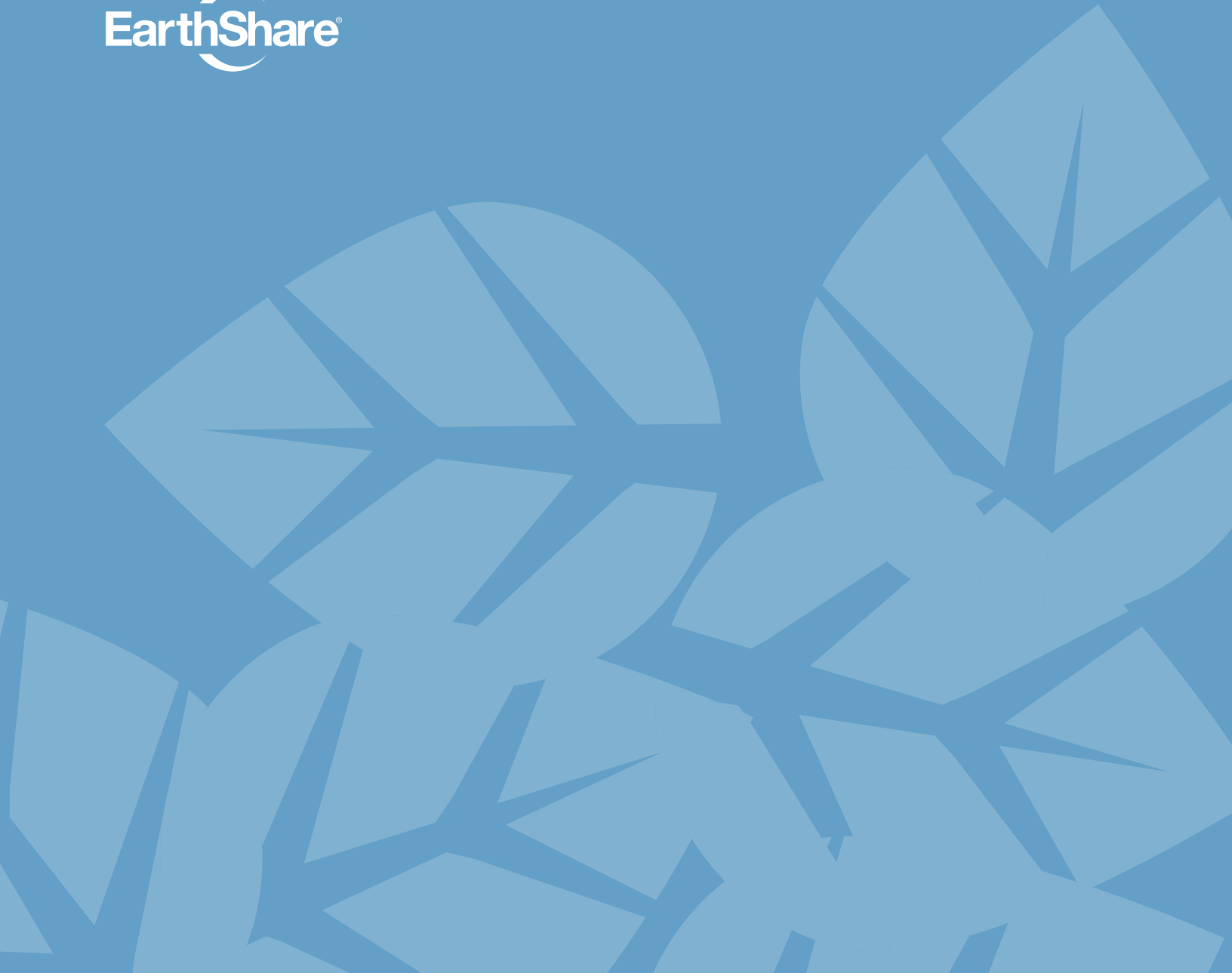


WHITE PAPER

# The New Business Imperative

Employees turn environmental action into a workplace necessity



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## About this study

For this report, EarthShare partnered with the research firm Povaddo, which conducted an online survey of 600 U.S.-based employees at Fortune 1000 companies with annual revenues of at least \$1 billion. Employee samples were drawn from panels organized by Dynata (formerly Research Now), which profiled more than 11 million people.

Povaddo fielded the survey February 14–17, 2019, and notes a  $\pm 4\%$  margin of error associated with a sample of this type. To improve representation of all Fortune 1000 employees, this study applies weights for gender, age, and industry. All differences presented are statistically significant at the 95% confidence level.

