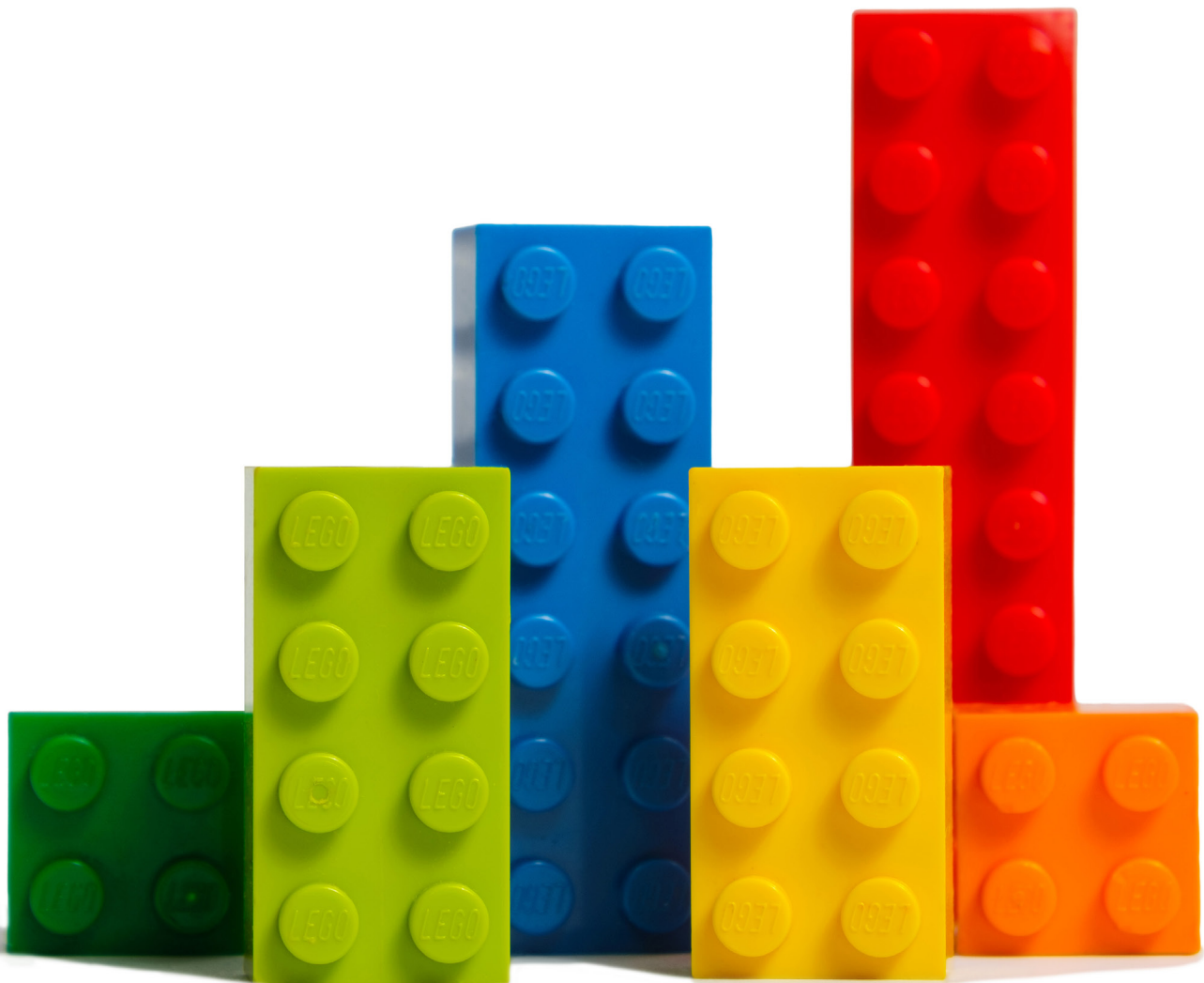


Building What's Next

Practical ideas, professional development, and inspiring examples to strengthen your corporate citizenship practice.



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BMO



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At BMO, our purpose is to **boldly grow the good** in business and life.

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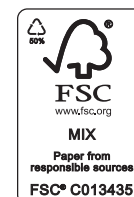
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“As for the future, your task is not to foresee it, but to enable it.”

– Antoine de Saint-Exupéry



Dear Readers,

The future has always been uncertain. What feels different today is the speed at which change is arriving—and the number of forces corporate citizenship professionals are being asked to navigate at once.

New technologies are reshaping how we work. Environmental challenges are creating new risks and responsibilities. Stakeholder expectations continue to evolve, even as political and regulatory priorities shift. In this environment, preparing for what comes next is not about predicting every development. It is about building the skills, strategies, relationships, and organizational capacity to respond with confidence.

That is the idea at the heart of this issue: Building What's Next.

Building Capabilities That Last

The corporate citizenship field continues to grow in both complexity and strategic importance. Today's professionals must be able to connect social and environmental priorities to business strategy, engage leaders and stakeholders, measure meaningful outcomes, communicate credibly, and lead change across functions—often without for-

mal authority.

These are not static capabilities. They must evolve along with the issues and organizations we serve.

In this issue, we explore how professional development can help practitioners strengthen their expertise and prepare for larger leadership roles. BCCCC's 2026-2027 Executive Education programs are designed around the real work corporate citizenship professionals are doing now, with practical tools and frameworks that can be applied immediately. Whether you are building foundational knowledge, deepening expertise in an emerging area, or preparing to lead at a more senior level, continued learning is one of the most important investments you can make in your impact and your career.

It is also an investment in the field. When practitioners become stronger strategists, communicators, collaborators, and leaders, they increase the value corporate citizenship can deliver to their companies and communities.

Expanding the Corporate Citizenship Agenda

Building what's next also requires us to broaden our understanding of the issues that affect business and society and the interdependency of natural resources, supply chains, livelihoods, and communities. As companies begin to understand these dependencies and their impacts on nature, corporate citizenship and sustainability professionals have an important role to play in translating a complex global challenge into practical business action. The organizations best prepared for the future are those willing to learn early, ask

better questions, and begin building the internal understanding needed to act.

Learning from Innovation in Action

Of course, building what's next does not happen through planning alone. It happens when people are willing to test new approaches, bring together unexpected partners, and apply existing resources in creative ways.

The winners of our 2026 Innovation Awards demonstrate what that looks like in practice. Their initiatives respond to significant social and business needs with ideas that are ambitious, practical, and designed to create measurable value. Just as importantly, their stories show that innovation in corporate citizenship is not innovation for its own sake. It is a disciplined effort to find more effective ways to serve communities, engage employees, strengthen partnerships, and improve outcomes.

I hope their examples inspire you to consider what might be possible within your own organization. What challenge calls for a new approach? What capability does your team need to develop? Which partners could help you build a solution that would be difficult to create alone?

No one can know exactly what lies ahead. But we can prepare ourselves and our organizations to meet it. We can keep learning, widen our field of vision, share what works, and create the conditions in which better ideas can take root.

Katherine V. Smith

Executive Director
Carroll School of Management
Boston College
Center for Corporate Citizenship

*Based in the **Carroll School of Management**, the Boston College Center for Corporate Citizenship combines the most valuable aspects of a professional community and the resources of a leading academic institution for our members. We integrate the perspectives and experience of some of the leading corporate citizenship professionals in the field today with management best practices, helping you align your corporate citizenship objectives and business goals. Center resources support positive outcomes for your functional area and your organization as a whole, and for you as a business leader.*

Map out your journey to a Corporate Citizenship Certificate

As the field of corporate citizenship expands, so does the need for in-depth knowledge. The Boston College Center for Corporate Citizenship's research reveals corporate citizenship professionals are investing in professional development relating directly to the environmental, social, and governance (ESG) dimensions of business. No matter where you are in your career, the Center has a path to help you achieve your goals.

How the Summit works

Think of the Summit like a group trip—where everyone explores a new city via subway. You gather together at breakfast and lunch, share what you learned at day's end, and build lasting relationships. But in between? Each person takes their own line.

Required Courses

Elective Courses

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Employee Engagement Courses

ESG Reporting Courses

Environmental Sustainability Courses

Flexible route (Choose any elective you wish)

The Summit

Please note*

These lines represent stops that you can take along your Summit journey, not necessarily the sequence of your journey. We can help prepare your individualized schedule for the week, based on your goals.

Learn more about The Summit and other professional development opportunities in the Executive Education Guide on page 20.



To learn more, visit ccc.bc.edu.



Certificate in Corporate Citizenship Practice

Growing the Good: How BMO Builds Community Impact That Lasts

BMO served as convening sponsor of the International Corporate Citizenship Conference, held in Los Angeles, CA in April 2026. The bank's main stage session featured Helen Seibel, VP and Head of Employee & Community Giving, BMO; Sean Garrett, President & CEO, United Way of Metro Chicago; Rosie Allen-Herring, Interim President and CEO, United Way Worldwide; and Ted Dunn, Head of U.S. Diversified Industries Group (DIG) & Interim Head of U.S. Industry Verticals, BMO Commercial Bank.



