

EXPLORE THE CHALLENGES OF EMPLOYEE ENGAGEMENT IN BUSINESS SUSTAINABILITY TRANSITION: A CS(R) MANAGER PERSPECTIVE

How do CS(R) managers understand employee engagement in
sustainability business transition?

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Preface

The author hereby declares that the work presented in this master thesis is original and that no sources besides those referenced have been used. The copyright of the master thesis rests with the author. The author is responsible for its contents. Rotterdam School of Management (RSM) is only responsible for educational coaching and cannot be held liable for the content.

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Executive Summary

Research Background and Research Questions

The degradation of the ecosystem and extreme weather is getting severe. Businesses worldwide increasingly recognize the urgency and responsibility of transforming business operation toward a more sustainable way to maintain their competitive advantage in markets and to ensure their future “license to operate” in society and natural environment. Thus, the topic corporate sustainability (CS) or corporate social responsibility (CSR) have gained increasing recognition over the past years in business and research domains. CS(R) (CS and CSR) transition is a significant organizational change because the business operation has to move from only considering profit and stockholders to taking the “Triple Bottom Line” and stakeholders into account. From a change management perspective, to bring about organizational change, there must be participation involvement and an awareness of the need for change among individuals (Cameron and Green, 2009). As Maclagan (1999) argued, CS(R) should be understood as a process that must be participative involving employees across the organization.

In this CS(R) transition trend, CS(R) managers play as critical change agents who actively work on facilitating employee engagement in the transition. However, due to the employee-focus trend in the current literature on employee engagement in CS(R), research on CS(R) manager's role and their perspectives are missing in the literature. The limited research indicates a knowledge gap of their impacts on employee engagement in CS(R) and neglect of evaluation of their current practices to engage employees. As a result, this research aims to explore the topic of employee engagement in CS(R) from CS(R) manager's perspective. Moreover, this research also draws attention to the CS(R) manager's understanding and reaction to employee disengagement in CS(R) in order to enrich the current literature of employee engagement in sustainability transition. From the change management perspective, the key to keep the change process is to overcome the difficulties in the middle of change (Kanter, 2007). Employee disengagement can be viewed as a difficulty in the middle of the sustainability transition. However, so far, we do not know much about the challenges in employee disengagement and how CS(R) managers overcome or react to the difficulties. Thus, this research also aims to examine the obstacles that CS(R) managers' are facing and their approaches to overcoming the challenges. To achieve these research goals, the following research questions were proposed:

- (1) How do CS(R) managers perceive their role in promoting sustainability in their companies?
- (2) How do CS(R) managers perceive employee engagement in sustainability in their companies?
- (3) How do CS(R) managers promote employee engagement in sustainability?

(4) What are the challenges of promoting employee engagement in sustainability?

Methodology and Findings

To better explore CS(R) managers' understanding and to seek a possible explanation of their cognition and behavior, a cross-sectional qualitative research design with a grounded theory strategy is applied to this research. In total, 12 semi-structured interviews were conducted for this research. The open coding analysis results in four aggregate dimensions: "CS(R) manager's understandings of their role", "CS(R) manager's understandings of employee engagement in CS(R)", "CS(R) manager's approaches to promoting employee engagement", and "Barriers to employee engagement in CS(R)". The first and second aggregate dimensions indicate the supportive role and indirect influence of CS(R) managers on creating CS(R) impacts due to the voluntary nature of CS(R) and the restricted direct authority of CS(R) managers over employees. Besides, the second aggregate dimension also shows the different types of "employee engagement in CS(R)" which might also result from CS(R) managers' indirect authority and the broad concept of "engagement."

The third and fourth aggregate suggest five main engagement approaches that are commonly used by CS(R) manager and five perceived barriers to employee engagement. The five main approaches contribute to our current understanding of how CS(R) managers drive employee engagement in their organizations. The five barriers together suggest that the main challenge for CS(R) managers is to stimulate employees to instinctively prioritize CS(R) at the top of their mind and actively take their responsibility to work on CS(R) implementation and participate in related activities. The research further proposes a barriers matrix (See figure 1 in the findings chapter) to demonstrate relationships among the five barriers and employee's general working tendency. This barriers matrix contributes to current research by pointing out another perspective on how to promote sustainability transition. That is, due to the voluntary nature of CS(R), it is vital for researchers to not only look at what drives employee engagement but also look into what prevents employees from prioritizing CS(R) tasks and what stimulates employees to prioritize CS(R) related tasks at work. The matrix also suggests that managers can expect the emergence of specific barriers during different engagement stages by evaluating the urgency and importance of the CS(R) tasks. Besides, the barriers matrix shows the different types of employee disengagement from CS(R) manager's perspectives. Finally, this research proposes a main tasks matrix to overcome the barriers to employee engagement (See figure 2 in the discussions chapter). The research suggests that when CS(R) managers start to promoting a certain task or activities for employees to participate, they should first look at "what are employees busy with?" "How does employees' to-do list look like?" Moreover, CS(R) managers should ask themselves "To what extent

this task is urgent to the employees whom I want them to take action?” and “To what extent this task is important to the employees whom I want then to participate?”

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1. Introduction

Sustainability is shaking the business world. Sustainability issues such as climate change, pollution, waste disposal, inadequate access to water, and natural ingredients are changing the way businesses operate (Firstcarbonsolutions.com, 2015). With the degradation of the ecosystem getting serious, researchers also point out that “the issue has now become more urgent and more pressing as new ‘externalities’ are continually created at the global level” (Collier and Esteban, 2007, p. 19). Stakeholders worldwide are putting stress on businesses and ask them to take responsibility for addressing sustainability issues (Smith, 2003). Besides, companies themselves also increasingly recognize the urgency and responsibility of transforming business operation toward a more sustainable way to maintain their competitive advantage in markets and to ensure their future “license to operate” in society and natural environment.

The United Nation emphasizes the essential role of business in addressing sustainability issues on the 2030 agenda. In 2015, the United Nations published the 2030 Agenda for Sustainable Development with 17 Sustainable Development Goals (SDGs). The 17 goals together is a shared blueprint for individuals, organizations, businesses, governments to follow and work on in order to achieve each of them by 2030 (Sustainabledevelopment.un.org, 2015). Notably, the SDG 12 “ensure sustainable consumption and production patterns” encourages business to take the responsibility of finding solutions for sustainable production in order to create positive impacts on their supply chain from suppliers to consumer to the whole ecosystem by 2030. Ban-Ki-moon, former UN Secretary-General, said at the United Nations Private Sector Forum “I am counting on the private sector to drive success. Now is the time to mobilize the global business community as never before. The case is clear. Realizing the Sustainable Development Goals will improve the environment for doing business and building markets. Trillions of dollars in public and private funds are to be redirected towards the SDGs, creating huge opportunities for responsible companies to deliver solutions” (United Nations Secretary-General, 2015). Under this strong trend and demand toward sustainability, nowadays, many companies are undergoing a transformation to a more sustainable business model and operation. Some aggressive businesses respond to sustainability challenges by developing sustainability strategies and policies and seeking practical approaches to integrate sustainability into their core business operation in order to make this transition happen effectively.

This sustainability transformation involves many changes within an organization, making it difficult to achieve as fast as companies and manager desire. An organization can be seen as an organism, as a living system, as a dynamic and adaptive system to its environment (Morgan, 1986). Within the organization, there are sets of interrelated subsystems designed to balance the requirements

of the environment with the internal needs of groups and individuals. This metaphor implies that to adopt a change of the outside environment, developing healthy relations among individuals within an organization is essential. It also implies that people in the organization must be aware of the need for change and participate in the change process (Cameron and Green, 2009). That is to say if a business wants to make a successful and sustained transition toward sustainability, employee engagement, and participation in corporate sustainability (CS) or corporate social responsibility (CSR) are crucial. Since many companies still use CSR and CS as synonyms frequently, in this research, CSR and CS refer to a broad definition: “company activities - voluntary by definition - demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders” (Van Marrewijk, 2003, p. 102). Under this broader definition, the discussion of CS(R) (CSR or CS) can better reflect the real business world.

In addition to their essential role in the sustainability transition process, employee's role is vital because they are the people who execute the implementation of sustainability strategies and carry out the responsibility of making sustainable decisions in their role daily (Aguinis and Glavas, 2012; Collier and Esteban, 2007). Thus, creating employee engagement and participation in CS(R) are becoming a popular topic amongst managers and researchers. Many studies try to find out how to encourage and what promotes employee engagement and involvement in CSR or CS (Mirvis, 2012; Aguinis and Glavas, 2012; Chen & Hung-Baesecke, 2014; Hejjas, Miller and Scarles, 2018). Studies have identified the drivers for employee participation in CSR at the organizational level, management level and individual level (Aguinis and Glavas, 2012; Chen & Hung-Baesecke, 2014; Hejjas, Miller and Scarles, 2018). For example, by surveying 462 employees, Chen & Hung-Baesecke (2014) found three leader behavioural attributes affect employee CSR participation: role-modeling, advocacy, and facilitation, and they further suggest a simultaneous application of multiple leadership styles to encourage employee participation in CSR. Mirvis (2012) indicated three different ways that companies engage employees: trying to meet the needs of employees who want to participate in the CSR efforts, emphasizing social responsibility based on a psychological contract, and aiming to activate CSR and to develop employees to be responsible corporate citizens.

In this research, a particular focus is drawn to CS(R) managers. CS(R) managers are usually responsible for planning and implementing CS(R) strategies, integrating CS(R) with organization value, encouraging employee participation in CS(R), and communicating CS(R) internally and externally (Principal People, n.d.; Villanova University, 2019). They are the change agents who are striving to promote and push the adoption of changes among individuals from top managers to first-line employees. While most literature on employee engagement in CS(R) mainly focus on employee's

perspective and collecting data from employees (Mirvis, 2012; Guerci et al., 2013; Choi and Yu, 2014; 2010; Blok *et al.*, 2015; Wesselink, Blok and Ringersma, 2017; Hejjas, Miller and Scarles, 2018), literature on CS(R) manager's perspective of employee engagement is limited. CS(R) managers are the people who decide how employees should be engaged. However, due to the employee-focus trend in the current literature on employee engagement in CS(R), the role and psychological experience of CS(R) managers are unexplored and under-researched. Visser and Crane (2010) point out the need for enriching the current understanding of CS(R) managers and the role they play in this sustainability transition. Besides, CS(R) manager's perspective on promoting employee engagement is interesting to be studied because apparently, they are facing difficulties. The paradoxical nature of CS(R), the voluntary nature of CS(R) tasks, and limited direct line authority of CS(R) managers over employees together make engaging employees in sustainability change very challenging for these change agents (Hejjas, Miller and Scarles, 2018; Vlachos et al., 2017; Cameron and Green, 2009; Wickert and De Bakker, 2019). Therefore, this research aims to close the knowledge gaps by exploring how CS(R) managers understand employee engagement in sustainability business transition and the challenges of promoting it. The result of this research deepens the current understanding of employee engagement in CS(R) by bringing CS(R) managers' viewpoint into this discussion. To close the knowledge gap and answer the research question, this research examined employee engagement in CS(R) through a grounded theory strategy with a cross-sectional qualitative research design. Twelve semi-structured interviews with CS(R) managers from different industries were conducted for this research.

2. Literature Review

2.1 Organizational transformation toward sustainability

Stakeholders from worldwide are putting stress on businesses and ask them to take responsibility for addressing sustainability issues (Smith, 2003). Besides, business themselves also increasingly recognize the urgency and responsibility of transforming business operation toward a more sustainable way to maintain a competitive advantage on their market; moreover, to ensure their future “license to operate,” which questioned by activist NGO or government watchdogs (Dunphy, Griffiths and Benn, 2003). Internal and external pressure keep pushing companies to transform toward a more sustainable business operation. For many businesses, this transition can be seen as a huge change that takes several years or even longer because the business operation has to move from only considering profit and stockholders to taking the “Triple Bottom Line” and stakeholders into account, from short-termism to long-termism (Bansal and DesJardine, 2014). If companies aim to integrate sustainability into their process and products fully, they have to adopt many changes, such as a redesign of businesses model, develop a new definition of the business, and a strategic realignment of new definition (Dunphy, Griffiths and Benn, 2003; Haugh and Talwar, 2010). Hence, as Dunphy, Griffiths, and Benn (2003) argue in their book about organizational change for corporate sustainability, “the move from a single-mind focus on creating short-term profits to embodying an ideological commitment to social justice and ecological diversity involves organizational transformation change” (p. 235).

An organization can be seen as an organism, as a living system, as a dynamic and adaptive system to its environment (Morgan, 1986). Within the organization, there are sets of interrelated subsystem designed to balance the requirements of the environment with the internal needs of groups and individuals. This metaphor implies that in order to adopt a change of the outside environment, developing healthy and happy relations among individuals and groups within an organization is essential. It also implies that people in the organization must be aware of the need for change and participate in the change process (Cameron and Green, 2009). Although some sustainability issues can be addressed externally through partnerships (Bitzer and Glasbergen, 2015; Seitanidi and Crane, 2008), still, if business wants to achieve a successful and sustained transition toward sustainability, internal individuals, such as top managers, line managers, and employees, need to be involved and engaged in this transition process. Haugh and Talwar (2010) also indicate that such radical changes will need more than communicating through a report or giving a few days of training for a small number of employees. In sum, as Maclagan (1999) argued, CS(R) should be understood as a process that must be participative involving employees across the organization.

2.2 Sustainability transition and employee engagement

Employee involvement is perceived as one of the most common and direct ways to promote the business transition toward CS(R). In a study done by Tencati, Perrini and Pogutz (2004), 80 percent of companies perceived to be leading on CSR in Italy use employee involvement programs to promote the implementation of CS(R) in their companies. Employees are the people who execute the implementation of sustainability strategies and carry out the responsibility of making sustainable decisions in their role daily (Aguinis and Glavas, 2012; Collier and Esteban, 2007). From a change management perspective, individual participation is essential to achieve transformative organizational change not only because it helps facilitate the change within the organization, but also because it sustains the transformation and to further diffuse the positive effect of this transition (Schein, 1996).

Employee engagement help organizations prepare an environment that is suitable for sustainability transformation and implementing sustainability strategy. Building up an environment ready for change is crucial in order to make transformative change happen. Kurt Lewin's famous three-step model of change, Unfreeze – Change – Refreeze, provides an overview of the process of making a change (Lewin, 1951, cited in Cameron and Green, 2009). Lewin believed that in order to make a change happen, the driving forces for the change must outweigh the resisting forces against the change. At the first stage of the change process, the current status can be unfrozen by increasing the driving force and decreasing the resistant forces in order to create motivation for change. Two studies show that employee involvement and empowerment in process, such as decision making and planning of policy and supporting program, increases employees' buy-in to environmental challenges to their organization (Kitazawa and Sarkis, 2000) and facilitate morale-building within the company (Zutshi and Sohal, 2004). Moreover, involving employees helps the organization move the mission of transition from being a top manager's agenda to being everyone's agenda, making CS a part of organizational action that comes from organizational culture rather than a reaction to external pressure (Chen & Hung-Baesecke, 2014). Therefore, by involving employees in the transition process, a business can reduce resisting forces against this transformation and create an environment for change.

In addition to making the transformative change happen, "sustaining" the change toward sustainability is especially important when speaking about a real sustainability transformation because sustainability requires the consideration of time (Bansal and DesJardine, 2014). It is not something that can be quickly done within a short period or a few financial years. Bansal and DesJardine (2014) point out that any strategy that aims for enhancing business sustainability without considering time span is short-termism. Moreover, the concept of sustainability and CSR contains sustainable co-development with society, so the implementation of CS(R) is perceived as a long-term, continuing

behavior change among individuals (Chen & Hung-Baesecke, 2014) and organizations rely on this collective effort of individuals to achieve their long-term goal (Rodrigo and Arenas 2008).

At the second and third stage of Lewin's change model, after the motivation of change has created, organizations have to help individuals resolve their uncertainty and look at things in a new way. Schein (1996) further elaborates on Lewin's change model and suggests that if leaders want to make a change to move on, it is vital to help the involved people learn new concepts and new meaning for old concepts. Then, at the last stage of Lewin's change model, involved people have to internalize the new concepts and meanings they have learned at the second stage and to incorporate it into their identity and ongoing relationship in order to sustain a change or a new, ideal state. For example, in a study conducted by Remmen and Lorentzen (2000), employee participation in the implementation of a cleaner technology project enhance employee's understanding of environmental problems and solutions, producing a significant effect on changing employee's working routines, leading to employee behavioral change and increasing employee's environmental consciousness. Thus, through participating and engaging in the transition, employees can learn new concepts and behavior that help sustainability transformation sustain in the organization.

Employee engagement not only starts and sustains the sustainability transformation but also helps with the diffusion of the positive impact of a company's CS(R) strategy. Eccles, Perkins, and Serafeim (2012) indicate that a broad range of employee engagement can facilitate external stakeholders' engagement. When a large number of employees engage in corporate sustainability, it will enable suppliers and consumers involved in sustainability initiatives through frequent interactions with the engaged employees. After one-year observation of the innovation team in Interface's European headquarters in the Netherlands, Kennedy, Whiteman, and Williams (2015) found that employee engagement and commitment in environmental initiatives among employees can lead to organization-wide impacts, encourage sustainability-related innovation, and create radical and systematic changes across the supply chain of business.

2.3 Drivers of employee engagement in CS(R)

Since employee active participation plays an essential part in sustainability transformation and CS(R) strategies implementation, practitioners and researchers also pay much attention to find out the predictors and antecedents of employee engagement in CS(R) (Aguinis and Glavas, 2012; Chen & Hung-Baesecke, 2014; Hejjas, Miller and Scarles, 2018). The following table shows the identified drivers of employee involvement in CS(R), which can be classified into three levels (Table 1).

Organizational level	
	<ul style="list-style-type: none"> • Strong CSR-focused cultures • Being in line with corporate culture • Having a link to the corporate purpose • Organizational commitment and attitude toward CSR
Management level	
Leadership	<ul style="list-style-type: none"> • Leaders' moral development and characters • Senior manager/supervisor's commitment to CSR • Leader's emphasis on stakeholder values • Active participation of leadership in CSR • Management support • Supervisor encouragement of CSR
Management practices	<ul style="list-style-type: none"> • CSR training • Incentives and rewards • Internal communication about CSR activities with a genuine message • Presence of internal champions of CSR • Involving employees in the development of CSR interventions • Being co-created by employees • Being implemented together with an employee-run committee
Individual-level	
	<ul style="list-style-type: none"> • Employee's perceptions of CSR • Employee's perceptions of organizational justice • Congruence of individual values with organizational values • Individual employee concern with CSR issues • Employee-organization identification • Congruence of individual values with organizational values • Observed benefits of participation • Fewer perceived barriers to participation
Personality and traits	<ul style="list-style-type: none"> • Employee developmental needs: physiological, safety, affiliative, esteem, self-actualization • Individual employee personality traits and attitudes • Individual employee concern, attitudes, and thought processes

(Aguinis and Glavas, 2012; Chen & Hung-Baesecke, 2014; Hejjas, Miller and Scarles, 2018)

Table 1: Drivers for employee involvement in CS(R)

To sum up, according to the current research on employee engagement in sustainability-related initiatives, we can find that we have a clear understanding of what drives employees to involve in their companies' sustainability-related activities. However, our current understanding of employee engagement is mainly built on research that collecting data from employees (Mirvis, 2012; Chen & Hung-Baesecke, 2014; Blok *et al.*, 2015; Wesselink, Blok and Ringersma, 2017; Hejjas, Miller and Scarles, 2018). The employee-focus trend in the current literature leaves an important actor, CS(R) manager, in this sustainability transformation under-researched.

2.4 The change agents in corporate sustainability transformation: CS(R) managers

CS(R) managers are usually responsible for planning and implementing CS(R) strategies, integrating CS(R) with organization value, encouraging employee participation in CS(R), and communicating CS(R) internally and externally (Principal People, n.d.; Villanova University, 2019). They can be viewed as a critical change agent who is actively working on facilitating sustainability transition and employee engagement in the transition in their organizations, but research on CS(R) manager's role and their perspectives are almost missing in the existing literature (Visser and Crane, 2010). According to Cameron and Green (2009), a change agent is a facilitator of change who often acts as "data gather, educator, advisor, meeting facilitator, and coach" in the transition process (p. 158). On the journey of sustainability transformation, CS(R) managers are the change agents who actively devote their time on addressing social, environmental, and social issues in their organization (Visser and Crane, 2010).

Some studies on sustainability implementation already acknowledge the importance of catalyzing role that change agents play in their organization (Dunphy, Griffiths and Benn, 2003; Van der Heijden, Driessen, and Cramer, 2010; Van der Heijden, Cramer and Driessen, 2012). However, while most literature on employee engagement in CS(R) mainly focus on employee's perspective and collecting data from employees (Mirvis, 2012; Guerci et al., 2013; Choi and Yu, 2014; 2010; Blok *et al.*, 2015; Wesselink, Blok and Ringersma, 2017; Hejjas, Miller and Scarles, 2018), literature on CS(R) manager's perspective of employee engagement is still limited. Guerci et al. (2013) also indicate a need for a future research design involving the perception of employee engagement program designers, professionals, and managers after they conducted their study focused on employee perceived workplace ethical practices. In sum, CS(R) managers are the people who establish the game rules. However, due to the employee-focus trend in the current literature on employee engagement in CS(R), the role and psychological experience of CS(R) managers are unexplored and under-researched.

Visser and Crane (2010) have done an in-depth research on CS(R) manager's change agent role and identified four distinct types of CS(R) managers in their research: expert, facilitator, catalyst, and

activists. They suggest that “different types of sustainability manager represent different modes of change agency” (p.19). They also acknowledge the need for future research to enrich the current literature. So far, we still have limited practical knowledge of how these managers make sense of employee engagement and how they promote employee engagement in their organization. The limited research on the manager’s role indicates a knowledge gap of the impact of leadership on employee engagement in CSR (Strand, 2011; Vlachos et al., 2017). More importantly, the absence of manager’s perspective on this topic in the literature brings up a question of whether there is a mismatch between the way that employees want to be engaged and the way that CSR managers are applying in practice.

2.5 The difficult moment in the middle of transition: Employee disengagement

CS(R) manager’s perspective on promoting employee engagement is important to be studied not only because they play a crucial role in employee engagement but also because they are facing difficulties in promoting it. Like Kanter (2007) emphasizes in her article, difficulties often come after the change begins. Often, top managers announce a plan for change and simply look forward for people to pick up the task, and then the change just going on itself, which is usually not the case. In the middle of change, leaders need to pay extra effort to ensure the change can be sustained before it produces the first desired outcome (Cameron and Green, 2009). For CS(R) managers, after executives develop the sustainability transition blueprint and announce goals needed to be achieved, the significant challenges are employee disengagement. Thus, employee disengagement can be viewed as a difficulty in the middle of sustainability transition. Although researchers have identified numerous drivers of employee engagement, still, for many change agents, it is challenging to bring employees into this change and to create a strong impetus for sustainability change (Wickert and De Bakker, 2019). There are several reasons for their difficulties.

First of all, CS(R) initiatives in many businesses are defined as “company activities - voluntary by definition - demonstrating the inclusion of social and environmental concerns in business operations and interactions with stakeholders” (Van Marrewijk, 2003, p. 102). The voluntary, extra-role characteristics of CS(R) programs implies that employees have the right to choose whether they want to participate or to what extent they want to involve in CSR (Hejjas, Miller and Scarles, 2018). Also, most of the time, change agents do not have direct line authority on people who implement the change, so the effectiveness of their role sometimes depends on a manager who has the line authority over implementer (Cameron and Green, 2009). The restricted authority of CS(R) manager and the voluntary nature of CS(R) make promoting employee engagement more challenging and complicated.

