



**NET IMPACT** 



**GreenBiz**  
group

# TD Bank: Where Going Green Is Going Viral

# About This Report

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In 2012, TD Bank, a Top 10 retail bank in the United States, launched its ambitious Environmental Employee Engagement Program. Just over a year later, Net Impact partnered with GreenBiz Group to feature the learnings and impact of the program in a case study format. Our goal is for the report to serve as both a model and resource for other companies looking to integrate sustainability into corporate culture and processes. Understanding that every company may have different sustainability goals, Net Impact and GreenBiz Group have chosen to highlight five high-level lessons within the guide for organizations looking to bring employees into the fold, allowing environmental awareness to spread into their lives and communities.

## About Net Impact

Net Impact is the leading nonprofit that empowers a new generation to work within and beyond business for a sustainable future. We partner with forward-thinking businesses and nonprofits that want to engage in meaningful ways with next generation leaders on campus and in the workplace. Our 300+ vibrant chapters can be found in cities across the globe and on the world's leading business school and college campuses. We enable new leaders to act locally and connect globally online and through our flagship conference. Through their careers, our student and professional leaders make a net impact that transforms their lives, their organizations, and the world.

## About GreenBiz

GreenBiz Group's mission is to define and accelerate the business of sustainability. It does this through a wide range of products and services, including its acclaimed website GreenBiz.com and daily e-newsletter GreenBuzz; webcasts on topics of importance to sustainability and energy executives; research reports, such as the annual State of Green Business; the GreenBiz Executive Network, a membership-based, peer-to-peer learning forum for sustainability executives; and conferences such as the GreenBiz Forum and VERGE.

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*Special thanks to TD Bank for its support.*

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# Executive Summary

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**AT TD BANK**—the U.S. subsidiary of the Toronto-based TD Bank Group (TD) and a Top 10 retail bank in the United States—green is more than just the color of the corporate logo. It became the first North American-based bank to go carbon neutral in 2010, opening the U.S.’s first solar-powered net zero energy branch in Florida just a year later. TD’s ambitious targets for 2015 include reducing paper consumption by 20% and slashing actual carbon dioxide (CO<sub>2</sub>) emissions per employee by at least 25%.

It is relatively simple to set goals; it is far more difficult to deliver, especially when most of your 27,000 employees are scattered across approximately 1,300 retail “stores” (as TD Bank branches are known) from Maine to Florida. Indeed, the distributed nature of TD Bank’s workforce was a primary catalyst for an ambitious environmental employee engagement program launched in October 2012, preceded by six months of behind-the-scenes planning to ensure its successful rollout.

Led by the bank’s U.S. environment leader, Diana Glassman, in collaboration with the U.S. Green Council (USGC), a group of senior executives from across TD Bank committed to embedding environment throughout the organization, the effort builds on previous environmental accomplishments—in particular, the foundation put in place by the real estate team.

The initiative aims to embed green throughout all business processes, make it part of the day-to-day culture, and ensure it goes viral across the entire U.S. workforce. Already, the effort has reduced paper consumption and increased employee pride and commitment—giving the workforce a compelling new way to connect with the company and customers, and giving TD Bank executives some very tangible motivations to champion the program.

To jumpstart the engagement process, the initiative began by asking employees to take a few discrete actions linked to company objectives. Quantitative results built executive support and momentum. And, as more employees become engaged, their

“ Want people to support your organization’s green initiatives? Make them part of business as usual. ”

dawning environmental awareness is spreading into their family lives and communities, naturally and virally.

**While corporations, nonprofits, and governments have different goals, there are five lessons to be learned from the early success of TD Bank's environmental employee engagement program. These are useful for any organization wanting to scale up engagement.**

- Lesson 1:** Think big, but use short-term wins to build momentum.
- Lesson 2:** Recruit well-respected senior leaders who will be your base of support and trumpet your cause.
- Lesson 3:** Know your audiences and approach them in targeted ways to reach their hearts and ask them to do a few specific green activities.
- Lesson 4:** Define metrics that matter to measure performance and stimulate friendly competition.
- Lesson 5:** Embed environment into the goals, processes, and culture that make your organization tick.

Want people to support your organization's green initiatives? Make them part of business as usual. "Environment is being built into the processes and activities at the crux of TD Bank's culture, and that are integral to the employee lifecycle," Glassman says. "What you do up front and how you build support is critical so that when you launch your environmental employee engagement program, it has a foundation, it has roots, it is connected."

