



GREENING THE WORKPLACE 2011

Engaging Employees to Benefit the Planet and the Bottom Line

SECOND BIENNIAL SURVEY, DECEMBER 2011

ABOUT BRIGHTER PLANET

Brighter Planet is a sustainability technology company that helps organizations operate more efficiently, save money, and build brand by integrating carbon and energy analytics into custom applications for managers, employees, and customers. Since its founding in 2005, Brighter Planet has partnered with dozens of leading organizations, attracted hundreds of thousands of customers, performed tens of millions of cloud-based carbon calculations, and prevented hundreds of millions of pounds of carbon dioxide emissions. This work has been recognized with a Financial Times Social Innovation Award, a TreeHugger Small Business of the Year award, and an EPA Best Overall Green Apps award, among others.

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LETTER OF INTRODUCTION

In 2009 we conducted our first survey assessing how organizations engage employees in sustainability efforts. We were pleasantly surprised at the scale of the response the report elicited: it generated one of the most read stories of the year at a top environmental news outlet, speaking invitations to multiple conferences, and prompted numerous businesses, NGOs, and municipalities to use the findings in employee engagement initiatives.

But it is not surprising there is such a hunger for information about sustainability engagement. At a time when economic and environmental woes are tightening the screws on socially responsible organizations, employee engagement initiatives promise return on both fronts. Employees are the heart and soul of any organization and their potential to influence efficiency is intuitive, even if best practices for incentivizing employee action are less so.

Corporate social responsibility initiatives are evolving, employee engagement practices are increasingly widespread and well-documented, and a reassessment of the state of affairs in this field is in order. In the second installment of this survey and report, we update the picture of employee sustainability engagement practices at a broad cross-section of organizations, analyze trends in this evolving field, and affirm keys to success at the most effective initiatives. This is part of Brighter Planet's mission to help organizations grow their revenue, brand, and efficiency while improving the health of the planet.

We're grateful to the nearly 1000 respondents who took the time to share their experiences, as well as to co-sponsors at the Conservation International Business & Sustainability Council. We look forward to your feedback.



Patti Prairie
CEO, Brighter Planet

EXECUTIVE SUMMARY

Organizations increasingly understand that engaging employees in sustainability initiatives can have a real, direct impact on all dimensions of the triple bottom line—people, planet, and profit. While a growing number of employers are promoting environmental actions in the workplace, continuing progress will depend on an evolving understanding of what practices are most effective at motivating staff conservation actions.

Our second survey on employee sustainability maps changes in green engagement practices since 2009 and identifies characteristics of the most successful programs. Our findings include:

- **Organizations are increasingly engaging employees on sustainability.** More than half now promote sustainability frequently or very frequently, up 5% from our last survey in 2009. Employees are the main advocates for sustainability, but since 2009 this has shifted toward management, who are now the main green advocates at one in five organizations.
- **Although engagement efforts are spreading, their effectiveness has dropped,** with programs deemed very effective or somewhat effective decreasing by 8% in the last two years. While the vast majority of companies attempt some sort of environmental promotion, only 17% were rated very effective. The most successful organizations have official policies with upper-level leadership.
- **The role of investor pressure and corporate accountability as a driver of sustainability strategies increased dramatically**—it was a factor at 23% of organizations, up from 13% in 2009. The importance of product development also increased, with 13% of respondents now rating it a major driver. Sales and marketing, while the foremost motivator, was unchanged at 30%.

“Sustainability in the workplace will not be successful unless you have the employees on board with the idea.”

“I would rather work for an employer who tried to integrate business practices with sustainability efforts, even if compensation were slightly less.”

“I joined my company because of the huge contributions being made and the opportunity to participate directly in the efforts related to sustainability.”

- **Organizations in the financial services, government, and wholesale sectors are laggards on sustainability engagement**, while the environmental, energy/utility, non-profit, and construction sectors are the best performers. Smaller organizations outperform larger ones on sustainability engagement.
- **The most effective programs promote sustainability in emerging areas like business travel, purchasing, water use, and food at much higher rates than their ineffective counterparts.** That said, the most common areas of sustainability engagement are still waste and recycling, energy use, and commuting.
- **Organizations with a method for employees to share ideas were more than six times as likely to have a very effective program.** 41% of employers support these communication channels, up dramatically from 34% in our last survey.
- **Organizations that collected data on their footprint, the impact of staff travel and commuting, and employee sustainability efforts were roughly three times as likely to have a very effective program.** The number of employers collecting these data increased 15% since 2009, to three in ten.

“Considering most people spend the majority of their life at work, I think it is essential that sustainability is promoted in the workplace.”

“We started small and it keeps growing. Plus it is being implemented at home as well!”

“It would really help the image of our company if we were involved in some sort of conservation/sustainability program.”

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INTRODUCTION

At a time when an ailing economy threatens businesses, non-profits, and governments large and small, it is telling that sustainability remains at the forefront of many organizations' agendas. Once seen as discretionary, environmental management increasingly is considered important to competitiveness. An organization's sustainability practices can impact the bottom line by reducing inefficiencies, building brand, attracting clients, and retaining and attracting employees.

Employee sustainability engagement has gained attention in recent years as an undervalued technique for building environmental and economic value. A recent Green Research poll of leading companies found that 88 percent plan to invest significantly in employee engagement in 2012.¹

Not only does work on sustainability goals help attract, motivate, and retain employees, but actively engaging employees in conservation efforts can be an effective way to help meet economic and environmental goals. One Gallup study found that organizations with an engaged workforce have 2.6 times the earnings per share growth rate as organizations with a less engaged workforce.²

Employee sustainability engagement is the practice of promoting efficiency, resource conservation, and other green initiatives to motivate changes in staff behavior. From WalMart and the U.S. Federal Government to JC Penny and Intel, many organizations have undertaken employee sustainability initiatives in recent years. Employee engagement is becoming increasingly mainstream at organizations large and small, but it is still a young and evolving movement, and approaches and effectiveness vary widely.

Numerous reports have documented case studies, techniques, and best practices for employee engagement. We don't aim to re-create that work

"Sustainability has been tied to saving a lot of money! By simply being diligent about turning off lights and computers at night, we've saved thousands of dollars."

"Having external consultants in to decrease your environmental impact is pointless if you leave the lights on throughout the entire building when no one is at work, no matter how fancy your light bulbs are."

1 Green Research. 2011. Annual Sustainability Executive Survey, 2012. <http://shop.greenresearch.com/products/annual-sustainability-executive-survey-2012>

2 Gallup. (n.d.) Employee Engagement: A Leading Indicator of Financial Performance. <http://www.gallup.com/consulting/52/employee-engagement.aspx>

here. Rather, our goal with this survey and paper is to provide a more quantitative picture of evolving attitudes and practices in this space. Our benchmarking and analytics should complement the qualitative work done by others to provide a broader set of resources that will guide further improvements in sustainability engagement.

This is our second installment on this subject. In our first report, conducted two years ago, we benchmarked the extent and nature of employee engagement programs in the U.S. Now, by repeating this survey with the same methodology, we're able to update our picture of employee engagement practices, assess trends in this space, and analyze more deeply the characteristics of the most and least successful initiatives.

"I'd like to see my employer do more and be more open to employee suggestions."

"A good model encourages creativity, accountability, and supports the evolution of good, sustainable practices into better ones."

"If I had to pick one thing other companies could emulate, it would be choosing a Prius for the company car and making it available to employees for their personal use when it is not being used for company purposes."

METHODOLOGY

Survey responses were collected via a web-based questionnaire consisting of 20 sustainability engagement questions and 8 demographic questions. We gathered a total of 972 responses between October 5th and 26th, 2011. Respondents cover a broad range of geographies, industry sectors, and job roles (see appendix B).

