



THE STATE OF

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CORPORATE  
**IMPACT**  
PROFESSIONS

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IN COLORADO



Denver Metro  
Chamber of  
Commerce



Denver Metro Chamber  
Leadership  
Foundation



# THE SECOND ANNUAL STATE OF CORPORATE IMPACT PROFESSIONS IN COLORADO

The corporate impact professions represent the array of professionals in corporate social responsibility (CSR) and environmental social governance (ESG) roles throughout Colorado. The professionals behind the scenes make this impactful work happen.

This survey collected information from professionals in the greater CSR and ESG field located within Colorado. All survey responses are anonymous, and the data has been gathered cumulatively into this snapshot of results.

These results are representative of **73 full-time professionals** who completed the survey between June 20, 2024, and August 9, 2024.

**21%** of respondents represent local businesses in the metro Denver area.

B:CIVIC re-released this report to continue our commitment to our investors looking for transparency and benchmarking of the CSR and ESG profession in Colorado. Thank you to our investors and particularly our Champion investors, DaVita and Delta Dental of Colorado, for their investment in B:CIVIC, which makes initiatives like these possible. If you'd like to join them in investing in B:CIVIC, your organization can join a community of 145+ [investors here](#).

Together, the Denver Metro Chamber of Commerce is building a vibrant economy here in Colorado. For 157 years, we've helped take Denver to new heights, contributing to its growth and success. Everything we're doing now helps ensure our region will achieve even more in the future. A thriving economy requires strong businesses, and we're dedicated to providing what you need to succeed: a business-friendly environment, a talented and skilled workforce, and a platform for connecting and collaborating with others. We champion what's best for businesses and employees so we can reach even greater heights.

The Chamber's Leadership Foundation cultivates ethical, diverse civic leaders, recognizing that strong guidance is essential for thriving businesses and communities. Effective stewardship rallies communities, tackles challenges, and drives positive change. The Chamber's Foundation shapes leaders whose impact extends across Colorado and beyond throughout their careers.

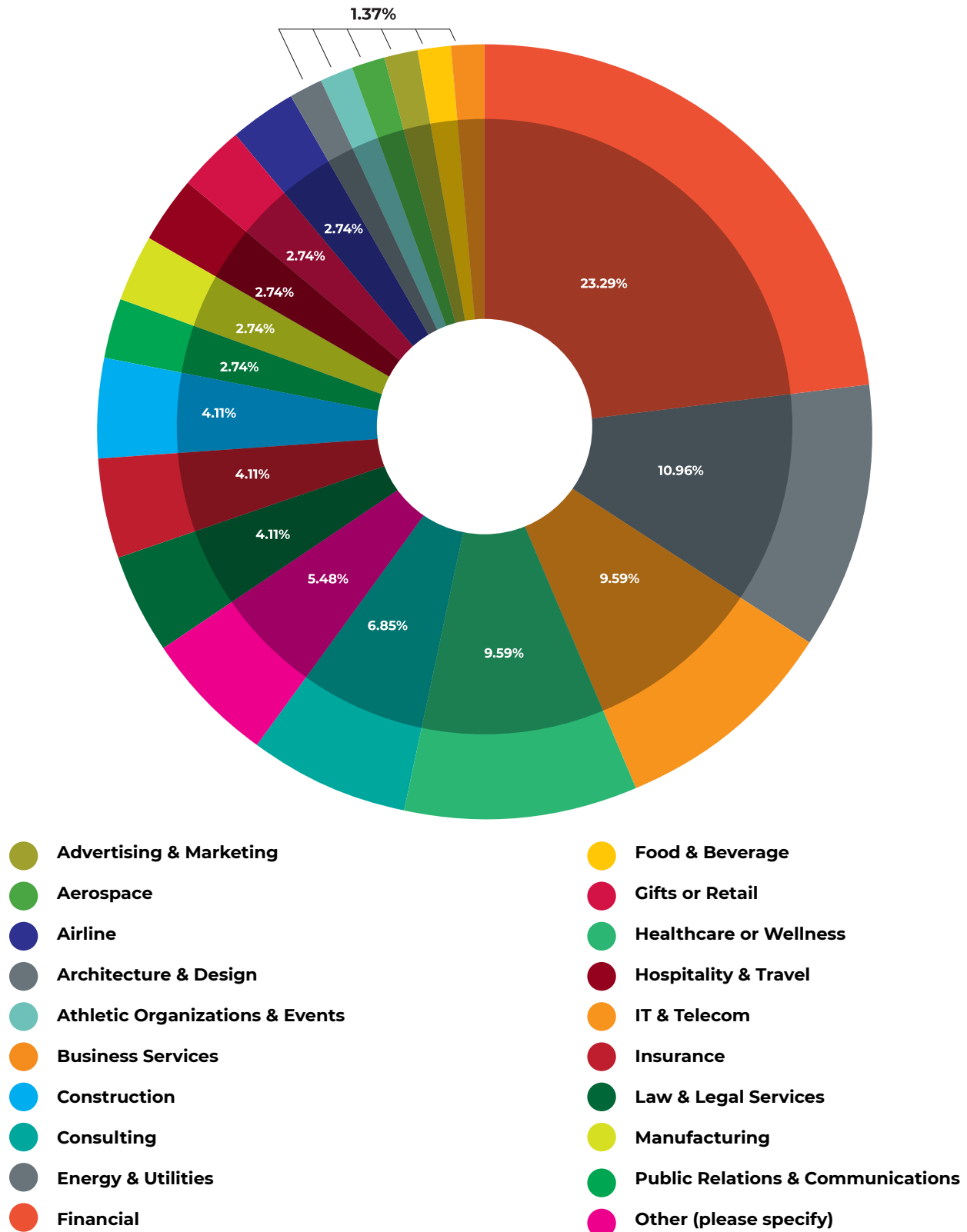
B:CIVIC, an affiliate of the [Denver Metro Chamber Leadership Foundation](#), empowers organizations, like yours, and their people to build stronger communities. B:CIVIC provides a community where you can access connections, expertise, trainings, tools and inspiration around CSR and ESG. We've been growing an ecosystem where companies are better equipped to address both community and social issues that are critical to Colorado since 2014.



# THE INDUSTRIES REPRESENTED

Respondents represent 20+ industries, demonstrating how CSR and ESG can bring value in a wide range of industries.

