sustainable delivery
a practical guide.

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contents.

1. **introduction.**

Organisations are under continued pressure to be more sustainable – reach net zero, reduce waste, create sustainable products and services to name a few.

As experts in retail technology and delivery, we are ideally placed to support our customers sustainability goals, not only through sustainable technology, but the way in which it is delivered.

This document provides guidance and examples of how sustainable ways of working can be incorporated into any project programme, regardless of delivery methodology or final product or service. Strengthening Accenture's alignment to our core value of "creating sustainable value with people who care."

As much of our approach is already sustainable, this guide reframes our existing ways of working and blends them with new sustainable thinking. To ensure sustainability is considered at each stage of the project lifecycle and applied pragmatically.

what do we mean by 'sustainability'?

You've heard us speaking about 'sustainability' a lot. But what do we mean when we use the word sustainability?

There's not one universally agreed upon definition of sustainability and practically this word can be applied in many different ways in many different areas. For example, sustainability in agriculture, sustainability in transportation, sustainability in tourism.

Our focus is sustainability in business.
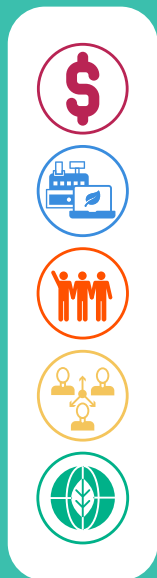
Sustainability is the holistic consideration of **economic**, **technological**, **human**, **societal** and **environmental** equity in everything that we do.

For us, sustainability spans far beyond the environment. Although this is incredibly important, sustainability encompasses issues from use and management of technology, green software, transitioning to zero-carbon, inclusion & diversity, accessibility and wellbeing.

Accenture are embedding sustainability into everything they do...

"At Accenture, our purpose is to deliver on the promise of technology and human ingenuity. And there are few things with greater promise than sustainability—it unlocks new opportunities for our clients, our partners, and our people, and for the communities where we do business. So we have made sustainability one of our greatest responsibilities—not just because it's the right thing to do, but also because we believe that it is one of the most powerful forces for change in our generation."

click here to find out more.

why are we doing this?

because it's the right thing to do and...
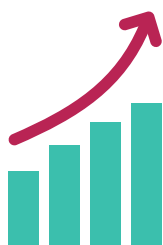
P&L.

Sustainable companies outperform their peers.

*51% of companies say technology-led initiatives lead to increased revenues.

engagement.

Engaged, committed employees are more productive and save money in recruitment and training costs.

*49% of companies say a commitment to sustainability is a big draw for software engineers and tech talent.

stakeholders.

Stakeholders expect us to operate our business in a sustainable manner.

80% of N100 companies worldwide now report on sustainability.

differentiation.

Progressive management can differentiate our company and drive sales.

By using sustainability by design we are aligning ourselves more closely with our core value of "creating sustainable value with people who care."

innovation.

Sustainability helps create insights about how we work and opportunities to innovate.

*50% of companies say technology-led sustainability initiatives help create new business.

environment.

Reducing our carbon footprint through travel reduction, consumption and waste reduction.

Using a sustainable delivery approach ensures we are doing our part for climate action.

*Accenture Research survey of 560 executives across 12 countries in September 2021.

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a reminder
how we frame sustainability.

"The five capital assets of financial, human, natural, social and technological have become critically interdependent. No entity can plan for the long term in the economy…without taking account of these critical interdependent assets."

Mervyn King,
chair of the Global Reporting Initiative (KPMG, et al, 2010)

We use the 5 capitals to frame sustainability internally as they are more easily relatable to our organisation and to project delivery. They offer a greater level of detail than the triple bottom line or the ESG framework (environmental, social, governance) and simpler than the UN SDGs (sustainable development goals). A great example is the specific call out to manufactured capital or technology which is at the core of our industry verticals.

1. financial capital.

(Or currency assets) describes the finances an organisation needs to start and continue operations.

2. human capital.

The physical presence, health, well-being, knowledge, skills and abilities, motivation, relational skills, and intellectual capacity and outputs of employees. Spirituality, empathy, enjoyment, and compassion are also important.

3. social capital.

Organisations do not operate in isolation; they impact and are impacted by members of society and the shared norms and values of that society. Social capital describes the value that the members of a society can add to organisations.

4. natural capital.

Earth's natural assets, including geology, soil, air, water, and all living things - from which we derive a wide range of services.

5. manufactured capital.

Infrastructure and tangible goods (technology) owned or leased to produce final products.

applying the
5 capitals
to delivery.

If we don't manage project finances we can't deliver on budget and margin.

If we don't have enough people we cannot deliver the project on time. If we don't have a large enough, diverse and inclusive team who we look after and develop, we may have poor engagement, poor quality work and poor health. This may impact delivery and customer engagement.

Building long lasting client relationships supports customer engagement, delivery and future work. Building great relationships with colleagues helps create a cohesive, collaborative delivery culture.

Reducing the carbon footprint of project delivery and of retail solutions supports our sustainability goals and those of our customers. It is also the right thing to do.

Maintaining both technology we use to deliver the project and ensuring the technological components of the solution are fit for purpose support all of the other 5 capitals.

Not all of this is new thinking, much of what we already do can be reframed and explained in relation to sustainability.

making sense of the **acronyms.**

Whilst we use the 5 capitals to frame and understand sustainability, there are many other frameworks and terminology that you might be aware of, e.g. the UN SDGs or the 3 Ps. Have a look at how these frameworks relate to each other.

3 Ps

planet.	people.	profit.

ESGs
corporate reporting

environmental.	social.	governance.
• Scope 1 - Direct Emissions from the activities of an organisation or under their control.	• Human rights policy.	• Data security and business ethics.
• Scope 2 - Indirect Emissions from electricity purchased and used by the organisation.	• Collective bargaining.	• Sustainability oversight.
• Scope 3 - All Other Indirect Emissions from organisational activities, occurring from sources that they do not own or control.	• Supplier assessments.	• External assurance.
	• Percentage of female employees inc. those in mgmt. positions.	• The business model and the value creation process.
	• Employee training.	• Materiality.
	• Gender pay gap.	• ESG targets (short-, medium-, and long-term).
	• CEO pay ratio.	
	• Stakeholder engagement practices.	

5 capitals

environmental.	human.	social.	financial.	manufactured.

UN Sustainable Development Goals (UN SGDs)

Column 1 (planet):
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
11 SUSTAINABLE CITIES AND COMMUNITIES
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND

Column 2 (people):
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Column 3 (profit):
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

sustainability
by design.

Design refers to the design of the **delivery approach**, ways of working and **solution design** and can be applied regardless of whether the end product or service is sustainability related.

Sustainable projects consider the environmental, economical and social aspects of the life-cycle of the project's resources, processes, deliverables and effects.

low carbon working practices.

CO_2
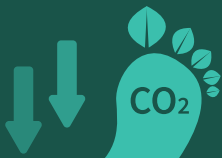
team diversity & wellbeing.

accessibility.

natural resources use e.g. paper.

We are reframing existing practices and introducing new ways of thinking.
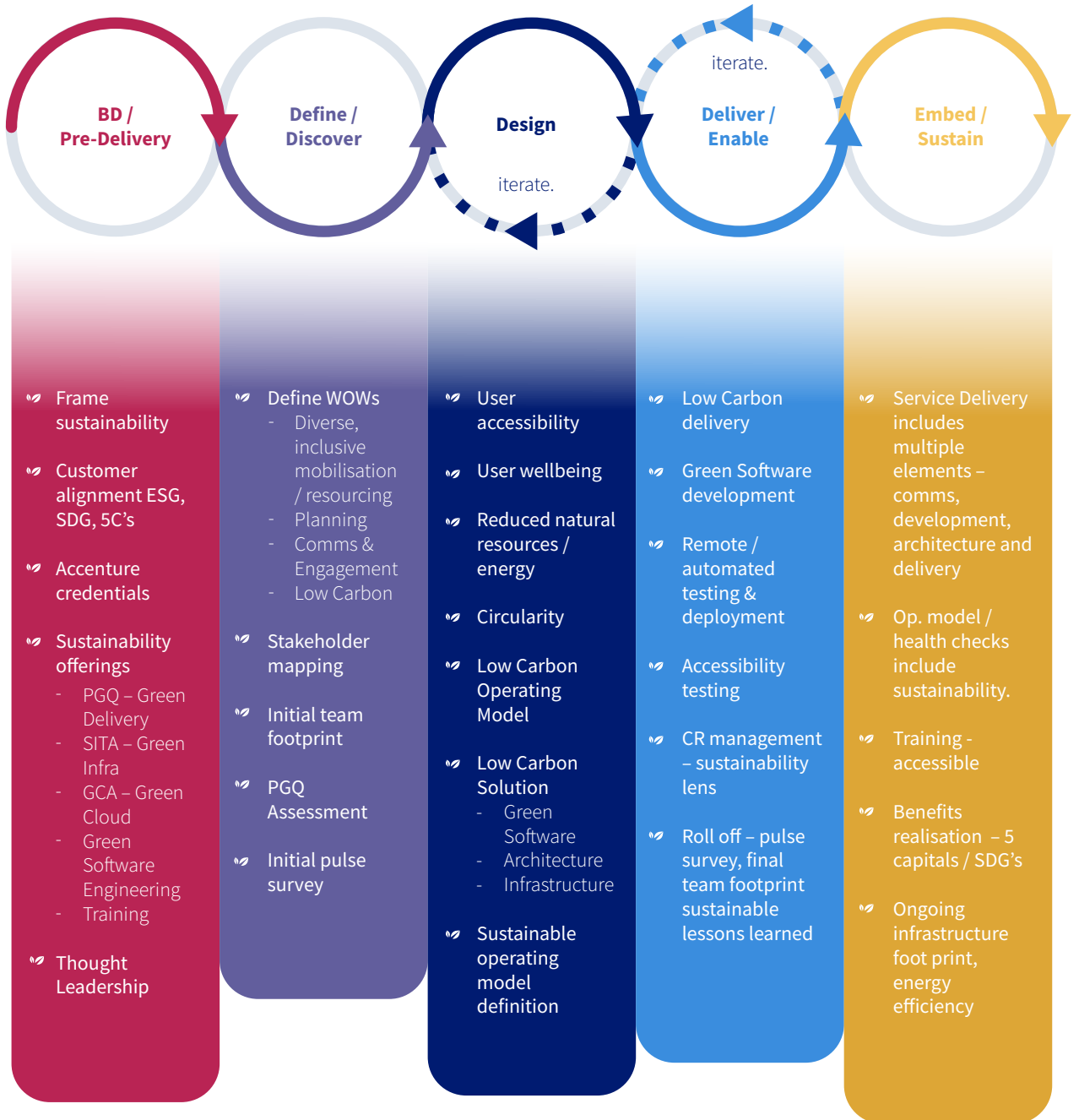
circularity.