# TD Bank, Where ‘Green’ Resonates with Employees and Customers

**ONE QUIET DAY IN MAY 2013**, TD Bank Assistant Store Manager Tim Little took advantage of the lull to meet with a colleague to discuss a strategic initiative he was asked to spearhead several months earlier. A few minutes into the conversation, he realized one of the store’s long-time business accountholders was listening intently from across the lobby.

Intrigued, Little paused and asked if there was something the customer needed. “Why didn’t I know any of this about you guys?” the customer said, joining the dialogue to find out more.

The topic of conversation? The bank’s environmental initiatives, specifically the TD Forests program, which focuses on reducing paper, protecting threatened ecologically important forests with The Nature Conservancy, and supporting the green spaces that strengthen the fabric of the communities in which TD Bank operates.

It turns out this particular customer was a dedicated environmentalist. Little, who works in TD Bank’s Mashpee Commons store in Cape Cod, Massachusetts, spent more one-on-one time with him over the next eight minutes than he had during the previous eight years. “It really changed the dynamic of the relationship,” he recalls. “We see him far more frequently. He is more interested in what is going on, and he is now a vocal advocate for our business.”

Central to that encounter was a groundbreaking environmental employee engagement program spearheaded by TD Bank’s three-person U.S. environment team (“TD Environment”) and championed and executed across the bank by the USGC. The initiative seeks to replicate the sort of positive customer experience related by Little across all of TD Bank’s nearly 1,300 stores from Maine to Florida.

## Did You Know?

- ➔ TD was the first North American bank to become carbon-neutral in 2010
- ➔ Has a target to reduce actual carbon dioxide (CO<sub>2</sub>) emissions per employee by over 25% by 2015
- ➔ Opened the U.S.’s first net-zero energy store powered by 400 solar panels in May 2011
- ➔ Has over 100 LEED certified buildings (91% gold or platinum) and growing
- ➔ Builds every new Retail store to be LEED certified
- ➔ Built the U.S.’s first LEED Platinum call center in July 2010
- ➔ Purchases enough wind energy to power all “Green Machine” ATMs

TD Bank has been a leader in environmentally friendly green building practices for years. As one example, it opened the U.S.'s first net zero energy bank branch in Fort Lauderdale, Florida, in May 2011. Its lean and green building strategy is spearheaded by Gerry Guidice, Head of U.S. Real Estate for TD Bank and Chair of the USGC; and the TD Bank Real Estate Green Team, led by Jackie Henke, Real Estate Green Strategy Officer, and Scott Hite, Head of Architecture and Design.

What has changed over the past year is the extent to which TD Bank employees are motivated to think and do something to deliver on the bank's overarching environment goals in the course of their day-to-day jobs. Among TD's prominent goals by 2015: reducing paper consumption 20% and slashing actual carbon dioxide (CO<sub>2</sub>) emissions per employee by at least 25%.

Getting there will require the participation of TD Bank employees across the organization. There's still a way to go, but TD Environment's evolving environmental engagement initiative dramatically boosted awareness of those goals in a matter of months, reports Glassman. Internal surveys taken before the program were rolled out in TD Bank's largest business, Retail Banking, in October 2012 and repeated after the rollout show an appreciable increase in the employee "passion factor," as measured by self-reported levels of pride and commitment.

"When we showed these results to our CEO, it was the pride and commitment levels that really struck a chord, because we are a service culture and those are believed to be indicators of retention and customer satisfaction, that in turn support TD Bank's core business goals of revenue and profit," Glassman says.

For Susan Carriegos, Store Manager of the net zero energy Fort Lauderdale Cypress Creek store, TD Bank's interest in green business practices was the deciding factor in her decision to join the company two-and-a-half years ago. She applied during the construction phase, when the solar installation became the talk of the local community. "After I saw the store, I was intrigued even more," Carriegos says. "I knew as a businesswoman, it would provide me with a lot of opportunity to get in front of people that I wouldn't normally be able to get in front of before."

## The United States' First Net Zero Energy Bank Branch



TD Bank's Fort Lauderdale Cypress Creek Store is powered by 400 solar panels that produce 100% of its annual energy needs.

# Lesson 1: Think big, but introduce short-term wins to build momentum

**GETTING TD BANK'S 27,000 EMPLOYEES** to think about the value of green business practices with passion and conviction, and giving them concrete tools to take action and spread the word are top priorities for Glassman and her two colleagues: Brad Peirce, TD Environment's Program Manager, and Sara Healey, TD Environment's Program Associate.

