



REINVENTING WORK AND SUSTAINABILITY

Business as usual is no longer an option

THE PROACTIVE APPROACH TO CHANGE

In the face of unprecedented societal and environmental change, organizations are listening to the call to action that invokes them to reinvent themselves, making it possible to thrive and adapt in this new and dynamic world. The degree of uncertainty is enormous. The need for transformation is everywhere. The urgency to adapt is now. There is no option to resist and there is no turning back. Our world is reforming, and environmental stewardship is a focus for many global organizations.

Attention to sustainability has accelerated. Leaders are becoming more aware of the issue and want their organizations to be resilient. The new workplace, post-pandemic, is a place to engage and empower employees. Here, we can reimagine the way work is done and how everyone can stay relevant for the future. Today's current state is a catalyst for reinventing operations and walking through the open door to new opportunities for sustainable practices. In light of this clear need, many resilient organizations have already begun to prioritize and invest in sustainability practices, becoming navigators for us all.



Beginning in 2015, an international aircraft manufacturing group worked with Capgemini to help bring an ambitious climate strategy to life. In less than a decade, they reshaped their business and began rethinking how they offered services. With early diagnostics and benchmarking, a new governance structure was designed, including all elements necessary to run CO₂ reduction projects (governance and organization structure, key projects prioritized in workstreams, and more). Within ten years, they reshaped how their products were designed, produced, manufactured, derived, and recycled with end-of-life lifecycle solutions. Today, they are innovating and producing more fuel-efficient aircraft, which will decrease the level of CO₂ emission significantly.

Organizations can no longer be passive around sustainability performance. The focus must be an integral part of the company's strategy, supported by operations that are in-line with shareholder expectations.

Many companies are finding that they are being met with requirements to improve their sustainability performance while increasing the scope beyond the net-zero ambition and reduction of carbon emissions from operations. This commands a more holistic and broader agenda. Success can be achieved by reshaping and clarifying the link between the company's sustainability work and actual outcomes.¹

Agility and flexibility are now the guiding principles for companies. At the same time, organizations are finding they need to balance the need for dexterity and resilience in how their business is set up. Organizations must leverage technology to enable their strategic ambitions while balancing people and sustainability to ensure sound progress.

Companies need to be relevant and future-proof. To achieve this, they must maintain the agility and focus to navigate through unexpected shocks and societal megatrends. Sustainability must be integrated in the firm's purpose, long-term vision, and strategy. It cannot be a set of actions that are done by small groups to merely check the box. As an organization builds resilience, it will pivot more easily and respond to future disruptions, thus becoming more adaptive and self-sufficient for future changes. To understand how to be responsive, you need to rethink your organization by reinventing work.

Companies that are reinventing are winning. Automation and upskilling drives cost savings.

Employee experience and hybrid work productivity gains ranged up to 24%.² It is clear we will never return to the ways of working prior to the pandemic. The workplace as we know it is already in the process of being reinvented. For example, we see new employment models and companies at the forefront who are rethinking the employee experience. Digital transformation is a large part of that, powered by data and leveraging emerging technologies. In the face of change on so many levels, organizations have the chance to reinvent and rebuild in an enduring way, adapting to the new world.

¹Serafeim, G. (2021)

²Capgemini Research Institute. (2020) The future of work: from remote to hybrid



Capgemini has created an immersive remote assistance platform called Andy3D and tailored this for Augmented Reality (AR) in the field of virtual reality. An automotive manufacturer was looking for a solution to help decrease experts' travel time when solving incidents across their manufacturing facilities. Capgemini developed a roadmap allowing the automotive manufacturer to solve incidents remotely, rather than sending an expert on a flight to solve it in person. Not only is this technology expected to lead to savings of €791k from reduced travel and efficiency, but 67% less travel is also predicted, equating to 162km of air travel, and 26 tons of CO₂e pa. With the use of remote assistance, the automotive manufacturer will be able to save time, money, and CO₂, but just as importantly, increase cooperation between branches and improve incident solving.

Additionally, there is a need to navigate changes in employee preferences. The Human resources (HR) function must pivot to attract and retain talent. New competencies should be developed to manage the future of workforce demands. One of the main reasons why companies fail with this pivot is their lack of true people centricity. Hybrid work requires a seamless digital and physical workplace connection and a culture designed with people's experience at the core. Organizations fail by designing first and expecting people to follow. One of the largest challenges expressed by companies navigating this current environment is that of personal disconnection.

