



High performance. Delivered.

# Accenture Sustainability Services

Improving business performance through  
sustainability excellence



# A range of powerful solutions

In today's world companies, cities and economies must urgently rethink traditional systems and shift towards more sustainable models. Both public and private sector decision makers now need to manage the complex connections between environmental, social and economic factors. They must navigate a fresh set of opportunities, challenges and risks that will define organizations of the future. In essence, a global sustainability transformation is underway, where issues that once lingered on the periphery now form core elements of corporate strategy and public policy.

## **We advise the world's leading companies and policy makers on sustainability strategy, solutions and innovation**

Over the past decade, Accenture has developed key skills, services and solutions that help our clients take the opportunities and manage the risks created by the shift towards sustainable practices. Today Accenture is the leading global provider of sustainability strategy, solutions and services.

## **Our goal is to help organizations put sustainability at the heart of their strategies, policies and activities**

We help organizations use resources more productively, reduce environmental impact and create transformative innovations to drive high performance. Our services have been forged through hands-on experience helping our clients develop their capabilities - in energy, waste, land use, water, health, clean technologies and smarter systems - in order to blend today's brightest business prospects with their long-term goals and proactive risk management.

## **Helping to capitalize on the opportunities created by a new era of sustainability**

High performance within sustainability is increasingly regarded as a proxy for high performance overall - good business has become better business. Many companies have also found that an emphasis on sustainability can drive performance directly through the following:

- Lower costs
- Greater efficiencies
- Improved brand value
- Stronger customer relationships
- More innovative products and services

Yet with new business goals come new business challenges. Actually executing a sustainability strategy effectively - and ensuring it returns value to the business - is not easy. Companies struggle to manage the patchwork quilt of environmental and social regulations and laws, let alone the complexity of implementing initiatives across multiple business functions while balancing competing priorities. They often suffer from a lack of internal knowledge and experience, yet simultaneously require a range of new workforce skills to be embedded, not just within their own walls, but across the whole supply chain and all corporate subsidiaries.

## **Maximize the benefits from your sustainability investments**

Accenture's comprehensive capabilities in technology, consulting and outsourcing, combined with our experience delivering sustainability services across many industries, can help your business meet these challenges. Working together we can ensure the investment you make in sustainability delivers the maximum economic, social and environmental benefit, in the shortest possible time.

## **Many of the world's most talented sustainability professionals work for Accenture**

Sustainability strategies and implementation require detailed knowledge across a wide range of areas touching almost every working part of business, cities, governments and economies. At Accenture we have assembled a global team of sustainability professionals with the multidisciplinary skills needed to deliver market-leading solutions. This means our people are equipped with truly transversal skills and knowledge in spaces where, for example, finance meets carbon management, procurement meshes with clean energy and risk management flows into water management.

One way our people share their knowledge is through our program of thought leadership developed in collaboration with influential global organizations such as the United Nations Global Compact, World Business Council For Sustainable Development, World Economic Forum and the CDP. We also host Sustainability 24, Accenture's award-winning, twelve hour live interactive broadcast. Sustainability 24 unites key influencers and experts to catalyze the sustainability debate among business and government leaders, civil society and other stakeholders across the world.

## **We deliver practical, proven, end-to-end sustainability services**

Accenture Sustainability Services can assist with every aspect of your sustainability initiative - from market analysis and strategy development through to implementing and managing a sustainability solution and delivering value for your company. We help clients achieve new levels of competitive differentiation from their sustainability strategies and from the products and services they sell.

In this new era, where business and policy decisions involve more complexities than ever before, Accenture's pragmatic approach to sustainability can help your organization take opportunities, overcome challenges and build a legacy for future generations.

Our clients ask for sustainability advice, support and solutions within four major areas. These include Strategy, Operational Excellence, Intelligent Infrastructure (including cities) and Energy and Resource Optimization. Within each major area there are a number of components.

