ABOUT THIS QUICK GUIDE

The GEMI Quick Guide on Engaging Employees in Sustainability is designed to provide insight for how corporations can successfully engage and motivate employees to actively participate in executing a comprehensive sustainability strategy. The information and case studies provided in this guide can be used to help define an approach that makes sense for your company. For more information on why employee engagement is important to corporate sustainability programs, refer to the GEMI Quick Guide on Cultivating Sustainability within an Organization.

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I. INTRODUCTION

Are your employees active, enthusiastic participants in your sustainability initiatives? While it is important to identify what to include within a company's environmental and social programs, it is equally essential to know how to accomplish program goals and objectives. One critical aspect of this is employee engagement – the emotional involvement and commitment of individuals linked to a common aim. Leadership sets expectation; employees (including leaders) make it happen. This guide provides insight and explores potential strategies for fostering employee connections to sustainability, implementing an engagement strategy, and understanding the role of corporate culture within an engagement strategy. Leaders should consider examining and adapting these various facets to meet their own organization's unique circumstances and needs.

1. CONNECTING WITH EMPLOYEES

Establishing a meaningful connection with employees is vital to the success of any sustainability program. A comprehensive strategy will consider questions such as:

- What does sustainability mean to employees?
- Why should employees care about sustainability?
- How might employee outreach and education help an organization build ownership and commitment internally?

The answers to these questions can be used to guide an organization through the process of evaluating and leveraging tools focused on the connection between sustainability and the employee. Not all organizations will respond similarly to these questions, nor will all employees within an organization respond similarly.

It is important for management to clearly communicate why work related to sustainability objectives is necessary so that employees do not resent or resist being assigned additional tasks by their supervisor. It is equally important for leadership to communicate the appropriate level of detail regarding the sustainability program and vision company wide, in advance of initiatives and activities at a site or workgroup level.

The broader communication might use education and awareness opportunities, such as web-based town halls, company intranet sites and mass e-mail communiques to update large numbers of employees on the sustainability vision and expected outcomes. This approach can help set the foundational understanding of employees upon which a company can build subsequent focused education and actions. At this high level, communications should be framed such that they integrate key strategy points (the "what") with why the company is undertaking efforts to address sustainability (the "why"). The tone of communication efforts should encourage employees to start thinking about the actions they might take to make their workplace and community more sustainable.

There are a variety of tools a company could use to spread its sustainability message including:

- Company-wide town hall meetings
- Regional/Business specific town halls or roundtable sessions
- Intranet sites with information about the program (i.e. Microsoft SharePoint)
- Company-wide communiques
- E-mails soliciting employee participation

Once leaders have communicated the "what" and "why" of sustainability to the workforce, a company should then consider connecting with employees in a more focused manner. This can occur at the business or location level, and eventually expand to the workgroup and individual levels. Site and workgroup leadership are the front line and it is important that their points of view are aligned with the company's. Leadership, however, cannot develop this point of view in a vacuum. This should be a collaborative effort with the local workforce. Local leadership can gauge the initial alignment of the site to the company's sustainability vision by leading multiple roundtable meetings with the workforce. These meetings, site-wide or workgroup, should identify the aspects of a company's sustainability vision that are most impacted at the local level.

The most effective way for site leadership to promote the importance of a company's sustainability program is to build engagement though ownership – where employees understand the relevance of the program's intent and can relate it to their everyday activities. Look for existing programs within the local or divisional organization that can be leveraged to further sustainability efforts. Additionally, leadership should consider encouraging employees to evaluate what actions can be taken within the community, beyond the corporate "fence line", to further corporate sustainability objectives.

