



KPMG Brings 'People Agenda' to Global Corporate Citizenship

One in a series of case studies on managing corporate citizenship



BOSTON COLLEGE
CARROLL SCHOOL OF MANAGEMENT
Center for Corporate Citizenship

Project overview

This series of case studies is part of the Boston College Center's Profile of the Practice which looks at how companies are managing corporate citizenship to incorporate it into existing organizational structure and management mechanisms. How companies approach this challenge depends greatly on corporate culture, internal forces and external expectations. The approaches of three companies, KPMG, Boeing and UPS, are profiled in these case studies. These profiles offer practitioners insider insight into the practice of corporate citizenship complete with success strategies and challenges to learn from.

By Sylvia Kinnicutt, research associate

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Additional resources:

KPMG International Annual Review, available at www.kpmg.com



KPMG global perspective:

A Big Four audit, tax, and advisory services provider, KPMG is a global network of independent member firms spanning 145 countries. KPMG has recently created a central international corporate citizenship function to unite the organization worldwide around a common vision in hopes of setting the pace on corporate citizenship. The lessons learned from KPMG member firms' experience can serve as a roadmap for any company working toward unifying diverse corporate citizenship activities into a common strategy.

KPMG's 'people' approach to corporate citizenship

KPMG defines corporate citizenship as “the relationship between what we do as an organization, and the communities and societies in which we live and work.” This relationship is largely built upon a “people” dimension with the aim of making KPMG member firms preferred places to work. Today, this leading accounting organization is attempting to enhance that relationship by creating a strategic

in KPMG's 2007 International Annual review: “The employer of choice agenda is about being the preferred place to work, the place where potential employees feel their skills can be best used and developed, the place that understands and supports issues that matter to them.” Being a preferred place to work is becoming increasingly complex. In a recent McKinsey Quarterly article, “Making talents a strategic priority,” Matthew Guthridge, Asmus B. Komm and Emily Lawson report that

KPMG defines corporate citizenship as “the relationship between what we do as a firm, and the communities and societies in which we live and work.”

approach to corporate citizenship throughout its decentralized network.

One of these initiatives is People, Performance and Culture. PPC focuses on ensuring KPMG member firms are regarded as “employers of choice.” This goal has been identified as a critical element of KPMG's global 2010 strategy. KPMG member firms' reputation as employers is a critical business component due to the customer-facing nature of their business. Member firms' reputation among clients depends on the quality of work and relationships created by KPMG professionals. As a result, the firm's business model depends on the ability to attract, maintain and develop the brightest minds and best service providers.

As Michael Hastings, KPMG International's global head of citizenship and diversity, states

the new generation of employees (those born after 1980) demand more flexibility, meaningful jobs, professional freedom, higher rewards and a better work-life balance.

KPMG member firms earned recent kudos in the Financial Times Best Workplaces Survey, Fortune's Best Places to Work and BusinessWeek's Best Places to Launch a Career among other places for their successes creating positive workplace environments. In an increasingly competitive global talent market, these recognitions set KPMG member firms apart.

From the beginning, corporate citizenship at KPMG was “owned” and driven by the PPC, or “people agenda.” KPMG values corporate citizenship because its leaders see the connection with their most important business challenge: human resources. At the international level, the firm created a global corpo-

rate citizenship function to be an integral part of the international PPC department. Individual member firms also have a PPC department that works toward the overarching goal of making KPMG an “employer of choice” in each country where they operate.

Enhancing the employee experience through corporate citizenship at the national level has mostly involved engagement in community projects through employee volunteering opportunities. For example, KPMG employees in the United States can take part in more than 800 volunteer events annually nationwide through the INVOLVE volunteer initiative. John-Anthony D. Meza of KPMG’s U.S. firm recognized that those employees acknowledged for outstanding engagement in volunteer initiatives tend to remain with the company at a rate much higher than the average employees do. KPMG in the U.S. has seen a decrease in turnover by more than 20 percent since 2004, a noticeable change that Meza attributes at least in part to its Employer of Choice and community initiatives.