## Accenture Sustainability Services Offerings Portfolio

Sustainability Strategy	Sustainability Operational Excellence		Energy & Resource Optimization
Sustainability Strategy Design	Sustainable Consumer Analytics & Insights	Sustainability Performance Management	Environmental Health & Safety
Sustainability Innovation	Trust & Reputation Management Services	Sustainability Risk Management	Energy Efficiency & Emissions Management
Carbon Strategy & Trading	Sustainable Sourcing & Procurement	Sustainable Talent, Organization & Learning	Clean Energy Solutions
Partnership Services	Sustainable Supply Chain	Green IT	Waste, Water & Recycling
Intelligent Infrastructure & Cities			
Intelligent Cities Strategy	Smart Grid Services	Intelligent Transport	City IT & Network Services
Citizen Services	Smart Building Solutions	Urban Applications & Operating Systems	Infrastructure Analytics

### Sustainability Strategy

Accenture helps our clients to develop robust sustainability strategies that support growth, enhance brand reputation, and increase productivity.

#### Sustainability Strategy Design

Accenture provides strategic advice for assessing, defining and planning corporate sustainability, that unlock both short-term cost savings and long-term growth opportunities.

### Sustainability Innovation

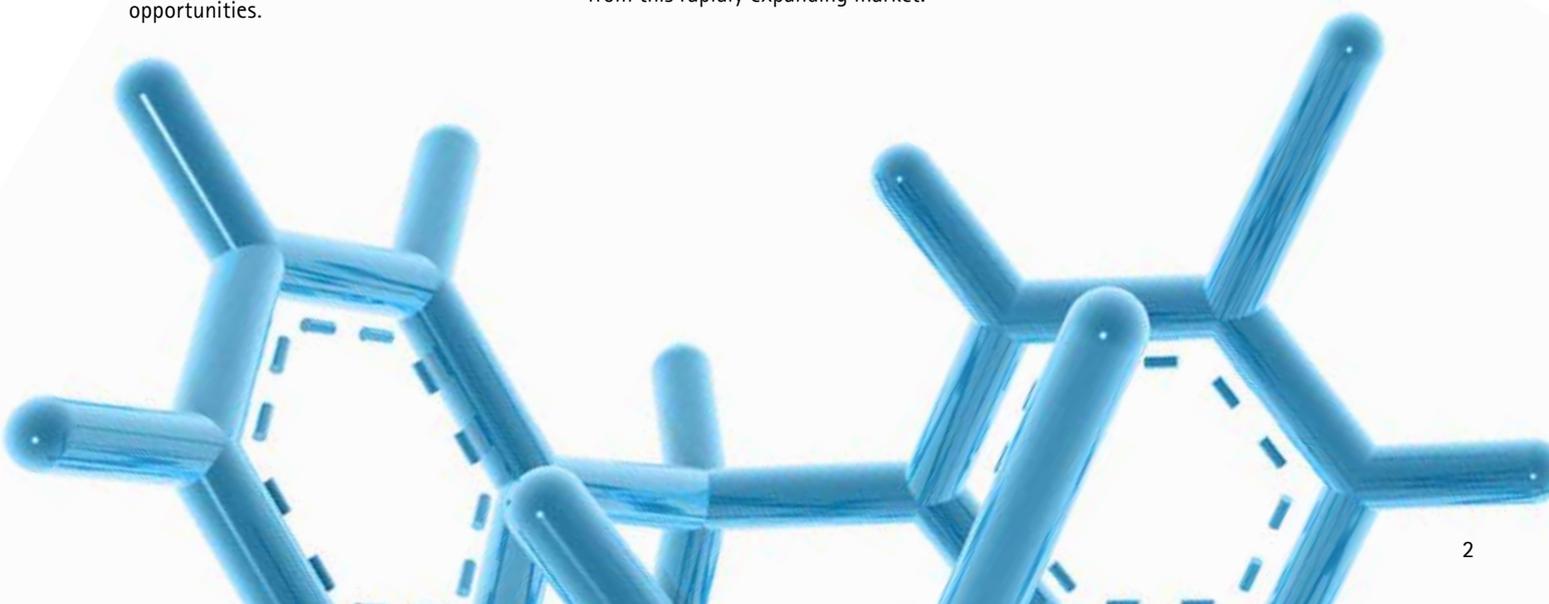
We see sustainability as a source of tremendous opportunity in the marketplace. We help organizations innovate - developing new business capabilities, products, services, and revenue streams.

#### Carbon Strategy and Trading

We can help our clients use carbon markets as channels for new revenue streams, making sure they reap the maximum possible reward from this rapidly expanding market.