The methodology was consistent with our previous survey on the same subject conducted in late 2009, which included many of the same questions and had a similar number of responses. Our assessment of trends in employee engagement is based primarily on comparisons of the new 2011 data to the data from 2009.

The respondent profile was highly consistent between 2009 and 2011 survey years, providing confidence in our trend analysis. Since the breakdown of respondent greenness, job sector, organizational sizes, job roles, and geographies were virtually identical across the two years, we can more confidently conclude that measured trends reflect real-world changes in sustainability practices as opposed to demographic differences in the respondent pool.

When interpreting the results of this survey, please keep in mind that the respondents perceive themselves as more environmentally-inclined than the average individual. While this means the results don't always directly translate to the broader economy, in some ways it provides a better sounding board for employee engagement since the respondents were likely more aware of their employers' sustainability efforts.

"It takes a commitment, not just a one-time pronouncement. There need to be actual incentives and program elements."

"Would like to see more formal top-down goals embedded into organization, instead of just taking credit for good things Green Team is doing."

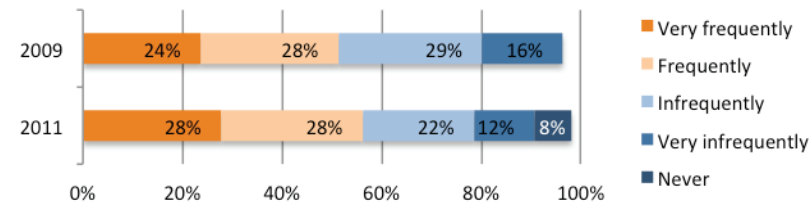
"Sustainability is an after-thought... a real strategy and appropriate efforts need to come top down."

PART 1: CURRENT STATE OF ENGAGEMENT PRACTICES

Overview

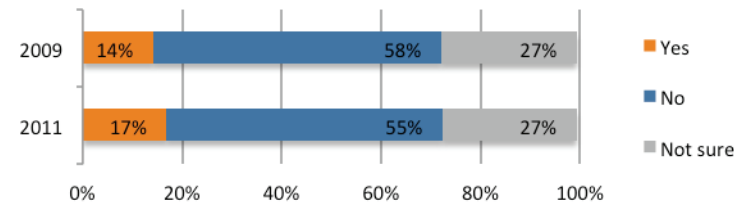
Organizations are increasingly engaging employees on sustainability to at least some degree—more than half now promote it frequently or very frequently, up 5% from our last survey in 2009. Only 8% of respondents indicated their employer never promotes conservation in the workplace. The number of organizations with an official employee engagement policy also increased slightly, from 14% to 17%.

How often does your employer promote conservation efforts or sustainable employee behavior?

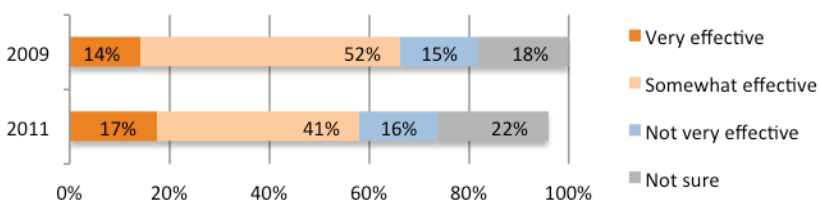


Note: Never was not an option in 2009

Does your employer have an official employee engagement policy on sustainability?

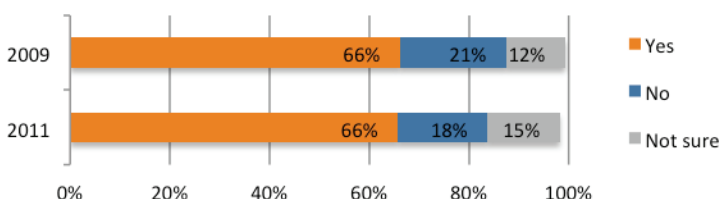


But the picture is not all rosy. Most employers still lack official employee engagement policies on sustainability. And although engagement efforts are spreading, their effectiveness has dropped, with programs deemed very effective or somewhat effective decreasing by 8% in the last two years. Only 17% were rated very effective.



If your employer engages employees on conservation, how effective is it in changing behavior?

The result is that respondent satisfaction with their employers' sustainability engagement practices has remained flat—two in three respondents would still like their employer to change their stance on employee sustainability.



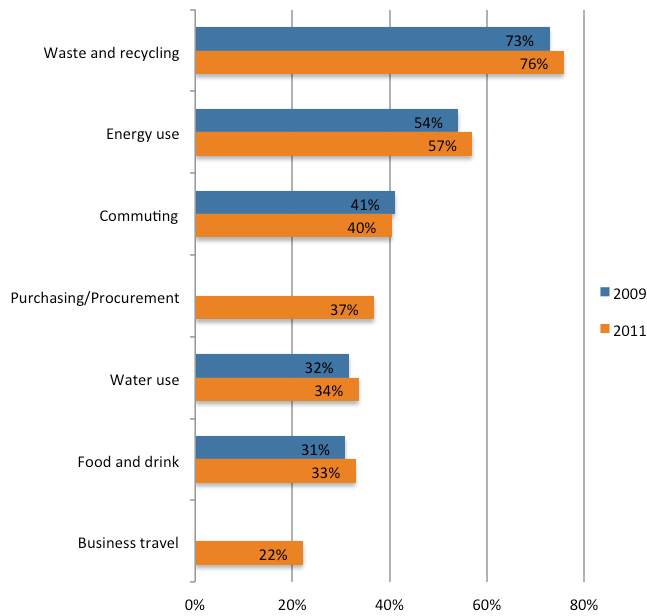
Would you like to see your employers change their stance on employee sustainability efforts?

The growing prevalence but decreasing effectiveness of employee sustainability engagement efforts could signal the need for a shift in focus by groups working to expand the employee engagement movement. The data suggest we have reached a point at which effort may need to be transferred from recruiting new organizations to helping organizations that are already promoting staff conservation improve their practices with new tools and techniques.

The following sections examine current engagement practices in more detail to understand how employers are promoting which types of conservation, and what characteristics define the most and least successful programs.

Areas of engagement

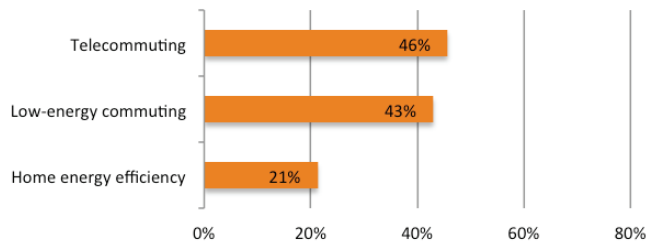
Employers promote staff sustainability in a variety of arenas. Waste and recycling is by far the most common, with three quarters of organizations engaging employees on this front. Energy use and commuting are also relatively common green engagement areas, while business travel was listed as the least common area. Promotion efforts increased slightly since 2009 in all areas except commuting.



In what areas does your employer actively encourage conservation by staff?

