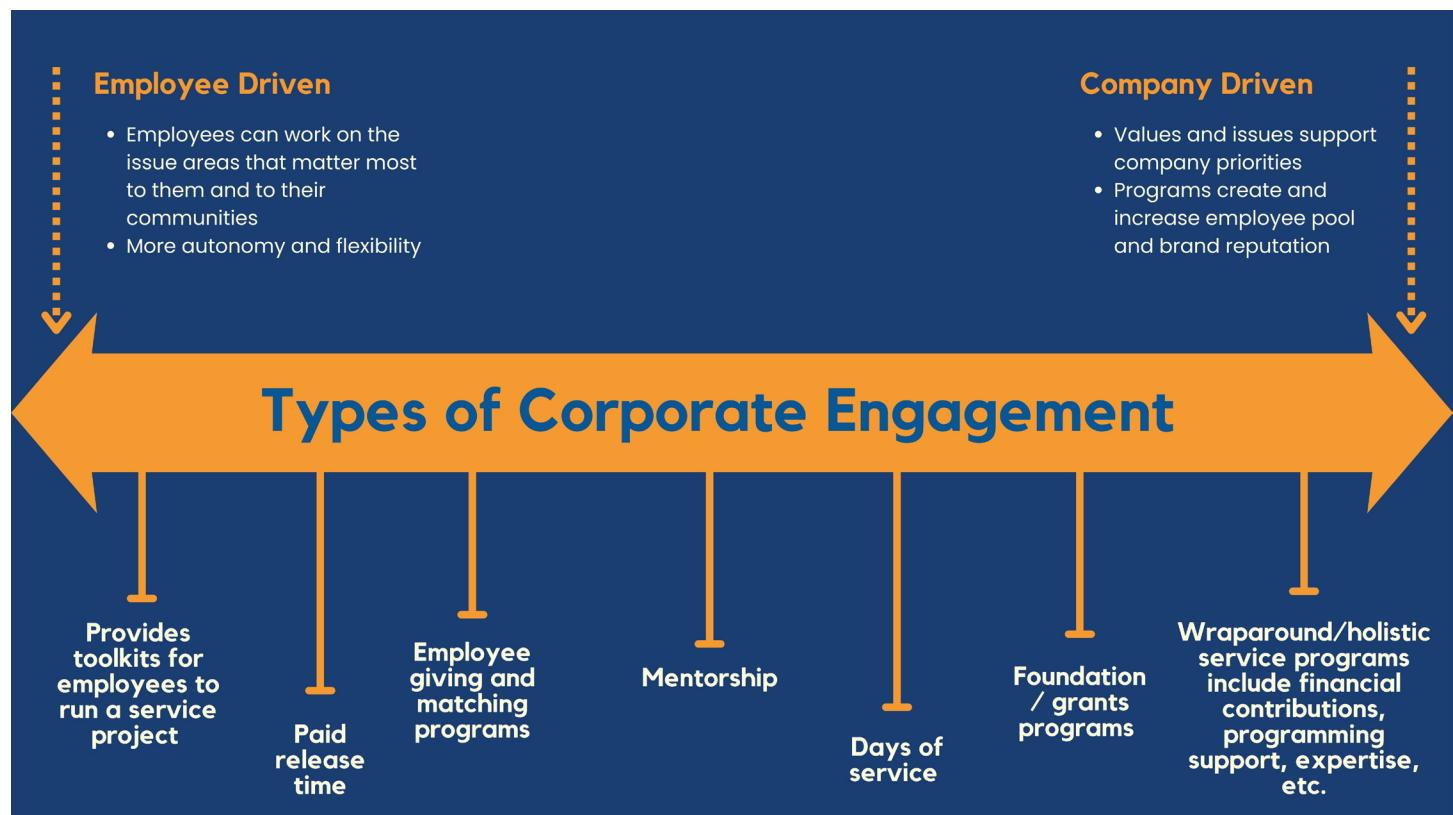
- **Improve Connection Pathways for Smaller NYC Nonprofits:** Several corporate partners expressed interest in working with smaller nonprofits that are rooted in New York City communities. They noted that these nonprofits often welcome partnership, but the opportunities are not always clearly communicated, and many do not yet have offerings that are structured for corporate engagement. Partners also shared that it can be challenging to know which nonprofits are actively scoping projects or what types of support would be most helpful from corporate groups. Furthermore, several partners noted an opportunity for coalition organizations like NYC Service to play a matchmaker role, an idea that also emerged in conversations about probono engagement. Certain grant opportunities require nonprofits to form small coalitions, which can create additional work for already resource-constrained organizations. More support in facilitating these connections would be extremely valuable.