## Which industry most closely aligns with your organization?

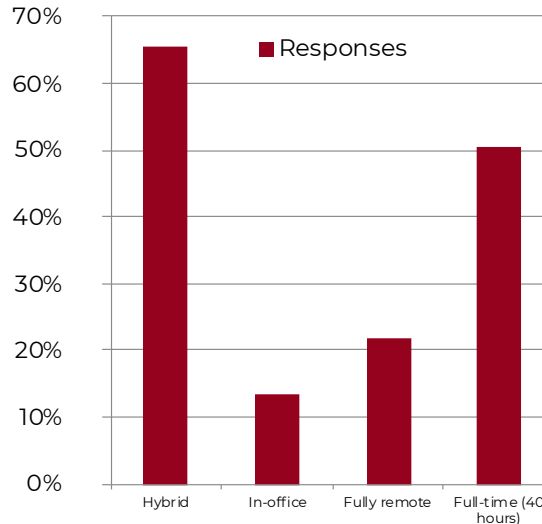




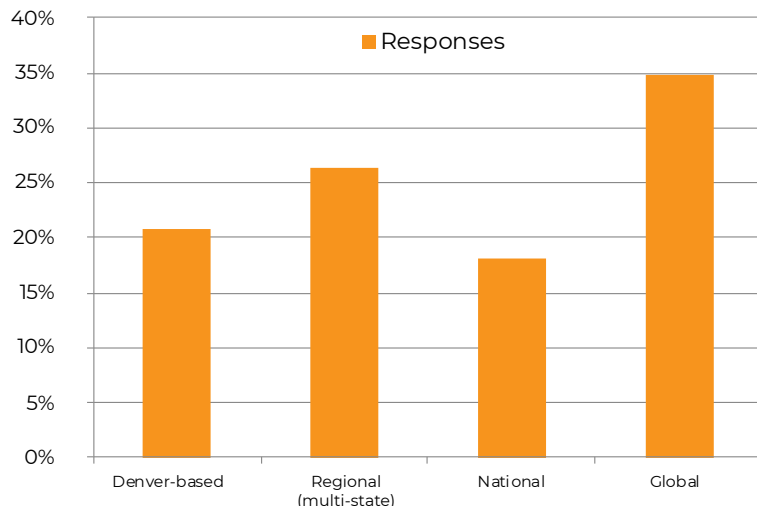
# MEET THE COMPANIES

To provide more detailed context for our benchmarks, we asked additional questions regarding work format, company footprint and size. One third of respondents work at global companies, and two thirds are hybrid. The high percentage of respondents (53%) from global and national companies is reflective of Metro Denver's corporate landscape.

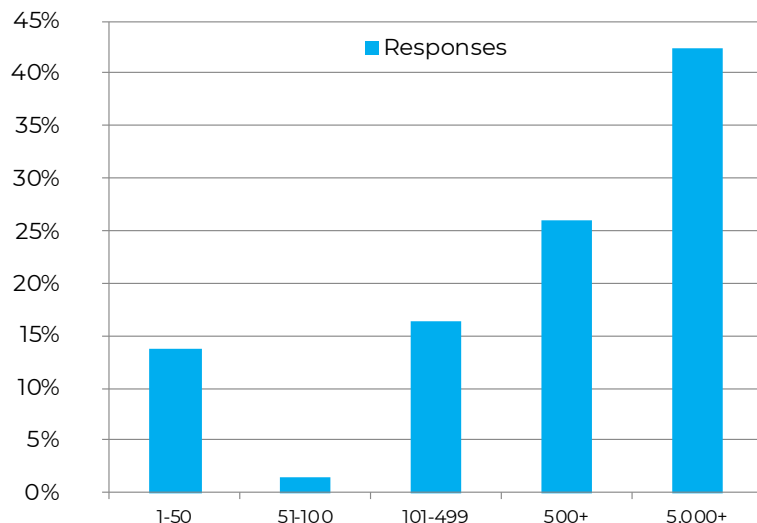
## Please describe your work format.



## What option most closely aligns with your company's footprint?



## Which of these options most closely aligns with your company's size?





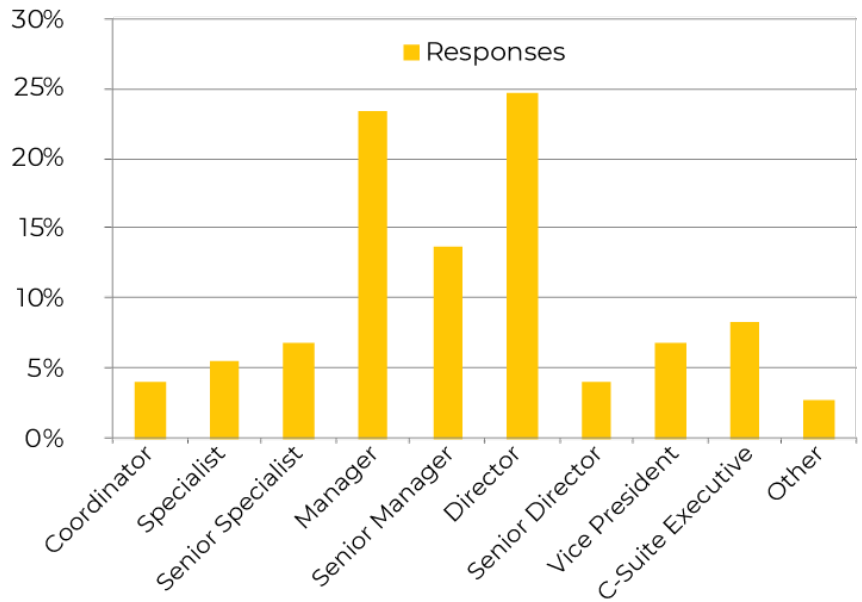


# MEET THE PROFESSIONALS

Our respondents hold a diverse set of titles, including terms like sustainability, ESG, marketing, social impact, global community, responsible sourcing, pro bono and community development.