## Acknowledgements

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## Executive summary

This survey of Fortune 1000 employees finds that if companies are to meet employee expectations for corporate environmental efforts, and reap the associated benefits, they have significant work ahead of them. The vast majority of Fortune 1000 employees rate their company's commitment to addressing environmental issues as suboptimal. Additionally, corporate decision-makers appear unaware of the magnitude of this expectation gap.

Fortune 1000 employees value corporate volunteer opportunities to support the environment but have two new demands. First, roughly half want their specific job responsibilities to promote environmental protection or other societal cause, a practice called "job purposing." Only 26% report that their jobs reflect the environmental commitments of their employers. Second, more than half expect their employer to take a stand in defense of the environment, yet only 36% say their employer does so.

Managers likely already feel pressure from employees that this report has named **Environmental Leaders**. These individuals feel strongly enough about workplace environmentalism that its absence motivates them to reject or leave a job. Their willingness

to pick up and go seems to pay off. They are happier than their more static peers. These enthusiastic environmentalists make up 37% of Fortune 1000 employees. A slightly larger group of employees won't quite reject or leave a job that lacks environmental practices, but will be less satisfied and engaged at work. The report names these individuals, who make up 42% of employees, **Environmental Leaners**. The final and smallest group of Fortune 1000 employees, representing 21% of employees, can be described as **Environmental Laggards**. They are uninterested in their employer taking environmental actions and might even oppose them.

This study suggests that when companies provide employees opportunities to impact the environment through work and make a public stand for the environment, they strengthen recruitment, engagement, productivity, and retention for the majority of employees, and, thus, their bottom line.

Environmentalists  
**make up 37%** of Fortune  
1000 employees.

## Report objectives

Studies find that the vast majority of executives are aware that employees seek opportunities for more societal purpose, defined as serving a charitable or social cause, while on the job.<sup>1</sup> Little is known, however, about how to meet this employee desire.

The following report, based on a 2019 survey of 600 employees from Fortune 1000 companies, helps executives and managers better adapt to employee interests in environmental efforts.<sup>2</sup> Specifically, this report answers:

- What do employees think of their existing opportunities to make an impact on the environment?
- What opportunities do employees want?
- How can employers meet these employee desires?
- Which employees expect what?

The report focuses on environmentalism because it represents a universal “sweet spot” of corporate social responsibility. Environmental issues

consistently rank among the top-three most important causes for Americans, including in this study. These issues are relevant to every business and can easily be turned into employee involvement opportunities. Yet, despite the importance of employee environmental desires to employers, few studies focus on it.

Environmental issues represent a universal **“sweet spot”** of corporate social responsibility.

<sup>1</sup> Covestro, “A View from the Top: U.S. Fortune 1000 CEOs and C-suite Executives on Social Purpose and Its Impact on Business,” i3 Index, 2018.

<sup>2</sup> Surveys were administered by Povaddo to 600 individuals employed by Fortune 1000 companies between February 14 and 17, 2019. In order to improve representation of all Fortune 1000 employees, the study applies weights for gender, age, and industry. The margin of error for the entire sample is ±4%. All differences presented herein are statistically significant at the 95% confidence level.

## Why deliver on employee desires to impact the environment?

For any company, happy employees are obviously preferable to unhappy employees. Meeting a desire for workplace environmentalism, however, reaps business benefits well beyond simply pleasing employees.

For starters, prior studies have established that employees are more engaged — defined as being willing to work more than the job minimally requires — and productive when their work promotes a societal purpose, such as supporting the environment.

Research conducted at three companies suggests that incorporating societal-good activities into the workplace increased employee engagement by 20% compared to the control group.<sup>3</sup> Similarly, an academic study found that when telemarketers became aware that their efforts made a positive social impact, they almost tripled the revenue they raised.<sup>4</sup>

Studies also show a positive relationship between societal-purpose efforts and employee recruitment and retention. Research finds, for example, that 51% of employees say they would not work for a company without strong environmental and social commitments, and that 74% of employees say their jobs are more fulfilling when provided with opportunities to make a positive impact at work.<sup>5</sup> In another study, Manulife Financial found that employees who did not participate in societal-purpose activities were three times more likely to leave the company.<sup>6</sup> Executives have noticed an interest for purpose in the workplace: 69% say employee desire for purpose is impacting the ability to recruit and retain top talent.<sup>7</sup> An analysis of all existing research found that social purpose can reduce employee turnover by as much as 50%.<sup>8</sup>

Like the studies that precede it, this survey finds that employees react positively to employer

<sup>3</sup> Bea Bocalandro, "Increasing Employee Engagement Through Corporate Volunteering," *Voluntare*, 2018.

