



WWF

CASE STUDIES

JUNE

2014

WWF Climate Savers

# EMPLOYEE ENGAGEMENT

Innovative solutions  
for low-carbon business.



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CLIMATE SAVERS

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DEFENSORES DO CLIMA

クライメート・セイバーズ

A WWF GLOBAL INITIATIVE WITH BUSINESS

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## “THROUGH OUR ROAD TO ZERO ENVIRONMENTAL PLAN, SONY IS ALSO COMMITTED TO WORKING TOWARD A GOAL OF A ZERO ENVIRONMENTAL FOOTPRINT THROUGHOUT OUR BUSINESS ACTIVITIES.”

Kazuo Hirai, CEO

### SONY

Sony is a Japanese multinational electronics corporation that also operates in the entertainment and financial service sectors. Although Sony's headquarters are in Minato, Tokyo, the company has production and commercial facilities around the world, employing over 160,000 people.

In 2009, Sony announced a long-term aim of zero environmental impact through business activities and product life cycles. They also announced new targets to reduce absolute GHG emissions from Sony Group sites by 30% by 2015 compared to the year 2000; and reduce per-product energy consumption by 30% compared to the year 2008.

### EMPLOYEE CLIMATE ENGAGEMENT

Sony's approach to employee engagement has been to gain employees' ideas and support when developing the company's climate vision and ambitions, as well as technical and engineering changes, as part of a continuous effort to reduce emissions.

“Road to Zero” has the aim of achieving a zero environmental footprint throughout the life cycle of the company's products and business activities by 2050. The company has set goals from four “environmental perspectives” namely curbing climate change, conserving resources, controlling chemical substances and promoting biodiversity.

Distinct from other activities and identifiable in its own right, “Road to Zero” is becoming integrated into business policies, processes

and operations. It has been communicated internally through a combination of management cascades, internal media and competitions. Senior management, experts in CSR and Facilities and Operations Departments introduced training programmes designed to foster energy-saving leaders and set out to engage all employees in this Eco Challenge.

### INITIATIVES

#### Eco Challenges at Penang Tec (2011-2012)

Sony Group's largest production base, Sony EMCS Malaysia, comprises of two sites - Penang Tec and KL Tec. At Penang Tec, audio equipment and products are made for markets around the world. An ambitious goal was set to reduce energy consumption by 30%.

The project was divided into three phases. Firstly, teams each with 7 to 8 members from each division proposed energy-saving ideas, implemented them, and checked the results. Penang Tec's first-phase efforts were spearheaded by divisions involved in quality assurance, circuit board mounting and speaker production.

Lem Seoh Kheng of the Quality Division was appointed to lead a divisional Eco Challenge team in August 2011. She had until December to make it happen. At first, Lem doubted it was possible. “I thought the most we could hope for was 10%,” she recalls, and despite many initiatives in the first month, they had limited success.



“Road to Zero” has the aim of achieving a zero environmental footprint throughout the life cycle of the company's products and business activities

Initially, team members were unsure of how to begin. Chong Kim Fat, Penang Tec's Eco Challenge manager, recalls how they needed to make sure workers understood what a kilowatt-hour of energy really meant.

Chong began by making energy consumption more tangible. He set up measurement systems at circuit panels for air conditioners, lighting, temperature and humidity chambers and other equipment so that consumption details were visible to everyone. His goal was to make people aware of how much energy they were consuming.

Although much data was being collected, Lem and her team were still pondering specific ways to save energy. Under pressure, Lem thought of putting out suggestion boxes to solicit energy-saving ideas across the division. Immediately, suggestions started pouring in.

Careful brightness measurements throughout the division revealed that storage rooms and walkways were lit more brightly than office areas. Additionally, rooms were brightened by repainting black ceilings to white and lights were turned off when not in use. By creating optimal brightness in each area, the team nearly halved the number of fluorescent tubes, from 617 to 362.

