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## Engaging Employees in Energy Efficiency

July 27, 2011

Margaret Hodes

Environmental Defense Fund  
Climate Corps Fellow

# Support employee engagement programs for Genzyme's growing, profitable energy team

## Agenda

- Introduction
- Issue: Employee Engagement
- Analysis
- Implementation
- Expected Results
- Q&A



# Genzyme's 2011 Climate Corps Fellow is Margaret Hodes from Carnegie Mellon University

**Objective:** Research employee engagement programs and develop an implementation plan for Global Energy Sustainability Team (GEST)

## Education

- BA, Mathematics & Philosophy, Yale University
- MBA 2012, Tepper School of Business, Carnegie Mellon University
  - Concentrations: Operations Research, Finance, Organizational Behavior
  - President, CMU Net Impact

## Work Experience

- Architectural Designer, AECOM [2006 – 2010]
  - Aviation, Transportation, Courthouses, Concert Hall
  - LEED Accredited Professional

# Genzyme, GEST, and employees would all benefit from an energy employee engagement program

## Genzyme

- Reduce Operating Costs
- Improve Employee Retention
- Reduce Hiring Costs
- Build Morale, Collaborative Culture
- External Marketing Opportunity

## Global Energy Sustainability Team (GEST)

- Reduce Energy Use
- Reduce Greenhouse Gas Emissions
- Build Support for Future Energy Conservation Measures (ECMs)
- ISO 50001 Compliance

## Employees

- Have Fun
- Build Community
- Be Proud of Workplace
- Leadership & Networking Opportunities
- Learning Opportunities to bring Home
- Environmental Impact is Preventative Medicine

# There are a number of ways of structuring and evaluating employee engagement programs

## Employee Engagement Programs in Energy

- Timing
  - Continual
  - Periodic (Awareness Months)
- Scope
  - Location-Based (Site v. Global)
  - Function-Based (Science, Biologics, etc.)
  - Interest-Based (Recycling, Energy, etc.)
- Measurement
  - Survey
  - Participation Rate
  - Impact (Financial & Environmental)

# We surveyed perceptions on energy use at Genzyme and received over 1500 responses

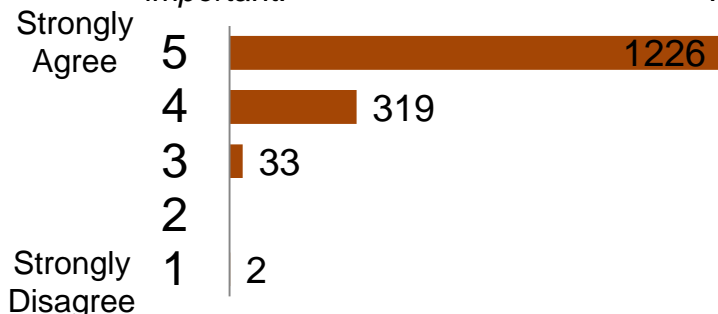
Survey Structure		
Category	Questions	Format
Baseline Metric	6 questions	5 (Strongly Agree) to 1 (Strongly Disagree)
Perception of Barriers	4 questions	5 (Strongly Agree) to 1 (Strongly Disagree)
Incentives	6 choices	Choose however many apply. 'Other' write-in category
Comments/Suggestions	1 question	Text-box
Demographic	Pull-down	Choose one location. 'Other' write-in category



