



High performance. Delivered.

echo SUMMIT

SUSTAINABILITY

WHAT DOES IT MEAN TO YOU?

Changing the organisation and making it real

Bruno BERTHON, Accenture Sustainability Lead



Sustainability for employees ...

- The **world just keeps getting more complicated**, consumers' expectations keep getting more complicated and **inquisitive**
- **Employees** have similar questions, **what is their company's promise regarding sustainability?**
- While people still seek out **good pay, challenging work ...**, a company's **efforts toward being sustainable** have entered the calculations



... an intrinsic part of the Employee Promise

- One winning mindset is Sustainability as a “**talent multiplier**”
 - **Some companies are built around it** : Patagonia; Whole Foods; Nature & Découvertes; Greenpeace
 - Some companies are **threatened** by it (the **eco-constrained segment**)
 - Some companies are **working on it**: GE, Retailers, Accenture and ...
- A visible and **credible/sincere** approach to sustainability is becoming more and more important for **retaining and engaging talent**

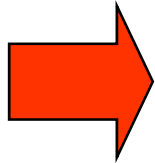


Sustainability and Talent Management

Sustainability's influence on Corporate Functions

For Illustrative Purposes

FUNCTION	IMPACT
Marketing	Changing consumer interests might lead to missed opportunities
Talent Management	Talent pool's growing interest in working with companies that attend to sustainability
Finance	Stakeholders' demand for increased transparency Financial markets' growing evaluation of companies' sustainability efforts
Operations	Eliminating energy inefficiencies in owned operations Ensuring suppliers' compliance with a code of conduct Ensuring access to needed (and limited) resources, such as water and energy
Information Technology	Need to minimize the energy inefficiencies in older technologies
Legal	New regulations with which to comply
Strategy	The very markets in which companies compete are poised for further change



What does this portend for the future?

- Firms need to become more **environmentally and socially responsible** in order to attract candidates.
 - A poll of career management professionals in 26 countries found that **82 percent** believe that **corporate leadership ethics** is of critical importance to job seekers; according to another recent global survey by consulting firm DBM, **ethics is fast becoming a major factor** in the competition for top talent.
- Those companies that excel on sustainability issues will soon find they have more applicants than their counterparts. **Their ability to recruit “will never have been higher”** as for GE.
- Good sustainability practices also have the benefit of **increasing retention**.
 - Novo Nordisk, a Danish pharmaceuticals company, has seen its turnover rate drop to 5 percent, half the industry average since it initiated its “Values in Action” program as a way to infuse sustainability principles into its strategy.
 - An analysis by the Pew Center on Global Climate Change also found that companies’ greenhouse gas reductions motivated their employees and drove innovation
- Sustainability is a **good business driver**, both internally and externally!



The Accenture Journey

From Why to What? How to go about changing the organization?
Leadership commitment → Business and Social Responsibility priorities
Necessity for a **people business** in a multi-polar world

- Integrate **Climate Change as a business driver**
- Launch **Accenture Development Partnerships**
- Develop a large, **deep, global and fast growing Sustainability Practice** (>1000 cons.) managed as a virtual and distributed network covering Climate Change and Sustainability issues across geographies, industries and functional specialties
- Promote new thinking from Sustainability Consulting to **Sustainable Consulting**

- **Leadership** commitment
- Invest on Core Values, Code of Ethics, fair recruiting and HR processes, diversity as corporate priorities
- Launch and Sustain a **major global CSR** Initiative, including:
 - Environmental Strategy
 - EVP & Social programs
 - National Foundations
- Global Compact, CDP



The Accenture Journey

Track the Relevant Market indicators

GRI, FTSE4Good, DJSI ...

Develop new Business indicators

C-Suite conversations, Market relevance, new Practices and Service Lines penetration, develop New businesses, take part of growing business opportunities

Measure People indicators

Attraction

Engagement

Attrition

Shape ambition for a **Sustainable Business**