### Partnership Services

In a complex world partnership is often a key differentiator in sustainability success. We help create market-driven, innovative, and scalable partnership solutions (private, non-profit and public sector) to connect businesses to solutions that work for them.



## Sustainability Operational Excellence

We help our clients embed sustainability into their core operations, enabling cost savings, risk mitigation, operational efficiencies, and improved business performance.

### Sustainable Consumer Analytics and Insights

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

### Sustainability Performance Management

Accenture helps businesses and public sector organizations to more effectively measure, manage and report on their social, economic and environmental performance to increase the business and social value from sustainability.

### Trust and Reputation Management Services

Our services are designed to help organizations maintain, build and proactively manage stakeholder trust and reputation in tangible, structured and quantifiable ways in key areas of the business that build long-term, sustainable and economic value.

### Sustainability Risk Management

We help clients to create and implement the appropriate capabilities to help their organizations measure and manage environmental, social, and political uncertainty and create opportunities and benefits as a result.

### Sustainable Sourcing and Procurement

We engage our clients on sustainable sourcing and procurement to drive cost reduction and risk management across the value chain. Our team can also advise on innovative ways to engage customers and consumers, so that sustainable sourcing and procurement initiatives lead directly to improved brand value and revenue growth.

### Sustainable 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.

### Sustainable Supply Chain

We can support organizations as they develop more sustainable supply chains without sacrificing efficiency or service levels, but rather by improving performance and potentially finding new business opportunities.

### 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.

## Energy and Resource Optimization

We help our clients do more with less by improving resource utilization and reducing emissions, waste, water and energy consumption.

### Environmental Health and Safety

We help organizations align their sustainability goals with the health and safety of their employees, ensuring policies and procedures extend across the whole enterprise, and are not only suitable and sufficient but are also being effectively applied to ensure legislative compliance.

### Energy Efficiency and Emissions Management

Accenture provides an integrated set of business processes, tools and capabilities designed to optimize 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.

### Waste, Water and Recycling

We develop strategies and solutions to help deliver improved efficiencies in water consumption, reduced risks to water scarcity and less waste generation. Our solutions also focus on the mitigation of raw or primary material constraints, while ensuring a social license to operate.

## Intelligent Infrastructure and Cities

We help our clients solve complex infrastructure challenges, across construction, transportation and services, by enhancing energy efficiency, reducing emissions and maximizing technology and mobility opportunities.

### Intelligent Cities Strategy

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, transportation, water conservation, waste and pollution.

### Smart Grid Services

We provide world-leading skills to utilities and their customers to help them frame their vision for a smarter grid and work practically towards realizing their goals.

### Intelligent Transport

We can help clients deliver innovative solutions in areas including electric vehicles, vehicle recharge networks, electrified mass transit options or pay-per-use business models. In short we work across all the key components of a strategy to reduce transportation emissions.

### City IT and Network Services

Accenture can help cities define, develop and implement technology and communications infrastructure based on interoperable and scalable platforms, which leverage open technologies and architectures. These are vital enablers of smart cities.

### Citizen Services

We help organizations—both corporations and municipalities—reduce the need for commuting by setting up citizen services at home, in the office and in town.