# Employees support energy efficiency but perceive less community support & management recognition

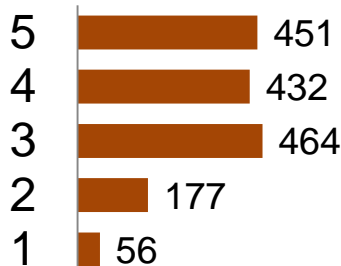
## Personal Attitude

*I believe energy efficiency is important.*



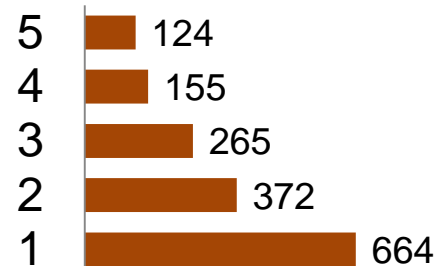
## Community Attitudes

*Energy efficiency is valued in my workplace.*



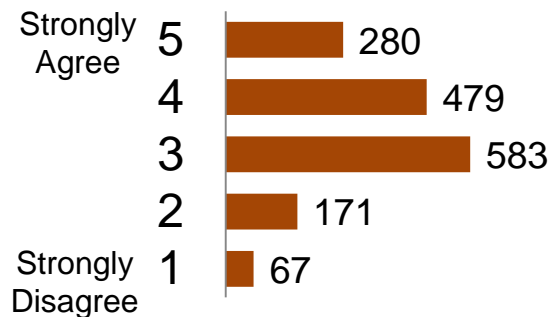
## Development

*In the last six months, I was asked to help improve energy efficiency in my workplace.*



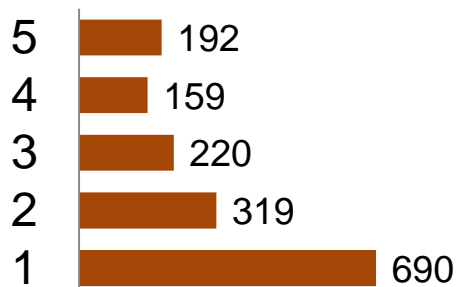
## Personal Behavior

*In the last six months, I have helped reduce the amount of energy used by my workplace.*



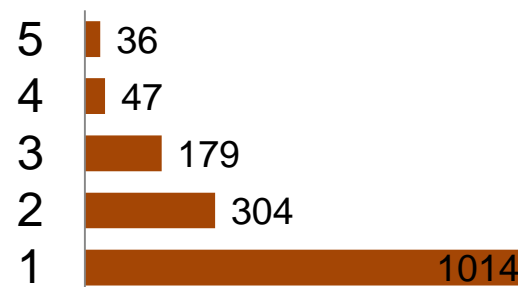
## Community Behavior

*In the last six months, energy efficiency was discussed at a meeting or conference call I attended.*