There were few models from which to draw inspiration. One resource they consulted early was Net Impact's "Impact at Work Toolkit," which includes templates for thinking through crucial decisions, such as where to focus first and how to engage stakeholders across the company to help you succeed. "We read every word they produced," Glassman remembers.

Other Net Impact materials such as "Talent Report: What Workers Want in 2012" helped Glassman's team develop metrics to measure the success of its program, and conveyed the importance of "connecting with the hearts" of TD Bank employees. These resources reinforced the team's view that their chances of succeeding would be far greater if environment were part of the natural employee lifecycle—and if they used green champions at all levels of the organization to spread the message.

"We need the help of every employee to achieve our publicly announced environmental goals. But how do you make a program that sticks, that is robust, and becomes part of who we are?" Glassman explains. "Environment shouldn't be standalone. We've now built environment into our recruiting and summer intern programs. It's part of our onboarding and training programs. We made technology changes to build it into our employee rewards and recognition system. In fact, it was Human Resources starting with recruiting who came to us as soon as we created the TD Environment department in summer 2011. University grads and millennials want to work for a company that is diverse and environmentally friendly."

The team also started a dialogue with Matt Potoski, a Professor at the University of California Santa Barbara's Bren School of Environmental Science & Management,

## TD Bank's Environment Team



Brad Peirce—Program Manager, TD Environment; Diana Glassman—Head, TD Environment; Sara Healey—Associate, TD Environment.



who studies the link between employee engagement and sustainability. “What distinguishes this program is the depth and breadth,” Potoski observes. “They really want to embed their environment goals and activities into the persona and culture of the bank. That is very ambitious and hard to do.”

Potoski offered two pieces of guidance. First, he encouraged TD Environment to risk adding a control sample to its engagement pilot, pointing out that if the pilot were successful relative to the control, it would quickly attract the notice of senior executives and get business units across the company on their side. Second, Potoski advised them to define metrics that could demonstrate progress toward the bank’s long-term goals in ways that were simple and meaningful over the short term. “This is useful for evaluating, changing, and improving along the way,” he notes.

## Lesson 2: Recruit well-respected senior leaders who will trumpet your cause and rally their people to it

**DRIVING ENVIRONMENTAL AWARENESS** deeper into TD Bank’s culture makes sense for multiple reasons, but many of them are notoriously difficult to measure. “Why do we do it? Because it’s the right thing to do for the community and for the business,” Guidice declares.

That was the impetus for creating the USGC, a group of 19 high-level executives who met monthly in the pre-launch phase. Their ongoing role is to help TD Environment by mobilizing their teams to lead the execution charge across the bank.

Guidice’s role in shaping TD Bank’s green building practices made him a logical, credible choice as the chairman of the USGC. He personally assembled the Council by recruiting his peers across the bank. Its members include the CEO’s Chief of Staff, TD Bank’s Chief Marketing Officer, the Deputy Chief Financial Officer, and the Chief Information Officer; the Heads of Learning, Community Relations, and Operations; and

“ Why do we do it? Because it’s the right thing to do for the community and for the business. ”

senior leaders from Retail, Commercial Lending, Real Estate Lending, Small Business Banking, and Credit Cards.

These high-profile individuals *volunteered* to participate because they personally believe committing to the environment is the right thing to do, and that it's also good for the business. They sensed that the benefits of TD Bank's attention to environment would go beyond meeting TD's environmental goals for CO<sub>2</sub> and paper reduction.

They sought ways to link environmental engagement to overarching business objectives such as increasing employee pride and commitment with an eye toward better customer service and satisfaction, streamlining operational processes, and reducing costs. "The increased awareness, pride, commitment, and paper reduction results all have employee, customer, and business impact," Guidice notes. They help to support core revenue and profit objectives, and attract and satisfy high-caliber employees and loyal customers."

"Employees are TD Bank's best brand ambassadors," says Peirce. They enhance TD Bank's reputation as a concerned corporate citizen within the local communities where the company does business, which helps the rapidly growing bank obtain the permits required to open up new stores.

"There are a growing number of communities and businesses that will only do business with people who share values of environmental leadership," notes Chris Giamo, Executive Vice President, Regional President, Metro New York, TD Bank. In areas where the bank wants to grow "there are always certain communities that are anti-development, even good development. By coming into the discussions from day one with a green business agenda, we get a lot more support early on."

