Microsoft

Accelerate Sustainability with ESG Insights

Who this is for

Business decision makers who want to help their organizations develop practical strategies, tools, and support for sustainability transformations.

Estimated reading time: 13 minutes

About the author

Matthew Sekol is a Capital Markets Industry Advisor with Microsoft's US Financial Services Group. Before joining Microsoft, he had 20 years' experience serving in technology leadership roles across various industries. He is passionate about helping financial services firms—and the companies they invest in—bring about sustainable change. Connect with him on LinkedIn.

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Introduction

In recent years, the acronym "ESG" has become ubiquitous in discussions of corporate performance. It references a variety of environmental, social, and governance (ESG) factors affecting a company's long-term sustainability and resilience and therefore its attractiveness to investors and stakeholders.

Capturing the benefits of ESG and sustainability improvements depends on clearly understanding the relevance of identified issues, gaining insights into the business, and finding the right sources of relevant information. This white paper reviews key ESG considerations, including a sample framework for analyzing issues and using data to prioritize those issues for remediation to drive toward long-term value.

Why ESG insights are important

Early in 2021, CNBC reported, "There is no hotter area on Wall Street," and ESG is fast becoming a preferred way to measure long-term value.[1] Of course, the financial returns of a company's performance on ESG issues—which range from carbon footprint to employee and board diversity—can be difficult to quantify. Nonetheless, such considerations can materially affect the long-term success of the company. Sustainable practices can reduce operating costs, add revenue streams, build brand trust, and safeguard the "license to operate" conferred by public goodwill. Accordingly, capital markets firms are integrating ESG into more and more products; the segment's potential has been estimated at more than $50 trillion in assets under management (AUM) by 2025.

As investors and lenders, regulatory bodies, and other stakeholders increasingly examine ESG performance, your company's stance on relevant issues reveals both risks and opportunities for creating a competitive advantage. That's why you need to seriously consider your company's ESG strategy, tools, and reporting as you determine corporate priorities and investments.

At Microsoft, we believe that data and analytics—coupled with human analysis and discussion—can uncover and track material ESG risks and opportunities, suggest targets for improvement, and help accelerate progress toward those goals. With the right data tools and frameworks to support analysis, companies, investors, and stakeholders can better understand how to build and support sustainable and resilient organizations with long-term profitability.

Your company's stance on relevant ESG issues reveals both risks and opportunities for creating a competitive advantage.

[1] Stevens, Pippa, "There's no hotter area on Wall Street than ESG with sustainability-focused funds nearing $2 trillion," CNBC, April 30, 2021.

How ESG translates to market performance

ESG investment funds have evolved on the premise that ESG performance translates to market performance. In May 2020, ESG funds were touted as outperforming the S&P 500 by 3 percent.[2] In addition, an ESG meta-study (or study of studies) by the Center for Sustainable Business at New York University's Stern School of Business concluded that while disclosures alone don't make a difference, ESG improvements that materially affect company operations (such as energy efficiency or crisis management preparedness) do. Furthermore, this outperformance becomes more marked over time.[3]

Not everyone is convinced. According to PwC's 2021 Annual Corporate Directors Survey, 54% of boards believe that ESG matters have financial impact. Still, only 25% of those surveyed believe their boards understand ESG.[4] This finding shows a massive disconnect between the growth of ESG funds, the data regarding their performance, and the attitudes of board members determining corporate priorities.

Only
54% **of boards believe that ESG matters have financial impact**

For many companies, that means investing in ESG may require an active champion. For example, upstream customers, investment firms with ESG stewardship teams, or an internal ESG leader— similar to a procurement manager who keeps the supply chain efficient— can help the company think sustainably about the future, harness technology to capture sustainability benefits, and embrace change as an opportunity for growth.

[2] Lakhani, Payal, "Why ESG Is Outperforming the S&P 500," Seeking Alpha, May 28, 2020.
[3] Whelan, Tensie et al, "ESG and Financial Performance," NYU/Stern Center for Sustainable Business, undated.
[4] PricewaterhouseCoopers, PwC's 2021 Annual Corporate Directors Survey, 2021.