Second, employees might refuse to embrace the sustainability transition. Schein (1996) elaborates

on Lewin's three-step model of change by pointing out two competing forces at play within individual's mind when people are experiencing change: learning anxiety and survival anxiety. Learning anxiety is associated with concerns about learning something new. Survival anxiety is associated with concerns about "what will happen if I do not change." Survival anxiety can be aroused by four types of fear: fear of temporary incompetence, fear of punishment for incompetence, fear of loss of personal identity, and fear of loss of group membership. These two competing forces determine whether individuals embrace change. The survival anxiety of change must be higher than learning anxiety in order to make people accept the change. Furthermore, Schein (1996) suggests that change leaders should focus on creating psychological safety that overcomes learning anxiety of individuals, instead of increasing survival anxiety. He also proposes some interventions that create psychological safety, such as providing formal training, coaching, feedback, positive role models, and consistent systems and structures.

Employee disengagement in sustainability transition not only lead to a failure in organizational transformation but also cause the undesired outcome of CS(R) strategy and initiatives. For example, internal disengagement might make CS(R) look like a reaction to external pressure rather than a part of organizational action (Chen & Hung-Baesecke, 2014), which might create a "green-washing" image of the company for the public. Besides, dissident and disengaged employees might have negative reactions to the company's CS(R) messages and efforts or feel frustration and even rebel against the company (Rodrigo and Arenas, 2007). To sum up, employee disengagement is a significant challenge to the CS(R) manager, but we do not know much about it. Hejjas, Miller, and Scarlesa (2018) point out that there is a research tendency to focus on employee engagement rather than employee disengagement, which raise doubts about whether the opposite of engagement is non-engagement rather than disengagement and a question about the antecedents of employee disengagement. As a result, in this research, attention will be drawn to CS(R) manager's understanding and reaction to employee disengagement in CSR in order to broaden our knowledge of employee engagement in sustainability transition.

2.6 The paradoxical nature of CS(R) and change agent

In order to examine the CS(R) manager's understanding of employee engagement and their role, it is essential to bring "the paradoxical nature of CS(R)" into the discussion. CS(R) represents a paradoxical and contested concept and practice "when firm operate in ways that seem counter to their nature (i.e., pursuit of social good rather than profit)" (Vlachos et al., 2017, p. 1111). As previously defined in this research, CS(R) is "company activities demonstrating the inclusion of social and environmental

concerns in business operations and in interactions with stakeholders” (Van Marrewijk, 2003, p. 102). The definition implies a complex achievement of pursuing multiple goals simultaneously. Therefore, individuals who work to embed sustainability in a business context have to deal with tensions and contradictions that are caused by the complex achievement and the paradoxical nature of CSR.

Dealing with value conflicts and making decisions in the conflict is not a simple work. A study also shows that CS(R) managers sometimes experience frustration “by the apparent contradiction between sustainability ideals and more narrow organizational goals” (Visser and Crane 2010, p. 18). As a change agent under this circumstance, CS(R) managers need to first make sense of the contradiction and ambiguity within their context. According to the concept of Sensemaking, when individuals encounter issues or events that are novel, ambiguous, confusing or violate their expectations, they will seek to clarify what is going on by extracting and interpreting cues from their environment (Maitlis and Christianson, 2014). In this sense, CS(R) managers also seek to make sense of the paradoxical nature of CSR within their organization through their interpretation of it and the meanings that they draw from it. Then, these interpretations of CS(R) and the meanings they draw from it will affect their attitudes, actions, and the management practices they apply. Besides, from the social constructionism perspective (Saunders, Lewis and Thornhill, 2015), the reality that people perceive and their view of how this world works are ‘constructed’ in everyday interpersonal and social interactions. Individuals also will make sense of their roles in the situation in which they find themselves by applying their interpretation of the situation. More importantly, these different interpretations and cognitions will lead to different actions, and the nature of their social interaction with others (Saunders, Lewis and Thornhill, 2015). In a like manner, the interpretations of employee engagement in CS(R) and the meanings that CS(R) managers draw from the interpretation will affect their attitudes, actions, and the practices they use to engage their employee. Therefore, it is essential to understand how CSR managers view employee engagement in CS(R) and their role in promoting it. Saunders, Lewis, and Thornhill (2015) stress that “it is necessary to explore the subjective meanings motivating the actions of social actors in order for the researcher to be able to understand these actions” (p.111). Therefore, by investigating and exploring CS(R) manager's subjective meanings, we will be able to understand their motives, actions, and intentions in a meaningful way.

2.7 Research questions

In sum, CS(R) managers’ perspective on employee engagement is essential to be examined not only because it is limited in current literature, but also because CS(R) managers are the change agents who are responsible for employee engagement in sustainability transition. They are working with the

paradoxical nature of CS(R) daily, which makes their understanding of employee engagement in CSR and their attitude of promoting it more appealing to investigate. Like Visser and Crane (2010) argue in their research, a more in-depth investigation into CS(R) at the individual level will help us gain a more comprehensive picture of CS(R) and its importance. Therefore, this research aims to explore how CS(R) managers understand employee engagement in sustainability business transition and the challenges of promoting it. In particular, the following research questions will be addressed in this research:

- (1) How do CS(R) managers perceive their role in promoting sustainability in their companies?
- (2) How do CS(R) managers perceive employee engagement in sustainability in their companies?
- (3) How do CS(R) managers promote employee engagement in sustainability?
- (4) What are the challenges of promoting employee engagement in sustainability?

3. Methodology

3.1 Research Design: Exploratory qualitative research with grounded theory strategy

The purposes of this research are to explore CS(R) managers' understanding of employee engagement in sustainability and to seek a possible explanation of their cognition and behavior. A cross-sectional qualitative research design with a grounded theory strategy is suitable to be applied to this research for several reasons. First, according to Bryman and Bell (2013), a cross-sectional design requires "the collection of data on more than one case and at a single point in time in order to collect a body of quantitative or quantifiable data in connection with two or more variables, which are then examined to detect patterns of association" (p.53). Because this research seeks to investigate CS(R) managers' understanding of employee engagement in sustainability and their different practices, it is important to collect data from multiple CS(R) managers to examine the logic behind their understandings and explore the difference and similarity among their perceptions.

Second, since this research intends to examine the details of the situation, the realities behind the details, and the subjective meanings of motivation and actions of CS(R) managers from an interpretivist view, a grounded theory strategy based on social constructionism perspective is employed in this research to help researcher better capture and explain the cognition and actions of CS(R) managers as social actors. A grounded theory strategy is especially suitable for researchers who aim to predict and explain human behavior, and then to further building and developing theory from the data (Saunders, Lewis, and Thornhill, 2015). Gioia, Corley, and Hamilton (2013) point out two essential assumptions of grounded theory in their article about seeking qualitative rigor in grounded theory. First, the organizational world is socially constructed by people. Second, it is important to view people as knowledge agents who are able to explain their intentions, attitudes, and actions. Thus, it is important for grounded theory researchers to give adequate accounts and voices to interviewees' experiences. Also, researchers should avoid imposing prior theories or concepts to understand their experiences in the early stages of grounded theory research so that the researchers can gain opportunities to discover new concepts rather than just confirming existing concepts. Thus, by following the principles of grounded theory, a guiding but rather general research question was formed at the beginning of this research: "How do CS(R) manager make sense of employee engagement in sustainability?" Besides, during the data collection and initial coding analysis, none of identified theoretical concepts or terms was applied to avoid missing critical concepts of CS(R) manager's sensemaking and to impose researcher's understanding on their experience.

3.2 Sample and Data collection: 12 semi-structured interviews with CS(R) managers and officer

In this exploratory research, data were collected through semi-structured interviews because a semi-structured interview approach helps inductive researcher “obtain both retrospective and real-time accounts by those people experiencing the phenomenon of theoretical interest” (Gioia, Corley and Hamilton, 2013, p. 19). Also, while this research is cross-sectional, the semi-structured interview approach can ensure the cross-case comparability (Bryman and Bell, 2013). In total, 12 semi-structured interviews were conducted for this research. All participants in this research are responsible for either designing or managing employee engagement program in their organizations. Table 2 shows the details about each interview and interviewees.

	Gender	Industry Sector	Organizational Size	Role in organization	Duration	Language	Mean
Manager A	M	Maritime	MNE* (>1000)	Sustainability manager	60 mins	English	In-person
Manager B	F	Real Estate	MNE (>10000)	Sustainability Director of global & EMEA (Europe, the Middle East, and Africa)	40 mins	English	Phone call
Manager C	F	Chemicals	MNE (>10000)	The lead of employee sustainability engagement and learning	50 mins	English	Phone call
Manager D	M	Beverages	MNE (>10000)	Manager of CSR and public affairs in the Netherlands	45 mins	English	Phone call
Manager E	F	Leisure, Travel & Tourism	NGO (>1000)	Manager of CSR, volunteers involvement, and foundation	45 mins	English	F2F
Manager F	M	Retail	SME (<250)	Company founder and CEO	60 mins	English	F2F
Staff G	F	Oil & Energy	MNE (>10000)	Officer of social programs in the Netherlands	60 mins	English	F2F
Manager H	F	Financial services	MNE (>10000)	Manager of CSR and corporate foundation in the Netherlands	50 mins	English	F2F
Manager I	F	Education	University (>1000)	Sustainability director of the business school	45 mins	English	F2F

Manager J	F	Packaging & Containers	MNE (>10000)	Sustainability and compliance director of Europe	40 mins	English	F2F
Manager K	F	Consumer Goods	MNE (>10000)	Sustainability director of Benelux (Belgium, Netherlands, and Luxembourg)	50 mins	English	Skype
Manager L	M	Food & Beverages	SME** (<250)	Sustainability and communications manager	60 mins	English	F2F

Table 2: Interview information

* MNE (Multinational enterprise)

** SME (Small and medium-sized enterprise)

Before data collection started, an interview guide (See Appendix A) that covers possible topics to answer the research question was created. Further, a list of potential interview questions with a short introduction of the research was sent to interviewees in advance. Besides, before each interview started, I first had a brief conversation on the research topic and goal with interviewees to make sure that interviewees understood the aim of the interview and research. Also, interviewees were informed about the anonymity and the use of the data from the interview. During the interview, I followed the interview guide but still tried to stay open and engage in interviewees' story to uncover new concepts in their experiences. All interviews were audio recorded except the one with Manager A, who wished not to be audio recorded, but a very detailed note was taken during this interview to make sure the richness of the data for open coding at the next research stage.

3.3 Data analyses: Systematic open coding approach

All audio-recorded interviews were fully transcribed for data analysis. This research adopted "Gioia Methodology," a systematic open coding approach for grounded theory, which proposed by Gioia, Corley, and Hamilton (2013). In addition to Gioia Methodology, some supportive coding methods and tips offered by Saldaña (2013) were employed in the coding process to better catch participants' understanding of employee engagement and their action and thought in a social phenomenon. Before the coding analysis start, a coding reminder with research questions and objectives was created to maintain the same coding criteria and stay open for any new information or concept to emerge from the data. Data familiarization was generated during interview transcribing and multiple cycles of

coding analysis, which first done by hand and then done through the Computer-Assisted Qualitative Data Analysis Software (CAQDAS) program ATLAS.ti.

3.3.1 1st order analysis

The initial open coding was conducted in a detailed line-by-line analysis by using informant-centric terms and codes and making little attempt to extract categories. During the initial coding, the Gioia, Corley and Hamilton's (2013) principle of giving voice to interviewees was followed. In order to be more open in this early stage of analysis, different coding methods proposed by Saldaña (2013) were applied to help me analyze the raw data from different perspectives, including value coding (i.e., coding for value, attitude, and belief), process coding: (i.e., coding while using “-ing” form, which is particularly appropriate for grounded theory), and versus coding (i.e., coding for obstacles and conflicts). Eventually, more than 300 initial codes were created from the 1st order analysis.

3.3.2 Post 1st order coding: Reviewing the initial codes generated from 1st order analysis

After finishing the 1st cycle coding, Saldaña (2013) suggests researchers to “cycle back to your first coding efforts so you can strategically cycle forward to additional coding and qualitative data analytic methods.” (p. 187). He also suggests researchers select new coding methods for reanalysis of data at this transitional stage. Therefore, I employed dramaturgical coding method (i.e., coding items such as objectives, conflicts or obstacles, strategies to deal with conflicts or obstacles, attitude, emotions, and subtexts) to review my interview transcripts and initial codes again. The dramaturgical coding method helps researchers “theming the data” (Saldaña, 2013), which I found particularly helpful and suitable for this research philosophy of interpretivism. Since the intention of interpretivism is to understand the differences between humans as social actors with a metaphor of theatre which suggests that we all play a role on the stage of our life (Saunders, Lewis, and Thornhill, 2015), the dramaturgical coding helps me better capture the roles, goals, and actions of CS(R) manager's by paying attention to their objectives, the conflicts they mentioned, the strategies that used, and their attitudes in the interviews. After several rounds of going back and forth between raw data and initial codes, redundant codes were removed, similar codes were merged, and best representative codes are selected. Finally, 63 1st order concepts were extracted from the raw data and were ready for being categorized into 2nd order themes.

3.3.3 From 1st order concepts to aggregate Dimensions

As the coding analysis progressing, researchers start looking for similarities and difference among codes and categories. At this analysis stage, similar codes were grouping and labeling into higher

concept categories by using researcher-centric concepts, themes, and dimensions (Gioia, Corley and Hamilton, 2013). During this 2nd-order analysis process, I tried different ways to examine and categorize my 1st order concepts in order to better capture the emerging themes or concepts that might help me explain the social phenomena I am overserving. At this analysis stage, the similar barriers that different CS(R) managers are facing and their intentions behind their approach to solving the barriers were the two interesting themes that stood out from the data and attracted my attention. Eventually, 19 2nd-order themes and 4 aggregate dimensions were formed (see Appendix B for the overview of coding trees).

4. Findings

This research aims to explore CS(R) manager's understanding of employee engagement in sustainability and to explain the intention behind their practical approaches by using a grounded theory research strategy. After the multiple cycles of systematic open coding, 63 1st order were extracted from the interviews and further categorized into 19 2nd order themes and 4 aggregate dimensions: “CS(R) manager’s understandings of their role”, “CS(R) manager’s understandings of employee engagement in CS(R)”, “CS(R) manager’s approaches to promoting employee engagement”, and “Barriers of employee engagement in CS(R)”. In this chapter, the 4 aggregate dimensions will be presented and explained with illustrative quotes from interviews.

4.1 CS(R) manager’s understandings of their role

The first aggregate dimension is CSR manager’s understandings of their role. Although the interviewees of this research come from different industries, and their company sizes are quite different as well, the findings suggest that they share some similar understandings of their role while promoting sustainability transition in their company. An overview of this aggregate dimension and its corresponding 2nd order themes are shown in Table 3.

Aggregate dimension 1	2 nd order theme	Reference
CS(R) manager’s understanding of their role	Connector, communicator, internal diplomat and coordinator	Manager C,D,K,J
	Internal consultant of sustainability	Manager H,K
	Mirror holder and coach who challenges and inspires employees	Manager K,D
	Initiator of sustainability implementation	Manager B,F,H
	Awareness creator	Manager A,I
	The influence of CSR manager sometimes is invisible	Manager I

Table 3: Aggregate dimension 1 and its corresponding 2nd order themes

According to the corresponding 2nd order themes in Table 3, it shows that, from CS(R) managers view, their role in promoting sustainability transition is more a supporter or a facilitator rather than an authoritative director. For example, in the interview with Manager K who has a job title called “Sustainability director”, she said:

“I'm just the connector. I'm just the adviser. I'm just the mirror that challenges people regarding risks and opportunities.” (Manager K)

The findings suggest that CS(R) managers usually have an overview of overall sustainability efforts among all departments within their organizations, so they can connect the right people internally, and sometimes externally with the front runners or other organization in their own network. Thus, they can coordinate the resources to make things happen. In addition to having an overview to coordinate projects, CS(R) manager are the internal sustainability consultants who share knowledge and provide professional advice when is needed. Some of them focus on creating sustainability awareness among employees. Some of them are the initiator of the implementation of sustainability strategies. Although there are some differences among the supportive roles in promoting sustainability, the findings suggest that CS(R) managers perceive themselves as a middle-man who create sustainability impact through employees in their organizations. Employees are the executor. In sum, the CS(R) manager's job is to wake the executors up and encourage them to take action.

4.2 CS(R) manager’s understandings of employee engagement in CS(R)

The second aggregate dimension is CS(R) manager’s understanding of employee engagement in their organization. Almost all interviewees showed their interests in the research topic “employee engagement in CS(R)” before the interview actually started. Their interest in the topic can be understood as they knew what employee engagement in CS(R) is about. Surprisingly, the findings demonstrate their different interpretations of employee engagement in CS(R). An overview of this aggregate dimension and its corresponding 2nd order themes are shown in Table 4.

Aggregate dimension 2	2nd order theme	Reference
CS(R) manager’s understanding of employee engagement in CS(R)	Scale of employees to be engaged (Who)	Manager B,C,D,H,J
	Scope of engagement in CS(R) (Where)	Manager E,G,H,J
	Degree of employee engagement (What)	Manager A,B,C,D,H,K

Table 4: Aggregate dimension 2 and its corresponding 2nd order themes

The findings in Table X shows that the distinctiveness of their understanding can be characterized as whom to be engaged, where to engage employees, and to what degree engage employees. Some interviewees emphasize the importance to have everyone on the same page, while some managers said

it is not logical to think everyone will involve. An interesting example is from Manager H who make a clear distinction between employee engagement and expertise engagement.

“I always make a distinction between employee engagement and expertise engagement. With expertise engagement, what I mean is that you [employees with their expertise] do a certain job and you're an expert in that job and in the job you apply sustainability. And with employee engagement, I think you [employees in general] want to engage the whole employee force to make them proud or to ask for their help or whatever. So I make a distinction between these two.” (Manager H)

Another different understanding of employee engagement that emerges from the data is the scope of engagement. Some managers emphasize it is important to engage employees in everything their company do, while some managers say they only engage employees on things that create sustainability impact. In addition, when it comes to employee engagement in CS(R), most managers talk about CS(R) related program organized by the company. It can be either a social project or strategy implementation. Yet, some CS(R) managers think employee engagement can also happen outside the company. Here is an example from Manager E:

“We also have a program where we donate the amount of money to their own NGOs. Like somebody who is a volunteer at like the Red Cross or something like that. Or, they are volunteering here at the local football team, and then they can also nominate their own projects. Every year we give 10 colleagues a thousand Euros for their own social projects that they do in their free time. So in that way, we try to support employee engagement but not only in our own organization but also outside.” (Manager E)

The last 2nd order theme is their interpretations of the degree of employee engagement. The findings suggest that their understanding of employee engagement range from being proud of company's sustainability effort, to participate in related activities, working on strategy implementation, initiating sustainability projects, and fully integrated sustainability thinking in their role. Here are two very different examples from Manager H and Manager K:

“So maybe there are a lot of people who don't feel like ‘I want to be actively involved, but I'm still proud of it and I've shared a story.’ And that's engagement, too.” (Manager H)

“It's key to take people along and engage and empower people and to fully integrate into processes and systems and especially the way of working in the mindset of people.” (Manager K)

In sum, although CS(R) managers have a similar understanding of their role in sustainability transition, they have different interpretations and expectations of what employee engagement looks like.

4.3 CS(R) manager's approaches to promoting employee engagement

The third aggregate dimension is the approach that CS(R) managers use to promote employee engagement in their organization. An overview of this aggregate dimension and its corresponding 2nd order themes are shown in Table 5.

Aggregate dimension 3	2 nd order theme	Reference
CS(R) manager's approaches to promoting employee engagement	Raise awareness of CS(R)	Manager A,B,C,D,F,H,I,J,K,L, Staff G
	Create survival anxiety	Manager A,B,C,D,E,H,I,J,K, Staff G
	Create psychological safety	All
	Align value and increase intrinsic motivation	Manager A,B,C,D,E,F,H,I,J,K,L
	Empower employees and give autonomy	Manager D,E,F,H,I,J,K, Staff G

Table 5: Aggregate dimension 3 and its corresponding 2nd order themes

The following section explains the meaning of these six 2nd order themes with illustrative quotes from interviews in detail.

4.3.1 Raising awareness

When it comes to promoting employee engagement, almost all interviewees mentioned they have worked or are working on raising employee awareness of CS(R). Some manager points out that raising

awareness is the primary goal of their role like Manager A said in the interview: “*My job is mainly about raising awareness about sustainability in the company.*” The data suggests that there are four different kinds of awareness that CS(R) manager are working on: awareness of sustainability in general, awareness of what sustainability means to the company, awareness of company’s progress and achievement of sustainability, and finally, awareness of employee’s responsibility. The following Table 6 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Raise awareness	
1 st order concept	Reference
Raising awareness of sustainability in general	Manager C,D,I,J,L
Raising awareness of what sustainability means to company	Manager A,B,C,H,I,J,K
Raising awareness of company’s progress and achievement of sustainability	Manager B,C,D,F,J
Raising awareness of employee’s responsibility	Manager H, Staff G

Table 6: Corresponding 1st order concepts of “Raise awareness”

In the interviews with Manager C, I, and J, they indicated that they have made some small, environmental-friendly changes in their canteens and catering at their workplace to raise employee’s awareness of sustainability issues. Manager J said these small changes in the workplace could trigger a higher level of discussion about environmental issues among employees:

“We are confronted with sustainability on a daily basis. Even in our canteen, for example, we changed everything to non-plastic where possible, for example. And you see that then the environment is changing. So ... from a culture of ‘oh, I don't really mind where I deposit my plastic bag’ to an understanding of ‘Okay, hey this is actually difficult to recycle. Where do I put this pen if it's empty? Is it plastic?’ You know, you get debates about simple things but they trigger discussions that are on a higher level.” (Manager J)

Manager C, D, J, and L also mentioned a common approach to raise employee awareness, which is organizing regular sustainability-related activities or events at the workplace. For example, Manager J holds a one-month event within her organization. During the “Sustainability Month,” employees will

be exposed to different kinds and topics of sustainability activities, which effectively raising awareness among employees. In the interviews with Manager C and D, they both mentioned that they organize events at World Environment Day or Earth Day to increase employee’s environmental awareness of environmental issues and to encourage employees to take action.

In addition to the general awareness of sustainability issues, CS(R) managers are working on making employees aware of what the company’s CSR strategies, goals, missions, achievement, and progress are through different channels and situations to bring them to the same page. Some frequently mentioned means are having conversations with employees in person or during the new joiner training and sending annual report or monthly newsletter to employees. In addition to raising awareness of company’s CSR plan, some managers are working on raising employee awareness of their responsibility to the society and environment around their business to motivate them to participate in CS(R) related programs.

“I think it [employee engagement] is vital especially in here in The Hague. I think our relations are quite good. But if, for example, if something bad happens or blowout happens or like you need to have this good relationship with your neighbors. So, you as an employee, you need to also understand that you're doing your job there, but you also have a responsibility to the community to keep them safe and that's something you need to... you need to remind people of.” (Staff G)

4.3.2 Create survival anxiety

This 2nd order theme comprises the quotes where the CS(R) managers talked about how they push employees to take actions by exercising the profound influence of leadership, colleagues, business interests, and a feeling of competition. Like previously stated in the literature review chapter, when people are experiencing change, there are two competing forces at play within individual’s mind to determine whether embrace the change: learning anxiety and survival anxiety (Schein, 1996). Leadership, colleagues, business interests, and a feeling of competition often arouse survival anxiety of employees, which can create a strong motivation for employees to involve in CS(R) activities to reduce the anxiety. The following Table 7 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Create survival anxiety	
1 st order concept	Reference

CS(R) is valued by company and senior managers	Manager C,D,I,J, Staff G
CS(R) is valued by co-workers	Manager D,I,J
CS(R) is affecting business interests	Manager A,C,H,K
Creating competition among employees	Manager D,K

Table 7: Corresponding 1st order concepts of “Create survival anxiety”

In the interview with Manager D and Manager I, they both indicated that senior leadership talking about CS(R) and keep CS(R) on their agenda can create a powerful signal to employees and encourage them to step out for change.

