“The material aspects of sustainability give a big competitive advantage to corporations that have long practiced and built up competencies at the strategic and operational level.”

Georg Kell, executive director, United Nations Global Compact
About this report
For most businesses seeking to be high-performance competitors in their markets, the nature and responsibility of sustainability have changed. What once used to be a sideline affair is now increasingly in the mainstream—and a key part of the chief executive officer's agenda. But most leaders are only just starting to think about what this means for them, and how to lead effectively on this.

To help bridge this gap, this report draws on the insights and lessons of chief executive officers currently at the leading edge of sustainability. It provides a concise outline for how leaders can assess and implement sustainability in their organizations—and what the main issues are that need to be considered. Although the specific focus of any given organization’s sustainability strategy varies hugely between industries and geographies, there are many common elements to how that strategy is created and implemented.

For chief executive officers in particular, this report reviews a number of key questions, including:

- How should sustainability be assessed, to understand where and how it can deliver new value to the organization?
- How can that value focus be translated into a headline vision for sustainability, but with practical and achievable objectives for all key stakeholders?
- Does a centralized or decentralized approach make most sense to manage sustainability?
- What are the kinds of metrics that matter most when it comes to sustainability?
- How can chief executive officers maintain the momentum on change and avoid fatigue?
- What are the key issues to juggle in balancing the long-term vision with short-term financial pressures, particularly in a downturn?

This report assesses all of these questions, providing insights and recommendations on the key actions that chief executive officers need to take.

"Sustainability is neither about sacrificing the present for the sake of the future nor the other way around. It’s about finding the right balance between short and long-term considerations. Once businesses embrace this perspective, they start using business arguments to understand and maximize their long-term success, while having the short term under tight control."

Peter Graf, chief sustainability officer, SAP
In this report the following leaders have shared their thoughts and insights:

Björn Stigson  
Senior advisor and former president, World Business Council for Sustainable Development

Clara Gaymard  
Chief executive officer and president: France, GE

Georg Kell  
Executive director, United Nations Global Compact

Idar Kreutzer  
Chief executive officer, Storebrand

Jean-Pierre Clamadieu  
Chief executive officer, Rhodia

Patricia House  
Co-founder and vice chairman, C3

Peter Graf  
Chief sustainability officer, SAP

Pierre Nanterme  
Chief executive officer, Accenture

Roger Steare  
Corporate philosopher and visiting professor in organization ethics, Cass Business School

"As chief executive officer, you must have the vision, as well as the character to stay the course to achieve your long-term sustainability goals."

Pierre Nanterme, chief executive officer, Accenture
The Sustainable Organization: Lessons From Leaders Series

Chief executives may be forgiven for feeling less bullish than usual at the outset of 2012. The economic outlook remains profoundly uncertain. Consumer trust of many organizations is hitting new lows and resource constraints are growing as population pressures mount. Worries over climate change and other global issues are building.

Many of these issues converge under the banner of corporate sustainability, which is increasingly a catchall term for wide-ranging economic, social and environmental concerns. What is different today is that many chief executive officers are seeing new opportunities for competitive advantage within sustainability. At the very least, many organizations are focusing on sustainability as a means of rebuilding trust with their stakeholders. As one example, Jean-Pierre Clamadieu, the chief executive officer of Rhodia, a major global chemicals manufacturer, has explicitly used this to help his organization rebound from a major crisis period earlier this decade. "When we started to rebuild we identified that sustainability could be a key ingredient of the new corporate culture and identity," he says.

But beyond trust alone, there is also a clear opportunity to use sustainability as a means of outmaneuvering weaker rivals. Many organizations enter 2012 in a strong position. Average cash reserves, as one example, are significantly up from the peak of the crisis in 2009. And greater volatility in stock markets is giving some chief executive officers a greater incentive to take a longer-term view on creating a more sustainable organization.

All this comes as part of sustainability’s continued evolution from an issue of compliance and moral responsibility to a mainstream leadership and competitiveness issue. "With current and projected future demands on limited global resources, sustainability has evolved from an issue of corporate social responsibility to a business imperative," notes Björn Stigson, senior advisor and former president of the World Business Council for Sustainable Development.

Sustainability: Finding opportunity amidst adversity

"This is not about having a good reputation, it’s because it’s good for the business. We have a strong belief that a high social performance leads to a high financial performance."

