Ownership Works

2025 Impact Report

Our Strategy

In April 2022, Ownership Works (O.W.) launched with an unprecedented coalition of 60 partners, united by a simple but powerful mission: increasing prosperity through shared ownership at work.

Three years later, as we conclude a successful launch phase, Ownership Works is looking ahead to the next stage of our strategy. We're rallying our consortium to the finish line of our first major goal: **generating $20 billion for workers by 2030.**

We're building toward a bold new chapter at Ownership Works. 2026 is just the beginning.

Connect with us and be the first to hear about how Ownership Works is reshaping the future of work in real time. Subscribe to our newsletter and follow us on social media for the latest success stories from workers and companies, as well as major milestones driving the shared ownership movement forward.

PHASE I: 2021-2025

Launch

Goal: Launch the shared ownership movement

PHASE II: 2026-2030

Accelerate

Goal: $20B for workers by 2030

PHASE III: 2031-2040

Scale

Goal: Employee ownership as the new norm in business

"Across industries, continents, and employee demographics — Ownership Works is proving that when employees have a tangible stake in their work, it changes everything. Hundreds of thousands of workers now have a vested interest in their company's success, and that's leading to stronger businesses and more financially secure families. This is what's possible when companies choose to grow in a way that lifts everyone."

PETE STAVROS
Founder and Chairman, Ownership Works, Co-Head of Global Private Equity, KKR

Our Impact

Ownership Works is turning a bold vision — increasing prosperity through shared ownership — into measurable progress.

Milestone by milestone, we're well on our way to reaching our 2030 goal of generating $20 billion in wealth for workers outside the C-suite. Visit our Impact page to keep up with Ownership Works' progress to date.

"In just a few years, Ownership Works has grown from a bold idea to a global movement delivering meaningful savings- and wealth-building opportunities for workers. We are making significant progress toward our first major goal of generating $20 billion in wealth for workers by 2030, which reflects the scale of our ambition and the urgency of the moment. But it is only the beginning. As our community expands, I am more confident than ever that this is a future that workers can count on."

ANNA-LISA MILLER
Executive Director, Ownership Works

All data as of October 2025.

167

Companies with shared ownership

$1.3 Billion

Wealth paid out to ~41K employees outside the C-suite via shared ownership program liquidity events to date

>$10 Billion[1]

Projected future payouts to ~230K workers[2] outside the C-suite via shared ownership programs still underway

1. This figure reflects projected wealth from equity allocated to workers outside the C-suite. It includes only a subset of the companies with shared ownership programs, as O.W. is still collecting projected wealth data from all our partners. Given the variability in equity value and workforce headcounts over time, projected average wealth per employee should not be inferred.

2. Employee counts for "Wealth shared to date" (41K) and "Projected wealth shared" (230K) should not be summed. Roughly 18K employees appear in both groups, as they have already received dividends and are also expected to receive future exit-related payouts. As a result, summing these two figures would double-count the overlapping employees.

Helping All Workers Build Wealth at Work

Broad-based employee ownership programs help all workers build wealth at work.

Among the companies with shared ownership programs, we have celebrated 32 liquidity events (exits, dividends, and interim payments), **resulting in $1.3 billion in payouts to ~41,000 workers outside the C-suite.**

To understand how shared ownership specifically helps those historically excluded from wealth-building opportunities, Ownership Works collects demographic data on payouts where possible. We aim to collect as much data as possible, but accessibility is sometimes limited due to company privacy policies and country-level restrictions. As a result, while our demographic impact figures provide valuable insight, they are conservative estimates that understate the breadth of our impact to date.

To learn more, visit our Impact page.

All data as of October 2025.

71% of employee-owners were low- and moderate-income[3]

We have income-level data for 18 out of the 32 liquidity events to date. Out of this data set, 71% of employee-owners were low- and moderate-income workers, who received $506 million of wealth shared from this subset of liquidity events.

36% of employee-owners were people of color[4]

We have racial demographic data for 14 out of the 32 liquidity events to date. Out of this data set, 36% of employee-owners were workers of color, who received $253 million of the wealth shared from this subset of liquidity events.

3. Ownership Works defines low- to moderate-income (LMI) workers as individuals earning ≤ 250% of the national median individual (NMI) income, or $116,562.50 in the United States. Ownership Works uses this definition instead of the federal Community Reinvestment Act (CRA) definition of LMI for two reasons: (1) based on research on the true cost of living for American families, we have determined that 250% of the NMI more accurately captures the breadth of families who struggle to cover household expenses and save, and (2) we receive anonymized individual income data without Personally Identifiable Information (PII), such as home addresses, making it impossible to apply household level income thresholds used by the CRA.