“[...] And also showing that leaders or senior people in the organization also take it seriously can encourage them [employees] to also step up and do something and change something.” (Manager I)

Similarly, Staff G and Manager J mentioned that a clear message from senior managers is beneficial when promoting CS(R) projects to be either valued by employees or run by employees in different operation locations. In addition to the influence of senior managers, a feeling that the whole company values CS(R) can also create a strong motivation for employees to work on CS(R) project. For example, Manager C and Manager D pointed out the importance of “walk the talk” on small things to send employees a clear message that their company is taking CS(R) seriously.

“And it starts with the small things within your company because that also sends a strong signal [to employees] that you really want to embed sustainability in everything that you do. So I’m happy that we made a lot of progress with our company cars. We have a lot of electric cars now as well. So yeah I think that’s also really important. You have to walk the talk in everything that you do.” (Manager D)

Several CS(R) managers are leveraging on peers to motivate employees to take action on sustainability in their organizations. For example, Manager D, E, I, J set up a sustainability champion team (or sometimes called CSR ambassadors) who come from different teams and departments. According to these managers, these actively involving sustainability champions can effectively stimulate their coworkers to engage in CS(R).

“So we’re trying to make ambassadors of all of the professors who worked with us in recording videos. [...] So what we see is that they are now sharing their videos not only in their networks, but also they will start to debate with their colleagues and say: “Hey, shall we jointly submit an article that is focused on sustainability? So in that way, we’re spreading the amount of people that are involved in our processes.” (Manager I)

Another approach to increase employee’s motivation to participate is to emphasize the relationship between sustainability and business profit. This approach show employees that CS(R) related tasks can affect their job performance and the company’s profitability, which create a feeling of urgency for employees to work on the tasks. This approach can be very helpful when employees do not value sustainability much. The following are examples from Manager A and Manager C:

“They [employees] will say they are not interested in protecting the environment. It's like littering on the roads. They are living in a mess, but they don't care. In this cultural setting, I always have to point out the cost in order to communicate with them.” (Manager A)

“For salespeople, I need to talk about different things. I talk more about the importance for customers because salespeople are very interesting about opinion of customers. So I explain to them that our customers also find it very important that we do this. Um... Well... for example with engineers, I talk more about the saving we can make if we do certain things. That's something they value a lot. Saving like how we can save money, or how we can save water. That's something they find very important.” (Manager C)

Finally, some CS(R) managers are stimulating employee actively participation by creating competition among employees and teams, which create a massive motivation for employees to take action. For example, Manager K organized an online employee engagement platform based gamification. Employees can participate in the platform as a team to answer some interactive quiz related to sustainability. In that way, Manager K creates a feeling of team competition among employees, which might trigger employees’ fear of loss of group membership and motivate employees to participate.

“There is every week a team winner, and that's the team that has collected most points as a team. So, that also stimulates the interaction. So you have a team captain, and they will kind of tell the other team players as well: ‘You have to join as well! We can still get there.’ [...] It's amazing to see in such a competitive environment as we are living in and how eager people become from a game and the opportunity to win something.” (Manager K)

4.3.3 Create psychological safety (to overcome learning anxiety)

CS(R) managers are not only creating survival anxiety, but they are also using some approaches to create psychological safety. When people are experiencing change, learning anxiety is associated with concerns about learning something new. Creating psychological safety can help people overcome learning anxiety that might prevent them from taking action. Like previously stated in the literature review chapter, Schein (1996) suggests some interventions that create psychological safety among individuals, such as providing formal training, coaching, feedback, positive role models, and consistent systems and structures. The following Table 8 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Create psychological safety (to overcome learning anxiety)	
1 st order concept	Reference
Providing supportive environment, trainings, advices, knowledge, and tools	Manager D,F,H,I,J,K, Staff G
Increasing awareness and accessibility of supports	Manager J,K, Staff G
Increasing practicability of CS(R) strategies	Manager A,B,C,D,E,F,H,I,K,
Lowering the barriers to organize or participate in CS(R) activities	Manager E,J, Staff G

Table 8: Corresponding 1st order concepts of “Create psychological safety”

First of all, many CS(R) managers are working on creating a supportive environment and providing employees with training, advice, sustainability-related knowledge, and tools to help employees overcome their learning anxiety in sustainability transition.

“We have integrated in our communication tools. Sustainability is really key parts.

For example, we everyone in the Benelux has an app, a connected app where we share all information and stories. And where do you have a section, where you can find all kind of background stories on sustainability related subjects.”
(Manager K)

Second, while almost all manager indicated that they provide different kinds of supports to employees, only Manager J, Manager K, and Staff G mentioned that it is also essential to make employees aware of the existence of this support.

“[...] And then empowerment to kind of provide access to kind of tools and possibilities we already are having internally because if you are such a big company, it's very easy to have great tools available that nobody knows the existence of or can find because people are very busy.” (Manager K)

“So sustainability for me it's also about personal involvement. When they know somebody and they have the feeling that they have support. So what I do as well is that if people start sustainability projects, I always ask them "Feel free to come to me if you would need some support". Like, if you're in your project and you have a hurdle, I can help you overcome these hurdles.” (Manager J)

The findings suggest that one of CS(R) managers' main task is to make strategy practical and easy to be implemented by employees. Thus, CS(R) manager translate sustainability strategies and missions from a global, abstract level to a local, practical level to help employees work on the strategy.

“I look together with all these people how they can best do that in their own working environment because working environment for marketing, for sourcing, is different. So you need executive approach. So it's my role to work with people how that approach should look like. [...] So that's really about how can people make it actionable in their own job.” (Manager C)

Besides, to encourage employee participation in CS(R) activities, such as community volunteer work, CS(R) managers also recognize that it is crucial to lowering the participation barriers to attracting more employees to involve. For example, Manager E and Staff G said they organize easy and low-effort

voluntary works, which employees just need to sign up and then show up. Another example of lowering participation barrier comes from Manager I who invited senior leaders from each team to participate in the community service program to create psychological safety for the rest of employees.

“For the kick-off of the community service program that we had... last week, we invited a number of senior managers who each have a team, so their team can see: “Hey, my manager takes time off work to do this. So that means that I can also take time off work to do this”. Mm... So you know, we present them as role models to the rest of their team.” (Manager I)

4.3.4 Align values and increase intrinsic motivation

Since not every employee values sustainability issue the same, several CS(R) managers indicated that to promote employee engagement, they have to work on aligning employee’s value with company’s value, trigger employee’s interest, and increase their intrinsic motivation of working on CS(R) related projects. The following Table 9 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Align values and increase intrinsic motivation	
1 st order concept	Reference
Aligning employee’s personal interests to company’s goals	Manager A,C,H,I
Arousing employee’s passion and emotion by outlining a big dream and sustainability mission	Manager E,F,I
Challenging and triggering thinking and discussion	Manager F,J,K
Creating fun and attractiveness	Manager D,E,I,K
Rewarding employee’s sustainability efforts	Manager C,I,J,K

Table 9: Corresponding 1st order concepts of “Align value and increase intrinsic motivation”

Like what Manager H pointed out: *“People usually understand it, remember it if it’s relevant. It’s relevant when it’s in your expertise, or it touches your heart in some kind of way. It’s a personal interest, then people remember.”* Thus, for CS(R) managers, it is important to find out how to link CS(R) mission with employee’s personal interests. There are several ways to do so. For example, Manager C bring customer’s opinions toward sustainability to the conversation with salespeople in her organization since salespeople usually value customer’s opinions a lot. Another approach to stimulate

employee's passion is to arouse their passion by giving them a bigger dream. Manager E also indicated that *"Have a bigger goal, just have a goal that people can dream about."* Here is another good example is from Manager I:

"Well, to me, shifting from calling sustainability to calling it to SDGs was a really useful shift. And I think it's not only because the SDGs are perceived as broader than sustainability. It's also because you know the basic thing is there are 17 colorful icons. So they look cheerful. They trigger something. It's really hard to disagree with wanting to end hunger or wanting to reduce inequalities. No one will approach to that. So and that has been a really helpful shift."(Manager I)

Manager F and Manager K both mentioned that challenging employees and triggering employees' thinking is one of their main tasks within the organization to bring employee involvement in CS(R) to a higher level. The discussion and reflection can help employees to find their intrinsic motivation of working on CS(R).

"I think it's important to be in the middle of the organization and being able to challenge to identify opportunities to start difficult discussions if that's necessary to make the connections to make the links. That's what I think it's really necessary to be able to make progress there. And in that way, you create also that kind of critical mirror or glass with your people." (Manager K)

The other approaches, such as creating fun and rewarding employee's sustainability efforts, also help employees to value sustainability and voluntarily work on CS(R) projects. Like what Manager K said: *"Make it desirable, so make it visible and fun and attractive to work on sustainability."* Here are some other examples:

"We're building an escape room around SDG 12, so responsible production and consumption here in this building. Yeah. And we'll be opened in a couple of months and it will be around plastic waste and fast fashion and pollution. [...] But the idea is that people start to play it, and start to think about serious issue. But then in a playful way. And we call this game based education." (Manager I)

“That [keep employee engaged] is not always that easy because sustainability is really something for the long-term and very difficult to create a short-term success. So, on one hand, it's really all about celebrating victories. Even a very small victory, even when we sell a small volume to our customers but it's based on sustainability, we will celebrate them based on it. We really appreciate the account manager for doing so.” (Manager C)

“I make sure that people get recognition for the projects that they have done in their job. So with that, if people are sort of awarded and being seen or I make sure that they are able to present to senior management team. [...] I let the plant manager then go to the team, but I facilitate the program. So that you give the award to the people that did the job. So that is very important.” (Manager J)

4.3.5 Empower employees and give autonomy

The last 2nd order theme of CS(R) manager’s approach to promoting employee engagement is to empower employees and give them autonomy. The following Table 10 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Empower employees and give autonomy	
1 st order concept	Reference
Encouraging employees to propose their own ideas	Manager F,I,J
Devolving responsibility	Manager D,E,J
Empowering employees in decision-making process	Manager I
Supporting employee’s personal goals and development	Manager E,G,J,K,L

Table 10: Corresponding 1st order concepts of “Empower employees and give autonomy”

This theme can be viewed as an approach to promote employee engagement in CS(R), but at the same time, it can also be seen as the primary goal that CS(R) managers want to achieve. They expect that one day, employees can actively and voluntarily carry out sustainability tasks to achieve CS(R) goals without their stimulation. Like what Manager D said in the interview, employees are the owners of sustainability goals, so the CS(R) manager is only responsible for ensuring that employees are contributing to organizational sustainability goals. In a like manner, Manager I pointed out CS(R) manager’s influence should sometimes be invisible when sustainability is embedded in the DNA of an

organization. Therefore, several CS(R) managers mentioned that they are encouraging employees to propose their sustainability ideas, devolving responsibility to employees, and empowering employees in decision-making processes.

“Actually, the main task that we have in the sustainability team is not so much delivering the project. Yes, we have to deliver a certain amount of projects but it’s mainly making people energetic about sustainability and come up with their own projects and their own solutions within their area.” (Manager J)

“I think sustainability is in the heart of many people. It is already in the heart of many people. So allowing the space for those people to act and to show that they care about the planet or about people. So allowing that space will help them, will encourage them.” (Manager I)

As mentioned in the previous theme of creating survival anxiety, some CS(R) manager set up an extended sustainability team or CSR ambassador team that is composed of employees from different departments. These extended members of the sustainability team are usually given the responsibility for CS(R) implementation or setting a goal for their team. Here is an example from Manager D:

“I think it’s important that we have per team within our organization and in the Netherlands, we have one sustainability champion, so we have 15 teams. And we have one sustainability champion per team. And we nominated sustainability champions a couple of months ago. Basically, that person is responsible to keep sustainability on the agenda of his or her team. He is also my first contact person for the team. [...] So this one is like the overall sustainability within his or her team. And that’s also give some ownership within the team. That’s important. [...] So that every team takes ownership to contribute. And that’s the goal.” (Manager D)

On the other hand, some CS(R) managers think of encouraging employee engagement in a different way. For example, some CS(R) manager are giving autonomy to employees on this topic by supporting employee’s personal goals, which do not necessarily link with company’s CS(R) goals but still contribute to sustainability transition in a broader sense. In that sense, the company does not only

stimulate employees to engage in CS(R) defined by the company but also give employees opportunities and freedom to choose how and what they want to contribute. This approach also brings some extra benefits to the organization and employees, such as bringing new perspectives to the company, increasing employee satisfaction and commitment, enhancing employee personal development and self-actualization.

“There is option to work four days at our company and one day at an NGO foundation, and our company pay 50 per cent of the shattering of the day, of your cut back on that day. So, we try to stimulate people to be more like 2 or 3 years of working for an NGO to share your experience but also to learn back. Since you will get a totally different opinion. So this is how we try to stimulate our people to be more involved not only within the company but also with the world around it.”
(Staff G)

“We always look at the person. I think it’s very important that really see the person. So it goes beyond, as I said we don’t see employees as a just as production units. We want the most to develop themselves and this is very important. If you look at sustainability, there are many ways to look at sustainability, but it’s also a way of keeping your employees with you and keeping them motivated and enthusiastic and full of energy.” (Manager L)

To sum up, the five distinctive approaches together constitute the second aggregate dimension of CS(R) manager’s approaches to promote employee engagement. According to the data, some approaches are mentioned more frequently than others. The frequency will be further elaborated in the discussion chapters.

4.4 Barriers to employee engagement in CS(R)

Even though the CS(R) managers who participated in this research are facing different working environment and having different characteristics of employees in their organization, they all mentioned some similar barriers or challenges that they have tried or are trying to overcome during the interviews. An overview of this aggregate dimension and its corresponding 2nd order themes are shown in Table 11.

Aggregate dimension 4	2 nd order theme	Reference
Barriers to promote employee engagement	Unawareness	Manager B, H, I, J, K, Staff G
	Value conflict	Manager A, C, D, G, H, I, K, L, Staff G
	Important but maybe later	Manager B, C, F, H, I, L
	Obligatory rather than voluntary	Manager D, E, F, I, L, Staff G
	Lacking full integration into employee's mindset and intuition	Manager A, D, F, I, J, K

Table 11: Aggregate dimension 4 and its corresponding 2nd order themes

The findings suggest five distinctive barriers to promote employee engagement: “Unawareness,” “Value conflict,” “Important but maybe later,” “Obligatory rather than voluntary,” and “Lacking full integration into employee’s mindset and intuition.” Each of them is mentioned by several CS(R) managers. All five barriers have their meaning and will be further explained later in this chapter. In brief, the overall main challenge for most CS(R) manager is to stimulate employees to move from acknowledging the importance of CS(R) to instinctively having CS(R) at the top of their mind and actively working on CS(R) implementation or participating in related activities. A quote from Manager B clearly characterizes this biggest challenge:

“In terms of what’s realistic for people and even if people care about it and think it’s important. That doesn’t mean that they can fairly prioritize it. Sustainability still one of the things that people have a list of 20 things to do, and sustainability might be number 21. But it doesn’t mean that it’s top of their mind to each and every day.” (Manager B)

Thus, even though employees recognized the importance of CS(R), there is still a barrier that prevents them from prioritizing CS(R) in their mind and their daily work. In addition, the restricted authority of CS(R) manager over employees and the voluntary nature of CS(R) together make promoting employee engagement more challenging. A quote from Manager I properly explains this challenge:

“[...] and then it’s up to them to decide are they changing the way they work or not. I mean that’s not my responsibility. [...] also you know lots of other stuff happen in an organization. So you could see that people are distracted or that

other issues are more urgent.” (Manager I)

In sum, employees might agree with the importance of CS(R) related tasks or initiatives, but they do not feel the urgency to take actions because they tend to deal with tasks which are more urgent to work on for them. This working tendency reminds this researcher of a commonly used ‘Urgent-Important Matrix’ (sometimes called ‘Eisenhower Decision Matrix’) for prioritizing tasks and managing time at work by evaluating the urgency and importance of the tasks (Eisenhower, 2017). The urgency means people feel the need to react right away, while the importance means tasks that contribute to people’s long-term goals and values. Urgent-Important Matrix suggests that people should do things that are urgent and important first, schedule the important but not-so-urgent task to do later, delegate the urgent but not important tasks to someone else, and eliminate the tasks which are not important and not urgent from your To-do list.

The logic behind the matrix is similar to what Manager B and Manager I implied in the interviews. Employees do not always work on tasks that they think is important, but they will dedicate their time and attention to the more urgent one. Therefore, by combining the identified five barriers to employee engagement and the Urgent-Important Matrix, interestingly, a pattern, and a progression within these five barriers appear. A visualization of the sequence of barriers is presented below (Figure 1).

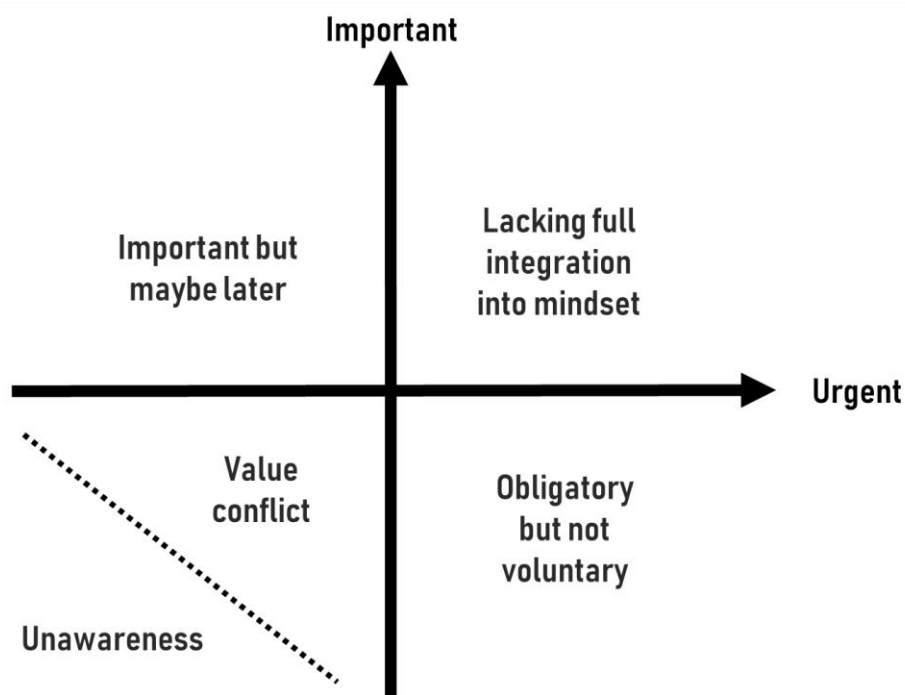


Figure 1: Five barriers to employee engagement in CS(R)

Like previously stated, employees might agree with the importance of CS(R) related tasks or initiatives but never take actions on them or only work on the more urgent one. For example, if managers only work on increasing the importance of CS(R) to their employee, they might face “important but maybe later” barrier because the CS(R) tasks are not urgent for employees to prioritize on their to-do list. On the other hand, if CS(R) tasks are only urgent but not important to employees to work on, managers will also encounter “Obligatory but not voluntary” barrier. The figure shows the matrix of five barriers to employee engagement in CS(R). The central horizontal axis represents the urgency of tackling tasks or involving in CS(R) related initiatives to an employee; the central vertical axis represents the importance of tackling tasks or involving in initiatives related to CS(R) related to an employee.

Since employees need to be aware of company’s CS(R) effort first in order to be further stimulated to work on CS(R) related tasks, the awareness of CS(R) tasks or initiatives is separated from the urgency and importance at the lower-left corner. It also means that if employees are very unaware of CS(R), CS(R) tasks are neither important nor urgent for them to tackle. The following sections explain each barrier separately from the lower-left corner to the upper-left, the lower-right, and the upper-right corner with illustrative quotes from the interviews.

4.4.1 Unawareness

According to the interviewees, awareness of CS(R) is the first and the most fundamental challenge to be overcome when CS(R) managers start to promote employee engagement in their organizations. For example, Manager C explained her first step of promoting employee engagement in her organization: “*You first want to make people aware, so really awareness of sustainability, and we have this content.*” All CS(R) managers are working on communication and raising awareness of their CS(R) strategic goals or programs among employees in order to make employees start paying their attention to CS(R) and further working on it. However, during the interview, half of the interviewees mentioned that employee’s unawareness of sustainability is still a big issue that they are facing. The findings suggest three types or levels of employee unawareness: “unaware of what company’s efforts on sustainability are,” “unaware of what company means by sustainability,” and “unaware of what supports company provides.” The following Table 12 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Unawareness	
1 st order concept	Reference
Unaware of what company’s efforts on sustainability are	Manager B,H

Unaware of what company means by sustainability	Manager H
Unaware of what supports company provides	Manager B,K, Staff G
Why it happens	Manager H,I,J, Staff G

Table 12: Corresponding 1st order concepts of “Unawareness”

First of all, Manager B and Manager H both mentioned that there are still some employees who are very unaware of the fact that their company is working on CS(R).

“[...] there’s even probably a fourth bucket of really everybody else of the people [employees] who don’t care and never touch sustainability, don’t even know that there are hundreds of people at our company who work on that on a daily basis.”
(Manager B)

Second, even employees know that their companies are putting efforts in CS(R); sometimes, they are not aware of what their company CS(R) strategies, goals, and missions are. For example, Manger H pointed out that there is a significant knowledge gap between what employees think about sustainability and how the company perceives sustainability.

“I think that the term, sustainability, is very vague, so I think being aware of society is top of mind. But I don't think people recognize that as sustainability. [...] We say, ‘What do you think about when you think about sustainability?’ And then they say like, ‘The paper cups and how much I print,’ you know, stuff like that. And for us, the main part of the sustainability strategy is how much green finance we do. So it's there’s a big gap between what sustainability strategy is at a bank and how employees think about the topic.” (Manager H)

Third, employees are not aware of what support their organization provides to help them contribute to sustainability. This unawareness will lead to a waste of resources and frustration to CS(R) managers. For example, Staff G, whose company provides a crowdfunding platform to support employee’s own volunteer projects, is struggling with making employees aware of the platform so that employees can make use of it.

“When I speak to people and tell them what they can do, they were like: ‘Oh! I

didn't know that!' So there's a lot of information that's like hidden even though you're not trying to keep it secret but it's just... So a lot of people don't know about it or they already have their own structure like without our department.” (Staff G)

Several CS(R) managers also gave reasons for why employees are unaware of their company's CS(R) efforts or support. Their reasons are the massive amount of published information within the organization, miscommunication, and missing formal or structural communication approach to reach employees or to get their attention.

“We...have 12,000 colleagues and they are across the Netherlands. They all have different kinds of job. And it is just very difficult to reach them because there's so much information that people don't even read it or see it or you know. So for example, we have this screen [pointing a screen hanging on the wall] where we have messages all the time, but if you put a message on there, you know 3 hours later, there's a next message. So it's just very difficult to reach people.” (Manager H)

“So it's that people need to know that it's there, which is difficult. Because how are we going to convey this message. Because online is being washed away. So much information. So you need to... my biggest challenge is that we don't have a structural approach. How people would get to know of this platform.” (Staff G)

In sum, the findings suggest that unawareness is the first barrier that CS(R) managers have to overcome to make employee start thinking about sustainability with their organization; moreover, to make employees valuing CS(R) and working on related projects.

