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Publication Date
2021-10-08

Peer reviewed

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Forthcoming, *Business & Society*

Broadening our Understanding of Human Resource Management for Improved Environmental Performance

ABSTRACT

This article evaluates the effect of different human resource management (HRM) practices on organizations' environmental performance. We develop a model to evaluate the influence of a broad range of HRM practices, including environmental performance criteria in managers' performance evaluations and two types of internal corporate social responsibility (CSR) practices: socially responsible employee benefits and corporate volunteering practices. To this end, we analyze a sample of 142 manufacturing companies that have completed B Lab's Impact Assessment process to certify their environmental performance. The results show that including environmental criteria in a higher proportion of managers' performance evaluations directly impacts organizations' environmental performance and strengthens the positive effect of other environmental management practices. The findings also demonstrate the direct effects of both types of CSR practices on an organization's environmental performance. Our study advances recent work on Green HRM and CSR by identifying the specific HRM practices that allow organizations to move from being part of the world's environmental problem to being part of the solution.

Keywords: corporate social responsibility (CSR), human resource management (HRM), environmental management, environmental performance, corporate volunteering

Broadening our Understanding of Human Resource Management for Improved Environmental Performance

Recent work has identified critical societal challenges related to environmental sustainability—such as climate change, global water supply, and biodiversity loss—and has called for businesses to move from being part of the problem to being part of the solution (e.g., George et al., 2016; Rekker et al., 2021). Environmental performance is essential not only because stakeholders expect businesses to address and minimize their environmental impacts, which contribute to the degradation of the planet, but also because it can positively impact organizations' financial performance (Albertini, 2013). Our goal is to examine how organizations can improve their environmental performance, defined as the measurable outcomes of an organization's impact on the environment, via their human resource management (HRM) practices.

Throughout the world, the actions of managers and employees are critical to improving an organization's environmental performance. Their actions are the organization's actions, and if they do not act in environmentally supportive ways, their organization will not have a positive environmental impact overall (Paillé et al., 2014; Ramus & Steger, 2000). Within an organization, HRM practices direct employees' attention to and motivate them to support its stated priorities; most importantly, such practices serve as signals to employees of their value. Green HRM refers to research on organizational practices that either support an organization's environmental management through the promotion of an environmentally friendly organizational climate and culture (e.g., Jarlstrom et al., 2018), or directly target environmental impact through environmentally friendly HRM practices—such as recycling or traveling practices designed to reduce carbon footprint (e.g., Yong et al., 2020). While researchers have found support for the

association between some Green HRM practices and environmental performance (e.g., Jabbour et al., 2008; Yong et al., 2020), we just do not know enough about how HRM practices can make a real difference in employee and managerial actions to improve organizational performance (for a recent review on Green HRM, see Amrutha & Geetha, 2020). In this article, we propose and test a broader theoretical framing of Green HRM practices to include not just what actions are rewarded and punished but also how organizations treat employees.

We develop a model of how HRM practices can directly influence an organization's environmental performance and indirectly facilitate the influence of non-HRM environmental policies. We build on the nascent Green HRM literature and include organizations' HRM-based corporate social responsibility (CSR) practices in our theorizing. Our theoretical model integrates specific HRM practices directed at managers or employees. Specifically, we examine how environmental performance criteria in managers' performance evaluations and two types of internal CSR practices (i.e., socially responsible employee benefits and corporate volunteering practices) can influence an organization's environmental performance. It is our contention that HRM practices that both incentivize managers and employees to facilitate better environmental performance and demonstrate that the organization values its employees will lead to better environmental performance.

We draw on a sample of organizations (i.e., aspiring B Corporations) seeking certification from B Lab as having strong environmental practices. B Lab, a non-profit organization, asks organizations interested in their certification to complete a lengthy assessment of practices that foster better social and environmental performance (Winkler et al., 2018). Since 2007, the B Corp certification has emerged as a way for organizations to affirm their commitments to positive

environmental practices (Gehman & Grimes, 2017). We use questions from this certification process to develop theory-driven environmental and HRM variables to test our hypotheses.

Our study advances the body of knowledge on how organizations can facilitate their environmental performance via HRM policies and practices. We develop a model that integrates the effects of non-HRM practices specifically designed for the environment, HRM practices, and employee-supportive CSR practices to explain organizations' environmental performance. Our model has allowed us to contribute to the theoretical and practical Green HRM literature by evaluating the effects of different HRM practices on organizations' environmental performance. Moreover, we provide further support for the sustainability case for CSR (Halme et al., 2020) by pointing to how "treating employees right" can have environmental implications for organizations. Finally, we advance the nascent B Corporation literature by showing that the certification process can be a guide to uncovering specific practices that will assist any organization seeking to improve its environmental impact.

In what follows, we first present a brief review of the Green HRM literature, followed by two sections where we develop the hypotheses for our theoretical model: Performance Evaluation of Managers' Environmental Performance, and Internal Corporate Social Responsibility. We then present our methods and results. Finally, we discuss our findings, noting the limitations of our study, specifying our theoretical contributions, and providing implications for managers and other practitioners eager to improve the environmental performance of their organizations.

Expanding Green HRM for Improved Environmental Performance

In recent years, environmental issues have become a crucial focus of business leaders, policymakers, and scholars across disciplines (Seaborn et al., 2020). To date, however, most of the research on environmental management (EM) has concentrated on the role of external stakeholders

such as governments, regulators, customers, competitors, communities, environmental interest groups, and industry associations as drivers of EM practices (Delmas & Toffel, 2004). Despite this approach, mounting evidence shows that internal stakeholders such as managers and employees are also relevant actors in a company's pursuit of an effective environmental strategy (e.g., Jarlstrom et al., 2018; Sharma, 2000). Many EM practices require that managers and employees follow through with the environmental practices and policies the organization has promulgated. If they do not act in environmentally supportive ways, their organization will not positively impact the environment.

In response, HRM and organizational behavior researchers have started exploring the different ways individuals and groups influence organizations' environmental performance. In this context, Green HRM has emerged as an area of research that examines HRM practices specifically designed to promote effective environmental management (e.g., Jabbour & Santos, 2008; Jackson & Seo, 2010; Renwick et al., 2013, 2016; Jarlstrom et al., 2018). For instance, Ramus and Steger (2000) and Ramus (2002) found that specific environmental policies and supervisory support behaviors positively influence employees' likelihood of recommending new EM initiatives or practices. Other empirical research has shown that training and development is an effective Green HRM practice to influence pro-environmental attitudes and behaviors among employees and thus aid in the effective implementation of environmental management practices (e.g., Ones & Dilchert, 2013; Taylor et al., 2012). We also know that pro-environmental leadership behaviors are positively associated with employees' pro-environmental behaviors (e.g., Andersson et al., 2013). Additionally, some employees are more attracted to organizations showcasing policies and practices they assess as more eco-friendly (e.g., Anderton & Jack, 2011; Gully et al., 2013). Thus, it appears that EM practices are associated with improved environmental performance partly

through their effect on employees' commitment and participation. Finally, in a theoretical paper, Daily and Huang (2001) proposed that HR factors such as top management support, environmental training, employee empowerment, teamwork, and rewards systems are crucial elements for the effective implementation of EM policies and practices.

In this study, we develop and test a theoretical model (see Figure 1) that examines the direct and enabling influence of several factors on an organization's environmental performance, including managers' environmental performance evaluations, socially responsible employee practices, and corporate volunteering. Thus, we expand on the conceptualization of Green HRM to also include HRM-based practices not explicitly designed to improve the environment as relevant, specifically those practices that support employees more generally.

