



WWF

CASE STUDIES

JUNE

2014

WWF Climate Savers

# EMPLOYEE ENGAGEMENT

Innovative solutions  
for low-carbon business.



WWF

CLIMATE SAVERS

碳减排先锋

DEFENSORES DO CLIMA

クライメート・セイバーズ

A WWF GLOBAL INITIATIVE WITH BUSINESS

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Alpro was launched in 1980. The company's founders believed that eating more plant based foods would be the way to feed a growing world population and that the production process should be as natural, ethical and sustainable as possible. The origins of the business are reflected in the company mission:



## Employee climate engagement, introduced to gain employees' ideas and support 5

The origin of Arjowiggins goes back to 1492 when the Arches paper mill was established. Today the company's headquarters are in Paris, with an additional 22 production facilities spread across Europe, North America, Latin America and Asia. Owned by Sequana, Arjowiggins employs more than 5,000 people and is a leading manufacturer of creative and technical paper. The company's focus is on cutting-edge technology, environmentally-friendly products and paper incorporating security features.



## Involvement of employees is an integral part of the company's Climate Strategy 2020. 7

The company has an overall emissions reduction target of a 10% absolute reduction by 2014, against a 2004 baseline. This objective and an ongoing drive for resource efficiency are communicated to employees although the extent of employees' control and influence over emissions has not been assessed. The immediate focus may vary in particular divisions, functions or locations. For example, for some sales affiliates the focus has been on energy and company cars.

# “ UNDER THE BANNER OF CARING FOR PEOPLE AND PLANET, THE COMPANY HAS CREATED INITIATIVES TO BOTH BROADEN AND DEEPEN COMMITMENT TO THE COMPANY’S MISSION. ALPRO’S APPROACH TO EMPLOYEE CLIMATE ENGAGEMENT IS THEREFORE PART OF A BROADER, COMPANY-WIDE EMPLOYEE ENGAGEMENT PROCESS.”

Basiel de Bruyne, Sustainable Development Coordinator

## ALPRO

Alpro was launched in 1980. The company’s founders believed that eating more plant based foods would be the way to feed a growing world population and that the production process should be as natural, ethical and sustainable as possible. The origins of the business are reflected in the company mission:

We create delicious, naturally healthy, plant-based foods, for the maximum wellbeing of everyone and with the utmost respect for our planet.

The company is the European pioneer of soy-based drinks, plant-based food products and drinks based on almonds and hazelnuts.

While Alpro’s headquarters are in the city of Ghent in Belgium, they have more than 850 employees at four production sites found in Belgium, France, the UK and the Netherlands. More than 2 000 people work for the company through partnerships across Europe. Alpro has also recently become part of The WhiteWave Foods Company based in the US.

*“By building our company around our DNA of plant-based foods, we put sustainability at the heart of everything we do.”*

Koen Bouckaert, Vice President Strategy & Business Development

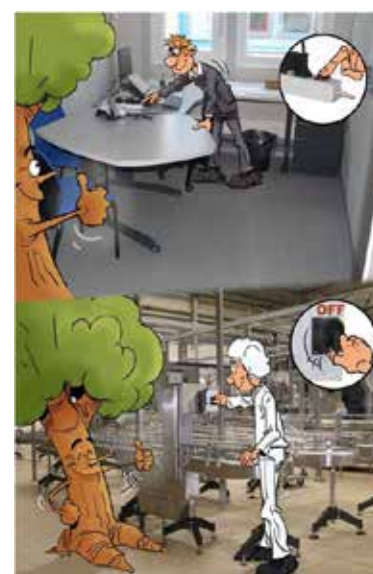
## ALPRO’S EMPLOYEE CLIMATE ENGAGEMENT

In recent years Alpro has devoted a lot of energy and resources into engaging employees through training, open communication using regular Town Hall and Leadership Council meetings, an internal magazine called Focus and a new Alpro Yammer internal social network.

Alpro has asked employees for a lot of feedback, changed their leadership style and put greater emphasis on interesting job content and development opportunities for employees with the mantra “freedom within the framework”. This was intended to allow everyone the opportunity to explore and grow to their full potential.

Focus groups were set up in 2011 as part of the Alpro Excellence Programme. Volunteers from head office departments formulated recommendations which have lead to concrete measures being put into place. In 2012, the focus groups were expanded to include workers at the factories.

Under the banner of Caring for People and Planet, the company has created initiatives to both broaden and deepen commitment to the company’s mission. Alpro’s approach to employee climate engagement is therefore part of a broader, company-wide employee engagement process.



