PURPOSTIVATE

2022

Bridging the ESG Purpose Gap | Shivani Patel

PURPOSTIVATE

2022

Brand Identity.

The name ***Purpostivate*** comes from the words ***"purpose"*** and ***"activate"***, which accurately describes what the platform does: activating the purpose of employees. The tag-line, "***activate your purpose***," further reinforces this message. The brand identity was developed to be used while prototyping the final solution

Purpose

PURPOSTIVATE

Transition

Activate

PURPOSTIVATE

Activate Your PURPOSE

PRIMARY COLORS

#056da7 #0fddd62 #ffffff

SECONDARY COLORS

#b2d6d0 #b6d8f1 #7c7b7b #b9b9ba #edebed

TERTIARY COLORS

#c14533 #000000

PRIMARY FONT: READEX PRO

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

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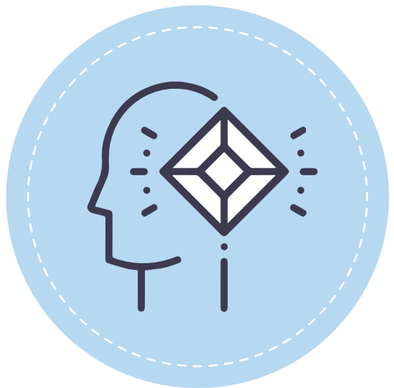


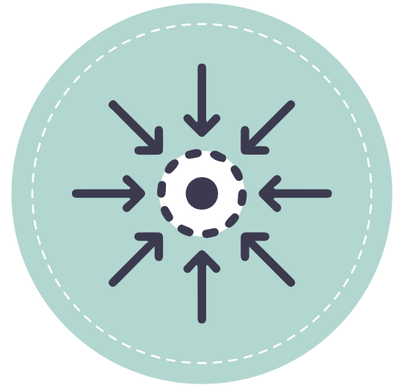
Provide
CLARITY

The solution should provide clarity starting from **basic knowledge about ESG** to build employees' ESG knowledge and competence; show **actionable steps** individual can contribute towards while also showing them where exactly **each initiative will fall in the ESG eco-system** and which company goals are they contributing towards. There's also a need to **bring a level of transparency and clarity** of what is their **company's benchmark at global level.**

Core Pillars.

Show
RELEVANCE

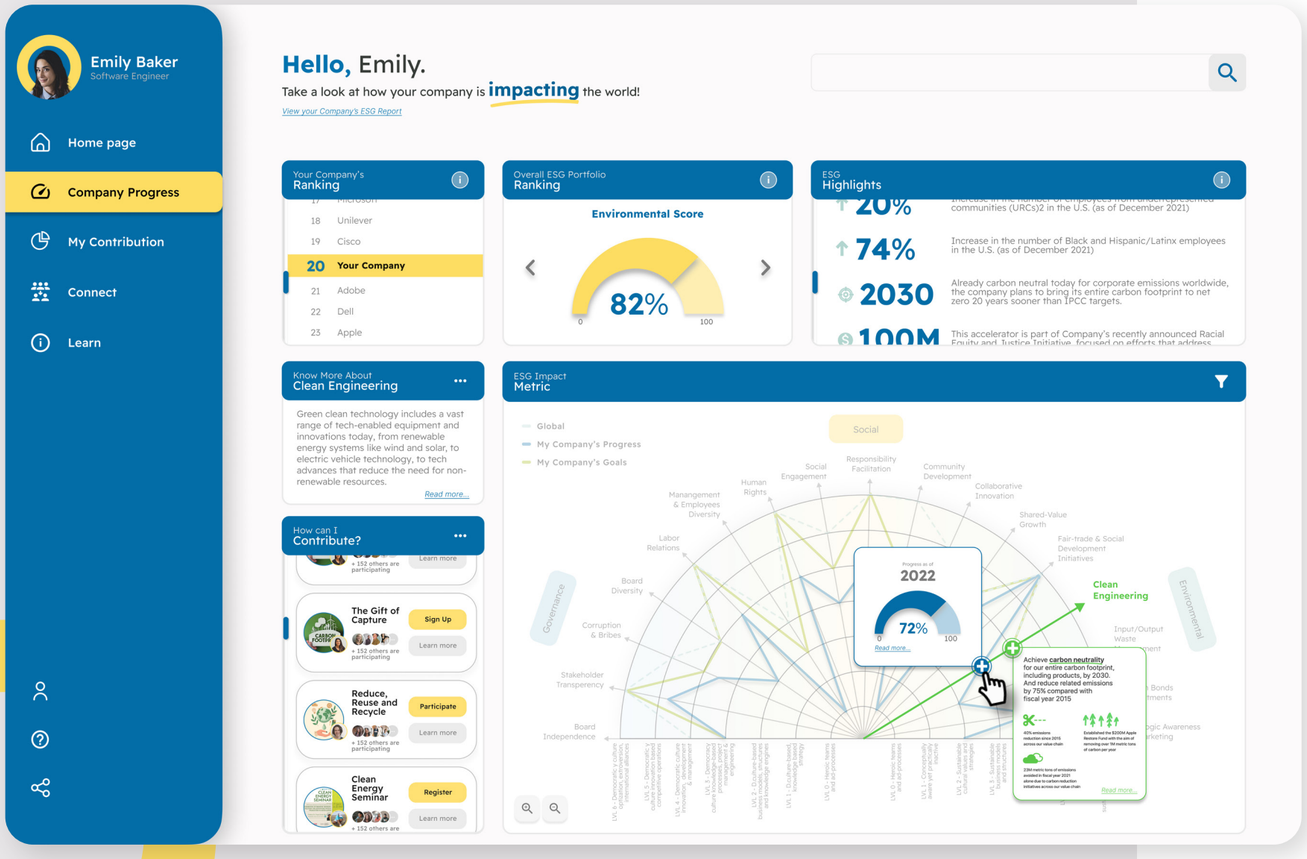
There's a need to **show every individual how relevant are these ESG initiatives to them personally and what is their personal stake.** This could be done by **realizing their individual purpose and aligning the initiatives** with them. And also by making it possible for individuals to **co-create initiatives**.



Measure
IMPACT

Showing measurable **impact, at individual level, team level and global level.** This would also **include positive reinforcement** through social influence, incentives and recognition from leadership **to trigger their contributions**.

Clarity.



The Progress Tab on the company intranet provides employees with clarity by first showing them how their company is performing in terms of ESG (Environmental, Social, Governance) at the global level. It then allows them to interact and find out more detail, but also educates them at every step and shows them how they can contribute towards these broader ESG goals, make an impact and help their company achieve these goals. This tab ensures that employees are aware of all of their company's ESG initiatives. Content on this tab is linked to the 'Learn' tab, which focuses on enhancing employees' knowledge and competency.

Company Progress.

Company Ranking:
The company's ESG ranking will be compared against the top ESG-performing companies in order to determine how well the company is doing globally. This comparison will help employees gain clarity on their company's ESG performance.

Overall ESG Portfolio Ranking:
This section delves deeper and shows the individual score for all three pillars of Environmental, Social, and Governance.

ESG Highlights:
This section highlights the company's most important and prioritized goals, as well as the progress the company has made toward the set goals. This allows employees to see the company's priorities and successes at a glance.

ESG Impact Metric:
The ESG Impact Metric (Diagnostic strategic mapping*) allows employees to see their company's assessment in detail by providing an in-depth look at related activities. This also allows employees to view the company's real-time progress in comparison to their projected goals and top-performing companies globally.

Know More:
This section educates the employees about the topic they choose to know more about by selecting in the ESG Impact Metric Section and further links them to the learn tab which aims to increase knowledge and competence of employees for ESG by sharing articles, news, blogs etc.

How Can I Contribute:
This is the most important section as it translates the complex ESG goals of the company into actionable initiatives and activities that employees can participate in. It shows employees how can they contribute at individual level.

ESG Diagnostic strategic mapping : Markopoulos, Evangelos & Kirane, Ines & Gann, Emma & Vanharanta, Hannu. (2020). A Democratic, Green Ocean Management Framework for Environmental, Social and Governance (ESG) Compliance. 10.1007/978-3-030-44267-5_4.*

Impact.

My contribution tab employs relatable metric to illustrate the contribution that employees are making on society and the planet. It highlights their role in assisting the company in meeting its ESG goals. It also provides tips and personalized strategies for getting more involved in ESG initiatives. It motivates employees to contribute towards the ESG initiatives through positive reinforcement which includes recognition from leadership and peers, rewards, and ranking. They could also share their progress with other employees, as well as friends and family, to amplify the impact.

My Contribution.

Your Ranking:
This section will allow employees to see how their individual contribution compares to others in the company. It will also allow them to share their rank with colleges and friends to create a sense of competition and encourage other employees to contribute more through social influence.

Performance Evaluation:
This section emphasizes the significance of employee contribution towards ESG by illustrating how it affects their performance evaluation, thereby mandating their engagement in ESG to some extent.

ESG Contribution - Individual:
Here, employees can see a breakdown of their hourly and monetary contributions towards various ESG initiatives. They can set goals for themselves and track their progress. It also shows the impact they have made by influencing other individuals. Furthermore, based on their skills, interests, and values, relevant suggestions are made for initiatives and events in which they could participate to achieve their set goal.

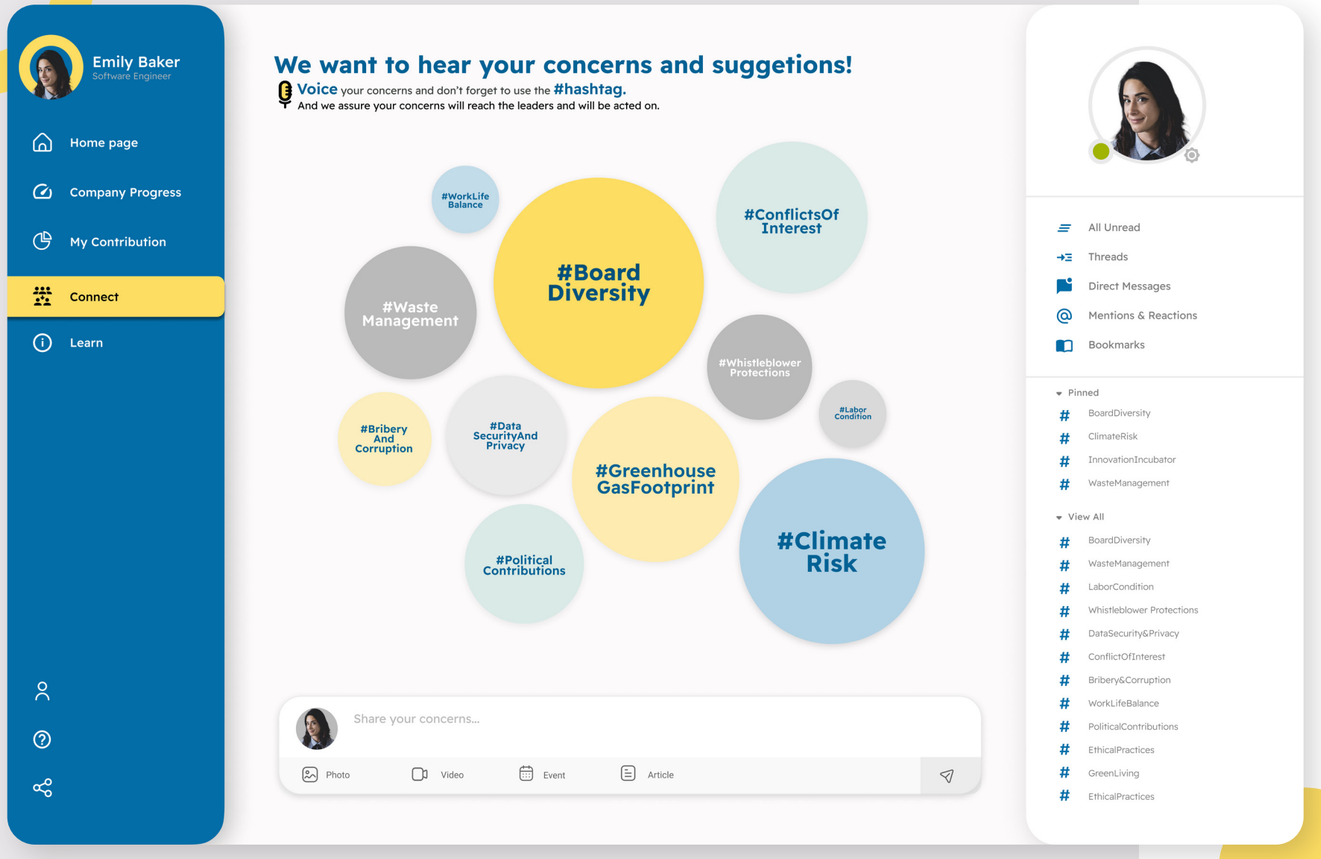
ESG Impact Metric:
This section allows employees to compare their individual contributions to various aspects of Environmental, Social & Governance with those of their teammates and other top-performing employees company-wide.

Performance Rewards:
Here employees receive rewards in form badges and points for their contribution towards their company's ESG. They can flaunt their badges and redeem their points for gifts of their choice and enjoy the positive outcome of their contributions. This would motivate them to keep up with their contributions.

Social Recognition:
This includes recognitions from peers, managers and leadership for notable contributions employees have made towards their company's ESG goals or to implement them into practices. This shows that the company is noticing and recognizing employees for their efforts and encourages them to keep up the good work.

Impact Summary:
Impact summary showcases how an employee is positively impacting their company, society, and the planet through their core projects. By translating the impact employees are making through their current and past projects into relatable metric, it allows them to see the value that they are bringing.

Relevance.



The Connect Tab allows employees to directly connect with leadership and share their concerns. It also allows both, employees as well as executive leaders to get a better understanding of which ESG issues have more support from employees. The size of the bubbles represents the number of employees who feel similarly about an issue and deem it important. This section allows employees at all levels to have a voice in their company's ESG endeavours, which in long-run will help in creating a sense of ownership and motivate them to engage more in these initiatives.

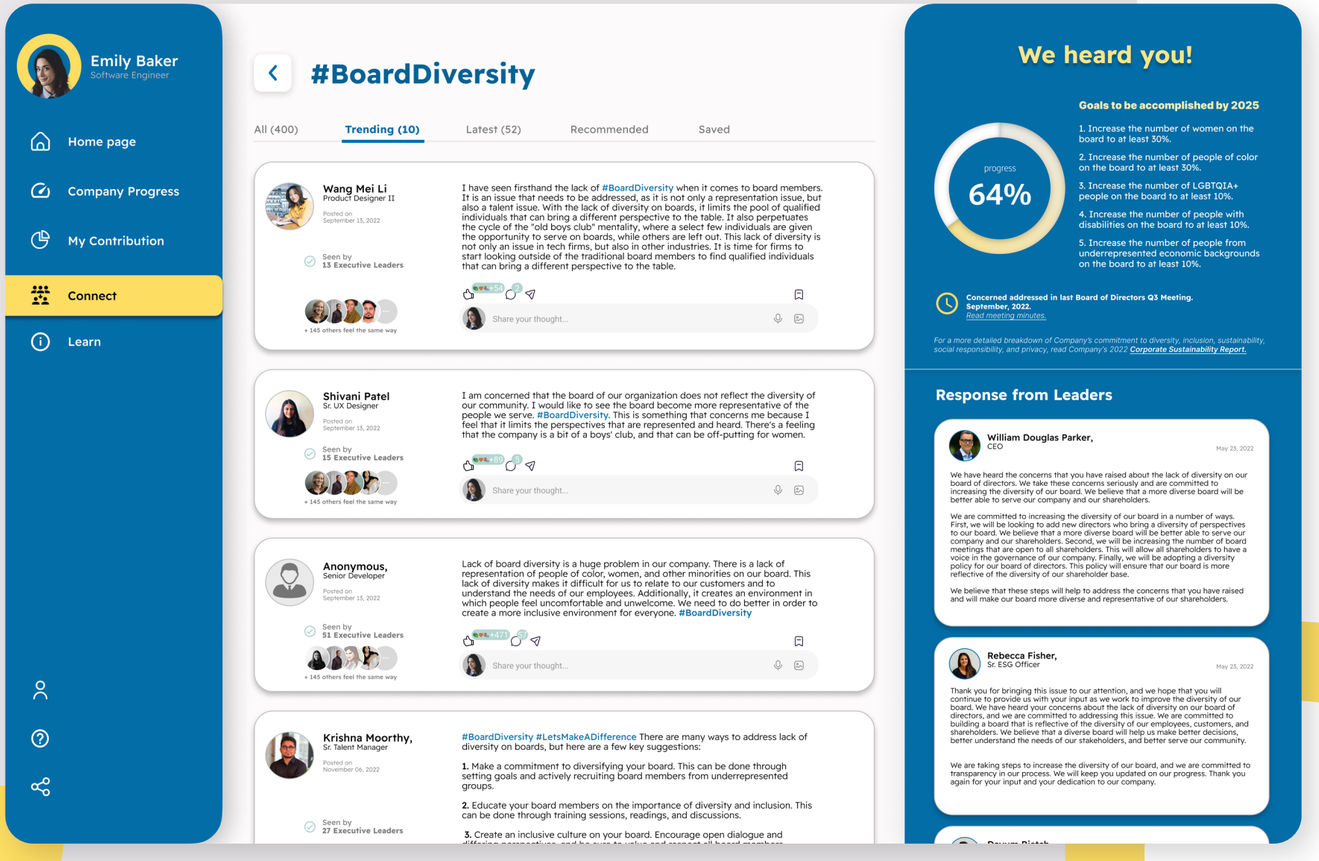
Connect.

Introduction Bar:
It provides a descriptive introduction and encourages employees to share their concerns as well as suggestions for various issues.

ESG Concern Bucket:
ESG Concern Bucket is a visual representation of all the issues that are important to the employees. The size of the bubbles represents the number of employees who feel similarly about an issue and deem it important. It allows both, employees as well as executive leaders to get a better understanding of which ESG issues have more support from employees. Employees can share their concerns publicly or anonymously as they feel comfortable and also have an option to attach supporting documents or photographs to prove their point.

Channel Drawer:
It is directory to view all the issues and concerns that have ever been raised in form of channels. It allows employees to comment or react on posts from other employees that they want to support. They can also pin or bookmark channels that are important to them.

Relevance.



The Connect tab allows employees as well as executive leaders to view the channels in detail and read all the posts and comments about those concerns or issues. This includes a section comprising response from leaders, actions taken to address those issues as well as progress reports. This two-way communication ensures that employees feel heard and that their concerns are being taken seriously. Leaders can open up projects in specific channels for employees to contribute and collaborate on. Employees can also submit their own suggestions in these channels that leaders can review and take forward.

Connect.

ESG Concern Feed:

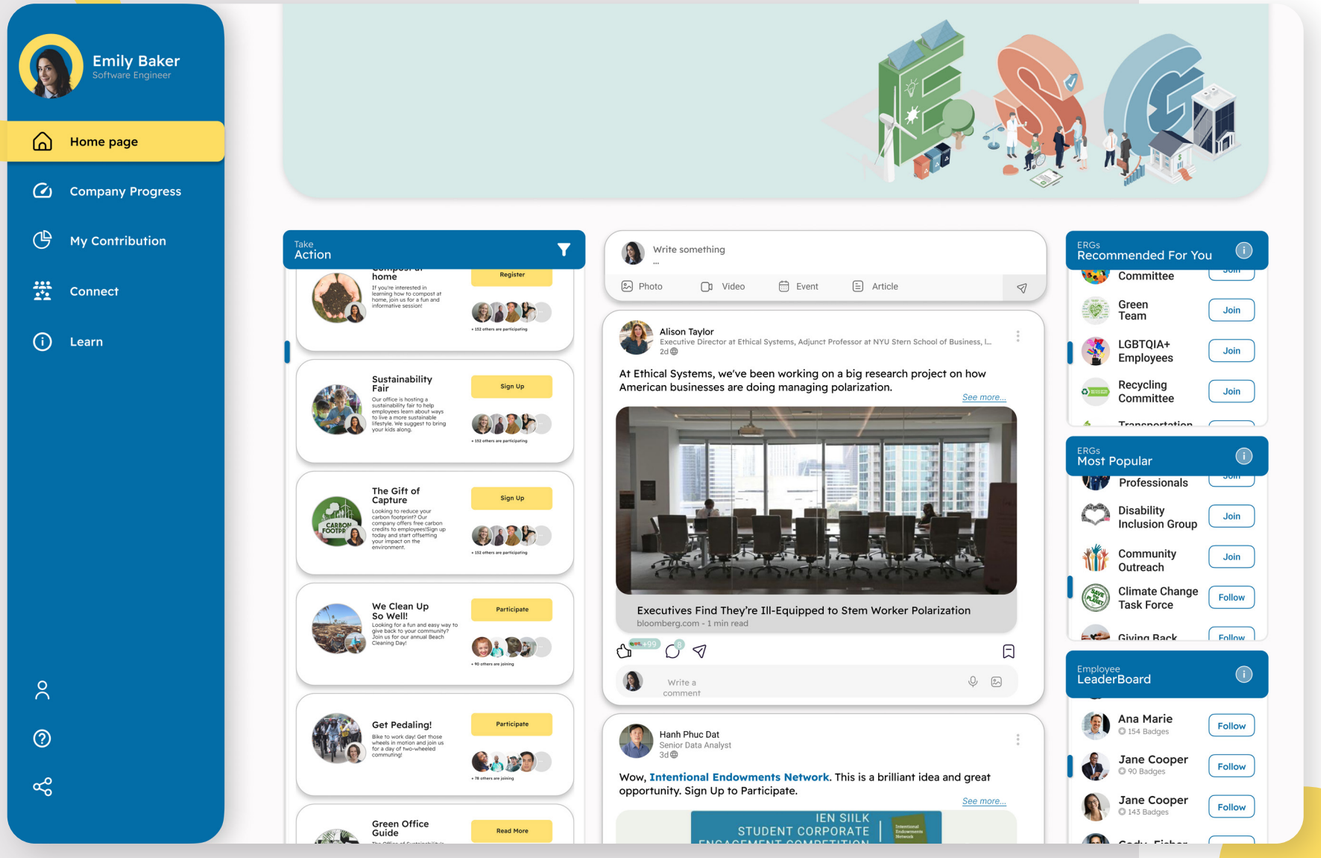
This Feed includes all the posts and comments made by employees to share their concerns and issues specific to that channel. Employees can share their concerns publicly or anonymously as they feel comfortable, or they can comment on posts by other employees and show their support.

Action Plan Addressing the Concerns & Progress Report:

This section describes the actions of the leadership in response to employee concerns, along with a progress report on them or any previously set ESG goals. It also details all steps taken or that will be taken to address those concerns, as well as when these issues were last discussed in a board meeting.

Leadership Response:

These are personal messages from leaders in response to the issues raised by the employees. This space can also be used by leaders to open up projects in specific channels for employees to contribute and collaborate on.



The Home Page is a place where employees can view articles and posts related to ESG, and learn more about what is happening in the world around them. This can help them gain a better understanding of the issues that are important to people, and make more informed decisions. Parallelly there are also sections provided which allows them to take action by participating in the ESG initiatives that aligns with their purpose and join the Employee Resource Groups and Communities to connect with like-minded people.

Home Page.

Take Action:
This section includes a variety of events, activities, and initiatives organized by the company or Employee Resource Groups within the company. Employees can view and filter these events by category, date, or location, and sign up for them here. They also have an option of sharing these with their colleagues as well as friends & family, if those are "open for all" events. This allows to get the word out about the events and increase its potential attendance and impact.

Social Feed:
Here, employees can view articles and posts related to ESG, and learn more about what is happening in the world around them. This can help them gain a better understanding of the issues that are important to people, and make more informed decisions.

ERGs Recommended:
This provides a list of suggested Employee Resource Groups for the employee based on their past contributions, skills, values & beliefs.

ERGs Most Popular:
This provides a list of most popular Employee Resource Groups, employees can find one that best suits their needs.

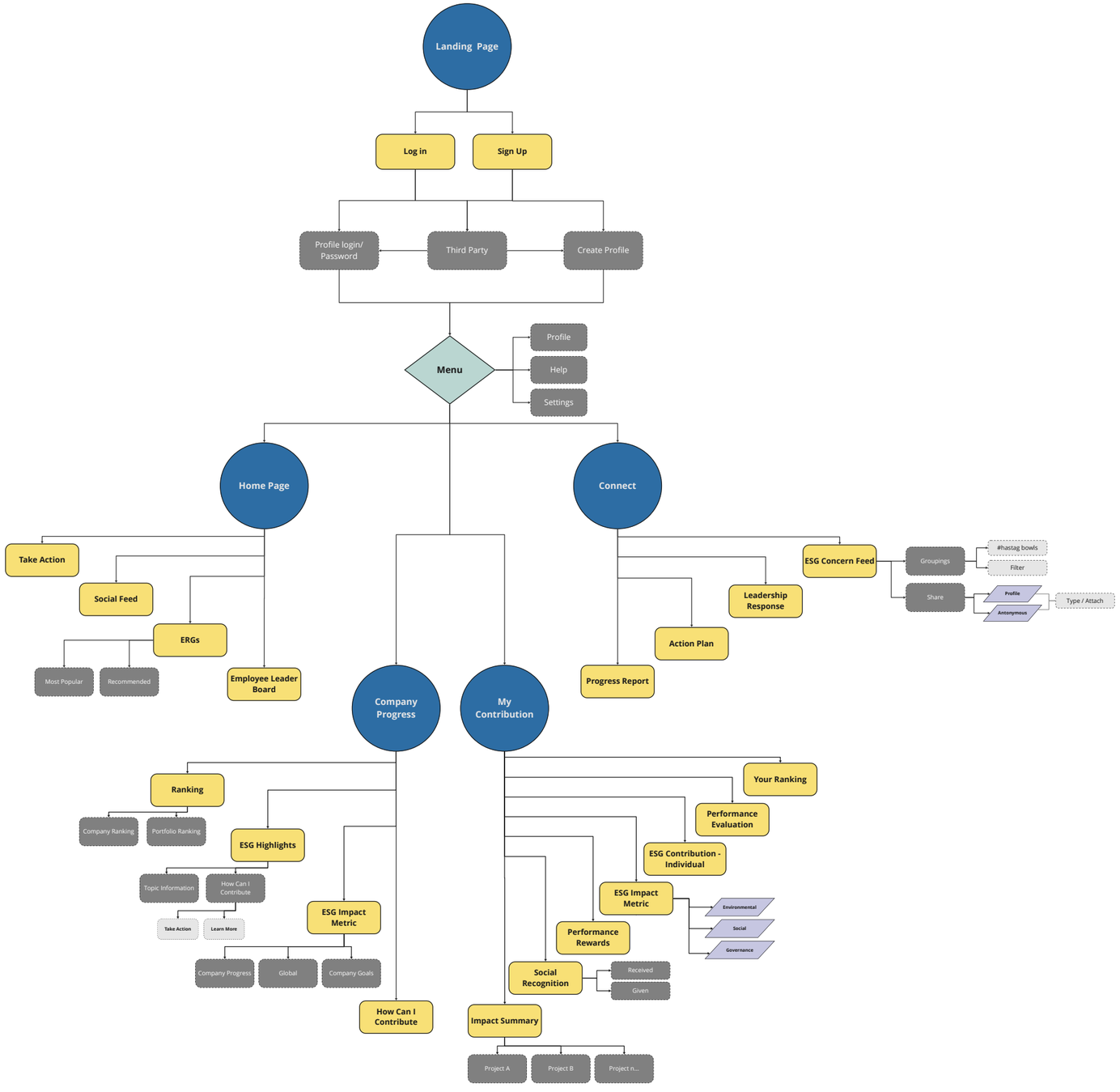
Employee Leader Board:
The Employee Leader Board is a list of the company's top ESG contributors. This is a great approach for employees and the company to determine which departments and people are making the most progress in terms of ESG contribution. This helps to motivate employees by fostering healthy competition and a sense of responsibility among all employees to contribute to make the company more purpose-oriented.

