

THE SUSTAINABLE
INNOVATION

MBA

GROSSMAN SCHOOL OF BUSINESS
UVM's 1 YEAR MBA

Using Sustainability Practices to **Attract, Retain, & Engage** Talent in the Canadian Energy Sector

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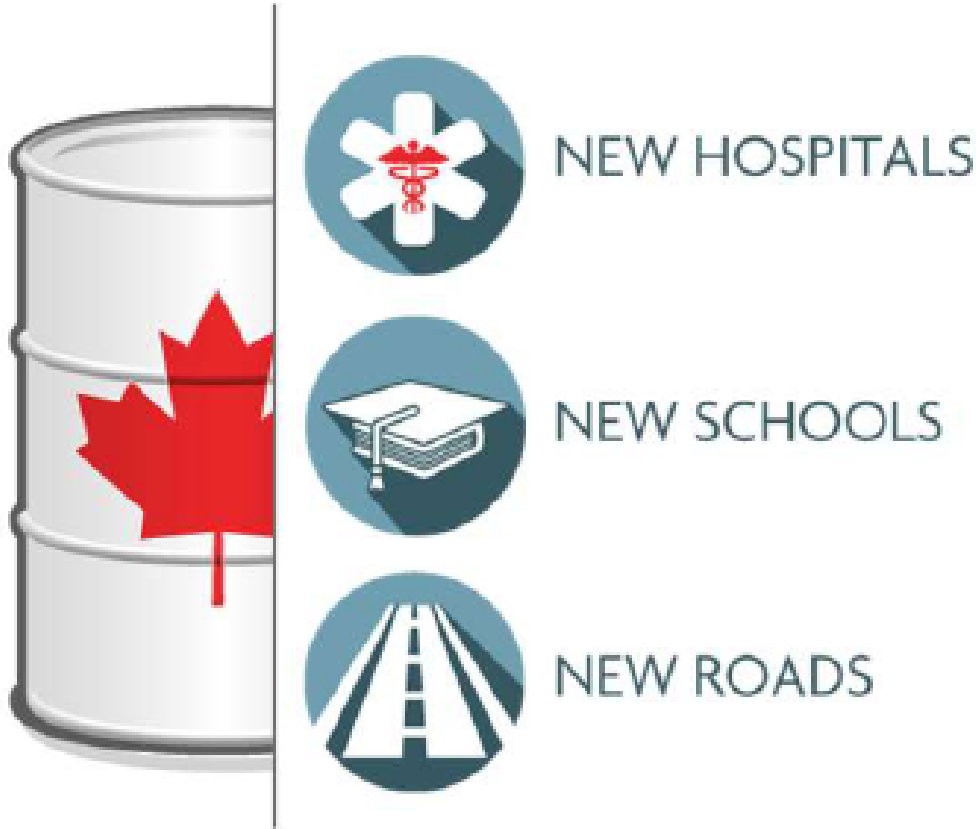
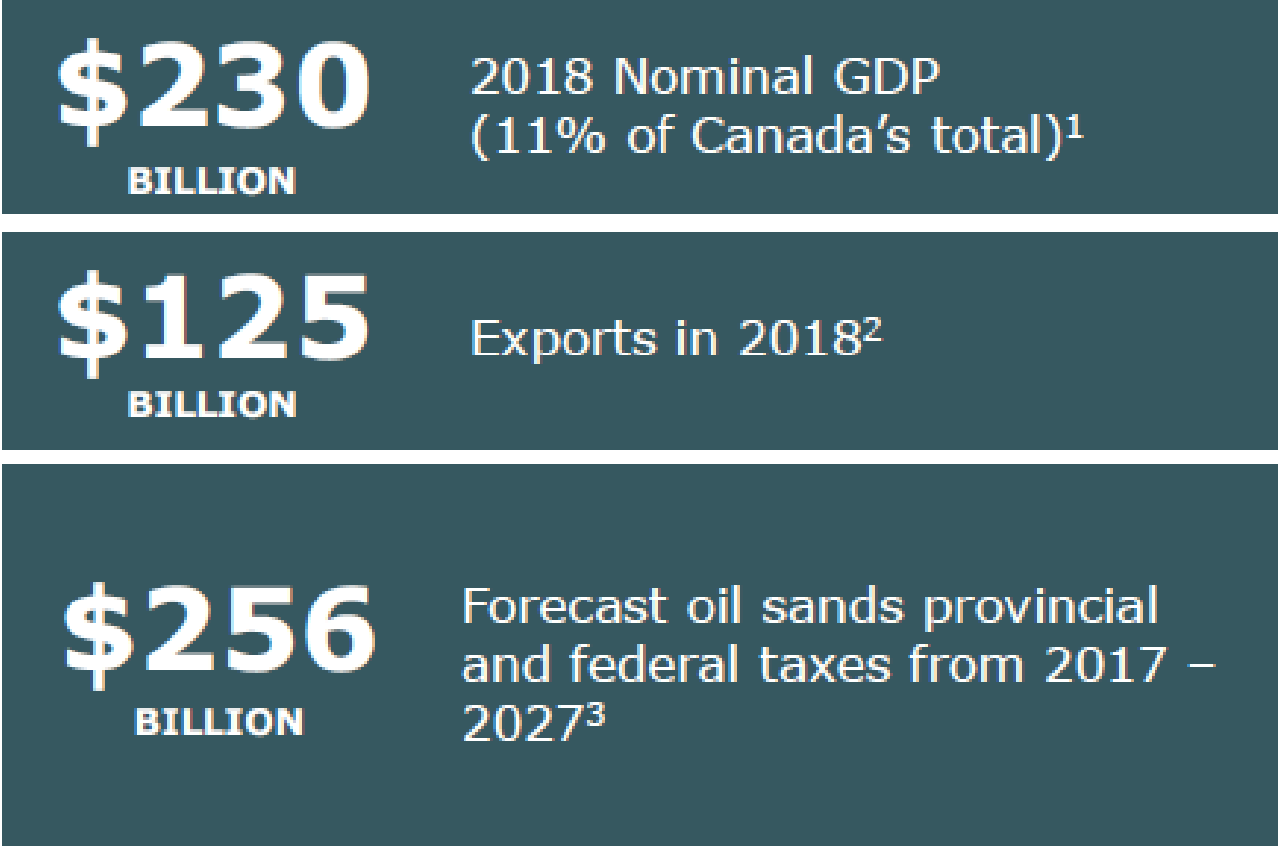
Cartier, K. M. S. (2019), Keystone Pipeline spills 9,120 barrels of oil in Dakota wetlands, *Eos*, 100, <https://doi.org/10.1029/2019EO136416>. Published on 08 November 2019.