“ There are a growing number of communities and businesses that will only do business with people who share values of environmental leadership. ”

## Lesson 3: Know your audiences, and approach them in ways that resonate

**EARLY ON THE TD ENVIRONMENT TEAM** recognized that people tend to fall into several distinct categories when it comes to being green. “About 10% of the population can be categorized as ‘super green’ in that they are passionate about environmental initiatives, while one-third mirror behaviors that are ‘light green,’” Peirce says. That latter group cares about the environment but isn’t inclined to put in a lot of effort or spend extra money on its behalf. According to various studies, people below the age of 45, women, and Hispanics tend to be more conscious of the environment than other audiences. Relatively few people are actually unfriendly to environmental concepts, and that population is shrinking, he notes.

Using that data as a backdrop, the team identified within the TD Bank workforce several key audiences they would need to reach. Each audience differs by what motivates them, what sort of information and media connect with them, and what they can realistically be asked to do. You can’t rely on one form of messaging, competition, or communications to reach all of these audiences at once. TD Environment put a lot of effort into thinking about what’s important to each of these constituents, how to approach them in ways that would resonate, what calls to action would appeal to them, and how to track whether or not the program was “connecting” with them.

**Here are the four key audiences and some of the challenges TD Environment faced in encouraging and measuring engagement across TD Bank:**

- **All Employees** (27,000 people)—How do you create awareness among a diverse and dispersed workforce?
- **Super Greens** (10% of TD Bank employees)—How do you connect and empower employees who are already passionately committed to the environment?
- **Retail Store Workforce** (58% of TD Bank employees)—How do you reach front line employees in 1,300 stores and enhance customer experience?
- **Senior Executives** (2% of TD Bank employees)—How do you make the business case to leaders who have the ability to mobilize employees throughout the bank?

“ Each audience differs by what motivates them, what sort of information and media connect with them, and what they can realistically be asked to do. ”

TD Bank devised an innovative methodology that takes employees through a “virtuous circle” of four stages of engagement: awareness (Head), emotional connection (Heart), involvement (Hands), and proudly sharing what they’re doing with peers and customers to take things viral (Horn). It calls these concepts “The 4Hs of Environmental Engagement<sup>SM</sup>—Head. Heart. Hand. Horn.<sup>SM</sup>” methodology.

This methodology allows the team to meet each of its four audiences in its respective comfort zone, appealing to what matters to them, and building on the unique contributions that each group offers. “The 4Hs of Environmental Engagement<sup>SM</sup>” methodology helped the TD Environment team to identify appropriate goals, strategies, and tactics for each audience, and to prioritize and sequence a comprehensive, coherent program.

The program’s objective in its first year was to begin taking **“All Employees”** through the 4Hs cycle by focusing on building awareness (Head) about TD’s environment goals, programs, and achievements. It typically takes hearing a message more than 10 times before it begins to sink in. So TD Environment provides a steady drumbeat of coordinated and lively messages through every form of communication available at TD Bank including, in some locations, kiosks that show real-time energy reduction. “We want environment to be attractive. So we use good-natured and entertaining ‘did you knows’, fun challenges, and always recognize and celebrate accomplishments,” Healey says.

**“Super Green”** employees are already at the “Heart” stage. “These employees are most passionate about our green efforts. In some sense, they were ‘lone wolves’ waiting for the arrival of our program to give them a sense of belonging, a voice, and an urgency to lead,” Healey says. “We want to celebrate what they do, build on their passion, and provide them with additional benefits for going above and beyond.” The team created the “Green Network” to pull them together, give them things to do (Hands), and amplify their enthusiasm (Horn). They receive a detailed *Handbook* and *Toolkits* showing how to reduce paper and energy use, are offered special challenges, and are invited to share their stories with one another and the rest of TD Bank.

The “Retail Store” audience is made up of the far-flung front-line employees in TD Bank stores who are busy turning customers into fans. Together with Retail senior leaders, the team created the **“Green Leaders”** program to accelerate the “The 4Hs of Environmental Engagement<sup>SM</sup>” methodology. The program’s infrastructure maps to the way

## The 4Hs of Environmental Engagement<sup>SM</sup>—Head. Heart. Hand. Horn.<sup>SM</sup>

TD Bank’s methodology systematically takes all employees through 4 levels of engagement.



