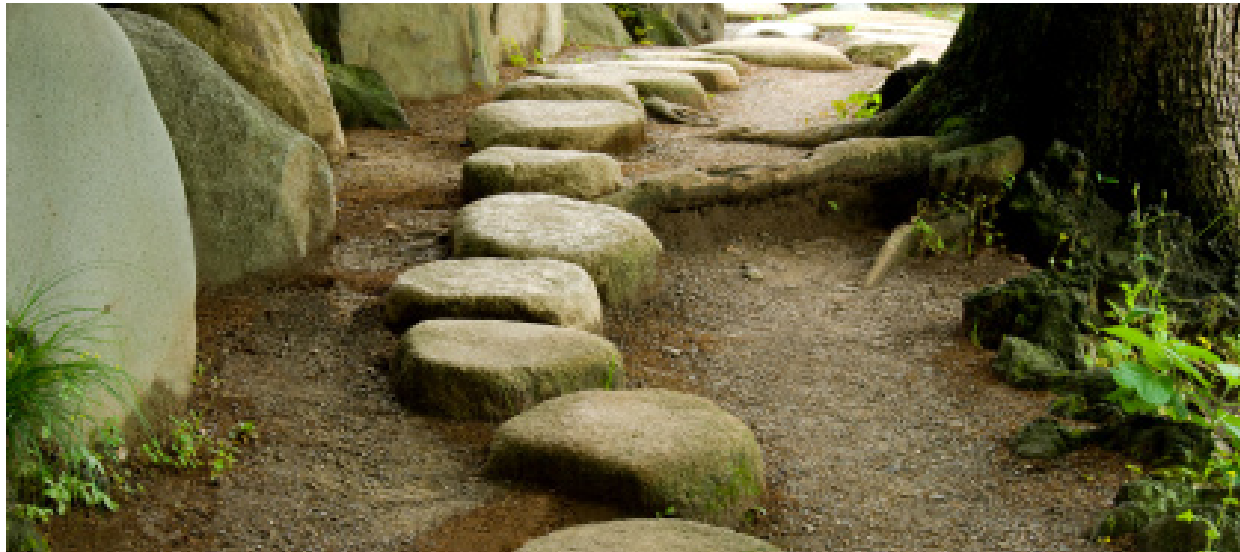


Sensible Steps Toward Sustainability

Transforming the Need to “Go Green” into Enhanced Business Performance



“Going green” could be one of the largest economic opportunities of our lifetimes. But, what is it? What does it mean? When people talk about “green” programs and initiatives, they are usually referring to the broader topic of sustainability, which according to a popular definition means using methods, systems and materials that won't deplete resources or harm natural cycles.¹ Or put simply, it implies using renewable inputs and eliminating damaging outputs.

The core of sustainability for most companies then revolves around operating more cleanly and efficiently. This in turn translates into enormous potential for companies to save money and boost performance through tighter supply chains as well as to grow revenues by designing products and services that help others to “reduce, reuse, and recycle.” The problem is that the road to sustainability traverses a broad range of issues, including strategy, organization, culture, technology, finance and even law. The implications for a company are vast and so are the opportunities. The trick is to carve out a practical, manageable path to sustainability that produces ROI every step of the way. Green may be good, but it has to be “good business” if it is to maintain momentum over the long haul.

¹ Rosenbaum, 1993.

Making Sense of Green

Companies are being pressured from many directions to become more sustainable. Consumers are asking for greener products; corporate customers are requiring suppliers to adhere to green criteria; shareholders are demanding greater social and financial accountability; and governments are passing laws aimed at reducing waste and curbing CO₂ emissions.