4.4.2 Value conflict

The second identified barrier is “value conflict.” Value conflict means the values or beliefs of employees or senior managers are not aligned or even contradictory to organizational CS(R) goal. When employees encounter value conflict, CS(R) is neither important nor urgent to them to tackle. The findings suggest several types of conflict that CS(R) manager have to overcome (or help employees to overcome) before making employees valuing or working on CS(R): “Employees are not interested in sustainability”, “Senior managers are not interested in sustainability”, “Company's goal

does not align with individual’s goal”, “Short-termism vs. long-termism”, and “Negative stereotype of sustainability”. The following Table 13 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Value conflict	
1 st order concept	Reference
Employees not interested in sustainability	Manager A,C,D,I,L
Senior managers not interested in sustainability	Manager A,B,C
Company's goal \neq Individual's goal	Manager H, Staff G
Short-termism vs. Long-termism	Manager A,B,D,I
Negative stereotype of sustainability	Manager I,K

Table 13: Corresponding 1st order concepts of “Value conflict”

First of all, although it is not surprising to find out that not every employee values sustainability and is interested in CS(R) implementation or programs, still, when employees have no interest in CS(R) or value financial result much more than sustainability impacts, it is problematic for CS(R) managers to do their work. Here are some examples from managers who encounter employees who are not interested in CS(R):

“Fuel efficiency is our key performance and also job performance. Everyone has to work on it. However, if you try to talk about reducing something else other than fuel, such as gas emission, some will say they are not interested in protecting the environment. It’s like littering on the roads. They are living in a mess, but they don’t care.” (Manager A)

“There are people who have already indicated: ‘You know, we talk about the SDGs continuously. Shouldn’t we focus on something else? Shouldn’t we start to talk about algorithms or technology?’ So they don’t get that my philosophy is that the SDGs or sustainability is the core to everything.” (Manager I)

Second, Manager A and Manager C both mentioned that the biggest challenge of employee engagement happens when the top or senior managers do not value sustainability. Since the top management and senior managers have the direct authority over employees, their negative attitude

toward sustainability makes CS(R) managers very difficult to motivate employees to work on CS(R) projects or implementation.

“Well, one of the biggest challenges is that not all the senior leaders value sustainability the same. The top layers very much engaged and very much in favor, but there are also managers that are little below who are not. So they are... ya... really more talking about money about revenue, not so much about sustainability, and they even think that sustainability cannot help in creating profit. Well, these people can make our life very difficult because they can say things to salespeople who I am talking to: ‘Hey! You shouldn’t spend time on sustainability’. So sometimes you really have to overcome prejudice inside the company.” (Manager C)

Third, when it comes to contribution to sustainability, employees often have their personal goals or ideas which might not link to company’s sustainability goal or strategy. When the inconsistent happens, employees might be demotivated to work on the CS(R) goals that set by their company. As a result, the CS(R) goals could be more challenging to be reached. Like Manager E said in the interview, *“Be aware that what your goals are maybe aren’t the goals of your employees.”* Here is an example from Manager H, who continuously receives many suggestions from employees on how her company should contribute to sustainability or whom the company should donate money:

“Now what you see a lot is that employees come to us and they tell us what they think the company should do with sustainability. So they come up with our own ideas and that is not necessarily a bad thing. But what we see is that there are... often nice ideas but not linked enough to the strategy or impossible to execute [...]. Nobody says like, ‘Yeah, what’s the program on sustainability? Where I can add value?’ They are more like, ‘No, I think we should do this.’ [...] And it’s also good, but it’s also challenging because we have a strategy and we have really closely looked at what is the most impactful and best way to go forward. And these are often very random nice fun ideas. So that’s difficult sometimes.” (Manager H)

Fourth, in general, when making a decision, people tend to take short-term results into account first and forget the long-term impacts of their choices. Thus, when it comes to being sustainable at work, it

is challenging for CS(R) manager to overcome this short-termism perspective which prevents employees from putting sustainability at their top of mind when they make decisions.

“Sometimes taking a sustainable choice is the more expensive one, but it’s something we have to do because it’s better in the long term because it’s the only way to continue. So that’s the kind of mindset change that we are going through right now. And it’s good to see, but it will take time. I mean, for some colleagues, it’s still important to only look at the cost as the key driver for decisions [...] I think that’s a challenge a lot of companies are experiencing right now, because ideally, of course, you want a solid business case which is the most sustainable one and let’s say the cheapest one, but that’s not always possible. I mean sometimes the more sustainable one takes a bigger investment. The value is only paid out in like ten years or even longer. So, how do you deal with that? I think that’s the biggest challenge and a lot of companies are struggling with right now.”
(Manager D)

Finally, the negative stereotype of sustainability, such as tree huggers, left-wing, earthy, and extreme, sometimes stop employees being open to CS(R) messages and carry out sustainability-related tasks. In sum, value conflict creates some psychological barriers in employees’ mind, which prevent employees from putting CS(R) related tasks at the top of their mind. CS(R) managers need to find a way to overcome these value conflicts to make CS(R) become important and urgent to employees to work on or involve.

4.4.3 Important but maybe later

Like Manager B said in the interview: *“In terms of what’s realistic for people and even if people care about it and think it’s important. That doesn’t mean that they can fairly prioritize it. Sustainability still one of the things that people have a list of 20 things to do, and sustainability might be number 21”*, acknowledging the importance does not necessarily lead to the action taking. Several CS(R) managers recognized that there is a growing understanding of the importance of sustainability among employees and people in general. However, the number of people who are actively taking action on CS(R) is still lower than CS(R) manager’s expectation. Thus, the findings demonstrate an action gap called “Important but maybe later.” The following Table 14 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Important but maybe later	
1 st order concept	Reference
Why it happens	Manager B,C,I,L
Action gap and inconsistency	Manager B,C,F,H

Table 14: Corresponding 1st order concepts of “Important but maybe later”

“In our company, if I’m being perfectly honest, it’s still a small minority of the 90,000 people that we have globally. And so people might say it’s important from a perception standpoint, but that’s different from the number of people who are actively taking action or implementing on sustainability in their work on a daily basis.” (Manager B)

“So we work with all the departments that have to implement the strategy sometimes because they want our help and sometimes because they’re not really starting and they have to... we kind of push them a little bit so to say.” (Manger H)

Manager L and Manager I point out that the reasons for causing this action gap are the voluntary nature of CS(R) and their limited authority and responsibility for employees.

“You have some control but not total control. So you need to create an environment where it’s possible. But they say in English ‘You can lead a horse to water, but you can’t make it drink.’” (Manager L)

“It’s up to them [employees] to decide are they changing the way they work or not. I mean that’s not my responsibility.” (Manager I)

The other reason is a tendency to deal with urgent tasks and the different job contents that employees have.

“80% of the people at our company say they want to work on this [sustainability] and they find it important. [...] Well, some people really do it, really every day,

and some people say they do it sometimes. I would like everyone to say they can work on it every day. Some people I think find it easier to do than others.”
(Manager C)

4.4.4 Obligatory rather than voluntary

Several CS(R) manager recognized that voluntary involvement creates a much more significant impact than obligatory participation. Therefore, to create a greater impact, they are striving to stimulate employees to participate in CS(R) initiatives and strategies implementation voluntarily rather than obligatorily. The following Table 15 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Obligatory rather than voluntary	
1 st order concept	Reference
Moving from "I have to" to "I want to"	Manager D,E, Staff G
Obligation creates less impact	Manager F,L,E
Obligation cannot sustain the change	Manager E,,F,I

Table 15: Corresponding 1st order concepts of “Important but maybe later”

Manager D and Staff G pointed out that moving employees from “I have to” to “I want it myself” is a challenge they are facing now. Yet, finding the balance between stimulating and forcing is not an easy task.

“I think the biggest driver should be your intrinsic motivation. You have to really want it not because you have to but you want it yourself. And I think that’s the change that I’m trying to achieve in our organization. Sustainability is even more embedded in the hearts of everyone, and not something we do because we have to.” (Manager D)

“Because you want this for people to come from the inside out. You don’t want to force them like: ‘You should volunteer’. So you need to find this balance.” (Staff G)

Manager E also point out that when CS(R) task is obligatory, the sustainability transition cannot sustain.

If employee involvement happens because employees feel the obligation or the urgency to participate, once the external pressure is gone, then the involvement is gone as well because employees do not have the intrinsic motivation to work on CS(R).

“If the board or CEO just tell everybody what to do, it is not going to work. It has to be in your motivation to make an effort, an extra effort to be sustainable. So in that way we have different kinds of, like TED talks where people can go to on the team sustainability and we try to make people enthusiastic.” (Manager E)

“So we also try not to point with the finger: ‘You should... You should... You should...’ When you do that, I think it's not gonna be quick when you want some development. No matter which one you choose, sustainability or mindset or something, when you let people think about things and make them motivating and initiating by themselves is better than you gonna tell them every time ‘You have to do that.’ And they are sort of dead in their head.” (Manager F)

4.4.5 Lacking full integration into employee’s mindset and intuition

Even though CS(R) tasks already be important and urgent for people to work on, there are still some challenges needed to be overcome to make the sustainability transition sustains. Several CS(R) managers are trying to integrate sustainability thinking into their employee’s working mindset and bring employee engagement to a higher level. The following Table 16 shows an overview of the corresponding 1st order concepts and its referred interviewees.

2 nd order theme: Lacking full integration into employee’s mindset and intuition	
1 st order concept	Reference
Expect employees to set up their own projects without CS(R) manager's interference	Manager I,J
Lacking full integration of sustainability thinking into employee’s role, mindset, intuition, and decision-making process	Manager A,D,K
Lacking deeper thinking and in-depth discussion on sustainability issues	Manager F

Table 16: Corresponding 1st order concepts of “Lacking full integration into employee’s mindset and intuition”

First, managers are expecting employees to set up their own projects without their interference or push. For example, Manager J wants her employees to carry out their own CS(R) projects without her interference and supervision, which is also the goal of her role in the company. Similarly, Manager I thinks her influence should be invisible when sustainability is fully embedded in the heart of the organization and employees. In the interviews with Manager A and Manager D, both of them mentioned that employee engagement in CS(R) is about employee's mindset change. Employees should fully integrate long-term sustainability thinking into their job whenever they are making a decision or talking to clients:

“For example, if you are an account manager and you sell our beers to let's say the restaurants. One of how you can contribute is that you talk to your customers about sustainability, about everything that we do at the company. And also ask the customer: ‘Okay, how are you working on sustainability?’ So, engaging in a dialogue, so that can be already a big step. So it has to fit with the scope and the role, of course. But it's really about the mindset. That's the most important thing.”
(Manager D)

Another interesting example of working on the integration of sustainability thinking into employee's mindset comes from Manager K. In the interview with Manager K, she indicated that CS(R) is a transition process which very much depends on individual mindset change. Employees should have sustainability thinking in their mindset as their intuition when they face any new market trend. Here is an example she gave during the interview:

“I'm proud of where we are currently at, but at the same time, I'm also impatient. I think it's not enough at all, and there's a lot that need to be done. For example, well, together it's truly integrated in the way you're thinking and the way you're working. And that if the market is moving in a certain direction that a certain category starts to put extra boxes around a certain product because that's perceived as being more premium than the initial thinking of our marketing people should be not ‘Oh! That's where the market is going. Let's also put a box on our product because that looks more premium and then we can better compete in that segment’, but thinking ‘Umm... How can we better compete based on our sustainability credentials and get the premium perception because of

sustainability and use that in our communication?’ And that should be the initial mindset and we aren’t there yet. (Manager K)

In sum, when employee start to value CS(R) a lot and to work on it, it does not mean the task of promoting employee engagement is done. As a change agent of promoting business transformation toward sustainability, CS(R) managers continually look for greater integration of sustainability among employees and the whole organization in order to maintain the passion and make the transition ongoing.

5. Discussion (Reflection)

This research aims to explore the difference and similarity among CS(R) manager's understandings of employee engagement and to interpret their intentions behind their practical approaches. The open coding data analysis of the interviews with 12 CS(R) managers who come from different industries and different company sizes results in four aggregate dimensions: "CS(R) manager's understandings of their role", "CS(R) manager's understandings of employee engagement in CS(R)", "CS(R) manager's approaches to promoting employee engagement", and "Barriers to employee engagement in CS(R)". These four aggregate dimensions together add insights to our current understanding of employee engagement in CS(R). In this chapter, the insights of findings will be discussed in more depth and linked with the literature review. Also, the academic implication, practical implication, and limitations of this research will be examined.

5.1 CS(R) manager's supportive role and their indirect impacts

As previously stated in the literature review, CS(R) managers are the critical change agents who aim to promote sustainability transition within their organizations. Employee engagement in CS(R) can be understood as a goal of their job, but also a means to reach the ultimate goal of their job, which is to fully integrate sustainability thinking into the core of their business operations. According to the first aggregate dimension, the CS(R) managers in this research have similar understandings of their supportive role in promoting sustainability in their company. For example, many of them said that they are the awareness creators, connectors, coordinators, mirror holders, and internal consultants. The supportive role of CSR managers also implies their indirect influences on creating CS(R) impacts. Like previous studies state, employees are the people who execute the implementation of sustainability strategies and carry out the responsibility of making sustainable decisions in their role daily (Aguinis and Glavas, 2012; Collier and Esteban, 2007). Since the sustainability transition is very much depending on individuals, CS(R) managers can only create their impacts through employees who make the right decisions at their work. In sum, the results demonstrate CS(R) manager's understanding of their supportive role in sustainability transition. Also, CS(R) manager's supportive role suggests that CS(R) manager need to seek for other organizational supports, such as a clear message from the top management or a strong sustainability culture, to extend their influences.

5.2 CS(R) managers' different interpretations of employee engagement

According to the second aggregate dimension, the 12 CS(R) managers show very different interpretations of what employee engagement is. Almost all interviewees acknowledge the importance

of employee participation in CS(R) with their reasons at the beginning of the interviews. Some managers even pointed out that without employee participation and involvement, a sustainability transition will never succeed. It also aligns with what previously stated: employees are the people who execute the implementation of sustainability strategies and carry out the responsibility of making sustainable decisions in their role daily (Aguinis and Glavas, 2012; Collier and Esteban, 2007). However, when they started talking about the current status of employee engagement in their organization or how they promote employee engagement, they began to make differences among the scale, the scope, and the degrees of employee engagement. For instance, some managers think it is vital to have everyone working on sustainability, but then, they also said it is not logical or inefficient to expect that will happen. Subsequently, they expressed their ideas about whom to be engaging and what to engage employees. Some managers focus on putting their energy on employees whose job create CS(R) impact or who are willing to work. While some managers think employees initiating sustainability projects is engagement, some view employees being proud of the company's effort or making sustainability choices at work is engagement. The results of different interpretations of employee engagement not only implies an expectation gap between the ideal situation and reality but also point out the ambiguity of "employee engagement in CS(R)."

There are two potential reasons behind this ambiguity. First, it might also result from CS(R) manager's indirect influences and their supportive role in the organization. Since CS(R) managers do not have the direct authority to control employee's behavior, they have to try different approaches and apply different perspectives to stimulate employees to perform engagement behavior. Like Manager L said in the interview: *"You can lead a horse to water, but you can't make it drink,"* CS(R) managers can only create an environment and wait for employees to take their actions and responsibility. Second, the concept of "employee engagement" or "employee participation" is broad, so CS(R) managers can define what it means according to their working environment. Although before the interview started, the clear explanation of the research topic was given to the interviewees, and employee engagement in CS(R) was defined as employee participation in CS(R) implementation or related initiatives, the result suggests that the ideas of "employee engagement" or "employee participation" in CS(R) are still very general and broad. These wide interpretations of employee engagement also indicate a knowledge gap in the current literature. In the current research, when speaking about employee engagement in sustainability transition, there is not much discussion about the different types of employee engagement. However, from the CS(R) manager's perspective, making distinctions among employee engagement is natural and necessary for them to do their work. Hejjas, Miller, and Scarles (2018) also indicate that assuming employees are a homogenous group does not reflect the complexity of employee

engagement and will lead to a lack of distinction between what drives employees to engage and what does not. Therefore, this research broadens the current understanding of employee engagement by demonstrating the different types of employee engagement from CS(R) manager's perspective.

5.3 CS(R) managers' approaches and perceived barriers to employee engagement in CS(R)

5.3.1 Are their approaches effective?

The third and fourth aggregate dimensions are CS(R) manager's approaches and perceived barriers to employee engagement. The findings suggest five main approaches that are commonly used by CS(R) manager to stimulate employee engagement in CS(R) and five perceived barriers that need to be overcome while promoting employee engagement. The identified five main approaches contribute to our current understanding of how to drive employee engagement in CS(R) from CS(R) manager's perspectives. The most commonly used approaches are raising employee awareness of what sustainability means to the company, providing a supportive environment, training, knowledge, and tools, and increasing practicability of CS(R) strategies. Although it is difficult to argue which approach is more effective than the other, the effectiveness of the approaches can still be evaluated by comparing them with the identified barriers to employee engagement in CS(R). The effectiveness of their approaches will be discussed in the following sections.

5.3.2 A neglect of how to stimulate employees to prioritize CS(R) tasks in previous research

The striking findings of this research are the five perceived barriers that CS(R) managers are facing or have faced while promoting employee engagement. The five barriers together suggest that a main challenge for CS(R) managers is to stimulate employees to instinctively have CS(R) at the top of their mind and actively take their responsibility to work on CS(R) implementation or participate in related activities. To demonstrate the relationships among the five barriers and employee's general working tendency, this research combines the five barriers with the 'Urgent-Important Matrix', which is used for prioritizing tasks and managing time at work by evaluating the urgency and importance of the tasks (Eisenhower, 2017). This barriers matrix (See figure 1 in the findings chapter) contributes to current research by pointing out another perspective on how to promote sustainability transition. That is, in addition to finding out what drives employee involvement in CS(R), researchers and managers can look into what stimulates employees to prioritize CS(R) related tasks at work. Since people usually dedicate their limited time and attention to the urgent and important tasks, the findings suggest researchers and CS(R) managers should take a close look of how to make sustainability transitions and CS(R) tasks important and urgent for employees to tackle.

Although previous research has acknowledged the essential role of employees in sustainability transition and identified the antecedents of employee engagement in CS(R) comprehensively (from organizational level to management level, and individual level) (Aguinis and Glavas, 2012; Chen & Hung-Baesecke, 2014; Hejjas, Miller and Scarles, 2018), these studies did not take employees' limited time and attention at work into consideration. They overlook that CS(R) related tasks need to compete with other working tasks for employee's attention and time. Overlooking employee's busy schedule might lead to employee disengagement and an undesirable result of CS(R) activities. For example, if a CS(R) manager puts effort on internal communication with employees about CS(R) activities but disregards the fact that employees might be preoccupied with other urgent tasks or even too busy to read the messages, the effort on communication will be difficult to pay off. Under this circumstance, the manager should look at what preoccupies employees and rethink how to make the CS(R) messages important and urgent to employees from employees' perspective.

5.3.3 The progression and the differences in employee disengagement from CS(R) manager's perspective

The barriers matrix indicates a progression and continuity of employee disengagement in CS(R). The matrix indicates that while the situation of an employee change on the matrix as the level of importance and urgency of CS(R) tasks varies, the different disengagement barriers will come up. It also suggests that managers can expect the emergence of specific barriers during different engagement stages by evaluating the urgency and importance of the CS(R) tasks. The barriers matrix also demonstrates the differences in employee disengagement from CS(R) manager's perspectives: employee disengagement can range from employees unawareness of CS(R) strategy, to employees being aware of CS(R) but not value it, to employees feeling obligatory but not voluntary to work on CS(R), or to employee valuing CS(R) but not feeling the urgency to work on it, and, finally, to employees being intrinsically motivated to work on it but lacking full integration of sustainability thinking into their mindset. Like Hejjas, Miller, and Scarles (2018) argue in their research about employee disengagement; we should consider the individual differences among employees and view engagement falls across a spectrum ranging from actively engaged to actively disengaged. In a like manner, this research accounts for the different degrees of employee disengagement and the individual differences amongst employees by demonstrating the quadrants of various degrees of importance and urgency of CS(R) related tasks and initiatives to employees. As a result, employees are driven to become engaged in different ways according to where they are in the matrix. In sum, this matrix broadens the picture of employee engagement and employee disengagement.

5.3.4 CS(R) managers' main tasks in each barrier

The main tasks that needed to be tackled by CS(R) managers in each barrier are further determined according to the barriers matrix. The following figure 2 shows the main tasks for CS(R) managers to tackle in each barrier and the effect of fulfilling the task.

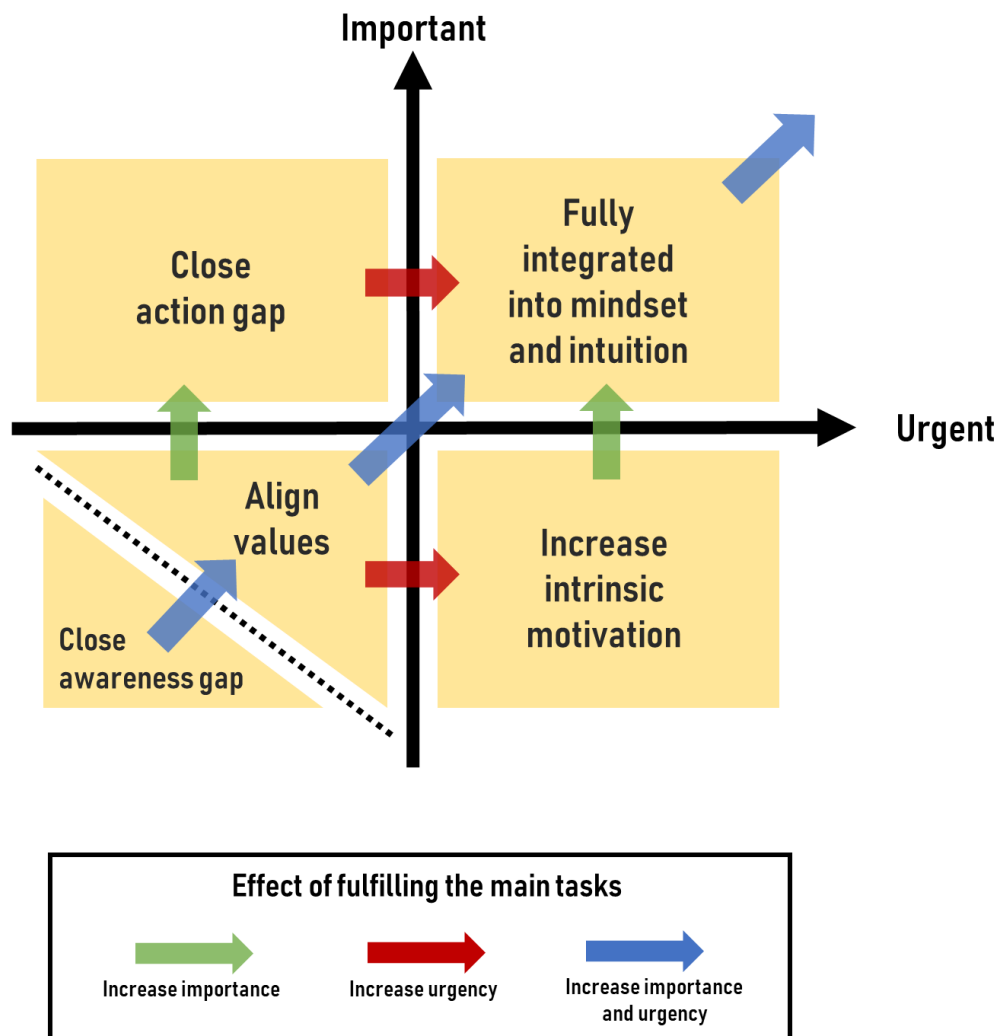


Figure 2: Main task in each barrier for CS(R) managers

Thus, through the tasks matrix, it becomes more evident that what is needed to be done in order to stimulate employee to voluntarily and continuously put CS(R) related tasks at the top of their mind. The main task for “unawareness” is to “close the awareness gap”, which might stimulate the employees to start valuing CS(R) tasks and thinking about taking action on these tasks. The main task for “value conflict” barrier is to “align values”, which might result in increasing the importance or/and urgency of CS(R) to employees. The main task for “important but maybe later” barrier is to “close the action

gap” by increasing the urgency of CS(R) tasks to employees. The main task for “obligatory but not voluntary” is to “increase intrinsic motivation” of working on CS(R) by increase the importance of CS(R) related tasks to employee’s long-term goal or their value. Finally, the main task for “lacking full integration into mindset” is to find out a way to “fully integrated sustainability thinking into employee’s mindset and intuition”, which will bring employee engagement in CS(R) to a higher level. Thus, by applying the tasks matrix, the effectiveness of CS(R) manager’s current approaches to promote employee engagement in their organizations can be evaluated.

