

The Greening of HR

SURVEY RESULTS

January 2009

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EXECUTIVE SUMMARY

The Greening of HR Survey examines the types of environmentally friendly "green" initiatives that companies are utilizing involving their workforce and human resource practices. The results confirm that companies are incorporating and working towards integrating a number of green practices. While the study's questions and results are broad, they hint at several areas for HR practitioners to consider in the green space.

Over half of the companies surveyed have incorporated environmental management into business operations and have a formal green program in place or plan to implement one in the next twelve months.

More than half of the survey participants currently have the following green programs in place:

- Using the internet or teleconferencing to cut down on business travel (78%)
- Putting Summary Plan Descriptions (SPDs) or other company information online to reduce printing (77%)
- Promoting the reduction of paper usage (76%)
- Implementing wellness programs around proper nutrition, fitness, and healthy living (68%)
- Offering opportunities for employees to "telework" or work from home (57%)
- Ride/Share programs (52%)

Greater than sixty percent of companies surveyed have made environmental responsibility a part of their organization's mission statement and view the promotion of social responsibility as the most critical objective of their green programs. In nearly fifty percent of companies, only five percent or less of their employees are actively involved in green programs.

Findings illustrate that companies who have appointed individuals to lead organizational green efforts have a much higher prevalence of employees actively involved in their green practices than companies who have not. Findings also demonstrate that corporate Operations and HR departments are most often responsible for green programs.

METHODOLOGY

Buck Consultants' *The Greening of HR Survey* presents comprehensive descriptive statistics on key elements of corporate green practices.

SPECIAL CUTS

Special data cuts and analyses are available upon request. Please contact us regarding fees and timing.

UNDERSTANDING THE DATA

The data presented in this survey represent the actual practices of participants. Due to rounding procedures, totals in this report may not always equal 100 percent. Buck Consultants is committed to providing every participant with the information needed to make the best possible use of the results and a rapid response to all questions. Participants are encouraged to contact us with any questions.

CONTACT

Please direct any questions or requests for special analyses to Buck Consultants' survey support team at 800.887.0509 or hrsurveys@buckconsultants.com.

Buck Consultants is interested in your comments about this survey. Please let us know if there are any important issues related to green initiatives you would like added in the future.

PARTICIPANT INFORMATION

Company Demographics

RESPONDENTS BY ORGANIZATION TYPE

	Percent of Total
Publicly Traded	44.1%
Privately Held	23.7%
Not-for-Profit	18.3%
Subsidiary	8.6%
Governmental Agency	4.3%
Employee-owned/Mutual	1.1%
n = 93	

RESPONDENTS BY MARKET INDUSTRY

	Percent of Total
Accommodations, Hospitality & Food Services	1.1%
Aerospace & Defense	1.1%
Associations & Membership Organizations	6.5%
Consulting and Professional Services	2.2%
Educational Services	1.1%
Energy/Utilities	7.5%
Financial Services	12.9%
Government & Public Administration	2.2%
Healthcare Providers & Services	11.8%
High Technology	15.1%
Life Sciences	7.5%
Manufacturing & Materials & Mining	11.8%
Media & Information	1.1%
Real Estate	2.2%
Retail/Wholesale	5.4%
Telecommunications	3.2%
Transportation & Warehousing	3.2%
Other	4.3%
n = 93	

RESPONDENTS BY REVENUE RANGE

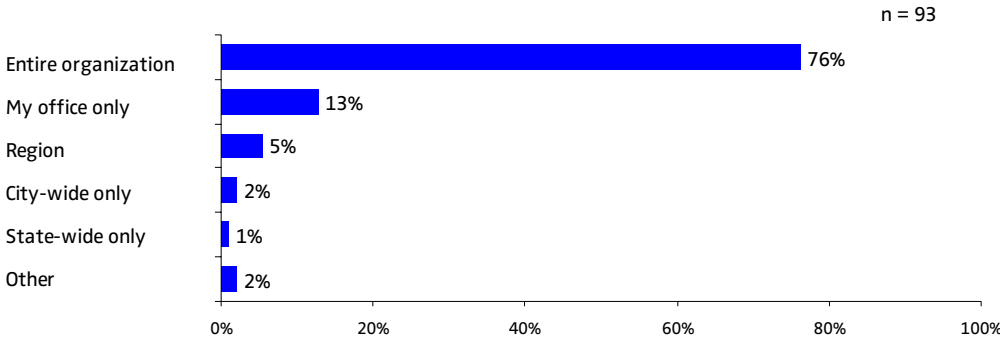
	Percent of Total
\$10 billion and greater	10.7%
\$5 billion to \$9.9 billion	6.0%
\$1 billion to \$4.9 billion	32.1%
\$100 million to \$999.9 million	33.3%
Less than \$100 million	17.9%
n = 84	