Encouraged by the results, Lem's team tried other ideas such as streamlining the use of air conditioners and production equipment. All together, these actions surpassed the initial goal, ultimately achieving an energy reduction of nearly 48% with the added benefit of improving working conditions. Now everyone was more aware of saving energy and the mission of the Eco Challenge had been accomplished.

The second phase saw five other divisions trim energy consumption by nearly 30% in less than six months, and in Phase 3 all employees were playing a part in improving energy efficiency.



Using less lights in the office



Eco Challenge team at Sony EMCS Malaysia - Paneng Tec

**“I BELIEVE THAT ONLY A SUSTAINABLE COMPANY, WITH SUSTAINABLE GROWTH, IS ABLE TO DELIVER SUSTAINABLE SOLUTIONS. TO DEMONSTRATE THE SERIOUSNESS OF OUR VISION, THE VOLVO GROUP HAS REVISED OUR CSR AND SUSTAINABILITY STRATEGY AND IS INCORPORATING IT INTO OUR DAILY WORK. I FEEL THAT WE HAVE A METHOD THAT IS CLEARLY CONNECTED TO OUR BUSINESS MODEL AND OUR STRATEGIES.”**

Olof Persson, President & CEO

## VOLVO

The vision of the Volvo Group is to become the world leader in sustainable transport solutions. It is a journey based on a solid track record of achievements together with strong core values of quality, safety and environmental care. Innovative initiatives, such as the case of Commute Greener, contribute to further engagement and benefits including work with WWF Climate Savers.

Volvo Group manufactures trucks, buses and construction equipment, drive systems for marine and industrial applications, aerospace components and heavy-diesel engines.

The Group has headquarters in the city of Gothenburg in Sweden, production facilities in 19 countries, sells products in more than 190 markets worldwide and employs about 115,000 people.

The Volvo Way defines the company culture, with values and principles that guide the implementation of the Group's business strategies. Every manager within the Volvo Group is responsible for informing their team and discussing how the values and principles affect the team's daily work.

On-going dialogues with stakeholders are conducted to help identify and prioritise sustainability and CSR issues that help the company build value for itself and for society at large.

## EMPLOYEE CLIMATE ENGAGEMENT

*“Employee engagement in general is positive for a company's business.”*  
Gunnar Bengtsson, Environmental Affairs Director, Volvo Group

Employee climate engagement was introduced to gain employees' ideas and support when developing the company's climate vision and ambitions, and as part of a continuous on-going effort to reduce emissions. Communication to employees has presented objectives in terms of resource efficiency, the business case, corporate targets and also the moral case for addressing climate change.

The engagement processes have been led by management, CSR and environmental specialists using management cascade and internal media and also involving employee champions or ambassadors. The reach and depth of employee climate engagement is company-wide but with variations due to local differences in company culture and also national cultures in the countries around the world in which the company operates. The success of employee climate engagement is assessed by reduced energy consumption, although the extent of employees' control and influence over emissions has not been measured. Progress is communicated via the intranet and the internal environmental network.



**The reach  
and depth  
of employee  
climate  
engagement is  
company-wide**

## INITIATIVES

### Commute Greener

The Volvo Group works to develop new solutions that enhance mobility while reducing the impact on the environment. Commute Greener is a mobile-based application that calculates and keeps track of carbon dioxide emissions. The application transforms a cell phone into a tool to measure carbon dioxide emissions generated during every day commuting, including travelling by bus, car, train, bicycle or other means of transport.

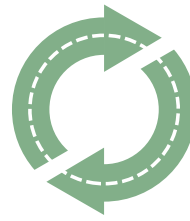
The application also calculates financial savings and suggests how to commute greener. A website creates a community where commuters challenge each other to reduce their footprint. Users include corporations, cities, organisations and individuals.

Commute Greener is a solution that generates substantial benefits including CO<sub>2</sub> reduction, saving money as well as improving health. The use of the web, mobile phone apps, social network features and smart incentives enable positive actions during every day travel. What started out as an idea from a group of employees has grown into a possibility to engage companies, cities, and individuals around the world. It is fun to better understand how to commute in a greener way. Everyone can take some steps of improvement and see progress whilst getting measurements and feedback.