<https://eos.org/articles/keystone-pipeline-spills-9120-barrels-of-oil-in-dakota-wetlands>

The U.S. Environmental Protection Agency used heavy construction equipment to clean up the 2010 Kalamazoo River oil spill. Credit: [EPA](#)

Oil and gas contribution to the Canadian economy

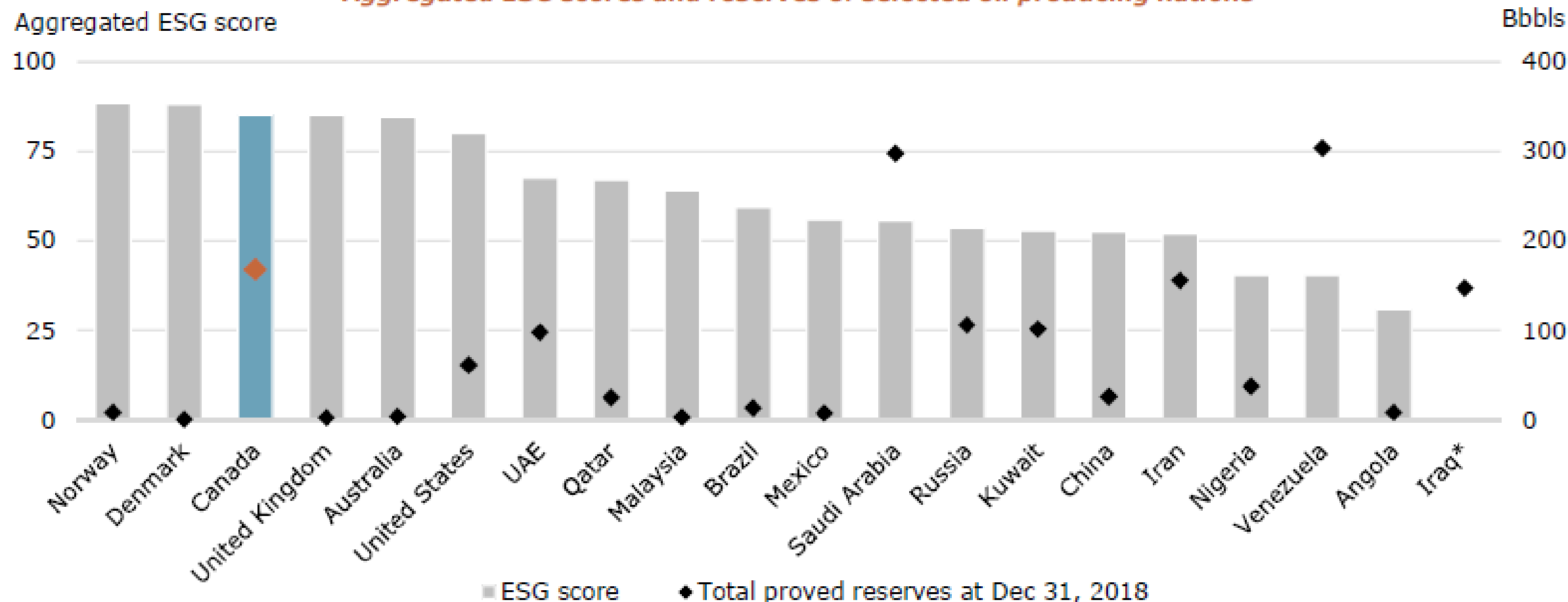


Source: 1 - Natural Resources Canada (2018), 2 - Alberta: Why Scale and Policy Matter (2019), 3 - Canadian Association of Petroleum Producers (2019)

More Canadian barrels are in the world's best interest

Opportunity for high ESG-ranked Canadian barrels to displace lower ESG-ranked barrels

Aggregated ESG scores and reserves of selected oil producing nations



Note: * Complete aggregated ESG data unavailable for Iraq. Sources: ESG Scores - aggregation using an equal weighting (1/3) for each of Yale Environmental Performance Index, Social Progress Index and World Bank Governance Index. Reserves - BP Statistical Review of World Energy 2019 based on government and published data.





3 Categories of C-S-R Considerations

Job seeker & employee responses to sustainability & CSR practices—whether favorable, unfavorable, or not at all—are driven by motives & reasons that are bundled into 3 categories of C-S-R considerations:

Care-based considerations (*Does this create real impact that aligns with my values?*)

Self-protective considerations (*What's in it for me?*)

Relational-status considerations (*Does this make me proud to work here?*)

3 Categories of C-S-R Considerations

Care-based, Self-protective, & Relational-status considerations can be used to design & manage new initiatives, improve existing practices, & communicate about them

People can't respond positively to what they don't know!

Examples:

- Innovation & process improvements to achieve GHG emission targets
- Reclamation projects & water recycling
- Aboriginal hiring & indigenous workforce development
- Employee training & safety initiatives
- Investments in community projects & employee volunteering

3 Categories of C-S-R Considerations

The Research Evidence

Table 4

Tests of Hypothesized Indirect Effects in Study 1 and Study 2

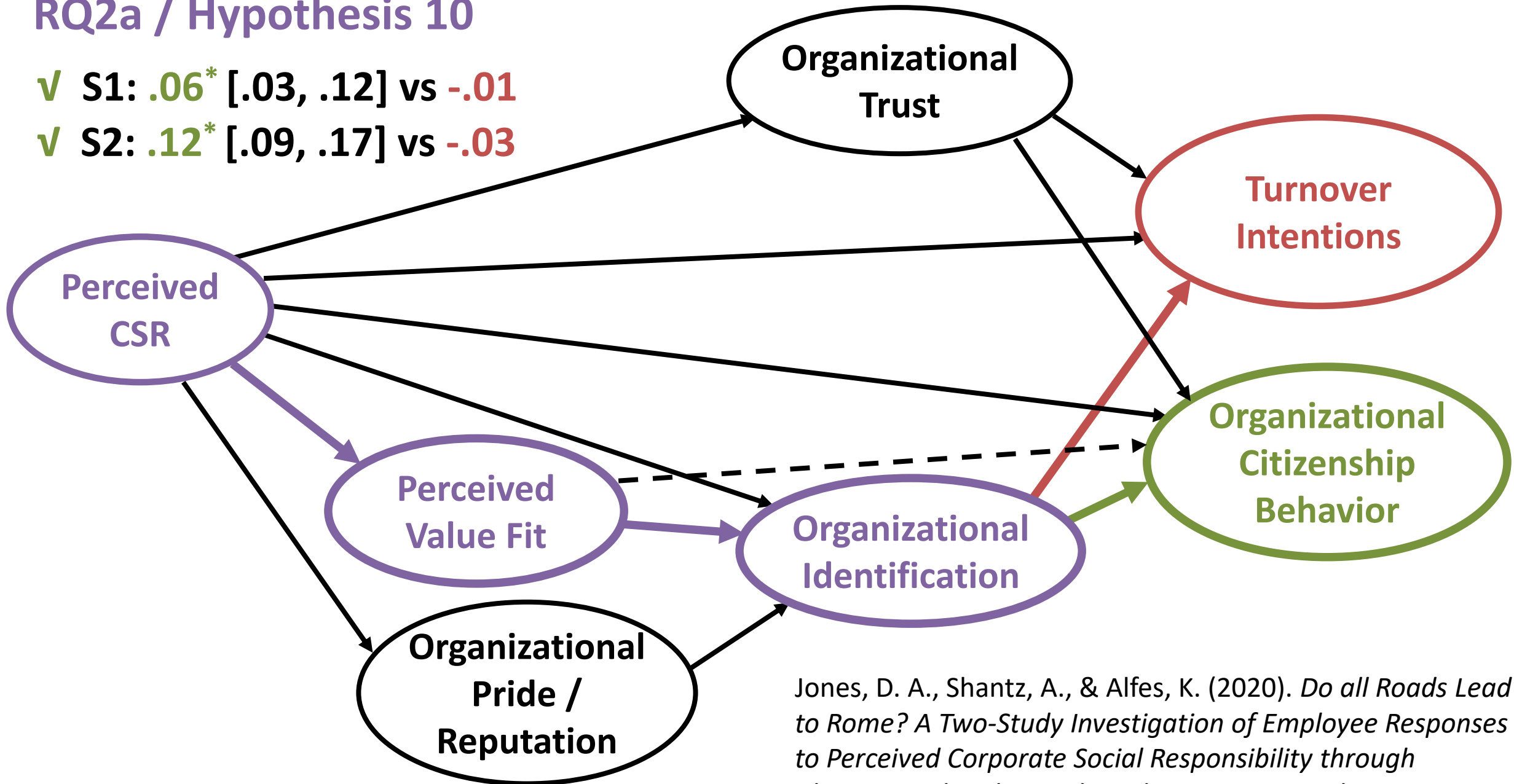
Hypothesized Indirect Effect	Study 1		Study 2		Hypothesis Support	
	Effect	95% CI	Effect	95% CI	Study 1	Study 2
H1: Perceived CSR → organizational trust → turnover intentions	-.60*	[-.88, -.36]	-.18*	[-.28, -.09]	Yes	Yes
H2: Perceived CSR → organizational trust → organizational citizenship behavior	-.11	[-.25, .04]	-.01	[-.04, .03]	No	No
H3: Perceived CSR → perceived value fit → organizational Identification	.17*	[.07, .28]	.23*	[.17, .31]	Yes	Yes
H4: Perceived CSR → organizational pride/reputation → organizational identification	.48*	[.33, .66]	.10*	[.06, .16]	Yes	Yes
H5: Perceived CSR → perceived value fit → organizational identification → turnover intentions	-.01	[-.05, .03]	-.03	[-.10, .03]	No	No
H6: Perceived CSR → perceived value fit → organizational identification → organizational citizenship behavior	.06*	[.03, .12]	.12*	[.09, .17]	Yes	Yes
H7: Perceived CSR → organizational pride/reputation → organizational identification → turnover intentions	-.02	[-.13, .08]	-.01	[-.04, .01]	No	No
H8: Perceived CSR → organizational pride/reputation → organizational identification → organizational citizenship behavior	.19*	[.10, .28]	.05*	[.03, .08]	Yes	Yes