<sup>4</sup> Adam M. Grant, "The Significance of Task Significance: Job Performance Effects, Relational Mechanisms, and Boundary Conditions," *Journal of Applied Psychology*, 2008, Vol. 93, No. 1, pp. 108–124, 0021-9010/08/ DOI: 10.1037/0021-9010.93.1.108.

<sup>5</sup> 2016 Cone Communications Employee Engagement Study. Cone Communications, 2016.

<sup>6</sup> VeraWorks, internal company metrics, 2010.

<sup>7</sup> Covestro, "HR Transformed by Employee Purpose, Say Fortune 1000 Executives in Covestro Survey," Covestro, April 5, 2018.

<sup>8</sup> Steve Rochlin, Stephen Jordan, Richard Bliss, and Cheryl Kiser. *Project ROI: Defining the Competitive and Financial Advantages of Corporate Responsibility and Sustainability*. IO Sustainability and the Lewis Institute for Social Innovation at Babson College, 2015.

<sup>9</sup> Vanessa C. Burbano, "Social Responsibility Messages and Worker Wage Requirements: Field Experimental Evidence from Online Labor Marketplaces," *Organization Science* 27, no. 4 (2016).

<sup>10</sup> Curt Coffman, Gabriel Gonzalez-Molina, Ashok Gopal, "Follow This Path: How the World's Greatest Organizations Drive Growth by Unleashing Human Potential," *The Gallup Organization*, 2002.

<sup>11</sup> Nick Otto, "Avoidable Turnover Costing Employers Big," *ebn*, November 9, 2017.



programs that support a social cause. It finds that meaningful corporate attempts to impact environmental issues would increase the likelihood of recommending the company as a place to work for 61% of Fortune 1000 employees. Employer attempts to impact environmental issues also increase intention to stay with a company long-term for 57% of employees. Finally, 47% of employees say that an employer's attempt to impact environmental issues would increase their productivity.

Because providing employees opportunities to impact the environment strengthens recruitment, employee engagement, productivity, and retention, it logically helps the company's financial bottom line.<sup>9</sup> One study found that companies without strong societal-purpose programming need to offer wages that are 79% higher than an employer with such programming. Furthermore, employees who are disengaged because of lack of workplace environmental practices will cost an estimated \$3,400 to \$10,000 in salary due to

lower productivity, according to Gallup research.<sup>10</sup> Similarly, replacing an employee who quits because of an employer lack of environmental practices costs companies anywhere from 25% to 300% of that employee's annual pay. On average, this translates into \$15,000 per U.S. employee.<sup>11</sup>

While the magnitude of the fiscal benefit of corporate environmentalism programs varies by company, there is little doubt that such a benefit exists and that it runs, on average, in the thousands of dollars for every employee positively affected by such programs.

**47% of employees say an employer's attempt to impact environmental issues would increase their productivity.**

## What's the expectation gap?

This survey finds that if companies are to meet employee expectations for environmental efforts, and reap the benefits presented above, there is significant work ahead of them. Only 15% of Fortune 1000 employees rate their company's commitment to addressing important environmental issues as excellent.

Executives appear unaware of the magnitude of this environmental expectations gap. They are more than twice as likely as non-executives (33% versus 13%) to believe their company's commitment to environmental issues is excellent.

In other words, it appears that corporate managers are not as far along as they believe in meeting employee desire for environmental action, and that for 85% of employees that desire is unmet. This gap might be a function of managers not offering the programming that employees would like to see, not being environmentally-friendly enough, or not communicating existing programs effectively.

### DATA TAKEAWAY

Most employees are unimpressed with their company's environmental commitment.

**FIGURE 1**

Fortune 1000 employees who consider their company's environmental record "excellent"



# What do employees want?

## 1. It's no longer enough to offer volunteer opportunities.

It's not uncommon to see groups of employees clad in company t-shirts planting trees, cleaning up stream beds, or otherwise participating in corporate volunteer activities distinct from their day-to-day jobs. Today, however, only one-fifth (22%) of employees consider such traditional environmental opportunities to be very important.

This is not to say that employee volunteer programs are unpopular. Fifty-five percent of all surveyed employees note that their companies offer such opportunities, with even higher percentages among financial services (66%) and healthcare (60%) employees. Furthermore, the majority (57%) of employees who are aware of these opportunities chose to participate.

This study, then, does not necessarily imply that companies should phase out traditional volunteering, only that it is no longer sufficient. While employees expect company-organized volunteer activities, they are more interested in two emerging environmental practices: purposeful work and company stance.