"Grow the Good." As conference themes go, this three-word imperative—seemingly simple—more than delivered. For BMO, the convening sponsor of BCCCC's 2026 International Corporate Citizenship Conference, the phrase carries the weight of real commitment: more than 200 years of institutional history, decades-long community investments, and a corporate culture that has turned employee giving into something closer to a shared identity.

"'Boldly Grow the Good' is more than a tagline," explained Helen Seibel, VP and Head of Employee & Community Giving, BMO, to an audience of 400-plus corporate citizens. "It's the lens we use to think about our role in the world. It connects the work we do as a bank to something broader: helping people make real financial progress and supporting the communities where we live and work."

BMO's panel set the tone for an inspiring main stage conversation and, in fact, for everything that followed over the next two days in Los Angeles. Attendees heard about CSR programming that proved to be as grounded and strategic as it was ambitious—practitioners speaking from experience about translating purpose and long-term community investment into lasting impact.

Culture as Anchor

If there was a through-line in BMO's session, it was this: culture is not a backdrop. It's an active, intentional effort—one that requires consistent reinforcement, particularly in moments of organizational change.

The data BMO brought to support that argument was striking. The bank's annual employee giving campaign, for example, has a participation rate of more than 90%. That number didn't appear overnight. It is the result, BMO leaders explained, of a leader-led model built over many years—one in which executives don't simply endorse the campaign but visibly participate in it and speak personally about why it matters.

"Participation follows connection," Seibel told attendees. "When people have permission to get involved—because they see it modeled by their colleagues, because they feel what they're doing matters and reflects their own values—they lean in in a much more authentic and lasting way."

The mechanics behind that participation rate are also worth noting. BMO sets specific goals, tracks progress daily, and generates reporting granular enough to create friendly competition across departments. The approach reflects the organization's identity: BMO is a bank, and

BELOW: Rosie Allen-Herring, Interim President and CEO, United Way Worldwide (left) and Ted Dunn, Head, U.S. Diversified Industries Group (DIG) & Interim Head, U.S. Industry Verticals, BMO Commercial Bank (right)





ABOVE: (Left to right) Helen Seibel, Sean Garrett, Rosie Allen-Herring, and Ted Dunn

numbers matter. But the infrastructure serves a human purpose, making the impact of giving tangible for every employee who participates.

The model was tested at scale during BMO's acquisition of Bank of the West, which brought approximately 9,000 new colleagues into the organization at once. In addition to explaining the culture through onboarding documents, BMO focused on helping new employees experience it, including through the giving campaign. First-year participation in those new markets was well over 80%, significantly exceeding expectations.

"Culture isn't something you tell people about," observed Ted Dunn, Head of U.S. Diversified Industries Group (DIG) & Interim Head of U.S. Industry Verticals, BMO Commercial Bank. "It's something they feel through what they do and how they're included."

Staying Long Enough to Matter

The conversation segued into BMO's long-term community investment work—and what a decade-plus commitment to a single neighborhood can produce. In 2018, BMO made a \$10 million commitment to Chicago neighborhoods, including Austin, in support of United Way's Neighborhood Network. In the years since, that investment has helped anchor major community revitalization efforts, including the Aspire Center.

The Aspire Center is a former public school that sat vacant for eleven years, occupying an entire city block in Austin. For more than a decade, residents walked past it daily—a physical reminder, as Sean Garrett, President & CEO, United Way of Metro Chicago, put it on stage, that the community had been left behind. Today, the building has been transformed into a hub of workforce opportunity: job training for advanced manufacturing, a local health organization, a BMO financial center where residents can conduct their banking, and—perhaps most importantly—a gathering space built by neighborhood leaders and their input.

Further, BMO's sustained presence has functioned as a signal to other investors—one that has catalyzed an estimated \$200 million in additional public and private investment in the community. That multiplier effect, BMO leaders acknowledged, was not a designed outcome. It emerged organically from the bank's willingness to show up consistently... and to stay.

"By making a sustained commitment and continuing to show up, we unintentionally became a signal to other organizations that there was something worth investing in," Seibel said. "What we heard from partners is that our presence created confidence—that if BMO was there for the long term, others could step in as well."

The lesson, as articulated in the session, is that corporate impact is not only about what an organization contributes directly. It's also about the credibility and momentum a long-term partner can generate—the way a sustained presence reassures other investors that the conditions for success exist.

Listening Before Investing

One of the session's more practically useful themes was the question of how—not just how much—to invest in communities. BMO's approach begins with a step that organizations in a hurry tend to skip: listening.

The point is more than philosophical. Communities differ in their readiness for diverse kinds of investment, and partners within those communities have varying capacity to respond. Moving too quickly, or assuming that what worked in one neighborhood will translate seamlessly to another, is a reliable path to wasted resources and strained relationships.

Garrett used the phrase "community rhythms" to describe this idea—the recognition that a community is ready for certain things at certain times, and that understanding those rhythms requires time and genuine attention.

The bank's partnership with United Way of Greater LA illustrated the point. When BMO sought to fund United Way's neighborhood work in Los Angeles, both organizations recognized that meaningful investment would require something that hadn't yet been done: a thorough community needs assessment. So, BMO funded that first. The results informed a longer-term commitment made afterward.

"Listening. That's a superpower," BMO's Dunn affirmed.

Honoring History, Staying Relevant

For BMO, which has operated for more than 200 years, another key question is how to honor an institutional legacy while continuing to evolve for employees, partners, and communities whose expectations are meaningfully different from those of a generation ago.

The answer the bank has settled on is to lead with need rather than with programming. Instead of asking employees or partners to engage with a specific initiative because of its history or structure, BMO focuses first on the problem being addressed—and then connects that problem to the work.

Just as C.I. work needs to stay relevant across generations and shifting workforce demographics, longstanding community partners recognize a similar need in their own organizations. "This can't be your grandfather's United Way. It has to be your grandson's United Way," said Rosie Allen-Herring, Interim President and CEO, United Way Worldwide.

A Note for Early-Stage Programs

For corporate citizenship practitioners who have the philanthropic infrastructure in place but haven't yet figured out how to deepen or sustain community partnerships, the session offered one essential piece of advice: slow down.

"Take the time to listen and build real partnerships," Seibel said. "A lot of this work doesn't move quickly, and that can be challenging. But the strongest outcomes tend to come when organizations stay engaged long enough to build trust—and are open to learning along the way."

It's an unsatisfying answer in a business culture that prizes velocity. But BMO's record in Austin—where patient, sustained investment helped rebuild trust, attract capital, and generate momentum that no single donation could have produced—makes the case more compellingly than any argument could.

The most meaningful outcomes, as one speaker put it, often happen quietly before they become visible. Being patient enough to let that happen is what separates lasting impact from impact that simply looks good on a year-end report. •



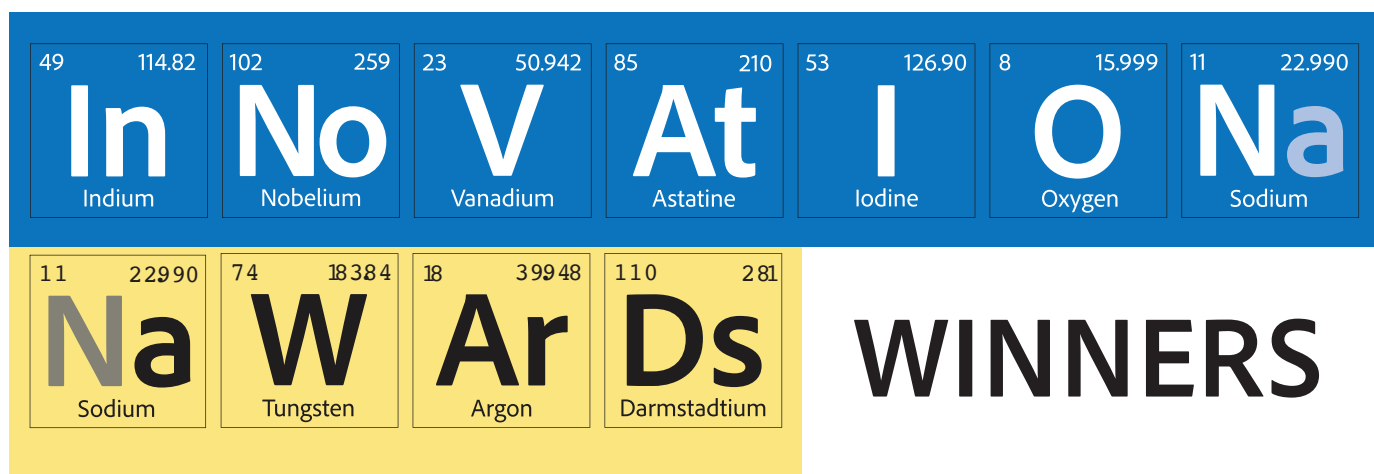
BETTER TOGETHER:

FOUR COMPANIES REWRITING

THE RULES OF CORPORATE

INNOVATION





SI

2026 SOCIAL IMPACT CHANGEMAKER WINNER

Novo Nordisk

Novo Nordisk's The Interrupt is a cross-sector platform designed to enable businesses and organizations to pool expertise, leverage resources, and achieve more together than they could on their own in service of one goal: lifting community health outcomes. The Interrupt takes an upstream approach to health equity by tackling the root causes of chronic disease before they take hold. In Alabama, that approach came to life through a partnership with UAB's Live HealthSmart Alabama initiative, convening Uber Health, Alabama Power, and Cadell Construction among others to dismantle barriers facing rural and underserved communities: limited food access, inadequate transportation, scarce healthcare, and gaps in the built environment.