Looking at ESG issues through their impacts

Companies are intensely familiar with the complexities of financial analysis. The traditional ways in which they announce their financial viability—and investors evaluate those expectations—include 10-K reports, earnings calls, and financial news. For those outside the company, this could mean analyzing 10-Ks via the standard XBRL format and leveraging text analysis tools for earnings calls.

On the other hand, ESG metrics have yet to make a meaningful or regulated appearance in these formats. Consequently, ESG analysis introduces more nuance and multiple considerations, particularly for companies consciously embarking on sustainability transformations. To help manage the complexity and identify issues, consider ESG across three different levels of impact: basic table stakes, ways to mitigate material risks, and opportunities for competitive differentiation.

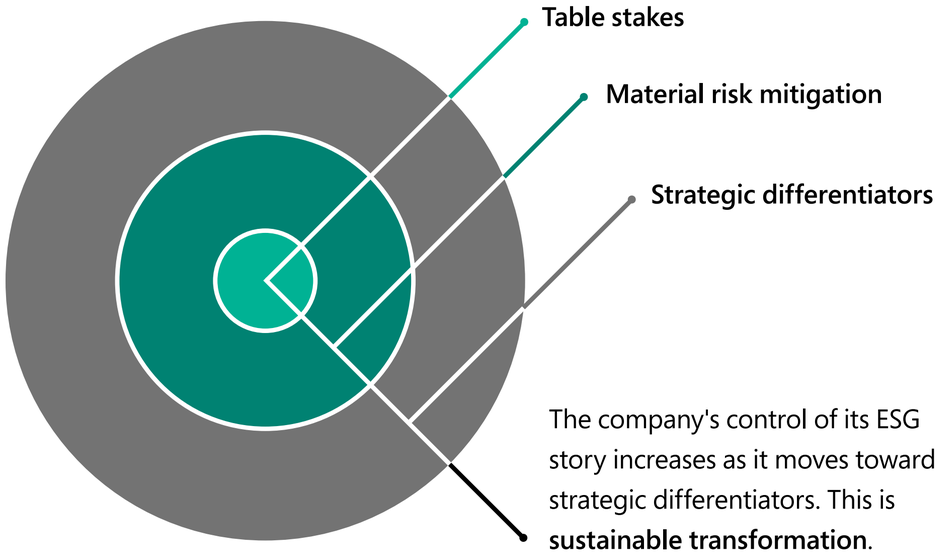


Figure 1: Sustainable transformation proceeds through three levels of ESG issues.

- **Table stakes** are the ESG concerns that every company should address to mitigate systemic issues. Table stakes issues such as energy use or waste reduction are often the focus of firms starting to demonstrate to stakeholders that the organization is environmentally or socially responsible. Employee diversity, health, and morale are often table stakes issues too, because corporate sustainability and competitiveness depend on continuing to attract and retain top talent as well as protecting the brand reputation for ESG's social component. A variety of tools may help manage table stakes data. For instance, an IoT cloud can help monitor the company's electric meter usage or water consumption, while cognitive search engines and big-data tools can help track or quantify air pollution and related health risks.[5]

- **Material risk mitigation** requires your company and board to consider material or pertinent risks and their financial impacts and chart a path toward mitigating those risks. For example, future power sources are highly relevant for an energy utility, so investments in green energy and renewable energy certificates can help the company meet or stay ahead of regulations. Because firms in different industries face different risks, what's most relevant or material for one may be less important to another, and for some organizations, social factors may affect sustainability as much as environmental concerns. For a financial company, for instance, the security of customer data is highly relevant—probably more than the company's energy source—and investing in a cybersecurity solution to protect those records reduces the company's reputational risk, as well as the potential financial impacts of a breach.

- **Strategic differentiators** are newly created ESG opportunities that can reduce the company's cost structure, boost its reputation, or give it access to capital under more favorable terms. For example, an agritech or manufacturing firm might identify a way to sell runoff or a byproduct to another industry for reuse, supporting the circular economy by recycling waste while making a modest profit (or at least reducing disposal or remediation costs).

Looking at ESG issues through this simple lens can help quickly identify the impact for your unique business. For example, factors that represent table stakes in one industry might be a competitive advantage in another—and that could change over time. The assessments leaders and investors make about a company's unique risks and potential differentiators, and the difficulties of quantifying their potential impact, are among the factors that make ESG analysis so complex. Still, this is a good starting point for understanding the issues.

