





next career step and them offering a new challenge, opening new vistas, letting me learn new things that I never thought I'd have the ability to see. It's been an incredible journey. And one that I look forward to continuing in this role. I've been in this chair for two years. You were at UPS and now you're here. And I look forward to talking with you about sustainability.

**Juan Perez: 14:15:29** What an important topic that is, Penelope. And I'm so glad that we have an opportunity as two CIOs to have a conversation about sustainability. To get us really started with our conversation today, wanted to get your perspectives, your views on Accenture's ESG strategy. Where do you see the company going with the ESG? Why is it important to the organization? How are you driving that strategy?

**Penelope Prett: 14:15:51** Well, if you think about the last decade, the digital revolution has changed the way that the world works and live. And we at Accenture believe that the sustainability agenda is going to have the same level of impact on all of us. And so it's important to shape at the outset what that agenda is going to look like. As we think about the Accenture journey, we want to make sure that we measure, we marry our sustainability agenda up against our vision as a company, which as you know, is to change the way the world looks and lives by marrying up human ingenuity and technology. So as we think through the sustainability agenda and all the things we can impact with our clients, with our customers, with our partners, like you, we want to make sure to live true to those values while delivering both business value, but sustainable impact in the environment at large.

**Juan Perez: 14:16:41** That is so true. You made reference to the word value a number of times. One of the things that I am so impressed with here at Salesforce is the type of connection that exists between our people in the company and the values that the company supports and lives by. Sustainability being one of those. But now sustainability is now important to the board of directors. Sustainability is important to our communities. Sustainability is

important to governments, to corporations all around the world. Why is sustainability now important also for CIOs?

**Penelope Prett: 14:17:14** As a CIO, our job is to serve our companies by providing a technology landscape that powers up every aspect of our business. And the sustainability agenda is going to permeate every business process that we run as we think about how to shape out what we want to do in the space. And if you think about it, our business partners, the CHRO is going to want to talk about how her technology lets her get a view into how the sustainability agenda is impacting the people and how the people are impacting the world. The CFO is going to want to get a view into ESG reporting metrics. How are we doing against the goals we've set? The COO is going to want to understand the sustainability agenda up and down the supply chain. How are all of our partners and providers doing on their sustainability journeys? And is there anything we can do to help them? And as a CIO, you and I have to serve that full agenda.

**Juan Perez: 14:18:08** I love that answer. And you know, when you think about it, in essence, there's responsibility for sustainability actually resides across the entire enterprise. It's not just one individual, it's not the CEO, it's everyone across the entire organization. Now with that being said, how do we as CIOs have an influence on the organization's sustainability strategy? How do we drive that within the company?

**Penelope Prett: 14:18:34** Well, I think you have to start back with the intent or the vision of the company in the sustainability space. And for us at Accenture, the vision which we've been living since 2007 is very simple. We intend to embed sustainability in everything that we do and every relationship that we have and the technology agenda that we lay out to power that up has to be true to those standards. When we think about partnering with Salesforce, for



example, or with one of our clients to work through how we can jointly deliver on the UN sustainability development goals, we think through how each aspect of our business is living to the standards of sustainability. In some cases, we're just setting those, whether it's water resiliency in countries that are water challenged in which we operate, or if we're talking about what are our waste patterns and how can we improve those. But in some of those we're quite mature. We're looking at zero net emissions by 2025, for example. So it varies by business, but each business has metrics and a focus.

**Juan Perez: 14:19:33** And I think that's just so critical. And of course the CIOs have a huge responsibility of enabling the business to be able to achieve those goals, to be in a position where we provide the right technology solutions, that we partner with the right partners as Salesforce and Accenture, working together to meet those very clearly defined standards and goals that we're defining as corporations. And ultimately making this something that it's visible, that it's lived every day within the IT organizations that we lead so that we can then lead by example across the entire organization. That's great.

**Penelope Prett: 14:20:05** And one thing that I would particularly note in the conversations that we've had that's interesting and I'd like for people to think about, when you hear sustainability, a lot of people that you and I talk to, they think about carbon emissions. But the sustainability agenda is both broad and deep. It traverses everything, from the environment to society and the ways that we're going to go about supporting each part of that agenda have to be unique and tailored to the business. It's a challenge, but I think one that CIOs like you and I are going to enjoy facing.

**Juan Perez: 14:20:37** And you know, one of the things that I like the most about thinking about sustainability and the role of the CIO also, Penelope, is this whole notion that digital in essence drives sustainability. As you become more digital, as you continue to drive

digital transformation, as you improve business processes through your digital transformation, in essence, you are helping with sustainability as well. You're removing Xs, you're removing duplication. You are actually helping the environment by being able to work anywhere. Remote work has definitely helped with sustainability and IT has been in a position to really drive those types of initiatives through technology.

