

Paper Towel Analysis and Risk Assessment

Key Problem/Background:

- Ongoing sustainability issues due to decisions regarding hand dryers and paper towels
- 2014 decision by the Senior Director, impacting 4 offices

Define the question:

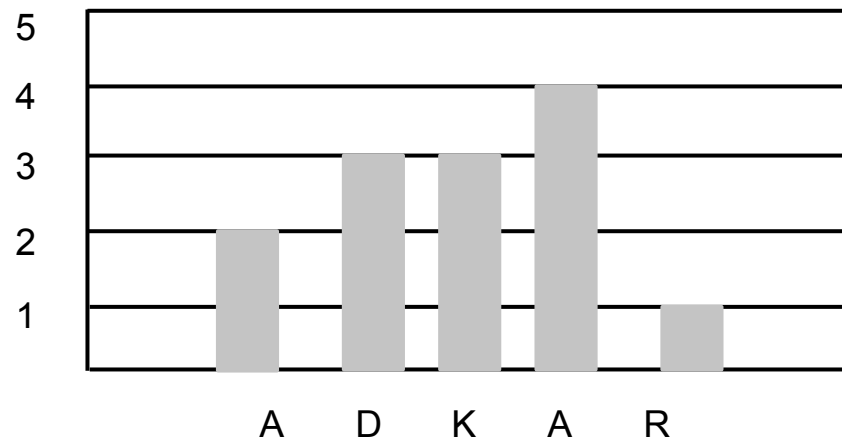
- Based on the level of impact, what avenue of corrective response should be taken?

Campaign Criteria:

- scalable/realistic
- employee actionable
- quick win
- financial
- globally applicable

Change Management disruption areas:

- Awareness= 2
- Desire= 3
- Knowledge= 3
- Ability = 4
- Reinforcement= 1



Alternative Ideas for extended campaign:

- copy room doors
- leave your laptop
- lights in rooms (automatic)
- take a lap (walking/stretching)

Case Study:

“Green” Hotels Association Towel campaign

- *“Each day we use millions of gallons of water and tons of detergent in hotels to wash guest towels that have only been used once.*
- *Decide for yourself. A towel on the rack means: ‘I will use it again.’*
- *A towel on the floor or tub means: ‘Please exchange.’”*

Locations:

- Raleigh
- Ra’anana
- Westford
- Brno

Ideas:

- Special Paper Towel holders that give a breakdown of how to use a single paper towel.
- Special logo for all our “going green” initiatives
- Cling-ons for the hand dryers, messaged around choice
- Multiple items, global reach
 - make this not just about paper towels, but about stairs and reusing cups too.
- Global emails
- Digital signage and physical big signs
- Minimized paper signage (like no desk drops)
- FAQ / clear Mojo documentation and accessibility
- Communications are around awareness of choice, not awareness of change (we are communicating how employees can choose and be green, not on how GWS is changing their minds).
- Follow up email from office managers saying “did you know... here’s some more things that our specific offices are doing”
- If there’s senior leaders asking for paper towels, employ direct mail and have standard message responses from Director
- A video with CLT sponsorship in it

Success Criteria: What is success?

- Clear communication of the “why” to associates
- In 3 months time, only 10% of current conversation still exists

Sender: Office Manager in that office

Receiver: Westford, Ra'anana, Raleigh, Brno office lists

Date: TBD

Title: Paper towels are coming back.

Hello all,

Yes, you read that right. Curious? Read on for details.

Over the past year and a half lots of Red Hatters have made their voices heard on the paper towel issue and what it means to be a sustainable organization. Red Hat's Global Workplace Solutions team has been listening to this feedback, and one thing is clear: sustainability is not so simple.

Here's what we would like you to do: Live Red. Choose Green.

Paper towels are returning to the Brno, Ra'anana, Raleigh, and Westford offices, so that you can decide what it means to make the "green choice" while working and living in the Red Hat way.

We still encourage the use of hand dryers over paper towels. There were many reasons paper towels were taken out of the new construction projects: to limit landfill waste, save trees, reduce expenses and more. However, hand dryers have their drawbacks too, like increased electricity costs and noise levels.

If you have questions or comments, we would love to learn more together about what it looks like to live a sustainable lifestyle that goes beyond the office. You can share your thoughts with us through help.redhat.com or through this Mojo discussion. Going forward, we will provide the options that are best for Red Hat, and you can choose the options that are best for you.

You will start to see paper towels in these offices by October 31st.

Together we can all live the Red Hat way, through accountability, choice, and freedom, and we can also "choose green," through our own actions.

Best, <SIGNATURE>

Sender: Senior Director

Receiver: Westford, Ra'anana, Raleigh, Brno office lists

Date: TBD

Title: Sustainability options in your office

Hello all,

Paper towels are back! Let us tell you why:

Global Workplace Solutions (GWS) carefully considers all options to allow you to make sustainable decisions in Red Hat locations. Each office is unique, and each associate has different opinions on how to be sustainable. GWS makes decisions for office services based on office impact, availability, cost, and more.

Live Red. Choose Green.

In the last year, we have been listening to associate feedback and considering how Red Hat offices can continue supporting sustainable options. There are many ways to live out sustainable practices, and we want to acknowledge that they look different to many people.

For example, here are three ways our offices provide you choice for how best to be sustainable:

- Reusable cups and paper cups
 - Reusable cups require water to clean it, and paper cups contribute to a waste stream. We provide both.
- Stairs and elevator
 - Taking the stairs burn calories and reduce building power usage, and elevators are more time efficient. You can do both.
- Hand dryers and paper towels
 - Hand dryers add to the building power usage, and paper towels contribute to a waste stream and air quality. You can now make a choice.

To help you make sustainable choices based on your conviction, we will be providing paper towels to the Brno, Ra'anana, Raleigh, and Westford offices. We are still encouraging associates to use the installed hand dryers in these locations.

You have choice. We will provide the options that are best for Red Hat, and you can choose the options that are best for you. Together we can all live the “red” way, through accountability, choice, and freedom, and we can also choose “green,” through our own actions.

For more information about these sustainability options and more, visit our [Mojo page](#).

Best,
<SIGNATURE>