Consider ESG issues at three different levels: basic table stakes, ways to mitigate material risks, and opportunities for competitive differentiation.

[5] Balch, Oliver, "Big Data Helps Put Numbers on Sustainability," Financial Times, Jan. 24, 2021.

Frameworks for understanding ESG issues

Determining which issues warrant investment of limited resources requires surfacing, aligning, and organizing the data so it can be explored easily. Aggregation, analysis, and visualization data tools can help. So can data models for categorizing diverse ESG dimensions. One simple model attempts to organize the massive amount of data into a universal relevance and risk quadrant. This is just one example of how savvy business leaders and investors might prioritize ESG issues to make decisions on capital allocation.

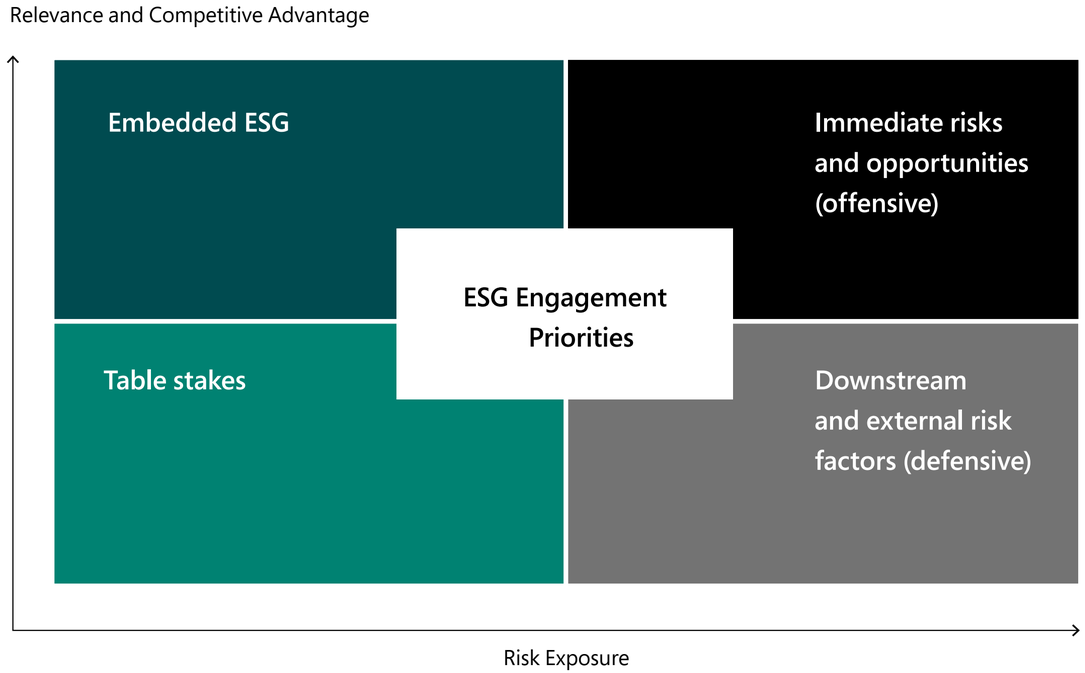


Figure 2: Relevance and risk define one effective framework for understanding and acting on ESG data.

This model allows a company to plot identified ESG issues across the dimensions of risk and potential competitive advantage, which increase in relevance and direct impact as the issues move from the lower left to the upper right of the quadrant:

Table stakes: Low risk factors that also have a low likelihood of providing a long-term financial impact or competitive advantage because they're expected of everyone.

Embedded ESG: These material matters, such as lowering employee accident rates and related costs to manage attrition and reduce health insurance rates, indicate that the company is embedding ESG considerations into its strategy. They represent a higher competitive advantage but lower risk than other relevant issues.

Downstream and external risk factors: These risks are less material and less controllable and thus position the company defensively, but they still may be worth investigating. These also could be issues that face an entire industry, enabling effective leadership to define a competitive advantage. For example, a fashion company that acknowledges the issue with human slavery in the supply chain could decide to take actions that mitigate its risk and inspire others to change.