development & testing.

training.

deployment & support.

sustainability overlay.

Project delivery encompasses 5 basic elements whether they work iteratively or not. By overlaying the 5 capitals onto this generic life-cycle we can ensure that sustainability is recognised, considered and applied pragmatically at each stage. This ensures the scope is still delivered in line with customer expectations without impacting time, cost and quality.

BD / Pre-Delivery	Define / Discover	Design	Deliver / Enable	Embed / Sustain
• Frame sustainability	• Define WOWs	• User accessibility	• Low Carbon delivery	• Service Delivery includes multiple elements – comms, development, architecture and delivery
• Customer alignment ESG, SDG, 5C's	- Diverse, inclusive mobilisation / resourcing	• User wellbeing	• Green Software development	
• Accenture credentials	- Planning	• Reduced natural resources / energy	• Remote / automated testing & deployment	• Op. model / health checks include sustainability.
• Sustainability offerings	- Comms & Engagement	• Circularity		
- PGQ – Green Delivery	- Low Carbon	• Low Carbon Operating Model	• Accessibility testing	• Training - accessible
- SITA – Green Infra	• Stakeholder mapping	• Low Carbon Solution	• CR management – sustainability lens	• Benefits realisation – 5 capitals / SDG's
- GCA – Green Cloud	• Initial team footprint	- Green Software	• Roll off – pulse survey, final team footprint sustainable lessons learned	• Ongoing infrastructure foot print, energy efficiency
- Green Software Engineering	• PGQ Assessment	- Architecture		
- Training	• Initial pulse survey	- Infrastructure		
• Thought Leadership		• Sustainable operating model definition		

iterate.

iterate.

ongoing delivery activities.

Environmental, economical and social aspects of the project's resources, processes, deliverables are considered throughout the life cycle.

Sustainability considered - budget, management, comms, engagement, impact analysis, status reporting.

Business Case – 5 capital and / or ESG/ UN SDG alignment.

introduction
summary.

We are ideally placed to support our customers with their sustainability goals, not only through sustainable technology but the way in which it is delivered.

Companies leading sustainable practices create new business, increase revenue and draw in new talent. As well as aligning ourselves closer to out company value of "creating sustainable value with people who care".

Sustainability by design simply refers to the delivery approach. Sustainable projects consider the environmental, economical and social aspects of the life-cycle of the projects resources, processes, deliverables and effects.

The five capitals refer to a framework we use internally because they are simpler and offer a greater level of detail than other sustainability frameworks such as ESG's (environment, social governance), UN SDGs (United Nations Sustainable Development Goals) or the triple bottom line (People, Planet, Profit).

Our practical guide overlays the five capital framework applicable to various delivery methods. A lot of this we already do, but we're adding in new ways of thinking to frame our delivery more sustainably!

2. **pre-delivery.**

Benefit cases are becoming broader – they no longer simply focus on the financial benefit of a project such as driving sales or reducing cost.

We can frame project benefits within a sustainable context regardless of whether the project is specifically linked to sustainability.

Whilst internally we frame sustainability using the five capitals and can support customer understanding using the model, our customers are more likely to use the UN Sustainable Development Goals or the ESG (environmental, social, governance) Pillars to define their sustainability strategy which in turn may inform their project benefit cases.

benefits can be framed using various frameworks:

the five capitals.
Used internally to understand sustainability.

financial.   **human.**   **social.**   **environmental.**   **manufactured.**

UN SDGs.
(sustainable development goals)

The customer may wish to understand how the benefits may support the UN SDGs that they align to.

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	find out more...

ESG framework.
(environmental, social, governance)

Corporate reporting will use the ESG -
Organisations use the ESG framework to report on their sustainability progress.

find out more.

environmental.   **social.**   **governance.**

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a sustainability journey
internal benefits mapping.

Using the 5 capitals model is a great way to demonstrate how project benefits are often more closely aligned to sustainability than perhaps we thought. By using the 5 capitals framework we can assess the full impacts of the project and be better equipped to help our customers understand the wider benefits of the technology implementation and in turn work with them to align to other frameworks, such as the UN SDGs.

Below we use the example of investing in instore technology. This could (for example) be due to compliance, such as PCI, the replacement of end of life equipment or to improve customer experience by introducing loyalty capabilities at the Point of Sale. By using the 5 capitals we can trace the impacts across the different elements of sustainability.

manufactured
technology.

Technology is easier to use – staff are happier.

Reduced energy usage emissions, waste.

Reduced energy consumption – reduced cost.

Newer technology – cheaper to maintain.

Invest in new In store technology.

natural.

social
customers.

human
end user.

Users have more time to spend on customer engagement if the technology is more user friendly.

Technology improvements / greater functionality improve customer relationships.

Engagement increases as company is doing something tangible for the environment.

Reduced waste and emissions may improve public perceptions.

Happier staff - reduced retention costs, higher productivity, easier recruitment.

Happier customers - sales increase.

financial.

benefits mapping
customer facing example.

Sustainability supports growth across the triple bottom line of people, profit and planet.

A client has 10 sustainability focus areas including carbon, water, biodiversity, people and recycling.

As an organisation we align with 9 of the clients key UN SDGs where we can support the client with their key sustainability aims.

people.

carbon.

water.

recycling.

biodiversity.

better for people.

🌿 Our project teams demonstrate our award winning **company culture with inclusion, diversity and accessibility engrained**, and our methodology ensures that these elements are built into solution designs.

better for profit.

🌿 Sustainable **companies outperform their peers.**

🌿 Accenture research states that 51% of companies say that technology led sustainability initiatives lead to **increased revenues.**

better for the Planet (net zero).

🌿 Our **sustainable delivery methodology** includes low carbon working, green software engineering and sustainable design.

🌿 Our **sustainability assessments** can further reduce the environmental impacts of project delivery and final solution.

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH
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13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS			

pre-delivery
summary.

Regardless if our customers project is specifically linked to sustainability, we can frame the project and its benefits within a sustainable context.

By using the 5 capitals framework we can assess the full impacts of the project and be better equipped to help our customers understand the wider benefits of the technology implementation.

Our customers will likely use either the UN SDGs or an ESG framework to report on their sustainability strategy. We can work with them to align to their chosen framework.

Accenture research states that 51% of companies say that technology led sustainability initiatives lead to increased revenues.

Sustainability supports the growth of the triple bottom line, people, profit and planet. Sustainable companies outperform their peers.

3. **discover.**

management
project, programme, workstream.

We already mobilise and run projects and programmes with a degree of sustainability – our financial, human and social capital are addressed by well managed finances, engaged teams and great customer relationships. There is room for improvement in these areas and some additional layers to consider as we incorporate manufactured / technical and environmental capital.

Sustainable project management:

Considers the **environmental, economical and social aspects** of the life-cycle of the project's **resources, processes, deliverables** during planning, monitoring, controlling and delivery.

Realises benefits for **all stakeholders** - the team, the customer, the planet and shareholders.

Is **transparent, fair, ethical** and **includes proactive stakeholder participation.**

BD / Pre-Delivery

Define / Discover

Design

iterate.

iterate.

Deliver / Enable

Embed / Sustain
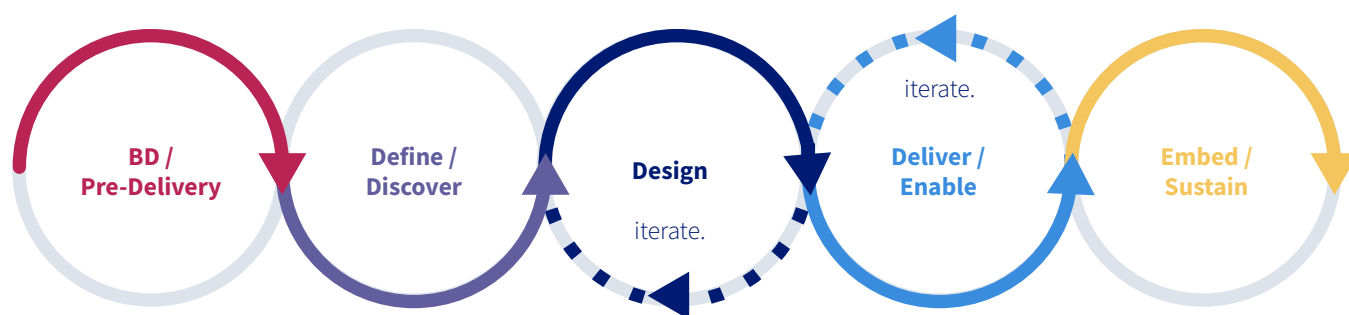
sustainable working
planning.