Clara Gaymard, chief executive officer and president, GE France

This page contains a mix of text and images. The text discusses the challenges faced by businesses in 2012 and argues that sustainability can provide competitive advantage. It cites examples from Chief Executive officers, such as Jean-Pierre Clamadieu, who used sustainability to help his organization rebound from a crisis. The text also notes that sustainability is evolving from an issue of compliance to a mainstream leadership issue.
Indeed, it is the ability to take tough decisions for the long term, amidst an environment of uncertainty, which will mark out tomorrow’s high performance businesses. Meanwhile, those who fail to act risk a backlash, not least as social media gives people a powerful voice to broadcast corporate failings. To put it another way, as Jack Welch, the iconic former chief executive officer of GE once argued: “change before you have to.”

From awareness to implementation

The good news is that in the two decades since 1992’s Rio summit, awareness on this has dramatically improved: Accenture research shows that more than nine in ten chief executive officers now see sustainability as crucial to their future success. As such, the pressing question for this year’s follow-up Rio+20 summit is not whether sustainability matters; it’s about how organizations can effectively implement it. Pierre Nanterme, the chief executive officer of Accenture, describes this as the “third wave” of sustainability, where business leaders assess what sustainability means for their companies, determine the parameters for effective sustainability programs, and understand how best to embed these programs within their organizations.

The temptation here is to await better regulatory guidance on such issues. But a global grand bargain over climate change—one of the major themes within corporate sustainability—is unlikely to transpire in the short term, or ever. Instead, leaders need to plan for a patchwork of regulation in the coming decade: a “nobody-in-charge world”, as Mr Stigson puts it.

To prepare for these changes, this report seeks to give chief executive officers a high-level guide into the key issues they need to consider when embedding sustainability, along with practical tips and insights from their peers. Over the course of 2012, subsequent reports will detail the specific issues that matter for each key C-suite role in turn.

The chief executive officers and experts interviewed for this report were all asked to provide their recommendations for others on various aspects of sustainability. Their insights and advice are captured in these sidebars throughout the report.

Lessons for chief executive officers

• No one needs any reminder that the economic outlook will remain chronically uncertain and volatile in the years ahead. Create appropriate scenarios that map out possible outcomes here and prepare responses that will help the organization adapt rapidly.

• On many key issues, but especially climate, there will not be clear global regulation to guide you. Plan for an uncertain and fragmented regulatory environment.

• Do not think sustainability is solely a Western preoccupation. Various local pressures are making Asian chief executive officers—from China to Singapore to Japan—intensely focused on this. In particular, China is seeking global leadership in several areas of clean technology. Everyone needs to compete accordingly.

• Assume that price volatility on resources will be the norm in the decade ahead. As scarcity starts to bite, prices will remain unpredictable, although generally on the rise.

“
You need to introduce sustainability in a very systematic way for all people. Define objectives that are different yet consistent from one person to the next.”

Jean-Pierre Clamadieu, chief executive officer, Rhodia
Assessing and translating sustainability’s value

To some degree, sustainability is a blank canvas for organizations to project their specific issues onto. Depending on the sector and geography, it can span a huge range of issues, from energy efficiency and supply chain ethics to labor relations, diversity concerns and sustainable talent. All of these are increasingly being amalgamated into a broader corporate sustainability agenda.

This sets the first challenge for chief executive officers: working out what it actually means in the context of their particular industry and organization. What is difficult here is that while the ideal goals are often intuitively easy, translating them into something tangible and accessible today is far harder. Leaders need to assess how sustainable an organization can be at different stages of the journey, and within different economic and technological scenarios.

At Rhodia, sustainability covers a wide range of issues, but with specific priorities, such as environmental impact and workplace safety. Accenture’s sustainability strategy includes factors ranging from the organization’s financial strength through to regulatory compliance and client loyalty. But given that the organization hires thousands of people each year, people are therefore at the heart of its strategy. In short, the focus of sustainability will necessarily vary widely from one business to another. It is the chief executive officer’s job to decide what aspects matter most beyond any compulsory compliance.

