

REGION FOCUS: WORLDWIDE

Sustainability: From Compliance and Risk Management to Creating Business Value



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Executive Summary

Sustainability has become a business priority for many organizations across the world. Pressure from various stakeholders, including partners, investors, regulatory agencies, employees, and customers, is driving greater focus on environmental, social, and governance (ESG) matters. As a result, organizations are now providing greater transparency of their business operations, offering insight into their sustainability efforts.



As the focus on sustainability expands from risk and compliance to driving business outcomes, IT leaders will play a key role in supporting corporate sustainability initiatives by investing in innovative technology solutions that support sustainable business operations and drive business value.



Organizations are now providing greater transparency of their business operations, offering insight into their sustainability efforts.

The Sustainability Maturity Index

As organizations begin to execute their sustainability strategies, they will do so from many different starting points. In recognizing that the achievement of sustainability targets and goals will be a transformational process that encompasses various aspects of an organization's business strategy, IDC has developed a Sustainability Maturity Index to describe the stages of maturity and provide a way to guide and measure progress. **Figure 1** below defines these 5 stages.

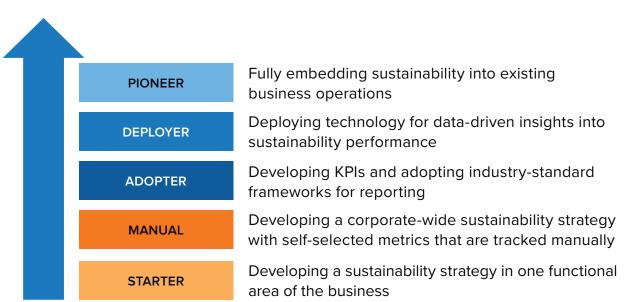
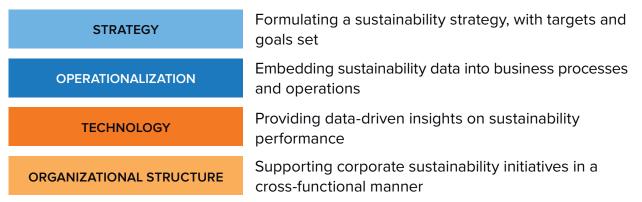


FIGURE 1 Five Stages of Maturity



It is important to understand that organizations will be on different trajectories dependent on their maturity within different parts of the business. To this end, the Sustainability Maturity Index describes levels of maturity across four primary business domains: Strategy, Operationalization, Technology, and Organizational Structure. Please see **Figure 2**.

FIGURE 2 Four Sustainability Domains



Source: IDC



Methodology and Demographics

IDC conducted a worldwide sustainability survey of 1,244 enterprises to ascertain where companies are positioned across five stages of maturity. The survey targeted IT leaders and those responsible for leading or influencing their company's sustainability initiatives. This white paper is largely based on the results of IDC's *Global Sustainability Survey*, sponsored by Cisco, broken into four regions of Americas, Western Europe, Asia Pacific including Japan and China. (please see **Figure 3**, next page).

In addition, IDC conducted in-depth interviews with IT professionals across the financial services, manufacturing, and utilities sectors to gain deeper insight into the role that technology plays in supporting their company's sustainability goals and the challenges and opportunities they've experienced along their sustainability journey.



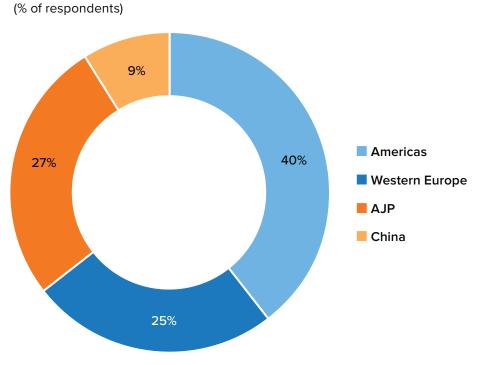


FIGURE 3 Breakdown of Survey Respondents by Region

n = 1,244; Source: IDC's Global Sustainability Survey, 2023





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Key Findings from the Sustainability Maturity Index

The Sustainability Maturity Index highlights a pattern in which organizations in the Starter and Manual stages of maturity are focused on formulating a sustainability strategy, whereas organizations in the Adopter and Deployer stages of maturity are implementing technologies to harness data and provide visibility into their sustainability footprint for internal and external reporting purposes. Organizations in the highest stage of maturity, Pioneer, see sustainability as transformational and are changing processes to fully embed sustainability-related data and information into their business strategy and operations. (See **Figure 4**.)

