



Sustainability Sparklab **Explore Workshop Guide**

AppHaus, SAP

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01

Workshop Overview

Why, When, What, How

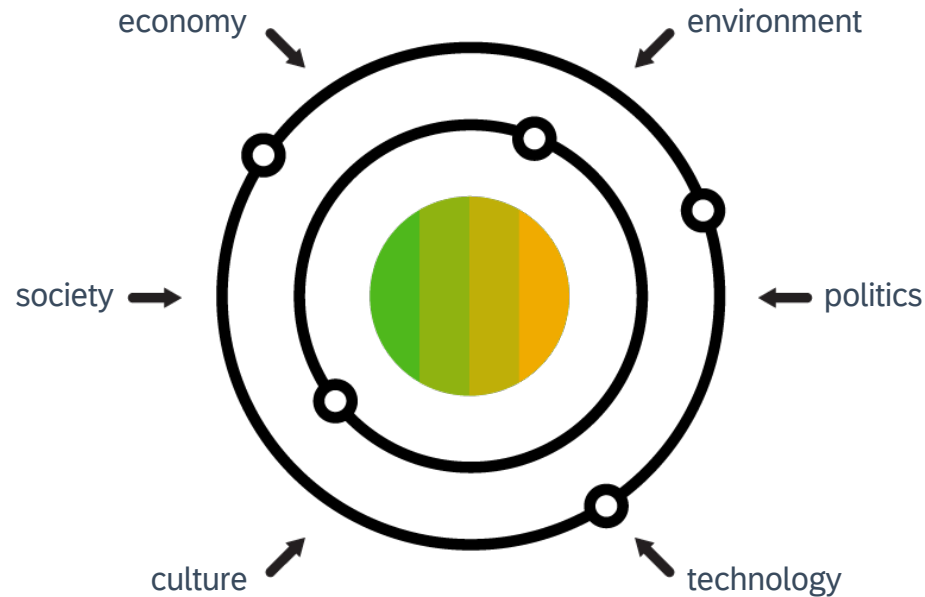
Why sustainability workshop formats?

Sustainability related challenges have a higher level of complexity involving many interlinked issues that go across focus areas (economy, health, environment, politics, etc). This level of complexity requires a different, more holistic way of thinking. The Sustainability Explore workshop uses system thinking tools to look at the challenges from a broader perspective.



**Typical Use Case
Exploration WS**

Zooms-in the organization to understand the challenges and the value of solution ideas

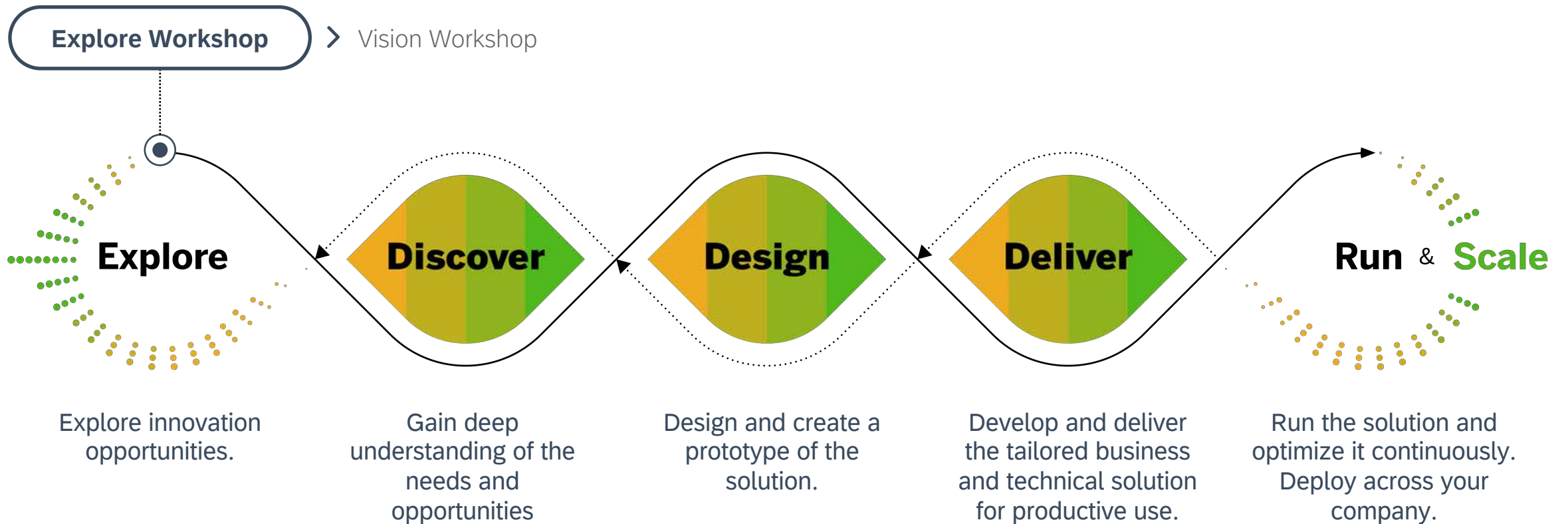


**Sustainability
Explore WS**

Zooms-out the organization to understand challenges and evaluate ideas by looking at a larger context (the system)

When to run a Sustainability Explore Workshop?