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the Retail business normally manages and communicates with its dispersed workforce, and how it identifies and develops high-potential employees. It consists of the senior executive in a specific geography, a few respected up and coming mid-level employees called Green Leaders, and an Ambassador at each store. Green Leaders receive weekly emails from the TD Environment team that they personalize to increase the passion factor (Heart) before sending on to their stores. Green Leaders also receive tools such as contests and playbooks that enable them to motivate their employees to do specific activities such as minimize printing and unplug chargers (Hands), and to speak with each other and with customers about the environment (Horn).

“**Senior Executives**” have the power to influence large numbers of employees. TD Environment and the USGC focus on enabling Senior Executives to cascade environment messages and drive execution across the bank (Horn). Senior Executives receive succinct presentations (paperless of course!) filled with data and graphics that show the program’s business results. They are asked to lead by example, with actions such as holding paperless meetings that visibly demonstrate their environmental commitment to employees.

## Tailor Tactics for Each Audience

The 4Hs methodology is the framework for a comprehensive program to connect with all employees. It identifies goals and prioritizes tactics for each audience.

Audience	Goals	Strategy and Tactics
<b>All Employees</b>	   	Build awareness by creating a steady drumbeat of “did you knows,” quizzes, contests, reminders, internal articles and polls, and rewards/recognition.
<b>Super Greens</b> “Green Network”	   	Connect, empower and enable them to lead by providing toolkits, newsletters, internal social media, webinars and live chats, contests, and reward/recognition.
<b>Retail Store Workforce</b> “Green Leaders”	   	Create an infrastructure that maps to existing management structures and reaches all stores, provide it with weekly content, and transition it to business as usual. Do so by identifying up and coming mid-level employees (Green Leaders) and enable them to inspire their teams with quarterly contests, playbooks, toolkits, ongoing communications, newsletters, and rewards/recognition.
<b>Senior Executives</b>	   	Make the business case and ask them to rally their people to the environment. Do so by explaining why TD Bank is committed to the environment and sharing quarterly quantitative results that show how environmental employee engagement helps achieve business objectives.

## Lesson 4: Define metrics that matter to measure performance

**FROM THE BEGINNING,** TD Environment and the USGC knew measuring performance would be vital to developing the business case required to build credibility and support within TD Bank. But it is difficult to define metrics that are measurable, meaningful and believable in any situation, and particularly in areas that are fundamentally emotional, such as environment.

Jay DesMarteau, Senior Vice President, Head of Small Business and Government, and member of the USGC, says “As a business leader, I always approach business problems with data.” Using data well requires a delicate balance. “The data need to help indicate if you’re getting to your goals, but you don’t want to analyze something to the point of paralysis.”

TD Environment identified quantifiable metrics for each stage of “The 4Hs of Environmental Engagement<sup>SM</sup>” methodology that TD Bank executives believe contribute to core revenue and profit objectives. But how did TD Environment prove that its Environmental Employee Engagement program had any impact on these metrics?

Following Matt Potoski’s advice, TD Environment ran a Retail Green Leaders pilot that methodically created a control sample so they could measure whether or not the initiative was effective.

Lisa Holland, Senior Vice President, Retail, for TD Bank’s Suburban New York region (including Long Island and parts of Westchester County), and a member of the USGC, volunteered to host the pilot and serve as its Executive Sponsor. Holland established the program in three of four sub-regions, designating the fourth sub-region as the control. The goal was to see if the regions with Green Leaders would attain higher levels of awareness of TD Bank’s environmental goals and programs, passion for TD Bank’s green efforts, and demonstrable reductions in one specific area: paper use.

During the pilot, Holland made it clear to her team that environment was important to her by leading by example and verbally supporting the program in her travels around her business. She asked her Green Leaders, who met on a weekly basis to share tips

“ The data need to help indicate if you’re getting to your goals, but you don’t want to analyze something to the point of paralysis. ”

and success stories, to mobilize their teams. “Very quickly, the positive customer impact was demonstrable,” Holland reports.