4. The term "people of color" refers to employees who identify as Black, Hispanic, American Indian or Alaska Native, two or more races, or Other. Because some foreign jurisdictions prohibit the collection of employee demographic data, O.W. only collects this data within the United States.

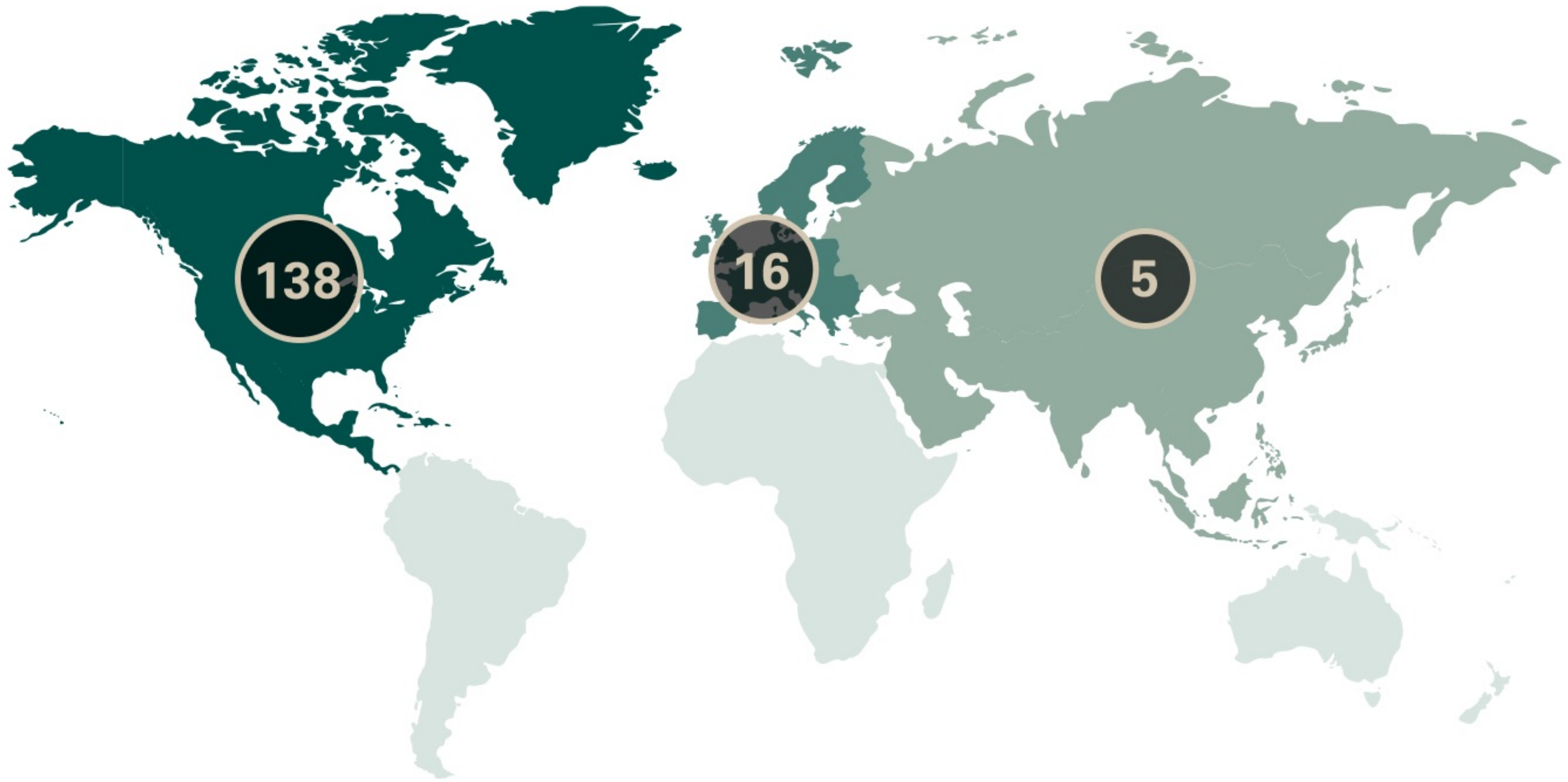
Our Influence

Ownership Works is building a new future of work — one where employee ownership isn't the exception, but the norm for companies that want to do right by their employees and deliver exceptional business outcomes at the same time.