5.3.5 Reflections on the effectiveness of CS(R) managers’ current approaches and barriers

As stated in the previous section, the most commonly used approaches to promote employee engagement by CS(R) managers are raising employee awareness of what sustainability means to the company, providing a supportive environment, training, knowledge, and tools, and increasing the practicability of CS(R) strategies. However, do these approaches create impacts on motivating employee engagement in CS(R)? To answer this question, we can review CS(R) managers’ approaches by comparing them with the identified barriers and main tasks in the barriers.

Unawareness vs. Raising awareness

First, almost all managers are working on raising awareness of CS(R) in their organization. The most commonly used approach to promote employee engagement by CS(R) managers are raising employee awareness of what sustainability means to their company. However, the massive amount of published information within the organization and miscommunication reduce the effect of the approaches. Moreover, while almost all manager indicated that they are providing different kinds of supports to employees, only three managers mentioned that they work on making employees aware of the existence of these supports. Therefore, the effect of the supports is minimized because employees are unaware of the existence of the supports. Thus, CS(R) managers need to think about how to make their messages and supports more visible or to set up a structural communication approach.

Value conflict vs. Aligning value

Second, the barrier of “value conflict” is the most frequently mentioned one by CS(R) managers. Many of them also think it is an unavoidable barrier which will take them a lot of time and effort to overcome. This barrier might be more challenging to be solved for CS(R) managers who do not have an important role or voice in their organization. For example, when senior managers do not value sustainability issue, it is tough for CS(R) manager to use their limited line authority to motivate employees to work

on CS(R) related initiatives. Under this circumstance, CS(R) managers have to stimulate employees by linking CS(R) impacts with their existing interests, such as profits, financial performance, or their personal interests.

Action gap vs. Closing action gap

Third, regarding closing the action gap in sustainability transition, all CS(R) manager are creating psychological safety to help employees to overcome learning anxiety, while only some managers put effort on creating survival anxiety. For example, the two most commonly used approaches are providing a supportive environment, training, knowledge, and tools, and increasing the practicability of CS(R) strategies. Both of them are aiming for helping employees overcome learning anxiety. However, although Schein (1996) suggests that change leaders should work on creating psychological safety to overcome learning anxiety of individuals, instead of increasing survival anxiety, he also indicates that if the survival anxiety of change is way smaller than learning anxiety, it is difficult to make people accept the change and take action. Thus, in order to close the action gap, CS(R) managers need to create survival anxiety as well.

Obligatory but not voluntary vs. Creating intrinsic motivation

Many CS(R) managers recognized that voluntary involvement creates more significant impacts than obligatory involvement. Thus, to overcome the barrier of “obligatory rather than voluntary,” CS(R) managers are trying to increase employee’s intrinsic motivation by creating fun and attractiveness through games or contests. Also, some managers emphasized that they are rewarding employee’s sustainability efforts. These approaches are critical especially when promoting employee engagement in sustainability because like what Manager C said in the interview, “*[Keeping employees engaging] is not always that easy because sustainability is something for the long-term and very difficult to create a short-term success. So, on the one hand, it is really all about celebrating victories. Even a very small victory*”. Thus, to sustain the sustainability transition, it is important to reward employee's efforts. However, less than half of interviewees mentioned that they reward employee's sustainability effort in their organizations.

Lacking full integration into mindset vs. Fully integrated into mindset and intuition

Several CS(R) managers are aiming to integrate sustainability thinking into their employee’s mindset and bring employee engagement to a higher level. Since CS(R) is a transition process which very much depends on employees to voluntarily execute the implementation and make sustainable decisions in

their role, the goal of CS(R) manager's supportive role is only to wake these people up and let them start to carry out their work. To accomplish this, some CS(R) managers are devolving their responsibility and empower employees in the decision-making process. The effectiveness of empowering employees to motivate employee engagement in CS(R) is also supported by the study by Lamm, Tosti-Kharas, and King (2015). Thus, CS(R) managers need to keep strengthening the conditions for empowerment by increasing opportunities for employee autonomy in CS(R).

5.4 Academic implications

This research contributes to the current literature of employee engagement in CS(R) and organizational change management for sustainability by bringing several insights from CS(R) manager's perspectives. First, the findings determine CS(R) manager's supportive role, limited line authority over employees, and their indirect impact on CS(R) performances, which together lead to difficulties in promoting employee engagement. Second, this research conducts a detailed investigation of the CS(R) manager's current approaches and categorizes the approaches by CS(R) manager's objectives of the approaches. Third, the research identifies five barriers and the interesting relationships amongst the five barriers through barriers matrix. The barriers matrix contributes to current research by demonstrating another perspective on how to promote the sustainability transition. That is, due to the voluntary nature of CS(R), it is vital for researchers to not only look at what drives employee engagement but also look into what prevents employees from prioritizing CS(R) tasks and what stimulates employees to prioritize CS(R) related tasks at work. Finally, the research proposes five main tasks according to the identified barriers.

5.5 Practical implications

The initial aim of this research is to help CS(R) managers promote employees engagement more effectively by exploring their understanding, their difficulties, and their current approaches. This research categorizes CS(R) managers' current engagement approaches by intentions and effects, which might help managers to gain a comprehensive overview of what some approaches can be used to encourage employee engagement. The findings of this research also provide several implications for CS(R) managers and companies who are facing the challenge of promoting employee engagement and participation in CS(R). First, while promoting employee participation in the sustainability transition, managers should take employees' limited time into account and focus on how to stimulate employees to prioritize sustainability tasks at work. Thus, CS(R) managers should think of how to better compete for employees' attention and time with the other 20 tasks on their to-do list at work rather than adding

the 21st one which employees never have time to do. Second, to help employee prioritize CS(R) tasks, CS(R) managers can evaluate the importance and urgency of CS(R) tasks to their employees. According to their current approaches, CS(R) managers sometimes overlook the significance of raising the urgency of CS(R) tasks while promoting employee engagement in sustainability. If the CS(R) task is not urgent enough, it is difficult for employees to take action and spend their time on it. Thus, in addition to providing a supportive environment and tools, CS(R) manager should also pay attention to create the urgency of CS(R) task to motivate employees. Finally, the barriers matrix can help managers expect the emergence of specific barriers or determine the engaging barriers in their organization. Therefore, managers can find a suitable approach to overcome certain barriers or even prepare for the emergence of some barriers.

5.6 Limitation

Although specific attention was paid to the quality and rigor, the research findings have to be viewed in light of some limitations. First of all, a significant limitation in this research and CS(R) research, in general, is caused by the inconsistent definition of CS(R). Although before the interviews, the researcher had a short conversation with each interviewee to clarify the research topic, still, interviewees understand CS(R) according to their working environments and their interpretations. Some interviewees focused more on the social aspect, such as volunteer projects or company's social responsibility, while some talked more about the environmental aspect, such as green products innovation or greenhouse gases emissions. Second, due to the relatively short research period and limited accesses to interviewees, this exploratory grounded theory was conducted with a relatively small sample design. This small sample might lead to sample bias and overgeneralization of the findings since there are only 12 interviewees from organizations located in the Netherlands. Also, the interviewee sample includes managers from corporates and non-profit organizations.

Although these CS(R) managers all work on promoting employees to participate in CS(R) programs, the working context and CS(R) programs for companies and non-profit organizations are still different, which may harm real-life generalizations of the research result. The other limitation concerns the solo researcher in this exploratory grounded theory research analysis. Even though I have paid additional attention to the "openness" of the open coding analysis, still, since I am the only researcher who analyzes the data, it is unavoidable that I have my pre-defined ideas while analyzing. Moreover, I have a very different cultural background from the interviewees, so it might also lead to potential misinterpretation of interviewees' words and the sub meaning behind their words.

6. Conclusion

The degradation of the ecosystem and extreme weather is getting severe. More businesses worldwide work on transforming business operation toward a more sustainable way to maintain a competitive advantage on their market and to ensure their future “license to operate” in society and natural environment. Thus, CS(R) raises as an essential topic in organizational transformation. For most businesses, the CS(R) transition is a significant change which has to be understood as a process that must be participative involving employees across the organization (Maclagan, 1999). In the organizational change toward CS(R) or sustainability, CS(R) managers play as the change agent in their organizations who actively promote employee participation in the transition. However, while most literature on employee engagement in CS(R) mainly focus on employee’s perspective and collecting data from employees (Mirvis, 2012; Guerci et al., 2013; Choi and Yu, 2014; 2010; Blok et al., 2015; Wesselink, Blok and Ringersma, 2017; Hejjas, Miller and Scarles, 2018), literature on CS(R) manager’s perspective of employee engagement is still limited. The limited research on the manager’s role and their perspective indicate a knowledge gap of the impact of CS(R) managers on employee engagement in CS(R). Also, it leads to questions regarding the challenges CS(R) managers are facing and their approaches to engaging employees in practice. Thus, this research aims to close these knowledge gaps and to help CS(R) managers promote employees engagement more effectively. This research proposed four research questions: How do CS(R) managers perceive their role in promoting sustainability in their companies? How do CS(R) managers perceive employee engagement in sustainability in their companies? How do CS(R) managers promote employee engagement in sustainability? What are the challenges of promoting employee engagement in sustainability? To answer these questions, the researcher undertook exploratory grounded theory research and conducted 12 semi-structured interviews with CS(R) managers.

The findings of this research determine the supportive role and indirect influence of CS(R) managers in promoting sustainability transition in their organizations. CS(R) managers play as a middle-man who create sustainability impact through employees in their organizations. Since employees are the actual executor, CS(R) manager’s job is to wake the executors up and encourage them to take action. Besides, the findings show the different interpretations of employee engagement and employee disengagement amongst different CS(R) managers. Also, the research identified five barriers to employee engagement, which is possibly caused by the voluntary nature of CS(R) and CS(R) manager’s supportive role. More importantly, this research presents the five barriers matrix by combining CS(R) manager’s different expectations of employee engagement and employee’s working tendency and proposes possible solutions to overcome their barriers. It is vital to not only look at what

drives employee engagement but also look at what prevent employees from prioritizing CS(R) tasks at the workplace. Therefore, when CS(R) managers start to promoting a certain task or activities for employees to participate, they should first look at “what are employees busy with?” “How does employees’ to-do list look like?” Moreover, CS(R) managers should ask themselves “To what extent this task is urgent to the employees whom I want them to take action?” and “To what extent this task is important to the employees whom I want then to participate?”

6.1 Future Research

More research is needed to confirm the validity of the matrix of the barriers proposed in this research. For example, future research with a more significant sample can test whether there are other possible dimensions other than importance and urgency. Also, a future study can test the barriers matrix from the employees’ perspective to see whether the matrix is aligned with employees’ working tendency. Besides, research from the employee’s perspective can also test the possible solution of each barrier to see how the solutions raise the importance and urgency of CS(R) related tasks to employees. Since the barriers matrix is more about CS(R) engagement at work, future research can also test whether it also works for CS(R) volunteering project at employees’ own time.

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Appendix A: Interview guide

Introduction

- Self-introduction (Name, country, study, coach)
- Research topic and purpose (what manager think about and deal with employee engagement)
- Interview structure: your job and perception of sustainability/CSR; the status of sustainability and employee engagement; your perception of employee's role in sustainability; how do you promote employee engagement
- Anonymous, only description of job title and company/ Recording/ Note-taking

Interview questions

Warm-up

- Can you tell me more about your job at XXX Company?
 - In your opinion, how does your job contribute to sustainability?
 - (How would you describe your role in promoting sustainability at XXX Company?)

Belief (CSR/sustainability)

- Why did you choose to work on CSR/sustainability? (Is there any story behind?)
- In your opinion, how do you define corporate sustainability or CSR?

The status of sustainability and employee engagement in the organization

- Can you tell me more about how sustainability is implementing at your organization? (Any examples?)
- Could you further describe how employees are involved and participating in the implementation?

Belief (employee engagement)

- What do you think about employees' role in implementing sustainability?
(Further ask them to explain why you think employee's role is XYZ?)

Understanding and Behavior of promoting employee engagement (CSR leadership)

- How do you support employees to achieve sustainability goals? Could you provide some examples about?
- How did you keep employees engaged and committed to sustainability?
 - How would you describe your role in promoting employee engagement in sustainability?
- To what extent do you think that sustainability is top-of-mind for employees within your organization?
Could you give examples of how that shows?

- There must be some employees who are not engaging in sustainability at all, did you try to make them engage as well? (If so, why and how? If not, why?)

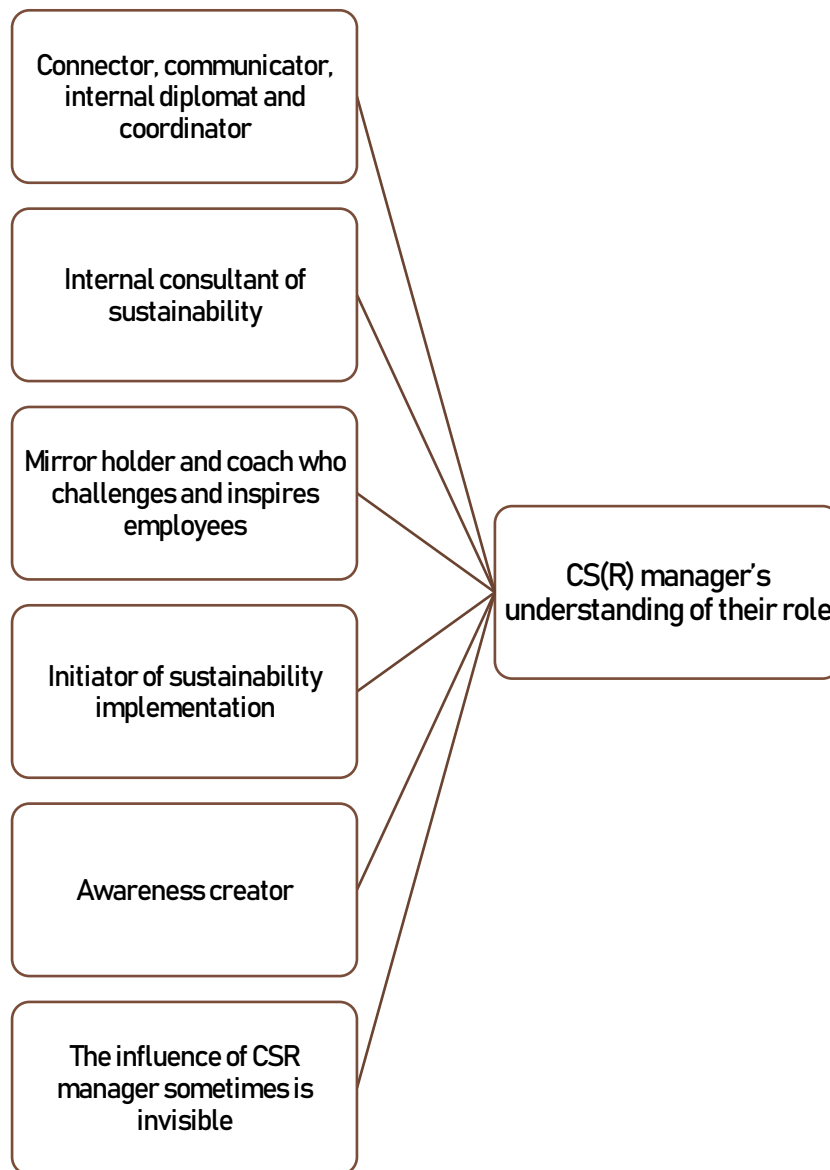
Challenges

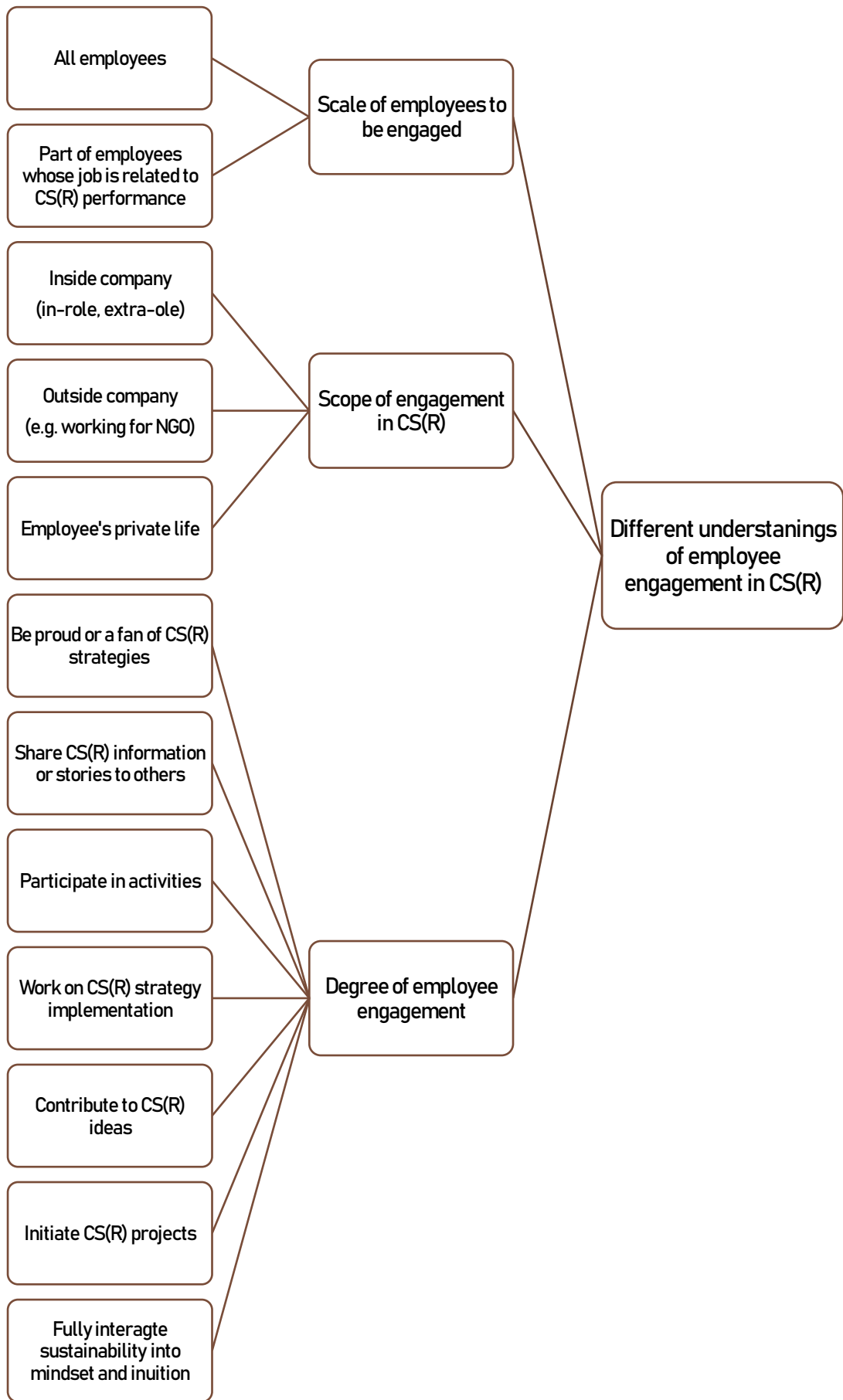
- Could you describe a situation or example where you encountered such challenge?
- What effort did you make to respond to the challenge? Did it work?

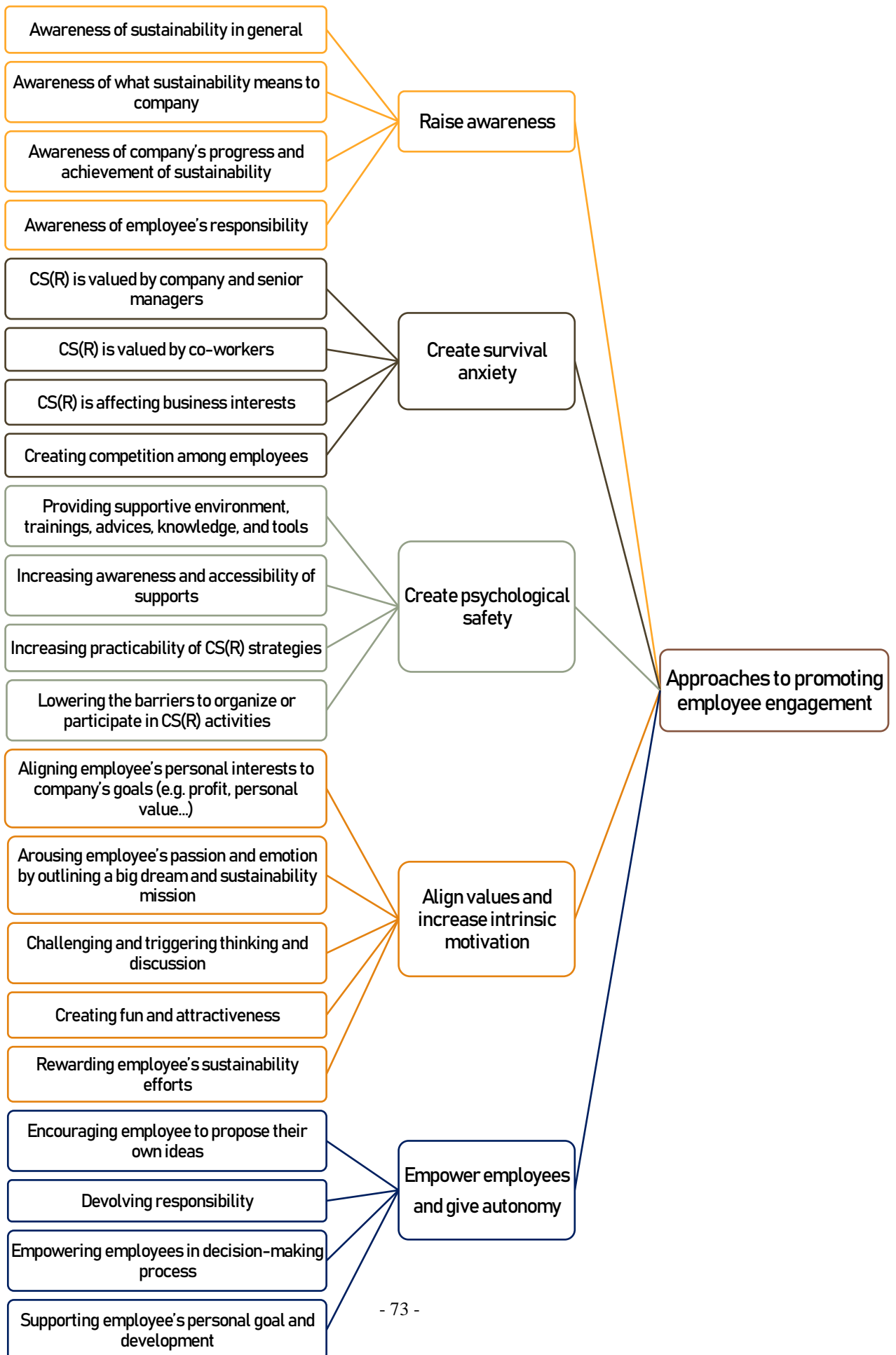
Extra Questions

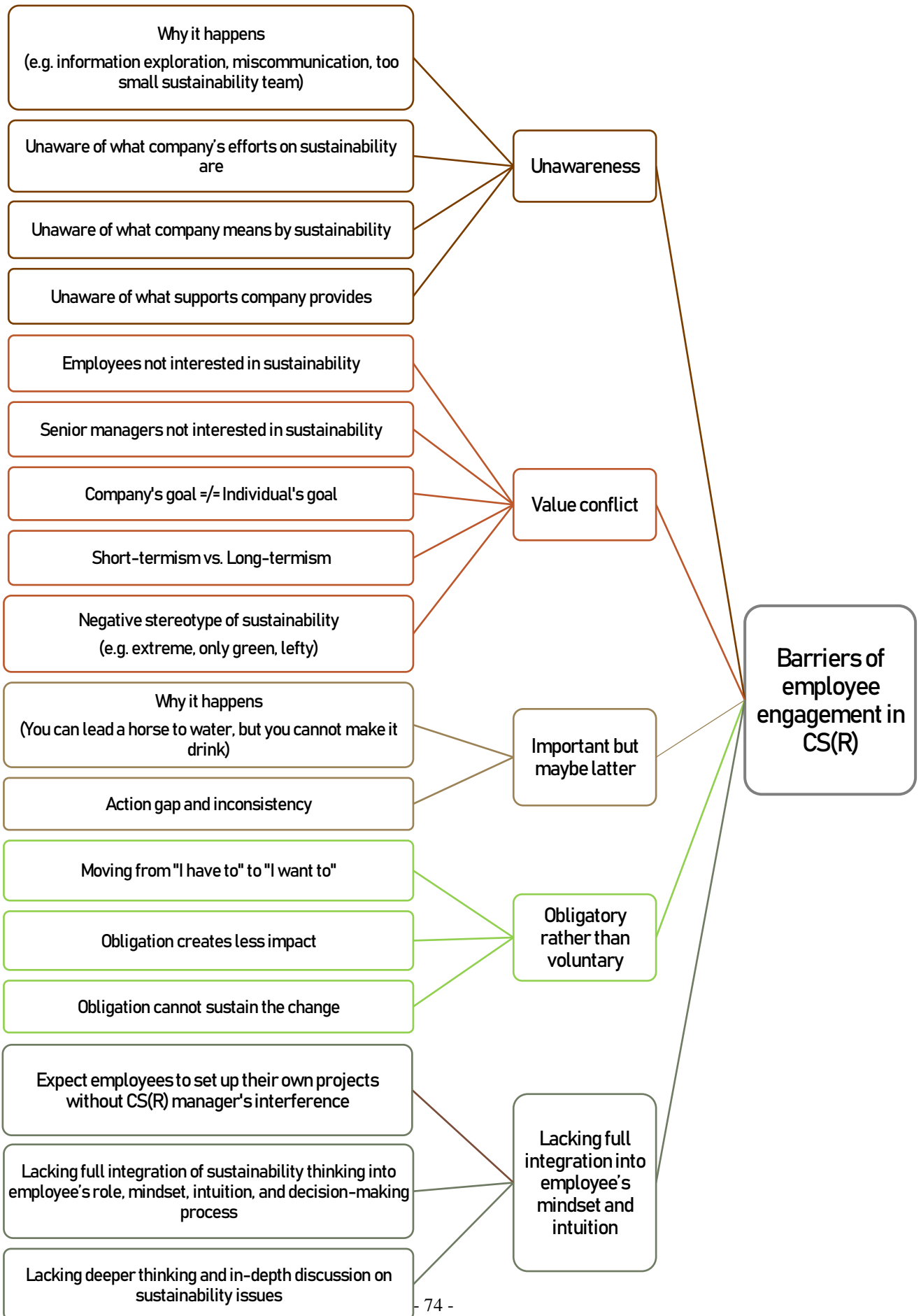
- From your experience in this area, what advice would you offer to other managers facing problem with engaging their employees in sustainability?

