

Recycle Now Challenge

Bank of America Experience:

Global Environmental Engagement Manager - Environmental, Social, Governance (Current)

Professional Background:

8 years experience in the advertising/marketing/communications industry and 8 years in environmental engagement and operations

MA, Humanities - Environmental Studies

LEED AP BD + C

About Me:

- ♦ I work in Bryant Park in New York City
- ♦ I lived most of my life in North Carolina
- ♦ I am married with one kitten named Liberty
- ♦ I'm an active community volunteer
- ♦ I am a runner
- ♦ I enjoy travel, reading, hiking, kayaking, wine and being outside

Favorite Quote:

"Be the change you wish to see in the world." – Gandhi



Recycle Now initiative

Recycle Now was a global campaign to educate and inspire our more than 220,000 teammates to participate in recycling at work, which ran from April 22 (Earth Day) to June 5 (World Environment Day). Six markets participated in a six week challenge to recycle as close to 100% of all recyclable items as possible. Competing markets included Boston, Charlotte, Hong Kong, London, New York City and North Texas.

This campaign supported the bank’s \$125 billion environmental commitment and suite of operational goals, one of which is to divert 70% of our waste from the landfill. In 2014, the bank generated 115,000 metric tons of workplace waste with only 61% being recycled.

Objectives:



Recycle Now: Research Phase

Prior to the campaign launch we conducted extensive research; including reviewing recycling best practices, analyzing signage, benchmarking against other recycling campaigns, talking with industry experts and working with vendors and landlords to clearly understand what could be recycled at each of our work locations.

- Identified relevant partners to enhance our impact (Recycle Across America, local nonprofits)
- Identified markets with the greatest capacity for impact as well as on the ground support
- Developed a deep knowledge and understanding of recycling in each country and our buildings
- Updated recycling standards and all signage, therefore enhancing each market prior to the campaign
- Established diversion rates for recycling through multiple waste audits in each market



Recycle Now: Campaign Strategies

- **Keep it simple and measurable:** Straightforward ask – play an online game (Bin it to Win it) to learn about what you can recycle, choose the right bin when throwing away your trash and spread the word.
- **Utilize art to inspire action:** To capture the attention of busy employees, we partnered with non-profits in the challenge markets to create artwork made from recyclable materials in one building per market.
- **Lead from all levels of the enterprise:** Through My Environment employees led awareness and educational events throughout the challenge markets and beyond to educate and inspire their colleagues. Market leaders were also actively involved in encouraging employees to participate.
- **Fuel the competitive spirit:** By making the initiative competitive, markets had additional incentive to recruit employees to participate and produce results.



Engaging Employees Through Recycled Art

- Bank of America partnered with local nonprofit organizations in most challenge markets to create sculptures made from recyclables.
 - Big Thought (North Texas)
 - Artists for Humanity (Boston)
 - McColl Center of Visual Arts (Charlotte)
 - Chashama (New York City)
 - CREATE (London)
- During the challenge, the artwork encouraged colleagues to recycle more and learn more about the importance of recycling and the environmental impact of waste.
- After the challenge, the sculptures were given back to the organizations.



Recycle Now: Internal Communications and Activation

Throughout the six weeks, our team used a series of internal communications to engage employees in the challenge and inspire action:

- Communications toolkits were provided to local leaders with messaging and event ideas
- Bi-weekly emails sent to more than 51,000 employees notifying them of progress
- 50+ employee led launch and awareness events held
- Four intranet articles reached 13,866 visitors and generated 52 comments and 263 likes
- 7,960+ employees played “Bin-it to win-it” online recycling game
- Two polling questions on recycling generated a total of 8,733 responses, one of the highest-ever engagements



I stopped buying paper ware and plastic water bottles and instead now use ceramic plates and a water filter pitcher. These small actions save money and can have a big impact in the world. — Gabriela, Legacy Asset Servicing, Fort Worth, Texas



572 new members

joined the My Environment program since challenge kick-off.