----Insert Figure 1 about here----

For the past 20 years, scholars from different academic fields (e.g., strategic management, operations management) have found that organizations' EM practices improve their environmental performance (Klassen & McLaughlin, 1996). For example, in the chemicals sector, Theyel (2000) showed how adopting EM practices such as the certification of suppliers, research and development (R&D) focused on environmental issues, and the involvement of employees in innovation and training positively affected the reduction of chemical waste, hence improving organizations' environmental performance. Sroufe (2003) found that three types of EM practices (i.e., environmental design practices, environmental recycling practices, and environmental waste practices) improve organizations' environmental performance at different stages of a product or process life cycle. Similarly, Hart (1995) distinguished between four types of resource-based EM practices (i.e., end-of-pipe, pollution prevention, product stewardship, and sustainable development) and revealed that each set of practices influences organizations' environmental

performance. If well implemented, management practices specifically designed to address environmental concerns will translate into superior environmental performance. Although not the focus of this study, we propose and test whether more extensive environmental management practices will be associated with better organizational environmental performance as a baseline for HRM practices:

> *Baseline Hypothesis (H0):* The more environmental practices an organization has, the better its environmental performance.

Green HRM focuses on management practices that support an organization's EM policies, promoting a green organizational climate and culture and directly targeting its environmental impact through HRM practices to improve employees' environmental knowledge (e.g., Roy & Therin, 2008). Although studies in the Green HRM literature have improved our understanding of how practices and individuals can influence organizations' environmental performance, several scholars have called for more attention to particular HRM practices (e.g., Renwick et al., 2016). Specifically, because performance appraisal offers a critical mechanism to hold both managers and employees accountable (Aguinis, 2009), research on how to effectively use performance evaluation systems to hold managers and employees accountable for environmental performance would greatly benefit the field (Jackson et al., 2011; Renwick et al., 2016). We posit that managers' performance evaluations can help improve an organization's environmental impact by making managers responsible for achieving environmental outcomes and legitimizing other EM practices, leading to more substantial effects.

Performance Evaluation of Managers' Environmental Performance

From studies related to strategic HRM, we know that properly managing an organization's human resources is critical and can contribute to tangible economic value (e.g., Chadwick & Flinchbaugh, 2020; Frenkel & Lee, 2010; Huselid, 1995; Subramony, 2009). The underlying rationale is that

strategic HRM practices can help organizations achieve their strategic objectives—traditionally, organization performance—by eliciting and controlling desired employee behaviors (Chadwick & Flinchbaugh, 2020; Jackson et al., 1989; Jiang et al., 2012; Takeuchi et al., 2009). Performance management is defined as the "continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization" (Aguinis, 2009). Performance management is intended to direct employees' and managers' attention to the actions organizations want from them; if performance management were ineffective in causing the intended responses, organizations would have ceased to engage in such practices (Lepak et al., 2006). Consequently, if environmental performance is essential to an organization, evaluations and rewards should support such environmental goals (Epstein & Roy, 2001; Noe et al., 2014).

Although most EM practices do not provide feedback to employees about their environmental behavior (Chinander, 2001), Govindarajulu and Daily (2004) and Jackson et al. (2011) have suggested that holding managers and employees accountable for environmental efforts through performance evaluation processes is fundamental to improving environmental performance. For example, HRM practices may target specific strategic objectives such as environmental performance (e.g., Guerci et al., 2016; Jackson et al., 2012; Martínez-del-Río et al., 2012). Accordingly, researchers have argued that including environmental criteria into the performance evaluation of managers needs to be center stage in moving companies' environmental concerns from talk to action (Maley, 2014). Further, including environmental criteria as part of managers' performance evaluations can improve organizations' progress toward environmental targets (Guerci et al., 2016; Jackson et al., 2012).

As Zibarras and Coan (2015) have argued, a critical benefit of including environmental criteria within performance management systems is that employees become responsible for achieving environmental targets. Specifically, if managers are motivated to meet performance goals linked to the environment, they will promote employees' green behaviors. Thus, having more managers evaluated on environmental performance should increase the organization's overall environmental performance. We therefore expect:

> *Hypothesis 1:* The more managers evaluated on environmental criteria as part of their formal performance appraisal process, the better the organization's environmental performance.

In addition to the direct effect of managers' performance evaluations when tied to environmental outcomes, we propose that this Green HRM practice moderates the effect of other EM practices on environmental performance. Scholars have long found that HRM systems need to be coordinated so that the different elements of an organization's environmental policies are not working at cross purposes (Denisi & Smith, 2014; Harvey et al., 2013; Jarlstrom et al., 2018). Thus, the higher the proportion of managers who have environmental criteria included in their performance appraisals, the more that HRM practice reinforces the organization's other environmental practices. There is some support for the reinforcing role of managers' actions on employees' environmental attitudes. For example, a UK survey of 214 organizations found that management involvement is the most dominant HRM practice encouraging employees to adopt more pro-environmental attitudes and behaviors (Zibarras & Coan, 2015). Evidence also suggests that when managers are not on board with environmental practices, they present a significant barrier to effectively implementing such behaviors (Kane, 2011). Ergo, we expect that:

> *Hypothesis 2:* The positive relationship between organizations' environmental management practices and their environmental performance will be stronger when more managers are evaluated on environmental criteria as part of their formal performance appraisal process.

Internal Corporate Social Responsibility

Over the past decade, researchers have increasingly focused on the study of CSR practices that support employees. Corporate social responsibility is defined as "organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (Aguinis, 2011, p. 855). Put differently, CSR practices are directed at improving environmental and social welfare and not just satisfying investor demands (Barnett, 2019). Within the broader scope of CSR activities, internal CSR refers to corporate sustainability practices and policies that focus on employees' well-being (Brammer et al., 2007). Notably, internal CSR practices go beyond legal compliance (e.g., non-discrimination, whistleblowing protection) and traditional HRM practices, such as recruiting, selection, or compensation. In other words, internal CSR practices seek to improve employees' well-being beyond legal requirements (McWilliams & Siegel, 2001). The HRM practices that researchers have included to date as part of internal CSR include employee training in social responsibility, corporate volunteering practices, continuing education programs, work-family supportive practices, and diversity promotion policies (e.g., Brammer et al., 2007; Turker, 2009).

Research on internal CSR has focused on its effects on employee outcomes, such as their engagement, fewer counterproductive work behaviors, citizenship behaviors, and in-role performance (e.g., Jones, 2010; Ng et al., 2018). While much research has focused on aggregate CSR as an antecedent of organizational performance (e.g., Margolis et al., 2009; Margolis & Walsh, 2001), increasingly studies have disaggregated CSR into different components—one of them being internal CSR. For example, studies using the Kinder, Lydenberg, Domini Research & Analytics (KLD) ratings include aspects of organizations' employment relations and diversity (e.g., Berman et al., 1999; Bird et al., 2007). Further, Shen et al. (2018) found that Green HRM

practices influence non-environmental employee performance and intention to quit. Thus, there is some precedent for the proposal that internal CSR practices can influence an organization's environmental performance.

We posit that internal CSR practices are positively associated with an organization's environmental performance. Although the above provides ample evidence of Green HRM's effect on employees' environmental attitudes and behaviors, it is unclear whether internal CSR practices influence organizational-level environmental performance. Some of the mechanisms used to explain employees' green or environmentally friendly behavior, which positively influences an organization's environmental performance (e.g., Boiral et al., 2013; Chen et al., 2014), mirror mechanisms used to explain the effects of internal CSR on employee outcomes. Thus, our argument is based on previous researchers' use of both social exchange and organizational identification theories to explain the effects of Green HRM practices on employees' environmental attitudes and behaviors (e.g., Paillé & Boiral, 2013) and the effects of CSR on employees' pro-organizational attitudes and performance, including organizational outcomes such as retention (e.g., Bode et al., 2015; Jones, 2010).

