

# Engaging Employees in the Company's Sustainability

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Companies are looking to go green and be sustainable businesses of the future. This white paper will explore the steps in which a company can engage their employees and successfully implement sustainability into their business operations.

By the end of the paper you should be able to answer these important questions:

- How do I assess my company's environmental impacts?
- How do I gauge my employees' awareness?
- What can I do to education my employees about the environment?
- How do I create my company's sustainability plan?
- Where do employees help in creating the company's sustainability plan?
- How do I successful engage my employees in the plan?

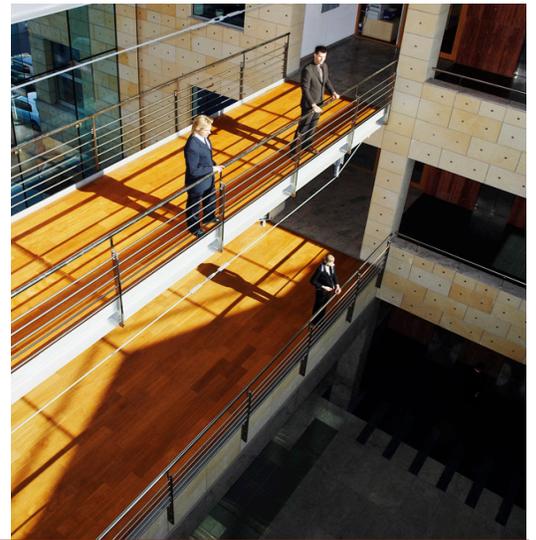


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# Introduction



Greening your business to become environmentally responsible can have huge benefits. These benefits go beyond the good feelings of helping out the environment.<sup>1</sup> They include tangible benefits such as reduced costs, customer opinion, and increased integrity.

Establishing your company to become more sustainable can be cost-efficient for your business. Greener behavior can reduce costs associated with energy, waste disposal, and paper use. The cost reduction can inevitably lead to increased company profits. Also there are opportunities for national or state grants and loans for greening your business. *(Want to learn more? Look at our Green Investments white paper to learn about more investment resources).*

The public looks toward companies to do their part to reduce their impact on the environment. Public opinion has increasingly acknowledged that global warming is real. World resources are dwindling because of over-consumption and human activity has hurt the surrounding environments. A company that goes green will be well respected by their customers for their sustainability initiatives.

Another benefit is that greening your organization builds integrity within your company. You can redirect your company's sense of duty by integrating sustainability into your company's mission statement and office practices. Your new mission: To make the world a better place by reducing your company's environmental impact.

## Case Study: Benefits of Going Green

CLIF Bar & Company is a small business of approximately 150 employees. The company produces energy bars that are sold in various food and sporting good stores. CLIF Bar & Co. started their sustainability journey in 2001 to reduce their carbon footprint. They switched to unbleached 100% recycled paperboard for its caddies packaging. The switch saved 5 million gallons of water and 6 million BTUs of energy. CLIF Bar & Co. also implemented an on-site pallet repair service for broken wooden pallets at their bakeries. This pallet repair initiative saved the company 660 tons of wood, 65,200 dollars and kept the company from having to buy new wooden pallets. Creating a sustainable company has provided a benefit of reduced costs. But CLIF Bar & Co. has not stopped there! The company continues to reap benefits as they further their sustainability initiatives.<sup>2</sup>

Plus, your employees will respect your company's goal to be more environmentally friendly. "A 2007 Adecco survey found that about half of employed adults (52%) think their organization should do more to be environmentally friendly" <sup>1</sup> Integrating sustainability into your business takes some work but can be rewarding in the end.

If the idea of kick starting your company's sustainability seems overwhelming, do not worry. Successful strategies to achieve a more sustainable business do exist.

The key challenge to successfully integrating sustainability within your company is getting your whole company involved, especially employees. Getting them involved can boost your company's sustainability innovation and interactivities. Plus many of the behaviors your organization needs to achieve a greener mission start at the employee level.

By following the steps provided in this paper, your company can be well on your way to becoming greener.

### **Steps to Becoming Greener**

1. Assess organization's awareness and impact
2. Educate employees
3. Create a sustainability strategy
4. Set the plan in motion
5. Review company's progress on plan

Let's further explore these steps toward achieving your company's sustainability and how to continually engage employees through this process.