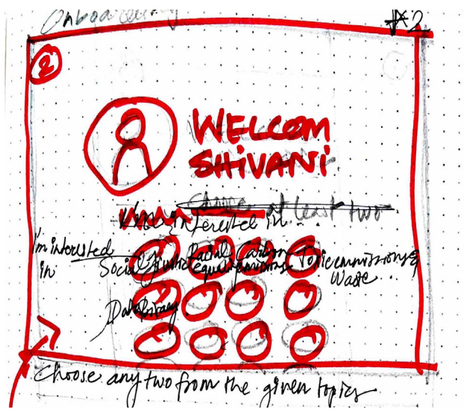
Process

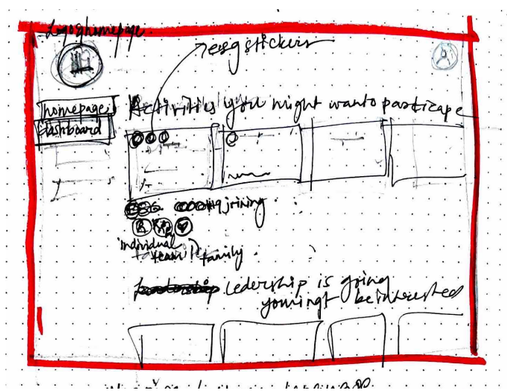
DESIGN EVOLUTION

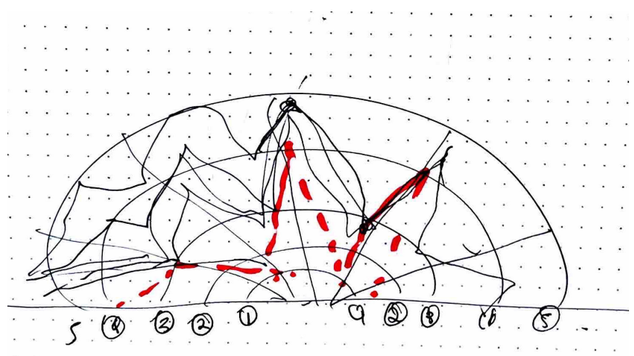
2022

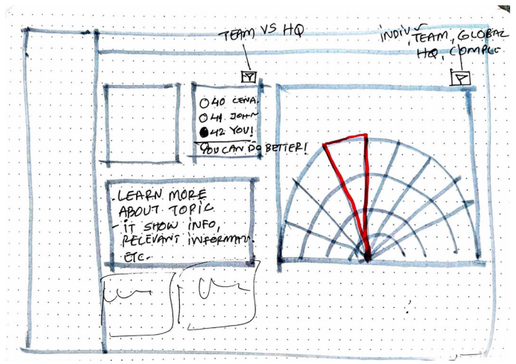
User Flow.

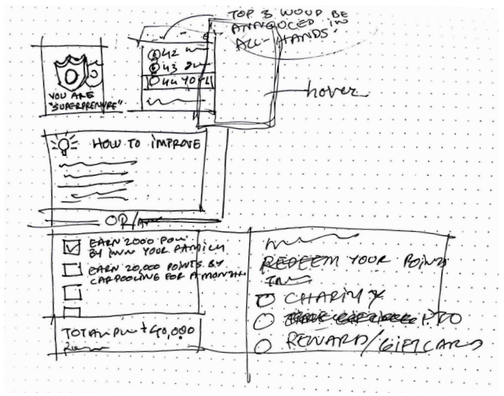

Landing Page
Log in
Sign Up
Profile login/ Password
Third Party
Create Profile
Menu
Profile
Help
Settings
Home Page
Connect
Take Action
Social Feed
ERGs
Most Popular
Recommended
Employee Leader Board
ESG Concern Feed
Groupings
#hastag bowls
Filter
Share
Profile
Antonymous
Type / Attach
Leadership Response
Action Plan
Progress Report
Company Progress
My Contribution
Ranking
Company Ranking
Portfolio Ranking
ESG Highlights
Topic Information
How Can I Contribute
Take Action
Learn More
ESG Impact Metric
Company Progress
Global
Company Goals
How Can I Contribute
Your Ranking
Performance Evaluation
ESG Contribution - Individual
ESG Impact Metric
Environmental
Social
Governance
Performance Rewards
Social Recognition
Received
Given
Impact Summary
Project A
Project B
Project n...

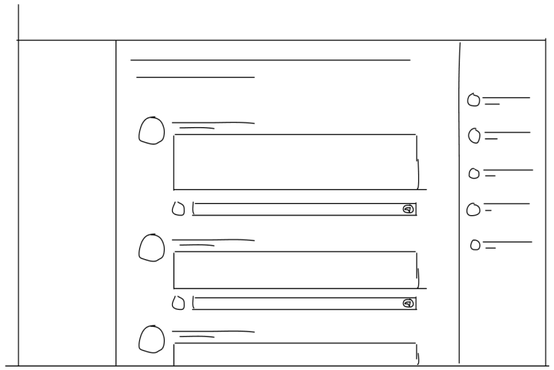


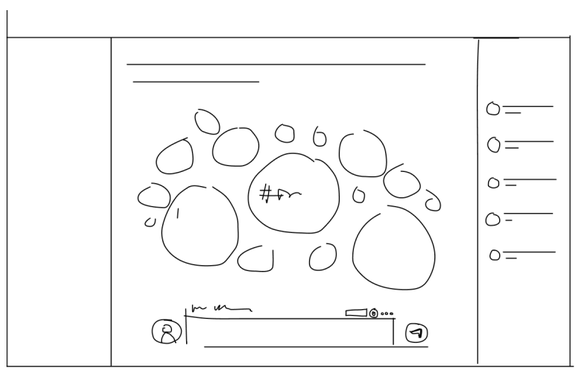






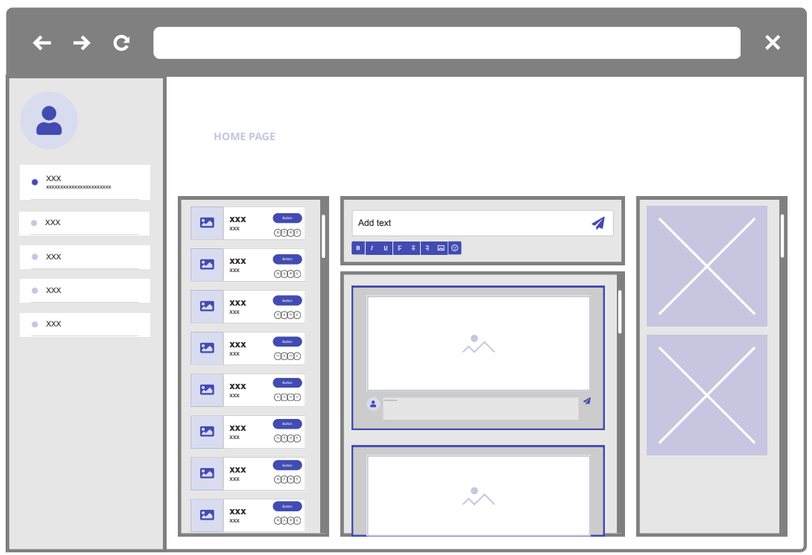


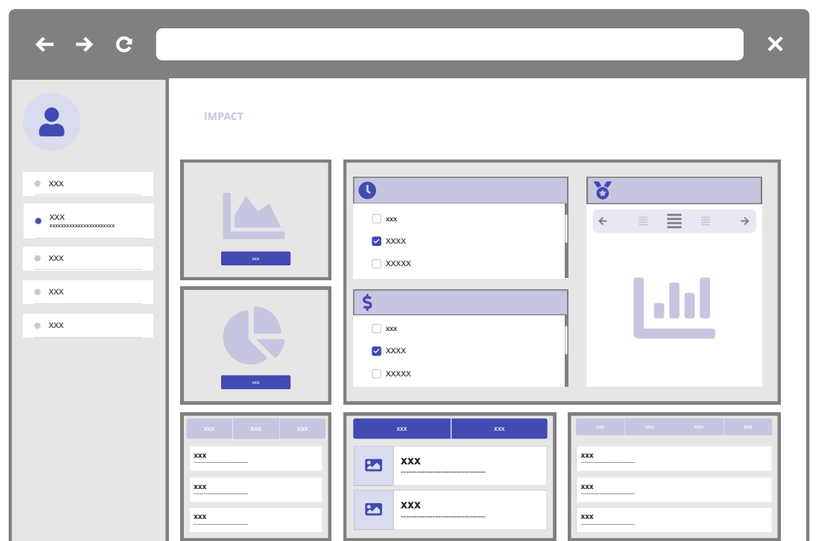


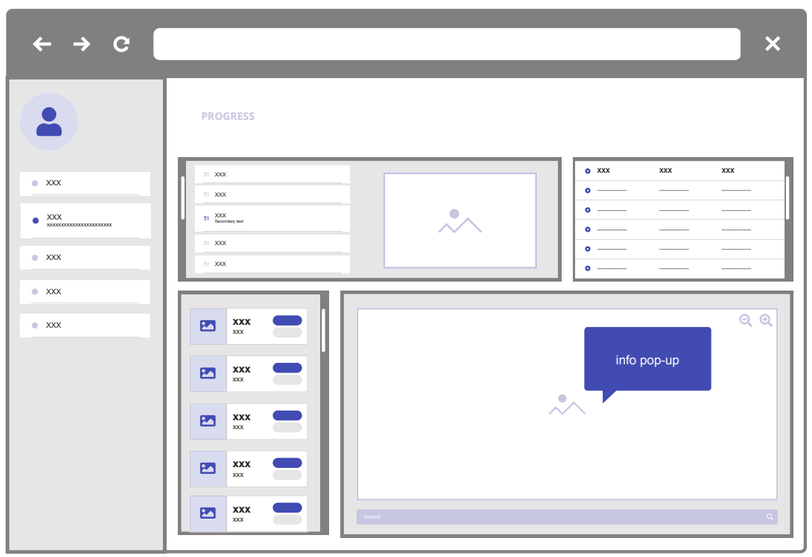


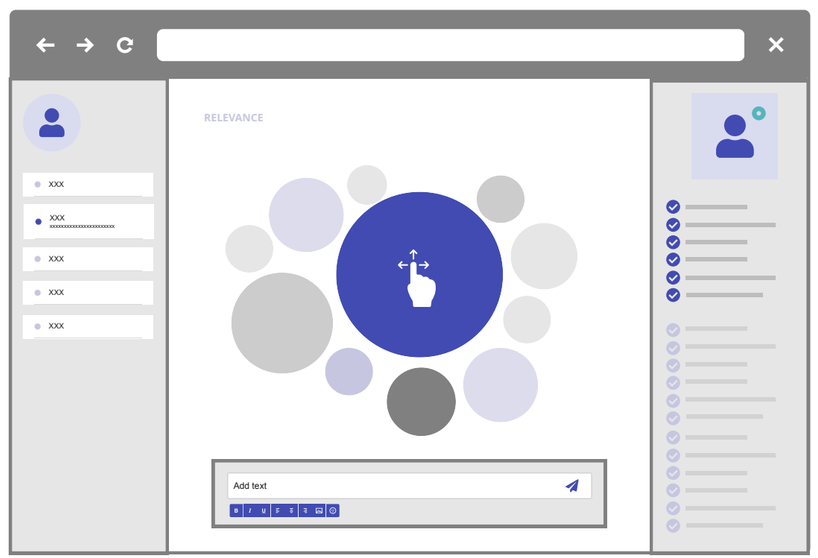
Concept Sketches.

Lo-Fi
Wireframes.





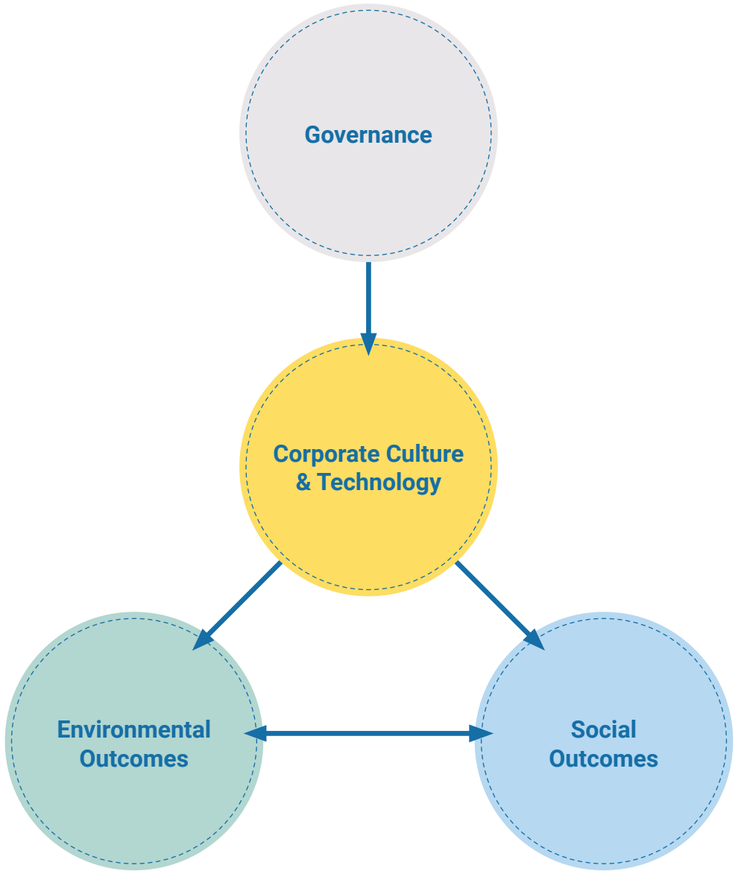




01

PROJECT FRAMING

Definin .



2022 Cristina Dolan and Diana Barrero Zalles

ESG

ESG evaluates a company's sustainability practices using environmental, social, and governance aspects. ESG is a quantifiable set of initiatives used by external partners and investors to evaluate a company.

CSR

Corporate Social Responsibility is a reflection of an individual organization's corporate values and responsibilities for the broader impacts of its operations on all aspects of society, including economic, social, and environmental.

Purpose

Purpose comprises all of the values that drive people's choices, actions, and attitudes, ranging from broad societal and environmental goals to professional and personal aspirations such as achieving a healthy work-life balance.

Purpose Gap

Distinct difference between what employees desire and hope for, and what is actually being delivered by businesses and organizations.

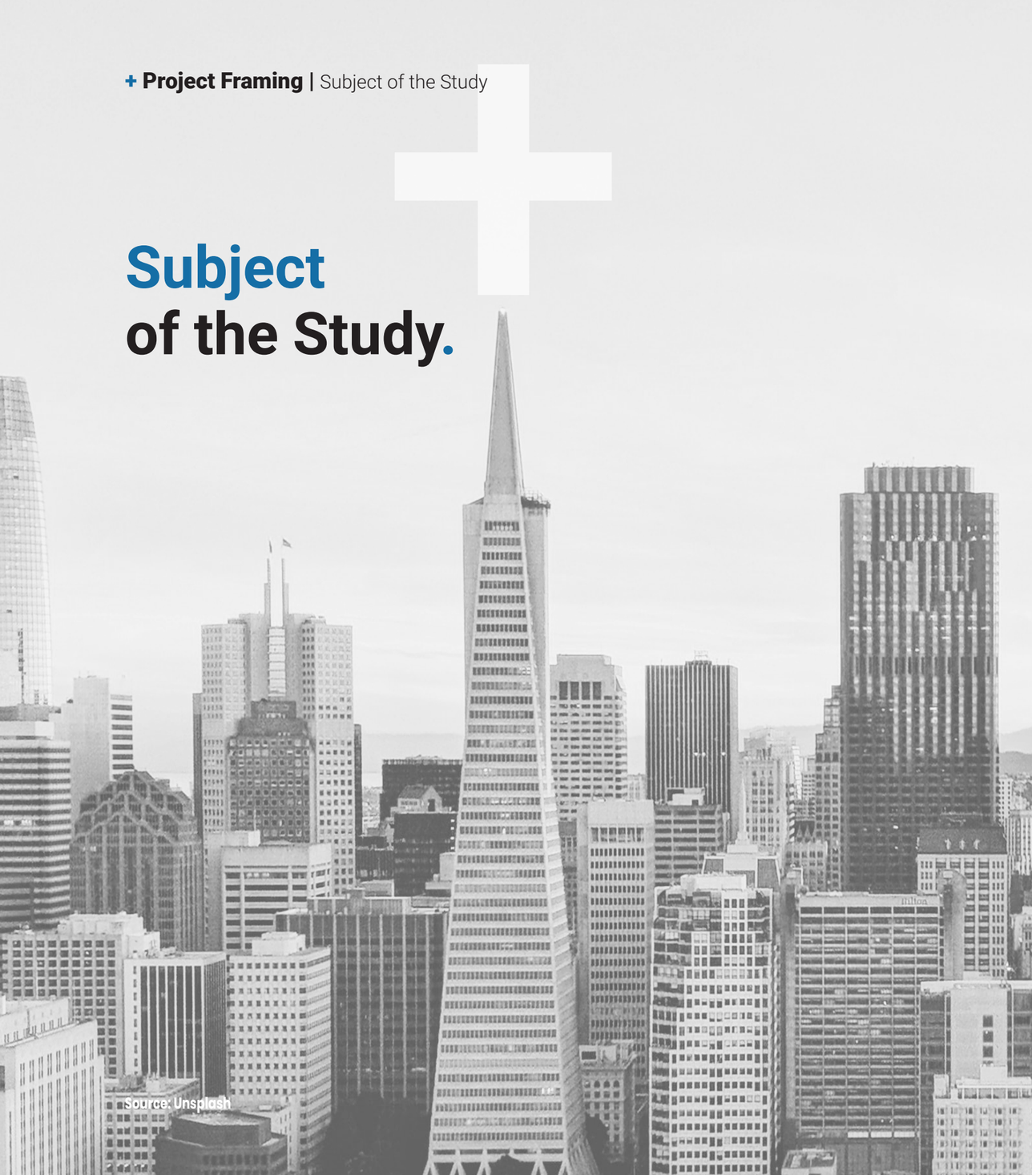
Zillennials

Individuals born between 1981 and 2012 from both generations Y (millennials) and Z (Gen Z).

"The ESG of a company is worth more than the salary the company can offer."

Laura Colombo, Forbes 2021

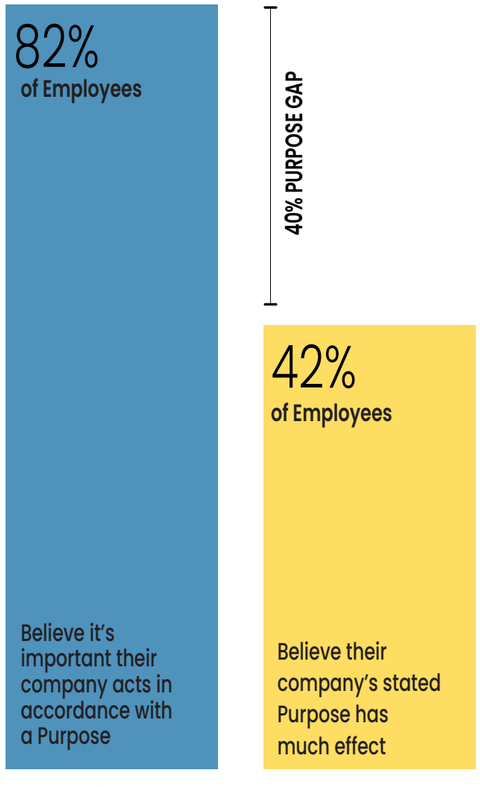
Subject of the Study.



Source: Unsplash

The study will explore the **Purpose Gap** in **large US tech companies Apple, Google, and Microsoft** by comparing their stated **ESG initiatives** to their **Zillennial employees' perceptions** and **expectations.**

Problem Statement.



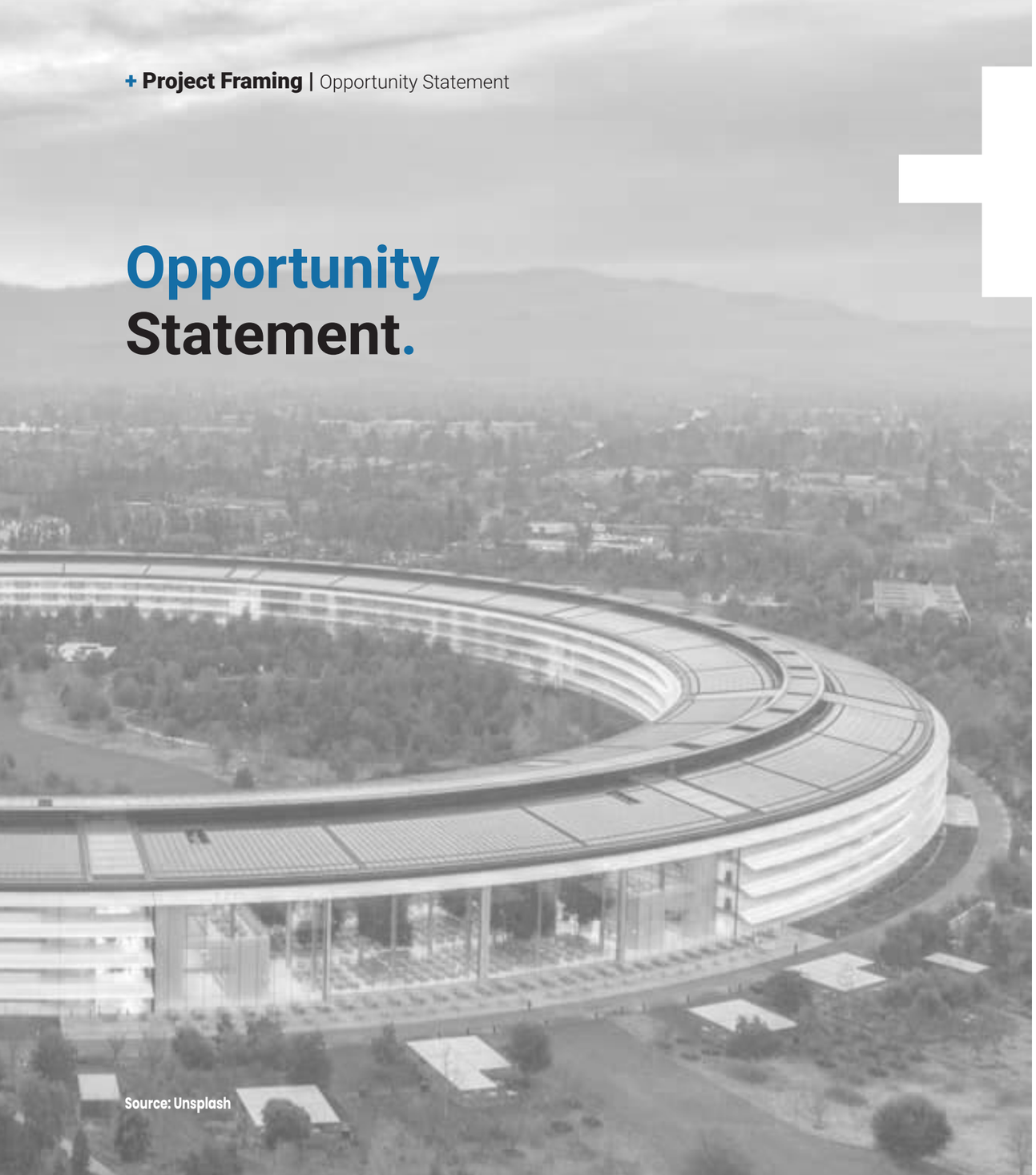
Source: McKinsey, 2020

Global events in recent years, from the pandemic to unprecedented natural disasters and outcries against social injustice, have prompted individuals all around the world, particularly Millennials and Generation Z, to reconsider their life and work choices. **This contributes to the "great resignation", where record number of employees are quitting their jobs. Now, employers are scrambling to fill talent gaps (Plastino, 2022). This study will investigate how ESG (environmental, social, and governance) is crucial in recruiting and retaining young Zillennial talent and how large tech companies in the US, primarily Apple, Google and Microsoft, can bridge the Purpose Gap currently existing between them and their Zillennial employees.**

Based on MSCI's ESG data, by 2029, the Millennial and Gen Z generations will make up 72% of the world's workforce, compared to 52% in 2019 (MSCI, 2020). Too many companies fall short of Zillennials' expectations. **In a McKinsey survey of over 1,000 participants from US companies, 82% affirmed the importance of purpose, yet only 42% believed that their company's claimed "purpose" had a significant impact (McKinsey "Purpose", 2020). This is true of tech firms, many of which have established close relationships with younger generations who are perhaps the fiercest proponents of corporate social responsibility (Premji, 2019). The Pew Research Center suggests that only half of Americans believe large tech companies make a positive impact on society (Doherty & Kiley, 2019).** As employees are seeking jobs that provide a deep sense of meaning, purpose and impact, ESG initiatives have become a powerful lever in retaining and attracting talent. The large tech companies can play a significant role in elevating not only their own ambitious ESG goal, but also the agendas of their consumers and employees. **The ESG of a company is worth more than the salary the company can offer, and this continues to be a factor that influences the success of the company (Colombo, 2021).**

However, this heightened awareness and appreciation for ESG issues has yet to be fully translated into core of business practices. **What tech companies think about their ESG initiatives differs significantly from what they actually do, which is leading to a Purpose Gap between them and their Zillennial employees (Plastino, 2022).** Companies need to increase their efforts to convince the current generation of young, educated workers that they are not only concerned with profit but also with people and the planet at large.

