



## **Employee engagement: SustainAbility as corporate strategy**

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Peter Drucker is famous for saying, "What gets measured gets managed." Add Jerry McGuire to the conversation, "Show me the money" - and what gets rewarded gets replicated.

When applied to a full spectrum of employees, whether on the front-lines or the CEO, evaluation and compensation for sustainability performance evolves into a strategy unto itself.

Employee engagement can be evaluated and compensated for at three different levels: corporate, departmental, and individual. All employees want to know:

- \* How's the company performing on it's SustainAbility strategies.
- \* What's the impact of their individual efforts.
- \* How do their departmental efforts make a difference.
- \* Is management held accountable to their sustainability goals.

Intel and Shell are amongst a handful of companies who can be viewed as case studies, as they have integrated sustainability performance into evaluation and compensation systems across the spectrum of their employees.

Intel1: Since 2008, Intel has linked a portion of every employee's variable compensation - from front-line employees to the CEO - to the achievement of environmental sustainability metrics.

Shell2: Shell's 87,000 employees worldwide are evaluated for individual and team efforts for accomplishing the company's green goals. Their performance in these initiatives is related to their annual bonus amount.

1.

[www.intel.com/content/www/us/en/corporate-responsibility/sustainability-initiatives-and-policies.html](http://www.intel.com/content/www/us/en/corporate-responsibility/sustainability-initiatives-and-policies.html)

2. [www.csrhub.com/blog/2013/05/top-companies-tie-compensation-to-sustainability.html](http://www.csrhub.com/blog/2013/05/top-companies-tie-compensation-to-sustainability.html)

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