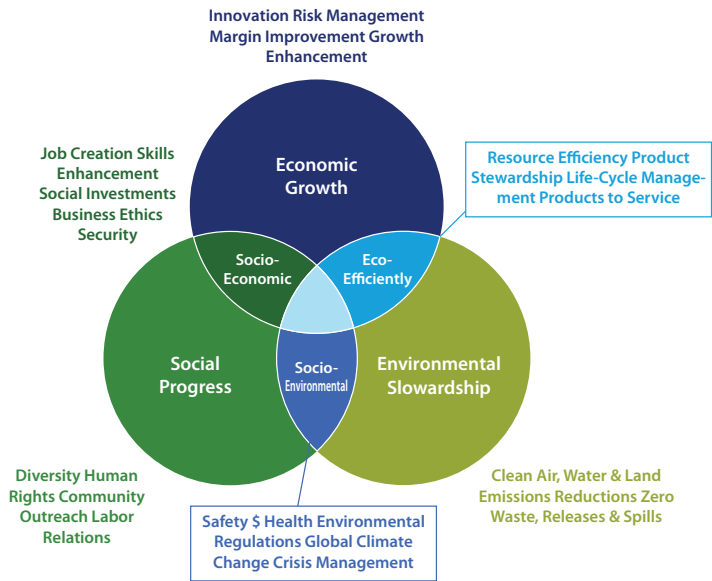
To help companies visualize and manage these multiple pressures, Deloitte has developed a framework that illustrates the interplay among the three main drivers of sustainability: Economic Growth, Social Progress and Environmental Stewardship. It also outlines the capabilities we believe companies need to develop as these drivers intersect.

Capabilities to Cover the Many Facets of Sustainability

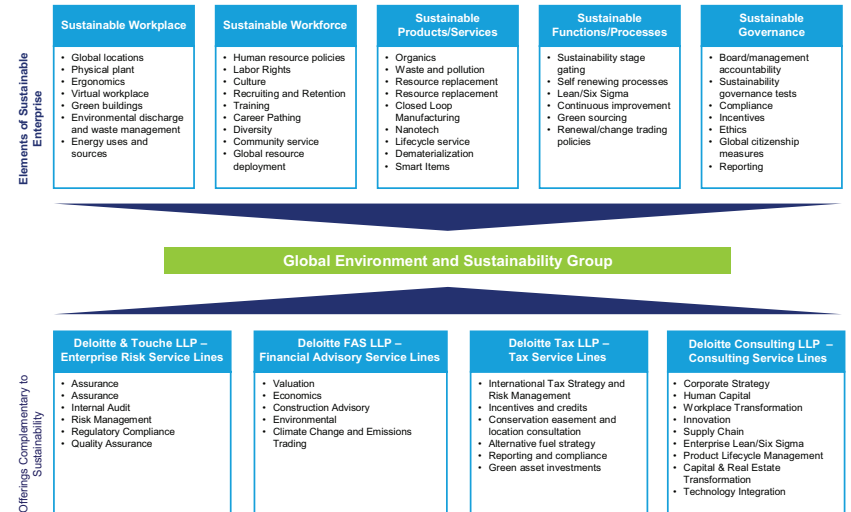
The increasing complexity of environmental regulations, more sophisticated customer requirements, and growing shareholder awareness are all converging to spark sustainability initiatives throughout the supply chain. We believe environmental compliance reporting will soon become the norm, just like financial reporting. Accordingly, the need for reliable and standardized methods of measuring sustainability performance will grow as regulations mature.

In this environment, organizations have little choice but to embrace sustainability-related innovation, pursuing it as a competitive differentiator or as a means to improve operational efficiency — or both. Deloitte’s capabilities in this arena span the entire enterprise. We offer services designed to help companies in their efforts to assess the many facets of sustainability and to devise sensible programs for transforming the need “to go green” into enhanced business performance.

The Deloitte Sustainability Framework



Elements of the Sustainable Enterprise and Deloitte Capabilities Related to Sustainability



As used in this document, “Deloitte” means Deloitte & Touche LLP, which provides audit, assurance and risk management related services, Deloitte Consulting LLP, which provides strategy, operations, technology, systems, outsourcing and human capital consulting services, Deloitte Tax LLP, which provides tax services, and Deloitte Financial Advisory Services (FAS), which provides financial advisory services. These entities are separate subsidiaries of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.



Aligning and Enabling the Sustainable Enterprise

Improving sustainability performance involves more than implementing solutions; it also involves revising business practices, instituting governance programs, and managing change. Deloitte and Oracle frequently team together to cover all of these essential elements — aligning people and processes and enabling them with technology. Here are just a few of the “green” areas in which Deloitte and Oracle can assist companies with Oracle systems in their efforts to reduce waste and improve productivity:

Sustainability Reporting

- Leverage enterprise systems, such as Oracle Hyperion Financial Management, to reduce the lead time necessary to generate sustainability reports
- Track and analyze environmental metrics internally through Oracle Business Intelligence or other business intelligence applications
- Implement a governance, risk and compliance (GRC) framework for managing and tracking environmental sustainability processes and initiatives