New strategies are needed to retain essential talent. Today, a lucrative offer is not the key factor in deciding whether or not to take a job. It is equally crucial to have a set of values and an authentic endeavor to engage in. There is a growing focus to reinvent the workforce to be more declarative of what an organization's values are, leading them to be more inclusive in all matters, including sustainability. Millennials are seeking out organizations who give them a voice and are aligned with what it means to be truly authentic.³ A stronger connection to the company's purpose and DNA also makes it easier to navigate the whole organization as it evolves and grows its sustainable business strategies.

³[Williams-Alvarez, J. \(2020\).](#)

LONG-TERM SUSTAINABILITY STRATEGY

Organizations must not be myopic while creating a flexible sustainability strategy and commit to regularly reviewing their progress and policies to stay relevant. A revision of an organization's Corporate Social Responsibility (CSR) strategy should include future indicators related to sustainability. By incorporating social and sustainable consideration into their operating models, organizations can take control of the ways they respond to the world around them and choose to grow within it. In more recent years, organizations have been faced with a multitude of social pressures that have demanded workplace reinvention. The movement has given rise to an increase of sustainability activities, and more organizations who are now engaged in purpose-driven sustainability activities.⁴

Organizations require a foundation of people who will be prepared to navigate and think differently about the emerging risks – these super users believe in sustainability and will be vital in helping to bring inventive thoughts into the workplace. New business models, revised practices, and extensive external sustainability initiatives can guide organizations to foresee emerging trends and thus be proactive in developing work practices that support the organization and business for the future. To seize opportunities, organizations must:

- Build momentum by engaging their employees.
- Provide employees with the skillsets and strength to succeed. People Experience must be at the heart of the new ways of working.
- Allow employees to innovate and transform the organization and culture. People centricity in new ways of working is essential.
- Embrace the mutual exchange: empower the people to drive the value they want to deliver by embedding the purpose.

Organizations must adopt these attributes by being sustainable by default, not simply because it is what is best for our planet and people, but because these organizations will not survive in the coming decades if they do not shift to more sustainable practices. Companies today are looking towards sustainability not only to better their environment, but to increase value as well. According to a Nielsen study, 'a whopping 81% of global respondents feel strongly that companies should help improve the environment.'⁵

An organization cannot adopt sustainability practices with a short-term view. There needs to be a long-term strategy in which the core business and sustainability align while meeting employee and client expectations. Therefore, the myopic viewpoint will not fare well under today's pressures to integrate sustainability into the core of the organization's strategy. Organizations must take this period in which the way work is changing as an opportunity to reassess and reinvigorate their strategy, embedding sustainability through a long-term lens. However, to do so effectively, risks, benefits, and structure must be considered.

While there is a myriad of benefits to reap by integrating sustainability into an organization's long-term strategy, it is important to recognize and factor in the steps necessary to achieve such a strategy, as well as the risks involved. As mentioned previously, the core business strategy must align with sustainability goals and practices for everything else to fall into place. The strategy must incorporate CSR, infrastructure, and transition factors, to name a few, or they can quickly become hazards rather than contributing aspects to the plan.⁶



Capgemini is constantly looking for revolutionary ways to reinvent the workplace. One way of doing this has been to create a Smart Office Internet of Things (IoT) solution. The Smart Office encompasses sensors and an app allowing the user to gain real-time information on aspects of the office, such as office room availability, temperature, lighting, and occupancy. With new factors like pandemics and flexible work influencing companies, the Smart Office can help prevent overcrowding while saving on heating, cooling, and lighting, reducing CO2 and workplace issues.

⁴Serafeim, G. (2021)

⁵Nielsen (2018)

⁶Haanaes, K and Olync, N. (2022).

Sustainability integration should by no means be a one-size-fits-all approach. Companies must focus on the aspects of sustainability that best fit their business model and work to incorporate those in the most appropriate and effective way. Without doing so could lead to negative impacts. Each individual company needs to look at its people, infrastructure, and existing practices to see what can be done to improve each aspect.

