

Employee Engagement for CSR & Sustainability

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BRAND MISSION

Crayola is passionate about helping parents and educators
raise creatively inspired children.

CRAYOLA IS...

...available in 84 countries

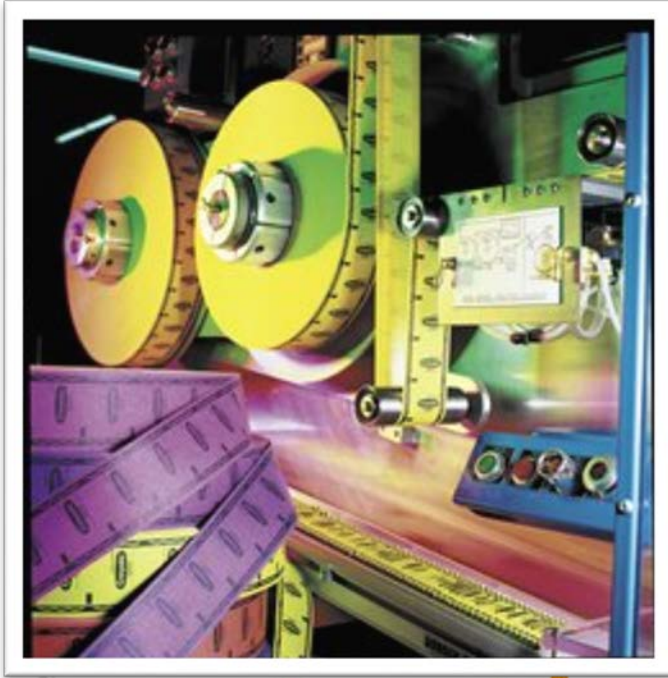
...in more than 12
languages across North
and South America,
Europe, Asia-Pacific,
Africa, and the Middle
East.



Every day we produce more than 22
million creative tools, and every one of
them is made to the **same standard**
worldwide.



EVERY DAY WE...



- Make 13 million crayons
- Make 3 million markers
- Make 500,000 jars of paint
- Make 22,000 Silly Putty eggs
- Make 170,000 pounds of modeling compounds
- Source 8 million sticks from suppliers
- Source 20 trailers and 2 railcars of raw materials
- Ship 70,000 cases



What drives your CSR strategy?

- Culture
- Business strategy and objectives
- Employees
- Philanthropic priorities and programs



How do you measure CSR?



- ✓ Employee Feedback
- ✓ Sales
- ✓ Leadership Satisfaction
- ✓ OTHER



How do you measure “engagement”?



✓ “By the Numbers”



✓ Consensus



✓ Teamwork





What makes a **GREAT** Crayola leader?





LEADERSHIP COMPETENCIES

THOUGHT LEADERSHIP

Broad & Inclusive

- Generates **INNOVATIVE AND BREAKTHROUGH THINKING** and ideas
- Demonstrates **AGILITY** of mindset to move easily among diverse projects and types of work
- Acts as a **CATALYST** to provoke thought and action
- Connects & works **ACROSS BOUNDARIES** (geographies, functions, product lines, shifts, and departments)
- Deliberately seeks **DIVERSITY OF THOUGHT & EXPERIENCES** from others
- Is **INTELLECTUALLY CURIOUS**—asks why? Strives to learn more
- Is **PSYCHOLOGICALLY OPEN**—demonstrates an open mindset to new information and ways of doing things

RESULTS LEADERSHIP

Outcome-Focused

- Demonstrates **FUNCTIONAL EXCELLENCE**—keeping knowledge & skills current in field of expertise
- Demonstrates unwavering **PERSONAL ACCOUNTABILITY** in achieving **TEAM GOALS**
- DOESN'T SHY AWAY FROM CONFLICT**, but embraces it to achieve a better result
- Actively uses **CRAYOLA VISION & STRATEGY** to determine objectives, priorities and actions
- Embraces a **"TEST & LEARN"** mindset through experimentation and continuous learning
- Makes **TIMELY & GOOD DECISIONS** based on input, data and facts
- EXECUTES WITH RIGOR**—moves quickly to remove obstacles and **SOLVE PROBLEMS**
- Sees and **SUPPORTS THE GREATER GOOD** for Crayola even when there are tradeoffs for his/her functional area