Note: Purchasing/Procurement and Business travel were not options in 2009

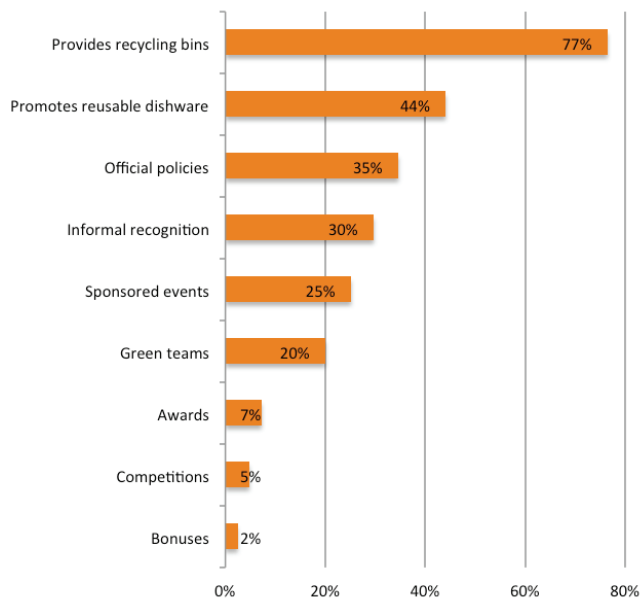
Many employers also encourage employee conservation outside the workplace. Close to half encourage telecommuting, flexible work schedules, and/or efficient commuting, while just one in five educates or encourages staff on home energy efficiency.



Does your employer do any of the following to encourage sustainability outside the workplace?

Incentives

The diversity in the types of conservation actions promoted is matched by the diversity in promotion tactics. Most provide recycling bins, and close to half promote reusable dishes. Between a third and a quarter use official policies, informal recognition, or green events. One in five has green teams, and fewer than one in ten organize competitions and awards. Only one in forty offers salary or vacation bonuses for green actions.

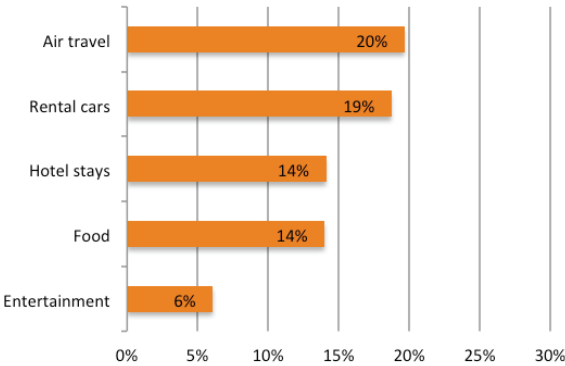


*In the workplace, what incentives
does your employer use to
promote sustainable actions?*

Business travel

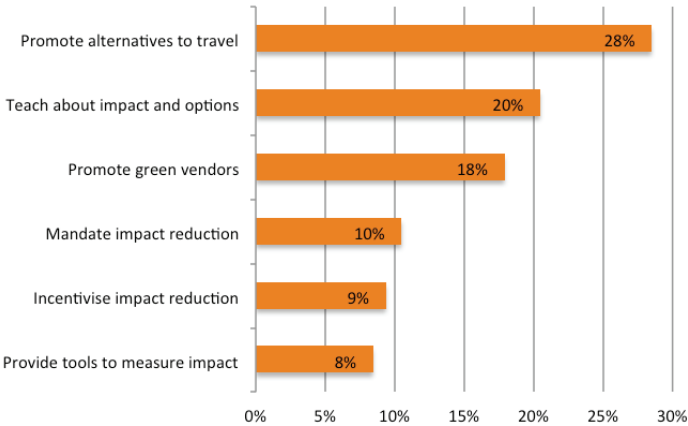
Business travel can comprise a major portion of an organization's environmental impact, and as organizations give increasing attention to the indirect impacts of their operations, it is a growing focus of many employers' staff engagement efforts. Engagement efforts in this area focused primarily on air travel and rental cars, while food and lodging were less frequently included—apt given their relative environmental impacts. Still, more than half of employers never engaged staff on business travel sustainability.

In which of the following areas of employee travel does your employer promote or require efforts to reduce travel impacts?



The most common technique to encourage green travel is promotion of travel alternatives such as videoconferencing. But, given the money this saves, it is surprising only 28% of employers do this. Roughly one in five organizations educates employees on travel sustainability or encourages patronizing green vendors, while fewer than one in ten provides incentives to reduce travel impact or tools for employees to measure travel footprints.

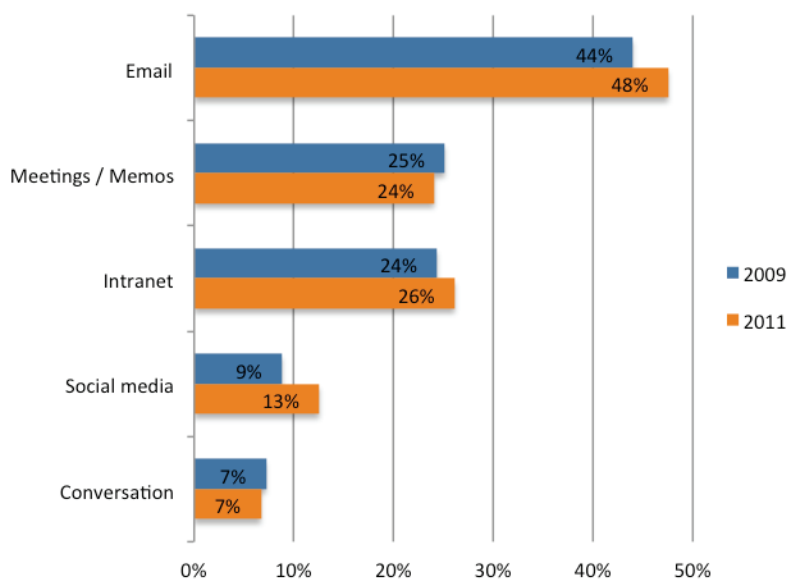
Related to business travel, how does your employer promote sustainable actions?



Communicating sustainability

Communication is a critical aspect of employee engagement programs, independent of which types of conservation actions and incentives an organization prioritizes. Sustainability communication depends on information flow not just from management to staff, but also from staff to management and other staff.

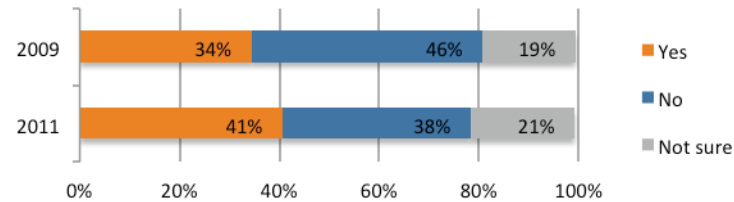
Not surprisingly, organizations that communicate sustainability initiatives to staff are increasingly doing so electronically. The prevalence of emails, intranets, and social media tools to communicate conservation goals has increased since 2009, while paper communications and meetings have seen slight decreases.



How does your employer share company wide sustainability goals and strategies with employees?

A more dramatic change has come in channels for sustainability communication among staff—41% of employers now support methods for staff to share sustainability ideas directly with each other, up from 34% in our last survey. This is a key trend, as inter-employee sustainability communication correlates strongly with employee engagement program effectiveness.

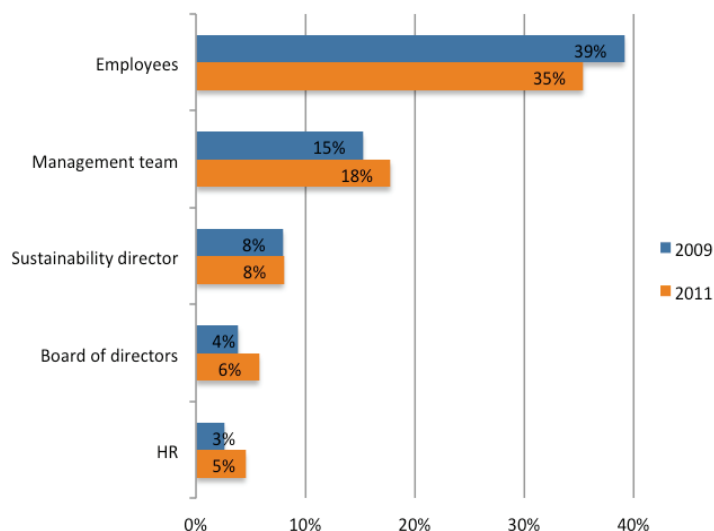
Does your employer have a method for employees to share sustainability ideas with each other?