Opportunity Statement.



Source: Unsplash

The study investigates the opportunity for the practice of Design Management to bridge the Purpose Gap in the large tech companies with a focus on Apple, Google, and Microsoft to attract and retain Zillennial employees.

The study can validate Design Management as a viable and sustainable perspective for elevating ESG activities as the core purpose of large US tech companies and fostering transparency to attract, assure, and retain Zillennial employees. Employing Design Management practices will facilitate an empathetic viewpoint towards employees when translating unmet needs into insights, resulting in enhanced employee engagement and advocacy.

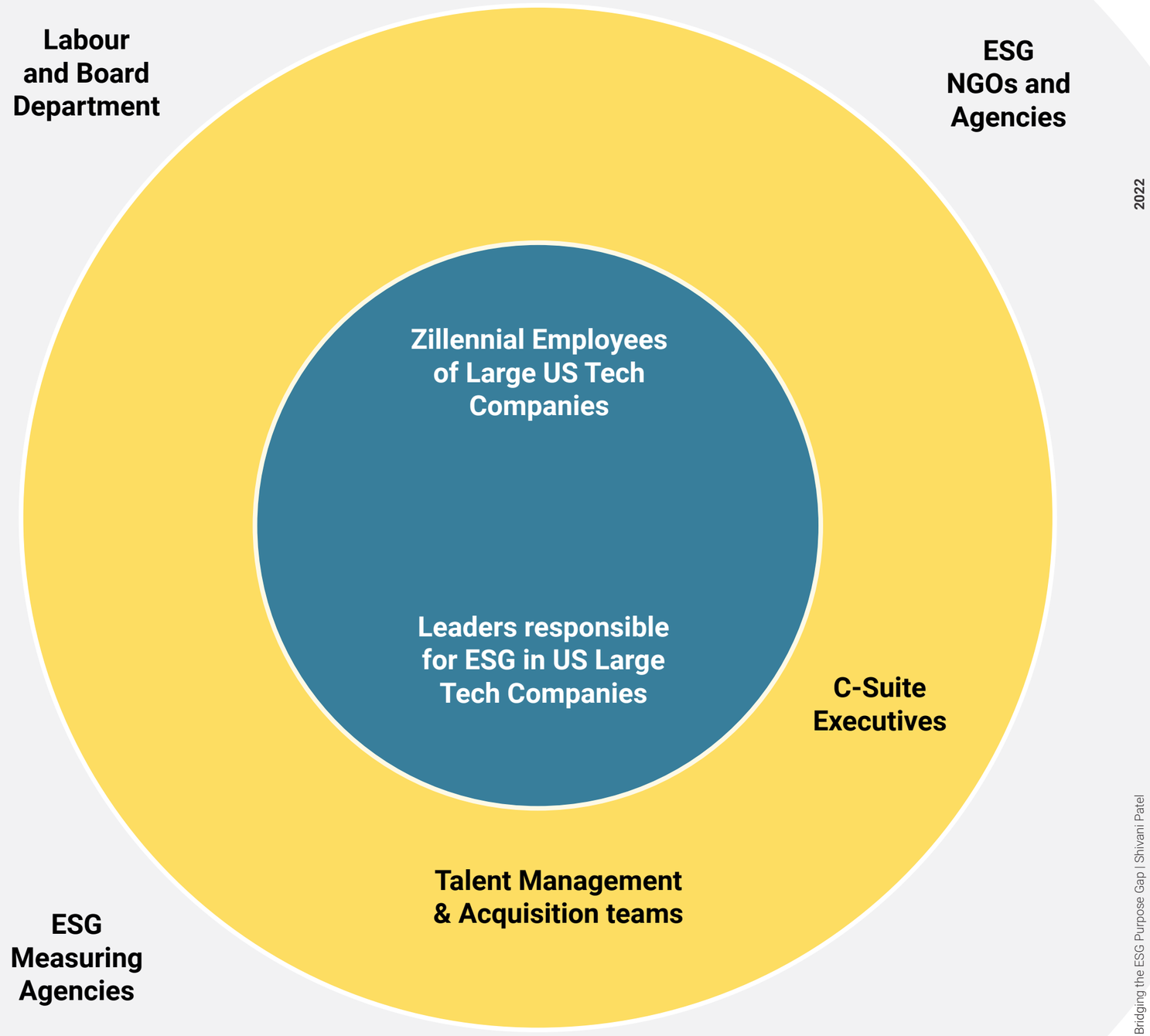
The study can contribute to the world by encouraging companies to increase their ESG efforts to persuade the current generation of young, educated workers that they are serious about positively impacting employees, local communities, and the world at large. And strong ESG initiatives of large tech companies may serve to mitigate the effects of current crises, particularly the pandemic, expedite recovery, promote innovation required to navigate a "new normal," and lower the risks of future crises. Today's ESG approach poses challenges, but deeper understanding through this research is critical to construct a more equitable and sustainable future.

Championing change and attaining a truly purpose-driven culture demands a Design Leader to lead with empathy. This study will hopefully contribute to my growth as an empathic Design Leader capable of fostering alignment between people and organizations than can enable and ennoble. Throughout the course of the study, I will have the chance to apply my Design Management knowledge into practice, which will reinforce the skills and tools I have learned and acquired through this program. Lastly, this research will help me develop a better understanding of application of Design Management practices to a project that has the potential to impact society and the world at large.

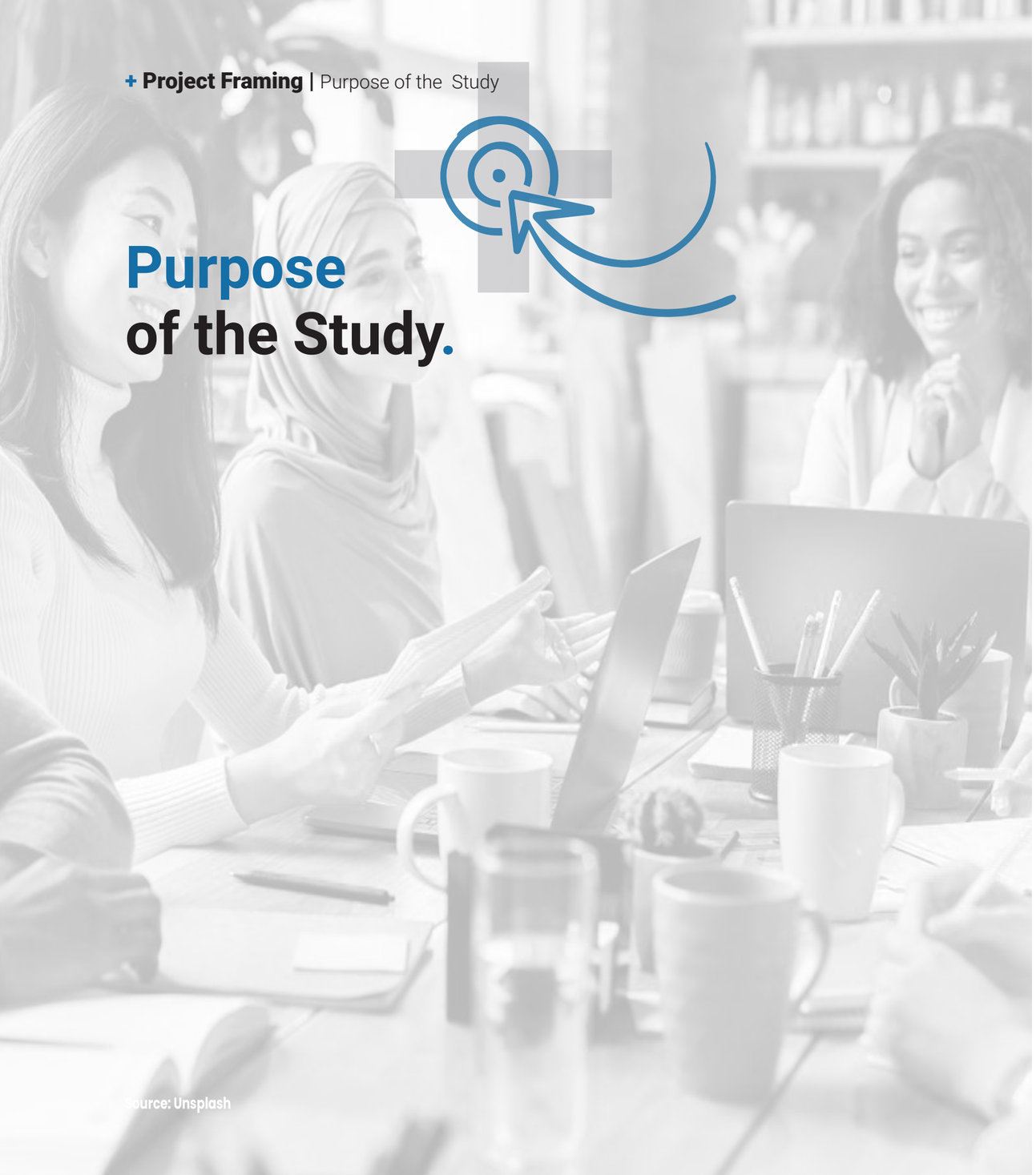
Target Audience.

The primary target audience for this project are Zillennial Employees working in US Large Tech Companies similar to Apple, Google and Microsoft. In this process, majority of the critical insights will be obtained from them since they are the ones driving the shift.

Leaders responsible for ESG in these companies are also considered the primary audience because they are crucial for bringing this shift.



Purpose of the Study.

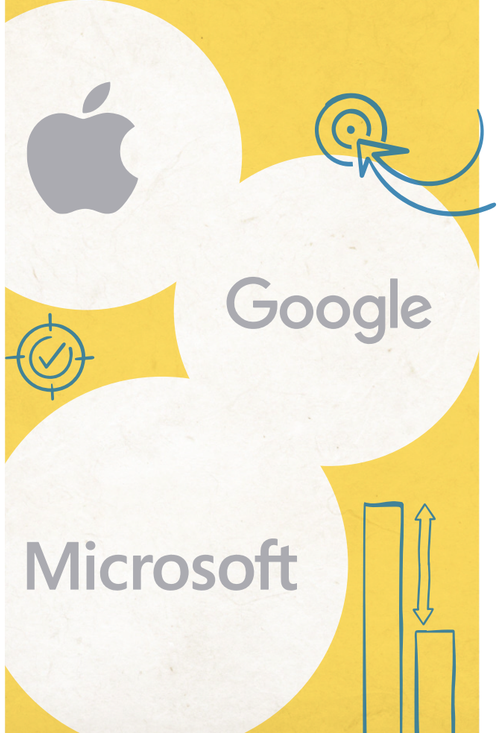


Source: Unsplash

The purpose of this research is to **investigate ways to bridge the Purpose Gap.** By employing the practice of Design Management, I propose to **align ESG initiatives to the core values** of large US tech companies (Apple, Google, and Microsoft) and **foster transparency** to **attract and retain Zillennial employees.**

Scope of the Study.

The project will focus on bridging the ESG Purpose Gap between the Zillennial employees and large tech companies set in the US.



Content:
ESG is a broader commitment to sustainability, while CSR is a reflection of an individual organization's corporate values. ESG is a measurable set of initiatives that external partners and investors look at to evaluate a company. This study will focus on the ESG initiatives of large tech companies in the US as a vehicle to bridge the Purpose Gap with their Zillennial employees.

Context:
Given the 10 week time-frame and limited access, the research will solely focus on ESG initiatives in three prominent US tech companies, Apple, Google, and Microsoft, and investigate their relationships with their Zillennial employees. Further, the application may later be scaled to serve for other large tech firms in the United States

Subject:
The primary subject of the study will be Zillennial employees aged 18 to 39 working in large tech companies Apple, Google and Microsoft in the US. Additionally, the talent management and acquisition teams as well as C-suite employees as subject matter experts will ensure the understanding of the present state of ESG implementation within these companies.

Location:
The project will be set in the US and will be conducted during Spring, Summer and Fall quarters of 2022.

02

RESEARCH PLANNING

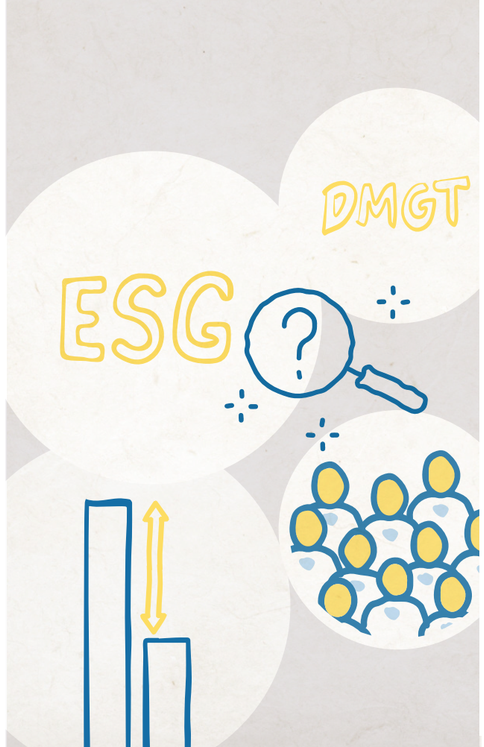
Research Methodology.

Source: Unsplash

The study will rely on contextual research methods for qualitative research to generate data and insights. This will help in establishing a deeper understanding of the problem and identifying unarticulated and emerging needs. The focus will be a mixed-methods approach to gain insights about the beliefs and expectations of the Zillennial employees. Workshop activities will be planned to explore the research field together with users to understand their relationship with their employers (large US tech companies: Apple, Google, and Microsoft).

Umbrella Question.

How can the **ESG (environmental, social, and governance) Purpose Gap** between **large US tech companies and their Zillennial employees** be bridged with the practice of **Design Management?**



Sub-Questions.

1. **What is ESG?**
   a. How have the ESG values shifted over time?
   b. What is the present state of ESG implementation in the large US tech companies Apple, Google and Microsoft?
   c. What are the current perceptions of ESG implemented by large tech companies among their Zillennial employees?

2. **What is the Purpose Gap?**
   a. Which are the factors contributing to the Purpose Gap?
   b. How can bridging the Purpose Gap help large tech companies retain current Zillennial employees and attract new talent?
   c. How can the practice of Design Management bridge this Purpose Gap?

3. **How can I understand expectations of Zillennial Employees working in large US tech companies from their workplace?**
   a. How can I understand the shift in values and expectations of Zillennial employees from the previous generation?
   b. How are large tech companies such as Apple, Google, and Microsoft attracting and retaining Zillennial talent today?

   .

4. **What is the practice of Design Management?**
   a. Why is ESG Purpose Gap a Design Management problem?
   b. Are there any precedents of Design Management facilitating a similar problem space as ESG Purpose Gap?

How can the ESG (environmental, social, and governance) Purpose Gap between large US tech companies and their Zillennial employees be bridged with the practice of Design Management?

	What do I need to know?	Why do I need to know this?	What specific data is required to address this question?	Where can I find this specific data?	What type of data collection methods are needed?	Who do I contact for collection of this data?	When do I need to collect this data?	What will I be learning from this data?	What could be missing from this data?
1 What is ESG?	Definition and description of ESG; parameters considered under ESG and methods to measure ESG	To give context to the study and understand the importance of ESG	Qualitative data; Academic and professional definitions of ESG and literature reviews suggesting the ESG values	SCAD library, reports, academic books, online resources, private ESG measuring companies' websites	Secondary research; Popular media search, literature review	Subject matter experts, field p ofessionals, professors	Spring quarter, summer 2022	Overview of parameters contributing to ESG	ESG measuring methods used by companies other than Apple, Google and Microsoft
A How have the ESG values shifted over time within the large tech companies in the US?	History of ESG; values that have been adapted over time (CSR to ESG); increase in importance of ESG over time and the reason for it	To understand the reason behind the shift in perception of ESG values	Qualitative data; Academic and professional descriptions of ESG and CSR and literature reviews suggesting the shift in ESG values over time	Trend study, online resources, subject matter experts interviews, SCAD library, reports, academic books	Secondary research; Popular media search, literature review	Subject matter experts, field p ofessionals, professors	Spring quarter, summer 2022	Factors contributing to evolution of ESG and its growing relevance in recent times	CSR very specific o all the companies other than Apple, Google & Microsoft
B What is the present state of ESG implementation in the large US tech companies Apple, Google and Microsoft?	Current methods for measuring, monitoring and managing ESG in these companies; management's thoughts and perceptions regarding their ESG efforts; and ways in which they are currently communicating these ESG efforts internally and externally	To understand the current practice to be able to further discover what is working and what needs improvement	Qualitative data and quantitative data suggesting the present state of ESG implementation in Apple, Google, and Microsoft	Published ESG reports on websites, private ESG measuring companies' websites and other online resources	Primary research and secondary research; Reviewing ESG reports of these companies, subject matter experts interviews	Associated leaders, HR team, professors, employees	Spring quarter, summer, fall quarter 2022	ESG practices and claims of Apple, Google, Microsoft	Confidential information which the companies might not share
C What are the current perceptions of ESG implemented by large tech companies among their Zillennial employees?	Zillennial employees' thoughts and perception about the ESG in their company; their personal goals about ESG and their expectations from their companies; Identify the gains and pain points	To identify what factors are leading to the differences in perceptions of the ESG claims among Zillennial employees by understanding their expectations from the employers	Qualitative data and quantitative data suggesting perceptions of ESG among Apple, Google, and Microsoft's Zillennial employees	Focus group interviews and online resources like work culture reviewing websites	Primary research and secondary research; User interviews, reviewing work culture reviewing sites, Sensory Cue Workshops	Zillennial employees, associated leaders, subject matter experts	Spring quarter, summer, fall quarter 2022	Existing perception of companies' ESG among their Zillennials employees and the difference between current ESG claims and its perception among the Zillennial employees	It can be highly subjective, and the researcher's intuition might alter the meaning

How can the ESG (environmental, social, and governance) Purpose Gap between large US tech companies and their Zillennial employees be bridged with the practice of Design Management?

	What do I need to know?	Why do I need to know this?	What specific data is required to address this question?	Where can I find this specific data?	What type of data collection methods are needed?	Who do I contact for collection of this data?	When do I need to collect this data?	What will I be learning from this data?	What could be missing from this data?
2 **What is the Purpose Gap?**	Definition and meaning of Purpose Gap among Zillennials	To define Purpose Gap based on the context of this study	Qualitative research; Online resources and literature review describing the Purpose Gap	SCAD library, online resources, academic books	Secondary research; Popular media search, literature review, podcasts, interviews	Professionals in the field, academic professors	Spring quarter, summer, fall quarter 2022	In-depth understanding of the concept of the Purpose Gap to define the scope and limitations for this project	Other factors contributing to the Purpose Gap not related to the study
A **Which are the factors contributing to the Purpose Gap?**	An overview of which factors are leading to the Purpose Gap	To identify the barriers leading to the Purpose Gap	Qualitative and quantitative data suggesting the factors contributing to the Purpose Gap between Zillennial employees and large tech companies Apple, Google and Microsoft in the US	SCAD library, focus group interviews, online resources, academic books, results of workshops	Secondary and primary research; Popular media search, literature review, user interviews and surveys, subject matter experts interview, sensory cue workshops	Professionals in the field, academic professors, subject matter experts	Spring quarter, summer, fall quarter 2022	The level of transparency, awareness and authenticity in the ESG initiatives of large tech companies in the US and their relation to the employees' personal purpose	Personal values and beliefs which the users might be uncomfortable sharing or are very specific o people
B **How can bridging the Purpose Gap help large tech companies retain current Zillennial employees and attract new talent?**	Explore the correlation between bridging the Purpose Gap and retention and attraction of Zillennial employees as well as the extent to which bridging the Purpose Gap can aid in the process	To evaluate the relationship between the purpose gap and talent acquisition & retention as well as determine the correlation ratio	Qualitative data exploring the relationship between bridging the Purpose Gap and retaining and attracting Zillennial employees	SCAD library, focus group interviews, online resources	Secondary and primary research; Subject matter interviews, user interviews, literature review, case studies	Professionals in the field, subject matter experts, Zillennial employees	Spring quarter, summer, fall quarter 2022	An overall understanding of how purpose alignment affects employee satisfaction and how can it be further enhanced	Quantification of the relationship might be difficu
C **How can the practice of Design Management bridge this Purpose Gap?**	Tools and methodologies used in the practice of Design Management that can facilitate bridging the Purpose Gap	To identify DMGT tools and methodologies that will work efficientl for bridging the Purpose Gap	Qualitative data; DMGT framework, strategies, tools and methodologies that can aid in bridging the Purpose Gap	SCAD library, subject matter expert interviews, online resources	Secondary and primary research; Subject matter Subject matter interviews, literature review, case studies	Professionals in the field, academic professors, subject matter experts	Spring quarter, summer, fall quarter 2022	Application of DMGT methodologies,tools and frameworks to this project	Results may not be known until the end of the project

How can the ESG (environmental, social, and governance) Purpose Gap between large US tech companies and their Zillennial employees be bridged with the practice of Design Management?

	What do I need to know?	Why do I need to know this?	What specific data is required to address this question?	Where can I find this specific data?	What type of data collection methods are needed?	Who do I contact for collection of this data?	When do I need to collect this data?	What will I be learning from this data?	What could be missing from this data?
3 How can I understand expectations of Zillennial Employees working in large US tech companies from their workplace?	Values of ESG that matter to the Zillennials. Beliefs and values of Zillennials	To identify the factors that motivate them to work for a company, and the degree of ESG involvement among these factors; pain points of working with the current company	Qualitative and quantitative data suggesting factors influencing decisions of Zillennials to choose their employers	User interviews, subject matter expert Interviews, existing survey reports for internal use	Primary and secondary research; User interviews and surveys, cultural probes, journey mapping, process mapping, Sensory Cue Workshops	Talent management and acquisition teams, Zillennials employees of large tech companies in the US similar to Apple, Google and Microsoft	Summer, fall quarter 2022	Understanding Zillennial employees' expectation/needs from their employers as well as an overview of their personal values and beliefs	Personal values and beliefs which the users might be uncomfortable sharing or are very specific o people
A How can I understand the shift in values and expectations of Zillennial employees from the previous generation?	Aspirations of Zillennials and GenX in life, work and towards society and the environment, and similarities and discrepancies between them	To understand if the management has changed over time based on the changing aspirations of Zillennials	Qualitative data revealing Zillennial employees' shifting values	User interviews, Existing survey reports	Primary and secondary research; User interviews & surveys, cultural probes, journey mapping, process mapping	Zillennials and Gen-X employees of large tech companies in the US similar to Apple, Google and Microsoft	Summer, fall quarter 2022	Zillennial employees' changing needs from work & life and understanding of their beliefs	Personal values and beliefs which the users might be uncomfortable sharing or are very specific o people
B How are large tech companies such as Apple, Google, and Microsoft, attracting and retaining Zillennial talent today?	Any existing strategies and methods currently employed to attract and retain Zillennial employees Are the current strategies working? To what degree?	To investigate what efforts are presently being made to attract and retain Zillennial employees and whether ESG is part of that	Qualitative data suggesting recruiting and retaining strategies employed by Apple, Google and Microsoft	Interviews, web resources, company websites	Primary and secondary research; Subject matter experts interviews	Talent management and acquisition teams of large tech companies in the US similar to Apple, Google and Microsoft	Summer, fall quarter 2022	Specific etention and recruitment strategies of large tech companies in the US, and how much of that is ESG focused	Confidential Information that the companies might not share

Research Matrix.

How can the ESG (environmental, social, and governance) Purpose Gap between large US tech companies and their Zillennial employees be bridged with the practice of Design Management?

	What do I need to know?	Why do I need to know this?	What specific data is required to address this question?	Where can I find this specific data?	What type of data collection methods are needed?	Who do I contact for collection of this data?	When do I need to collect this data?	What will I be learning from this data?	What could be missing from this data?
4 What is practice of Design Management?	Definition o Design Management as a practice	To define the context for this study	Qualitative data; Academic definitions of DMGT, literature reviews describing the practice of Design Management	Online resources like DMGT institute and IDEO website, SCAD DMGT department, SCAD library	Secondary and primary research; Literature review	Subject matter experts, DMGT professors, professionals in the fiel	Spring quarter 2022	Various methodologies and how to use different tools during the different stages of this project	DMGT discipline is constantly evolving and so is the range of its application; therefore methods and tools would also evolve
A Why is ESG Purpose Gap a Design Management problem?	Identify tools and methodologies from the practice of DMGT that can contribute to this problem	To highlight the significance of this problem with respect to the practice of DMGT	Qualitative data highlighting the relationship between ESG Purpose Gap and DMGT	SCAD DMGT department, academic books	Secondary research; Analogous model, case studies, literature review	Subject matter experts, DMGT Professors, professionals in the fiel	Spring quarter, summer 2022	Relevance of the practice of DMGT with this problem space	Indirect links to the problem space
B Are there any precedents of Design Management facilitating a similar problem space as ESG Purpose Gap?	Understand the results and deliverables when implementing methodologies to this project	To understand and adopt from the application of DMGT in a similar problem space	Qualitative data; Case studies of DMGT facilitating similar problem space	SCAD library, SCAD DMGT department, online resources like DMGT institute and IDEO website	Secondary research; Analogous model, case studies	Subject matter experts, DMGT professors, professionals in the fiel	Spring Quarter, Summer, Fall Quarter 2022	Ways in which the practice of DMGT has been used to address similar problems and the tools and methodologies employed	Case studies indirectly linked to the problem space

Research Activities.

The project will focus on bridging the ESG purpose gap between the Zillennial employees and large tech companies set in the US.

Data Collection:

This project will begin with secondary research to understand the context of the current ESG initiatives of the large tech companies Apple, Google and Microsoft in the US. Buzz reports, popular media search, publications research, and analogous models will be used to collect data for secondary research. To further understand the needs of the users, primary ethnographic research methods such as in-depth interviews, cultural probes, subject matter expert interviews and the fi e human factors (observations) will be used.

Data Processing:

Following data collection, methods including affinit mapping, SWOT analysis and trend analysis will be employed to organize and cluster the data collected during secondary and primary research to further generate insights.

Data Analysis:

Analyzing the data points and generating insights will provide an understanding of the needs and expectations of Zillennials as well as the employers' perspectives. Tools such as user personas, empathy maps and user journey maps will serve in identifying the ESG purpose gap and opportunity area, ultimately comprehending the user's pain points and needs.

Data Synthesis:

Identifying the user's pain point through data analysis will lead to the exploration of potential opportunity areas. Furthermore, frameworks, design criteria and value proposition statements developed during the synthesis process will clearly represent the opportunity.

