

THE CORPORATE CITIZEN

BOSTON COLLEGE CENTER FOR CORPORATE CITIZENSHIP CARROLL SCHOOL of MANAGEMENT

SUMMER 2015 ISSUE 13



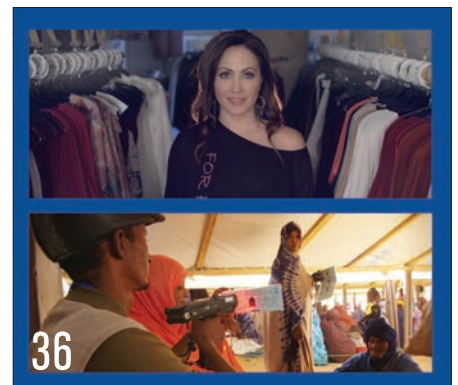
Activate Your Corporate Citizenship Network



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‘COMING TOGETHER IS A BEGINNING, STAYING TOGETHER IS PROGRESS, AND WORKING TOGETHER IS SUCCESS.’

—Henry Ford



This May marked the 30th anniversary of the founding of the Boston College Center for Corporate Citizenship. The world is a very different place than it was 30 years ago. When the Center was established in 1985 with just 35 people from 35 companies, our goal was then as it is now: to help companies know more, do more, and achieve more with their environmental, social, and governance investments. At that point, debate about the human contributions to climate change had just begun in earnest and institutionalized corporate philanthropy and employee volunteer programs were new practices.

Today, the Center has grown to 425 members and our focus areas—along with the field of corporate citizenship—have evolved. While we maintain our strong foundation in philanthropy and community involvement, over the past 30 years of practice we have, as a field, many more standards, frameworks, and guidance documents available to aid us in determining, managing, and disclosing our environmental, social, and governance impacts and achievements.

The Center has resources to help you make choices for prioritizing, participating, or disengaging with these processes and tools. Corporate citizenship leaders are master collaborators—working to gain the input of subject matter experts from every department within the company, buy-in from leadership, and connection to the efforts of industry peers.

Henry Ford said: “If I had asked people what they wanted, they would have said faster horses.” Like Henry Ford, what you know, as corporate citizenship professionals, is that companies can lead consumers and markets—not to better versions of the status quo—but to better solutions.

This is your important work: creating a better future. This issue of the Corporate Citizen magazine illustrates how the Center member community is a powerful force for good in the world. As you’ll see in the following pages, whether our members are developing technological innovations to provide sustainable solutions, enforcing their corporate citizenship standards throughout their value chain, or sharing their successes and challenges with their peers, they share a common goal: Make it a better world.

I hope that these articles will inspire you to extend your corporate citizenship networks, both internally and externally, and take advantage of some of the recent advancements in our field. We at the Boston College Center for Corporate Citizenship are proud to have had the privilege to support you for the last 30 years and look forward to continuing to do so in the future.

Katherine V. Smith

Executive Director



Carroll School of Management

Boston College

Center for Corporate Citizenship

OUT FRONT

Driving Engagement and Business Performance: The Role of Employee Volunteering Programs

By thoughtfully developing and implementing initiatives like employee volunteer programs, corporate citizenship practitioners can benefit society and their business at the same time. The key is getting employees engaged.

The Center’s forthcoming Community Involvement Survey finds that more than 90 percent of companies list improved employee engagement among the top

three benefits of an employee volunteer program. This impressive statistic is supported by existing Center research—the 2014 State of Corporate Citizenship study—which finds that nearly 70 percent of executive respondents view employee volunteer programs as a top priority (see Figure A). It’s no surprise then that nearly

FIGURE A
The percentage of executives who identify corporate citizenship dimensions as a top priority



60%

of executive respondents reported in the 2014 State of Corporate Citizenship that they plan to increase resources for employee volunteer efforts in the next three years.

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The link between employee volunteer programs and business performance has been long explored in academic research, and recent studies have confirmed the multitude of benefits that these programs offer to communities, employees, and the company. A 2010 study found that—by volunteering with their colleagues—employees are likely to form a stronger emotional attachment to the company, increasing their acceptance of corporate culture, while at the same time enhancing their awareness and understanding of business goals and strategies.¹

In a separate 2010 study, researchers found that employees who find value in their corporate volunteer program take greater pride in belonging to their company, are more likely to defend and promote the

organization externally, have stronger intentions to remain with the company, and are more likely to go above and beyond required tasks to get the job done.²

Meanwhile, a 2013 study found that employees who volunteer are more engaged with their work and feel more connected to their jobs.³ Specifically, researchers found that volunteering was positively associated with the level of meaning an individual assigned to their work, better overall job performance and increased focus while at work.

It's clear: Strategic volunteer programs offer benefits to the business as well as to society. Yet—according to the forthcoming Community Involvement Survey—participation in volunteer efforts hovers in the 30 percent range. So how can effective corporate citizenship managers increase employee engagement in corporate volunteer programs? By exploring what motivates employees to volunteer in the first place—and preparing for unexpected answers.

According to a 2008 study, while the desire to simply do good in the community may be the reason many decide to volunteer *outside* of work, it is not what drives people to corporate volunteer programs. Instead, many are drawn by skill development and networking opportunities.⁴ Specifically, researchers found that employees are motivated to participate in corporate volunteer programs for the opportunity to learn new abilities, utilize leadership skills, support their employers, and expand their networks.⁵ A 2010 study echoes this finding, reporting that employees especially value volunteer programs that provide skill development, networking opportunities, and social interaction.⁶

The way in which employees are recognized for their efforts may also determine engagement. According to a 2013 study, both private and public recognition can increase volunteerism.⁷ Researchers found that—while recognition does not work on everyone—it in no way hurts engagement levels for those unmoved by acknowledgment.⁸ For those who are positively affected, the gains achieved by offering recognition are impressive, bringing engagement up from 6 percent to 21 percent.⁹

Training, awareness, and support are also important drivers of engagement. A 2014 study found that employees are more likely to volunteer when their managers have received corporate citizenship training, and when external stakeholders take an interest in company citizenship issues.¹⁰ Additionally, a 2013 study found that the type of support volunteers receive during their assignments—such as an adequate



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Research has shown that employees are motivated to participate in corporate volunteer programs for the opportunity to learn new abilities, utilize leadership skills, support their employers, and expand their networks.

supply of resources, a safe environment, and clear understanding of the project's mission—substantially affects an employee's perception of a volunteer effort, particularly for those working on long-term initiatives.¹¹ The study finds that—when this support is offered—employees are more engaged, develop more skills, and are more likely to volunteer independently.¹²

By considering what motivates employees to volunteer—and what tools and resources are required to help them be successful—corporate citizenship practitioners can increase involvement in their corporate volunteer programs, driving engagement and support for not only corporate citizenship objectives, but traditional business goals as well. ●

¹¹ Turner, A. (2010). The Buy-in to Corporate Culture: Creating Internal Emotional Capital Through Work-based Volunteering Schemes. Proceedings of the 2nd European Conference on Intellectual Capital, ISCTE Lisbon University Institute, Lisbon, Portugal and Polytechnic Institute of Leiria, Portugal.

² Jones, D. A. (2010). Does Serving the Community Also Serve the Company? Using Organizational Identification and Social Exchange Theories to Understand Employee Responses to a Volunteerism Programme. *Journal of Occupational and Organizational Psychology*, 83(4), 857-878.

³ Rodell, J. B. (2013). Finding Meaning through Volunteering: Why do Employees Volunteer and What Does it Mean for Their Jobs? *Academy of Management Journal* 2013, Vol. 56, No. 5, 1274-1294.

⁴ Hassay, D. N., Hudson, S., & Peloza, J. (2008). The Marketing of Employee Volunteerism. *Journal of Business Ethics*, 85 (2), 371-386.

⁵ Hassay, et al. (2008).

⁶ Jones, D. A. (2010).

⁷ Winterich, K.P., Mittal, V., & Aquino, K. (2013). When Does Recognition Increase Charitable Behavior? Toward a Moral Identity-Based Model. *Journal of Marketing*, 77, 121-134.

⁸ Winterich, et al. (2013).

⁹ Winterich, et al. (2013).

¹⁰ Kim, J., & Kim, T. (2014). Multi-level Antecedents of Company Support for Employee Volunteering. *Corporate Social Responsibility and Environmental Management*. Retrieved from <http://onlinelibrary.wiley.com/doi/10.1002/csr.1360/epdf>.

¹¹ Caligiuri, P., Mencia, A., & Jiang, K. (2013). Win-Win-Win: The Influence of Company-Sponsored Volunteerism Programs on Employees, NGOs, and Business Units. *Personnel Psychology*, 66 (4), 825-860.

¹² Caligiuri, et al. (2013).

Diversity & Inclusion: A Corporate Citizenship Imperative

Before the purview of especially socially-minded or forward-thinking companies, diversity and inclusion is increasingly becoming a corporate citizenship and business imperative for all industries and sectors, one that harnesses the distinct intellect and skills of a multitude of different backgrounds and cultures to deliver business and social value.

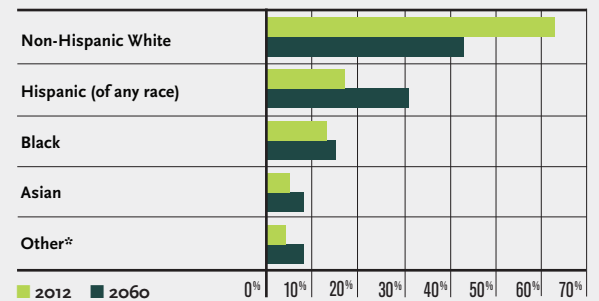
Diversity is about differences. Inclusion is the way these differences are harnessed and brought together to reap the greatest possible value—for companies and society, and for individuals. Inclusive environments respect and facilitate connections, making it possible for people to apply their diverse attributes and capabilities toward a common goal.

Defining Diversity

Diversity may represent qualities that are permanent or visible, such as race or gender, as well as those that are ambiguous or less visible, such as ethnic heritage or socioeconomic background. It may also represent dimensions that are acquired or change over the course of a lifetime, such as military experience or education. It is the combination of these attributes that make us unique.