Notes: Study 1 $N = 177$; Study 2 $N = 484$. CI = confidence interval; H = hypothesis; CSR = corporate social responsibility; organizational pride/reputation = the mediator variable measured in Study 1 versus Study 2, respectively. * denotes a statistically significant indirect effect ($p < .05$) indicated by a 95% CI that does not include 0.

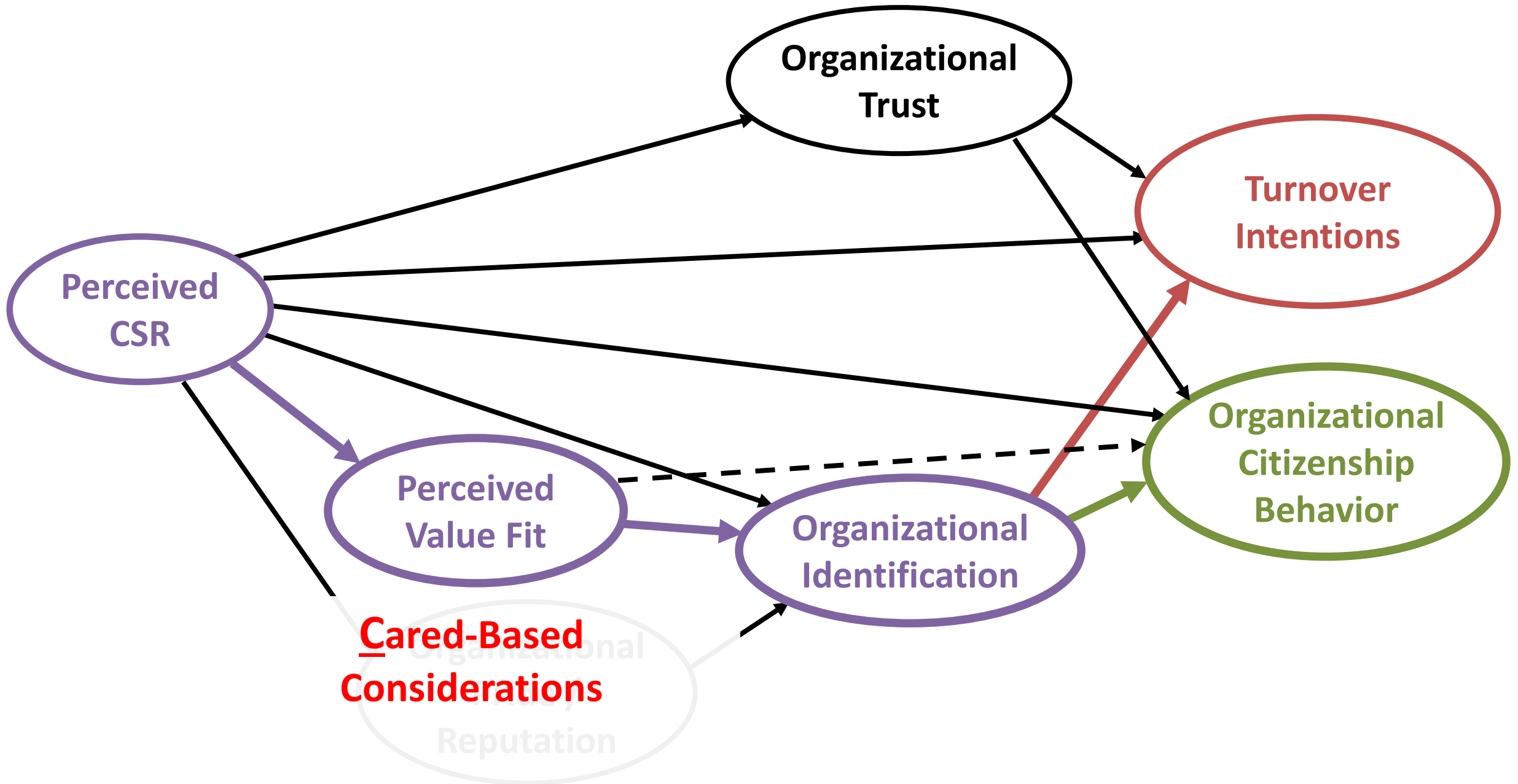
RQ2a / Hypothesis 10

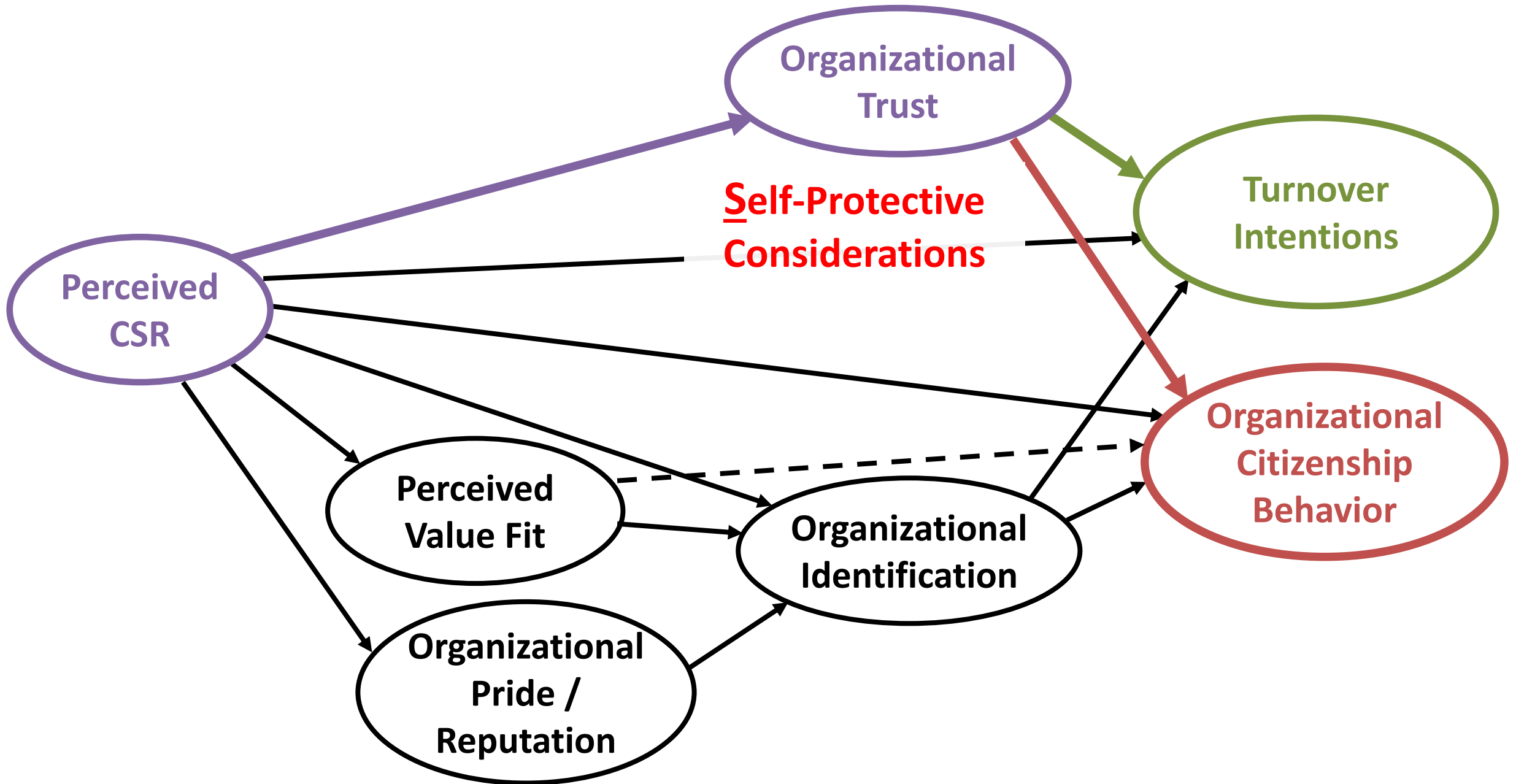
✓ S1: **.06*** [.03, .12] vs **-.01**

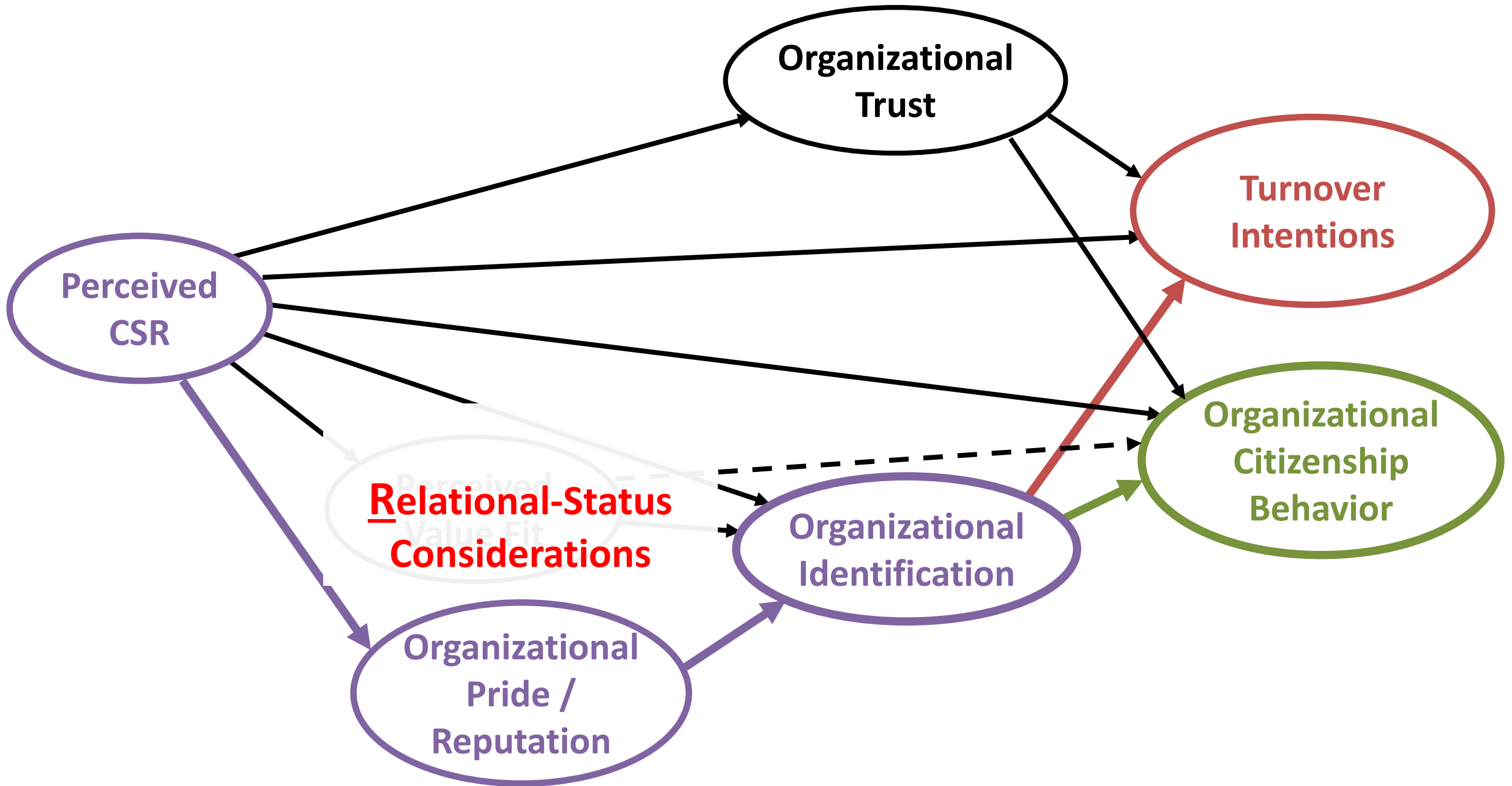