RESPONDENTS BY EMPLOYEE SIZE

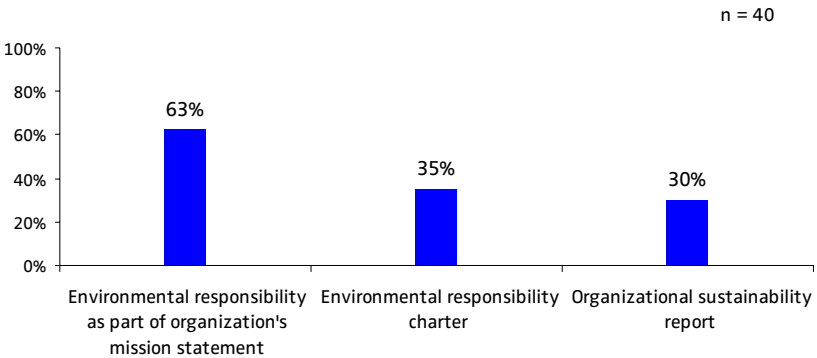
	Percent of Total
More than 20,000	9.9%
10,001 to 20,000	9.9%
5,001 to 10,000	17.6%
1,001 to 5,000	30.8%
1,000 and less	31.9%
n = 91	

COMPANY GREEN INITIATIVES

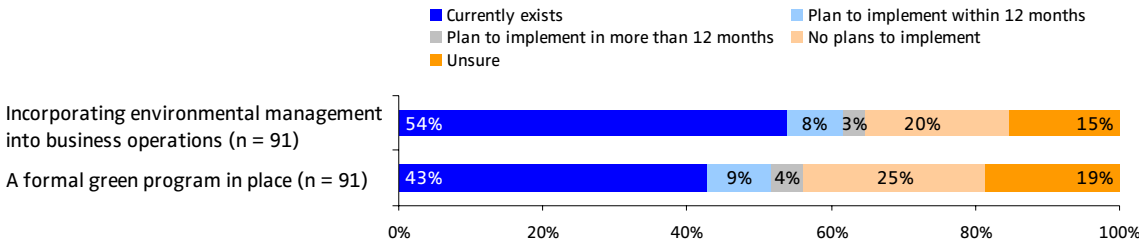
THE AREA REPRESENTED BY PARTICIPANT RESPONSES



TYPE OF ENVIRONMENTAL RESPONSIBILITY INITIATIVE IN PLACE*



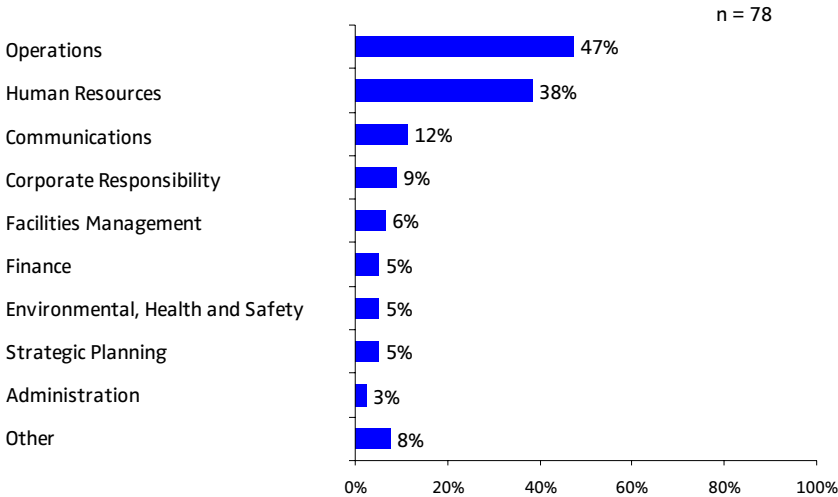
STATUS OF COMPANY GREEN INITIATIVE



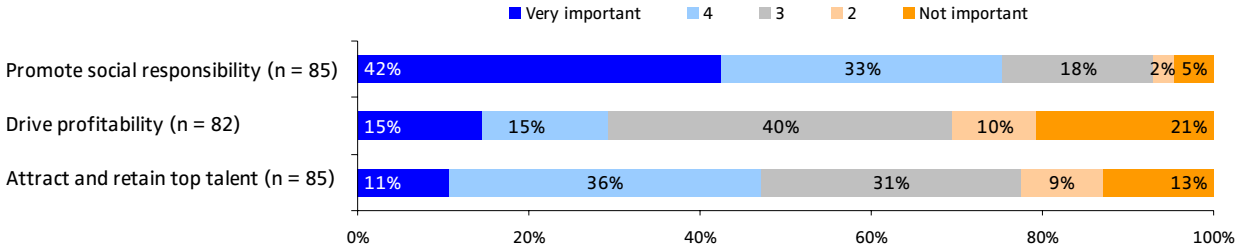
*Respondents were allowed to select more than one answer.

COMPANY GREEN INITIATIVES (continued)

