



High performance. Delivered.

Accenture Sustainability Services

Integrated sustainability programs to drive greater business value and high performance

- Consulting • Technology • Outsourcing

"Today's CEOs are more convinced than ever of the need to embed environmental, social and corporate governance issues within core business. But they are also convinced that good performance on sustainability amounts to good business overall."

Bruno Berthon, Managing Director, Accenture Sustainability Services

Sustainability services and the path to high performance

Are your sustainability capabilities business-ready?

Organizations around the world have entered a new era when it comes to sustainability—the environmental, social and corporate governance initiatives by which organizations seek to achieve excellence today while also sustaining the needs of future generations. One of the CEOs interviewed as part of a recent United Nations–Accenture report on sustainability put it perfectly: "Sustainability started as a moral obligation, but has now become a key differentiator."

Meaning, it's time to get serious. It's time to focus on how companies can create competitive advantage from their sustainability initiatives: lower costs, greater efficiencies, better brand value, innovative products and services, longer-term customer relationships and much more.

Accenture can help you deliver on that business promise.

With unparalleled skills, assets and experience, Accenture is a global leader in corporate sustainability. Our cutting-edge research has demonstrated how sustainability can be a key contributor to high performance. Equally important, we work with clients across industries and geographies to integrate sustainability approaches into their business strategies, operating models and critical processes.

We are helping our clients, today, achieve competitive differentiation from their sustainability strategies and from the products and services they sell.

Comprehensive sustainability services to drive business value

Accenture has a comprehensive set of sustainability assets, offerings and tools—from market analysis and strategy development through to implementing and managing a sustainability solution. We apply our insights and deep experience to help clients achieve high performance through solutions in four key strategic areas:

- Regulation and Strategy: Developing a sustainability strategy and complying with sustainability regulations.
- Operational Excellence: Improving cost effectiveness and efficiencies in core operations.
- Emissions Management: Reducing energy consumption, waste and emissions.
- Sustainable Infrastructure: Improving energy efficiency and reducing emissions through large infrastructure projects that involve energy, transportation and construction.

With deeply skilled resources, market-tested assets and delivery capabilities which, in themselves, are based on sustainable business practices, Accenture can help you drive greater business value by helping you integrate sustainable business practices across your strategies, processes and operating models. We hold ourselves accountable for results and we measure them according to:

- Revenue growth from new, sustainability-based products and services
- Cost reductions from efficiency gains and innovative process improvements
- Better customer service through improved operations
- Reduced regulatory risk through better management
- Improved metrics and forecasting
- Enhanced brand value and market reputation

Meeting the challenges and opportunities of the new era of sustainability

Executives around the world are getting serious about sustainability. According to a new report from the United Nations Global Compact and Accenture—based on a global survey of more than 750 CEOs and in-depth interviews with 100 of the world's foremost CEOs and global leaders—leading organizations now are driving their sustainability initiatives with an eye toward business advantage.

It's a new era of sustainability—one driven by a business case and not only a moral imperative. Executives with whom we spoke told us time and again that good performance on sustainability now amounts to good business overall.

Yet with new business goals come new business challenges. Actually executing on a sustainability strategy is more challenging than ever. It involves embedding sustainability across the business, and that's hard. Companies struggle to manage complexity—implementing sustainability initiatives across business functions and balancing competing priorities. A broader range of workforce skills are needed, as are capabilities that are embedded across the supply chain and corporate subsidiaries.

The external environment is challenging, as well. Consumers sometimes give mixed signals, publicizing their environmental

concerns but not backing those concerns up with their spending. The investment community does not always affirm the business value of sustainability, either. And managing the patchwork quilt of environmental regulations and laws is never easy.

Our research shows, however, that the payoff can be big. We analyzed the performance data of more than 270 global FORTUNE 1000 companies, measuring the effects of sustainability initiatives on business success. We found that the companies ranked highest in sustainability leadership also outperformed their peers in terms of both three-year and five-year shareholder returns.

Companies that succeed in developing an integrated approach to sustainability faster than their peers can achieve competitive advantage in a number of areas—from increased revenue to cost savings to improved brand image.

How can you achieve those kinds of results?