✓ S2: **.12*** [.09, .17] vs **-.03**



Jones, D. A., Shantz, A., & Alfes, K. (2020). *Do all Roads Lead to Rome? A Two-Study Investigation of Employee Responses to Perceived Corporate Social Responsibility through Identity- and Exchange-based Processes*. Article in progress.

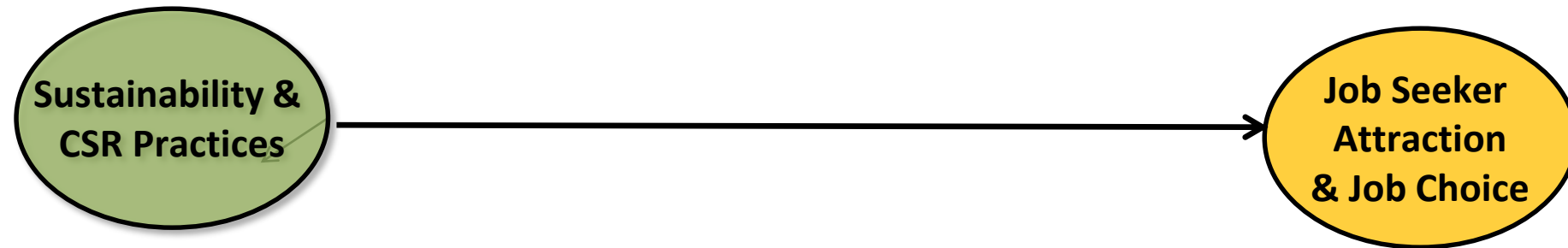






Job Seeker Attraction to CSR

Studies show that job seekers tend to be more attracted to employers known for their sustainability & CSR practices



Why? What are the underlying reasons, or psychological processes, that explains this?