This can be tackled through an integrated approach, asking questions the following questions:

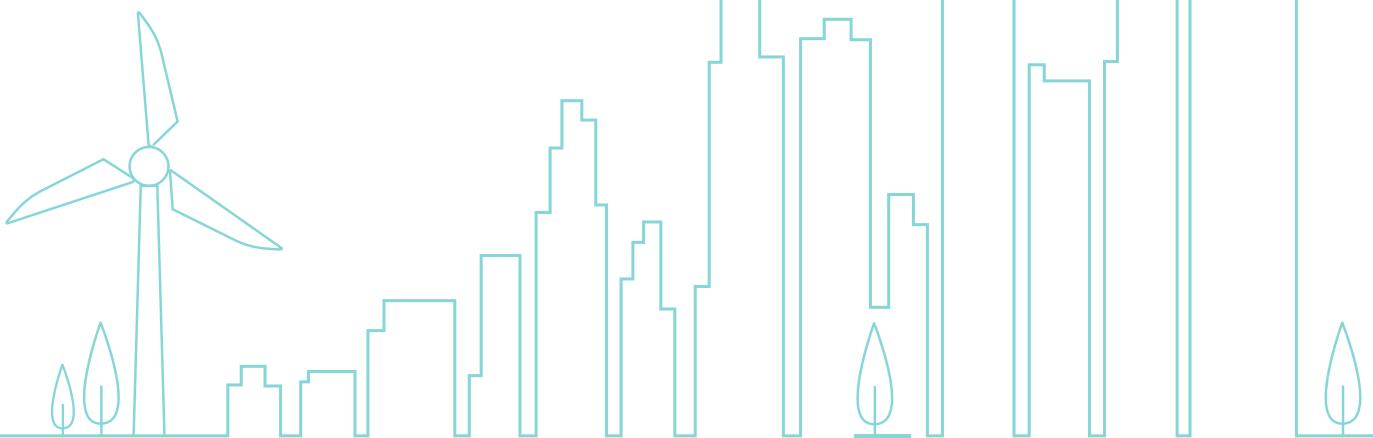
- How will our employees be impacted by what we do?
- What impact will our local operations have on the community?
- Will there be buy in?
- Are we willing to be flexible with our plan?
- Companies must be able to look inward first and be flexible to adapt if unforeseen issues arise.

As expanded focus is being placed on sustainable Environmental, Social and Governance (ESG) initiatives, companies must implement strategies and programs to support these important enterprises. ESGs create the structure for sustainability within a company and are a vehicle for empowering stakeholders to drive and innovate sustainability policies and practices. Areas of an organization's ESG portfolio should include a few key focus areas, such as decreasing Co2 consumption, ethics, overall governance, and resource management. The environmental focus looks at what can be done to improve our current state and lead us into a safe future together. The social focus studies the factors impacting employees, customers, stakeholders, and those involved throughout the whole value chain. Scrutiny of the Governance brings focus to ethical business, ensuring laws and principles are being followed and accountability is formalized.⁷

Without addressing these core questions and umbrella topics, risks will fall through the cracks and emerge as time goes on. Policies, social norms, demand, and the macroenvironment are always changing. This makes it possible to build a plan with some flexibility, some bend, so long as the company commits to review and reassess the sustainability plan periodically to ensure its relevance. The monitoring of the plan is essential for its continued success.