Historically, planning at any level (POAP, project, test plan, cutover) must balance timeframe demands with budget and resource availability i.e. Financial and Human Capital.

To ensure a holistic approach, we should consider all of the 5 capitals when planning…

Does the plan align with the budget?

How will the plan impact team wellbeing?
Can we keep meetings to 30 or 45 mins? Avoid back to backs? Avoid lunchtime calls?

Does the plan need to consider any societal impacts?
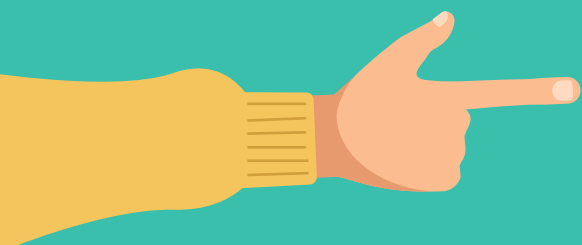
Will the plan require an increase in travel, energy use, and if so how can we mitigate that?

Will the plan require additional technology or put more strain on existing technology to achieve?

status reporting.

Status reports must be accessible and distributed by the right channels, to the relevant people, via the lowest impact medium. Regardless of the format, sustainability needs to be included in the status.

The 5 capitals, ESGs, UN SDGS or customer pillars / sustainability goals can be used to frame a coherent and consistent narrative.

example status summary
sustainability incorporated into existing sections.

executive summary.

solution.
Accessibility workshop completed. GUI design agreed.

Kiosk location change request to **improve disabled access** with ops team.

Lower spec end user devices (store tablets) to be wiped and donated to local school.

architecture.
Impact on energy usage and emissions of requested performance KPIs to be assessed.

Lower spec hardware to be used by parallel project in another part of the business.

testing.
Multi work packages underway.

Accessibility testing scripts added to scope.

Test server virtualisation improved to **improve energy proportionality.**

deployment.
Ongoing maintenance approach being assessed.

Forecasted carbon footprint baselined.

change management.
Change strategy completed, including **low carbon training approach** and **inclusive comms.**

early life support.
Plan created and being progressed.

Team **work/life balance** and **automation** being considered within the approach.

phase 2 – scaling the solution
Carbon footprint of proposed infrastructure to be assessed & recommendations to reduce captured.

Green cloud advisor assessment has been proposed.

PM summary.

● **scope.**
Scope agreed, some CRs in progress.

● **schedule.**
On track.

Impact of CR development unknown.

● **budget.**
A number of CRs awaiting approval.

● **quality.**
Team adoption of sustainable WoW good e.g. planning.

Solution design incorporating accessible design.

● **environment.**
Carbon footprint of team, solution within forecast.

● **resource.**
Resources are correctly allocated.

The latest pulse survey results suggest team engagement generally good, some concern re lack of development opportunities.

repurposing of redundant infrastructure.

repurposing of redundant infrastructure.

accessibility.

engagement, inclusion & diversity, wellbeing.

Discuss wellbeing reporting with Account Lead / client sponsor re. the level of reporting required.

blend sustainability into existing sections e.g. time, cost, quality, resource. Consider adding an environmental section.

Alternatively a separate sustainability section could be incorporated into the report, dependent on client requirements.
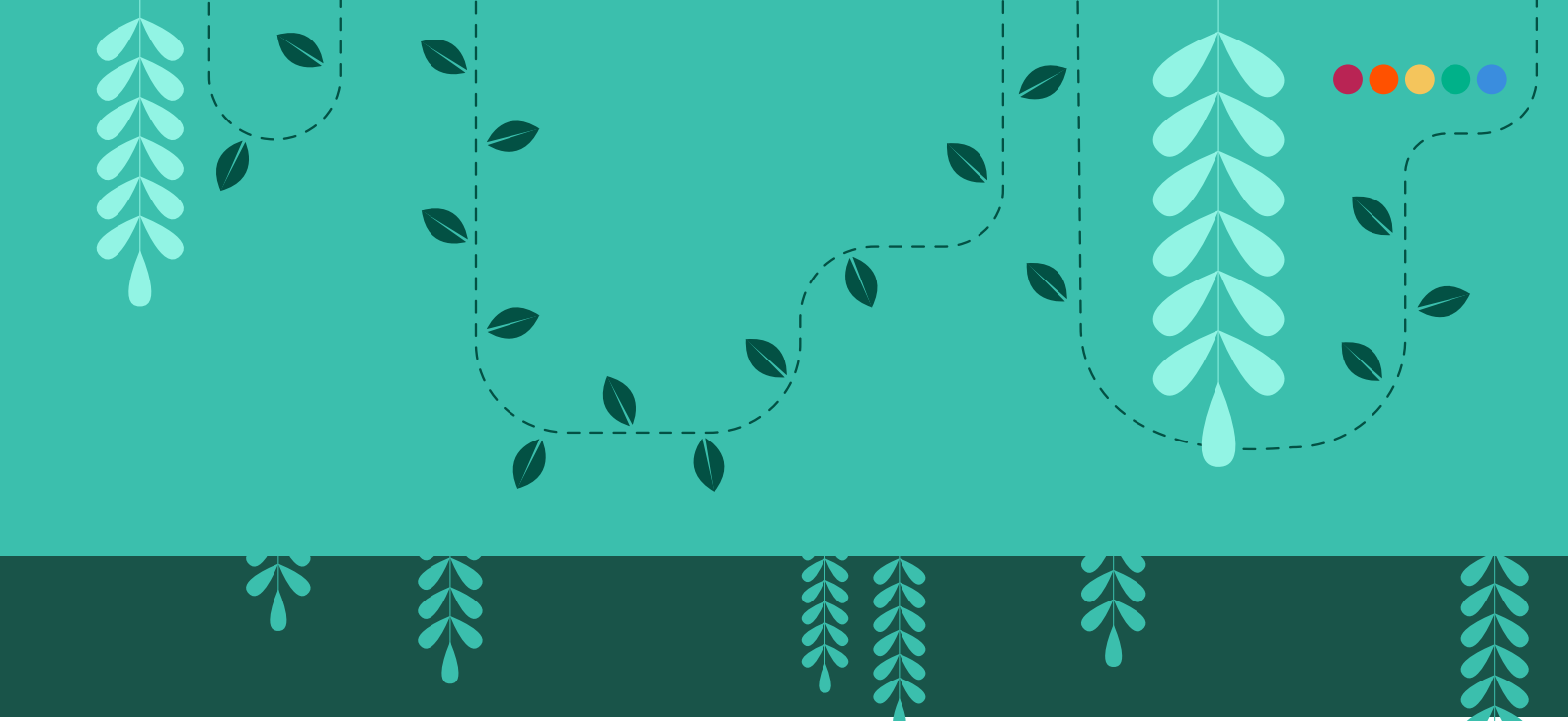
current RAG.	previous RAG.	RAG trend.	key.
🟡	🟢	🟢	
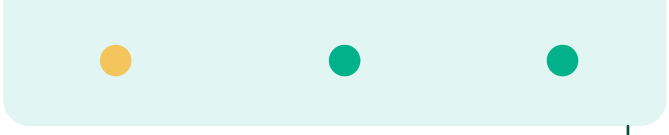
🟢 on track, no risks/issues to escalate.

🟡 on track, minor risks / issues to escalate.

🔴 risks / Issues identified, intervention required.

risks & issues.

risk.
CR request for new functionality requires additional budget and time will also require additional energy consumption and carbon footprint to complete.

mitigation.
Dev team reviewing code usage, architecture teams reviewing server virtualisation.

risk.
Current re-plan may require significant overtime and weekend working across public holiday.

mitigation.
Further replanning underway to reduce negative wellbeing impact. Additional resource request submitted.

green software engineering.

There is no one size fits all when it comes to reporting on sustainability. You may want to integrate comments into existing sections, or create a separate report. **Consider what would work best for your client and team.**

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availability & capability.

We already consider resources availability and capability when mobilising our chosen teams.

team size.

When planning your team consider how the size will allow for sufficient support for work life balance (mental & physical health) and time and opportunity for career development (training or on the job learning).

timeframe and customer budget.

Balance the timeframe and customer budget with the other capitals.

mobilisation & resourcing.

Historically we have been concerned with cost, capability and availability when we resource and mobilise a project. It has been proven that diverse, inclusive and engaged teams yield better results – our own culture is a great credential.

Our project teams demographic and culture should be a microcosm of the organisation to ensure successful delivery without negatively impacting our human and social wellbeing, career growth, diversity and inclusion.

skill & personality.

Consider the skills & personality makeup of your team by using a skills matrix such as the Myers Briggs or Gallup skills assessment.

diversity & inclusion.