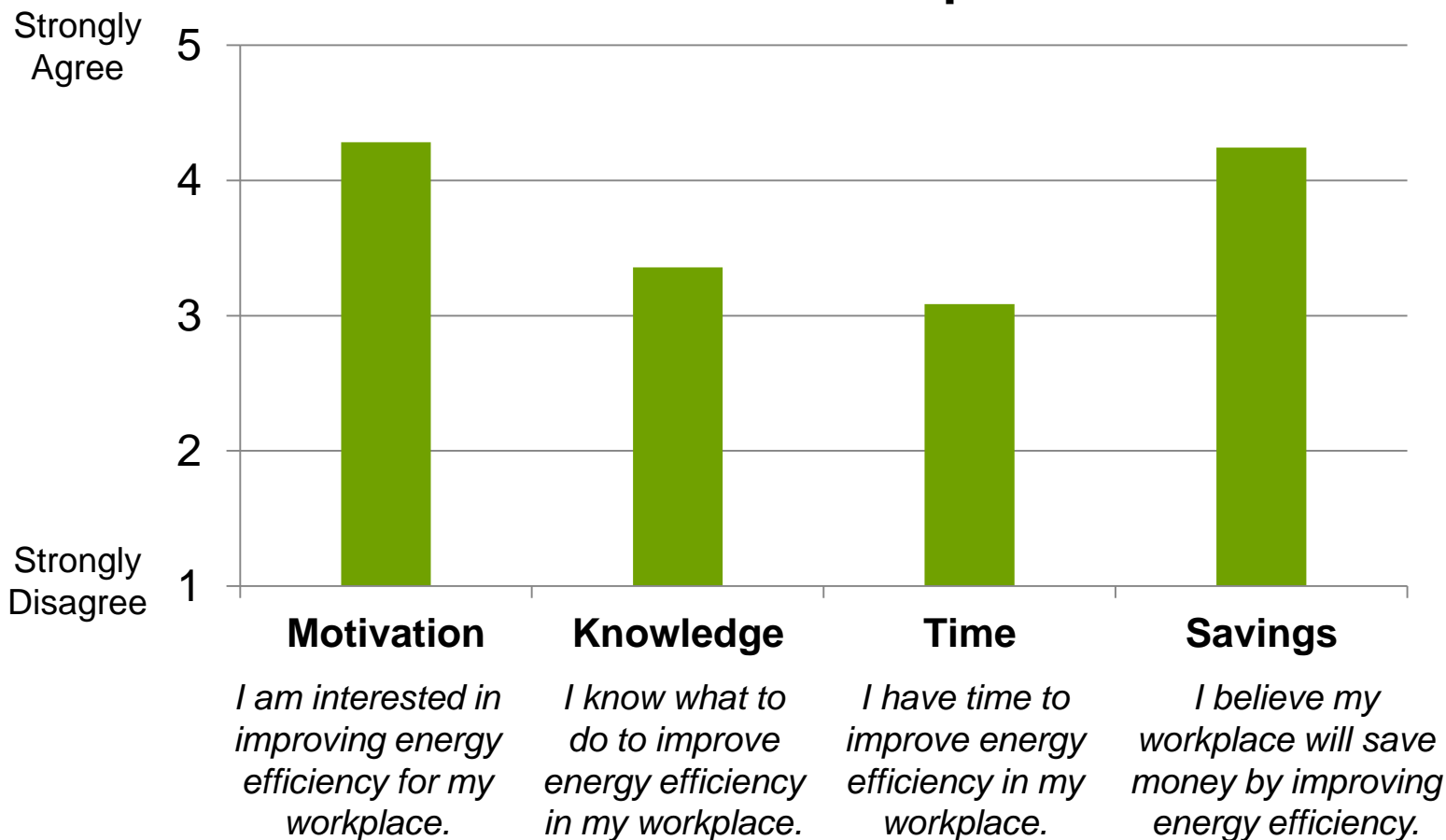
## Recognition

*In the last six months, I was recognized for helping improve energy efficiency in my workplace.*