Methods that site leadership can use to engage employees include:

- Division, location, or workgroup evaluation of existing initiatives
- Employee owned-management sponsored committees
- Peer facilitators

Leaders should be cautious to not undermine sustainability efforts undertaken by employees, particularly at the early stages of program development. Establishing sustainability metrics will help a location to reinforce and measure sustainability objectives. In addition, reinforcing behaviors and actions that support the location's sustainability goals is important to ensuring a program's continued success. Site leadership should consider implementing self-assessments to revisit the workforce's point of view of sustainability on a regular and frequent basis, often enough to allow for effective reinforcement. Incentives are a valuable tool available to site leadership to change a lagging measure or recognize goal achievement. Tools that are useful in reinforcing local (i.e. facility) sustainability programs include appropriate incentives, self-assessment and suitable metrics.

Jobs are becoming more complex, due to a variety of reasons including changing technology and consolidation of positions. Employees have many responsibilities that, without pointed consideration, can

compete against each other. Company leaders can select appropriate and effective implementation strategies by understanding what priorities exist with an employee or within a work group.

Many of the tools identified earlier can measure the effectiveness of a local sustainability program and guide employees on how to successfully change behaviors and modify tasks to further their company's sustainability efforts. However, even with careful planning there is almost always a small group of employees who will resist change, or worse, attempt to undermine efforts. Companies should expect resistance and prepare in advance by identifying potential problem areas and anticipating challenging questions. In addition, site leaders can formulate customized strategies to overcome barriers in accepting sustainability by asking questions that seek to better understand resistance.

Methods that site leaders can consider in dealing with employee resistance include: having a clear vision of the site's impact on sustainability goals, reinforcing a leadership approach by avoiding the "flavor of the month" mentality, and preparing a list of frequently asked questions.

Questions for consideration:
- What does sustainability mean to the employee?
- Does the employee's view on sustainability align with the company's view?
- How does the employee see sustainability impacting their job and community?

Case Study: Union Pacific Gathering Employee Feedback

2. COMPREHENSIVE ENGAGEMENT VS. PHASED ENGAGEMENT

Engaging employees across an entire organization can prove to be challenging. Companies vary in size, complexity and sustainability strategy. Where to begin? There are a variety of places to choose from: by market category or within procurement, operations, marketing, logistics or human resources. Larger sustainability initiatives may involve one or more parts of the organization, but smaller and more direct approaches work equally as well. More direct approaches may also attract and motivate many more employees to participate. Such activities can include volunteer efforts to support local community social and environmental programs, community clean-up campaigns and providing aid to underprivileged school children. Employees naturally gravitate toward these types of initiatives because of their direct association with community improvement.

On the other hand, employee engagement activities in the work environment that depend solely on voluntary efforts may have a limited effect in engaging employees. These types of activities tend to work in the periphery of the organization involving people with like-minded interests. As a result, activities that depend solely on volunteerism may not support broader sustainability efforts. Organizations should link sustainability to business strategy, operating processes and work activities, engaging management and making sustainability relevant to work. This approach can help increase the level of employee engagement across the organization. When this is accomplished, employees are in a better position to understand how they contribute to the overall success of the organization.

There is a greater chance of engaging employees when a company links sustainability to business initiatives. In order for this to happen, two things must occur: management must be involved in setting up the sustainability strategy for their area of responsibility and organizations need to train employees so that they are able to contribute to the success of the program. As a result, leadership can establish shared goals and objectives and formulate programs to support the sustainability program, and both management and employees may be more willing to take more ownership of the sustainability program.

Questions for consideration:
- Has your organization clearly communicated its sustainability strategy to all employees?
- Are there opportunities for employees to contribute to the organization's sustainability goals and objectives?
- What programs are in place that allows employees to participate in sustainability initiatives?
- What barriers might limit employee engagement in the sustainability program?

Case Study: Ashland Employee Engagement in Waste Minimization

3. BUILDING COMMUNITY ACROSS AN ORGANIZATION

A successful sustainability program is, more often than not, the result of individuals working together as a team towards a common goal. Whether it is called a team (formal or informal), community, network or something else, sustainability improves when employees work together. In this context, building community is about bringing together individuals to perform a task. Organizational communities can be formal, such as when employees are assigned to a team, or informal, such as when employees come together in a more casual way to perform a task where there is shared interest.