IA

2026 INNOVATION AMPLIFIER WINNER

Micron

Micron set out to solve a problem hiding in plain sight: as one of the world's leading manufacturers of the memory technologies that power AI, the company's social impact and community engagement efforts needed to be AI-forward too—but AI literacy and readiness were uneven across internal teams and grantee partners, local ecosystems lacked shared direction and tools, and grantmaking processes remained manual, fragmented, and sometimes disconnected from outcomes. Micron built a holistic AI adoption model organized around three connected levers—people, process, and philanthropy—to close the gaps internally and ensure that communities it serves are included and participating in AI transformation.

TP

2026 TRANSFORMATIVE PARTNERSHIP WINNER

Citizens

Rhode Island's banking sector anticipates roughly 500 new roles over the next five years, many of them entry-level and increasingly reshaped by AI. Yet employers face a persistent skills mismatch, and adult learners and those new to banking lack short, stackable, job-aligned options that pay family-sustaining wages and can contribute to degrees. Citizens set out to change that by doing something unusual: convening four competitor banks to solve the problem together.

EI

2026 ECO-INNOVATOR WINNER

Con Edison

Nearly half of Con Edison's service area includes historically underserved neighborhoods—communities that bear a disproportionate share of climate risk while having the fewest resources to adapt. Recognizing that the clean energy transition must be inclusive to be meaningful, Con Edison created a signature grant initiative to address the impacts of extreme heat and flooding in state-designated disadvantaged communities across New York.

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This year's BCCCC Innovation Award winners share a conviction: to solve some of the toughest problems communities are facing today.

Threats from climate change, community health issues and chronic disease, workforce inequality, and the digital divide are too large and too interconnected for any one organization to solve alone. This article highlights four CSR initiatives that aren't set apart just by ambition, but by architecture. Each was designed from the start to work across boundaries, bring in unlikely partners, and build something that will outlast the original investment.

Starting From the Inside Out

Before any of these companies could change their communities, they had to change themselves—or at least how they worked.

When Rosita Najmi joined Micron as Global Head of Social Impact and Community Engagement in late 2024, her mandate was clear: increase scale, strengthen impact measurement, and align the company's social impact and community engagement portfolio with the business. Since Micron is building the memory technologies that power AI, that meant the philanthropic work needed to be AI-forward too. What followed was a ground-up rebuild—a model Najmi calls a “holistic AI adoption” approach organized around three connected levers: people, process, and philanthropy.

The team started with themselves. The Social Impact and Community Engagement team built AI fluency through internal assessments, hackathons, and ongoing training sessions. They took turns leading a digital fluency learning segment at monthly all-hands meetings. “Upskilling our team through this structured learning approach engaged team members where they were,” Najmi explains. Then they applied that same logic outward: team members became AI mentors in their communities, creating two-way learning loops—employees deepen their own skills through teaching, and community members gain real-world AI guidance they wouldn't otherwise have.



Above: Rosita Najmi accepts the 2026 Innovation Amplifier for Micron Technology

The most ambitious test of that model came through Micron's Community Impact Grants (CIG) program. Rather than managing grantmaking through fragmented site-by-site processes, which had relied on manual scoring and inconsistent criteria, Micron developed a purpose-built agentic AI program to evaluate nonprofit nominations against a five-criterion scorecard. The agent didn't replace human judgment; it handled 90 percent of the scoring work, freeing 16 site-based Governance Committees—composed of 239 employees across the globe—to focus their time and deliberation on final grant selection. For the first time, any Micron employee could nominate a local nonprofit, and 407 of them did, producing a portfolio of 52 grantees backed by \$2.5 million. The majority of the finalists had no prior relationship with Micron—evidence that participatory grantmaking, when structured with AI, can expand a company's community engagement and network.

Citizens followed a similar inside-out logic when it set out to close a persistent workforce gap in Rhode Island's banking sector. A market analysis conducted with community college partner CCRI and nonprofit Education Design Lab, a national nonprofit that co-designs skills-based, learn-and-work systems (including micro-pathways), revealed a telling disconnect: the state's banking industry was projected to add roughly 500 new roles over five years, many of them shaped by AI and digital transformation—yet traditional education pathways were too long, too costly, and too disconnected from actual hiring needs to move talent into those roles quickly. To address this gap holistically, Citizens and its partners convened more than 10 institutions across the education, workforce development, and industry sectors to align on solutions. So, Citizens designed the Banking Micropathway, a skills-first, employer-validated, accelerated credential program at CCRI. The goal, as Citizens describes it, was “not just to fill roles, but to expand economic opportunity and build a more inclusive, future-ready workforce pipeline.”

For Con Edison, getting started on a new CSR program also meant rethinking some of the old ways of doing things. Nearly half the communities the utility serves are state-designated disadvantaged communities—neighborhoods bearing a disproportionate share of climate risk from extreme heat and flooding, while having the fewest resources to adapt. Con Edison recognized, wasn't built for a problem this layered and complex. So, the company launched the Climate Resilience Coalition: not a grant program in the conventional sense, but a cohort model designed to fund, convene, and connect trusted community-based organizations across its service territory.

Novo Nordisk's inside-out reckoning was strategic. In 2022, the company made a deliberate decision to focus its social impact work on lifting community health outcomes—starting with food and nutrition. The logic was straightforward: improve access to healthy food, and you improve health. But the data told a more complicated story. Food access moved the needle, but not enough. Obesity, diabetes, and cardiovascular disease are shaped by the full arc of how people live: whether they have stable housing, access to quality care, safe places to be active, and pathways to economic security.

That recognition forced a harder question: who else needed to be at the table? Novo Nordisk was candid with itself—it had neither the reach nor the expertise to tackle housing, transportation, workforce development, and healthcare access on its own. The Interrupt was built around that reality: not as a corporate program, but as a cross-sector platform designed to bring in partners with capabilities Novo Nordisk didn't have, aligned around a shared commitment to whole-health outcomes.

Turning Competitors into Co-Investors and Grantees into Partners

Among the most striking things these programs share is a willingness to explore who belongs at the table—and what role the company should play once everyone is seated.

For Citizens, that meant convening rival institutions. Working through the Rhode Island Bankers Association, Citizens brought Bank of America, BankNewport, Centreville Bank and Washington Trust together to address a shared problem: the workforce challenge was bigger than any one bank could solve. Those competitors became co-investors, pooling resources to make the Banking Micropathway tuition-free for Rhode Island residents.

BELOW: Raminder Somal accepts the 2026 Transformative Partnership award for Citizens

Ten banking institutions ultimately participated in hiring events. The first cohort of ten graduates produced three full-time hires within a month.

Citizens is candid about what made this shift possible—and what made it hard. “The biggest shift was moving from competition to collective impact,” the team writes. “What made it successful was a shared understanding that the workforce challenge was bigger than any one institution.” That shift didn’t happen automatically. It required building trust quickly, aligning different institutional timelines, and keeping both employers and learners at the center of every design decision.

Con Edison faced a different version of the same challenge. Rather than convening competitors, the company had to rethink its relationship with the community organizations it funds. The Climate Resilience Coalition selected six nonprofit partners from 49 open proposals—The Point CDC, New York Disaster Interfaith Services, Nonprofit Staten Island, Groundwork Hudson Valley & Hudson River Museum, Nos Quedamos, and UPROSE—and deliberately organized them as a cohort rather than as isolated grantees. “Rather than funding isolated projects, we intentionally built a cohort model focused on collaboration, shared learning, and long-term partnership,” Con Edison explains. That distinction matters, because while individual grantees may or may not derive big-picture take-aways on their own, a communicative cohort often will.

Novo Nordisk’s The Interrupt faced a similar coalition co-ordination challenge, at a different scale. The Interrupt is a cross-sector platform designed to address chronic disease—obesity, diabetes, cardiovascular disease—through integrated, whole-health interventions rather than the single-factor approaches that have historically produced “siloes and fragmented strategies.” Its founding partners span Novo Nordisk, Bank of America, the U.S. Chamber of Commerce Foundation, the J. Willard and Alice S. Marriott Foundation, and Esri—alongside dozens of community organizations. What holds the coalition together, Novo Nordisk emphasizes, is that each partner continues to invest in work that aligns with its own social impact strategy. “Flexibility is not a concession—it is the architecture.”

Community Trust Is Built Slowly and Lost Quickly

If there is one lesson that runs through every 2026 program winner, it is this: the hardest part of innovative CSR isn’t the technology, the funding, or even the politics of getting competitors to collaborate. It’s earning—and keeping—community trust.

