

# Employee Engagement in Climate Change

A short survey for The Climate Group

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# 1. Introduction

The primary aim of this report is to share ideas and stimulate debate rather than draw any definitive conclusions. It summarises interviews with a small selection of companies and organisations, who are all pioneers in the field of employee engagement in climate change. It also draws on presentations and discussions from a Business in the Community workshop on employee engagement, web research on employee engagement, as well as some of the literature on creativity and change.

One of the main barriers to employee engagement can often be cynicism in the workforce. Anecdotal evidence from this survey suggests that this can largely be avoided if employees are engaged and consulted at the beginning of any programme (before other stakeholders) and if leadership on climate change within the company is visible, sustained and committed.

It is also important not to under estimate the value of fun and creativity in employee engagement. Climate change brings challenges and opportunities that are completely out of the ordinary: these are most effectively addressed with a positive, energetic and creative workforce. Like other change programmes, an organisation needs to set big inspiring goals, then resource and support its employees to deliver them. It also needs to give its employees the space and creative freedom to develop innovative solutions and not constrain them by imposing too rigid a structure.

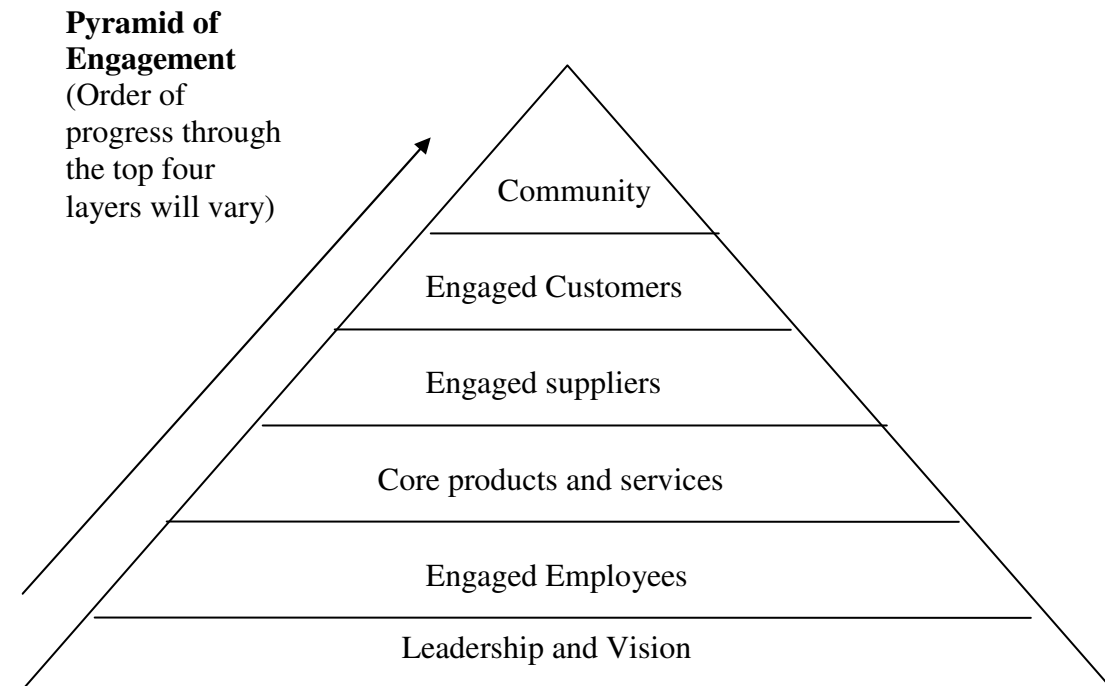
To really come to grips with sustainability and climate change, employees need the opportunity to discuss face-to-face the issues and explore them from their own perspective. Other communications like websites and posters will help raise awareness, but are unlikely, on their own, to lead to the in-depth level of engagement needed for sustained action.

As companies embrace the challenges of climate change, employee engagement is increasingly ceasing to be an 'add on' to employees day jobs. Instead, it is becoming an integral part of job descriptions, often in roles throughout the company. And carbon savings are increasingly used as a measure of effectiveness in a role, alongside more traditional measures like profitability.

All companies have employees who are passionate about the issues of climate change. The challenge for organisations is to create a framework that will harness the natural enthusiasm and energy of these people, enabling them to find and deliver solutions that will help meet the challenges and opportunities that lie ahead.

## 2. Climate Change Strategy and Employee Engagement

The Pyramid of Engagement, below, is an attempt to illustrate the fundamental importance of employee engagement.