Communities of employees can come together in a variety of ways depending on what they are addressing. For example:

- Corporate-wide (e.g. establishing a sustainability vision)
- Common business function within multiple facilities (e.g. pulp and paper business)
- Individual facility (e.g. nuclear power plant)
- Product or business line (e.g. dish detergent product)
- Sustainability objective (e.g. reduce water use, improve transportation efficiency)
- Social welfare teams (e.g. tree-planting team, cycling team to support health charities)
- Problem or issue (e.g. company's social website where employees possessing specific knowledge can respond to a posting – anyone within the company have experience using Acme valves on a filler?)

Corporate leaders face a profound challenge in identifying how to best build these communities. Some communities will have only a short-term focus while others should be structured for longer term.

Organization can tap into a variety of approaches to help build internal communities including:
- Top down assignment
- Networks of Excellence (NoE). This pulls subject matter experts from across an organization into a formal team that meets routinely. The team should be given the freedom to brainstorm and share experience, but should also establish performance metrics with clear deliverables. It should document "best practices" or "what good looks like".   Employees naturally rally

around this approach. It can be structured to include only professionals but may have better traction if other levels of employees (e.g. plant assembly line) are included.   Encourage sustainability thinking (i.e. economic, community, environmental).

- Roll out a social website.
- Empower newer employees. New and young employees bring fresh perspective and should be encouraged to share, offer suggestions and initiate actions. The organization should recognize that these efforts build momentum for future company success.   Start small.
- Identify passions. Passion can be ignited in various ways including formal invitation or assignment, mixed media, social media and networking, professional recognition and word-of-mouth.   People engage where they have a personal passion about an issue.
- Designate a champion or leader: Assign a champion with a backup. Challenge champions to pick their "A-Team".
- Identify a management sponsor: Ensure that management is supportive and transparent to team with occasional attendance, and team and personal recognition.
- Educate employees. Utilize subject matter experts from inside or outside the organization. These could be from the community, chambers of commerce, universities, research organizations and professional societies.   An initiative to improve wastewater quality may gain traction if a team visits the local city treatment plant that accepts the facility's water.
- Examine existing programs. Look at how the company or other companies establish programs to improve employee health. These can be used as good examples.
- Provide a consistent meeting space. Depending on the topic, this could be inside the company or in the community. Communicate meeting information and advertise.
- Recognize accomplishments. Recognize teams in simple ways (e.g. barbecue lunch). Adopt unique team names.

Questions for consideration:
- Where are your employees' passions?
- Who will be a strong team champion?   Challenge champions to seek certain core team members in order to build momentum.
- What education do the teams require in order to achieve full excellence?

Case Study: Smithfield Foods Annual Sustainability Excellence Awards

Case Study: Perdue Project Clean Stream, and Oyster Recovery Partnership

4. CORPORATE CULTURE AND EMPLOYEE ENGAGEMENT

Publicly, companies portray their approach to sustainability using a variety of descriptors such as: "Sustainability is how we do business", "It's in our DNA", "Sustainability is a shift in how we operate our business and see the world", "Sustainability is a part of everything we do", and "Sustainability means looking at all parts of our business to create meaningful and sustained change." These phrases all define sustainability within the context of corporate culture – that set of shared attitudes, values, goals and practices within a company. It may even be true that achieving sustainability objectives is impossible without considering a company's culture and its relationship with the human beings that define it and interact within it.

Organizational leaders can begin to address this challenge, and take appropriate actions by examining their corporate culture in two ways:

Understand, without judgment, the characteristics and mechanisms of the existing organizational culture. Observe the way people communicate, how information is shared and how decisions are made. As an example, some working environments encourage freedom of thought, allowing employees the option of taking on new challenges with less management interaction and guidance. Other environments discourage this type of expression and defer to a more hierarchical, rule-driven culture. In general, neither is more right than the other; it just depends on the circumstance. No one would encourage a nuclear plant technician to change operational procedures without first going through the proper channels. Nor would a creative marketing company succeed if employee efforts were dragged down by mountains of thought-stifling rules and procedures. Consider why the organization's culture is the way it is.