### **Case Study: An Example of Unsuccessful Company Sustainability**

A Fortune 500 company tried to go green and proclaimed that they would lead a green industrial revolution. After a few years of sustainable initiatives, the company was strongly criticized by environmental groups for not being more sustainable. The company discovered that resistance from employees was their biggest problem towards achieving success.<sup>3</sup>



# 1. Assess Your Company's Impact

Before any sustainability planning can begin, you want to assess your company's impact and awareness on the environment. Obtaining this baseline data will allow you to accurately measure changes in your company's sustainability performance. The assessment process includes two steps of calculating your company's impact and surveying employee awareness.

NOTE: If you complete a green audit with SSC this step will be completed for you. The green audit will provide the following information:

- Current environmental impact
- Strengths and weaknesses in your company's current sustainability
- Company's carbon footprint
- Breakdown of where the carbon is emitted.
- Employee ranking of sustainability initiatives
- Employee opinions on the company's sustainability initiatives

If you do not go through the green audit process, here are two steps your company can take to internally assess their environmental impact.

## 1.1 Measure your environmental impacts

The goal is to figure out where your weaknesses and strengths lie. This will enable your company to see which areas to focus on for your sustainability plan.

One way to measure your company's impact is to calculate your company's carbon footprint. A carbon footprint is the total amount of greenhouse gases your company emits through direct or indirect actions.

Beware, a carbon footprint may not pinpoint all the information needed to thoroughly assess where your company's highest impacts lie. Consider getting a green audit performed by a certified green auditor. They will know how to guide you on the impact assessment and will ensure that all the necessary information is examined.

## 1.2 Survey your employees

The survey should allow you to understand employee awareness, attitude, and actions towards environmental issues. Even help you understand their opinion about sustainability in the company. Questions should focus on determining motivations, awareness levels, willingness to act, and letting employees pinpoint the company's next steps.

To accomplish a thorough look on employee's intention to act in sustainable manners, consider adding questions that assess employees' perceived barriers and benefits to performing certain sustainable behaviors. For example, further investigation into why an employee won't carpool.

**Tip<sup>4</sup>:** How do you use surveys to gain valuable ideas from employees? Give employees a heads up about specific ideas before the survey. Remind them that a survey is coming out next week so employees know to expect the survey. They will be more readily available to contribute

A key idea is to understand what benefits and barriers a person sees in certain sustainable behaviors. Perceived barriers of more commuting time may stop employees from carpooling or taking public transport. As a company you want to find ways to eliminate that barrier or change it into a benefit. Also to recognize benefits that employees may see in sustainable behaviors.

Investigating potential reasons why employees might not act in sustainable ways can help you tailor your sustainability plan to your employees. Assessing your employees' opinions on sustainable behaviors helps you approach with a strategy that eliminates barriers and increases benefits to the employees. In the end this allows your company's sustainability plan to have more power in producing real change.

The survey can help you identify different groups that exist within your organization. You will discover a range of employees. Some who are potential green leaders, willing to volunteer and help get initiatives started. Other employees unmotivated by global warming and determined to work against the sustainable actions. These people may be potential roadblocks to achieving green.

Additionally, you will see which areas appeal to your employees. Are your employees more interested in focusing on reducing their paper use or their commuting? These identified areas are where you will want to begin your sustainability plan.

A few sample questions<sup>5</sup>:

1. Do you think our organization today is effectively addressing its environmental impact?
  - a. Yes definitely
  - b. Sort of
  - c. Neutral
  - d. Not really
  - e. Definitely not

2. Which of the following activities have you participated in at work during the last month?
  - a. Telecommute
  - b. Video/ web conferencing
  - c. Carpool
  - d. Take public transit to/from work
  - e. Print double-side
  - f. Reuse scrap paper
  - g. Turn off lights when not in use
  - h. Turn off computer when not in use
  - i. Recycle paper
  - j. Recycle plastic/aluminum/glass
  
3. Of the activities you did not participate in at work in the previous question, what were your reasons for not participating? (choose all that apply)
  - a. Inconvenience of activity
  - b. Time constraints
  - c. Lack of resources
  - d. Not part of job description
  - e. Other Reasons (*specify*): \_\_\_\_\_
  