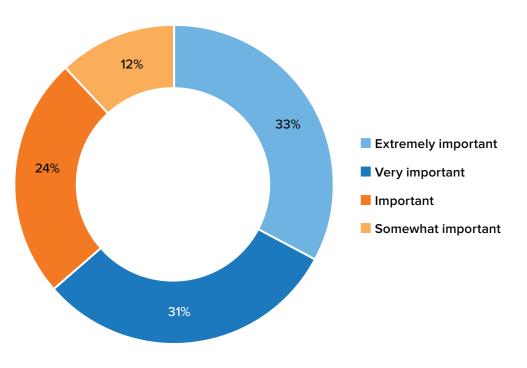
FIGURE 4 The Five Stages of Maturity

(% of respondents)

STARTER	MANUAL	ADOPTER	DEPLOYER	PIONEER
 Completed materiality assessment Setting targets and goals for one functional area Concentrating strategy on a single environmental issue Investigating technologies to support strategy 	 Established commitments and goals Developed governance model for accountability IT strategy in place and aligned to corporate mission Implemented sustainability solutions Identified data to track sustainability metrics 	 Strategy addresses materiality corporate-wide Conducted business review to assess business value of sustainability Embedding sustainability in procurement process Selected industry-standard framework for reporting 	 Embedding sustainability into business operations Integrated sustainability goals into business strategy Investing in tools to report on sustainability metrics Dashboards in place to track sustainability footprint 	 Sustainability fully embedded into corporate strategy Sustainability- driven business model Sustainability drives competitive differentiation Incentives in place to meet goals and targets Using technology to improve sustainability
				performance
25%	25%	25%	15%	10%

When plotting the 1,244 global organizations in the survey across the five-stage maturity index, it becomes evident that most organizations are in the early stages of their sustainability journey. While 64% of survey respondents worldwide view sustainability as a very or extremely important business priority (see **Figure 5**), half of all respondents are in the very early stages of developing a comprehensive sustainability strategy with clearly defined targets and goals.

FIGURE 5 How Important Is Overall Sustainability as a Business Priority to Your Organization? (% of respondents)



n = 1,244; Source: IDC's Global Sustainability Survey, 2023

There are two primary factors responsible for the large number of organizations worldwide that are just now starting their sustainability journey. First, most organizations are unsure where to start. Sustainability covers a broad range of environmental, social, and governance issues, but priority should be given to those issues that are most impactful to the business and/or those that matter most to key stakeholders. Second, many corporate sustainability strategies are



C-suite-driven and not well communicated further down into the organization. This results in a top-down approach that can leave key functional and departmental leads unclear as to what their specific role is in supporting the corporate sustainability mission.

This lack of clarity slows progress toward reaching sustainability goals and targets. This can be particularly challenging for IT professionals, who are expected to harness vast amounts of operational data and leverage innovative technology solutions that enable corporate and department-led sustainability activities to help improve their environmental sustainability performance. While IDC's *Global Sustainability Survey* indicates that IT organizations will lead corporate sustainability transformation, IT must be brought into the sustainability conversation in the earliest stages of strategy formulation and empowered to develop an IT strategy that aligns to the long-term sustainability goals of the organization.

IT not only will be responsible for leveraging advanced technology solutions for sustainability but also will be required to reduce their own IT footprint as well as support new business processes for internal operations and external engagements with partners, suppliers, and customers.

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Sustainability has been kind of a core cornerstone of our future strategy, both internally from an environmental standpoint and also from an external growth standpoint. And this is all the way to the top of our organization."

CIO global automotive parts supplier

Source: all quotes taken from the in-depth interviews portion of the study.



Sustainability Leaders: Profile of Pioneers

Pioneers represent the highest level of maturity in the Sustainability Maturity Index. Organizations classified as Pioneers exhibit characteristics and excel in areas that set them apart from companies in less mature stages of the maturity index. Some of the key areas in which Pioneer companies stand out from companies in other stages of maturity include the overall importance they place on sustainability, their view of sustainability as a lever for driving business value, and their use of technology to support their sustainability strategy. See **Figure 6**, next page, for a comparison of Pioneers and Starters.



