

The Consumer Study: From Marketing to Mattering

The UN Global Compact–Accenture CEO Study on Sustainability
In collaboration with Havas Media RE:PURPOSE

The background of the lower half of the page is a dark blue image featuring a blurred, large-scale bar chart or data visualization. Overlaid on this is a large, bright orange chevron arrow pointing towards the right. The text "High performance. Delivered." is written in white, sans-serif font across the middle of the orange arrow.

High performance. Delivered.

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From Marketing to Mattering

Generating Business Value by Meeting the Expectations
of 21st Century People

The UN Global Compact–Accenture Study on Sustainability

In collaboration with Havas Media RE:PURPOSE

In this companion report to the world's largest CEO study on sustainability to date, 30,000 consumers worldwide give their views on their quality of life, expectations on business and governments, and attitudes towards sustainable brands.

June 2014

Introduction

The global economy is not on track to meet the needs of a growing population within environmental and resource constraints: that is the striking view of the 1,000 CEOs that participated in the most recent UN Global Compact-Accenture CEO on Sustainability.¹ Despite growing commitment to environmental and broader sustainability issues, business leaders believe the global economy is lagging behind the action required to set us on a more sustainable pathway.

While a majority of CEOs see sustainability as critical to the future success of their business, many express a sense of 'frustrated ambition' at the pace of change in embedding sustainability into core business and global markets. At the centre of their dilemma is a struggle to quantify the business value of sustainability, and to track the rewards of adopting a leadership position in their industries.

Contributing to CEOs' frustrated ambition is the challenge of interpreting signals from consumers, the group consistently identified by business leaders as the most important in guiding their action on sustainability. We see clear signs that consumers expect more from companies, from greater honesty and transparency, to greater impact on global and local challenges and a more responsible stewardship of natural resources and the environment. Yet among business leaders there is a sense that companies have failed to engage the consumer on sustainability; that companies' reputation and performance on environmental, social and governance issues are not informing consumers' purchasing decisions; and that industry leaders on sustainability are not being rewarded by the market.

With market factors increasingly driving business approaches to sustainability, an in-depth understanding of consumer views is critical to inspire accelerated progress, and to unlock the full potential of the private sector in addressing these challenges. This year, for the first time, Accenture and Havas Media Group's RE:PURPOSE have collaborated to extend the reach of the UN Global Compact CEO Study on Sustainability to encompass the view of consumers worldwide. To this end, we have conducted a study of 30,000 adults

across twenty countries to understand what they expect from business and other institutions; what 'sustainability' means to their choices and attitudes; how sustainability issues impact their purchasing decisions; and how superior performance on sustainability can better engage consumers, driving value creation and genuine competitive advantage.

Our study suggests that most brand-initiated dialogue on sustainability fails to connect with the priorities of consumers, and suggests that better understanding and harnessing the link between practices and expectations may offer a compelling business case for companies to place sustainability at the centre of their strategies for growth. The study also points to major issues hampering the credibility and trust advantages that sustainable, responsible practices should offer to forward-thinking companies. It outlines a blueprint for three fundamental imperatives that will break down these barriers, to enable companies and brands to move from 'marketing to mattering' by leveraging sustainability to create market performance advantages.

In producing this report, we have been indebted not only to the survey participants, but to our research partners who have enabled us to assemble a rich and diverse set of insights, exploring, testing and refining emerging themes and ideas. We would like to acknowledge the contributions of the Global Compact sponsors and project leads Georg Kell, Gavin Power, Carrie Hall, Sean Cruse and Kristen Coco, as well as the leadership of the Havas Media RE:PURPOSE and Accenture teams, in particular project leads Rob Hayward, Edd McLean and Angela Jhanji.

This year's study is a unique opportunity to take stock as we stand at a crossroads in the global economy, as business, governments and civil society come together to set new and ambitious goals for the next wave of sustainable development. Business leaders are committed to leading the way, but will require greater ambition and wider support as they work to align sustainability impact with value creation, and markets with sustainable development outcomes, such that these leaders can truly become the architects of a better world.



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Optimism and quality of life: a three-speed world

For marketers in every sector, optimism can be a powerful force. Efforts to engage, inform and persuade consumers on the merits of companies embracing sustainability can tap into visions of the future, and will depend on companies' ability to fulfil the expectations of twenty-first century people. The millennial consumer, coming of age economically and empowered by new technologies and social media, is driving new expectations of all institutions in society, especially business. Expectations now go well beyond the direct utility of products and services: people in every part of the world see the act of expenditure and consumption as a means to 'vote with their wallet' – to enhance health and livelihoods, to boost community wellbeing, and to shift the direction of the world.