### Smart Building Solutions

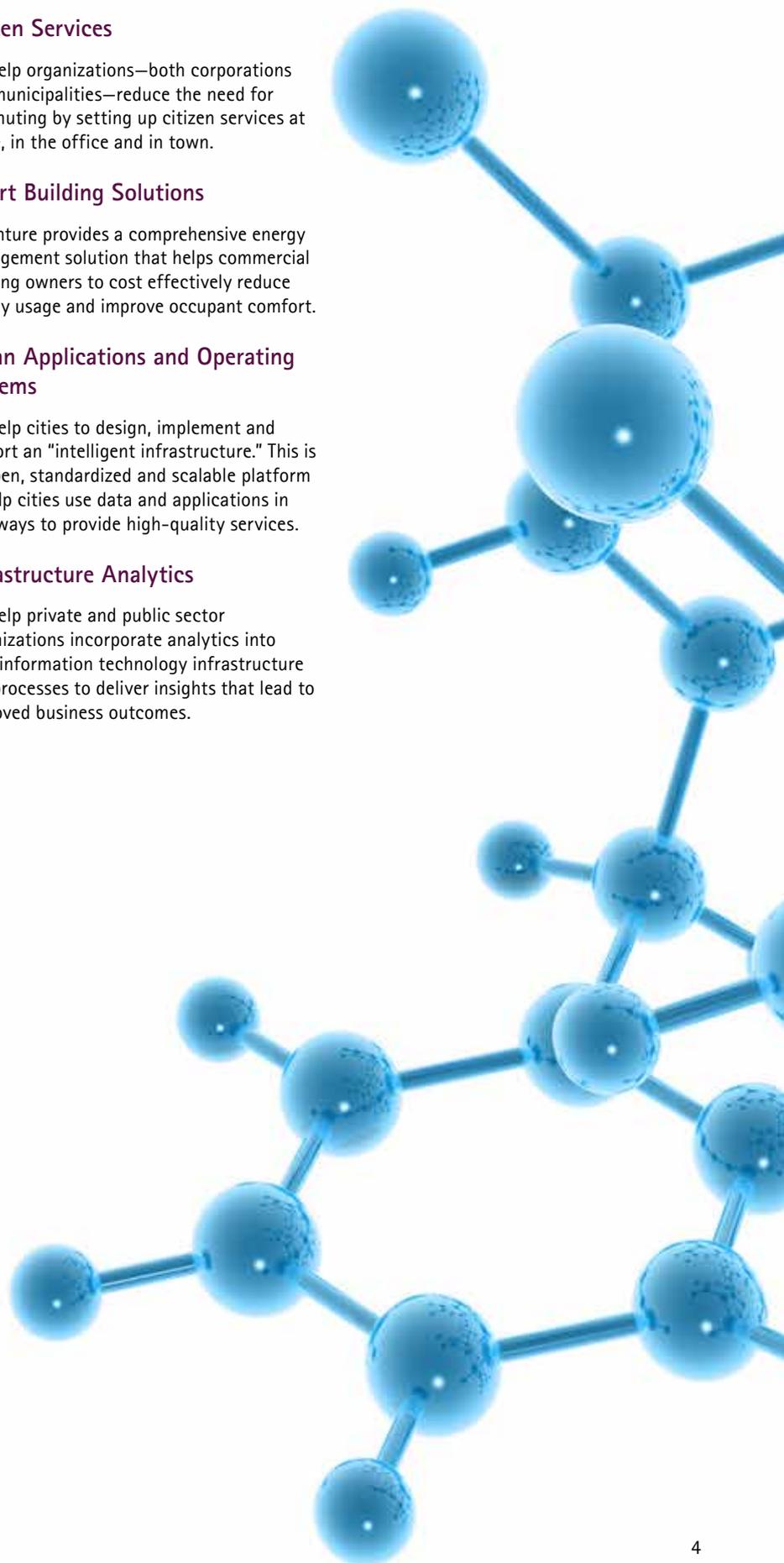
Accenture provides a comprehensive energy management solution that helps commercial building owners to cost effectively reduce energy usage and improve occupant comfort.

### Urban Applications and Operating Systems

We help cities to design, implement and support an "intelligent infrastructure." This is an open, standardized and scalable platform to help cities use data and applications in new ways to provide high-quality services.

### Infrastructure Analytics

We help private and public sector organizations incorporate analytics into their information technology infrastructure and processes to deliver insights that lead to improved business outcomes.



While we have worked across almost every major industry in the public and private sector, we work most commonly in the following: Consumer Goods, Retail, Communications, Chemicals, Natural Resources, Energy, Utilities, Health, Public Services, Automotive, Transport, Financial Services and Insurance.

## Products

Sustainability is now a key source of competitive differentiation for product sectors, such as consumer goods – focused on sustainable consumption – and automotive – developing a new range of cleaner vehicles and mobility services. Customers, regulators, governments and other stakeholders are also applying pressure on these companies to demonstrate sustainable business practices across their supply chain.

Accenture can help by offering services such as Sustainable Sourcing and Procurement (traceability solutions), Sustainable Supply Chain (carbon footprint impact, optimized logistics and product and packaging design), Energy Efficiency and Emissions Management, and Sustainability Performance Management.

## Communications

Opportunities in the communications sector are gaining momentum, particularly with respect to energy efficiency measures in equipment and networks. Accenture is helping these companies to put in place sustainability strategies and explore new business models as well as energy efficiency programs and the frameworks to track and measure performance.