McKinsey Quaterly (2019)
Five ways that ESG creates value

Zanni, (2020). The ESG imperative for technology companies

McKinsey & Company (2022)
Purpose: Shifting from why to how

Dolan C., Zalles D. (2021) Transparency in ESG and the Circular Economy: Capturing Opportunities Through Data

Bridging the ESG Purpose Gap

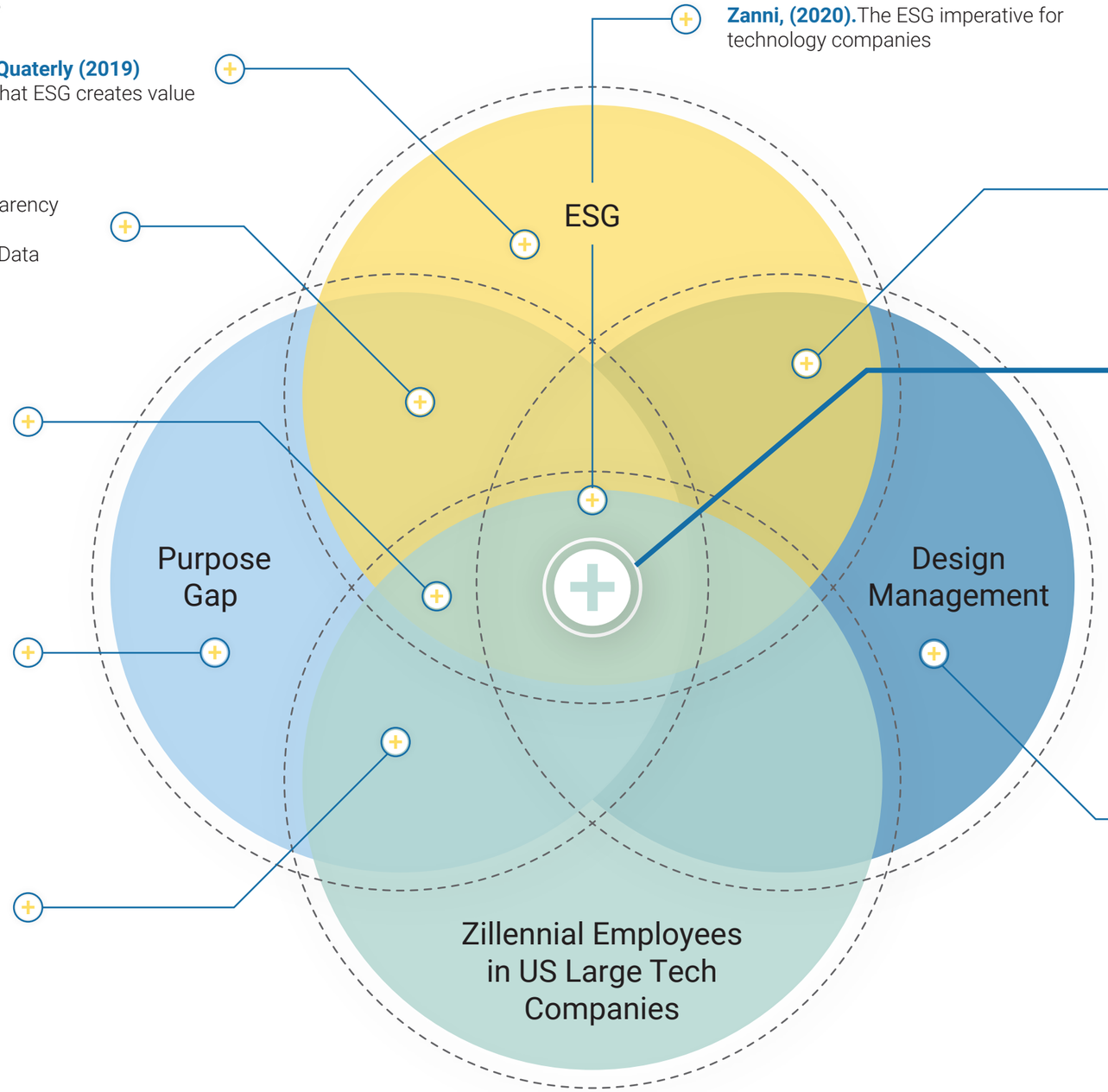
Bridging the Gap (2021) Bridging the Gap: How To Turn Purpose From Theory To Action In Seven Steps

Cognizant Whitepaper, Plastino E. (2022) The Purpose Gap

Dhingra et al. (2022) Help your employees find purpose, or watch them leave

Annweiler (2019) Point of purpose: How purposeful brands attract top employees, seduce customers, Fuel Profi

Lumesse Whitepaper (2018) Corporate Social Responsibility is a Key in Attracting Millennials



Kumar, V. (2013). 101 Design Methods

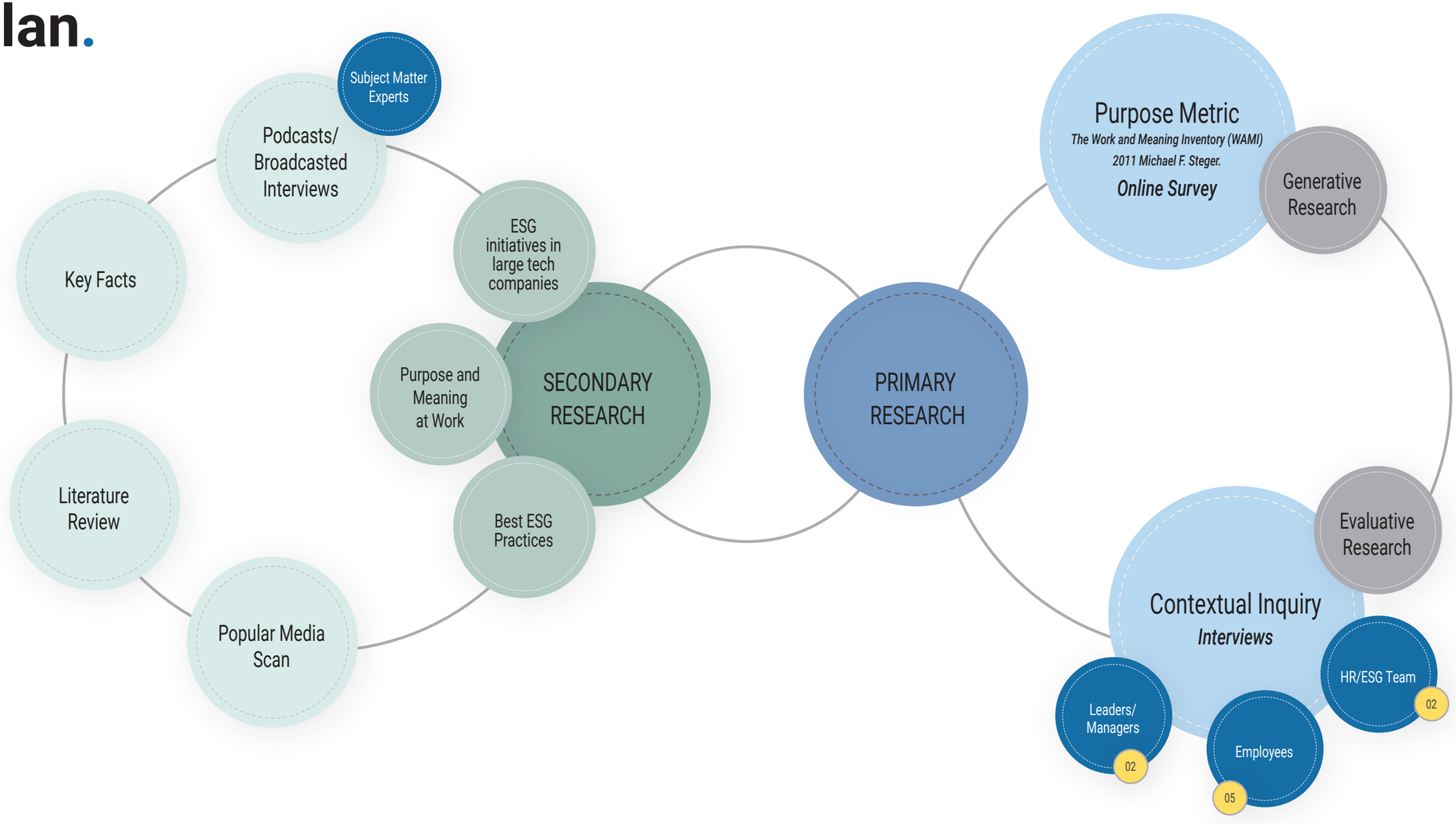
Lockwood, T. (2010). Design thinking: Integrating innovation, customer experience and brand value.

Turner, R. (2016). Design leadership: Securing the strategic value of Design. Routledge.

Research Space.

Drivers of Change	6-12 months	3-5 years	5-10 years	>10 years
Environmental	Setting goals to reduce the carbon footprint.	Gradually reducing the damage and building strategies to reach the net zero commitments.	Most of the large companies would have become net zero. Smaller companies would be following the footsteps.	ESG efforts will be one step ahead and the aim will be to reverse the effects of climate change making a shift towards being CARBON POSITIVE.
Socio-Cultural	Because of growing acceptance, a gradual increase in awareness among consumers and employers will result in a change in culture and behavior within the organizations.	Public demanding a strategic change and organizational change within organizations.	Awareness of people and in general. Gen Z ESG in full swing supporting and demanding.	Increasing social awareness, Gen Z will dominating the workforce and so the consumer and employees awareness and changing perceptions of people will encourage ESG.
Technological	Technology can help developing a Globalized metric to measure the ESG efforts of companies leading to development of standardized disclosure regime.	Leveraging Natural Language Processing (NLP) techniques can help conduct sentiment analyses on stakeholder perceptions regarding a company's ESG policies and practices	Block chain, and distributed ledger technology in general, will have the potential to provide a safe and transparent tool to overcome the obstacle of being authentic.	Mainstream use of block chain, and distributed ledger technology for ESG.
Legal/regulatory	Only Voluntary Disclosure Regimes exist in the US, allowing companies to get away with mishaps.	With the higher probability of the government passing the climate bill in which ESG is critical, and with the increase in mandates, businesses will have no choice but to accept it and be genuine.	Regulatory measures may be set for companies of all sizes.	Mandates will require companies to work towards attaining global SDG goals rather than just looking at corporate set goals.
Political	Increasing political pressure may lead to mandates starting with a few states. On the other hand there will be rise in attempts to turn ESG upside down by the oppositions.	ESG and climate considerations more broadly will become ingrained deeply enough in corporate America and financial markets to begin changing the way some industries operate	Government will implement climate bill & carbon tax, making ESG an integral part of the corporate America	ESG term may dissolve and it could have a new meaning. Other factors could also become a part of ESG.
Economic	From 2020 to 2021, inflows in o ESG funds more than quadrupled. This trend is expected to continue in the following years.	According to a recent analysis from Broadridge Financial Solutions, which projects that ESG assets would exceed $30 trillion by 2030.	Investors will become more conscious of the authenticity of ESG in organizations as technology progresses with block-chain.	ESG will become a mandatory requirement to have investors.

Research Plan.



Interview
Virtual interviews via phone or zoom will be conducted to obtain the qualitative insights from the employees about current ESG initiatives in large tech companies, and understand their values, expectations, and their meaning of work.

Purpose Metric
The Work and Meaning Inventory (WAMI) will be use to generate and understand the employes' ***Positive meaning, Meaning making through work*** *and* ***Greater good motivations***

Subject Matter Experts
Subject matter experts will be interviewed to understand of the broader picture of ESG, current initiatives and the gaps in the ESG efforts of the large tech companies in the US.

Podcasts: Sustainable minds: Baker (2022), Exploring ESG and Corporate Brand

Rodin David (2022), Ethics is Now a Defining spect of Business

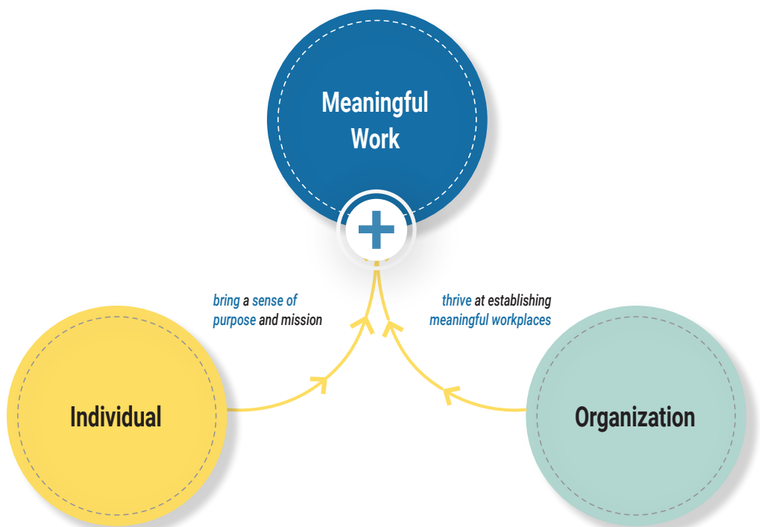
Target Audience

03

RESEARCH

Work and Meaning Inventory.

Research by Michael F. Steger Lab suggests that meaning full work is a key to greater satisfaction and performance for individuals and organizations. People work for a variety of reasons, some obvious like getting, some not so clear. Understanding how people approach work and what they get out of it is critical to learning how to create the greatest potential outcomes for individuals and organizations. Through their research, Michael F. Steger Lab found that meaningful work is a good predictor of desirable work attitudes like job satisfaction. Their research further suggests that meaningful work can originate from either the individual or the organization. Certain people bring a sense of purpose and mission to the workplace, and some organizations thrive at establishing meaningful workplaces where every person contributes to the success, cohesion, and culture at work. They developed a tool for measuring meaningful work. The Work and Meaning Inventory (WAMI) evaluates three core components of meaningful work: ***the degree to which people find their work to have significance and purpose, the contribution work makes to finding broader meaning in life, and the desire and means for one's work to make a positive contribution to the greater good.*** To determine the Meaningful Work Score of Zillennial Employees working in large tech companies, I chose to use this tool in the form of a survey.



Scoring instructions as provided by the Author*.

Add the ratings for items 1, 4, 5, and 8 to get the ***"Positive Meaning"*** score. The Positive Meaning scale reflects the degree to which people find their work o hold personal meaning, significance, or purpose

Add the ratings for items 2, 7, and 9 to get the ***"Meaning-Making through Work"*** score. The Meaning-Making through Work score reflects the fact that work is often a source of broader meaning in life for people, helping them to make sense of their live experience.

Subtract the rating for item 3 from 6 (e.g., if a client gave item 3 a rating of 2, then their converted rating would be 4 [6-2=4]); add this number to the ratings for items 6 and 10 to get the ***"Greater Good Motivations"*** score. The Greater Good Motivations score reflects the degree to which people see that their effort at work makes a positive contribution and benefits others or society.

The ***Positive Meaning, Meaning-Making through Work,*** and ***Greater Good Motivations*** scores can all be added together to get the test-taker's overall ***Meaningful Work*** score. The ***Meaningful Work*** score reflects the depth to which people experience their work as meaningful, as something they are personally invested in, and which is a source of flourishing in their li es.

Low scores on any of these scales reflect an absence of work meaning, and may be predictive of poor work engagement, low commitment to one's organization and intentions to leave, low motivation, a perceived lack of support and adequate guidance from leadership or management. People who score low on these scales are also more likely to be absent from work and experience both low levels of well-being and higher levels of psychological distress.

**2011 Michael F. Steger. The Work and Meaning Inventory (WAMI)*

BRIDGING THE ESG PURPOSE GAP

Hey there! I am a Design Management student at Savannah College of Art and Design seeking your help in understanding the ESG Purpose Gap between companies in the US and their Zillennial employees (GenZ+Millennials). This anonymous survey will only take about 5 minutes of your time but will help me immensely in my research for my capstone project.

Work can mean a lot of different things to different people. The following items ask about how you see the role of work in your own life. Please honestly indicate how true each statement is for you and your work.

I appreciate you taking the time to fill out this survey! 😊

shivanirajivpatel@gmail.com (not shared) Switch account

* Required

What age group do you fall into? *

- 18 - 25
- 26 - 39
- 40 and above

Gender *

- Female
- Male
- Prefer not to say

Which company do you currently work for? *

Your answer

What is your current position in your company? *

Your answer

I have found a meaningful career. *

	1	2	3	4	5	
Not even close	○	○	○	○	○	Yes landed my dream job

I view my work as contributing to my personal growth. *

	1	2	3	4	5	
Struggling everyday	○	○	○	○	○	Above my expectations

My work really makes no difference to the world. *

	1	2	3	4	5	
Absolutely Untrue	○	○	○	○	○	Absolutely True

I understand how my work contributes to my life's meaning. *

	1	2	3	4	5	
No relation at all	○	○	○	○	○	Completely Relatable

I have a good sense of what makes my job meaningful. *

	1	2	3	4	5	
Absolutely Untrue	○	○	○	○	○	Absolutely True

I know my work makes a positive difference in the world. *

	1	2	3	4	5	
Not Really	○	○	○	○	○	Totally

My work helps me better understand myself. *

	1	2	3	4	5	
Completely Disagree	○	○	○	○	○	Completely Agree

I have discovered work that has a satisfying purpose. *

	1	2	3	4	5	
Still looking	○	○	○	○	○	Achieved

My work helps me make sense of the world around me. *

	1	2	3	4	5	
Completely Disagree	○	○	○	○	○	Completely Agree

The work I do serves a greater purpose. *

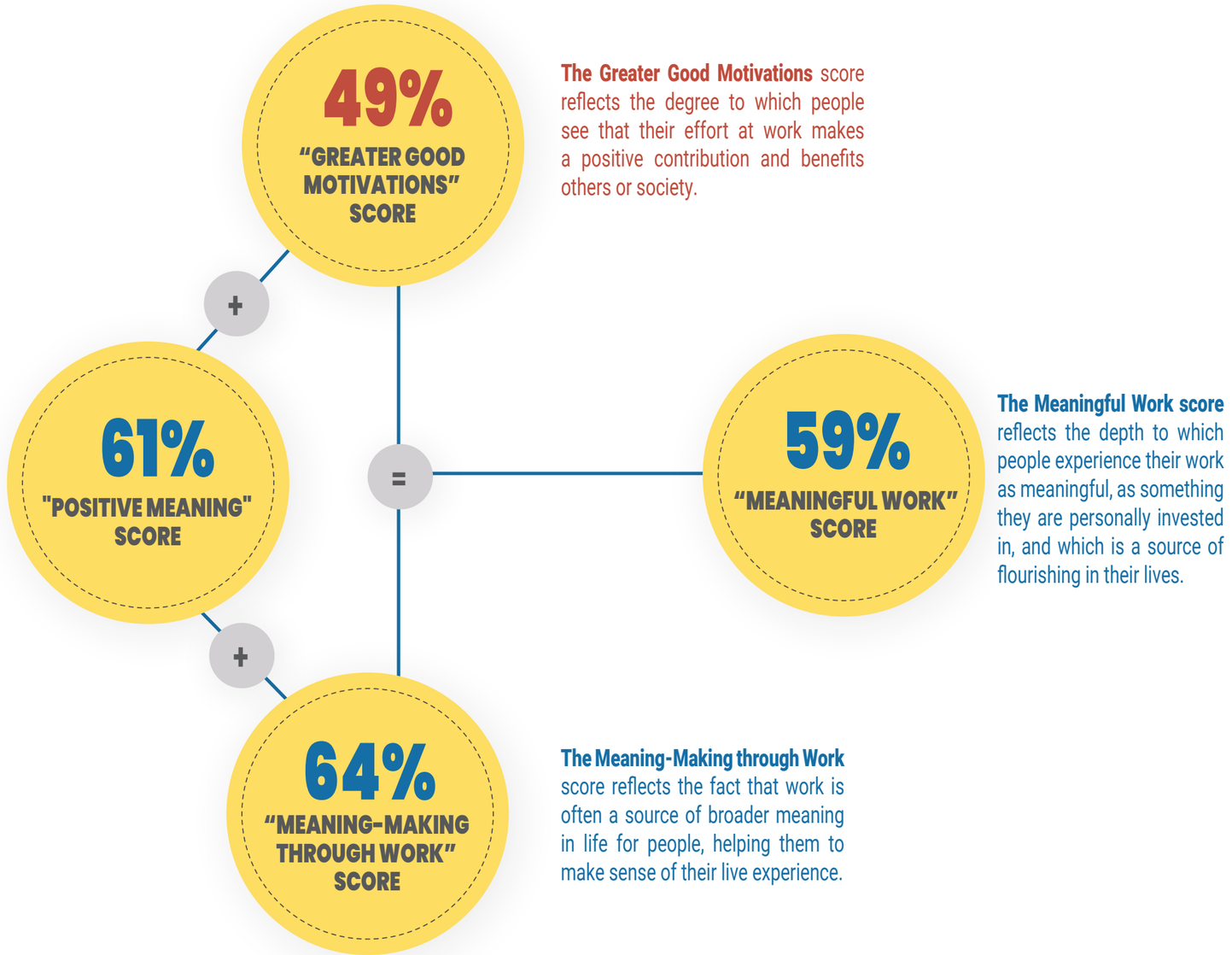
	1	2	3	4	5	
Not Really	○	○	○	○	○	Totally

If you'd like to tell me more about your workplace experiences, please provide your name and contact information, and I'll reach out to you. Your insights hold great value for my research! 😊

Your answer

Survey Findings.

The survey responses from over 50 Zillennial employees working in large tech companies, showed that The cumulative Meaningful Work score is low, particularly the Greater good motivation score. This indicated that employers should make substantial attempts to engage employees in more meaningful work and activities that can have a positive impact on people and the planet.



The Greater Good Motivations score reflects the degree to which people see that their effort at work makes a positive contribution and benefits others or society.

The Positive Meaning scale reflects the degree to which people find their work to hold personal meaning, significance, or purpose.

The Meaning-Making through Work score reflects the fact that work is often a source of broader meaning in life for people, helping them to make sense of their live experience.

The Meaningful Work score reflects the depth to which people experience their work as meaningful, as something they are personally invested in, and which is a source of flourishing in their lives.

Discussion Guide.

Introduction

Hello, I'm a graduate Design Management student at SCAD and as a part of my Capstone Project, I'm conducting primary research to better understand and explore the ESG Purpose Gap. To give you the context, my research aims to look into ESG initiatives in large tech companies and their advantages in both hiring new talent and retaining existing employees. The study will attempt to develop strategies to bridge any Purpose Gap which may exist between GenZ and Millennial employees and their employers.

My process involves empathetic, planet centered research to identify relevant qualitative information that will help me develop innovative design strategies. So, I hope for you to share your honest views, opinions and stories.

I would further request your permission to record this interview. The footage will be used for my research only and will not be made available on any public viewing platforms.

Context

ESG: Environmental Social Governance evaluates a company's sustainability practices using environmental, social, and governance aspects. ESG is a quantifiable set of initiati es used by external partners and investors to evaluate a company. But in context of this project, ESG is an organization/company's response to address/ bracket the shifting employee purpose, values and needs.

Purpose: Purpose comprises all of the values that drive people's choices, actions, and attitudes, ranging from broad societal and environmental goals to professional and personal aspirations such as achieving a healthy work-life balance.

Zillennial Employes

1. Let's begin by getting to know you and your current position/role at the company, how long you've been working there, and why you chose to work for this company.
2. Discuss three most important factors which influence our decision to work for a particular company and why did you choose this company over the others?
3. What are your personal and professional goals? How much is your company's contribution.
4. How aware/informed are you of your company's ESG practices, and how do you remain up to date?
5. What are the current ESG initiatives that you have observed in your company for environmental and social causes and for employees? Probe: like donations, environmental friendly activities & initiatives, collaborations with NGOs, initiatives for a social cause and so on
6. What are your expectations from your company with respect to ESG, and please address the current limitations, if any.
7. How ingrained are ESG principles in the company's operations? Please indicate areas of improvement or principles/things you don't agree with.
8. How much of implementation do you see of what your company states publicly about its ESG initiatives.
9. Share your participation in the ESG initiatives of your company
10. How and how often are your participation in the ESG initiatives of your company encouraged?
11. How do you feel about the current work culture in your company?
12. How do you feel about the work-life balance in your company?
13. How do you feel about the benefits the company of ers you.
14. How do you feel about the racial and gender diversity and inclusion in your company? Please share any observations/changes you have made over time.
15. Have you ever expressed personal, professional, environmental, or social concerns to your company? Please describe your experience and the company's response to it.
16. What is your definition of purpose. What ma es you feel alive?
17. How if at all have recent events(especially pandemic crisis) changed the way you think about purpose?
18. How passionate are you about the current project you are working on? Do you think you are contributing towards a greater good or your individual purpose?
19. Please discuss any frustrations you have, if any, regarding accomplishing a purpose that is important to you in your life and that your work or work culture is limiting you from achieving.
20. Please share a little bit about your recruiting process and any specific information that ou expected to gain from the HR./individual/team who interviewed you?
21. Share your journey as a new member in the company.
22. Do you ever have conversations at work about your life imperatives? If yes, how often do they happen? Please share your experience and outcomes of such conversations/sessions.

Discussion Guide.

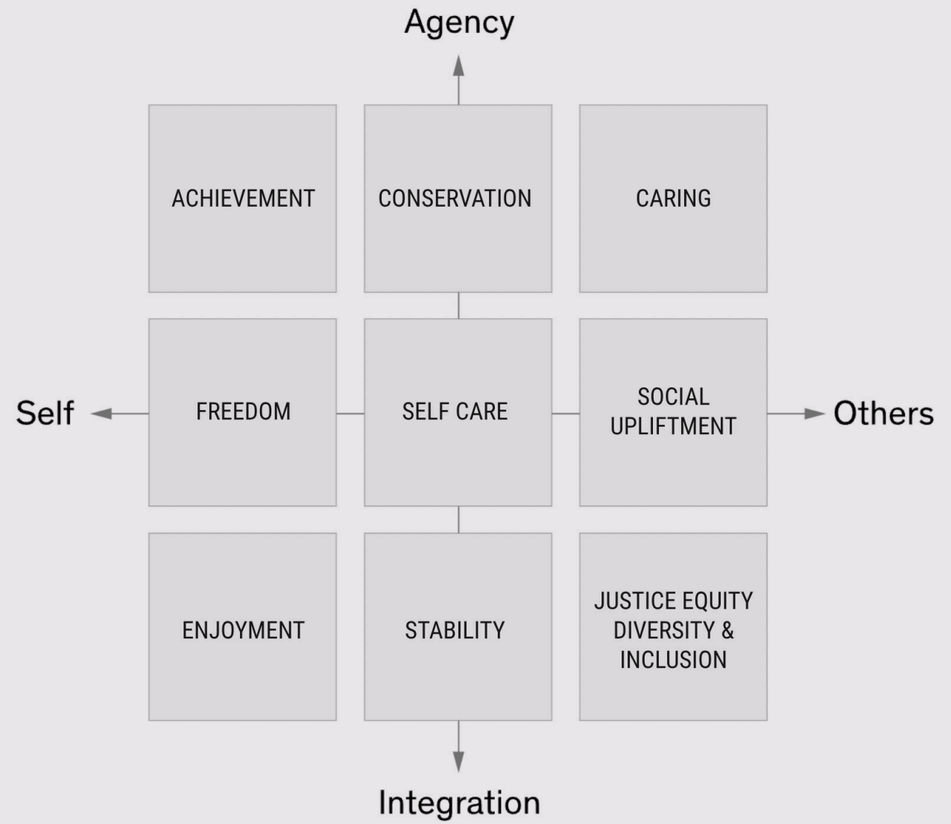
Additional Questions for Leaders

1. What are your opinions on the current ESG initiatives of your company?
2. How aligned do you feel is your purpose with that of your company?
3. Do you believe your company is addressing broader societal and environmental issues?
4. How are the ESG initiatives strategized in your company?
5. What are different ESG/CSR related initiatives of the company currently that you have been consulted for?
6. What are your initiatives/strategies as a leader to support your company's ESG efforts?
7. How are you building on your belief for your team as a leader to create better communities and better world?
8. Please share any specific st ategies or tools that have been provided to you or those you have implemented for your team. What are their advantages and limitations?
9. How do you encourage your team to get involved and explore all the volunteering and learning opportunities? How do you incentivize positive behavior of your team through values?
10. What kind of response do you receive from employees when it comes to ESG involvement?
11. How is your company currently leveraging the current ESG/CSR practices to attract new talent or to meet the needs of current employees so that it helps in employee retention?
12. What should your company be thinking next about the ESG?