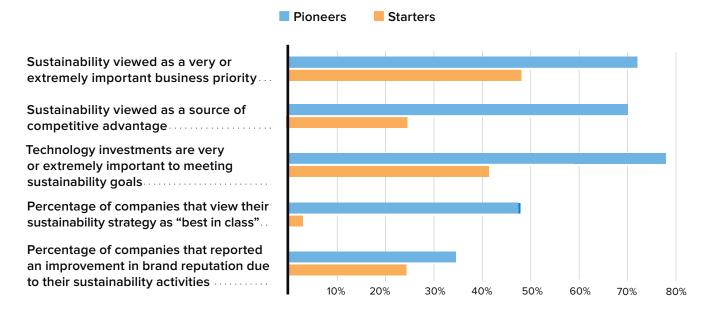
Organizations classified as Pioneers exhibit characteristics and excel in areas that set them apart from companies in less mature stages of the maturity index.



FIGURE 6

Comparison of Sustainability Pioneers Versus Starters

(% of respondents)



n = 1,244; Source: IDC's Global Sustainability Survey, 2023

While Pioneers provide an example of how to drive an effective sustainability strategy that produces positive business and environmental outcomes, only 10% of the companies surveyed have reached the highest level of maturity. With a greater portion of organizations in the earlier stages of maturity, there is an opportunity to use Pioneers as a reference for how to develop and execute sustainable transformation.



Focus of Sustainability Shifting to Business Value



We try to be innovation leaders, and to me sustainability is innovation."

Vice President of IT U.S. manufacturer While many organizations already provide some level of detail on their sustainability performance through annual corporate sustainability reports, there are increasing requirements from the investment community for more standardized reporting of environmental sustainability issues. This has caused a level of angst for many organizations due to the rise in regulatory mandates put in place around the world and the uncertainty as to which sustainability issues organizations will be required to report. However, despite the growing mandates around the world, respondents to the *Global Sustainability Survey* indicated that the primary factors driving corporate sustainability initiatives were largely business-oriented.

The top 3 factors cited as the primary drivers for corporate sustainability initiatives were:

- 1. "To do good" for the planet, people, employees (44%)
- 2. Improve operational efficiency (43%)
- 3. Improve competitive differentiation (40%)

These results underscore the fact that many organizations worldwide do not view sustainability simply as a risk-and-compliance exercise but instead see an opportunity to use sustainability as a lever to drive business value. In many ways, companies that are currently executing digital transformation initiatives see similar business goals as drivers. Consequently, IDC believes that sustainability and

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digital transformation are converging and becoming more intertwined, with digital technologies and tools enabling sustainable digital business models that drive many of the outcomes stated above.

Interestingly, when looking at how Pioneers view sustainability, companies in this category are even more bullish on the business value that sustainability initiatives can drive. See **Figure 7** for the top factors cited as primary drivers for corporate sustainability initiatives amongst Pioneers.

FIGURE 7 Pioneers See Strong Link Between Sustainability and Business Value What are the primary factors currently driving your sustainability initiatives?

(% of respondents)



n = 1,244; Source: IDC's Global Sustainability Survey, 2023

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Where it started from an environmental compliance standpoint was it becomes a reporting game. And when you start generating your reports every year, you have to show your metrics. That's where it started. But I think it's evolved now to where there's a lot more momentum behind the commercial and operational side to say there's real value here."

CTO global tools manufacturer



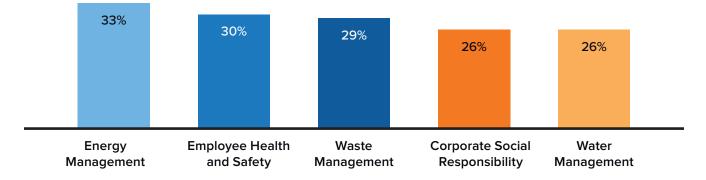
Energy Management ⁴ Is a Key Area of Focus

Sustainability spans a broad set of issues. Even when focusing solely on environmental sustainability, issues range from biodiversity to waste management and water conservation. However, according to the *Global Sustainability Survey*, the top priority for most organizations surveyed is energy management. Energy consumption in buildings/facilities, IT datacenters, and cloud environments represents a significant cost item for most organizations. According to IDC's *Datacenter Operations and Sustainability Survey*, energy consumption can represent 28–30% of IT datacenter costs. Given the rising cost of energy in many parts of the world in addition to the emergence of more compute-intensive applications and workloads, IDC believes that organizations are increasingly seeking sustainability solutions to help reduce energy costs.