Immediate risks and opportunities: These directly controllable, material risks could disrupt an industry, the company, or stakeholders. That makes them pressing matters for immediate attention. For example, an unsecured customer dataset represents a risk that must be mitigated before a hacker steals it and exposes the company and its customers. This particular type of risk is unlikely to surface in any ESG report internally unless the company can operationalize its sustainability efforts.

Considering your company's posture on these ESG issues can help drive engagement priorities for the board and other corporate leaders, resulting in funded projects to improve. Investors and lenders may also conduct similar mapping efforts to influence companies in a responsible direction. As business leaders refine their long-term strategies and analyze ongoing performance with the help of data tools, a framework like this is helpful for ideation and discussion.

Considering your company's posture on these ESG issues can help drive engagement priorities.

Internal ESG insights depend on operationalizing sustainability

Even with sufficient understanding of the ESG issues and prioritization, the internal and alternative data required to lead a company through a sustainable transformation can be overwhelming. Whether it's a mountain of information assembled into a CSR report, a universe of data from other sources, or both, that data must also be reviewed for relevance to the sector and competitors. It can be a dizzying prospect.

Due to the complexity of ESG issues and legacy operational platforms, uncovering insights can be challenging. Companies perform at different levels of success when it comes to ESG issues and may be sophisticated in one ESG area but behind in another. Unfortunately, some companies ignore the importance of ESG except to publish great marketing with little data or effort, a tactic known derisively as "greenwashing." Others embrace ESG but lack clear insight into metrics and flounder as a result.

Data can play a critical role in helping you understand your company's current ESG performance on issues, test scenarios with virtual models, chart a realistic path forward, and share results with stakeholders, including employees, customers, and investors. The discussions between the company and stakeholders also play a part: As the company publishes reports and its ESG story matures, control of that story moves away from external parties and can be productively reclaimed by the company.

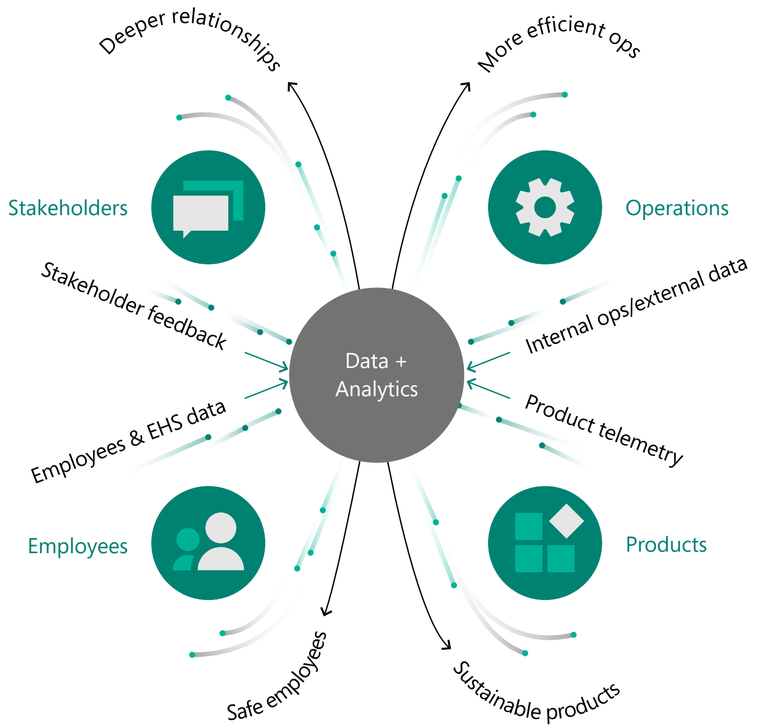
Finally, even those who understand ESG well typically publish results annually, which is less than optimal for many stakeholders. To be of most value to stakeholders and the company itself, ESG must be embedded across the organization through educational and digitization efforts that lead to the operationalization of sustainability.

Data can play a critical role in helping you understand your company's current ESG performance and chart a realistic path forward.

Technology plays an important role here, because protecting and building long-term value isn't only about the volume of available data but its quality (including timeliness) and the ease of converting it into business decisions. Effectively integrating data from operations, products, employees, and other stakeholders and then analyzing it through technology allows the business to build ESG impact, mitigate risk, and uncover new opportunities. In many cases, that equates to resilience.