The Sustainability Explore Workshop is done during the "Explore" phase of [SAP's Human-Centered Approach to Innovation](#).



What to expect as outcome?

★ **Identify focus challenges**

Use the Sustainable Targets card deck to align with your team and stakeholders on sustainability related targets and issues to focus on, based on sustainable and business impact.

★ **Identify root causes**

Examine the organisation's ecosystem to identify root causes considering economical, environmental, political, cultural, technological and social factors.

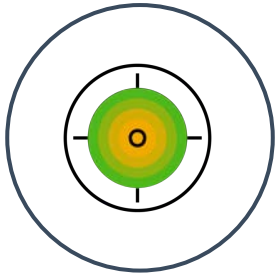
★ **Prioritize and define ideas**

Brainstorm solution ideas to address the identified issues and evaluate them based on feasibility and impact. Detail out your 4 most promising ideas in the form of a use case brief and select one to start with.

★ **Define next steps**

Align on follow up actions and responsibilities to turn the selected idea into reality.

How to run a Sustainability Explore Workshop?



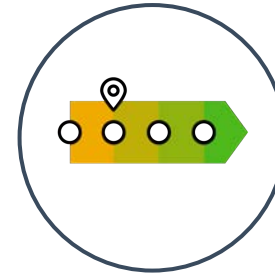
Goal

Demand generation of
sustainability related
innovation projects



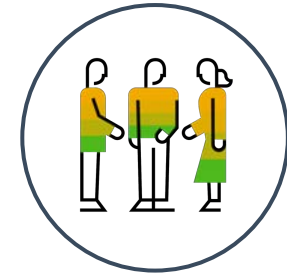
Format

1 day in-person
2 x ½ days virtual



Phase

HCAI
Explore Phase



Participants

Department leads from
business and IT, project
sponsors, sustainability
experts
(3 – 8)

02

Workshop preparation

Structure, materials needed and recommendations

The workshop structure



01

**Identify
focus challenges**

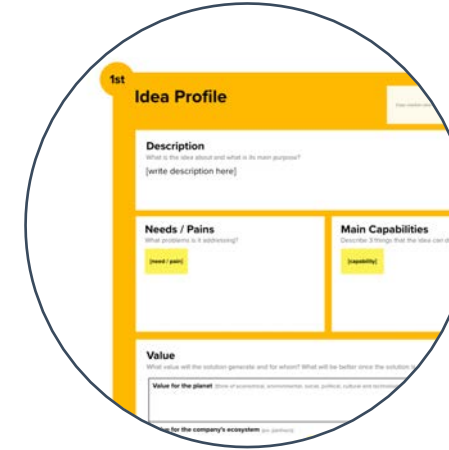
(Sustainability Targets Card Deck)



02

**Identify causing factors and
solution ideas**

(System Innovation Canvas)



03

**Prioritize
and define ideas**

(Impact vs. Feasibility matrix,
Idea profile)



04

**Next steps
and feedback**

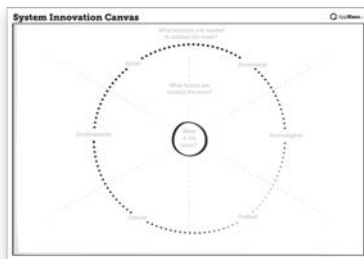
(Action items grid)

Material for participants



Sustainability Targets Card Deck

1 set
(size A6, 250 gsm., back and forth, color)



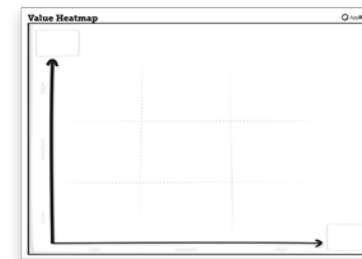
System Innovation Canvas

1 canvas per team
(size A0, black and white)



Idea Profile

4 sheets
(size A3, black and white)



Value Heatmap

1 canvas
(size A0, black and white)

Workshop preparation

Material for coaches



The image shows a detailed agenda for a 1-day workshop. It is a table with columns for 'Time', 'Topic', 'Facilitator', and 'Goal'. The agenda is divided into sections: 'Welcome and opening remarks', 'Introduction to the workshop', 'Identify focus challenges', and 'Identify focus solutions'. The topics include 'Welcome and opening remarks', 'Introduction to the workshop', 'Identify focus challenges', 'Identify focus solutions', 'Identify focus challenges', 'Identify focus solutions', 'Identify focus challenges', and 'Identify focus solutions'. The facilitators are listed as 'SAP' and 'Participants'. The goals are listed as 'Welcome and opening remarks', 'Introduction to the workshop', 'Identify focus challenges', 'Identify focus solutions', 'Identify focus challenges', 'Identify focus solutions', 'Identify focus challenges', and 'Identify focus solutions'.

