

Driving value through strategy

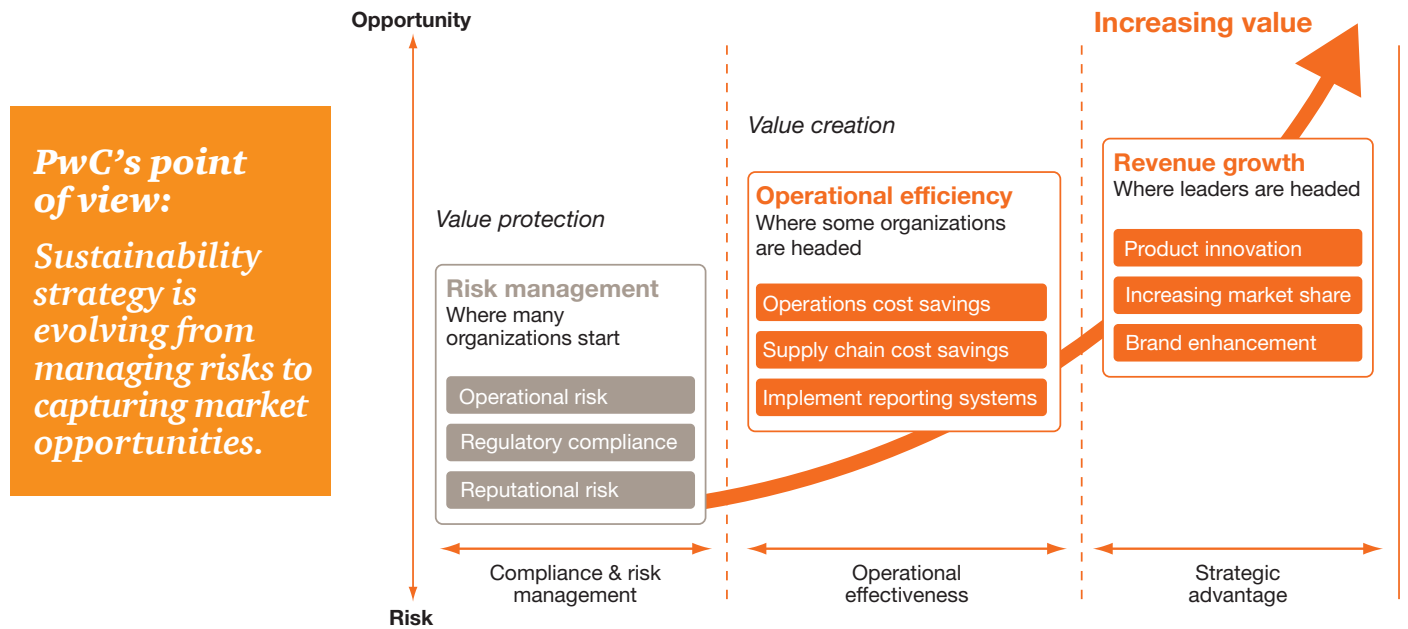
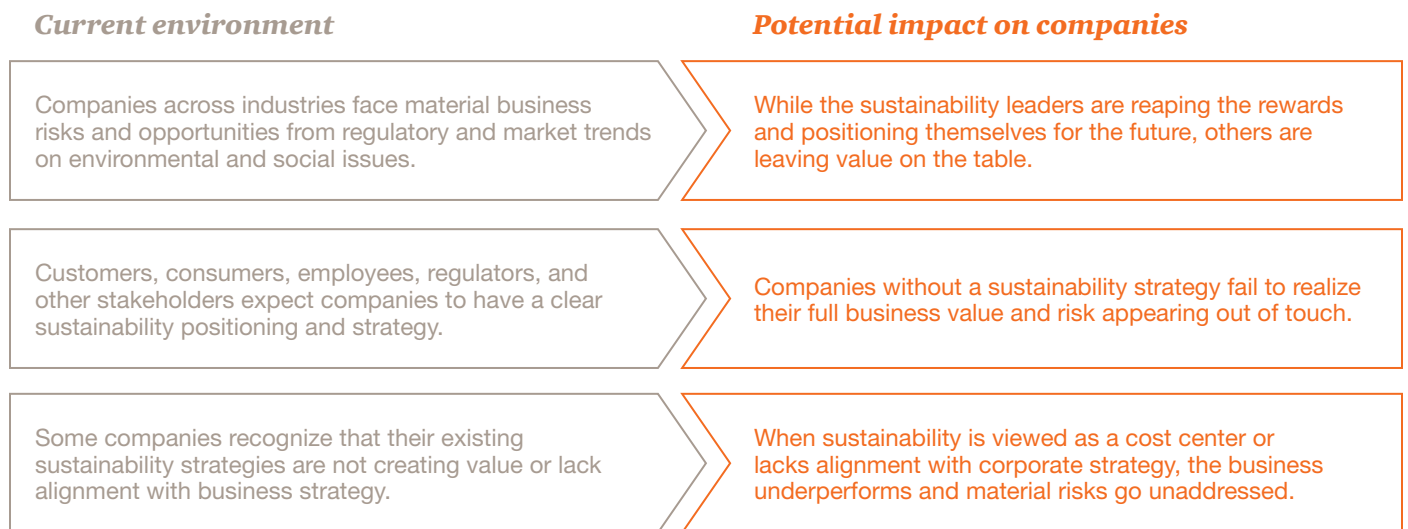
Sustainability strategies that grow revenue, manage risks and reduce costs

Sustainable
Business
Solutions



Business context:

Sustainability strategy should be a competitive advantage



Effective sustainability strategies require:

- Identifying the sustainability drivers with the most impact across the value chain
- Understanding risks and opportunities specific to a company's business strategy, industry, and competitive environment
- Putting sustainability to work driving innovation in services and products
- Making periodic adjustments in response to rapidly shifting environmental and social issues

How PwC can help:

Our approach to corporate sustainability strategy development

We do this...