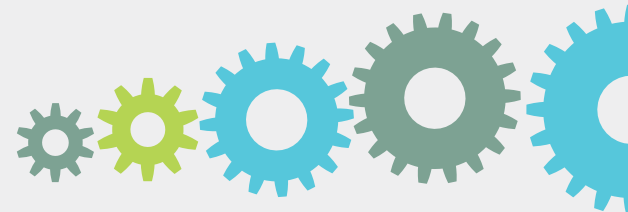
Where we are and where we are going

Population by race and Hispanic origin: 2012 and 2060



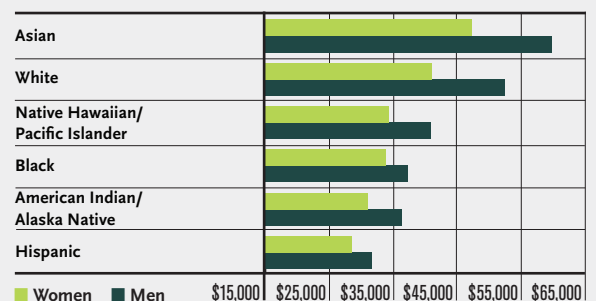
*Other: American Indian/Alaska Native, Native Hawaiian/Pacific Islander, and two or more races

Adapted from: United States Census Bureau. (2012). *U.S. Census Bureau projections show a slower growing, older, more diverse nation a half century from now* (News release CB12-243). Retrieved from <https://www.census.gov/newsroom/releases/archives/population/cb12-243.html>



The work in front of us

Gender pay gap by race/ethnicity



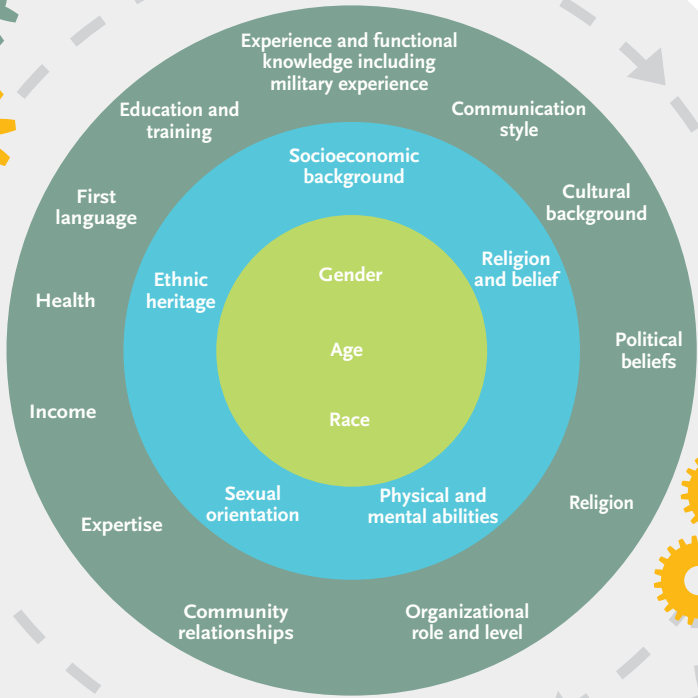
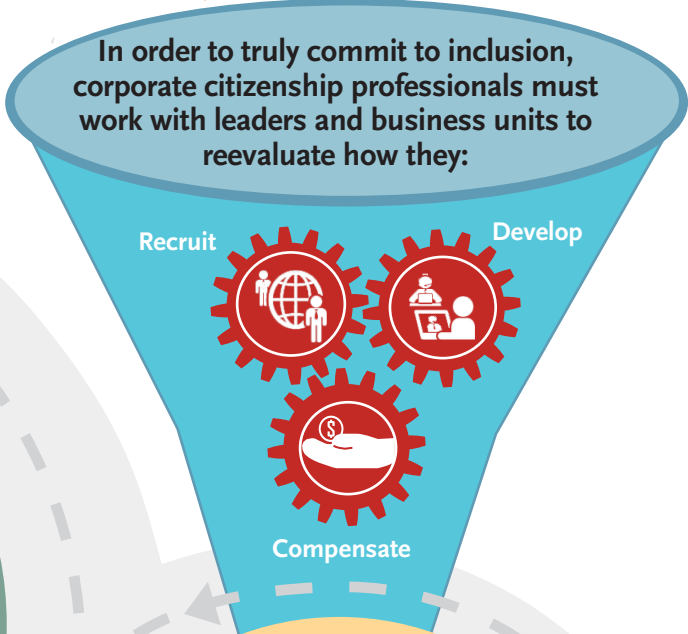
Note: Based on median annual earnings of full-time, year-round workers, ages 16 and older

Adapted from: American Association of University Women. (2014). *The simple truth about the gender pay gap*. Retrieved from http://www.aauw.org/files/2014/09/The-Simple-Truth_Fall.pdf

Human resources and corporate citizenship professionals can work together to create meaningful programs and support groups:

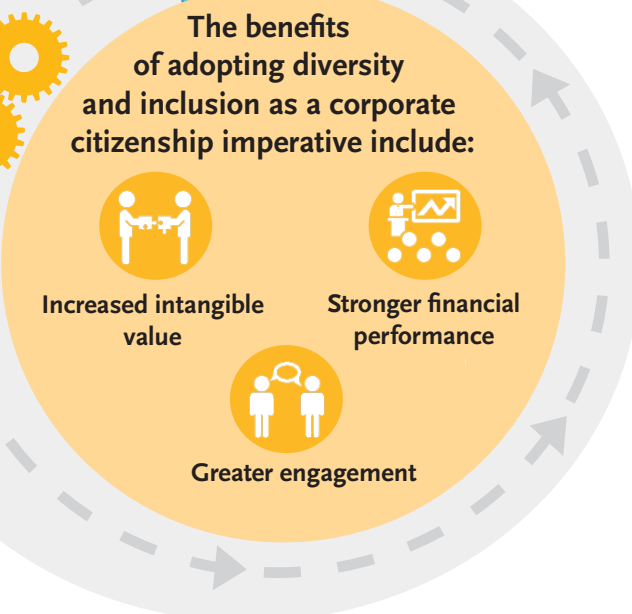
“Diversity: the art of thinking independently together.”

MALCOLM FORBES

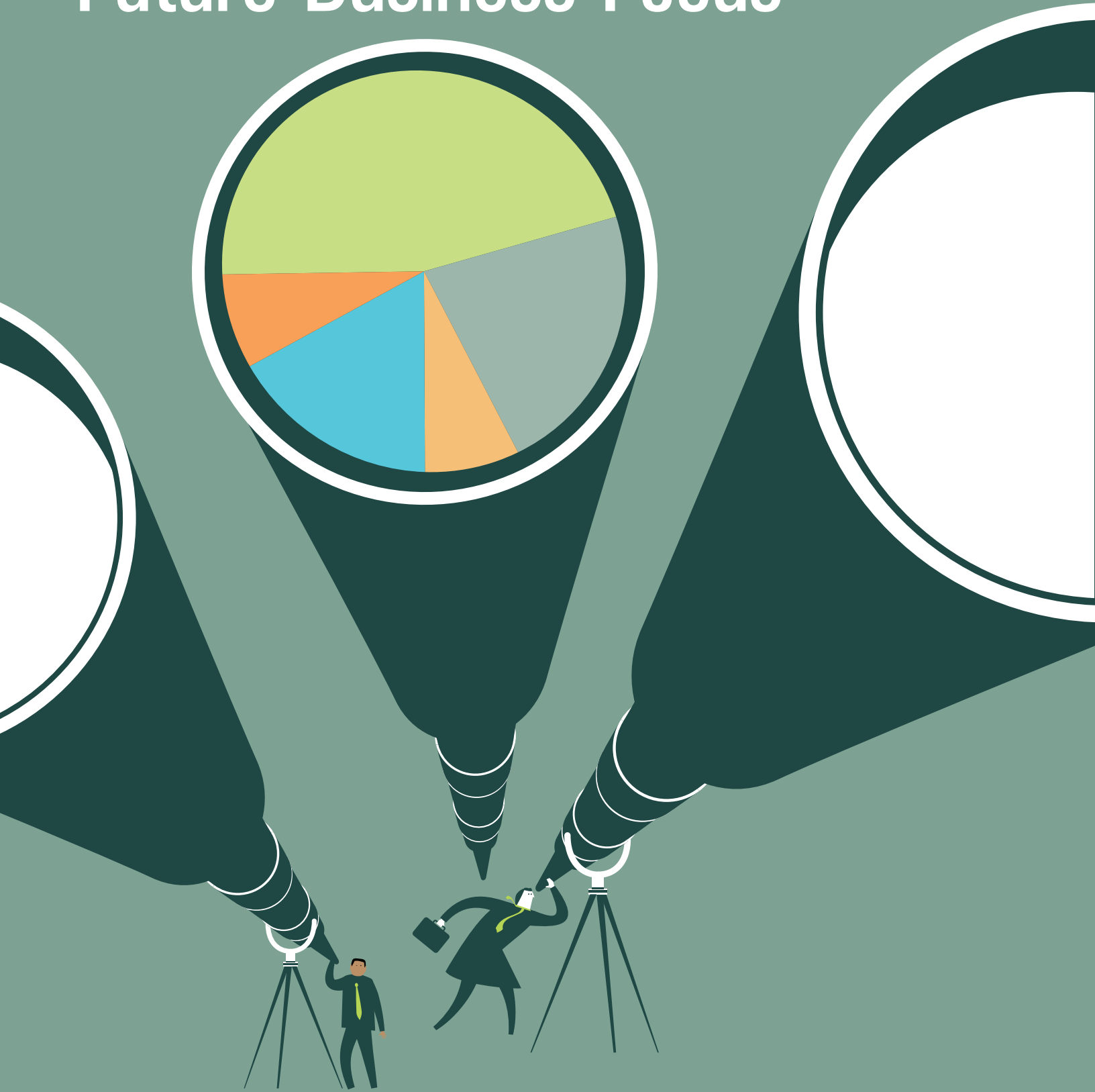


- Visible and/or unalterable
- Less visible and/or ambiguous
- Acquired and/or alterable

Adapted from: Loden, M. (1995). *Implementing Diversity*. New York: McGraw-Hill.



20/20 Vision: Future Business Focus



In April, the Center gathered experts from our more than 400 member companies, leading corporate citizenship and management thinkers, and organizations such as the Global Reporting Initiative (GRI) and CDP for the annual International Corporate Citizenship Conference, a two-and-a-half day event that offers the insights, tools, and discussion to take the field to the next level.

This year, the Conference explored how corporate citizenship professionals can best cultivate a clear vision for the future, along with the strategic goals necessary to achieve it. With this aim in mind, the Center assembled some of the leading corporate citizenship practitioners in the country for a Center-facilitated breakout session that focused on how companies are achieving results by making, planning for, meeting—and even exceeding—long-term corporate citizenship goals.

The panel—which consisted of Kevin Callahan, vice president of corporate citizenship at The Walt Disney Company; Michael Jacobson, director of the office of corporate responsibility at Intel Corporation; Elizabeth Maw, chief executive officer of Net Impact; Kathryn (Kate) Rubin, vice president of social responsibility at UnitedHealth Group Incorporated and president of the United Health Foundation; and Trisa Thompson, vice president of corporate responsibility at Dell Inc.—shared their thoughts on some of the emerging issues driving corporate citizenship today and in the future, and outlined the programs and procedures their companies have put in place to address them. Below are just a few of the highlights from this illuminating session.