Time	Topic	Facilitator	Goal
09:00 - 09:30	Welcome and opening remarks	SAP	Welcome and opening remarks
09:30 - 10:00	Introduction to the workshop	SAP	Introduction to the workshop
10:00 - 10:30	Identify focus challenges	Participants	Identify focus challenges
10:30 - 11:00	Identify focus solutions	Participants	Identify focus solutions
11:00 - 11:30	Identify focus challenges	Participants	Identify focus challenges
11:30 - 12:00	Identify focus solutions	Participants	Identify focus solutions
12:00 - 12:30	Identify focus challenges	Participants	Identify focus challenges
12:30 - 13:00	Identify focus solutions	Participants	Identify focus solutions
13:00 - 13:30	Identify focus challenges	Participants	Identify focus challenges
13:30 - 14:00	Identify focus solutions	Participants	Identify focus solutions
14:00 - 14:30	Identify focus challenges	Participants	Identify focus challenges
14:30 - 15:00	Identify focus solutions	Participants	Identify focus solutions
15:00 - 15:30	Identify focus challenges	Participants	Identify focus challenges
15:30 - 16:00	Identify focus solutions	Participants	Identify focus solutions
16:00 - 16:30	Identify focus challenges	Participants	Identify focus challenges
16:30 - 17:00	Identify focus solutions	Participants	Identify focus solutions
17:00 - 17:30	Identify focus challenges	Participants	Identify focus challenges
17:30 - 18:00	Identify focus solutions	Participants	Identify focus solutions

Detailed Agenda

1 agenda per coach
(size A4, color)



The image shows a set of coach instructions for a 1-day workshop. It is a table with columns for 'Time', 'Topic', 'Facilitator', and 'Goal'. The instructions are divided into sections: 'Welcome and opening remarks', 'Introduction to the workshop', 'Identify focus challenges', and 'Identify focus solutions'. The topics include 'Welcome and opening remarks', 'Introduction to the workshop', 'Identify focus challenges', 'Identify focus solutions', 'Identify focus challenges', 'Identify focus solutions', 'Identify focus challenges', and 'Identify focus solutions'. The facilitators are listed as 'SAP' and 'Participants'. The goals are listed as 'Welcome and opening remarks', 'Introduction to the workshop', 'Identify focus challenges', 'Identify focus solutions', 'Identify focus challenges', 'Identify focus solutions', 'Identify focus challenges', and 'Identify focus solutions'.

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17:00 - 17:30	Identify focus challenges	Participants	Identify focus challenges
17:30 - 18:00	Identify focus solutions	Participants	Identify focus solutions

Coach Instructions

1 set per coach
(size A4)

Material for virtual workshops



☆ **Mural Board Template – Plenum Board**

<https://app.mural.co/template/ca1353ca-967b-4ea2-a288-cea0dfdc99c6/cffb4ea8-5789-453f-a549-3451b0531908>

☆ **Mural Board Template – Team Board**

<https://app.mural.co/template/a55bd461-2af1-404c-91f4-041dbe409472/83d044a9-2186-474b-aa82-5f2601e3f498>

Preparing for the session

★ Understand the format

Go through the instructions in this guide and make sure you understand the flow of the exercises. You can also reference the [MURAL boards](#) aimed at virtual sessions to see how the exercises are set up.

★ Adapt the agenda

Check the [workshop agenda](#) provided in the download package and adapt it according to the number of participants and time available. The more participants, the more time you will need for the presentations.

★ Prepare the material

Print 1 set of the [Sustainability Targets Card Deck](#) per team on thick A6 paper (250 gsm). You can stick magnetic stripes behind the cards so you can easily place them on a whiteboard.

Print the [System Innovation Canvas](#) and one [Value Heatmap Template](#) on a large A0 format. Alternatively, you can draw these templates directly on a whiteboard. Print four [Idea Profile](#) templates in A3.

Have enough post-its and pens for the participants and make sure you have enough whiteboards for the exercises. You will need 3 whiteboards or the equivalent amount of surfaces for the exercises in this guide.

Goal

Get ready to run the workshop.

Material

- ★ [Agenda](#)
- ★ [Sustainability Targets Card Deck](#)
- ★ [Value Heatmap Template](#)
- ★ [System Innovation Canvas](#)
- ★ [Idea profile](#)
- ★ Post-its, Pens
- ★ [Mural Boards](#) (for virtual session)

Tips

- ★ Start preparing for the workshop at least 3 days in advance to have all material ready

03

Coach Instructions

Workshop exercises, step by step

00 Getting started



30 - 40 min



All together

Steps

1

Welcome and agenda – 10 min

Welcome the participants, introduce the agenda and purpose of the session. You can use the [One Minute Profile](#) exercise described in this guide.