In service of this effort, we build on the concepts of social exchange and reciprocity (Blau, 1964; Cropanzano & Mitchell, 2005) and social identity and organizational identification (Albert & Whetten, 1985; O'Reilly & Chatman, 1986) to further conceptualize and subsequently operationalize internal CSR's effects on an organization's environmental performance. These theoretical frameworks are the most widely used explanations to link CSR to employees' attitudes and performance (e.g., De Roeck & Maon, 2018; Jones et al., 2019). Specifically, we conceptualize internal CSR as composed of two dimensions or sets of practices (socially responsible employee

benefits and corporate volunteering practices) and hypothesize each of these theoretical paths to impact an organization's environmental performance, beginning with social exchange.

Socially responsible employee benefits. Socially responsible employee benefits refer to HRM policies and practices that focus on employees' well-being (i.e., work-family, health, and continuing education benefits). Specific socially responsible employee benefits are associated with improved organizational performance (Posthuma et al., 2013), signaling to employees that the organization is caring and benevolent (Farooq et al., 2014), which instills organizational trust (Robinson, 1996). Moreover, prior studies have argued that internal CSR initiatives provide managers with opportunities to connect with and empower employees (Farooq et al., 2017).

As a distinct sub-field, Green HRM studies have used social exchange as a theoretical framework for understanding the effects of environmental management practices on employees' pro-environmental behavior. For instance, Paillé et al. (2013) applied this approach to theorize and test the mechanisms linking environmental management practices to employees' pro-environmental attitudes and behaviors. They found that positive organizational support and positive supervisor support explained the positive effect of EM practices on employees' behavior. In parallel, internal CSR studies have used the same underlying rationale (social exchange) to explain the effects of internal CSR practices on employees' general work attitudes and behaviors (e.g., De Roeck & Maon, 2018; El Akremi et al., 2015).

The social norm of reciprocity governs social exchange relationships, including the employee-employer relationship (Cropanzano & Mitchell, 2005). Reciprocity can be positive or negative when influencing employee attitudes and behaviors. For example, social exchange can explain employee responses to organizational practices intended to benefit them rather than those directed at other stakeholder groups (De Roeck & Maon, 2018). The justice-based perspective of

social exchange assumes that the employees' perceptions of their treatment serve as a proxy for their assessment of the trustworthiness of the organization, which in turn influences how much they are willing to reciprocate in the organization-employee exchange relationship (Cropanzano & Mitchell, 2005). In other words, if employees believe they are being supported, respected, and valued, they will trust their organization and reciprocate by caring about its welfare, which includes its impact on the environment (Rhoades et al., 2001). If the organization has environmental management policies, and employees believe such an organization cares for their well-being, they will reciprocate by effectively implementing and supporting those environmental policies, thus improving its environmental performance.

> *Hypothesis 3:* The more extensive socially responsible benefits offered to employees, the stronger an organization's environmental performance.

In addition to the direct association suggested in Hypothesis 3, we also posit that socially responsible employee benefits enhance non-HRM EM practices' effects on the organization's environmental performance. As suggested, when employees feel that their organization has policies demonstrating its care and concern, they will seek to reciprocate. One way they can do that is to be supportive of the organization's environmental policies. That is, rather than resisting, employees can pitch in and engage in the actions the organization has promoted or suggest additional ways the organization can improve its environmental performance. In other words, we expect an interaction effect between socially responsible employee benefits (which implicitly signal to employees their organization cares about them) and environmental management practices (as a mechanism through which employees can reciprocate to their organization). Therefore:

> *Hypothesis 4:* The positive relationship between environmental management practices and higher environmental performance will be stronger when more extensive socially responsible benefits are offered to employees.

Corporate volunteering practices. Corporate volunteering programs offer employees corporate-sponsored opportunities to volunteer in support of social and environmental causes (Grant, 2012), and several scholars have explained their impact via employees' identification with the organization (e.g., Bartel, 2001; Gatignon-Turnau & Mignonac, 2015). Such programs have been shown to influence employee pride, engagement, citizenship behaviors, effort and task performance, and intentions to stay in the organization (e.g., Rodell et al., 2016). Employee perceptions of their organization's prestige and positive image will influence their identification with it, resulting in pride in their association with that group (Tajfel & Turner, 1985). Whether or not individual employees participate as volunteers, many will still view the programs as an admirable thing to do and, consequently, identify with and feel pride in their organization (Rodell et al., 2017). For example, many employees have obligations that may make active participation in corporate-sponsored volunteering difficult, yet they still see the programs as a valuable contribution to society.

As a result, such programs can have organization-wide effects on pride and identification, leading to organizational performance. Through its influence on employees' perception of the image of their employer (Dutton et al., 1991), corporate volunteering sparks pride and identification that can motivate employees to support other worthy organizational goals such as improved environmental performance (Jones, 2010). Further, corporate volunteering programs can be explicitly designed to directly influence employees' engagement in pro-environmental behaviors and develop pro-environmental values and norms (Unsworth & Tian, 2018; Zibarras & Coan, 2015). These pro-environmental behaviors, values, and norms can support sustainable actions and promote an environmentally friendly organizational culture (Bartunek, 1984; Jackson et al., 2011). Therefore:

Hypothesis 5: The more extensive an organization's corporate volunteering practices, the stronger its environmental performance.

In addition to directly influencing environmental performance, we posit that corporate volunteering practices facilitate the effects of EM practices on organizations' environmental performance. Identifying with their organization as one that cares about and supports those in need will lead employees to promote the organization's policies more generally (Jones, 2010) and thus care about and support the environment. Corporate volunteering programs are a source of pride, which can extend to other organizational policies and practices, including environmental policies. In other words, by strengthening employee identification with their organization, corporate volunteering practices can motivate employees to further enable the implementation (and thus the efficacy) of environmental management practices. Thus, in addition to the direct influence of corporate volunteering, we expect such programs will facilitate and enhance the positive effects of EM practices on organizations' environmental performance.

Hypothesis 6: The positive relationship between an organization's environmental management practices and its environmental performance will be stronger when more extensive corporate volunteering practices are in place.

Empirical Approach

To test our predictions, we needed access to detailed information about companies with proactive environmental policies to ensure a sufficiently large sample of environmental and different types of HRM practices targeting employees and the environment. Thus, we obtained a sample of organizations seeking environmental certifications from B Lab as "B Corporations." According to Bcorporation.net, "B Corporations are a new kind of business that balances purpose and profit." To be certified, these organizations must consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. Certified B Corporations are organizations

that attest they are searching for ways to redefine business success by generating beneficial results for all of their stakeholders, not just shareholders (Winkler & Portocarrero, 2017).

B Corporations must be socially and environmentally proactive to seek the certification and provide such information to B Lab. Therefore, the companies that completed the B Impact Assessment (BIA) process, independently of obtaining the B Corporation certification, provide a relevant context with rich data to test our predictions. The 2014 BIA data is the latest certification information available to researchers through the B Lab in collaboration with Duke University. Members of our team gained access to the 2014 BIA certification information of aspiring (i.e., prospective) B Corporations through a research proposal from the Duke University Center for the Advancement of Social Entrepreneurship (CASE), as part of its "CASE i3 B Lab and GIIRS Research Project" (Duke University, 2015).

B Impact Assessment Data

The BIA is an extensive assessment with more than 200 questions covering all aspects of a company's social, governance, and environmental mission. BIAs are customized to the different types of companies by industry sector, developed and developing countries, and size, which allows for a relevant set of assessment criteria. Completing a BIA requires that companies collect information from all their different activities, and it would involve the collaboration of multiple departments and functional areas in the companies such as HR, EM, accounting, and marketing, to name a few. With the need to answer and provide support for 200 questions, the sampled organizations would not have undertaken this process unless they believed they had a good chance of being certified.

Specifically, the BIA process measures the social and environmental impact of each aspiring B Corporation according to five categories: environment, workers, customers,

community, and governance. B Lab considers each category equally important (40 points each, maximum of 200 points in total; see https://bimpactassessment.net), and the minimum score required to become a certified B Corporation is 80 points. Importantly, this certification process is not just an attitude survey that might suffer from common method bias. Instead, respondents are required to report specific facts about the organization (see Appendix A). Organizations must go through an assessment review, in which they need to provide supporting documentation regarding their answers. In addition, 10% of the Certified B Corporations are randomly selected for an in-depth review process.