Defend, improve and grow

At a high level, this assessment of sustainability typically splits into three main categories. The first is about compliance and risk management, or defending the business, whether in terms of reputation, regulatory compliance or simple operational risk. This has long been a key consideration, but is rapidly becoming more urgent in an age where social media is rapidly serving to make organizations more transparent. During the 1990s, a range of consumer brands battled against grassroots protests about poor labor conditions, waste dumping and other issues; an individual today could blow the whistle on such activities with a single tweet, forcing better behavior.

The second category is efficiency, or improving the business bottom line, which has gained much attention in recent years. Many organizations focus on resource usage and productivity in particular, but this can span anything from worker safety to suppliers’ ethical performance or ecosystem management. Cost savings are usually at the heart of this. To give one example, Marks & Spencer cut some £70m in costs during its last financial year through its ‘Plan A’ sustainability initiative.

“With current and projected future demands on limited global resources, sustainability has evolved from an issue of corporate social responsibility to a business imperative.”

Björn Stigson, senior advisor and former President, World Business Council for Sustainable Development

Lessons for chief executive officers

- Get a clear view of the issues and trends that matter to your industry and how those link to your organization’s sustainability strategy, both internally and externally. You will need to be able to communicate this clearly.
- Make a public, shared commitment to generate the market credibility that sustainability can offer. Without this, the change won’t come.
- Map out your objectives against various economic scenarios, to help cope with the uncertainties ahead.
- Assess how personally important sustainability is for you. Stakeholders will recognize committed change aimed at delivering quantifiable benefits to the organization, versus vague platitudes.
- Your board will only truly support a sustainability strategy if it is linked to creating value. It is about building a durable business model.

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Dow Chemical’s long-running cumulate energy efficiency efforts have already generated some US$9.4bn in savings and it is aiming for a further 25% efficiency gain by 2015.

The third category is innovation and growth, whether the creation of new products and services, or higher sales through an improved reputation, or simply a more valuable overall brand. For many organizations, this will be the leading driver of sustainability in the longer run, not least as business leaders grapple with the possibilities here. SAP has not only cut US$250m in energy costs as part of its efficiency drive, but has also created a new suite of products aimed at helping its clients grapple with issues such as carbon management and growing its business. GE is a well-known example too, having built a multi-billion dollar business on the back of its sustainability-related products, as part of its ecomagination program.

Not all of these categories will necessarily apply to all organizations, but chief executive officers should consider sustainability across all three, looking both internally and externally, as well as through the lens of each type of stakeholder.

The goal is to move away from the older notion of corporate philanthropy, to a more hard-nosed assessment of how this can materially improve the business.

But once a chief executive officer has assessed sustainability across all three of these categories, it is then possible to set out an overall target, outlining the organization’s goals. The challenge here lies in determining how to make it real and workable for the near-term and in translating it for various stakeholders. “You need to introduce sustainability related targets in a very systematic way for all people,” says Rhodia’s Mr Clamadieu. “Define metrics that are different from one person to the next yet consistent with the overall strategic objectives.”

Clearly market pressures also shape such objectives. During the depth of the financial crisis, for example, GE deepened its focus on people, to help retain motivation during tough trading periods. It is also making greater use of scenario planning, against which it maps out its various sustainability objectives. “Before the crisis, we set 3-5 year goals, but had no scenarios. After 2008, we could see that all the views we made were wrong,” says Clara Gaymard, the president and chief executive officer of GE in France. “Scenarios give us the capability to react faster when things don’t come out.”

Using such tools, goals can also be set according to the relative strength of the organization in its marketplace. To give a sporting analogy, chief executive officers can decide whether to make an offensive or defensive play on sustainability—stronger players can invest for the long term, while weaker ones may well need to simply focus on survival.
Managing and measuring

One of the headline debates for chief executive officers lies in determining what management structure is most effective to ensure implementation of the sustainability agenda. One route lies in creating a dedicated C-suite role for this, typically in the form of chief sustainability officer, a recent addition to the C-suite.

Although this role remains relatively niche, it has risen significantly in prominence in recent years since 2004 when the first such position in the US market was created. Since then, many others have followed suit. The key advantage is this gives sustainability a clear prominence in the organization. To succeed, chief executive officers need to ensure that this centralized function has the necessary clout to influence and get involved with others, rather than allowing other units to simply assume that sustainability concerns are now someone else’s problem.