In recent years employees have also contributed to budding environmental initiatives around the world. The U.K. office implemented a Responsible Consumption program to deliver financial savings, half of which are donated to the annual staff charity. KPMG in Ireland was awarded “carbon neutral” status by the Carbon Neutral Company, a success attributed to a staff environmental team that has been working to make key environment-saving changes to their work environment. KPMG Australia plans to become carbon neutral by 2008. KPMG International also recently announced a “Global Green Initiative” designed to reduce member firms’ combined

carbon footprint by 25 percent by the year 2010 from a 2007 baseline, through emission reduction schemes and the use of renewable energy in member firms. These initiatives have taken off largely due to employees who have brought their commitment to community and the environment into their workplace.

While the primary focus is on improving KPMG’s reputation as a favored place to work, the organization also believes corporate citizenship helps the company differentiate member firms from the competition, deepen its relationships and enhance its reputation. As Timothy P. Flynn, chairman, KPMG International and chairman and CEO, KPMG LLP (U.S.) said: “Our conduct as responsible corporate citizens is part of our promise of professionalism and a key driver of our member firms’ business, affecting our relationships with clients, shaping the experiences of our people and inspiring us to be a positive force in the communities where we live and work.”

The realization that corporate citizenship can enhance the business strategy has led KPMG member firms as well as KPMG International to create formal management structures around the initiative.

A local approach to citizenship

Until two years ago, corporate citizenship functions at national member firms operated independent of one another with no common vision. As a result, each country varies in its development of substance and structure around the topic. Some firms that have developed a more advanced corporate citizenship strategy employ a dedicated staff for managing corporate citizenship. The U.K. has the largest staff, at about 12 people, while KPMG

in Australia has a dedicated staff of four. Other member firms may not formally organize corporate citizenship programs and only occupy a portion of some employees' time.

Meza, the national director of corporate citizenship in the United States, said the U.S. firm's structure around corporate citizenship is a "microcosm of the global organization." Built on a 10-year history of a structured program for community engagement, the citizenship program in the U.S. has a well-developed volunteer and community engagement program, as well as a developing environmental management initiative. These began when KPMG held a Day of Service in 1997, during which employees realized the firm needed something more sustainable that would continually engage them. The INVOLVE volunteer initiative was born. Today, a corporate citizenship team, consisting of Meza, an additional director and manager for community sponsorships and an administrative coordinator, manage it within the larger employer of choice management team.

The U.S. firm's corporate citizenship team is housed in the human resources department because, as Meza described, "this emphasizes the focus on people." This small team also works with a network of 100-plus people across local offices, which has grown since their initial launch of their INVOLVE volunteer initiative. Meza explained that each office now has a Community Involvement Partner Champion, a community service/volunteer coordinator and a committee of various staff from all levels. These coordinators are chosen by each office as Meza's key contacts. Corporate citizenship and community involvement becomes part of their official role but the

amount of time spent and the exact role of the employees varies.

KPMG in the U.S. has blended its traditional bottom up approach with a recently added top down strategic focus on key business drivers – such as the future talent pipeline – which has developed their key scheme around youth and education. They are able to focus initially on K-12 education using non-profit partnerships. These partnerships include First Book, which provides new books to children, and Major League Baseball's Reviving Baseball in the Inner Cities program, which works with these children on teamwork, service and education. At the graduate and post-graduate levels, they partner with Students in Free Enterprise, which works with college students around concepts like entrepreneurship and business ethics through educational outreach projects. In addition, the PhD Project works to increase the diversity of business school faculty by attracting and supporting diverse candidates into business doctoral programs, allowing KPMG to bridge the gaps in both work force readiness and diversity in business.