Leadership and vision is the primary building block of the pyramid. *But the knowledge and experience of the employees is vital to develop and implement solutions at every other level.* Engaged employees help deliver an organisation's low carbon strategy in many ways. They will:

- Help identify and implement low carbon solutions across all business areas.
- Work with customers and suppliers to find new low carbon solutions and to implement low carbon strategies.
- Help identify and research potential risks and opportunities arising from climate change and from competitors developing new low carbon solutions.
- Work at home with their family and in their community to find and implement low carbon solutions.

### **Progression through the Pyramid**

Once an organisation has strong leadership on climate change and has engaged its employees, it will progress through the Pyramid of Engagement in different ways. The route it takes will depend on its culture and on where its actions can have most impact on CO<sub>2</sub>. Most organisations with established climate change programmes have employees engaged at most levels of the pyramid, but the focus will vary between companies and with time.

### **Identifying the Greatest Opportunities**

When developing a carbon saving strategy it is important to recognise that the parts of the business that use the most carbon are not always the areas where the *opportunity* for carbon reduction is greatest. Identifying these opportunities is important. As John Harris at IKEA points out, if energy use in stores has not previously been looked at in detail, the opportunity for energy savings is likely to be high.

The 'Web of Engagement' in Appendix 1 provides a visual way organisations might look to assess the opportunities.

### 3. Leadership in Employee Engagement

The Pyramid of Engagement aims to illustrate how leadership is the foundation on which a successful employee engagement programme is built. The fundamental importance of leadership came through regularly in the survey, for example:-

- Stuart Rose at M&S personally commissioned the research that led to Plan A; he chairs the CSR committee, sends personal messages of thanks and encouragement to employees engaged in Plan A initiatives and constantly reinforces Plan A messages at every opportunity. Plan A initiatives are now part of the main blood stream of the organisation, not peripheral. This is reflected by the fact that the CSR Committee has been renamed the How We Do business Committee.
- In 2000, Anders Dahlvig, Group President and CEO of IKEA, made the need to measure and learn more about CO<sub>2</sub> emissions a key corporate objective or 'Red Thread'. His leadership on sustainability continues, with, for example, energy featuring as one of the seven key themes for the company in his 2007 message to staff through the company's 'Facts and Figures' report (published instead of an Annual Report).
- BT has a senior management group, or 'Carbon Task Force', responsible for delivering the carbon reduction strategy. Members of the Task Force are called 'Carbon Busters'. They are also responsible for ensuring that the Carbon Clubs (groups of employees active on climate change) get access to the resources they need to implement new ideas, where these can be shown to reduce carbon emissions. The Carbon Task Force also brainstorms ideas for new potential carbon reduction initiatives and publishes these for Carbon Clubs to pick up on.
- In a recent initiative, key directors at Tesco each made a public pledge to kick off a company wide 'green pledge' campaign. Their pledges included things like 'to holiday in the UK' or 'take the train to work'.

There is significant risk of employees reacting cynically to any new programme of engagement on climate change. To mitigate this risk, leaders need to demonstrate a serious commitment to make real and lasting changes. This is particularly important in the early stages so that the commitment of the employees who are motivated by climate change is harnessed and maintained. They will quickly become disillusioned if the company's efforts are perceived to be window dressing or lack solid support from the top. It's also important to fully engage employees *before* launching any major programmes on climate change with other stakeholders like customers. It is interesting that Plan A has received broader and more consistently positive support from M&S's employees than other major change programmes within the company in the past. This is probably because employees were engaged and consulted at the very beginning, and helped to create Plan A. The company is also demonstrating a sustained and genuine commitment.

## **Living Metaphors for Change**

### **A Fun challenge for leaders!**

#### *The Fax: A Non Climate Change Related Example*

The president of a large manufacturing company is intent on reimagining managerial styles throughout the whole company. Traditionally, it has been a “top-down”, highly controlled organisation. He wants it to become more “bottom up”, with managers playing support roles to their staff. A management development process for senior managers is put in place, including a seminar on the new styles in practice. On the morning of the seminar, the president faxes his job description to participants, with a request for suggestions on how it should be changed so that he can better serve their needs. He will attend the last hour of the seminar to hear their initial ideas.

The fax is a ‘lived message’. It is a metaphor of what needs to happen in the company. The president wants to change the managerial and organisational style. What could be more appropriate than starting with himself, opening himself up to the ideas of his senior staff?

As a metaphor, the fax communicated a sense that change was urgent and “for real”. The president modelled what the senior executives would need to do. The total communications created a powerful motivational context in which effective change could unfold. <sup>1</sup>

### **The Challenge**

The challenge is for senior executives to dream up actions they can take, like the ‘fax’, that will act as a living metaphor for the change that is required to meet the challenges of climate change in their company.

An important role for leaders is to ensure that objectives related to climate change become integrated into core organisational goals. Every part of the business, from finance to HR, has an important role to play in a climate change strategy and they must all have the full permission to fulfil this as a core part of the day to day jobs.