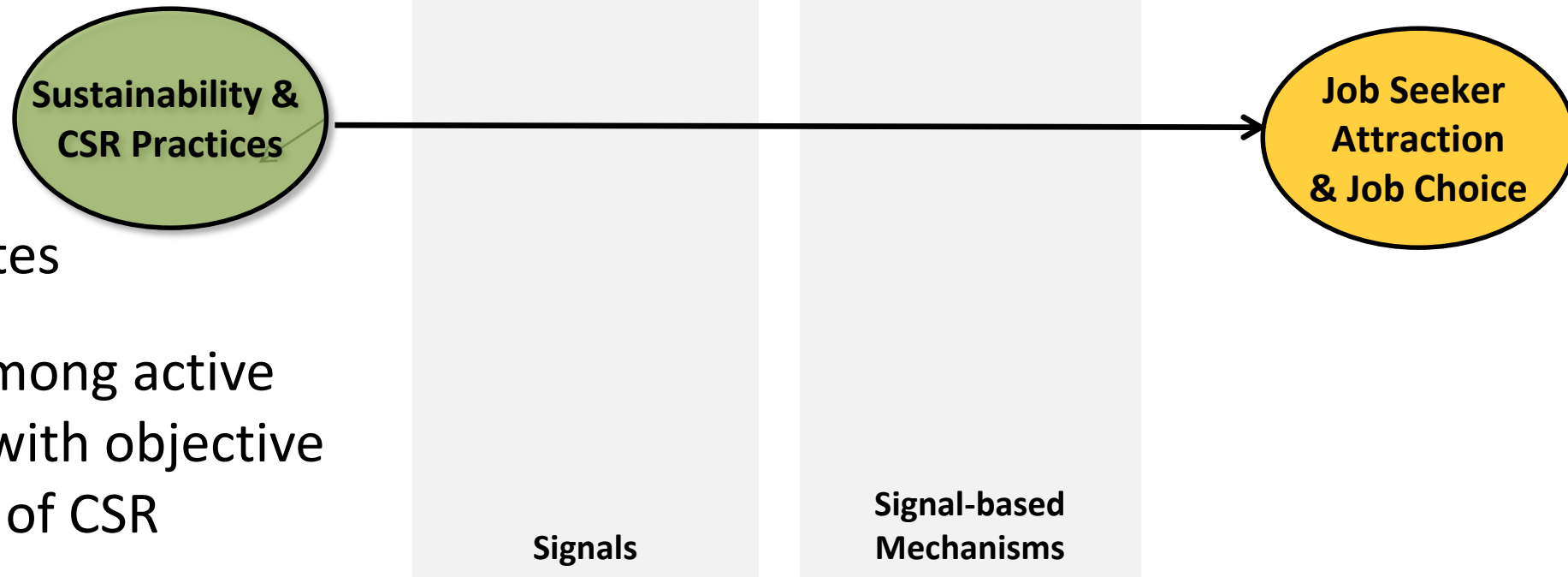
Jones, D. A., Willness, C. R., & Madey, S. (2014). Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms. *Academy of Management Journal*, 57, 383-404.

Job Seeker Attraction to CSR

3 signal-based mechanisms that explain the effects of sustainability & community-directed CSR on job seeker attraction

Study 1: Experimental manipulation of CSR info on company websites

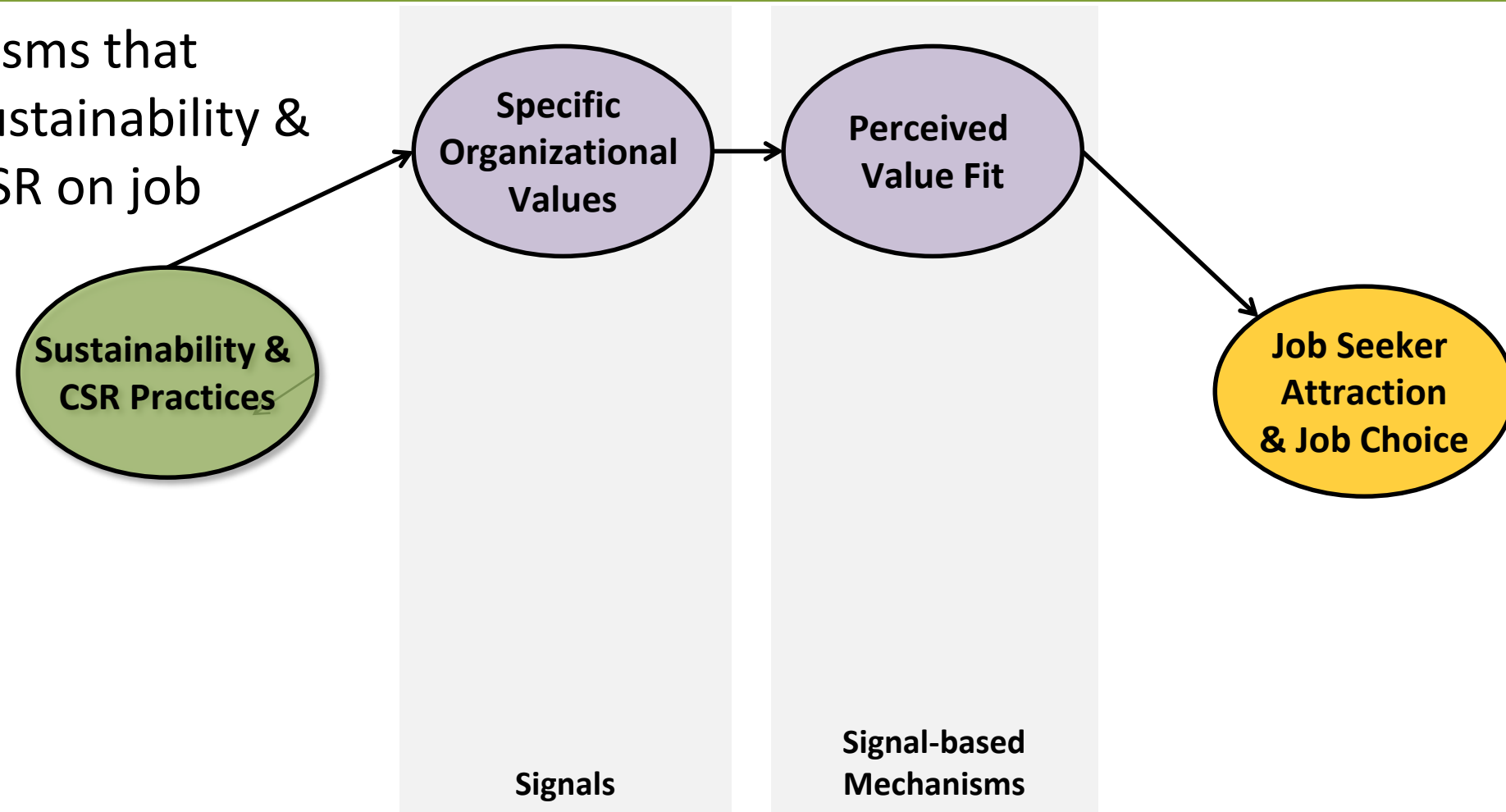
Study 2: A field study among active job seekers at job fairs with objective & perceptual measures of CSR



Jones, D. A., Willness, C. R., & Madey, S. (2014). Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms. *Academy of Management Journal*, 57, 383-404.