Until recently, the corporate citizenship initiative at KPMG U.S. was focused solely on community giving and volunteering. There was no national structure for other citizenship issues, such as the environment, until one person voluntarily created one. Steve Clemente, principal-in-charge, operations services, had an interest specifically in the environment and generally in corporate citizenship. He was involved in volunteering in the community and his national firm's community initiatives, but he also noticed a "groundswell of interest," as he described, in moving the firm

toward improved environmental stewardship.

Clemente offered to lead the environmental responsibility function at KPMG in the U.S. He began by creating communications to top leadership and fortunately, he recalled, “it was easy to get the support of the U.S. leaders.” Then he framed an organizational structure by reaching out to office manager partners to champion these issues among local offic-

The company was certainly engaged in the community, through a long tradition of honorary work, some volunteering and partnerships, and a small committee to decide on donations, but no dedicated person to drive the agenda. Just prior to her arrival, a survey taken of employees revealed growing interest in corporate citizenship and the need for a dedicated position.

KPMG values corporate citizenship because its leaders see the connection with their most important business challenge: human resources.

es under a national umbrella initiative. At local offices, Clemente said, “volunteers leapt out” and there are now volunteer teams established locally. His role is to look from the top down on this structure, establishing goals and initiatives for the entire organization. Within the national office, Clemente works with Meza and another senior leader on the initiative while making connections with marketing, operations, real estate and other corporate functions. Clemente’s leadership role in this initiative is still not part of his job description, but is a completely voluntary and additional responsibility.

KPMG in Australia went through a similar transformation. Corporate citizenship emerged down under more recently but at a fast pace. Catherine Hunter, national director of corporate citizenship at KPMG in Australia, noted the firm had “a decentralized and traditional philanthropic approach” to corporate citizenship prior to her joining in 2005.

Hunter’s job was created but the “Australian firm was not sure just how big this could be,” she said. She was initially based in marketing, which traditionally had responsibility for the types of activities related to corporate citizenship. As Hunter moved to develop the strategic focus of her team, she first moved the department out of marketing to PPC because she realized KPMG was not doing this for marketing and brand reasons, but that objectives more closely aligned with those in the PPC department and corporate values.

Today corporate citizenship at KPMG in Australia has a team of four, soon to be five, which Hunter leads. In an integrated initiative, Hunter works with all staff, partners, the PPC Executive Group, the National Executive Committee and the National Board on her agenda. KPMG Australia’s corporate citizenship initiative now has a strong focus on the environment, particularly on climate change, and NGO partnerships. It is also focused on

specific local concerns such as economic sustainability in Aboriginal communities, helping indigenous businesses grow through a unique secondment program.

The Australian firm has also undertaken to raise awareness amongst Australian business leaders of the United Nations Millennium Development Goals (MDG's). As a founding member of Business for Millennium Development, KPMG in Australia has built an assessment tool for Australia's private sector organizations to measure their contributions to the MDG's and it is hoped that this tool may have future application at a global level.

Hunter attributes her firm's rapid advancement in corporate citizenship partially to the support from top leadership. Corporate citizenship was the legacy of the former Australian chairman. A new CEO has just entered the scene and he plans to include corporate citizenship as an integral part of his five-year plan. "Although there has always been support at the top," Hunter remarked, "the citizenship agenda has now evolved to be directly aligned with the business strategy."

Toward a global strategy

While national initiatives like these were developing in countries such as the United States, the United Kingdom, Australia, Ireland and others, movement also began at the international level. The Global PPC office decided that as many other functions were becoming global (and guided at the international level), corporate citizenship should become a global initiative as well. Michael Rake, recently retired KPMG International chairman and supporter of corporate citizenship, saw the need for a central director of corporate cit-

izenship and hired Lord Michael Hastings, a former journalist, activist and CSR advocate from the BBC. With the appointment of Hastings, a Global Corporate Citizenship Department for KPMG (based in London) was born. The KPMG International team is headed by Hastings and supported by three staff members. It reports to the global PPC steering group and global corporate citizenship strategies and decisions are made jointly by Hastings, the PPC steering group and the KPMG International chairman.