Assess how, and where, the organization's culture influences employee engagement in sustainability objectives and strategies, both positively and negatively. Begin with a list of sustainability objectives and evaluate how cultural aspects of employee engagement might contribute to the success or failure of each objective. Consider, for example, a corporate objective to reduce greenhouse gas emissions. An electricity generating power plant with a culture focused on procedures, top-down management and a formal communications style might choose to modify existing procedures in order to reach the reduction goal. Management could think about the way current employee engagement methods might work to support the new greenhouse gas emission goals. Would the methods work well? Or is there a chance they could affect new procedures negatively? An approach to building employee engagement in this situation might be to assess how procedures are developed and implemented and identify how they could be adjusted to make them more inclusive, and potentially more effective.

Finally, make a plan to address cultural impacts on employee engagement by altering strategies and organizational culture, where possible. Once the relationship between culture, employee engagement and sustainability strategies is better understood, constructive action can be taken to address deficiencies and improve outcomes.

Questions for consideration:
- Are your employees primarily followers, active engagers, fearless leaders or a combination of these when it comes to supporting and engaging in sustainability initiatives? How might these traits impact the success of your sustainability programs?
- How might your company's culture affect your sustainability vision and, conversely, how might your sustainability vision affect your company's culture?

Case Study: FedEx Fuel Sense Program

CONCLUSION

Establishing a meaningful connection with employees is important to the success of every sustainability program. The methods for making this link are varied and organizational leaders should give considerable thought as to how they choose and adopt approaches to engage employees. In addition, company culture can dramatically affect the success of sustainability initiatives given the wide-range of factors, including engagement strategies, which may impact how well employees adapt to change. Leaders can improve their chances of implementing a successful sustainability program by putting the topic of employee engagement on the agenda.

Links to GEMI Resources:

- Quick Guide: Cultivating Sustainability Within an Organization
- Environment: Value to Business (EVTB)
- Environment: Value to the Top Line (EVTL)
- GEMI-Environmental Defense Fund (EDF): Guide to Successful Corporate-NGO Partnerships
- GEMI HSE WebDepot
- GEMI Metrics Navigator
- GEMI SD Planner
- GEMI Transparency: A Path to Public Trust

BACKGROUND ON GEMI QUICK GUIDES

The purpose of the GEMI Quick Guide series is to provide a closer look into the methods corporations use to address sustainability topics with the objective to feature best practices in managing real-time issues and topics of sustainability concepts, with mini case studies from member companies. The GEMI Quick Guides incorporate members' experiences and support the GEMI mission of "collaborating for sustainable business solutions".

II. CASE STUDIES

GEMI members have provided the following mini case studies. These studies provide a view into how corporations manage the challenge of engaging employees in sustainability initiatives.

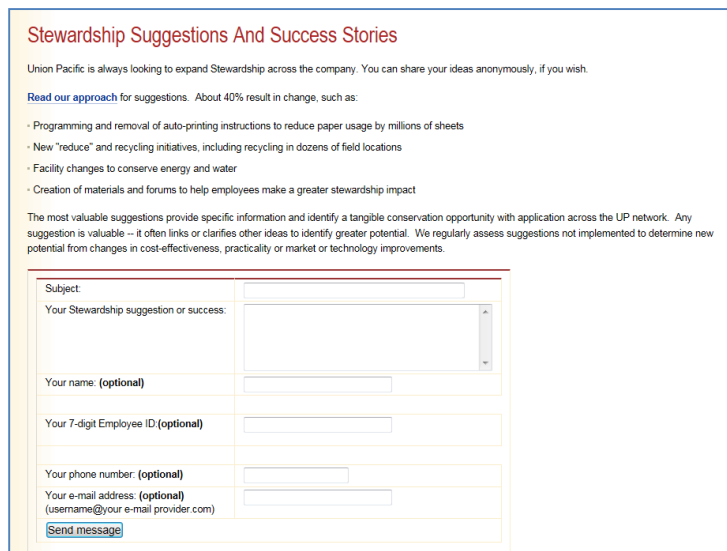## Case Study: Union Pacific – Gathering Employee Feedback

