Environmental Employee Engagement Roadmap:

How to Build a Streamlined
Program that Quickly Delivers Business
and Environmental Results

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Abstract

Environmental Employee Engagement (EEE) is an emerging business trend driven by tangible benefits that companies experience from an engaged workforce—and a growing realization that sustainability and the environment are powerful topics for engaging employees and customers alike.

However, many organizations struggle to realize the full potential of an EEE program. Some common problems facing these programs include:

- Unclear business benefits and results
- Lack of meaningful performance metrics
- Insufficient executive support
- Perception that EEE is peripheral to the company's core business
- Few templates for programs that engage a large majority of employees
- Complexity of implementing a large-scale change management program, i.e., EEE

This Roadmap seeks to address these challenges by laying out a four-step approach to planning and implementing an EEE program to realize its full business and environmental potential. The approach simplifies a complex subject into something manageable that can be implemented within your company. While the authors recognize that engagement happens at the individual level, the approach focuses on building a comprehensive program that engages a large majority of employees by grouping the workforce into a few segments, and walking each through a common but tailored engagement process.

The Roadmap reflects the philosophy that an EEE program must first prove it drives business results before skeptical senior and middle-level executives will open doors to allow the program to reach the entire workforce. Therefore, in the first six months of the program, the approach galvanizes all employees around a simple-to-achieve environmental activity consistent with the company's business objectives. When done well, this earns the EEE program its license to operate throughout the company. It also builds credibility and widespread organizational support needed to transform many employees into environmental champions who take on a broader scope of environmental challenges in the office, their homes, and communities.

The Roadmap is written from the point of view of a businessperson who seeks to build a streamlined EEE program that quickly delivers quantifiable business and environmental results. The approach is founded upon best practices from business strategy, change management, and large-scale program management techniques and draws heavily on engagement research and case studies.

Not all readers will agree with the point of view expressed in this Roadmap—especially those who want to focus on a broader set of environmental challenges from the start. The authors hope these readers will still find parts of the Roadmap useful in expanding and increasing effectiveness of their programs.

The goal of this Roadmap is to accelerate EEE adoption and scale existing programs by linking them to business results. Placing EEE at the front and center of the business enables programs to reach and inspire large numbers of employees. As they rise in their business careers, they will bring an environmental sensibility with them as well as into their homes, communities, and our society at large. The Roadmap's approach to engagement, while applied in this document to EEE, is also relevant to companies interested in engaging customers, and to the range of business, government, non-profit, and academic organizations seeking to engage citizens.

➡ **The goal of this Roadmap is to accelerate Environmental Employee Engagement adoption and scale existing programs by linking them to business results.**

➲ Thanks to TD Bank for supporting the development of this roadmap during the course of an Environmental Defense Fund Climate Corps Fellowship.

Acknowledgements

Introduction

Engaging Employees around the Environment ("EEE") is an emerging corporate trend. A recent report by Ceres found that 40% of companies across industries and geographic locations have programs in place to engage employees on sustainability, and 6% go farther by embedding EEE in company-wide employee engagement.[1] 42% of companies in the U.S. are highly engaged in sustainability initiatives.[2] While many companies are implementing EEE programs, the field is not fully mature and will grow further.

Why are Companies Interested in Engaging Employees Around the Environment—What is the Business Case?

Increasingly, companies recognize that when their workforce is proud of its environmental achievements there are important business benefits. These include:

- The dollar value of:
  - Increased productivity[3]
  - Increased workforce satisfaction and retention[4]
  - Being able to attract young recruits who overwhelmingly prefer working for green companies[5,6]
- Increased sales from:
  - Connecting with American consumers who prioritize environment in their buying decisions (roughly 10%), and consumers who prefer to purchase from an environmentally-minded company, all other things equal (an additional 30%)[7]
  - Word-of-mouth "free advertising"—engaged customers are three times more likely to refer a product to a friend[8]
  - Customer loyalty[9]

- A green brand—companies that drive environmental and social benefits sustain their business success and build brand reputation[10]
- Innovations created by employees who love their work and go the extra mile for their customers and employer[11]
- Reduced costs due to:
  - Minimizing waste and unnecessary resource consumption, e.g., from energy, water, supply chain, packaging, etc.[12,13]
  - Mitigating operational and reputational risks
- The value of goodwill and a positive story to share with the press, local communities, and governments including when a company's license to operate is being scrutinized

What Does Environmental Employee Engagement Mean?

To realize the business benefits of EEE, a company must design, roll out, and sustain an EEE program. But before a successful EEE program can be put in place, a clear picture of the meaning of "engagement" in a corporate setting is needed. The following true story is an example of what engagement looks like in a business context:

A few years back, a friend encouraged a woman to ride a bus with him and other classmates to their reunion. She remembered nightmarish rides as a student and declined. But her friend insisted, "It's a new company, completely different from what you remember. They have great service and their buses are wired. Their seats are really comfortable. I was skeptical myself, but now I use them all the time. You should try." His enthusiasm was infectious. She decided to give the company a chance. While onboard, she had a wonderful time reconnecting with good friends. She feels so positive about the company that she now enthusiastically encourages others to use their services.

This story illustrates how a loyal customer who feels strongly about a company (the friend) delivers free advertising so effectively that he generates a new customer (the woman). The customers feel such a strong—indeed emotional—connection with the company that they naturally promote it. They are what "engaged" customers look like.[14]

An engaged employee has a strong emotional commitment to the company and its goals. Engagement drives employees to invest discretionary effort in their work. All of us know "engaged" employees when we see them, whether they work for an airline, a clothing store, or an accounting firm. They are the ones who provide great service because they love what they do, believe in their company's products and services, and feel proud to work there. Regardless of their staff level or job description, engaged employees have a greater tendency to be highly productive, strong brand ambassadors, top revenue generators, and drivers of innovation.

What is an Environmental Employee Engagement Program?

A successful EEE program, simply stated, uses environment to increase employees' pride in themselves and their company. This intangible engagement—or "passion"—factor increases employee productivity and retention, attracts new employees, deepens customer relationships, motivates employees to reduce cost, and stimulates innovation. When spread across a large workforce, the benefits are material.

In addition to business results, a successful EEE program transforms many employees into environmental champions and stewards at work, home, and in our world at large.

➡ **Increasingly, companies recognize that when their workforce is proud of its environmental achievements there are important business benefits.**

Why are Environmental Employee Engagement Programs Difficult to Execute?

Driving engagement in a large company is complex and requires overcoming many obstacles. The most important challenges are also the most difficult. These include:

- Demonstrating business results

- Measuring performance

- Making EEE relevant to senior executives

- Building scalable programs, rather than hodgepodges of tactics

- Engaging the entire workforce beyond the already passionate, including revenue generators and employees in widely dispersed geographic, retail, and manufacturing operations

- Inspiring employees at all hierarchical levels to take/make time to focus on environment if it is not a business priority

- Integrating EEE into company culture

To take root beyond employees who are already highly committed to the environment, an EEE program must demonstrate concrete business results within a defined period of time. However, demonstrating the direct link between engagement and core business results—such as revenue, productivity, cost reduction, and innovation—is challenging. As a result, EEE may be considered non-core to the business.

In addition, EEE programs frequently lack credible performance metrics, partly because engagement is an intangible emotion that is difficult to measure. In the absence of meaningful performance metrics and clear business results, EEE programs struggle to gain senior executive and widespread middle management support and may not fully penetrate the bulk of the workforce.

Furthermore, engagement is a highly personal, complex, and non-linear process. Therefore it is difficult to break down into the sequential steps and clear processes that companies require to mobilize and focus large numbers of people on achieving concrete business results.

How Can this Roadmap Help Solve Common Execution Challenges?

One way to address these fundamental challenges is to outline practical steps that companies can take to design and implement EEE programs that deliver quantifiable business (and environmental) results. This Roadmap is intended as a pragmatic "how to" guide for any organization seeking to create, scale up, and enhance an EEE program.