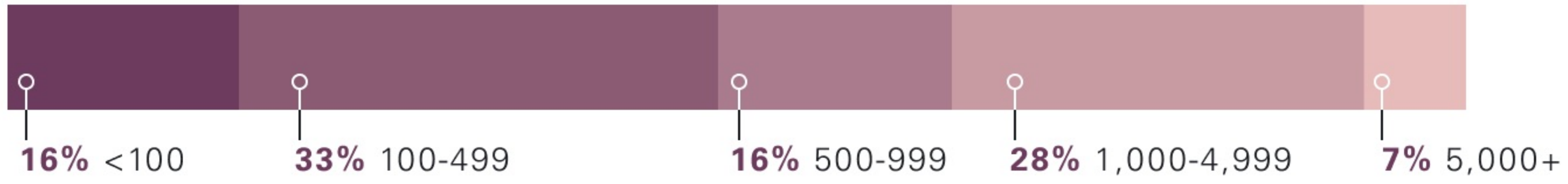
Our vision is taking shape as Ownership Works scales shared ownership across the globe for hundreds of thousands of new employee-owners.

Every new article, segment, and podcast highlighting Ownership Works adds to the growing momentum and influence of the shared ownership movement. To see the latest media coverage of Ownership Works, visit our In The News page.

Ownership Works programs have company headquarters across continents

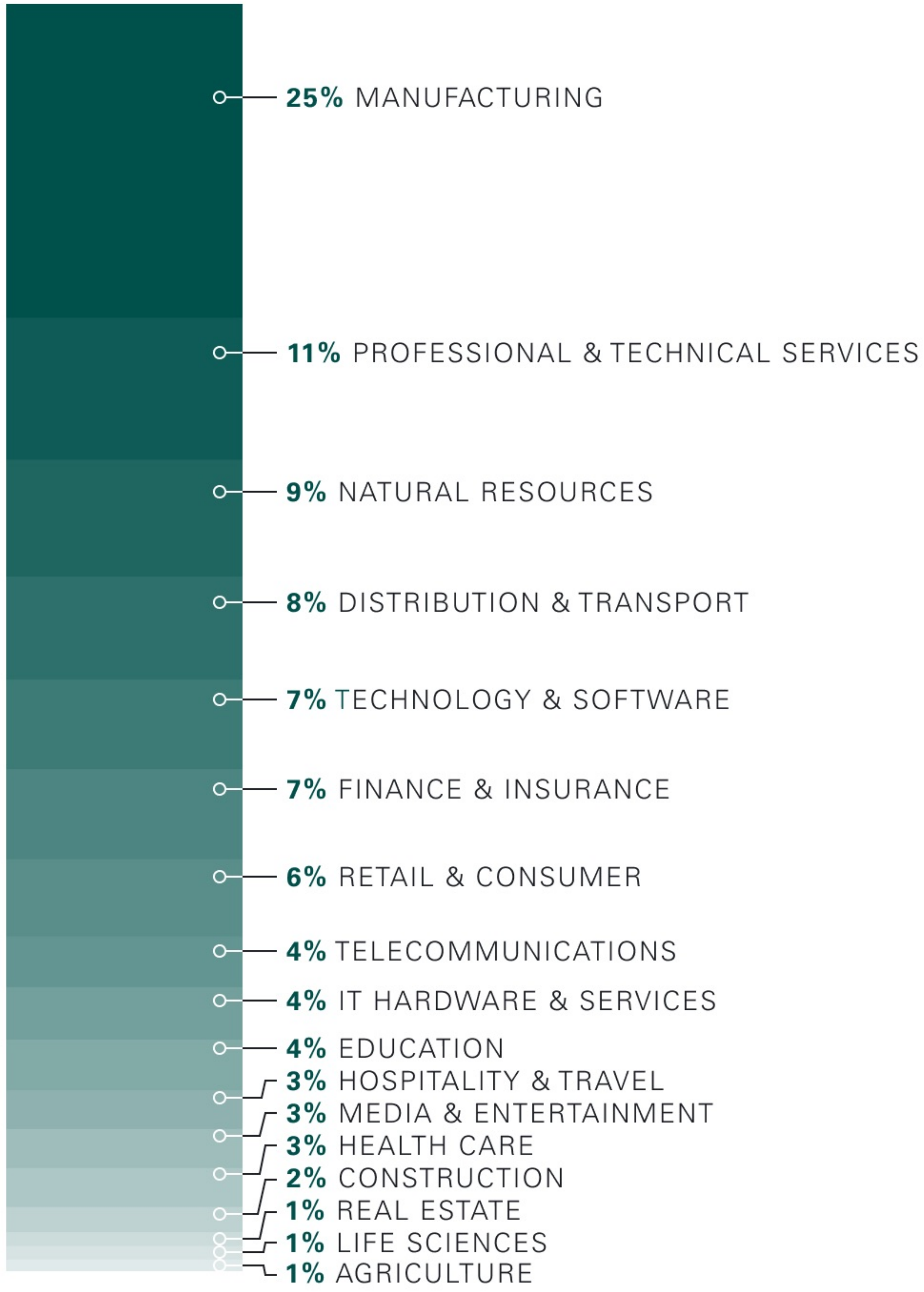


Ownership programs span a range of company sizes by headcount



500 MEDIAN | **1,580** AVERAGE

Companies across industries have launched shared ownership programs



All data as of October 2025.