Civic engagement occurs across New York City in a multitude of ways, all important to contributing to a larger culture of service. Across all sectors, NYC Service conceptualizes the myriad ways of serving in a Civic Engagement spectrum in the infographic below.
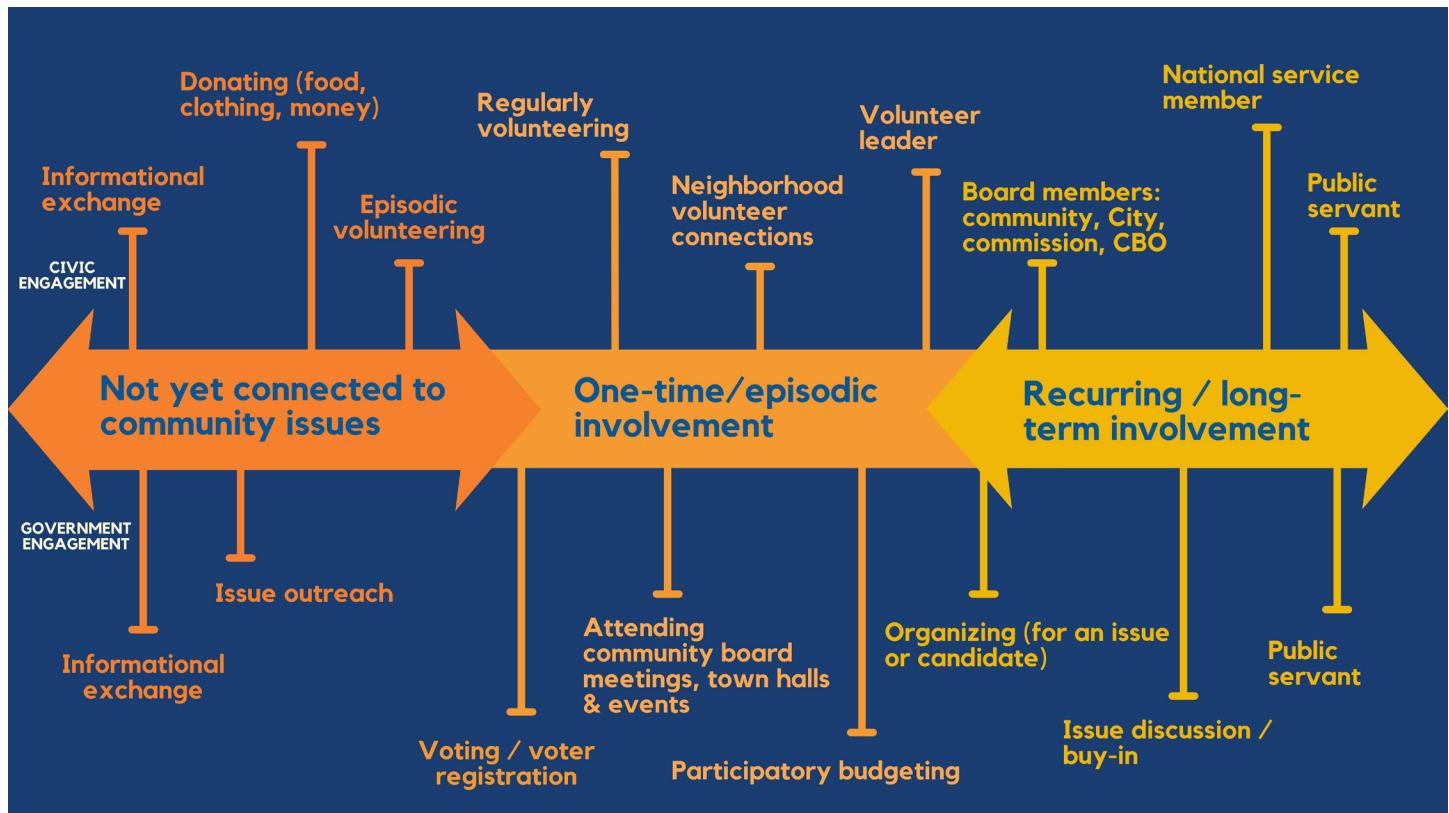
Similarly, corporate service engagement takes shape in different ways and is critical to leveraging business power to benefit NYC and its residents. The infographics below depict the various types of service we heard companies are prioritizing. It organizes the information to conceptualize the multiple ways companies can contribute within the city around numerous points of impact. While we have created these different spectrums, we acknowledge that each activity can fall on multiple parts of the spectrum depending on the depth of planning, community involvement, and implementation. For example, a donation drive can be an easy turnkey way to get employees involved through quick donations, or can be done with community partner input to foster a connection with recipients and elevate it to a transformational form of service.