2

Introduction Warm-up – 15 min

Participants write in a post-it their name, role, motivations and expectations for the session. Additionally, they can write what is their "superpower".

3

Inspirational Input – 15 min

Explain where this session fits within the HCAI and present additional input from customers or additional speakers to inspire the participants. This can be examples of past projects related to the topic.

Goal

Set the right expectations and create a friendly atmosphere where participants feel safe to express themselves and inspire them for the upcoming exercises.

Material

- ★ [Agenda](#)
- ★ Post-its (4 x 6 in)
- ★ Pens

Tips

- ★ Use the [One Minute Profile](#) method for the warm up

01 Identify focus challenges



75 min



All together

Steps

A**Select the actions for sustainable business** – 25 min

Explain the [Sustainability Targets card deck](#) to the participants and ask them to decide for the 3 most relevant cards for them. Use voting or discuss. Stick the 3 selected cards on a whiteboard with enough space around them.

B**Identify unsolved issues** – 30 min

Ask participants to silently write down unsolved issues related to each of the selected actions (1 issue per post-it). Ask them to share their issues and place them under the corresponding cards on the whiteboard. Help them to group connected ideas together as they share. Finally, review the clusters and find meaningful names for them.

C**Select issues to focus on** – 20 min

Prepare the [Value Heatmap Template](#) so it has the dimensions “Sustainability Impact” on the Y axis and “Business Value” on the x axis. Ask participants to place the issues on the template accordingly. Assess the sustainability impact from a social, economical and environmental perspectives. Finally, ask them to select 2 top issues to work on and split the team in two halves so that each half works on one issue.

Goal

Help customers identify their challenge areas in relation to sustainability.

Material

- ★ [Sustainability Targets Card Deck](#)
- ★ [Value Heatmap Template](#)
- ★ Post-its and Pens

Tips

- ★ Issue Example: “*Get more visibility of CO2 emissions across the entire supply chain.*”
- ★ Avoid too general names for the clusters. Make sure they can be understood outside the cluster.

02 Identify causing factors and solution ideas



75 min



In Teams

Steps

A**Identify factors causing the issue** – 40 min

Place the selected issue in the centre of the **System Innovation Canvas**. Ask participants to silently write down factors causing the issue from **6 different perspectives** (Social, Environmental, Economical, Political, Cultural and Technological). Then ask participants to share their factors and place them in the corresponding category on the System Innovation Canvas. Help them to group connected ideas together as they share. Review the clusters and find meaningful names for them. Finally, select the top 3 factors to intervene. Use voting or discuss.

B**Ideate solutions** – 35 min

Ask participants to silently write down concrete solutions that can be designed and developed to intervene the selected factors. They should indicate in the post-it to which perspective the idea belongs to by writing the first 2 initials of the perspective on a corner of the post-it. Ask participants to share their ideas and place them in the System Innovation Canvas outside the factors circle in the area they belong to. (2 - 3 min each). Place duplicate ideas on top of each other. Review the ideas, check for duplicates and re-write ideas if needed. Select a participant from the team to present the results to the other team in the next exercise.

Goal

Zoom out and find potential causes for the issue, not only within the organization but outside it, in the system it belongs to.

Material

- ★ System Innovation Canvas
- ★ Post-its and Pens

Tips

- ★ Factor Example: *“Tier-n suppliers can’t reveal information about their supply chain.”*
- ★ Solution idea example: *“Collaboration portal for suppliers and buyers”*

03 Prioritize and define Ideas



95 min



All together

Steps

A**Share-out and cluster** – 30 min

Each team presents the results from the Systems Innovation Canvas exercise to the other team (5 min each) and the listening team gives feedback to the presentation. (3 min each). Then take all solution ideas from each team to a new whiteboard and cluster them. Give meaningful and clear names to the clusters.

B**Prioritize Ideas** – 25 min

Before the workshop, draw a [prioritization matrix](#) on a whiteboard. Have the central issues of each team visible nearby. In a discussion, participants decide where to place the idea clusters on the prioritization matrix. Based on the position on the matrix, select the top 4 ideas to work on and arrange them according to the sequence in which they should be implemented.

C**Define selected ideas** – 40 min

Fill in an [idea profile](#) for each of the selected ideas. (10 min per Idea Profile).

Goal

Define feasible and impactful innovation opportunities and select one to start with.

Material

- ★ [Prioritization Matrix](#)
- ★ [Idea profile](#)
- ★ Post-its and Pens

Tips

- ★ Encourage participants to select ideas with high contribution to the issues and easy to implement.
- ★ Divide the team in two to create the idea profiles if you need to save time.