Sustainability strategy

Employee engagement is part of a broader sustainability strategy at most organizations. The nature of sustainability management at an organization—including who is pushing for sustainability, why they’re doing so, and how advanced their quantitative understanding of environmental impacts is—affects the look and success of its engagement practices and broader environmental progress.

Employees are the main advocates for sustainability, but less so than in 2009. Management is the main sustainability driver at just one in five organizations, but this number is increasing.



Who in your organization is the main advocate for employee sustainability?

A number of drivers are motivating organizations to share their sustainability efforts. First and foremost is sales and marketing, a factor at nearly 30% of organizations in both 2009 and 2011. Second was investor pressure and corporate accountability, which increased dramatically as a motivator for organizations, from 13% in 2009 to 23% in 2011. Indeed, investor pressure on sustainability governance has ramped up markedly in recent years, with mutual fund managers supporting sustainability initiatives through proxy voting, and other investors successfully pressing numerous prominent firms in recent years to initiate sustainability programs.^{1 2}

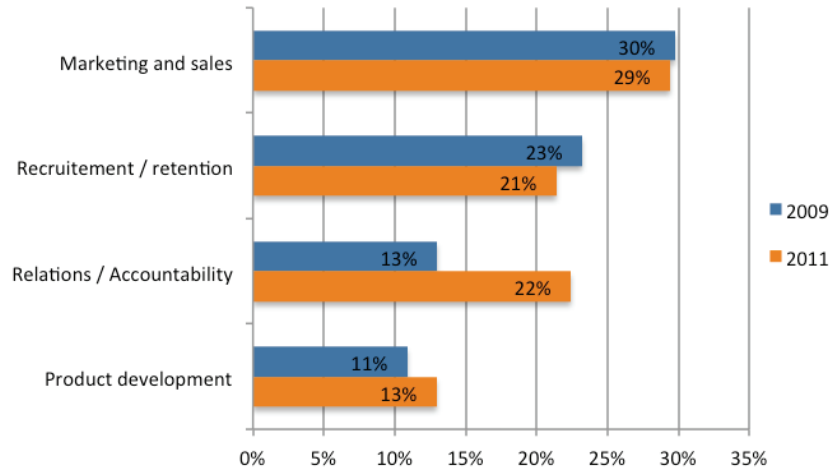
The importance of product development to sustainability strategies has also increased since 2009, with 13% of respondents now rating it a major driver. As the sustainability industry grows, more and more companies are developing products and services that help customers reduce impact—indeed, CDP also recently reported significant increases among G500 companies in the creation of new sustainability services for clients.³

1 Financial Times. www.ft.com/cms/s/0/ccc960a2-48eb-11e0-af8c-00144feab49a.html

2 Gallup. (n.d.) Employee Engagement: A Leading Indicator of Financial Performance. <http://www.gallup.com/consulting/52/employee-engagement.aspx>

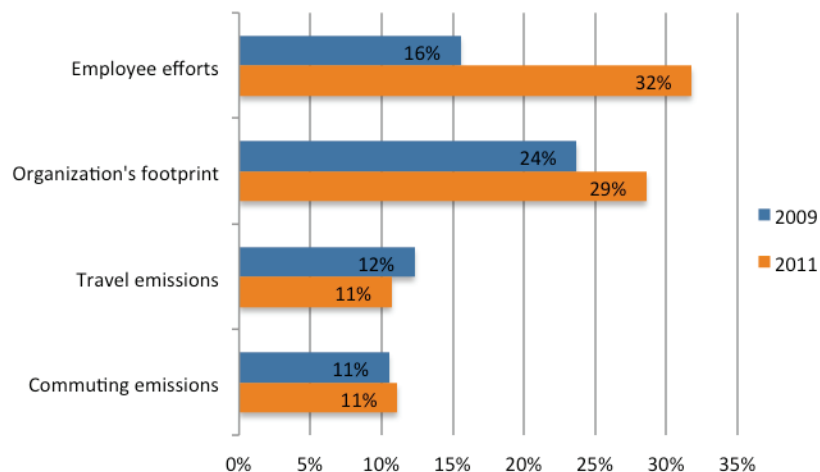
3 Carbon Disclosure Project. 2010. Global 500 Report. <https://www.cdproject.net/CDPResults/CDP-2010-G500.pdf>

For what purpose does your employer share its sustainability efforts?



Employee sustainability strategies are becoming increasingly data-driven. While the number of employers collecting data on corporate carbon footprints increased 5% over the last two years, the number collecting data on employee sustainability efforts has increased 15%, with three in ten employers now collecting some sort of data on staff conservation. This may reflect the increasing number of organizations issuing annual sustainability reports, as employee engagement efforts are often a relatively easy metric to collect and report. Data on staff commuting and business travel footprints are collected by only one in ten employers.

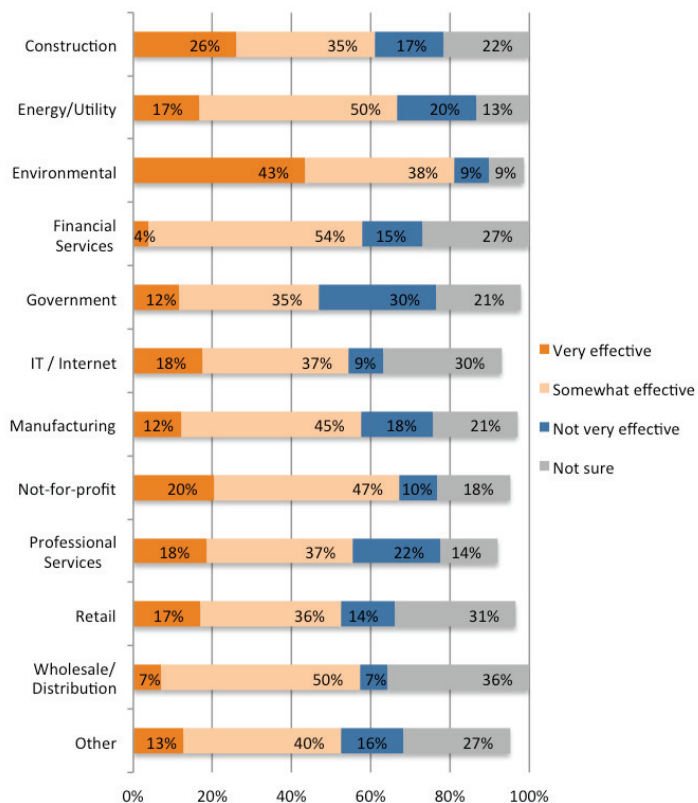
What types of sustainability data does your employer collect?



PART 2: LEADERS AND KEYS TO SUCCESS

Industry leaders

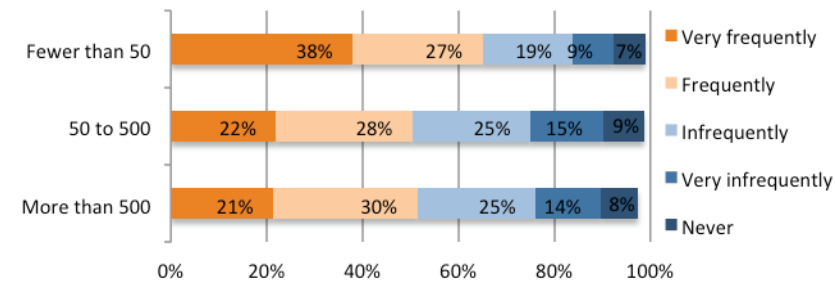
Environmental, energy/utility, construction, and non-profit organizations are leading the charge on employee engagement, both in frequency of promotion and program effectiveness. This may be due in part to the environmental inclination of their workforces—these three industries also topped the rankings for employee greenness. Financial services and government employers lag with the least frequent promotion and least effective programs. The rankings in these categories remained relatively unchanged between 2009 and 2011.