PEOPLE LEADERSHIP

Moves Self and Others Forward

- Drives individuals and groups to **CONTINUOUSLY IMPROVE PERFORMANCE**
- COMMUNICATES INCLUSIVELY**—shares openly with co-workers, includes all stakeholders in communication
- Provides clear **DIRECTION**
- Serves as a role **MODEL** in terms of thoughts and action
- INSPIRES** others through passion & purpose
- Consistently gives **FEEDBACK & COACHES** to help others succeed
- DEVELOPS SELF**: expands sandbox
- Builds and/or fosters a **DIVERSE WORKFORCE** representing a broad spectrum of differences
- Reminds others that **THEIR WORK MATTERS** in achieving our mission

CULTURAL LEADERSHIP

Behaviors that Model our Desired Culture

- MISSION DRIVEN**—We are for kids. Demonstrate passion for the company's mission and utilize our true north to guide daily work and decision making
- Have Courage. **BE BRAVE**. Take prudent risks to drive innovation and results, understanding that to learn and succeed we must try and sometimes fail
- COLLABORATE**. Play nice & share. Effectively work with others by proactively engaging co-workers, sharing knowledge to help all succeed and following through on commitments
- BE TRANSPARENT**. No secrets, please. Make issues and opportunities visible to co-workers to find solutions and meet our goals
- PUSH FORWARD**. We can do it! Demonstrate tenacity to drive for results. Always looks for ways to win and approach every task with a competitive spirit
- Foster a giving spirit. **HELP OTHERS**. Actively model the company's commitment to help fellow Crayolans and the community creating a better outcome for all



Focus sustainable efforts on
reducing our carbon footprint, water
usage and waste to landfill

OUR ENVIRONMENTAL GOALS

Work with our customers, suppliers & employees to
integrate sustainability into our business practices,
products, supply chain and operations

Our 2019 goals are to:
Reduce carbon usage to 18.7 metric tons
Reduce water usage to 16.9 million gallons
Achieve Zero Landfill





EMPLOYEE RECYCLING STATIONS

82% reduction of
solid waste
160,000 lbs/year
increase to recycling



Using Networks and Their Resources



WIN
Women's Interest Network



CYP
CRAYOLA YOUNG PROFESSIONALS



Using the Past to Shape the Future





In Our Community With United Way





Engagement Advances Corporate Social Responsibility





EMPLOYEE ENGAGEMENT



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O-I at a Glance

- Founded in 1903 by Michael J. Owens
- Headquartered in Perrysburg, Ohio
- 2016 global sales of \$6.7 billion
- 27,000 employees
- 80 plants in 23 countries
- Over 6,000 direct customers
- More than 1,800 patents
- Proud to make the most sustainable packaging



Our global presence



Our Global Customers

At O-I, the way we engage with our customers sets us apart.

We are developing new capabilities, leveraging our strengths across the enterprise, and working with a customer-centric mindset to enable the success of our partnerships.



What Does Sustainability Mean to O-I?

SUSTAINABILITY ENCOMPASSES:

- Our people
- Our culture and our ethics
- Our product and how we make it
- Innovation and our future
- How we treat the environment
- How we support our communities

*We are committed to the sustainability of our company, and proud to make an inherently sustainable product: **glass***



Giving Back

O-I recognizes and values the importance of giving back and is dedicated to making a positive impact in the communities where we live and work.

Giving across the globe takes place through our regional Headquarters



Community Impact

- O-I commits to taking a positive, active role in the communities where we live and work with support given in the areas of:
 - Education
 - Environment
 - Social Need
 - Arts and Culture
- Commitment to education and environment are a high priority.
- O-I believes in global leadership that extends beyond the marketplace through commitment to community and initiatives that better the lives of others.



We live here.
We work here.
We give back here.



How to Measure Engagement and CSR

- Corporate Engagement
 - Funding
 - Advocacy
 - Volunteer Base
- Employee Engagement
 - Funding
 - Advocacy
 - Volunteerism
- Customer Collaboration
 - Opportunities
 - Outcomes
- Community Impact
 - Accomplishments
 - Future Vision
 - Collaboration



WHY THE UNITED WAY?

United Way solves issues that no single donor, non-profit or government agency can accomplish on their own. Making a measureable difference...

- Locally
- Nationally
- Globally







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QUESTIONS?