It lays out a comprehensive approach to plan and implement an EEE program that:

- Clearly demonstrates how EEE helps to deliver core business results

- Measures EEE program performance

- Incorporates well-tested business strategy, change management, and program management techniques into program design, so that when launched the EEE program can quickly take root throughout a company

- Empowers employees to be environmental leaders and stewards at their workplaces and beyond

At its essence, the approach systematically takes all employees through the same process of engagement the two classmates on the bus experienced. Metaphorically, engagement is about persuading people to climb onto the bus, and giving them such a transformational experience that they will ask others to get on board.

The Roadmap translates our bus metaphor into four phases.

THE ROADMAP'S FOUR PHASES

This Roadmap shows how to plan the four phases required to execute a streamlined EEE program that delivers business results while rapidly scaling up engagement.

PHASE 1. Know Your Destination, Identify Your Mile Markers

PHASE 2. Get Your "Passengers" onto the Bus

PHASE 3. Recruit New "Passengers"

PHASE 0. Build the Foundation that Enables the Journey
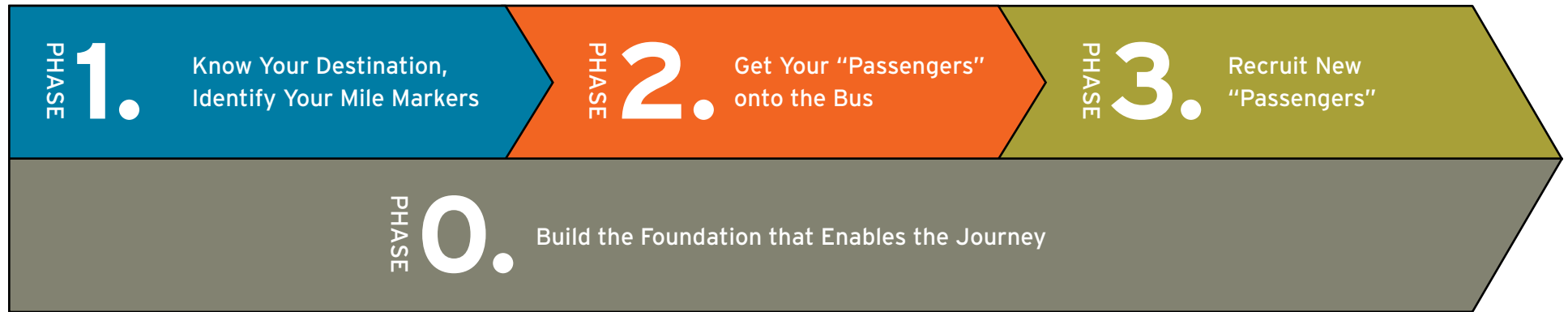
Phase 1. Know Your Destination, Identify Your Mile Markers: Begin by defining the key business goal the EEE program will accomplish, and work backwards to define quantitative performance metrics to measure progress.

Phase 2. Get Your "Passengers" onto the Bus: Systematically accelerate employee engagement by motivating large numbers of employees to complete a specific task with measureable outcomes.

Phase 3. Recruit New "Passengers": Recognize that as employees become engaged they begin to transform: they want to deliver more results and naturally ask their customers, families, and communities to join them. Harness their enthusiasm to achieve business and environmental results.

Phase 0. Build the Foundation that Enables the Journey: Create a detailed execution plan, build senior executive support, put champions and management structures in place, and build the links to human resources and the rest of the business that are needed to impact culture.

The next chapters of this Roadmap describe how to plan each phase in a step-by-step manner. Each phase is described and accompanied by practical tips and a high-level workplan that you can tailor and build out into your Detailed Execution Plan that reflects your company's unique business goals, workforce, and culture.

For readers with existing EEE programs, reviewing the components of the Roadmap may help identify opportunities to scale up, increase business impact, and reach a larger portion of the workforce. A self-assessment tool included at the end is intended to quickly home in on potential opportunities.

Phase 1. Know Your Destination, Identify Your Mile Markers

When embarking on any journey, it is important to know the destination. Only then can the fastest path from Point A to Point B be charted. While *en route,* mile markers ensure the journey is on course.

Similarly, successful EEE programs have a goal and use performance metrics to navigate, track progress, and adjust course as needed. Only after the goal is defined can a streamlined program focused on the key activities required to achieve that goal be designed. Therefore, Phase 1 of the approach involves defining a goal and meaningful performance metrics.

1.1: Know Your Destination (Set a Credible Goal)

The first step is to define a measureable "big picture" goal that is meaningful to the business and environment. This can be difficult to do in practice because it is not obvious how to resolve several questions, including:

- How can the EEE program's business and environment goals be balanced? These may be perceived as, or indeed be, inconsistent.

- How many goals should be set? Multiple goals can confuse employees and dilute impact, while one goal may leave some employees unsatisfied.

- Should an EEE program focus on environmental activities at work or ask employees to also take on actions at home and in their communities?

- Which environmental issues should be tackled—the world's most pressing environmental problems or those that are more incremental but achievable?

The Roadmap addresses this complex challenge by defining the goal as the answer to the following question:

"What could a large number of employees who are passionate about the environment do to make a credible contribution to core business results (such as revenue, productivity, innovation, operating and supply chain efficiency, etc.)"?

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Examples of EEE program goals could include:

- "The goal of the EEE program is to help increase revenue by using engaged employees to attract new customers and deepen relationships with existing customers."

- "The goal of the EEE program is to help differentiate the company in a commodity market by using engaged employees to raise existing and prospective customers' awareness of the company's environmental accomplishments."

The two examples articulate the direct link from environment to the company's most important business results, and clearly state "what" engaged employees will do to deliver those results. Framing a business goal that helps senior executives and middle management achieve their professional objectives makes EEE more compelling and helps generate the wide base of support an EEE program needs to flourish throughout an organization.

The high-level workplan that follows and continues throughout each phase detailed in this Roadmap is a planning tool to help identify the critical path of activities required to design, roll out, and scale a successful EEE program. The workplan begins by laying out the key activities required to set an EEE program goal.

tips

1. "It is possible to do everything, but not all at one time"—is pragmatic and helpful advice to keep in mind when setting EEE goals in large companies.

2. An EEE program that supports the business supports itself. Position EEE as part of "what is needed" to achieve a core business goal, rather than the end in itself.

3. In the early life of the program, focus on environmental activities that directly progress the business goal. The magnitude of environmental impact at this stage is a secondary consideration.

4. Be cautious of spreading resources too thinly across the breadth of potential environmental objectives in the workplace, home, and community.

5. Identifying a clear, compelling, and credible EEE program goal invariably requires more time and effort than expected.

1.2: Build Your Mile Markers (Define a Few Metrics that Matter)

A compelling goal, coupled with a few meaningful performance metrics, paints a clear picture of what the EEE program will achieve, and how it will do so. Key metrics orient the EEE program toward its business goal, and serve as mile markers of progress. They also help EEE programs to prioritize and sequence the most important activities required to deliver business results expediently, which earns business credibility and builds senior executive and middle management support.

Defining meaningful key performance metrics is part art and part science. It is helpful to begin by asking the following question:

"What would it take to prove to senior executives that the program is moving in the right direction?"

Some guidelines for identifying metrics that matter include:

- Work backwards from the goal to determine what must happen to achieve it.
- Focus on a few key performance metrics (roughly five to ten) that collectively demonstrate how the EEE program advances the core business and environment.
- A key performance metric must be measurable directly or by proxy. For example, "self-reported levels of pride and commitment" collected via survey are proxies for "engagement level", an intangible emotion that cannot be measured directly.
- Seek metrics that the business already captures, or could capture with small changes to existing systems or processes (e.g., financial, sales, or procurement systems), or with practical tools such as surveys.