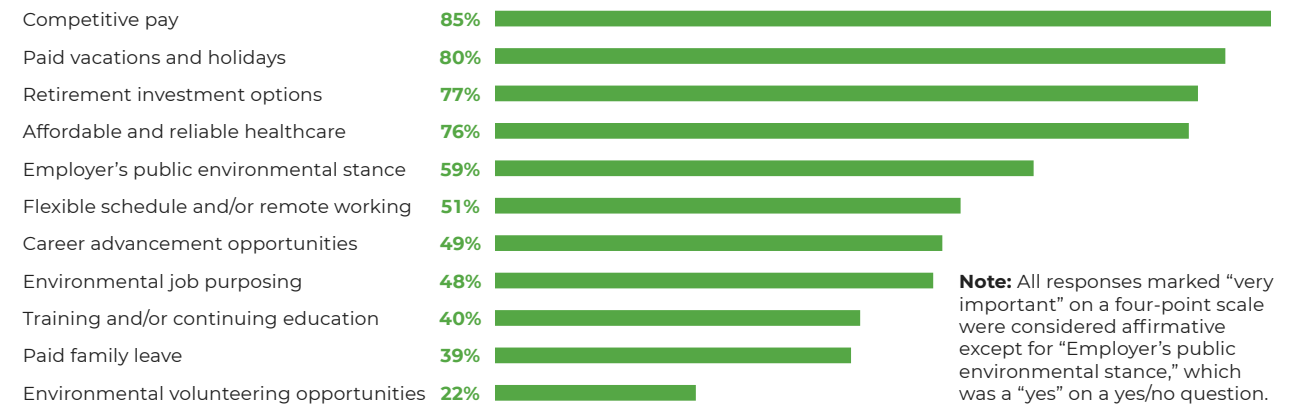
## 2. Employers need to offer purposeful work.

Bringing a sense of societal mission into today's workplace appears to be a necessity. Almost half (48%) of Fortune 1000 employees consider finding a sense of purpose through their everyday work, a practice known as "job purposing," very important. A particularly high amount of healthcare employees (65%) – and a low amount (38%) of financial services employees – feel this way.

Similarly, 53% of employees believe that job purposing will have a positive effect on their overall health, wellbeing, and quality of life. Job purposing is viewed almost as positively as the flexibility to work from home (59% of employees say flexibility to work from home would have a positive effect on their overall health, wellbeing, and quality of life).

Indeed, job purposing might be the next logical addition to benefits packages. Employees consider purposeful work as important as paid family leave, flexible work schedule and/or opportunities to work remotely, opportunities for career advancement, and training and/or continued

**FIGURE 2**  
What Fortune 1000 employees want from employers



learning opportunities. While more traditional benefits – competitive pay, paid vacations and holidays, affordable/reliable health insurance benefits, and retirement investment options – are still more important than purposeful work, there's little doubt that job purposing is now a sought-after workplace characteristic and an expected benefit a company should provide.

As interested as they are in integrating societal impact into their work, few employees report this need as met. Only 26% of employees believe that their company's environmental commitments are reflected in their day-to-day jobs.

There are many ways that companies can meet employee interests in work that makes a positive environmental impact. Here are some examples:

- When AT&T launched its Zero Waste program across 100 U.S. locations, it invited employees to serve as Community Champions. These Champions designed and conducted peer-to-peer communications during a three-month period, talking to colleagues in highly trafficked areas, like cafeterias and lobbies, about the Zero Waste program and how employees could support it.

- In its benefits package, Bank of America includes incentives to adopt environment-friendly technologies and behaviors. These range from reimbursing a portion of the cost for an electric vehicle purchase, discounts on solar panel installation, and car sharing.
- Caesars Entertainment's CodeGreen Cocktail Contest challenges bartenders to come up with eco-inspired drinks. Entries include drinks served in no-waste cups or using locally sourced ingredients like mint grown on the property and honey from nearby vendors.
- Comerica has a Master of Sustainability Awareness (MSA) program. This internal certification program is built on four pillars: education, communication, engagement, and advocacy. The MSA program uses the metaphor of a growing tree. Employees start at the Seedling level, where the focus is on education, then progress to the Sapling level, where the focus lies on balancing the four dimensions, and finish at the Mighty Oak level, where the focus is on advocacy – the "doing" part of sustainability.
- Guardian Life Insurance has a Shark Tank-inspired competition called the "Green Business Ideas Innovation Challenge." Employees pitch



innovative solutions to reduce the company's environmental impact and are also involved in the selection of winners. Eligible ideas need to specify benefits to the company and the costs to implement. Eight initiatives have been selected and six have been implemented.

- HP's Eco Advocates program allows customer-facing employees to develop their environmental sustainability skills and then, armed with HP materials, guide customers in leveraging company sustainability practices to minimize both their environmental footprint and costs. Now HP sales representatives help improve the environment with every sales call.