Employees are a powerful resource for improving a company's environmental citizenship responsibilities. A successful sustainability program starts with input from employees at all organizational levels. Those employees closest to the work often have the best context for reducing the company's footprint. The challenge for Union Pacific, a company with nearly 50,000 employees located across 32,000 miles of track, is ensuring an effective exchange of ideas. In 2008, the company launched a stewardship suggestion process. By the end of 2014, more than 1,800 employees had generated more than 3,200 suggestions.

The company's Environmental Management Group manages suggestions and formalizes this process, providing a web page for employees to submit their suggestions. Recognizing that not all employees will submit an idea online, the group also uses other communication methods. In a typical year, the company receives about 600 suggestions, and more than 40 percent result in some sort of change. Depending on the suggestion, that change could happen at an individual level, within a work area, or across the company.

Stewardship suggestions have affected Union Pacific's environmental performance. Suggestions have increased recycling at dozens of locations, reduced printing by millions of pages, and saved energy in multiple locations. The suggestion process has strengthened employee environmental commitment, deepened engagement, and increased pride in working for the country's largest freight railroad.

Image from Union Pacific Intranet

The suggestion process also provides a broader framework for the company's environmental stewardship. At the surface, suggestions can help identify the next potentially significant area to pursue. At a deeper level, the ongoing dialogue gauges how well employees understand stewardship principles and the company's efforts to carry them out. For example, initial suggestions were heavily focused on recycling; reinforcing the message that "reduce" offers more sustainable value than "recycle" led to a greater percentage of "reduce" suggestions.

Union Pacific's stewardship suggestion program has added tangible value - from environmental footprint reductions to the integration of engagement throughout Union Pacific's culture.

Case Study: Ashland – Employee Engagement in Waste Minimization

The right partnership and a culture of sustainability make a big difference.

Employees at Ashland Consumer Markets (ACM) East Rochester, Pa., site have taken on the challenge to decrease environmental impact by curbing energy usage, reusing, reducing and recycling waste. In the past two years, ACM facilities across the globe have combined to recycle approximately 8.3 million pounds of materials while reducing the amount of solid waste generated by 10 percent. There has been significant effort placed on educating employees on conserving, eliminating, reducing and recycling waste.

As a leader in recycling and waste reduction, the East Rochester plant initiated the program more than three years ago by establishing housekeeping and maintenance standards that eliminated many leaks and drips, thus reducing oily water shipments. The ACM engineering group even designed a drip less sample port that eliminated drips and collection buckets that were always a challenge to manage. In the past, these containers collected storm water, additives and oil that ended up as a waste stream rather than being used in product. In the past fiscal year, the site reduced its oily waste shipments by 99,000 pounds.

The team then identified the next opportunity – reduce waste generated from operations. Their mission was to make recycling convenient and easy so that it can be sustained. Employees set up a central collection area by the plant maintenance shop to collect and segregate miscellaneous waste for recycling. Teaming up with the right recycler also made a big difference. The recycler takes all of the site's recycled materials, allowing for more frequent shipments and less storage. "If sorting materials is a challenge for other sites, consider teaming up with recyclers that will take mixed materials and sort the waste streams," suggested Mike Critchlow, plant manager at the East Rochester site.

The results are significant – last fiscal year, East Rochester reduced its overall solid waste generation by 48 percent and increased recycled materials by 26 percent. "Our sustainable successes in increasing our recycling efforts and decreasing solid waste generation could not be accomplished without the efforts of all of our employees," said Critchlow. "In East Rochester, our team has been extra diligent in ensuring all items that can be recycled are placed in the proper receptacle. Recycling has become sustainable and is part of our culture."