04 Next steps and feedback



Steps

A

Define next steps – 20 min

In a team discussion decide for 4 - 5 action items to follow up from this session. Indicate in a [next steps matrix](#) what needs to be done, until when and who will be responsible.

B

Give feedback – 10 min

In a whiteboard place 2 large post-its, each with a question: “*What did you like?*” and “*What do you wish for next time?*”. Ask participants write down silently answers to both questions. Then ask them to share their feedback with the team and place their post-its on a whiteboard. (1 min per person)

Goal

Identify action items to follow up and gather feedback

Material

- ★ [Next Steps Matrix](#)
- ★ Post-its and Pens

Tips

- ★ During the “Give Feedback” exercise use different colors of post-its for each category.
- ★ If there is not much time left, just ask for feedback verbally.

04

Input Slides and Additional Instructions

For face-to-face workshops

002. Warm-up: One Minute Profile



Steps

- Take a post-it and fill it in as indicated in the picture (2 min)
- Introduce yourself to the team and place your post-it on a whiteboard or wall. (1 min per person)

Draw a portrait of yourself	What is your name and role?
What are your motivations and expectations for the session?	What is your superpower?

Input

Sustainability Targets Card Deck



Input

Four types of cards



Zero Emissions



Zero Waste



Zero Inequality



Steering and Reporting

Input

Card Content

Target
(front side)



ZERO WASTE
Eliminate waste and pollution

Gain better visibility of material flows and embed circularity principles into core business processes to eliminate waste and unlock new value.

ZERO WASTE
Eliminate Waste and Pollution

Potential Actions

Design new products or services with specifications on how materials can re-enter the economy at the end of their use and treat waste as a design flaw.

Reduce non-renewable energy and virgin material consumption.

Capture data points describing every material element from primary to tertiary packaging.

Share insights with stakeholders to help track corporate and public commitments and deliver standardized reporting for NGOs.



Possible Actions
(back side)

Zero Emissions



ZERO EMISSIONS

Establish an internal carbon price

Place a monetary value on greenhouse gas emissions resulting from normal business activities and factor it into investment decisions and business operations.



ZERO EMISSIONS

Manage carbon emissions across all scopes

Collect and manage carbon emission data across all three scopes (created during operations, energy consumption and through extended business activities) to accurately calculate your environmental footprint and better understand how to stop, reduce and compensate for existing and future emissions.



ZERO EMISSIONS

Account for carbon emissions down to the product level

Create transparency on carbon emissions of products or services across the entire value chain, including production, raw materials, energy use, and transport. Use the insights to achieve sustainable outcomes and optimize supply chains at scale.

Zero Waste



ZERO WASTE

Eliminate waste and pollution

Gain better visibility of material flows and embed circularity principles into core business processes to eliminate waste and unlock new value.



ZERO WASTE

Circulate products and materials

Explore and develop “reclaim and reuse” business models to design and deliver products fit for circularity. Consider waste recovery throughout the product lifecycle and keep materials in use longer.



ZERO WASTE

Establish regenerative principles

Go beyond sustainable business models and contribute to regenerate natural ecosystems. Innovate on materials and use technologies that actively help to reverse damages and restore nature.

Zero Inequality



ZERO INEQUALITY

Respect people diversity, safety, and human rights

Ensure a sense of safety, belonging and inclusion across your entire workforce, business networks and customers.



ZERO INEQUALITY

Benefit people and planet by leveraging the power of purchasing

Use your buying power to benefit societies and the environment. Increase the percentage of social businesses in your procurement network and ensure that all relevant, potential suppliers have a fair and equal opportunity to compete for business regardless of size, or whether they are local or minority owned enterprises.



ZERO INEQUALITY

Develop your workforce through learning and growth opportunities

Help people reach their full potential. Understand employees' motivations, interests, and skills, to create a culture of continuous learning that fits to their needs and to the rapid pace of change.

Steering and Reporting



STEERING AND REPORTING

Gain visibility across functions to collect decision-making insights and measure performance

Go beyond financial measures to have full visibility into the consequences of your business actions – adding an environmental, social, and governance (ESG) dimension to finance reporting.



STEERING AND REPORTING

Report on non-financial performance with the same rigor as on financial performance

Expand the scope of your corporate reporting. Quantify, analyze, and act on real time data throughout your end-to-end operations to achieve integrated financial and non-financial reporting.



STEERING AND REPORTING

Create and share data with trading partners, industry associations, regulators, and NGOs

Cooperate and share data across the value chain to support the sustainable design, manufacturing, delivery, and maintenance of products. Help value chains become value networks capable of achieving sustainability goals much better than any company on its own.



ZERO EMISSIONS

Establish an internal carbon price

Place a monetary value on greenhouse gas emissions resulting from normal business activities and factor it into investment decisions and business operations.