Sample

As noted above, only the 2014 BIA database has been made available to researchers. As a result, we had access to 2,979 companies seeking B Corporation certification. Here, we focus on the subset of aspiring companies in the manufacturing sector, with at least ten employees, and from developed countries. The main goal behind this decision is to reduce extreme heterogeneity in the sample of companies studied, and it is expected that those companies would pursue a more extensive portfolio of EM practices to minimize their environmental impact. Thus, our sample was initially reduced to 168 manufacturing organizations with ten or more employees operating in the United States and Western Europe. Due to missing data related to some of our key questions, we ended up with a final sample of 142 organizations.

Measures

We worked with individual items from B Lab's Impact Assessment to construct our variables. First, the first author analyzed each of the BIA items answered by our subsample of manufacturing organizations (91 items[i]) and clustered all relevant items into two broad theoretical categories: Environment (17 items) and HRM (18 items; we included items from BIA's Governance and

Community dimensions into our HRM category). Then, with the help of the second author, we further classified the HRM items into subcategories, three of which we use for this study: Performance Evaluation of Managers tied to Environmental Goals (1 item), Socially Responsible Employee Benefits (5 items), and Corporate Volunteering Practices (3 items). Concurrently, with the help of a third academic expert on EM, we examined all items in the environment category, and we classified these items into Practices or Performance. Finally, the third author and three experts on HRM and EM satisfactorily assessed the construct validity of our measures.

To operationalize our variables, we created indices following an additive approach, adding the scores each organization obtained in each question (e.g., Batt, 2002; Huselid, 1995; Pendleton & Robinson, 2010). We used the scores (i.e., values) assigned by B Lab to each answer to make responses across questions comparable. B Lab assigns values ranging from 0 to 1 to each option, such that a score of 0 represents poor performance or the absence of practices that promote environmental or social impact. For example, consider the following EM practice question: "Which is the broadest community with whom your environmental reviews/audits are formally shared?" The three answers are (a) owners, executives, and board, (b) employees, and (c) the broader community. Because the broader community represents the best (i.e., most transparent) practice, it receives the highest score of 1. If the organization reports answer option (b), it receives a score of .5, and if it answers option (c), the assigned score is the lowest, 0. After creating each index, we standardized the final scores to be able to compare results easily. A complete list of questions (their exact wording and their answer options and their corresponding values or scores) used for each variable included in the study is presented in Appendix A.

Environmental performance. This variable represents an organization's overall measured impact on the environment. As opposed to the well-studied measure of perceptions of

environmental performance used in Green HRM research (e.g., Paillé et al., 2014), we develop an index using the observable performance of organizations on environmentally friendly production, energy usage, and pollution. Specifically, we operationalize the variable environmental performance as an additive index of five questions around organizations' objective impact on the environment: (1) What % of your revenues are from the sale of products that have a life cycle certification? (2) What % of energy used is from renewable on-site energy production for corporate facilities? (3) What % of the company's facilities are LEED-certified (or equivalent) or constructed according to LEED or other green building standards? (4) What % of company or supplier vehicles are clean or low-emission vehicles? (5) What % of your company's printed materials use recycled paper content FSC certified paper or soy-based inks?

Environmental management practices. This variable represents an organization's overall set of management practices with the specific objective of minimizing its impact on the environment, excluding managers' performance evaluation environmental criteria. To operationalize this variable, we develop an index including five BIA questions that ask whether organizations engage in specific EM practices or policies: (1) Which is the broadest community with whom your environmental reviews or audits are formally shared? (2) Does your company monitor and record its significant air emissions for at least the three most harmful and prevalent types other than GHG emissions? (3) Does your company monitor and record its non-hazardous waste production? (4) Has the company implemented written policies that reduce corporate travel, thereby lowering its carbon footprint? (5) Does your company monitor and record its water usage?

Managers' performance evaluations. We are also interested in the effect of evaluating managers on their environmental impact. Prior research indicates that this is an essential driver of organizations' environmental performance but fails to systematically quantify its effect (e.g.,

Zibarras & Coan, 2015). We go beyond examining whether companies have performance evaluation processes that include assessing environmental criteria to include the percentage of managers evaluated on specific environmental objectives. This variable indicates the proportion of managers evaluated—in writing—on their performance regarding corporate environmental targets.

Socially responsible employee benefits. This variable represents a group of internal CSR practices or HR benefits offered to employees beyond legal compliance, e.g., continuing education, health, maternity, and paternity. We incorporate five questions from the BIA tool to create this additive index: (1) What % of full-time workers were reimbursed for continuing education opportunities in the last fiscal year? (2) What % of paid health insurance premiums for individual coverage do full-time workers receive? (3) What is the minimum number of days of paid maternity leave offered to full-time workers? (4) What is the minimum number of days of paid paternity leave offered to full-time workers? (5) What is the minimum number of paid vacation days, sick days, personal days, and holidays offered annually to full-time workers?

Corporate volunteering practices. Corporate volunteering refers to planned corporate-sponsored activities through which employees donate their time and effort to an external social or environmental cause (Rodell et al., 2016). We use an additive approach to create an index of corporate volunteering practices using three questions from the BIA certification process: (1) What % of employees took paid or unpaid time off for community service last year? (2) Are full-time employees explicitly allowed any of the following paid or unpaid time-off options for community service? (3) What was the % of per capita worker community service (volunteer) or pro bono time donated in the reporting period?

Size. This is a control variable to denote the number of employees (in a range) at the companies included in the study (1 = 10–49 employees; 2 = 50–249 employees; 3 = 250–1,000 employees; and 4 > 1,000 employees). We include this variable as a control because of its relationship to organizations' financial performance and because larger companies have greater resources that could make the implementation of new practices more accessible (Martínez-del-Río et al., 2012). Therefore, larger organizations would be expected to implement more EM practices leading to stronger environmental performance.

Region. As noted previously, we include companies from developed countries, specifically from the United States and Western Europe. We operationalize geographical region as a dummy variable to indicate whether the companies are based in the United States (0) or Western Europe (1). We include this control variable because different geographical regions are home to different legal systems, social pressures, and environmental impact concerns.

Wage increase. Compensation is one of the most important influences on both the quality and effectiveness of employees' performance, affecting employee attitudes and other behaviors (Gupta & Shaw, 2014). However, we wanted to ensure that relative wage increases did not mask any influence of environmental management and HRM policies. Thus, we include this variable to control for mean salary increases among managers and employees in the fiscal year before completing the certification process.

Results

Descriptive statistics and correlations are presented in Table 1. Aside from the expected high correlations between internal CSR and its two components (Socially Responsible Employee Benefits and Employee Volunteering Practices), no single pairwise correlation is above 0.45. Therefore, collinearity is not a problem in our dataset (VIF of no more than 1.65 in our regression

models). Given our use of additive indices to operationalize several variables[ii] and the fact that we are not testing any mediation paths, we use multiple hierarchical (OLS) regressions to test our hypotheses through four different models (Table 2). In all the models we test, the significance levels are calculated using two-tail tests. Model 1 includes control variables (Size, Region, and Wage Increase). Model 2 incorporates EM practices as an independent variable. Model 3 adds the managers' performance evaluations variable and the two components of internal CSR. Model 4 adds the three interaction terms between each of our independent variables and the EM practices.