Accenture's comprehensive capabilities across technology, consulting and outsourcing—combined with our extensive experience delivering sustainability programs across many industries—can help you succeed in the new era of sustainability.

Accenture is a trusted guide to organizations seeking to drive competitive advantage through sustainable operations and products. We bring market-tested solutions capable of delivering lower costs, reduced risk, greater efficiencies, better brand value, innovative products and services and longer-term customer relationships.

In other words, Accenture can help you translate your sustainability goals into high performance.



Figure 1: Accenture Sustainability Services offer extensive solutions covering regulation & strategy, operational excellence, sustainable infrastructure and emissions management.

Accenture Sustainability Services

Sustainability Strategy Sustainability Policy & Regulation Sustainability Strategy & Journey Management Innovation & New Businesses City Growth & Strategy Management	Operational Excellence Sustainable Consumption Trust & Stakeholder Management Services Sustainability Performance & Risk Management Green Six Sigma Sustainable Supply Chain Sustainable Talent, Organization & Learning Environmental Health & Safety Management Green IT		Emissions Management Climate & Energy Management Services Clean Energy Solutions Carbon Markets & Carbon Trading Water & Waste Management Services
Intelligent Infrastructure Intelligent Transport City IT & Communication Network Solutions Smart Building Solutions Waste, Water & Recycling Solutions Smart Grid Services Interactive eServices Infrastructure Analytics Services			

A range of powerful solutions

Accenture delivers powerful, market-tested solutions and services that can help you drive business advantage from your sustainability initiatives. (See Figure 1.) Our offerings cover four major sustainability areas:

Regulation and Strategy

Sustainability Policy and Regulation

Accenture provides Strategic advice for planning and assessing corporate sustainability programs, as well as the development of sustainability business opportunities as a result of regulation, technology, consumer trends and/or the broader economy.

Sustainability Strategy and Journey Management

Our solutions help businesses and public-sector organizations identify, develop and implement strategies that address their most pressing needs, and also take advantage of the marketplace opportunities of a sustainable business.

Innovation and New Business

Accenture supports clients in finding new sources of revenue through the development of sustainable products and services.

Operational Excellence

Sustainable Consumption

Accenture works with organizations to help them create a new consumption model that meets consumer needs and uses resources more effectively.

Sustainable Supply Chain

We can support organizations as they develop more sustainable supply chains without sacrificing efficiency or service levels.

Trust and Stakeholder Management Services

Accenture helps clients build trust with a broader group of stakeholders, including employees, suppliers, regulators, consumers, communities in which they operate and non-governmental organizations.

Sustainability Talent, Organization and Learning

We can help organizations build the talent, organizational structures, performance management and leadership skills that enable a culture of sustainability to grow and thrive, supporting the effective execution of a sustainability strategy.

Sustainability Performance Management

Accenture helps businesses and public sector organizations define sustainability performance metrics and establish a robust performance management framework, and then link sustainability performance management processes to core business strategies and objectives.

Sustainability Analytics Services

We work with our clients to create analytics solutions that help them respond better to sustainability challenges and opportunities.



Green Six Sigma

Accenture uses proven improvement methodologies of Lean (speed) and Six Sigma (quality) to help cut waste, reduce costs and boost profits in the area of sustainability.

Green IT

By improving the IT infrastructure and capabilities that affect people and processes across their organizations, we help our clients use IT to reduce their carbon footprint while increasing efficiency and productivity.

Sustainable Infrastructure

Intelligent Cities

Accenture can help cities thrive in the emerging low-carbon economy by tailoring solutions that take advantage of innovations in key infrastructure areas including smart grid services, smart metering, water conservation, waste and pollution.

Smart Urban Mobility

We can help clients deliver innovative solutions in areas including electric vehicles, related vehicle recharge networks and electrified mass transit options—key components of a strategy to reduce transportation emissions.

Smart Building Solutions

Accenture provides enterprise energy management services and helps commercial building owners to cost-effectively reduce energy usage and improve occupant comfort.

Emissions Management

Climate and Energy Management Services

Accenture provides an integrated set of business processes, tools and capabilities designed to change energy-consuming behaviors, reduce energy costs, improve supply predictability and reliability, and manage associated risks.