Interactive Interview Guide.

According to Lips-Wiersma and Morris's (2009) Meaningful Work Model and McKinsey's Research, an individual's life purpose can be mapped to nine universal values. To some extent, everyone has access to all nine, although the exact blend is unique to each individual. In the following diagram the horizontal axis represents the focus of an individual's activities, whether they are directed towards self or towards others. The vertical axis depicts the underlying motives for one's work activities, ranging from a desire to broaden one's sense of self to a drive to unite with the world around them. Both dimensions can be experienced concurrently or in conjunction.

Mckinsey's nine principles were tweaked and evolved into a toolkit for conducting interactive interviews with employees, managers, ESG specialists, and HR. The participants were required to follow fi e steps for each of the nine principles. The first step was to detail out what aspects they believe would meet that specific purpose; predefined prompts were provided to them to begin the conversation. Then they had to rate how supportive their company is currently in achieving this purpose, followed by a breakdown of how their employer is currently assisting them in achieving this purpose. The same process was repeated to know their expectation and suggestions that their company could extend its support. The questions for ESG experts and HR were modified, and they were asked to rate how supportive they believe their firm is in assisting people in achieving that purpose, and how they are currently accomplishing it. And lastly, their suggestions on how their company could improve.



ACHIVEMENT

Having a sense of accomplishment | Having influence | Having high status and power | Being valued in the company for my inputs

Making consistent progress on projects | Opportunities to work with mentors, leaders, and respected figures in the field

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

CONVERSATION

Working against the threats to the environment | Raising awareness of the importance of preserving the environment | Caring for the environment | Having a strong environmental purpose

Having opportunities to work on projects with clear environmental impact

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

CARING

Helping and caring for the people close to me (friends and family) | Sacrificing for my loved ones | Being responsive to the needs of my family and friends | Seeing how those close to me benefit directly from my efforts

Work responsibilities not limiting time spent with close friends or family

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

FREEDOM

Learning things for myself

Forming my own opinions

Choosing my own goals

Having the autonomy to tackle interesting problems in the ways I think are best

Not having pre-defined growth or career trajectory

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

SELF CARE

Taking care of my mental and physical health

Being provided healthy meals

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

SOCIAL UPLIFTMENT

Giving back to the society

Helping others grow

Mentoring opportunities

Volunteering to help others in need

Working for a company that seeks to uplift vulnerable people

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

ENJOYMENT

Having new and different experiences

Going on adventures

Having excitement in life

Socialising

Having room for fun

Having opportunity to explore and experiement

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

STABILITY

Having high levels of organizational clarity, support, and structure

Having Psychological security

Having Physical stability

Having security and confidentiality taken care of.

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

INCLUSION EQUITY & DIVERSITY

Having exposure to different cultures

Having equal opportunities through fairness & transparency

Working for a company representing diverse talent

Respecting the history of my own and other cultures

Trying to understand people even when I disagree with them

Practicing & preserving the established values of my culture or religion

Team dynamics encouraging belonging and seeking input from everyone

Ensuring everyone is treated fairly

How much supported do you feel currently by your company to achieve this purpose?

1 2 3 4 5

Ways your company is currently supporting you to achieve this purpose

What are your expectations from your company to achieve this purpose?

1 2 3 4 5

Ways you think your company could extend its support

Interview Participants.

For Primary Research, 9 Virtual interviews were conducted through Zoom to obtain the qualitative insights. The interviewees were recruited in three categories,

(1) ESG and Human Resource team:

To gain their and their company's perspectives on current ESG initiatives in large technology companies. Additionally, to understand the degree of ESG knowledge and participation employees currently have, as well as the existing methods used by companies to engage its workforce in their ESG endeavours.

(2) Managers and Leaders:

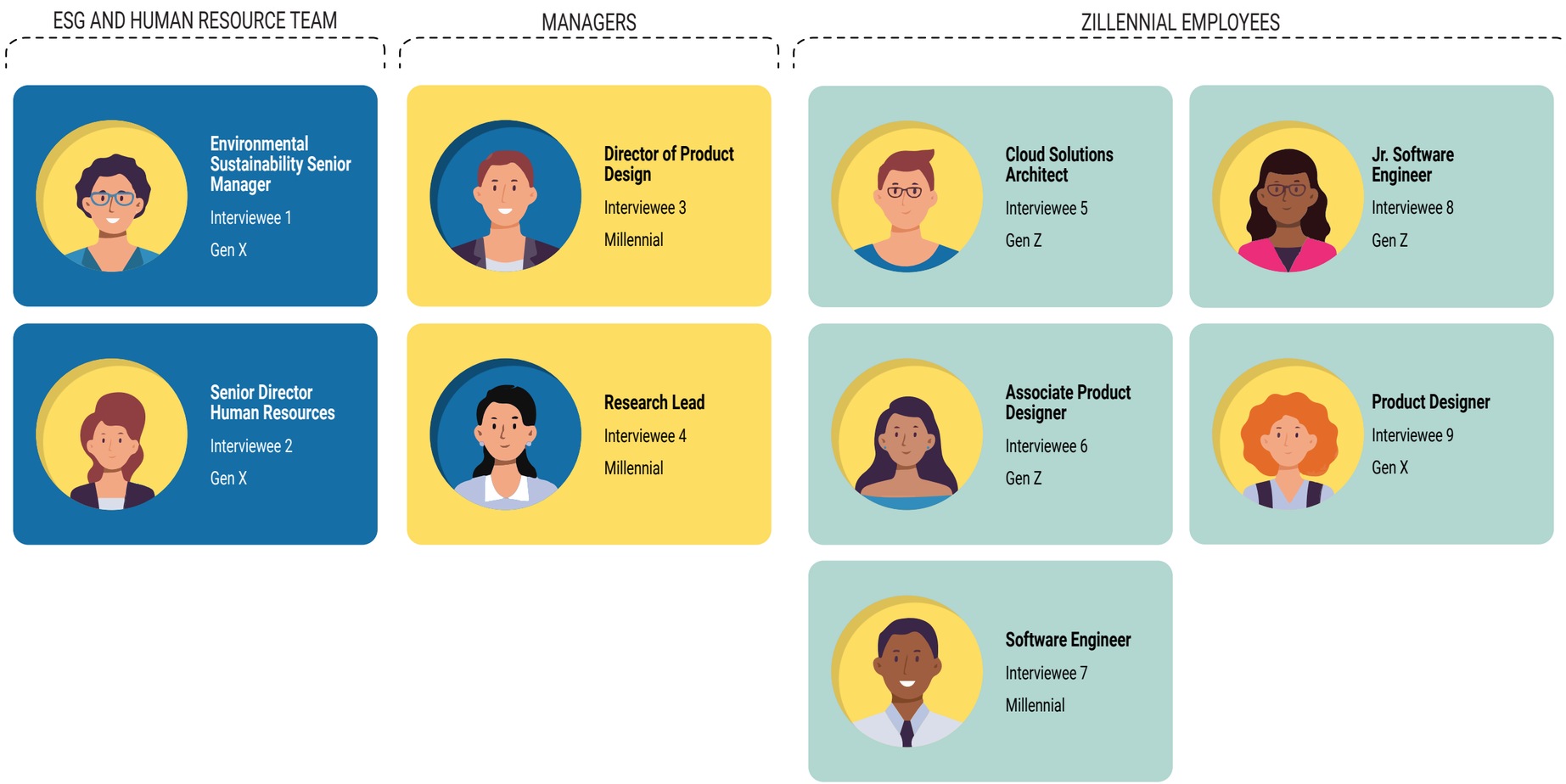
To understand their perspective on the current ESG initiatives and how are they influencing y contributing.

(3.a) Zillennial Employees:

Understand their viewpoint on current ESG initiatives and to gain a clear understanding of what they expect from their workplace.

(3.b) GenX Employee:

To grasp their viewpoint on current ESG initiatives. Furthermore, to comprehend how the needs of Zillennials differ from those of GenX employees.

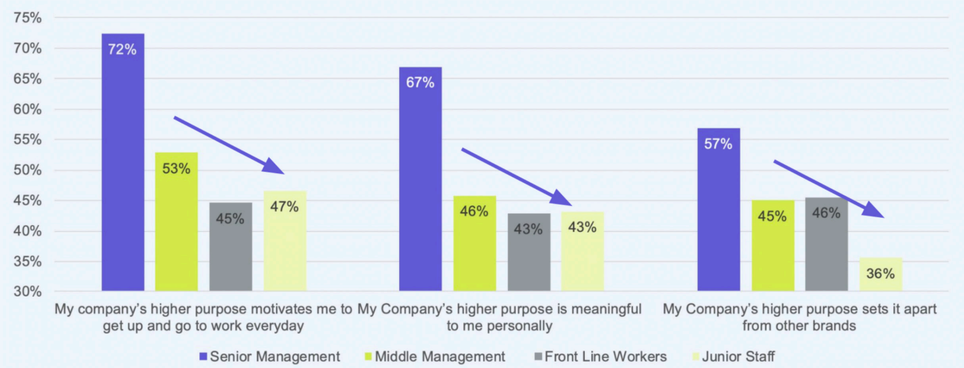


04

INSIGHT & SYNTHESIS

Secondary Research Findings.

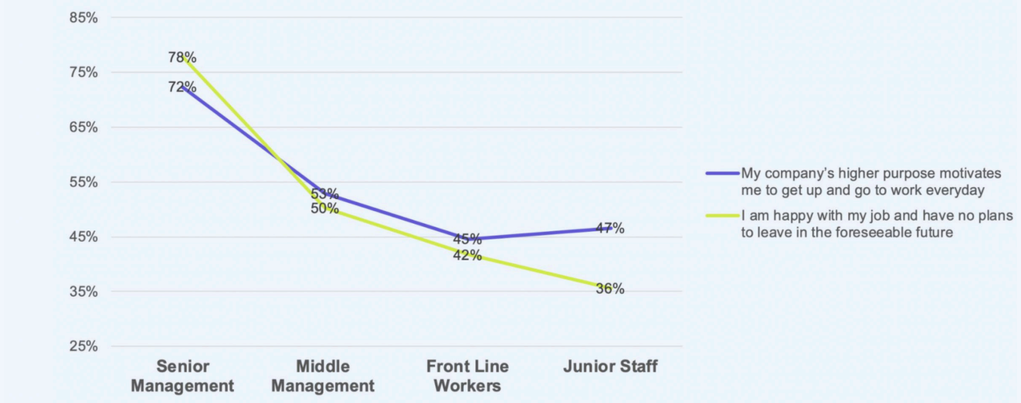
Purpose is Simply Not "Trickling Down" Through the Layers of U.S. Companies



Three Reasons Why This is Happening

Source: StrawberryFrog and Dynata: Purpose Power Index, Wave 3, April 2022

Purpose, Job Satisfaction & Employee Engagement Are Correlated



Source: StrawberryFrog and Dynata: Purpose Power Index, Wave 3, April 2022

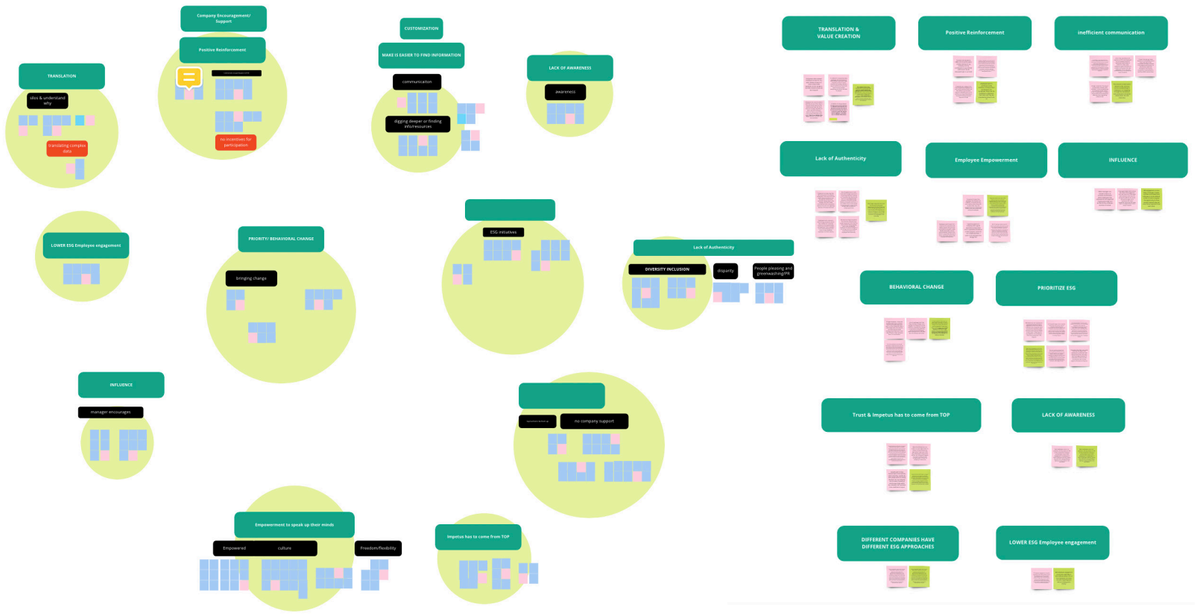
"When organizations face ESG-related challenges, engaged employees will be innovators and problem solvers on the front line."

20%
of the world's workers are engaged

Gallup's employee engagement metric, as measured by the validated Q12 survey, highlights that only 20% of the world's workers are engaged. (In the U.S., it's 32%.)

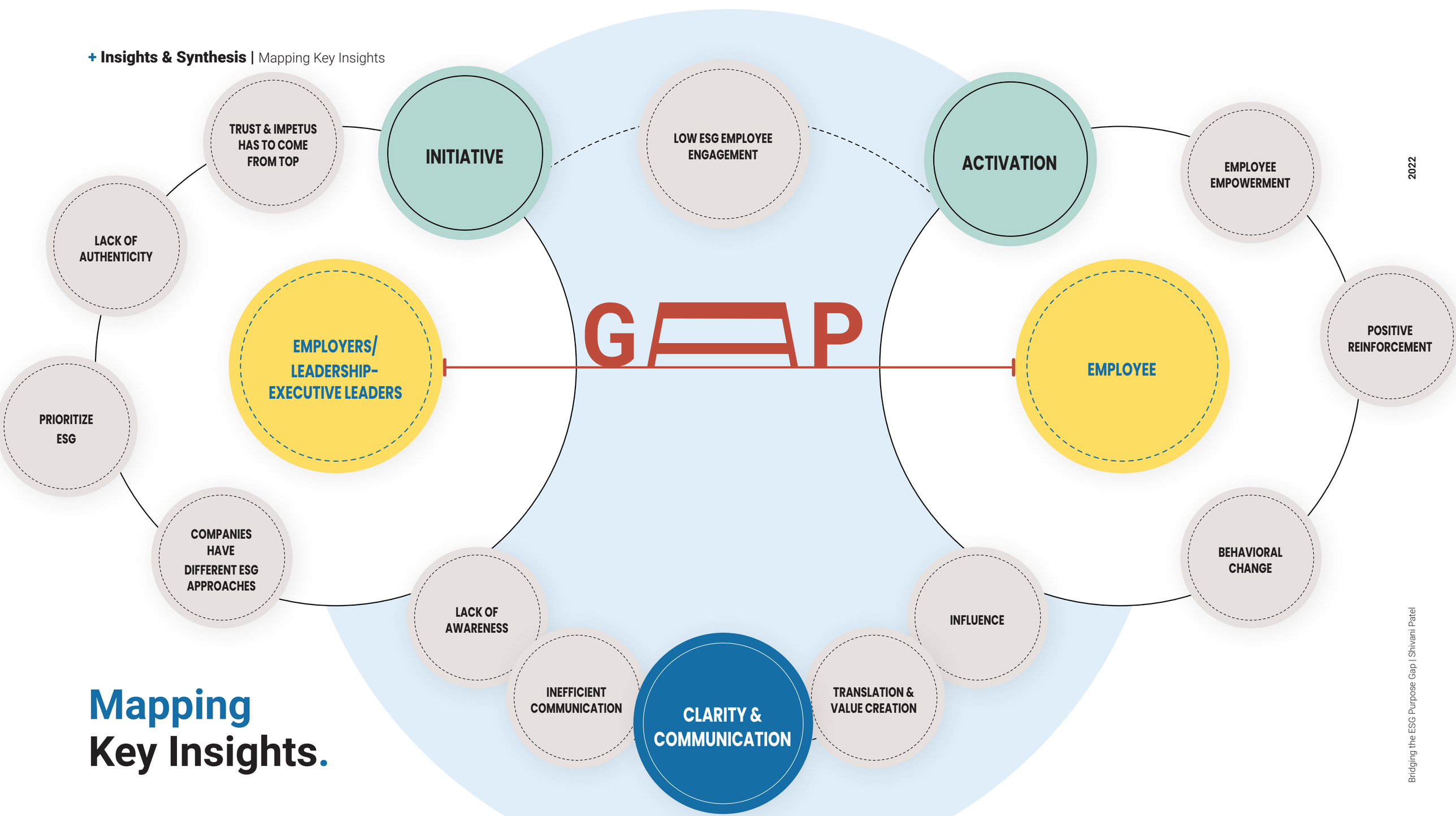
Affinit Mapping.

After I concluded my primary research, I clustered data points and quotes on a working wall. Different frames were utilized to cluster specific sticky notes from individual participants to keep the history of individual notes. All stickies from the digital survey, personal interviews, and focus groups were duplicated, reorganized, and color-neutralized on a separate frame for data affinitization. About **1000 data points** were affinitized and **12 key insights** were obtained.



2022

Mapping Key Insights.



Key Insights.

1 TRUST & IMPETUS HAS TO COME FROM TOP

"People will begin to change their behavior if top management encourages or mandates employee participation in ESG initiatives for specified hours."

-Director of Product Design

People's behavior will begin to change if leadership encourages or mandates employee participation in ESG initiatives for specific hours which currently are just voluntary invitations to participate; because of deep management chains, implementing ESG policies from top to bottom becomes difficult and so a direct connection with the leadership is needed.

"I think the enthusiasm is already there at the bottom, the impetus has to come from the top."

-Jr. Software Engineer

2 LACK OF AUTHENTICITY

"I just don't see a lot of depth in it. I see a lot of PR in it (ESG goals)"

-Product Design Director

Most large companies have all of the resources and power necessary to tick all of the boxes without doing anything extra, **so most of their ESG initiatives are external facing as a PR strategy and do not address issues and concerns that employees face internally.**

"The company was willing to make product changes to make it easier to access reproductive health care or to flag locations that are going to report you for abortion, but it wasn't willing to withdraw political funding away from politicians who supported abortion bans"

-Jr. Software Engineer

3 PRIORITIZE ESG

"These ESG efforts are not a priority for the company, thus obtaining funds for these optional "citizenship things" is difficult."

-Jr. Software Engineer

Due to **lack of regulations in the US as well as capitalism ESG efforts are not a priority** for companies and **only a few have begun to weave all three pillars of ESG into their core purpose** and as many aspects of business as they can, but to **bring a change, companies need to actively divert their profits, resources, efforts** and realize that while these ESG initiatives may not be profitable in short term, if they invest in the happiness of an employee, **they'll be more productive in the long run.**

" Companies need to realize that maybe this isn't profitable in the short term, but it actually is profitable in the long-term. If they invest in my happiness as an employee, I'm going to be more productive in the long run"

-Software Engineer

4 COMPANIES HAVE DIFFERENT ESG APPROACHES

"People have such a variety of personal concerns and issues that we'd rather have it at the local level, so that it's impactful to the people. (supporting society)"

-Senior Director HR

Some companies **support local causes,** while others **advocate for broader purposes, partner with non-governmental organizations, and organize a mix of educational and participatory programs** for social and environmental causes.

"An external group called genHERation. The founder has connected with large tech companies to help younger high school girls understand about the tech roles which they are not even aware of."

-Design Lead

Key Insights.

5 LOW ESG EMPLOYEE ENGAGEMENT

"80% of employees don't even care about ESG; even 5% engagement is pushing it, but it's difficult to get people involved."
-Product Designer at Apple

ESG employee engagement is very low, especially in tech industry where a lot of the employees are more focused on getting work done or making extra money.

"Some people just don't like to participate. It's a tough nut to crack to get people involved."
-ESG Senior Manager

6 INEFFICIENT COMMUNICATION

"You pick 100 employees in company, and maybe you'll find 1-3 people who might actually know about ESG and maybe you'll hardly find one who is actually monitoring ESG"
-Product Design Director

Most employees, even at sr. positions, are only aware of 10% of their companies' initiatives, contributing to lack of ESG engagement of employees; if these employees become aware, they will start seeing pathways aligning to their purpose and contribute.

"ESG is not something that has penetrated from the top to the bottom and everybody is aware of it."
-Jr. Software Engineer

7 LACK OF AWARENESS

"There's so many things that are hitting everybody's inboxes and intranet sites. It's pretty next to impossible to get all the information out to folks."
-Senior Director HR

The **amount of information related to ESG initiatives can be overwhelming** for employees, **so navigating through this information and participation should be made easier, fun and interactive.**

"I think the hardest part is just navigating sometimes to know what's available. I feel like you have to dig for it to know what the company is doing"
-Cloud Solutions Architect

"Maybe remove the legal language from it, and instead, use a bit more of layman's language to help us understand better."
-Product Designer

8 TRANSLATION & VALUE CREATION

The company lacks a strong mechanism for translating its ESG goals into tangible benefits that employees can see, understand and take action on. In large companies with siloed departments working on different aspects of ESG, it is difficult to comprehend why employees don't participate in ESG initiatives. There is a **need to measure participation and improve or push the initiative, based on the evaluation.**

"I don't think a lot of companies do a good job of translating what this goal means to you and your job, or what this goal means to you in your life."
-ESG Senior Manager

9 INFLUENCE

ESG engagement is more likely if managers inspire, motivate and understand, otherwise it can be difficult, further if teams are given the opportunity to share and get inspired, **they can often draw inspiration from each other.**

"My managers will ask me to step back from DEI contribution, rather than realizing they might have given too much work."
-Jr. Software Engineer

"I've been on teams where the manager cares deeply about giving back, and then all of a sudden we're literally doing things on a monthly basis as a team, and it sparks ideas from people within the group."
-ESG Senior Manager

Key Insights.

10 BEHAVIORAL CHANGE

"My team is like 35 people, only half of us are upset right now and have put up a very firm boundary of not going to work extra just to get stuff out for the company in time, but that's not enough, because the other half just works extra to get it done and so nothing's changing"

-Jr. Product Engineer

In large companies, where there are fewer people supporting an initiative, those who do not feel they can bring a change to the company will often be neutral or skeptical. To make a big impact, multiple people need to feel the same way and **engage more in ESG initiatives,** which requires **a big behavior change by making ESG the primary focus and bringing diverse perspectives on the team who can influence each othe .**

In such a large corporation, if there are enough people who want to bring a change, there are always enough people who don't support that.

-ESG Senior Manager

11 POSITIVE REINFORCEMENT

"I would like to participate in each and every CSR/ESG event but the only limitation is my current work schedule"

-Software Engineer

Employees want to contribute to ESG initiatives, as long as their **contributions are recognized**, they have the **flexibility to participate and implement their ideas** and they are **provided incentives** to do so

"I don't have any encouragement to participate in my company's ESG initiatives"

-Software Engineer

"But what this really entails is asking employees with disabilities to test or provide feedback. Companies are really relying on, the most marginalized employees, to put in extra emotional labor for which there is no reward"

-Jr. Software Engineer

12 EMPLOYEE EMPOWERMENT

"I prefer to work for companies that have open policies and empower employees at all levels"

-Software Engineer

Companies **need to score well on ESG indices** not just **from a financial perspective** but also to **attract and retain Zillennial employees**, who **increasingly value company ethics, purpose and its impact on people and the planet; Companies that empower their employees with freedom and flexibility to choose how they want to grow, where they want to spend their time, and recognize their purpose have more productive and loyal employees.**

"I feel like people should get a sense that they are empowered here; if they want to make a change, people should be encouraged to do so."

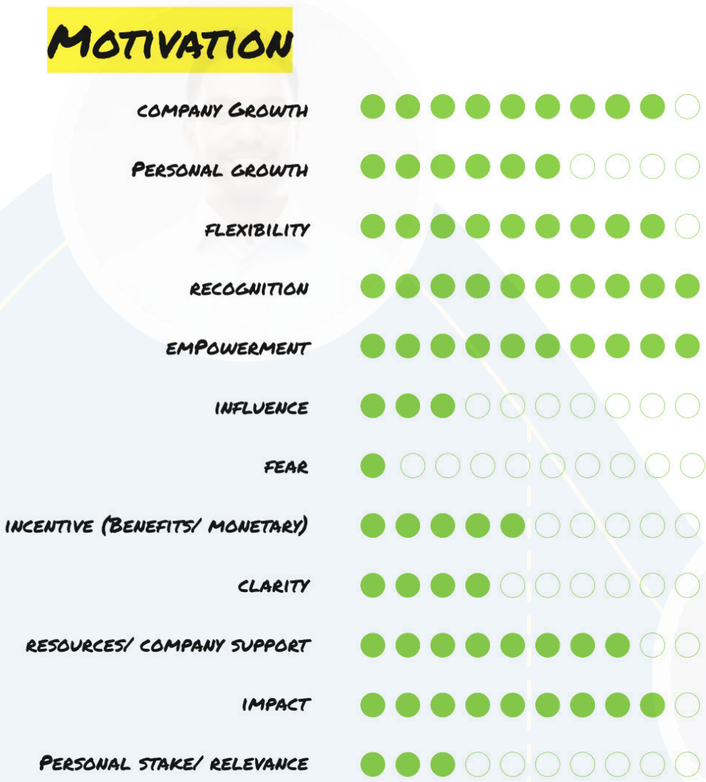
-Product Designer at Apple

Building Archetypes.