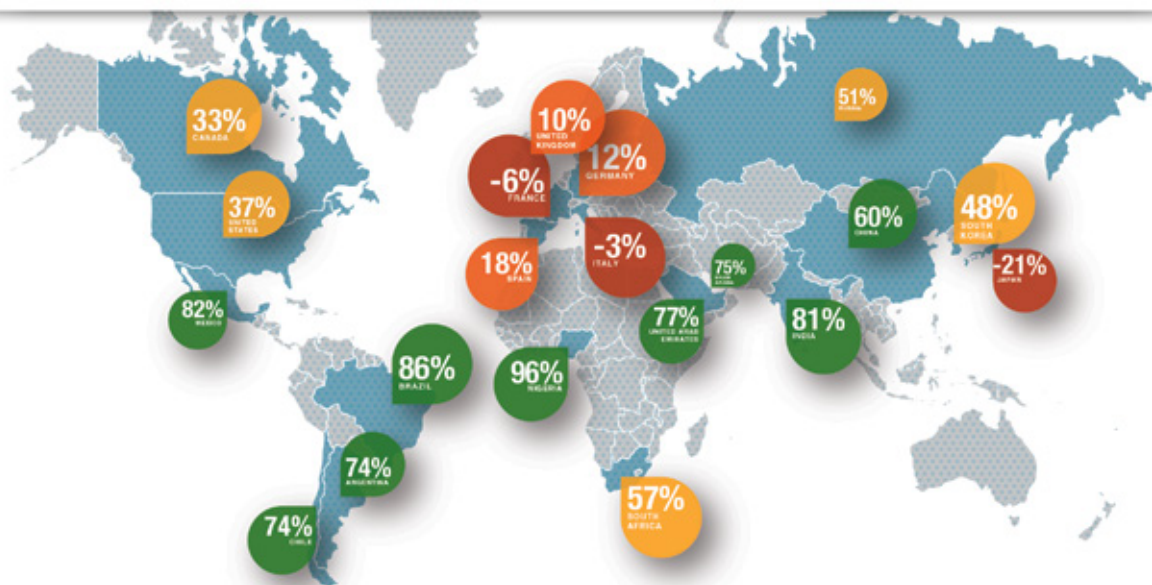
Our survey of 30,000 consumers across twenty countries shows a striking disparity at national level in people's optimism for the future. We see a three-speed world emerging, as economic growth and development has a critical impact on the outlook of consumers worldwide. Our data shows that optimism is closely tied to those high-growth economies where growing national prosperity is boosting household incomes and drawing greater numbers into the global 'middle class'. As incomes rise, growing numbers of households participate in the consumer economy, and are able to afford discretionary purchases such as healthcare services, basic leisure goods and homewares. These high-growth markets will be essential to companies' future prospects, both

for western businesses and for emerging-market multinationals – and it is clear that consumers in these markets are looking directly to business to fulfil their optimism for the future.

Across Western Europe, in economies still feeling the after-effects of the financial crisis, with sluggish growth and high youth unemployment, expectations of the future are subdued: just a quarter of all respondents expect their quality of life to improve in the next five years. In Asia and North America, the outlook is more positive – around half of all respondents expect their quality of life to improve – but Africa and Latin America display the most widespread optimism, with 83% in Africa and 85% in Latin America expecting their quality of life to improve.

The millennial consumer, coming of age economically and empowered by new technologies, is driving new expectations of business. People in every part of the world see the act of expenditure and consumption as a means to enhance health and livelihoods, boost community wellbeing, and shift the direction of the world.

There is a wide disparity in people's optimism regarding the expected change in their quality of life



Data from Havas Media/Accenture survey of 30,000 consumers worldwide. Numbers by country represent net positivity: proportion of respondents expecting an improvement in their quality of life over the next five years minus the proportion anticipating a decline.

Business: generating value by living up to greater expectations

Business is failing to take care of the planet and society. That is the stark finding from our survey of 30,000 people across twenty countries in five continents: fully 72% of those we surveyed believe that business is failing to live up to expectations. This accords with the assessment of business leaders themselves: 67% of the 1,000 CEOs surveyed for the most recent UN Global Compact-Accenture CEO Study on Sustainability reported that business is not doing enough to tackle sustainability challenges.

Dissatisfaction with business is spread throughout the regions we surveyed, with assessments relatively stable by gender and age bracket. Western European respondents are particularly vociferous in their disappointment, with 88% of those in Germany and 84% in France reporting that business is failing in its responsibilities to the planet and society. Respondents in Mexico (60%), Argentina (65%) and Japan (65%) are less critical, with the most positive view coming from Russia, where just 54% believe business is falling short of expectations.

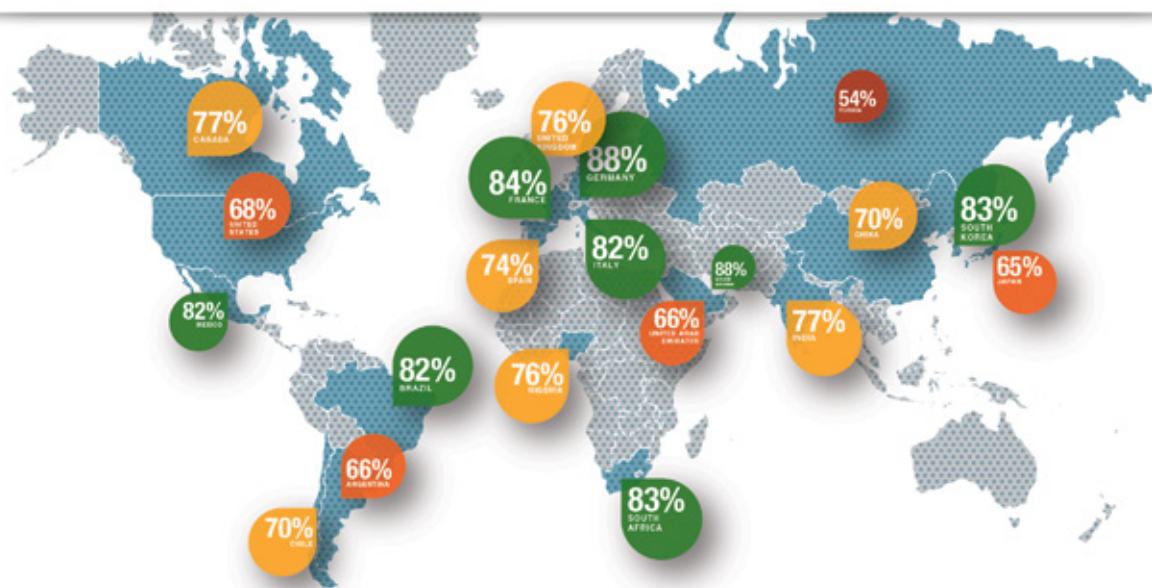
Today's citizen consumer has higher expectations of business. Dissatisfaction may be regarded as the product of traditional approaches to communicating sustainability, centred on philanthropy and corporate social responsibility, with no clear integration into the products and services people consume, or the connection through their products that brands share