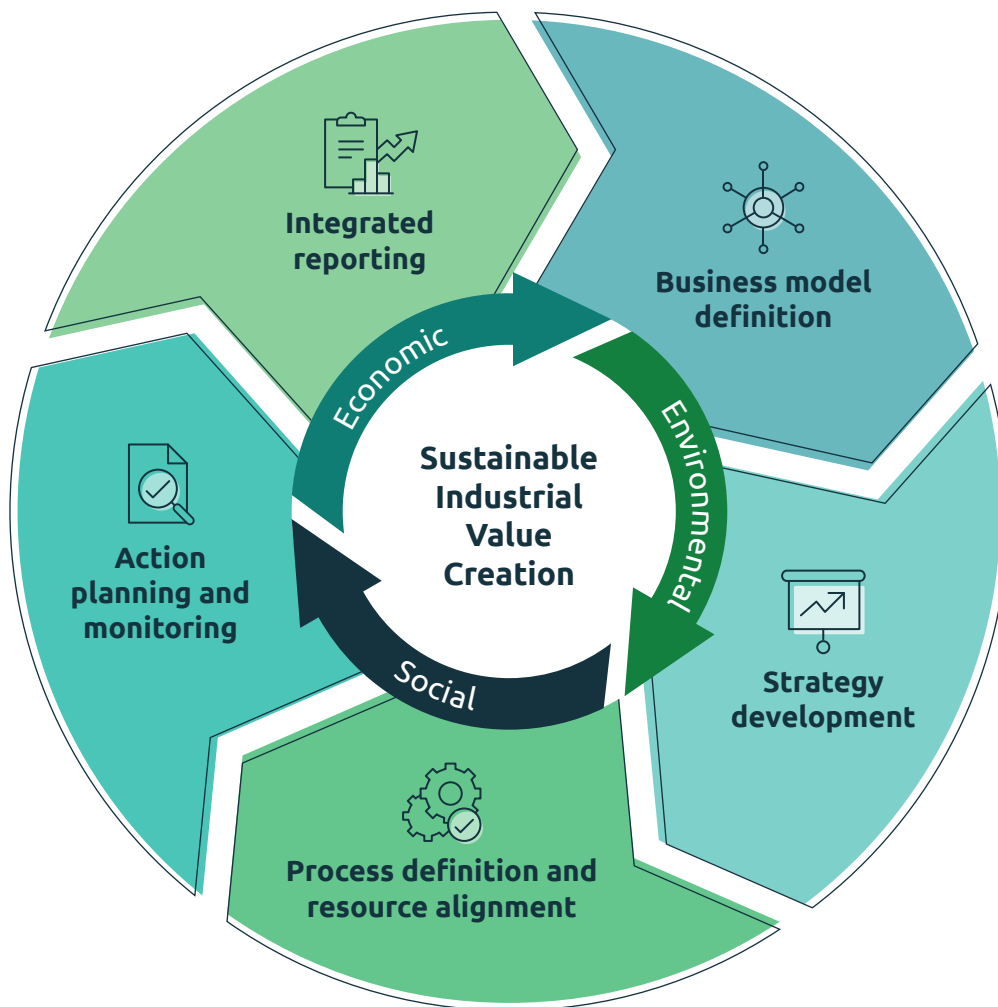
Reporting is equally important to actualize the accountability of the organization itself. It proves to stakeholders and customers the company is keeping its promises and moving into the future. There are now many sustainability and tracking resources for companies to use and it is up to each organization to understand which metrics are appropriate for their strategy. Continuous tracking and reporting allow the company to assess its progress, identify gaps and opportunities for improvement, and acknowledge their successes.

As companies put more effort into sustainable strategies, the principles follow. If done well, companies will thrive on the benefits that come from their perseverance.



⁷Siemens AG (2021).

An example of a holistic strategy⁸:



As detailed by Harvard Business Review (HBR), there are many business advantages to adopting sustainability initiatives, such as improved brand image, financial performance, and risk management.⁹ These improved business outcomes provide greater value for stakeholders. Sustainability can no longer be an

afterthought in the corporate world. Implementation of sustainable practices is now crucial to success in today's landscape. Sustainability is a long-term investment that will be of benefit to the business, its stakeholders, employees, and customers alike.¹⁰

⁸Oertwig, N. et al. (2017)

⁹Whelan, T. and Fink, C. (2016)

¹⁰Carroll, S. N. et al. (2021)



THE ROLE OF HR IN THE PURSUIT OF SUSTAINABILITY

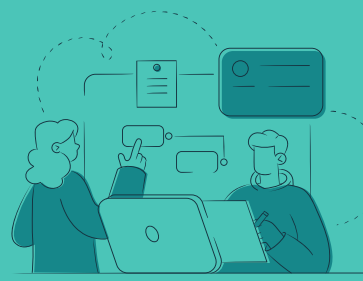
HR has a vital role in sustainability. Organizations face strong internal and external pressures to become more sustainable. On the one hand, imperatives from institutions, competitors, customers, new laws, and regulations force companies to adopt a sustainability strategy. On the other hand, there is increasing internal pressure from the employees to work in a company that lives up to sustainability values. Organizations must develop their

sustainability strategies, policies, and guidelines. HR plays a significant part in bringing these initiatives to life. The role of HR in a company is challenging because it must combine both organizational and individual dimensions. To help our clients respond to these challenges, we structure our approach to sustainable HR across four elements: work models, the workplace, the workforce, and HR overall.



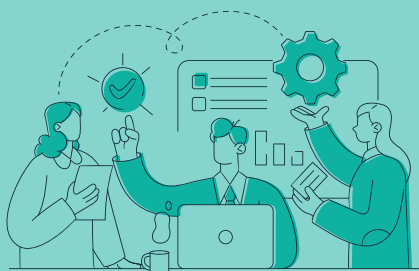
Reinvent Ways of Working

Evolve the work experience with new processes supporting frameworks tuned to specific employee segments and functions. Agile, adaptive organization design and operating model for peak performance.