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<sup>1</sup> Quoted directly from Gareth Morgan, *Imaginization*, Sage, 1997.

## 4. Employee Motivation

What motivates employees to become engaged with climate change? As you might guess, motivations vary depending on peoples' personal interests, their beliefs and their role within the company. Those highlighted most frequently in the interviews were:

- A fundamental and often strong belief in climate change and sustainability issues. All the organisations I spoke have a small proportion (although often a significant number!) of people who are highly motivated to get involved. They usually just need the right opportunity. Their enthusiasm can be harnessed to inspire others. The charity, Global Action Plan, have a good analogy for this. When a large group of people are asked to sing, the group may be uneasy at first, but the enthusiastic and confident singers will often lead the way. Once this happens, the less confident singers will start to join in and soon most people are singing!



- Both BT and HSBC are amongst those who cite the opportunity for **personal development** as a major motivation for involvement. BT, for example, offers opportunities for employees to present their carbon saving ideas to a team of senior managers. The chance for exposure to senior management is a significant motivator. The partnership between HSBC and Earthwatch has created volunteering initiatives that have been shown, through evaluations, to help staff develop their competencies in areas like communication, adaptability, and team working.
- Many employees are motivated when they learn that climate related activities can be **profitable and good for business**. IKEA's shop managers in many stores have recently witnessed an increased demand for environmentally friendly goods on the shop floor. As a result more of them now see the good business sense of selling 'green' items – and request that more goods are designed to meet this demand.
- **Creativity** and **fun** have huge motivational value in employee engagement. Indeed, creativity and fun are two of the three key criteria that BT uses to judge new initiatives in its highly successful employee engagement programme. (The third is that activities need to be viral.)

- Sometimes simply the opportunity to **do something different** from the day job is a motivation, particularly for people in routine roles. HSBC, for example, cite this as motivation for some of their staff.
- Some organisations use **prizes**, particularly as a tool to stimulate interest and increase the number of entries in climate related competitions. Prizes need a green theme, like Eurostar tickets, solar panel chargers for mobile phones, or climate change research trips with charities like Earthwatch or WWF.
- Used carefully, appropriate **rewards** can also be used to motivate pro-environmental behaviour. One company is offering additional leave, equivalent to the travel time, to employees who hold a teleconference in place of travelling to a meeting. Another is making a donation to charity for every air mile that the company reduces its air travel.

No organisations interviewed said that they offered financial incentives to employees who engaged on climate change. Indeed, while rewards and prizes may sometimes have a role, research suggests they should be used with care if we want a *creative* response. Anne Miller's recent book on creativity makes this point, drawing on Amabile's research, in the box below:<sup>2</sup>

"Much of Amabile's research has shown that being offered an external reward like money or prizes actually reduces our creativity. This important work suggests that very often when organisations or campaigns try to "incentivise" the behaviour they want by handing out prizes, bonuses and grants they actually make it less likely that the idea will take off. People may well take up the incentives, but their involvement is likely to be more superficial and more easily distracted".

This section on motivation is ended with important learning from IKEA: ***Employees will maximise their contribution once their interests and motivations are aligned with their role and formally built into job descriptions.*** In the past, success in a role at IKEA was judged on the number of sales and the cost of sales. But now it is also judged on energy performance per cubic meter of sales. This change gives employees full permission to fully integrate energy saving into their role.

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<sup>2</sup> Anne Miller, *The Myth of the Mousetrap: How to get your ideas adopted (and change the world)*, Marshall Cavendish, London, 2007.

## 5. Harnessing Employee Creativity

To respond to the huge challenges of climate change, organisations need to harness the innovation and creativity of their employees. They are doing this in interesting ways.

At Hewlett Packard initiatives include:

- Some local HP sites have a self organising Employee Sustainability Network. These are 'bottom up' groups: each is given its own small budget and is empowered to identify and implement energy saving and other sustainability solutions appropriate for their site. Their freedom and independence helps stimulate creativity.
- In 2007 an Employee Ideas Competition on how to reduce HP's environmental footprint produced 4,500 ideas from Europe alone. The judging panel included representatives from the relevant departments eg marketing and operations together with people from each major region. This ensured that there was relevant experience to judge and follow up on the different ideas. Over 350 of these ideas have been implemented already.