## What organizational level does your role most closely align with?

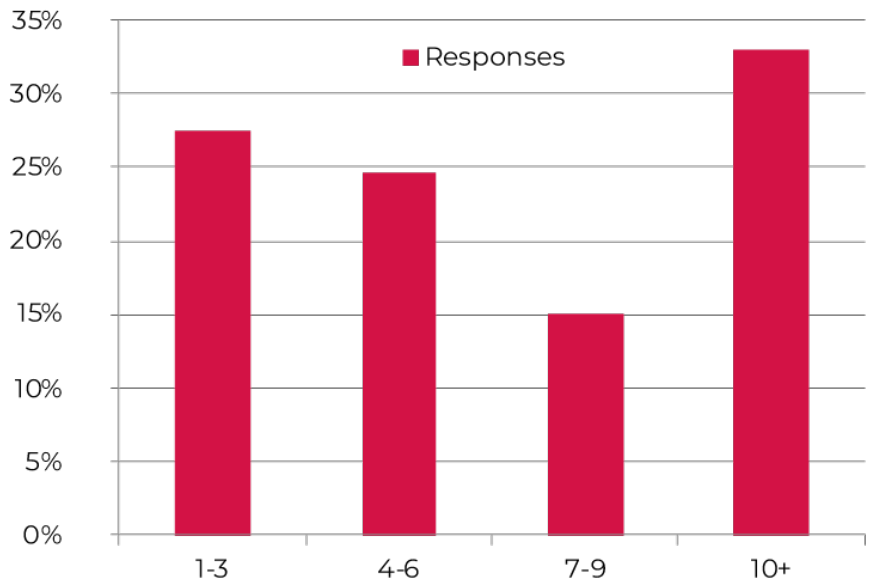
This year, a higher percentage of respondents are managers, up 8% from 2023 results, however, the number of responses from Senior Directors declined from 14% in 2023 to 4% in 2024.



## How many years of experience in CSR and/or ESG do you have?

Respondents with 7-9 years of experience nearly doubled to 15% compared to last year, while the number of respondents with 10+ years remained steady.

As B:CIVIC celebrates its 10-year anniversary in late 2024, these insights demonstrate how Colorado companies have been committed to being social responsible and invested in their community before the existence of B:CIVIC.

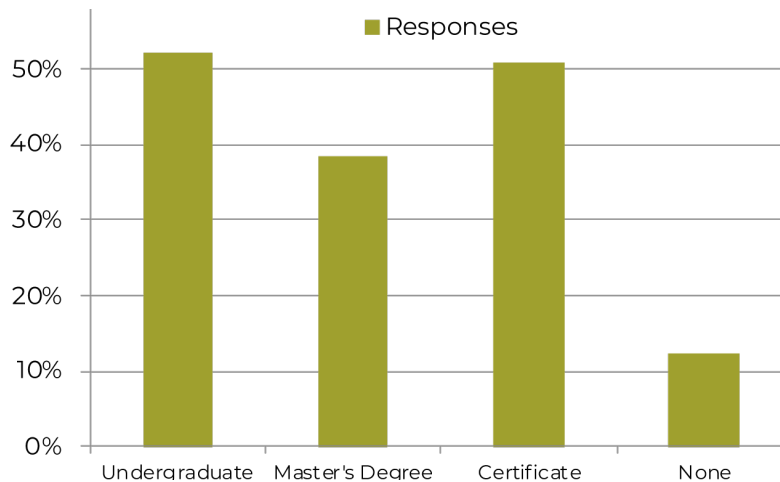


# WHEN IT COMES TO EDUCATION

B:CIVIC continues to provide year-round educational opportunities for professionals of all levels and responsibilities. In addition to these offerings, B:CIVIC investors receive a \$250 discount per participant for the Certificate in ESG Strategy from the University of Colorado Boulder Leeds School of Business.

**53%** of respondents are currently seeking more education related to CSR and/or ESG. This number is 7% lower compared to last year.

## Do you have a degree or certificate related to your current role?



44% of respondents have one or more degree/certificate. The most common combination is an undergraduate degree related to their current role paired with certification, reflecting the continual evolution of the field.

**55%** of respondents hold a Certificate in ESG Strategy (formerly Certificate in CSR) from the University of Colorado Boulder Leeds School of Business, which B:CIVIC helped found in 2016. This is an increase of 15% in participation from 2023.

The percentage of respondents who've taken the Certificate in Corporate Citizenship Practice from the Boston College Center for Corporate Citizenship doubled compared to 2023.

### Other certificate programs reported by respondents include :

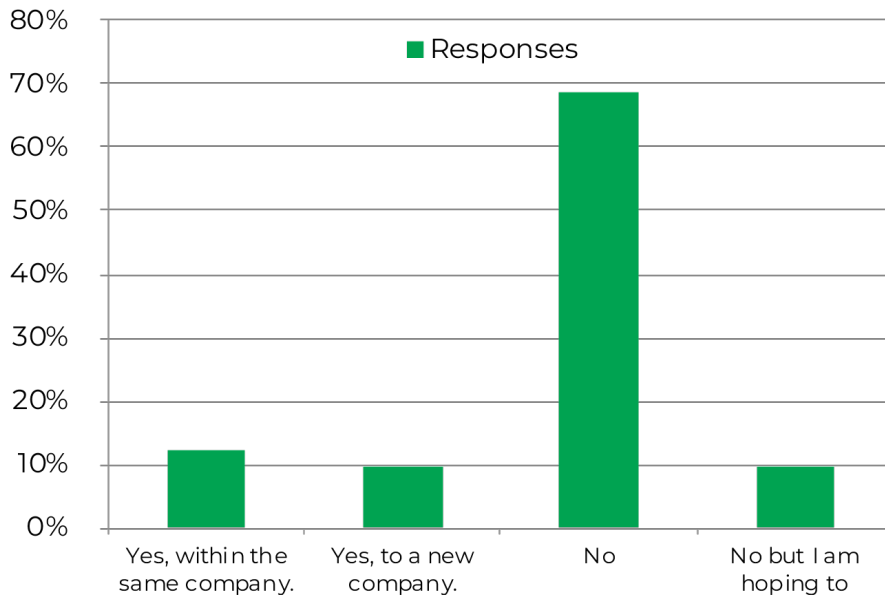
- Certificate in Corporate Citizenship Practice from the Boston College Center for Corporate Citizenship
- Climate Action for Business, University of Colorado Boulder Leeds School of Business
- LEED Green Associate
- Harvard Business School Online – Sustainable Business Strategies
- Global Reporting Initiative (GRI)
- UPenn Executive Program in Social Impact Strategy



# WHERE TO FIND CSR & ESG PROFESSIONALS

The department a CSR or ESG professional reports to internally varies by company structure, size and strategy, but they are likely to be in the same role and department as they were last year.