This study finds that job purposing which allows employees to make a positive environmental impact through their everyday work might now be a necessity for employers wanting satisfied, engaged, and committed employees.

### 3. Employers need to take a stand.

A few years ago, only companies whose brands had environmental action at their core — Patagonia, Seventh Generation, and similar companies — spoke out in favor of the environment. Today, mainstream companies are following suit. Apple, Campbell's, Interface, Johnson Controls, Kohler, L'Oreal, NRG Energy, and Walmart, for example, took a public stand against President Trump's withdrawal of the United States from the Paris Agreement on climate change. These actions, however, revealed little about the employee view of such corporate activism.

It's becoming evident, however, that employees are no longer checking their personal views at the door as they enter work. A recent example of employee-led environmental activism can be found inside Amazon. Nearly 8,000 U.S. Amazon employees signed a letter urging Amazon to adopt stronger environmental practices.<sup>12</sup>

This survey finds that these employees are not the exception, but instead represent the majority of Fortune 1000 employees. Fifty-nine percent of Fortune 1000 employees expect companies to take a public stand in support of the environment. Employees appear to consider employer environmental activism a desirable new job benefit, like flextime or health insurance.

In the past, companies might have pushed for recycling or other widely accepted environmental actions, but avoided the controversial and politically-charged issue of climate change. However, this no longer needs to be the case. In fact, climate change is a top-three environmental issue for employees, alongside pollution and energy use. Thirty-one percent of Fortune 1000 employees want their employer to act on climate.

This finding is consistent with a recent Gallup poll showing that 51% of Americans, up from 37% in 2015, now believe in climate change.<sup>13</sup> In fact, a top demand in the Amazon employee letter was for stronger reductions in the company's carbon footprint.

The following are ways that employers can take a stand on behalf of the environment:

- Increasingly, companies publicly adopt guidelines established by environmental agreements and organizations. One such guideline is to set and meet science-based targets for reducing greenhouse gas emissions. Science-based targets are those that meet the reduction levels required to keep global warming below two degrees Celsius from pre-industrial levels, generally regarded as the limit to avoid a global catastrophe. Adobe, Autodesk, Caesars Entertainment, Biogen, Cisco, Colgate Palmolive, CVS Health, Dell, General Mills, Levi's, Mars, Symantec, Target, and dozens of other companies have adopted science-based goals.

- Outdoor apparel company, The North Face, launched a petition to make Earth Day a holiday designed to encourage people to explore nature.
- Southern Company, a \$20-billion utility based in Atlanta, links CEO pay to executive efforts to reduce greenhouse gases. Up to \$2 million of the CEO's annual compensation, which was \$13 million in 2018, could be affected.

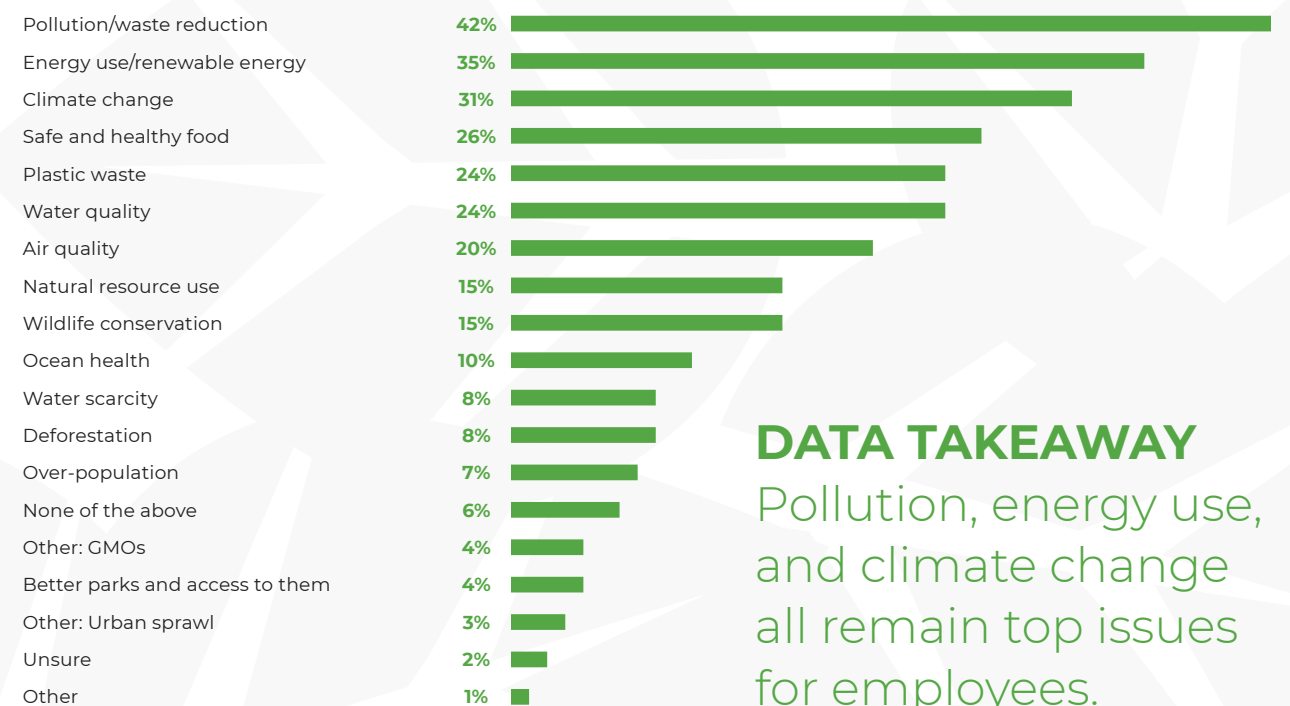
The above companies, however, appear to be the exception. Employee desire for their companies to use their pulpit to take a stand on the environment is largely unmet. Only 35% of Fortune 1000 employees say employers are using their influence to take action and/or be vocal on important environmental issues. As in other areas, senior managers have a more favorable view of the company's performance