IKEA's approaches include the following:-

- While IKEA has 125,000 employees and over 240 stores, the most consistently credible and grounded ideas are brought forward by a small network of people who are most closely involved in the issues – for energy use in buildings, this is about 300 people.
- Coordination meetings for employees involved in sustainability include "Proud and Challenge" sessions. In these, each employee presents one solution from their area that they are proud of and one challenge. These sessions have proven excellent both for collective inspiration *and* to identify priority areas for future problem solving.
- Every store has an ideas collection event each year. This enables all employees to input their ideas. The ideas are collated locally and some of them are fed up to the centre.
- A personal visit to stores is an important and powerful way to collect new ideas.
- IKEA publishes examples of good practise on energy saving in manuals and FAQ sheets. The trick is collecting and validating good ideas. There is often a need to go actively looking – and publicising the need widely, for example including a strapline 'Have you got an example' on the bottom of emails.

InterfaceFLOR has a network of 85 Sustainability Ambassadors (out of a workforce of 900). They form a powerful force for change from the bottom up. Many ideas originate from these Sustainability Ambassadors, who also receive support and sustainability training to help them drive new ideas through the company.

### **The Power of a Question**

When seeking engagement on an issue from employees, the way a question is framed can significantly impact on the enthusiasm it generates within the organisation. A story told by Barbara Waugh from Hewlett-Packard in the book, *The World Café*, highlights this beautifully. She relates how HP, in a visioning exercise for HP Labs, started a global network of conversations around the question “How can we be the best lab in the world?” However, an engineer then suggested that what would really motivate him was the question “How can HP be the best lab FOR the world”. When the question was rephrased in this way, the shift mobilised a huge amount of collective energy, not just at HP Labs but also throughout the whole company.<sup>3</sup>

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<sup>3</sup> Juanita Brown with David Isaacs: *The World Café: shaping our future through conversations that matter*, Berrett-Koehler, San Francisco, 2005.

## 6. Communications to Employees

One of the most important features of climate change and sustainability is that you cannot as John Grant puts it: 'get to grips with it by standing outside and treating it as an abstract system. You have to get involved as a whole person, step into it and use your experiences, feelings and judgement to develop your view from that very implicated position.'<sup>4</sup>

One of the implications of this is that effective communication campaigns need to include opportunities for employees to discuss and engage with the issues face-to-face. This helps to create the agency that is required for action. InterfaceFLOR, for example, use a model for training employees, which has proved successful. In this, employees are asked to think and learn about:

1. Their knowledge about sustainability issues, like climate change
2. What is the role of business in tackling these issues?
3. What is InterfaceFLOR doing about sustainability?
4. How does the sustainability strategy link to their own job role?

Full engagement in climate change is rarely swift and sudden. For most people, it involves a long journey, usually over several years. This is completely normal. InterfaceFLOR, who have had sustainability principles at the core of their business for many years, observe that it can often take new employees several years to fully understand and engage with sustainability issues.

The research of Edgar Schein shows that for people to change their behaviour we need to do three things simultaneously:

- “1. Provide clear evidence that the situation is no longer OK*
- 2. Make them care (ie make it relevant to their lives)*
- 3. Make it psychologically safe to care.*

*Points 1 and 2 increase the personal pressure for change by providing undeniable evidence for what is going wrong. Point 3, psychological safety, provides the relief valve. Without this, the rising stress level may well just paralyze people with fear of indecision, or trigger all sorts of unhelpful defence mechanisms. These can range from active resistance to the idea to bizarre and virtually unconscious psychological defences that are designed to protect someone from unbearably painful emotions.’<sup>5</sup>*

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<sup>4</sup> John Grant, *The Green Marketing Manifesto*, John Wiley and Sons, 2007

<sup>5</sup> Taken from Anne Miller, *Myth of the Mousetrap: How to get your ideas adopted and change the world*, Marshall Cavendish, London, 2007

Schein's model is helpful to explain why changing behaviour in response to the challenges of climate change is usually so difficult. Most of us receive plenty of evidence that the situation about climate change is not OK. Less often is this information given to us in a way that helps us understand why climate change is directly relevant to our lives. And even less often are we helped to feel safe to act. Indeed, not only do we feel threatened by the impacts of climate change but we can also feel threatened by the solutions which often challenge the way we live – for example our commute into work or our holidays abroad. As a result, our natural human response is to find all sorts of excuses for inaction.

Learning from HSBC's climate change communications supports the validity of Schein's model: HSBC focus on making it real for people by for example talking about the changes that climate change is bringing to the local community, like plants flowering early (making it relevant). At the same time, they stress that collective action will make a difference (helping people feel safe).

Talk about climate change on a global scale (eg do your bit and "*save the planet*") is too far removed for most people to relate to. And all the research highlights that the dissonance between a small action like turning off lights and saving the planet is too great. The communication is ignored. In fact, even the effectiveness of the expression 'do your bit' was called into question by IPPR's report, Warm Words II (2007). It is seen as by many as patronising and can raise barriers to action.