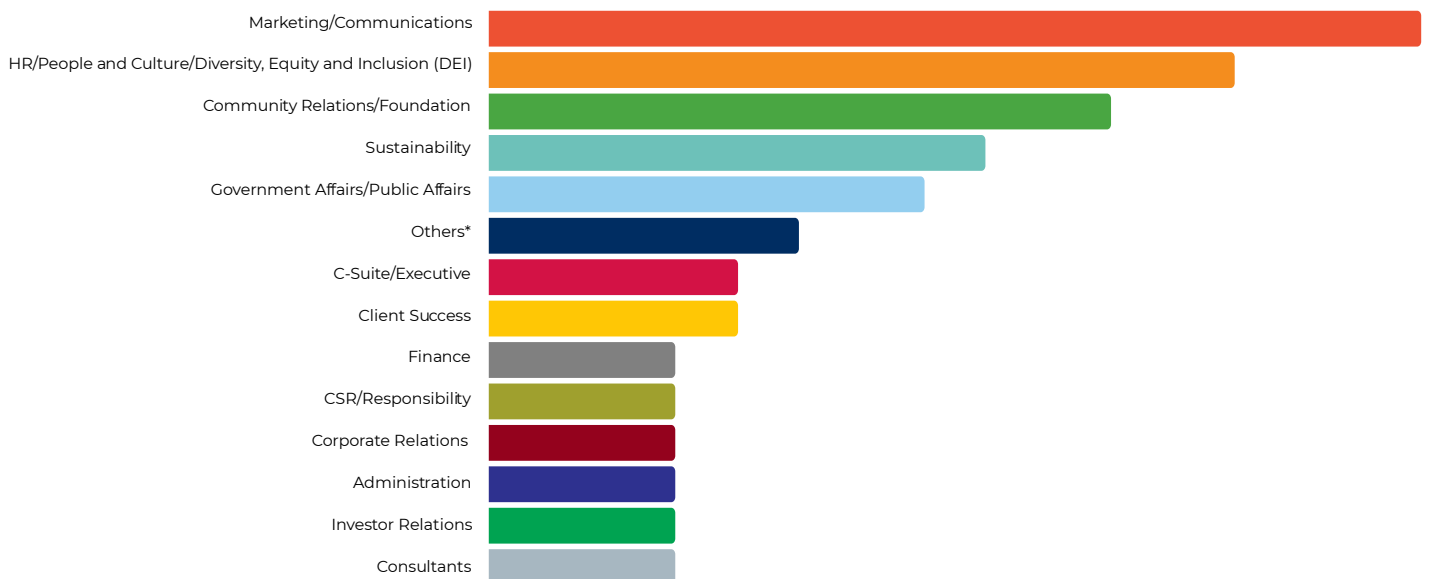
## Did you transition roles within the last year?



As a new question in 2024, two-thirds of respondents did not transition their roles in the last year. Approximately 10% of respondents do plan to transition in the near future. B:CIVIC will continue to track the transition of professionals in future surveys.

## What department are you in?

The sustainability department appears higher on the list in 2024, reflecting the increase in environmental sustainability reporting requirements.



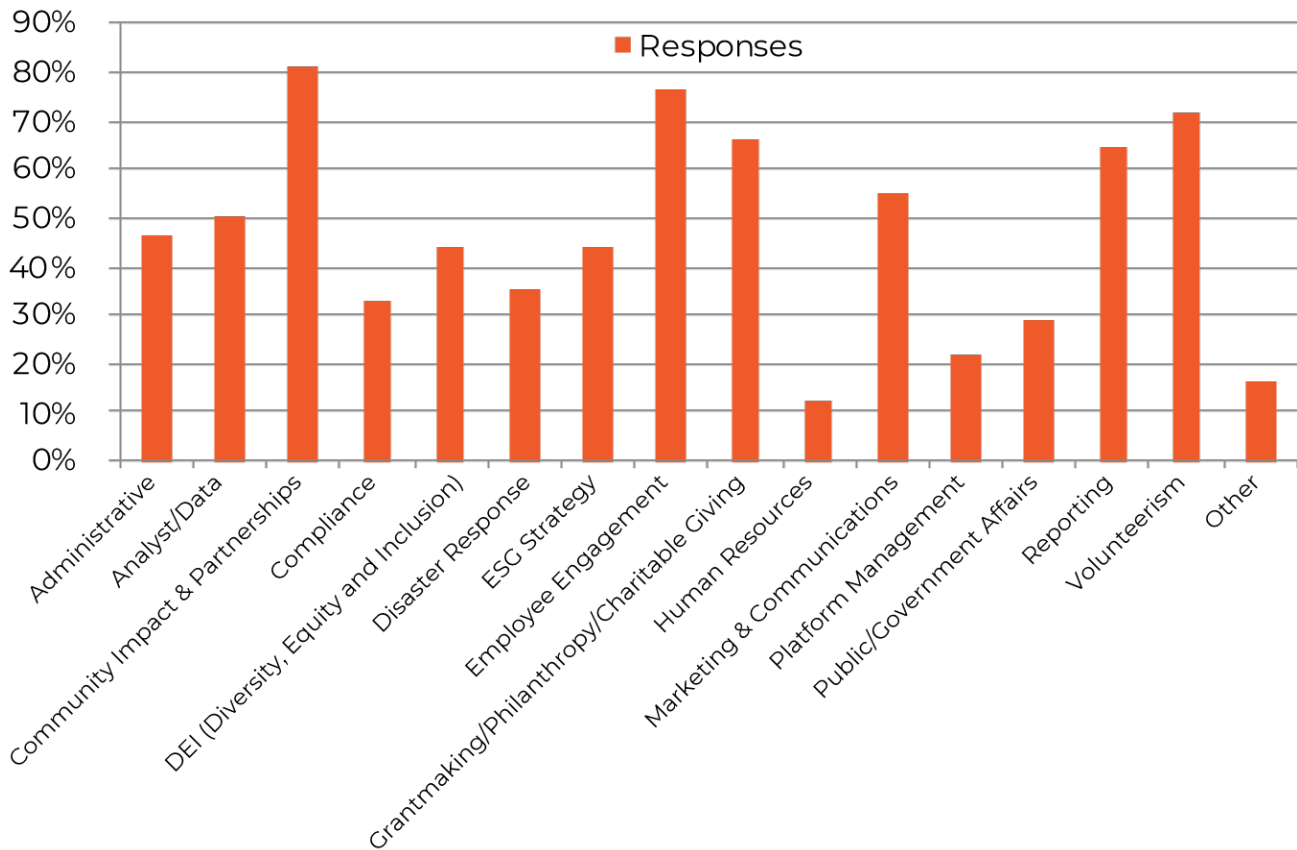
\*Risk Control; Software Development; Digital Transformation; Resorts & Hospitality; UCD Business School



# HOW CSR & ESG PROFESSIONALS ARE SPENDING THEIR TIME

Responsibilities continue to be as unique as the individual and the companies they serve. In addition to the responsibilities listed below, respondents wrote in others, including Facilities care; Decarbonization implementation; and Social procurement.