Volvo Group works with a number of partners. The Commute Greener initiative engages WWF Sweden, universities like Stanford and Chalmers and cities such as Gothenburg and Mexico City among others. There are both free and public versions of the application as well as campaigns into dedicated communities in the Americas, Europe and Asia.

Volvo India started a dedicated campaign with Commute Greener in 2012 and within 10 weeks more than 2,300 employees and business partners were engaged. They had reduced their carbon dioxide emissions by an average of 12%, saving an equivalent of 6,000 kg of carbon dioxide. Additionally, time and money was saved, since more than 16,000 car trips which used to cause congestion in traffic were replaced by the use of buses.

Organisations that make a campaign with Commute Greener can include results into their environmental management systems and at the same time enable engagement for employees as well as society at large.



# COMMUTE GREENER!™

powered by Volvo



COMMUTE GREENER app: [WWF.commutegreener.com](http://WWF.commutegreener.com).



COMMUTE GREENER awareness

# “WE REALIZED THAT THE COMMITMENT WE WERE SEEKING TO MAKE WAS NOT ONLY ABOUT MANAGING AND MONITORING OUR EMISSIONS; IT WAS ABOUT EVERYTHING WE DID.”

Pascale Lagacé, Environment Manager, Canadian Operations and Climate Change

## RESOLUTE FOREST PRODUCTS

RESOLUTE Forest Products markets in nearly 90 countries with a diverse range of products including newsprint, commercial printing papers, market pulp and wood products. The company’s headquarters are in Montréal, Québec in Canada and has about 9,000 employees.

Resolute manages approximately 14.7 million hectares (36.3 million acres) of forest land in North America of which 98% is public land in Canada, located mainly in the boreal forest. By law, this woodland must be promptly regenerated. About three-quarters of the harvested area grows back naturally while company foresters ensure that the rest is promptly reforested. In 2010 almost 63 million seedlings were planted by Resolute.

Resolute owns or operates over 40 pulp and paper mills. They have power generation assets in Canada and wood products facilities in the United States, Canada and South Korea. With 493.3 megawatts of installed capacity at seven hydroelectric dams and eight cogeneration facilities, Resolute generated 68% of its total energy requirements from renewable sources in 2012.

## CARBON MANAGEMENT

*“We work hard to integrate sustainability into the way we do business because we believe this approach brings value to our customers, our shareholders, our employees and the communities where we live and work.”*  
Richard Garneau, President and CEO

In its 2008 Sustainability Report, Resolute announced a vision to become a ‘carbon neutral’ company without the purchase of offsets.

*“We knew our big numbers — pulp and paper plant emissions and energy intensity savings — but knew little about the impacts of woodlands operations, sawmills, warehouses, sales, recycling and employee travel. And we knew even less about the impacts of contractors, suppliers and business partners. Along the way we realized that the commitment we were seeking to make was not only about managing and monitoring our emissions; it was about everything we did.”*  
Pascale Lagacé, Environment Manager, Canadian Operations and Climate Change, Montréal  
“We are Resolute” 2010 Sustainability Report.



Pascale Lagacé

**Resolute turned down the heat and got their employees to wear their favourite sweaters.**

In 2011, the company entered into a partnership with the WWF Climate Savers programme to map out an approach to help further improve sustainability performance in a number of key areas related to carbon footprint reduction and responsible forest management.

The company's approach to sustainability has combined corporate strategies with local tactics adopted in manufacturing operations using management cascades, internal campaigns including the use of posters and stickers. In 2013, the company is moving forward with employee engagement on sustainability issues in partnership with WWF Canada.

## INITIATIVE

### WWF Living Planet @ Work

The WWF Living Planet @ Work programme aims to harness the collective power of individuals in the workplace, including environmental advocates who will lead a wave of change in their homes, communities and in schools as well as in the workplace. The programme includes an online toolkit, monthly webinars and newsletters, and opportunities for external recognition for employee champions. Although it is a programme led by WWF Canada, it is open to all businesses.