Novo Nordisk states the case plainly. “Community trust is not given—it is built slowly and lost quickly.” The Interrupt’s work in Washington, D.C., illustrates their point. Rather than arriving with a branded corporate program, The Interrupt partnered with trusted local organizations—Building Bridges Across the River and Black Nurses Rock DMV—and deliberately built a ground-level brand that residents could recognize as their own. At Washington View, a 3,000-person community in Ward 8, where nearly 20 percent of residents have diabetes, and where a single grocery store serves 75,000 people, residents helped name the local initiative “View Strong.” The result has been over 6,000 pounds of food distributed, living-wage career connections, health screenings, and a programming ecosystem that residents experience as integrated—not as a series of disconnected corporate gifts.

Con Edison arrived at the same conclusion through a different path. As the Climate Resilience Coalition evolved, the company found that communities wanted more than funding; they wanted a genuine relationship with the utility itself. “Trust-building cannot be transactional,” Con Edison writes. That recognition pushed the company to evolve its role from grant maker to convenor: organizing listening sessions between grantee organizations and Con Edison’s Environmental Justice Working



Group, hosting site visits that connected internal business units directly with local leaders and residents, and inviting community partners to speak at internal town halls. When The Point CDC was asked to address Con Edison's Corporate Affairs team about conditions in underserved Bronx neighborhoods, that wasn't a PR gesture—it was an accountability mechanism.

Micron's coalition work took a different form, but the trust-building logic was consistent. Rather than traditional top-down philanthropic structures, Micron used skills-based volunteering and experiential learning as mechanisms for building community relationships. "These shared learning experiences created much stronger, more durable relationships across community organizations and team members," Najmi notes.

The Hard Part Is Change Management, Not Technology

Each of this year's winners offered candid insights on what didn't go according to plan.

"The hardest part is not technology—it is change management," says Micron's Najmi. "Building AI fluency required ongoing skill development; integrating AI into business processes required restructured data and workflows; and earning buy-in from people across the organization required time and leadership commitment for which no technical solution could substitute. The technology, she notes, is 'the easy part.' AI only works if the humans in the loop are bought in and the underlying processes and data are ready for it.

Citizens echoes the point from a workforce design perspective. Aligning multiple institutions with different priorities, timelines, and processes around a shared purpose required trust-building that couldn't be rushed. Designing an accessible program for working adults meant continuous adjustments to format, pacing, and support. The lessons Citizens draws: invest early in trust and alignment, keep employers and learners at the center, stay flexible, and plan carefully around academic and operational timelines.

Con Edison's lesson was about scope and pace. "Strong community partnerships require more time, coordination, and relationship-building than traditional grant programs," the team reflects. Each of the six coalition partners operates within a different local context, with unique priorities and pressures—which meant that aligning goals across the cohort required ongoing dialogue, not a one-time planning meeting. The program's



evolution from grant maker to convenor wasn't the original plan; it emerged from listening.

Novo Nordisk makes the same observation about partner motivation. "Good intentions are not enough to bring partners to the table. Organizations join collaborative efforts when they can see the benefit to their own mission, not just yours." The Interrupt was designed with that reality in mind from the start, which is part of why it has been able to sustain and expand its partnerships.

Leadership Makes the Difference

Each winner also points—sometimes explicitly, sometimes implicitly—to the role of leadership in making ambitious CSR work possible.

At Micron, the structural alignment is unusually tight: the Foundation's board chair is the company's CEO, and the Chief People Officer serves both as president of the corporate foundation and as one of the executives responsible for AI adoption company-wide. "This alignment, integration, and strong support from above enabled us to take such an ambitious approach across three connected levers: People, Process, and Philanthropy," Najmi explains. It isn't enough, she notes, for a CSR team to believe in shared value—leaders across the business must also be convinced, and willing to back that conviction with both voice and resources.

For Citizens, the convening role the bank played—stepping up to bring the Rhode Island Bankers Association and competing institutions into the same room—

ABOVE: Apurva Patel accepts the 2026 Social Impact Changemaker for Novo Nordisk

BELOW: Hilary S. Ayala accepts the 2026 Eco-Innovator Winner for Con Edison

required institutional credibility and a willingness to put the collective goal ahead of competitive advantage. That kind of leadership doesn't appear on an org chart; it has to be exercised.

Con Edison's leadership story runs in two directions at once: inward and outward. Internally, the company created direct pathways between community partners and senior business units, including Regional Corporate Affairs and Environmental Health & Safety. Externally, Con Edison convened a cross-sector conversation at the 2025 SOMOS Conference that brought together government, labor, community organizations, and industry around climate resilience and workforce development—with The Point CDC grounding the conversation in lived community experience. That juxtaposition—utility convening community, community informing utility—is what a mature corporate citizenship relationship looks like.

What Scales Is a Mindset

When Novo Nordisk describes its plans to expand The Interrupt to Philadelphia and beyond, it offers a telling formulation: "The results in Alabama and Washington, D.C. have given us something more valuable than a program—they have given us a replicable approach." Citizens makes a parallel point about the Banking Micropathway: the model is designed to be replicated across additional markets through the same Education Design Lab partnership infrastructure. Con Edison's cohort model—six partners, one learning community—is itself a template: a way of organizing grantees so that the whole becomes more capable than the sum of its parts.

Micron frames it most directly: "When people, process, and philanthropy align, AI moves from experimentation to scalable and lasting impact."

That alignment—of internal capability, external partnership, community trust, and leadership commitment—is what separates programs that make noise from programs that make change. This year's Innovation Award winners have built something harder to replicate than a technology platform or a grant program. They've built a way of working. •



INNOVATION AWARDS

RUNNER UPS

SI

2026 SOCIAL IMPACT CHANGEMAKER—FIRST RUNNER UP

FICO

Data science and AI are among the fastest-growing fields in the global economy—yet only 4.2% of data scientists are Black, and many universities lack formal data science programs. FICO's Educational Analytics Challenge is a semester-long program pairing students at historically Black colleges and universities (HBCUs) with FICO data scientists to solve real-world problems: bias detection in housing models, fraud detection, and responsible AI language model development. Students gain mentorship, industry datasets, and direct exposure to career pathways in analytics—expanding the pipeline for diverse talent in a field that needs it.

IA

2026 INNOVATION AMPLIFIER—FIRST RUNNER UP

Hashem Brothers

Producing one kilogram of Egyptian jasmine essence requires the hand-harvesting of millions of flowers before sunrise, primarily by women in rural communities. These labor-intensive supply chains have historically lacked traceability and access to essential services—creating social and environmental risks in an era of rising human rights and due diligence expectations. Hashem Brothers built a responsible sourcing program integrating traceability, field monitoring, and community services into its agricultural supply chain. Today, the model—which began with jasmine and is expanding to other crops—offers a scalable framework with potential reach across more than 500 million smallholder farmers worldwide.

TP

2026 TRANSFORMATIVE PARTNERSHIP—
FIRST RUNNER UP**Amgen Foundation**

More than 31 million new teachers will be needed globally by 2030, with demand highest in STEM — yet systemic underinvestment and high turnover could portend a crisis for the field. Schools also lack the budget and lab equipment to make science hands-on and accessible. The Amgen Foundation and its partners created virtual labs paired with real-world biotech experiments, offering loaned research-grade equipment, free supplies, and industry-aligned curriculum. Teachers receive professional development and access to a community of practice. Since 1990, the program has reached more than 1.2 million students and over 5,200 teachers across 17 countries.

EI

2026 ECO-INNOVATOR—FIRST RUNNER UP

Insulet

Used insulin pods typically end up in landfills—the result of limited local infrastructure, product and regulatory complexity, and the challenging economics of medical device recycling. Insulet launched a national U.S. pod recycling program in 2025, building on a Massachusetts pilot begun in 2022, a California expansion in 2024, and long-running pod take-back programs in Canada, Australia, and across Europe. The program is now active in 14 countries: 90% of global customers can now return pods—up from 40% before the pilot—and 8 million pods have been diverted from landfill globally.