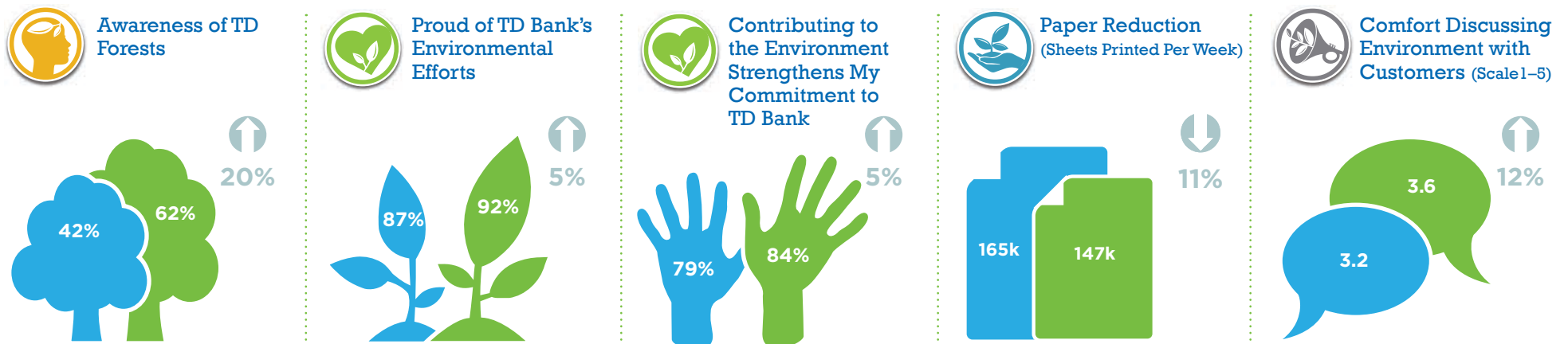
In just two short months, levels of awareness, pride, and commitment were significantly higher in the test regions compared to the control. In addition, they reported paper consumption reductions, measured in average sheets printed per day, by 15% compared to a 1% decrease in the control. What’s more, employees were enthusiastically talking about reducing paper with one another and with customers.

Those results were the business case Holland needed to recruit her peers. She was prepared to expend her own political capital to advocate environmental employee engagement, but the results made her job easier. Holland championed the success of the pilot with fellow Retail leaders up and down the East Coast, with an emphasis on how it positively affected customer relationships. “It gave my employees a confidence that they didn’t have before that made them feel more comfortable inserting their knowledge into customer conversations,” she says. More of them, for example, now talk to customers about how they can play a role by moving to paperless statements. Furthermore engagement around workplace objectives increased employees’ attention to the environment outside the office. “Employees in the pilot began rolling paper reduction and other green activities into their homes and personal lives,” Holland says. “I have employees telling me how proud their children are of them.”

## Results—Retail Green Leaders Program

Quantitative results show that environmental employee engagement supports TD Bank’s business goals.

● Pre-Rollout ● Post-Rollout  
(Survey N=2,153 pre-rollout; 1,737 post-rollout)



# Lesson 5: Embed environment into goals, processes, and culture

**ANOTHER POSITIVE SIDE EFFECT** of metrics is that they can stimulate the competitive spirit that already lives within your organizational culture, which can help an environmental employee engagement program go viral more quickly.

This inspired the creation of “The Green Pledge,” comprised of six specific commitments that map closely to TD Bank’s paper and CO<sub>2</sub> reduction goals.

The purpose was to ensure all employees became aware of TD Bank’s environment goals and programs (Head). TD Environment asked the USGC to work with their own bosses and teams to take The Green Pledge. Over a six-week period, the team shared weekly dashboards that tracked the number of employees taking The Green Pledge by business, geography, and senior executive.

The dashboards were presented in light-hearted, creative “standings this week” emails to drive the competitive spirit and encourage different businesses and stores to increase their involvement. During the rollout, TD Environment noticed that many regions and stores stepped up their involvement of their own accord—after noticing that another location was ahead of them. As of September 2013, 12,500 employees, nearly 50%, have taken The Green Pledge.

DesMarteau suggests that stoking the natural competition between business units is far more effective at getting large numbers of people on board than commanding people to do things. “People don’t want to be last on the list.”

As word about The Green Pledge spread, more senior executives began addressing the environment as an ongoing business concern. One checklist item on every one of Giamo’s meeting agendas with direct reports is green initiatives and the progress each of his businesses has made against The Green Pledge. “I was pleased with how quickly people became aware of these initiatives,” he says. “You really need buy-in from top-to-bottom and bottom-to-top for the impact to be felt.”



## The *Green* Pledge

The Green Pledge jump started the engagement process by raising awareness (Head) of all employees. It asks employees to begin their environmental journey with a few discrete, doable, and measurable activities.