Given this challenge—and the vast scope of sustainability—some argue that the chief sustainability officer is already a dying breed. Instead of a single role, chief executive officers could decentralize sustainability via ad hoc incentives across the entire management team. GE is one such example. Ms Gaymard highlights that the organization appoints leaders to run specific initiatives, such as its major ecomagination campaign, but otherwise spreads out responsibility across its leadership team.

“We don’t have a sustainability manager,” she explains. “For us, sustainability is a strategic priority that spans the business.”

Similarly, Accenture’s chief executive officer delegates the organization’s key sustainability objectives across the company’s top leadership. “At Accenture we have established an environmental steering group which assesses and makes strategic recommendations on sustainability goals,” said Nanterme. “Leadership approves and then acts on these recommendations, taking responsibility for driving our sustainability objectives through the organization.” This in turn creates responsibilities for other C-suite leaders, which future reports in this series will examine in more detail.

Ultimately, there is no right or wrong answer here. Rather, it will depend on how far along the sustainability journey a given organization is and how mature and wide-ranging its adoption of sustainability is, as well as its particular organizational culture.

Measuring progress: hard and soft

Chief executive officers are masters at managing teams and tracking their progress across a range of measures. But in sustainability, choosing the right metrics is hard. For some, a whole industry has sprung up around this, helping organizations measure anything from the energy used per square foot of retail space to the ratio of water consumed per unit of product produced.

“\If you’re looking for easy-to-capture number-driven metrics to prove the right thing, then you’re missing the point. But if you measure how engaged employees are and how people connected to the organization feel about their experience, then that’s a really valid understanding of how successful you are as a sustainable business."

Roger Steare, corporate philosopher and visiting professor in organization ethics, Cass Business School

Lessons for chief executive officers

• Where possible, make sustainability part of how your organization generates its competitive advantage. Make it a core business strategy, rather than a sideline functional strategy.

• Create board-level responsibility for sustainability, whether centralized or decentralized, rather than trying to parcel it off into a sideline function.

• Assess which sustainability metrics make sense for the future of your business, whether quantitative or qualitative. Be creative: new measures may need to be invented here to capture the core of this.

• Get the performance management right: set targets, ensure buy-in and understanding of those, and then focus your team on meeting those.

• Treat this as an organization-wide change project and make sure that the key leaders in your management team understand what you want from them. Guidance and education may be needed here.
Chief executive officers need to think about which metrics actually tie back to the future of the business. This in turn may lead to challenging decisions and trade-offs: for example, choosing to take a long-term view on issues relating to employee motivation and product innovation may bump up against short-term temptations, such as share buybacks to bolster stock prices, which arguably has no sustainable impact. Furthermore, some desired metrics may not even be obviously measurable. For example, an organization may set a goal of reducing the amount of energy that people need when using a product, through product innovation. Setting this goal is one thing; working out how to measure it is another challenge entirely.

To counter this, Rhodia’s Mr Clamadieu has created a self-assessment tool for all leaders as part of his organization’s Rhodia Way sustainability initiative. It allows managers to rate their own performance across forty-two sustainability-related behaviors, from zero (nothing being done) to four (world-class performance). It allows different plants to prioritize particular behaviors, based on what matters most in their context. “This is not about reporting back to me,” says Mr Clamadieu. “The objective is that when I visit a plant I can ask the management team about their self-assessment and see how they’ve identified different priorities. This varies a lot from one plant to another.”

At GE, a range of specific measures is evaluated. But the most important of these, in Ms Gaymard’s view, are various softer ones: things such as a manager’s domain expertise, or the capability to manage a team in an inclusive way. Ultimately, the philosophy here is that while someone could deliver the “hard” results required for a couple of years without being a good manager, they won’t do so for the long term. This is central to GE’s focus on people and engagement. “This is not about having a good reputation, it’s because it’s good for the business,” says Ms Gaymard. “We have a strong belief that a high social performance leads to a high financial performance.”

Others agree. Roger Steare, Cass Business School’s corporate philosopher and visiting professor in organizational ethics, believes softer measures are tougher but ultimately more important. “Just measuring something doesn’t make it hard. The soft ones are the ones you need to go for, and are very hard to measure,” he says. One example might relate to employee engagement. Tracking staff turnover levels is useful, but a drop in this ratio doesn’t indicate whether staff are more engaged, or simply unable to find another job. Instead, the chief executive officer might aim to track how employees feel about their work, and their pride in the organization overall.