4. Which of the following environmental areas should we focus on for this upcoming year? (choose top three actions)
  - a. Energy efficiency
  - b. Waste and recycling
  - c. Paper use
  - d. Business travel
  - e. Employee commuting
  - f. Kitchen supplies and food
  - g. Green building
  - h. Other (*specify*):  
\_\_\_\_\_
  
5. In which of the following would you be likely to participate? (choose all that apply)
  - a. Actively participate in the Green Team
  - b. A monthly brown-bag lunch to learn about green topics
  - c. A quarterly "Saturday volunteer" event to clean-up and landscape our grounds
  - d. An annual "Saturday volunteer" event to help green our community
  - e. Help prepare green events for our customers/ clients
  - f. Help write/ disseminate information about our green office initiatives to other employees

#### **CASE STUDY:**

#### **Surveying Employees for Barriers and Benefits**

A telecom company conducted a survey to assess barriers and benefits their employees saw in telecommuting. The highest ranked benefits were saving time and being more efficient. On the other hand, barriers were lack of contact with fellow employees and slow computer equipment at home. The company could then see opportunities to increase telecommuting by increasing the benefits or decreasing the barriers. Laptops were given for employees to utilize at home do accomplish their work. In addition, the company considered monetary incentives to employees who telecommute.<sup>6</sup>



## 2. Educate Employees

Before creating a sustainability plan, companies want to make sure employees are aware of current environmental impact issues. You want to ensure that all employees understand the reasons behind the company's plan to go green.

You may have found that most of your employees expressed knowledge about the environment in the survey; however additional information about the company's impact can increase employee knowledge. Information that is relevant to actions employees take at work can help emphasize the organization's impact. One example is "Did you know? Commuting five days a week releases more than 51,000 pounds of CO<sub>2</sub> into the environment and uses 400 gallons of gas per year."<sup>3</sup>

Provide informative presentations and discussions about global warming and energy use to employees. Make sure to use a variety of educational methods, since people learn in different ways. Methods can range from discussions, posters, lectures, multimedia presentations, newsletters, and memos. Statistics are a great way to present information to employees.

Here are some suggestions on presenting information:

- Present information relevant to the individual employee
- Use dramatic and vivid presentations
- Incorporate losses rather than gains into messages
- Have credible expert present information
- Allow diffusion of information throughout the company

For information to really stick in people's minds it has to be presented in a useful form. Information can have a greater influence on people when it is relevant to the individual, as well as dramatic and vivid.<sup>7</sup> The results from the survey can tell you which initiatives employees value. When educating employees, make sure to focus on examples and facts related to those valued actions, as they will be more relevant to employees. A quick example of using information to where employees value the company's water use:

*The office uses 36 million gallons of water a month, which is equal to the 30% of the office building being flooded.*

Employees will remember this information because they value water use. Adding the vivid representation of the office being flooded gives a more dramatic example of the company's water use statistic.

Messages should be presented as losses as opposed to gains. When messages pertain to losses, people are more reactive. Employees are going to remember information about what the company loses if change does not happen.<sup>7</sup> Losses include "decreased market share, revenue, and compensation"<sup>8</sup>.

Companies can use source credibility to their advantage when educating employees. The idea is that people who perceive the presenter to be an expert in the field will listen more intently to the information presented.<sup>9</sup> For instance, you may persuade the naysayers of the organization to believe in global warming by having an environmental expert come talk about global warming to the company. Even just having a well-recognized employee talk in front of the group, can increase employee's aptness to listen.

Social diffusion is the transmission of information between one-on-one conversations of people.<sup>9</sup> Diffusion of information and ideas can radiate through the business with social diffusion. Companies can encourage members from the company's green team to talk to other less-enthused employees. The conversation they have amongst each other will often have greater persuasion than a huge lecture from company executives. Allowing informal communication of sustainability ideas can help further your company's ability to implement a plan when created.