"As KPMG International's first director for corporate citizenship, my role is to inspire colleagues around the world to see the huge opportunities that effective and targeted corporate citizenship can offer," said Hastings. The initiative began with him traveling to member firms and speaking to people about the importance of corporate citizenship to KPMG. While some countries already grasped the concept, many had not considered it.

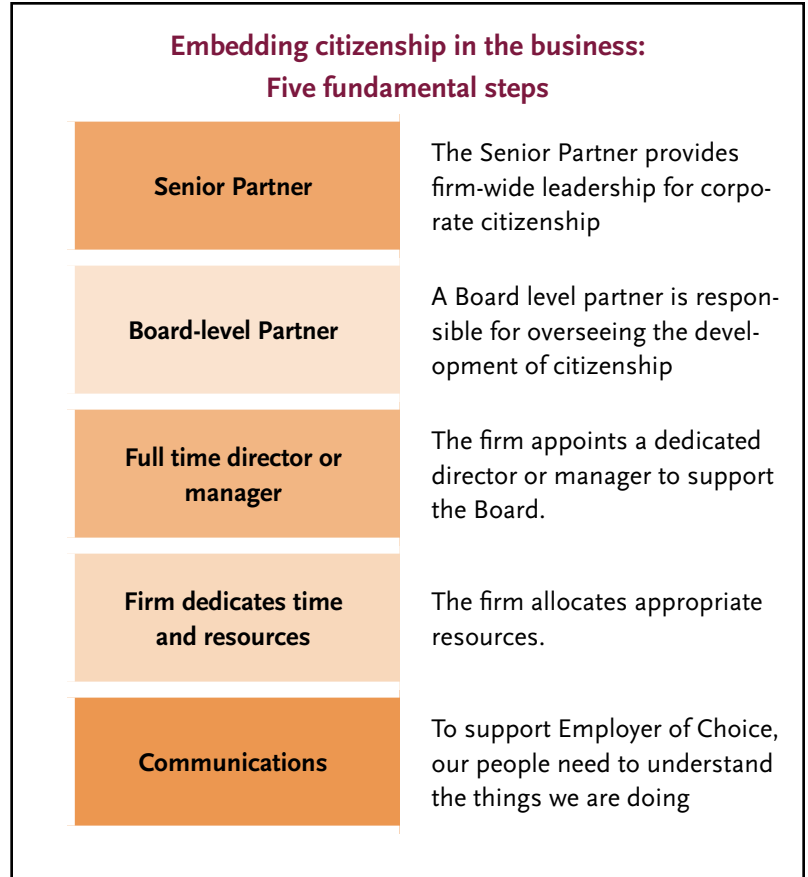
In support of budding national initiatives, the international team now provides a suite of best practice ideas, and works with corporate responsibility directors/managers as needed. As Richard Hamilton, international director and member of the international corporate citizenship team, described, "We aren't a corporate-center style citizenship function, but rather enablers and facilitators." The role of the four-person global staff is to:

- Provide guidance and policy leadership across the network of firms;
- Build and strengthen national practice activity;
- Focus in particular on larger member firms;

- Deliver support to KPMG International's leadership in respect to their citizenship obligations and responsibilities;
- Ensure KPMG is appropriately represented on key global initiatives.

One of the team's priorities is to build a corporate citizenship structure at each country office. The structure envisioned includes the senior partner (i.e. the national chairman) to provide leadership and make citizenship a national board agenda item, a senior board member to oversee the development of corporate citizenship within the member firm, and a director to manage day-to-day implementation. This model was adopted from the one used by the PPC, which has a senior partner to lead the strategy, a board member to own responsibility for it and HR to deliver it. While it may be unrealistic to create a director position for corporate citizenship at some of the smaller firms, Hamilton said that "however small the firm, we would like to see someone who has citizenship as part of their job" even on a part-time basis. This director role would include engaging with national HR (and the PPC) to support the employer of choice agenda and ensuring that member firms are represented with appropriate national citizenship organizations. It would also involve contributing to the member firms' corporate communications activity, leading nationally on KPMG's Global Development Initiative, engaging in citizenship issues directly relevant to the member firm's country and becoming an active member of the KPMG global citizenship community.