Clean Energy Solutions

Accenture helps organizations make sense of the new clean-energy landscape by creating strategies to achieve an optimal fuel mix for their operations—or, in the case of energy companies, to launch new lines of business focused on renewable energy supplies.

Carbon Markets and Carbon Trading

We can help our clients use carbon markets as channels for new revenue streams, and position themselves as valuable contributors to the design of national trading programs.

High performance delivered: Demonstrated benefits from sustainability services

Accenture is uniquely positioned to help organizations drive business value from their sustainability strategies. Our global delivery footprint, coupled with our understanding of local sustainability drivers, gives us the ability to deliver customized sustainability solutions anywhere in the world.

Based on the breadth and range of our sustainability services, we help our clients to drive value by:

Growing revenue through new products and services

According to the recent United Nations-Accenture sustainability report, revenue growth is one of the top three factors driving CEOs to take action on sustainability issues, and companies have many opportunities in this area. For example, Accenture worked with Pão de Açúcar, a leading Brazilian retailer, to build the first "green" grocery store in Brazil. The company was driven by its market research showing that, by becoming the industry's sustainability leader, it could capture long-term customer loyalty in a profitable market niche.

Accenture's experienced team helped Pão de Açúcar analyze its current situation, benchmark retail practices on both a country and international level, and develop a new, sustainable retail store concept. The new store, "Pão de Açúcar Verde," was successfully launched in May 2008.

It exemplifies the company's brand and sustainability vision and acts as a laboratory to test new practices and sustainable technologies.

Reducing costs through efficiency gains

Many companies have discovered that sustainability can drive core business value in part by increasing operating efficiency and reducing costs. One major natural gas and electricity provider in the United States embarked on an ambitious plan to implement a fully integrated "smart grid" power system within a mid-sized city, convinced that an auto-balancing and self-monitoring smart grid solution would make the production and delivery of electricity much more efficient.

The provider turned to Accenture as a key member of its consortium to help develop and deploy the solution within the pilot city. The smart grid solution developed by the team was successfully launched in 2009. In addition to improving customer satisfaction and loyalty, the groundbreaking smart grid solution is

expected to generate significant cost savings for the utility each year, due to improvements in service reliability, reductions in the amount of power lost due to grid inefficiencies, and significant decreases in residential peak electricity demand.

Improving the accuracy of carbon reporting and forecasts

Developing and embedding better metrics into business processes, in part to support forecasting and reporting in compliance with regulation, is critical to the corporate sustainability agenda. Consider Vodafone, a leading mobile communications company, which is committed to reducing its carbon emissions by half by the year 2020 for operations in mature markets and is in the process of setting intensity targets for operations in emerging markets. To enable these emissions goals, Vodafone needed to understand how best to account for, forecast and disclose its carbon emissions in terms of global and local standards.



Accenture worked with Vodafone to identify the standards for the accounting and reporting of national, regional and international carbon emissions. Using a proprietary, grid-intensity forecasting tool, Accenture helped Vodafone improve the accuracy of its forecast for emission reductions, taking into account the evolution of the carbon intensity of electricity grids.

With Accenture's support, Vodafone improved the accuracy of its carbon emissions forecasts resulting in a more precise measurement of the effort required to achieve its targets. Vodafone also has a better understanding of the cost and use of carbon offsets to complement its own efforts to reduce emissions.

Managing operational and regulatory risk more effectively

To avoid the unintended consequences of regulation, build trust and provide a more informed basis for policymaking, Accenture helps businesses develop a more proactive and collaborative approach to working with governments.

For example, when the European parliament prepared legislation to include the aviation industry in the Emission Trading Scheme, KLM Royal Dutch Airlines turned to Accenture to help assess the financial implications of the new regulations. Accenture worked with KLM's public affairs organization to analyze the legislative process, and collaborated with the airline's fleet development, network planning, flight operations and fuel strategy functions to address areas affected by the CO2 agenda. Accenture also helped KLM to explore opportunities to build capabilities in areas such as CO2 performance management and biofuels.