### **Case Study: Employee's Awareness Spread's Ideas**

The Oregon Museum of Science and Industry is a science and technology museum with a million visitors each year. In 2000, the museum decided to make sustainability part of their organization. Employee awareness was developed through informal staff meetings, newsletters and discussions. A Sustainability Steering Committee was formed through volunteers of every department. They advised management and created the organization's sustainability plan. Now, the committee documents and communicates sustainability initiatives. The Museum's plan included waste elimination, and carbon-neutrality. Initiatives made were composting, recycling, filtering storm water runoff, and increasing lighting efficiency. Overall, the museum realized that progress on their sustainability goals occurred from encouraging employee initiatives.<sup>10</sup>



### 3. Build the Sustainability Plan

Now it is time for your company to form a sustainability strategy. This plan will navigate your company on the steps to take as you become more sustainable.

In order to accurately create a sustainability plan, look back at the assessment from step one. What areas should your company focus on improving? What initiatives did employees rank as most important to the company's plan? This valuable information can give your company a launching point for discussion about the company's sustainability plan.

Encourage employees to help brainstorm ideas for the plan. An idea is to gather interested employees in an employee formed green team. The team can help discuss goals and by forming an employee green team. Make sure though that all departments and sections of your organization are represented in the team.

Sometimes your employee priorities may not line up with your company's biggest impact. Maybe your employees believe the company should recycle more yet the impact analysis shows that your company's biggest impact

lies in employee commuting. How do you tackle this?

Take into account the "smaller impact" actions that employees' desire, which can be met with little cost. However, save most of your company's budget to tackle the bigger impact goals. The key is to find a balance between employee satisfaction and reducing your company's carbon footprint.<sup>3</sup>

**Tip:** How do you use surveys to gain valuable ideas from employees? Give employees a heads up about specific ideas before the survey. Remind them that a survey is coming out next week so employees know to expect the survey. They will be more readily available to contribute ideas.

Take all the suggestions and determine your company's priorities. The goals that your company would like to focus on in your sustainability plan. Here are a few questions to ask in order to determine if the suggested goal is for your company<sup>11</sup>:

1. Does this goal move our company in the right direction?

2. Is the goal flexible so that we can adapt if changes occur?
3. Does the goal make good business sense? Will there will quick return on investment?

Once you have a list of goals your company wants to pursue, you will want to create action steps to achieve those goals. For example, your company's goal is to use less electricity. Many different behaviors are associated with energy use. Create a list of actions to achieve this goal.

Possible Actions: Turn off lights when not in use, turn off computers when not in use, buy energy efficient appliances, use day lighting, install occupancy sensors in rooms, buy a programmable thermostat, etc.

**Tip:** Sustainability frameworks can help you guide your company's sustainability plan in a set manner. A variety of frameworks are available for companies to follow (Natural Step, Triple Bottom Line, CERES AccountAbility, etc).

After you have created action items for the goals, you will want to make deadlines to achieve those goals. Make sure to make reasonable goal limits. Will your company be able to get 100% of your electricity from renewable power in a year? Probably not, so consider splitting that goal into increments, a certain percentage mark each year.

Also keep in mind that your company won't be able to tackle every goal at once. Pick three or more goals to focus on for the current year<sup>11</sup>. Then after the first year pick a few more to work towards. The change to becoming a greener business will probably

take some time.

During the creation process you will want to involve all employees including the ones not involved in the company's green team for instance. However don't leave the other employees out. Allow communication of the plan to reach all employees and plan for feedback discussion about the sustainability plan. Have employees feel as if they have ownership with the company's plan.<sup>12</sup>

An important process is allowing feedback and revisions on the sustainability plan. Make sure that all employees understand the plan and have a chance to give thorough input into the outcome of the plan. Management can play a key role in supporting employees during this process to ensure that innovation is stimulated.

Keep in mind that you want to incorporate the sustainability plan into your company's vision. Embedding the goal of being sustainable into your organization's plan will help you see long-lasting progress toward those goals.

## Case Study: Investing in Sustainability<sup>13</sup>

Portfolio 21 Investments is a small investment management firm, headquartered in Portland, Oregon. The company specializes in environmentally responsible investing. Their sustainability initiatives started when the firm's founder attended a sustainability workshop and was inspired to make his company more sustainable. He made his twelve employees attend similar workshops so that they could understand sustainability topics. The company then used staff meetings to discuss the company's sustainability, outlining every impact their business had. Portfolio 21 discovered that as a service company their impacts revolved around employee activities, office management and vendor selection. Thus they came up with solutions to reduce those impacts. A few initiatives the company took include:

- Choosing 100 percent recycled paper
- Buying ceramic mugs and dishes
- Purchasing a double sided printer and copier
- Eliminating paper towels in the bathroom
- Providing bus passes for bus commuters
- Reimbursing bike commuters for maintenance costs
- Providing two Flex cars for employee to use during the workday.