Types of Corporate Engagement

Employee Driven

- Employees can work on the issue areas that matter most to them and to their communities
- More autonomy and flexibility

Company Driven

- Values and issues support company priorities
- Programs create and increase employee pool and brand reputation

- Provides toolkits for employees to run a service project
- Paid release time
- Employee giving and matching programs
- Mentorship
- Days of service
- Foundation / grants programs
- Wraparound/holistic service programs include financial contributions, programming support, expertise, etc.

Types of Employee Engagement

Turnkey

- Meets immediate needs
- Meets employees where they are
- Contractable (i.e, can hire an outside group to run the initiative)
- *Straightforward coordination / lighter community impact*

Transformational

- Systemic
- Collaborates with community organizations as partners
- Engages employees deeply and creates connections among teams and the community
- *Time-intensive / higher community impact*

- Kits
- Donation drives
- One-time, opt-in service projects
- Company-wide days of service
- ERG Projects
- Board service
- Probono / skills-based
- Recurring programs

Through our conversations, partners shared numerous examples of innovative ideas, transformational partnerships, and meaningful corporate service. The examples below reflect key models that emerged consistently across partner conversations.

- **Turnkey Service | LVMH x Speed Mentorship:** NYC Speed Mentoring workshops are one-time, two-hour professional skill-building experiences for young people, often hosted at company headquarters. They are a great example of low-lift, turnkey service opportunities that corporations can easily plug into, but have a huge impact on young people. Based on a survey we conducted measuring the impact of our speed mentoring efforts, we found that 99% of young people who participated in our workshops felt better prepared to present their resumes, set and reach professional goals, and network. In 2024, the North American arm of LVMH was the first company partner to host three different Maison-led interactive workshops at NYC Service's inaugural Women's Day Youth Mentorship Summit. At the time, NYC Service had never held a mentorship summit at this scale. While LVMH had engaged in smaller-scale, episodic events, LVMH entered into unfamiliar territory by partnering with NYC Service on this brand new initiative, which paid off. In total, more than 100 students participated in the "ME Excellent!" workshops, which included Tag Heuer watchmaking, Tiffany & Co. engraving, and MAKE UP FOR EVER product development. LVMH volunteers and staff left the workshops feeling invigorated, and this series provided a model that NYC Service has been able to adopt with other corporate partners.