Appendix B: Coding trees









Appendix C: Illustrative quotes

Aggregate dimension 1: CS(R) manager's understanding of their role

2 nd order theme	Illustrative quote	Reference
Connector, communicator and coordinator (of different departments, external world, and network)	So, I briefly the linking pin between our organization and the outside world. And that also includes sustainability.	Manager D
	My role is to coordinate our agenda, our activities in the Netherlands. So we have like global sustainability goals. And my role is to ensure that we implement and achieve the goals that we set globally on a national level.	Manager D
	So my role is to inspire my colleagues to keep an overview of everything we're doing. So every department within our company is responsible for achieving the goals but I'm the one, well, taking one step back and coordinating it and ensuring that we are doing the right things and everything is going at a right speed as desired.	Manager D
	I study international relation and I thought I would be working in politic as a diplomatic in a ministry or something. And in the end, I ended up being a diplomatic but not in a ministry, but in a company. So I really see my job as a, well, that I am kind of diplomatic of my team of corporate sustainability team at our headquarters. And I am going into all the business groups and function and talk with them about important to work with our purpose and performance.	Manager C
	I think I can be a kind of... ambassador on their behalf (sustainability specialists in her team).	Manager C
	I'm just the connector. I'm just the adviser. I'm just the mirror that challenges people regarding risks and opportunities.	Manager K
	So my role for sustainability, specifically in our company is to make sure that sustainability is carried in all functions so that everybody has an understanding of our sustainability objectives and goals. And also	Manager J

	<p>my function is mainly to communicate sustainability. So when there is an external event I have to be there is to speak. For example, I've got to go to customers presenting sustainability and making sure that our company is present at big trade shows but in a sustainable way. So making sure that either the booth is in or for certain design or the materials that we use are sustainable etc.</p>	
Internal consultant of sustainability	<p>I'm the internal advisor. So they still manage to find me whenever they have questions or ideas or are looking for the right partner or. Yeah. So I'm a kind of the overall glue.</p>	Manager K
	<p>So I don't make the strategy, I implement the strategy. And some...so we are more of a consultant you could say. So we work with all the departments that have to implement the strategy sometimes because they want our help and sometimes because they're not really starting and they have to... we kind of push them a little bit so to say. So that it is the main role of myself and my team. (...) So we both do consultancy and we do keeping an overview and informing all stakeholders on the progress.</p>	Manager H
Mirror holder and coach who challenges and inspires employees	<p>I'm just the connector. I'm just the adviser. I'm just the mirror that challenges people regarding risks and opportunities.</p>	Manager K
	<p>So my role is to inspire my colleagues to keep an overview of everything we're doing. So every department within our company is responsible for achieving the goals but I'm the one, well, taking one step back and coordinating it and ensuring that we are doing the right things and everything is going at a right speed as desired.</p>	Manager D
Motivator and initiator of sustainability implementation	<p>So I don't make the strategy, I implement the strategy. And some...so we are more of a consultant you could say. So we work with all the departments that have to implement the strategy sometimes because they want our help and sometimes because they're not really starting and they have to... we kind of push them a little bit so to say. So that it is the main role of myself and my team. (...) So we both do consultancy and we do keeping an overview and informing all</p>	Manager H

	stakeholders on the progress.	
	I'm sort of motivator in sustainability when you have... about environment.	Manager F
	Nowadays, I am working on more the implementation side of thing. So I am working part-time ... 80% of my time with European countries on sustainability and the other 20% is still at the global level. In terms of what our team does is anything from reporting and disclosure to that thing like the Dow Jones Sustainability Index admission, or our annual sustainability report. So that's the big bucket of activity. And the other big bucket of activity is around strategy development and implementation into our company's largest countries.	Manager B
Awareness creator	My job is mainly about raising awareness about sustainability in the company.	Manager A
	So my role is through addressing the SDGs and through making sure that we with our mission contribute to the SDGs is to mainly create I think awareness and discussion among colleagues. For example, the academic colleagues, I help them to see how they can connect their course to the SDG or to sustainability. So that is my role. I create awareness. I have some innovative projects, like the SDGs projects in which we collaborated. So, developing these learning modules on how business relates to SDGs. It's a nice project because it's on our website and it creates people from outside our school watch it, but also it has triggered an internal movement where people who collaborated with us in creating the videos started to think about their own role and started to rethink the courses that they offered or the research that they execute. And quite sometimes they just focus on their courses and their research. So it also triggered an internal transformation of the business school.	Manager I
The influence of CSR manager sometimes is invisible	I said: "I think sustainability should be in the core and not somewhere as a, you know, nice to have entity that we do business as usual and we have our sustainable team somewhere else". So I'm trying to get it in the heart or in the DNA of our organization. Which means that sometimes it's not visible or my influence is not visible, but to me, the	Manager I

	<p>success is that a team, like the Boost the bachelor team, actually took ownership and said let's just put the SDG throughout the entire bachelor program.</p>	
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Aggregate dimension 2: CS(R) manager's understandings of employee engagement in CS(R)

2 nd order theme	Illustrative quote	Reference
Scale of employees to be engaged (Who)	I think it's really important because you need the internal engagement to make sure that everyone within your company owns our sustainability agenda. So they understand why it's important that they are intrinsically motivated to also deliver on that. You can only achieve that when people are involved or they are engaged. So it's really important to involve them in everything that you do.	Manager D
	We expect among the team that by the end of the day, we want everybody to understand what sustainability is and how it applies to their role. And if we do that then we've been really successful.	Manager B
	Sustainability does not exist without employees. So the employees have to carry the understanding of sustainability, the importance but also the understanding of what can I do. So we always say within our company, "change begins with me." So it's not about somebody from senior management who's going to decide we're all going to do sustainability. No, it's you who make a difference. And even if you make a small difference. If every day you make a small difference, in total it all adds up. And we really make a difference. (...) The concept should be there for everybody to make sustainable choices throughout the day. And the good thing is that employees, for me, every brain counts in sustainability and also all the hands count.	Manager J
	I think what I see is that in the end, you can have a very sustainable strategy, but if employees don't believe in it, and they don't want to work on it, it's very difficult to have success. So we really think it's important to have everyone involved, to have everyone also supports it of the strategy.	Manager C
	(...) You could also see it like a pyramid. So, awareness is the base. So, you want to have the majority of people aware. Then you have another group that's a little be smaller. That you also want them to activate and really to have them apply it. And then the tip of pyramid are the advocators. But you can imagine that you don't need everyone in your organization to be an advocator. Ya, ideally you want that, but that's	Manager C

	not ...not ... logical.	
	I always make a distinction between employee engagement and expertise engagement. With expertise engagement, what I mean is that you do a certain job and you're an expert in that job and in the job you apply sustainability. And with employee engagement, I think you want to engage the whole employee force to make them proud or to ask for their help or whatever. So I make a distinction between these two.	Manager H
Scope of engagement in CS(R)	I think it's really important because you need the internal engagement to make sure that everyone within your company owns our sustainability agenda. So they understand why it's important that they are intrinsically motivated to also deliver on that. You can only achieve that when people are involved or they are engaged. So it's really important to involve them in everything that you do.	Manager D
	So we have the expertise, so we work with the colleagues we work at certain departments that we want to implement certain things, such as the expertise engagement. When you look at employee engagement, they are mostly engaged in the social topics. So for example, they teach classes for money matters all day so people understand budgeting. Or they help people how to use the banking app because they find it difficult.	Manager H
	I think... our main strategy is "focus". (...)So I don't want to engage them on everything.	Manager H
	There is option to work four days at company and one day at an NGO foundation and company pay 50 per cent of the shattering of the day, of your cut back on that day. So, we try to stimulate people to be more like 2 or 3 years of working for an NGO to share your experience but also to learn back. Since you will get a totally different opinion. So this is how we try to stimulate our people to be more involved not only within the company but also with the world around it.	Staff G
	(...) what internal crowdsourcing crowdfunding platform does, so this Friday, an employee who works in Rotterdam will go to Bolivia and then she raised 2000 euros for educational support. So she's going to volunteer for 5 weeks. So she takes time like leave. And then you also	Staff G

	<p>can get some support and leave to get extra days from our company, if you do a societal project. And then she's going to teach English and I think also a sports lesson, and then she's going to bring all those books.</p>	
	<p>But we also have a program where we donate amount of money to their own NGOs. Like somebody who is a volunteer at like the Red Cross or something like that. Or they are volunteering here at the local football team and then they can also nominate their own projects. Every year we give 10 colleagues a thousand Euros for their own social projects that they do in their free time. So in that way, we try to support employee engagement but not only in our own organization but also outside. Because we know that they do more volunteer work than other people in society. So why do we have to tell them what to do? They know very well what to do themselves. So that's a way we try to stimulate them. It's more stimulation program than an obligation program.</p>	Manager E
	<p>We have financial awards for external companies or NGO with whom you might be involved personally. So for example, say I'm part of a voluntary community service in the place where I live. And I do that on my Friday evening and Saturday morning as sort of a side job. Then every year, I can apply for a financial support from company for my personal event, for my personal activity. Which is really nice because that makes it very personal and as well you cannot just get the money by submitting, "Oh this is my NGO and this is where I work." But you have to come up with an idea on what are you going to do with the money first of all. (...) And as well we have to set up a team event around it. So you have to have at least 5 people that support your idea, and help you with implementing it in the end. Which is really nice because with that you create a buzz around your NGO and some understanding with your colleagues about what you're doing on Friday evening <i>[laugh]</i>. And as well, having the sustainability support for your location.</p>	Manager J
Degree of employee engagement	<p>So maybe there are a lot of people who don't feel like I want to be actively involved, but I'm still proud of it and I've shared a story. And</p>	Manager H

	that's engagement, too.	
	So make them a fan of it and make them also understand why we find it so important. It shouldn't be so big that just something that only people in the headquarters are working on. Should be something that everyone in the business is happy with.	Manager C
	The engagement activities like I mentioned. So, for example, on World Environment Day, I think it's the fifth of June we will organize an activity for everyone to participate in. And also people have sustainability and the environment on their top of my mind.	Manager D
	I think what I see is that in the end, you can have a very sustainable strategy, but if employees don't believe in it, and they don't want to work on it, it's very difficult to have success. So we really think it's important to have everyone involved, to have everyone also supports it of the strategy, so that's also why my role exists in the first place because we don't take them just by having them and very ambition CEO, for example like my CEO is.	Manager C
	(...) they're the ones who are contributing to ideas. So for example, I just worked with somebody in France who put together an employee initiative of making sure that employees give ideas around reusable cups, more recycling, turn off the lights in office at night. It's around environmental initiatives primarily. But that's another big way is that employees are not only asking for sustainability, but they are asking, they are helping to generate the ideas what we implement well.	Manager B
	Ideally, if you want to make sustainability integrated into the business, making environmental care integrated into employees' actions is an important part. Ideally, I think when employees start their job and making a decision, they should also take environmental impact into account at the same time.	Manager A
	(...) I mean, for example, if you are an account manager you sell our beers to let's say the restaurants. One of how you can contribute is that you talk to your customers about sustainability, about everything that we do at the company. And also ask the customer: "Okay, how are you working on sustainability." So, engaging in a dialogue, so that can be	Manager D

	<p>already a big step. So it has to fit with the scope and the role, of course. But it's really about the mindset. That's the most important thing.</p>	
	<p>Its key to take people along and engage and empower people and to fully integrate and processes and systems and especially the way of working in the mindset of people.</p>	Manager K

Aggregate dimension 3: Approaches to promoting employee engagement in CS(R)

2 nd order theme: Raise awareness		
1 st order concept	Illustrative quote	Reference
Raising awareness of sustainability in general	For example, we do a campaign, so we tell the people that it's really not okay if they will through away a lot of things at the end of their meal. So there is an awareness to say to our employees: just put a portion on your plate that you like to eat. So be careful and not doing too much. Besides, we also ... when people have to clean their tray with their food, and there is still food left, we put down, or we measure, how much food is wasted, so we put it on the scale. That's really a way to make people aware of what they waste.	Manager C
	Another way is that every year around earth day, which is, of course, global awareness day around the health of the planet. We every year organize a big campaign inside our company (...) and we organize all kinds of activities to make our employee aware. So for example, this year we will do a cooking workshop with healthy ingredients and talk about the importance of a healthy diet. And we also have, on the other side, activities are we plant trees or we try to avoid waste and clean up.	Manager C
	And the engagement activities like I mentioned. So, for example, on World Environment Day, I think it's the fifth of June we will organize an activity for everyone to participate in. And also people have sustainability and the environment on their top of my mind. I am not sure what will we do this year. So we have set moments in the year that we organize activities for our colleagues. So World Environment Day is one of them. So that is the way we try to engage everyone in our agenda.	Manager D
	Another really small thing is that we've decided to not order meat anymore when we order catering, so it's either vegetarian or vegan as a sort of a baseline. And if you really want meat, you have to indicate that you really want meat, instead of the other way around you have to hop out that you don't meat. So those are all... I mean these are little changes but also... hopefully, they have an effect.	Manager I

	<p>We are confronted with sustainability on a daily basis. Even in our canteen, for example, we changed everything to non-plastic where possible, for example. And you see that then the environment is changing. So ... from a culture of "oh, I don't really mind where I deposit my plastic bag" to an understanding of "Okay, hey this is actually difficult to recycle. Where do I put this pen if it's empty? Is it plastic?" You know, you get debates about simple things but they trigger discussions that are on a higher level.</p>	Manager J
	<p>So we have every year we have an event what we call "Sustainable September". And that means that throughout the month of September, we try to set up all kinds of different sustainability activities. This can be anything from fundraising for a good cause or helping planting trees or in one area they set up... or in one of the sites they set up a mini chicken farm in an area that was not used, for example. So that they now use the eggs from the chicken to make scrambled eggs for the employees in the canteen. This kind of thing.</p>	Manager J
	<p>We have regular lunchtime sessions with experts in the field of all kinds of sustainability matters that come here and give presentations and you know we have discussions and stuff like that.</p>	Manager L
Raising awareness of what sustainability means to company	<p>My role for sustainability, specifically in our company is to make sure that sustainability is carried in all functions so that everybody has an understanding of our sustainability objectives and goals.</p>	Manager J
	<p>If you look at delivery and go a little layer deeper, I would say that ... you really have different levels of engagement. I call it the "Triple A" way, so you first want to make people aware, so really awareness of sustainability and we have this content.</p>	Manager C
	<p>I think what we do is a combination of explaining the strategy at headquarters, showing them what our peers do, and showing them about opportunities and responsibilities. (...) I explain the strategy first of all so they know.</p>	Manager H
	<p>So my role is through addressing the SDGs and through making sure that we with our mission contribute to the SDGs is to mainly</p>	Manager I

	<p>create, I think, awareness and discussion among colleagues. For example, the academic colleagues, I help them to see how they can connect their course to the SDG or to sustainability. So that is my role. I create awareness.</p>	
	<p>We do anything from new joiner training to E-learning modules over the Internet to in-person session. And those are fairly high level, and they look at what is sustainability, what is our sustainability goals, and what does that mean to your role. And I think training is a big aspect of employee engagement.</p>	Manager B
	<p>I also use that (behavior change model) internally to create the employee mindset change and take them along the way because those five levers are as valid for a transition process internally with your colleagues of making it understood what it's all about, what articles of relationship.</p>	Manager K
	<p>So, my job is mainly about raising awareness about sustainability in the company.</p>	Manager A
Raising awareness of company's progress and achievement of sustainability	<p>(...) I would say communication is another one that makes sure that people understand what the achievements have been historically, but also what the strategy is moving forward. So, to do that is where we have the annual report at a global and a country level. Even smaller things around communications over recycling bin or communications that help people speak to our clients better on what we mean by sustainability.</p>	Manager B
	<p>We... then want to do is really make sure that, as this year, people know if we are on track or not, so every annual report we will tell what our current number is and if we think we will make the target or not. And that's also a way to keep people motivated.</p>	Manager C
	<p>I'm the motivator to tell the things to people inside. One of things is we have a yearbook. We made a yearbook last year for the first time, which would we describe all facts and figures of our company. Also what we achieved last year but also what are you going to do next year. And we returned that to our people now our team. So, last weekend, everybody received a bag with a book and chocolate in it</p>	Manager F

	and a letter. So, it's a way of telling things to our people what we are going to do and the commitment, involvement and engagement of our people. I'm sort of the initiator of the yearbook.	
	And also of course that you have the internal communication angle to give everyone informed what we are doing as a company and that's something that I'm also responsible for. So we have like a newsletter every month. We have a big initiative ongoing. For example, when we started the pilot using electric trucks, I always inform everyone that we are doing it. We have screen in our office but we also focus on the news so everyone can see what we are doing. If they didn't know it already. So we try to inform everyone of what we're doing.	Manager D
	So we give updates on the projects that we do. So people see the development that we create.	Manager J
Raising awareness of employee's responsibility	We also want to make them aware why it's important that there are both opportunities and responsibilities because if you only execute the strategy because you have to, you know, that's not the ideal way. So we also want to help them understand why the topic. This topic has a lot of opportunities in the markets, but also that is a responsibility that is expected of us from society.	Manager H
	I think it (employee engagement) is vital especially in here in the Hague. I think our relations are quite good. But if, for example, if something bad happens or blowout happens or like you need to have this good relationship with your neighbours. So, you as an employee, you need to also understand that you're doing your job there, but you also have a responsibility to the community to keep them safe and that's something you need to... you need to remind people of.	Staff G

2 nd order theme: Create survival anxiety		
1 st order concept	Illustrative quote	Reference
CS(R) is valued by	Every month when we have a business update by a management	Manager D

company and senior managers	team, the best practices of sustainability is always mentioned. So the leadership talking about. It's also a really strong signal.	
	I think it's also in our strategy that we want to be the best brewery in the Netherlands in sustainability. So that also makes it a strategic goal and I think it's also important for everyone to know it's a top priority for our management, for us as a company so that's important.	Manager D
	And it starts with the small things within your company because that also sends a strong signal that you really want to embed sustainability in everything that you do. So I'm happy that we made a lot of progress with our company cars. We have a lot of electric cars now as well. So yeah I think that's also really important. You have to walk the talk in everything that you do.	Manager D
	Well, it's really in the end also about their own behaviour. So what we do is also promote among employees they can take train to work, not the car for example. And... We also well, the most the kind of the product that we have, we sell at some offices, that vitamins that we made also for our own employees in order to make them really aware of what we are producing ourselves. Another way is that every year around earth day, (...), we organize all kinds of activities to make our employee aware. So for example, this year we will do a cooking workshop with healthy ingredients and talk about the importance of a healthy diet. And we also have, on the other side, activities are we plant trees or we try to avoid waste and clean up. And these are all ways to... to make our people aware that we find sustainability really important.	Manager C
	I think it's a combination of leadership showing the way or leading the way, but also leaving space for bottom-up initiatives. And I hope that we or we've tried to combine those two, so we have a number of ambassadors or very active and visible professors who have taken action and developed wrote books (...). So we have a number of leaders and ambassadors who actually took risks and decided to act.	Manager I
	(...) And also showing that leaders or senior people in the	Manager I

	organization also take it seriously can encourage them to also step up and do something and change something.	
	For the kick-off of the community service program that we had... last week, we invited a number of senior managers who each have a team, so their team can see: "Hey, my manager takes time off work to do this. So that means that I can also take time off work to do this". Mm... so you know, we present them as role models to the rest of their team.	Manager I
	If we have a look at this extensive SDG project, we have invited all our departments when we announced this mission to have a workshop with the dean and myself on how they and their specific role contribute to the SDG.	Manager I
	What also works is that the president director of our company, She's like our sponsor, so to call. So, she sometimes dedicates words or a message like saying like this is important. (...) sometimes it also helps like the CEO from there says something during the Christmas lunch.	Staff G
	I think what is really important is that the senior management is really supporting the sustainability targets. And bringing up ideas like, for example, we had plastic pledge last year where the senior management said, "OK, by the end of 2020, we don't want to have any plastic in our offices anymore or not single-use plastic." So for me, that was then easier (...) and these kind of projects were always very difficult to... (..) we can do it here, but it's very difficult to do, to control plants or distribution centers that are in smaller countries. Yeah, you cannot oversee everything. You're not there every day. But with a management support we were able to roll it out throughout Europe.	Manager J
CS(R) is valued by co-workers	(...) what really helps I think that we have sustainability champions per team, so they are also trying to motivate and inspire their colleagues in the team. So because team effort.	Manager D
	That's why our leadership and ambassadors are really handy. So we're trying to make ambassadors of all of the professors who	Manager I