## What responsibilities fall within your role?



## TOP THREE RESPONSIBILITIES



**COMMUNITY IMPACT & PARTNERSHIPS**

**81%**



**EMPLOYEE ENGAGEMENT**

**77%**



**VOLUNTEERISM**

**71%**





**COMPARED TO 2023, VOLUNTEERISM INCREASED 13%, MARKETING AND COMMUNICATIONS INCREASED 16% AND GRANT-MAKING/PHILANTHROPY INCREASED 14%. TWO THIRDS OF RESPONDENTS ARE RESPONSIBLE FOR REPORTING, DEMONSTRATING HOW TRACKING AND THE BUSINESS CASE IS GROWING IN**

The following responsibilities were added to the survey this year to reflect changes in the field: Compliance; Human resources; Communications; and Platform management.

Our professionals have a variety of motivations for doing this work, ranging from their personal values to organization’s responsibility. At the core, CSR and ESG professionals see the ability to create change and a positive impact collaboratively to build a more connected and resilient community.



“  
 This is the best way I know how to influence change. By engaging people in thoughtful volunteerism that is community and impact-focused, I am giving them the opportunity to connect with and better understand people whose circumstances differ greatly from theirs. CSR and ESG is within my sphere of control, and I use it however I can to connect people. Connection and community are at the center of change.

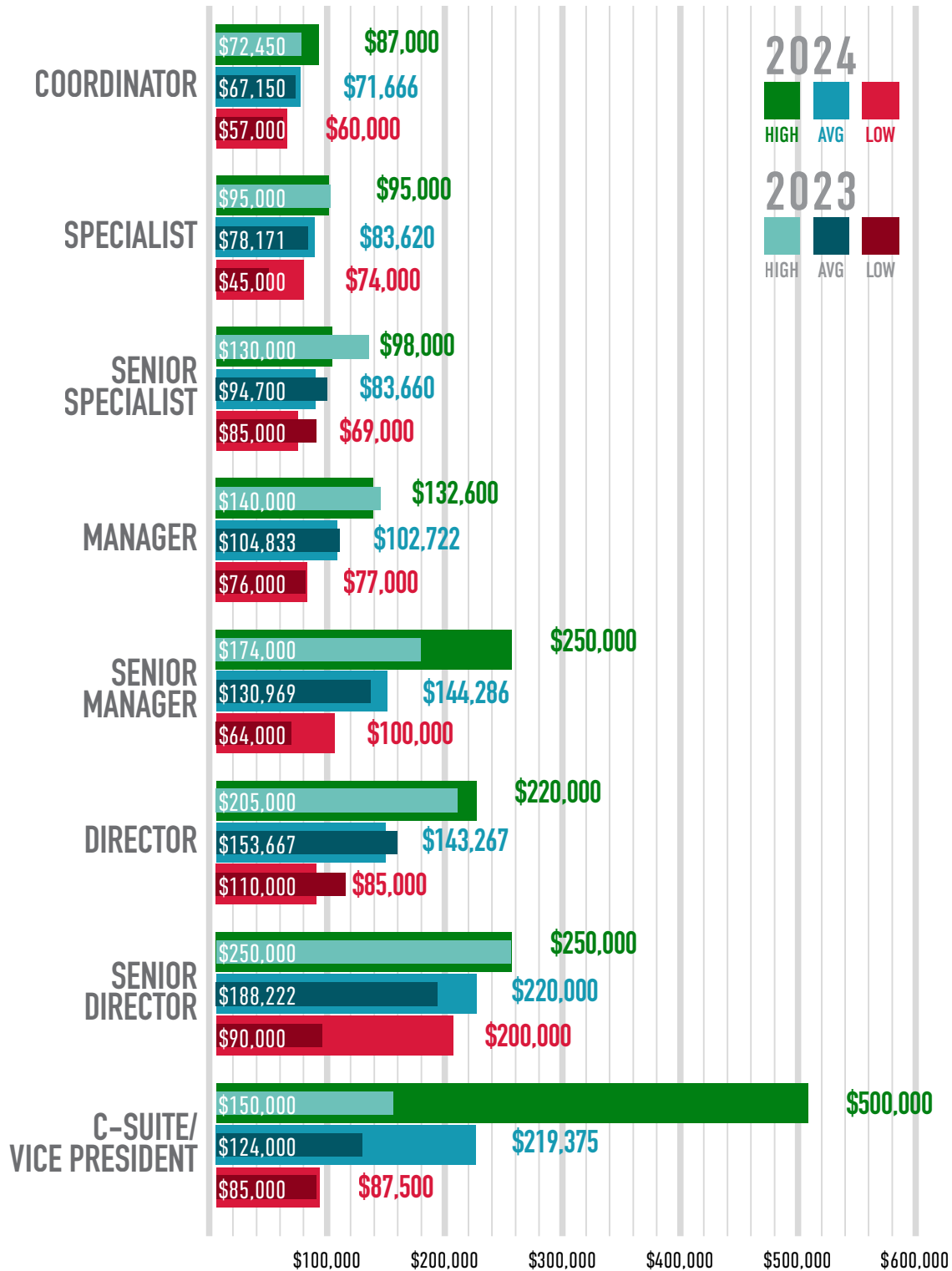
“  
 It is FASCINATING! Every story is different and so often, the story hasn't been told. I love the partnership between profitability and impact and learning to marry the two. Each day is new, and CSR and ESG is still the wild west so very exciting to see the evolution!



# THE PRICE OF CSR & ESG

In this rapidly evolving profession and job market, having access to compensation benchmarks is important for newcomers and experienced professionals alike.

Average coordinator salary increased by \$4,515.