----Insert Tables 1 and 2 about here----

Our study's baseline hypothesis suggests that environmental management practices have a direct positive effect on corporations' environmental performance. In Table 2, Model 2 (and all subsequent models), we incorporate EM practices as a predictor and find that, as expected, these practices improve organizations' environmental performance in our particular context of aspiring B Corps, validating previous research that finds support for EM practices as a critical predictor (Guerci et al., 2016; Jackson et al., 2012). In Hypothesis 1, we suggest that when higher percentages of managers are evaluated officially on environmental performance, organizations will exhibit higher levels of environmental performance. Our results support this hypothesis. In Table 2, Models 3 and 4 show a positive and significant effect on environmental performance at the .001 level. Thus, having a higher percentage of managers evaluated on environmental goals or objectives is associated with higher environmental performance.

Hypothesis 2 asserts that managers' performance evaluations moderate the relationship between EM practices and performance, such that organizations with a higher percentage of managers evaluated on environmental goals will have a stronger association between their EM practices and their environmental performance. This hypothesis is supported by the analysis

presented in Model 4. As graphically shown in Figure 2, the higher the percentage of managers evaluated on environmental goals, the stronger the positive association between EM practices and an organization's environmental performance.

----Insert Figure 2 about here----

Hypothesis 3 proposes that socially responsible employee benefits would be associated with the better environmental performance of an organization. We find support for this hypothesis in Models 3 and 4: organizations with more socially responsible employee benefits were better able to deliver on their environmental performance goals. In Hypothesis 4, we expect that socially responsible employee benefits would facilitate the effects of environmental practices on an organization's environmental performance. We do not find support for this hypothesis. We also predict that corporate volunteering practices would be positively associated with an organization's environmental performance (Hypothesis 5). We find support for this hypothesis in Models 3 and 4. Finally, Hypothesis 6 states that corporate volunteering practices would enhance the positive relationship between EM practices and an organization's environmental performance. We do not find support for this hypothesis. Thus, both types of internal CSR practices—socially responsible employee benefits and corporate volunteering programs—are positively associated with better environmental performance, but they do not significantly enhance the positive effects of non-HRM EM policies.

Finally, regarding the controls, we find that company size has a marginally significant effect on environmental performance in Models 1 and 2, suggesting that larger companies have better environmental performance than smaller companies. We find no effect of geographic location on an organization's environmental performance, which suggests that different types of legal systems, social pressures, and concerns with environmental impact do not affect our sample

of organizations. We also do not find that wage increases influence an organization's environmental performance.

Robustness Check

We conduct two additional sets of analyses to test the robustness of the uncovered effects. First, we conduct a path analysis of our theoretical model using Stata's 15 SEM Builder, finding almost identical results as those in our primary analysis using multiple hierarchical (OLS) regressions (see Figure 3). Second, because socially responsible employee benefits and corporate volunteering practices show similar empirical behavior in our dataset, we test whether their combination, as internal CSR, is associated with environmental performance (see Table 3). These analyses show consistent results with our primary analyses: the overall index of internal CSR practices is a significant and positive predictor of an organization's environmental performance; it does not moderate the relationship between EM practices and an organization's environmental performance.

----Insert Figure 3 and Table 3 about here----

Discussion

Building on the proposals of Green HRM scholars, we proposed and found that both direct accountability for environmental performance goals and employee-supportive HRM practices were associated with better environmental performance for an organization as a whole. The higher the proportion of managers' performance appraisals that included environmental criteria and the more socially responsible employee benefits and corporate volunteering practices were provided, the higher the organization's environmental performance. In addition, the higher the percentage of managers' performance appraisals including environmental criteria, the more effective the organizations' non-HRM environmental management practices were in producing better

organizational environmental performance. Below, we first note some limitations of this study, then discuss the implications of these results for research on the effectiveness of specific HRM practices in fostering better organizational environmental performance, and finally note the practical implications of our study.

Limitations

First, there is a selection bias in our sample: all organizations sought certification as B Corporations and, consequently, may not represent manufacturing organizations in general—such as those organizations not concerned about environmental impact. Nevertheless, by accessing this dataset, we have identified specific HRM practices associated with better organizational environmental performance, which are available to other organizations, as noted below under practical implications. Nevertheless, future research will be needed to see if implementing just a few of the practices B Lab evaluates would be sufficient to improve an organization's environmental performance.

Secondly, although we use a unique dataset that has not been previously used in Green HRM studies, our measures can undoubtedly be improved. For example, we developed additive indexes using the BIA items corresponding to each theoretical category for our environmental practices and performance variables. Thus, we did not necessarily tap into the entire domain of the constructs, nor all possibly effective HRM practices. Future research could refine our measures and develop additional ones. Finally, we were not able to test for the causal associations implicit in our model. We suggest collecting longitudinal information or conducting field experiments to evaluate the causal effect of specific HRM practices on organizational environmental performance.

Theoretical Contributions

Our work advances different sustainability-related literature. First, our work contributes to the Green HRM literature by demonstrating the importance of tying managers' performance evaluations to environmental goals to improve an organization's environmental impact. Previously, Anderton and Jack (2011), Feasby and Wells (2011), and Harvey et al. (2013) suggested that holding managers more accountable for environmental goals was important. We provide a systematic test that demonstrates that the proportion of managers held accountable affects an organization's environmental performance. Further, we show that evaluating more managers on environmental criteria has a multiplier effect on the effectiveness of non-HRM environmental management practices for an organization's environmental performance. Thus, we provide robust empirical support for the argument that performance management systems need to be part of organizational efforts to improve environmental performance (Jackson, 2012).

We also contribute to the Green HRM literature by testing our hypotheses at the organizational level of analysis and by using an index developed from objective indicators of organizational performance as opposed to the commonly used variable describing managers' perceptions of the environmental performance of their companies (Martínez-del-Río et al., 2012; Paillé et al., 2014). Thus, we demonstrate that the HRM practice of evaluating a higher percentage of managers on environmental performance has a direct and positive effect on an organization's environmental performance. While we suggest that the mechanisms for the enhanced effect of managers' environmental performance evaluations (e.g., through a manager's influence on employees' attitudes), we suggest that future studies explore the specific ways through which environmental criteria in performance management evaluations can better explain the effects of other EM practices on an organization's environmental performance.

Second, we concurrently contribute to the Green HRM and CSR fields. Specifically, we develop a theoretical model incorporating EM practices, Green HRM practices, and employee-supportive internal CSR practices as predictors of an organization's environmental performance. The effects uncovered are partly aligned with the strategic HRM literature, which suggests that those practices or groups of practices targeted toward a specific outcome will have the most substantial effect (Liao et al., 2009). We do not find the effects of these combined HRM practices to be statistically different from those of the non-HRM environmental management practices examined. This finding suggests that to improve environmental performance, organizations need to promote not only practices designed explicitly for such outcomes (i.e., EM practices and targeted Green HRM practices) but also practices that promote the welfare of those involved in the organization's day-to-day operations. In a nutshell, our findings indicate that managers and employees are critical stakeholders in an organization's environmental performance and respond proportionally to the support they receive.

Third, we contribute to the CSR literature by extending the nomological network of employee-focused CSR to include an organization's environmental performance as a relevant outcome. Thus, we help build the sustainability case for CSR practices and further develop this literature (e.g., Halme et al., 2020) by showing that internal CSR can significantly improve an organization's environmental performance. Internal CSR practices are a feature of effective employee management (Brammer et al., 2007), so we proposed and found that they will also support an organization's environmental performance. Thus, we contribute to the conversation on the sustainability case for CSR—whether and how CSR can improve the environmental performance of organizations (Halme et al., 2020).

In particular, our study finds that at least two ways of "treating employees right" influences an organization's environmental performance. Following prior work on internal CSR (e.g., De Roeck & Maon, 2018), we build on the social exchange (Blau, 1964; Cropanzano & Mitchell, 2005) and organizational identification (Albert & Whetten, 1985; O'Reilly & Chatman, 1986) literature to explain the effects of socially responsible practices and corporate volunteering, respectively, on an organization's environmental performance. We find a robust direct association between stronger corporate volunteering practices and more socially responsible employee benefits on organizations' environmental performance. Of course, this study cannot establish causality, but it does suggest that these CSR-based HRM practices, and possibly others (e.g., diversity practices, fairness in compensation practices), deserve additional research attention. We also suggest exploring the specific mechanisms through which each type of internal CSR practice is associated with an organization's environmental performance.