The programme exists of two tiers. The "participants" programme is currently being used by about 500 companies and is free of charge. Companies can sign up voluntarily and enjoy several online services offered by WWF Canada. Another five to eight companies are part of the "partners" programme of Living Planet @ Work. These partners enjoy the full scope of individual services offered to the companies against a programme fee.

One early action of Resolute was participation in National Sweater Day. Senior management donned sweaters to be photographed for a poster to promote the event.

*"I was pretty excited about the opportunity to get Resolute's corporate office involved in National Sweater Day. Aside from the obvious advantages of raising awareness around climate change and building engagement with our employees, I saw another benefit: a chance to wear a comfortable, colourful, absolutely hideous sweater to work."*

Carolyn Pinto, Resolute Senior Manager



Resolute senior management suit up to promote Sweater Day



Resolute employees with Panda

The aim was simple: Resolute turned down the heat and got their employees to wear their favourite sweaters. On the 7th of February 2013, sweater-clad Resolute employees filled the office corridors and were welcomed into the cafeteria with chocolate-chip caramel cookies. Trivia questions about climate change (courtesy of WWF) were projected on a large screen and employees learned fun facts such as the percentage of heat an oven loses when the door is opened.

Sweater Day proved to be a fun and fitting way to symbolically demonstrate Resolute's commitment to reducing carbon emissions. It also showed how actions by individuals can add up to make a difference, with a total of more than one million Canadians taking part in National Sweater Day.





# WWF Climate Savers

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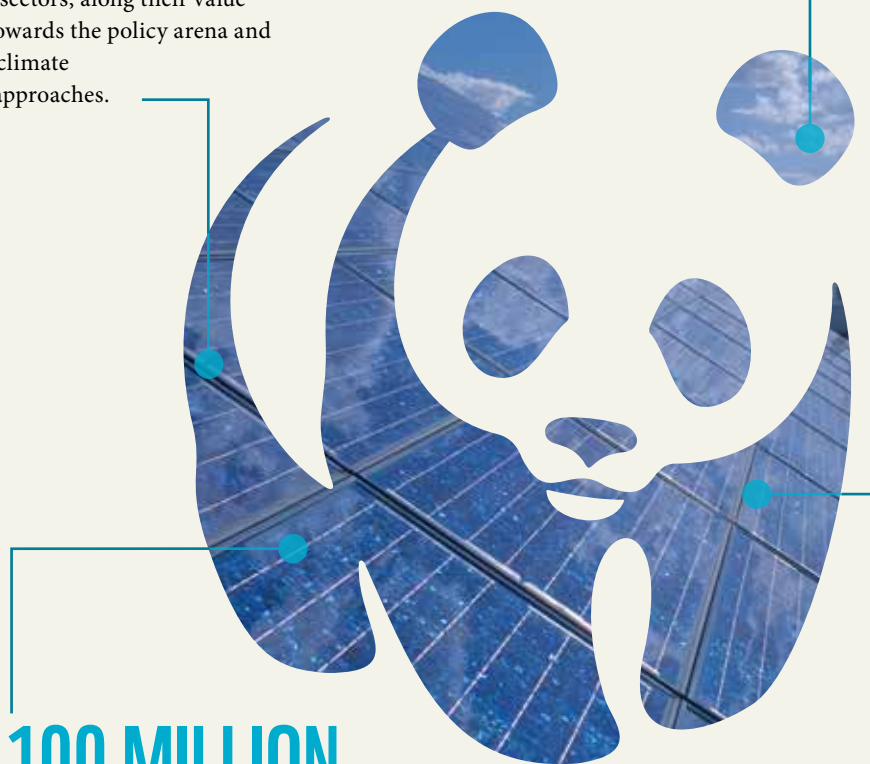
## Number of WWF Climate Savers partner companies

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.

	<p><b>Why we are here</b> To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.</p> <p><a href="http://panda.org/climatesavers">panda.org/climatesavers</a></p>
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