**The company’s approach to employee climate engagement is therefore part of a broader, company-wide employee engagement process**



*"Our approach is quite open: we have a very high level aim mentioned in our company vision - with the utmost respect for our planet - which all departments can translate into specific local actions. This means concrete actions may differ from site to site."*

Basiel de Bruyne, Sustainable Development Coordinator

Targets, awareness campaigns using posters and stickers, internal competitions, workshops and pledges have been used to engage employees to reduce energy, carbon emissions, waste and other environmental impacts.

The extent of employees' control and influence over emissions has not been measured, but success is assessed through reduced energy consumption and employee feedback.

## ALPRO INITIATIVES

### I Kyoto and Healthy Alpro

For several years, Alpro has participated in 'I Kyoto', an initiative which encourages employees to come to work on foot or by public transport, with records of switched journeys being used to calculate emission reductions.

In 2011, the company also launched the Healthy Alpro programme, a range of employee initiatives concerning healthy food, lifestyle and sports. These include:

- Personalised health and fitness tests.
- 'Healthy afternoons' where staff can walk, run, ride, swim or take courses in tai chi, Nordic walking and anti-stress techniques.
- An annual Alpro sports day where colleagues can choose break time sport activities.
- A 'Start to Run' initiative with professional assistance given to reach the goal of easily running 5km.
- Healthy initiatives to sponsor the Alpro cycling team and raise funds for cancer research.
- Stop smoking initiative: employees who are interested are offered professional guidance with tips & tricks and regular follow-up.
- Healthy soup action: on a rotation bases, employees cook soup, for a modest price, every Thursday.



Alpro Bicycle Day



Town Hall Gent

# “ EMPLOYEE CLIMATE ENGAGEMENT WAS INTRODUCED TO GAIN EMPLOYEES’ IDEAS AND SUPPORT WHEN DEVELOPING THE COMPANY’S AMBITIONS, RAISE AWARENESS ABOUT THE ENVIRONMENT AND ITS SUSTAINABILITY AND ALSO ENCOURAGE ENVIRONMENTAL CONSERVATION AND CARBON FOOTPRINT MEASUREMENT. ”

Stephanie Robineau, HR Development Manager Europe

## ARJOWIGGINS

The origin of Arjowiggins goes back to 1492 when the Arches paper mill was established. Today the company’s headquarters are in Paris, the capital city of France, with an additional 22 production facilities spread across Europe, North America, Latin America and Asia. Owned by Sequana, Arjowiggins employs more than 5,000 people and is a leading manufacturer of creative and technical paper. The company’s focus is on cutting-edge technology, environmentally-friendly products and paper incorporating security features.

## ENERGY AND CLIMATE

The drive for climate action has increased both internally and from the market. It is being seen as a factor that can enhance staff motivation and retention.

*“Our eco-responsible dynamics create a high expectation amongst our employees: to see the progression of the business as a whole as well as that of each individual.”*

Jean-Christophe Mailhan  
Director, Bessé-sur-Braye mill  
quoted in “Arjowiggins Graphic 2010 Sustainable Development Report.”

Arjowiggins has adopted a long-term policy of reducing CO<sub>2</sub> emissions with a focus on:

- Developing environmentally responsible transport,
- Improving energy efficiency in production plants,
- Reducing the carbon footprint.

## EMPLOYEE CLIMATE ENGAGEMENT

Employee climate engagement at Arjowiggins was introduced to gain employees’ ideas and support when developing the company’s ambitions, raise awareness about the environment and its sustainability and also encourage environmental conservation and carbon footprint measurement. It followed other steps to reduce emissions as part of continuous efforts.

Objectives communicated to employees include the corporate target and also a moral case for addressing climate change. This company-wide engagement process has been distinct from other activities and led by employee champions or ambassadors. Methods used have included management cascade, employee training, internal media, internal competitions, internal campaigns with posters and stickers and the involvement of WWF. Since 2009 the company has also offered both customers and employees the opportunity to measure their carbon footprint.

The success of employee climate engagement is assessed by emission reductions and employee feedback. It is also communicated to employees during dedicated events such as conventions and trainings.



Employee  
climate  
engagement was  
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support



## INITIATIVES

### Green Challenge

Since 2010, an internal challenge partnership has been organised with WWF France. This Green Challenge aimed to promote sustainable development and has invited employees at each site to think about tangible actions that can be taken. More than 45 projects were developed, and participants met at the Louvre museum in Paris where certificates were awarded and prizes presented to the winners.