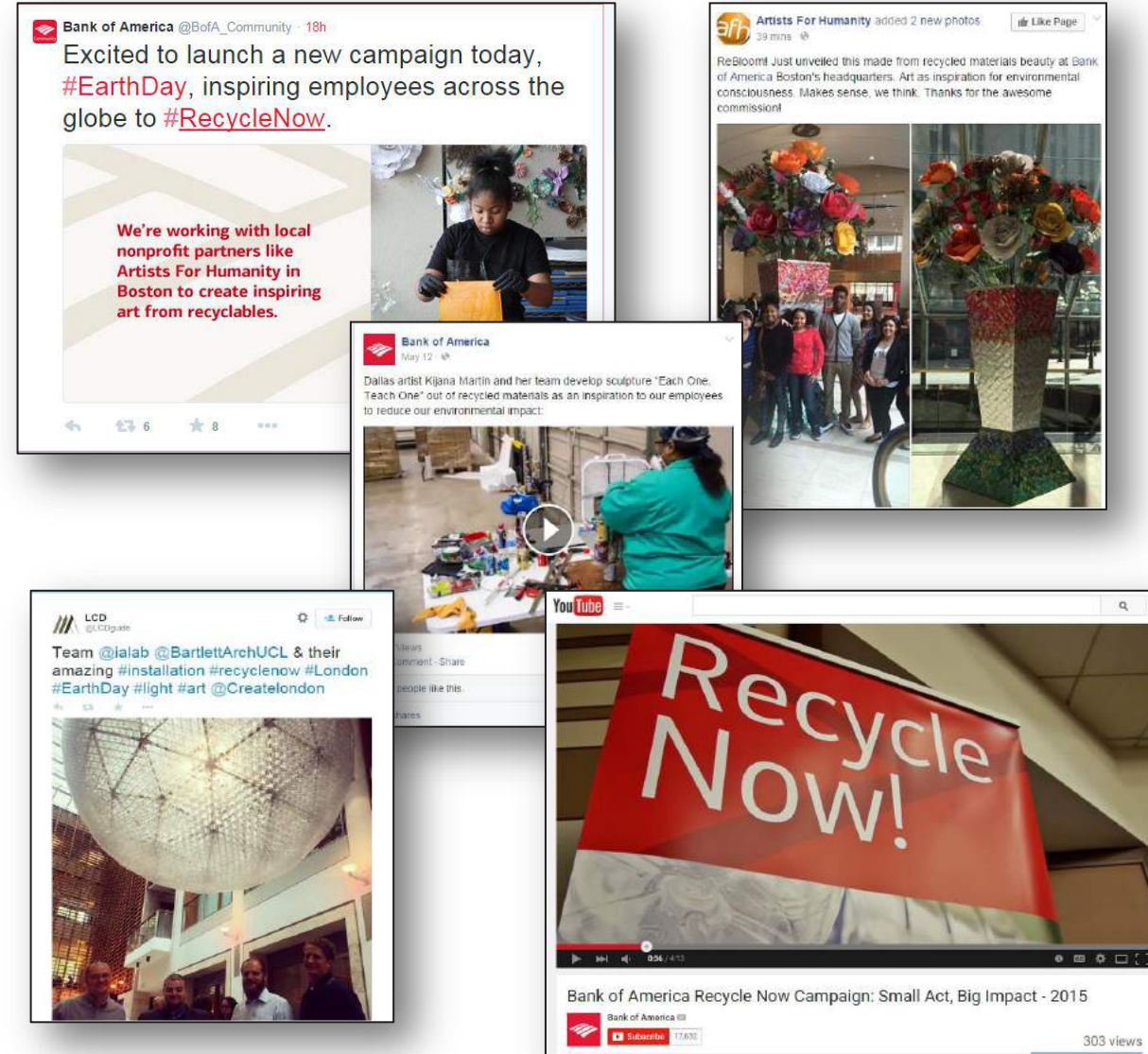
A screenshot of a poll titled "What do you think?" with a red checkmark icon. The question is "What percentage of the 100 million plastic bottles used daily around the world are recycled after use?". There are four radio button options: 3%, 13%, 30%, and 50%. A red "SUBMIT" button is at the bottom.

Percentage	Selected
3%	<input type="radio"/>
13%	<input type="radio"/>
30%	<input type="radio"/>
50%	<input type="radio"/>