On Health and Wellness

Kate Rubin, vice president of social responsibility at UnitedHealth Group Incorporated and president of the United Health Foundation: Health and wellness is so critical to companies today. It's not all out of the good of their hearts; it's for the good of their pocketbooks as well. If we don't figure out how to get and stay healthy as employees, it's going to eat more and more of the

bottom line of not only our corporate budgets, but also of our U.S. national budget.

At UnitedHealth Group, we blend employee and consumer wellness together. For example, we partnered with Target to increase mammogram screenings for female employees by offering a corporate citizenship incentive. Goals were set for the company, that—when reached—provided a grant that allowed women in the Twin Cities without medical coverage to get mammograms as well.

Kevin Callahan, vice president of corporate citizenship at The Walt Disney Company: I think in recent years the definition of health has extended into the wellness and well-being of our consumers, guests, and employees.

Disney aims to play a meaningful role in creating healthier generations. We know from research that parents are looking for help to make healthy choices easier and more fun for their families. For example, they are looking for the brands and characters they love to promote everyday nutritious foods. As a company that is trusted and popular with kids and families around the world, we believe we can partner with parents and inspire kids to eat better, be more active, and be their very best.

This belief led us to become the first major media company to announce nutrition guidelines in 2006, which joined the promotion of nutritious foods to kids together with our IP. Disney's Nutrition Guidelines rolled out in the United States in 2006 and internationally in 2009. The guidelines were updated in 2012 to reflect best-in-class science and marketplace

SHOWN TOP TO BOTTOM:
Kate Rubin, vice president of social responsibility at UnitedHealth Group Incorporated and president of the United Health Foundation;
Kevin Callahan, vice president of corporate citizenship at The Walt Disney Company;
Michael Jacobson, director of the office of corporate responsibility at Intel Corporation;
Trisa Thompson, vice president of corporate responsibility at Dell Inc.;
Elizabeth Maw, chief executive officer of Net Impact



The Center assembled the country's leading corporate citizenship practitioners for a Center facilitated session that focused on how companies are achieving results by making, planning for, meeting—and even exceeding—long-term corporate citizenship goals.

progress; we also expanded their scope to include a new food advertising policy for kids. Since launching The Walt Disney Company Healthy Living Commitment in 2006, we have marked each year with significant progress toward the vision of creating healthier generations. Thus far, the progress we've made has proven to be beneficial for families and good for our brands.

On Data Protection and Privacy

Michael Jacobson, director of the office of corporate responsibility at Intel Corporation: We look at privacy as a human right, and believe that the methods through which companies manage human rights can be applied to managing privacy. You need to have a transparent policy. You need to go through the process of doing a risk assessment. For example, at Intel, we have something called the Security Development Life Cycle and Privacy By Design, which actually integrates privacy protection into the way that we develop our products and services. You need to audit and make sure that you're achieving what you set out to do. You need to engage stakeholders, and then when necessary, you need to be able to remediate.

I think there are great opportunities to share this information with our communities through nonprofits. Technology companies have expertise in privacy and security. There are ways we can bring that expertise into the community. We are doing training with schools and talking about how to be safe online, and privacy is part of that. Over the past five years, we have trained more than 250,000 kids across the United States as well as internationally.

Trisa Thompson, vice president of corporate

responsibility at Dell Inc.: Data privacy and protection is critical to Dell, and it always has been. To manage it, we've created three categories to think about: our data, your data, and their data. Our data is our employee information, and the many logistical issues that surround it—like how information is transferred to health care companies. Then there's your data, and securing it from those who are trying to access it. To protect it, we use our own security systems, and we've also worked with a number of companies to increase our abilities both internally and externally. Finally there's their data—that of not only our customers, but also those who simply give us their computers to recycle, because we collect any other party's e-waste. We audit our recyclers to protect that data as well. We take this holistic approach to data protection—one that accounts for the entire product life cycle—because we recognize that our customers and employees have privileged us to act as the stewards of the information that powers their lives. I know everyone at Dell takes this responsibility very seriously.

Get more conference recaps at
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On Diversity and Inclusion

Elizabeth Maw, chief executive officer of Net Impact: I would argue that diversity and inclusion is already a part of every company’s corporate responsibility program, whether they state it or not. Because employees *are* such a key stakeholder for corporate responsibility initiatives, it’s critical that all employees *feel* that they are a key stakeholder to those initiatives. There is a huge business case to be made for diversity and inclusion efforts. Talent is top of CEOs’ minds and they know that to get the *best* talent they need to access *all* the talent.

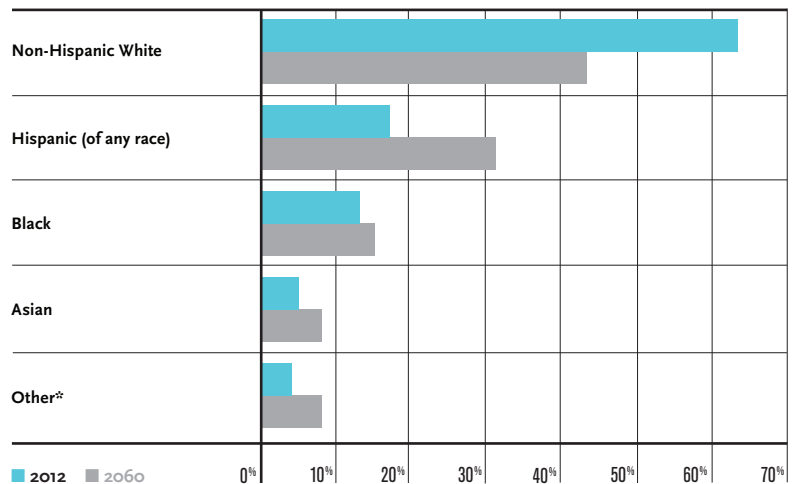
So incorporating diversity and inclusion into your corporate responsibility department initiatives is not only the right thing to do—it also has a great business case attached to it. I advise companies to work closely with the HR team, and figure out where the alignment is. There is a really nice mesh between HR and corporate citizenship. HR is very internal. They are focused on employees. Corporate citizenship is very external—and is focused on partners and stakeholders. Corporate citizenship teams can be that external perspective for HR to bring in the right organizations to do training, or the right organizations to come get involved with your employees, or to be pipeline organizations.

Michael Jacobson, director of the office of corporate responsibility at Intel Corporation: There has been pressure on technology companies to release their numbers around diversity. The good news for Intel is we have been releasing our numbers for years, so you can go online and you can see all of Intel’s numbers. We are very transparent about it. As other companies started releasing their data, we started looking at our data and realized that even though we were transparent, we were really not where we wanted to be. In response, this past

January our CEO announced a new hiring and retention goal to achieve full representation of women and under-represented minorities at Intel in the U.S. by 2020. In support of this goal, we also committed to investing \$300 million to help build a pipeline of female and under-represented technical talent, to actively support hiring and retaining more women and under-represented minorities, and to fund programs to support more positive representation of women within the technology and gaming industries.

ABOVE: The panel assembled at the 2015 International Corporate Citizenship Conference. Seated left to right are: Katherine Smith, Kate Rubin, Kevin Callahan, Elizabeth Maw, Trisa Thompson, and Michael Jacobson.

Population by race and Hispanic origin: 2012 and 2060



*Other: American Indian/Alaska Native, Native Hawaiian/Pacific Islander, and two or more races
 Adapted from: United States Census Bureau. (2012). *U.S. Census Bureau projections show a slower growing, older, more diverse nation a half century from now* (News release CB12-243). Retrieved from <https://www.census.gov/newsroom/releases/archives/population/cb12-243.html>

We've also studied how people are benefiting from technology—and discovered that there's a huge gender gap in emerging economies, as described in the *Women and the Web* report which we sponsored in 2012. There are places where women have little or no access to the web. There's a considerable social impact for these women—and there's also an economic impact. Closing this gap can result in an additional \$13 to \$18 billion in GDP in 144 countries around the world. We realized that we can advance our business by creating new programs like our new Intel® She Will Connect program that helps create markets that don't currently exist—while at the same time offering these women technology tools and digital literacy training so they can access new educational opportunities and develop their careers.

“We have set really ambitious goals, but we realized as a company that if you don't aim high, you're never going to get anywhere.”

TRISA THOMPSON,

Vice President of Corporate Responsibility at Dell Inc.

On Setting Goals

Trisa Thompson, vice president of corporate responsibility at Dell Inc.: It took us three years to develop our 2020 Legacy of Good program. First we had to create a long-term vision, and only then could we develop the strategy and goals—a process that required input and approval from departments across the company. We started at the bottom and we got approval at every level all the way up to our CEO before we presented the whole package.

We have set really ambitious goals, but we realized as a company that if you don't aim high, you're never going to get anywhere. If you really try something and you fail, that is going to be okay with your customers. It's not okay to not try at all. You may not have a clear path to get there, but you'll never blaze the trail until you commit to your goal. Creating goals will drive innovation, and they'll drive change. I don't know that we will

meet all of our goals, but we will be transparent in the process. We will have conversations with our customers and let them know what we are doing, and where we are going and—if it doesn't work—why it didn't work.

Kate Rubin, vice president of social responsibility at UnitedHealth Group Incorporated and president of the United Health Foundation: At UnitedHealth Group, we began with simply defining corporate citizenship to align with business strategy and then embedded it into the businesses. During that process we took a step back and refined our priorities. We engaged our business leaders in the process through a series of interviews to determine the best available partners and to identify relevant health issues. In our first iteration, the process enabled us to select 12 grantees, who will receive about \$20 million total over a three-year period; the process also provides engaged business leaders for each grant, who can be our eyes, ears, and feet on the street. We are working to engage our employees in the process, which will develop their skills while at the same time ensure that the robust outcomes and reporting requirements are met.

On Taking Corporate Citizenship Enterprisewide

Kevin Callahan, vice president of corporate citizenship at The Walt Disney Company: While Disney is our lead brand, we have to be respectful of the other brands across our company that have their own identities, audiences, and target markets. We were on a journey for a while to find one comprehensive CSR solution for our entire company, but we realized that—given our diversity, size, and industry variation—there was no solvent approach. So, we created a framework that guides our priorities, our philanthropic focus areas and our overall citizenship goals, and we use it globally. This framework allows us to tell an enterprisewide narrative. It also enables our business units and our sites around the world to customize their citizenship efforts in ways that make sense to their respective audiences. That is very important to us.

For those working to gain greater involvement throughout their organizations, I would advise you to be aware of your focus, your resources, your bandwidth and the ability of the marketplace to absorb your efforts so your efforts can drive the most value for your business and for society. ●

Note: Kathryn (Kate) Rubin, retired from UnitedHealth Group on May 15, 2015.