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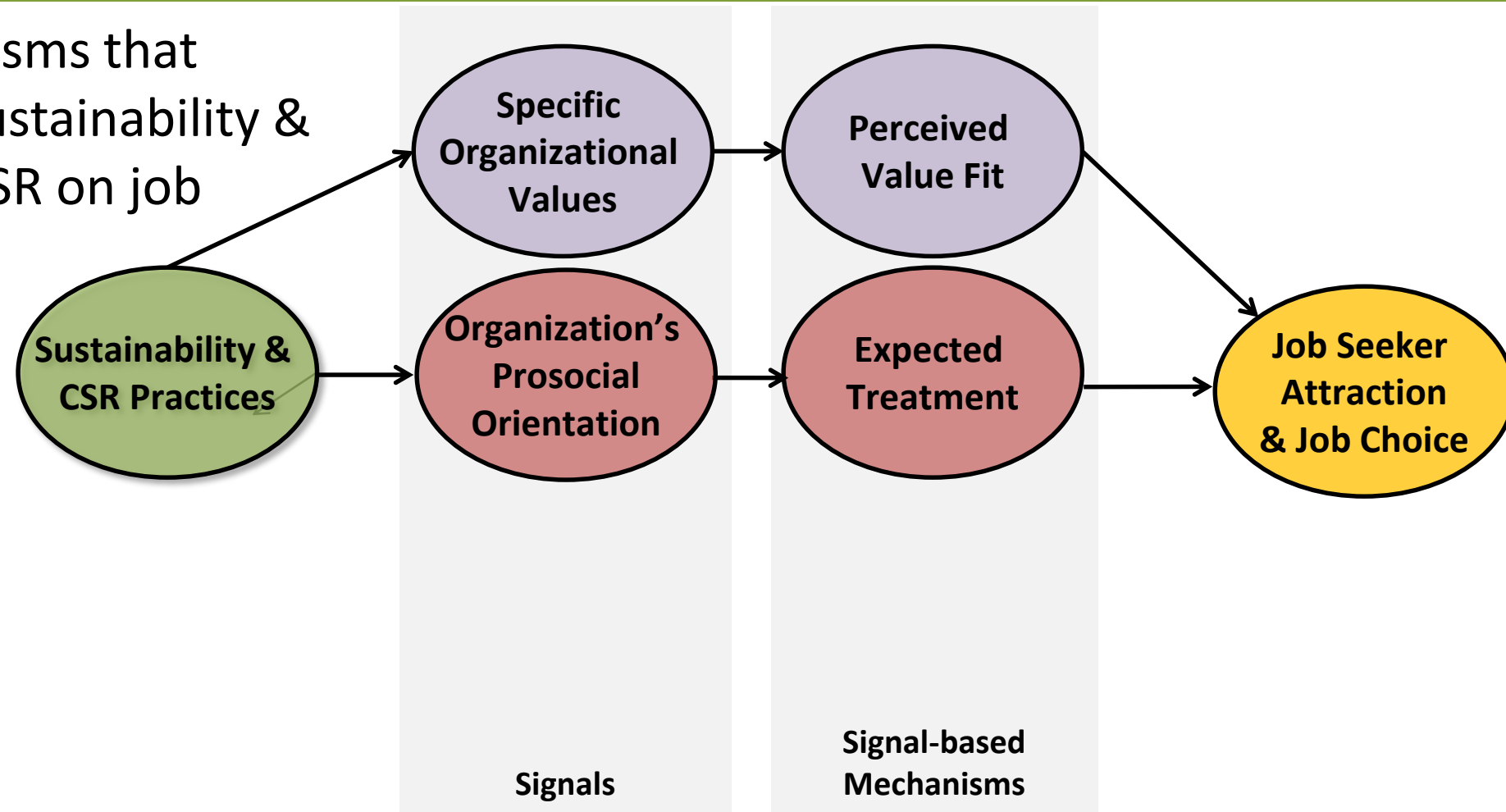
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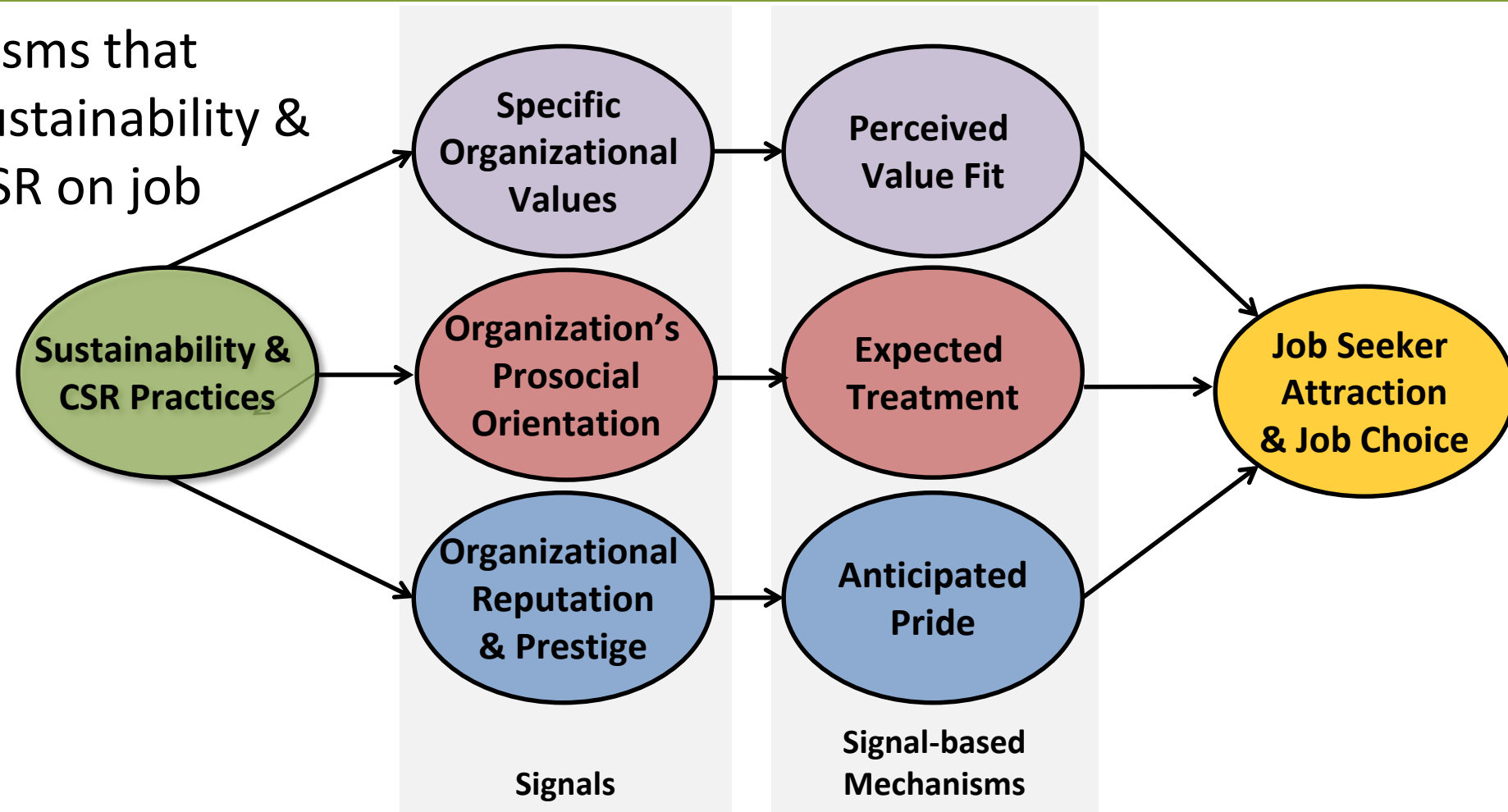
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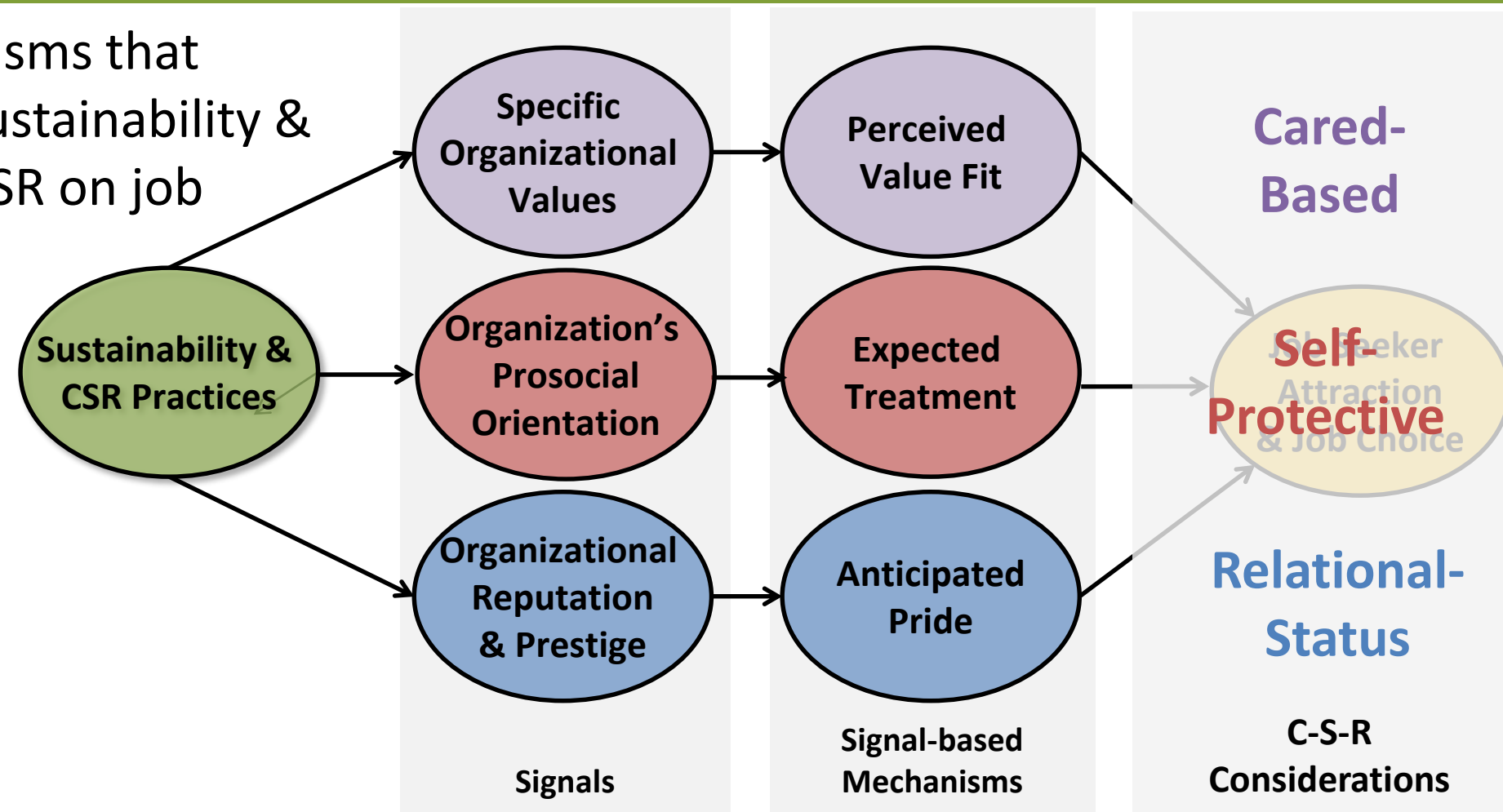
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Job Seekers' Care-Based Considerations