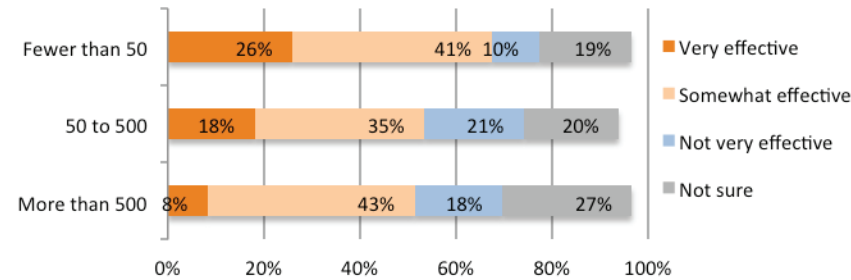
Effectiveness of sustainability engagement by sector

Smaller organizations are outperforming larger ones on employee sustainability engagement. Organizations with fewer than 50 employees promoted conservation more frequently than larger organizations, and saw greater success in changing staff behavior on sustainability. While mid-size organizations of 50 to 500 employees promoted sustainability at the same frequency as large organizations with more than 500 employees, they were twice as likely to be deemed very effective in these efforts. Larger organizations wishing to increase employee engagement effectiveness could consider running more autonomous programs at the office or division level to replicate the successes seen at smaller organizations.

Frequency of sustainability promotion by organization size



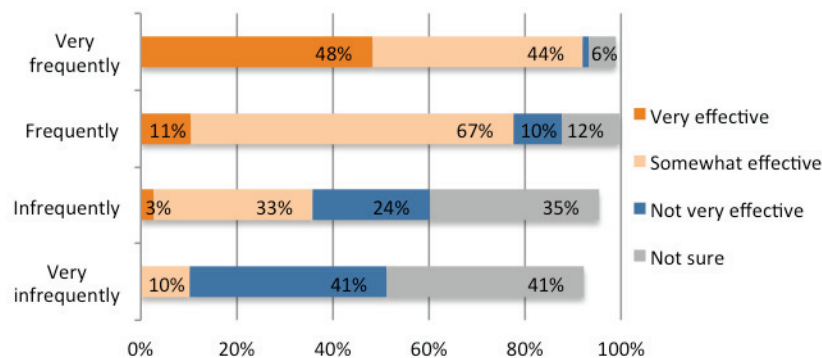
Effectiveness of sustainability engagement by organization size



Keys to success

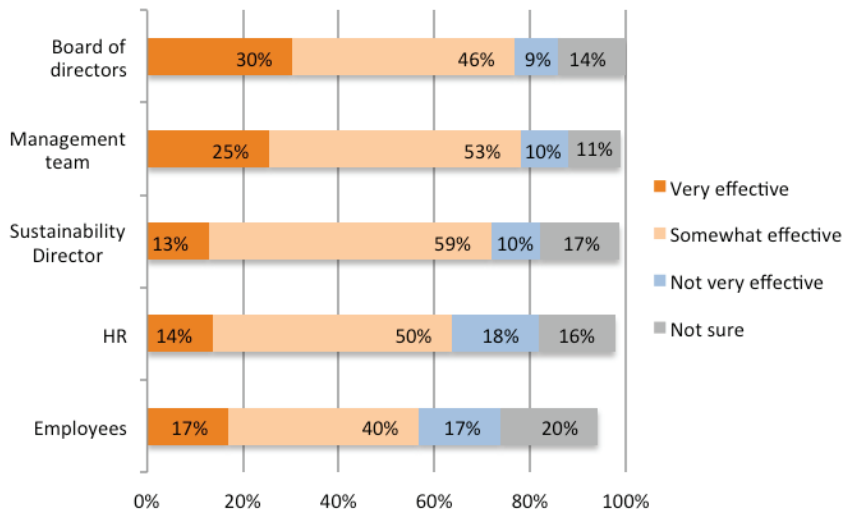
The most effective sustainability engagement programs differ significantly from unsuccessful programs in multiple respects.

The top predictor for sustainability engagement effectiveness is the frequency with which an employer promotes staff conservation. Organizations that promoted employee sustainability very frequently were somewhat effective or very effective at motivating conservation in over 90% of cases, compared to just 10% of cases for employers who very infrequently promoted sustainability.



What types of sustainability data does your employer collect?

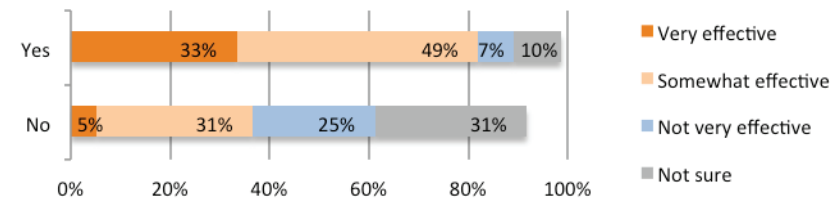
Upper-level leadership is also a good predictor of program effectiveness. Programs where employees were the main sustainability advocates were only half as likely to be very effective as programs where management or the board of directors was the main sustainability advocate.



Main sustainability advocate and engagement effectiveness

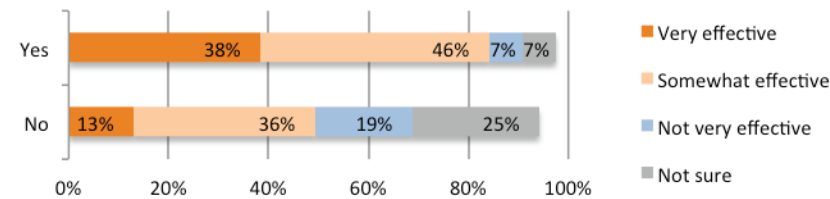
Empowering employees to share sustainability ideas with each other is strongly correlated with program effectiveness. Organizations with a method for employees to share ideas were more than six times as likely to have a very effective program.

Does your employer support a channel for employees to communicate with each other on sustainability?



Formalizing engagement efforts in an official policy is another attribute of the most successful programs. Employers that have official employee sustainability engagement policies were three times more likely to have very effective programs.

Does your employer have an official policy on sustainability engagement?