FOCUSED ON WHAT MATTERS

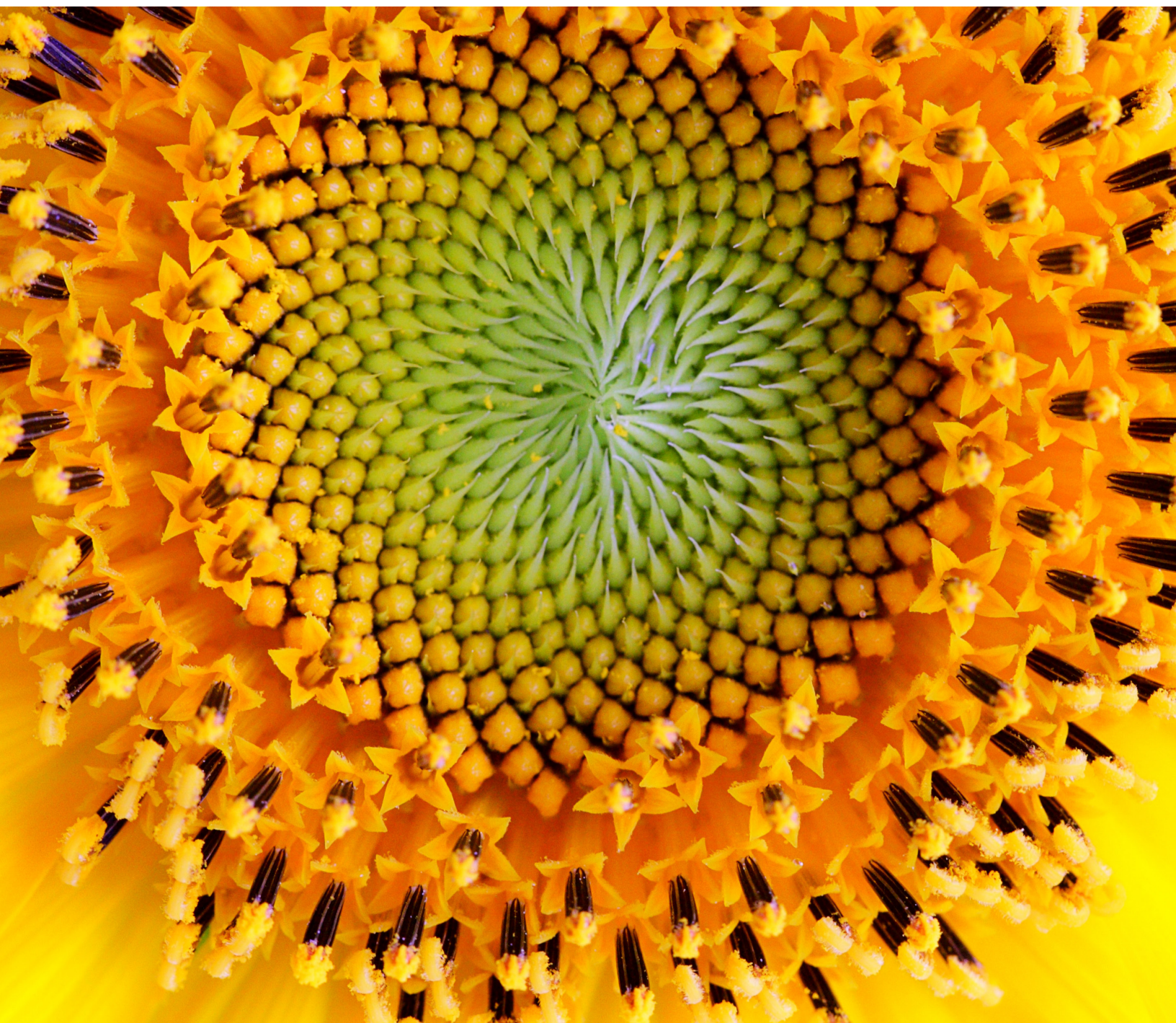
Stronger Communities, Shared Success

At MGM Resorts, we believe that our business thrives when the communities around us are strong and resilient. Our commitment is rooted in giving back, through charitable giving, employee volunteerism and partnerships that drive impact.

We are proud to help strengthen the places where we live and work, because true success means lifting others along the way.



The Closed Loop: What Toyota's Bet on Nature and Circularity Teaches the Rest of Us



When thinking about Toyota's environmental record, many people might focus on its market leadership in electrified vehicles with the venerable Prius.

Of just as much interest as reducing tailpipe emissions is the story of what happens to a battery after a car dies, or the idea of whether a manufacturing plant can leave the surrounding land healthier than it found it. Toyota has quietly built two of the most concrete corporate programs anywhere on "nature positivity" and "circularity," the twin frontiers that are rapidly becoming the next chapter of corporate sustainability after carbon. For companies wondering how to move from pledge to practice, Toyota's playbook is highly instructive.

The journey to "increased biodiversity"

The phrase that organizes Toyota's thinking is borrowed from global policy: nature positive, meaning halting and reversing biodiversity loss so that more healthy ecosystems exist in the future than today. It's a deliberately higher bar than "do no harm." Toyota frames it as "operating in harmony with nature"—using water efficiently, treating wastewater before it returns to the environment, enhancing habitat on its own sites, and protecting nature beyond its fences.¹

In December 2025, Toyota Motor North America published its 2025 North American Environmental Sustainability Report. In addition to an update on annual targets, the report also provided a preview of an eighth Environmental Action Plan that took effect in April 2026. The plan rests on three pillars: carbon neutrality by 2050, building a circular economy, and nature-positive activity. Reporting tracks four focus areas—Carbon, a Circular Economy, Water, and Biodiversity—with disclosures aligned with the Global Reporting Initiative standards.²

The biodiversity numbers are specific enough to check, which is the point. During fiscal 2025, Toyota added 6,185 acres of pollinator habitat through programs



The beauty of community in action

What's more beautiful than a community working to make a difference? When we work together, better things are possible.

U.S. Bank is proud to support Boston College Center for Corporate Citizenship.



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We never settle

Sanofi is an R&D driven, AI-powered biopharma company committed to improving people's lives and creating compelling growth.

We apply our deep understanding of the immune system to invent medicines and vaccines that treat and protect millions of people around the world, with an innovative pipeline that could benefit millions more. Our team is guided by one purpose: we chase the miracles of science to improve people's lives; this inspires us to drive progress and deliver positive impact for our people and the communities we serve, by addressing the most urgent healthcare, environmental, and societal challenges of our time.

sanofi



ABOVE: Toyota sources recovered cathode active material and copper foil to feed new battery assembly at its nearly \$14 billion North Carolina plant

with the Pollinator Partnership and the National Environmental Education Foundation, bringing its running total to 20,616 acres since 2022. That work ladders up to a target the company set years earlier with the consultancy Pure Strategies: at least 26,000 acres of pollinator habitat by the end of March 2026—an acreage deliberately scaled to match the physical footprint of Toyota's own business locations.³

What's striking is the sequencing. Before setting public goals, Toyota had Pure Strategies run a materiality assessment and a detailed value-chain assessment—

looking upstream at suppliers and at its own operations, and downstream at dealerships, across biodiversity, land, freshwater, and ocean impacts. Only then did it commit to targets and join the Science Based Targets Network and the Business for Nature coalition.⁴ The company anchored ambition in evidence rather than the reverse.

The other loop: keeping molecules in play

If nature positivity is about what Toyota nurtures outside its walls, circularity is about reducing waste in its own processes. Toyota's flagship effort is the pursuit of a closed-loop battery ecosystem—recovering, remanufacturing and recycling batteries from a fleet of electrified vehicles Toyota has been selling since the first Prius launched more than two decades ago.

Toyota sources recovered cathode active material and copper foil to feed new battery assembly at its nearly \$14 billion North Carolina plant.⁵ As part of its Environmental Action Plan, Toyota has committed to recycle its production scrap with the aim of achieving gross material recovery of at least 90% from recyclable battery scrap (e.g., copper and aluminum). Lithium-Ion end-of-life batteries collected by Toyota dealers across the country are also recycled with supplier partners, Redwood Materials and Cirba Solutions. Each supplier partner can pull critical minerals from spent batteries at recovery rates up to 95%, then feed battery-grade metals back into the supply chain.⁶

Circularity isn't confined to batteries or to North America. In March 2025, Toyota Motor Europe launched a "Toyota Circular Factory" at its Burnaston plant in the UK. The new facility is designed to systematically dismantle end-of-life vehicles into three streams: reusable parts, components that can be remanufactured, and materials that can be recycled. The initial target is about 10,000 vehicles a year, yielding roughly 120,000 reusable parts, 300 tonnes of high-purity plastic and 8,200 tonnes of steel—with plans to replicate the model across Europe and, notably, to open it up to other companies.⁷ Meanwhile, Toyota Tsusho completed a \$907 million acquisition of Radius Recycling in July 2025, expanding its capacity to supply "green steel" from recycled metal and to close the loop on materials like precious metals from catalytic converters.⁸

Why this is suddenly a boardroom issue

Toyota is moving early into territory the wider market is only beginning to price. More than half of global

live fully

**at every age
and stage**

We help you do more of the things you love while making care easier and more accessible than ever.

ADVOCATEHEALTH



Want to learn new practices to increase your efforts to go green? Enroll in the Boston College Center for Corporate Citizenship's **Fundamentals of Environmental Sustainability** course to see what sustainability means for companies of all sizes and industries.

To learn more, visit ccc.bc.edu

GDP—roughly \$58 trillion—depends moderately or highly on nature, even as monitored wildlife populations have fallen by an average of 73% since 1970. Analysts estimate that sustainability business models could generate around \$10 trillion in annual value and 395 million jobs by 2030.⁹

Five lessons other companies can learn from

Toyota's program is large and well-funded. The most accessible lessons cost more in discipline than in dollars.

1. Assess before you announce.

Toyota built its nature goals on a value-chain materiality assessment, not a press release. For most companies, 70–90% of environmental-related impact sits in the supply chain rather than direct operations, so mapping dependencies prevents overlooking where harm may occur.

2. Scale targets to something physical.

Pegging the pollinator-habitat goal to the size of Toyota's own footprint—26,000 acres—created a bounded, defensible commitment rather than a vague aspiration. A target a stakeholder can multiply and check is a target that survives scrutiny.