MARY KAY

Mary Kay is **committed** to **ending** domestic violence.

ONE IN FOUR

women in the U.S. will experience domestic violence in her lifetime.

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Integrating Corporate Citizenship

Today, consumers are likely to hold firms responsible for the impacts of their products, regardless of where within the value chain the impact occurs. That's why many companies are taking steps now to ensure that their corporate citizenship objectives are shared by their suppliers and business partners.

A value chain is the full range of activities—design, production, marketing, distribution—that businesses go through to bring a product or service from conception to delivery. For companies that produce goods, the value chain starts with the raw materials used to make their products.

Whether a company is sourcing materials, designing environmental initiatives, or navigating global labor standards, the best way to integrate corporate citizenship and ensure it adds the greatest possible value and meets the needs of the communities in which it operates is by understanding its value chain and stakeholder expectations. This knowledge will enable the organization to address risks and identify new opportunities.

Here is how two companies are integrating corporate citizenship throughout their value chains.

Target: Designing Value

As one of the largest mass retailers in the United States that manufactures nearly half of its own brand products, Target understands the importance of all aspects of their supply chain. By working with vendors to source products from more than 3,000 registered manufacturing facilities in 49 countries, Target's value chain is extensive. Several years ago, Target conducted its first formal materiality assessment to identify, evaluate, and prioritize the top corporate citizenship issues for the company and its stakeholders. In 2014, Target revisited its materiality results and has identified the following key priorities where the company has focused its corporate social responsibility efforts and goals over the past several years:

- Climate change and resource scarcity
- Value chain (material use, responsible sourcing, and social compliance)
- Transparency
- Corporate giving
- Health and well-being
- Great place to work
- Safety and preparedness

“Considering the big picture, putting our guests first, and imagining outcomes are all essential practices of good design, and they are also essential to practicing



Across the Value Chain



LEFT: Target focuses on material use, responsible sourcing, and social compliance in its value chain.

corporate social responsibility,” said Kate Heiny, director of sustainability at Target. “Design is where our promise to the world begins—and where our value chain begins, too. We strive to make corporate citizenship a key business strategy of the company. At Target, our purpose is to fulfill the needs and fuel the potential of our guests. Everything that we do in corporate social responsibility ladders up to that company purpose.”

Each year, Target conducts a daylong risk summit to examine current and potential issues such as child labor in overseas factories or pressure to increase the minimum wage.

Examples of ways Target uses tools and partnerships to drive change and innovation to meet guest needs:

- Creating the Sustainable Product Index as a tool to help establish a common language, definition, and process for qualifying what makes a product more sustainable. Target has begun collecting product information from vendors and will use this data to inform its merchandising and product placement decisions for 2015 and beyond.
- Co-hosting, with Walmart, the Beauty and Personal Care Product Sustainability Summit with the purpose of bringing together key value chain partners to fast-track a conversation about product sustainability in order to drive more necessary change within this category.
- Addressing unsafe working conditions for garment workers in Bangladesh by partnering with 26 other retailers in the United States and Canada in the Alliance for Bangladesh Worker Safety, which is dedicated to elevating safety conditions through measurable and sustainable actions.
- Joining the Sustainable Apparel Coalition—an organization working to reduce the environmental and social impacts of apparel, textile, and footwear products around the world, and creators of The Higg Index, a tool used to measure and improve environmental performance. Target began asking vendors making Target-brand products to use The Higg Index in 2012, and the results of their self-assessments are part of its annual vendor scorecards.
- Communicating its expectations of vendors clearly from the start through its Standards of Vendor Engagement (SOVE)—nine firm principles stating how the company expects vendors to treat workers and the environment.
- Its ongoing response to its 2013 data breach, which includes becoming the first retailer to join the Financial Services Information Sharing & Analysis Center (FS-ISAC), a nonprofit initiative developed by the financial services industry to help facilitate detection, prevention, and response to cyberattacks and fraud activity.



At Altria, we believe in the power of people working together. Every year, thousands of our companies' employees volunteer their time and energy to community projects.

Because, to us, giving back means more than writing a check. The people of Altria like to roll up their sleeves and get involved, with many donating their time and expertise as advisors and board members for local nonprofits.

We applaud all volunteers and community groups working to make a difference. And, we salute the Boston College Center For Corporate Citizenship. Your objective perspective helps define business in the 21st century.

AT&T: Mapping the Value Chain

Like Target, AT&T’s value chain is broad and diverse. AT&T’s services range from telephone service, advanced mobile services, next-generation TV, and high-speed Internet services to business solutions such as a highly secure mobile cloud and corporate network management. With nearly a quarter million employees and more than 120 million customers—including many of the world’s largest corporations—AT&T employees, customers, supply chain, and communities are not only part of the AT&T network, but also are connected to each other in a variety of ways.

At AT&T, corporate citizenship comprises nearly 50 social, environmental, and governance topics for which the company reports goals, key data, challenges, and opportunities. Understanding how these 50 topics interconnect, and where they have the most impact inside and outside the company, requires a big-picture perspective that can be difficult to find for a company of AT&T’s size.

“We are such a complex business, we often have to ask ourselves: How do we account for someone who is a customer but also a supplier? How do we account for the fact that our employees are buying from some of the other companies that are in our value chain?” said Jenny Robertson, director of sustainability at AT&T Inc.

Last year, AT&T created a map of the company’s value chain in order to answer that question.

“The value chain map is our ‘big picture’ that helps you see how each issue affects different parts of our value chain, and how those people are connected as well,” said Robertson.

AT&T likens the value chain to an interconnected web. Employees, customers, supply chain, and communities are not only part of the AT&T network, but also are connected to each other in a variety of ways. The value chain map shows five main groups—suppliers, operations, employees, customers, and communities—and how each one is affected by the top 11 issues identified in the company’s materiality assessment.

It also demonstrates how each member of the value chain is linked to others, as well as how and where environmental and social issues affect the value chain.

“Big challenges present big opportunities,” said Robertson. “We’re working to tackle tough issues, including social matters such as the high school graduation rate and veteran hiring, environmental imperatives such as reducing energy and water use, and technology-related priorities such as ensuring that our products and services are used responsibly.”

BELOW: AT&T’s value chain map outlines the company’s most material topics.

AT&T Value Chain Map

Click on either a stakeholder group or a topic to dive into our map.



Most Material Topics

Click on one for more details

- Access-Deployment to Rural/Underserved Areas
- Company Energy Use
- Compensation & Benefits
- Customer Privacy
- Education
- Greenhouse Gas Emissions
- Network Reliability
- Network/Data Security
- Product Design: Energy Efficiency
- Product Recycling/Reuse
- Social/Environmental Innovation

Key: Major Impact | Minor Impact

Below are a few of the initiatives AT&T has in place to address these challenges:

- **Education:** AT&T Aspire, the company’s signature philanthropic initiative, is committed to investing \$350 million in education between 2008 and 2017 in an attempt to improve the high school completion rate and ultimately support a national graduation rate


goal of 90 percent by 2020. Employees are encouraged to engage by mentoring students at risk of dropping out through their Aspire Mentoring Academy—with a goal of one million hours of mentoring by the end of 2016.

- **Veteran hiring:** Veteran hiring has been a longstanding commitment of AT&T's recruitment programs; in November 2013, the company expanded a previous goal and committed to hiring 10,000 veterans and their family members over the next five years.
- **Environment:** AT&T has taken a number of steps to lessen its environmental impact. It has built a strong energy efficiency program, and undertaken a multi-year project with the Environmental Defense Fund to explore water use in cooling towers that resulted in potential savings of 14–40 percent in trial sites. With one of the largest commercial fleets in the nation, AT&T is committed to finding more efficient, cleaner methods for powering its fleet, including the use of alternative-fuel vehicles.
- **Product safety:** More than 200,000 crashes a year involve drivers who are texting. Through the It Can Wait program, AT&T has committed to raising awareness and changing behavior surrounding texting while driving.
- **Supply chain:** AT&T's suppliers play an important role in the company's sustainability through their influence on issues like energy efficiency, alternative energy use, process improvement, and packaging. By the end of 2017, AT&T expects that top suppliers will achieve an average score of 80 percent or higher on its sustainability scorecard, which covers four key categories including policy breadth, rigorous goals, reporting transparency, and supply chain governance.
- **Product reuse and recycling:** Americans recycle just 11 percent of the more than 150 million phones that reach the end of their life spans each year. AT&T is engaging with suppliers to design phones that are easier to recycle, and collects products for recycling.

Connecting the Value Chain to Corporate Citizenship

It is clear that stakeholders are holding companies responsible not only for their own actions, but for the actions of their suppliers and business partners as well. By examining their value chain, from raw materials to end products, companies like AT&T and Target are well positioned to engage stakeholders, manage product life cycles, operate strict codes of conduct, and report transparently—ultimately managing risk and driving reputation. ●



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Arthur J. Gallagher & Co. is committed to being a socially responsible company. We believe in running our business with integrity and strong values.

The Gallagher culture empowers employees to serve our communities through volunteerism, fundraising and charitable donations. To assist in those efforts, the Gallagher Matching Gift Foundation matches qualified employee donations.

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The Boston College Center for Corporate Citizenship serves corporate citizenship professionals seeking information and insights that will help their companies achieve maximum business and social value from environmental, social, and governance investments. Based in the Carroll School of Management, the Center combines the most valuable aspects of a professional community and the resources of a leading academic institution for our members.

Membership to the Center gives professionals an advantage in **3** KEY ways:



KNOW MORE. DO MORE. ACHIEVE MORE.

MEMBERS: Center members can visit our website at ccc.bc.edu to take advantage of these resources.

NOT A MEMBER? Visit ccc.bc.edu/membership and learn what you can do to build your foundation of knowledge.

FOR MEMBERSHIP INFORMATION: Contact Rick Ward at wardrm@bc.edu.

From the Corner Office

It's clear that executives are increasingly viewing corporate citizenship as an important strategic lever for achieving business objectives in today's demanding business environment.

The Center's 2014 State of Corporate Citizenship study finds that the integration of corporate citizenship helps businesses achieve goals (see Figure A). In some cases, the level of success in achieving objectives like reducing employee health costs and retaining employees more than doubles.

Here, some of the leading executives in the world offer their insights on not only the value of corporate citizenship—but how they're using it to achieve business and social value.

- ▶ To be truly effective, corporate citizenship initiatives should leverage the unique skillsets and core competencies of the business. At Quest Diagnostics, President and CEO Steve Rusckowski leads a team that just launched a new brand purpose, underscoring how Quest achieves positive change in ways only they can—empowering customers to take action from insight.