Ensure the team is as diverse and inclusive as possible within the confines of resource availability, timeframe and budget.

experience mix.

Experience mixes could include industry vs. consulting, different role varieties and areas of specialism.

A link to the Gallup Skills Assessment can be found here.

stakeholders.

society.

the planet.

creditors.

employees.

suppliers.

managers.

customers.

government.
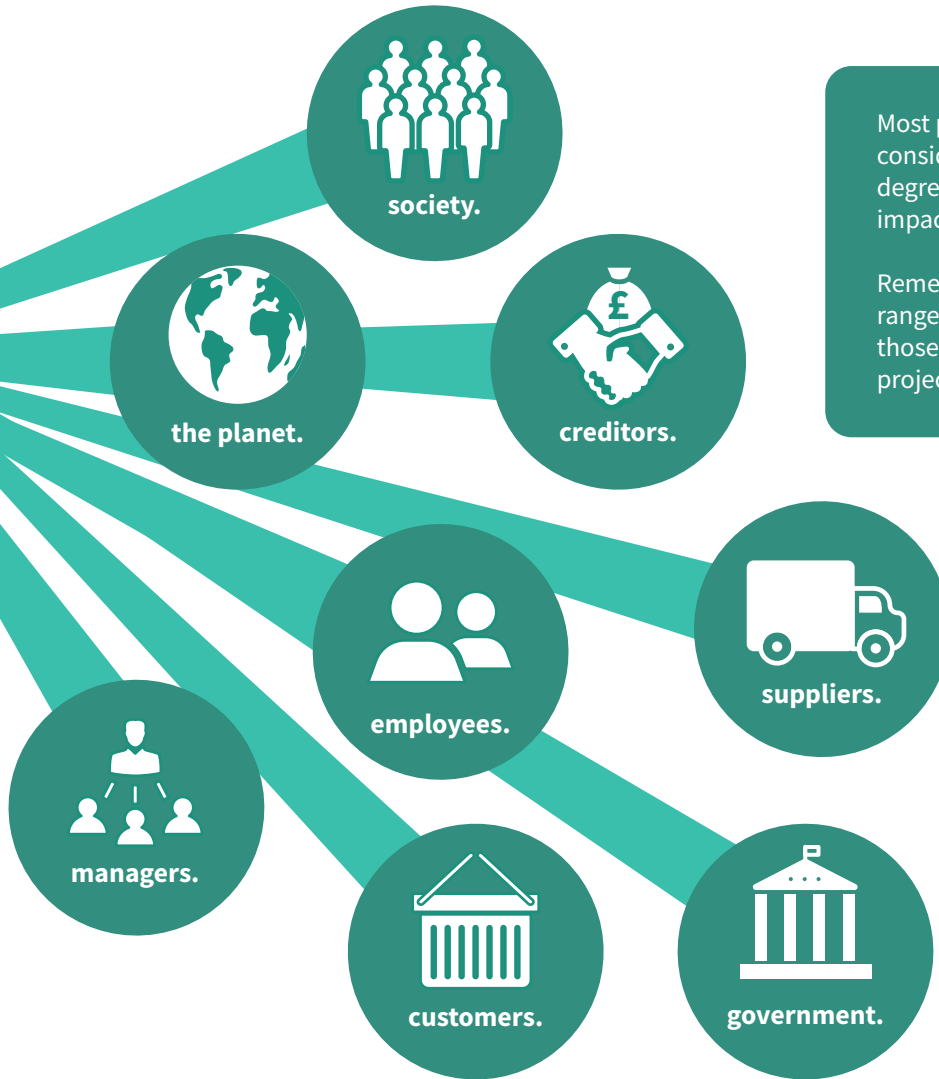
Most project tasks will need to consider stakeholders to some degree. e.g. benefits mapping, impact analysis, comms.

Remember to consider the full range of stakeholders – not just those funding or sponsoring a project.

How might stakeholders map to the 5 capitals?

Who might care about each capital?

Do the capitals point to other potential stakeholders?
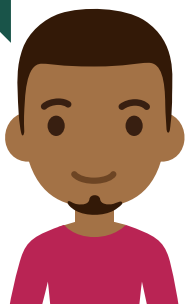
the sponsor! Finance and procurement teams, Shareholders, CALs / Sales team.

delivery team, HR, HSE, L&D teams.

relationships with CALs / sales teams.

employees, responsible business team, customers & local communities, CEO.

finance and procurement teams IT support teams, HW / SW providers.

engagement & high performing teams.

In order to deliver a sustainable solution it is critical to establish high performing teams both for internal delivery teams and for the stakeholder.

How are we driving effective engagement through communications, capability, culture, support and tracking? When taking a **sustainable** approach to engagement we are mindfully planning these activities to bring the team on the journey, drive greater collaboration and in turn greater value for our teams and our clients.

high performing teams.

communications.

- What is the regular project meeting structure, consider how much time this leaves for other work.

- What milestones should be communicated to each group, what's important to them, why and who should be delivering these messages?

- Aligning to any **sustainable benefits** should be weaved through to drive engagement.

- Consider what graphics, images and language is being used to generate an **inclusive environment** when communicating to teams.

- What platforms and tools does the client already use, are they effective in driving **engagement**?

- How are you facilitating meetings to drive **engagement** from all personality types.

capability.

- How will you generate successful **engagement** through training per group?

- Does the internal team require onboarding / training about client values, including their **sustainability goals** to ensure consistent comms and engagement.

- Does the client have a **sustainability strategy**, what's important for the team to know about, what training do they require?

- What **sustainability elements** should be included within the training.

- How will you generate engagement with the training modules prior to the training itself – comms, network, buddies.

culture & behaviour.

- Consider mobilising a strong change network via internal project workstreams and cross sections of client teams to provide a **diverse group**, responsible for driving awareness, desire and can also support with training and reinforcement activities.

- What comms activities will this network be responsible for?

- How can a trusted network share successes AND challenges to establish trust, authenticity and credibility?

- How are we ensuring all voices have been heard and accounted for in order to **support inclusivity**?

- How are you communicating the standard set for holidays and sick leave, time off should be time off!

- How are you generating an inclusive team….

mentors/buddies.

- When mobilising the team who can you assign mentor roles to support internal team development, support and QA.

- Make use of internal relationships and networks to ensure a mixture of experience and seniority to provide effective collective thinking.

- How can the mentors and buddies be used to establish effective feedback channels?

- How will they feed into the measurement activities?

- How will the feedback be actioned and how will it be tracked?

measurement.

- How are you **measuring success**?

- What tools and processes do you have in place to validate that your teams are engaged? What support do you need to measure sustainable outcomes?

- How will you measure whether the team is ready, willing and able to drive the change.

- Consider using **accessible dashboards** for reporting on measurements activities, feedback and actions.
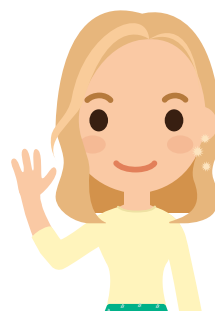
Consider using Personas to support your understanding of the 'how', 'why', 'what', 'where' and 'when' of engaging teams to support your strategy for driving high performance.

delivery team wellbeing.

A great way to track whether your delivery team is engaged and assess their wellbeing is by generating anonymous pulse surveys sent incrementally throughout the project. By generating questions that align to the five capitals, we are able to track how sustainable our delivery approach is and support a sustained approach to high performing teams.

We recommend carrying out pulse surveys (minimum) at the beginning of a project to generate a baseline and the end to collate lessons learnt. For longer projects it is recommended to carry out quarterly surveys.

Are your wellbeing surveys integrated into the internal teams communications & engagement approach?

Who and how will the results of the surveys be assessed?

How will you track the responses, consider making these accessible to all, opening up the results to the team will drive engagement, trust and credibility.

Who will be responsible for actioning against the feedback?

How can you feed this in to the wider company GPTW results?

What process will be put in place to validate the efficacy of the actions taken on the responses?

Ensure that any specific wellbeing concerns raised directly are addressed in line with duty of care processes.

example questions.

communication.
Project / programme communication is accessible for all, provides clear updates and expectations with communication channels allowing open and honest feedback and input.

empowerment & accountability.
The team are given responsibility and able to do a good job without being micromanaged.

engagement.
I feel I make a difference on the project and when I look at what we accomplish, I feel a sense of pride.

ethics / fair treatment.
The project is well run, ethical and with team members that are treated fairly regardless of their orientation, race, gender, age, position.

innovation.
The team are able to submit suggestions and ideas and to support innovative ways of working.

people development.
I am able to make the best use of my abilities on the project and am offered training or development to further myself professionally.

recognition & reward.
Good work and extra effort are recognised on the project.

wellbeing.
The project genuinely prioritises my wellbeing and I get empathy and support from the Delivery Lead / team when I need it.

environmental impact.
I understand how we are making a positive impact on the environment.
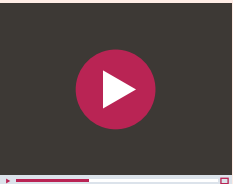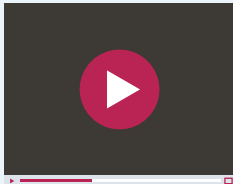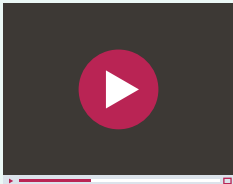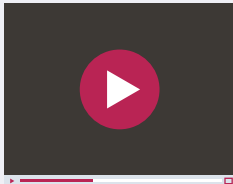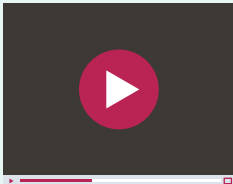
teamwork.
We're all in this together and there is a good sense of teamwork and camaraderie.
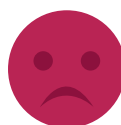
support from our networks.