Scaling Shared Ownership Globally

We're thrilled to announce a major milestone: Ownership Works has officially gone global!

In October 2025, we launched our first global affiliate organization in Tokyo, Japan. Ownership Works Japan is building a partner consortium of leading companies and firms to champion the Ownership Works model and expand broad-based employee ownership across the country. By advancing innovative shared ownership programs, Ownership Works Japan aims to empower employees, strengthen business performance, and improve financial wellbeing for workers in the nation.

Ownership Works Japan is launching at a pivotal juncture. Rising investment flows, heightened M&A activity, and increased government emphasis on household asset ownership are reshaping the nation's economic landscape. However, with only 7% of Japanese employees engaged at work – and worker financial insecurity intensifying as purchasing power declines and household savings erode – the country confronts both a pressing challenge and a unique opportunity. Shared ownership offers a pathway to transform strong employee loyalty into higher engagement, improved financial stability, and shared prosperity across the Japanese workforce.

With the continued support of our partners, Ownership Works looks forward to driving the international expansion of shared ownership — generating meaningful impact for employees, companies, and communities worldwide.

OWNERSHIP WORKS JAPAN PARTNERS

AlixPartners | Ant Capital Partners | Apollo Global Management | Dai-ichi Insurance | Deloitte | EY | GLIN Impact Capital | Japan Growth Investments Alliance | Japan Industrial Partners | Japan Post Insurance | KKR | L Catterton | McKinsey & Company | Mizuho Financial Group | Nippon Investment Company | Norinchukin Bank | Polaris Capital Group | Prudential Financial, Inc. | Sumitomo Mitsui Banking Corporation | Sumitomo Mitsui Trust Investment | Warburg Pincus

To learn more about Ownership Works' global expansion, visit our Locations page.

The Power of Shared Ownership

"I'm getting emotional. It is going to change not only me and my family's lives, but all of my technicians. If we get to this end goal and we do get the payout, to hear how everybody's going to benefit from it, it's going to be exciting to see."

— REBECCA JOHNSON
Service Coordinator, Marmic Fire & Safety

"Our company invested in us. I'm proud to represent this company, and my level of investment in this company has increased tremendously."

— DESIREE THURMAN
Senior Director of Operations, Hudson Yards Experiences

"It makes me very happy because us as a company, I feel like we're doing things to make every employee feel appreciated. I feel like everything that I do here is going to make a difference."

— CARRIE PHUNG
Warehouse Supervisor, SCRAM Systems

"It feels very rewarding to have earned the money. It feels nice to be with a company that appreciates the effort that we put in. I'm very amazed at the stats and what we ended up accomplishing, what we ended up changing, what we improved."

— CALEB LEHMAN
Sales Representative, PFB Corporation

Our Mission & Work

Ownership Works is on a mission to foster economic wellbeing for workers and create thriving workplaces through the power of shared ownership.

To build a better future of work for employees and companies, Ownership Works takes a three-phase approach to help investors and companies effectively develop and implement shared ownership programs:

1. Assess & Design

BROAD-BASED EQUITY PLAN

Board approves broad-based plan

2. Plan

PROGRAM GOALS & ROADMAP

Launch program to employees

3. Implement

CULTURE OF OWNERSHIP & FINANCIAL WELLNESS

Liquidity event and employee payouts

To learn more, visit our How We Help page.

"As a Founding Partner and board member of Ownership Works, I'm proud to see the organization's vision delivering meaningful results. This innovative model expands opportunities for employees and empowers them to invest in their companies' long-term success and growth. We're proud to support this effort to build a future of work that rewards both employees and businesses."

JIM NEARY
Managing Director, Co-Head of U.S. Private Equity, Warburg Pincus

DataBank

Industry	IT Hardware & Services
Employees	~1,000
Investors	Investment Management Corporation of Ontario, Swiss Life, AustralianSuper, DigitalBridge

DataBank, a leading provider of enterprise-class colocation and managed services, has long seen its strong internal culture as a competitive advantage. In 2024, the company partnered with Ownership Works to build on this foundation by embedding shared ownership. **By 2025, DataBank launched its Employee Ownership Program across all 65-plus locations, extending ownership to nearly 1,000 employees.**

To ensure the program's success and lasting impact, Ownership Works is helping DataBank cascade clear communications, develop managers, empower employees to contribute to company value creation, and recognize employees for acting like owners in their daily flow of work. O.W. is also helping DataBank design and implement a financial wellness program to support employees' financial resilience, knowledge, and skills.