When considering a mix of sustainability issues covering environmental and social concerns, *Global Sustainability Survey* respondents across virtually all regions cited energy management as their top priority (see **Figure 8**).

FIGURE 8 Top Corporate Sustainability Priorities

(% of respondents)



n = 1,244; Source: IDC's Global Sustainability Survey, 2023



As IT leaders consider their role in helping meet sustainability goals and targets, having greater visibility into the sustainability footprint of their IT infrastructure is critical. Already, the market has seen increasing demand for energy management solutions that address several energy-specific use cases. Some of the use cases in which IDC expects to see increased IT investment are as follows:

- Smart facilities/buildings
- Smart lighting
- Sustainable datacenters
- Smart meters

The solutions above are primarily Internet of Things–based and include software that provides insights on asset sustainability performance through dashboards. One of the biggest sustainability challenges organizations face is not having access to data to measure and monitor their sustainability performance. The ability to monitor and control asset performance enables organizations to meet sustainability goals while also driving positive business outcomes by utilizing energy more efficiently and reducing energy costs. In fact, nearly half (49.4%) of *Global Sustainability Survey* respondents have set targets to reduce the environmental impact of their IT infrastructure. IDC believes this will be a driving force behind sustainable datacenter initiatives.



The ability to monitor and control asset performance enables organizations to meet sustainability goals while also driving positive business outcomes by utilizing energy more efficiently and reducing energy costs.

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From a data perspective, we've had the telemetry devices for over a decade at this point. But it's really only been the last few years that we've started using that data to really look at environmental sustainability."

CIO U.S. based utilities provider

> In addition, IDC believes that demand for energy management solutions will be particularly strong in energy-intensive industries. Results from the *Global Sustainability Survey* support this, with survey respondents in manufacturing (32%), telecom (35%), and utilities (32%) citing energy management as their biggest priority.

Utilizing IT solutions to address an organization's energy concerns also highlights the need for IT to work in a cross-functional manner to meet corporate sustainability goals. In many organizations, the IT and operations technology (OT) departments work in silos, with very little coordination between the two. With operational data being essential to providing visibility into sustainability performance, tighter coordination between IT and OT functions is critical for organizations to achieve their energy management goals.

The energy use cases noted above fall under the purview of facilities or operations managers and the CIO or IT managers. This highlights the increasing importance of IT's working in a cross-functional manner to support corporate sustainability goals.



Personas Driving the Corporate Sustainability Agenda



We always talk about the four pillars of sustainability: the human aspect of it, the economic aspect of it, the environmental aspect of it, and the social aspect of it. And right now we do have a number of campaigns underway within the company to work groups we call green teams."

Vice President of IT Infrastructure U.S.-based financial services company The Chief Sustainability Officer (CSO) is often the focus of an organization's sustainability initiatives and is largely responsible for ensuring that the organization is on track to meet targets and goals. However, the *Global Sustainability Survey* revealed that there are other key personas that influence the corporate sustainability agenda.

What has emerged in most organizations is a shared responsibility model for sustainability, in which an appointed lead executes the corporate strategy while orchestrating the activities of cross-functional teams. For 22% of respondents surveyed, IT was cited as one of the lead personas driving their company's sustainability activities. This was the case across most regions and industry segments. IDC believes this signifies the importance that organizations are placing on technology to help address their sustainability challenges.

In addition to IT's role in driving the corporate sustainability mission, there are other personas that also wield influence over the sustainability agenda. See **Table 1**, next page, for the key sustainability influencers in organizations by maturity level.

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TABLE 1

Personas Driving the Corporate Sustainability Agenda

(% of respondents)

	Starters	Manual	Adopters	Deployers	Pioneers
IT Department/Team	16%	23%	22%	25%	27%
Dedicated sustainability team	10%	12%	20%	20%	22%
Risk and compliance	15%	19%	20%	14%	11%
Operations	19%	12%	8%	11%	9%

n = 1,244; Source: IDC's Global Sustainability Survey, 2023

For companies in the Manual and Adopter stages of the Sustainability Maturity Index, involving IT early in the formulation of a sustainability strategy will help ensure that an effective IT strategy is put in place to support the corporate strategy. IDC believes that companies in the Manual and Adopter stages of maturity will rely heavily on their existing technology suppliers to help identify use cases where the business value of sustainability can be justified to the C-suite. These use cases will likely be in certain functional areas of the business, so it is important for technology vendors to have awareness of the role that nontechnical personas have on the corporate sustainability mission.



