



UNEP **Finance Initiative**  
Innovative financing for sustainability



# if you ask us...

**Making  
Environmental  
Employee  
Engagement  
Happen: Results  
of a Global  
Survey**

UNITED NATIONS ENVIRONMENT PROGRAMME



Copyright © United Nations Environment Programme, 2011

The report and the contents of the report remain the sole property of the UNEP Finance Initiative. None of the information contained and provided in the report may be modified, reproduced, distributed, disseminated, sold, published, broadcasted or circulated, in whole or in part, in any form or by any means, electronic or mechanical, including photocopying, or the use of any information storage and retrieval system, without the express written permission from the UNEP FI secretariat based in Geneva or the appropriate affiliate or partner. The content of the report, including but not limited to text, photographs, graphics, illustrations and artwork, and names, logos, trademarks and service marks, remain the property of UNEP FI or its affiliates or contributors or partners and are protected by copyright, trademark and other laws.

#### **Disclaimer Notice**

The information contained in the report is meant for informational purposes only and is subject to change without notice. The content of the report is provided with the understanding that the authors and publishers are not herein engaged to render advice on legal, economic, or other professional issues and services.


Subsequently, UNEP FI is also not responsible for the content of web sites and information resources that may be referenced in the report. The access provided to these sites does not constitute an endorsement by UNEP FI of the sponsors of the sites or the information contained therein. Unless expressly stated otherwise, the opinions, findings, interpretations and conclusions expressed in the report are those of the various contributors to the report and do not necessarily represent the views of UNEP FI or the member institutions of the UNEP FI partnership, UNEP, the United Nations or its Member States.

While we have made every attempt to ensure that the information contained in the report has been obtained from reliable and up-to-date sources, the changing nature of statistics, laws, rules and regulations may result in delays, omissions or inaccuracies in information contained in this report. As such, UNEP FI makes no representations as to the accuracy or any other aspect of information contained in this report.

UNEP FI is not responsible for any errors or omissions, or for any decision made or action taken based on information contained in this report or for any consequential, special or similar damages, even if advised of the possibility of such damages.

All information in this report is provided 'as is', with no guarantee of completeness, accuracy, timeliness or of the results obtained from the use of this information, and without warranty of any kind, expressed or implied, including, but not limited to warranties of performance, merchantability and fitness for a particular purpose. The information and opinions contained in the report are provided without any warranty of any kind, either expressed or implied.

Layout and print by:  
Instaprint, Geneva, Switzerland  
Tel. +41 (0)22 300 4584  
info@instaprint.ch



UNEP promotes environmentally sound practices globally and in its own activities. This publication is printed on 100% recycled paper, using vegetable - based inks and other eco-friendly practices. Our distribution policy aims to reduce UNEP's carbon footprint.

# Contents

About the Project	2
Foreword	3
Executive Summary	4
Introduction	6
Survey Findings	7
The Uptake of EEE in Financial Institutions	7
Drivers of Environmental Employee Engagement	8
Common Approaches	10
Managing EEE	12
Responsibility over EEE Initiatives	12
Targeting EEE	14
Employee Involvement in the Development of EEE Approaches	15
Measuring Success	16
Main Challenges and Needs	17
Conclusions and Observations	19
References	20
Survey Respondents	21

---

# About the Project

**T**his project was undertaken as part of the 2011 work programme of the North American Task Force of the United Nations Environment Programme. This briefing is a follow up study to the *If You Ask Us... Making Environmental Employee Engagement Happen* report which had a North American focus.

## Project Team



**Kim Brand**, Director, Environmental Affairs, Scotiabank (NATF Co-Chair)



**Barbara Turley-McIntyre**, Director, Sustainability and Corporate Citizenship, The Co-operators Group Ltd. (NATF Co-Chair)



**Valerie C. Smith**, Director, Corporate Sustainability, Citi



**Andrew Craig**, Senior Manager Environmental Initiatives, Royal Bank of Canada



**Kim Jardine**, Sustainability Manager, Standard Chartered Bank



STATE STREET

**Peter DeBruin**, Vice President, Office of Environmental Sustainability, State Street Corporation



**Sue Miller**, Senior Vice President, Environmental Stewardship Department, Union Bank N.A., wholly owned subsidiary of The Bank of Tokyo-Mitsubishi UFJ, Ltd.