EXAMPLE: KEY METRICS TO LINK ENVIRONMENT TO REVENUE

If your goal is to link environment to revenue, a few key metrics could include:

➡ Number of customers citing environment as reason for purchase

➡ Number of customers who are "extremely likely" to recommend a company in whole or in part due to its environmental accomplishments

➡ Percent of existing and potential customers who perceive company is environmental leader versus its competitors

tips

1. Embrace quantitative performance metrics. They expand the EEE program's base of support and focus all employees on achieving a shared business goal.

2. To identify metrics that are truly key—think of how to demonstrate the business case to senior executives.

3. Department-specific metrics are useful for evaluating tactics but often do not help senior executives know if the program is making progress.

4. When evaluating technology tools, ensure they collect data and have back-end analytic capabilities consistent with key performance metrics.

5. If not, adjust the technology. This can be painful but is worth the effort.

6. Involve senior executives early. Gain their support. Craft your "story" and tell it consistently and frequently.

WORKPLAN PHASE 1. KNOW YOUR DESTINATION, IDENTIFY YOUR MILE MARKERS

1.1: Know Your Destination
(Set a Credible Goal)

- ☐ Understand the company's core business goals, growth strategy, business plan, and culture.

- ☐ Identify the few business goals that matter most to senior executives, and determine how employees who are passionate about the environment can help achieve them.

- ☐ Use the EEE goal-setting process as an opportunity to build senior executive support: let senior executives articulate what actions they believe engaged employees can take to help them achieve their objectives—and build their comments into the goal.

- ☐ Define one clear, compelling, and credible business goal that the EEE program can deliver.

1.2: Build Your Mile Markers
(Define a Few Metrics that Matter)

- ☐ Understand existing performance metrics, processes, systems, and information the company currently uses to track performance.

- ☐ Define five to ten clear, compelling, and credible key EEE program performance metrics.

- ☐ Working backwards from the goal, develop a list of "optimal" key performance metrics, including what processes, information technology, and data must be in place to measure them.

- ☐ Evaluate overlaps and gaps between "existing" and "optimal" metrics. Create a shortlist of potential key performance metrics.

- ☐ Review the shortlist with senior executives to seek their counsel on the most meaningful metrics and practical ways to collect and analyze credible data.

- ☐ Align department-specific metrics with the key performance metrics they support to help employees understand how their actions contribute to the overall goal.

- ☐ Implement any necessary adjustments to existing processes, systems, and data, or create new ones as needed.

- ☐ Create an EEE program feedback mechanism to regularly review results and adjust the program as needed.

- ☐ Cascade key performance metrics into scorecards, roles, and responsibilities throughout the EEE program.

Phase 2. Get Your "Passengers" onto the Bus

Phases 2 and 3 describe a systematic approach to mobilizing and focusing large numbers of employees to achieve the program's business goal, while concurrently accelerating a journey designed to transform them into environmental leaders. The approach starts by articulating a definition of sequentially higher engagement levels and applying it to measure engagement and structure a systematic program to increase workforce engagement.

A BUSINESSPERSON'S DEFINITION OF ENVIRONMENTAL ENGAGEMENT LEVELS (LOW TO HIGH)[SM]

A Businessperson's Definition translates the highly complex engagement process into a simple linear process with discrete and measureable levels that businesses can use to anchor a large program.

Level	Description
Transformed	transformed, deeply committed, naturally takes many actions on behalf of the environment and asks others to take action
Active	energized and takes first action on behalf of the environment
Connected	emotionally connected to the environment
Aware	aware of the environment
Un-engaged	no awareness
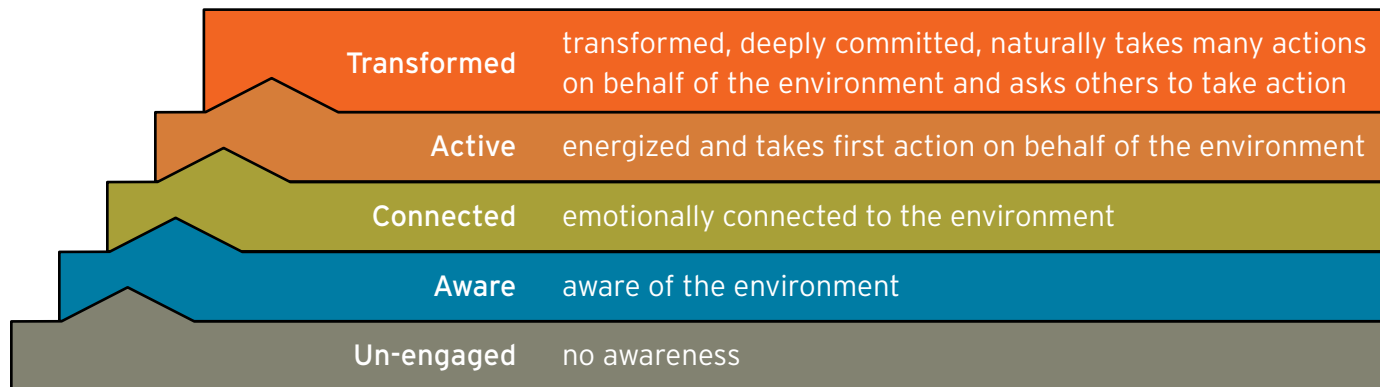
This approach, created and applied by the author and colleagues at TD Bank,[15] builds upon a base of academic knowledge about engagement—most notably the concepts of a "ladder of engagement" and the critical role of "peer-to-peer" interaction in taking people up the ladder as explained by Dr. Anthony Leiserowitz[16] and Professor Matthew Potoski[17] at Yale University and the University of California at Santa Barbara, respectively. It also reflects seminal guidance provided by P.J. Simmons[18] and Liz Maw,[19] and practitioner experience.[20,21,22,23,24,25] Lastly, it also borrows the classic corporate strategy principle that segmenting audiences is critical to designing effective messages and tactics, the program management technique of using quick wins to build momentum, and the change management emphasis on reinforcing a change from multiple directions within a company.

tips

1. A one size EEE program does not fit all employees.

2. Segmentation helps to reach the 90% of employees who are not already highly engaged.[26]

3. Segments need to be practical to work with, measurable, and help predict observable out comes.

4. Conduct surveys to understand employees and help quantify EEE program results.

5. Conduct focus groups. They provide qualitative insights and identify effective messages and tactics.

Phase 2 lays out how to take employees from no engagement to the point of their first substantive action on behalf of the environment, i.e., "Active." Phase 3 shows how to focus their energy on achieving the EEE program's business goal as they transform themselves.

2.1: Identify and Segment 100% of Your "Passengers" (Understand Your Employee Audiences)

Successful EEE programs aim to engage the 90% of employees who are not already highly engaged.[26] To engage the 90% requires understanding and meeting employees at their current level of engagement. The first step to meeting employees "where they are" involves:

- Grouping the entire population into segments with similar characteristics

- Understanding each segment in depth

- Measuring each segment's baseline engagement level

Identifying a handful of the most useful segments is difficult because a large workforce could be broken down many ways. Factors to consider when segmenting employees can include:

- Organizational position, e.g., senior executive, middle manager, junior staff, etc.

- Business or functional unit, e.g., revenue generating, back office, HR, finance, etc.

- Location, e.g., corporate headquarters, regional office, retail store, plant floor, etc.

- Engagement levels, e.g., from un-engaged to highly-engaged "super greens"

From an EEE program perspective, some of the more useful segments frequently include: "senior executives," "highly engaged," and "front-line revenue generators." In all likelihood, the segments will not be mutually exclusive (i.e., the number of employees in all segments will add up to more than 100%) and should be limited to roughly a handful in total. A segment could, but does not need to, be comprised of employees at the same level of engagement.