Finally, we contribute to the emerging research on B Corporations and the role of certifying organizations such as B Lab (e.g., Cooper & Weber, 2020) by showing how the BIA tool can be used to generate variables to test theory-driven hypotheses. Moreover, our study shows that the expected relationship between EM practices and performance holds in the specific context of aspiring B Corporations. While generally concerned about sustainability and social responsibility, these organizations have been steadily growing since B Lab announced the initial 19 certified B Corporations in 2007 (Cao et al., 2017). As of June 2021, there are over 4,000 B Corporations in 77 countries, and they are developing into an essential community of socially responsible companies worldwide (Cooper & Weber, 2020). Thus, we hope our study will motivate researchers to continue exploring sustainability-related questions that contribute to the nascent literature on B Corporation and show that the BIA tool can generate valid theory-driven variables.

Practical Implications

This study underscores the importance of performance evaluation systems for managers, particularly mechanisms that consider environmental objectives, to improve the overall environmental performance of an organization. Specifically, our results suggest that the more managers are evaluated on environmental goals within an organization, the stronger the impact on the organization's environmental performance overall. Implicit in this finding is the fact that creating or having a department in charge of an organization's environmental impact will not deliver the best results as long as other managers are not held accountable for such results. Our results also demonstrate that "treating employees right" by implementing internal CSR practices can go well beyond their effects on employee motivations and well-being to improve the organization's impact on the environment. Most importantly, B Lab offers the BIA[iii] as a free online platform that helps organizations evaluate how they interact with their workers, customers, community, and the environment, putting forward a concrete set of practices any organization can use to improve its environmental performance.

Conclusion

Employees and managers play a critical role in improving an organization's environmental performance—their actions are the organization's actions, and if they do not act in environmentally supportive ways, their organization will not have a positive environmental impact. Since HR practices are intended to direct employees' attention to the organization's priorities, motivate them to support such goals, and retain employees by signaling that they are valued, we would expect that the broader theoretical framing of Green HRM practices studied here would be associated with better environmental performance. With this project, we provided evidence of the crucial role that managers' performance evaluation practices play, demonstrating that they directly affect an

organization's environmental performance and strengthening the positive influence of EM practices. Further, we showed that employee-supportive internal CSR practices are positively associated with environmental performance. Consequently, our results can provide managers trying to improve their organizations' environmental performance with practical guidelines to do so. We hope this study will spur researchers to continue to examine managerial environmental accountability and employee-supportive HRM practices to foster the critical global imperative of environmental sustainability.

ACKNOWLEDGEMENTS

We would like to thank Associate Editor Frederik Dahlmann for his guidance in the review process and three anonymous reviewers for their helpful comments and suggestions. We also appreciate feedback on earlier versions of the manuscript from Ivan Montiel and Jared Pfeiffer; seminar participants at the University of California, Irvine and Baruch College of the City University of New York; and participants at the 2017 Global B Corp Academic Community Roundtable, 2018 International Association for Business and Society Conference, and 2021 Academy of Management Meeting.

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[ii] While each organization responds 200 questions as part of the certification process, a large number of questions target organizations from specific geographical areas, sizes, and industries. Therefore, when selecting our sample for this study, we ended up with a universe of 91 questions at our disposal.

[ii] Correlations among indicators in each additive index ranged from 0.1 to 0.5, which was expected given that most of these organizations are not large and thus have limited resources to invest in non-core business practices (e.g., investing in one socially responsible employee benefit might translate to a trade-off with investment in other benefits). For this reason, we conduct a robustness check using path analysis—not structural equation modeling.

[iii] https://bimpactassessment.net/?_ga=2.242343691.823450036.1624391003-59618651.1624391003

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Figure 1. Theoretical Model

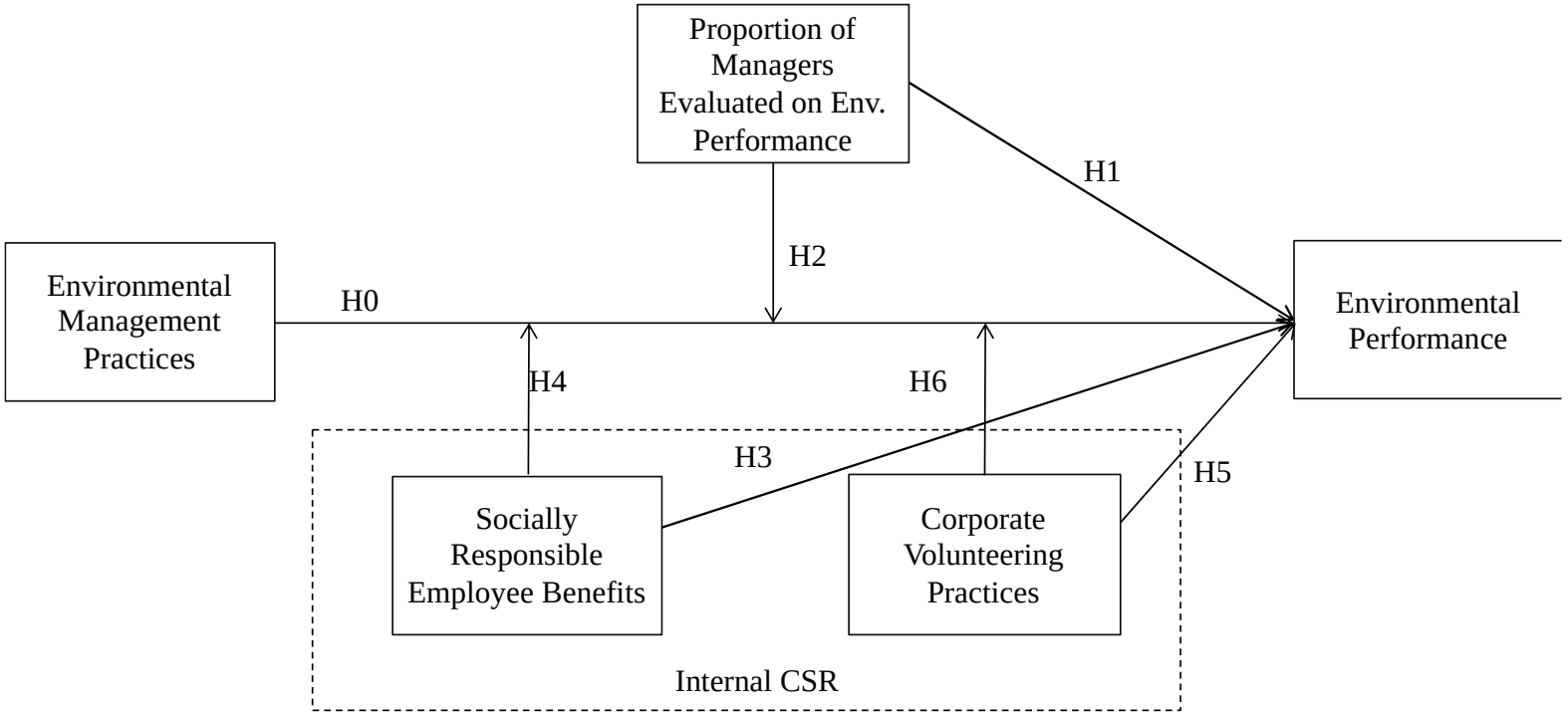


Figure 2. Moderation Effect of Managers' Performance Evaluation on the Relationship Between Environmental Management Practices and Performance