Other tips and trends in climate change communications are:

- Use as many different and innovative channels to communicate your messages as you can eg email footers, computer games, Green Days etc. Some companies have collected all the waste from an office for a day or a week and then made a 'waste sculpture' in the reception or outside by the entrance. In another company, staff were greeted one morning by a sea of red and gold balloons in the office. Desks where the computers had been turned off had a gold balloon, desks where computers had not been turned off, a red balloon. Behaviour changed significantly as a result!
- Integrate sustainability and climate change messaging throughout all the company's communications.
- Make communications to employees on climate change less serious and more fun. Tesco use Aardman animation zoo animals for a series of posters that promote energy efficiency to employees. Communications on climate change can even be irreverent, as shown by new website Do The Green Thing (<http://www.dothegreenthing.com/>) – which is definitely worth checking out if you haven't seen it!
- Sustain the communications over time (not just in one off bursts) and reinforce the messages, regularly. For example, Tesco recently organised a refresher day for all

its in store energy champions. Remember that engaging with issues on climate change is a long continuous journey, not a short jog round the park.

- A well publicised picture of the chief executive taking the bus might be more powerful than a conventional message asking employees to use public transport!
- Some organisations have produced interactive on line tools or real life games to help employees engage with the issues in a fun way. HP, for example, have developed a computer game called “Watts On”.
- Remember to publicise the successes.
- Set expectations from above and below. ‘What can I expect from the organisation?’ ‘What the organisation expects from you’.

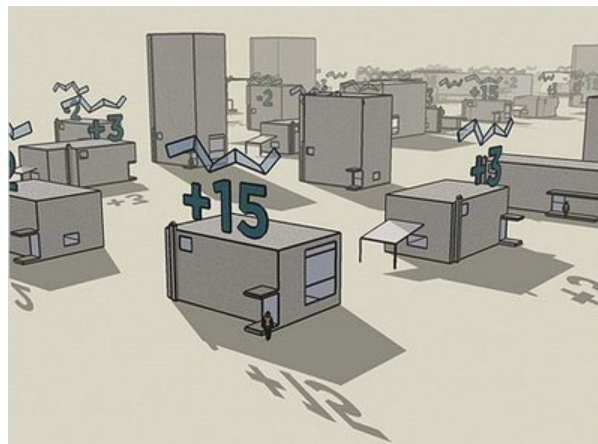
## 7. Measurement of Employee Engagement

Organisations measure the effectiveness of their employee engagement programmes in different ways:

1. Measurement and analysis of carbon footprint, sometimes by division, work site or even by team. Publishing comparisons between teams can enable healthy competition to emerge as teams vie for a lower footprint. The Charity Global Action Plan advises that employees should be involved as much as possible in the gathering and analysis of the data, as these processes are usually illuminating in themselves. Because tonnes of carbon mean little to many people, some companies translate this into something more fun and tangible in communications to employees, for example numbers of double-decker buses or elephants,.
2. Carbon measurements are applied to efficiency of core business activities like transport – so, for example, IKEA measure CO<sub>2</sub> / cubic metre / kilometre.
3. Costs saved – measuring and reporting on cost savings.
4. Employee engagement surveys – these can be tracked over time to measure attitudes to the organisation's climate change programme and other corporate responsibility activities.

Dan Hill in a fascinating presentation, suggests that we will engage more enthusiastically in carbon reduction schemes if there is a system that makes previously invisible aspects of people's behaviour visible. See his full presentation at:

<http://nextbutton.pureprofile.com/TVC/?id=4326> for more details.



Making the invisible, visible – from Dan Hill

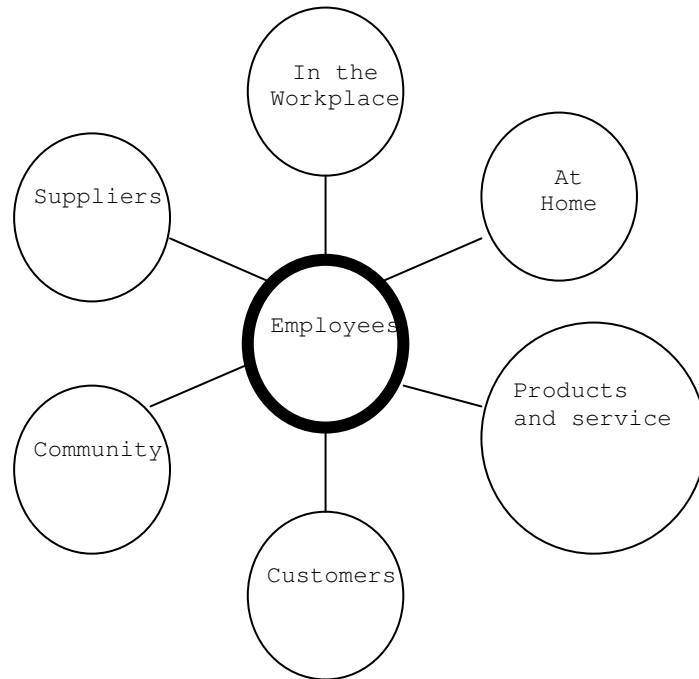
Other forms of measurement include:

- Number of people attending environment days.
- Number of ideas sent in by employees.
- Number of hits on internal climate change websites

## 8. Employees at the Hub of Change

Employee engagement is at the hub of most climate change activities, as shown below.