The international team decided that even some national firms that have created initiatives around corporate citizenship do not have the kind of structure necessary to achieve



progress on the agenda. Hamilton strongly believes that, "without genuine leadership at the top, which people can see in their communications, behavior and what they do, it makes it hard to really deliver on the citizenship agenda." Since the international team is still limited in its capacity to engage all 143 national firms, they are currently working to support this development among the 18 largest firms. KPMG International's goal is to embed citizenship, aligned clearly with the employer of choice agenda, into every member firm by 2010.

Local ownership remains at the country level, but corporate citizenship leaders are now urged to follow an overall vision centered on three core themes of education, environment and development. Hastings' new "Global Vision" would guide all citizenship initiatives at KPMG offices. This vision was built upon the intention that KPMG firms would be known for using the skills of their employees to address the challenges of the world. It was Hastings' opinion that member firms needed to unite to have the greatest impact on challenges of global magnitude such as poverty and climate change.

To begin this unification process, Hastings launched the Global Development Initiative. The team has just completed a pilot phase of this initiative, and is beginning to roll it out. The Global Development Initiative focuses on helping to achieve the United Nations' Millennium Development Goals, which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by 2015. To work toward these goals, the KPMG initiative seeks to forge effective global partnerships and apply employees' skills and experience at the local and global level. Partnerships with organizations such as the Millennium Cities Initiative, Save the Children, UNICEF, World Vision and the Global Fund have since been established. The team is now planning how it will engage these partners as well as its local member firms.

Corporate citizenship leaders explain that in the future corporate citizenship will have local, national, multinational and global dimensions. In order to support this new network, KPMG has provided tools such as a KWorld

intranet system with a corporate citizenship site containing best practice examples, and an email hotline connecting citizenship practitioners with the global corporate citizenship group and one another. At the end of 2007, KPMG held a gathering of member firms' corporate citizenship directors in Dubai. Hunter described the meeting as "overwhelming," and came away with several good ideas for programs to implement in Australia. Meza appreciated the opportunity to share best practices and experiences with colleagues around the world.

Hamilton is establishing a Global Corporate Citizenship Leadership Group, which will gather a representative from one member firm in each of 13 geographic "hubs". This group will act as a strategic point of focus for thought leadership and for setting global direction around citizenship. Due to the large number of member firms, creating a subset of leaders with a hub and spoke structure beneath them will allow greater engagement with all firms in the citizenship initiative.

Moving from a highly decentralized and ad-hoc approach to corporate citizenship to a unified strategy has been a significant undertaking. Leaders support this investment because they see significant benefits for the company and for society. KPMG firms' leaders have identified the array of opportunities to expand their vision, and found synergies through corporate citizenship that can add greater value to their business. As a unified force, the corporate citizenship teams are also better able to respond to global events and make a significant difference. Hunter believes the central corporate citizenship function will have a positive effect. "There is a huge benefit

to connecting globally, and we will see more member firms engage and more activity on corporate citizenship as a result,” she said.

Why this structure works for KPMG

Although KPMG is still in the early stages of its initiative to unite its member firms under a common corporate citizenship strategy, it has enjoyed many early successes. Bringing citizenship directors together for the first time in Dubai, creating a global communications tool and establishing credible partnerships with respected nonprofit groups are just a few of the pieces that the global corporate citizenship team has put in place. As many companies have learned, it is not easy to tear down existing walls and unite a group of decentralized individuals and initiatives within one country, let alone around the globe. KPMG has been successful thus far because it has been respectful of the organization’s unique culture, has strong leaders, and has invested in educating its wide network of employees.