with consumers. As sustainability has established itself on the leadership agenda for the vast majority of multinationals, companies have gone to ever greater lengths to paint a self-portrait of a responsible corporate citizen, committed to the prosperity of the communities in which they operate.

Our survey suggests that these traditional approaches have failed to engage and persuade the consumer, most notably in those markets where sustainability branding and communications have taken root most deeply. In Western Europe and the United States, those economies most affected by the financial crisis, the crisis in trust is readily apparent, with fewer than 20% of respondents expressing their confidence in companies' efforts to take care of the planet and society. Strikingly, in those economies with a large, emerging middle-class, people are less sceptical and public confidence is significantly greater: two-thirds of respondents in Nigeria and India, for example, believe that business is playing its part.

Today's citizen consumer has higher expectations of business; dissatisfaction may be the product of traditional approaches to sustainability, centred on philanthropy and CSR.

72% of people globally say business is failing to take care of the planet and society as a whole



Data from Havas Media/Accenture survey of 30,000 consumers worldwide. Numbers by country represent proportion of respondents answering 'agree' and 'strongly agree'.

Accountability: governments, business and rising expectations

People hold business directly accountable for their quality of life – and this expectation is fuelling a sense that business is failing to meet its obligations. In this respect, brands are failing to connect corporate sustainability efforts to the expectations and priorities of their consumers, and with the failure of traditional approaches to sustainability all too readily apparent, we see an urgent imperative for companies to understand how they can better engage the consumer in their sustainability stories.

One message is clear: people hold companies as accountable as governments for improving the quality of their lives. In every region we surveyed, respondents' expectations on business are almost identical to those of governments: globally, 86% expect governments to directly improve their quality of life; 85% expect the same of the companies from which they buy.

Whether optimistic or despondent about the future, across all markets people expect brands and companies to impact positively on their lives. In developed markets across Europe and North America, people aren't engaged, they're despondent about the future and they want business to help. In France, for example, one of Europe's large consumer markets, consumer attitudes exemplify those of most developed countries. Only 44% of respondents say they actively buy more responsible brands, well below the global average of 57%. More than three-quarters say their quality of life is unlikely to improve

over the next five years, yet a similar proportion expects brands and companies to enhance their outlook.

In high-growth economies, people are highly engaged and expect business to help them attain their optimistic vision for the future. In India, 85% expect a better quality of life in five years' time, and fully 92% of people believe companies should help to realize their hopes for the future. And Indian consumers are already engaged: 73% report that they actively buy responsible brands. As business leaders acknowledge, abstract approaches to sustainability have failed, and will continue to fail, to engage the consumer. Instead, companies must communicate how their products and services, and the wider impact of their operations, benefit those they serve and the communities in which they operate, and contribute directly to improving lives.

Strikingly, there is a clear correlation in our survey between respondents' optimism regarding their quality of life, and their expectations on business not just to look after 'the planet' in an abstract manner, but to deliver direct and tangible improvements to their own quality of life. In those countries where people express most positivity about the future, and expect the greatest improvement in their quality of life, expectations on business are highest: in western Europe and Japan, where pessimism is widespread, respondents have corresponding lower expectations of business; in Brazil, India and Nigeria, for example, where the

People think business is as accountable as governments for improving their lives



Global



vast majority expect their lives to improve dramatically, people are looking directly to business to deliver this improvement.

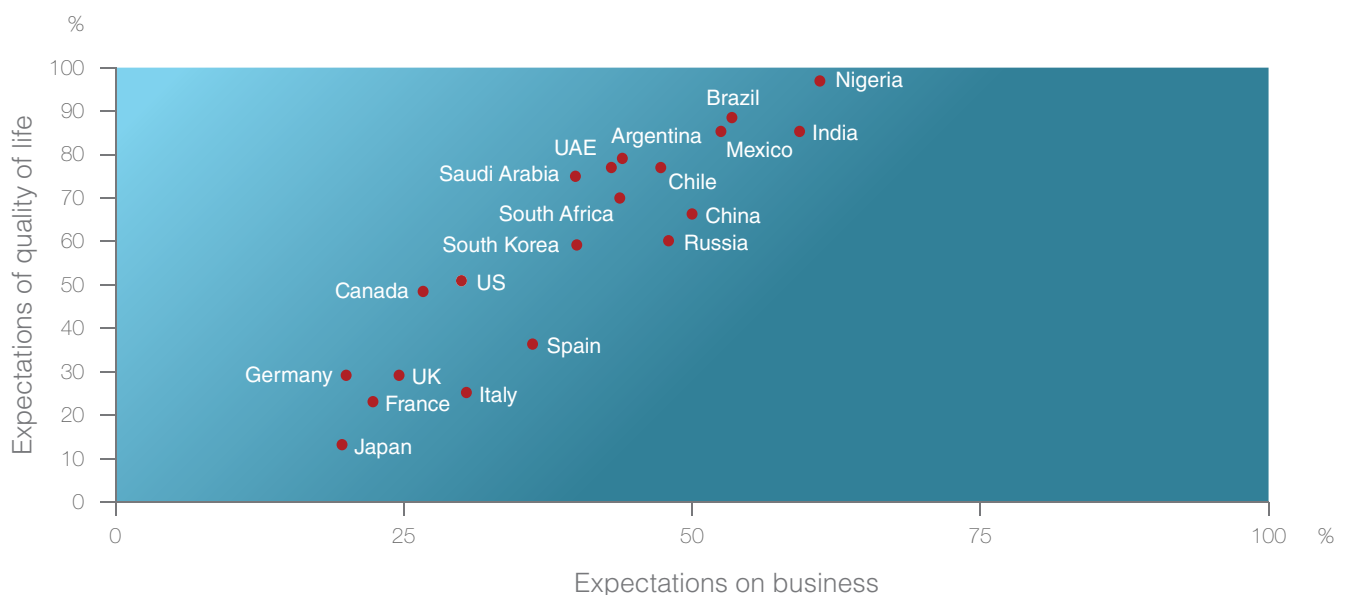
For business, fulfilling these expectations will depend in part on building public trust. Throughout the lifespan of the CEO Study, business leaders have cited 'brand, trust and reputation' as the single most important factor in motivating them to embed sustainability into core business. Our findings from consumers, though, suggest that companies' efforts on sustainability may have failed to connect their actions with the genuine priorities of consumers, and this may be hampering progress on building trust.