CORPORATE DEPARTMENT(S) RESPONSIBLE FOR GREEN PROGRAM*



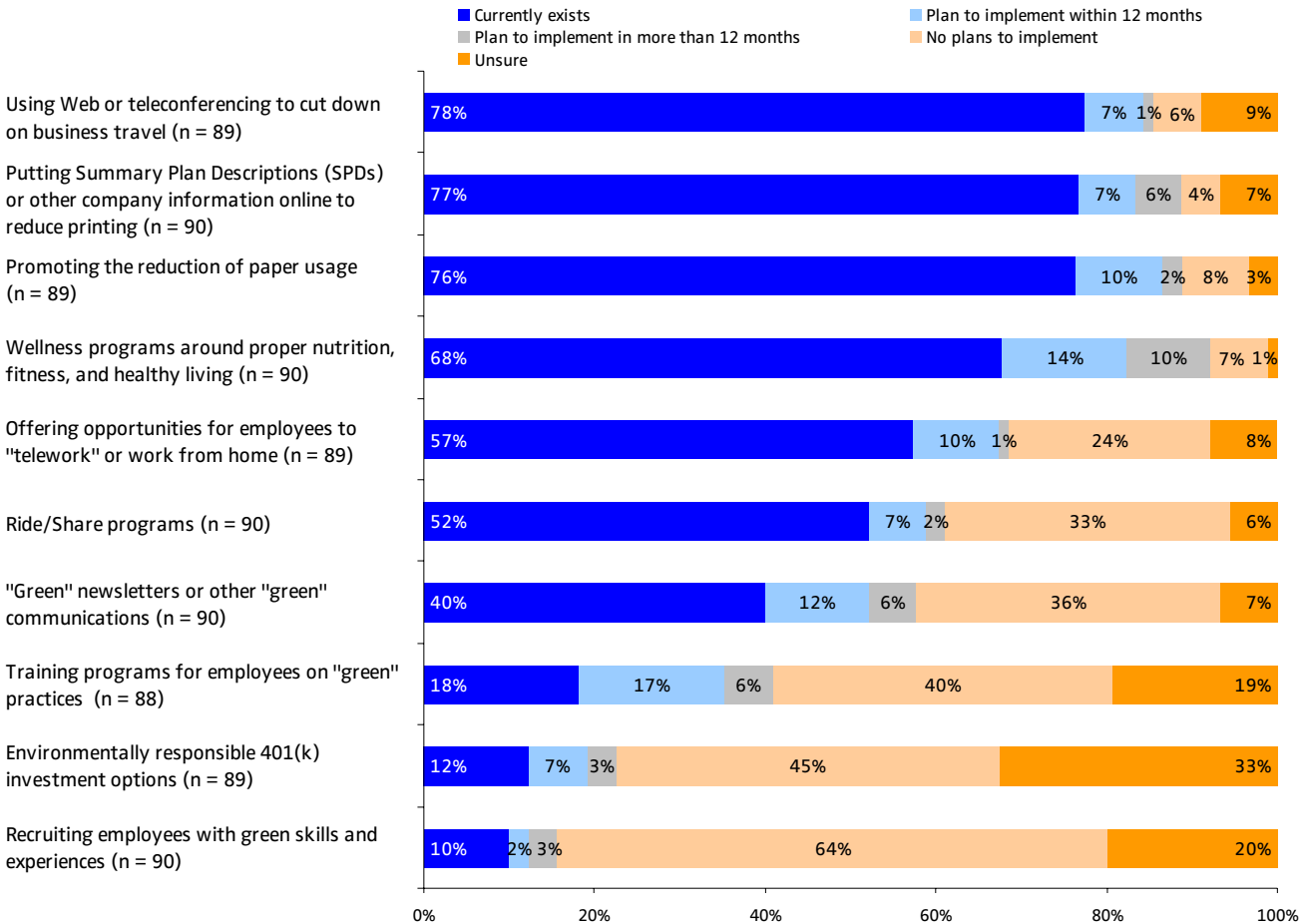
IMPORTANCE OF BUSINESS OBJECTIVES FOR GREEN PROGRAM



*Respondents were allowed to select more than one answer.