“When leading commercial and industrial organizations and energy utilities report significant reductions in energy use and cost savings, the market wakes up to the fact that becoming energy efficient is about remaining competitive.”

Pat House, co-founder and vice chairman of C3, an energy resource management firm
Aiming for the long term

Every business struggles to maintain momentum or overcome fatigue amidst ongoing change programs. The same clearly applies to sustainability. To deal with this, Rhodia puts a clear emphasis on creating a culture of permanent improvement. At the heart of this is the organization’s self-assessment framework, which is geared towards helping executives set priorities each year, and thus helps maintain focus. “At Rhodia, we have built year after year a strong culture of permanent improvement. This helps us making progress overall and specifically on sustainability. When we built our self-assessment tool we put the highest mark at a very demanding level, leaving enough room for improvement and allowing us to keep the momentum,” says Mr Clamadieu.

Competitive forces can also help in embedding sustainability. Achieving a successful outcome in one area can help motivate a team, especially when jostling with rival teams. As Mr Clamadieu puts it: “When you score some goals, this creates a lot of encouragement for teams to continue working on this.” Awards and recognition can help too. Rhodia specifically identifies, promotes and recognizes achievements from across the business, the functions and the regions in awards ceremonies that the chief executive officer leads. “It sheds light on teams developing good practices. There are plenty of areas where this is happening, but it’s important that people get recognition for that and disseminate best practices as quickly as possible”.

Financial rewards also focus minds. Explicitly linking performance on core sustainability objectives to executives’ overall remuneration assessment definitely ensures that leaders remain focused on the goal. Logistics company TNT is one of a growing number of organizations that link executive compensation to specific sustainability metrics. Even better is to tie this into longer-term thinking. At Accenture, for example, the compensation of key leaders is tied to their performance on key sustainability objectives over a period of three years.

Taking the long view: breaking the investor deadlock

Nevertheless, of all the challenges that chief executive officers face in grappling with sustainability, balancing the vision for the long term while coping with short-term financial demands is likely the toughest. Georg Kell, executive director of the United Nations Global Compact, describes the “overwhelming short-termism of business and stock markets” as the single most important barrier to more widespread corporate action on sustainability. “As chief executive officer, you must have the vision, as well as the character to stay the course to achieve your long-term sustainability goals,” says Mr. Nanterme.

This is especially true when it comes to justifying investments to shareholders that don’t necessarily conform with the usual investment model and payback criteria. In this, there is a clear need to “break the deadlock” between chief executive officers and investors, as one executive puts it. This involves explaining sustainability in metrics that investors can realistically assess within their financial models. Nearly 90% of chief executive officers see this more accurate valuation by investors of sustainability factors as a key factor in helping to overcome this deadlock. “When leading commercial and industrial organizations and energy utilities report significant reductions in energy use and cost savings, the market wakes up to the fact that becoming energy efficient is about remaining competitive,” says Pat House, co-founder and vice chairman of C3, an energy resource management firm.
Some progress is underway though: Mr Kell notes that investors are changing, although they still lag the corporate world.

Still, chief executive officers can do more to help here. Working with the chief financial officer, they need to be able to explain their organization’s sustainability goals in concrete terms for investors—whether increases in intangible assets, improved risk management, reduced costs, or otherwise. In doing so, there is inevitably a need to overcome countervailing internal concerns. For example, while chief executive officers will naturally be more focused on the longer-term view, chief financial officers are necessarily focused on the ever-present quarterly earnings. “It’s complicated for the chief financial officer, who has to produce the results for each quarter, so choose your battle carefully,” advises GE’s Ms Gaymard. “Sustainability is neither about sacrificing the present for the sake of the future nor the other way around,” says Peter Graf, the chief sustainability officer of SAP. “It’s about finding the right balance between short and long-term considerations. Once businesses embrace this perspective, they start using business arguments to understand and maximize their long-term success, while having the short term under tight control.”