on environmental activism than others. Fifty-six percent of senior managers believe their employer currently uses its influence to take action and/or be vocal on important environmental issues versus 32% of those who are not senior managers. This could be partially explained by differences in awareness. Forty-nine percent of senior managers report being very familiar with their employer's environmental commitments versus 12% of those who are not senior managers. Overall, only 16% of Fortune 1000 employees are very familiar with the environmental commitments of their company.

In other words, companies now must consider taking public stands for environmental support and better communicate such positions to employees.

*Further details and company case studies are available at [www.earthshare.org](http://www.earthshare.org).*

**FIGURE 3**  
Issues Fortune 1000 employees want employers to address publicly



**DATA TAKEAWAY**  
Pollution, energy use, and climate change all remain top issues for employees.

<sup>12</sup> Emily Stewart and Alexia Fernández Campbell, "8,000 Amazon employees asked the company to do more on climate change. Shareholders just said no," Vox, May 22, 2019.

<sup>13</sup> Kydia Saad, "Americans as Concerned as Ever About Global Warming," Gallup, March 25, 2019.

# Who is (and isn't) pushing the new environmental imperative?

Thus far, the survey has examined Fortune 1000 employees as a uniform group. However, while a desire for corporate environmentalism cuts across demographics and circumstances, not all employees share the same degree of interest.

Employees can be divided into three groups: *Environmental Leaders* are the most active in pursuing workplace environmentalism; *Environmental Leaners* have a more modest interest in workplace environmentalism than Leaders; and *Environmental Laggards* are not interested in employer environmental actions.

## Environmental Leaders

Environmental Leaders are adamant enough about their employers offering ways to “make a positive impact on the environment” that they consider it in deciding whether to take or stay at jobs. These employees make up 37% of Fortune 1000 employees. Compared to others, Environmental Leaders are more likely to be:

- **Very happily employed.** Leaders are more likely to be happy with their work than others (74% say their work has a positive impact on their

health, wellbeing, and quality of life versus 46% of non-Leaders).

- **Active.** As would be expected, Leaders are more likely to participate in workplace societal-purpose activities (67% of those at firms that offer such activities participate versus 47% of non-Leaders). Or put another way, in most Fortune 1000 companies, 55% of participants in employee societal-purpose activities are Leaders.
- **Interested in societal issues.** Leaders are interested in news, politics, and current events (54% are very interested, compared to 43% of non-Leaders). This interest extends to staying informed about company environmental efforts (26% of Leaders are very informed on their employers' environmental commitments compared to 10% of others).
- **Vocal.** Leaders appear willing to spread the word about their employers' environmentalism (94% say that meaningful workplace efforts to engage employees in environmental issues makes them more likely to recommend their employer as a place to work, versus 41% of non-Leaders).
- **Young.** The younger the employees, the more likely they are to be Leaders (45% of



millennials, 39% of generation X, and 29% of baby boomers are Leaders).

- **Upper management.** Senior managers are more likely to become Environmental Leaders than others (56% versus 35% are Leaders, respectively).
- **Otherwise diverse.** Employees from all industries, ethnicities, genders, and educational levels are equally likely to become Leaders.