"When it comes to corporate social responsibility at Quest, we do it because it's the right thing to do, because it makes us feel good as individuals, and because it helps our company.

Health care is going through tremendous change. In the past there were silos—physicians, hospitals, laboratories, health insurance companies. Health care has become much more of a system, a team game. And we're part of that team, to make health care better in this country.

When we launched our vision, empowering better health with diagnostic insights, we wanted people to realize it's about more than lab results, that we have tremendous capability within our company. We have fabulous people who work hard every day trying to understand what's going on with someone's life, and we're part of that diagnostic information that's used to decide what happens next. So, as we launch our new brand this year, we say that **with data comes insight, and with that insight comes action—action that transforms lives.**

As we realize our vision, social responsibility is integral to our business strategy. We focus our investments where our assets and capabilities can bring social and business value, like in cancer, infectious disease, and health informatics. And our 45,000 colleagues lead the way, in our work and in our communities."

STEPHEN H. RUSCKOWSKI

President and Chief Executive Officer,
Quest Diagnostics

- ▶ Corporate citizenship initiatives are most effective when they are integrated into business goals and strategy, and represent the foundational values of the company. BBVA Compass knows that in order to be successful, all employees must be transparent and trustworthy, which is why leadership has incorporated corporate citizenship into every business decision—and that commitment has paid off.

"At BBVA Compass, we view corporate responsibility as more than just a philosophy; its tenets are embedded in our business model. It informs everything we do—from the way we interact with clients and employees to the way we design and position our products and services.

We know that **our good reputation relies on our corporate responsibility work.** By weaving corporate citizenship into the BBVA Compass fabric, the bank scored in uncharted territory to take the No. 1 spot with customers in American Banker's annual survey of the reputations of the top 25 largest U.S. retail banks.

The employees of BBVA Compass are dedicated to banking on a brighter future for the communities we serve. It is our new brand promise and our new way of thinking. Our ultimate goal is to live up to the trust of our clients and stakeholders through transparent, responsible actions."



MANOLO SÁNCHEZ

Chairman and Chief Executive Officer,
BBVA Compass

- ▶ Nike, Inc. employs some of the most innovative minds in the world. So rather than having the environmental, social, and governance (ESG) aspects of business viewed from a risk management perspective, President and CEO Mark Parker challenges his teams to use these issues to inspire and ignite innovation.

“At Nike, we’re leaders in innovation, but we don’t innovate just for the sake of something new. We do so with a real clear purpose to make a meaningful difference, to be real and relevant, and to be better.

I still see almost endless opportunities for new innovations and new works to inspire consumers. Of course, **while our opportunities are unlimited, our resources are not. We know we have to grow sustainably.**

Reducing and eliminating waste, achieving new levels of efficiency in energy consumption, decreasing our water usage—all of these areas present exciting possibilities to harness the power of innovation and

to collaborate with new partners and meet our sustainability goals and add value to the business. We’re excited by the new possibilities to partner and to collaborate—not just with athletes, but also with artists, NGOs, and universities. We seek such collaborations because **a huge part of our future potential depends on our ability to work with and actually learn from others.**

I believe that growth and sustainability aren’t contradictory—they’re complementary. I also believe that businesses that fail to see this won’t have much of a future in business.”



MARK PARKER

President and Chief Executive Officer, Nike, Inc.

- ▶ JetBlue’s corporate citizenship efforts are a reflection of the airline’s unique culture—a culture that encourages safety, caring, integrity, passion, and fun—and harnesses those values to inspire people to do good in their communities whenever they have the opportunity.

“At JetBlue, we have a greater responsibility than just transporting people from point A to point B; we have a responsibility to move all the people we touch every day to be inspired to make the world a better place. JetBlue is committed to bettering the lives of our customers, crewmembers, and communities. We know that if we live this commitment, we can move others to do the same.

That’s why we encourage our business partners and crewmembers to join us in this mission. By doing so, we believe that—together—we can make a difference in the world.

As a corporate citizen and leader in our industry, we seek opportunities not only to better our communities by supporting youth and education, but also to protect the environment. Our 16,000 crewmembers power our efforts to give back—through our community service programs, carbon offsets, recycling programs, reforestation efforts, and more. It is our goal that—through our efforts and those of our partners—we can create a sustainable future.”

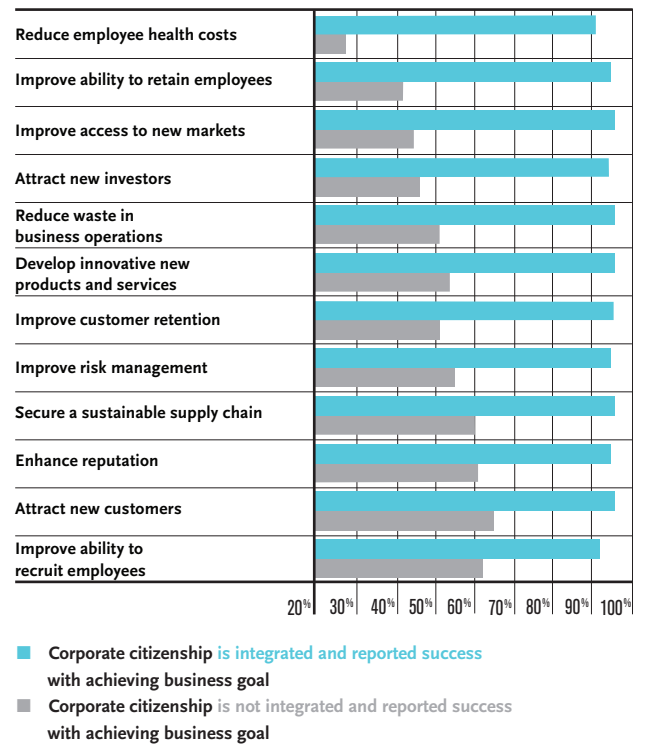


ROBIN HAYES

President and Chief Executive Officer, JetBlue Airways Corporation

FIGURE A

Reported success with achieving business goals



The majority of executive respondents surveyed in the **2014 State of Corporate Citizenship** reported success with achieving business goals when corporate citizenship is integrated. Download the full report at ccc.bc.edu.

KNOWLEDGE, INSIGHTS, AND NETWORKS YOU CAN USE

Corporate citizenship professionals and teams are doing more with less and providing increasing business value. Delivering first-class programs that are strategic, engaging, and measurable requires that you develop and maintain the knowledge and networks to succeed.

The Center for Corporate Citizenship offers a range of professional development programs, taught by top faculty from the Carroll School of Management at Boston College, as well as by business leaders and corporate citizenship peers. These programs include:

Courses

Our courses are designed to enhance and refresh your management skills, subject matter expertise, and knowledge of key frameworks and tools. These highly interactive classroom-based programs are taught nationwide and provide an opportunity to connect with fellow practitioners in a supportive learning environment.

Certificate programs

Certificate programs bring notable credentials to your resume and provide the comprehensive knowledge, skills, and tools required to lead corporate citizenship programs more effectively. Completing a combination of elective and required courses culminates in a certificate from the Boston College Carroll School of Management.

Advisory and custom on-site education programs

Advisory and custom on-site education programs address the specific needs of your company in a comfortable environment. The collaborative workshops and advisory consultation address key citizenship challenges, facilitate strategy sessions, assess and evaluate programs, build teamwork among staff, and promote a better understanding of corporate citizenship.

Monthly webinars

Monthly webinars feature the latest research and information from experts on a variety of topics. Led by speakers from leading corporations and research organizations, Center webinars provide an opportunity for participants to connect and learn from one another in a convenient setting.

Affinity groups

Affinity groups provide ongoing forums to understand critical social issues, review changing public policy, share best practices, and develop deeper peer networks.



Advisory products

Implementing corporate citizenship requires a strategy, plan, and metrics that are tailored to your company. The Center provides customized advisory products to assess, design, and evaluate your corporate citizenship programs, and trusted advice rooted in research, leading practices, and years of in-field experience.

Advisory products offered by the Center include:

- **Strategy workshop:** Create or refresh a corporate citizenship strategy that is connected to your business and addresses the most material issues to your stakeholders.
- **Program assessment:** Assess your existing programs to ensure alignment, impact, visibility, and effectiveness.
- **Signature program design session:** Identify, build, and measure a corporate citizenship program.
- **Measuring success workshop:** Assess your existing programs to identify or improve your input, output, outcome, and impact metrics.

MEMBERS: Center members enjoy discounted registration for all of our education programs.

FOR MORE INFORMATION ON EDUCATION OFFERINGS: Visit us at ccc.bc.edu/learning or contact us at ccc@bc.edu.

INTERESTED IN CUSTOMIZED ADVISORY SERVICES? Contact Stewart Rassier at stewart.rassier@bc.edu.

Choose courses to attain the core knowledge and skills you need to achieve success. To register, go to ccc.bc.edu/learning

Leadership Academy for Corporate Citizenship Professionals

PART 1: NOV 16–20, 2015; PART 2: JAN 21–22, 2016
BOSTON COLLEGE CAMPUS | CHESTNUT HILL, MA

Develop your leadership style and cultivate the influence you need to engage others across your company. This program is a blend of on-campus, instructor-led classes taught by Boston College Carroll School of Management faculty and experts, and facilitated distance learning that culminates in a one-day Leader Summit to coincide with the Annual International Corporate Citizenship Conference. Participants earn a Certificate in Corporate Citizenship Leadership from the Boston College Carroll School of Management, a globally recognized institution.

Corporate Citizenship Management Intensive

OCT 26–30, 2015
NEW APR 11–15, 2016
BOSTON COLLEGE CAMPUS | CHESTNUT HILL, MA

Regardless of functional responsibilities, corporate citizenship managers must know how to apply established business management tools and frameworks to corporate citizenship challenges. This intensive one-week program is held on the Boston College campus and is taught by Boston College Carroll School of Management faculty and experts. Participants will earn a Certificate in Corporate Citizenship Management from the Carroll School, and will be better prepared to contribute to their companies' corporate citizenship success.