## Resources

Resources companies, which span sectors such as oil and gas, mining and utilities, face particular pressure from a sustainability perspective because the resources that they extract or exploit are finite and, in the case of fossil fuels, major contributors to carbon emissions. Resources companies also have a significant social and environmental responsibility to the communities around the world in which they operate. Accenture is helping resources companies across the full spectrum of sustainability services, including: performance management; the preparation of sustainability reports; shaping and implementing sustainability strategy; smart networks/solutions and emissions management.

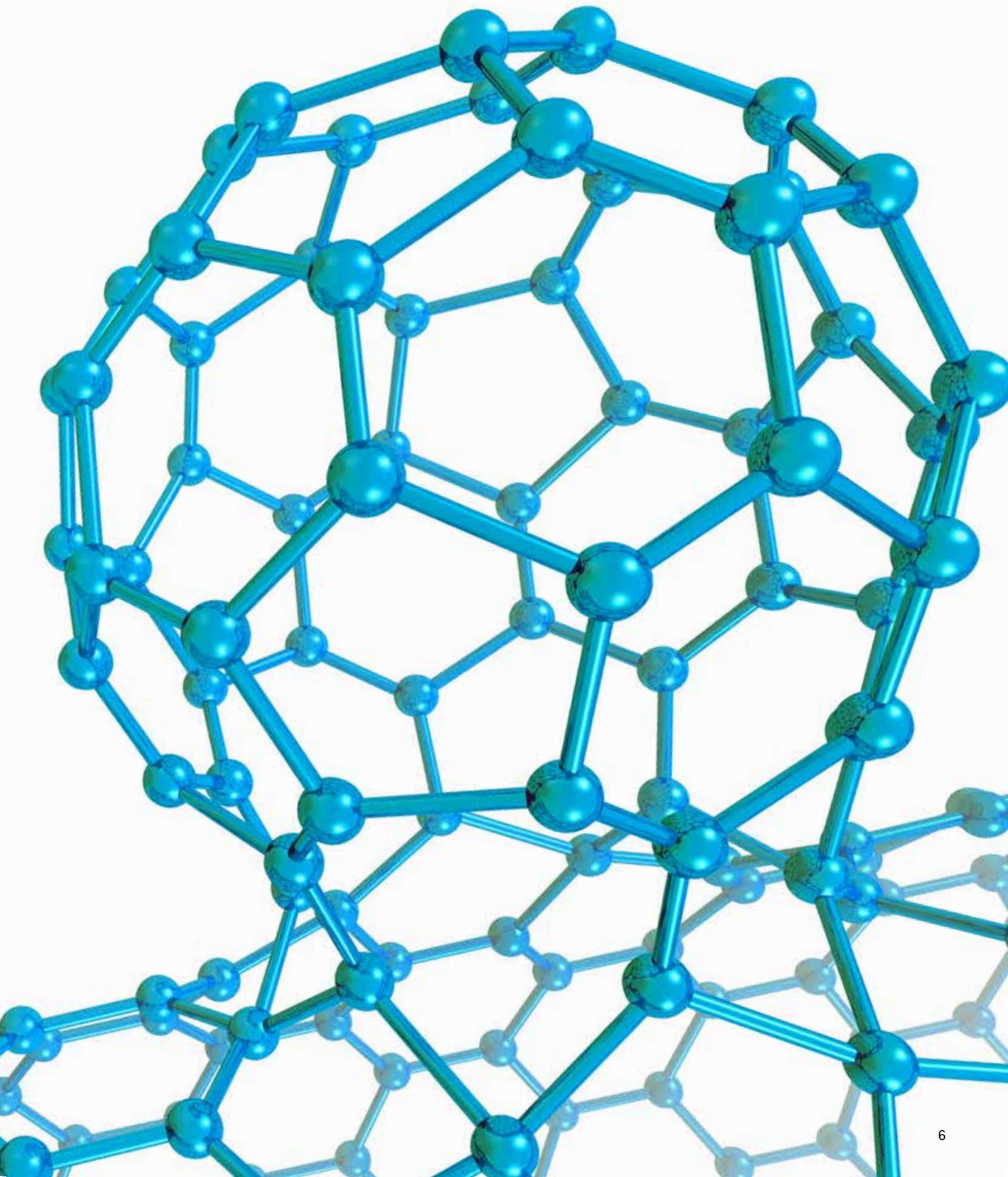
## Public Service

Governments, cities, and other public service institutions have become an increasingly important area of focus for Accenture Sustainability Services. Cities in particular, are a major source of carbon emissions. As the world accelerates on the path to urbanization, public institutions must work harder to conserve energy and resources, to implement efficient infrastructure projects that leverage new technologies and offer better customized services to their citizens. Accenture is helping these public sector clients in a wide range of areas, including Smart Building Solutions, Intelligent Transport, Smart Grid Services and Infrastructure Analytics.

## Financial Services

Financial services, and in particular insurance, are becoming increasingly important clients for Accenture Sustainability Services. Key areas where Accenture is helping include rethinking insurance products, leveraging carbon markets and developing solutions for financing sustainability transformation.

Accenture Sustainability Services is a global practice with locations strategically positioned around the world. We share expertise and best practice between all our offices, but also differentiate our approach to suit each market.