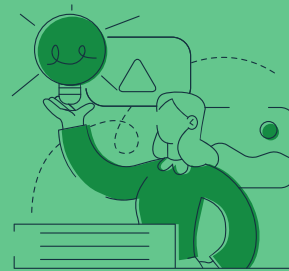
Reinvent Workspace

Reimagine an irresistible workplace inspired by role-specific needs, with a channel strategy tuned for orchestrating engagement and seamless transitions from the physical to digital.



Reinvent Workforce

Design a strategic workforce plan, career pathways, and upskilling programs to empower employees. Cultivate a thriving, scalable talent ecosystem with attention to vitality and connection.



Reinvent HR

Create a strategic, HR function for the hybrid age, fueled by real-time data with individual employee profiles driving journeys and 1:1 experiences with a culture of continuous improvement and learning.

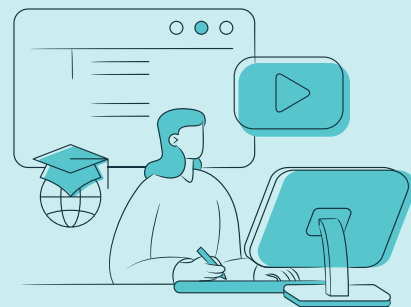
THE ORGANIZATIONAL DIMENSION



Sustainability is a challenge for the entire organization. It should not only be driven by Key Performance Indicators (KPIs) but become a customary practice for organizational members and be a part of daily decision making.

Thus, sustainability must become a part of the corporate culture. Building sustainability into cultural DNA should be driven by Human Resource Management (HRM). To be able to lead these initiatives, HR must be upskilled and have a deep understanding of sustainability topics. To achieve these results, an organization must reinvent HR to be able to drive sustainable recruitment, rewards, retention, Learning and Development (L&D), upskilling, and workforce planning in new ways that are focused on sustainability.

To support these changes, organizations must reinvent work models. This requires a systemic change in the people and leadership organizational ecosystem. The pandemic and remote work gave organizations access to the global pool of resources, giving a new innovative twist on old problems. New perspectives can give rise to the reinvention of solutions that can drive business and the people that create it into a world of greater purpose and prosperity.



Capgemini created the Digital Learning Hub to continuously educate employees and support sustainable employment. The hub reduces education costs and prevents retraining employees, all while improving cyber security. The hub inherently increases digital inclusion and tech prowess, along with reducing CO2 by using technology to improve the quality of products and reduction of waste. This tool has been immensely powerful in the manufacturing and utilities industries, where the job profiles will be changing because of reinvented work models.

THE INDIVIDUAL DIMENSION

The pandemic and a strong sustainability agenda have changed the social contract, unwritten rules of collaboration between employee and employer, and are pushing organizations to reinvent the workplace and overall work models. Companies are now faced with the dilemma of how to maintain their culture across different geographies. The pandemic stretched social ties between employee and employer and moved employee experience to the center of retention. People are central to every organization. Therefore, identifying and mitigating negative psychological impacts, emotional overload, and burnout are crucial for retention success. Organizations must also ensure sustainability of healthy employee lifestyles: preserve health and wellbeing while making office space motivational, inspiring, and safe. This is actualized in industries where employees can work remotely.



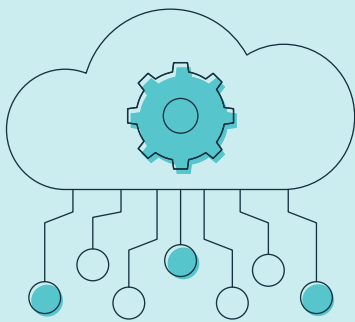
A paint, coating, and special materials supplier was hosting a workshop for 40 employees at one of their sites in Asia. Rather than flying in each of the 40 participants from various locations around the world, Capgemini was brought in as a trusted partner to facilitate the 3-day workshop virtually. Understanding the needs and goals of the workshop, Capgemini was able to run the workshop as effectively as if it were in person. Facilitating this workshop virtually resulted in major time, cost, and environmental savings. The client was able to save €42,000 on travel and accommodation costs while saving employees the hours of travel time. From an environmental standpoint, 169 tons of CO₂e were saved by eliminating the participant travel and what would have been the host's responsibilities.