## UNEP FI Secretariat

**Jacinto Coello**, Project Lead

**Graham Dickson**, Project Assistant

## Acknowledgements

The Project Team would like to acknowledge Amy Wilson and Michael Gentry from Global Action Plan for their help in completing and reviewing this briefing.

## Foreword

Sustainability is increasingly becoming an integral part of the business landscape. A genuine trend has come to take shape for integrating sustainability into business decision-making through concrete actions, such as the development of corporate environmental policies and the implementation of environmental management systems. Yet, without the necessary buy-in from employees, these efforts cannot on their own guarantee sound environmental performance. Ultimately, employee support is a key driver of sustainability within the business. Employees are responsible for an organisation's processes and operations and are, therefore, crucial players in greening such processes and in transforming corporate culture to integrate sustainability.

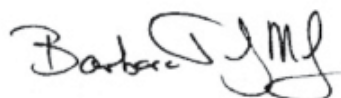
*Making Environmental Employee Engagement Happen: Results of a Global Survey* presents the outcomes of a survey circulated amongst all signatories of the United Nations Environment Programme Finance Initiative (UNEP FI). The briefing is a follow up study to a previous report: *If You Ask Us... Making Environmental Employee Engagement Happen* by the UNEP FI's North American Task Force, which explored the state of environmental employee engagement in North America. As with all UNEP FI research, this document has stemmed from the interest of its members in shining a light on issues that speak to them. In this case, the research explores the gains that can be realised through an engaged workforce around environmental issues. Building on the answers of the survey, this briefing aims to help advance the financial industry's understanding of the field of employee engagement as it relates to sustainability by providing an overview of engagement activities undertaken by member banks, asset managers and insurers from around the world.

We hope that this will become a useful document for practitioners from which to draw best practices and other strategies that have been effective in engaging employees around environmental issues.



**Kim Brand**

Director, Environmental Affairs  
Scotiabank  
Co-Chair, UNEP FI North American Task Force



**Barbara Turley McIntyre**

Director, Sustainability & Corporate Citizenship  
The Co-operators Group Ltd.  
Co-Chair, UNEP FI North American Task Force

# Executive Summary

- Most financial institutions participating in this survey are promoting Environmental Employee Engagement (EEE) within their institutions. This suggests that EEE is now becoming an integral part of corporate sustainability strategies.
- Most EEE activities and approaches focus on internal environmental management. A strategic approach to EEE remains relatively unexplored.
- There are three main factors driving the development of EEE programmes and approaches across the financial institutions surveyed. They are:
  - Efforts aimed at improving the environmental performance of the organisation;
  - Implementation of corporate environmental policies;
  - Efforts to build corporate culture around sustainability.
- While the three main drivers are consistent across regions, there are also other important drivers of EEE particular to each region. For instance, efforts to attract and retain talent are particularly relevant in North America and Europe while efforts to reduce costs are particularly relevant in Asia-Pacific.
- The survey results reveal that financial institutions across different regions are using similar approaches to engage employees on environmental issues. These approaches include:
  - Awareness-raising activities;
  - Creation of dedicated teams;
  - Training;
  - Contests and challenges;
  - Providing of enabling conditions and effort recognition schemes.
- The majority of the surveyed financial institutions are also involving their employees during the development of EEE programmes and approaches. Common methods include: surveys; dedicated teams; dedicated platforms; and ideas contests.
- While the approaches used by financial institutions are similar across regions, there are some variations as to how programmes are managed and implemented as well as to the challenges organisations face during implementation.
- The majority of financial institutions surveyed are also involving their employees during the development of EEE programmes and approaches. Common methods include:
  - Surveys;
  - Dedicated teams;
  - Dedicated platforms and ideas contests.