Each segment must be understood in-depth before the tailored messages and effective tactics needed to progress it from one level to the next can be planned. Substantial work is required to analyze each segment in terms of size, motivators, and communication preferences or limitations, comfort with and access to social media, environmental beliefs and interests, etc.
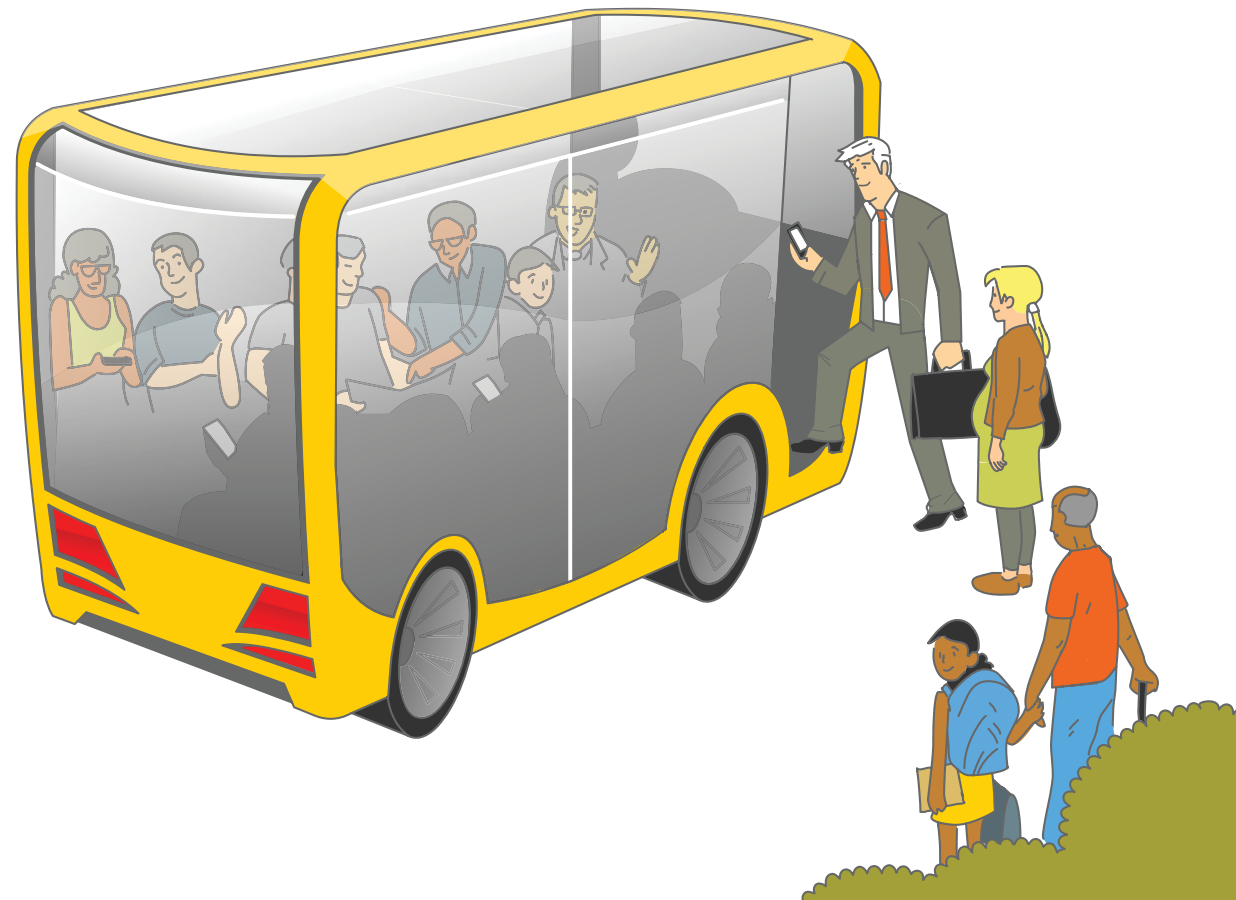
A BUSINESSPERSON'S DEFINITION OF ENVIRONMENTAL ENGAGEMENT LEVELS (LOW TO HIGH):ᔆᴹ MEASUREABLE PROXIES FOR EACH LEVEL

The Definition was designed to be practical to measure (including via proxies) and credible within a business context. It can be applied to measure the number of employees by segment who are at each engagement level and changes over time.

Levels	Definition of Engagement Level	Measurable Proxy (examples)	How to Capture
Transformed	Transformed, deeply committed, naturally takes many actions on behalf of environment, asks others to take actions on behalf of the environment	• Frequency of environmental actions • Purchases of environmentally friendly products • Comfort speaking with other employees, customers, family, friends about environment • Number of employee environment teams	Employee survey, physical counts or estimates
Active	Energized and takes first action on behalf of the environment	• Total amount of water bottles, waste, composting, paper, or energy • Number of volunteer hours	Physical counts or estimates, engagement software
Connected	Emotionally connected to the environment	• Level of pride in company's environmental accomplishments • Level of commitment to company due to participating in environmental programs	Employee survey, engagement software
Aware	Aware of the environment	• Percent of employees who are aware of company's environment objectives, programs, initiatives, etc.	Employee survey
Un-engaged	No awareness	• Percent of employees who are aware of company's environment objectives, programs, initiatives, etc.	Employee survey

2.2: Ask Each Segment to "Get on the Bus"
(Ask Employees to do One Thing They Can Achieve)

Phase 2.2 is about generating a critical mass of enthusiasts within a short period of time. It rapidly builds mass awareness throughout the workforce by moving each segment from "Aware" to "Connected", and then motivates the entire workforce to take one specific and measureable action that all can achieve ("Active") within six months of the program's launch.

The purpose of Phase 2.2 is not to realize large environmental benefits of the action. Rather, it is to quickly begin a fundamental transformation: creating commitment and community and, more importantly, deepening engagement by performing an act with a large group who together achieve results.

But determining how to engage a diverse base of employees is challenging. It is not obvious how to assemble a comprehensive and coherent program out of the variety of tactics from which to choose, including: contests, online gaming tools, off-the-shelf engagement campaigns and technologies, indoor and outdoor displays, webinars, guest speakers, toolkits, etc. A result is that some programs are hodgepodges of tactics that collectively do not engage all segments and do not quickly achieve measureable results.

Phase 2.2 guides selection, prioritization, and sequencing of tactics into an organized program that quickly moves each segment from its baseline to the next level of engagement until all segments start taking action within six months of program launch—understanding that some employees will already be active or transformed at launch and others will progress at a slower pace.

➔ "Tell me and I'll forget. Show me and I may remember. Involve me and I'll understand."

– Chinese proverb

17

With this specific objective in mind, A Businessperson's Definition^{SM} can be applied to tailor the combination of tactics that reflect each segment's motivators, interests, and information preferences at a given level. Tactics evolve as each segment moves to the next level of the journey.

EXAMPLE: TACTICS FOR EACH LEVEL OF ENGAGEMENT

If the immediate objective is to…

➡ Increase a segment's awareness, tactics could include: a steady drumbeat of information about the company's environmental objectives and initiatives through various communications vehicles, including email, articles on the corporate website, quizzes, indoor and large-scale outdoor attention grabbers, etc.

➡ Build emotional connection, tactics could include: sharing motivational stories from colleagues about what the environment means to them, photos, video testimonials, etc.

➡ Encourage an action, ask all employees to take one simple, measureable action on behalf of the environment and encourage them with recognition, appeals from senior executives and middle management, contests, before and after photos, cost savings facts and environmental benefits achieved if all employees were to participate, etc.

Throughout the program, it is necessary to communicate stories with facts, personal testimonials, and empathy to build connection. It is critically important to generate excitement and make participation attractive. Many companies do so by leveraging existing rewards and recognition systems to recognize leaders, and holding contests with awards or very small monetary incentives (under $20) to generate fun. Bear in mind that messages need to be reinforced through multiple touch points so they resonate and take hold.

tips

1. Speed is of the essence. Launching quickly and demonstrating rapid results builds credibility and momentum.

2. The first environmental "ask" ought to easy to achieve, measurable, and make employees feel good. Candidates include: reducing paper consumption, not using water bottles, taking a green pledge, unplugging chargers and monitors, etc.