ACM's Ten Team and operations manager at the ACM Cincinnati facility are now standardizing East Rochester's practices across the ACM supply chain. For example, the Cincinnati and East Rochester plants both changed their recycling companies and the new company began accepting many materials that had previously been land filled as solid waste.

Case Study: Smithfield Foods –Annual Sustainability Excellence Awards

Companies can use recognition and reward to connect with employees in order to generate employee enthusiasm for a variety of programs, including sustainability initiatives. When Smithfield Foods began developing its sustainability program, it became apparent that significant efforts to conserve resources, reduce waste, and interact with the local community were already in place at many of its facilities. As Smithfield's programs evolved and the results materialized, management decided it would be appropriate to recognize and reward the employees and projects that best represented company objectives. In addition to recognition for work well done, this process could serve to motivate other facilities and highlight best practices across the company.

To that end, Smithfield Foods developed a Sustainability Excellence Awards program. The program is simple and straightforward consisting of a submission form and a set of scoring criteria. Employees who have been involved in a sustainability project are eligible to submit project information for award consideration. Depending on the project, this information might include costs, savings, resource conservation and waste reduction achievements, and social impacts. All the submitted information is saved and compiled making it available for other data management purposes.

Submissions are reviewed and scored by the corporate Environmental Affairs team. Twelve to fifteen winners (out of what has grown to 120 – 150 submissions each year) are selected annually and recognized at an awards banquet held in conjunction with the company's annual Environmental and Sustainability Training Conference. In addition to plaques and certificates, each winning project receives $5,000 which helps to inspire further employee participation. The $5,000 is apportioned between the project participants ($2,000 split equally among participants) and a local charity (the remaining $3,000) chosen by the project team. All project submissions are posted on the company's intranet site which helps to identify additional sites suitable for similar projects and serve as inspiration for new ideas.

The Smithfield Foods Sustainability Excellence Awards program has been a significant success. Facilities across the company submit applications and compete with projects and programs that have become an integral part of Smithfield's overall sustainability efforts.

Case Study: Perdue – Project Clean Stream

Perdue has long supported the Alliance for the Chesapeake Bay though corporate sponsorship and board involvement. Perdue pursued the partnership with the organization due to the Alliance's experience in bringing together broad spectrums of stakeholders into collaborative efforts. In 2008, Perdue provided financial support for the Alliance's Project Clean Stream, through a grant from the Arthur W. Perdue Foundation, and put out a call for associate volunteers on Delmarva (the Delmarva peninsula encompasses portions of Delaware, Maryland and Virginia).

The partnership's first event was modest: 30 volunteers at a single site not far from Perdue's corporate office in Salisbury, Maryland. The volunteers included the company's Chairman and other senior leaders, who waded into the mucky shoreline of two local waterways collecting everything from cans and bottles to rusted bicycles and used car tires. Organizers shared photos of the event through company-wide communication channels.

Following the inaugural event, an effort led by associates expanded the program across Perdue facilities in the Chesapeake Bay watershed. When associates saw the opportunity to do something in their own communities, and of their own choosing, interest spread.

Project Clean Stream is now a company-wide event. Environmental managers at each location work with their local management teams to recruit volunteers. The Corporate Communication department identifies an individual on each team to report on the local results and provide photographs of the team. The communications team publishes the information on the company Intranet and Facebook page. As a result, there is now a friendly rivalry between locations to outdo each other and the volume and pounds of trash and debris collected from their local waterways continues to increase.

In 2014, more than 890 Perdue associates and family members harvested more than 74,000 pounds of trash and debris from 52 sites across nine states. Since 2008, more than 4,100 Perdue employees have collected more than a quarter million pounds of trash.

Case Study: Perdue – Oyster Recovery Partnership

Perdue initiated its associate-level support for the Oyster Recovery Partnership (ORP) in 2009. The Oyster Recovery Partnership aligned with Perdue's values especially its value of stewardship. ORP was making a concrete contribution to cleaning up the Chesapeake Bay by restoring the oyster populations that are the bay's natural filters and the company's chairman, Jim Perdue, was on their board. The company provides financial support to the partnership through the Arthur W. Perdue Foundation, the company's charitable giving arm. Most importantly, partnership created volunteer opportunities for associates to personally impact the oyster recovery efforts.