# The largest perceived barrier to improving energy efficiency is a lack of time, then lack of knowledge

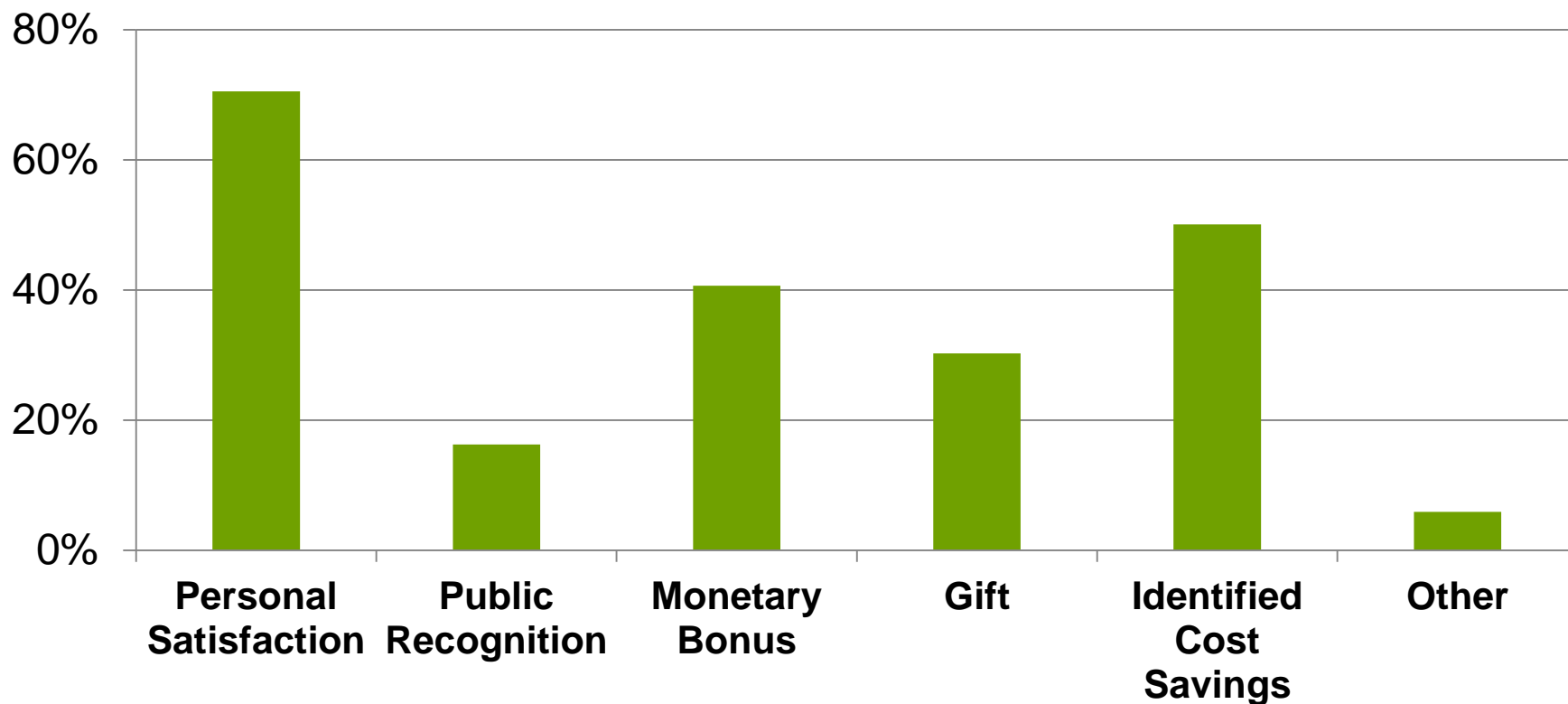
## Barriers to Participation



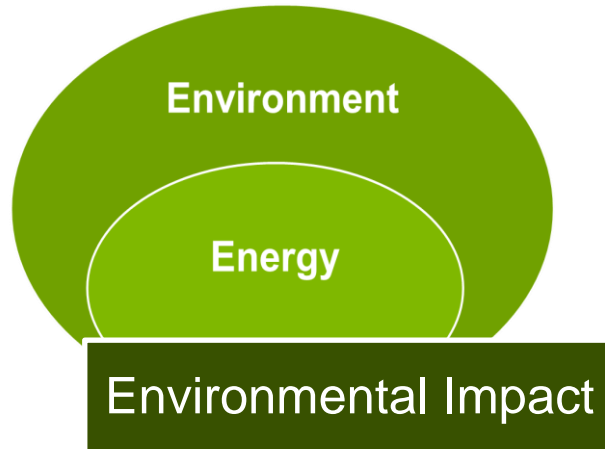


# The greatest incentives to participate in energy efficiency programs are personal satisfaction & cost savings

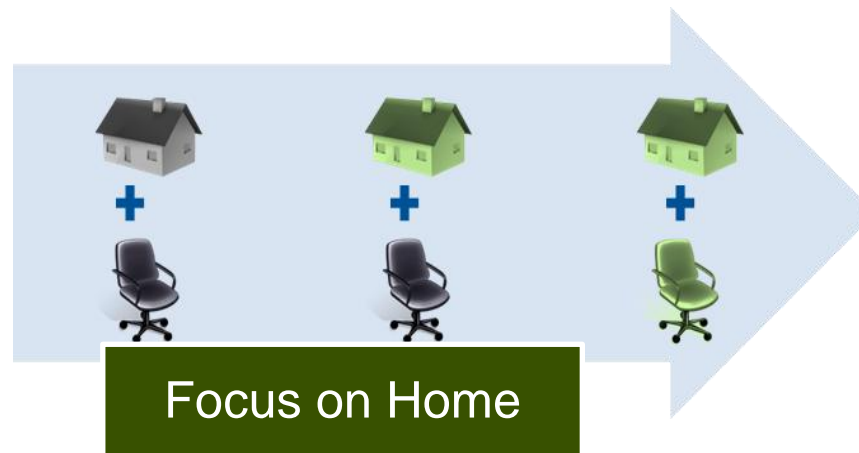