Here is an example of a sustainability plan from Interface, Inc.<sup>14</sup>

*"Interface's dedication to sustainability has evolved into the company's Mission Zero commitment — our promise to eliminate any negative impact Interface has on the environment by 2020."*

*Their sustainability plan involves Seven Fronts<sup>15</sup> and is shown equivalent to climbing a mountain.*

1. Eliminate Waste - Eliminate all wastes from manufacturing to resources used.
2. Benign Emissions - Eliminate toxic chemicals from products even factory emissions.
3. Renewable Energies - By 2020, operate with all renewable energies.
4. Closing the Loop - Redesign products to close the loop by using bio-based and recovered products.
5. Resource-Efficient Transportation - Efficiently transport products and people and offset the CO2 emissions they do emit.
6. Sensitizing Stakeholders - Increase the sustainability in our stakeholders' lives.
7. Redesign Commerce - Create a new business model that values sustainable commerce.



## 4. Put the Plan into Action

Your company has just enacted the sustainability plan. Yet in order to accomplish some of these goals, your company relies on employee behavior change. For example, one goal outlined in your plan might be to decrease paper use. Employees are asked to print less, reuse scrap paper, and print double sided. However, after a few months, you notice that paper use has not significantly decreased. An issue remains; how do you get your employees to follow through on sustainable behaviors?

Unfortunately, the informative presentations you used to increase employees awareness do not guarantee changes in behavior. Simply presenting information to people about how they can be more sustainable does not translate into behavior change.

As a result, your company will need to combine the early education with other approach(es) to ensure that employees act in sustainable ways. For example, following up a presentation on environmental concerns with a commitment or incentive can increase the behavior change.

All in all, your goal is to engage the highest percentage of employees into the sustainability behaviors that are outlined by your sustainability plan. There is a good chance that many of your employees are already actively engaged in the company's sustainability and eager to begin, but sometimes people need a bit of a nudge. The following social psychological methods can help you obtain greater results. (Keep in mind that your company can employ any strategy or combination of strategies listed below)

### 4.1 Commitments<sup>16</sup>

Commitments are asking individuals to pledge that they will act or behave in a particular way. For instance, employees could be asked to commit to carpooling or taking public transportation instead of driving their own car to work. In one study, individuals asked to verbally commit to riding the bus twice a week for a month, rode the bus as often as people who received free bus passes.<sup>16</sup> In this case, commitments were just as effective as incentives.

Commitments can be made through a verbal or written agreement either publicly or privately. Various studies show that written public commitments can be more influential on long-lasting change. Public pledges encourage people to stay consistent with their commitment to avoid disapproval from their peers. Also the written aspect of the commitment makes the agreement more concrete than just a verbal one.

The key to commitments is how to get individuals to follow through with the behavior they pledged. An approach known as foot-in-the-door technique<sup>17</sup> can be helpful. The idea is to first get a person to agree to a simple action, and then ask them to do an even bigger action. In theory, a person will comply with the second bigger action as a means to stay consistent. An example is to ask someone to wear an "I Recycle" button. Later ask that person to put a recycling bin at their desk. The person is more likely to take the recycling bin if they wear the button. The urge to appear consistent makes the individual accept the recycling bin.

Community norms have a considerable impact on individual behaviors. Norms are behaviors that have become normal actions in society. If a person perceives that everyone recycles they will recycle based on the motive to not be left out. Behavior change happens when a person internalizes the behavior as the way they should behave or as their own personal norm.

## 4.2 Prompts<sup>20</sup>

Prompts are a useful strategy for establishing a behavior as a routine, making it more likely to

### CASE STUDY:

#### **Employee's Personal Sustainability<sup>18,19</sup>**

Wal-Mart launched a voluntary project for their company associates. The project encouraged employees to create a personal sustainability goal. The actions ranged from recycling newspaper, biking to work, using environmentally friendly products, and turning off the water when brushing teeth. The project spurred many employees to form support groups to offer guidance. After one year, the project helped recycle over five million pounds of plastic, paper, and aluminum. Now that's a big difference!

become a norm. They serve as reminders to act in sustainable ways. Usually a person is interested in acting sustainably, but is having trouble remembering to turn off the lights or turn off their computer.