Highlighting the stubborn problem of building public trust, 'ending corruption' ranks as a leading challenge for respondents across all twenty countries surveyed. When aggregated across our global sample of 30,000 people worldwide, the challenge of corruption ranks ahead of job creation and economic growth. A deeper look at the data sees ending corruption ranked as the most important of twenty-three issues 'for my country to address' in numerous emerging and developed economies. The challenge of corruption is not simply one for governments to address: in many of the markets surveyed, corruption also ranks as a top-five challenge for business to address. In the UK, for example, corruption is regarded as the sixth most important issue for the country, but the third most pressing issue for business to address after job creation and economic growth.

The prominence of corruption suggests that the concept may have evolved in the mind of the public to embrace a holistic ethical picture affecting business and governments alike. People across the world, empowered by social media and independent sources of information, are increasingly aware of the operational behaviours of companies, and assess brands and services accordingly. Issues ranging from labour practices to executive pay and corporate tax are discussed in the media and across social media. In this increasingly open and democratised context, the challenge of trust and accountability must be addressed through openness and transparency, as well as through 'living the brand' in all spheres of operations.

People hold business directly accountable for their quality of life, and demand leadership from brands to overcome the most pressing human and planetary challenges. This is a clear signal to companies that we can't wait for consumer demand to drive our actions: people expect business to take the lead.

Our survey data shows a close correlation between optimism and expectations of business



Data from Havas Media/Accenture survey of 30,000 consumers worldwide. Numbers represent net positivity vs. percentage who expect business to improve their quality of life.

From belief to behaviour: sustainability and purchasing decisions

Throughout our conversations with business leaders, they express a common complaint: while consumers often say that sustainability is important to them, this belief may not be reflected in the realities of purchasing decisions. For companies who have invested time, money and management attention in building a brand with sustainability at its heart, the frustration is clear.

Our consumer survey reveals distinct regional differences in consumers' consideration of sustainability factors in their purchasing decisions. Significantly, we see a strong correlation between those countries where respondents express high expectations on business to improve their quality of life, and those where consumers are actively considering and seeking information on sustainability performance. Not only are consumers in emerging markets more engaged on sustainability, but they expect companies' efforts to benefit them directly – and they will actively look for information to validate companies' claims.

In North America, for example, just 21% of respondents report that they 'often' or 'always' consider sustainability when selecting products and services, a proportion which reaches just 27% in Europe. In Asia, just over one-third take sustainability into consideration, but awareness is highest in Africa (39%) and Latin America (39%).

A similar split can be seen in consumers' search for information on the sustainability performance of the companies and brands they buy: while just 13% of North American respondents, and 17% of Europeans, often or always look for information before making purchasing decisions, around one-third of those in Asia and Latin America report that they do so.

Significant differences, too, can be seen by age and gender. Globally, young men – those aged 25–34 – are consistently more likely to actively consider sustainability factors in their purchasing decisions, seek information on companies' sustainability performance, and to recommend ethical and responsible brands to their friends. While an active interest in sustainability may not yet be instilled in the majority of consumers worldwide, interest is growing among those most likely to become the consumers of the future.

For companies looking to grow new markets in high-growth economies, this presents a compelling incentive to build sustainability into the heart of the consumer proposition. While many brands may have struggled to make headway in developed markets, new frontiers offer new, engaged consumers who are actively looking to business to fulfil their hopes for the future.