3. Companies feel exhilarated when a large number of people achieve a shared objective while enjoying themselves.

4. Don't underestimate the power of competition. Employees at all levels— including senior executives —love it.

5. Celebrate success— reward and recognize accomplishments.

6. Be analytic and rigorous when planning, but execute with verve. Make it enjoyable, positive, and energizing!

WORKPLAN PHASE 2. GET YOUR "PASSENGERS" ONTO THE BUS

2.1: Identify and Segment 100% of Your "Passengers" (Understand Your Employee Audiences)

- ☐ Review workforce information, including: statistics around the number of employees by business unit, geography, facility, gender, age, etc.

- ☐ Understand the organization's hierarchy and structure.

- ☐ Group the entire employee population into a manageable number of roughly five segments with their own distinct characteristics, which could include engagement levels, hierarchical level, functional unit, geography, etc.

- ☐ Understand each segment in depth, including motivators, environmental beliefs and interests, and communication preferences.

- ☐ Conduct focus groups to identify effective messages and tactics.

- ☐ Construct and conduct surveys to measure each segment's baseline engagement level.

2.2: Ask Each Segment to "Get on the Bus" (Ask Employees to do One Thing They Can Achieve)

- ☐ For each segment, apply A Businessperson's Definition of Environmental Engagement Levels℠ to: set objectives for each segment, identify, prioritize, and sequence tactics to move each segment to the next level.

- ☐ Jumpstart the program with one easy measureable environmental "ask" of all employees. Turn it into a friendly competition among organizational units. Ask senior leaders to lead their teams in the competition.

- ☐ Ensure the EEE program balances information and emotion: provide technically sound information to build awareness while communicating powerful stories and personal testimonials to build emotional connection.

- ☐ Adjust the company's existing systems, or create new mechanisms, to reward and recognize employees for their environmental efforts.

- ☐ Generate excitement and make participation attractive, e.g., with symbolic monetary incentives such as gift cards, coupons, and discounts, but reinforce these tactics with multiple touch points.

Phase 3. Recruit New "Passengers"

By the end of Phase 2, employees have completed an action that marks the beginning of a transformation. Phase 3 accelerates the transformation of as many employees as possible into persuasive environmental leaders, enables them to persuade others to "get on the bus," and focuses their energy on the specific actions to achieve the EEE program's business goal.

3.1: Transform Passengers into Multipliers (Convert Employees into Persuasive Environmental Leaders and Recruiters)

This step accelerates and scales employee transformation into environmental leaders in their work, homes, and communities. It does so by encouraging peer-to-peer interaction and consistently reinforcing the value the company places on the environment, per a well-tested change management principle.

Taking one small action in the workplace in Phase 2 can begin a ripple effect for employees, in which they begin to see the world through a new lens. In this case, when employees start to understand the impact of their individual and collective actions, they begin noticing additional workplace actions they can take. At some point, the environment permeates their thinking in all areas of life—they begin to identify other actions they can take not just at work, but in their personal lives. These employees feel proud and passionate, and naturally begin to engage others, continuing their transformation into persuasive environmental leaders.

But how can this experience be scaled up company-wide? According to Dr. Anthony Leiserowitz of Yale University,[27] one of the most effective ways to persuade a person to take a specific action is to have them receive a personal appeal from someone they trust. A working paper by Professor Matthew Potoski of the University of California at Santa Barbara finds supporting evidence for the effectiveness of peer-to-peer interaction specifically within the EEE context.[28]

EEE programs should leverage two groups in particular:

- Millennials have a higher likelihood of being passionate about environmental initiatives in the workplace and are more willing to share personal stories via social media.[29]

- Hispanics and other minorities tend to demonstrate an above-average interest in the environment.[30,31]

It is unrealistic to expect all employees to make this transformation. However, it is possible to create conditions to both maximize the number of employees who will do so, and infuse environment into a company culture. In Phase 3.1, the EEE program prioritizes tactics that:

- Encourage employees in all segments and hierarchical levels to tell their personal stories to their peers and co-workers
- Equip employees with conversation starters and tools they can use to recruit other employees
- Train and enable the most highly-engaged segment of employees to lead groups of other employees and build their leadership skills
- Align all the company's internal and external environmental messages and actions
- Embed environmental practices in all parts of the business to consistently reinforce the value the company places on the environment, such as in: human resources (e.g., rewards and recognition, training, leadership development, performance objectives, and compensation programs), marketing, public relations, supply chain, product development, etc.

➡ Provide the highly-engaged with communication platforms, such as articles on the company intranet, business unit and environmental newsletters, videos, speaking at in-person town halls, etc., to share their business and environment success stories—and ask

1. Highly-engaged employees often want to tell their stories. Help them do so.

2. Leverage Millennial and Hispanic interests and skills to generate volumes of online blogs, discussions, campaigns, etc.

3. When large numbers of junior people are energized by the environment, executives take (positive) notice—which causes some of them to "get onto the bus".

4. Create tools employees can use to measure their results. Then celebrate those results and employees.

5. Find ways to include environmental leadership as an entry point into leadership development processes. Stretch high-potential employees by having them lead environmental initiatives.

3.2: Ask "Passengers" to Take on New Challeges
(Focus Employees on Achieving the Business Goal)

Beyond wanting to share their experiences and recruit others, highly engaged employees often share another common trait: the desire to do more. At work, they often volunteer to take on greater levels of responsibility, seek ideas for additional actions and ask for "toolkits" they can use to organize others and complete more complex tasks.[32] They often reach out to their networks and conduct research to identify opportunities in their workplaces, homes, and communities.

This step focuses engaged employees on the business goal. The program identifies specific actions employees can take to achieve the goal, and asks and/or assigns them to employees. For example, if the goal of the EEE program is:

"To help differentiate the company in a commodity market by using engaged employees to raise existing and prospective customers' awareness of the company's environmental accomplishments,"

highly-engaged employees could be asked to: deliver specific talking points about the company's environmental program, share personal accomplishments, and ask environmentally-minded customers for their business. Many customers seek and recognize authenticity in individuals and companies. If a salesperson can personally convey the scale of the company's environmental effort, he or she is more likely to connect with the customer.

Because the EEE program delivers a business goal, it may attract the attention of non-environmentally minded individuals. For instance, a good salesperson is always looking for effective ways to generate a sale. If she observes that environmental messaging resonates with customers, she will likely continue to use it irrespective of her personal interest in the environment. (And, ideally in the process, become curious about the environment, i.e., become "Connected.")

KEY SUCCESS FACTORS

➡ Contributing to a business goal fuels the environmental engagement program and vice versa.

➡ Success breeds success.

➡ Successfully generating business results attracts large numbers of employees at all levels.

1. Highly-engaged employees want to demonstrate that environment is good for the business—and are motivated by working on business opportunities that are good for the environment.

2. If they do not know what specific actions to take, highly-engaged employees may become disengaged. Guide and equip them with easy-to-use toolkits and create networks where they can devise their own ideas.

3. Celebrate and publicize business success stories of engaged employees.

WORKPLAN PHASE 3. RECRUIT NEW "PASSENGERS"

3.1: Transform "Passengers" into Multipliers (Convert Employees into Persuasive Environmental Leaders and Recruiters

☐ Identify your most-engaged employees and build direct communications with them, e.g., email, social media communities, webinars, etc.

☐ Host two-way conversations with them, ask about their needs and wants, and solicit EEE program feedback.

☐ Create venues where they can connect, discuss interests and inspire each other, increase their knowledge, and share stories of what they do inside and beyond the office.

☐ Equip them with conversation starters they can share with colleagues and customers.

☐ Ask them to recruit and organize other employees.

☐ Build leadership skills with training, tools, and templates.

☐ Insert environmental leadership into the company's leadership development process.