3. Buy capability through partnership.

Toyota didn't try to become a recycler. It contracted with Redwood and Cirba to create a supply chain to collect recycled materials for reuse. Companies without in-house reprocessing can move faster by partnering than by building.

4. Design circularity in at the start.

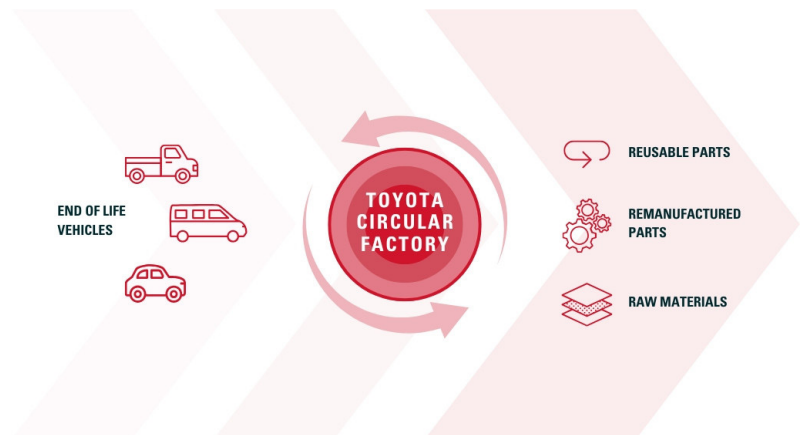
Toyota's Battery 3R approach begins upstream, engineering batteries to be resource-efficient and long-lasting so that reuse and recycling are easier later. Circularity is cheapest when it's a design constraint, not a disposal afterthought—and recovered domestic materials double as a hedge against carbon-intensive, geopolitically exposed imports.

5. Name what isn't working.

Toyota's own report flags targets it expects to miss—for instance, certain decarbonization goals for logistics it concedes are unattainable given supply constraints.¹⁰ That candor is not a weakness; in a field crowded with greenwashing, disclosing the misses is what makes the hits believable. •

- 1 Toyota, "Nature Positive." <https://www.toyota.com/usa/environmentalsustainability/nature-positive>
- 2 Toyota USA Newsroom, "Toyota Releases 2025 North American Environmental Sustainability Report," Dec. 3, 2025. <https://pressroom.toyota.com/toyota-releases-2025-north-american-environmental-sustainability-report/>
- 3 Mexico Business News, "Toyota Advances Carbon Neutrality Through Mexico Operations," 2025. <https://mexicobusiness.news/sustainability/news/toyota-advances-carbon-neutrality-through-mexico-operations>
- 4 Pure Strategies, "Toyota Motor North America Prioritizes Biodiversity" (case study). <https://purestrategies.com/case-study/toyota-motor-north-america-prioritizes-biodiversity>
- 5 Toyota USA Newsroom, "Toyota and Redwood Materials Agree to Battery Recycling, Materials Procurement," Nov. 16, 2023. <https://pressroom.toyota.com/toyota-and-redwood-materials-agree-to-battery-recycling-materials-procurement/>
- 6 Toyota USA Newsroom, "Cirba Solutions Helps Toyota Expand Battery Recycling Network to Nationwide Program," Dec. 7, 2023. <https://pressroom.toyota.com/cirba-solutions-helps-toyota-expand-battery-recycling-network-to-nationwide-program/>
- 7 Toyota Motor Europe Newsroom, "Toyota Circular Factory to maximise recycling and recovery from end-of-life vehicles," March 17, 2025. <https://newsroom.toyota.eu/old-cars-new-purpose-toyota-circular-factory-to-maximise-recycling-and-recovery-from-end-of-life-vehicles/>
- 8 Waste Dive, "Toyota subsidiary closes deal to acquire Radius Recycling for \$907M," updated July 11, 2025. <https://www.wastedive.com/news/toyota-tsusho-radius-recycling-acquisition-scrap-metal/742671/>
- 9 Council Fire, "Nature-Positive Business & Biodiversity: Integrating Nature into Corporate Strategy," Jan. 2026. <https://www.councilfire.org/blog/nature-positive-business-biodiversity-integrating-nature-into-corporate-strategy>
- 10 Toyota, "Let's Make a Better Planet: 2025 North American Environmental Sustainability Report" (full report, incl. forward-looking statements and target status). https://www.toyota.com/content/dam/tusa/environmentreport/downloads/2025NAER_Final_2.pdf

BELOW: Toyota's Battery 3R approach begins upstream, engineering batteries to be resource-efficient and long-lasting so that reuse and recycling are easier later



BOSTON COLLEGE
**CENTER FOR
CORPORATE
CITIZENSHIP**

CARROLL SCHOOL OF MANAGEMENT



Education and Advisory
Advancing Corporate Citizenship

Your Path to Corporate Citizenship Excellence

BCCCC offers three ways to build your expertise in corporate citizenship and ESG: **online courses**, **certificate programs**, and **custom team training**. Whatever your goals, timeline, and budget, there's a path designed for you.

THE RIGHT PROGRAM FOR WHERE YOU ARE RIGHT NOW

If you're looking for... a certificate earned on the Boston College campus

In-person Certificate Programs

p. 22–24

If you're looking for... a flexible, hybrid certificate

The Summit

p. 25–26

If you're looking for... a fully online certificate focused on ESG reporting

Certificate in Corporate Citizenship and Sustainability Reporting

p. 27

If you're looking for... targeted, self-paced learning

Online Courses

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If you're looking for... professional development for your entire team

Custom Team Training

p. 32

If you're looking for... a leadership seat in a trusted community of peers

Advisory Boards

p. 33–36

NOT SURE WHERE TO START?

Our Executive Education advisors are here to help you find the right fit.

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Earn Your Certificate on the Boston College Campus



For corporate citizenship professionals ready to invest a week in transformative, immersive learning, BCCCC offers two intensive certificate programs held exclusively on the Boston College campus. Led by faculty from the Carroll School of Management and seasoned practitioners, these programs challenge how you think, expand how you lead, and connect you with a cohort of peers who will stay with you long after the week ends.

Both programs culminate in a professional certificate awarded by the Boston College Center for Corporate Citizenship under the Carroll School of Management—a credential recognized by companies around the world.

Management Intensive

Certificate in Corporate Citizenship Management

Format

Five days, in-person on the Boston College campus in Chestnut Hill, MA

Tuition

Member \$11,800 | Nonmember \$14,875

Program Dates

March 8–12, 2027

Enroll by 1/15/27 and save \$1,000

Enroll by 2/12/27 and save \$500

Leadership Academy

Certificate in Corporate Citizenship Leadership

Format

Five days, in-person on the Boston College campus in Chestnut Hill, MA

Tuition

Member \$14,000 | Nonmember \$15,000

Includes complimentary registration to the 2027 International Corporate Citizenship Conference

Program Dates

November 16–20, 2026

Enroll by 9/18/26 and save \$2,000

Enroll by 10/9/26 and save \$1,000

NOT SURE WHICH PROGRAM IS RIGHT FOR YOU?

Contact us at ccc@bc.edu or visit ccc.bc.edu/learning ®

Management Intensive

Certificate in Corporate Citizenship Management



The Management Intensive is a five-day program designed for corporate citizenship professionals responsible for executing CSR and ESG programs. Over one intensive week on the Boston College campus, you'll build the strategic, organizational, and communication skills needed to advance your company's corporate citizenship performance—and make the business case for doing so.

THE PROGRAM IS A GOOD FIT IF . . .

You are responsible for managing or implementing corporate citizenship programs and want to strengthen your ability to connect CSR and ESG work to broader business strategy, stakeholder expectations, and measurable outcomes.

WHAT YOU'LL LEARN

- Stakeholder salience and materiality assessment
- Strategic prioritization from SWOT analysis
- Process and project management
- ESG reporting standards and frameworks
- Corporate citizenship messaging for leadership and stakeholders

"This certification has been a career goal since I entered the CSR space, and the experience was incredibly valuable. I had the opportunity to learn alongside industry experts about emerging trends, key challenges, and new opportunities."

—Emily Dwosh, Community Relations Manager & Foundation Executive Director, Sundt Construction

Format

Five days, in-person on the Boston College campus, in Chestnut Hill, MA.

Tuition

Member \$11,800 | Non-Member \$14,875

Program Dates

March 8–12, 2027

Enroll by 1/15/27 and save \$1,000

Enroll by 2/12/27 and save \$500

Ideal for

CSR Managers

QUESTIONS ABOUT THE MANAGEMENT INTENSIVE?

Contact us at ccc@bc.edu or visit ccc.bc.edu/learning ®

Leadership Academy

Certificate in Corporate Citizenship Leadership

The Leadership Academy is BCCCC’s most advanced certificate program—an application-based experience for senior corporate citizenship professionals ready to step into larger leadership roles. It combines an immersive on-campus workshop at Boston College with remote learning modules, and culminates at the BCCCC International Corporate Citizenship Conference.

THE PROGRAM IS A GOOD FIT IF . . .

You have significant corporate citizenship experience and are focused on driving organizational change, engaging executives and cross-functional teams, and leading with influence in complex environments.