In this operational framework, diverse measures of sustainability can be captured, understood, and integrated into decisions to improve future outcomes. From there, company leaders can understand their ESG risks and opportunities and accelerate a sustainability transformation.

Effectively integrating data and analyzing it through technology allows the business to build ESG impact, mitigate risk, and uncover new opportunities.



The digital ESG feedback loop

1. Data

Capture what matters across the business and beyond

2. Insight

Connect and synthesize data, looking for material risk and opportunity

3. Action

Improve outcomes for stakeholders

Figure 3: ESG data from four different areas inform decisions in an effective digital feedback loop.

ESG considerations become continually embedded across the business as digital signals are analyzed and processed. As the signals from four key areas feed into the loop, insights emerge that empower the company to understand its impact, mitigate risk, and uncover new opportunities, while keeping stakeholders informed on the progress. Information and perspectives from four areas power this ESG feedback loop:

Stakeholders (external): Companies frequently are caught off guard by external stakeholders who sway corporate decisions through public pressure. That pressure can manifest in ways that range from customer dissatisfaction to physical or virtual communities rallying against a company operation, partnership, or policy. However, such pressure needn't be a complete surprise or beyond the bounds of quantification and understanding. For instance, customer satisfaction can be measured through surveys, while social media sentiment can be discovered and analyzed with social media analytics tools.

Employees (internal): Employees are critically important stakeholders as well as an audience for a company's ESG information, and ESG performance can affect worker morale and retention, particularly in circumstances when labor shortages give employees attractive alternatives. Companies can improve retention and strengthen recruitment by building a diverse and collaborative workplace culture with an ESG performance that makes employees proud. Employees themselves can show the way when companies can develop and act on metrics such as perceptions of inclusivity or early indicators of burnout.

Operations: When operations become digitized, the board gains information that can help uncover risks and illuminate new opportunities for efficiency. For ESG purposes, one of the most critical areas to digitize is supply chain management. Frequently, suppliers don't understand why procurement groups ask questions about the suppliers' ESG metrics or how those supply-chain performances contribute to long-term value downstream.

Product telemetry: Whether a company offers physical or digital products or services or a complex combination of them all, telemetric feedback from and about those products and services can provide valuable insights—including information about ESG topics such as product energy use, longevity, and eventual disposal or recycling. Product owners and leaders can use those insights to better understand product lifecycles and ESG risks.

True sustainability requires transformation based on data that can direct strategy.

Relevant ESG insights from all four data sources—stakeholders, employees, operations, and products—can surface ideas for improvement that would be cumbersome to capture without technology. Too often, the quality and availability of such data depend on systems and processes that are manual and often siloed. In addition, company leaders may be hesitant to publish this data into a loop due to competitive exposure or a perception that it could be damaging. In such cases, boards and investors can't take effective action on capital allocation toward improvement because the data remains locked away.

While technology modernization is an important step toward digitization, companies must be careful not to stop there—not to allow ESG data reporting to become an excuse for inaction. "What gets measured gets managed" is an axiom of sustainability. However, it can also be said that "what gets measured gets manipulated."[6] Long-term value only emerges with progress and change. Using a digital feedback loop simply for disclosing information is not enough and could even be detrimental as observers notice a lack of action amid disclosed data that does not seem to change.

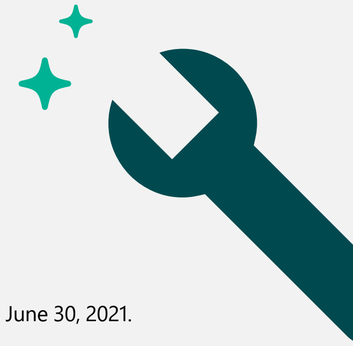
For instance, marketing teams watch social media to analyze sentiment and mine customer opinions. Collecting data might involve social media platforms and customer omnichannel support systems to uncover trends in customer behavior and even help directly address individual customer issues. AI models can be deployed atop the stakeholders feedback loop to help identify material customer issues that could impact the company's reputational risk and cause customer dissatisfaction.

Through careful measuring of issues like this, companies can begin to shift around their digital feedback loop. In a changing world, true sustainability requires transformation based on data that can direct strategy.

Microsoft tools that support integrating ESG into the business

A variety of Microsoft tools can help you operationalize ESG.