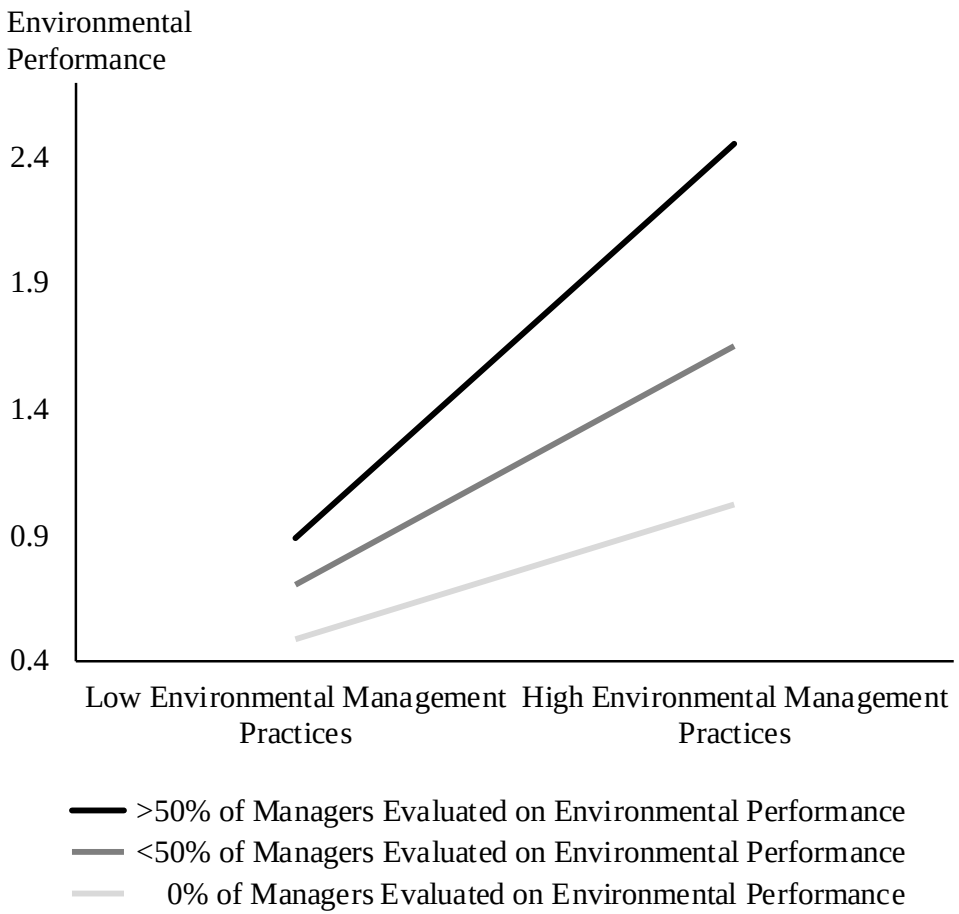
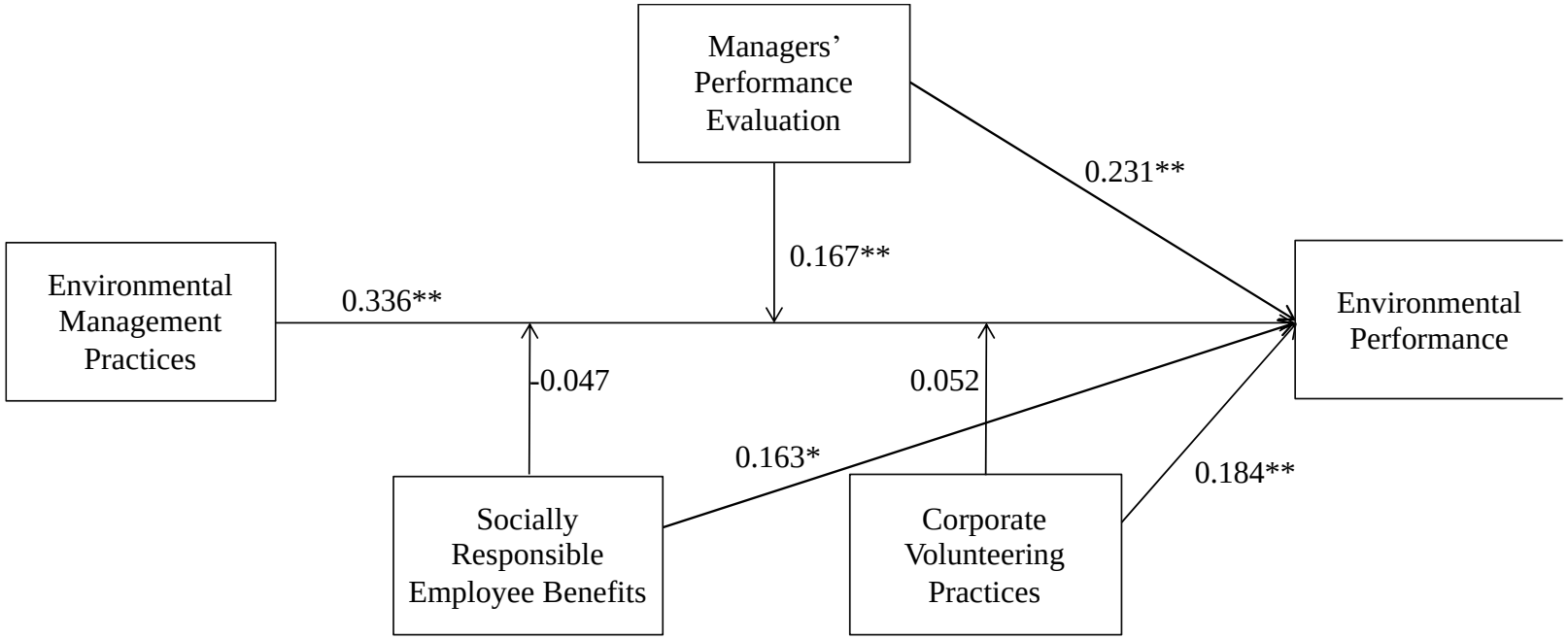


Figure 3. Results of Path Analysis



N = 142
R^2 = 0.393
*p<0.05; **p < 0.01
Controls are not included in figure

Table 1. Descriptive Statistics and Correlations

	Mean	S.D.	1	2	3	4	5	6	7
1. Size	1.599	0.697	-						
2. Region	0.191	0.394	-0.069	-					
3. Wage Increase	0.459	0.405	0.067	0.148 †	-				
4. Environmental Performance	1.115	1.018	0.168 *	-0.100	0.066	-			
5. Environmental Management Practices	0.949	0.661	0.017	-0.001	0.150 †	0.426 **	-		
6. Managers' Performance Evaluation	0.272	0.301	0.354 **	0.017	0.147 †	0.368 **	0.228 *	-	
7. Socially Responsible Employee Benefits	1.256	0.452	0.097	-0.121	0.069	0.280 **	0.194 *	0.153 †	-
8. Corporate Volunteering Practices	1.394	0.730	0.049	-0.041	0.170 *	0.328 **	0.136	0.108	0.284 **

N = 142.

†p < .10 ; *p < .05; **p < .01.

Table 2. Multiple Hierarchical Regression Models Testing Organizations' Environmental Performance

	Model 1	Model 2	Model 3	Model 4
Size	0.204 †	0.213 †	-0.009	-0.033
	(0.121)	(0.113)	(0.116)	(0.113)
Region	-0.225	-0.254	-0.254	-0.250
	(0.221)	(0.206)	(0.194)	(0.193)
Wage Increase	0.000	-0.106	-0.448	-0.420
	(0.403)	(0.376)	(0.357)	(0.350)
Environmental Management Practices	-	0.590 **	0.483 **	0.401 **
		(0.126)	(0.120)	(0.120)
Managers' Performance Evaluation	-	-	0.241 **	0.210 **
			(0.082)	(0.081)
Socially Responsible Employee Benefits	-	-	0.183 *	0.164 *
			(0.086)	(0.081)
Corporate Volunteering Practices	-	-	0.192 *	0.194 **
			(0.078)	(0.077)
Env. Mgt. Pract. * Managers' Perf. Eval.	-	-	-	0.235 **
				(0.080)
Corporate Volunteering Practices * Managers' Perf. Eval.	-		-	0.041
				(0.089)
Socially Responsible Employee Benefits * Managers' Perf. Eval.	-		-	-0.069
				(0.089)
Constant	0.921 **	0.326	0.877 **	0.959 **
	(0.226)	(0.246)	(0.260)	(0.255)
Model's F Statistic	1.380	6.670	7.800	6.680
R^2	0.029	0.163	0.306	0.356
Change in R^2	-	0.134	0.143	0.050

N = 142 for all four models.
†p < .10 ; *p < .05; **p < .01.