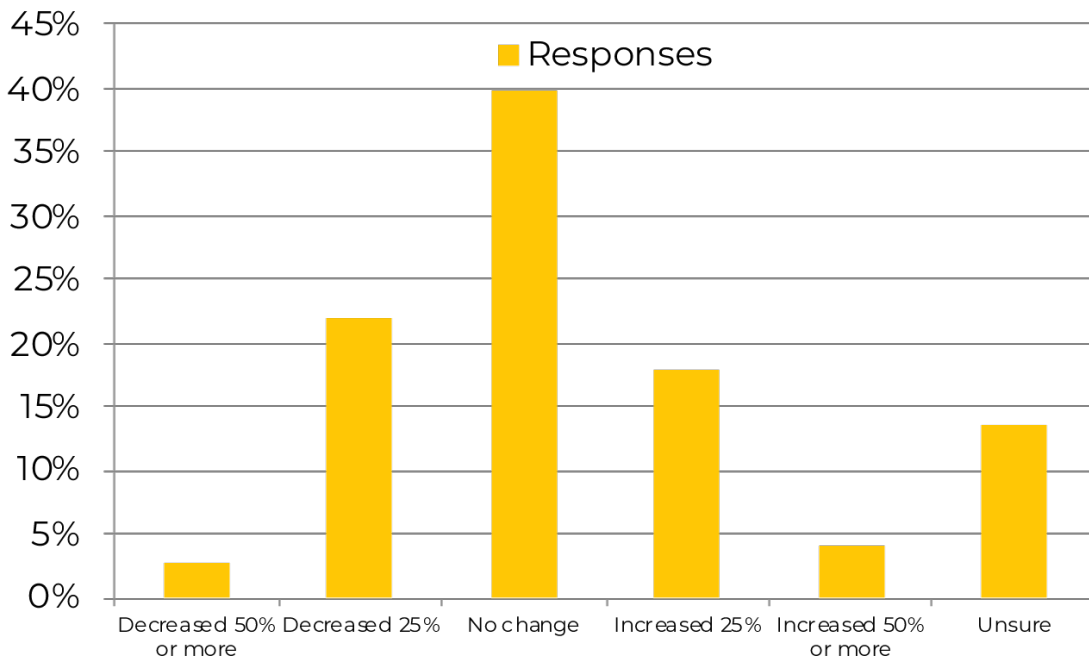
\*The question was optional and answered by 80% of respondents. The data represents a snapshot of companies of a variety of sizes and industries, and we cannot guarantee the same respondents and companies are represented here as in 2023. All compensation was reported for full-time positions in USD.



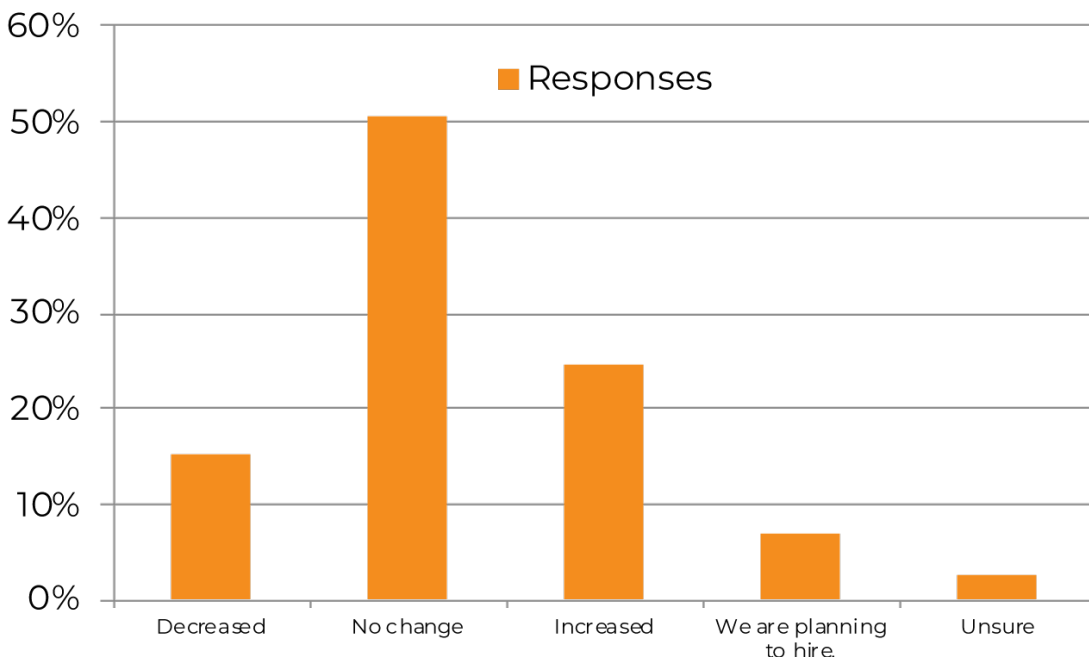
# THE RESOURCES AVAILABLE TO CSR & ESG PROFESSIONALS

While approximately 40% of respondents didn't have a change between 2023 and 2024 in regard to their budget or headcount. We anticipate changes in budgets and headcount to continue to evolve as reporting requirements are more understood.