Potential Actions

Embed a hypothetical price for CO₂ emissions in your business strategy to shift investments in low-carbon assets.

Charge an internal carbon fee to individual business units to enhance awareness of the environmental impact of business activities.

Fund renewable energy and R&D projects to reduce emissions with revenue from an internal carbon fee.

Define an implicit carbon price based on emissions mitigation efforts and use it to understand the company's carbon footprint and costs of compliance.

Challenges

How can we collect direct and indirect emissions data across the company?

How can we analyze energy consumption and emissions against operational data?

How can we provide up-to-date insights into product-level emissions data across all business processes and supply chains?

How can we achieve inter-company carbon data exchange in a secure and transparent way to drive action across the entire business ecosystem?

How can we enable and encourage employees to make more sustainable travel choices?



ZERO EMISSIONS

Manage carbon emissions across all scopes

Collect and manage carbon emission data across all three scopes (created during operations, energy consumption and through extended business activities) to accurately calculate your environmental footprint and better understand how to stop, reduce and compensate for existing and future emissions.

Potential Actions

Gain visibility into end-to-end business processes and supply chains for more accurate carbon footprint calculations.

Calculate the environmental and social impacts of emissions across the entirety of the product and service life cycles.

Reuse existing business data for footprint calculations and integrate that information back into relevant business processes.

Exchange data and collaborate with partners via business networks as a pathway to scale.

Align your emission disclosures with international standards.

Embed product footprint information in your usual line-of-business transactions as a dimension of success across business processes.

Challenges

How can we collect direct and indirect emissions data across the company?

How can we analyze energy consumption and emissions against operational data?

How can we provide up-to-date insights into product-level emissions data across all business processes and supply chains?

How can we achieve inter-company carbon data exchange in a secure and transparent way to drive action across the entire business ecosystem?

How can we measure and eventually manage our transportation related emissions to increase efficiency and improve sustainability?



ZERO EMISSIONS

Account for carbon emissions down to the product level

Create transparency on carbon emissions of products or services across the entire value chain, including production, raw materials, energy use, and transport. Use the insights to achieve sustainable outcomes and optimize supply chains at scale.

Potential Actions

Analyze and understand the emissions breakdowns by integrating data from product databases and third-party solutions.

Provide carbon footprint information to consumers, enabling buying decisions to be based not only on quality or cost.

Calculate and reduce the cost-accounting “footprint” of each individual product or service throughout its lifecycle.

Run simulations and optimize the product carbon footprint by using emissions breakdown data.

Calculate product footprints periodically and at scale across the entire product lifecycle

Visualize data for prediction analysis and define a strategy for risk mitigation.

Challenges

How can we collect direct and indirect emissions data across the value chain?

How can we provide up-to-date insights into product-level emissions data across all business processes and supply chains?

How can we achieve inter-company carbon data exchange in a secure and transparent way to drive action across the entire business ecosystem?



ZERO WASTE

Eliminate waste and pollution

Gain better visibility of material flows and embed circularity principles into core business processes to eliminate waste and unlock new value.

Potential Actions

Design new products or services with specifications on how materials can re-enter the economy at the end of their use and treat waste as a design flaw.

Reduce non-renewable energy and virgin material consumption.

Capture capture data points describing every material element from primary to tertiary packaging.

Share insights with stakeholders to help track corporate and public commitments and deliver standardized reporting for NGOs.

Invest in automating forecasting and demand planning to avoid waste in procurement and shipping.

Keep Track of requirements from regulations such as the Extended Producer Responsibility (EPR) to provide accurate reporting.

Challenges

How can we reduce the environmental impact of waste?

How can we manage the processes of waste collection, product returns or material recovery and reuse while assuring customer satisfaction?

How can we manage Extended Producer Responsibility (EPR) and tax obligations to avoid reputational and financial risks?

How can we help to avoid unnecessary waste of raw materials?

How can we keep track of the sustainability footprint of our goods, from raw materials to finished products?



ZERO WASTE

Circulate products and materials

Explore and develop “reclaim and reuse” business models to design and deliver products fit for circularity. Consider waste recovery throughout the product lifecycle and keep materials in use longer.

Potential Actions

Develop circular business models considering the ease of product and value recovery.

Maximize recoverability of materials by partnering with specific technology experts and recycling service providers.

Design for durability to compensate for complicated value and product recovery.

Rent or lease high value products rather than selling them.

Reuse existing assets during production to reduce reliance on raw material supply chains

Challenges

How can we manage the processes of waste collection, product returns or material recovery and reuse while assuring customer satisfaction?

How can we help to avoid unnecessary waste of raw materials?

How can we bring together different actors of the waste disposal process?



ZERO WASTE

Establish regenerative principles

Go beyond sustainable business models and contribute to regenerate natural ecosystems. Innovate on materials and use technologies that actively help to reverse damages and restore nature.