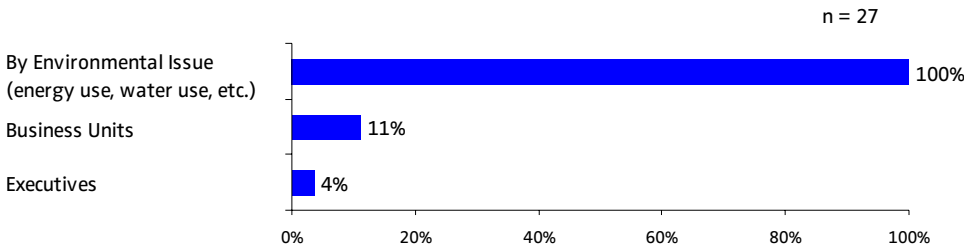
INCORPORATING GREEN

ORGANIZATION HAS IMPLEMENTED OR IS CONSIDERING IMPLEMENTING THE FOLLOWING HR OFFERINGS RELATED TO A GREEN PROGRAM

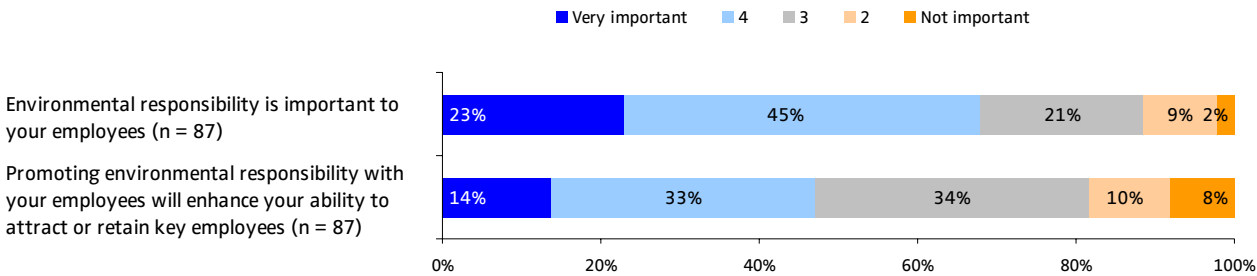


INCORPORATING GREEN (continued)