## How did your yearly budget change for 2024 compared to 2023?



## How has your department's headcount changed in 2024?

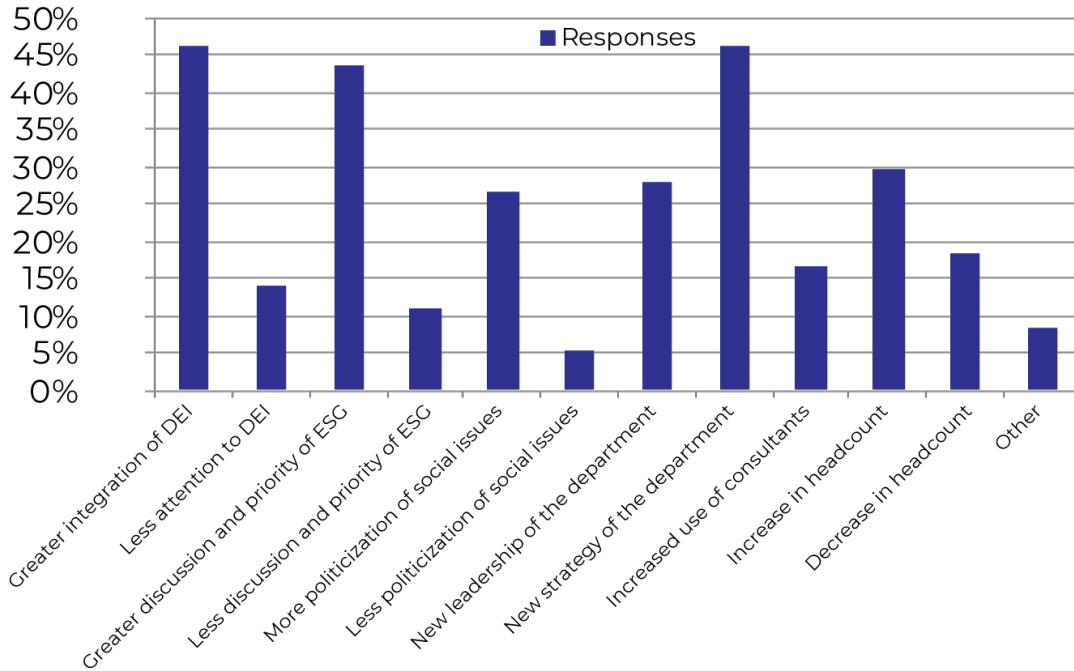




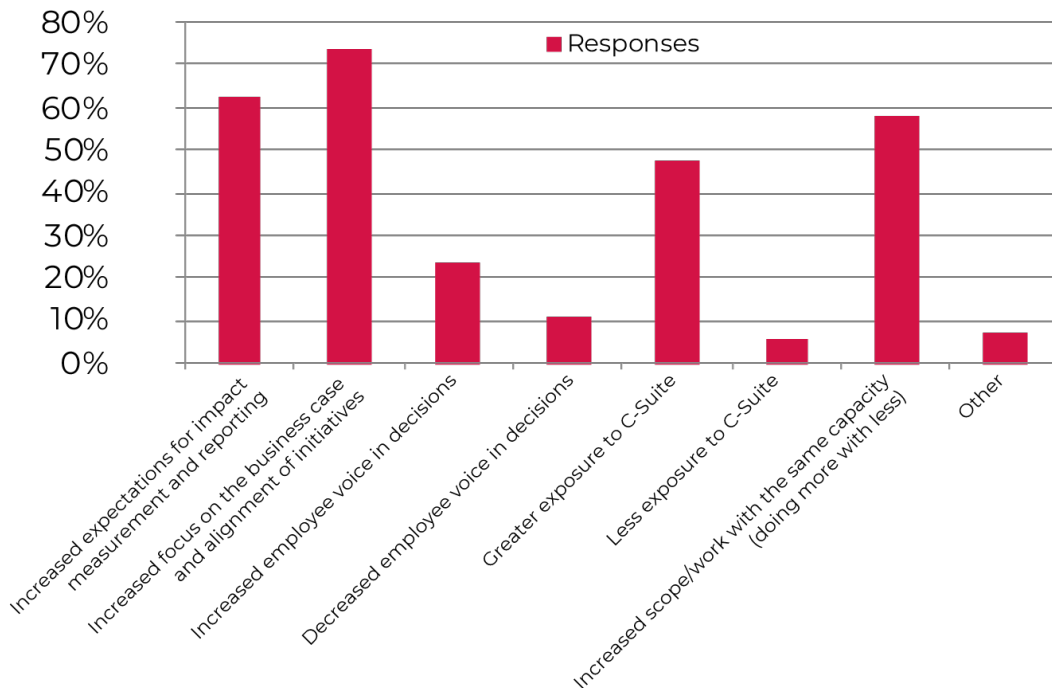
# CHANGES FACING CSR & ESG PROFESSIONALS

The changes indicated by respondents point to strategic shifts among teams to new focus areas and initiatives that provide measurable impact. Effects of reporting requirements are impacting departments, requiring new knowledge and expertise and additional expectations to measure and report on impact.

## What changes has your department experienced in the last year related to resources and structure?



## What changes has your department experienced in the last year regarding demands and expectations?



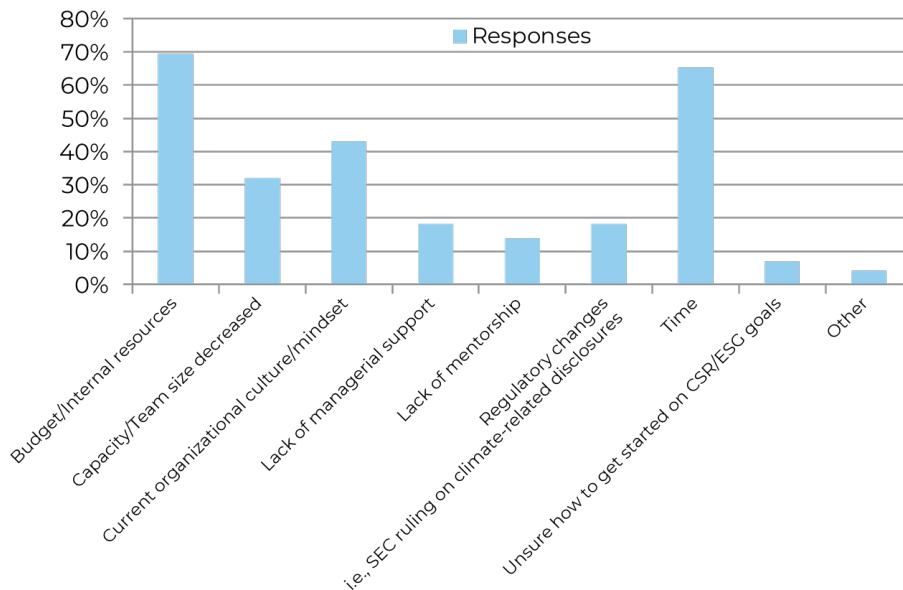


# LOOKING TO THE FUTURE

CSR and ESG professionals continue to experience barriers to meeting their goals and aligning their work internally, which remains a key priority in 2024. We interpret this to indicate that professionals generally have support and direction for their work but face challenges with budgets, prioritization and greater support from the C-Suite.

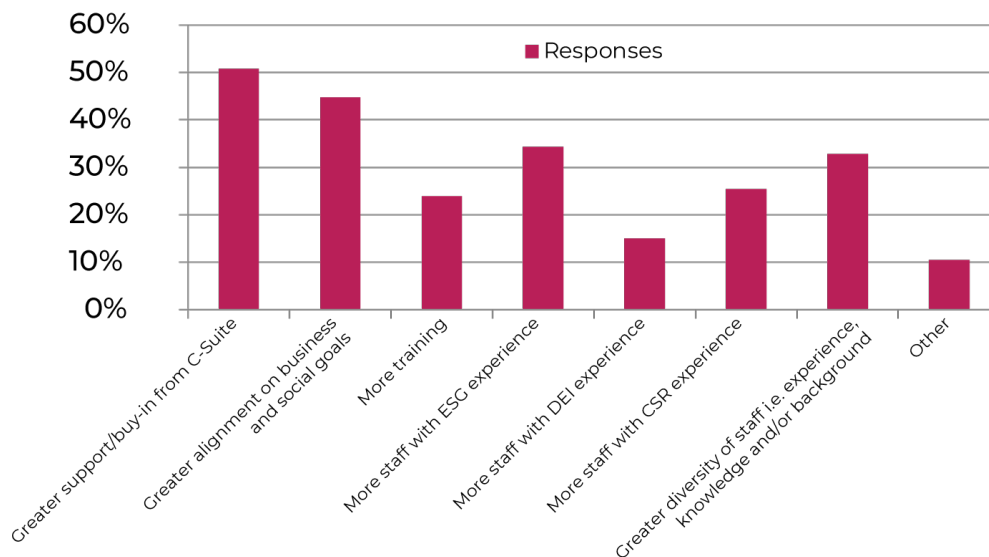
## What are the top three barriers you have faced in the last year?