☐ Embed environmental practices into all parts of the business, starting with HR to fuel momentum.

☐ Align all the company's internal and external environmental messages.

3.2: Ask "Passengers" to Take on New Challenges (Focus Employees on Achieving the Business Goal)

☐ Determine what specific tasks engaged employees across the company can take to achieve the EEE program's business goal.

☐ Prioritize and assign those tasks across the company. Ensure roles and responsibilities are understood.

☐ Measure and share quantitative and qualitative business and environmental results to further motivate employees.

☐ Encourage employees to submit business and environmental success stories, then celebrate them throughout the organization.

Phase 0. Build the Foundation that Enables the Journey

Now that we have described how to achieve the business results and employee transformation that takes place in successful EEE programs, we need to back up and talk about the foundation that needs to be laid during the planning period and maintained throughout program execution (Phases 1 through 3).

An EEE program is a large-scale culture and change management program. To be successful, it must:

- Build organizational support.

- Infuse environment into the company's processes and systems.

- Define roles and responsibilities.

- Put in place an effective management structure.

The key activities described in this phase build upon well-tested techniques to manage change and transform culture in large organizations, and employ key lessons from project and program management, and strategy execution. To ensure an EEE program is launched onto fertile ground, the program's leaders must:

- Plan in a way that builds execution support, speed, and effectiveness.

- Recruit key leaders who will influence other "passengers."

- Work within existing management structures to reach all employees.

- Embed environment into the employee lifecycle and organizational culture.
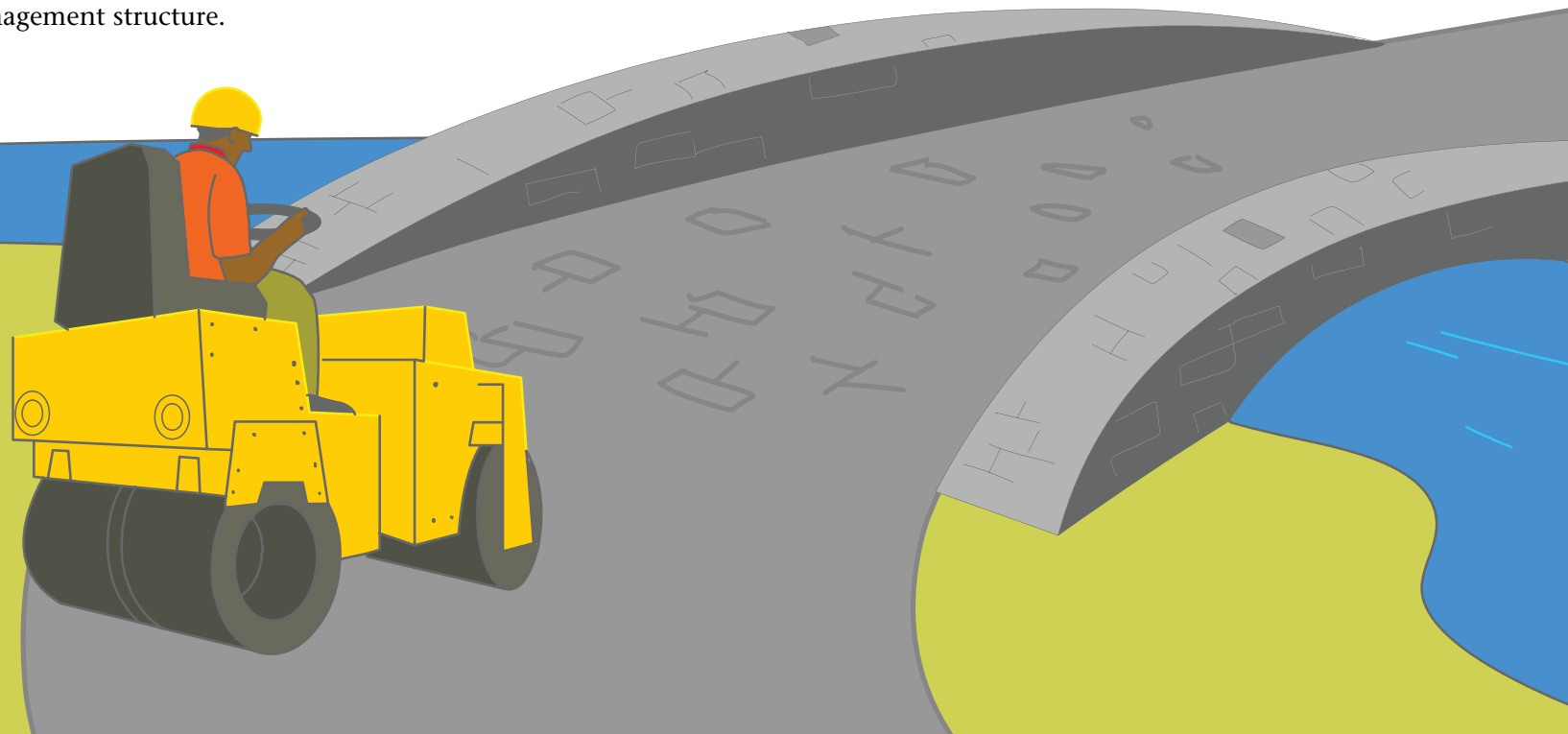
0.1: Plan in a Way that Builds Execution Support, Speed, and Effectiveness

A Detailed Execution Plan that coordinates and sequences the activities of multiple departments across the company is required before launching a successful EEE program. Without a robust plan, the chance of execution failure or ineffectiveness is very high. It can easily take three to six months, if not more, to build the Detailed Execution Plan for a large and complex company-wide change management program such as EEE.

This Roadmap is a planning tool to reduce the time it takes to build an EEE program's Detailed Execution Plan, and to increase its execution speed and effectiveness after its launch. You can use the Roadmap to flesh out and tailor the high-level workplans in Phases 1 through 3 to create the Detailed Execution Plan that fits your company's unique business goals, workforce, and culture.

It is important to build your own Detailed Execution Plan in a way that aligns and generates support of everyone needed to execute it. A company's environment team is generally too small and does not have the breadth of expertise required to execute a large-scale program on its own. The way to successfully execute is by influencing other people across the company to execute on your team's behalf. When the program launches, it will do so with the power and support of many company functions.

To build support for execution, involve the people who will execute in the planning process. Key execution partners typically include internal communications, human resources, and real estate. They should also include—but not be limited to—revenue generators, marketing, and public relations.

The planning period is an opportunity to align execution partners before the program is launched. As examples, invite them to build out their portions of your Detailed Execution Plan. Let them identify execution pitfalls and how to avoid them. Listen to them. Hear them. When the time comes, your program will be their program.

When involving other departments, it is helpful to start with their senior executives. Solicit their input to your plan and ask them to appoint a lead to coordinate planning on their behalf, who may in turn invite others into the detailed planning process.

Involving others in detailed planning lengthens the time required to build your plan and their involvement must be tightly managed. However, the value of building support early on is incalculable: it is pre-requisite to flawless, synchronized, and rapid execution of a program that the company will embrace.

0.2: Recruit Key Leaders who will Influence Other "Passengers"

To be successful, the company's senior leaders need to be visibly committed to the EEE program at the beginning and throughout the life of the program. To scale the program, identify senior executives from across the company during the planning period who will champion the program among their peers, cascade environmental messaging throughout their organizational units, and lead their teams by example once it is launched.

It is helpful to assemble a "council" of senior executives from across the company to advise and work together with the environment team during planning and execution. In particular as described in Phase 1, ask them to help you set a goal that links the EEE program to business results, to point out key execution minefields, and how to build support of other senior executives in the company.

Ask them to be your lead EEE champions and give them the messages and tools they need to help you recruit and align executives during the planning period, and to execute on your behalf once the program is launched. As an example, ask them to recruit fellow senior executives to lead their teams in a company-wide contest around some environmental action to get all employees to take one simple action.