Building Archetypes.

The Activists

Employees wanting to contribute towards ESG initiatives in their company as they can see relevance in doing so. They have a higher purpose in life and want their company to do better as well. Their frustration is that they don't feel recognized or supported for their efforts. And they frequently have to work longer hours to accomplish their purpose since the majority of their colleagues do not see the value in contributing.



" It feels like ESG initiatives are always lauded and celebrated when they do happen, but it's also really hard to get that stuff through in the company "
" If that company is not completely equitable and ethical in their purpose, I want to be able to change that "
" There's no such thing as a company that is going to fully meet my goals, meet all of my wildest dreams. "
" to me it looks like the power has to come from the workers to force that. "
" My standards are relatively high, so I always want my company to be doing more. "
" I don't feel understood by my leadership team. "

THINKS & FEELS

" I hear that fellow Temp vendors and contractors don't feel supported. "
" There is no financial investment available for new resources. "
" It used to be a lot easier to tell what the company was doing. "
" These optional "citizenship things. "

HEAR

THE ACTIVISTS

SEE

" Issues being swept under the rug by the company "
" A lot of (ESG) initiatives and goals is kept hidden from the employees "
" Employee resource groups reaching out to the policy team or pushing the policy team to do certain things with limited success "

SAY & DO

" I have a hard time getting my voice to be heard. "
" my company was one of the better places to work in the industry "
" I participate in on-campus engagement events and initiatives as much as I can. "
" I've tried many things, despite having been here for only a short amount of time. "
" I dig deeper to know what the company is doing, that's why I'm more aware of what's going on. "

PAINS

No direct connection with executive leadership.
Wants to participate in initiatives but feels there's **no support from the company.**
Have to go extra miles to bring a change or do something impactful

GAINS

Want exposure with the leadership and their opinions to be considered while decisions are made at the executive level.
Need support from those above me and my peers to contribute towards the ESG initiatives.
Getting to the root of the problem and tackling it.
If their efforts contribution in company's ESG goals is encouraged and recognized

Building Archetypes.

The Neutrals

These employees are concerned about their stability in the company, so they strive to constantly prove themselves by delivering more than what is required. They are fearful of everything affecting their performance evaluation. So, even though they are 'kind of' aware of the ESG initiatives in their company and want to contribute, they are limited by their work and desire to be with their family. They also lack clarity on how they can contribute at individual level.

These employees are heavily influenced y peers and managers, but the company culture does not encourage the voluntary participation in the ESG initiatives nor do they see a personal stake to go out of their way to contribute.

" my goal is to be a tech lead in my company so I can build products and help the mankind by software services that we build "
" I don't know anything about my manager's take on company's ESG initiatives "
" I would like to participate in ESG initiative but my current work schedule is limiting me. "
" I am somewhat aware of current opportunities, but am not actively participating. "
" in terms of changing the world - I am a small cog in a very big machine "

THINKS & FEELS

HEAR

" CEO talking about, shifting the focus on green, sustainable data centers, etc. "

" I have heard that some employees in other teams are taking part of the JEDI symposium, they may have the flexibility to do so. "

" I have heard about company's contribution in some SDG goals but, I don't know much about it to contribute in those topics. "

THE NEUTRALS

SEE

" It's difficult for me to keep upto date with the ESG initiatives. "

" I don't have time and encouragement to contribute towards the ESG initiative. "

" It gets overwhelming at times when my inbox is filled up with all the information. "

" Hardly anyone in my group or my immediate team is feeling about these things and participating. "

SAY & DO

" I will more likely to join in if my manager leads the effort. "
" I participate in one or two ESG events in a year. "
" I thrive in a competitive environment "
" I take inspiration from my peers and my managers "

PAINS

Right information doesn't come easily, they have to **sought through it**
Information is **too complex to understand** the overall impact
They **get busy in work and forget** to keep up to date with the ESG initiatives
Have to dig deeper to find like-minded people.

GAINS

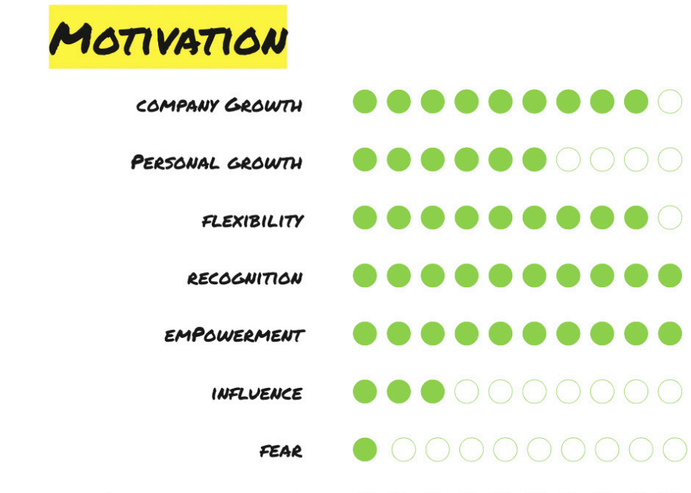
If it's **easier to get ESG related information** and track their progress.
If there's **a way to measure** how much impact they are making.
Have **no direct influence f om the team** to participate in ESG events.
Don't see the significanc in participating in such initiatives.

Building Archetypes.

The Laggards

These employees have been working with the company for many years and have seen, heard and been through a lot of ups and downs in the company. They are used to how the company works and have found their way through it.

They don't see a point in contributing as they have not seen any transformational change and don't believe that them trying or contributing will change anything. They will only be influenced if th y see a majority of people contributing and making an impact.



" I am career focused and only care about my assigned work. "

" I like to spend my free time with my family and not in some ESG events. "

" It always start with big company announcement towards greater good but I have never seen the impact. "

THINKS & FEELS

" I hear someone in my immediate team is feeling about these things and participating. "

" I hear lot initiatives are going to happen but lets see how it goes. "

HEAR

THE LAGGARD

SEE

" There are some changes in consumer side over the years. "

" I have been here for long time and I have not seen the change internally from the employee side. "

SAY & DO

" Money-driven economies and work culture make my moral decisions very difficult. "

" It requires to much effort on my end. "

PAINS

They **don't see a point in contributing** as they have **not seen any transformational change.**

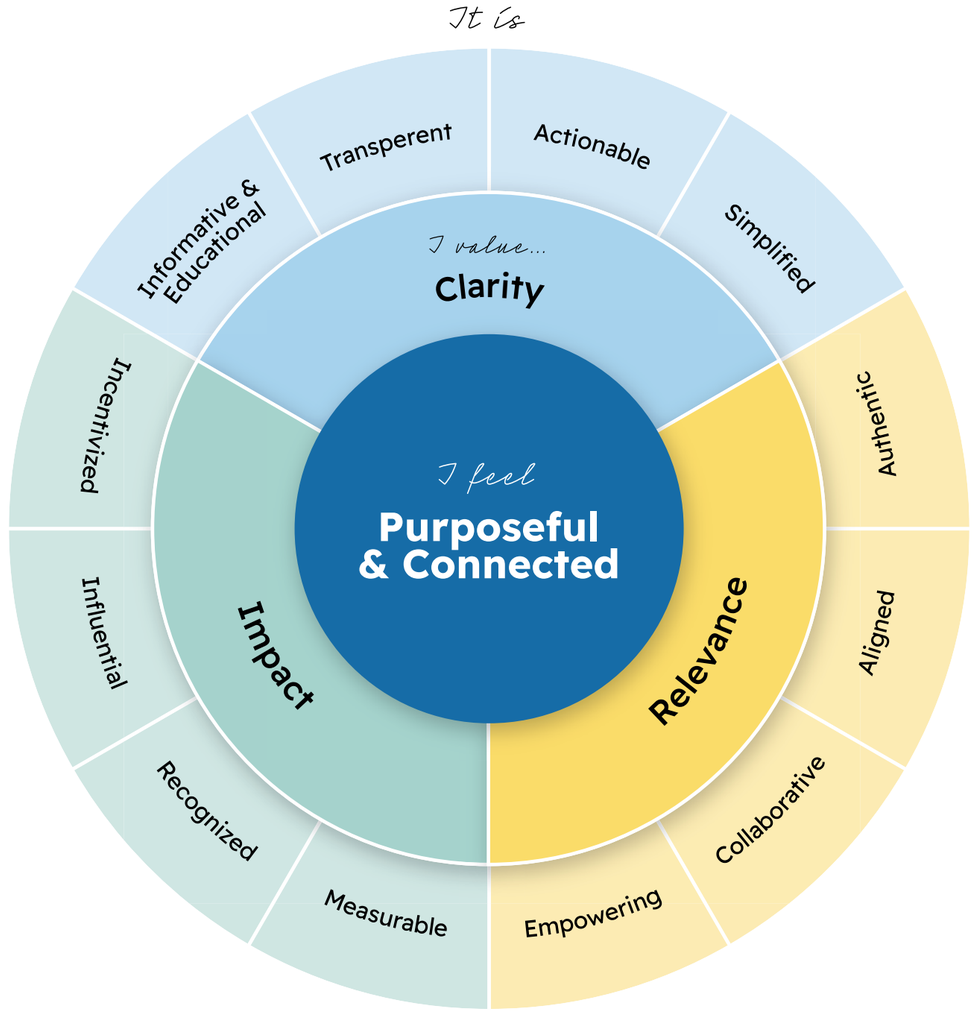
They are **used to the routine** and have not seen any change in company's ESG in many years.

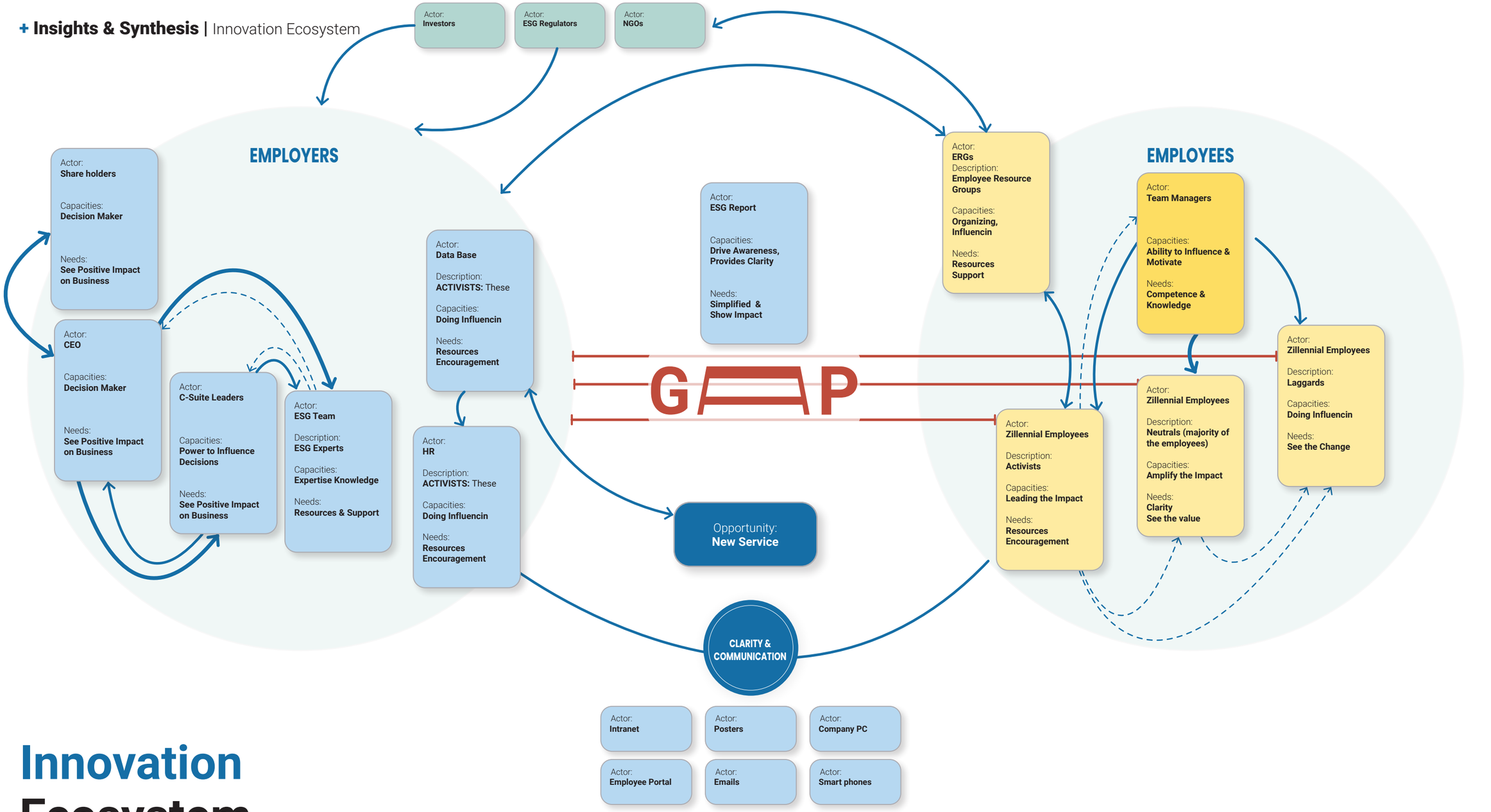
GAINS

They will **only be influenced if a majority of people contribute**

Their decision to join the company is **not affected by the ESG** of the company.

Bridging the Purpose Gap through ESG Employee Engagement.





Innovation Ecosystem.

05

PROJECT POSITIONING

Market Analysis.

After conducting an in-depth market study, I discovered 12 prominent employee engagement service providers and consultants, including internal portals of large tech companies. However, due to limited access to these portals, the analysis was made based on interviewee insights from interviews. By analyzing how each of these players approached employee engagement, I was able to identify future design opportunities that could be used to bridge existing gaps for zillennial employees.

COUNTABLE

Software-as-a-Service company based in San Francisco. It provides softwares for Customer as well as employee engagement. The ***focus*** though ***is only on increasing engagement for Social Impact.*** It is a third-party service that helps companies get started or level up work on the issues their workforce cares about.

WeSpire

WeSpire provides employee engagement software and campaigns to encourage the entire workforce to make a positive impact at work and in their communities. It ***focuses only on four key areas of ESG strategy: social impact, sustainability, wellbeing, and DEI.***

Internal Portal

Portals where employees can view the company's ESG report, goals and progress and sometimes also receive updates about the ESG initiatives organized by the company. However, these platforms are sometimes difficul to navigate through and may not provide relevant information because most of the information is delivered through e-mails.

GALLUP

Gallup, Inc. is an American analytics and advisory company based in Washington, D.C. Founded by George Gallup in 1935. It helps leader and organizations to solve problems employees & customers through Consulting Services, Technology & Surveys and Training programs for managers & human resource teams. ***Their services are only employer-faced and do not involve employees directly except gathering information inform of surveys.***

workhuman

Workhuman is a multinational company co-headquartered in Framingham, Massachusetts and Dublin, providing cloud-based, human capital management software solutions. Its social recognition solutions are designed for employees to recognize and reward each other.

Leapsome

Leapsome is the platform for Performance Management & Employee Engagement. It is for CEOs and HR / People Operations teams in forward-thinking companies to enhance their people management processes. It aims at enabling empowerment and development of employees across the organization.

Market Analysis.

Glint is a people success platform built on a new approach that helps organizations increase employee engagement, develop their people and improve business results.

Culture Amp is a platform that helps companies of all sizes and industries to gather organizational feedback through engagement surveys or drive employee development and performance through things like performance reviews, 1-on-1s with your manager, or providing feedback to your peers.

Spinify is a tool that helps increase employee engagement and workplace productivity by implementing a leaderboard approach that is fused with gamification and motivational psychology to empower employees to deliver accelerated performance.

Thrive Global is a behavior change technology company helping individuals, corporations and communities improve their well-being and performance through their behavior change platform, storytelling and corporate services.

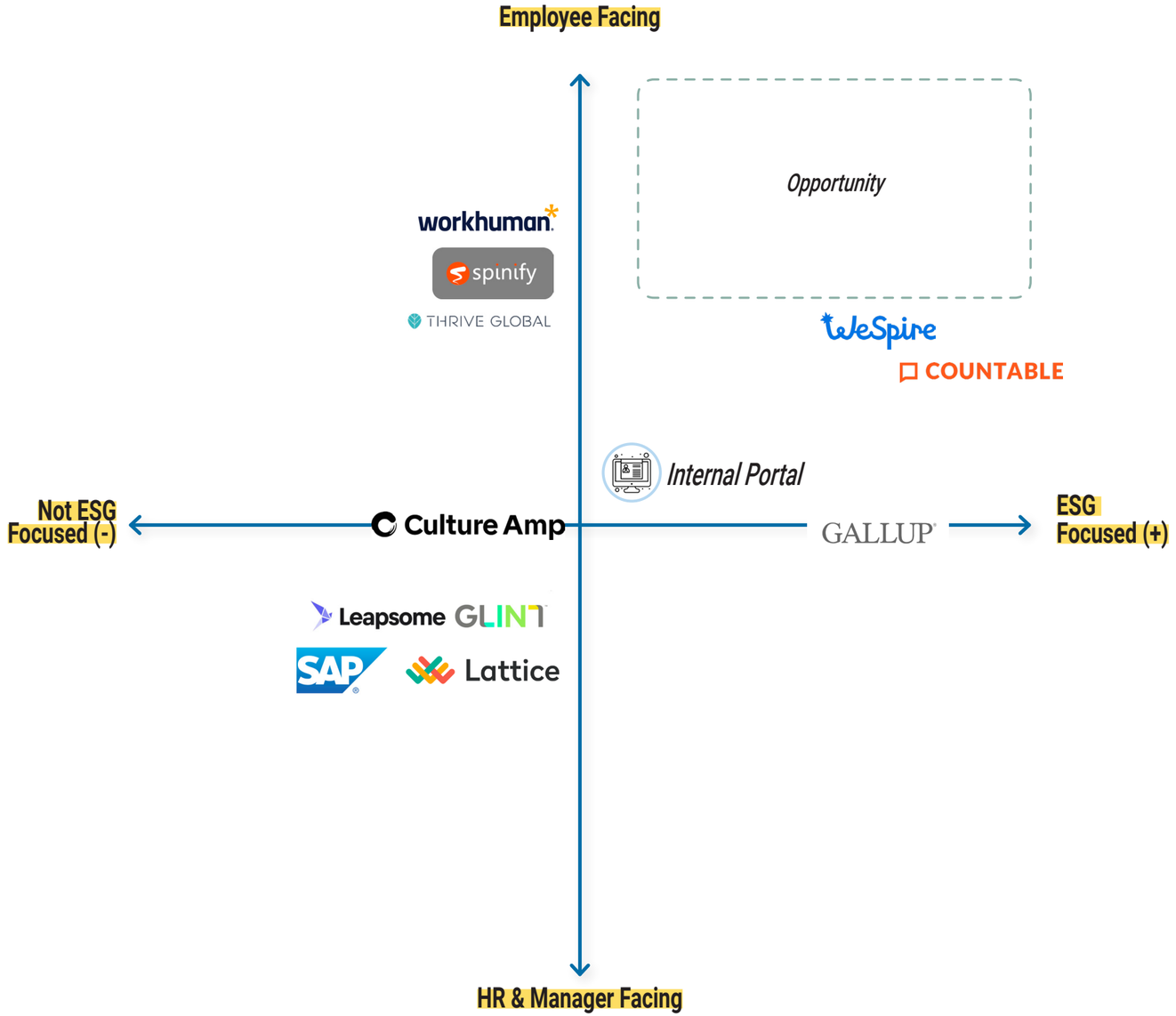
Lattice is a people success platform that empowers leaders to build engaged, high-performing teams that inspire winning cultures. It provides tools to launch 360 performance review cycles and engagement surveys, keep track of OKR/goals, gather real-time feedback, and encourage manager 1-on-1 meetings.

SAP Qualtrics Employee Engagement is a software that allows manager and HR team to gain real-time insights with employee engagement surveys and feedback and reduce unwanted employee attrition, retain and develop top performers, improve employee engagement, and increase the productivity of your workforce.

2X2 Matrix.

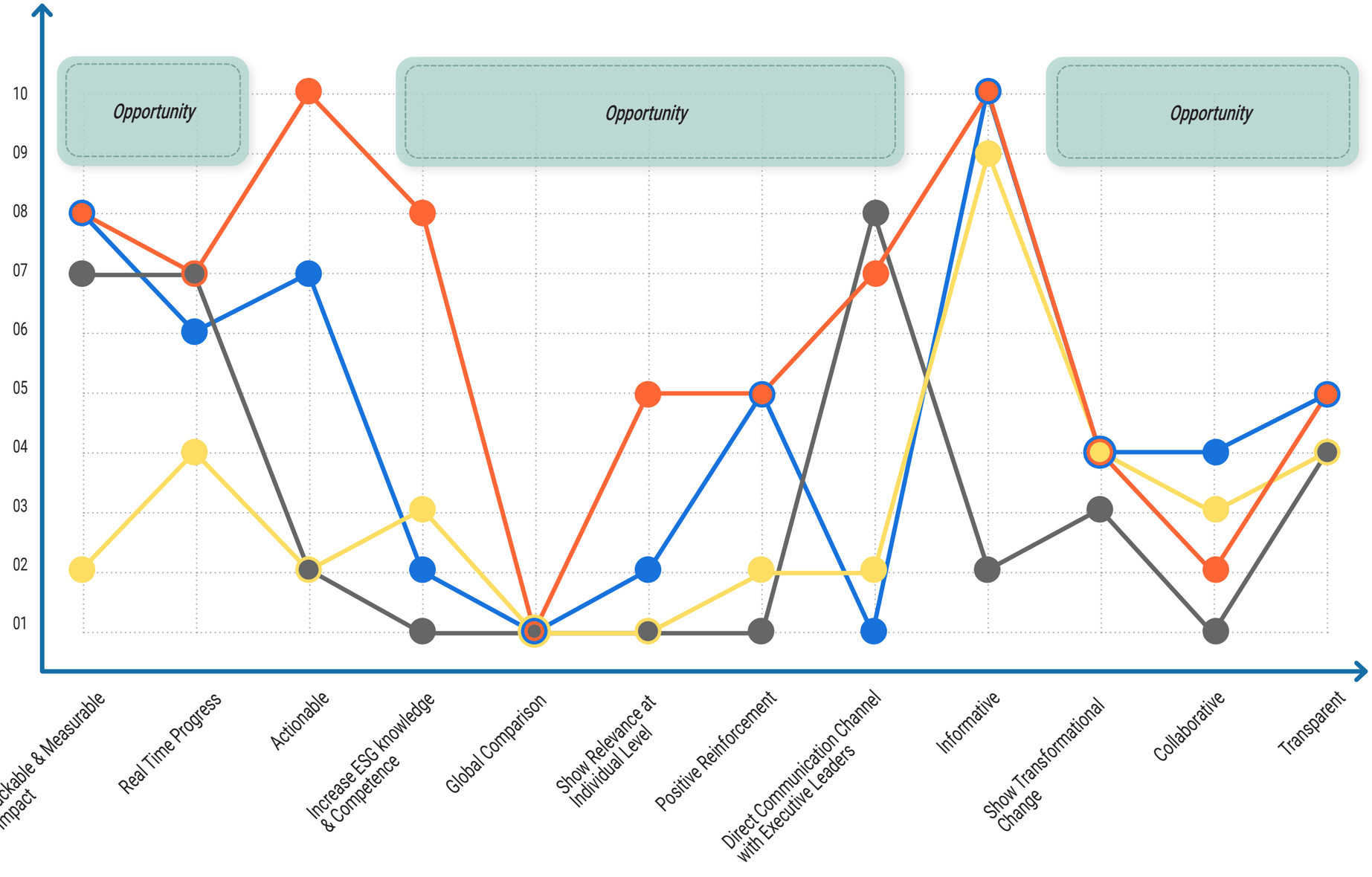
After plotting all 12 competitors on a 2x2 matrix, I discovered that most platforms and services are HR-facing and focused on delivering data through surveys and feedback. These platforms are designed to make the performance review and evaluation process efficient Only a few of them are employee facing and are focused on improving employee engagement through social influence, behavior change, gamification and story telling.

Only 4 of the 12 service providers and consultants, WeSpire, Countable, Gallup and Companies' internal portal are directly focused on delivering employee engagement for all the aspects of ESG (Environment, Social and Governance). Although Gallup's emphasis is on providing data and consultancy rather than implementing the employee engagement process directly, it is still focused on ESG.



Blue Ocean Strategy.