## Incentives for Participation



# GEST needs to expand traditional scope to develop an employee engagement program



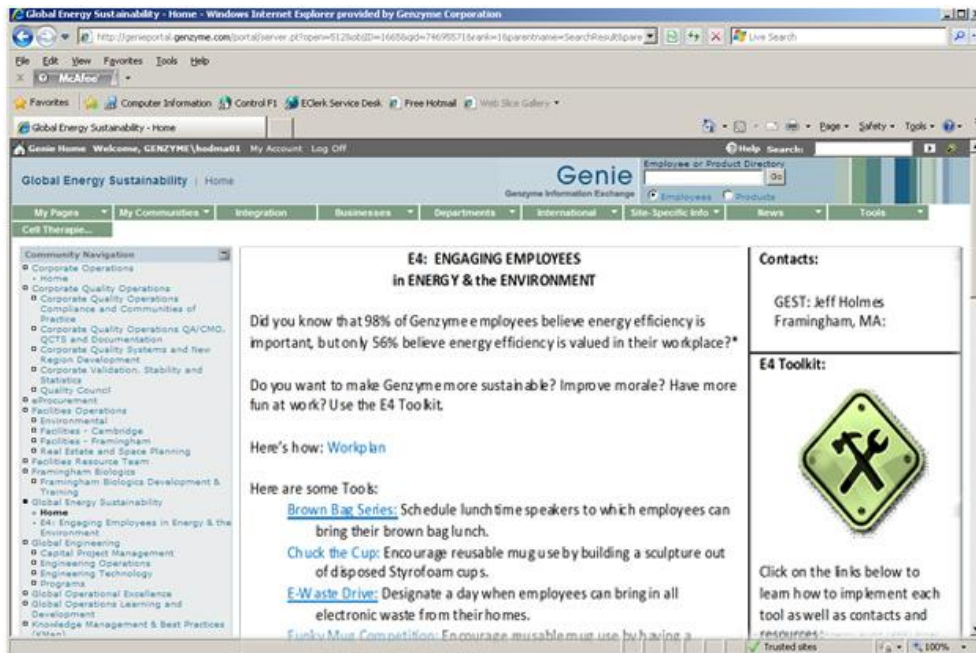
Simple, Small Steps



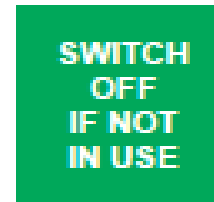
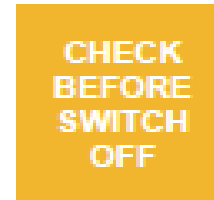
# E4 Toolkit provides simple guide for sites to start or improve energy-related employee engagement