The courses below can be taken individually or combined to earn a Certificate in Corporate Citizenship. More courses to be added in 2015 and 2016.†

FALL 2015	COURSE NAME	LOCATION
SEPT 9 – 11	Corporate Citizenship 101: The Fundamentals of Corporate Citizenship*	Chicago, IL
SEPT 9 – 10	NEW Corporate Citizenship Frameworks and Standards: An Introduction to Reporting and Disclosure Standards, Reporting, and Guidance Frameworks	Chicago, IL
OCT 6 – 7	GRI/G4 Reporting: GRI/G4 Certified Sustainability Reporting Workshop	New York, NY
OCT 8	Materiality: What Matters to Corporate Citizenship Strategy and Reporting	New York, NY
OCT 6 – 8	Communications 101: Communication Fundamentals for the Corporate Citizenship Professional*	New York, NY
OCT 26 – 30	Corporate Citizenship Management Intensive	Boston, MA
NOV 4 – 6	Measurement 101: An Introduction to Measuring and Evaluating Corporate Citizenship Initiatives*	Dallas, TX
NOV 5 – 6	NEW Stakeholder Engagement: Identifying, Prioritizing, and Engaging Key Corporate Citizenship Entities	Dallas, TX
NOV 16 – 20	Part 1: Leadership Academy for Corporate Citizenship Professionals	Boston, MA
DEC 2 – 3	Volunteer Programs: Developing and Managing an Effective Employee Volunteer Program	New Orleans, LA
DEC 3	CDP Reporting: Disclosing Environmental Impacts	New Orleans, LA

Boston College Center for Corporate Citizenship members enjoy discounted registration for all courses. Early registration discounts are available for all offerings.

†Dates are subject to change. *Requirement for certificate.

JetBlue's mission is to inspire humanity, and to achieve it they begin with their crewmembers—the company's term for its employees. By listening and acting strategically, the airline has developed corporate citizenship programs that effectively drive crewmember engagement; now the next step is increasing awareness externally.

BOTTOM RIGHT:
Business leaders and nonprofit partners share corporate citizenship successes and challenges during JetBlue's Swing for Good breakfast panel.

JetBlue is known for offering discount rates without discounting its product. Its unique corporate culture, which strives to offer crewmembers and customers a not only safe, but positive, experience, has given the airline a loyal and growing consumer base. It is known for providing “Even More”—a commitment to sustainability and community involvement; and for customers—more legroom, free television, inflight recycling, and more. To maintain its competitive edge and keep the qualities that make it unique, the company has adopted a long-term view, running a business based on five core values—those that support its crewmembers and its customers.

“At JetBlue, we know that the success of our company relies on the 17,000 crewmembers who work to get people safely to their destination,” said Robin Hayes, president and chief executive officer at JetBlue. “We know that our customers feel good when they see friendly and engaged crewmembers, and corporate citizenship—a commitment to sustainable operations and the development of the communities in which we live and work—is what keeps our crewmembers happy and engaged.”

How does JetBlue know this? It has the data. A few years ago, leadership at JetBlue began reviewing crewmember engagement, one of the cornerstones on which the company was built. They conducted a comprehensive assessment of crewmember sentiment, including surveys, interviews, and focus groups, and found that community was the largest motivating indicator for crewmembers. They took that message to heart and moved the company's corporate social responsibility department under the people department (human resources) to help ensure that efforts benefiting JetBlue's three areas of focus—youth and

education, community, and the environment—were aligned with crewmember engagement initiatives.

“Since we've aligned the objectives of our corporate social responsibility platform and our people department, we've seen a tremendous surge of involvement and enthusiasm from our crewmembers,” said Harry Spencer, vice president of compensation, benefits and corporate social responsibility at JetBlue. “Together, we've been able to achieve things like access to age-appropriate books, onboard recycling, and carbon offsets. By partnering with Carbonfund.org, we're able to offset all of our crewmembers' business travel, and we're able to extend that offer to customers as well. Since the program began, we've hit a milestone and offset 1.4 billion pounds of CO₂ emissions.”

JetBlue's carbon offset efforts and recycling program—which includes composting and fabric and electronics reclamation—are just a few of the company's extensive corporate citizenship initiatives. The airline also invests heavily in science, technology, engineering, and math (STEM) education with the recently established JetBlue Foundation. In various communities throughout its network, the airline also builds playgrounds in low-income areas through its partnership with KaBOOM!, and encourages reading by collaborating with Random House and First Book through JetBlue's Soar with Reading Campaign. In 2011, JetBlue launched Community Connection, a volunteer program designed to align corporate giving with crewmembers' passions. Since the program's launch, JetBlue crewmembers have volunteered more than 235,000 hours and earned free travel for their favorite nonprofits along the way.



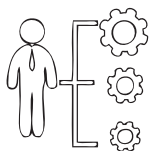
JetBlue has also established some less traditional programs developed directly from specific customer needs—efforts like Blue Horizons for Autism, which offers a simulated travel experience for autistic children and their families. Created in response to a family that was unable to complete a planned trip due to the stress that travel placed on their autistic son, the

program offers a complete experience—from check-in to taxiing—that allows children and families to gauge their comfort levels in a secure environment.

JetBlue’s dedication to inspiring humanity through its own compassion for its customers, crewmembers, and communities is impressive; however—as is the case with so many companies’ corporate citizenship

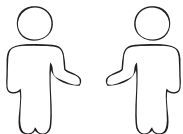
Communicating Your Cause

Many companies are uncomfortable communicating their corporate citizenship efforts, fearing the appearance of “bragging” or “greenwashing”. However, research has shown that—when done strategically and genuinely—communicating corporate citizenship can offer myriad benefits to the company, such as an elevated perception of the brand and greater purchase intention.¹ To achieve the greatest impact with citizenship communication, companies should:



Select a cause that aligns with the business

Research consistently finds that consumers are more likely to invest in an issue, and to perceive a company more positively, when there’s a clear link between the corporate citizenship effort and the company’s core business objectives.²



Know your audience

Research shows that corporate citizenship efforts may be more effective when they are able to identify causes that resonate with their audience.³ Communicating to your audience about a cause known to be important to it can forge stronger connections. Market research on consumer interests and employee surveys can be invaluable to gaining insights about your audience.



Be in it for the long haul

A 2012 study finds that companies that have a long history with an issue are perceived by their customers as more committed.⁴ This finding is reinforced by the Center’s 2014 State of Corporate Citizenship study, which found that companies that commit to corporate citizenship initiatives for at least four years achieve significantly greater success in achieving business goals.



Understand the importance of timing

Research has found that *when* a company chooses to engage with an issue—or when it chooses to communicate its engagement—influences stakeholder perceptions of the company’s motives.⁵ When consumers think an initiative is undertaken to counterbalance something negative for which the company is responsible—widespread layoffs or child labor, for example—they question the company’s motives and are more likely to respond negatively to the initiative.

¹ Braig, B., Drumwright, M.E., & Lichtenstein, D.R. (2004). The Effect of Corporate Social Responsibility on Customer Donations and Corporate-Supported Nonprofits. *Journal of Marketing*, 68 (4), 16-32.

² Irma, C., Jayachandran, S., & Robinson, S.R. (2012). Choice of Cause in Cause-Related Marketing. *Journal of Marketing*, 76, 126-139.

³ Pirsch, J., & Gupta, S. (2006). The Company-Cause-Customer Fit Decision in Cause-Related Marketing. *Journal of Consumer Marketing*, 23 (6), 314-26.

⁴ Fraedrich, J.P., Mullen, L.G., & Thomas, M.L. (2011). Successful Cause-Related Marketing Partnering as a Means to Aligning Corporate and Philanthropic Goals: An Empirical Study. *Academy of Marketing Studies Journal*, 15 (2), 113-132.

⁵ Becker-Olsen, K., Cudmore, A., & Hill, R.P. (2006). The Impact of Perceived Corporate Social Responsibility on Consumer Behavior. *Journal of Business Research*, 59, 46-53.

efforts—it goes largely unnoticed. In 2014, the company gained significant media attention for providing free flights into New York City for approximately 670 law enforcement personnel traveling to the funeral of slain New York City police officers Rafael Ramos and Wenjian Liu. According to Icema Gibbs, director of corporate responsibility at JetBlue, the difficulty in communicating corporate citizenship efforts lies not only in an aversion to “seeming to be self-serving”—a sensitivity shared by many corporations—but also in JetBlue’s very product.

“As an airline, we aren’t a service that people interact with every day—maybe not even every year,” said Gibbs. “So we don’t have a lot of chances to communicate directly to the customer about the great work we do in corporate citizenship. We know it needs to be about broader communication. The struggle is always how to do that authentically. For us, it comes back to crewmembers. We know they are our best ambassadors.”

As with so many corporate citizenship efforts, progress was achieved through data, and it was driven from the top. Company leaders regularly stress the importance of environmental, social, and governance

(ESG) initiatives to crewmembers and to the public, and they charge their employees to do the same.

“We’re very focused on giving back to the communities we serve in a meaningful way, and so we encourage our crewmembers to volunteer with JetBlue’s Community Connection program—to give back and to showcase JetBlue’s commitment to corporate citizenship,” said Spencer. “We track their efforts by encouraging them to log their volunteer hours, and we hold our leaders to the same standards.”

In just a few years, JetBlue has made significant progress in developing and elevating its corporate citizenship initiatives, and is now looking to take its efforts even further. Beyond just raising cause awareness, the airline has made a significant effort to develop meaningful charitable partnerships and create volunteer experiences for its crewmembers and customers that support the communities it serves. JetBlue has become adept at communicating the importance and impact of its efforts internally, but found it was still struggling with how to amplify that message with its broader stakeholder audience. Once again, it has decided to learn by listening.



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RIGHT: JetBlue's Swing for Good breakfast panel brought together business and nonprofit leaders to discuss corporate citizenship.



State Street Celebrates the Boston College Center for Corporate Citizenship's 2015 Conference

To learn more about State Street's corporate citizenship, visit www.statestreet.com/cr.

STATE STREET

MAKING LIFE BETTER

Recently, JetBlue hosted a Swing for Good breakfast panel—held shortly after its 6th annual Swing for Good golf event, which raised more than \$200,000 for DoSomething.org, City Year, and the JetBlue Foundation—to talk to its nonprofit partners and other major businesses about the successes and challenges they were facing in corporate citizenship.

Through an honest and fruitful discussion, the panel—which included representatives from American Express Company, Hertz, and Verizon, Inc.—shared best practices for communicating corporate citizenship efforts. They agreed that success lay in communicating frequently and authentically, acting consistently in a way that aligned with core business objectives, making the most of strategic partnerships, and incorporating corporate citizenship into every customer interaction.