Indeed, focusing on performance in sustainability can often be traced back to success in another domain. Mr Clamadieu notes that plants within Rhodia that do well in terms of their sustainability processes also tend to outperform on product quality and overall performance. “There is absolutely no opposition but on the contrary a real alignment between sustainability and economic performance. When I look back, I tend to see that when a plant doesn’t optimize its sustainability commitments, such as on safety, it’s usually also not as good on other performance metrics,” he says. Inevitably, though, some decisions are tougher than others, especially in volatile periods: “It’s true that in challenging years like 2009, we’ve got to make choices and some of our projects had to be postponed but it does not mean that we are lowering the bar. These short-term adjustments have no impact on our commitments and mid-term objectives.”

Ultimately, implementing a longer-term vision for a more sustainable organization requires chief executive officers to look beyond the pressures of the next quarter. Indeed, in order to break out of the short-term stranglehold of parts of the market, some organizations are intentionally refocusing on longer-term growth projections, rather than quarterly reporting. The main aim here is a rebalancing towards sustainable growth, with a focus on doing the right thing for customers and the future viability of the business. Some organizations, for example, are switching to only publishing half-yearly financial results, albeit with ongoing updates, in order to appeal more explicitly to investors that care about the long-term prospects for the business, rather than more volatile traders focused purely on quarterly data. Others are considering similar changes, although it remains unclear how this strategy will play out over time, and how investors will adapt to this.

Lessons for chief executive officers

- Link executives’ incentives to performance on specific sustainability metrics. Ideally, these should be set over a multi-year period, to force a longer-term view.
- Stimulate competition. One retailer publishes the top five best and worst performing stores, in terms of energy use, on its intranet, to get managers to compete to improve.
- Recognize grassroots achievements on sustainability. Hold awards to identify and reward individuals or teams within the organization that have generated compelling new ideas, encouraging them and others to follow suit.
- Translate your sustainability goals into quantifiable metrics that financial analysts and shareholders can assess in their models.
- Consider whether stock market volatility provides an opportunity to take an explicitly longer-term view, rather than reacting to short-term pressures.
- Balance long-term goals for the organization with near-term successes that can practically demonstrate the change underway.
Conclusion

As this report has outlined, the chief executive officer plays a fundamental role in supporting and driving the overall vision of sustainability for the organization. But as this vision is translated into objectives for specific parts of the business, the involvement of a range of other C-suite executives will be needed. The chief financial officer will play a critical role in setting the specific metrics and communicating those to shareholders, for example, just as the chief marketing officer will assess how to build sustainability into the corporate brand and positioning.

The reports that follow in this series will explore and detail the implications for ten specific C-suite roles in turn, starting with the role that provides the overall architecture for sustainability to fit within: the chief strategy officer.

Please visit our website for future reports and podcasts in this series: www.accenture.com/sustainabilitylessonsfromleaders
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Chief executive officer, Rhodia

**Patricia House**
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**Peter Graf**
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**Pierre Nanterme**
Chief executive officer, Accenture

**Roger Steare**
Corporate philosopher and visiting professor in organization ethics, Cass Business School

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1. Rhodia merged with Solvay, a Belgian chemicals manufacturer, in 2011. As part of this agreement, Jean-Pierre Clamadieu has been appointed Chairman of Rhodia, and is set to become chief executive officer of the combined group in 2013.

2. A new era of sustainability, Accenture, 2010

3. How we do business report 2011, Marks & Spencer, 2011

4. How green energy saves the Fortune 500 billions, CNN Money, 16 May 2011

5. The short-term thinking trap, T Magazine, November 2011

6. A new era of sustainability, Accenture, 2010
About Accenture Sustainability Services

Accenture Sustainability Services helps organizations achieve substantial improvement in performance and value for their stakeholders. We help clients leverage their assets and capabilities to drive innovation and profitable growth while striving for a positive economic, environmental and social impact. We work with clients across industries and geographies to integrate sustainability approaches into their business strategies, operating models and critical processes.

Our holistic approach encompasses strategy, design and execution to increase revenue, reduce cost, manage risk and enhance brand, reputation and intangible assets. We also help clients develop deep insights on sustainability issues based on our ongoing investments in research, including recent studies on consumer expectations and global executive opinion on corporate sustainability and climate change. Find out more at www.accenture.com/sustainability.

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Accenture is a global management consulting, technology services and outsourcing company, with approximately 236,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.