From marketing to mattering: segmentation, engagement and impact

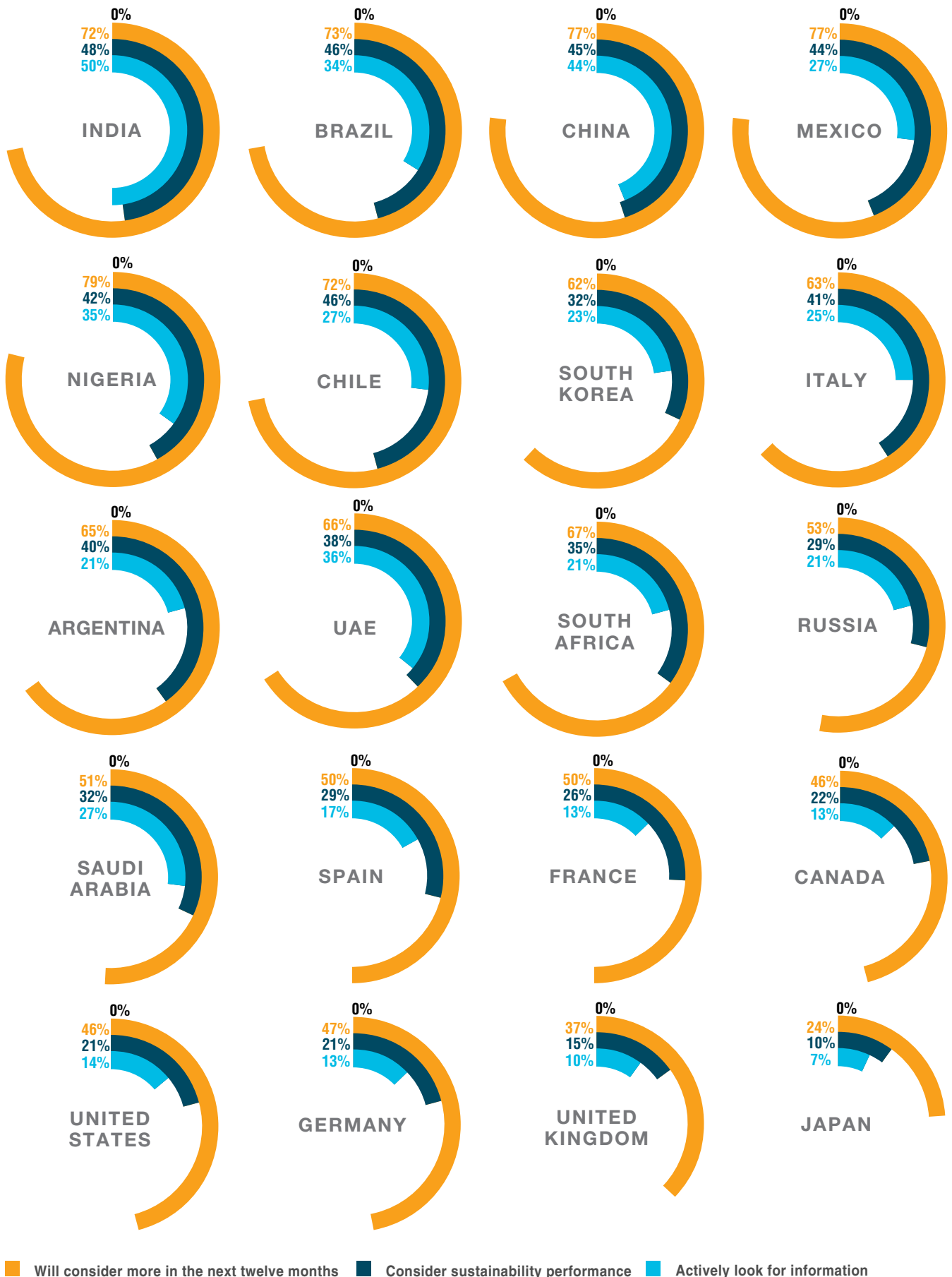
The increasing prominence of market-facing factors in business leaders' approach to sustainability, as revenue growth, cost reduction and consumer engagement become critical to CEOs' motivation, suggest that sustainability can no longer remain the responsibility of dedicated professionals. In the recent CEO Study, 76% of business leaders reported that they were actively looking to shift responsibility for sustainability from a separate department towards integration throughout corporation functions and divisions.

In embedding sustainability into core business for consumer-facing companies, research, development and innovation will be critical in developing products and services that meet consumer demand while addressing global challenges. Yet in the short-to-medium term, and in bringing future innovations to market, marketing has perhaps the most central role to play. Our observations of consumer attitudes suggest that marketing resources and know-how have been underused in efforts to promote sustainability amongst consumers, yet the data shows more responsible, sustainable brands are desirable and offer competitive advantage to those companies able to effectively communicate their message.

Our survey demonstrates that consumers are frustrated by the inability to easily identify more responsible brands, and will incorporate sustainability factors more into their purchasing decisions where they can identify and trust the impact that their purchase has on local and global challenges. Marketers who can make the case for businesses that actively focus on the purpose of their products and services alongside product quality, availability, price and service, are likely to deliver superior returns over the long term.

Delivering growth and brand strength for businesses seeking to tap into consumer engagement on sustainability will depend on understanding the buyer segments where the potential to scale consumer response offers the most immediate competitive advantage. For many companies, segmentation on sustainability is no more sophisticated than the perception of an 'ethical' and a 'mainstream' consumer; many brands have discovered that the former can be engaged through data and abstract metrics, but the latter remains a challenge. Our research, with its sample of 30,000 consumers worldwide, linked to the Meaningful Brands™ survey of 135,000 consumers globally, has the potential to identify new segments that can provide the foundation of a strategy to better engage the new consumer on sustainability.

Consumer consideration of sustainability factors in their purchasing decisions



Data from Havas Media/Accenture survey of 30,000 consumers worldwide

Meeting expectations, fulfilling needs: a closer connection

The evidence of our survey suggests that companies' frustration with their failure to engage consumers on sustainability may be in part explained by a focus on abstract metrics and measures of success. Perhaps driven by concerns over 'greenwash', and informed by an internal focus on measurement and reporting, business has collectively decided that the way to engage consumers on sustainability is to present more facts and figures to appeal to rational decision-making. The individual initiatives celebrated within companies may be capable of providing benefits to people's lives and to society. But if they are, companies are failing to demonstrate how these benefits relate to people's priorities.