Jim Perdue, who has a Doctorate in Fisheries, is a personal champion of oyster recovery as a key to restoring the Chesapeake Bay. He has instilled in many associates an understanding of the importance of oyster recovery. His enthusiasm has encouraged associates to take ownership of recruiting volunteers, making it a true grassroots effort. These inspired associates sponsored and promoted family-friendly shell-bagging events, creating hands-on engagement opportunities. Internal promotion of the events, including photographs and video, helped drive additional employee awareness. Associates also appreciated that their efforts were going to a support a natural resource – the Chesapeake Bay – that they, as residents of the Bay region, value.

Since 2009, over 350 Perdue volunteers on Delmarva have filled more than 5,400 shell bags, which were, in turn, used by the Oyster Recovery Partnership to nurture spat (oyster larvae attached to shells), which were raised by community volunteers.

Case Study: FedEx Fuel Sense

Fuel efficiency is a priority at FedEx. The FedEx Express aviation fuel management team strives to reduce fuel use and emissions while maintaining company standards regarding quality, customer service and safety. Team members who work with FedEx aircraft adopt a fuel-efficient mindset and search out innovative ways to help the company save fuel. Over 40 different programs fall under the company's Fuel Sense initiative.

The program's mantra is straightforward: be the drop. This mindset and call to action reminds team members that one person, one action and one drop does make a difference. As a result, the company has saved 334 million gallons of jet fuel since launching the Fuel Sense initiative in 2007. This mindset also gives team members permission to believe that no idea is too small. Ideas can appear simple and logical, such as shutting down one engine while taxiing an aircraft between the ramp and the runway, or highly complex, such as developing new computer technology to optimize aircraft speed during travel.

FedEx relies on the insight and expertise of flight crews, dispatchers, aircraft mechanics, ramp personnel, engineers and analysts to identify opportunities on the ground and in the air. Teams evaluate the ideas, then planning and deployment across the network begins.

FedEx has learned several lessons as a result of undertaking this initiative, including:

- *Set common cross-divisional goals and language*. This approach helped the Fuel Sense team enlist a large number of team members with various backgrounds and experience. This led to fuel-saving efforts that reached far deeper into the organization than if only a few managers had tried to solve the problem on their own.
- *Incremental wins open minds*. The Fuel Sense initiative faced early resistance because the program challenged time-honored practices, such as always carrying de-icing fuel – even in good weather. A process was put in place, through a collaborative effort, to carry de-icing fuel only when ice was forecast. These early wins encouraged more team members to be a part of the solution.
- *Measure, monitor and promote savings*. The team developed a simple report to monitor all initiatives. Key performance indicators help the team set goals, stay focused and maintain support from upper management. The Fuel Sense initiative now has champions at every level of the company.

ABOUT GEMI

GEMI is the global leader in developing insights, networking, and creating collaborative sustainability solutions for business.

LEADERSHIP: GEMI is an organization of Director and Manager level corporate sustainability leaders dedicated to fostering global environmental sustainability excellence through the sharing of tools and information.

LEADERSHIP

SOLUTIONS: For 25 years, GEMI has captured the vision and experience of corporate environmental sustainability leaders through the development of a wide range of tools designed to help companies improve the environment and provide business value.

SOLUTIONS

MEETINGS: GEMI provides a forum for global corporate sustainability thought leaders to learn from each other, develop collaborative solutions, and engage with strategic partners to advance solutions to emerging environmental and sustainability challenges.

MEETINGS

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FOR MORE INFORMATION

The GEMI mission is ***Collaborating for Sustainable Business Solutions***. If you would like more information about this Quick Guide, or if you have any suggestions for this guide or future guides, please contact ***info@gemi.org***.

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