Here’s how those key elements of KPMG’s approach to a corporate citizenship strategy enabled the organization’s early successes:

1. Respect for corporate culture and values

As the Boston College Center’s 2007 State of Corporate Citizenship survey showed, corporate traditions and values are the No. 1 driver of corporate citizenship. Yet corporate culture and practices do not change overnight. As part of a network of independent firms, KPMG executives are accustomed to operating with autonomy. The global corporate citizenship team, while working toward a unified strategy, had to be respectful of this culture. Richard Hamilton, international direc-

tor and member of the international corporate citizenship team, has stressed the reporting structure is not a barrier, but it is important to “go with the grain of the organization, especially for someone who is new to it.” He said “it is about recognizing the DNA of the organization, and painting a picture of what KPMG should be famous for.” Maintaining local implementation alongside a global strategy has worked in this environment. Modeling the corporate citizenship initiative on the PPC structure has also likely helped ease the transition the international team is encouraging. By connecting corporate citizenship to a corporate function that is well understood and supported, and emphasizing the relationship to the “people agenda,” KPMG can more easily generate support throughout member firms.

Employees have pointed out that KPMG does not necessarily face the degree of pressure to take on these objectives from the public – there are no public shareholders in the organization. Pressure to adopt responsible business practices comes from employees on the inside as well as clients on the outside. KPMG has recognized this and has tailored the entire global corporate citizenship agenda around employees. Staff at all levels will be the source of goodwill emanating from the organization into the community. KPMG firms have also taken the time to identify what it is that their employees care about. Several firms have implemented employee surveys that have informed their corporate citizenship strategy. Leaders have also noted their relatively young work force is very passionate, and views the environment as a very important issue.

2. Inspirational leadership

Anyone who has worked to embed corporate citizenship into a company knows strong leadership is critical. It is necessary to have a visible commitment from the highest ranks, but moving a strategy forward also depends on strong managers and leaders at the operational level. KPMG has found a very strong leader in Michael Hastings. Corporate citizenship leaders throughout the KPMG network have all identified their new leader, Hastings, as a key to their success. Hunter explained: “Hastings is a visionary leader. He is passionate and inspiring and has been very successful rallying people around his vision. People who hear him speak want to help.” Michael Rake is reported to have said he has never known anyone as welcomed to the organization as Hastings. The kind of support Hastings has had and has built over time throughout the diffuse network has been critical to his global agenda. Often corporate citizenship is met with suspicion and resistance in companies. Having a leader who can convey the message that corporate citizenship is critical to business success around the globe has made all the difference at KPMG.

In addition to Hastings, country leaders have also contributed to the advancement of a global citizenship agenda and local results. Leaders such as Catherine Hunter in Australia, John-Anthony D. Meza and Stephen Clemente in the U.S. are driving forward new initiatives on their own. Forming a virtual leadership group will help to build upon this strength in leadership at the country levels. Despite Hastings’ strong leadership, one man could never drive an agenda as big as what KPMG is attempting. Delegating at the re-

gional and country level should ensure that local ownership and talents are utilized far more efficiently.

3. Internal communications

Within such a dispersed network, Hastings’ approach, which focused on communication and relationship building as a first step to integration, has worked well. Hunter pointed out that Hastings’ visit to Australia was a key factor in inspiring their current CEO to make corporate citizenship a strategic business priority. Hamilton also credits the work the team has done on communications for an increasing flow of good ideas and activity from across the world. As Hamilton remarked: “We get an email at least once a week with a really major development, like Mexico deciding to appoint a full-time director, or Singapore appointing a full-time director. Without any cajoling from us other than that their senior partner has heard Michael Hastings speak, or has been there at a presentation to the board and just gets on with it.” Hastings and his team have spent a large portion of their time creating internal communication and marketing tools, as well as giving presentations and speeches around the world. At this stage, KPMG’s member firms need to learn why corporate citizenship is a value to them and how to support a successful program. With the experience of the central team as a guide, citizenship is moving forward quickly among member firms.