	<p>worked with us in recording videos. (...) So what we see is that they are now sharing their videos not only in their networks, but also they will start to debate with their colleagues and say: "Hey, shall we jointly submit an article that is focused on sustainability? So in that way, we're spreading the amount of people that are involved in our processes.</p>	
	<p>So when we do events like town halls or presentations, I normally do not present by myself. So I always make sure that people from the different functions like what I said before, the... for example, the extended sustainability team. I ask them to help me present. So then of course if it's somebody from, for example, the finance department who is going to present something on sustainability then the finance team feels much more engaged in the speech than when it's only "Oh, it's Manager J again. Sustainability." So it feels more like it's carried throughout the organization.</p>	Manager J
CS(R) is affecting business interests	<p>If we take fuel efficiency as sustainability, I would say it is very much of the top of mind with employees in my company. Fuel efficiency is our key performance and also job performance. Everyone has to work on it. However, if you try to talk about reducing something else other than fuel, such as gas emission, they will say they are not interested in protecting the environment. It's like littering on the roads. They are living in a mass, but they don't care. In this cultural setting, I always have to point out the cost in order to communicate with them.</p>	Manager A
	<p>For salespeople, I need to talk about different things. I talk more about the importance for customers because salespeople are very interesting about opinion of customers. So I explain to them that our customers also find it very important that we do this. Um... Well... for example with engineers, I talk more about the saving we can make if we do certain things. That's something they value a lot. Saving like how we can save money, or how we can save water. That's something they find very important.</p>	Manager C
	<p>We have integrated sustainability in our sustainability goals in our</p>	Manager K

	<p>processes and systems. So we do have all kind of tools to help to move in that direction. So in the finance area, we have a tool that's called a false tool. We developed that. I think together with KPMG also which basically gives us... can measure how our sustainable brands perform compared with the rest of the portfolio. (...) And we see that those brands perform better. So that's they did grow 50 percent faster. So that's important to measure that.</p>	
	<p>I think what we do is a combination of explaining the strategy at headquarters, showing them what our peers do, and showing them about opportunities and responsibilities. (...) We look at what our peers do in the Netherlands on a country level. So they know if we are ahead or behind or whatever in that topic. We also want to make them aware why it's important that there are both opportunities and responsibilities because if you only execute the strategy because you have to, you know, that's not the ideal way. So we also want to help them understand why the topic. This topic has a lot of opportunities in the markets, but also that is a responsibility that is expected of us from society.</p>	Manager H
Creating competition among employees	<p>At our company, we make everything a contest. So we made a contest for the sustainability champion. And sustainability champion who comes up with the best sustainability ideas in 2019 will win a really cool prize. So that way we try to make it fun to do as well.</p>	Manager D
	<p>And then what we are doing already for a couple of years. That's employee engagement platform based online, based on gamification that we are using annually and that's making use of the five levers for change. This behavior change model as well. And that's where we take people along in different sustainability subjects and every period of 6 weeks and every week there is a subject and they get a deep dive in 5 to 10 minutes a week to play along because it's a game. And they go the interactive quiz questions they get into action themselves to make a business model or subscribe for a master class or a farm visit or cafe or start to use a certain tool on partnerships. For example, how you make them relevant. And then they can share</p>	Manager K

	<p>as well their wishes, their needs, their frustrations. So it's not just an engagement tool. It's really about engagement empowerment and really helping people to start working on that specific area. So for those where it's not relevant it's a nice immersion to get to know what's happening there.</p>	
	<p>So for each challenge, each week you are finishing that's very different parts of the challenge of that week. You get points. And then, there is an individual competition that every week there is an individual winner. And it's amazing to see in such a competitive environment as we are living in and how eager people become from a game and the opportunity to win something. But, every week there is an individual winner based on the most original creative valid idea or something they have shared. And there is every week a team winner and that's the team that has collected most points as a team. So, that also stimulates the interaction. So you have a team captain and they will kind of tell the other team players as well: "You have to join as well. We can still get there." So there is this whole social media based function in the system of giving each other likes or incentivizes people to play alone to give them compliments or to tease them a little bit get them incentivized to finish the challenge of that we are or to get into action.</p>	Manager K

2 nd order theme: Create psychological safety		
1 st order concept	Illustrative quote	Reference
<p>Providing supportive environment, trainings, advices, knowledge, and tools</p>	<p>So we always say within our company, "change begins with me." So it's not about somebody from senior management who's going to decide we're all going to do sustainability. No, it's you who make a difference. And even if you make a small difference. If every day you make a small difference, in total it all adds up. And we really make a difference.(...) I appreciate very much in our company is that every employee also valued for their opinion and thoughts. So it's actually rewarded here in our company if you are taking courage</p>	Manager J

	<p>to step up and make a difference. Maybe it's successful and maybe it's not. But even if it's not, it's no problem. You know, it's not that you're... you get punished for something that you tried, but it might have been a sustainable solution. And I think that is something we are... that has been a cultural change that we are... we went through. So just that, taking the courage and carrying the sustainability message.</p>	
	<p>So that's also the way that the sustainability project is developed. I ask people who came to me: "We are throwing a lot of food away. Shit! Shit!" "Okay. Okay. What's the answer? What can we do? What should we do?" And we started. "Are you really going to invest in it?" "Of course." And then you get commitment. You get involvement of people. Because, as an owner, I was the guy that put some money in building the sustainability product in the app. And that I stimulated it also. Now we have to act ourselves because I get it back. I think that is the way to do it also in the company also in the family. And that's the way you can give it back to people and then it's coming.</p>	<p>Manager F</p>
	<p>I try to inspire them, to give them positive examples, to introduce them to people from my network who are front runners in sustainability.</p>	<p>Manager I</p>
	<p>We have integrated in our communication tools. Sustainability is really key parts. For example, we everyone in the Benelux has an app, a connected app where we share all information and stories. And where do you have a section, where you can find all kind of background stories on sustainability related subjects. So if I'm a sales, and I set up the customer then I can go and check out "what's our story and our position on palm oil?" or "what was the deal with organic? And how that relates to integrated sustainable sourcing approach?" or "what's about our objectives or our status regarding sugar and salt reductions?" or animal welfare. So that's something we are actively using.</p>	<p>Manager K</p>
	<p>We are more of a consultant you could say. (...) For example, the</p>	<p>Manager H</p>

	<p>human resources department. They wanted this new rule that colleagues who are 60 years old or older, that they want them to have one day off a week to do something for society as part of our human resources policy. (...) And then they ask us like, “Yeah. But how do we do that?” So then we (CSR team) looked at what you're going to service for these colleagues or not, what rules do you have, you know, what is it that they can and cannot do et cetera. So then we help them actually come up with a clear way of working.</p>	
	<p>I think what we normally do is that they know very well their customers and the processes and the products and services that we have, and we know the topic of sustainability. So we normally combine that. So for example, when we're looking at you know..., are we going to help our customers make their homes more energy efficient? You know? Are our employees know how many loans we have for homes? How old everybody is and how long they live in their house and etc.? And our team knows about what kind of tools are there in the market for measuring energy efficiency. What are our examples that are successful? What are maybe organizations you can work with? You know what I mean? So that's what we brought because we know the field of sustainability better than the employees do.</p>	<p>Manager H</p>
	<p>I'm the internal advisor. So they still manage to find me whenever they have questions or ideas or are looking for the right partner</p>	<p>Manager K</p>
	<p>So basically I implemented the idea of sustainability champions and also I keep on tracking everything that they are doing. And sometimes they just come up with ideas and I don't think it's a very good idea. I can advise them to do something differently. And so that's basically my role to coach them, to support them, but also to assure that the people moving on the right pace and speed.</p>	<p>Manager D</p>
	<p>So I or my colleague will help them with setting up (employee's own social projects). (...) And then we talk it through this like how it works, what kind of tips we give for promotion, like do something offline and online. We normally always say. We definitely say we</p>	<p>Staff G</p>

	<p>can help. (...) During the project we are like now it's up to you to do promotion because we're not going to run your projects. But if they have questions or any hurdles that come to us and then we're like: "Oh maybe you haven't tried this yet, maybe you can do this". So we do give them feedback. Or perceived that project is going really bad. We contact them saying like: "Hey what's up? You're not doing your work."</p>	
Increase awareness and accessibility of supports	<p>Making it easy for colleagues to have access to tools to enable us to integrate it into processes and systems.</p>	Manager K
	<p>(...) And then empowerment to kind of provide access to kind of tools and possibilities we already are having internally because if you are such a big company, it's very easy to have great tools available that nobody knows the existence of or can find because people are very busy.</p>	Manager K
	<p>So sustainability for me it's also about personal involvement. When they know somebody and they have the feeling that they have support. So what I do as well is that if people start sustainability projects, I always ask them "Feel free to come to me if you would need some support". Like, if you're in your project and you have a hurdle, I can help you overcome these hurdles.</p>	Manager J
Increase practicability of CS(R) strategies	<p>I look together with all these people how they can best do that in their own working environment because working environment for marketing, for sourcing, is different. So you need executive approach. So it's my role to work with people how that approach should look like.</p>	Manager C
	<p>You first want to make people aware, so really awareness of sustainability and we have this content. The second level, so that's a level deeper, is application. So that's really about how can people make it actionable in their own job.</p>	Manager C
	<p>We do anything from new joiner training to E-learning modules over the Internet to in-person session. And those are fairly high level, and they look at what is sustainability, what is our</p>	Manager B

	sustainability goals, and what does that mean to your role.	
	To look at their expertise, and to make them understand what their contribution can be.	Manager H
	So my role is through addressing the SDGs and through making sure that we with our mission contribute to the SDGs is to mainly create I think awareness and discussion among colleagues. For example, the academic colleagues, I help them to see how they can connect their course to the SDG or to sustainability.	Manager I
	But the most difficult part is that when you have a vision and an ambition to make those goals, you have to have people in the organization that are working towards those goals. And that's why we have CSR ambassadors that they can have concrete goal to work to.	Manager E
	Mostly, I translate sustainability from an abstract level to a practical level.	Manager A
	My role is to coordinate our agenda, our activities in the Netherlands. So we have like global sustainability goals. And my role is to ensure that we implement and achieve the goals that we set globally on a national level.	Manager D
	And then we have translated, over the past year, our global purpose to local Benelux purpose. (...) And we are now in the process of translating internally. And so it's a local corporate purpose. We are also working on brand purposes locally. So translate that to our brands to the markets and also have a program where we help people.	Manager K
	To think big but act small. That's I think really important.	Manager E
	Make it small. Like, you can try to make your supermarket circular. Start with 2 products and then go further. Or doing things like simple.	Manager F
Lowering the barriers to organize or participate in CS(R) activities	Voluntary work has to be plug and play, so everywhere and anytime you can help and have something to do, if you would like to.	Manager E

	<p>And then we have low-key volunteering events which we promote. (...) It doesn't cost too much time or effort. So low-effort. (...) For example, we went to elderly home and then we put on Christmas decorations or we had dinner with elderly or we have bicycle lessons to refugees. (...) we organized them, and then our employees can just sign up and that's done.</p>	Staff G
	<p>So we do events where we try to also not only... even if we do an event here in the office, we do it in a way that it can be copied in the other regions or at least been shown either with the video we made or make sure that after the event here, samples are sent to the different locations, so that they could either do the same or create their own event.</p>	Manager J
	<p>For the kick-off of the community service program that we had... last week, we invited a number of senior managers who each have a team, so their team can see: "Hey, my manager takes time off work to do this. So that means that I can also take time off work to do this". Mm... so you know, we present them as role models to the rest of their team.</p>	Manager I

2 nd order theme: Align value and increase intrinsic motivation		
1 st order concept	Illustrative quote	Reference
Aligning employee's personal interests to company's goals (e.g. profit, personal value)	<p>People usually understand it, remember it if it's relevant. So it's relevant when it's in your expertise, or it touches your heart in some kind of way. So it's a personal interest, then people remember. (...)</p> <p>To look at their expertise, and to make them understand what their contribution can be, and to look at like main topics that make a lot of people proud. So for example, now that banks are very digital and our services are very digital. We want to do this employee engagement on helping elderly to download and work with the banking app. And that is something a lot of people can relate to because everybody has elderly people in their lives and they know how hard it is to still understand the digital world. So that is a topic</p>	Manager H

	that's very close to people's hearts. And then it's easy to do employee engagement.	
	For salespeople, I need to talk about different things. I talk more about the importance for customers because salespeople are very interesting about opinion of customers. So I explain to them that our customers also find it very important that we do this. Um... Well... for example with engineers, I talk more about the saving we can make if we do certain things. That's something they value a lot. Saving like how we can save money, or how we can save water. That's something they find very important.	Manager C
	I discuss with the technical department and try to communicate with them from a cost-saving perspective, from maintenance-saving perspective. They care about workload, so when to communicate with them, I have also take into account what will be the change to their work effort.	Manager A
	(...) we are trying to encourage and accelerate and stimulate others and to help them to decide on what does our sustainability mission mean when you're in research, in marketing management or when you're a program director of a master's program.	Manager I
	I would say If sustainability is not a main topic in the company, just make it part of another topic that is. So for example, within our company, innovation is very important. You can link sustainability to innovation easily. So instead of pushing for sustainability all the time, just push for sustainability within innovation.	Manager H
Arousing employee's passion and emotion (a bigger dream, contributing to a better world)	Be aware that what your goals are maybe aren't the goals of your employees. So have a bigger goal. I have a dream but also ask them the way they want to contribute to their dream and just be flexible and provide different kinds of programs that have different contribution to their personal needs and their personal goals.	Manager E
	(...) But have a bigger goal, just have a goal that people can dream about.	Manager E
	Well, to me, shifting from calling sustainability to calling it to SDGs was a really useful shift. And I think it's not only because the SDGs	Manager I

	are perceived as broader than sustainability. It's also because you know the basic thing is there are 17 colorful icons. So they look cheerful. They trigger something. It's really hard to disagree with wanting to end hunger or wanting to reduce inequalities. No one will approach to that. So and that has been a really helpful shift.	
	(...) But now they are doing more workloads because they are believing they are doing something good for the world.	Manager F
Challenging and triggering thinking and discussion	That other thing that I am motivating, I am telling, I am teasing people or green offices externally but also internally to get some thinking about it, instead of hearing. It's not I heard something and then I'm going to tell it. No. It's learning, looking at it, thinking about it. It's for me, much more important than doing the business itself.	Manager F
	(...) when I am doing in my company is to get the question and to give the question back to the people.	Manager F
	So we have every year we have an event what we call "Sustainable September". And that means that throughout the month of September, we try to set up all kinds of different sustainability activities. (...) The good thing is because it's all in one month. (...) it's important is that because we put a bit of focus on it in that month, every meeting has a sustainability discussion involved as well. So it's not only that you have events but small things like people talk about it on the corridor when they and meet each other. You see, so it's sort of gets through into the minds of the people that sustainability is very important as well because we do a global approach.	Manager J
	I think it's important to be in the middle of the organization and being able to challenge to identify opportunities to start difficult discussions if that's necessary to make the connections to make the links. That's what I think it's really necessary to be able to make progress there. And in that way, you create also that kind of critical mirror or glass with your people.	Manager K
Creating fun and	At our company we make everything a contest. So we made a	Manager D

attractiveness	contest for the sustainability champion. And sustainability champion who comes up with the best sustainability ideas in 2019 will win a really cool prize. So that way we try to make it fun to do as well.	
	We're building an escape room around SDG 12 so responsible production and consumption here in this building. Yeah. And we'll be opened in a couple of months and it will be around plastic waste and fast fashion and pollution. (...) But the idea is that people start to play it, and start to think about serious issue. But then in a playful way. And we call this game based education.	Manager I
	Well, we also quite consciously do is we try to not talk in negative terms but in positive terms. So we talk about what you should do, instead of what you should not do anymore.	Manager I
	Make it desirable, so make it visible and fun and attractive to work on sustainability.	Manager K
	And then what we are doing already for a couple of years. That's employee engagement platform based online, based on gamification that we are using annually and that's making use of the behavior change model as well. And that's where we take people along in different sustainability subjects. And every period of 6 weeks and every week there is a subject and they get a deep dive in 5 to 10 minutes a week to play along because it's a game. And they go the interactive quiz questions they get into action themselves to make a business model or subscribe for a master class or a farm visit or cafe or start to use a certain tool on partnerships. For example, how you make them relevant. And then they can share as well their wishes, their needs, their frustrations. So it's not just an engagement tool. It's really about engagement empowerment and really helping people to start working on that specific area. So for those where it's not relevant it's a nice immersion to get to know what's happening there.	Manager K
	So it's not obligated but we try to get them involved in more attractive ways. Like: Would you like to be a CSR Ambassador? Do you have ideas for our own business to get better involved? Then you can become CSR ambassador. Do you want to check the lights	Manager E

	<p>at your kid's school? Here has a toolkit with all material that you can use. And who wants to join us? In that way we try to stimulate them in the positive way not as an obligation but really voluntarily. And in that way, we see people also get involved.</p>	
Rewarding employee's sustainability efforts	<p>That's not always that easy because sustainability is really something for the long-term and very difficult to create a short-term success. So, on one hand, it's really all about celebrating victories. Even a very small victory, even when we sell a small volume to our customers but it's based on sustainability, we will celebrate them based on it. We really appreciate the account manager for doing so.</p>	Manager C
	<p>I make sure that people get recognition for the projects that they have done in their job. So with that, if people are sort of awarded and being seen or I make sure that they are able to present to senior management team with whom I've got them contacts, I'm not going to the senior leadership team myself to present, "Oh look all the good work we've done." so I said. No, I let the plant manager then go to the team, but I facilitate the program. So that you give the award to the people that did the job. So that is very important.</p>	Manager J
	<p>So a couple of months ago, we've organized a festive lunch event where we invited the professors and we shared our gratitude. We said how thankful we were and how proud we were. And they returned their gratitude as well to us. So what we see is that they are now sharing their videos not only in their networks, but also they will start to debate with their colleagues and say: "Hey, shall we jointly submit an article that is focused on sustainability?"</p>	Manager I
	<p>Make it rewarding, so make sure that it's part of the KPIs. That's how success is measured. That people can be truly acknowledged for success with sustainability.</p>	Manager K
	<p>What's also important in our target setting for individual sustainability is integrated in the targets for those people where it's relevant but more importantly in the variable pay long-term incentive scheme, which is really important to people because that's how they can get their bonuses. Their sustainability performance is</p>	Manager K

	<p>one of the 3 KPIs based on which the actual payment of the bonus. At the height of the bonus are paid. So in that way, and that's based on a 4-year performance, so that's really crucial because in that way sustainability is integrated in the performance measurement and translation to people, so... remuneration. And at the same time, the longevity, so that it's that you are forced to look at the longer perspective and not just for this year or this quarter results.</p>	
	<p>We have integrated sustainability in our sustainability goals in our processes and systems. So we do have all kind of tools to help to move in that direction. So in the finance area, we have a tool that's called a false tool. We developed that. I think together with KPMG also which basically gives us... can measure how our sustainable brands perform compared with the rest of the portfolio. (...) And we see that those brands perform better. So that's they did grow 50 percent faster. So that's important to measure that. And we have a tool that enables us to track that and measure that. And we have an equal design toolkit which enables us for all new product innovations and designs to truly measure the sustainability impact and make sure it improves compared with the current products or former.</p>	Manager K

2 nd order theme: Empower employees and give autonomy		
1 st order concept	Illustrative quote	Reference
Encouraging employee to propose their own ideas	I think the most important thing we doing in our company is to be open, to give them the room, to develop, and to initiate to be sustainable and get out with your ideas.	Manager F
	Yeah and also to develop and that nothing is good like... when someone is coming to room, for example, the manager and I have two models: management by fear and management by love. For love, I don't mean real love but I mean intention to be in discussion with people. And fear, of course, known as "You're doing today. I'm	Manager F

	<p>back in three hours..." So when you have an idea, it's easier to come to a guy like me. So that's I think the most important thing is that we have management by love instead of management by fear.</p>	
	<p>Actually, the main task that we have in the sustainability team is not so much delivering the project. Yes, we have to deliver a certain amount of projects but it's mainly making people energetic about sustainability and come up with their own projects and their own solutions within their area.</p>	Manager J
	<p>We have a new idea generation sessions where we ask for new creative solutions. And with that we try to create a constant new input for ideas.</p>	Manager J
	<p>I think sustainability is in the heart of many people. It is already in the heart of many people. So allowing the space for those people to act and to show that they care about the planet or about people. So allowing that space will help them, will encourage them</p>	Manager I
Devolving responsibility	<p>I think it's important that we have per team within our organization and in the Netherlands, we have one sustainability champion, so we have 15 teams. And we have one sustainability champion per team. And we nominated sustainability champions a couple of months ago. Basically, that person is responsible to keep sustainability on the agenda of his or her team. He is also my first contact person for the team. So every month we check in and then we ask, "What have you been doing? Do you need much support? So what are the goals you are working on?" I will also work for our company. So this one is like the overall sustainability within his or her team. And that's also give some ownership within the team. That's important. (...) So that every team takes ownership to contribute. And that's the goal.</p>	Manager D
	<p>Basically they are the owner, so they're responsible to ensure that their team is also delivering on our global goals.</p>	Manager D
	<p>So I think, yeah, I think it's really important. I mean if my colleagues don't have the feeling that they own our agenda, it's not gonna work. I mean then it's my agenda but I want it to be everyone's agenda.</p>	Manager D

	<p>We have CSR ambassadors but every business line they have an ambassador that has the opportunity to make sustainable solutions in their own department.</p>	Manager E
	<p>I cannot all do that by myself but it's also one reason why I'm always busy because there are so many projects going on at the same time. But what we've done are we set up for sustainability what we called an extended sustainability team that means that in all the functions there are people that are responsible for sustainability, and they helped me implementing these projects. So of course I cannot... what I said you cannot do everything by yourself. The sustainability team in our company is also very small. (...) Only 3 people. Is very small. But the reason why it's so small is that we want everybody to have it. Have sustainability in their year plans. So then, if everybody's carrying sort of the load then you don't really need a real team, so to say. But it's more that everybody has it in their plan.</p>	Manager J
Empower employees in decision-making process	<p>We have invited all our departments when we announced this mission to have a workshop with the dean and myself on how they and their specific role contribute to the SDG. And then after a year, we had a second workshop with all of the departments to give them an update of this is what we've done and to ask them for feedback and critical suggestions and examples. So by organizing quite a number of those smaller discussions, we've tried to involve them and to give them the opportunity to think along with us.</p>	Manager I
Supporting employee's personal goal and development	<p>We facilitate the option to have a crowdsourcing crowdfunding and we give them tips and guidance. But we're not gonna do the organizing. Because that's something we want to come from the employees. Otherwise, there's no added value to have them have it. If we want to do the organization, then why would she or he gets to. You want the person to have the opportunity to explore and to start your own projects and to organize in the way that she or he or she likes.</p>	Staff G
	<p>There is option to work four days at company and one day at an</p>	Staff G

	<p>NGO foundation and company pay 50 per cent of the shattering of the day, of your cut back on that day. So, we try to stimulate people to be more like 2 or 3 years of working for an NGO to share your experience but also to learn back. Since you will get a totally different opinion. So this is how we try to stimulate our people to be more involved not only within the company but also with the world around it.</p>	
	<p>In personal purpose workshops to identify their personal purposes and that's out of the acknowledgement that it's truly important that people know their passion, their purposes in life why they wake up in the morning and acknowledge that and that you focus on having people work in their strengths instead of focusing on what's not there.</p>	<p>Manager K</p>
	<p>But we also have a program where we donate amount of money to their own NGOs. Like somebody who is a volunteer at like the Red Cross or something like that. Or they are volunteering here at the local football team and then they can also nominate their own projects. Every year we give 10 colleagues a thousand Euros for their own social projects that they do in their free time. So in that way, we try to support employee engagement but not only in our own organization but also outside. Because we know that they do more volunteer work than other people in society. So why do we have to tell them what to do? They know very well what to do themselves. So that's a way we try to stimulate them. It's more stimulation program than an obligation program.</p>	<p>Manager E</p>
	<p>Provide packages for them that they can do that in their own time. Don't try to push people, just stimulate people. Enthuse people. Get them inspired to do something good. And if it's in their own environment that's probably best.</p>	<p>Manager E</p>
	<p>We have financial awards for external companies or NGO with whom you might be involved personally. So for example, say I'm part of a voluntary community service in the place where I live. And I do that on my Friday evening and Saturday morning as sort of a</p>	<p>Manager J</p>

	<p>side job. Then every year, I can apply for a financial support from company for my personal event, for my personal activity. Which is really nice because that makes it very personal and as well you cannot just get the money by submitting, "Oh this is my NGO and this is where I work." But you have to come up with an idea on what are you going to do with the money first of all. (...) And as well we have to set up a team event around it. So you have to have at least 5 people that support your idea, and help you with implementing it in the end. Which is really nice because with that you create a buzz around your NGO and some understanding with your colleagues about what you're doing on Friday evening <i>[laugh]</i>. And as well, having the sustainability support for your location.</p>	
	<p>We always look at the person. I think it's very important that really see the person. So it goes beyond, as I said we don't see employees as a just as production units. We want the most to develop themselves and this is very important. If you look at sustainability, there are many ways to look at sustainability, but it's also a way of keeping your employees with you and keeping them motivated and enthusiastic and full of energy. (...) For example, a colleague from my team he went to Cambodia to study the.... it's like an armadillo animal, which is very much hunted. It's the pangolin. (...) They went for 4 months to study this animal, so we gave time off to do that.</p>	<p>Manager L</p>
	<p>But you know, if somebody has a real passion to do this and we are talking about it as a company to let people become who they want to be and this passion is very important for them to reach their purpose and they really want to do this. Then you will achieve much more as a company to allow this person to achieve that. That way the loyalty of the person to the company is much bigger. If you say "No, we don't accept it". Then the chances are very big that they'd do it anyway and never come back because they say "Well, okay. You know, I look for another job when I come back". This way we're able to keep people and get them back even more motivated and</p>	<p>Manager L</p>

more loyal because we can help them achieve one of the things that they want to do.