Finally, the sustainability agenda requires new forms of leadership. Being a sustainable role model can also position leaders as trend setters, knowledge providers, and innovative thinkers. This will give their workforce and colleagues the chance to see how reinvented work looks and feels. Sustainable leaders will be a driving force for bringing new ways of thinking into the workplace.

MOBILIZING THE WORKFORCE IN SUSTAINABILITY EFFORTS

The most effective businesses will be those that develop sustainability awareness for their workforce and foster grassroots mobilization. The transition to a greener workplace by offering flexible work schedules to support alternative commuting, updating commercial office space for mixed use, and encouraging green IT with a digital cleanup are initiatives that employees will embrace and support. By creating internal opportunities for employees to make an impact, companies will attract and retain innovative talent. Organizations can market this as part of their recruitment strategy, company vision, and brand.



Employee engagement can include training and certification to support the sustainability agenda. Recently, Capgemini Invent conducted a digital cleanup with partner clients and internal teams resulting in 2,874kg of CO₂. Simply deleting emails and removing files was equivalent to 122 bags of waste being recycled instead of being thrown in a landfill or 366,783 smart phones being charged. It does not require a lot of effort, but it does offer exceptionally large payback because of how the data is stored in cloud accounts. Cloud computing is becoming one of the greatest contributors to greenhouse gas emissions across the world. This is because often cloud computing must be run all hours of every day and requires additional energy to continually cool and maintain data centers to ensure they run at their optimum capacity. This entire process consumes vast energy resources and has major impacts on our environment.

Purpose describes the long-term vision and positive impact of an organization on the world and goes well beyond profit. A top-down approach to a new and more sustainable future of work will not be possible unless it is supported by the company, particularly by committed employees who believe in the direction of the organization. Purpose is the new tenet for organizations across all industries - it is also the new way to think about strategy and culture, making it a key factor of organizational success.

The process of establishing a purpose that incorporates sustainability while fostering grassroots employee mobilization to support begins with a “why.” We must examine and convey to employees the reason for the shift toward more sustainable behavior. Although participation has varied nation-to-nation around the globe, the last 5-10 years have demonstrated the beginnings of a global business momentum shift toward responsibility across ESG areas. Government entities are legislating more ESG actions and regulations into law than ever before, particularly as the pandemic allowed many countries to take a step back and reevaluate priorities. In 2021, the European Union (EU) released its latest series of carbon reduction regulations, the Fit for 55, challenging all EU member states to reduce total emissions by 55% (from a 2005 benchmark) by the year 2030.¹¹ In the United States, the Securities and Exchange Commission (SEC) proposed 2022 legislation to “enhance and standardize climate-related disclosures for investors.”¹² If enacted into law, this would require public organizations to report on greenhouse gas emissions that are a result of conducting their business operations.

¹¹[European Council of the European Union \(2022\)](#)

¹²[U.S. Securities and Exchange Commission \(2022\)](#)

Finally, sustainable governance requires business leaders to lead their organizations with environmental and social aspects in mind, including an overarching motive of ethical behavior. Social media, technology, and protection for corporate whistle-blowers have played a significant role in surfacing corruption and unethical behavior in recent years. Corporate governance has been pushed into the spotlight and ethics are a necessary quality in today's leaders.

What does this mean? Well, for a start it means authentic sustainability across ESG is no longer a nice-to-have part of operations. It is, in fact, becoming the centerpiece in overarching business strategy. Facing stricter and stricter regulations, organizations who wish to adapt to the rapidly changing business landscape have no choice but to adopt these practices. This is the "why" beyond educating employees on your organization's sustainable purpose, and a strategic shift which will attract a new generation of people to your workforce.¹³ And from the standpoint of growth, investors are becoming increasingly more adept in their ability to differentiate between greenwashing and sustainable value creation.¹⁴

Here are some ideas and questions you can consider when developing organizational awareness in your sustainable purpose:

- Develop a business model that ensures both profitable and purpose-driven future for the organization.
- Implement a strategy leveraging the resources and capabilities, which will lead to a positive impact creating value.
- Identify a purpose and build a culture around it, ensuring its cardio makes the organizational strategy last in the long run. Firms that diffuse a sense of purpose throughout the organization are outperforming competitors.
- Embrace purpose to give direction to the changing demands of society and create value for all stakeholders, but first and foremost employees.