*"We organised an internal green challenge. The opportunity was given to employees to propose clear action plans in order to reduce and/or to change our behaviour towards climate engagement."*

Stephanie Robineau, HR Development Manager Europe

Following the Green challenge, projects that have been taken forward include a lighting audit at offices and warehouses, the introduction of low consumption systems, a communication kit that explains the benefits of paper recycling, the efficient use of paper and recommendations for waste collection and a camera system to enable operators to respond more quickly to water treatment plant problems at a mill.

These varied projects proved to be a very good way to make people aware of the environmental impacts of their activities and to make them take action accordingly. . Arjowiggins teams have also taken part in the Pandathlon, a fundraising sporting event in the mountains, organised by WWF.



# Pandathlon

## Saint-Gervais Mont-Blanc 2013

UN ÉVÈNEMENT WWF



Staff participating in Pandathlon 2013



Staff participating in Pandathlon 2013

# “IT TAKES PEOPLE TO FIGHT CLIMATE CHANGE.”

Anne Gadegaard, Programme Director, Corporate Sustainability

## NOVO NORDISK

Novo Nordisk is a healthcare company founded in 1923. Their work focuses on diabetes, haemophilia, growth hormone and hormone replacement therapy.

Novo Nordisk's head office is in Bagsværd, Denmark. They employ more than 34,500 people in 81 countries and market their products in 180 countries internationally.

They have taken the values and ways of working that have shaped the company and used these as a guide for progress. The Novo Nordisk Way is a document written for the company's employees.

*“The Novo Nordisk Way connects our history and our future. It sets direction for and applies to all employees in Novo Nordisk – no matter what you do or where you work. It is a promise we make to each other and our external stakeholders.”*

Novo Nordisk Way brochure

The company has defined a set of policies that provide a link from the Novo Nordisk Way to how the business operates. Novo Nordisk Way 'facilitations', which are in effect values audits, are conducted to identify best practices which can be shared throughout the company and also be used to recognise areas in need of improvement.

The Triple Bottom Line (TBL) is anchored in the Novo Nordisk Way and in the company's Articles of Association that state that Novo Nordisk “strives to conduct its activities in a financially, environmentally and socially responsible way.” The company aims to integrate environmental assessments into all decision-making across the value chain and to promote more sustainable processes and products.

## EMPLOYEE ENGAGEMENT

The company has an overall emissions reduction target of a 10% absolute reduction by 2014, against a 2004 baseline. This objective and an ongoing drive for resource efficiency are communicated to employees although the extent of employees' control and influence over emissions has not been assessed. The immediate focus may vary in particular divisions, functions or locations. For example, for some sales affiliates the focus has been on energy and company cars.

Novo Nordisk's business principle of the TBL has been built into the company's management tools and methods of assessing and rewarding individuals' performance.

## INITIATIVES

Novo Nordisk does not have a separate strategy specifically for engaging employees on climate, but rather the involvement of employees is an integral part of the company's Climate Strategy 2020. There is a wide-ranging employee engagement programme - TakeAction! - that has a climate element. This is a volunteer programme that offers employees the opportunity to support social or environmental projects related to Novo Nordisk's business or in their local community.

The reduction target is integrated into individual performance plans. A network of energy stewards facilitate knowledge sharing and teambuilding exercises across sites using tools and training provided by the environmental department.

**takeaction**  
volunteer to change lives



**The involvement  
of employees is  
an integral part  
of the company's  
Climate Strategy  
2020.**



A website provides TakeAction! Climate Challenges, activity ideas, climate tips, best practices and downloads such as posters and step-by-step guides.

To “keep up the momentum” there is a dedicated project manager although line managers remain the most important communication channel. Positive internal competition between business units is encouraged.

Progress is assessed in relation to the corporate target as well as by employee feedback, with success in employee climate engagement communicated to employees through internal stories. There is direct appreciation of ‘climate heroes’ from Executive VP and Senior VP levels as well as celebrations and special treats, with coverage in internal and external media.

## INSIGHTS

The keys to success are:

- An ambitious and specific target
- Management buy-in
- Never underestimate the power of people
- Keep focus
- Recognition, recognition, recognition
- Speak to mind and heart
- Make room for every one
- Deal openly with dilemmas
- Communicate process

## ADDITIONAL BENEFITS

An important additional benefit is attracting and retaining employees.