It is important for technology vendors to have awareness of the role that nontechnical personas have on the corporate sustainability mission.



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Assessing Environmental Sustainability Maturity

Companies in the Pioneer stage of maturity have excelled in their execution across the Strategy, Operationalization, Technology, and Organizational Structure domains of the Sustainability Maturity Index. For companies in the earlier stages of maturity, learning best practices from Pioneers will help minimize the risks and challenges inherent in each domain.

😧 Strategy Domain

One of the biggest challenges organizations face when embarking on a sustainability journey is not knowing where to begin. Because sustainability covers such a broad range of topics, formulating a strategy can be complex. Key stakeholder concerns must be balanced against the sustainability issues that have the most material impact on the business. While materiality assessments are an essential first step in deciding where to focus, only 27% of *Global Sustainability Survey* respondents worldwide have identified the sustainability issues that are materially impactful to their business.

Without a materiality assessment, organizations run the risk of putting effort behind sustainability topics that don't impact the business and/or do not resonate with key stakeholders. Furthermore, a materiality assessment will help inform what should be measured over time to assess performance against goals. Once commitments and goals are in place, bringing IT into the sustainability strategy discussion early, at this point, ensures that an effective technology strategy is put in place. Doing this will help the organization understand the specific data that will be needed to develop metrics for internal and external



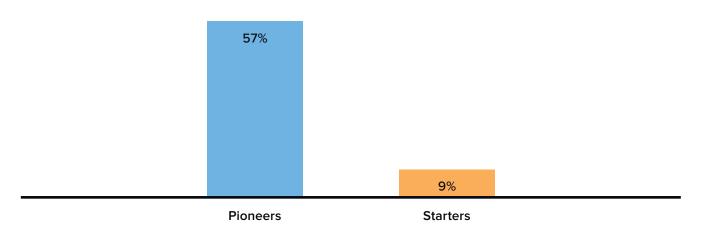
reporting, provide dashboards that give visibility into an organization's sustainability performance, and combine sustainability data with digital technologies like artificial intelligence/machine learning (AI/ML), automation, and analytics to provide recommendations on where improvements can be made.

In the *Global Sustainability Survey*, IT was cited as the lead for driving the corporate sustainability agenda. However, the progress that IT is making varies by maturity level. According to the survey, only 9% of Starter companies versus 57% of Pioneers are making technology purchases that support their company's sustainability strategies (see **Figure 9**).

FIGURE 9

Tech Decisions Coordinated with Leadership to Support the Sustainability Strategy Technology purchases support their company's sustainability vision.

(% of respondents)



n = 1,244; Source: IDC's Global Sustainability Survey, 2023





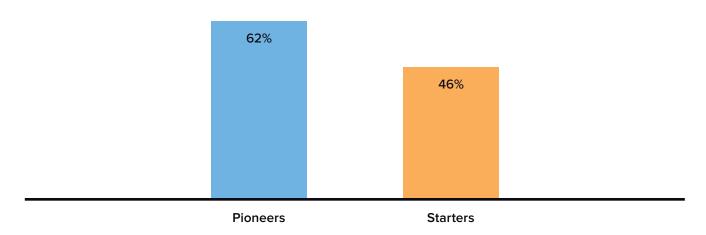
Pursuing any sustainability initiative involves the collection of a vast amount of data from various sources throughout an organization. Once the targets and goals are set as part of the strategy formulation, identifying the sources of data and aggregating the data is critical to establishing baseline sustainability performance in the areas where the organization is committed to making improvements. More importantly, the data collected is used to develop metrics that will measure progress against company targets and goals and be used to report progress to internal and external stakeholders.

For organizations across all maturity levels, identifying and collecting sustainability data is a significant challenge. In fact, 46% of Starters and 62% of Pioneers indicated that the dispersed nature of the data needed to track performance was their biggest operational challenge (see **Figure 8**).