Perceived Value Fit

Link Sustainability & CSR to Organizational Values & Demonstrate Authenticity

- Show job seekers how sustainability & CSR practices are infused in daily work activities, training programs, reward systems, & operational practices
- Explicitly describe company values that drive specific sustainability & CSR initiatives, such as values about protecting the environment & managing stakeholder relationships
- Highlight management's commitment to sustainability & CSR, from senior leaders all the way through to the front lines

Jones, D. A., & Willness, C. R. (2013). Three reasons job seekers prefer sustainable companies: How being better to the planet can help you hire better people. Feature article in *Network for Business Sustainability*. June 7, 2013.

Job Seekers' Care-Based Considerations

LEADER'S LETTER



“Syncrude’s focus on sustainability touches every single aspect of our operation – from facilities and equipment to environmental performance to our relationships with stakeholders and neighbours.”

People are the heart and soul of any organization. And at Syncrude, the determination, resolve and mindfulness of our people is forging the path to a truly sustainable company. Our journey began over 50 years ago with some of the greatest minds in the energy industry and their achievements helped pave the way for a dynamic, economically-viable Canadian oil sands industry.

Today, as we enter the next stage of our journey, our focus more than ever is to ensure our success in an increasingly competitive world. This will be realized through innovation in technology and thinking, through reliable and responsible operations, by working collaboratively with other industry members, and by addressing the expectations of our stakeholders and neighbouring communities. While Syncrude has faced a number of challenges over the last few years, the remarkable tenacity and resiliency of our employees has helped us overcome these and we continue to make great progress on our commitments.

Looking back to 2017, for example, once we recovered from the March process event, we operated exceptionally well. Production averaged 340,000 barrels of Syncrude Sweet Premium per day, delivering about 4.6 million barrels above plan of our high quality product between August and December. Also, our commitment to a safe workplace in the year was reflected in our lowest-ever total recordable injury rate. These achievements highlight the amazing perseverance of Syncrude’s people and the tremendous potential in a stable and reliable operation.

On the environmental front, we surpassed our reclamation target by more than 200 per cent, planting over 400,000 tree and shrub seedlings and returning 215 hectares of land back to nature. Our tailings management technologies enabled the removal of over nine million cubic metres of fluid fine tailings from our settling facilities and their treatment for incorporation into reclamation sites. As well, we continued our measured approach toward developing a corporate climate change strategy which decreases our greenhouse gas emissions per barrel.

“Syncrude’s focus on sustainability touches every single aspect of our operation – from facilities and equipment to environmental performance to our relationships with stakeholders and neighbours.”