If any of the team need support, remember that our incredible community networks are always available. Each network is made up of colleagues across Accenture from different countries and regions and from various ethnic backgrounds, and truly are representative of the employees that make up our company. Our intention is to bring a varied and diverse set of opinions to internal initiatives before they are rolled out to the wider Accenture and make sure everyone feels seen, heard and supported. You can find out more about our networks and who to contact by clicking on the links below.

REPL PRIDE

network leads.
Matt Bennett &
Emily Lawton

click here for an introduction ▼▼▼

▶

Pride on **Teams.**

EDAI REPL

network leads.
Chuks Diali &
Jaspreet Kaur

click here for an introduction ▼▼▼

▶

EDAI on **Teams.**

wellbeing REPL

network leads.
Lydia Thomas &
Martin Dunn

click here for an introduction ▼▼▼

▶

Wellbeing on **Teams.**

women in tech REPL

network leads.
Wandeli Loubser &
Charlotte Gyetvai

click here for an introduction ▼▼▼

▶

WIT on **Teams.**

CSR REPL

network leads.
Angie Nuett

click here for an introduction ▼▼▼

▶

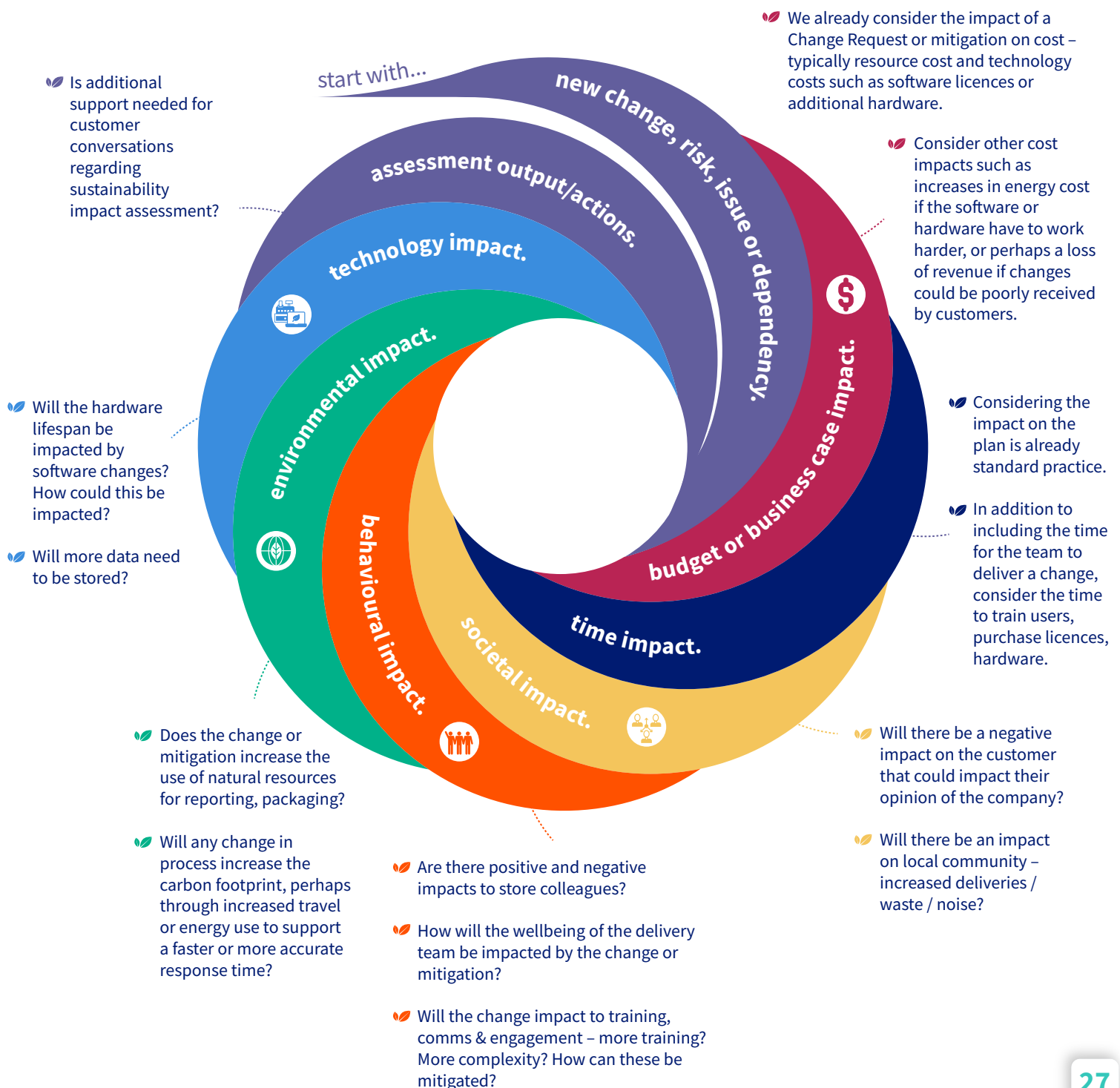CSR on **Teams.**

voice of REPL

Contact your Voice of REPL Rep!

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impact analysis.

To ensure a holistic approach we must broaden our thinking beyond time and cost impacts when managing and assessing risks, issues, changes and dependencies.

Reviewing the impacts across the capitals and considering how they are related will provide a holistic view of the impact and the changes required to mitigate it.

start with...

new change, risk, issue or dependency.

assessment output/actions.

technology impact.

environmental impact.

behavioural impact.

societal impact.

time impact.

budget or business case impact.

🍃 Is additional support needed for customer conversations regarding sustainability impact assessment?

🍃 We already consider the impact of a Change Request or mitigation on cost – typically resource cost and technology costs such as software licences or additional hardware.

🍃 Consider other cost impacts such as increases in energy cost if the software or hardware have to work harder, or perhaps a loss of revenue if changes could be poorly received by customers.

🍃 Will the hardware lifespan be impacted by software changes? How could this be impacted?

🍃 Will more data need to be stored?

🍃 Considering the impact on the plan is already standard practice.

🍃 In addition to including the time for the team to deliver a change, consider the time to train users, purchase licences, hardware.

🍃 Does the change or mitigation increase the use of natural resources for reporting, packaging?

🍃 Will any change in process increase the carbon footprint, perhaps through increased travel or energy use to support a faster or more accurate response time?

🍃 Are there positive and negative impacts to store colleagues?

🍃 How will the wellbeing of the delivery team be impacted by the change or mitigation?

🍃 Will the change impact to training, comms & engagement – more training? More complexity? How can these be mitigated?

🍃 Will there be a negative impact on the customer that could impact their opinion of the company?

🍃 Will there be an impact on local community – increased deliveries / waste / noise?

sustainable working
low carbon working.

Whilst the covid pandemic has forced us to work remotely which has dramatically reduced our business travel carbon footprint, there are many other ways to reduce carbon usage whilst delivering projects – some new, some old!

travel.

Can you be homebased and comply with health and safety guidelines?

Can team members car share?

What does a pragmatic travel framework look like? e.g. face to face transitioning to remote.

How much travel is necessary - can remote working deliver the same outcome?

Can the budget fund public transport rather than personal vehicles?

Can training, deployments, testing and maintenance be online, merged, remote / automated to reduce site visits / outages, reduce cost and timeframe?

communication.

Check the audience - does everyone need to be on the list? Will everyone read it? (wider distribution = higher footprint).

Regularly clean and maintain mailing lists.

Check emails before sending - ensure they contain the right information to avoid the need for a follow-up email.

Add links to files or information online rather than including attachments.

Reduce volume, size and resolution, compress images, avoid large HTML.

Shorter text, using likes/emojis, and lack of attachments suggest a smaller carbon footprint than email.

natural resources.

Reducing content on TEAMS / shared drives reduces energy consumption.

Lower video use reduces energy consumption and carbon footprint. Balance reduced face time with engagement. e.g. intros with camera / - only speaker on camera. PM encourages full participation/engagement.

Did you know? Slides with darker backgrounds have a lower carbon footprint.

Limit / remove paper project documentation unless accessibility or compliance requirements are being considered. For example the team requires hard copies.

CO₂

28
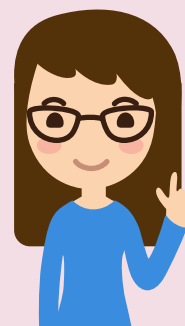
discover
summary.

Sustainable project management considers the five capitals across the lifecycle of the project, its resources, processes, and deliverables.
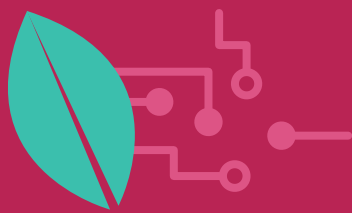
We already have great credentials on budget and resource management, also consider the environmental and technological aspects.

Beyond cost, capability, and availability, consider whether you are resourcing an inclusive, diverse and engaged team.