## Environmental Leaners

Environmental Leaners are employees who won't go as far as choosing employment based on an employer's opportunities for environmental action but, nevertheless, value these programs. Specifically, this group considers having a sense of purpose from their everyday work and/or their employer taking a public role in support of the environment “very important.”

Forty-two percent of Fortune 1000 employees are Environmental Leaners, making it the largest of the three groups. These Leaners are likely to be:

- **Somewhat unhappily employed.** Leaners are less likely to be happy with their work than

Leaders and more likely than Laggards (50% say their work has a positive impact on their health, wellbeing, and quality of life versus 74% of Leaders and 39% of Laggards).

- **Moderately active.** As would be expected, Leaners are less likely to participate in employer environmental activities than Leaders but more likely than Laggards (52% of those at firms that offer these opportunities participate, compared to 67% of Leaders and 39% of Laggards). Among typical Fortune 1000 companies, 35% of participants in employee societal-purpose activities are Environmental Leaners.
- **Moderately interested in societal issues.** Leaners are less interested in news, politics, and current events than Leaders but more than Laggards (46% are very interested, compared to 54% of Leaders and 35% of Laggards). The pattern is similar regarding their interest in their employer's environmental commitments (12% report being very informed compared to 26% of Leaders and 6% of Laggards).
- **Non-managers.** Employees in non-managerial roles are more likely to be Leaners than others (48% of non-managers are Leaners versus 34% of managers).

- **Otherwise diverse.** Employees from all industries, ages, ethnicities, genders, and educational levels are equally likely to be Environmental Leanners.

### Environmental Laggards

Environmental Laggards are employees who reject the notion that workplace environmental action could be a job consideration, and who don't consider it "very important" to have a sense of purpose from their everyday work, nor that their employer take a public role in supporting the environment. At 21% of Fortune 1000 employees, they represent the smallest of the three groups.

Compared to others, Environmental Laggards are more likely to be:

- **Unhappily employed.** Laggards are less happy with their work than others (39% say their work has a positive impact on their health, wellbeing, and quality of life versus 61% of non-Laggards).
- **Inactive.** As would be expected, Laggards are less likely to participate in employer societal-purpose activities than the other two groups (39% of those at firms that offer such activities participate versus 60% of non-Laggards). Put another way, for most Fortune 1000 companies, only 11% of participants in employee societal-purpose activities are Laggards.
- **Uninterested in societal issues.** Laggards have relatively low interest in news, politics, and current events (35% are very interested, compared to 50% of non-Laggards). This disinterest extends to staying informed about employer environmental commitments. Six percent of Laggards report being very informed about employer environmental commitments compared to 18% of others.
- **Employed in financial services or manufacturing.** Employees in financial services and manufacturing are more likely to be Laggards (28% of financial services and 25% of

manufacturing employees are Laggards versus 14% of retail and 6% of healthcare employees).

- **White.** White employees are more likely to become Environmental Laggards than minority employees (23% of white employees are versus 14% of nonwhites).
- **Male.** Men are more likely to become Laggards than women (26% of men are Laggards versus 15% of women).
- **Otherwise diverse.** Employees of all ages, educational levels, and management levels are equally likely to become Laggards.

It should be noted that although employees who are white, well-paid, and male are more likely to be Environmental Laggards than others, each of these demographics is still overwhelmingly composed of more Leaders and Leanners. In fact, even among employees who are white and male, only 30% are Laggards.

### DATA TAKEAWAY

Nearly 80% of employees value environmentally sustainable companies.

FIGURE 4

## Breaking down employee environmental groups at Fortune 1000 companies



37%

#### Environmental Leaders

Will change jobs to have an environmentally sustainable employer

- Happily employed
- Very active in societal-purpose activities
- Very interested in societal issues
- Most likely to be senior managers

42%

#### Environmental Leanners

Won't change jobs to have an environmentally sustainable employer, but do value employer environmentalism

- Somewhat unhappily employed
- Active in societal-purpose activities
- Interested in societal issues
- Most likely to be non-managers

21%

#### Environmental Laggards

Not interested in having an environmentally sustainable employer

- Unhappily employed
- Inactive in societal-purpose activities
- Uninterested in societal issues
- Most likely to be white and male
- Most likely to work in manufacturing or financial services

## Conclusions

The social contract between employers and employees evolves over time. A century ago, employee safety was not an employee concern. Half a century ago, businesses could disregard employee health insurance needs with few repercussions. A quarter of a century ago, employee volunteer programs and office paper recycling were not widespread. Today, all of these practices are commonplace throughout Fortune 1000 companies.