## E4: Engaging Employees in Energy & the Environment

### E4 Genie Portal



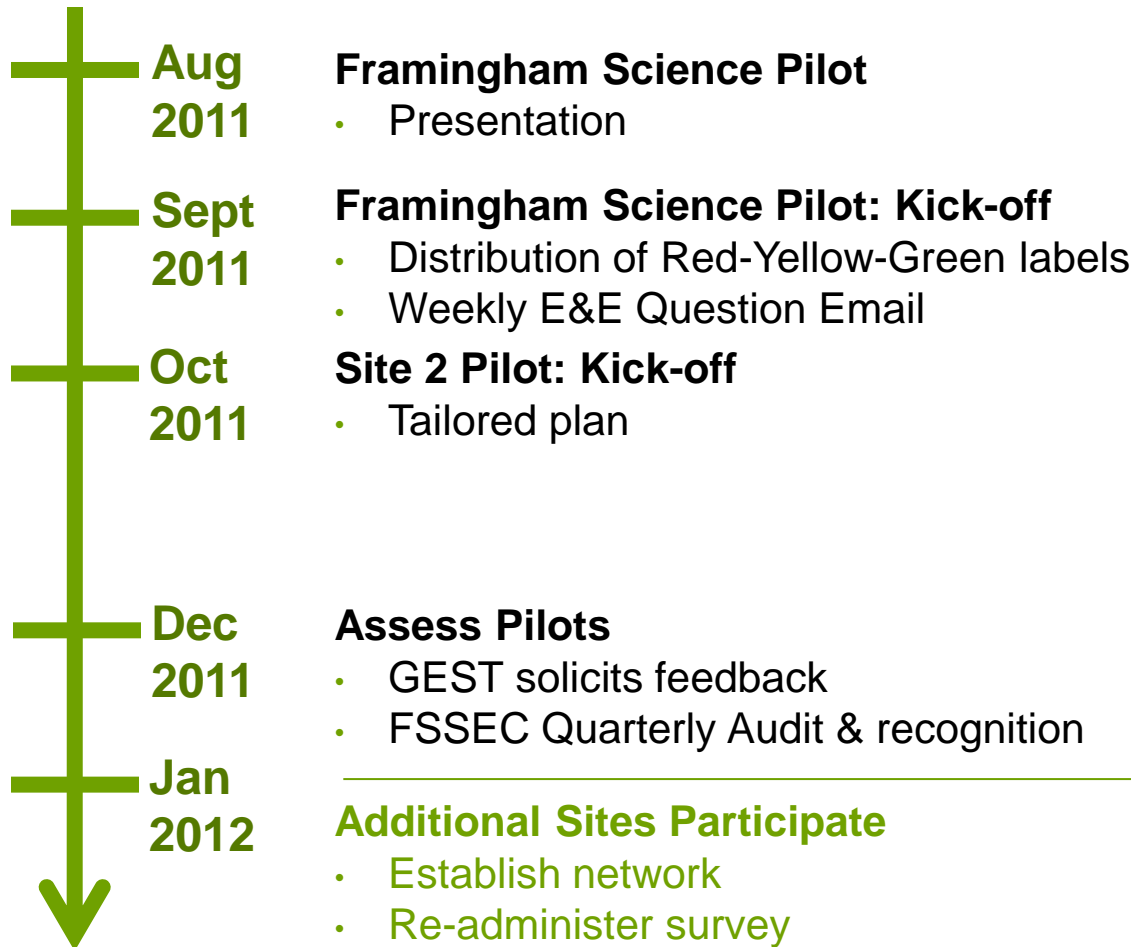
### E4 Tool: Label Program



Annual  
Cost : \_\_\_\_\_  
CO<sub>2</sub>e : \_\_\_\_\_  
if on 24 hours a day

Annual  
Cost : \_\_\_\_\_  
CO<sub>2</sub>e : \_\_\_\_\_  
if on 24 hours a day

# Six-month recommended roll-out plan for pilot facilities



5 MTN Framingham, MA, USA



Allston Landing, MA, USA



Geel, Belgium

# Next Steps for GEST

- Publish Toolkit
- Administer Pilots
  - Support Interested Sites
  - Solicit Feedback
  - Share Best Practices
- Grow Momentum
  - Advertise Successes
  - Expand Program to More Sites
  - Quarterly Teleconferences
- Create Development Opportunities
  - Personal
  - Professional





# E4: Engaging Employees in Energy & the Environment





# APPENDIX

# References

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