FIGURE 10

Top Operational Challenge to Becoming a Sustainable Business

Data needed to effectively manage and track sustainability performance is scattered across the organization. (% of respondents)



n = 1,244; Source: IDC's Global Sustainability Survey, 2023



IDC believes that organizations will increasingly look to their technology suppliers for help in solving the data conundrum — and as a result, vendors with expertise and skills in data management will be the biggest beneficiaries.

With an increasing number of organizations around the world committing to netzero emissions targets, IDC expects to see significant demand for sustainability solutions that allow organizations to integrate sustainability data into their existing operations and provide the ability to monitor and manage their sustainability performance. Today, there are many new sustainability platforms and tools emerging that enable companies to manage their energy and water consumption as well as their carbon emissions.

🖞 Technology Domain

While 62% of all survey respondents believe that investments in technology are critical to meeting sustainability goals, 78% of Pioneer organizations believe that investments in IT are critical to their sustainability success. IDC believes that sustainability initiatives are likely leveraging (and benefiting from) current investments being made to support digital transformation. However, even in areas specific to sustainability, Pioneer organizations are investing in tools and technologies to support their sustainability transformation.

Table 2, next page, shows the role that technology investments play in thesustainability strategies of Starters compared with Pioneers.

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In order to understand where you're at, you're going to have to generate a lot of data and you need a lot of data, and a lot of that data, depending on what kind of facility you are, especially in the industrial area, is not easily available."

Vice President of IT U.S. manufacturer



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TABLE 2

Comparing the Technology Investments of Pioneers Versus Starters

(% of respondents)

	Pioneers	Starters
We are investing in digital tools and technology to visualize and track sustainability metrics	42%	31%
We utilize management tools provided by our technology supplier to measure the sustainability impact of that specific vendor's equipment	42%	27%
We utilize technology to understand the sustainability impact across an org's business life cycle (production design – end of life)	42%	2%
We use sustainability management soft- ware to quantify the sustainability impact of using external IT infrastructure (e.g., cloud, hosting, colocation facilities)	45%	28%

n = 1,244; Source: IDC's Global Sustainability Survey, 2023

Technology vendors will play a key role in assisting companies through their sustainability transformation, and the survey revealed that there is an important set of attributes IT leaders will focus on when evaluating technology suppliers. According to the survey, 40% of respondents cited expertise in improving IT energy efficiency as the most important vendor capability.

When looking at organizations' vendor evaluation criteria through the lens of the maturity index, 46% of Pioneers cited expertise in IT energy efficiency as the most important capability. However, for companies in the Starter stage of maturity, the most important vendor capability was knowledge of sustainability reporting standards. IDC believes that the difference between Starters and Pioneers when evaluating vendors is largely due to the difference in focus: Starters' sustainability activities are more likely to be driven by compliance and risk concerns, whereas Pioneers are more likely to see sustainability as a way to drive business value.



It is important to note that for technology suppliers that have large partner ecosystems, it will be critical to provide adequate training to these partners so that they can effectively integrate sustainability into the technology value proposition. For many customers, these partners will be their first line of interaction on issues related to sustainability. Working closely with partners to help understand personas, sustainability maturity levels, and sustainability use cases that address specific industry concerns is essential to establishing credibility for the technology supplier and its partners.



Organizational Structure Domain

With any transformation, getting an organization to move collectively toward a set of established goals can be difficult if the goals are not well communicated. Given the fact that sustainability tends to be a top-down-driven initiative that starts at the C-suite level, there exists the risk of misinterpretation further down in the organization. With organizational transformation encompassing people and change processes related to sustainability, IDC believes this can be one of the most difficult domains to address.

Once sustainability goals and targets have been set, engaging the various personas involved in the corporate sustainability mission is critical. Departments and functions help distill the corporate message into what it means for those further down in the organization. Translating that corporate vision to the day-to-day jobs of managers and employees is typically where gaps exist. Functional and department leads can help reinforce the corporate message and empower their teams to take accountability for meeting sustainability goals.

It is perhaps in the Organizational Structure domain where Pioneers stand out the most. Through a combination of cross-functional collaboration, the establishment of accountability, and awareness of the corporate sustainability mission, Pioneers gain buy-in throughout the organization (see **Table 3**, next page).