**THERE IS A 6% INCREASE IN RESPONSES FOR "GREATER SUPPORT/BUY-IN FROM C-SUITE" IN 2024.**



## What resources do you need to meet CSR and/or ESG demands?

**BUDGET/INTERNAL RESOURCES DECREASED BY 13% IN 2024 BUT STILL REMAINS THE TOP NEED. TIME REMAINS THE SECOND-MOST IMPORTANT, AS PROFESSIONALS LOOK TO DO MORE, WITH LESS. CAPACITY/TEAM SIZE WAS ADDED THIS YEAR AND RESONATED WITH ONE THIRD OF RESPONDENTS.**



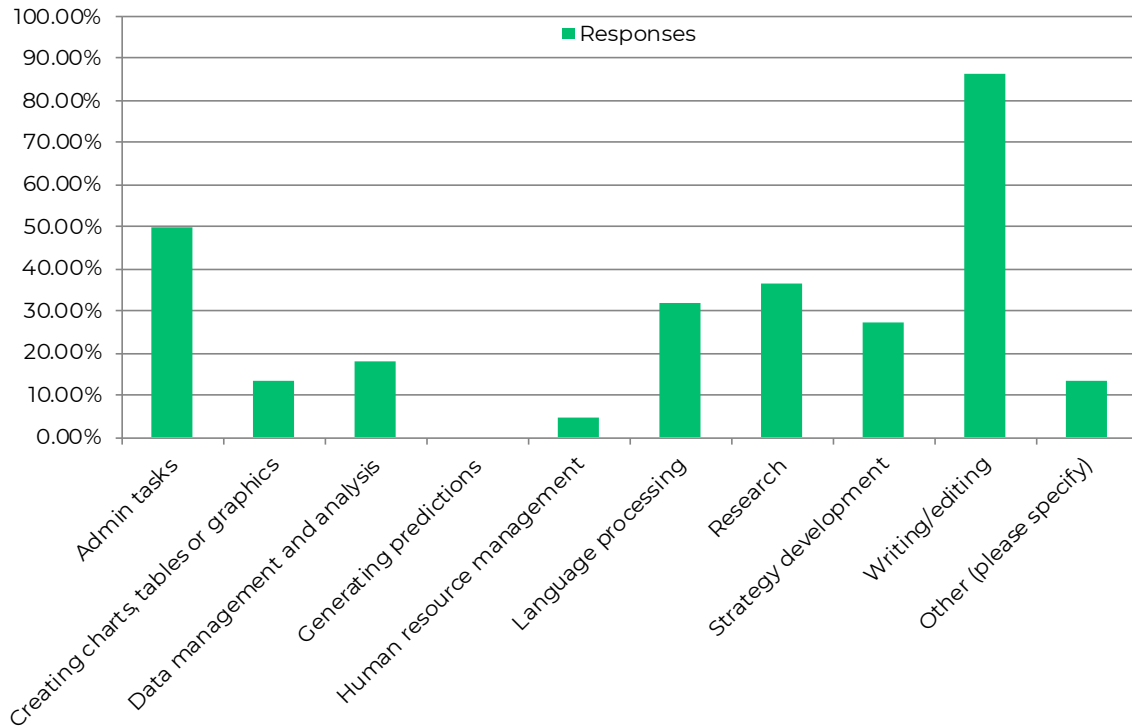


# THE ROLE OF TECHNOLOGY

Artificial Intelligence (AI) is rising in use across workplaces of all kinds. However, only 22% of respondents are actively using AI in their initiatives. Seeing the concerns shared below, is it possible that CSR and ESG practitioners are well-positioned within their companies to offer guidance through their experience with DEI and ethics topics.

HALF OF RESPONDENTS ARE NOT CURRENTLY USING AI TECHNOLOGY IN THEIR CSR AND/ESG INITIATIVES.

**22% of respondents are actively using AI. Within your work, what are your top three uses for AI technology?**



**TOP FIVE CONCERNS AROUND THE USE OF AI:**

1. **PRIVACY AND/OR SECURITY LIMITATIONS**
2. **ETHICAL CONCERNS**
3. **LACK OF ORGANIZATION POLICY/GUIDANCE**
4. **INSUFFICIENT TRAINING**
5. **DEI/LACK OF DIVERSE PERSPECTIVES**





# THE PROFILE OF OUR RESPONDENTS

There is a slight improvement in the diversity of respondents compared to 2023. Viewed in the context of the 2022 U.S. Census for the State of Colorado, the number of Hispanic/Latino respondents would need to double for the survey population to be representative of Colorado’s demographics.

We continue to recognize there are gaps within representation in the CSR and ESG field – both in Colorado and on a national scale. B:CIVIC offers scholarships for our educational events and the Certificate in ESG Strategy course to provide more access to the field.



## MEET B:CIVIC:

B:CIVIC, an affiliate of the Denver Metro Chamber Leadership Foundation empowers organizations, like yours, and their people to build stronger communities. B:CIVIC provides a community where you can access connections, expertise, trainings, tools and inspires action around corporate social responsibility (CSR) and environmental social governance (ESG). We’ve been growing an ecosystem where companies are better equipped to address critical community, environmental and social issues in Colorado since 2014.

## MEET THE DENVER METRO CHAMBER LEADERSHIP FOUNDATION:

The Denver Metro Chamber Leadership Foundation educates and inspires people who want to make a difference as leaders in their community. As the Denver metro area grows and changes, we need strong, diverse leaders to help make our region a better place for all. Today, the Leadership Foundation runs six programs that span a leader’s career, from college to senior-level executive: Colorado Leadership Alliance, Impact Denver, Leadership Denver, Leadership Fellows, Leadership Exchange and Access Denver.





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