This survey suggests that two new corporate imperatives are emerging: the need to integrate environmental opportunities into an employee's daily job requirements ("job purposing") and leveraging company influence to take a public stand on the environment. This study also indicates that roughly half of Fortune 1000 employees view the ability to make an environmental impact as an expected work benefit, ranking it higher than paid family and medical leave.

The findings of this survey mirror similar findings for consumers and investors. Studies suggest that 88% of consumers will be more loyal to a company that supports social or environmental issues, 87% would buy a product with a social and environmental benefit if given the opportunity, and 92% will be more likely to trust a company that supports social or environmental issues.<sup>14</sup> Similarly, Morningstar research finds that investors avoided companies with low environmental sustainability ratings. These companies, therefore, experienced a growth rate that was 3.7% lower

than what would have been expected given a fund's expense ratio, size, age, alpha, and active or index management.<sup>15</sup> This study indicates that employee environmental concerns are aligned with consumer and investor expectations.

Unfortunately, the vast majority of today's Fortune 1000 employees feel employers do not meet these needs. Employees across the country sit at their desks and stand at their work benches disappointed and disengaged, itching for more meaningful work.

The costs of such dampened employee engagement are staggering. Gallup reports that companies without highly engaged workforces underperform relative to their peers in earnings per share by 60%.<sup>16</sup> Not surprisingly, an 18-year study performed by Harvard Business School faculty found that one dollar invested in firms with high sustainability practices grew to \$31.70 while that same dollar invested in comparable firms with few sustainability practices grew only to \$25.70.<sup>17</sup> We are witnessing the emergence of environmentally sustainable profitability.

Today, the advantage in the labor market — as well as the product and investment markets — goes to employers who first hear and respond to their employees' calls for heightened environmental action. History suggests, however, that employee — as well as customer and investor — pressure to put environmentalism into jobs and on to pulpits will eventually make these practices ubiquitous.

<sup>14</sup> 2017 Cone Communications CSR Study. Cone Communications, 2017.

<sup>15</sup> Morningstar, "How Does Sustainability Affect Investor Decisions?" Quantitative Analytics Quarterly, Morningstar, 2018.

<sup>16</sup> Randall Beck and Jim Hater, "Companies Are Missing Opportunities for Growth and Revenue," Gallup Business Journal, April 28, 2015.

<sup>17</sup> Robert Eccles, Ioannis Ioannou, and George Serafeim, "The Impact of a Corporate Culture of Sustainability on Corporate Behavior and Performance," *Management Science*, Volume 60, Issue 11, pp. 2835–57, February 2014.

# Appendix: Data by industry

The following are survey figures organized by key industry. In order to keep the margin of error at no more than 15%, only the four industries with 40 or more responses are included. For the same reason, only figures that apply to at least 90% of the full sample are shared by industry. Statistical significance is at the 95% confidence level using the Pearson Chi-Square test.

Percentage of employees who say:	Financial Services	Healthcare	Manufacturing	Retail	Any significant differences?
Their company's commitment to addressing important environmental issues as excellent.	14%	21%	10%	7%	No
Traditional environmental volunteer opportunities to be very important.	17%	33%	15%	27%	No
Their employer offers traditional environmental volunteer opportunities.	66%	60%	44%	41%	B/t financial services, healthcare, manufacturing, and retail
Job purposing (finding a sense of purpose through their everyday work) is very important.	38%	65%	47%	50%	B/t financial services and healthcare
Job purposing will have a positive effect on their overall health, wellbeing, and quality of life.	51%	72%	56%	64%	No
Their company's environmental commitments are reflected in their day-to-day job.	23%	29%	7%	23%	No
They expect their employer to take a public stand in support of the environment.	53%	65%	59%	69%	No

Percentage of employees who say:	Financial Services	Healthcare	Manufacturing	Retail	Any significant differences?
Their employers are using their influence to take action and/or be vocal on important environmental issues.	31%	47%	34%	29%	No
They consider employer opportunities to make a positive impact on the environment in deciding whether to take or stay at jobs (known as Environmental Leaders).	41%	48%	36%	43%	No
They don't consider employer opportunities to make a positive impact on the environment in deciding whether to take or stay at jobs but do consider having a sense of purpose from their everyday work and/or their employer taking a public role in support of the environment very important (known as Environmental Leanners).	32%	46%	39%	43%	No
They don't consider employer opportunities to make a positive impact on the environment in deciding whether to take or stay at jobs and do not consider having a sense of purpose from their everyday work nor their employer taking a public role in support of the environment very important (known as Environmental Laggards).	28%	6%	25%	14%	B/t financial services, manufacturing, retail, and healthcare



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