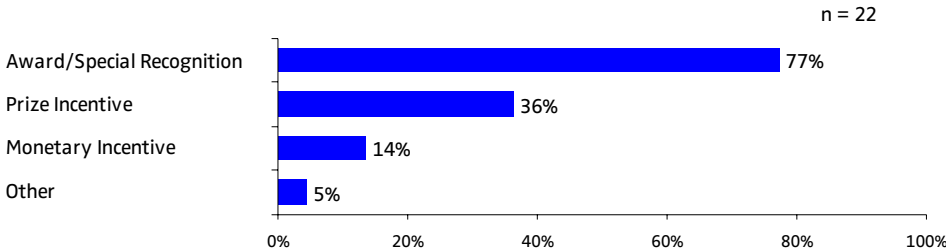
ESTABLISHMENT OF GREEN METRICS AND ACCOUNTABILITY TARGETS FOR THE FOLLOWING*



IMPORTANCE OF ENVIRONMENTAL RESPONSIBILITY



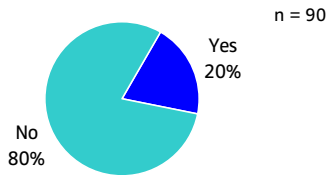
EMPLOYEE REWARDS IN PLACE TO ENCOURAGE GREEN BEHAVIORS*



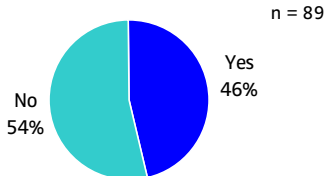
*Respondents were allowed to select more than one answer.

GREEN PROGRAMS

SEPARATE BUDGET FOR GREEN ACTIVITIES



INDIVIDUAL HAS BEEN APPOINTED TO LEAD GREEN EFFORTS

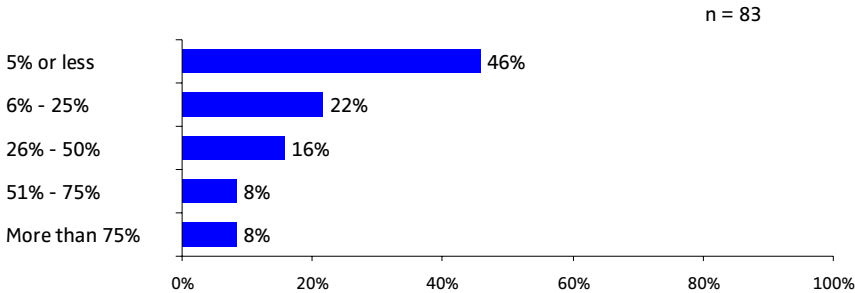


POSITION TITLES OF INDIVIDUALS APPOINTED TO LEAD GREEN EFFORTS

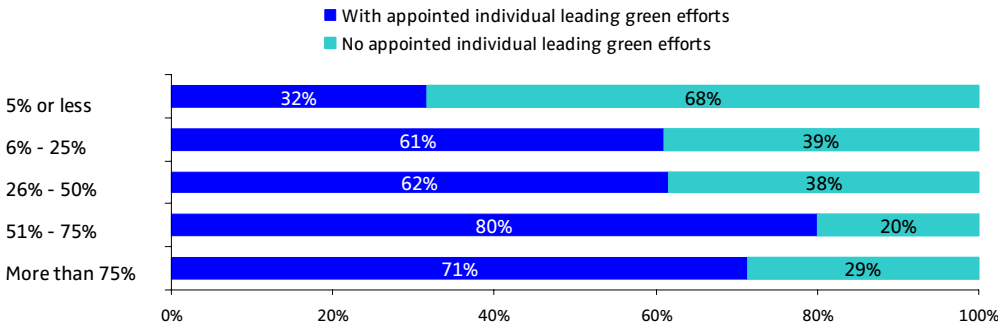
- Manager, Environmental Health & Safety (5)
- Director, Corporate Services (2)
- Director, Corporate Sustainability (2)
- SVP, Trend & Innovation (2)
- AVP, Marketing
- CIO & CEO
- COO, Divisional
- Director, Corporate Responsibility
- Director, Environmental, Health & Safety
- Director, Facilities
- Director, HR
- Director, Operations
- Executive VP
- GM, Group Sustainability
- Manager, CFM
- Manager, Facilities
- Manager, Strategy
- Officer, Facilities
- Officer, HR
- Officer, Sustainability
- SVP, Corporate Responsibility & Sustainability
- SVP, HR
- SVP, Strategy & Planning
- Vice Chairman, IT & Operations
- VP, Administration & Human Resources
- VP, Corporate Real Estate
- VP, Environmental Health & Safety
- VP, Facilities
- VP, Marketing