Aggregate dimension 4: Barriers to employee engagement in CS(R)

2 nd order theme: Unawareness		
1 st order concept	Illustrative quote	Reference
Unaware of what company's efforts on sustainability are	(...) there's even probably a fourth bucket of really everybody else of the people who don't care and never touch sustainability, don't even know that there are hundreds of people at our company who work on that on a daily basis.	Manager B
	I think there is a... knowledge gap when I explained to you before. I think people are very unaware of everything company does. Yep, that is what I see most that they just don't have a clue.	Manager H
Unaware of what company means by sustainability	I think that the term, sustainability, is very vague, so I think being aware of society is top of mind. But I don't think people recognize that as sustainability. (...) So when people think about sustainability, we always do tests with our new colleagues who arrive at our company. And we say, "What do you think about when you think about sustainability?" And then they say like, "The paper cups and how much I print," you know, stuff like that. And for us, the main part of the sustainability strategy is how much green finance we do. So it's there's a big gap between what sustainability strategy is at a bank and how employees think about the topic. They think about the things they see every day in their daily.	Manager H
Unaware of what supports company provides	If people have a question, they will normally go to the 200 people who service our clients or to the 40 or 50 people in our 8 largest countries who are running our sustainability mission team locally. Or to the global sustainability team, for example. So there's enough 300 or so sustainability resources in our company and people can come to us for questions. And now the tricky part is that sometimes people don't always know that those 300 people exist. It's a matter of making sure that's more visible as well.	Manager B
	When I speak to people and tell them what they can do, they were like: "Oh! I didn't know that!" So there's a lot of information that's like hidden even though you're not trying to keep it secret but it's just... So a lot of people don't know about it or they already have	Staff G

	<p>their own structure like without our department. But they already have like: "Oh! We are already doing something like this." And I was like "Oh! Who organized?" "Just we!" Like just a few colleagues who come together and then organizing themselves.</p>	
	<p>If you are such a big company, it's very easy to have great tools available that nobody knows the existence of or can find because people are very busy.</p>	Manager K
<p>Why it happens (information exploration)</p>	<p>They only know their own expertise. So and that says, you know, if you have a really big company, there are so many topics that are social or responsible or sustainable. It's you know that's why my team is the only team who knows it all. It's just too much to know. (...) It is just a message between the thousand other messages they get on the daily.</p>	Manager H
	<p>We...have 12,000 colleagues and they are across the Netherlands. They all have different kinds of job. And it is just very difficult to reach them because there's so much information that people don't even read it or see it or you know. So for example, we have this screen [<i>pointing a screen hanging on the wall</i>] where we have messages all the time, but if you put a message on there, you know 3 hours later, there's a next message. So it's just very difficult to reach people.</p>	Manager H
	<p>But you're trying to get the attention and a hundred other projects or people are trying to get the attention as well. That's the whole thing. And I always say to my team if it was a bit... frustrated you know, there are so many things I don't know about our company, that maybe would be relevant or good to know for me as well. So I'm... the same. I'm also one of the employees who is not informed enough. So it's just, it's how we all are. There's just too much to know.</p>	Manager H
	<p>But it's definitely a challenge because there are so many initiatives from our company and everybody's like fighting for the attention. Some person wants to do of course. It's like unbelievable! There are so many people working here, so many projects to do in the</p>	Staff G

	Netherlands but also outside.	
	You can have like: "Oh! Now, we're going to buy this company. We're going to do this or..." It can be like news. It's like almost anything is relevant or it's going to be new. It's just it's too much information on that on the Internet. So why the mass e-mails are prevented. Because the e-mail boxes were getting overloaded. So it's difficult (...) You still need to fight for your place <i>[laugh]</i> .	Staff G
	(...) also you know lots of other stuff happen in an organization. So you could see that people are distracted or that other issues are more urgent.	Manager I
Why it happens (Missing structural communication approach)	So it's that people need to know that it's there, which is difficult. Because how are we going to convey this message. Because online is being washed away. So much information. So you need to... you need to have like... my biggest challenge is that we don't have a structural approach. How people would get to know of this platform.	Staff G
Why it happens (Miscommunication)	I think the biggest challenge is that we are such a small team, so sometimes I wish I would have like a full team of people that constantly 24/7 work on sustainability that would be amazing. This is I think the biggest challenge to convey the message with a very small team. So how do you make sure that if I'm saying something to a person; how is it communicated further? It is like when you sit in a circle at school, and I tell you something, you tell the next and the person tells the next. By the time it comes back to me, it's a different story. So I have to make sure that my message is so clear and so simple that it can go around the table, and have the same message. That is my biggest challenge.	Manager J

2 nd order theme: Value conflict		
1 st order concept	Illustrative quote	Reference
Employees not interested in	Fuel efficiency is our key performance and also job performance. Everyone has to work on it. However, if you try to talk about	Manager A

sustainability	reducing something else other than fuel, such as gas emission, some will say they are not interested in protecting the environment. It's like littering on the roads. They are living in a mass, but they don't care.	
	I am one of the youngest in our organization. People who work in my organization still have the 90's idea. They work and do business as they did 20, 30 years ago.	Manager A
	I must say for some employees, I mean ideally, I would like that everyone at our company is a fan of sustainability. And that's not the case. I also don't think it's realistic to expect that to happen because people are different and some people just ...ya... find it more important to get financial result for example.	Manager C
	I mean for some colleagues still a matter to only look at the cost as the key driver for decisions, but the sustainability angle also has to be a key point to decision making.	Manager D
	There are people who have already indicated: "You know, we talk about the SDGs continuously. Shouldn't we focus on something else? Shouldn't we start to talk about algorithms or technology?" So they don't get that my philosophy is that the SDGs or sustainability is the core to everything.	Manager I
	But the thing is, sometimes people you know you organize a lot of these kinds of stuff, but not everybody does it. So it's sometimes we are as management, we are very much trying to create a perfect environment. But you know again you can lead a horse to water, but you can't make a drink. For somebody in the administration says "No, forget it. I need to finish this invoice". I can't force somebody to come here and listen to a presentation or to go to mindfulness or whatever. It needs to be voluntary. You cannot put any kind of pressure on people to do that. You can just offer it and see who takes it up. So I think that's sometimes a challenge and some maybe frustration that we organize a lot of these kinds of things. But not everybody is interested so...	Manager L
Senior managers not	The company's culture and lack of support from top managers are	Manager A

interested in sustainability	the two biggest challenges to me. Our culture is heavily focusing on fuel efficiency and profit. Also, the clear message from the top manager is missing. It is difficult for me to motivate employees without a clear message or support from the top manager.	
	Well, one of the biggest challenges is that not all the senior leaders value sustainability the same. The top layers very much engaged and very much in favor, but there are also managers that are little below who are not. So they are... ya... really more talking about money about revenue, not so much about sustainability, and they even think that sustainability cannot help in creating profit. Well, these people can make our life very difficult because they can say things to salespeople who I am talking to: "Hey! You shouldn't spend time on sustainability". So sometimes you really have to overcome prejudice inside the company.	Manager C
	The biggest challenge I would say is... what I referenced earlier in terms of it's difficult for some people to put sustainability at the top of their list, unless their leadership, managers, CEO tells them to do it. And it's a part of our management structures. It's not something that readily gets done. People not being able to put it as a top priority is the biggest challenge. (...) It's a few things that if leadership in some cases not having sustainability as a priority. It's... short-termism as then how metrics and KPI are looked like. It is a very quick financial quarterly basis type of view. And that's different from the medium and long-term view of sustainability. And then, on the third part, it has to do with the business case and the non-quantifiable nature of sustainability that you can justify a decision if you say: "oh it's going to be a million in cost savings". But it's very hard for me to explain to somebody: "Oh your employee will feel better in that office if you do this" of a very intangible piece.	Manager B
Company's goal \neq Individual's goal	(...) before, we had a program that our company would support UNICEF and employees if they would we would raise funds within the company for UNICEF, and our company would match double their donations. And that 10, 15 years ago, everybody was very	Manager H

	<p>enthusiastic about it. And by now, I have employees who tell me weekly who company should donate to. So it changes from, "oh my employee is enthusiastic about UNICEF. So am I" to "I'm going to tell my employer who to donate to".</p>	
	<p>And now what you see a lot is that employees come to us and they tell us what they think the company should do with sustainability. So they come up with our own ideas and that is not necessarily a bad thing. But what we see is that there are... often nice ideas but not linked enough to the strategy or impossible to execute or that they will cost a lot of money or we should then stop doing something else. Just stuff like that. (...) Nobody says like, "Yeah, what's the program on sustainability? Where I can add value?" They are more like, "No, I think we should do this." You know what I mean? Yeah. A random idea that they have.</p>	Manager H
	<p>(...) I get a lot of input [laugh]. So you know people are more probably more thinking about it and they feel like, "Yeah, I work at a big company. I'm going to put this idea up." And it's also good, but it's also challenging because we have a strategy and we have really closely looked at what is the most impactful and best way to go forward. And these are often very random nice fun ideas. So that's difficult sometimes. So that's a trend.</p>	Manager H
	<p>But a lot of times there is also a personal story behind it. I think that's also a really nice way to. (...) because it's such a personal story and we don't just give money because people give their own money. Because we do give match funding, so we do double it to a certain amount. But then we are a bit more flexible with ... how we streamline the projects because normally if we do a project is always based on those pillars, like access to energy, social entrepreneurship, social mobility, and STEM education.</p>	Staff G
Short-termism vs. Long-termism	<p>There's always a tension between short-term and long-term management. Yeah. Short-term problem. Long-term problems. It's way more tempting to address the short term things first.</p>	Manager I
	<p>If leadership in some cases not having sustainability as a priority.</p>	Manager B

	<p>It's... short-termism as then how metrics and KPI are looked like. It is a very quick financial quarterly basis type of view. And that's different from the medium and long-term view of sustainability. And then, on the third part, it has to do with the business case and the non-quantifiable nature of sustainability that you can justify a decision if you say: "oh it's going to be a million in cost savings". But it's very hard for me to explain to somebody: "Oh your employee will feel better in that office if you do this" of a very intangible piece.</p>	
	<p>Sometimes taking a sustainable choice is the more expensive one, but it's something we have to do because it's better in the long term because it's the only way to continue. So that's the kind of mindset change that we are going through right now. And it's good to see, but it will take time. I mean for some colleagues still a matter to only look at the cost as the key driver for decisions (...) I think that's a challenge a lot of companies are experiencing right now, because ideally, of course, you want a solid business case which is the most sustainable one and let's say the cheapest one, but that's not always possible. I mean sometimes the more sustainable one takes a bigger investment. The value is only paid out in like ten years or even longer. So, how do you deal with that? I think that's the biggest challenge and a lot of companies are struggling with right now.</p>	Manager D
	<p>I make my colleagues, especially the colleagues from the technical department, think about the day after tomorrow because the industry mainly focuses on "today" not the future. For example, they focus on the day-to-day operation, maintenance... etc. However, what if the business context change, such as new policy or new regulation, then we should not only look at the business today.</p>	Manager A
<p>Negative stereotype of sustainability (e.g. extreme, only green, lefty)</p>	<p>(...) in some people the word sustainability triggers the association with tree huggers or I don't know, lefties (...)</p>	Manager I
	<p>Historically, sustainability has been for a long time very much a</p>	Manager K

	<p>kind of area (...) it means that it was from this left-wing, really earthy, where really extreme. And it was not really part of common understanding daily life or media etc. So it was the dark green people being stigmatized in a certain green eco lifestyle or so not very hippy and trendy more like... well, doing a lot of offers for a more sustainable life but being a little bit naive or crazy about it and people didn't really care.</p>	
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2 nd order theme: Important but maybe later		
1 st order concept	Illustrative quote	Reference
Why it happens (Not urgent)	In terms of what's realistic for people and even if people care about it and think it's important. That doesn't mean that they can fairly prioritize it. Sustainability still one of the things that people have a list of 20 things to do, and sustainability might be number 21. But it doesn't mean that it's top of their mind to each and every day.	Manager B
	(...) also you know lots of other stuff happen in an organization. So you could see that people are distracted or that other issues are more urgent.	Manager I
(Limited control over employee's behaviour)	It (employee involvement) is really in the end also about their own behaviour.	Manager C
	And then it's up to them to decide are they changing the way they work or not. I mean that's not my responsibility.	Manager I
	You have some control but not total control. So you need to create an environment where it's possible. But they say in English " <i>You can lead a horse to water, but you can't make it drink</i> ".	Manager L
Action gap and inconsistency	In our company, if I'm being perfectly honest, it's still a small minority of the 90,000 people that we have globally. And so people might say it's important from a perception standpoint, but that's different from the number of people who are actively taking action or implementing on sustainability in their work on a daily basis. So the perception is very high in terms of people will say, I would think	Manager B

	of the majority of 90,000 employees would say: "Yes, it is important". But, the other side of that picture is I don't think the majority of people would say: "I'm actively implementing sustainability in my day to day work". So there is a gap in that part of the ... <i>[laugh]</i> ... the challenge of course.	
	Young people all over the world and students also are yelling a lot, but are not acting. (...) When you ask young people about sustainability, when you ask outside "Are you sustainable?" I think the average or the percentage will be lower.	Manager F
	So we work with all the departments that have to implement the strategy sometimes because they want our help and sometimes because they're not really starting and they have to... we kind of push them a little bit so to say.	Manager H
	80% of the people at our company say they want to work on this (sustainability) and they find it important. (...) Well, some people really do it, really every day, and some people say they do it sometimes. I would like everyone to say they can work on it every day. Some people I think find it more easy to do than others.	Manager C

2 nd order theme: Obligatory rather than voluntary		
1 st order concept	Illustrative quote	Reference
Moving from "I have to" to "I want to"	I think the biggest driver should be your intrinsic motivation. You have to really want it not because you have to but you want it yourself. And I think that's the change that I'm trying to achieve in our organization. Sustainability is even more embedded in the hearts of everyone, and not something we do because we have to.	Manager D
	We provide like a tool kit for employees, where they can make a difference but also voluntarily. So we say, "Well, if you would like to be a volunteer with this project, that's fine. You don't have to." because otherwise, it's not going to be voluntarily.	Manager E
	Also, because you want this for people to come from the inside out. You don't want to force them like: "You should volunteer". So you	Staff G

	need to find this balance.	
Obligation creates less impact	So, one thing is really Dutch. The Dutch don't like when they are told something. We are people who are want to think about it and do it. And then we are motivated because it's coming out of our initiative etc. So we also try not to point with the finger: "You should... You should... You should..." When you do that, I think it's not gonna be quick when you want some development. No matter which one you choose, sustainability or mindset or something, when you let people think about things and make them motivating and initiating by themselves is better than you gonna tell them every time "You have to do that." And they are sort of dead in their head.	Manager F
	I think you need to be careful as a company to say "You must do this" because then you need people are not motivated. They are like "Okay. I'm sitting here and I'm OK fair enough. OK, it's finished in 10 minutes." And they go back to do their work. You want people to be inspired. And for people to be inspired they need to be open for the message. And if you push people or try to force something, they're not going to be open. So in that sense, it's a challenge for us how do we get more involvement to the things that we're offering. Are we offering the right things? Maybe we should be doing other things?	Manager L
	Because we're a member organization. And we're also a social organization. If we say to our employees: "You have to do employee engagement", they have really reluctant towards that. "Well, I already work at like an NGO organization. And now I have to do volunteer work. I do volunteer work more than everybody in their free time. So why do I have to do that?"	Manager E
Obligation cannot sustain the change	If the board or CEO just tell everybody what to do, it is not going to work. It has to be in your motivation to make an effort, an extra effort to be sustainable. So in that way we have different kinds of, like Ted talks where people can go to on the team sustainability and we try to make people enthusiastic. But you have to do that in a way that you engage people and just get them involved. Otherwise, if	Manager E

	they're not involved, they are not going to make the transition.	
	Sometimes change is really slow, and it can be really a frustrating process. (...) There are people who have already indicated: "You know, we talk about the SDGs continuously. Shouldn't we focus on something else? Shouldn't we start to talk about algorithms or technology?" So they don't get that my philosophy is that the SDGs or sustainability is the core to everything. So in my worldview, it's impossible to get tired of the SDGs or to say you know: "We've talked about them for 2 years. Let's move on to something else."	Manager I
	So, one thing is really Dutch. The Dutch don't like when they are told something. We are people who are want to think about it and do it. And then we are motivated because it's coming out of our initiative etc. So we also try not to point with the finger: "You should... You should... You should..." When you do that, I think it's not gonna be quick when you want some development. No matter which one you choose, sustainability or mindset or something, when you let people think about things and make them motivating and initiating by themselves is better than you gonna tell them every time "You have to do that." And they are sort of dead in their head.	Manager F

2 nd order theme: Lacking full integration into employee's mindset and intuition		
1 st order concept	Illustrative quote	Reference
Expect employees to set up their own projects without CS(R) manager's interference	So people that are in our own area of expertise that they are setting up their own sustainability projects without my interference. So I would sort of energize them to start sustainability projects. So, for example, I cannot be, what I said before, I cannot be in all the plants at the same time. This is a very wide network. So then I also have to make sure that still sustainability projects are run even if I'm not there. So that's a big part of my role to energize, to be voice sometimes. Actually this morning I was on one of the plants and person that directly came to me, "Manager J! We've got these on sustainability and we're working on that. And remember we talked	Manager J

	<p>about that half a year ago and now the project is....” So that's great because that's actually what my role is. It's just like sort of starting the fire and then hopefully people picked it up and work with it to make everybody's on.</p>	
	<p>I think sustainability should be in the core and not somewhere as a, you know, nice to have entity that we do business as usual and we have our sustainable team somewhere else". So I'm trying to get it in the heart or in the DNA of or organization. Which means that sometimes it's not visible or my influence is not visible, but to me, the success is that a team, like the XXX team, actually took ownership and said let's just put the SDG throughout the entire bachelor program.</p>	Manager I
<p>Lacking full integration of sustainability thinking into employee’s role, mindset, intuition, and decision-making process</p>	<p>I'm just the connector. I'm just the adviser. I'm just the mirror that challenges people regarding risks and opportunities. But it's key that people themselves have that way of thinking and also start to spot the opportunities out there in the market. Ask the right questions and then come for advice to me. It's that you really have to push to get things done. That's key.</p>	Manager K
	<p>I think we are in a transition process overall although sometimes people say differently, but it's naive to think it goes overnight. So in terms of these building these processes and systems are fully integrated that's a transition process. Also, the mindset of people. So we have a lot of steps and processes to do.</p>	Manager K
	<p>I'm proud of where we are currently at, but at the same time, I'm also impatient. I think it's not enough at all, and there’s a lot that need to be done. For example, well, together it's truly integrated in the way you’re thinking and the way you're working. And that if the market is moving in a certain direction that a certain category starts to put extra boxes around a certain product because that's perceived as being more premium than the initial thinking of our marketing people should be not "Oh! That's where the market is going. Let's also put a box on our product because that looks more premium and</p>	Manager K

	<p>then we can better compete in that segment", but thinking "Umm... How can we better compete based on our sustainability credentials and get the premium perception because of sustainability and use that in our communication?" And that should be the initial mindset and we aren't there yet.</p>	
	<p>It's a way of thinking, and it's fully integrated. And that's part of transition and that's a logical process and in that transition, you're still very much dependent on individuals, and some people have taken it up, and it's really important to them personally as well, and that's their way of thinking already. And for other persons they are very much kind of afraid for changes because existing processes or solutions have always proven to work well. So they go for the less risky routes, and that's the kind of mindset change you have to fuel and facilitate. But we're getting there. Step by step.</p>	<p>Manager K</p>
	<p>Sometimes taking a sustainable choice is the more expensive one, but it's something we have to do because it's better in the long term because it's the only way to continue. So that's the kind of mindset change that we are going through right now. And it's good to see, but it will take time. I mean for some colleagues still a matter to only look at the cost as the key driver for decisions, but the sustainability angle also has to be a key point to decision making. And I think we're making progress on that one.</p>	<p>Manager D</p>
	<p>I mean, for example, if you are an account manager you sell our beers to let's say the restaurants. One of how you can contribute is that you talk to your customers about sustainability, about everything that we do at the company. And also ask the customer: "Okay, how are you working on sustainability." So, engaging in a dialogue, so that can be already a big step. So it has to fit with the scope and the role, of course. But it's really about the mindset. That's the most important thing.</p>	<p>Manager D</p>
	<p>Ideally, if you want to make sustainability integrated into the business, making environmental care integrated into employees' actions is an important part. Ideally, I think when employees start</p>	<p>Manager A</p>

	<p>their job and making a decision, they should also take environmental impact into account at the same time. For example, when making a decision between the single-hull tanker and double-hull tanker, even though it is allowed to use single-hull tanker, people should already think about the future and anticipate the phase-out of single-hull tankers.</p>	
<p>Lacking deeper thinking and in-depth discussion on sustainability issues</p>	<p>I think it's really important the campaign of the government so when you ask yourself what can I do. I think that's the most important thing. And that's also what I ask my team members: "What can we do in our shop? What can you do in your life?"</p>	<p>Manager F</p>
	<p>(...) My biggest challenge and the most... still the most difficult thing to do because when I'm yelling this, people are saying: "So you are saying plastic is good." I am not saying plastic is good, but also I'm not saying plastic is only wrong because a lot of things are plastic. Look to the health things like arm or ... are made of plastic. Plastic is good. (...) And then the other way is when people are yelling, they are also buying plastic product. When I ask "where reusable bottle?" They said "Oh. No. It's very difficult for my bag." "So you don't want plastic and you don't have your reusable coffee mug. Where's your water bottle?" So, I like to trigger the discussion with people in that way. And that's the biggest challenge I think I have.</p>	<p>Manager F</p>