Consider all your stakeholders and how they might map to the five capitals – what's important to them? How are you driving effective engagement through project comms, capability, culture and support?

Create a clear and consistent narrative with your reporting on sustainability within the project. Either integrate in existing reporting sections or create a separate report.

A simple and effective way of tracking your team's wellbeing and engagement is by using anonymous pulse surveys.

When assessing risks, issues, changes, and dependencies broaden your view beyond time and cost. Consider all five capitals to achieve a holistic view of the impacts.
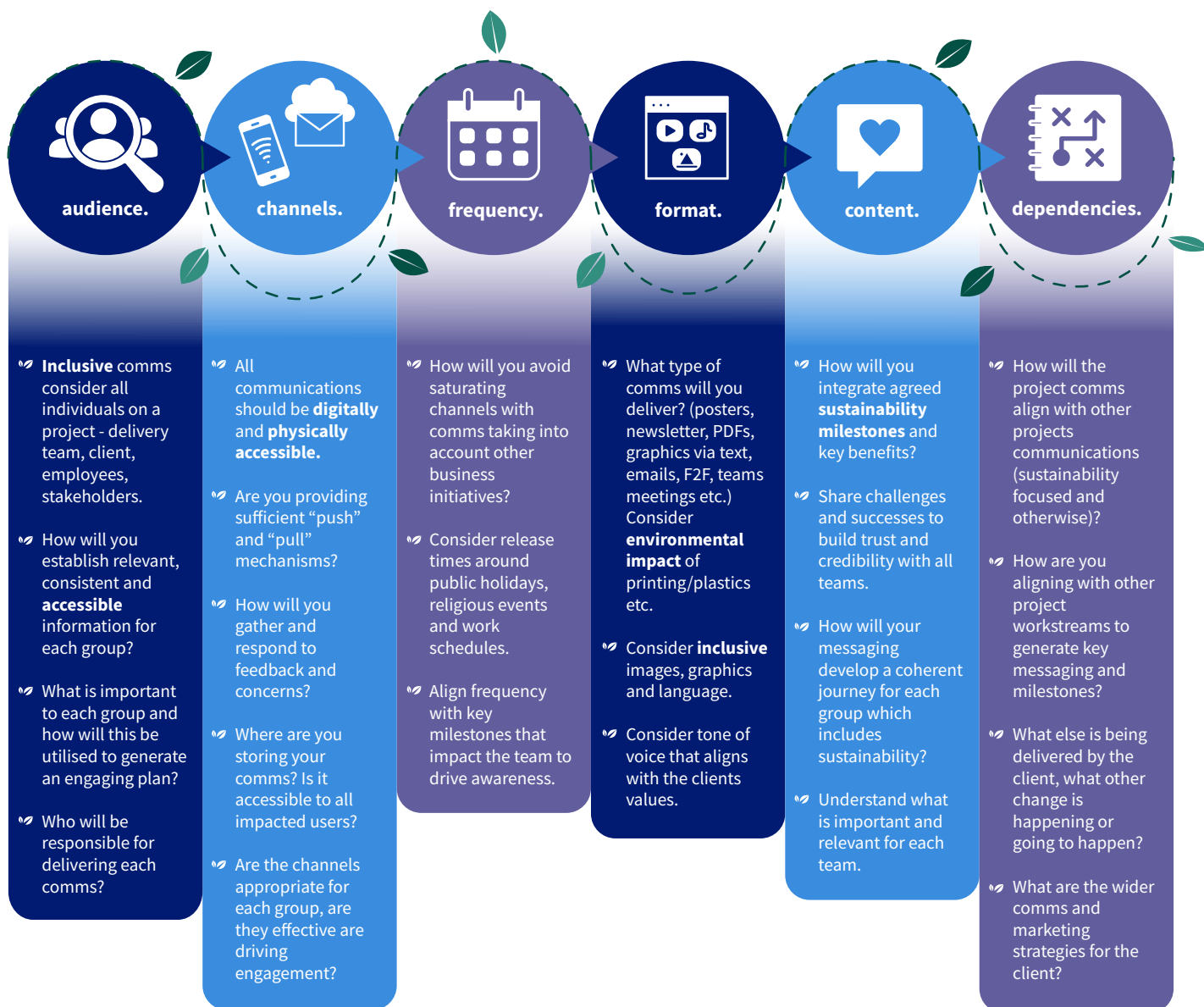
4. **design.**

communications.

Every programme or project will include many forms of communications for the internal delivery team and the client and their stakeholders. When developing a Communications and Engagement Strategy it is critical to consider a clear, consistent and coherent narrative which is **accessible, inclusive** and **transparent** to build trust and to drive and enhance the projects sustainable approach & achievements.

audience.

- **Inclusive** comms consider all individuals on a project - delivery team, client, employees, stakeholders.
- How will you establish relevant, consistent and **accessible** information for each group?
- What is important to each group and how will this be utilised to generate an engaging plan?
- Who will be responsible for delivering each comms?

channels.

- All communications should be **digitally** and **physically accessible.**
- Are you providing sufficient "push" and "pull" mechanisms?
- How will you gather and respond to feedback and concerns?
- Where are you storing your comms? Is it accessible to all impacted users?
- Are the channels appropriate for each group, are they effective are driving engagement?

frequency.

- How will you avoid saturating channels with comms taking into account other business initiatives?
- Consider release times around public holidays, religious events and work schedules.
- Align frequency with key milestones that impact the team to drive awareness.

format.

- What type of comms will you deliver? (posters, newsletter, PDFs, graphics via text, emails, F2F, teams meetings etc.) Consider **environmental impact** of printing/plastics etc.
- Consider **inclusive** images, graphics and language.
- Consider tone of voice that aligns with the clients values.

content.

- How will you integrate agreed **sustainability milestones** and key benefits?
- Share challenges and successes to build trust and credibility with all teams.
- How will your messaging develop a coherent journey for each group which includes sustainability?
- Understand what is important and relevant for each team.

dependencies.

- How will the project comms align with other projects communications (sustainability focused and otherwise)?
- How are you aligning with other project workstreams to generate key messaging and milestones?
- What else is being delivered by the client, what other change is happening or going to happen?
- What are the wider comms and marketing strategies for the client?

All areas outlined in the diagram should be considered for client communications as well as for the Project Team. It is recommended that the Delivery Lead (Programme/Project Manager) aligns with the Business Change Manager (or Comms Lead) to develop a coherent, consistent and engaging communications journey for all individuals working on and impacted by the change.

training.

When a new solution impacts end users, training will always be required. Using differing styles and approaches may allow Accenture and the client to reduce cost and carbon footprint during the initial training sessions and for new users / solution changes in the future.

When tackling training on any project we start by developing a Training Strategy. Using the **five capitals**, we can develop a more considered, sustainable training approach & plan that delivers greater value for our clients.

sustainable training strategy.

- What training already exists?
- What training modules, tools and templates can you update and re-use?
- What training approaches does the client already use? Are they effective?
- Can the cost of the training approach be sustained long term?
- What are the cost implications for updating or reworking training materials?

- What training platform(s) does the client already use? Are they using an eLearning platform?
- Will you require hardware to deliver the training?
- What hardware already exists?
- If hardware is required, how will this be replicated for ongoing or new starter training?
- Do we need to train users to use the new solution more sustainably? (peak time, power conservation, data reduction.)

- How will the training incorporate the clients sustainability principles?
- What is the clients wider sustainability strategy and how does this align to the project goals and benefits?
- Do the teams require sustainability training?
- What sustainability training does the client already provide their teams?
- What materials will be created? Consider use of paper, plastics etc.
- What is the impact on travel with the training approach?

- How will the training strategy impact the users time? Does it take into account their regular tasks, schedule and locations?
- Can the training be delivered remotely?
- Can the training be delivered to fit flexible schedules?
- What mentors, buddies and super users can you mobilise to empower the teams?
- Is the training content accessible? For example: think about using the accessibility check functionality in PowerPoint.

- Have you validated your approach and content from a cross section of client users?
- Consider how you will react to feedback, what can you change, how will you address these changes without impacting the capitals negatively.
- How will you measure the efficacy of the training?
- What will be the outcome of the measurement activity results? How will it feed into the wider programme benefits?

solution design
functional.

Sustainability should be considered during solution design whether it requires a full solution design or configuration. Many digital projects already consider paper use. Consider the impact of increased energy use to digitise documentation as well as user wellbeing and solution accessibility for example.

wellbeing.

Using the final solution should not impact wellbeing… What might cause repetitive strain injuries?

Consider simple solutions to reduce user stress. Ensuring technology is accessible and inclusive supports users mental wellbeing.

Can physical access or use cause injury – is equipment too heavy? Are user devices well made with no sharp edges. Would a critical failure result in exposure to harmful internal elements?

circularity.

The circular economy is a systems solution framework for tackling global challenges like climate change, biodiversity loss, waste, and pollution.

To transform the current take-make-waste system we should consider how we manage resources, **how we make and use products, and what we do with the materials afterwards.** The three principles of circular economy are to design out waste and pollution, keep products and materials in use and regenerate natural systems.

design out waste & pollution.

keep products & materials in use.

regenerate natural systems.

Can any of the circular design principles be applied to our projects? Here are some examples

Extending the lifespan of existing technology. Using authorised remanufactured or refurbished equipment can reduce environmental impacts at lower cost. Using green code can also extend device lifespan. Consider repurposing old technology for future projects or donating to local organisations such as school and charities to avoid or reduce e-waste.