"The Women's Day speed-mentorship workshops have generated some of the most positive employee feedback we've ever received, and they have been deeply meaningful for our Maison employees. The inaugural year, featuring immersive workshops led by our esteemed artisans, truly highlighted the passion of our craftspeople in connecting with the next generation. They find it profoundly rewarding, perceiving it as a magical exchange that directly aligns with our Métiers d'Excellence mission to inspire, nurture, and transmit our unique savoir-faire, exposing young individuals to invaluable careers and opportunities." – Claire-Aude Staraci, Vice President Communications & CSR at LVMH

- **Donation Drives | New York Yankees x Project Move-In Day:** This is the perfect example of how NYC Service has been able to collaborate with a corporate partner to expand a program to meet the growing needs of communities while also addressing company priorities. In August 2025, the New York Yankees contributed $86k to create 120 duffel bags filled with college essentials, including comforters, sheet sets, pillows, towels, etc., to set up 120 young people either living in DHS or NYCHA housing with the essentials they

needed to successfully begin their college journey. The Yankees were able to host the distribution in their stadium and provided an opportunity for young people to explore a Major League ballpark and hear inspiring words directly from the Yankees' leadership. A common theme we heard through the conversations we had is that the impact from in-kind donation drives can sometimes feel far removed for employees because they are not able to directly interact with the people they are serving. This model shows how companies can partner with NYC Service to make an in-kind donation drive more interactive and inspire both employees and the people being served in the process.[10]

"Combining resources and positioning them effectively helps prepare a segment of the community for their lives ahead. Seeing students show up in college shirts and having the resources they need from day one ensures they can start college strong and sets them up for a productive life. Nothing compares to Project Move-In Day." — Brian Smith, SVP, Corporate/Community Relations, New York Yankees

---

[10] New York Yankees, Yankees host 2025 Project Move-In Day (video, August 16, 2025), https://www.mlb.com/yankees/video/yankees-host-20a 25-project-move-in-day

- **Probono, Skills-based Mentorship | MetLife Foundation's Done-in-a-Day Consulting Projects:** MetLife Foundation engages MetLife employee volunteers in unique ways, including hosting "done in a day" consulting engagements through the MetLife Skills for Impact program. The program had three events in 2025 alone, and each time has been received positively by MetLife team members and participating nonprofits. The program, developed in partnership with Pyxera Global, was created with the idea that employees have unique skill sets to offer nonprofits that can directly impact their capacity. This transfer of knowledge can be mutually beneficial, and value can be had even when time is limited. Some of the projects covered in these sessions include auditing and improving operational processes, creating financial modeling tools, and developing earned revenue models for community-focused programs.

"MetLife Skills for Impact unites the expertise and passion of MetLife employees with nonprofit partners tackling critical community challenges. By sharing knowledge and skills that nonprofits may not always have access to, our volunteers help solve mission-critical issues and close gaps that strengthen impact," —Tia Hodges, President and CEO of MetLife Foundation and Head of Corporate Giving and Employee Volunteerism MetLife

- **Employee-led Service | JetBlue's Flexible Volunteer Programs:** As New York City's Hometown Airline®, JetBlue embodies its mission of bringing humanity back to air travel both through its service in the sky and on the ground in communities throughout its network and backyard of Queens, NY. In 2024 alone, crewmembers logged more than 49,000 volunteer hours, supporting over 800 organizations. JetBlue crewmembers give back to a variety of causes and nonprofits, and their involvement is fostered through JetBlue's 'Flights for Fifty' program, where crewmembers have the opportunity to donate two round-trip travel certificates to a charity of their choice for every 50 hours of service logged. These certificates create opportunities for organizations to raise funds through raffles or offset travel costs. JetBlue's model reflects a broader theme that emerged throughout this report: the value of employee-driven volunteer programs supported by their companies. Furthermore, JetBlue provides its crewmembers with volunteer service opportunities and a Community Connection platform that lets crewmembers enter and track their service hours. By giving crewmembers tools like Community Connection, JetBlue is able to not only share new service projects but help crewmembers to track new ones of their own, sign up for opportunities, and watch in real-time how their efforts create impact, especially for the Flights for Fifty program. This program effectively provides both flexibility and support to ensure staff can have a meaningful impact.