Challenges on the horizon

KPMG’s new global structure for corporate citizenship has a solid strategy for uniting the organization. Despite strong leadership and internal support, it will be a challenge to overcome the different personalities, cultures and

stages of corporate citizenship development existing throughout its network. As a central institution with no real authority, Hastings and his team have their work cut out for them.

Even though the central team understands the corporate culture, it still does not have real authority over member firms. As explained on the KPMG web site, “No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.” The team has relied on the personality of its leader, Hastings, to win support and legitimacy. However, without stronger authority, the team may not be able to achieve what it envisions for the structure of member firms. Within a decentralized structure made up of many partners, all with their own passions, it can be difficult to achieve buy-in and engagement.

While the global nature of KPMG poses difficulties internally, its far-flung operations create external challenges for corporate citizenship. Often what is considered “irresponsible” in one country is perfectly acceptable in another. Some countries are facing certain regulatory barriers around these issues, and some are not. Some have a history of corporate philanthropy, for some this concept is foreign. KPMG is faced with all of these differences as it tries to unite under a global corporate citizenship agenda. It will need to be particularly culturally sensitive.

Hamilton said he realizes that, “KPMG started this process with a variety of different country experiences.” He has come to know

that “the challenge of the international team is to put some pillars in place” around corporate citizenship. He will have to ensure that these pillars are based on agreed upon corporate citizenship concepts, and do not represent a “Western export” view of citizenship. Member firms will also have varying incentives to engage. Firms with existing initiatives in place may be resistant to abandon them for a global agenda. In Australia, for example, where distance is a significant issue, the higher costs and emotional distance of a global project makes it more difficult to get people involved. As Hunter has noticed, “the big issues (such as the Millennium Development Goals) are far away from individuals and they may not resonate locally.”

Many companies that have entered into a commitment to corporate citizenship can probably relate to Hunter’s feeling that “there is still a long way to go and a lot to do.” With the basics of strong leadership and internal support in place, KPMG has made great strides toward incorporating corporate citizenship into the business strategy of a large and decentralized organization. Structure certainly matters in this case, and as KPMG has shown, a significant effort is needed to build a support system in which corporate citizenship can flourish, particularly in such a large and complex business. The tremendous upside of success in this endeavor has made it a worthwhile investment for KPMG. As Hunter said, “If we can harness this network, KPMG will have an incredible opportunity to contribute as a business to solving the world’s most pressing challenges.”

“As KPMG’s first director for corporate citizenship, my role is to inspire colleagues around the world to see the huge opportunities that effective and targeted corporate citizenship can offer.” – Michael Hastings, Director for Corporate Citizenship

Structure and Strategies

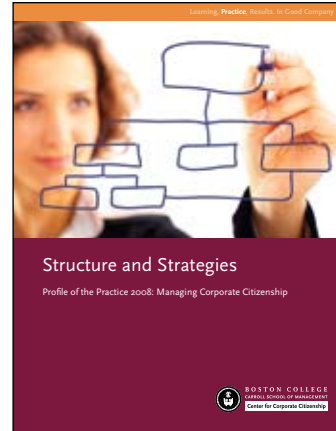
Profile of the Practice 2008: Managing Corporate Citizenship

In addition to profiling how three companies are managing corporate citizenship, the Boston College Center for Corporate Citizenship surveyed more than 300 mostly North America-based companies to investigate the structures and strategies in use. This Profile of the Practice produced snapshots that reveal new departments, or at least functional groups, called by such names as corporate citizenship, corporate social responsibility and sustainability.

The field of corporate citizenship is still in what scholars call a pre-paradigmatic phase – when there is scant agreement on definitions and terms and no consensus on what is included within its boundaries. The data from this survey provide a baseline for the Boston College Center to track how corporate citizenship is managed and organized in years to come.

Other publications in this series of case studies on managing corporate citizenship

- **A New Corporate Citizenship Focus Takes Wing at Boeing**
- **UPS Delivers on Corporate Citizenship**





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