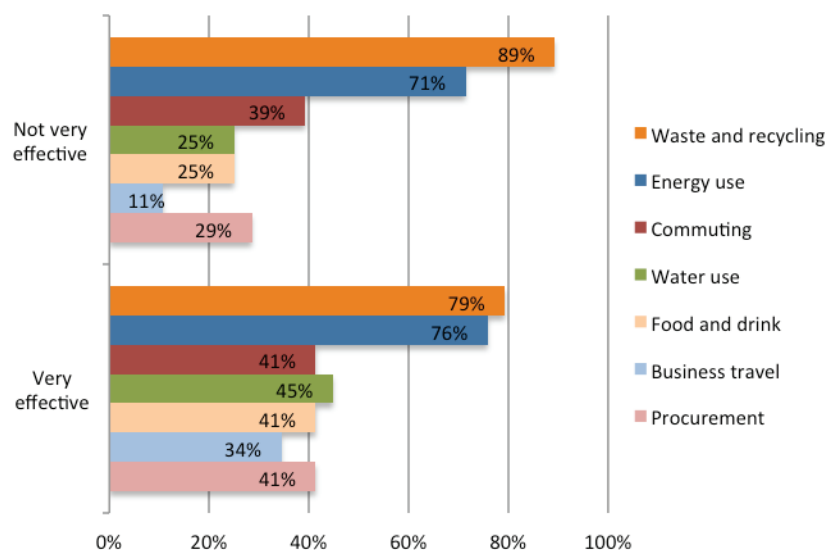


There is no particular area, incentive, or communication channel tied to program success. Rather the most effective programs promote sustainability in multiple areas, communicate through diverse channels, and use an array of incentives. All areas of conservation promotion, incentive types, and modes of communication were more prevalent among employers rated most effective at sustainability engagement. But the relative frequency of tactics, communication modes, and arenas didn't vary by program effectiveness—this fits with the link between program effectiveness and frequency of sustainability promotion.

Frequent sustainability promoters: a closer look

It is clear that frequent sustainability promotion and broad programs are keys to success. But the above analyses lump nonexistent programs (ineffective due to infrequent engagement) with failing programs (ineffective despite frequent engagement). Looking only at the subset of respondents whose employer promoted sustainability frequently and who rated their program as either very effective or not very effective, we teased out a few more important factors.

Leading programs broaden their scope beyond the most common issues to include areas such as supplier greenness, business travel, and educating employees on conservation at home. Among frequent promoters, the rates of energy, waste, and commuting engagement (the most common categories overall) varied little between very effective and not very effective programs. But water, food, travel, and procurement engagement rates were higher in very effective programs.

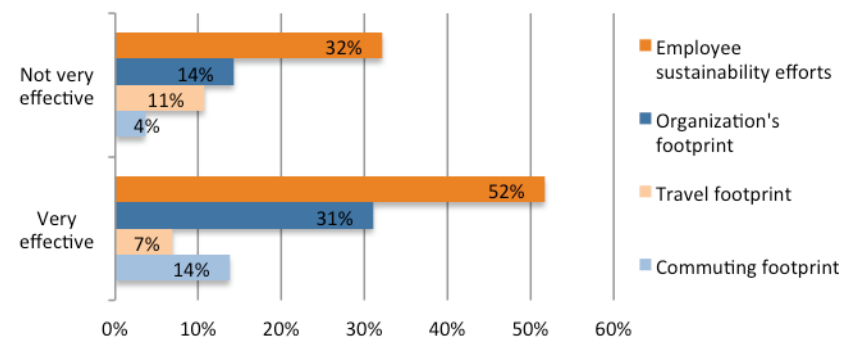


Areas of green engagement versus program effectiveness (frequent promoters only)

Sustainability is no exception to the maxim that management requires measurement. Among frequent promoters, failing engagement programs were roughly half as likely to track data on the company's footprint, staff

commuting, and employee sustainability savings compared to successful programs.

Types of sustainability data collected versus engagement program effectiveness (frequent promoters only)



The drilldown analysis also confirms the importance of official sustainability engagement policies, upper-level advocates, and channels for staff to share ideas with each other about sustainability. These factors still differentiated effective from ineffective programs, indicating they are genuinely important rather than simply co-varying with frequency.

APPENDIX A: ORGANIZATIONS REPRESENTED

This is a partial listing of organizations represented in this report—fewer than half of respondents voluntarily listed their employer.

3 Cats Studio	Bosch Engineering GmbH	Cracker Barrel
3M	Boulder Community Hospital	Croatian Center of Renewable
3Muse Press	Brown-Forman	Energy Sources
AACPS	Burlington School District	CVU High School
ABNA	BuyGreen.com	Daley & Garfield
Access Roaring Fork	C+R Research	Darden
Addison Central SU	Cadmus Group	Dealer.com
Adobe	California State University	DeVry University
AECOM	Cancer Care Associates	District IV HRDC
AFS	Cape Breton University Stu-	DLSHSI
Agricultural Research Corpo-	dents Union	Dragonfly Environmental
ration	Capgemini	Duval County Public Schools
Alba Therapies	Catholic Charities	Dynamic Energy Therapy
Albuquerque Public Schools	Central Michigan University	Earth911
Alderson-Broadus College	Central VT Community	Earthship Biotechture
Aletheia Christian Fellowship	Action	Earthworks
AMC	Centre for Alternative Tech-	ECHO
American Express	nology	ELC
Antioch University New	Centre for Education and	Elizabethtown College
England	Youth Development	Embassy Suites
Anythink Libraries	Ceres	Emma's Family Farm
Appalachian Coal Country	Champlain College	Emme Associates
Team	Chapin Workmanship in	Energy Management
Appleton Area School District	Wood	Enterprise Community
Arby's	Children's Home Society of	Partners
Architerra	WV	Environmental Defense Fund
AREVA	Christian Help	Esri
ARINC	CIBC	Essex Vo-Tech Schools
Arise for Social Justice	Cidade do Rio de Janeiro	Everett Community College
Ascent Commodity Consultant	City of Annapolis Police	Everman ISD
Associates III	Department	Every Child
B and W	City of Cambridge	Exxon Mobil
Baker College of Owosso	City of Lakes Waldorf School	Facci Bella Productions
Bay Area Transit Authority	City of Massillon	Farm World
Baylor College of Medicine	City of Portland	Farmer Enterprises
Beaconhills College	Clarks	FERC
Bernards Township	Clean Air-Cool Planet	Fingertips
Better World Cameroon	CNT Energy	Fletcher Allen Health Care
Big Sky Shirt Company	Coalitions of Mutual Endeavor	Florida A&M University
Binfire Corp	Coca-Cola	Flux
Bison Quest Vacations	Cogo Labs	Fordham University
Black Business Directory	Coldwell Banker Realtors	Forest Park Community
Blackfeet Tribal Documents	College of the Atlantic	College
Blockbuster	Colorado State University	Fox Cities PAC
Bloomsburg University	Conroe Regional Hospital	Free Press
Blue Agave	Conservation International	Fresh Cut Software
Bluefire Consulting	Cook County School District	Friends of Trees
Bonnett, Fairbourn, Friedman	Copy Experts	Friends of Van Cortlandt Park
& Balint	Cordis	Ft. Valley State University

“Creativity and information and inspirational leadership are keys to all of this.”

“It must become a part of corporate culture to have a sustainability officer and team-building centered around sustainability.”

“It’s a cultural shift. It does not and will not happen overnight, but we must work towards it. Engage as many people as you can, try different tactics and solicit buy-in.”

“The money our university has saved through energy conservation has saved jobs in our state that keeps announcing budget cuts to higher education.”

“The management heard and encouraged the one person who started this effort, and took on the work when she had to leave.”

“As far as I am concerned, besides the recycling bin in the cafeteria areas and the recycling bin next to the printers, there is nothing being done.”

“I think commuting is a great way to start—since everyone does it, it offers a great way to engage, and helps people save money besides.”

“For example, our building does not recycle so employees will take home recyclable materials from the office to recycle through resident recycling programs.”