Building brand and reputation

A company's commitment to sustainability influences brand loyalty among consumers, as well as how the company is perceived by shareholders, investors and regulators. One company that is living this commitment is the Otto Group, a leading international trading and services corporation and the parent organization for 123 companies, including Crate and Barrel.

The Otto Group hosts the Aid by Trade Foundation, which works to combat poverty and protect the environment in developing countries, specifically in Africa. One of its recent initiatives was the Cotton made in Africa project, designed to help farmers create better sales opportunities.

To assist the Aid by Trade Foundation, Accenture assembled supply chain and textile industry professionals in South Africa, India, the United States and the United Kingdom to carry out a detailed analysis of the cotton textile industry's complex sourcing and supply chain practices, conduct expert interviews and perform a business review of the textile sectors in Africa and Asia. Within just six months, the Foundation was able to present the business case for Cotton made in Africa to German textile retailers.

Why Accenture for sustainability services

Accenture brings a powerful combination of strategic consulting, systems integration and technology delivery capabilities, outsourcing skills and change management services to help our clients determine the best sustainability strategy for their company and then implement that strategy efficiently on a broad scale.

Accenture's work in sustainability strategy, implementation, integration and management is differentiated in several key ways:

Explicit commitment to clear, attainable business results

Sustainability is a different kind of business endeavor, with goals, collaborations, metrics and rewards that are unfamiliar to many organizations. At the outset, companies need clear missions, quantifiable methodologies and the strong assurance that those missions can be reached. Accenture helps develop solutions that can deliver significant, enduring results for our clients and their stakeholders.

Global footprint of alliances and delivery centers

Our global footprint is an important differentiator, enabling Accenture to quickly mobilize our people, knowledge and assets around the world to help our clients evaluate their challenges and opportunities, and implement global sustainability initiatives. We also participate in a broad ecosystem of private and public organizations, and we have the skills to bring together and manage the insights and work of multiple players.

Ability to integrate sustainability solutions into the business

Accenture excels at integrating sustainability into our clients' core businesses. We call this "embedded sustainability"—integrating sustainability into core business strategies and across business units, segments and supply chains.

Change management skills

Accenture is deeply skilled in the tools and methods required to prepare people for new ways of working. We also know how to gain stakeholders' support for new initiatives that may fundamentally change their roles and responsibilities. Our ability to assess the risks involved in sustainability programs enables us to effectively guide the journey from concept to execution.

IT acumen

Accenture excels at understanding how information technology supports, and even drives, important aspects of sustainability. Technology by its very nature changes the behaviors of people and how customers interact. Accenture also has advanced analytical capabilities to help clients make better sustainability decisions based on new insights. Our deep experience in business analytics can help companies become more transparent and better understand their risks.



Industry depth and experience

The scope of sustainability varies significantly by industry, often driven by the environmental, social and governance issues on which the industry has greatest impact. Accenture has deep experience across industries, from utilities to telecommunications to the federal government, and can help our clients meet the sustainability needs and challenges of the industry in which they operate.

A global sustainability leader

Accenture plays an active role in shaping the thinking and direction of businesses and governments on sustainability:

- We have collaborated with the World Economic Forum to develop important sustainability research on topics such as supply chain decarbonization and "SlimCities."

- Accenture has served the Carbon Disclosure Project as a strategic advisor, program manager and solutions integrator for the new Global Climate Change Data and Reporting Platform.
- We are working with the World Council for Sustainable Development to define the role of business in creating a more sustainable future.
- Accenture teamed with the UN Global Compact to explore top CEO views on the future of corporate sustainability, and the role that the United Nations can play over the next decade to help businesses move from strategy to execution.

Contact us

Accenture is committed to helping forward-thinking organizations position sustainability as a key lever to long-term success. To find out more about how Accenture can help you meet your sustainability imperatives and chart a course toward high performance, visit www.accenture.com/sustainability or contact us at sustainability@accenture.com.

About Accenture Sustainability Services

Accenture Sustainability Services helps organizations and governments achieve substantial improvements in performance and value 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 revenues, reduce costs, manage risks and enhance brand reputation and intangible assets.

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About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 211,000 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\$21.6 billion for the fiscal year ended Aug. 31, 2010. Its home page is www.accenture.com.