It helps to give your senior executive champions a business case early on because this enables them be more effective recruiters on your behalf. One way to build credibility is to achieve a "quick win" early in the life of the program that they can share. Quick wins are a classic program management technique that help the program get off the ground, generate momentum, and galvanize support for wide-scale execution. Therefore, identify initiatives that are easy to accomplish with measureable results early or even before the rollout, such as reducing paper in a pilot region before the company-wide program is put in place.

tips

1. Spend time during the planning period with a few key senior executives to save time and increase program effectiveness once launched.

2. Let them know that they will be given specific tasks to help execute the program, when it launches, e.g., by cascading messages and asks to their peers, leading by example, etc—get their agreement in advance.

3. Recognize senior executives for supporting the EEE program with public appreciation, plaques, etc.

0.3: Work Within Existing Management Structures to Reach all Employees

All companies have employees who are difficult to reach through traditional communications vehicles because they are widely dispersed geographically, spend most of their time with customers or on the shop floor, or lack ready access to corporate email or intranet communications, such as in retail and manufacturing settings.

To connect with and engage these employees—particularly revenue generating, front-line employees—requires understanding how the company currently manages and communicates with them. From there, the environment team can work with existing leaders as part of the planning process in 0.1 to co-design structures and tactics that successfully engage employees within the company's existing management and communications structures.

For some highly-dispersed organizations, a top-down approach to generating engagement, which assigns execution responsibilities to leaders within the current structure, may work best. Others, especially those with large numbers of employees consolidated in a few locations, may value a more grassroots approach (often called "green teams") to execute the program. In other cases, a combination of both approaches may work best, such as employing top-down management structures in front-line business units and leveraging green teams at corporate locations.

tips

1. Understand how the company manages dispersed employees and how it conveys business information to them, including key sales or operational information, e.g., with conference calls, remote or in person huddles, shop-floor manager meetings, etc.

2. Collaborate with the leaders of dispersed employees early to ensure they will execute on your behalf within their organization structure when the program launches.

3. Co-design the Plan to reach their employees with them.

4. Make it fast and easy for them and their employees to participate in the program.

5. Identify existing grassroots efforts and determine if they can be scaled.

➡ Build links into key company processes and systems to reinforce the Environmental Employee Engagement program once it is launched and into the future.

0.4: Embed Environment into the Employee Lifecycle and Organizational Culture

Building links into key company processes and systems strongly reinforces the EEE program when it launches and into the future. If possible, try to add environment to the company's existing rewards and recognition system before the program launches. Rewarding and recognizing environmental champions sends a consistent, celebratory, and motivating signal to all employees that environment truly matters to the company and helps to attract employees at all levels to the program.

Workforce engagement levels can be increased within one to two years of launching an EEE program. However changing culture takes longer and involves embedding environment into all parts of the company, its systems, and core processes. Engaging employees is an important step toward infusing environment into a company's culture.

When engaged employees are moved into senior executive roles, and/or get promoted over time throughout the organization, they bring their environmental lens with them. At some point, and to different degrees, the environment becomes a consideration when decisions about corporate goals, strategies, products, and capital allocations are made.

One impactful way to accelerate cultural transformation is to work with HR to embed environment into the entirety of the employee lifecycle, starting before the program launches. This includes but is not limited to:

- Stating environmental commitments in the company's recruiting material

- Adding environment into the company's training curriculum, including on-boarding programs for new employees

- Including environmental accomplishments as one way to earn rewards and recognition

- Building opportunities to lead environmental initiatives into the company's career and leadership development processes

- Inserting environmental accomplishments into performance objectives, performance appraisals, and compensation decisions

The presence of environment in HR processes and systems sends a powerful and consistent message that the company values environment. Because HR encompasses all employees, it reinforces and amplifies cultural signals across all company departments.

tips

1. Engaging employees is an important step to instilling a culture of environment, but is not sufficient on its own.

2. Spend time embedding environment into the entirety of the employee lifecycle.

3. Reinforcing the environment from many directions helps ensure environmental actions are not one-offs.

4. Build a plan to embed environment throughout the business. Be prepared to be opportunistic when senior-level executives invite environment into their divisions.

WORKPLAN PHASE 0. BUILD THE FOUNDATION THAT ENABLES THE JOURNEY

0.1: Plan in a Way that Builds Execution Support, Speed, and Effectiveness

☐ Lay out a timeline to build a Detailed Execution Plan, including kickoff, interim checkpoints, and deliverable dates.

☐ Identify who should be part of the planning process. Build meetings and their planning activities into the planning period.

☐ Develop kickoff meeting material for execution partners, hold kickoff meeting, and launch detailed planning process.

☐ Use the high-level workplans in this Roadmap as a starting point. Tailor them to craft your own Detailed Execution Plan that addresses your company's unique business, structure, and culture.

☐ Share your Detailed Execution Plan with a small and trusted group of executives and revise as needed.

0.2: Recruit Key Leaders who will Influence Other "Passengers"

☐ During the planning period, identify influential leaders across the organization who are willing to drive the EEE program into the company once launched.

☐ Assemble them into a "green council" of senior executive champions from across the company.

☐ Work with them to generate broader executive support by identifying how the program can progress business goals.

☐ Deliver a quick win as soon as possible (ideally concurrent with the planning period) that they can use to build support among their peers.

☐ When the time comes to execute, ask them to visibly support the EEE program by giving them specific tasks and tools to drive execution.

☐ Recognize leaders' efforts and their support.

continued...

0.3: Work Within Existing Management Structures to Reach all Employees

☐ Identify groups of employees who will be difficult to reach with traditional business communication channels such as email and intranet. Define them as a "segment" in Phase 1.

☐ Invite their leaders to co-design a structure to reach the segment, perhaps by identifying leads within the existing chain of command.

☐ Define roles, responsibilities, and scorecards for executing the EEE program.

☐ Build Detailed Execution Plans specific to these structures.

0.4: Embed Environment into the Employee Lifecycle and Organizational Culture

☐ Partner with HR to identify key milestones in the employee lifecycle. Identify what needs to be done to incorporate environment throughout.

☐ Add environment into the company's existing rewards and recognition system, if possible before the EEE program launches.

☐ Look for other opportunities to build environment into all aspects of the company's business, systems, and processes.

Call to Action

Engaging employees around the environment benefits both business and the environment. Although no longer in its infancy, the field of EEE is early in its development. There are still no clear answers to the questions of how to begin, scale up, deliver results, and maintain EEE program momentum.

This Roadmap attempts to address those questions by showing how to link EEE to business results, measure performance, execute with excellence, and build widespread support. Even if the reader does not fully agree with this point of view, this Roadmap hopefully provides a reference point to help companies develop their own approaches without reinventing the wheel, or going down dark alleys that others have explored.

EEE begins in the workplace with something small, but its impact extends far beyond.

When "volun-told" to lead a paper reduction program, a middle-manager could not believe it. She said she was "the worst paper hog ever", so much so that colleagues made a running joke of it. But, as she executed the program, something changed in her—she liked it and began seeing other opportunities. She movingly describes how her teen-aged children told her how proud of her they are for everything she now does for the environment at home.

Engagement transforms people. Employees energized by their environmental journeys at their workplace become green champions in the company and community. They are the leaders, advocates, and recruiters for environment within the company and the world at large. Their focus and energy can be astonishing. Companies have recognized this power and are attempting to channel it to achieve business returns.

Citizens around the world also have this power. Imagine what the world would look like if all citizens were energetically banding together to take small achievable steps that benefit the environment.

A Roadmap for how to arrive at global-scale citizen engagement is needed. The authors would like to ask businesses, non-profits, governments, and academics to think through how to systematically accelerate citizen engagement.

While the task is difficult, there are lessons to be learned from the recent proliferation of corporate environmental engagement programs, decades of municipal and non-profit initiatives, and the power of social media to quickly galvanize a global audience.