Upskilling and developing employees

Developing **financial 101 education series** aimed at helping DataBank workers understand the equity plan, lead with an ownership mindset, and learn how the company creates value.

Updating culture hub for ownership news and resources

Creating DataBank "vault" to house **peer-to-peer employee recognition** celebrating ownership behaviors, surveys, and updates on company performance and the ownership program.

Deploying an employee hardship fund

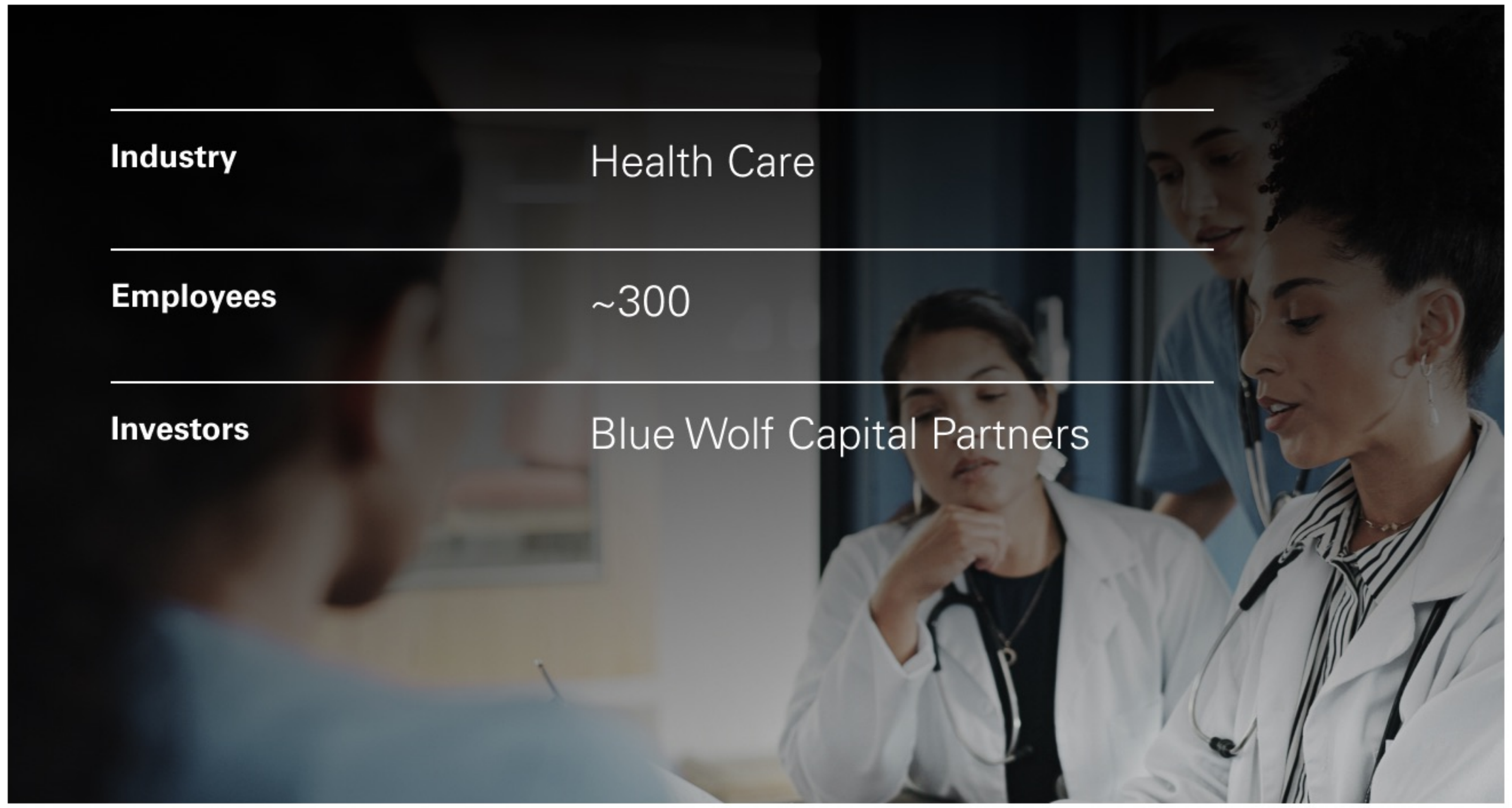
Conducting a **company-wide fundraiser** and **company-matched hardship fund** for employees in crisis.