TABLE 3

Comparing the Internal Communication of an Organization's Sustainability Mission: **Pioneers Versus Starters**

(% of respondents)

	Pioneers	Starters
CSO actively works across functional teams to coordinate sustainability activities and reporting	63%	19%
CSO works with functional leaders to integrate and drive sustainability/ESG into the business process	76%	26%
We have instituted internal awareness training available at all levels of the org to help build a purpose-driven culture	83%	31%
We have board-level involvement in setting our corporate sustainability agenda, and middle management has direct responsibility for executing corporate strategy on topics relative to their functional responsibilities (e.g., supply chain, operations, etc.)	88%	43%

n = 1,244; Source: IDC's Global Sustainability Survey, 2023



IDC Recommendations and Essential Guidance

Sustainability is an evolving space, and the dynamics seen in today's market will shift dramatically as regulations evolve, new technology advancements are made, and stakeholder preferences change. Navigating through these changes will prove difficult for many organizations, but obtaining guidance from trusted advisors will help minimize any risks associated with sustainable transformation.

IDC offers the following recommendations to organizations as they begin their sustainability journey.



Involve IT early in the formulation of the sustainability strategy. Since many corporate sustainability strategies are top-down-driven, it is critical to engage IT early to develop an IT strategy that closely aligns to the overall corporate strategy and the strategies developed in functional areas of the organization. IT must be empowered to work in a cross-functional manner to effectively support the corporate sustainability mission.



Consider the role sustainability can play in driving business value. Sustainability should not be viewed solely as a risk or compliance exercise. The *Global Sustainability Survey* shows that pursuing a sustainability initiative

can have positive benefits for business operations.



Leverage technology to provide greater visibility into corporate sustainability performance. Organizations will quickly realize that gaining visibility into their sustainability performance requires access to a variety of data. Harnessing this data to drive insights and make sustainability improvements is foundational to creating business value.



Work with technology vendors that have a holistic view of sustainability. Implementing a sustainability strategy can be transformational for organizations, as it requires elements that span people, process, and technology. Consequently, it is important to work with vendors that have a life-cycle view of sustainability and can help with strategy formulation, the operationalization of sustainability data, and the ongoing monitoring and management of sustainability performance.



About the IDC Analysts



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Curtis Price is the Program Vice President of IDC's Infrastructure Services group. He oversees research within IDC's Sustainability, Network Infrastructure and Data Center Services. Across these areas, Mr. Price provides expert insight and analysis of the trends and market dynamics impacting organizations around the world.

More about Curtis Price



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Bjoern Stengel is IDC's global sustainability research lead. His research focuses on how environmental, social, and governance (ESG) topics impact and shape business strategies and technology usage. He provides insights into market opportunities, adoption strategies, and use cases for sustainability-related technologies and services. Bjoern helps IDC's clients understand the impact of technology-enabled, sustainable transformation processes in the context of sustainable business strategies, operations, and products and services through research reports, news publications, and speaking engagements at industry events such as Climate Week NYC.

More about Bjoern Stengel



Message from the Sponsor

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Companies need to increase their resilience to the environmental impacts from climate change by:

- Balancing short- and long-term investment strategies to help embed sustainability into every function of the business
- Defining an energy management strategy to measure, monitor and manage energy consumption to create effective energy optimization strategies
- Planning for the effects of environmental impacts against the growth in data transmission and demand for energy
- Identifying and engaging ecosystem partners for integrated solutions that can help address the speed and scale required

IT leaders play a crucial role in the sustainability journey

- Technology from trusted vendors and partners can provide IT leaders with visibility and insights to act on corporate sustainability goals and commitments
- IT organizations can optimize energy management by transforming data into actionable insights
- IT organizations can improve power efficiency and reduce waste by deploying solutions designed, built and packaged with sustainability in mind

Cisco helps to bring a holistic, long-term approach to sustainability within your technology strategy

- Cisco sits at the unique intersection of sustainability and technology, working to help business and IT make informed choices now to help them make progress towards their sustainability goals
- Cisco along with its ecosystem of partners can enable IT to deliver more sustainable data centers, smart buildings and workspaces, the Internet for the Future, and a variety of industry-specific sustainability experiences
- Cisco continues to accelerate the technology roadmaps for our products and solutions across our portfolio and value chain, providing an onramp to solutions that are more sustainable over time
- Cisco continues to unlock the potential of networks by connecting power and data to support sustainability and distribute energy more simply and safely with energy networking

Learn more about Cisco's sustainability efforts and key products and solutions:

Cisco Environmental Sustainability

Cisco Sustainable Solutions (eBook)





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