WHAT YOU’LL LEARN

- Negotiation, problem-solving, and decision-making skills
- Strategies for leading without formal authority
- How to evaluate and navigate organizational cultures
- Techniques for aligning CC strategy with broader company goals
- Ways of innovating and communicating in senior leadership contexts

PROGRAM COMPONENTS

- Week-long learning workshop on the Boston College campus
- Advisory Board Summit
- BCCCC International Corporate Citizenship Conference

“The program strengthened my leadership skills across communications, innovation, and more, alongside an inspiring group of CSR leaders. I’m excited to bring these learnings back to BMO.”

**–Rebecca Laskaris, Head,
U.S. Community Giving,
BMO**

Format Five days, in-person on the Boston College campus, in Chestnut Hill, MA	Program Dates November 16–20, 2026 <i>Enroll by 9/18/26 and save \$2,000</i> <i>Enroll by 10/9/26 and save \$1,000</i>
Tuition Member \$14,000 Nonmember \$15,000	Ideal for CSR professionals with a minimum of 5 years’ corporate citizenship experience, or a minimum of 3 years’ corporate citizenship experience and another BCCCC certificate.

TO LEARN MORE

Contact us at ccc@bc.edu or visit ccc.bc.edu/learning ®

The Summit

Certificate in Corporate Citizenship Practice

The Summit is BCCCC's most flexible certificate program—a week-long event held twice a year at locations across the country. It combines the energy of in-person learning with self-paced online coursework. You choose how many days to attend, which electives to take, and when to complete your online components. If you attend in person for all five days, no online component is needed.

THE PROGRAM IS A GOOD FIT IF . . .

You have 5 years or fewer of experience in the corporate citizenship field, or if you're looking for a broad, practical overview. The Summit is also a natural starting point toward the Management Intensive or Leadership Academy.

HOW IT WORKS

Step 1

Enroll in the three required courses: CC Communications, CC Strategy, and Impact Measurement for CC.

Step 2

Choose two electives from the available course menu for your session.

Step 3

Complete all five courses—some or all in person, with online components at your own pace according to your schedule.

Communities thrive on people they can count on.

At PNC, we're proud to live and work among the people and organizations that dedicate themselves to making our communities brilliant.



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The Summit

Certificate in Corporate Citizenship Practice



ELECTIVE COURSES

Choose two electives from the courses available at your session. Elective offerings vary by session and location. Your Executive Education advisor can walk you through what’s available and help you choose the electives that are most relevant to your work.

Current electives include courses on corporate giving, employee engagement, environmental sustainability, inclusion and diversity, nonprofit board service, partnership management, stakeholder and materiality management, sustainability reporting fundamentals, supply chain citizenship, and more.

“This intensive program has deepened my understanding of corporate citizenship and equipped me with the skills to drive positive social and environmental impact.”

–Minu Elizabeth George, Global Sustainability/ESG Engagement Manager, Flex

Tuition		
# of courses	Member	Nonmember
1 course	\$2,869	\$3,483
2 courses	\$5,327	\$6,557
3 courses	\$7,684	\$9,528
4 courses	\$9,835	\$12,294
5 courses	\$11,782	\$14,855

Take advantage of early registration pricing!

Bundling courses with a BCCCC membership or renewal? Ask your Executive Education advisor about options to stretch your professional development budget further.

READY TO PLAN YOUR SUMMIT EXPERIENCE?

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Certificate in Corporate Citizenship and Sustainability Reporting

A Comprehensive Foundation in Today's Most Critical ESG Reporting Frameworks

As ESG disclosure requirements continue to expand globally, sustainability reporting has become one of the most in-demand skill sets in corporate citizenship. This fully online, self-paced certificate program gives you a comprehensive foundation in the frameworks, standards, and processes your company needs to report with confidence—and the strategic perspective to use reporting as a management tool, not just a compliance exercise.

THE PROGRAM IS A GOOD FIT IF . . .

You are responsible for preparing or contributing to your company's ESG or sustainability report, your organization is navigating new disclosure requirements, or you want to deepen expertise in a rapidly changing area.

HOW IT WORKS

Complete five required courses. All courses are self-paced and available on demand—begin at any time, on your own schedule. There is no time limit on completing your certificate coursework.

REQUIRED COURSES

- CDP Reporting: Measuring Environmental Impact
- Fundamentals of Sustainability Reporting
- Integrated Reporting: Connecting ESG Metrics to Overall Performance
- Stakeholder and Material Issues Management
- Reporting With the GRI Standards

Format

Five courses, fully online and self-paced

Tuition

Member \$10,064 | Nonmember \$13,703

Individual courses can also be taken on a standalone basis. Ask your advisor about bundling options.



QUESTIONS ABOUT THE SUSTAINABILITY REPORTING CERTIFICATE?

Contact us at ccc@bc.edu or visit ccc.bc.edu/learning ®

Online Courses

Self-paced, On-demand Learning in the Topics That Matter Most to Your Work

BCCCC's online courses are designed for busy corporate citizenship professionals who need practical, applicable training they can complete on their own schedules. Every course is self-paced and available on-demand—start anytime, work at your own pace, and apply what you learn immediately. Courses are available individually or bundled. Some courses can be used as building blocks toward a BCCCC certificate. Ask us for more information.

COURSE INDEX



Indicates the course is also available in person at an upcoming Certificate Summit.

Advanced Impact Measurement

Brand and Reputation: Build Trust With Stakeholders

CDP Reporting: Measuring Environmental Impact

Corporate Citizenship 101: ESG Fundamentals

Corporate Citizenship Communications

Corporate Citizenship in Your Supply Chain

Corporate Citizenship Partnership Management

Corporate Citizenship Strategy

Corporate Giving: Maximizing Effectiveness

CSRD Aligned Reporting

Deepening Employee Engagement

Fundamentals of Employee Volunteer Programs

Fundamentals of Environmental Sustainability

Fundamentals of Sustainability Reporting

Impact Measurement for Corporate Citizenship

Integrated Reporting: Connecting ESG Metrics With Overall Performance

Opportunity, Inclusion & Workforce Engagement

Preparing Teams for Nonprofit Board Service

Reporting With the GRI Standards

Reporting With the ISSB

Stakeholder and Material Issues Management



INTERESTED IN BRINGING A COURSE TO YOUR ENTIRE TEAM?

Contact us at ccc@bc.edu or visit ccc.bc.edu/learning ®

The Course List

Fundamental Courses

Corporate Citizenship 101: ESG Fundamentals

Build a foundation in the core concepts, language, and frameworks of corporate citizenship—and understand how CSR and ESG connect to business strategy and stakeholder expectations.

Corporate Citizenship Communications

Craft persuasive, compelling corporate citizenship messages that cut through the noise, engage diverse audiences, and connect your company's ESG commitments to meaningful action.

Corporate Citizenship Strategy

Use widely accepted business strategy models to align your corporate citizenship program with company goals, gain senior leadership support, and plan for effective execution.

Impact Measurement for Corporate Citizenship

Develop the skills to set goals, select metrics, measure outcomes, and communicate the business and social value of your corporate citizenship programs to leaders and stakeholders.

Community Involvement Courses

Advanced Impact Measurement

Go deeper on measurement methodology—explore how to capture the full value created by your corporate citizenship programs for both your company and the communities you serve.

Brand and Reputation: Build Trust With Stakeholders

Learn how to align your CSR efforts with business objectives to build brand equity, strengthen stakeholder trust, and create lasting business and social value.

Corporate Citizenship Partnership Management

Build and manage more effective partnerships between your company and nonprofit organizations—from structuring agreements and evaluating performance to knowing when to move on.

Preparing Teams for Nonprofit Board Service

Equip your company's leaders with the legal, fiduciary, and fundraising knowledge they need to serve effectively on nonprofit boards.

The Course List

Environmental Sustainability Courses

Corporate Citizenship in Your Supply Chain

Identify environmental, social, and economic risks and opportunities across your supply chain—and learn to evaluate partners, capture key metrics, and maximize the impact of your value chain.

Fundamentals of Environmental Sustainability

Get started on your company's sustainability journey with an overview of the concepts, tools, resources, and leading practices for managing natural resources in ways that make both business and environmental sense.

ESG Reporting Courses

CDP Reporting: Measuring Environmental Impact

Build your understanding of the CDP reporting framework, improve your disclosure and performance scores, and align your environmental reporting with GRI and DJSI.

CSRD Aligned Reporting

Prepare your company for the EU's CSRD double materiality requirements—understanding both sustainability risks and societal impact.

Fundamentals of Sustainability Reporting

Navigate the crowded ESG reporting landscape. Learn GRI, SASB, TCFD, ESRS, and CDP, and develop a strategic approach to selecting the right frameworks for your company.

Integrated Reporting: Connecting ESG Metrics with Overall Performance

Learn to use integrated reporting as a management tool that unifies sustainability and business performance disclosure and drives better decision-making.

Reporting With the GRI Standards

Gain a comprehensive foundation in GRI reporting—the world's most widely used sustainability reporting framework.

Reporting With the ISSB

Understand how aligning with ISSB standards can help your company identify inefficiencies, manage sustainability-related risks, and meet evolving investor expectations.