Recovery of valuable materials from devices at end-of-life. Consider what happens to redundant technology during a decommissioning phase of a project. If it cannot be reused, can it be sold to or collected by accredited companies for material mining to reduce mining of already rapidly depleting virgin materials?

Redesign of products and packaging to use less materials. Could packaging analysis in the warehouse provide insights into alternate or reduced packing to reduce the environmental impact of production and disposal?

resources.

Can reports be created and / or consumed online rather than being printed?

Can documents such as statements, payslips, company updates be provided electronically via email or made available in a secure online repository rather than printed out?

Can software be configured to reduce or prevent printing? e.g. tills, WFT.
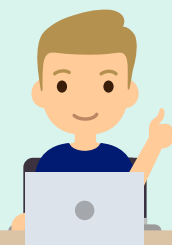
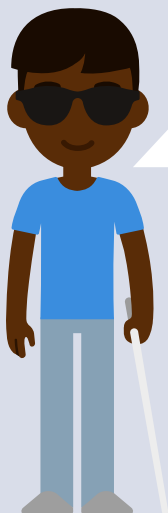Can End User forms be completed and submitted online rather than having to be printed and scanned?

Can secure online signing services such as DocuSign be used to avoid printing and scanning?

solution design
functional.

accessibility.

How can you make the solution inclusive digitally and physically accessible for users and customers?

Use of other technologies to support the use of SAAS e.g. Dayforce Assistsant, voice, touch, cast screen etc.

Tills, Kiosks, self service technology should be physically accessible – consider height, location, button size and integration with existing interfaces e.g. Siri on IOs devices or Amazon Alexa.

Consider the range of **abilities and demographics.**

Information should be digitally and physically accessible – balance paper and digital versions, consider audio and video to further increase accessibility.

User interfaces should consider **language, font size and colour, background colour and brightness.**

A green digital experience comes down to **accessibility, easier navigation and readable content.**

Performance can be optimized in ways that save energy. **Certain screen colours are more energy-efficient.**

When the digital experience is user friendly and less complex, it is easier for users to find the information they want, which means **less screen time and therefore lower carbon emissions.**

It is possible to save energy by reducing a site's **processing power and compressing images and using graphic mechanisms to scale images** without losing sharpness or colour quality.

Smaller files are faster to upload, and more energy-efficient.
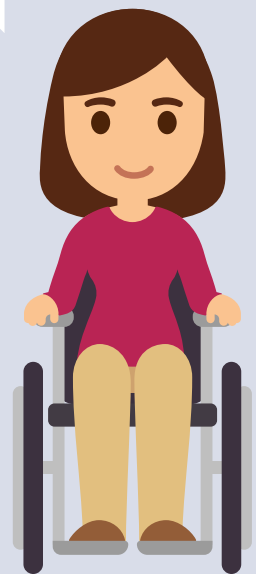
solution design
non functional.

Consider non functional requirements during infrastructure design, the aim being to create a sustainable, low carbon "circular" solution.

Consider green **cloud hosting** to reduce operational carbon footprint e.g. Microsoft.

Can infrastructure be **powered down** or scaled dynamically when not in use to avoid wasted energy and capacity?

Can energy intensive operations (or all) be **scheduled to run during low demand periods or in areas with a green energy mix** (demand shifting/shaping).

When using Artificial Intelligence, consider lower accuracy targets for non critical modelling or repurpose an existing model for a new task to save time and energy.

Between **70%** to **90%** of data that organisations collect is **dark data** - ensure the application doesn't store or transmit data that isn't required.

Can equipment operate on **power saving modes** to ensure **automatic switch off or low power modes** use over night or during the day when not in use to avoid wasting energy?
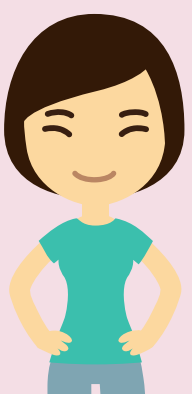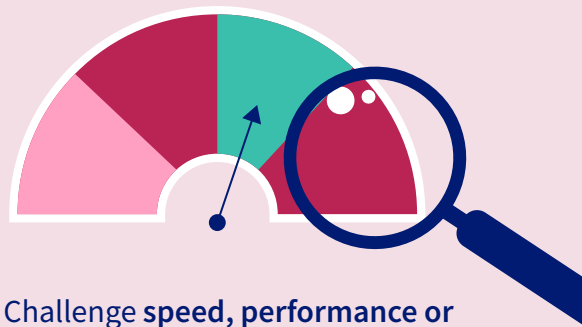
Consider **impact on energy use, carbon footprint, developer time** etc. as well as cost when additional functionality is requested. Avoid high nice to have capabilities, redundant code.

Challenge **speed, performance or accuracy requirements** - are they all justifiable? How can they be achieved without simply increasing energy consumption.

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design
summary.

When building your communications strategy, it is critical to generate comms that are accessible, inclusive, and transparent to drive and enhance the projects sustainable approach and achievements.

Generate a sustainable training strategy by asking key questions such as what systems and training already exists? Can the training be delivered remotely? Is the training content inclusive and accessible?

Whether the project requires a full solution redesign or simply new configuration taking a sustainable approach would consider circularity, accessibility, resources, and user wellbeing.
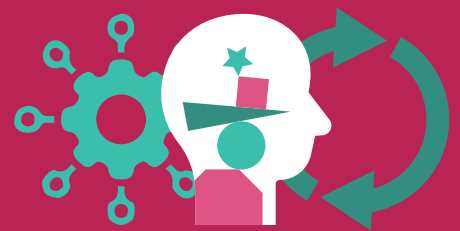
When considering non-functional requirements of the solution design, aim to create a low carbon and circular solution.

The three principles of circular economy are to design out waste and pollution, keep products and materials in use and regenerate natural systems.

5. **deliver.**

sustainable working
testing.

Sustainable testing can be seen as a subset of a wider project, with low carbon working, green software engineering accessibility and wellbeing all being integrated. Here are a few examples of what to consider…

Consider team wellbeing, development and engagement.

Digital and physical accessibility included in the testing scope.

Powering down test infrastructure may reduce energy consumption but should only be considered if it will not impact overnight processes.

Automated testing and scripts reused.

Reduced natural resource use - receipt functionality.

Script review – 1 to many relationships to reduce repetition.

Running test infrastructure in a green cloud would reduce emissions associated with testing.

Removing redundant test cases to reduce the number of test runs can improve the energy-efficiency profile.

Demand shifting, demand shaping when automating.

Perhaps assess hardware and software efficiency and collaborate with suppliers to replace with new, more efficient technology (new, refurbished or remanufactured).

Review automation code - ensure low carbon intensity, energy efficiency.

Consider the pros and cons of automated testing - efficiency vs. team size. Would there be opportunities for new roles?

low carbon working
green software engineering.

Green software engineering consists of a core set of principles which can be followed during the design, build and run phases of a project to mitigate the environmental impact of technology solutions. Key to success when applying many of the principles is the use of green code when developing solutions. **Click on each icon to learn more.**

CO₂

carbon.

Build carbon efficient applications.

To be carbon efficient is to minimize the amount of carbon emitted per unit of work.

energy proportionality.

Maximize the energy efficiency of hardware.

The most efficient and green approach is to run work on as few servers as possible with the highest rate of utilisation.
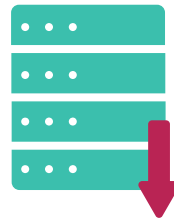
electricity.

Build energy efficient applications.

A sustainable application takes responsibility for electricity it consumes and is architected to consume as little as possible.

networking.

Reduce the amount of data and distance it must travel across the network.

All the computers and network equipment in a network consume electricity and have embedded carbon.
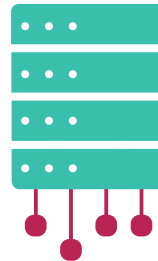
carbon intensity.

Consume electricity with the lowest carbon intensity.

Be flexible when / where work is run - choose to consume electricity when the CI is less and pause when carbon intensity is high.

demand shifting & shaping.

Build carbon-aware applications.

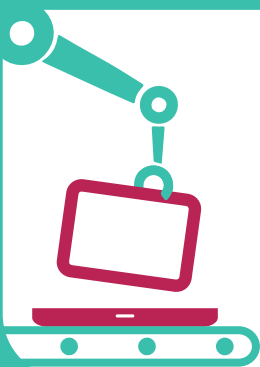Shape demand so that it matches the existing supply.

Shift workloads when the supply of renewable electricity is high.
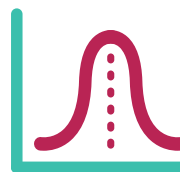
embodied carbon.

Build applications that are hardware efficient.

Embodied carbon is the amount of carbon pollution emitted during the creation and disposal of a device.

measurement & optimisation.

Focus on step-by-step optimizations that increase the overall carbon efficiency.

Understand the full stack, to create simple solutions that significantly improve carbon efficiency.

deliver
summary.

Sustainable testing can be seen as a subset of a wider project with low carbon working, green software engineering, accessibility and team wellbeing all being integrated.
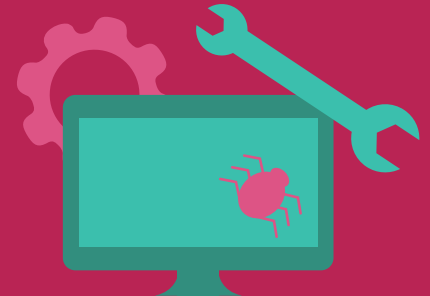
Powering down test infrastructure may reduce energy consumption but should only be considered if it will not impact overnight processes.