Fujitsu America	Judy van Soldt, Architect	National Outdoor Leadership
G V V Architects	Kaufmann-Wills Group and	Shool
Gaia Landscapes	PLoS ONE	Natural Capitalism Solutions
GameStop	KEMA	Natural Sourcing
Gardener's Supply Company	Kennedy Center	NCAT
George Mason University	Kentucky Heartwood	New Hampshire Dept. of Envi-
Girl Scouts of the USA	KidsPeace	ronmental Services
Glenn Angus Violin Studio	King County	Newsday
Global Footprint Network	Kingsburg High School	NH Superior Courts
Glory USA Inc.	KMS California	NOAHH
Goodman-Gable-Gould	Kyoto University	Northern Plains Resource
Gourd & Associates	L & M Designs	Council
Grass Roots	La Boulange Bakery	Northwest Center for Alterna-
Greater Edwards Aquifer	La Palabra Hecha Vida	tives to Pesticides
Alliance	LaborVoices, Inc.	Northwestern Counseling and
Green Corps	LaVergne High School	Support Services
Green Light New Orleans	Les Petits Bilings; The Ameri-	Northwestern Mutual
Green Opportunities	can School of Grenoble	Novellus Systems
Greener Pastures	Leunigs Bistro	NRDC
Greenfield Community Col-	Loudoun Holistic Health	NSP94
lege	Partners	Nuance Communications
greenHouse Computers, LLC	Madison Construction	NYU
Gulf Design Concept	Magnus Pacific Corporation	Office Depot
Habitat for Humanity Nepal	Maintech Ltd	Oman Tourism College
Happy Tonics	MANNA FoodBank	Oracle
Harford County Government	ManpowerGroup	Orcutt Consulting
Haribon Foundation	Maryland Agricultural Educa-	Oregon Health & Science
Harrison & Star	tion Foundation	University
Heart of Texas Urban Garden-	Mass General Hospital	OST
ing Coalition	MAYSA	Overhead Door
Helena Laboratories	Mediatech	Pacific Northwest Pollution
Helsinki Area Reuse Centre	McDonald's	Prevention Resource Center
Helsinki Metropolitan Area	MELNHE	Palms of Pasadena Hospital
Reuse Centre Ltd	Mememe productions	Panamerican Consultants
Hertx	Mercy Health Partners	Penn State University
HNTB	Meshart	PepsiCo
Hospital	Middlebury College	Philadelphia International
Hostelling International USA	Middlebury Natural Foods	Airport
I ARE Music	Coop	Pier One Imports
ICF International	Midwest Renewable Energy	Pinyon Springs
IFC	Association	PNC
Ignatius Park College	Milwaukee Area Technical	Policy Matters Ohio
IKEA	College	Portland State University
Iligan Bay Milling and Trading	MITRE Corp	Power Efficiency Corporation
Corp	MOGL.com	Principia College
Illinois Early Intervention	MOPS International	PT. Kartika Jaya Sentosa
Training Program	Multiple Sclerosis Foundation	Puebla City
Important Media	Music & Arts	Raiffeisen Bank Aval
Inly School	Musigaze	Raptor Education Group
Insperty	NAACP	Raytheon
Institute of Biodiversity and	Napavine School District	RE/MAX
Environmental Conserva-	National Center for Appropri-	RE Sources for Sustainable
tion	ate Technology	Communities
InterfaceFLOR	National Chung Hsing Uni-	Redpoint Marketing PR
International Service Check	versity	Regenerative Ventures
Isabella Freedman Jewish	National Disability Institute	REI
Retreat Center	National Education Association	Rensselaer Polytechnic
Johnson Electric Coil Co	National MS Society	Institute

Reston Association	The Mountain Lake Conser-	Walmart
RHM Interactive	vancy	WasteCap Nebraska
RHS EcoFriendly Hotels	The Open MInd Foundation	WBVHA
Worldwide	The Peterson Companies	We-Community
Rumah Sakit	The ShadeTree Group	Wedgwood Manor Country
RWA	The Skinny Pancake	Inn
Sabre Holdings	The University of Melbourne	Wellington Institute of Tech-
Saint John's University	The University of Montana	nology
Sammasati	The Yoga Poa	West Shore Contruction
San Juan County Public Works	Timeless Seeds	Western Sustainability Ex-
SaumiLab	Tom's Yard Sale Store	change
Savemart Supermarkets	Triarchy Press	Will Miller Green Mtn Vets
Schweitzer Engineering Labo-	Trinity Episcopal Church	for Peace
ratories	Trinity Valley School	William C. Velasquez Institute
Sequoia Natural History As-	Tulane University	William Paterson University
sociation	TUV Rheinland Vietnam	Windstream Power
SES	Twin Oaks Hammocks and	Women and Development
Shift	Twin Oaks Tofu	Project
Shooting Star Gardens	TXESA Envireonmental	Woodbrooke Quaker Study
Sierra Nevada Alliance	Consultants	Centre
Skidmore College	Ubuntu Hair Studio	Worcester Polytechnic Institute
Solar Store	UIUC	World Camp
SOLARC	UMass Amherst	WPP
Soluciones Comunitarias	UNAD	Wright State University
South Fork Ranch	University of Florida	WSDA
Southface	University of Hawaii Manoa	WV Dept. of Environmental
Southwest Workers Union	University of Indianapolis	Protection
Springer Science + Media	University of Michigan	YMCA
Springfield Renaissance School	University of Vermont	York Daily Record
SSA	University of West Florida	York Theatre Company
St Paul's Episcopal School	University of Wisconsin	York University
St. Xavier's College	Universty of North Carolina at	Youth Repositioning Founda-
Starbucks	Asheville Student Govern-	tion
State of Alaska	ment Association	ZeePAGBIOS EFS https://
Steven Winter Associates	UNOPS	apps.rackspace.com/
Stevenson ES	UPS	versions/webmail/8.8.5-
Stripes Group	US Army Corps of Engineers	RC/p/message/download.
Success Supermarket	US Department of Energy	php?mailbox=INBOX&uid=
Suffolk Construction Co.	US Department of Transporta-	15207&pid=4&wsid=fW
Suffolk County	tion	q2XbWF0dC5rbGluZ0Bi
SunPower	US Environmental Protection	cmlnaHRlcuBsYW5ldC5j
SUNY at Albany	Agency	b20sOWtzSnE2dXhnbkk9
Sustain Dane	USDA Forest Service	https://apps.rackspace.com/
Sustainability Victoria	US Geological Survey	versions/webmail/8.8.5-
Sustainable Hudson Valley	US National Park Service	RC/p/message/download.
Sustainable Obtainable Solu-	US Postal Service	php?mailbox=INBOX&uid=
tions	USPTO	15207&pid=4&wsid=fWq
SwietKing.org	UWF	2XbWF0dC5rbGluZ0Bicm
Taitem Engineering	Vanderbilt University	lnaHRlcuBsYW5ldC5jb20s
Tanger Outlets	Vägsbygd Videregående Skole	OWtzSnE2dXhnbkk9
Taylor Farms	Verdigris Group	
TCS Software	Vermont Community Founda-	
Texas A&M	tion	
The Bucket Brigade	Vermont Energy Investment	
The Conservation Fund	Corp	
The Green Project	Vermont Student Assistance	
The Lunchbox Malaysia	Corporation	
	Visa	