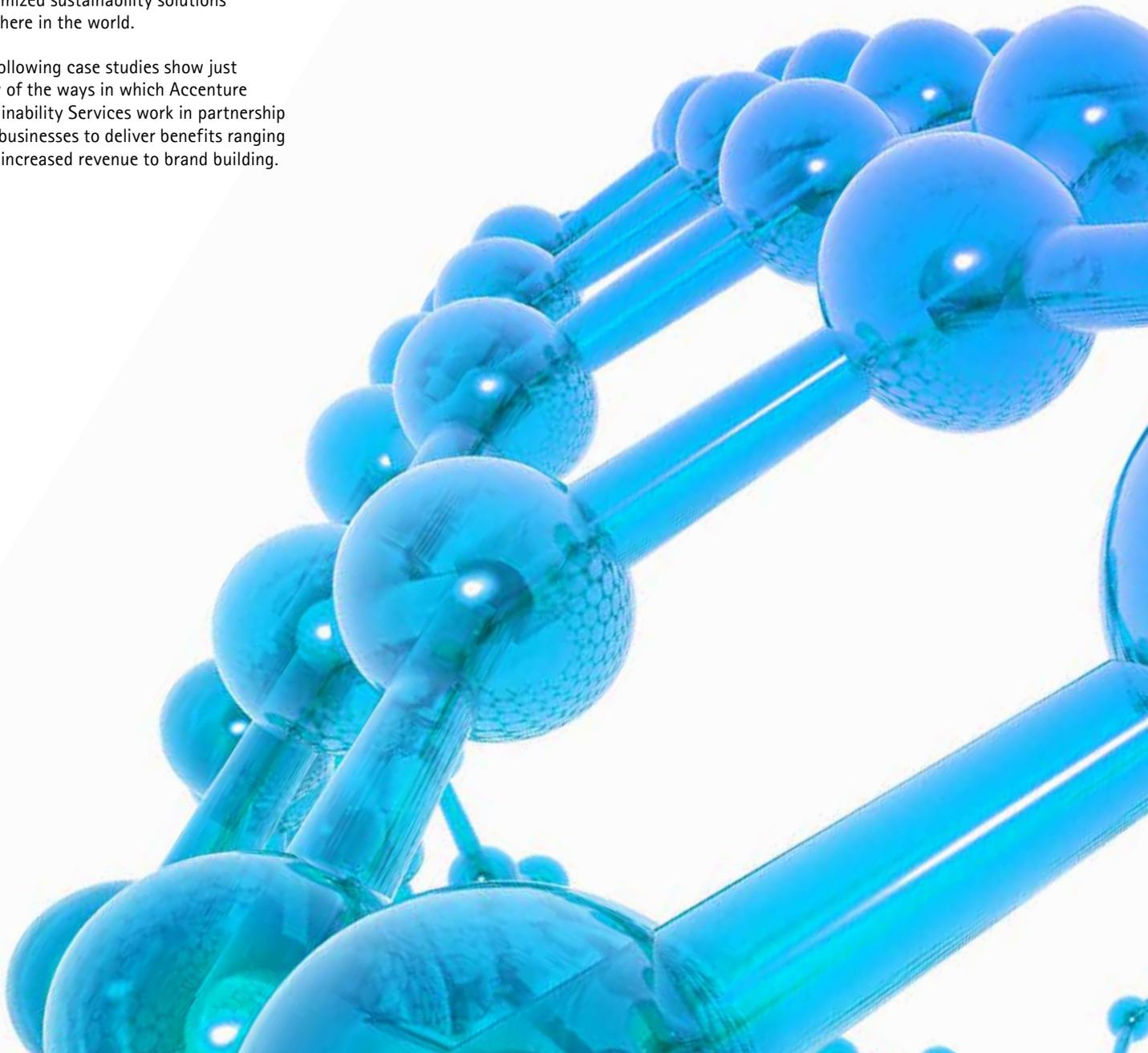


# High performance delivered: Demonstrated benefits from sustainability services

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.

The following case studies show just a few of the ways in which Accenture Sustainability Services work in partnership with businesses to deliver benefits ranging from increased revenue to brand building.



## Growing revenue through sustainability leadership

Revenue growth is a key factor in driving Chief Executive Officers to take action on sustainability issues and companies have many opportunities in this area.

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. They were 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. There savings are from improvements in service reliability, reductions in the amount of power lost due to grid inefficiencies, and significant decreases in residential peak electricity demand.

## Evolving a brand

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.

## Enabling smarter buildings

Worldwide, buildings account for about 40 percent of total energy consumption and contribute a corresponding percentage to overall carbon emissions.

In Chicago 450,000 buildings account for over \$3 billion in annual energy costs. Retrofitting these buildings with energy-saving materials and technologies can provide significant energy and cost savings, but many barriers exist. These barriers include a lack of awareness of appropriate energy-efficiency measures for a particular building, lack of financing and misaligned incentives between owners and occupants.

Chicago and its new Chief Sustainability Officer recognized that a fresh approach was necessary. Needing strong analytical capabilities and insights into sustainability solutions, Chicago turned to Accenture for help.

Accenture delivered one of the most comprehensive databases of building energy use ever assembled by a US city. Our team identified opportunity areas providing the best return on investment - identifying a potential annual energy saving of more than \$100 million.