- There remain challenges for more effective implementation of EEE initiatives. These include:
  - Reaching the employee base effectively;
  - Keeping the issue relevant over time amongst employees;
  - Lack of adequate resources.
- The high-level of uptake of EEE across the financial institutions surveyed suggests that the question is no longer whether or not EEE is important for realising the environmental objectives of the organisation, but how organisations are seeking to engage employees on environmental issues.

## 5 Success Factors

**1**

Effective EEE initiatives require backing and support from top management as this signals strong commitment within the organisation, which can contribute to higher levels of employee participation.

**2**

The effectiveness of EEE initiatives can be enhanced when there is a clear link between the proposed activity and the day-to-day job of the employee.

**3**

Employee involvement during the development of EEE approaches can create a sense of employee ownership over initiatives, raising levels of participation during their implementation.

**4**

Organising challenges and contests is a low-cost way to incentivise employee participation in EEE initiatives and can contribute to the improvement of an organisation's environmental performance.

**5**

Awareness-raising activities that outline what the organisation is doing to address different environmental issues, accompanied by activities aimed at empowering employees to contribute to those initiatives, can help the organisation carry out improvements in its environmental performance.



# Introduction

## What is Environmental Employee Engagement?

For the purpose of this study, EEE is defined as an employee's active participation in setting and accomplishing the environmental policies and objectives of the organisation he or she works in.

Usually, EEE ranges from top management to the general workforce and it may or may not include sub-contractors. This definition is consistent with that used by other studies.<sup>1</sup>

## When is EEE successful?

Success is defined as employees who are aware of the environmental objectives and targets of the organisation; who are motivated to participate in achieving such objectives; and who contribute to further innovation. Disengaged employees are said to be unaware of the organisation's efforts to develop environmental best practices and may, on occasion, actively resist change.

## What is a strategic approach to EEE?

A strategic approach to EEE entails the creation of a platform to support the integration of sustainability within the corporate culture of the organisation. This

**E**nvironmental policies and strategies are rapidly becoming a common feature of the corporate landscape, as firms, including financial institutions, have recognised that there are substantial gains to be realised from integrating sustainability into their business operations. Sound environmental strategies and policies, however, are not enough for effectively mainstreaming sustainability. A cultural shift is also required – one that is inclusive of everyone in the organisation and not only of those dedicated professionally to sustainability within these organisations.<sup>2</sup> In efforts to attain wider integration of stakeholders, EEE initiatives are gradually becoming part of these strategies and recent evidence suggests that they are also a driving factor in their success.<sup>3</sup>

The increased uptake of EEE initiatives as part of corporate environmental strategies in different industries has been captured in various studies. A survey amongst 200 of the largest corporations in the United States shows that 69% of respondents had EEE initiatives in place as part of their overall sustainability programmes.<sup>4</sup> In the same manner, a survey of the attitudes towards sustainability of a pool of Chief Executive Officers (CEOs) suggests that over 31% of the CEOs surveyed consider employee engagement to be an important driver of their overall sustainability efforts.<sup>5</sup> In addition, a separate survey of more than 200 executives across different industries shows that 32% of their firms are providing sustainability education programmes for their employees and that 30% have engagement programmes with initiatives that are more extensive than employee education and training on sustainability issues.<sup>6</sup> There remains, however, a need for insights and cases that are specific to the financial services sector.

It was for this reason that the North American Task Force (NATF) of the United Nations Environment Programme Finance Initiative (UNEP FI) decided in 2010 to undertake a study on the state of employee engagement in North America.<sup>7</sup> This briefing is a follow-up to that study and aims to examine the field of EEE amongst UNEP FI signatories around the globe. In order to do so, a survey was circulated amongst all signatories of UNEP FI and a Project Team was formed from representatives of seven financial institutions to analyse the results of the survey. A total of 73 responses were received from financial institutions in Africa, Asia-Pacific, Europe, Latin America and North America.

This briefing presents the results of the survey and takes stock of the different employee engagement initiatives across UNEP FI Signatories. It identifies the drivers of EEE and

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_9735](https://www.yunbaogao.cn/report/index/report?reportId=5_9735)