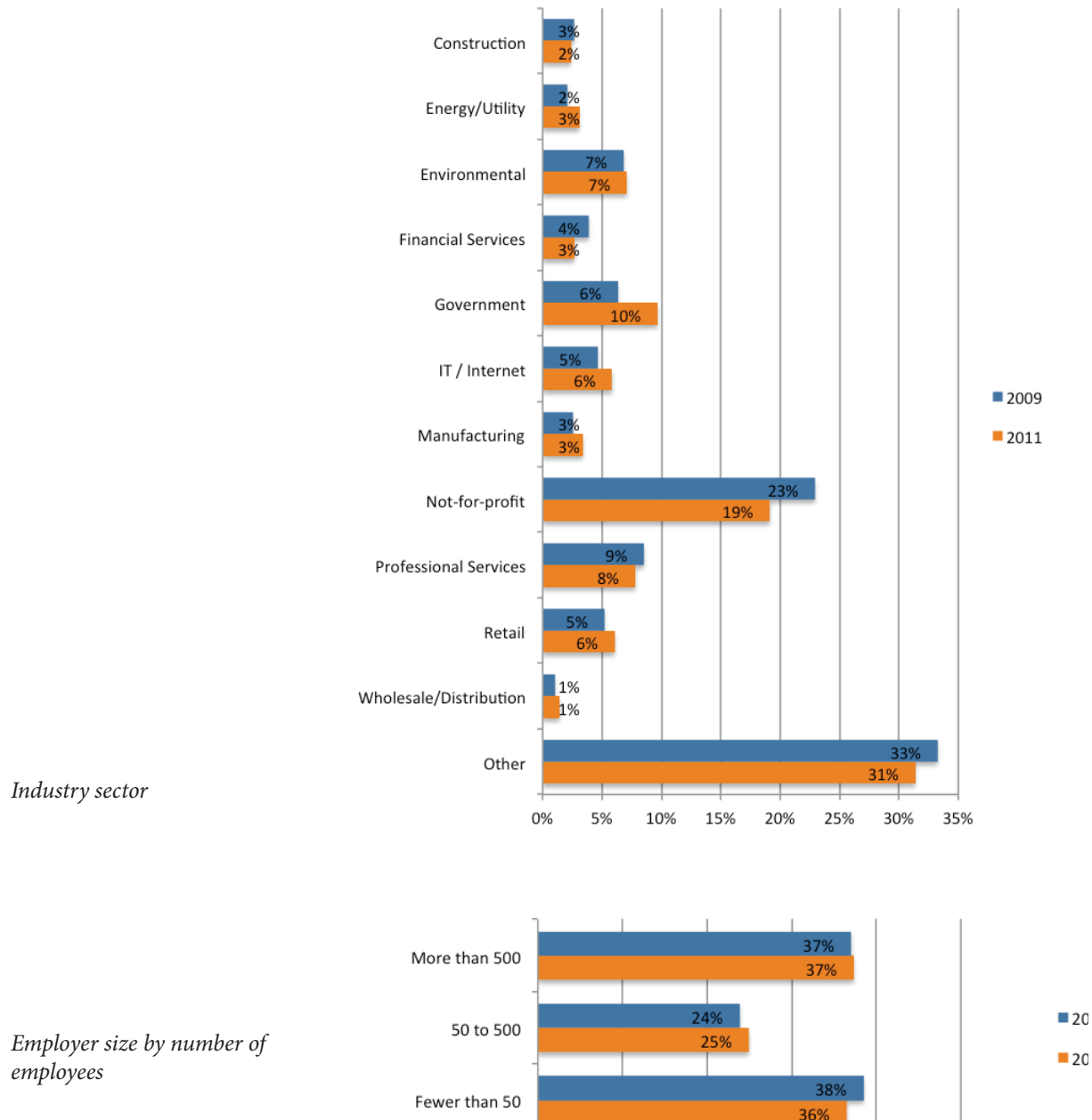
“We need more education for companies so that employees can understand the importance for sustainability efforts.”

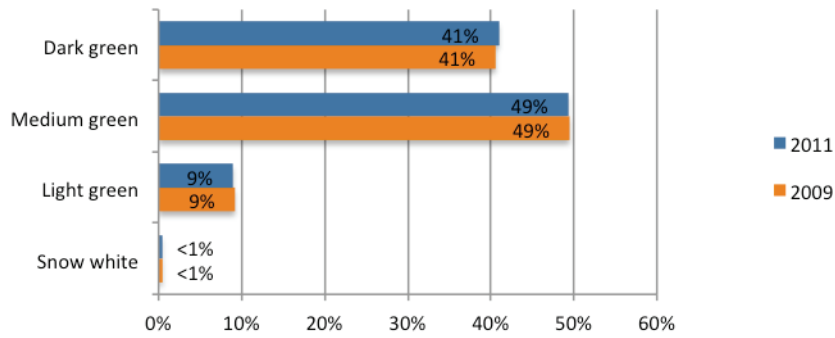
“People need to either be threatened or rewarded for doing something outside of their normal behavior.”

“I’d really like to see more sustainable efforts in the retail industry.”

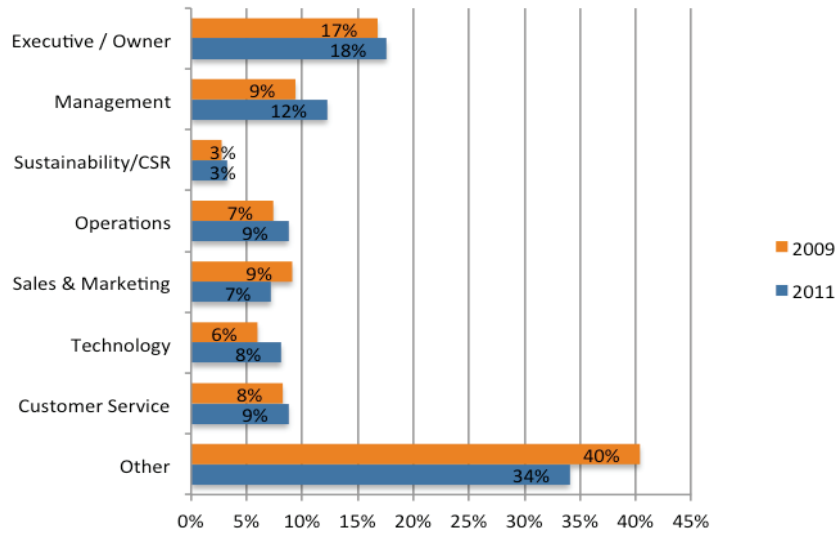
APPENDIX B: RESPONDENT PROFILE

A total of 972 individuals from 51 countries and 47 US states completed the survey. While they represent a variety of sectors, organization sizes, and job roles, most identified themselves as strongly environmentally-inclined.

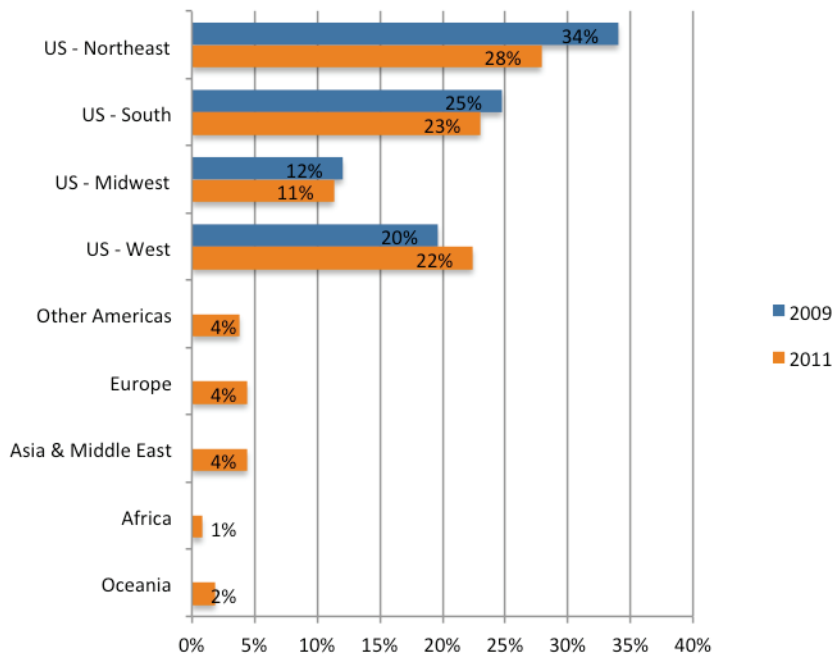




Greenness



Job role



Geographic location