Green Data Center Practices

- Virtualize and consolidate servers, which can be facilitated via technologies such as Oracle Real Application Clusters and Oracle VM, to reduce energy costs and decrease system maintenance
- Leverage the advanced storage management capabilities available in some enterprise systems to reduce storage requirements and decrease energy use
- Consolidate applications using a global, single instance model to save money on energy and hardware
- Better manage workloads, using technologies such as Oracle Enterprise Manager, to allocate spare server capacity and to deploy additional processing power to production systems

Environmental Compliance and Supply Chain Optimization

- Redesign business processes and leverage enterprise applications either alone or in combination to:
 - Manage products’ environmental compliance
 - Optimize supply networks
 - Reduce manufacturing costs and environmental impacts via lean manufacturing principles
 - Shrink transportation and energy costs
 - Increase efficiencies in reverse-logistics
 - Decrease paper waste using customer self-service, customer e-billing and contact center solutions

For companies running Oracle systems, some of the applications that could potentially be leveraged to achieve the aforementioned objectives include Oracle Enterprise Asset Management, Oracle Product Lifecycle Management, Oracle Transportation Management, Oracle Solutions for Lean Manufacturing, Oracle Strategic Network Optimization, Oracle Warehouse Management, and Oracle Contact Center Anywhere.

The Deloitte Difference

Deloitte has successfully provided consulting services in support of the implementation of global Oracle solutions since 1992. Designated by Oracle as an Oracle Certified Advantage Partner (CAP), their highest relationship level, Deloitte’s Oracle practice has grown worldwide, developing deep industry and functional knowledge. In addition, Deloitte Touche Tohmatsu member firms have capabilities in tax, finance, HR, risk, and business consulting — as well as systems implementation. This makes Deloitte among the few professional services providers that can help you apply 360-degree thinking to your green initiatives, encompassing every dimension of a sustainable enterprise.



In addition, we have assisted hundreds of organizations worldwide in their efforts to successfully implement Oracle, PeopleSoft Enterprise, Siebel CRM, Hyperion Financial Performance Management and Agile PLM solutions. This experience spans every major industry sector including: Consumer Business, Energy & Resources, Financial Services, Life Sciences & Health Care, Manufacturing, Public Sector, Real Estate, and Technology, Media & Telecommunications.

In recent years, the quality of Deloitte Consulting LLPs work has been acknowledged via several Oracle PartnerNetwork Titan Awards, including recognition as Enterprise Global Systems Integrator of the Year for both Oracle and PeopleSoft. Deloitte Consulting LLP clients have also received several Oracle "Empower the Green Enterprise" Awards, which we believe reflect our broad capabilities in the sustainability arena.

Contact Us

Organizations that run lean and green can be more productive and more profitable — as well as more supportive of the environment. That's why Deloitte is committed to providing services and helping our clients in their efforts to implement technologies that assist them in becoming more sustainable.

For more information on ways to transform the imperative "to go green" into enhanced business performance, please contact:

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How Our Clients Empower Their Green Enterprises

Deloitte is an acknowledged leader in helping companies in their efforts to use Oracle solutions to become more sustainable. Moreover, in 2008, three Deloitte clients received Oracle "Empower the Green Enterprise" Awards, recognizing not only environmental accomplishments but also tangible business benefits achieved along the road to sustainability.

Award	Benefits/Achievements
Using Oracle Business Applications to Drive Environmental Compliance and Optimize Supply Chains	<ul style="list-style-type: none"> Eliminated the need to use several tons of paper annually Reduced manual shipping transactions by using drop-shipments resulting in lower greenhouse gas emissions Decreased sales entry time by 50 percent, thus boosting productivity and saving energy Deployed energy efficient hand-held devices in lieu of PCs
Green Data Center Practices	<ul style="list-style-type: none"> Reduced the number of servers and corresponding energy required to host EBS applications Decreased paper usage through digital output Replaced printed checks with iExpense electronic funds transfers Eliminated fax/hardcopy purchase orders by implementing web-based ordering Reduced real estate costs by lowering the amount of physical space required
Sustainability Reporting	<ul style="list-style-type: none"> Adhered to sound environmental, health and safety (EHS) practices Established readiness to comply with anticipated laws and regulations Enhanced reporting to prepare for rigorous future audit requirements Provided analytical capabilities to help prevent accidents, injuries and unsafe work conditions Instituted analytical capabilities to identify opportunities for conservation, reuse and recycling

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