"Since JetBlue's inception, service has been at the heart of our mission to bring humanity back to air travel. That commitment goes far beyond our operation in the sky. It continues on the ground through the dedicated volunteer efforts of our remarkable crewmembers. Whether they're supporting organizations in our Long Island City neighborhood—such as educational programs and mentorship, food bank and emergency response efforts, and community beautification projects— or elsewhere in our network, our crewmembers take tremendous pride in extending our culture of service. Their care and passion help create meaningful, lasting impact in the places where we live, work, and fly." – Icema Gibbs, Vice President of Corporate Social Responsibility and Impact, JetBlue

- **Transformational Service | National Grid for Good: Making a Difference in Local Communities:** National Grid's commitment to community extends far beyond delivering energy, it's an opportunity to engage with valued community partners and strengthen neighborhoods, foster stability and inspire meaningful change. Through the company's Grid for Good initiative and the National Grid Foundation, the company is advancing its social impact mission in partnership with key city agencies and local nonprofits. For more than a decade National Grid has partnered with the NYC Department for Youth and Community Development on various initiatives designed to create pathways for young New Yorkers to secure jobs that provide economic stability and upward mobility. The company's involvement includes serving on the Workforce Development Board as well as initiatives like Ladders for Leaders and CareerReady NYC. Recently, the company expanded its partnership with New York Public Libraries to support STEM and literacy education. A notable example is a three-year grant to the Queens Public Library Foundation, which will fund 22 teen innovation stations across the borough. This initiative will provide about 2,500 middle and high school students hands-on experience in robotics, coding, circuits and STEM career pathways -- opening doors to skills and opportunities that can shape their futures. These initiatives spark creativity and expand access to technology and STEAM learning. This work is a great example of the impact transformational service can have in supporting workforce development, a key theme that came about in this report.

"National Grid is dedicated to social responsibility by actively listening to the communities we serve. We believe in building strong, local partnerships that foster impactful solutions. Our programs are designed to reflect the genuine needs of New Yorkers, ensuring access to affordable energy, skills and jobs and enhancing communities across New York City. We are committed to supporting a brighter future for all." — Robert Simmons, Vice President, US Social Impact and Community Engagement, National Grid Executive Director, National Grid Foundation

- **Transformational Service | NBCU Creative Impact Lab:** NBCUniversal's Creative Impact Lab harnesses one of the company's greatest strengths—storytelling—to drive social impact. The Lab provides nonprofit organizations with professional-quality marketing assets, including public service announcements (PSAs), that air in donated media inventory across Comcast and NBCUniversal platforms such as NBC, Bravo, and Peacock. More than charitable giving, the Lab operates as a dynamic workforce development program. NBCUniversal awards grants to nonprofit creative agencies, like New York-based Reel Works and Ghetto Film School, where paid apprentices lead the production of marketing assets for other nonprofit organizations. Throughout the process, these emerging creators receive mentorship from NBCUniversal employee volunteers who serve as creative advisors, providing coaching and feedback.

"The key to a strong social impact program is to leverage a company's unique strengths and assets to give back to the community. The Creative Impact Lab offers a powerful opportunity to equip nonprofits with the marketing support they need, while supporting skill-building for the next generation of storytellers. On top of that, it provides our employees with the opportunity to contribute their skills in meaningful ways—combining purpose with expertise to make a lasting impact." — Hilary Smith, EVP Corporate Social Responsibility, NBCUniversal

Going Forward

This report reflects the rich ways in which the corporate community conducts service in New York City. It was empowering to hear directly from corporate partners about what is working and opportunities for NYC Service to further align with corporate service efforts and CSR teams, and how to best align corporate service with efforts in the nonprofit and public sectors. We firmly believe that in order to have a sustainable, long-term impact at scale, all sectors need to collectively come together to solve the issues that are impacting New York City. We are excited to continue working closely with the corporate sector to incorporate recommendations we received through these conversations and are committed to creating opportunities to serve New Yorkers in greatest need.

Acknowledgements

NYC Service

nyc.gov/service