Remember to create prompt messages that are clear so that every employee understands and emphasize the benefits of performing that sustainable behavior. A simple message that says "Flip the switch off to save money" could effectively remind employees to turn off lights. At Florida State University, department offices posted prompts saying "Recyclable Materials" above paper recycling bins. The signs included a list of the paper types that could be recycled. Additional prompts were put above trashcans saying "No Paper Products" to

emphasize that no paper should be put in them. Results showed a 54% percent increase in recycling of paper.<sup>21</sup>

#### **CASE STUDY:**

##### **Prompting Behavior Change<sup>22</sup>**

Affordable Housing Education and Development, Inc. (AHEAD) started a variety of initiatives within the office. They use less paper by storing files in the company server. The paper they do use is now up to 60% recycled paper. Employees also help police each other to make sure the lights and computers are turned off. Signs help remind employees, using catchy phrases such as “Watts Up? Turn It Off!”

### **4.3 Feedback**

Providing feedback to employees on their progress can enable them to see where they are in the process. Office wide feedback can encourage employees to work together as a team and motivate each other.

One idea is to keep public charts of individual and departmental progress. This can encourage employees to engage through competition amongst each other. Employees will be motivated to achieve top recognition or just stay away from the bottom score. One study gave households a daily report on their electricity use. Energy use was lowered by 11% as compared to houses that did not receive feedback.<sup>23</sup>

#### **CASE STUDY:**

##### **Green Competition<sup>24</sup>**

The Teck Resources mining company established a program called “Going for Gold” to get their corporate office employees to be more sustainable. Every employee could participate toward different challenges. Under each challenge was a list of actions the employee could strive to accomplish. Teck found that about 20% of their employees participated in the program. The top 20 employees were rewarded with tickets to the Beijing Olympics in Summer 2008.

### **4.4 Incentives<sup>25</sup>**

Incentives motivate individuals to act out the targeted behavior in order to gain a reward. Incentives can involve money or other non-money items. Often employees are happy with simple recognition for exceptional progress.

**Tip:** Consider the size of the incentive. Big incentives may be ineffective because employees disregard it as “too good to be true”.

If your company decides to reward positive behaviors make sure to make the incentive visible. Inform and remind employees about the incentives in place for the acting in sustainable manners. However, do not wait too long to give employees the incentive. You want to make sure employees understand that

the reward is for their sustainable actions not a different behavior. A Virginia Tech professor, Dr. Scott Geller, conducted research on companies who provide incentives for employees to carpool. He found that giving preferential parking to carpool vehicles increased carpooling by 22 to 55%.<sup>26</sup>

Any or all of these strategies can help maintain sustainable behavior change within your company. Yet engaging employees to sustainable is not the final step. You want to re-assess your company's progress on the sustainability plan.

### **CASE STUDY:**

#### **Carbon Offsets and Incentives**

Portfolio 21 Investment, mentioned earlier in a case study, provides an incentive to reduce the company's carbon emissions. The company has each employee carbon offset their individual emissions from daily commuting. The carbon cost amount for purchasing the carbon credits is directly deducted from their paycheck. Therefore, employees are encouraged to decrease commuting miles and find alternative commuting that produces the least amount of carbon.<sup>12</sup>

## 4. Review Your Company's Progress



The sustainability plan your company implemented must be reviewed either every quarter or every year for its effectiveness.

The goal in this step is to figure out whether your office's sustainability plan has effectively made your company a greener more sustainable business. Examine your company's energy use and carbon footprint again to get a full review of your current impact. Your company should also re-evaluate employee attitudes and behaviors. Looking at all the information again will allow you to accurately compare your baseline information obtained in step one.

**Tip:** Strategic Sustainability Consulting can help you re-assess with another green audit. Our report can provide your company with valuable information for your company's comparisons.