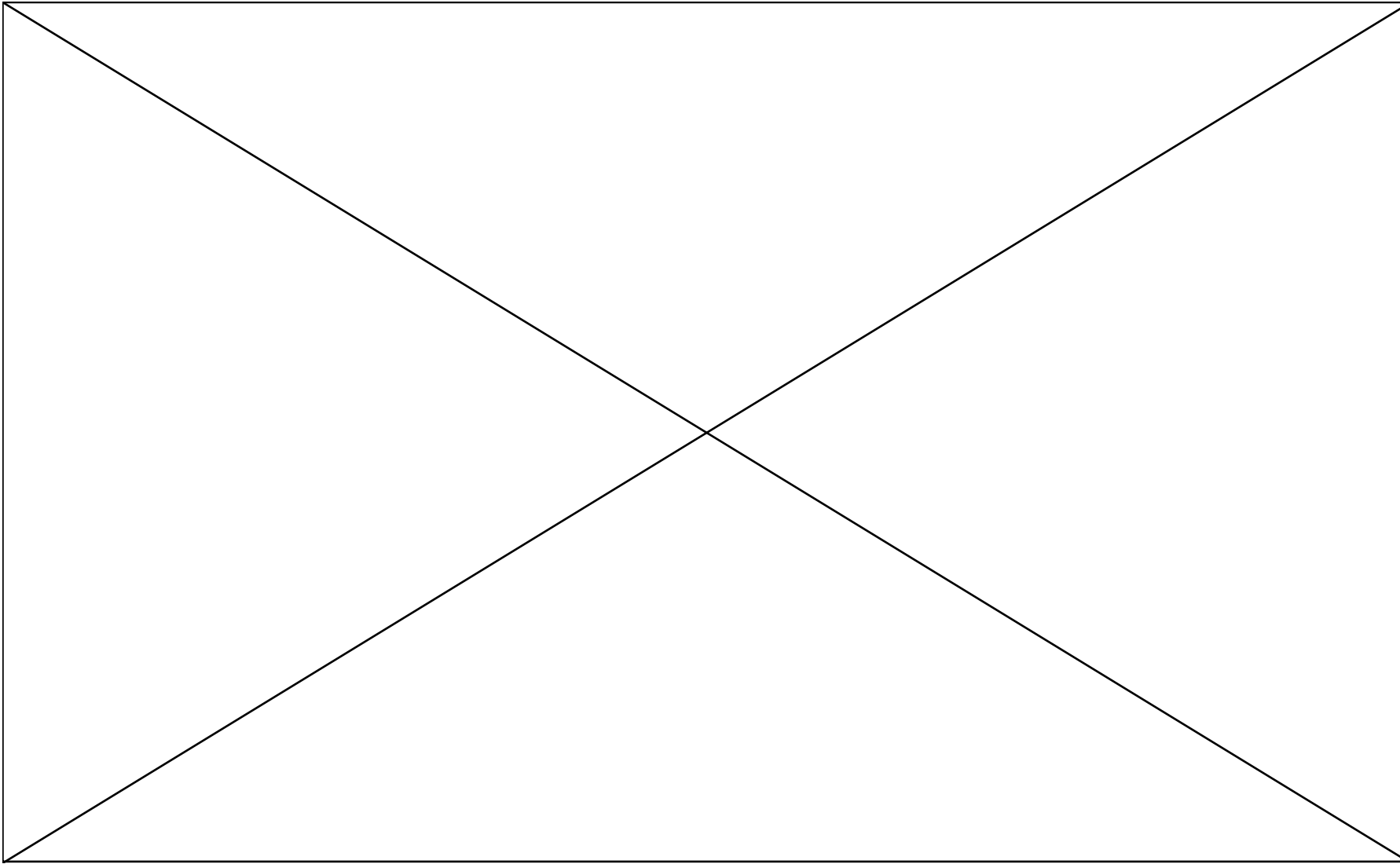
Recycle Now: External Communications

Through social media we told the stories of our employees making a difference through recycling to external audiences, using the hashtag #RecycleNow:

- 37 partner posts, resulting in: 106 retweets, 21 shares and 321 likes
- 23 Bank of America posts resulting in: 87 retweets and 467 likes
- Time-lapse video and Recycle Now video drove a Facebook reach of 70,000. The time-lapse video drove one of the highest organic posts of the month which resulted in more than 17,000 views of the video



Recycle Now Video: Small Act, Big Impact (Video)



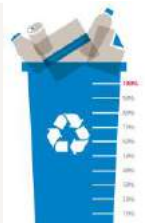
Recycle Now: Challenge Results



Markets participating in the Recycle Now challenge increased recycling by **an average of 14%** during the six-week Recycle Now Challenge.



With 77%, Boston finished closest to the goal of recycling 100% of all possible items to win the challenge – and has earned a **\$25,000** grant for a local environmental non-profit organization.



With 69%, a recycling rate that increased 43% during the challenge, Hong Kong improved the most to earn a **\$10,000** grant to a local environmental non-profit group.



In response to a post-event poll, **85% of employee respondents were able to answer correctly which items can be recycled at work.**

Recycle Now: 2015 Key Impacts



3 Polling questions on recycling generated a total of

11,640

responses, one of highest-ever engagements



Time-lapse and Recycle Now video drove a Facebook reach of

70,000



50+

Employee led events



572
new members

Joined My Environment



Recycling rates increased across the 6 markets by an average of

14%



4 Intranet articles reaching more than

13k visitors and generating

52 comments and

263 likes

Recycle Now: Going Forward

This campaign was the start of a new movement across the company, one that we anticipate will have a positive impact – on employee engagement, the planet, progress towards our operational goals, and ultimately our bottom line – for years to come.

- In 2016, we plan to monitor and improve policies across global markets.
- We continue to promote education through Recycle Now and will lead an e-waste effort in 2016.
- In 2017, we plan to launch our second Recycle Now Challenge. Building and improving upon our 2015 initiative, we will seek to continue to improve recycling rates in key markets around the world.



Thank you

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