After accessing which are the direct competitors in the market, I decided to use design criteria (which have been explained later in "design opportunities" section) derived from primary research insights to "test" competitors and identify the design opportunities. The following graph shows the combined rating for 4 of the selected competitors, including the Internal portal and highlights the design opportunities. Each criterion was rated on a scale of 1 to 10, with 1 being the lowest and 10 being the highest.



weSpire
COUNTABLE
Internal Portal
GALLUP

06

DESIGN OPPORTUNITIES

OPPORTUNITY MATRIX	INSIGHTS	WHAT - IF STATEMENTS	DESIGN OPPORTUNITIES
1 TRUST & IMPETUS HAS TO COME FROM TOP	People's behavior will begin to change if leadership encourages or mandates employee participation in ESG initiatives for specific hours which currently are just voluntary invitations to participate; because of deep management chains, implementing ESG policies from top to bottom becomes difficult and so a d ect connection with the leadership is needed	What if ESG contributions was a part of employee performance evaluation? What if there was a way to notify employees about the anticipated participation of their executive leadership in ESG initiatives?	There's an opportunity to include ESG contribution while evaluating employees' overall performance. A system that notifies empl yees of upcoming events and initiatives which the leaders will be attending can also be developed.
2 LACK OF AUTHENTICITY	Most large companies have all of the resources and power necessary to tick all of the boxes without doing anything extra, so **most of their ESG initiatives are external facing as a PR strategy** and **do not address issues and concerns that employees face internally.**	What if there was a way to educate and update employees on company's on-going ESG efforts and goals in timely manner?	There is an opportunity to encourage more considerable corporate investments into internal initiatives and employee support programs. There's an opportunity to address employee concerns at all levels and not just take action on them but also share actions taken to address them.
3 PRIORITIZE ESG	Due to lack of regulations in the US as well as capitalism ESG efforts are not a priority for companies and only a few have begun to weave all three pillars of ESG into their core purpose and as many aspects of business as they can, but to bring a change, companies need to actively divert their profits, esources, efforts and realize that while these ESG initiatives may not be profitable in sho t term, if they invest in the happiness of an employee, they'll be more productive in the long run	What if there was a way to fulfill empl yees' purpose, contribute toward a larger ESG goal while also making it profitable What if there was a way companies can recognize their employees' purpose, goals and aspirations and work towards fulfilling them What if there's a way to encourage companies to include all three pillars of ESG in their core business purpose?	There's an opportunity to develop a system which aims at increasing ESG knowledge and competence of employees at all levels.
4 COMPANIES HAVE DIFFERENT ESG APPROACHES	Some companies support local causes, while others advocate for broader purposes, partner with non-governmental organizations, and organize a mix of educational and participatory programs for social and environmental causes to ensure that everyone can participate in something they are interested in and sometimes offer incentives for participating, like a donation match or benefits for individuals who carpool	What if there was a way where companies could decide and customize their ESG initiatives for their employee, aligning to their broader ESG goals? What if there was a way to include a variety of initiatives to address various purposes to ensure that everyone can participate?	There is an opportunity to provide employees with a variety of initiatives which align with their purpose as well as letting companies customize and add initiatives that align with their company values.
5 LOW ESG EMPLOYEE ENGAGEMENT	ESG employee engagement is very low, especially in tech industry where a lot of the employees are more focused on getting work done or making extra money	What if there was a way to creatively engage employees in ESG initiatives by making them realize their individual purpose and foster a culture where ESG engagement is encouraged and empowered?	There's an opportunity to foster a culture which influences and encourages employees to contribute towards their company's ESG endeavours.
6 INEFFICIENT COMMUNICATION	The amount of information related to ESG initiatives can be overwhelming for employees, so navigating through this information and participation should be made easier, fun and interactive	What if customization is available where employees would only receive filte ed information? What if there was a fun and interactive way to get information from employees to identify their interest in the ESG to assess their future contribution based on their skills, values and interests.	There's an opportunity to make complex information more interactive, creative and fun to help employees understand better and contribute based on their skills and interests.

OPPORTUNITY MATRIX	INSIGHTS	WHAT - IF STATEMENTS	DESIGN OPPORTUNITIES
7 LACK OF AWARENESS	Most employees, even at sr. positions, are only aware of 10% of their companies' initiatives, contributing to lack of ESG engagement of employees; if these employees become aware, they will start seeing pathways aligning to their purpose and contribute	What if there was a way to educate and update employees on company's on-going ESG efforts and goals in timely manner?	There's an opportunity to educate employees at various intervals and keep them up-to-date on current ESG efforts and goals.
8 TRANSLATION & VALUE CREATION	The company lacks a strong mechanism for translating its ESG goals into tangible steps demonstrating the benefits that empl yees can see, understand and take action on. In large companies with siloed departments working on different aspects of ESG, it is difficult o comprehend why employees don't participate in ESG initiatives. There is a need to measure participation and improve or push the initiative, based on the evaluation.	What if there was a robust mechanism to translate the complex ESG goals into simple, actionable steps for employees to take action on? What if there was a way to visualize the ESG report and make it interactive to understand where each initiative contributes in the bigger picture and how is it helping achieve the broader ESG goals?	There is an opportunity to design a robust system that can translate complex ESG goals into actionable steps and can help employees realize the value of their engagement by seeing the impact they are making by contributing. Use data from Employee Engagement Surveys or develop other feedback methods for team managers and implement workable, trackable action towards areas in need of improvement.
9 INFLUENCE	ESG engagement is more likely if managers inspire, motivate and understand, otherwise it can be difficult, f ther if teams are given the opportunity to share and get inspired, they can often draw inspiration from each other.	What if there was a way to engage more managers with the ESG initiatives so they can lead and influence y practicing ?	There's an opportunity to develop a training program on ESG for employees at higher managerial position. Better equipped and knowledgeable managers can help influence and lead y practicing.
10 BEHAVIORAL CHANGE	In large companies, where there are fewer people supporting an initiative, those who do not feel they can bring a change to the company will often be neutral or skeptical. To make a big impact, multiple people need to feel the same way and engage more in ESG initiatives, which requires a big behavior change by making ESG the primary focus and bringing diverse perspectives on the team who can influence each othe .	What if there was a way to show relevance at individual level? What if this process could be made more engaging? What if there was a system to measure employee participation and identify the reason employees don't participate and act on them?	There's an opportunity to develop a system to measure employee participation and show relevance at the individual level in order to bring about behavior change.
11 POSITIVE REINFORCEMENT	Employees want to contribute to ESG initiatives, as long as their contributions are recognized, they have the flexibility o implement their ideas and they are provided incentives to do so.	What if there was an employee score board to recognize employee contribution towards ESG? What if there's a way to inculcate positive reinforcement for contribution towards ESG initiatives through social encouragement, recognition from leadership, incentives?	There's an opportunity to create a system which motivates employees to contribute towards ESG initiatives through peer feedback, encouragement and leadership recognition.
12 EMPLOYEE EMPOWERMENT	Companies need to score well on ESG indices not just from a financial perspective but also to attract and retain Zillennial employees, who increasingly value company ethics, purpose and its impact on people and the planet; Companies that empower their employees with freedom and flexibility o choose how they want to grow, where they want to spend their time, and recognize their purpose have more productive and loyal employees.	What if there was a two way channel where bottom up approaches were encouraged and brought into effect to fulfill their individual purpose	An opportunity exists to improve communication & relationships across the company by providing a platform to employees where they feel empowered to share their concerns and receive timely responses from leadership on company actions. This could improve the overall morale and culture within the organization.

Design Criteria.

MUST HAVE

- Increase ESG Knowledge & Competence
- Actionable
- Show Relevance at Individual level
- Show Trackable & Measurable Impact
- Real Time Progress
- Global Comparison

SHOULD HAVE

- Positive Reinforcement
- Direct Communication with Executive Leaders
- Informative

NICE TO HAVE

- Collaborative
- Showcase Transformational Change
- Transparent

+ Design Opportunities | Design Criteria

Must Have Should Have Nice to Have

Increase ESG Knowledge & Competence
The system should build & strengthen ESG awareness, knowledge and capacity and possibly set up ESG Performance Criteria for employees.

Actionable
The system must show individuals actionable steps to contribute towards the larger ESG goals. It should also help users take specific actions to improve ESG outcomes.

Show Relevance at Individual Level
The system should show every individual how relevant is it to them personally. What is their personal stake? This will require a clear understanding of users' preferences and their willingness to consider trade-off.

Show Trackable & Measurable Impact
The system should show trackable and measurable impact at all levels, so employees can take pride in the company's ESG efforts and feel that their individual contributions are having an impact.

Real Time Progress
The system should actively show the progress in the impact employees are making as well as the company is making and be flexible enough to accommodate the constantly evolving landscape of ESG information.

Global Comparison
The system should be able to allow users to compare companies based on their ESG performance. It should provide users tools to understand the gap between a company's current ESG performance and what would be the best possible for that company in its sector and size category.

Positive Reinforcement
The system should include social encouragement, recognizing by leadership and incentives to motivate individuals to take actions.

Direct Communication with Executive Leaders
The system should enable a direct connection between employees and employers/executive leaders, allowing employees to raise their concerns and encourage bottom-up approaches.

Informative
The system should provide timely and accurate ESG information, highlighting the initiatives relevant to users. The system should be easy to navigate and to use as a reference.

Showcase Transformational Change
The system should demonstrate how the company's practices have changed and how it may help the business as a whole, both directly and indirectly, adding value not only monetarily but also in purpose and perception.

Transparent
The system should ensure that users' information is private and secure, while also providing transparency around how the system works as well as how their company is setting their ESG goal and is performing in comparison to market

Collaborative
The system should enable employees to collaborate and suggest initiatives and improvements regarding ESG.

07

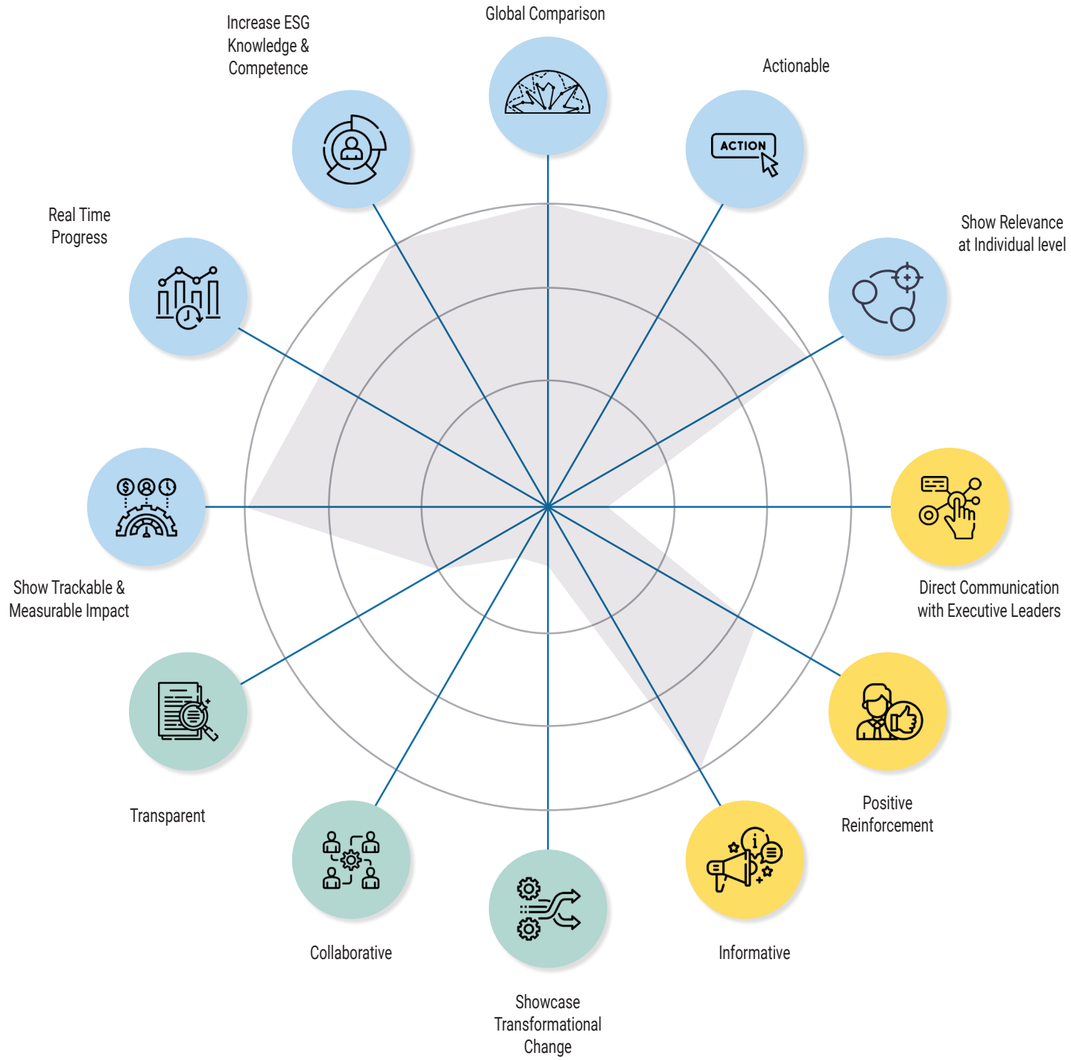
DESIGN DEVELOPMENT

Concept 1
Employee ESG Engagement Platform.

A platform which will make it easy for employees to find and understand ESG information, and provide clear guidance on how they can get involved in initiatives that align with their individual purpose. It will allow employees to see & track the impact of their ESG engagement on the company and their community and be motivated to continue their efforts. This platform will drive social and leadership influence to encourage and boost employee ESG engagement. It will show the impact of employee engagement on ESG outcomes, so that businesses can also see the value of employee engagement in this area. It will be transparent the company's progress in achieving its goals.

Constant analytical feedback will help to customize the service for individuals and help the company to come up with creative ways to engage more and more employees by evaluating the reasons why employees don't participate.

INSIGHT TRANSLATION: +9



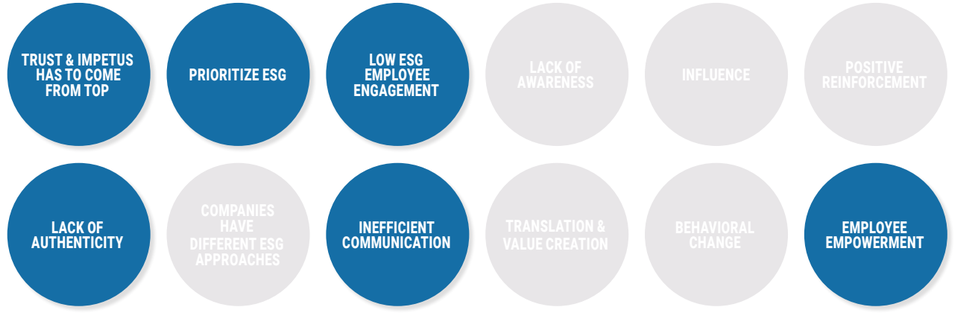
Concept 2
Collaboration Hub.

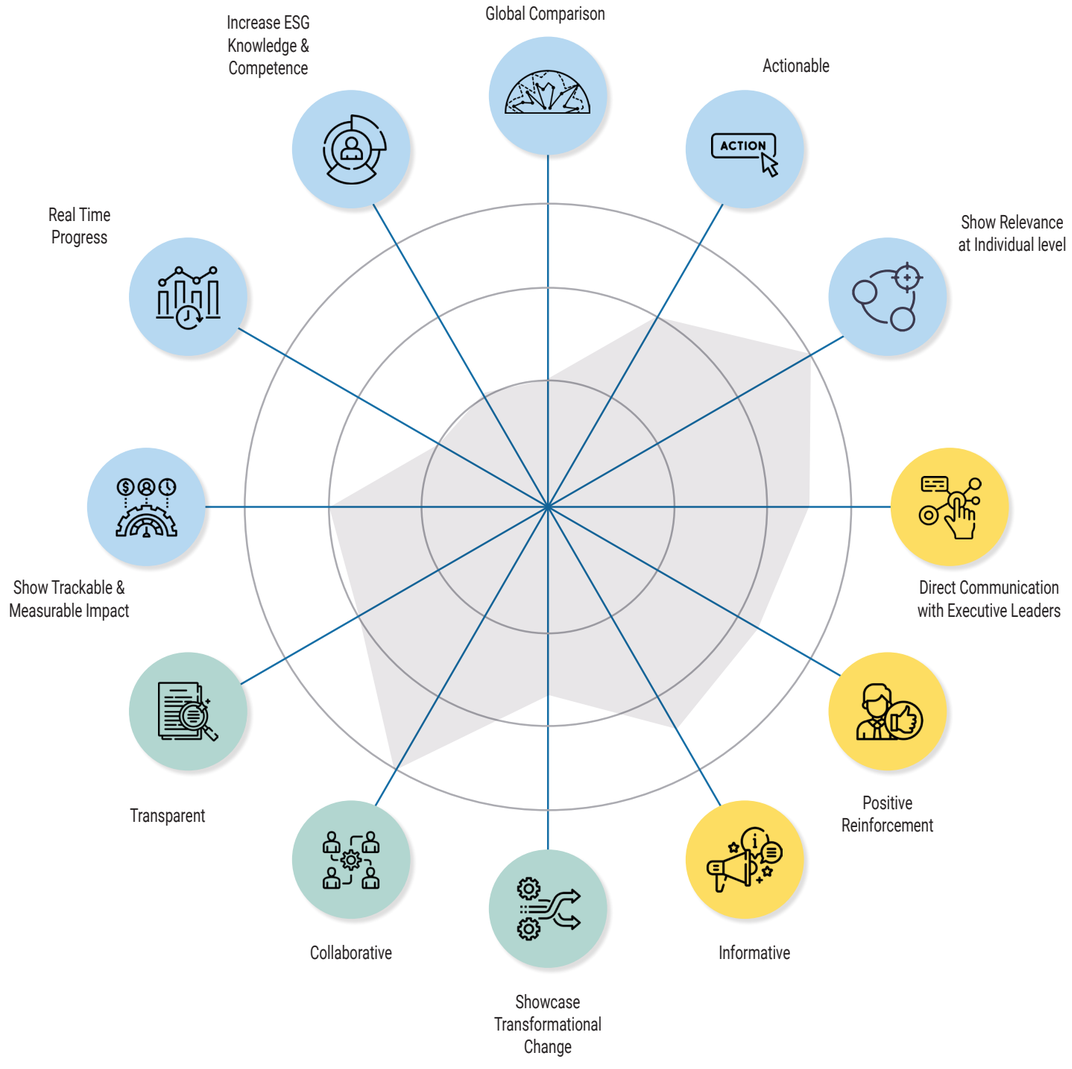
A digital hub with two-way channels where executive leaders can open up projects and workshops and employees can participate to come up with innovative solutions. Employees can also bring their concerns and ideas to be addressed by the leadership. The interview insights suggested that employees feel that their voices are not being heard, creating a feeling of disconnection and dissatisfaction. They feel that all ESG activities and philanthropic activities are consumer-focused and do not address the issues of employees. Insights also suggested that Bottom-up initiatives must also be acknowledged and scaled.

This space will allow employees to have a voice in the company's ESG initiatives which will help to create a sense of ownership and motivate them to engage in these initiatives. It will ensure that employees at all levels have a representation in the company's ESG endeavors.

INSIGHT TRANSLATION:

+6

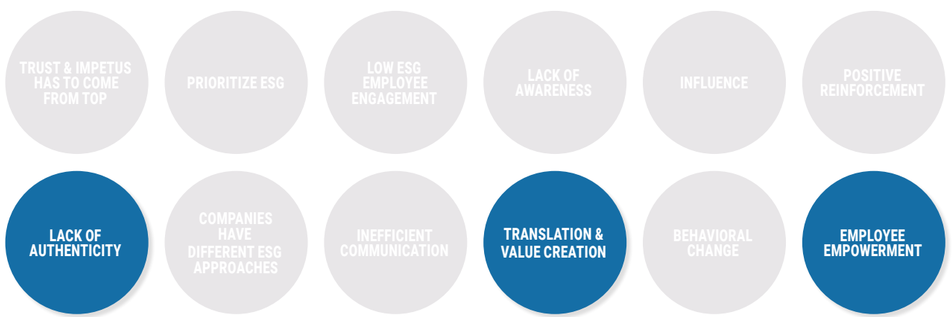


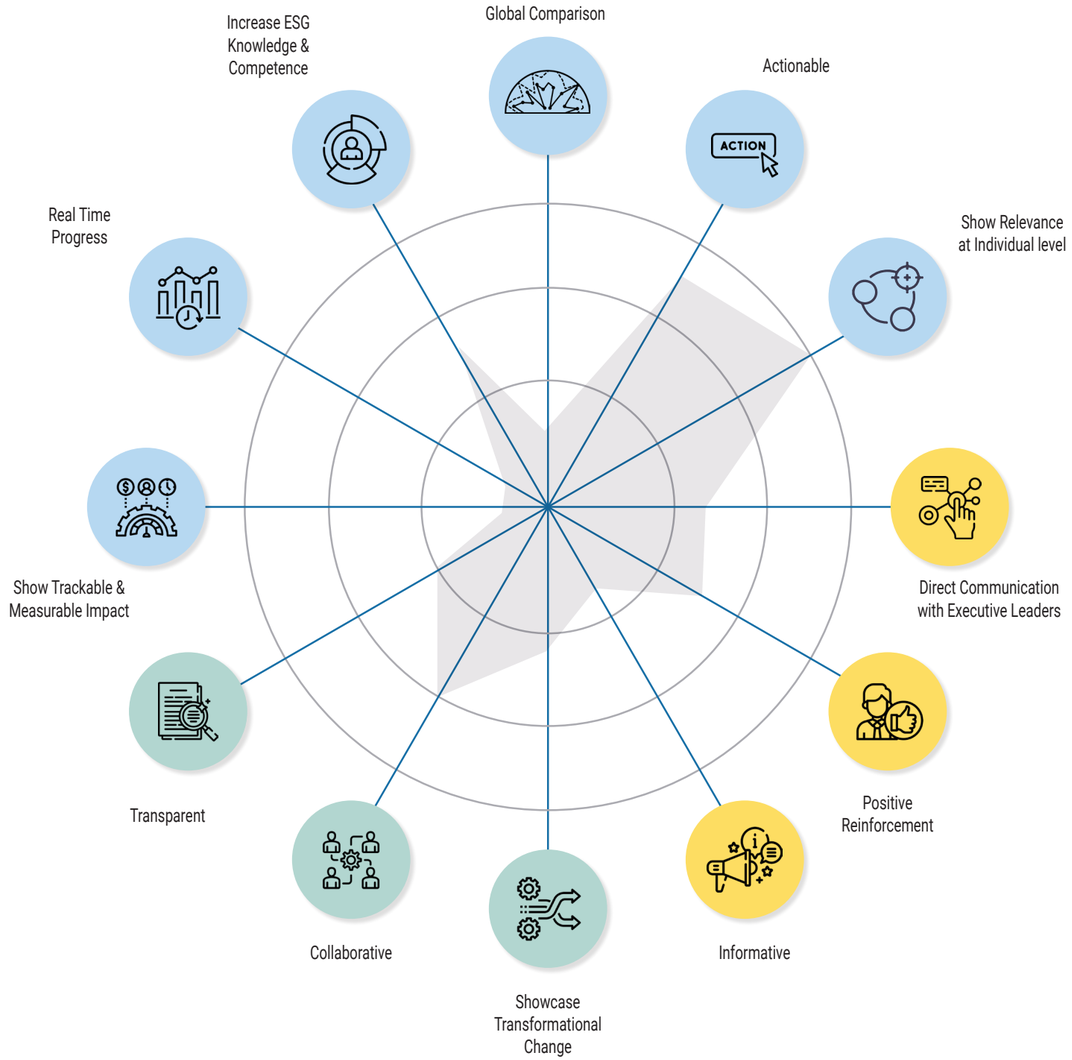


Concept 3
Purpose-led Innovation Incubation.

The purpose-led innovation incubation will provide a supportive environment for early-stage employee-purpose to grow and thrive. Employees can come up with ideas and concepts that fulfill their purpose and find an alignment with the company goals and find ways to deliver societal and business impact through it. Company can further support these teams or individuals by offering funding, resources, time, and workforce. This would act as two way thing where company can profit by providing opportunities to drive innovation as well as employees can ful ll their purpose. This could also be a good way for employees to get recognized within a large corporation.

INSIGHT TRANSLATION: +3





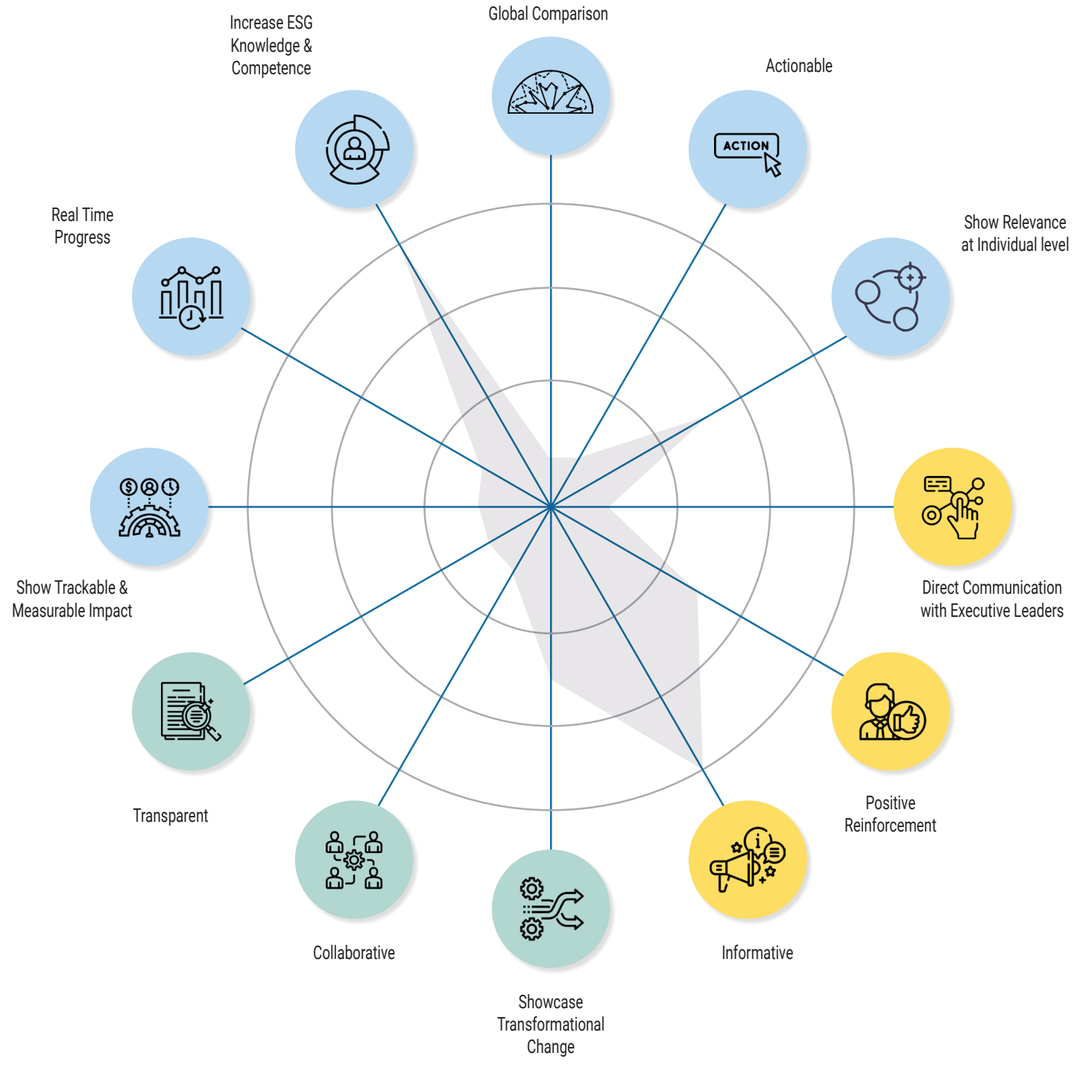
Concept 4
Leadership Training Program.