> "The fact that I work somewhere that values my contributions so much that it rewards me with ownership is remarkable. I've never been prouder to be a DataBanker."
>
> — DATABANK EMPLOYEE

> "It's great to be part of a company and culture that cares about its employees. This is an incredible program and should drive great behavior from already exceptional employees."
>
> — DATABANK EMPLOYEE

To view more case studies, visit our Companies and Case Studies page.

CQ Medical



Industry	Health Care
Employees	~300
Investors	Blue Wolf Capital Partners

In 2023, CQ Medical — a global leader in medical devices for patient-centric cancer therapy — partnered with Ownership Works to launch its first employee ownership program. The next year, after attending O.W.'s 2024 Partner Convening, CHRO Julia Kuyper was inspired to launch a hardship fund to support CQ Medical employees. After seeing its positive impact, Julia set out to expand the company's financial wellness efforts. She partnered with Ownership Works and Addition Wealth to build a tailored, company-wide financial wellbeing program as a complement to the employee ownership program.

To view more case studies, visit our Companies and Case Studies page.

CQ MEDICAL™
Care Smarter

A conversation with Julia Kuyper, CHRO of CQ Medical, about the process of developing the financial wellbeing program and how it's changing workers' lives:

Q. What moment at the Ownership Works 2024 Convening inspired you to launch an employee hardship fund to complement CQ Medical's shared ownership program?

A. The ownership program is helping to shore up our employees' financial futures, but we know that they have immediate needs, and I'm always looking at ways to make our benefits programs stronger. Seeing a vendor there share what they were doing with employee hardship funds was really eye-opening for me. I didn't even know that it was a possibility. I knew that the heart of our whole executive leadership team would fully support it. In fact, I was there with our COO, who also thought it was amazing. We saw that we could make a really big impact on our team during difficult times. Instead of employees taking out payday loans that could worsen their situation or raiding their 401(k)s and risking their futures, we could offer a different solution through hardship funds. I immediately got on board.

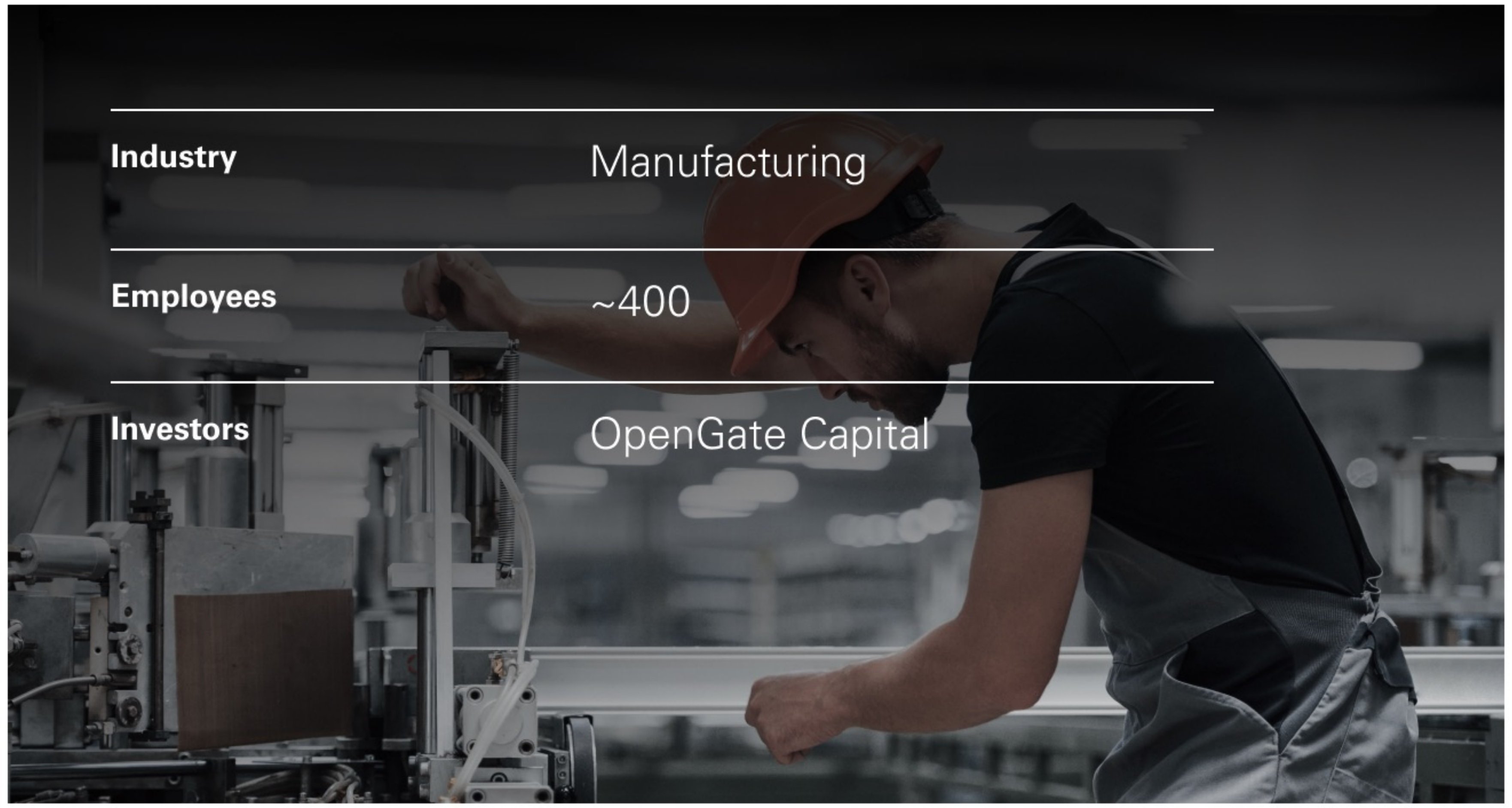
Q. Since launching the hardship fund, what stories or outcomes have stayed with you?