*“Several studies indicate that there is one dimension in which the value of responsible business really stands out: Employee engagement and motivation. People – particularly young talents – want to work for companies with a good reputation that demonstrates values they can identify with, and that show a social responsibility. In times of shortage of talent, this factor should not be underestimated. Novo Nordisk consistently ranks at the top in surveys among graduate students in Denmark and the other Nordic countries as their preferred future employer. As our global reach extends, this parameter is becoming very important for success.”*

Anne Gadegaard, Programme director,  
Corporate Sustainability

## Climate Challenge



### Will you rise to the climate challenge?

Do you walk the talk when it comes to climate change? Or are you stuck in your energy consuming and CO<sub>2</sub>-emitting ways? The TakeAction! Climate Challenge will help you find out.

All beginnings are tough, but we are here to help you take that crucial first step and start doing your part for the climate. And what better place to start than with a little healthy competition between friends to build motivation?



### Challenge yourself

– which carbon character are you?

### Challenge your colleagues

– who has the most climate friendly work style?

TakeAction! campaign



Tree planting Brazil



Australian carbon footprint campaign



# WWF Climate Savers

100%  
RECYCLED

32

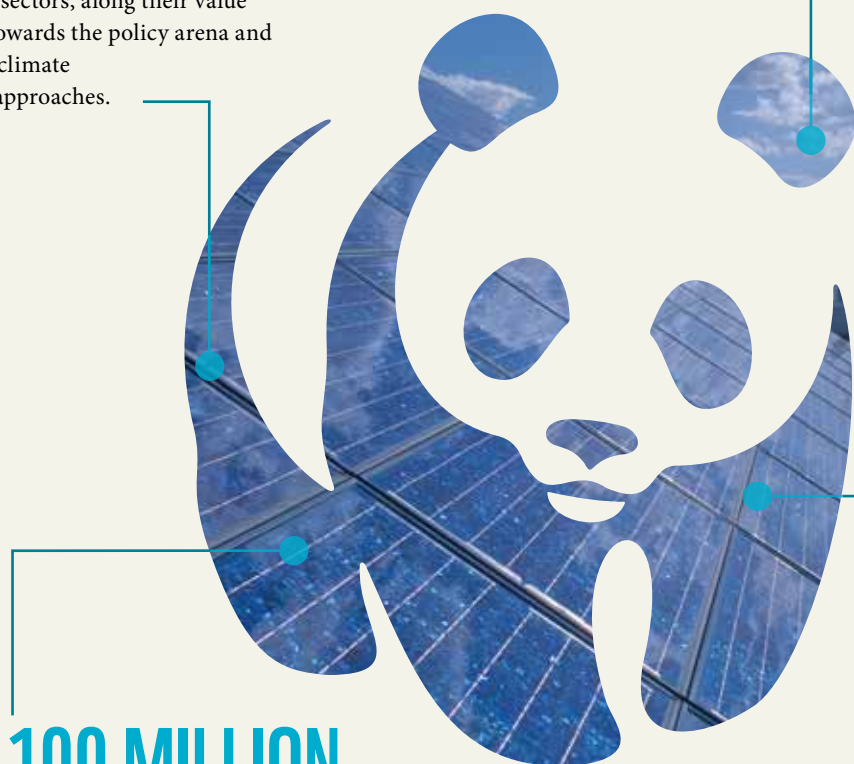
## Number of WWF Climate Savers partner companies

WWF Climate Savers partner companies stretch from Brazil to China and over various sectors, including pulp and paper, cement, transport, food, retail, telecommunication and fast moving consumer goods.

43

## Number magnification projects under way

WWF Climate Savers partner companies are required to set magnification targets – in their industry sectors, along their value chains, towards the policy arena and through climate positive approaches.



100 MILLION

## Amount of tonnes CO<sub>2</sub> saved by partner companies

As at May 2012, WWF Climate Savers member companies have cut their CO<sub>2</sub> emissions by over 100 million tonnes since the programme began (in 1999). This is equivalent to about twice the current yearly CO<sub>2</sub> emissions of Switzerland.

1 GIGATONNE

## Potential CO<sub>2</sub> savings if other companies followed Climate Savers partner companies' lead

If all industry peers in the same business sectors followed the leadership of WWF Climate Savers companies, 500 to 1000 million tonnes CO<sub>2</sub> could be saved in the year 2020.



### Why we are here

To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

[panda.org/climatesavers](http://panda.org/climatesavers)