This program will focus on providing team managers with rigorous 360deg training where they will identify their own purpose and undertake projects addressing the biggest ESG-related challenges faced by the company, also aligning with their individual purpose. This would enable managers to empathize with the employees wanting to achieve their purpose, as well as help employees, identify their purpose. This concept would set more direct corporate goals for representation at higher levels and offer particular management skill education inside the existing company standards. Program participation should be able to correlate to these targets directly.

The insights from the research suggested that managers sometimes lack empathy which leads to traction with employee ESG engagement. But managers with a deeper purpose have the power to influence the team o contribute towards the greater good.

INSIGHT TRANSLATION:

+5



PMI Analysis.

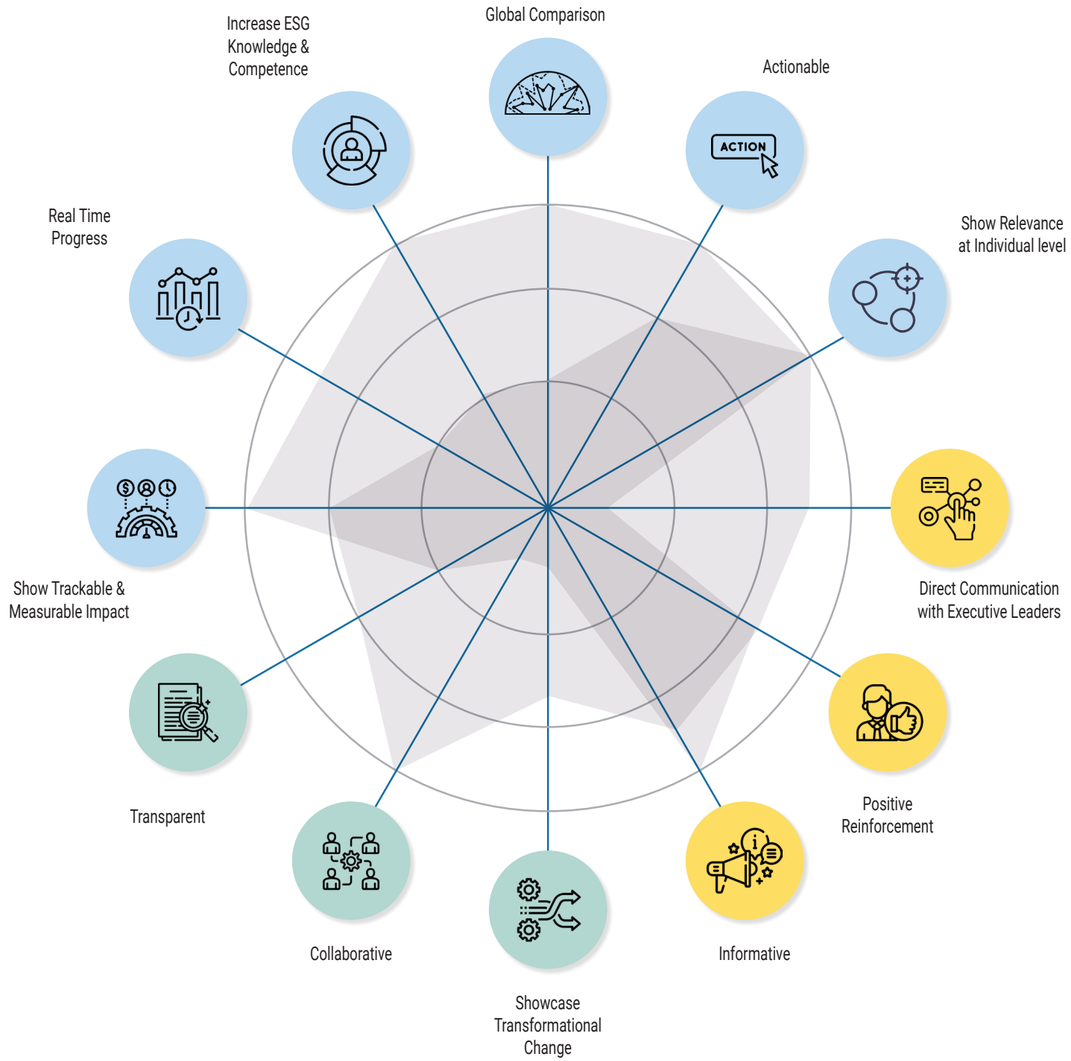
	EMPLOYEE ESG ENGAGEMENT PLATFORM	COLLABORATION HUB	PURPOSE-LED INNOVATION INCUBATION	LEADERSHIP TRAINING PROGRAM
PLUS	+2 Increase ESG knowledge and competence of Employees at all levels. +3 Align employees' individual purpose with company's ESG. +4 Boosts ESG employee engagement as it can reach to larger group of employees at all levels	+3 Establishes a direct link between executive leaders and employees, allowing employees' concerns to be channeled into company's ESG goals. +4 Employees at all levels can have representation in the company's ESG endeavors. +3 Creates opportunity for employees to build the exact programs they need exact programs they need.	+3 It will provide an opportunity to employees to fulfill their purpose by aligning it with the company goals. +2 This will motivate employees to learn more about company's ESG goals. +3 This could drive societal and business impact with minimal investments.	+2 Increase ESG knowledge and competence of managers. +3 Drive employee ESG engagement via influence from managers. +1 Enable managers to develop empathy towards employees' engagements in purposeful initiatives.
MINUS	-2 Introducing employees to a new application and motivating them to adapt to it can be difficult. -1 Only employees who use the app can be engaged with the ESG initiatives.	-2 Some employees may be hesitant to talk directly to corporate executives about critical concerns. -2 There may be a difference of opinion between the company and its employees regarding which issues are important.	-4 Would require funding to be allocated within corporate financial planning processes. -1 Not all initiatives can drive monetary profits.	-3 Outside consultants may be needed to assist develop appropriate curriculum for leadership and management training. -3 Building a leadership training program will require more time and resources.
INTERESTING	+5 This could have a massive impact on company's ESG goals as it could reach larger group of employees. +4 May increase employee engagement scores and employee satisfaction through meaningful connection at work.	+4 ESG employee engagement should improve over time as the Purpose Gap between the executive leaders and employees reduces. +4 The smallest of issues can be identified and brought to attention that would otherwise go unnoticed by management.	+1 This could be a good way to recognize diverse talents of employees through various opportunities. +4 This might generate sustainable innovative solutions pioneered by employees that can benefit the business.	+3 Top level executives and managers can come on same page in terms of ESG knowledge and competence. +4 A customized development program tailored to the company might result in some of the industry's most well-rounded managers.
PMI	+15	+14	+8	+7

Final Concept
Employee ESG Engagement Platform integrated with **Collaboration Hub.**

Following the PMI analysis of my four proposed concepts, I designed a final prototype for testing and validation. Due to comparable PMI scores, concepts #1 Employee ESG Engagement Program was integrated with concept #2 Collaboration Hub. With these two concepts, I will be able to successfully address all twelve key insights identified during my primary research, as well as cover all of the design criteria to a certain extent.

INSIGHT TRANSLATION: **+12**

- TRUST & IMPETUS HAS TO COME FROM TOP
- PRIORITIZE ESG
- LOW ESG EMPLOYEE ENGAGEMENT
- LACK OF AWARENESS
- INFLUENCE
- POSITIVE REINFORCEMENT
- LACK OF AUTHENTICITY
- COMPANIES HAVE DIFFERENT ESG APPROACHES
- INEFFICIENT COMMUNICATION
- TRANSLATION & VALUE CREATION
- BEHAVIORAL CHANGE
- EMPLOYEE EMPOWERMENT



07

ASSESSMENT & VALIDATION

Concept Testing.

The goal was to present my idea to 5 zillennial employees previously involved in one or more of my primary research activities. These participants were walked through the early stage of my project prototype. Following questions were asked to get their feedback on the concept. The findings from this session will be used to refine the prototype and validate the goals and deliverables.

SURVEY QUESTIONS

1. Would this prototype help you to gain clarity on ESG in general as well as ongoing initiatives in your company?
2. Which features do you think are most important and which features do you think are not necessary?
3. Do you think this prototype would help you (employees) find more meaning at work by aligning their individual purpose with the company's goals?
4. If your company employed this platform, would you be motivated to contribute towards its ESG endeavors? Do you see yourself using this platform?
5. How do you feel about the implementation and growth potential of this proposal?

SURVEY RESPONSE

4/5

Felt this prototype help them gain clarity on ESG

5/5

Felt this prototype will help them align their individual purpose with the company's goals

4.5/5

Felt they will be motivated to contribute towards their company's ESG, if this platform was employed

(incluides 'maybe' response)

5/5

Saw potential in this proposal and felt this should be implemented

USER QUOTES

+ "I feel the two channel would be really helpful especially because I could receive first hand response from the leadership and know what is their take on the issue."

+ "For certain long-term ESG goals, there's no way to see the progress, at least in my company. This would be a good way to track the real time progress."

+ "One of the features I liked about this platform is that it allows me to compare my company's progress with it's projected goals as well as with the top performing companies globally."

! "I might need someone to explain me, if I have any doubts. May be a bot?"

+ "This platform simplifies the complex data, and makes."

+ "Getting personal recognition from the leadership for my contribution will be rewarding to me."

+ "It would be helpful if the platform could suggest related initiatives that align with my purpose, so I don't get lost searching for them."

+ "I really like how this platform simplifies complex data, and makes it easier for me to take action quickly without putting in much effort."

! "I feel there's too much information on one page, maybe, separating company progress and employee contribution could help."

10

DESIGN TO MARKET

Defining the ZAG.

1 WHO ARE YOU?

A Service or a platform to **encourage and empower employees at all levels to contribute towards the greater goals** of their companies while also fulfilling their own purpose

2 WHAT DO YOU DO?

Provide **clarity, relevance and measurable impact** to employees to boost their ESG contribution at all levels with the support and influence of the e ecutive leaders.

3 WHAT'S YOUR VISION?

To **bridge the Purpose Gap between large tech companies and their employees** by **laying a foundation to empower and encourage their contribution towards ESG.**

4 WHAT WAVE ARE YOU RIDING?

Growing importance of Purpose and ESG among the zillennials, pressure on companies to do better for greater good and **widening purpose gap between executive employees and the zillennial workforce.**

5 WHO SHARES THE BRANDSCAPE ?

Third party platforms like WeSpire and Countable that encourage ESG employee engagement in large companies and companies like Unilever, LuluLemon, Patagonia, IBM, Mark & Spencer which have ingrained ESG into their core purpose and company culture

6 WHAT MAKES YOU THE ONLY?

The only framework or service that **empowers and encourages employee contribution towards greater good while also fulfilling their individual purpose.** The **only two-way channel** through which **leadership can leverage workers' support based on their skills and abilities,** as well as **employees can share their ideas directly with leadership and have the opportunity to put them into effect.**

7 WHAT SHOULD YOU ADD OR SUBTRACT?

We need to add **two way channel for top-down and bottom-up approaches**; as well as **customized communication** to **filter only the relevant initiatives.** We need to **subtract the complex pathways of communication from employees to executive leaders that currently exist.**

8 WHO LOVES YOU?

Employees who are **unsure how they can contribute towards ESG on an individual level,** as well as employees who **feel their opinions are not being heard by executive leadership,** and who are **passionate about making changes** within the company and **being a part of making those changes** a reality.

9 WHO IS YOUR ENEMY?

Money driven mind-sets and business practices that doesn't allow purpose and meaningful initiatives to seep in.

10 WHAT DO THEY CALL YOU?

PURPOSTIVATE

11 HOW DO YOU EXPLAIN YOURSELF?

An integrated service or platform designed to enhance Zillennial employees' ESG engagement by (**a) simplifying complex ESG information** and **making it relevant, interactive and actionable; (b) encouraging behavior change** through **positive reinforcement & social influence; and (c) establishing a two-way communication channel** to **facilitate collaboration** and **accelerate employee engagement.**

12 HOW DO YOU SPREAD THE WORD?

During **on-boarding, existing company communication channels, direct encouragement from team managers, social media** and eventually through word of mouth because of **influence and social pressure from other active employees and teams.**

13 HOW DO PEOPLE ENGAGE WITH YOU?

Through **application on their mobile devices** and through an **extension on company websites**.

14 WHAT DO THEY EXPERIENCE?

Get **simplified, interactive and real time ESG information**; **customized suggestions based on skills & interests to meet individual purpose;** and **metric to track and measure impact.**

15 **HOW DO YOU EARN THEIR LOYALTY?**

Providing **a platform for everybody and everyone to** contribute while **taking into consideration their own values and motivating** them through behavior change strategies.

16 **HOW DO YOU EXTEND YOUR SUCCESS?**

Sharing and communicating the success stories with other companies **to contribute towards broader SDG goals.**

17 **HOW DO YOU PROTECT YOUR PORTFOLIO?**

Through effective **affiliations with companies by gaining their trust and showing them the value.**

Value Proposition.

FOR *large tech companies*

WHO *are looking to bridge the Purpose Gap with their Zillennial employees*

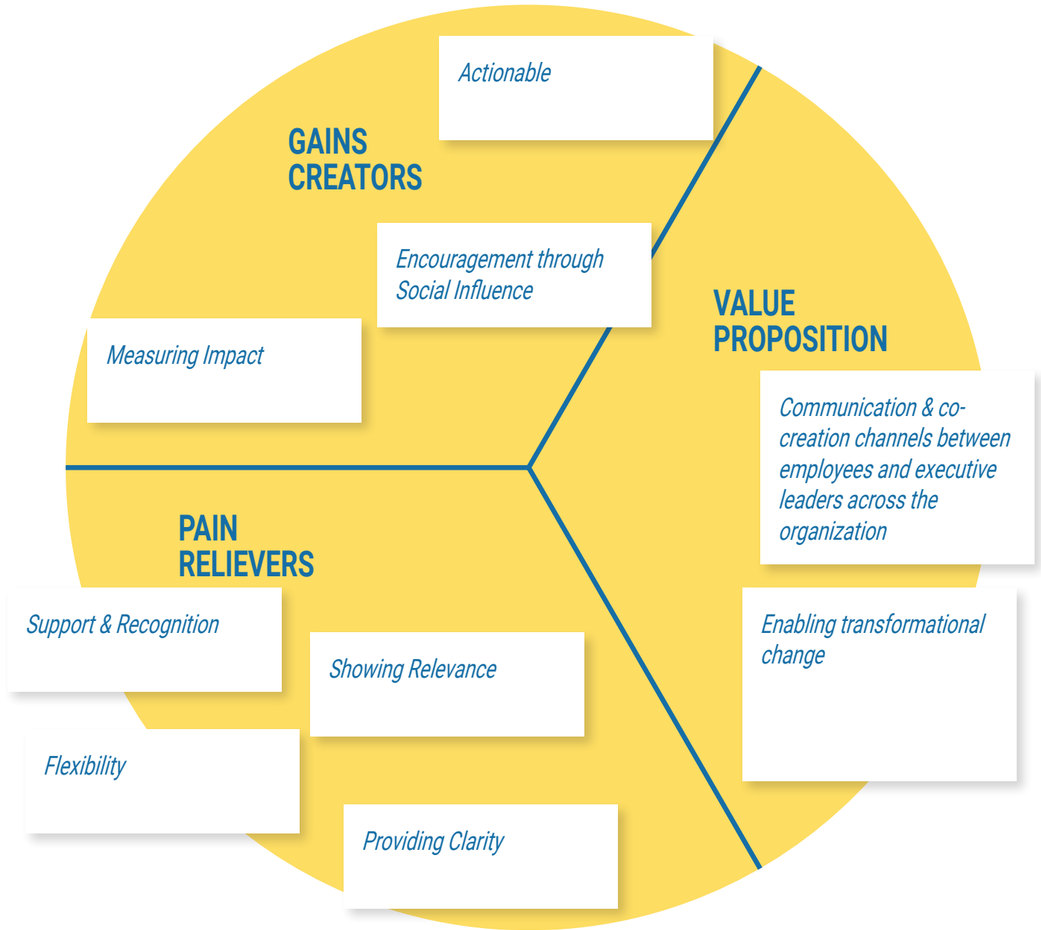
WE PROVIDE *an informative and interactive platform*

THAT *encourages and empowers zillennial employees to contribute towards their company's ESG initiatives while activating their individual purpose*

BY *providing clarity, showing relevance and measuring the impact*

UNLIKE *current offerings in the market that focus only on employee engagement through top-down approaches*

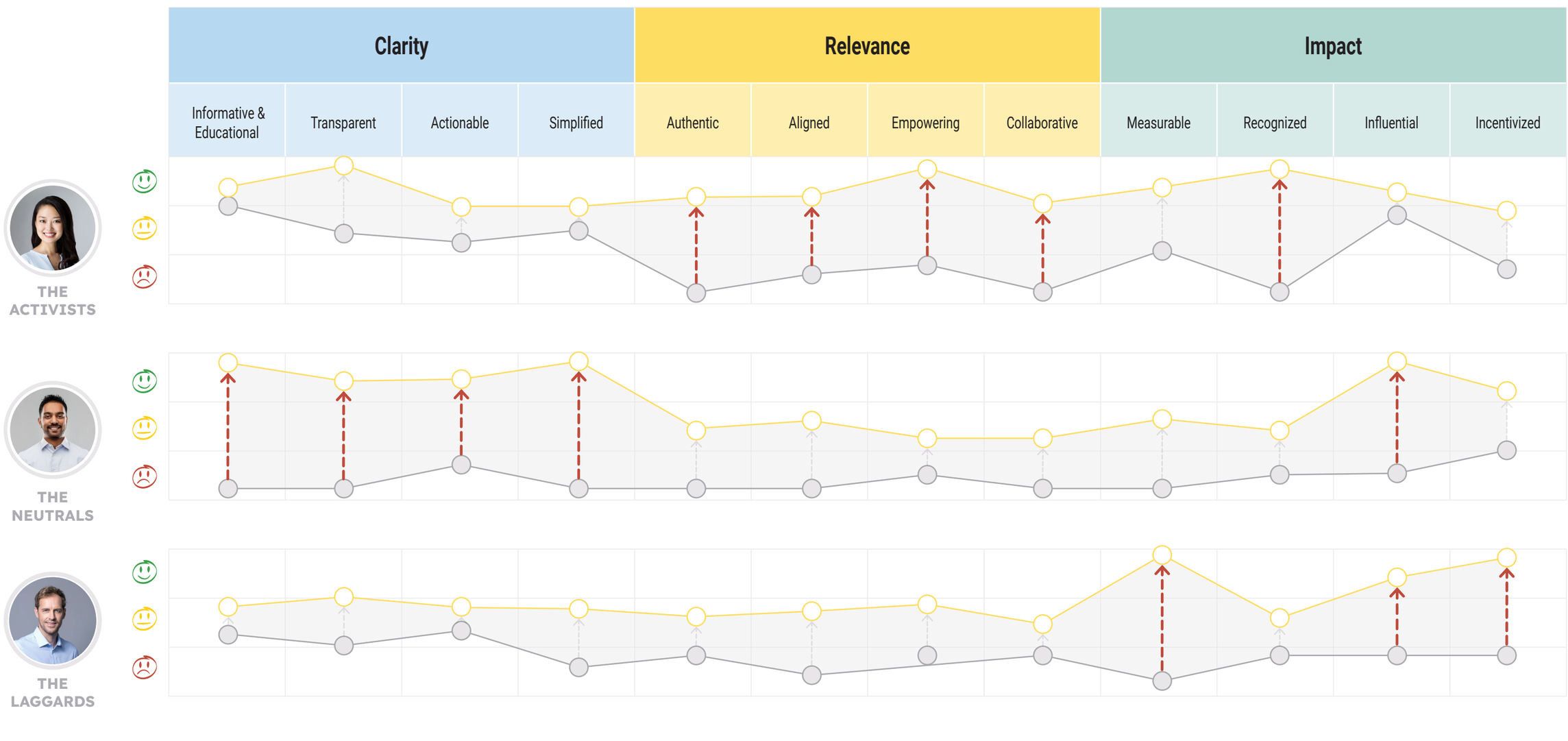
OUR APPROACH *aims to accelerate engagement through communication & co-creation channels between employees and executive leaders across the organization and enabling transformational change.*



Onliness Statement.

WHAT	An informative and interactive platform that encourages and empowers zillennial employees to contribute towards their company's ESG initiatives while activating their individual purpose
HOW	By providing clarity, showing relevance and measuring the impact
WHO	For large tech companies
WHERE	Based in the United States of America
WHY	To bridge the widening purpose gap between the Zillennials employees and the executives leaders by increasing employee engagement in company's ESG
WHEN	At a time when the world is shifting towards purposeful and sustainable practices that transcend profit

Archetype Experience Journey Map.



Potential Business Model Canvas for Companies.

Resources

- Financial support
- Program implementation team
- Dedicated time from leadership
- Dedicated time allowance for employees

Partnerships

- Community support organizations
- NGOS
- Government led bodies
- Purpostivate
- ESG rating agencies
- ESG focused media
- ESG experts

Activities

- Content validation and evaluation
- Research and Development
- Platform and program maintenance
- Branding and marketing

Governance

- Direct Communication
- Considering employee perspectives
- Implementing bottom-up approaches
- Purpose Alignment

Value Co-Creation

An interactive, awareness-driven platform that encourages employees to engage in ESG initiatives of their companies by (a) providing them ***clarity*** through education and actionable steps, (b) creating ***relevance*** by empowering them to voice their opinions and co-create initiatives and (c) showing them tangible and trackable ***impact***.

Value Co-Destruction

- Mindsets that only considers monetary profits
- Employees whose value system doesn't let them contribute towards the broader ESG goals

Relationships

- Collaboration
- Trust
- Communities
- Loyalty
- Government led bodies
- Transparency

Channels

- Onboarding training
- Purpostivate (platform)
- Word of mouth & social influence
- Social Media
- ERGs
- Performance evaluation meetings
- Physical and digital posters

Stakeholders

Primary

- Zillennial Employees
- Managers
- Activists
- Neutral
- Laggards Employees

Secondary

- Shareholders
- Executive Leaders
- ESG teams
- HR

Costs

- Platform maintenance, and integration
- Training managers to encourage employee engagement towards ESG initiatives
- Time allocated to contribute towards purpose oriented activities
- Company donation match programs

Goals

- Bridge the Purpose Gap between the Zillennial employees and employers
- Motivated and purpose-driven Employees
- Lead global ESG efforts
- Talent acquisition and retention of zillennial employees
- Purpose-oriented culture

Benefits

- Loyal and more engaged employees
- Positive Reputation
- Increased Good Will
- Higher ESG performance & ranking
- Opportunities for Innovations

Implementation Plan.

Phase 3: 12 months

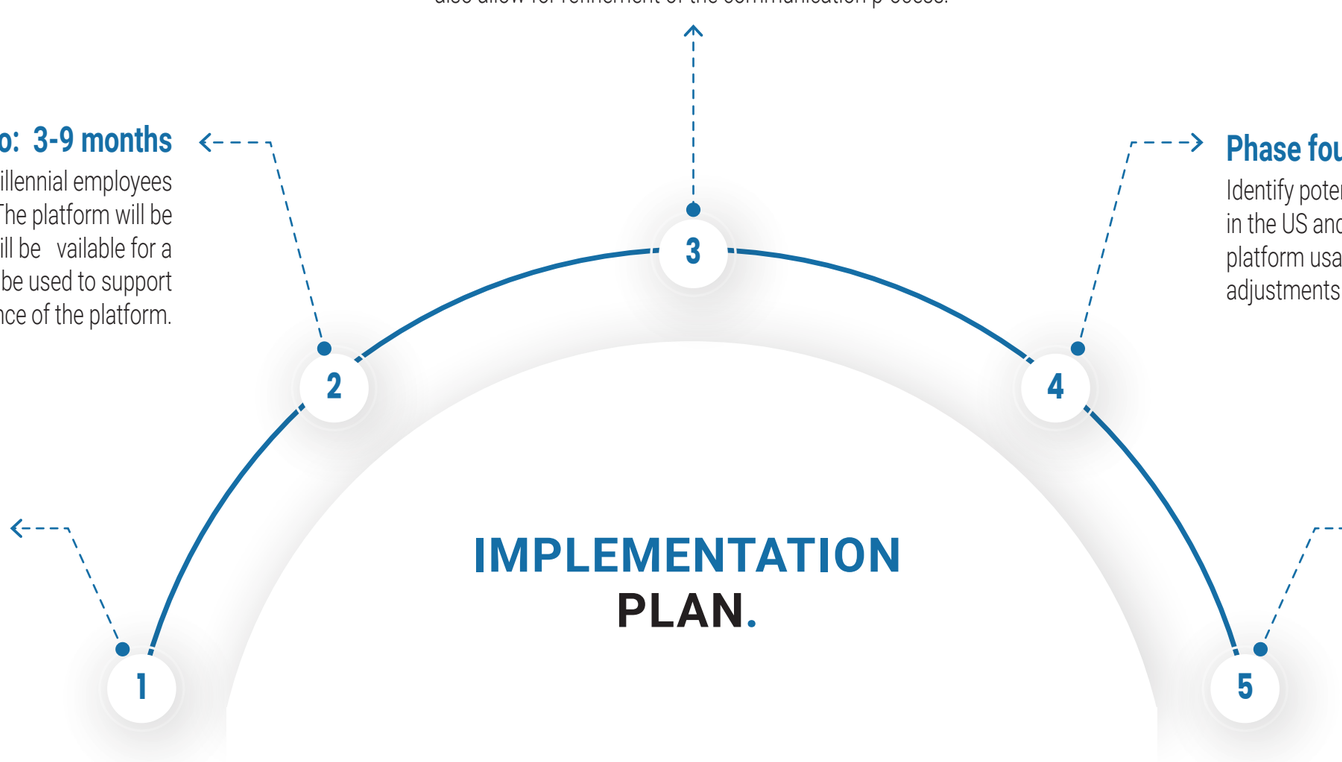
Soft launch two way communication channel between employees and executive leaders as a beta test. Here employees can raise concerns related to ESG and co-create ESG initiatives. This beta test would help to gauge employee engagement and appetite for such a channel, and would also allow for refinement of the communication p ocess.

Phase two: 3-9 months

The platform will be piloted with 500 Zillennial employees from 3 large tech companies in the US. The platform will be free for the first 6 months and then will be vailable for a subscription fee. The subscription fee will be used to support the continued development and maintenance of the platform.

Phase four: 18 months

Identify potential collaborators and partners in the US and launch the platform. Monitor platform usage and user engagement, and make adjustments as needed..



Phase one: 0-3 months

The R&D phase will involve collecting global ESG data and collaborating with ESG rating agencies to get accurate and up-to-date information. Pitch to large tech companies to get them on board for an initial trial.

Phase fi e: 5 years

Expanding of Purpostivate globally to other countries and industries. Continue to improve the Purpostivate platform based on feedback from users and partners.