**Penelope Prett: 14:21:14** Well, they have. And when that is most powerful is when it's done in what I'll call a shift left mode, meaning we push it all the way down to the engineering part of our organization in terms of how we configure, how we develop, how we think through the approaches that we're going to take across IT, not just in terms of developing code, but also how we use data. How much of our position can be made into the public cloud? Get out of the data center. There are lots of things that we individually can do within IT right now to drive towards greener IT.

**Juan Perez: 14:21:46** I agree. You know, interestingly, as you were describing that, I was thinking about one of the initiatives that we're driving here within the Salesforce IT group. And that is the use of a Salesforce technology called Slack. You've heard about it. It's a technology that allows people to really work from anywhere. That's why we call it a digital headquarters. It's a collaboration tool. It's a communication tool. It's a workflow tool. And the way that I think about it is through those types of solutions and technologies, you allow companies to allow people to work from anywhere, driving that type of sustainability that is so important today.

**Penelope Prett: 14:22:21** Well, that's exactly right. And take it one step further, whether your tool of choice is Slack or some other collaboration platform, the ability to show your people every moment of every day how they're actually consuming the resources of the



company, whether it's to travel, which is big consumption or to communicate video or audio, which is small consumption, every step matters. And the more that we can expose those metrics, make them transparent and share them with the population, the better chance we have of involving all of our people and making them feel heart and soul invested in that journey with us.

**Juan Perez: 14:22:55** That is so true. Now I have another question for you. I got a lot of questions for you. When I think about a sustainability strategy developed by an organization, certainly a great mission, a great strategy, the CIO needs to be in a position to be able to support it, as you alluded to. Now, how does that sustainability strategy actually affect what you do as a CIO?

**Penelope Prett: 14:23:19** Well, when you think about the sustainability strategy in general, so lifting it up a level, very simply, Accenture vision, we want to embed sustainability in everything we do, in every relationship. And think about how profound that statement is when it comes to the myriad of technologies that live underneath basic things, how we connect with our customers, how we connect with our partners, how we communicate to the world, how we run our finances, how we do our human resources systems, all of these things in toto have to be addressed segment by segment to make sure that the way we think about our sustainability agenda at a macro level is reflected on how we choose to design from the bottom up. And when we talk about that, Juan, one thing that you're kind of famous for, which we are emulating at Accenture, is the partnership between the business and IT when it comes to doing these things.

**Penelope Prett: 14:24:10** The sustainability journey is still for most of the world, young. The technology is nascent, it's evolving, we're all learning. And so what's exciting and fun is the opportunity for pairing really collaboratively with the businesses that this represents and the chance to go on a joint learning journey together. It begs the question though, we're going to need some things from our partners and in particular

from partners like Salesforce, to help us along that journey, we're going to need flexibility because the journey is young and things will change. And the software that we choose in our backbones has to change with the journey. It has to be scalable. Like I said, 500,000 people when I joined, we're over seven now. We've acquired 120 companies since I've been sitting in the chair. Growth is unparalleled right now. We have to be able to serve those scalability aspirations of our boards and our CEOs.

**Penelope Prett: 14:25:01** And finally data. You can have all the data in the world and be data poor. What you and I have to do is make our companies data rich by providing transparent data that's usable at the point of need. And this is why I'm particularly excited about working with Salesforce.

**Juan Perez: 14:25:16** I love it. Absolutely love it. I was thinking about the notion of IT being close to the business. I use a term for that. It's called business intimacy and it's so important today, Penelope, for our IT professionals to be business oriented professionals, too. To understand the business, to get close to the business. And when it comes to sustainability, there's no difference there. You have to be connected with the company's strategy when it comes to sustainability.

**Penelope Prett: 14:25:42** Right.

**Juan Perez: 14:25:43** The closer you get to those strategies, the better you'll be positioned to drive technology solutions that can help the organization grow. What do you think we are in this journey to have technologies that can support companies become more sustainable?

**Penelope Prett: 14:25:58** I believe we're early in the stages for most of the mass market. We're still exploring how to make the systems themselves sustainable, but more so the behaviors that the systems prompt. So let

me talk a little bit about something that we're doing together that is really interesting. One of the things that Salesforce offers us that we are particularly interested in right now involving the sustainability journey is behavioral analytics and visualization. What does that mean? Well, your systems are very data rich. The data is well sorted. It's high integrity. We can use it for variety of purposes. And what we want to do is expose that to each individual user in a way that makes it clear how they are participating in the sustainability journey, at the point at which the transaction is actually occurring, or the question is being asked. That's where your powerful visualization layer helps us lay it out for them.