Source: Syncrude Sustainability Report 2017-18

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Job Seekers' **S**elf-Protective Considerations

Expected Employee Treatment

Link your Firm's Concern for Society & the Planet to your People Practices

- Showcase employee-driven sustainability & CSR initiatives to in ways that tie them to efforts to create meaningful & rewarding experiences for your employees
- Communicate to job seekers how your sustainability & CSR practices are connected to your people practices through messages like:
 - “We strive to reduce our environmental impact because we care about our planet, just like we care about our people”

Jones, D. A., & Willness, C. R. (2013). Three reasons job seekers prefer sustainable companies: How being better to the planet can help you hire better people. Feature article in *Network for Business Sustainability*. June 7, 2013.

Job Seekers' Self-Protective Considerations

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Our commitment to innovation through research and development is improving current operations and helping ensure we can meet the challenges of the future. Syncrude is recognized as one of the top innovation leaders in Canada with over \$1.1 billion in R&D investments between 2001 and 2015. We invested \$74.5 million in 2017 alone and continue to partner with other industry players through Canada's Oil Sands Innovation Alliance (COSIA) to develop leading-edge technologies and solutions.

Source: Syncrude Sustainability Report 2017-18

Job Seekers' Relational-Status Considerations

Anticipated Pride

Create & Celebrate a Distinctive Reputation for Sustainability & CSR

- Adopt practices that exceed industry norms & distinguish your firm from other employers, such as by integrating CSR/sustainability with your brand, products & services (i.e., CSR Fit)
- Link sustainability to the organization's prestige by seeking recognition & awards from third-party organizations
- Demonstrate employee pride through testimonials & by showing how you celebrate CSR/sustainability achievement

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Syncrude also continues to work with local communities to identify opportunities that enable them to share in the benefits of our oil sands operation. In fact, at \$342 million, Aboriginal procurement in 2017 was double that of the previous year, reaching a cumulative \$3 billion. Aboriginal direct workforce representation increased to 10.1 per cent - one of the highest levels in our history - and people from the local region accounted for 90 per cent of all new hires.

Source: Syncrude Sustainability Report 2017-18

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Syncrude's focus on sustainability touches every single aspect of our operation – from facilities and equipment to environmental performance to our relationships with stakeholders and neighbours. And much like 50 years ago, when we began our long, proud and accomplished journey in the oil sands, we will rely on our people to deliver the competitive, world-class operations required throughout the next stage of our journey. Our Vision and Values continue to guide us and I'm confident we have the knowledge, heart and commitment to achieve Syncrude's highest potential.

Source: Syncrude Sustainability Report 2017-18

Leveraging Employees' C-S-R Considerations

Once hired, employees get a chance to 'look under the hood'

The 3 things that matter most when leveraging sustainability to enhance employee retention & engagement are:

Authenticity

Authenticity

and

Authenticity

Communicate Motives with Authenticity

Cenovus's leadership in sustainability

~40 year reserve life index means sustainability is critical to our business

Track record of sustainable development drives business resilience

Corporate breakeven <\$40/bbl WTI



Note: Reserve life index based on 2018 proved plus probable reserves and 2018 production before royalties. All references to WTI mean approximate West Texas Intermediate price in US\$/bbl. See Advisory.

Care-Based Considerations

Principle 1:

Leverage care-based considerations and moral motives for CSR engagement to inspire your employees and enhance their sense of meaningfulness by demonstrating CSR commitment and celebrating social impact.

Demonstrate your commitment to supporting employees who want to participate in CSR initiatives and have positive impact on stakeholders, such as by:

- showing all of your employees what you do to enable those who want to participate in CSR activities;
- modeling your commitment to supporting your employees' participation by your own participation in CSR initiatives; and
- celebrating CSR-engaged employees and the positive impact they had on stakeholders.

Illustrate the company's CSR commitment by communicating about its serious investments in CSR initiatives with respect to amount, consistency, and durability over time (see Du et al., 2010).

Communicate about the company's CSR impact using credible indicators and evidence of meaningful social impact, such as:

- measurable outcomes of specific CSR initiatives (e.g. the number of meals provided to families in need);
- expressions of appreciation from those served by CSR programs (e.g. sharing a letter of thanks for donated products to a local non-profit); and
- testimonials from stakeholders and employees about the impact they experienced or observed.

Encourage hiring managers to communicate the company's CSR commitment and impact to attract and hire values-aligned job applicants.

Willness, C. R., Jones, D. A., Strah, N., & Rupp, D. E. (forthcoming, 2020). Corporate social responsibility at the individual level of analysis: Research findings that inform responsible management "in the wild." In O. Laasch, D. Jamali, R. E. Freeman, & R. Suddaby (Eds.), *The research handbook of responsible management*. Cheltenham, UK: Edward Elgar.

Self-Protective Considerations

Principle 2:

Leverage self-protective considerations and instrumental motives for CSR engagement to encourage employees to participate in CSR initiatives that provide tangible benefits, while taking steps to reduce potential threats to their self-interests.

Help your employees foresee and realize tangible benefits from participating in CSR initiatives (e.g. highlighting opportunities for formal training and other resume-building experiences, to bond with like-minded coworkers and others, and to “rub elbows” with upper-level managers).

Find ways to give employees control over whether, when, and how they participate in CSR initiatives.

Treat employees well and avoid negative reactions to CSR among employees who believe the company’s investments in CSR practices that benefit external stakeholders come at the expense of supporting the well-being of its own people.

Ensure your performance management practices do not create real or perceived barriers to employees’ CSR participation, such as by:

- avoiding statements that might make some employees feel “forced” to participate in CSR initiatives at the expense of achieving core performance objectives for which they are rewarded and/or held accountable;
- informing employees that you take into account the time they spend participating in CSR activities when appraising their performance; and
- designating a specific day or time for an entire team, department, or business unit to participate in CSR initiatives (along with non-CSR options) without creating additional burdens or demands on their coworkers.

Encourage hiring managers to communicate how the company’s CSR practices reflect its broader efforts to support the well-being of all stakeholders, especially its own people.

Willness, C. R., Jones, D. A., Strah, N., & Rupp, D. E. (forthcoming, 2020). Corporate social responsibility at the individual level of analysis: Research findings that inform responsible management “in the wild.” In O. Laasch, D. Jamali, R. E. Freeman, & R. Suddaby (Eds.), *The research handbook of responsible management*. Cheltenham, UK: Edward Elgar.

Relational-Status Considerations

Principle 3:

Leverage relational-status considerations and relational motives for CSR engagement by emphasizing the company's collective efforts and CSR achievements that give employees reasons to feel proud, and to incorporate what the company stands for and values as part of their identity and sense of self.

Pursue measurable CSR achievements that are worthy of celebration, such as group-level goals about:

- the company's broader CSR commitment (e.g. accomplishing 75% participation in an employee volunteerism program); and
- measurable indicators of CSR impact created by a team or business unit through its collective efforts to support specific CSR initiatives (e.g. the extent to which water-related illnesses were reduced through a clean water initiative).

Communicate how the company is admired and respected by others, such as by:

- pursuing external recognition and awards from third-parties; and
- sharing positive media coverage (e.g. news stories, social media mentions) among internal stakeholders via internal channels (e.g. e-newsletters) and external media (e.g. the company's website).

Create opportunities for employees to form relationships through CSR participation and feel like they are part of something bigger than themselves.

Transparently communicate the company's motives for CSR engagement that reinforces the connection to its identity and values.

Encourage hiring managers to share stories and testimonials with job applicants that demonstrate employee pride in the company's CSR engagement.

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