Print double-sided and multiple slides per page when possible.



Hold and promote paperless meetings.



Turn off your computer monitor at the end of the day.



Unplug all chargers when not in use.



Reduce your “fair share” of travel.



Join the conversation about environment on TD social media and intranet.



These days, employees' exposure to the environment starts on Day One, when new hires are shown videos about the bank's environmental goals and activities. To make recognition of environmental innovation and action more systemic, the TD Environment team worked to incorporate environmental actions into the employee recognition system on the company's intranet. For example, when someone reaches a notable goal or participates in environment activities, he or she receives a "thank you" e-certificate and (just as important) their boss is alerted.

Technology is an important asset that helps the team connect with people and track results. "Optimizing the blend of communication vehicles such as email, video, intranet, and internal social media required experimentation and hard work," Peirce notes. "We now understand which combinations of technology and content are best suited to each audience." The team also helped refine the analytic and reporting engine of TD Green Nation, the company's internet-based tool that helps employees make and track environmental commitments, compete with one another, and measure their environmental impact.



## The **Green** Pledge—Competitive Standings

A highly-visible—and fun—competition among senior executives and business units rapidly increased employee awareness (Head) throughout the bank.



# A Call To Action

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**PUTTING THE INFRASTRUCTURE IN PLACE**, rolling out the program, and beginning to embed environment into the culture were the primary challenges the TD Environment team initially faced. Now they face a new challenge—and opportunity: how to keep employees engaged and enthusiastic over the long-term.

TD Environment has begun asking the Green Network to play a bigger role in setting priorities and helping to take environment viral. “We want to work with the Green Network to shape the program going forward,” Peirce says. “We started them on paper and energy so that they could coalesce as a group and prove—to themselves and the bank—they could demonstrate business results. We are now ready to ask them to expand, innovate, and help lead the program by layering on additional environment issues that are important to them, their families, and their communities.”

When they began, TD Environment approached environmental employee engagement by asking a question: “How do we make it go viral?”

First, it needed to take root, and to be enduring it needed to get deeply embedded into the company. To make this happen they knew they needed to use tried and tested corporate change management best practices: think and dream big, but start building momentum with quick wins; find senior executive champions who believed in their cause and would rally their teams around it; show quantitative results that mattered to the company’s leadership; and permanently link the program into the bank’s core business objectives, management and development processes, and culture drivers.

TD Bank jumpstarted the engagement process by asking employees to take a few discrete actions linked to specific and tangible company objectives to quantitatively demonstrate what people working together can achieve in a short time. They leveraged the spirit of friendly competition that already existed within TD Bank’s corporate culture to get large numbers of people on board quickly. By incorporating environmental leadership opportunities into the existing Retail employee development process, the team is ensuring that environment will become part of business as usual as these individuals assume higher positions within TD Bank’s organizational structure.

“Once employees become engaged, their dawning environmental awareness broadens to other issues, and spreads into their family lives and communities—building naturally and virally.”

What's more, by creating a distinct Green Network, the bank is giving "Super Green" employees an opportunity to shine in ways that weren't possible before, helping them feel greater satisfaction in their jobs and contributing in a very real way to achieving the bank's environment goals.

Second, TD Environment also learned from social media that ideas can rapidly snowball around the world in ways that are difficult to predict or anticipate, but that could be very beneficial for engagement causes. "We asked ourselves what makes that happen, and if there is anything we could incorporate into our program," says Glassman. That's why TD Environment created the fourth H of its "The 4Hs of Environmental Engagement<sup>SM</sup>" methodology, the Horn factor: this is the essential component that asks people to promote the environment by sharing their experiences with peers, managers, and customers. The power of personal stories to build passion and win over skeptics cannot be overstated. And once employees become engaged, their dawning environmental awareness broadens to other issues, and spreads into their family lives and communities—building naturally and virally.

"Don't underestimate the power that is unleashed when people get engaged. If a lot of people begin focusing on the water, energy, and food they consume, they will have an impact," Glassman says. "When we got started, we wished we had more models to look at. Our model is about engagement, and goes beyond employees and companies. We hope that sharing our experience is useful for others who want to inspire and mobilize large numbers of people around their causes." ■

“ Don't underestimate the power that is unleashed when people get engaged. If a lot of people begin focusing on the water, energy, and food they consume, they will have an impact. ”