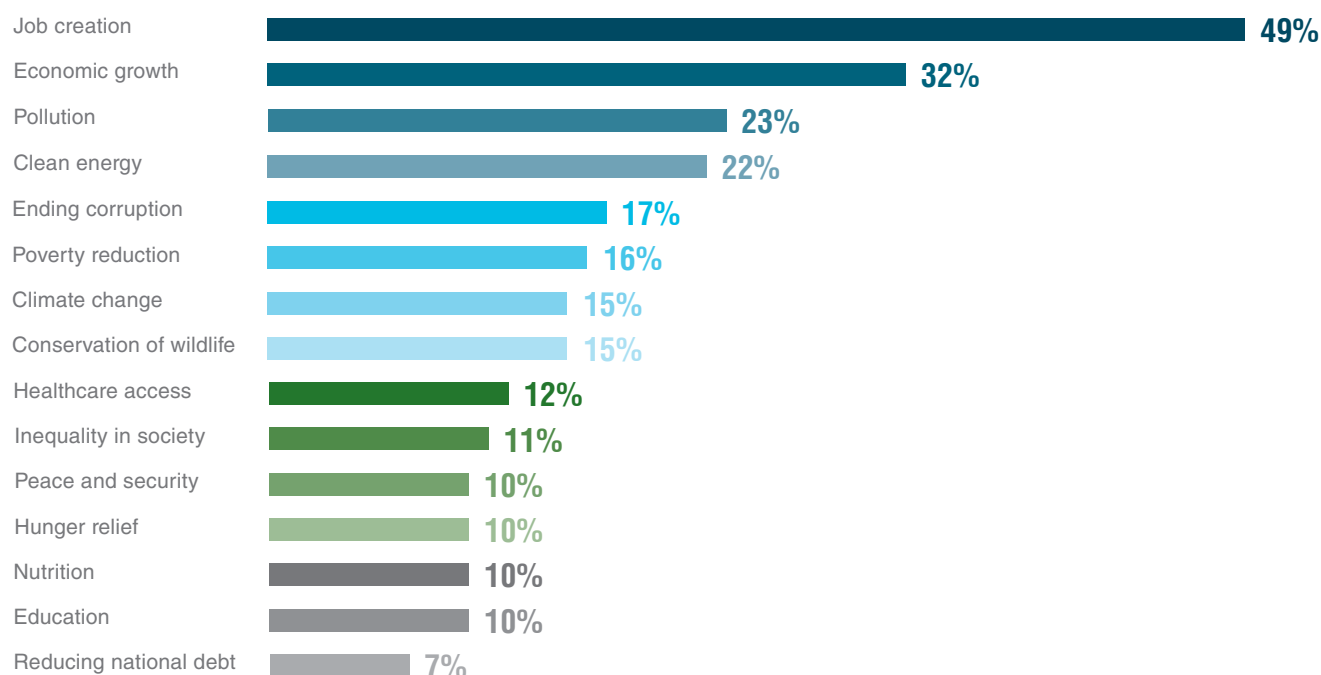
Marketeers have always known that we need fulfil emotional desires alongside the rational appeal of product quality and value benefits, but in many cases the traditional skills of marketing have been either absent or detached from companies' long-term efforts on sustainability. A recent study on the integration of sustainability through corporate functions demonstrated that in the two years between 2011 and 2013, the proportion of companies reporting that their marketing function was 'engaged' on sustainability dropped from 42% to just 28%.² Just as many business leaders have moved away from a 'softer' approach to sustainability, leaving behind moral responsibility and 'the right thing to do' in favour of an approach focussed on the hard facts of a quantifiable, verifiable business case, so traditional marketing skills have been abandoned in favour of a wave of data – and our survey suggests that it has missed its target.

Respondents to our survey largely believe that brands are performing well on core factors of quality, value for money and the provision of 'innovative' products. Yet they feel brands underperform on six of the top ten factors that are motivating them to purchase specific products and services, and are important to long-term loyalty and brand reputation. The factors of perceived underperformance relate to both personal and societal wellbeing; sustainable products are simply not making the links clear, or are failing to deliver against genuine priorities.

On a global scale, unmet needs relating to people's expectations of personal wellbeing include 'helping me stay healthier', 'helping me manage my spending' or, particularly in the case of women and millennials, 'helping me to be more environmentally friendly'; key unmet needs that relate to the role brands should play in society include 'creating jobs', 'benefitting the economy' and providing products that are 'better for the environment'.

The most recent CEO Study on Sustainability uncovered a situation of 'pilot paralysis' described by global business leaders, where companies find that individual, small-scale pilot projects can contribute to better performance against internally-set sustainability metrics, but scaling these initiatives is challenging given the demands of adherence to traditional pillars of success. So whilst business leaders agree that companies bear the primary responsibility for sustainable development, the actions of many

Consumers worldwide identify critical challenges for business to address



Data from Havas Media/Accenture survey of 30,000 consumers worldwide

are still rooted in historical corporate behaviour and outdated approaches to social responsibility in a silo, rather than at the heart of the brand's offering to consumers.

But the world has changed, and so too have the tenets of the brand-consumer relationship. Our survey suggests that companies are missing an opportunity to frame sustainability in terms of their positive impact on the health, wealth and livelihoods of their customers and the communities in which they operate, 'making the case for business' and demonstrating their real, tangible impact. Consumers expect more from their expenditure than the acquisition of products and services – and this is impacting on their perception that companies are failing to meet their expectations: 81% of respondents, for example, consider the ability of a product to help them stay healthy as an important factor in their purchasing decisions, yet only 42% believe that companies are currently meeting this need.