Potential Actions

Keep materials in circulation after use as much as possible and reduce the land required for sourcing raw materials to allow land to be rewilded and returned to nature.

Transition to renewable energy produced using infrastructure designed for reuse, repair, remanufacture, and recycling.

Reduce usage of toxic substances and employ practices that allow nature to regenerate soils, water and air.

Apply regenerative food production practices like agroecology and agroforestry to provide habitat for a wide range of organisms, increasing biodiversity and returning biological materials to the earth

Influence positively the surrounding community with regenerative practices.

Challenges

How can we create new products and services without taking from nature but adding to it?

How can we reduce the environmental impact of waste?

How can we increase agricultural production and output while managing scarce resources carefully and sustainably?



ZERO INEQUALITY

Respect people diversity, safety, and human rights

Ensure a sense of safety, belonging and inclusion across your entire workforce, business networks and customers.

Potential Actions

Accelerate the impact of diversity, equity, and inclusion by gaining real-time insights into employee sentiment and acting accordingly.

Get visibility on workers' safety and wellness across your workforce and global supply chain labor practices. Track governance related metrics for your sustainability activities.

Drive sustainable and safe operations through integrated environment, health, and safety management.

Identify and reduce conscious and unconscious bias towards employees, partners and customers.

Challenges

How can we foster a culture of safety and drive business beyond bias in every decision point?

How can we bring together the diverse perspectives of our workforce and ensure that it positively impacts our organization's innovation and business outcomes?

How can we ensure compliance throughout the supply chain, implementing the numerous and ever-changing regulatory policies, processes, and practices that promote the safety and wellbeing of employees?



ZERO INEQUALITY

Develop your workforce through learning and growth opportunities

Help people reach their full potential. Understand employees' motivations, interests, and skills, to create a culture of continuous learning that fits to their needs and to the rapid pace of change.

Potential Actions

Give access to different learning methods and channels to engage all employees and help them thrive in their careers.

Switch to innovative pedagogies that are playful, experiential, computational, or embodied, and embrace multiliteracies.

Make visible to employees how they can develop new skills or practice their current skills.

Connect learning programs to medium-term strategic and operational goals.

Reduce compliance risk with unified corporate learning management systems.

Help people reach their goals by connecting them to opportunities that fit their aspirations.

Challenges

How do we ensure that our company recognizes the importance of developing creative talent as a business-critical factor and creates the right framework for lifelong learning that benefits the individual and the organization?



ZERO INEQUALITY

Benefit people and planet by leveraging the power of purchasing

Use your buying power to benefit societies and the environment. Increase the percentage of social businesses in your procurement network and ensure that all relevant, potential suppliers have a fair and equal opportunity to compete for business regardless of size, or whether they are local or minority owned enterprises.

Potential Actions

Gain actionable insights into suppliers' environmental, social, and ethical risks with intuitive scorecards and business sustainability ratings.

Measure the impact from purchasing power with a dedicated KPI.

Identify major categories of spend and find relevant suppliers that can add diversity and inclusion to the supply chain.

Connect with diverse suppliers by using supplier diversity certification and advocacy organizations.

Establish policies requiring the inclusion of a minimum of diverse suppliers in competitive supplier selection processes.

Challenges

How can we use our buying power to meet business needs in a way that achieves economic value while addressing equity principles to generate social value above and beyond the value of the goods, services, or construction being procured to benefit society and the environment?



STEERING AND REPORTING

Gain visibility across functions to collect decision-making insights and measure performance

Go beyond financial measures to have full visibility into the consequences of your business actions – adding an environmental, social, and governance (ESG) dimension to finance reporting.

Potential Actions

Gather data from source systems across the company as well as from external sources.

Integrate and harmonize financial and non-financial data to derive sustainability insights which are then pushed back and embedded into various end-to-end business processes.

Align reporting on performance against ESG indicators and include non-financial disclosures.

Use real-time combined data to achieve continuous visibility on your company's performance.

Combine your company's critical ESG metrics into one aggregated view to take informed decisions.

Create strategic alignment across all departments, crowdsource plans across the enterprise, and empower financial planning and analysis teams..

Challenges

How can we report on economic, environmental, and social performance and incorporate this information into strategic decision-making?

How can we kick off and manage an integrated, cross company approach to precisely measure, report, and eventually improve our sustainability performance?

How can we evaluate and manage the ESG performance of (composite) financial products to shift financial assets towards low-carbon, sustainable, and resilient investments?



STEERING AND REPORTING

Create and share data with trading partners, industry associations, regulators, and NGOs

Cooperate and share data across the value chain to support the sustainable design, manufacturing, delivery, and maintenance of products. Help value chains become value networks capable of achieving sustainability goals much better than any company on its own.

Potential Actions

Collaborate with other organizations and even competitors to improve the sustainability dynamics across a range of organizations.