### Employees at the hub of climate change activities



There follows some brief examples of how employees are engaged in these different areas.

### 8.1 In the Workplace:

Many employee engagement programmes start here. Employees are engaged in the workplace to help save energy, to cut bills and reduce the carbon footprint. Programmes usually cover energy, business travel, paper use, waste, recycling and sometimes water. A good measurement system is essential to establish a base line, record progress and to provide regular feedback on achievements.

A common approach is to recruit carbon champions in the workplace, whose role it is to inspire their colleagues and to share information on carbon saving. For example, the charity Global Action Plan's Environment Champions Programme is a three stage process that empowers employees to create environmental change within the workplace, involving detailed audits before and after the programme. The initial programme lasts one year, and achieves an average of 30% waste savings, and 12% carbon cut.

### 8.2 At Home

Employees can make significant, sometimes greater, CO<sub>2</sub> savings, by making changes in their life *outside* work. Organisations provide information and organises workshops to help employees make informed choices.

The MAN Group supports its staff and their families with workshops, a climate change microsite (including carbon calculator), and a CO<sub>2</sub> mentor programme. They offer a 50% subsidy to offset staff's domestic CO<sub>2</sub> emissions via the carbon calculator. Each member of staff who offsets their emissions is also given a 6 month membership to the RSPB to strengthen the visibility of the link between climate change and biodiversity. They are piloting an optional home eco audit.

### **8.3 Products and Services**

Innovations that bring lower carbon products and services to market offer increased opportunities to organisations as well as increased risk from direct competitors and broader disruptive innovations. Increasingly, organisations need to engage their employees to develop lower carbon products and services as part of a strategy to maintain competitive position.

- IKEA designers are starting to learn how to measure the carbon footprint as a part of new product development, and this will increasingly determine choices on which products are brought to market. For example, carbon content might be one factor that will influence whether a chair is made with steel legs or wooden legs.
- Marks and Spencers buyer's criteria include sustainability. This has led to the identification and purchase of innovative products including fleeces made from recycled plastic bottles, and wine carriers made from recycled denim. M&S have also achieved significant improvements in the sustainability of the building materials in their new sites, by using their buying power to leverage innovation with suppliers.

### **8.4 Customers**

Employees can help their organisation inform and influence their customers about climate change and thereby leverage wider change.

- Hewlett Packard (HP) employees are finding new ways to help their customers reduce their carbon footprint – not just with new energy efficient HP products but with wider ICT energy saving solutions. They have set up an online microsite, the 'Sustainable Innovation Zone' together with WWF, where employees put forward ideas on climate-smart IT solutions that can help reduce CO<sub>2</sub> emissions. A panel of experts from HP and WWF is currently evaluating those ideas for possible implementation.
- With over 125 million customers (including many large businesses), HSBC have identified this as an important area where they can have impact. By educating their 330,000 staff about climate change, the company believes that this will also have a knock on effect with customers through their day-to-day interactions with HSBC.

### **8.5 Suppliers**

Employees can work with suppliers to help purchase lower carbon services and to encourage the innovation of new lower carbon solutions. M&S with its buying power, for example, has been able to foster innovations in new low carbon building materials for its stores.

### **8.5 Community**

The final area that companies are engaging their staff on climate change is the community in which they operate. KPMG employees are providing free carbon audits to hospices. Another company is training its employees to help schools measure their carbon footprint and draw up a carbon reduction plans.

## 9. Organisations with experience of Employee Engagement

Below is a small selection of the NGOs and consultancies working in this area in the UK.

- Global Action Plan: helps organisations to engage employees to achieve measurable reductions in energy use and waste:  
<http://www.globalactionplan.org.uk/corporate.aspx>
- The Low Carbon Culture Company: created by the Carbon Trust, helps companies embed carbon in all processes, systems and culture. [www.lowcarbonculture.com](http://www.lowcarbonculture.com)
- Earthwatch: organises scientific field trips that enable employees to engage actively with climate change and other environmental issues. [www.earthwatch.org](http://www.earthwatch.org)
- COIN helps overcome climate change denial in the community and in the workplace. Courses include 'How to win the climate change argument in a 15 minute tea break'  
<http://coinet.org.uk/>
- Futerra is a communications agency specialising in sustainability, with experience in employee engagement campaigns: <http://www.futerra.co.uk/> .
- Carbon Sense run interactive workshops and programmes for organisations on many aspects of climate change, including staff engagement: <http://www.carbonsense.org>

## 10. Acknowledgements

Thank you to everyone who gave their time to be interviewed for this survey. It's been fascinating to learn from you.

