

HR faces wake-up call on climate strategy



Half of North American employers expect employees to play an important role in the successful delivery of climate strategy



81%

say it's important to **integrate climate strategy in their employee value proposition**



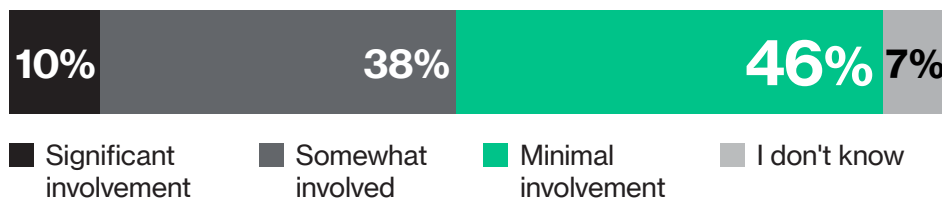
33%

agree that **employee compensation should be tied to the delivery of climate strategy**

Employee participation is essential to climate action, yet less than half of employers report that HR has only minimal involvement in delivering climate strategies



How would you describe HR's involvement in delivering the organization's environmental/climate strategies?



It's time for HR to step up on climate change and consider the following:



Purpose: Embed a company's climate and sustainability objectives



Future of work: Partner with the business to rethink how, where and when work gets done



Accountability: Enable clarity of accountability with collective ownership for a company's climate as well as environmental, social and governance initiatives, and support the development of key organizational capabilities and teams to deliver on them



Employee value proposition: Integrate climate strategy and objectives so that the employee experience is enhanced and employee attraction and retention is improved



Attitudes: Use employee listening activities, including surveys and virtual focus groups, to understand employee attitudes and identify gaps in awareness of key issues



Measurement: Incorporate climate-related performance indicators in incentives for executives and key managers



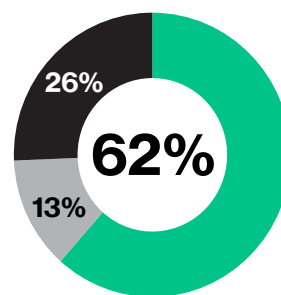
Rewards: Consider implementing innovative elements to Total Rewards such as "green" benefits and/or HR policy



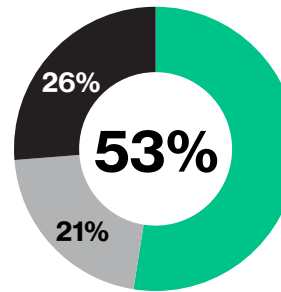
Communication: Empower employees to understand, enable and champion the organization's climate strategy

Employers are moving forward, focusing on a range of people-related interventions to address climate change issues

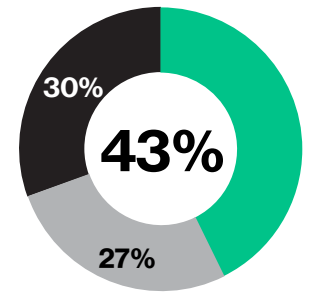
The introduction of new specific climate-related teams or roles



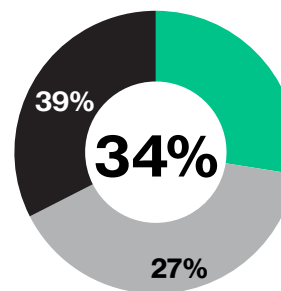
Employee engagement/listening activities to understand attitudes on climate



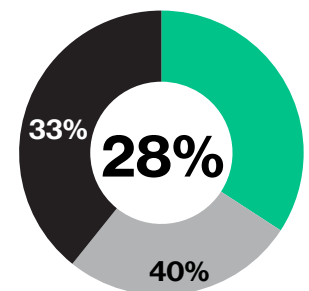
Executive incentive metrics



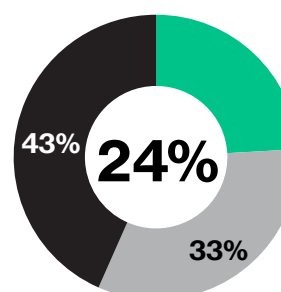
A chief sustainability/environmental officer or similar on the executive committee



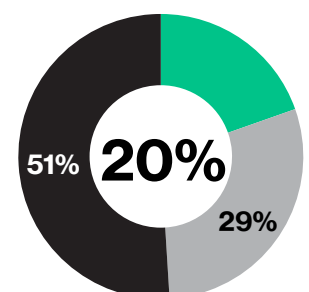
"Green" benefits and/or HR policies



Broader employee incentive metrics



Changes to directors' and officers' liability policies



■ We have fully implemented/have started to implement/are considering now
■ We may consider in the future
■ We have not considered

Note: Not all percentages add to 100 due to rounding