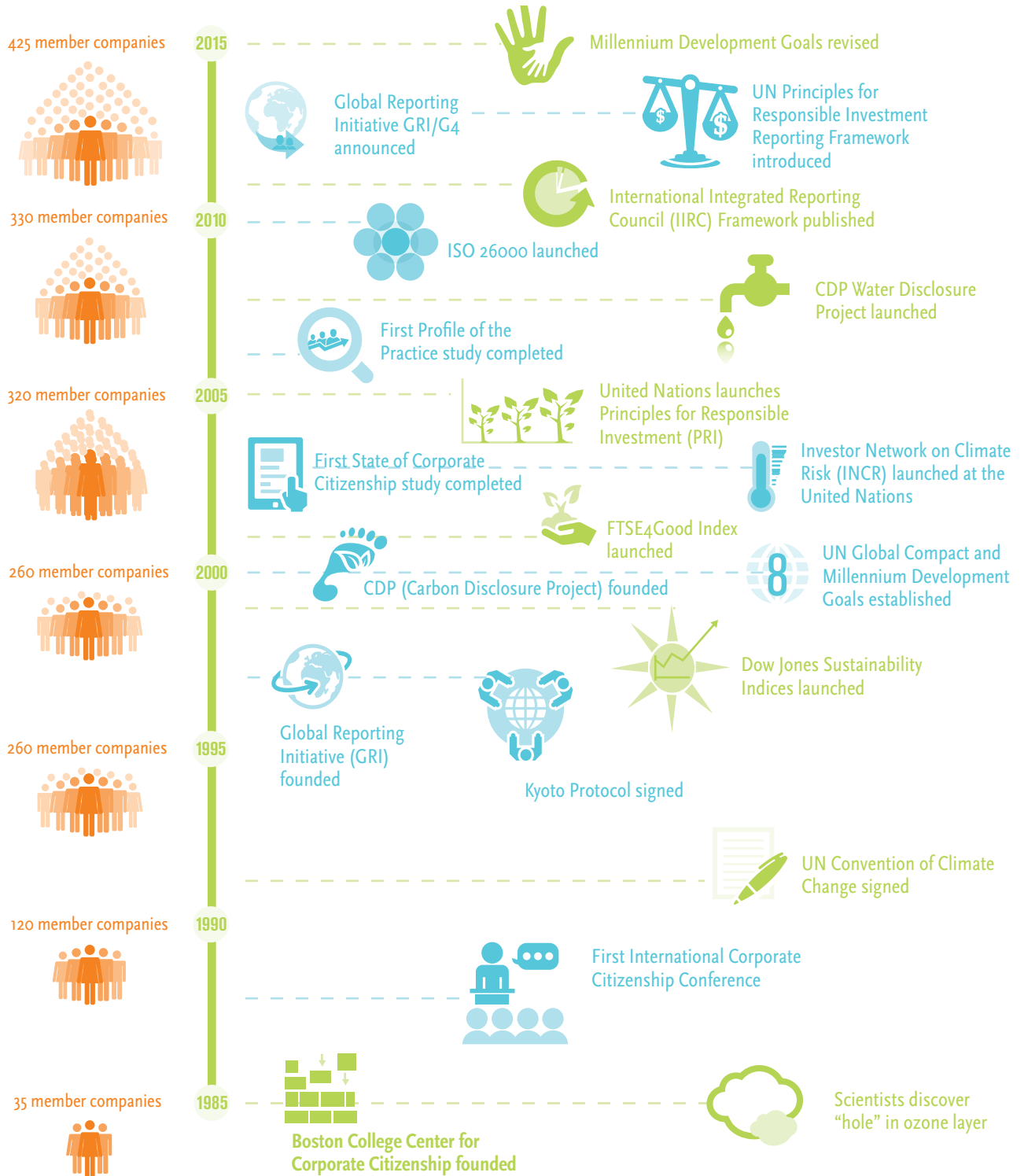
“We have a truly unique culture at JetBlue—one that has allowed us to forge emotional ties to our customers in exceptional ways,” said Hayes. “We know that by getting our stories out there—by connecting our work in the communities we serve—we’ll be moving people in more ways than one, and that’s our mission: to inspire humanity to do better.”

To find out more about JetBlue’s CSR programs go to www.jetblue.com/CSR or visit the Blue Tales Blog. ●



CELEBRATING 30 YEARS

Since 1985, the Boston College Center for Corporate Citizenship has been helping organizations align corporate citizenship objectives and business goals.



NOT A MEMBER? Visit ccc.bc.edu/membership and learn what you can do to build your foundation of knowledge.

FOR MEMBERSHIP INFORMATION: Contact Rick Ward at wardrm@bc.edu.

Powering Sustainability through Innovation



The decision to integrate environmental, social, and governance (ESG) initiatives into business objectives can position companies as industry pioneers, driving positive change while simultaneously achieving business goals.

BELOW: Toyota's fuel cell car, Mirai, is the future of green transportation technology.

Executives are recognizing the impressive gains that can be achieved when corporate citizenship initiatives are integrated with business objectives. In the Center's 2014 State of Corporate Citizenship, a wide majority of executive respondents reported success with achieving business goals when corporate citizenship efforts were integrated—and when they weren't, reported success on the same goals only about half of the time.

These data from executives provide a powerful indication of the importance of strategic consideration of corporate citizenship factors—including environmental sustainability. By considering environmental impacts throughout their product life cycles, three member companies have not only enhanced their existing processes, they've developed innovative new technologies that better the world so that their businesses—and their customers—can thrive.

Toyota Blazing the Trail for Environmental Mobility

Years ago, Toyota made the conscious decision to become a leader in environmental mobility, and in doing so determined the path forward for fuel-efficient vehicles with its Prius, the first mass-produced hybrid on the market. Now, sales of Toyota hybrids alone represent the equivalent of taking 4.8 million traditional cars off the road, yet hybrids are only part of Toyota's fleet of eco-cars, which also includes plug-in hybrids, electric vehicles, and—launching this year—fuel cell vehicles.

Environmental and industry experts have hailed fuel cell cars like Toyota's Mirai as the future of green technology, with theoretical physicist and best-selling author Dr. Michio Kaku going as far as dubbing the Mirai "the perfect car" because of its clean and plentiful fuel source—hydrogen.

The company's dedication to creating innovative solutions has solidified it as a leader in environmental mobility—a position Toyota wants to share. Earlier this year, the company released more than 5,680 fuel cell-related patents for royalty-free use in an effort to further drive innovation, as well as affordability.

"At Toyota, we believe that when good ideas are shared, great things can happen," said Bob Carter, senior



In the 2014 State of Corporate Citizenship study, a wide majority of executive respondents reported success with achieving business goals when corporate citizenship efforts were integrated.

vice president of automotive operations at Toyota Motor Sales, USA Inc. “The first-generation hydrogen fuel cell vehicles, launched between 2015 and 2020, will be critical, requiring a concerted effort and unconventional collaboration between automakers, government regulators, academia, and energy providers. By eliminating

traditional corporate boundaries, we can speed the development of new technologies and move into the future of mobility more quickly, effectively, and economically.”

Toyota takes this impressive commitment to environmental sustainability even further by leveraging its green technologies in its more traditional corporate citizenship efforts—like providing renewable power to Lamar Buffalo Ranch at Yellowstone National Park. With 208 used batteries from Camry Hybrid vehicles, Toyota is developing a battery storage system to collect up to 85 kilowatt-hour of the clean power generated by solar arrays and a microhydro turbine—more than enough to power the ranch.

“By developing this storage system, we’re not only offering the Lamar Buffalo Ranch a zero emission energy option, we’re giving these batteries a new lease on life,” said Kevin Butt, regional environmental director at Toyota Motor Engineering and Manufacturing. “This project is expected to double the overall life span of the hybrid batteries.”

A better world for the greater good.

Our commitment to becoming more environmentally sustainable isn't about us. Or you. It's about the world we leave those who come after us.

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Adobe Providing Green Solutions on Land and in the Clouds

If Toyota is making travel more environmentally friendly, Adobe Systems is making us reconsider the need for physical transportation entirely. With a suite of cloud-based solutions that encourage collaboration while conserving natural resources, Adobe is offering tools that provide the sustainable ethos that powers its business to its customers—earning it the title of the greenest technology company in the world by *Newsweek* in 2014, and spots on both The Global 100 Most Sustainable Corporations in the World and NASDAQ Sustainability Indices this year.

To limit its direct impact on the environment—as well as its customers' impacts—Adobe has created digital technologies that deliver productivity electronically. By the end of 2014, the company delivered more than 96 percent of its licensed products digitally, eliminating the need for product packaging and reducing its overall environmental footprint. By moving toward cloud-based products and electronic document services, Adobe has de-materialized its supply chain by more than 98 percent by 2015.

These products—which include Adobe's Creative Cloud and Document Cloud, Digital Publishing Suite, and Adobe Connect—make it possible for employees and customers to conduct business in an entirely different way by allowing them to meet, create, collaborate, share, and store creative projects and documents completely digitally.

While Adobe products may seem to render physical work locations unnecessary, the company understands the value of in-person collaboration, and has placed a keen focus on incorporating creative sustainability into the design of its workspaces. In fact, what the company has been able to achieve with its real estate efforts may be its most impressive accomplishment to date—more than 70 percent of its global footprint is LEED certified.

"The cornerstone of Adobe's sustainability program is our approach to green building," said Michelle Crozier Yates, director of corporate responsibility at Adobe. "In the past decade we have implemented more than 180 sustainability projects across our real estate portfolio—ranging from conservation strategies, renewable energy



ABOVE: Adobe's Platinum LEED-certified headquarters in San Jose

investments, waste diversion initiatives, carbon reduction projects, employee education and engagement programs—and more. As of today we have more than 25 LEED certifications, 17 of them platinum; our headquarters in San Jose has three LEED platinum towers that divert more than 99 percent of solid waste from the landfill and has reduced overall water usage by well over 50 percent since 2010. We are always looking for ways to make each of our owned and leased facilities greener, and it is also a priority for our employees."

By adopting environmental sustainability as a core value and using ESG issues to inform its business practices, Adobe has driven radical progress that not only adds to its competitive edge, but also enhances its corporate citizenship programs—efforts often driven by its Action Teams, including its Green Teams. Originally formed in 2008 as a grass-roots effort, Adobe Green Teams in 21 sites around the world organize volunteer and educational programs to get employees engaged in sustainability efforts at work, at home, and in local communities. Efforts range from the traditional—such as waterway cleanups and hiking and cycling competitions—to the innovative—such as a human-powered version of Adobe's Creative Cloud, a static bike which powers a micro-computer that uploads content to the Creative Cloud.



The need for computing devices—to power research, education, health care, business, and more—is only expected to increase in the future.

AMD Growing its Business while Shrinking its Impact

Digital products and solutions like those offered by Adobe benefit the environment by limiting paper usage and travel-related greenhouse gas emissions, yet digital technologies have their own environmental impacts. In the past 20 years, the use of computing has exploded, and along with it the industry's carbon footprint.

According to the MIT Energy Initiative, more than one percent of all of the energy consumed annually is used by personal computers, while the 30 million computer servers operating globally use an added 1.5 percent of all electricity. The need for computing devices—to power research, education, health care, business, and more—is only expected to increase in the future. That's why AMD has committed to delivering at least 25 times more energy efficiency from their accelerated processing units (APUs) by the year 2020.

"By 2020, it is expected that there will be 50 billion connected devices—seven times more than the population of our planet," said Tim Mohin, director

of corporate responsibility at AMD. "By 2025, all of these devices are forecasted to account for 6 percent of energy. That's why we're making our devices more energy efficient, while at the same time more powerful."