A. We had an employee whose wife experienced a difficult delivery. She and the baby remained in the hospital for an extended time, and they ultimately lost the baby. During this period, his income dropped while he was away from work, and medical bills and funeral costs became overwhelming. Employees recommended he use the grant program, and he later shared that he had. The team saw the power of the program to support someone in a truly difficult time, and employee support for it grew. We've also had employees use the program to recover from home damage caused by a natural disaster, repair a car so they could keep working, and cover bills and lost income after an accident. As these stories have been shared, more employees have contributed to the fund. It's been heartwarming to see employees and our entire executive team support the hardship fund. It has been a very positive program for us.

Q. Looking ahead, what do you hope to achieve through CQ Medical's financial wellness program?

A. Ownership Works introduced me to companies offering robust on-site financial planning, which I plan to launch next year. My goal is for 100% of employees to take up personal financial coaching. It's very personal for me. Helping our team — particularly those who are struggling financially — understand how to save, how to control debt, how to build equity, how to plan for retirement, it all really matters, especially when we're sold and employees receive their equity payouts. I want those payouts to be used for their best and highest purpose. With financial resilience already in place, that payout lets employees leapfrog ahead and reach their financial goals. That's a big deal.

Duraco Specialty Materials



Industry	Manufacturing
Employees	~400
Investors	OpenGate Capital

Duraco Specialty Materials, a leading manufacturer of specialty tapes, release liners, functional coatings, and label solutions with seven sites across the U.S., partnered with Ownership Works to create an employee ownership plan aimed at boosting engagement, improving retention, and driving stronger results. In April 2025, the company successfully launched its Duraco Shared Ownership Program across multiple site events to explain the purpose of shared ownership, outline site-level goals and KPIs, and spark pride and excitement among employees. Building on this momentum, Ownership Works is helping Duraco roll out initiatives that foster a lasting culture of ownership.

To view more case studies, visit our Companies and Case Studies page.

Ownership Works helped Duraco develop and execute an ownership culture roadmap focused on the following three core initiatives:

Launching town hall updates

Launched **quarterly town halls** to provide “Ownership Updates” on key metrics and recognize employees. The inaugural town hall highlighted gains in new business, quality, and revenue since the program’s launch.

Fostering an engaged workforce

Rolled out first-ever **company-wide engagement survey** with OW10 questions (Ownership Works’ culture survey to collect key benchmark data) to set a baseline and gauge employee sentiment on the new ownership program. Launched communications spotlighting employees whose ideas drove business results.

Generating ideas with the frontline

40-plus business improvement ideas submitted by frontline workers via QR code form, with **13-plus ideas** already implemented since launch.

IDEAS SUBMITTED FROM THE FRONTLINE:

“Adding a clickable icon on each workstation as a weblink to the spec sheets would be a huge time saver!”

“We should add a process checkpoint to inspect material when it is received before we use it to prevent delays due to quality issues or reorders.”

IMPACT OF EMPLOYEE-OWNER IDEAS:

“David had the idea to add a trim system on the paper slitter. He leveraged in-house 3D printing to build the system, resulting in an increase in line speed from 250 feet per minute to 550!”

“Ignacia had the idea to recycle and reuse existing plastic pallets when shipping orders to customers, leading to cost savings and greater sustainability.”

DURACO SPECIALTY MATERIALS

Guiding Ownership Journeys with Expertise

With deep expertise and a collaborative approach, Ownership Works' team helps investors and companies navigate each phase of their ownership journey confidently:

Assess & Design

We work with investors and companies to design broad-based ownership plans.