- Charlotte Extercatte, InterfaceFLOR
- Helena McDermott, The Low Carbon Culture Company
- John Harris, IKEA
- Katherine Symonds, Tesco
- Peter Bull, HSBC Bank plc
- Robert Nuttall, Marks & Spencer
- Steve Gray, Earthwatch
- Ulrike Haug, Hewlett-Packard

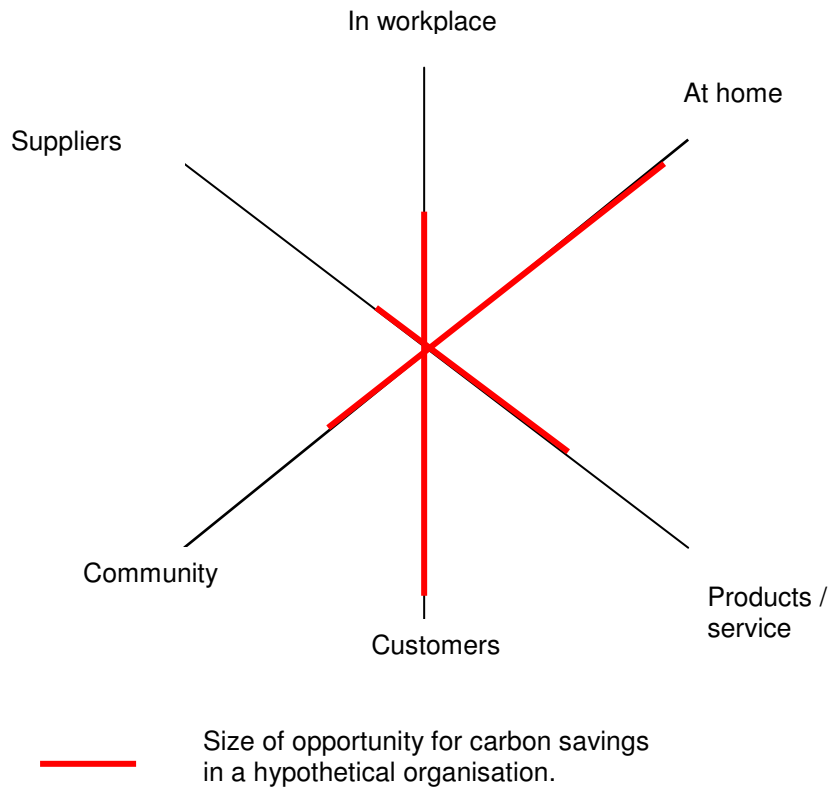
Thanks also to Lucy Varcoe at Business in the Community for the invitation to the BITC employee engagement workshop.

And last, but definitely not least, to Molly Webb at The Climate Group for her enthusiasm and support for the project.

Written by Mark Ridsdill Smith

Working as a volunteer on behalf of The Climate Group

## Appendix 1: The Web of Carbon Opportunity



The Web of Carbon Opportunity is an idea to help an organisation think about where it can best focus its employee engagement activities. By plotting the opportunity for carbon savings for each area in red, we can see where the opportunities are highest. Every company will have different opportunities for saving carbon and therefore every company's web will look different. The company depicted in the diagram above has the highest opportunity for carbon savings with its customers and with its employees in their homes. This suggests that these two areas could be prioritised as the initial focus for employee engagement activities.

## Appendix 2: Baking the perfect loaf: a recipe for Employee Engagement

Every organisation is different, and what engages employees in one organisation may not work in another. However, the employee engagement schemes looked at in this survey appeared to share several common ingredients.

Running successful employee engagement schemes can be likened to baking a perfect loaf of bread. Bread comes in a huge variety of different shapes and sizes, but always has a few of the same ingredients, including flour, water, yeast etc. Without one of these ingredients, it will not work. This analogy is used below to review the essential ingredients for an employee engagement scheme:

### 1. *Leadership (the warmth to raise and cook the bread)*

Leadership and visible, committed senior support over time is vital to the success of any employee engagement scheme. Without warmth, the bread will neither rise nor cook. Too much heat (ie if the leadership is too controlling) and the bread will burn or collapse. The following approaches have been successful:

- Align and integrate your climate change programme into your core business. This generates meaning for employee engagement and legitimises it as a work-time activity.
- Consult and involve employees before other stakeholders.
- Create a senior task force to provide strategic direction and oversee implementation. Employees will often be inspired by opportunities to present their ideas to this task force.
- Find symbolic actions that demonstrate senior management commitment.
- Set clear objectives for employees – but give them space and authority to develop innovative solutions. Employees can benefit from a remit, with clear outcomes and timescale of commitment (this can make it easier for them to sign up).
- Sustain commitment over time.