Our evidence suggests that proportionately fewer consumers will actively seek information on the social, environmental and ethical performance of the brands they purchase – but that many more would make active efforts to select sustainable brands if they were more aware of the impact they could have and if they were 'easier to find', demonstrating that more sustainable products don't stand out from competitors at the point of purchase. The desire to know more about companies' impact

on sustainability challenges, alongside the need to believe and trust companies' claims, appear to be the primary motivators that would inspire consumers to factor sustainability into their purchasing decisions, signalling an important move beyond consumer expectations of business to behave 'responsibly', satisfied by a corporate responsibility agenda focussed on compliance and PR, towards a broader remit on business to make a real and tangible impact on a better world.

Companies are missing an opportunity to frame sustainability in terms of their positive impact on the health, wealth and livelihoods of their customers and the communities in which they operate, 'making the case for business' and demonstrating their real, tangible impact. Consumers expect more from their expenditure than the acquisition of products and services – and this is impacting on their perception that companies are failing to meet their expectations.

Mothers: Make them your allies in creating a better future

Mothers represent half of all women in the survey, a total of 26% of the total sample, with 60% globally in the 25–44 age segment. Our data suggests that mothers worldwide are more optimistic about the future than the global average. Mothers are highly engaged on sustainability – perhaps not surprising given the amount of daily purchase decisions that many are responsible for – and 64% actively buy sustainable brands. Mothers are more loyal to responsible brands (72%) and they're highly influential, with 64% reporting that they recommend brands that behave responsibly and contribute to wellbeing.

Mothers are a critical audience for both domestic and multinational consumer goods brands seeking new waves of growth in the emerging markets: working mothers in China, for example, represent a segment roughly the size of the US population, and fully 90%, versus 54% of our global sample, say they actively recommend ethical, sustainable brands.

Understanding and engaging this consumer segment on sustainability will depend upon taking into consideration the key priorities that mothers express. Primary concerns for society include a healthier world (access to healthcare, curing disease and access to nutritious food); a more secure future (peace and security, and access to education); and prosperity for future generations (economic growth and job creation). Mothers express a greater need for participation than others in our sample; 63% of mothers are motivated to purchase when it is linked to taking part in a cause, and 60% wish to attain a sense of personal achievement from their purchases. Communication is critical and should be integrated into the brand proposition to influence this high value audience: 70% of mothers say they would buy more of a specific brand if they were aware of its positive impacts.

Integration, innovation and transparency: implications for business

Consumers' call for greater awareness and trust in companies' impact on sustainability challenges raises three imperatives for companies seeking to better engage consumers.

First, companies must promote a commitment to honesty and transparency. For business, building public trust through a commitment to honesty and transparency will be the first step towards realising the value of corporate responsibility. Social media has facilitated greater awareness and dialogue on the honesty of business, and companies are increasingly held to account for their actions, and actions throughout their supply chain. Companies must embed the principles they espouse in marketing and communications throughout their operations: consumer perceptions will be formed not only on the messages you promote, but on the way you define and articulate your purpose, and act upon it in the most transparent way possible.

Second, companies must look to innovate to genuinely improve the lives of their consumers. Our survey demonstrates that consumers in high-growth markets are waiting for business to deliver the improvements they expect in their quality of life. Consumers in these growth markets are already more engaged on sustainability; are more likely to look for information on how companies and brands perform; and are more likely to recommend brands to their family and friends. They have high expectations of business to deliver not just products and services that meet an immediate, practical need, but to deliver tangible improvements to their wellbeing, to that of their families and friends, and to the prosperity of their communities.

For business, this prompts two important shifts in the innovation process: first, to align product and service innovations with meeting these broader needs; and second, to innovate manufacturing and production processes through circular economy models to improve impacts throughout the value chain. Circular economy models, for example, can help companies to produce the products demanded by local markets while reducing the impact on natural resources and local communities.

Third, companies seeking to engage consumers must communicate more overtly throughout the consumer journey, to enhance their credibility as they move from 'marketing' to 'matter'; from communicating efforts and outputs on incremental measures of social responsibility and environmental mitigation, to demonstrating a clear purpose and credible impact. In many markets where sustainability issues are immediate and pressing

– air pollution, for example, or the availability of clean water, the provision of healthcare services, or access to education – people are looking to companies to 'make the case' for business, and clearly demonstrate the benefits they bring. Companies and brands need to demonstrate why they matter to consumers, and how they make a meaningful difference to their quality of life: awareness and authenticity are important motivators to purchase.

Business is currently underperforming on these key measures of success, leaving consumers with a range of unmet needs – for those companies and brands able to close this gap, the rewards are potentially lucrative. Where they are aware of the impact of their purchasing decisions, and trust companies' claims, consumers will choose responsible brands over others: two thirds of our survey respondents globally report that in the past year, they chose one brand over another when they were aware it had a greater positive impact on social and environmental challenges. Consumers are also more loyal to brands that demonstrate responsible, ethical behaviour: More than half of people globally – rising to 78% in Latin America – are likely to be more loyal to brands that are responsible, ethical and sustainable. And they'll tell your stories for you: more than half of all respondents, and three-quarters of those in Africa, actively recommend brands that behave responsibly to friends, family and colleagues. With the ever-increasing cost base and proliferation of marketing techniques and channels, this metric – a brand's consumers actively promoting its message – is potentially valuable to consumer-facing companies, providing what money can't buy to a brand's long term health.