Green software engineering consists of a core set of principals which can be followed during the design, build and run phases of a project to mitigate the environmental impact of technology solutions. See the pack for links to great training resources.
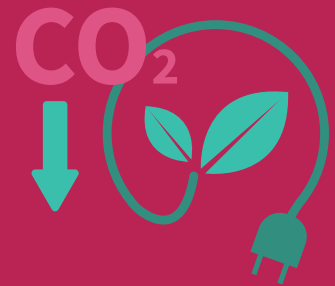
Green software engineering considers building carbon efficient applications, maximising energy efficiency and building carbon-aware applications.

6. **sustain.**

When developing a Sustain Model we work with the client to be ready to maintain and continuously improve the solution after the project has been delivered. Defining the plan, processes and governance before delivery is completed allows us to fully **embed our sustainable initiative** to fully realise the programmes benefits and ensure it is indeed sustainable.

sustain model.

governance.

- Consider what roles and responsibilities are required to deliver the recommended BAU model

- Are the preferred resources already assigned to other roles, how will their day to day be impacted?

- Are there any gaps in resourcing? how will this impact the sustainability of the project?

- What processes will be in place to continue **assessing the sustainability** impacts of the solutions tools, hardware and platforms?

- What other projects/initiatives are planned and will these impact the sustainability efforts of this project?

- What **sustainability framework** will the organisation continue to use and how will this be utilised on future projects.

- How will the fixes and enhancements backlog be assessed and delivered with sustainability in mind?

culture & capabilities.

- How will you **sustain talent, culture** and new ways of working?

- Consider ongoing **recognition and rewards** of all impacted groups.

- How will consistent, relevant and coherent communication be sustained?

- What will ongoing training look like for this solution? (new starters, refresh training)

- Who will be responsible for communicating ongoing solution changes?

- How will annual updates to the **client sustainability strategy** be integrated into comms, training and solution design?

- How will documentation be updated and disseminated?

monitoring measurement.

- Who will be responsible for the ongoing adoption measurement and business case tracking of this initiative?

- What KPIs will be used to measure ongoing **health checks of the sustainability** of the solution?

- What feedback loops will be kept in place?

- Who will be responsible for analysing and acting against these feedback loops?

- How will **ongoing wellbeing** be captured, assessed and actioned?
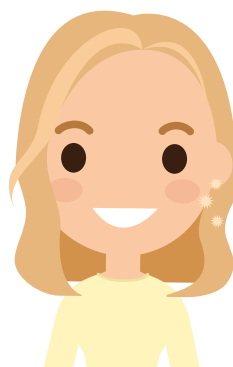
Developing a plan to reinforce and sustain change is essential to all initiatives, because people have a natural tendency to revert back to what they are most comfortable with.

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managed services.

Our managed services team are multi-skilled and have responsibilities across development, testing, architecture design in 3 key domains.

Sustainable ways of working can be applied across skill sets and domains.

infrastructure managed services.
Azure end to end operational excellence.

- Hosting includes **infrastructure footprint** improvement / green enhancements.

- Performance management should consider **green software engineering** techniques to provide sustainable performance.

- Vulnerability management is a key element of Governance (G in ESG).

- High availability / disaster recovery (HA/DR) architecture should use green software engineering design principals.

- Upgrades, releases and deployments should be resourced, planned, communicated and delivered using sustainable techniques.

service management.
ITIL aligned and customer focused.

- 24x7 Support Service should consider **team wellbeing** (sensible shifts + automation / predictive maintenance).

- Service Governance should be **accessible and inclusive**. Reviews should include sustainability commentary.

- Customer business understanding should extend to roadmaps and sustainable service provision.

- Communications at all levels should accessible.

- Service improvement plans should include increasing sustainability across the 5 capitals.

application managed services.
business aligned and agile.

- Performance monitoring / health checks to include **sustainability measurements** – energy consumption, efficiency, emissions + human and social metrics.

- Release management should incorporate **sustainable design and delivery** approaches.

- High availability / disaster recovery (HA/DR) architecture should use **green software engineering** design principals.

- Upgrades and patch reviews to include sustainability impact assessment – **customer impact / environmental impact / technology efficiency impact**.
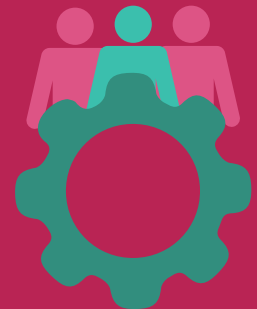
sustain
summary.

Defining the plan, processes and governance before delivery is completed allows us to fully embed sustainability. How will the impacts to sustainability be assessed once the project has come to an end?
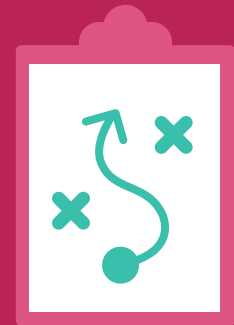
A sustain plan should consider ongoing governance, continued culture & capability development and importantly the KPIs that will be used to measure and track the expected long term benefits of the business case.

Managed Services can be seen as a subset of a wider project. Dependent on your role within the team you will have different sustainability principles to consider, from green software engineering techniques, accessible and inclusive service governance, to sustainability measurement and health checks.

what can I start doing
today?

"So, what does this all mean for me!", I hear you screaming.

Firstly, remind yourself on what we mean by 'Sustainability' and how we use the five capitals. Although it is important, we don't just mean the environment, we aim to take a holistic view across people, society, technology, financial and natural resources when delivering our projects. Go back to the introduction section of this guide as it will give you more detail.

We have listed out five simple activities (with minimal impact to your current workloads) to get you started on your journey to delivering your projects more sustainably. We've included links to the helpful pages in this overlay to support the questions you should be asking.

1. stakeholder assessment.

Using your stakeholder assessment consider which of the five capitals is most important to your high influence stakeholders. Use this to shape your communications and engagement approach and project key messages.

2. change request impacts.

Assess your next change request, risk or issue using the five capitals to move beyond budget and resources to provide holistic contextualising and decision making.

3. high performing team.

Use a retrospective meeting or short pulse survey to evaluate your teams wellbeing, engagement and development opportunities. Use the outcome to plan actionable improvements in the next sprint or phase of the project.

4. sustainable training (SQ/TQ).

Give your team the ability to build their understanding and language around sustainability. Communicate and provide time for your team to complete their sustainability TQ module and complete the Sustainability Quotient (SQ) training.

5. green software engineering.

Discuss ways to implement sustainable best practice when building out technical requirements. Consider how you can reduce data usage. The Green Software Engineering training should also be completed by all Dev and solution architecture teams.

want to find out more?...

Go and follow the Sustainability Yammer account or follow the links below:

click here

🎓 **TQ Sustainability & Technology.**	🎓 **SQ Sustainability Quotient.**
📄 **Principles of Green Software Engineering.**	📄 **Green Software Foundation.**
📄 **UN SDGs.**	📄 **Accenture's Sustainability Directory.**
🎓 **Circular Economy.**	**role specific guidance coming soon...**

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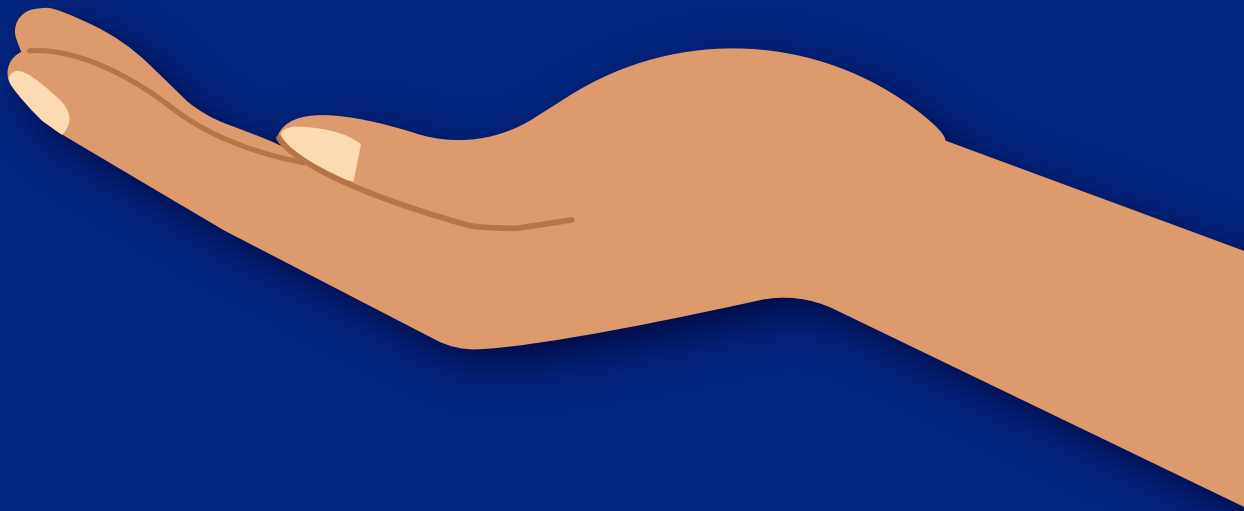
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