Table 3. Robustness Check I: Regression Models Testing Organizations' Environmental Performance

	Model 5	Model 6
Size	0.041	0.024
	(0.127)	(0.125)
Region	-0.179	-0.190
	(0.179)	(0.177)
Wage Increase	-0.281	-0.314
	(0.404)	(0.398)
Environmental Management Practices	0.541 **	0.489 **
	(0.135)	(0.137)
Managers' Performance Evaluation	0.194 *	0.185 *
	(0.092)	(0.092)
Internal CSR	0.334 **	0.411 *
	(0.089)	(0.177)
Env. Mgt. Pract. * Managers' Perf. Eval.	-	0.207 *
		(0.093)
Internal CSR * Managers' Perf. Eval.	-	-0.101
		(0.172)
Constant	0.698 *	0.767 **
	(0.285)	(0.282)
Model's F Statistic	10.130	6.680
R^2	0.334	0.356
Change in R^2	0.171	0.022

N = 142 for the two models. Change in R-Squared for Model 5 is calculated using Model 2 as baseline.
†p < .10 ; *p < .05; **p < .01.

Appendix A. BIA Questions

Questions	Answer Options	Answer Value
Environmental Performance		
(1) What % of company or supplier vehicles are clean or low-emission vehicles? This could include vehicles with hybrid or electric engines	a. 0%	0.00
	b. 1-10%	0.33
	c. 11-25%	0.67
	d. >25%	1.00
(2) What % of energy used is from renewable on-site energy production for corporate facilities?	a. 0%	0.00
	b. 1-4%	0.50
	c. 5-10%	0.67
	d. 10-15%	0.83
	e. 15%+	1.00
(3) What percentage of the company's facilities is LEED certified (or equivalently certified) or constructed according to LEED or other green building standards?	a. None of the above	0.00
	b. Some constructed to green building standards	0.33
	c. Some LEED certified (or equivalently certified)	0.67
	d. Most constructed to green building standards	0.67
	e. Most LEED certified (or equivalently certified)	1.00
(4) What % of your company's printed materials use recycled paper content FSC certified paper or soy-based inks? (Choose n/a only if your company does not have any printed materials)?	a. 0%	0.00
	b. 1-24%	0.00
	c. 25-49%	0.33
	d. 50-75%	0.67
	e. >75%	1.00
(5) What % of your revenues are from the sale of products that have a life cycle certification (i.e. Cradle To Cradle)?	a. 0%	0.00
	b. 1-24%	0.00
	c. 25-49%	0.33
	d. 50-74%	0.67
	e. 75%+	1.00
Environmental Management Practices		
(1) Which is the broadest community with whom your environmental reviews/audits are formally shared?	a. Owners, Executives, and Board	0.33
	b. Employees	0.67
	c. Broader community outside the company	1.00
(2) Does your company monitor and record its significant air emissions for at least the three most harmful & prevalent types other than GHG emissions?	a. We do not currently monitor and record our emissions	0.00
	b. Company monitors and records emissions (no reduction targets)	0.33
	c. Company monitors emissions and has specific reduction targets	0.67
	d. Company monitors emissions and has met specific reduction targets during the reporting period	1.00
(3) Does your company monitor and record its non-hazardous waste production?	a. We do not currently monitor and record waste production	0.00
	b. Our company monitors and records waste production (no reduction targets)	0.33
	c. Our company monitors waste production and has specific reduction targets	0.67
	d. Our company monitors waste production and has met specific reduction targets during the reporting period	1.00
(4) Has the company implemented written policies that reduce corporate travel thereby lowering its carbon footprint?	a. N/A – Company does not engage in any business-related travel	0.00
	b. No, company does not have any of the above travel policies or practices	0.00
	c. Yes, company uses web/virtual meeting technology or other strategies to reduce in-person meetings	0.50
	d. Yes, company has written policy limiting corporate travel	1.00
(5) Does your company monitor and record its water usage?	a. We do not currently monitor and record our usage	0.00
	b. Our company monitors and records usage (no reduction targets)	0.33
	c. Our company monitors usage and has specific reduction targets	0.67
	d. Our company monitors usage and has met specific reduction targets during the reporting period	1.00

Appendix A. BIA Questions (continued)

Questions	Answer Options	Answer Value
Managers' Performance Evaluation		
(1) What portion of your management is evaluated in writing on their performance with regard to corporate social and environmental targets?	a. 0%	0.00
	b. 1-24%	0.25
	c. 25-49%	0.50
	d. 50-74%	0.75
	e. 75%+	1.00
Socially Responsible HR Benefits		
(1) What % of full-time workers were reimbursed for continuing education opportunities in the last fiscal year?	a. 0%	0.00
	b. 1-5%	0.33
	c. 6-15%	0.67
	d. >15%	1.00
(2) What % of paid health insurance premiums for individual coverage do full-time workers receive?	a. 0%	0.00
	b. 1-49%	0.00
	c. 50-69%	0.33
	d. 70-79%	0.67
	e. 80-100%	1.00
(3) What is the minimum number of days of paid maternity leave offered to full-time tenured workers (tenured defined as with the company for greater of 2 years or life of the company)?	a. 0-30 working days	0.00
	b. 31-60 working days	0.25
	c. 61-90 working days	0.50
	d. 91 - 120 working days	0.75
	e. 120+ days	1.00
(4) What is the minimum number of days of paid paternity leave offered to full-time tenured workers (tenured defined as with the company for greater of 2 years or life of the company)?	a. None	0.00
	b. 1-10 work days	0.33
	c. 11-25 work days	0.67
	d. 26+ work days	1.00
(5) What is the minimum number of paid vacation days / sick days / personal days / holidays offered annually to full-time tenured workers (tenured defined as with the company for greater of 2 years or life of the company)?	a. 0 - 20 days	0.00
	b. 21 - 35 days	0.33
	c. 36 - 50 days	0.67
	d. 50 days +	1.00
Corporate Volunteering Practices		
(1) What % of employees took paid or unpaid time off for community service last year?	a. 0%	0.00
	b. 1-24%	0.25
	c. 25-49%	0.50
	d. 50-75%	0.75
	e. >75%	1.00
(2) Are full-time employees explicitly allowed any of the following paid or non-paid time-off hours options for community service?	a. Do not offer paid or non-paid time off	0.00
	b. Non-paid time off	0.50
	c. Paid time off	0.75
	d. More than 20 hours a year of paid time off	1.00
(3) What was the % of per capita worker community service (volunteer) or pro bono time donated in the reporting period? Calculate using a 2000-hour work year: Total Hours Donated / (# FTE * 2000 hours)	a. 0%	0.00
	b. 1-3% of time	0.25
	c. 4-6% of time	0.50
	d. 7-9% of time	0.75
	e. 10%+ of time	1.00
Wage Increase		
(1) By what percentage has the company's total wages (excluding executive management) increased in the last fiscal year? Total wages are wages (including bonuses) paid to all employees during the last fiscal year.	a. 0%	0.00
	b. 1-5%	0.33
	c. 6-15%	0.67
	d. >15%	1.00