Chicago now has the tools required for more targeted retrofit programs and is able to precisely track achieved energy savings. With Accenture's help, the city should be able to increase the pace of energy-efficiency retrofits, thus helping achieve energy and cost savings and reduce greenhouse gases in the region.

## Building a 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.

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

Our 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 endeavour, 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 goals can be attained. 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. It enables us 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.

## Measurable results

We measure the impact of our strategies on your business for full accountability, including indicators such as:

- 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

## 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.

## Our commitment to sustainability

At Accenture we are committed to driving global best practice in sustainability. We do this both through the services we provide and also through our own performance as a company. Our dedication to sustainability, the environment and numerous social initiatives has been recognized independently on many occasions, for example:

### CDP

- Included on Global 500 and S&P 500; received a disclosure score of 93 (out of 100) and a carbon performance score of B.
- Recognized on the S&P 500 CDP Leadership Index.

### Corporate Knights

- Debuted at No. 42 on the Global 100 Most Sustainable Corporations in the World list.

### Corporate Responsibility Magazine

- Ranked No. 6 on the 100 Best Corporate Citizens list, marking our fourth consecutive year on the list; ranked No. 1 in the Services sector.

### Dow Jones Sustainability Index

- Selected for the North America Index for eighth consecutive year.

### Ethisphere

- Included on World's Most Ethical Companies list for sixth consecutive year.

### FTSE4Good

- On the FTSE4Good Global Index for ninth consecutive year; recognized on the FTSE4Good Global 100 comprising the largest companies by market capitalization.