For companies seeking to better engage consumers, and secure a competitive advantage through sustainability, these three shifts can provide the foundation of a deeper connection. Through moving away from an approach to sustainability as corporate responsibility, and towards an opportunity to serve consumer needs while addressing social, economic and environmental challenges, companies and brands can fulfil the optimism and expectations of consumers in the world's fastest-growing markets. Through better communication that explains and demonstrates the real impact of companies on their consumers, and on the communities in which they operate, leaders in sustainable business can secure the market rewards that have so far, for many, proved elusive. In engaging the consumer, a commitment to sustainability can offer a long-term competitive advantage in accessing new markets, and unlock the full potential of the private sector in addressing some of the world's most pressing challenges.

Imperatives for business

- Commit to honesty; communicate and act with transparency
- Innovate to improve health, prosperity and livelihoods
- Enhance credibility through communicating real, tangible impacts
- Scale credibility and impact by enabling stakeholder – especially consumer – participation

Consumers cite a variety of factors that would motivate them to consider sustainability more in their purchasing decisions



Data from Havas Media/Accenture survey of 30,000 consumers worldwide

Young Optimists: Get them enthusiastically engaged

'Young Optimists' represent the most optimistic of the under-35s in our global survey: 28% of the sample are between 18 and 34 years of age and expect their quality of life to improve in the next five years. This is a critical group for companies to engage: 59% are already in full-time employment, more than half are educated to tertiary level, and 90% are living in urban environments. Young Optimists are among the most engaged on sustainability: two-thirds actively buy sustainable brands, with nearly one in four always considering the social and environmental ethics of brands when making purchasing decisions.

This millennial audience is shaping global attitudes, and will outnumber Baby Boomers within the next 15-20 years. They are deeply engaged with the evolution to a more caring world – curing disease, conservation, climate change and pollution all feature high on the challenges that concern them – as well as the opportunity to succeed in life and secure a more prosperous future, with jobs, access to healthcare, access to education and peace and security featuring prominently among their key concerns.

The purchasing decisions and brand associations of Young Optimists are heavily influenced by the kind of world and society they wish to belong to. After price and product factors, the most motivating incentives to purchase are a strong reputation for being socially and environmentally responsible, followed by the product being better for the environment. To illustrate this segment's power, 18-34 year old women in Brazil are 50% more likely to often or always make a brand choice on the basis of its social or environmental ethics than the global average. They're also loyal to these brands (77%), and three out of four recommend brands that contribute to wellbeing and behave responsibly – in short, recommending responsible brands helps to fuel the credibility of their personal brands in their social circles. Young Optimists are the most active group in telling brands' stories for them, in person to friends and family and on social media: 67% of young optimists say they recommend brands that behave responsibly and contribute to wellbeing.

About the UN Global Compact

The UN Global Compact is a call to companies everywhere to voluntarily align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals and issues. By doing so, business can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

Endorsed by chief executives, the UN Global Compact is a leadership platform for the development, implementation and disclosure of responsible corporate policies and practices. Launched in 2000, it is the largest corporate sustainability initiative in the world—with over 12,000 signatories from business and key stakeholder groups in 145 countries, and more than 100 Local Networks. For more information, visit www.unglobalcompact.org.

About Havas Media

Havas Media is the main media brand of Havas Media Group and operates in 126 countries.

Our mission is to unite brands and people through meaningful connections and drive business success. We service clients through a portfolio of specialist teams that span media, strategy, international management, digital, mobile, social media, experiential, entertainment and sport. Our simplified and integrated structure has allowed us to build one of the most integrated, agile and responsive global teams in the industry.

RE:PURPOSE is a dedicated purpose-based marketing consultancy from Havas Media, helping organisations develop and sustain the most meaningful brands by identifying, articulating and acting on their purpose beyond profit. We deliver compelling brand architecture and innovations models, fuelling long-term brand reputation, genuine social impact and profitable growth by engaging all stakeholder groups in multi-channel experiences.

Further information can be found at www.havasmedia.com and at <http://repurposebiz.com> or follow us on Twitter @HavasMedia and @repurposebiz

About Accenture Sustainability Services

Accenture Sustainability Services helps organizations achieve substantial improvement in performance and value for their stakeholders. We help clients leverage their assets and capabilities to drive innovation and profitable growth, while striving for a positive economic, environmental and social impact. We work with clients across industries and geographies to integrate sustainability approaches into their business strategies, operating models and critical processes.

Our holistic approach encompasses strategy, design and execution to increase revenue, reduce cost, manage risk and enhance brand, reputation and intangible assets. We also help

clients develop deep insights into sustainability issues based on our on-going investments in research, including recent studies on consumer expectations and global executive opinion on corporate sustainability and climate change. To find out more about how Accenture can help you meet your sustainability imperatives and chart a course toward high performance, visit www.accenture.com/sustainability. Please also join our on-going conversation about sustainability, business and policy by following us on Twitter @ActSustainably and on Facebook at www.facebook.com/accenturesustainabilityservices.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 289,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is www.accenture.com.

This report has been prepared with the assistance of the Accenture Institute for High Performance, which leads Accenture's sustainability research agenda. The Institute develops and publishes practical insights into critical management issues and global economic trends. Its worldwide team of researchers connects with Accenture's consulting, technology and outsourcing leaders to demonstrate, through original, rigorous research and analysis, how organizations become and remain high performers.

For more information, visit www.accenture.com/institute.

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Acknowledgments

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