### 2. *Harness the Energy of your Natural Enthusiasts (the yeast)*

A proportion of employees will have a natural affinity and enthusiasm to become engaged in climate change related activities. Harness this enthusiasm. Your bread will struggle to rise without them!

- Create motivating opportunities for people to become involved. For example, form 'carbon clubs' or 'smart business clubs' with a remit to find and implement new innovations in carbon saving. Encourage creativity and fun.
- If your organisation does not demonstrate it is serious and committed early on, cynicism will quickly set in amongst the enthusiasts. The yeast will quickly die and you will lose one of your most valuable assets.

### 3. *Engage as many employees as possible (the flour)*

Flour, the essential ingredient!

4. *Communicate (the sugar)*

Employees must be kept informed. Without the sugar, the yeast will not grow and multiply, and the flour will not rise!

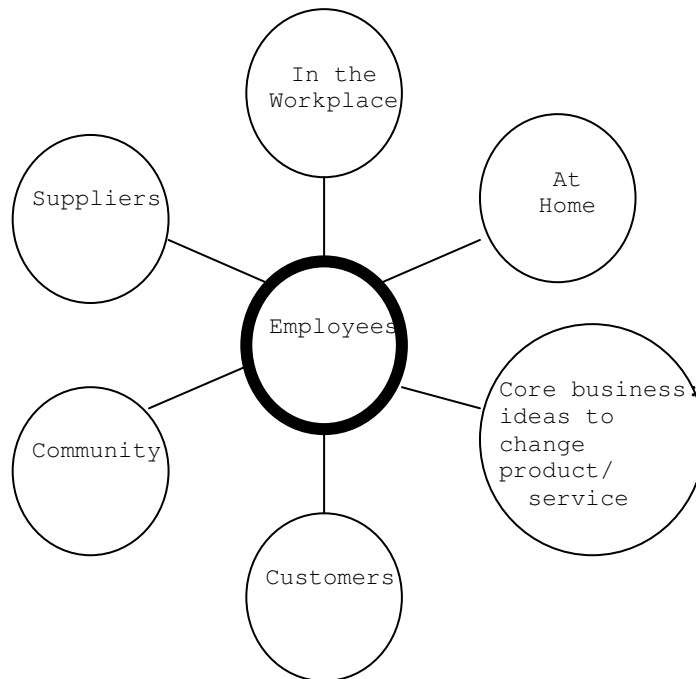
- Communications need be creative, fun, and sustained.
- Employees need opportunities to discuss and explore the issues of climate change and how it relates to them if they are to become fully engaged.

5. *Measure (the weighing scales)*

A system to measure carbon is essential to identify the most significant opportunities for carbon saving, monitor progress, and feedback on progress and success.

- Involve employees in gathering the data, the process and results can often be illuminating.
- Find creative ways to express energy savings. A BBC poster says: "Last year at Woodlands we wasted enough energy to boil more than 65 million kettles."

### Appendix 3: The Interview Questions



1. The above diagram aims to illustrate the possible areas that employees may be engaged in a corporate climate change strategy.

- What were the business drivers for starting an employee engagement programme?
- Which areas is your employee engagement programme currently active in; are you focusing on any areas in particular?
- In which areas do you think your business can have the most impact on climate change in the future?

2. How is your employee engagement programme structured - which departments / teams are most involved in each stage? How is the senior management involved in the employee engagement programme? How do senior managers seek to make their leadership visible?

3. For most companies, the challenges of climate change require creative solutions. These solutions are being generated in different ways – some companies are using employee engagement as an important way to generate new innovative ideas.

Are you also involving your employees in generating new ideas for how your company can respond to the challenges of climate change?

If so, what approach have you taken to this, and what has been the learning?

Are there any examples of ideas generated by employees that you would like to share?

4. Research shows that there are many ways in which we all try to avoid engaging with climate change – this is partly due to the scale of challenge but there are many other reasons too. As a result, achieving any significant behaviour change in employees is usually far from easy!

- How are you seeking to change behaviour? Have you tried any particular models of change management?
- What are your successes / learning to date?

5. How are you measuring your employee engagement programme? In addition to reducing emissions, are you seeing / able to measure any wider benefits to the company from the programme?

6. What do you find motivates employees to engage with climate change? How do seek to reward those that do become engaged?

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