



## **AT&T ENVIRONMENT AND SAFETY**

### *Abstract*

*For more than a decade, WRI's Sustainable Enterprise Program (SEP) has harnessed the power of business to create profitable solutions to environment and development challenges. BELL, a project of SEP, is focused on working with managers and academics to make companies more competitive by approaching social and environmental challenges as unmet market needs that provide business growth opportunities through entrepreneurship, innovation, and organizational change.*

*Permission to reprint this case is available at the BELL case store. Additional information on the Case Series, BELL, and WRI is available at: [www.BELLinnovation.org](http://www.BELLinnovation.org).*

*"(A)s quality methodology teaches, acceptable performance is a moving target. On an issue as important and dynamic as the environment, our customers, our shareowners, environmental groups, the public and our own employees all expect AT&T to be a leader, to set the pace."*

David R. Chittick, 1991  
Vice President, Environment and  
Safety Engineering

AT&T divested its local Bell telephone companies on January 1, 1984. The event focused the company on reshaping a new corporate identity and mission; environmental issues -- according to senior management -- "went underground" as more fundamental business imperatives took precedence.

In the ensuing years, environmental issues grew in importance to industry as legislation and public attention regarding the environment increased. With the passage of the Superfund Amendments and Reauthorization Act (SARA) in 1986, AT&T became more aware of its environmental liabilities.