Take advantage of business networks' visibility, collaboration, and intelligence across supply chains to attain sustainable performance.

Integrate various data sources to derive sustainability-related insights along established reporting and accounting standards.

Build on data models to support established reporting frameworks and customer-specific adaptations.

Challenges

How can we find out about our suppliers' sustainability performance and integrate this information into your procurement process?

How do we collect and report the data to improve supply chain transparency to ensure compliance and protect reputation - and how can we act upon it?

How do we safeguard business continuity through ethics and integrity in society and the community?



STEERING AND REPORTING

Report on non-financial performance with the same rigor as on financial performance

Expand the scope of your corporate reporting. Quantify, analyze, and act on real time data throughout your end-to-end operations to achieve integrated financial and non-financial reporting.

Potential Actions

Transition to reporting models that link financial and non-financial metrics into one holistic reporting framework..

Ensure access to data that is high-quality, transparent, consistent, timely, and ultimately auditable.

Use sustainability measurement and reporting to inform your company's strategy and decision-making.

Produce a "Total Business Health" report for stakeholders, shifting from bottom line to green line.

Challenges

How can we report on economic, environmental, and social performance and incorporate this information into strategic decision-making?

How can we kick off and manage an integrated, cross company approach to precisely measure, report, and eventually improve our sustainability performance?

How do we collect and report data to improve supply chain transparency, ensure compliance, and protect reputation - and how can we act upon it?

02a. STEEPC Perspectives

Social perspective: includes demographics (age, gender, race, family size); consumer attitudes, opinions, and buying patterns; population growth rate and employment patterns; ethnic and religious trends; living standards.

Economical perspective: includes current and projected economic growth; inflation and interest rates; job growth and unemployment; labor costs; impact of globalisation; disposable income of consumers and businesses.

Environmental perspective: includes pressures connected to sustainability and climate change such as increasing scarcity of raw materials, regulations to reduce pollution, doing business as an ethical and sustainable company; carbon footprint targets.

Technological perspective: includes rates of technological progress, pace of diffusion of innovations, problems and risks associated with technology.

Political perspective: includes government policies, leadership, and change; foreign trade policies; internal political issues and trends; tax policy; regulation and de-regulation trends.

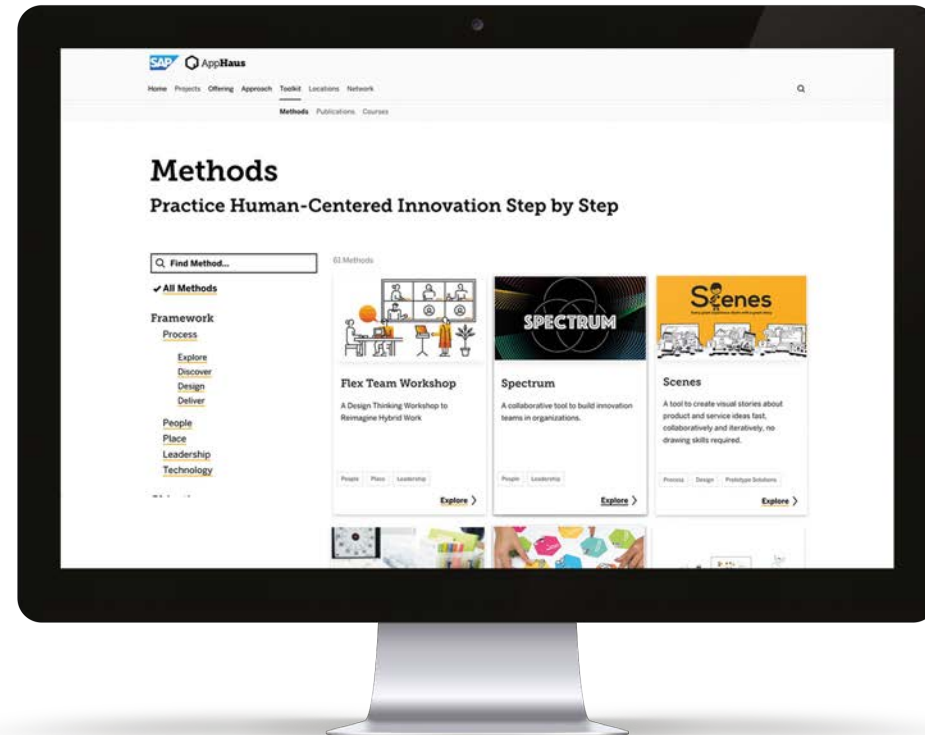
Cultural perspective: includes shared attitudes, values, beliefs, goals, mindsets, and practices that characterise a groups of people or organization.

Prioritization Matrix Example



Next Step Matrix Example

ACTION ITEMS					
WHAT *					
WHEN					
WHO					



Practice Human-Centered Innovation

<https://apphaus.sap.com/toolkit/methods>