Look back at your goals to see where progress has occurred. Analyze the results to figure out where improvements can still be made. Then discuss with employees about the next steps that your company can take in your progress towards sustainability.<sup>27</sup>

Here is an example from Teck Resources on how to gauge your company's progress and action items in table format: <sup>28</sup>

Baseline	Vision/ Mission	Key Date	Strategies	Objectives & Actions for 2009
<p>Indirect energy (electricity-reduction) projects underway or under consideration for 2008:</p> <ul style="list-style-type: none"> <li>- Initiatives to reduce indirect energy consumption (energy conservation and efficiency improvements) (Partially achieved)</li> <li>- Expand scope of our indirect energy consumption estimates to all operations (Not achieved)</li> <li>- Roll-out company-wide strategy, which will include specific targets by operation (Partially achieved).</li> <li>- Implement measures to achieve MAC Towards Sustainable Mining Level 3 certification for energy use and greenhouse gas emissions management at Canadian sites (Partially achieved)</li> </ul>	<p>Reduce our fossil fuel intensity and increase our use of renewable energy, and thereby reduce our GHG emission intensity</p>	<p>Current key measures: energy use (fuels and electricity), GHG emissions, energy Intensity, carbon Intensity</p>	<ul style="list-style-type: none"> <li>- Better understand our energy uses and needs</li> <li>- Develop communities of practice on Energy and GHG Management</li> <li>- Identify and implement technological advance for reducing energy use and GHG emissions</li> <li>- Develop products and services that allow society to reduce their carbon footprint</li> </ul>	<ol style="list-style-type: none"> <li>1. Improve ratings on the Mining Association of Canada's Towards Sustainable Mining criteria for energy use and GHG emissions management at all Canadian sites</li> <li>2. Establish short-term targets at an operations level for energy use &amp; GHG emissions</li> <li>3. Evaluate renewable energy opportunities for possible implementation</li> <li>4. Continue efforts of Energy/GHG task force including: <ul style="list-style-type: none"> <li>+ Develop energy conservation/efficiency projects;</li> <li>+ Transfer knowledge from successful projects to other operations;</li> <li>+ Establish energy-related communities of practice to share ideas &amp; learnings</li> </ul> </li> </ol>

## Appendix:

### Top Ten Ways to Engage Employees <sup>29, 30</sup>

#### 1. Create Clear Sustainability Goals

Include the company's mission, objectives, and measurable targets. Relate the goals to everyday business.

#### 2. Understand Individual Differences

Meet your employees where they are, in order to do that you must understand who your employees are. Contour the sustainability plan to their different rates of environmental awareness. Employ different education strategies to cover all the different ways people learn.

#### 3. Create a Green Team

Encourage teamwork by creating a green team for those motivated employees in your company. Encourage the team to share ideas and inspire each other to identify new sustainability initiatives. The Green Team can help motivate their fellow employees to engage in the sustainability goals.

#### 4. Share the Bills

Let employees see the electricity, water, gas, waste, and other bills that the companies receive. Then employees can have concrete starting points in which to measure sustainability progress. Also the employees can understand the big picture of how their efforts can help the organization reduce waste disposal costs for example.

#### 5. Learn Together

Initiating a weekly discussion about green ideas can increase employee knowledge. Each employee can present on a topic with discussion following the presentation. You will be surprised at what ideas your employees come up and quite honestly may learn a bit yourself.

#### 6. Lead By Example

Engage top management in the sustainability goals so that employees take the plan seriously. Organizational leaders should set personal green targets and remain consistent in their commitment to achieve those goals. Also leaders should consider communicating their knowledge of environmental issues, praise company efforts, and attend educational meetings regularly.

#### 7. Make It Consistent

Communicate the environmental education and sustainability goals throughout the year. Provide constant encouragement to employees to attain the company goals.

#### 8. Make It Relevant

Set sustainability goals that fit individual jobs and tasks. Integrate specific sustainability objectives into each job description, so that every employee has a part in the sustainability plan.

## 9. Recognize Progress

Give recognition to employees who are showing outstanding progress and accomplishing sustainable actions. The reward does not have to be financial a simple plaque or acknowledgement in the company newsletter will suffice.

## 10. Have Fun

Inspire fun within your employees. Make the sustainability initiatives into games and competitions to increase employee interest and motivation. Just make sure the fun isn't all the focus, you want your employees to remember that the goal is always to go green.

## Endnotes

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