Plan & Implement

We work with companies to implement holistic programs that build ownership culture and financial wellbeing.

"Since our founding, we have always wanted to invest in people, and employee ownership was part of it. But to be honest, we had not made as much progress as we would have hoped. As a new and growing firm, we were lacking the resources, support, and rigor to follow through both at the GP and portco level. O.W. was really the catalyst to accelerate our deployment!"

JOEL STANWOOD
Partner, StoneTree Investment Partners

Our Commitment

Advisory Support

Supporting investors and companies in designing and implementing programs across the shared ownership journey.

Tools & Resources

Offering a robust suite of resources to support holistic program implementation.

Convenings & Networking

Providing opportunities for networking, peer learning, and exchanging shared ownership best practices.

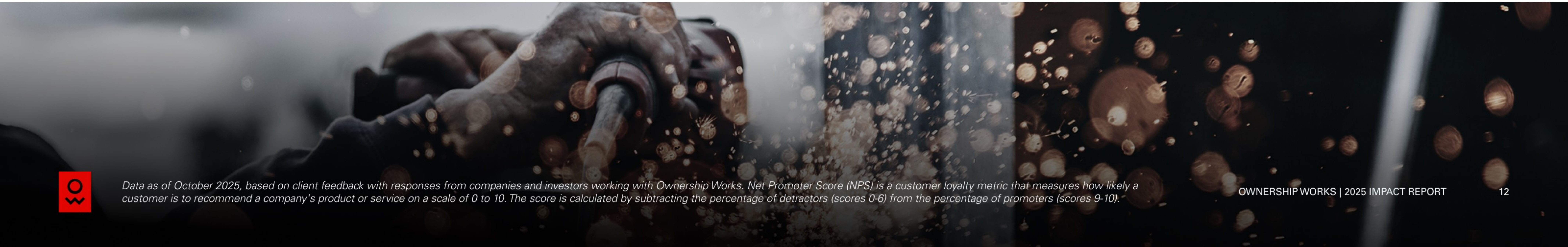
Our Results

91
NET PROMOTER SCORE TOTAL

91%
PROMOTERS
(SCORES 9-10)

9%
PASSIVE
(SCORES 7-8)

0%
DETRACTORS
(SCORES 0-6)



Data as of October 2025, based on client feedback with responses from companies and investors working with Ownership Works. Net Promoter Score (NPS) is a customer loyalty metric that measures how likely a customer is to recommend a company's product or service on a scale of 0 to 10. The score is calculated by subtracting the percentage of detractors (scores 0-6) from the percentage of promoters (scores 9-10).

Partners Make This Work Possible

Ownership Works' partners are the driving force behind our shared ownership movement, fueling impact through strategic commitments, shared expertise, and generous financial contributions.

Over 100 prominent foundations, corporations, labor advocates, investors, and pension fund leaders have made an unprecedented commitment to lend their influence, expertise, and resources to increase adoption of this innovative strategy. To learn more about the partners who make this work possible, visit our Partners page.

Partners →

Ownership Works relies on the passion, commitment, and ingenuity of our Board of Directors. These leaders from the public, private, and nonprofit sectors have been instrumental in our early momentum. Visit our Board page to learn more about the leaders guiding our work.

Board →

If you share our belief that every employee deserves the chance to build real wealth through broad-based ownership, we invite you to support Ownership Works and our mission. This movement needs all of us. To learn more about how you can become a champion of shared ownership, visit our Support page.

Support →

"Throughout my career, I've seen the profound impact of a people-first approach and how it can unlock pride, accountability, and real opportunity. That's why I believe so strongly in supporting Ownership Works' mission and am passionate about helping extend these opportunities to more working families!"

STEVE YURKO
CEO, apexanalytix

Financials

As a 501(c)(3) nonprofit organization, Ownership Works is funded by charitable contributions. We are deeply grateful to the corporations, foundations, and generous individuals who are championing shared ownership and supporting our mission and programs.

Net Assets

2021	$21,060,505
2022	$33,964,413
2023	$34,118,541
2024	$33,119,916
2025	$37,466,433 *Projected*

5 Years of Expenditures

2021	$1,754,379
2022	$5,443,991
2023	$8,622,115
2024	$9,504,988
2025	$12,075,425 *Projected*

2024 Expenditure Breakout

Personnel	$6,205,582	65%
Professional Fees	$2,352,234	25%
Occupancy	$412,994	4%
Travel & Meals	$55,533	1%
Insurance, Research & Publications	$52,659	1%
Office, IT, Compliance & Regulatory, Other	$425,986	4%
TOTAL	$9,504,988	100%

All data as of October 2025.

Join the Movement

Keep up with Ownership Works and
the shared ownership movement online.

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Visit Our Website ➔