AMD plans on achieving such an ambitious goal by developing new solutions—such as architectural innovation, power-efficient technology, and power management techniques—instead of simply relying on the historic method: reducing the size of the processor.

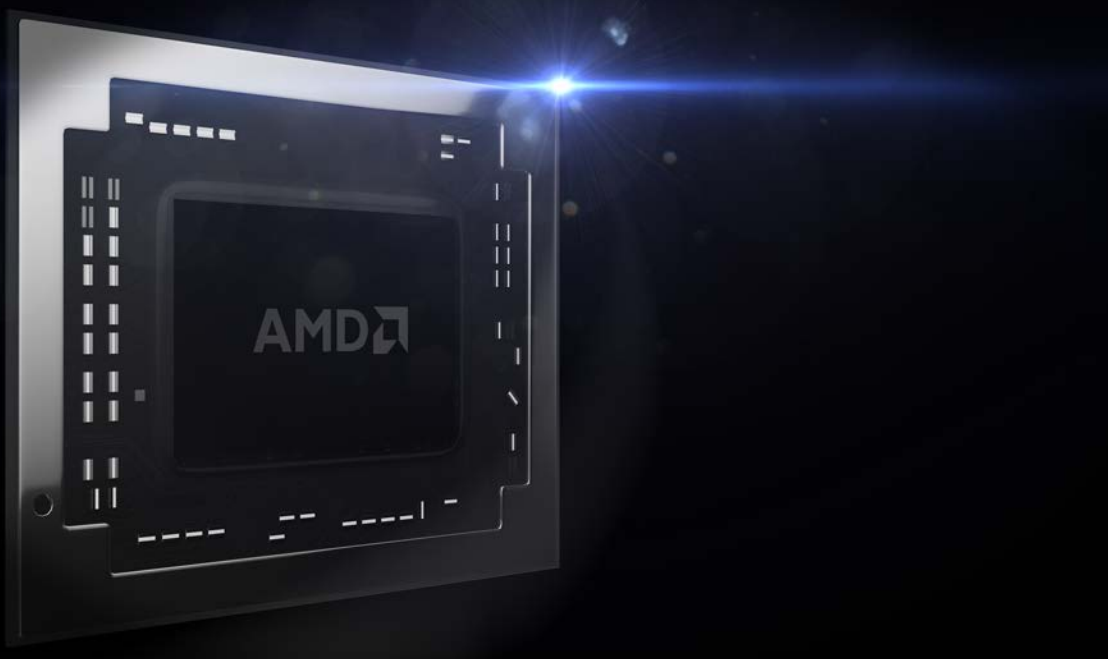
"AMD has long been at the forefront in energy-efficient designs," said Mohin. "We have achieved more than a tenfold improvement in typical-use energy efficiency in the last six years. Now, by finding new and innovative solutions to reduce the energy consumption of our processors, we expect to outpace the historical efficiency trend (as forecast by Moore's Law) by 70 percent."

AMD's environmental focus extends beyond a single piece of equipment. The company is also driving efficiencies throughout its entire value chain by collaborating with others, including the Electronic Industry Citizenship Coalition (EICC)—a group

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LEFT: The 6th generation AMD A-series APU (Accelerated Processing Unit) is designed to deliver significant leaps in performance and energy efficiency.

of electronics companies committed to a common code of conduct designed to improve environmental social performance in their supply chains.

“By working with groups like the EICC, we’re able to collaborate with suppliers, competitors, and customers on the best practices to extend corporate citizenship values through the electronics supply

chain,” said Mohin. “By aligning on the standards and processes of the EICC, our industry can efficiently and effectively drive corporate responsibility from raw materials (conflict minerals) to the final product.” ●

¹ Stauffer, N. (2013). Energy-efficient computing. *MIT Energy Initiative*. Retrieved from <http://mitei.mit.edu/news/energy-efficient-computing>

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The most effective corporate citizenship initiatives are aligned to business strategy and make use of the organization's core competencies and the skills of its employees. By providing support and services that are connected to their corporate strengths, companies can more effectively create the world in which we want to do business, and the world in which we want to live.

ABOVE: Mary Kay's winning Film Festival video featured four domestic abuse survivors, including designer Abi Ferrin.

By narrowing their focus to the corporate citizenship issues that they are uniquely capable of addressing, UPS and Mary Kay have been able to take on overwhelming social challenges: disaster relief and ending domestic violence. Their strategic approaches—bolstered by their passion and dedication to their causes—earned both companies the top prize at the Center's 2015 International Corporate Citizenship Film Festival in Austin.

UPS: Relief Link

Operating in 220 countries with a sophisticated logistics network, ground and air transportation assets, unparalleled warehousing and distribution knowledge, and constantly evolving logistics technology, UPS is well

positioned to support humanitarian disaster relief efforts.

Following the Haitian earthquake in 2010, UPS adapted its proprietary UPS Trackpad package-tracking technology to minimize violence and chaos during the distribution of relief supplies, ensuring that each family received an equitable distribution of supplies. Based on this initiative's success, UPS and the UN Refugee Agency (UNHCR) developed Relief Link, which leverages the same technology to provide full visibility into the supply chain journey of urgently-needed items through the critical "last mile" of delivery to refugees, where human tracking and data input errors often lead to inconsistent delivery and distribution.

"It's hard to imagine the level of chaos that can occur in the aftermath of a crisis and the importance of the supply chain in getting critically needed items into the hands of those most impacted," said Eduardo Martinez, president of The UPS Foundation.

UPS has used the technology to track food and nonfood items at refugee camps in Ethiopia and Mauritania. UPS Relief Link has allowed UNHCR to speed distribution time, provide verifiable receipt of vital provisions, and ensure equitable distribution of critical relief supplies. At the Mbera camp alone, UNHCR was able to streamline technology needs from 25 laptops to five tracking devices, while eliminating concerns around shortened battery life. Additionally, UPS Relief Link can now produce previously unavailable automated inventory and data reports within seconds.

The Relief Link initiative is just one of the ways UPS'



corporate citizenship initiatives have created business and social value. The company also dedicates its expertise, innovative technologies, and resources to support communities worldwide in disaster preparedness, relief assistance, and post-conflict recovery efforts. Over the years, it has provided everything from warehouse setup and redesign, preparedness training, and in-country pre-disaster assessments, to the implementation of UPS technology for supply chain management optimization during a crisis. These “hands on” activities effectively supplement the philanthropic support of capacity building initiatives with humanitarian relief partners.

“Together, we are all solving social problems in some of the most difficult places in the world and leveraging company expertise,” said Jerald Barnes, director of global employee engagement at The UPS Foundation. “We must all continue to look internally, utilizing our strengths, and find a way to help in the most needy places.”

It is UPS’ commitment that, through its Humanitarian Relief Program, communities will be more resilient and recover more quickly and efficiently when the next disaster strikes.

UPS has defined four areas of concentration for directing its philanthropic and human capital:

- **Local disaster relief assistance:** UPS business units, based all over the world, provide pro bono relief assistance to their local communities during a sudden onset disaster.
- **Leadership:** UPS contributes its experience, expertise, and resources to promote efficiency and effectiveness in the humanitarian relief sector worldwide.
- **Skill-based volunteering:** UPS has trained an elite group of UPS logisticians who are based all over the world and can be dispatched anywhere within 48 hours to help support humanitarian relief partners in times of crisis.
- **Engagement with humanitarian relief organizations:** UPS engages in key partnerships to provide multi-level support to the preeminent humanitarian relief organizations across the world.



ABOVE: UNHCR distributes relief supplies with UPS Relief Link scanning technology in Mauritania.

BELOW: Jerald Barnes, director of global employee engagement at The UPS Foundation, accepts a 2015 Film Festival award.



ABOVE INSET: Mary Kay is committed to ending domestic violence, which affects one in four women in the United States.

ABOVE RIGHT: Kirsten Gappelberg, corporate social responsibility manager at Mary Kay, accepts a 2015 Film Festival award from Colleen Olphert, director of membership at the Boston College Center for Corporate Citizenship.

Mary Kay: One in Four

For decades, Mary Kay has remained committed to its corporate citizenship focal point: domestic violence. Driven by a harrowing statistic—one in four women in the United States will experience abuse—and understanding that public awareness is the first critical step to solving this problem, Mary Kay works to bring the issue to light by telling the stories of domestic violence survivors who escaped abusive relationships and were able to emerge stronger. Their efforts illustrate that while abuse can happen to anyone, there is always hope for a new life.

Mary Kay's unwavering commitment to ending domestic violence encompasses more than 15 years, \$50 million, and countless tools and resources provided to the field, community, and corporate stakeholders. Mary Kay is the lead sponsor of loveisrespect's lifesaving text-for-help program. By simply texting "loveis" to 22522, young people, concerned parents, and friends seeking information about healthy relationships will be connected safely and anonymously to trained peer advocates who provide support, safety tips, and referrals. Since partnering with Mary Kay, loveisrespect has seen a 48 percent increase in text messages, online chats, and phone calls received from young adults.

Kirsten Gappelberg, corporate social responsibility manager at Mary Kay, spoke to the power of sharing real stories when communicating a sensitive corporate citizenship initiative. "When you support an issue like

domestic violence, you don't have tons of women running to the microphone wanting to share their stories," said Gappelberg. "We were so fortunate to find four brave women to serve as the mouthpieces for the one in four women who will experience domestic violence."

To tackle this difficult issue, Mary Kay takes a trailblazing approach by practicing corporate social advocacy, the foundation of which is its Lobbying for Good program, an initiative that began decades ago, when Mary Kay lobbied the federal government to require insurance companies to cover mammograms.

"We ask members of our independent sales force to partner with our public affairs departments and to go lobby in state capitals and in Washington, DC on issues that have nothing to do with our bottom line, but instead simply deal with domestic violence," said Crayton Webb, vice president of corporate communications and corporate social responsibility at Mary Kay.

Webb pointed to the importance of partnering internally and externally, and was frank about some of the challenges he encountered—which include obtaining buy-in from global offices and defining metrics to measure progress.

While there may be challenges when adopting a controversial issue to support, there are also benefits. "Now," said Webb, "our independent salespeople have a real, authentic way to talk to other women before they ever begin talking about business."

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The AMD logo is displayed in white on an orange background. It consists of the letters "AMD" followed by a square icon containing a stylized "A" shape.A photograph of two young children, a girl and a boy, looking at a tablet together. The girl is on the left, holding the tablet, and the boy is on the right, with his hand on her shoulder. They are both smiling and looking intently at the screen. The background is a blurred outdoor setting with trees and a bright sky.

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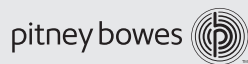
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