Identify and assess the financial materiality of sustainability risks at the enterprise level

Recommend strategic options for capturing material value based on the risks and opportunities

Develop the sustainability strategy implementation roadmap, governance structures and public goals

Develop revenue growth strategies for companies, business units and offerings

Develop strategies to manage reputation and other sustainability risks

Develop specific plans for reducing costs by improving environmental and social performance

So that...

Resources are focused where the value is

Senior management can make strategic decisions based on a full set of options with analysis of value

The strategic decisions are supported by practical implementation guidance

The company captures the full value offered by products with sustainability attributes

The company manages all risks with a common framework and playbook

Sustainability insights contribute to ongoing efforts to cut costs while improving sustainability performance

Case studies in sustainability strategy

Client project	Challenge, solution and results
<p>Technology company Rationalize and realign sustainability goals with business strategy</p>	<ul style="list-style-type: none"> • Challenge: Our client recognized it had numerous environmental sustainability public commitments throughout its business units, without a clear link to the business strategy. • Solution: PwC helped rationalize the public commitment to a more meaningful and inspirational set of three goals and identified key initiatives required to achieve them. • Results: Now focused on business-driven environmental goals, the client's CEO signed off on the new framework to implement the approach.
<p>Food and agricultural services provider Develop strategic enterprise-level model for sustainability</p>	<ul style="list-style-type: none"> • Challenge: Though individual business units had engaged in significant sustainability efforts, our client's enterprise-wide sustainability position was still in the developmental stage. • Solution: PwC made strategy recommendations including a positioning statement, sustainability themes to organize sustainability initiatives, a system of metrics, and a methodology for analyzing the financial materiality at each business unit. • Results: The client's clear framework for sustainability sets a course consistent with the sustainability needs of many of its largest customers.
<p>Investment bank Reassess sustainability strategy to create competitive advantage</p>	<ul style="list-style-type: none"> • Challenge: Our client sought to revisit its sustainability positioning, policy and strategy in light of market changes. • Solution: PwC benchmarked the client's sustainability efforts against peers, developed a rating system to evaluate the program, proposed a set of strategic options with analysis of anticipated results, proposed changes to the enterprise risk management policy, and developed specific partnership options to accelerate new product development. • Results: With renewed focus, the client launched a series of new initiatives that utilize the bank's financial capabilities to advance improved environmental and social conditions through microfinance and environmental finance.

PwC Sustainable Business Solutions:

Integrated services that link sustainability to business value

Widely recognized as a leader in sustainability consulting and thought leadership, PwC's global network of firms offers more than 700 dedicated partners and client service professionals with sustainability and climate change expertise.

Our services focus on helping clients increase financial, social and environmental value through:

- **Strategy development:** Finding the right sustainability drivers to create business value through revenue growth, risk management and cost reduction
- **Performance management:** Integrating sustainability across the organization to achieve operational efficiency and transformational results
- **Sustainable finance and tax:** Capitalizing on green tax credits and incentives
- **Reporting and assurance:** Delivering actionable, investment-grade sustainability reporting and communications

Why PwC? Our sustainability strategy qualifications include:

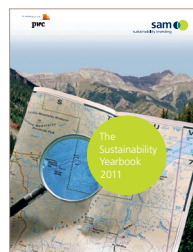
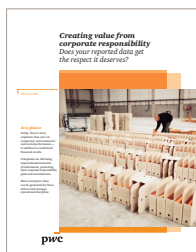
- A strong track record for developing practical, results-oriented sustainability strategies in many sectors, including business-to-business and business-to-consumer companies
- Deep sustainability relationships up and down industry value chains, providing a uniquely informed perspective on how sustainability drives decision-making for suppliers, customers and end users
- Sustainability expertise combined with the full range of PwC's experience assisting the world's leading companies on business strategy; financial management, valuation and reporting; supply chain efficiency and lean operations; technology; and human capital and change management

Collaboration to create leading practices on sustainability issues:

- Active contributor to the work of social responsibility organizations, including the World Business Council for Sustainable Development, Global Reporting Initiative, World Resources Institute, and World Economic Forum
- Global advisor and report writer for Carbon Disclosure Project Global 500, US S&P 500, and UK FTSE 350 reports
- Long-term experience working with SAM Group, which provides the basis for the Dow Jones Sustainability Indexes

PwC thought leadership on sustainability:

PwC's thought leadership and depth of knowledge have enabled us to satisfy our clients' business needs and surpass their expectations by offering proactive solutions that identify and capitalize on trends. Here is a selected list of relevant publications. You can download these and more at: www.pwc.com/us/sustainability.



To learn more about our services:

Contact:

Kathy Nieland
PwC US Sustainable Business Solutions Leader
(504) 558-8228
kathy.nieland@us.pwc.com

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