¹³[Williams-Alvarez, J. \(2020\).](#)

¹⁴[Serafeim, G. \(2021\)](#)



TRANSITION TO A GREENER WORKPLACE

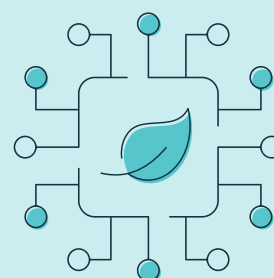
For many, the transition to a more environmentally sustainable workplace was given a bump by the ramifications of the pandemic's work-from-home policy. As we emerge from lockdowns, many organizations have instituted flexible working schemes, allowing employees to split work weeks between home and the office. The environmental benefits of flexible working include reductions in emissions from transport (public or personal), energy use in buildings, and commercial waste. However, with more people now using and setting up their work equipment in the home, it is equally important to educate employees on how to conserve energy in their home offices.

Commercial office space faces an unknown future – some industries will need to lean more towards filling their offices once again, but many organizations will rethink their offices. Cutbacks on total office space are increasing as the need for capacity is reduced. Additionally, organizations should evaluate how they power, heat, and cool their commercial offices. Renewable energy (primarily wind and solar) has already achieved price parity with non-renewables in many parts of the world and shifting the energy mix of the office towards sustainable renewable energy is as easy as it has ever been.

In conjunction with flexible working best practices, it is important to introduce the concept of the modern, sustainable Information Technologies (IT) house. This concept challenges organizations to not only reduce the environmental impact of their current technology operations, but also to leverage the power of recent technology for good, bolstering their larger sustainability strategy. This includes gaining visibility into current emissions attributed to IT and recommendations to rationalize infrastructure and reduce carbon footprint, assessing the sustainability maturity of their IT supplier network, and investing in groundbreaking technology, which can help the organization better plan for future scenarios and shift to emerging ESG trends.¹⁵

How does all this tie into your workforce? It was reported in 2021 that 42% of the population would like to work for companies with a positive impact. The same report revealed 88% of millennials find their job more fulfilling when their organization positively impacts global social and environmental issues.¹⁶ Additionally, a study by HBR indicated that nearly 70% of employees feel as though a dedicated sustainability program will impact their decision to stay long-term with their organization.¹⁷

This data points to the conclusion that sustainability is becoming the centerpiece of employer selection and an employee's decision to remain with their current employer. To attract and retain the innovative talent which will help lead your organization through this global business transition, a comprehensive sustainability agenda will be a crucial piece of both your recruitment strategy and the reinvention of how your company and people work. The more you can bake authentic sustainability into your company purpose and strategy, and the more messaging and press you can get behind it, the more attractive your organization will become to this new generation of workers.



Capgemini Invent has undertaken a project in this vein for a luxury fashion brand, outlining the sustainability maturity of a major division within the organization, something which has developed into a focal point for the coming year. With the organization's corporate workforce currently almost 100% remote, Capgemini Invent worked with leaders to educate their employees on sustainability initiatives and energy-efficient work-from-home practices. Sustainability is a term that most employees are aware of, but the "why" behind these initiatives is a key factor in the adoption of sustainable practices. The organization is also working to reduce its environmental footprint by reassessing the employee device-use policy for desktops, laptops, tablets, and mobile phones. This includes calculating the impact reduction of reducing the number of devices per employee, issuing refurbished or more efficient devices (i.e., tablets vs. laptops), and keeping devices for longer.

¹⁵Capgemini Research Institute (2022)

¹⁶Capgemini Research Institute (2021)

¹⁷Cole, C. (2021)

A SUSTAINABLE TRANSFORMATION PATH

As enterprises emerge from the pandemic, we have a once in a lifetime opportunity to fundamentally transform the way we work. This includes operationalizing sustainable practices. This can be done by committing to action around sustainable products and services (green experience), sustainable operations (manufacturing and supply chain), and sustainable IT (devices, applications, and infrastructure). Embed sustainability into your transformation path. Challenge your innovation teams to think about regenerative ventures and reward individual

consciousness around personal environmental impact both at home and in the office. While leading mobility companies and energy companies are trailblazing the carbon transition, there is an opportunity for all industries to consider their procurement of renewables, smart buildings and continued online workforce enablement, and data center energy consumption. Tie your net zero commitment to the reimagining of your workforce, workplace, and work processes, and reach out to Capgemini as a leader who is walking the walk with you.



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About Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in more than 36 offices and 37 creative studios around the world, it comprises a 10,000+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 340,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

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