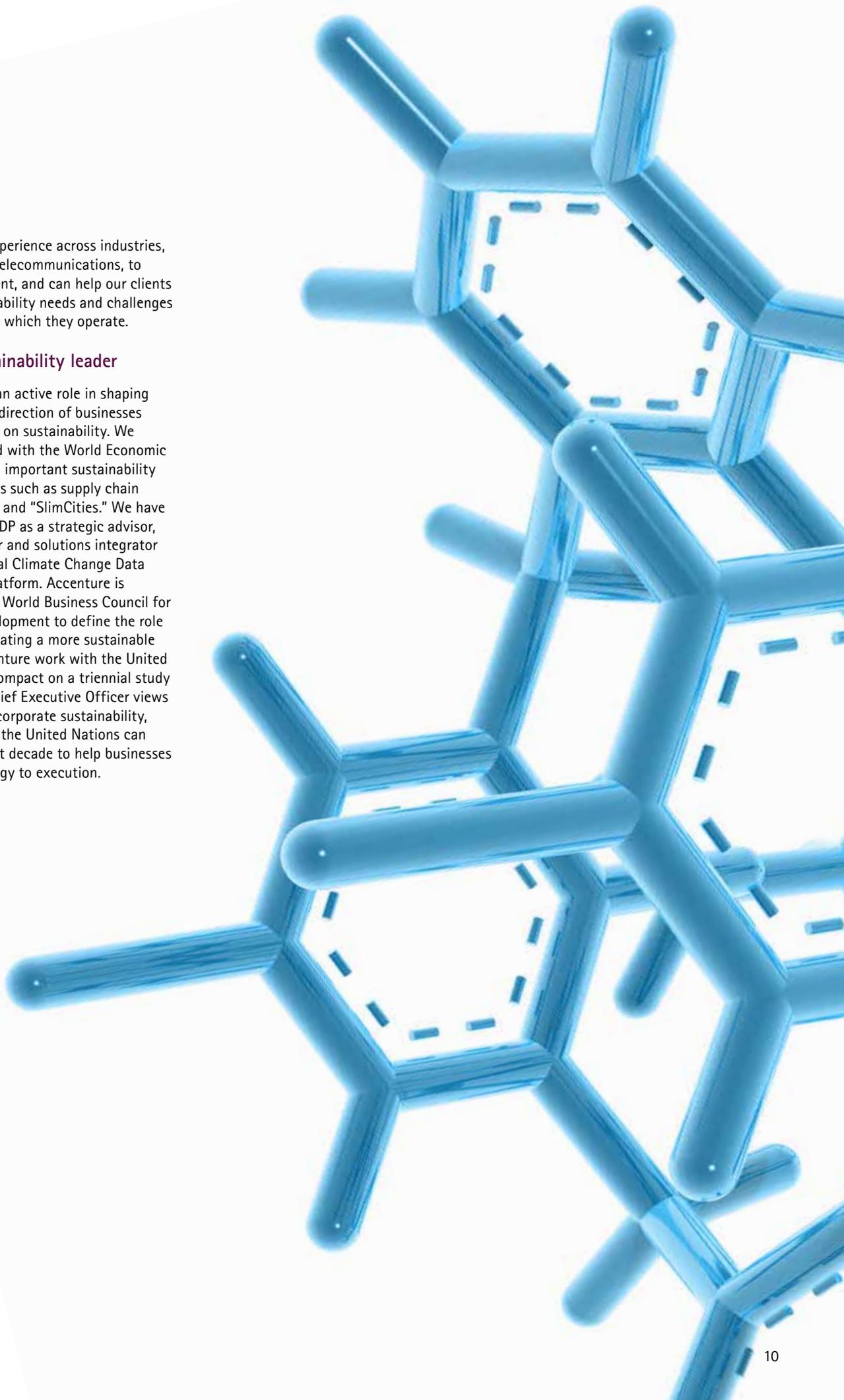
### Newsweek's Green Rankings

- Ranked No. 8 on the US 500 and No. 36 on Global 500, marking our fourth consecutive year on the list.

Accenture has experience across industries, from utilities to telecommunications, to central 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 de-carbonization and "SlimCities." We have also served the CDP as a strategic advisor, program manager and solutions integrator for the new Global Climate Change Data and Reporting Platform. Accenture is working with the World Business Council for Sustainable Development to define the role of business in creating a more sustainable future. And Accenture work with the United Nations Global Compact on a triennial study to explore top Chief Executive Officer 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.



## 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.

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](http://www.accenture.com/sustainability). Please also join our on-going conversation about sustainability, business and policy by following us on Twitter @ActSustainably and on Facebook at [www.facebook.com/accenturesustainabilityservices](http://www.facebook.com/accenturesustainabilityservices).

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 261,000 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\$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is [www.accenture.com](http://www.accenture.com).