GREEN PROGRAMS (continued)

PREVALENCE OF EMPLOYEES ACTIVELY INVOLVED IN GREEN PROGRAMS



PREVALENCE OF EMPLOYEES ACTIVELY INVOLVED IN GREEN PROGRAMS (Companies with appointed individuals vs. Companies without)



PARTICIPANT LIST

Abercrombie & Fitch
 Affiliated Computer Services
 AIPSO
 Altera
 American Fidelity Assurance
 American Institute of Physics
 Amos Press
 Amstar Group
 Amylin Pharmaceuticals
 Anheuser-Busch
 Apogee Enterprises
 AT&T
 Bank of New York Mellon
 Bayer
 Baylor College of Medicine
 Bio-Rad Laboratories
 Black Hills Corporation
 Bremer Financial Services
 Broadridge Financial Solutions
 Buck Consultants
 Buckeye Partners
 Caraustar
 CareFirst BlueCross BlueShield
 Catholic Charities Hawaii
 CGI
 Children's Mercy Hospitals & Clinics
 City of Colorado Springs
 Coach
 CoBank
 Comprehensive Designers Incorporated (CDI)
 Consumers Union of U.S.
 Dean Foods
 DimcoGray
 Distilled Spirits Council
 Ditech Networks
 Duke Realty
 EarthLink
 Emergency Medical Services Corporation (EMSC)
 Equitable Resources
 Era Living
 Green Bank, N.A.
 GTECH Holdings
 Helmerich & Payne
 Hess
 HRL Laboratories
 Huntington Bancshares
 Independence Investments
 Intuit
 Invitrogen
 Kingman Regional Medical Center
 Lancaster General Health
 Land O'Lakes
 Leap Wireless/Cricket Communications
 Lear
 Lifetouch
 Luxottica Retail
 Malcolm Pirnie
 Maricopa County
 Mauna Loa Macadamia Nut Corporation
 Millennium Pharmaceuticals
 National Education Association
 National Futures Association
 New York Independent System Operator
 New York Methodist Hospital
 North Carolina Baptist Hospital
 North Shore-Long Island Jewish Health System
 Northeast Delta Dental
 Oerlikon USA
 Otter Tail
 Ozburn-Hessey Logistics
 Pacific Life
 Parametric Technology Corporation (PTC)
 Philip Services
 Port of Portland
 Principal Financial Group
 Raymond James Financial
 RTC Industries
 Sanofi Pasteur
 Sims Metal Management
 Smith & Wesson
 SonicWALL
 Surveillance Data Incorporated (SDI)
 Symantec
 Tower Automotive
 Toys"R"Us
 Union Tank Car Company
 University of Texas Medical Branch
 Varian Semiconductor
 VCG Software
 Verigy
 Walter Industries
 World Kitchen
 Yankee Alliance

ABOUT BUCK CONSULTANTS

Buck Consultants, an ACS company, is a global HR consulting firm that helps organizations develop, deploy, and manage their human capital. We combine our legacy in HR with the BPO expertise, global reach, and core technologies of ACS, to provide end-to-end solutions that help our clients solve complex HR — and business — issues.

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- Fort Wayne
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- Houston
- Ipswich
- London
- Los Angeles
- Madrid
- Manchester
- Maumee
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- Montreal
- New York
- Orange
- Oranjestad
- Ottawa
- Paris
- Philadelphia
- Phoenix
- Pittsburgh
- Reading
- Rotterdam
- San Diego
- San Francisco
- Secaucus
- Singapore
- St. Louis
- Stamford
- Tampa
- Toronto
- Washington, D.C.
- Willemstad

About Buck Surveys

Our team of experts conducts a suite of surveys for HR professionals, ranging from detailed compensation surveys to specific benefits-related data resources for organizations spanning the globe. These surveys provide the quality data that companies can rely on to make decisions critical to organizational success.

Office Locations

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