A Roadmap to Engaging Citizens around the world is a goal well worth focusing on!

➡️ Imagine what the world would look like if all citizens were energetically banding together to take small achievable steps that benefit the environment.

Self Assessment

Benchmarking versus a reference point is fundamental to building an effective EEE program. The following is intended as self-assessment tool. Check the boxes if your company's EEE program...

Defined Business Goal and Performance Metrics

☐ Has a clear, compelling, and credible goal that explains how employees who are passionate about the environment will advance core business results, e.g., revenue, productivity, innovation, operating and supply chain efficiency, etc.

☐ Has five to ten meaningful, quantitative performance metrics that indicate business and environmental success

☐ Regularly tracks and analyzes key performance metrics

☐ Has cascaded key performance metrics into program scorecards and roles and responsibilities

☐ Periodically updates the entire senior executive team on progress, key accomplishments, and next steps

Detailed Execution Plan and Program Management Team to Coordinate Execution

☐ Has executed, or built a plan to roll out, a comprehensive EEE program that systematically increases employee engagement levels to achieve the goal

☐ Has an EEE program management team in place

Meaningful Employee Segments

☐ Has grouped all 100% of employees into a handful of distinct segments, e.g., senior executives, highly engaged, frontline revenue generators, highly dispersed, etc.

☐ Analyzed each segment in depth, including: size, motivators, and preferred communication channels

Engagement Definition to Organize Your Program

☐ Has a pragmatic definition of sequentially higher engagement levels that can be measured

☐ Uses the definition to guide selection of messages and tactics that most effectively bring each segment to the next level of engagement

☐ Measures each segment's baseline engagement level

☐ Regularly measures each segment's engagement level to determine progress and effectiveness—and adjusts program as needed

Specific Asks of Employees

☐ Asks all employees to take a few simple actions on behalf of the environment

- ☐ Asks engaged employees to take specific actions that contribute to the business goal

- ☐ Encourages engaged employees to share the company's environmental accomplishments with co-workers, customers, family members, and their communities

Senior Executive Support

- ☐ Is championed by a senior executive who is part of or has direct access to the C-Suite

- ☐ Is assisted and advised by a "green council" comprised of senior executives throughout the company

- ☐ Is supported by senior executives across the organization who lead by example and motivate their teams to participate

Technology Which Supports the Program's Goal

- ☐ Uses technology tools to help the program achieve the goal (rather than builds the program around a technology tool)

- ☐ Uses technology to capture and analyze key performance metrics

Links into Human Resources

- ☐ Has built environment into all phases of the employee lifecycle, including: recruiting, on-boarding, training, high-potential employee and leadership development, promotion requirements, annual goal-setting, performance evaluation, and compensation

Culture that Embraces Environment

- ☐ Consistently incorporates environment into how the company describes itself to employees and customers

- ☐ Rewards employees for considering environment in everything they do at work

- ☐ Has embedded environment in all major processes and technology systems, as appropriate

- ☐ Has appointed a respected senior executive to bring environment to the table where all important strategy, operations, and capital allocation decisions are made

Environment Embedded into Business Strategy

- ☐ Has in-depth understanding of macro environment trends and how they impact your customers and markets, opportunities and threats, and competitive positioning

- ☐ Has fully evaluated and, as appropriate, is executing on revenue-generating opportunities

- ☐ Perceives environment as an innovation driver

- ☐ Embraces environment as opportunity to enhance operating and supply chain efficiency

- ☐ Continually reduces environmental impact of operations and products

- ☐ Perceives environment as an opportunity to reduce operational and reputational risk

- ☐ Considers environment in every major business plan and capital allocation decision

About the Authors

Diana Glassman

As TD Bank's first Head of Environmental Affairs, Diana Glassman articulated TD Bank's environment strategy, put in place an award-winning program, and built its reputation as an environmental leader within three years. During her tenure she developed the environment team and collaborated with senior executives to align revenue-generating and corporate departments across the bank. As spokesperson for TD Bank's environmental activities, Diana represented the bank to the media and public, led its external engagement effort, and drove TD Bank's thought leadership. She also served as subject matter expert on the environmental impact of shale oil and gas development.

When setting out to engage TD Bank's roughly 26,000 employees spread across 1,300 dispersed sites, the team realized there were no suitable Roadmaps. Diana led TD Bank's effort to create its own approach that blended practitioner and academic engagement knowledge with best practices from corporate strategy, change management, and program management. The result was an award-winning, EEE program that delivered results within a year of launch. The approach was also adapted to engage customers.

Diana currently provides C-Suite strategy and execution consultation to corporate, private equity, and government entities. She focuses on engagement, serves in interim chief sustainability officer roles, and advises investors on the impact of environment/social/health concerns on shale oil and gas production.

Previously, Diana was Head of the Americas for Credit Suisse's Environmental Business Group, which designed cleantech/sustainable resources private equity products for ultra-high net worth family offices, and a Director in PwC's management consulting and transaction services businesses.

Diana is a thought leader who speaks frequently on engagement, energy, and environment. She has been cited by The Economist, Forbes, The Guardian, and The Washington Post, among others. She was lead author of The Water-Energy Nexus: Adding Water to the Energy Agenda.

Diana holds a B.S. (biology) from Yale, and concurrently earned her MBA at Harvard Business School and Master of Public Administration at Harvard Kennedy School. She is a Director of the World Policy Institute and sits on the External Advisory Board of the Yale Climate and Energy Institute.

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Jie Pan

Jie Pan is a candidate for the Master of Environment Management degree at the Yale School of Forestry and Environmental Studies and a 2014 EDF Climate Corps Fellow at TD Bank in New York City. During her Fellowship, she worked closely with TD Bank's first Head of Environment Diana Glassman and the extended TD Bank environment team to develop this Roadmap as a resource for rolling out an environmental employee engagement program in a business setting.

At Yale, Jie became interested in material flows in industrial systems and the nexus of business and natural resources. The Fellowship with TD Bank lends a difference lens—environment engagement and human behavior change—to her professional interests. Her Fellowship enabled her to apply her expertise in communication studies and learn how to advance corporate sustainability initiatives through employee, customer, and citizen engagement.

Prior to Yale, Jie worked for the Ministry of Environment Protection in China as a project officer overseeing the implementation of a multi-million dollar pollution reduction project. Jie later relocated to Washington D.C. to work for the Global Environment Facility under the World Bank and then as an international consultant for United Nations Industrial Development Organization.

About TD Bank

TD Bank, the U.S. subsidiary of the Toronto-based TD Bank Group (TD) and a top ten retail bank in the United States, has approximately 26,000 Employees in more than 1,300 retail branches from Maine to Florida.

The Bank has established environmental goals of responsible paper use and energy and emissions reduction. Through corporate initiatives and leadership in green building practices, the bank is making progress toward these goals and its third environmental focus area, engaging employees and communities.

TD Bank's award-winning environmental employee engagement program was initiated in 2012 to help TD Bank "Be as Green as its Logo," and along the way, increase employee pride and customer satisfaction. Without a Roadmap when they started, the TD Bank team set out to create its own EEE program to engage employees. In sharing key elements of what they learned here, the bank hopes to help other companies on their journeys.

TD Bank was pleased to support this Roadmap during the course of the EDF Climate Corps Fellowship.

About EDF and The Climate Corps Fellowship

Environmental Defense Fund was founded in 1967 to find innovative ways to preserve the natural systems and solve big environmental problems. EDF takes a multidisciplinary approach to bringing in innovations in areas spanning the atmosphere: climate, oceans, ecosystems, and heath. EDF works in concert with other organizations, including businesses, government, and communities.

Climate Corps is EDF's innovative summer fellowship program that places specially-trained graduate students in companies, cities, and universities as dedicated environmental problem solvers. Most Fellows work on overcoming the barriers that prevent organizations from investing in energy efficiency or other energy and environment related problems.

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