Stakeholder and Material Issues Management

Learn to prioritize stakeholder relationships, conduct a materiality assessment, and engage stakeholders to identify and address your company's most significant ESG issues.

The Course List

Employee Engagement Courses

Corporate Giving: Maximizing Effectiveness

Design a giving strategy that aligns with your business priorities, evaluate and select the right partners, and measure the impact of your company’s philanthropic investments.

Deepening Employee Engagement

Explore strategies, tools, and leading practices for designing corporate citizenship programs that meaningfully increase employee engagement across your organization.

Fundamentals of Employee Volunteer Programs

Build or improve a volunteer program that deepens employee engagement, strengthens community partnerships, and contributes to your company’s reputation and business goals.

Opportunity, Inclusion & Workforce Engagement

Understand how a strong inclusion culture drives financial performance, recruitment, and innovation—and learn how to integrate inclusion and diversity into your corporate citizenship programs.

Tuition

# of courses	Member	Nonmember
1 course	\$2,237	\$3,045
2 courses	\$4,026	\$5,481
3 courses	\$6,039	\$8,222
4 courses	\$8,051	\$10,962
5 courses	\$10,064	\$13,703

Courses can be bundled with a BCCCC membership or renewal to make the most of your professional development budget.

QUESTIONS ABOUT A PARTICULAR COURSE?

Contact us at ccc@bc.edu or visit ccc.bc.edu/learning ®

Custom Team Training

Bring BCCCC Expertise Directly to Your Organization

Sometimes the most effective professional development happens when an entire team learns together. BCCCC works with companies to design and deliver customized CSR and ESG training programs tailored to your organization's specific challenges, goals, and team—whether you're upskilling five people or 50, on-site or online.

CUSTOM TRAINING IS A GOOD FIT IF YOU ARE. . .

- onboarding a new CSR or sustainability team and need to establish a shared foundation.
- bringing corporate citizenship concepts to colleagues in HR, marketing, finance, or operations.
- navigating a specific challenge, like launching a new reporting framework or redesigning your giving strategy.
- looking to use a team retreat or planning session as a professional development opportunity.

HOW OTHERS HAVE USED CUSTOM TRAINING

Names and organizations referenced herein have been altered to protect the confidentiality of the parties involved.

Diving Deep on a Specific Challenge

Ron Forrester, Lead of Sustainability Initiatives at Omnitech Inc., needed to get his team up to speed on GRI reporting ahead of an upcoming reporting cycle. BCCCC set up a one-day customized workshop. His team left with a practical roadmap of quick wins and long-term goals.

Level-setting a Newly Merged Team

Angela Cosmides, VP of Community Giving at Eckert Bank, aligned a newly consolidated team around a broader corporate citizenship strategy. BCCCC designed a week-long program, and every team member left with a Certificate in Corporate Citizenship Practice.

Getting Other Departments on Board

Eleanor Graham, CSR Manager at BioCure Pharmaceuticals, used a company merger to introduce corporate citizenship fundamentals to colleagues across HR and marketing. Eighteen employees attended, everyone left with a Certificate in Corporate Citizenship Practice and a common language for talking about CSR.

READY TO EXPLORE A CUSTOM PROGRAM FOR YOUR TEAM?

Contact us at ccc@bc.edu or visit ccc.bc.edu/learning ®

2026-2027 ADVISORY BOARDS



BCCCC Advisory Boards give advanced corporate citizenship professionals a leadership seat in a trusted community of peers who share their business interests.

JOIN AN ADVISORY BOARD TO . . .

- **Find peer-tested solutions** — tap experts who have faced your toughest challenges
- **Build a close network** — connect with practitioners facing the same issues
- **Establish your expertise** — present your work and shape the field's thinking
- **Stay ahead of what's next** — get exposure to emerging practices and new ideas
- **Lead the profession** — help set the agenda that guides the field forward

Build on the ideas and lessons of others in your function and save your team the time and cost of figuring it out alone. Each year, board members work together to set the advisory agenda — the topics, questions, and priorities most worth exploring. You'll also have the opportunity to present your own work and recommend guest speakers or topics, making the board as valuable as the members who shape it.

THE 2026-2027 ADVISORY BOARDS

- **Advisory Board on Leadership in Community Involvement**
- **Advisory Board on Opportunity, Inclusion, & Workforce Engagement**
- **Advisory Board on ESG Reporting**
- **Advisory Board on Professional Services Sustainability**

CURIOUS ABOUT JOINING AN ADVISORY BOARD?

Contact us at ccc@bc.edu or visit ccc.bc.edu/content/bc-ccc/meet-members/advisory-boards ®



2026-2027

ADVISORY BOARDS



Advisory Board on Leadership in Community Involvement

Comprised of experienced, forward-looking professionals, the Advisory Board on Leadership in Community Involvement is a unique and powerful forum for best practices in corporate philanthropy, employee volunteer programs, social impact initiatives, and employee engagement among leading companies.

ADDRESS QUESTIONS SUCH AS

- How do we make a strategic community investment through meaningful grant, volunteer, and other programs?
- When, where, and how should we integrate community programs with business strategies and plans?
- How can we measure real social impact, not just the dollars and hours spent creating it?

WHY JOIN?

Stay current with leading practices, tackle complex challenges, explore innovative approaches to community transformation, and strengthen your organization's reputation. The primary member can bring a colleague of any level to participate in this collaborative community dedicated to creating meaningful social change through corporate action.



Advisory Board on Opportunity, Inclusion, and Workforce Engagement

A welcoming workplace that allows all employees to experience dignity and respect requires both strategic vision and thoughtful policy and procedure implementation. Yet even with sizeable commitments and clear intentions, creating an environment of equal opportunity in an ever-changing global context is challenging. You and your peers are navigating evolving expectations, metrics, and approaches to building truly inclusive cultures and communities.

ADDRESS QUESTIONS SUCH AS

- How do we effectively measure and demonstrate the impact of our workforce engagement initiatives across the employee lifecycle?
- What strategies ensure that all employees work in an environment of dignity and respect?
- What emerging best practices should we consider adopting or adapting for our organizations?

WHY JOIN?

Stay current with leading practices, tackle complex challenges, explore innovative approaches to cultural transformation, and strengthen your organization's competitive advantage as a destination for top talent. At least one participant from the member company should have decision-making authority for their organization's employee engagement, or inclusion and belonging-focused corporate citizenship initiatives.



2026-2027 ADVISORY BOARDS



Advisory Board on ESG Reporting

As an experienced sustainability or CSR professional, you already know that solid ESG reporting is essential. But that doesn't make it any easier to execute. You and your peers are ranked and rated on criteria and standards that are still evolving. The Advisory Board on ESG Reporting is a supportive community of practice comprised of sustainability, social impact, and environmental, social, and governance (ESG) reporters.

ADDRESS QUESTIONS SUCH AS

- How to navigate the ever-changing regulatory environment and array of reporting standards and frameworks?
- How might we influence reporting standards to harmonize the indicators they emphasize?
- How do we use ESG reporting as a management and performance-improvement tool to get us closer to meaningful outcomes?

WHY JOIN?

Stay abreast of pertinent frameworks and models, unpack material issues, explore global trends in reporting requirements, and generate higher performance from reporting activities. Participants should be involved in the collection and preparation of their company's ESG reports.



Advisory Board on Professional Services Sustainability

This Advisory Board brings together sustainability and social impact professionals from service-oriented organizations including finance, insurance, law, consulting, communications, accounting, engineering, management, real estate, research, and other professional services. The Board provides a collaborative space for professionals focused on implementing meaningful sustainability & social impact practices and navigating the evolving landscape of ESG reporting.

ADDRESS QUESTIONS SUCH AS

- How do we implement effective sustainability and social impact strategies tailored to service-based business models?
- What social, environmental, and governance topics should we be managing to drive meaningful performance improvements?
- What are effective strategies to measure and reduce Scope 3 emissions?

WHY JOIN?

For a peer-to-peer exchange of best practices, engagement with industry experts, and collaborative discussions on evolving policy landscapes. Participants should be involved in sustainability or social impact initiatives, ESG strategy, or reporting within their professional services organization. Both public and private entities are welcome to join this collaborative community.

2026-2027 ADVISORY BOARDS

LOGISTICS & PRICING



- There's no limit to how many of the Boards you can join



- A company may have up to two seats on an Advisory Board



- Advisory Boards meet six times throughout the year, from September through August
 - Five gatherings will be 90-minute virtual meetings
 - The spring meeting for all boards will be held in-person on Sunday, May 2, 2027, in Charlotte, NC, immediately preceding the 2027 International Corporate Citizenship Conference



- One conference registration per board is included in the Advisory Board membership. Additional registrations may be purchased for the discounted price of \$1,995



- For more information, reach us at ccc@bc.edu or 617-552-4545

# of Advisory Boards Joined per Company	Multiple Board Discount	Price per Board	Total price	Complimentary Conference Registrations
1		\$4,995	\$4,995	1
2	5%	\$4,746	\$9,491	2
3	10%	\$4,496	\$13,487	3
4	15%	\$4,246	\$16,983	4

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