**Penelope Prett: 14:26:50** But the thing in particular I think is going to be important as we work the sustainability journey and blend it into the overall user experience is that we're moving into a world, as you know, was a little bit different than the place you and I came from. We're moving into a world where users have choices. They can configure their own environment. So we have to offer them visualizations that can occur at the point of need when they want to ask the question and that can be presented in a way that they find appealing. And that's where the flexibility of SaaS platforms like the one we use from Salesforce are going to be invaluable. Because again, as I said earlier, that is how you bind people into the journey, get them to participate, get them to really heart and mind believe that they are contributing to the sustainability agenda. Then it becomes a closed loop of goodness and it continues on its own.

**Juan Perez: 14:27:39** I like that. And I think you're so right. When I think about the key themes that you have mentioned to the audience today, Accenture believes in the importance of sustainability, it's important to be data rich, have data that actually helps you guide your decisions in the way that you manage your sustainability initiatives. No doubt about that. Really important that your business intimate and that you closely connect with the organization on the sustainability initiatives that have been defined and the goals and the strategies that the company's driving towards. There are other things that also CIOs can do to support sustainability in their own domains. Those, for example, who have big data centers, what are

some of the things that you would recommend them doing to be able to support sustainability initiatives in those?

**Velvy: 14:28:25** You guys, let's cut.

**Penelope Prett: 14:28:26** We could talk all day and we're going to keep going.

**Velvy: 14:28:28** Wow. It's fantastic. But I do want to give those guys a chance to sort of weigh in before we get too far.

**Juan Perez: 14:28:32** Perfect.

**Velvy: 14:28:33** But this is fantastic.

**Velvy: 14:39:06** Quiet, everyone settle.

**Crew: 14:39:11** Sound speed. Rolling.

**Speaker 3: 14:39:11** Everyone speeding.

**Crew: 14:39:11** Speed.

**Speaker 3: 14:39:14** Mark it.

**Crew: 14:39:15** Interview, take three, mark.

**Velvy: 14:39:20** All right. You guys know why we do that. What that class about, do you know what, why some people do that?

**Juan Perez: 14:39:26** Get everybody's attention?

**Velvy: 14:39:29** It's from the days when we used to shoot film in actual film and we record audio on a separate magnetic tape, and then that clap was a one frame sync point for the editor to sync up the soundtrack and the film.

**Juan Perez: 14:39:45** So you learn something new every day.

**Velvy: 14:39:47** That's one that's the point that they line up on the film and the audio.





**Crew: 15:03:13** So just so you guys know, we're going to B roll right after this.

**Velvy: 15:03:15** The last 5% takes 90% of the time.

**Juan Perez: 15:03:19** Oh my goodness.

**Juan Perez: 15:03:19** I was already done a long time ago, my friend. But that's okay.

**Penelope Prett: 15:03:23** It's like a piece of plastic from...

**Velvy: 15:03:24** All right, here we're done.

**Penelope Prett: 15:03:24** Just pardon me, I'm sorry.

**Velvy: 15:03:24** All right. Are we ready?

**Penelope Prett: 15:03:26** All right, there we go.

**Velvy: 15:03:27** Okay. This is just once intro.

**Penelope Prett: 15:03:29** Something from a piece of cloth.

**Velvy: 15:03:30** Thank you, Laura.

**Velvy: 15:03:33** Okay, everyone. Nice and quiet.

**Crew: 15:03:34** Okay. One second.

**Penelope Prett: 15:03:36** Can you see that? Dropped the cap, hun.

**Velvy: 15:03:41** C-Cam. Are we shooting C-Cam or are you shooting that line [crosstalk 15:03:45]?

**Crew: 15:03:45** Why then? No, we're [inaudible 15:03:46].

**Velvy: 15:03:46** Okay. Let's frame this, let's frame it.

**Crew: 15:03:50** Well, we were just shooting A.

**Crew: 15:03:51** Just A-Cameras.

**Velvy: 15:03:53** Okay, here we go. A-Cam intro. Here we go. Ready? Nice and quiet everybody. You ready, Juan? And action.

**Juan Perez: 15:03:58** Hello, everyone. My name is Juan Perez. I'm the Salesforce CIO from the Salesforce Tower in Atlanta. Today, we're going to be speaking about sustainability with a great colleague, Penelope Prett from Accenture.

**Penelope Prett: 15:04:09** It's a pleasure to be here, Juan.

**Juan Perez: 15:04:10** It's great to see you.

**Velvy: 15:04:12** Okay. Cut.

**Crew: 15:04:16** We're done.

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