- Aggregate and centralize telemetry and other types of data and generate reports for improvement efforts with Microsoft Azure IoT.
- Use Azure Stream Analytics to assess data and extract actionable insights from data streams ranging from social media to building HVAC control systems.
- Deploy Microsoft Dynamics 365 applications to gauge customer satisfaction or partner with suppliers on supply-chain ESG performance.
- Develop metrics for employee sentiment and workplace culture with tools like Microsoft Viva.



[6] Taylor, Alison, "More Disclosure Is Not the Answer to Corporate Diversity Shortfalls," Quartz, June 30, 2021.

Supplementing a long-term ESG strategy with alternative data

Technology can help business leaders weigh ESG issues across data points, make informed investment decisions, and determine the relevance of different metrics for the company and its industry. Still, not all useful datasets are generated by the company. Insights can be uncovered elsewhere, too.

As company leaders work to embed ESG into the strategy, two additional resources can help fill gaps in the short-term to inform the long-term vision:

1. Alternative datasets (such as ESG data providers, news feeds, and social media sentiment).
2. Artificial intelligence (AI) applied to those datasets.

Public companies have established ways to identify and report financially material information. Still, investors and stakeholders are always looking for more data. Private companies are not immune, as they have to deal with competitors and stakeholders. Information such as employee and customer sentiments, environmental supply chain risk, industry alignment, and even weaknesses in board composition or governance can be identified with alternative data sources that run alongside the internal data to provide insights into these other matters.

For ESG, three main types of alternative datasets apply:

- **Self-reported (internal):** Data already captured and reported by the company, often in the form of corporate social responsibility (CSR) or sustainability reports.
- **Nontraditional:** Relevant data from aggregators, news agencies, social media, NGOs, and other sources that provide insights into the industry and company from an outside perspective.
- **Planetary/social:** Location-based climate change, urbanization, biodiversity, and population data.

Of course, the first is a product of the company's investigation into its ESG efforts and potentially its digital feedback loop. Investors and ESG data providers will typically scour these reports with natural language processing and other AI tools to uncover intent and progress. For them, your company's internal data is alternative data.

Acquiring the other datasets with sufficient traceability can be challenging, and managing the data often poses difficulties, too. That's particularly true with datasets that exist as documents that aren't easy to organize, understand, or use in another form, such as reports by advocacy groups or government records. For example, an NGO might have a published report that needs to be analyzed because it could impact a company's supply chain.

Other datasets change through regular updates, such as those provided by subscription data services. Climate data is one example. For cases like this, the data can be streamed into information analysis services for aggregation, integration, querying, and the application of AI.

In addition to the complexities of onboarding various types of alternative data, business leaders need to consider how the relevance and value of that data may change over time. A given type of data may be material at some points and not at others, as conditions change. AI can help reveal those shifting values and scale insights.

A natural progression of insights builds on what the company can understand about itself (internal data from the feedback loop) combined with these types of external datasets. While companies can report on ESG factors, make incremental improvements to risk, and create new opportunities with internal data, adding the external data accelerates ESG in new and unexpected ways.

Technology can help business leaders weigh ESG issues across data points, make informed investment decisions, and determine the relevance of different metrics.

For example, climate data could be matched with asset location data to uncover real estate or supply chain risks related to sea-level rises in the communities where those assets exist. Various AI models might expose the risk over a probability matrix for leaders to assess. For a company that provides services in a crisis, such as a healthcare network, understanding how the climate might impact its services over time is critical. As outlined in this example, an alternative dataset (climate) layered on top of internal data (asset location), together with an AI model that changes over time, can provide immense value by allowing leaders to plan for and mitigate a risk. For the community, this type of insight may be invaluable.

Microsoft tools for leveraging alternative datasets

Gain valuable insights from challenging datasets with these Microsoft tools.

- Access an alternative dataset of global environmental data from the Microsoft Planetary Computer.
- Organize, search, and prepare manual data sources for content analysis with text analysis tools like Azure Cognitive Services.
- Apply AI and machine learning to subscription data feeds by streaming them into Azure Synapse Analytics.
- Gain insights by aggregating and correlating external and internal data with help from tools like Azure AI and Deep Learning, Azure Event Hubs, and visualization software such as Microsoft Power BI.

The sustainability of ESG workloads and tools

As a corporation works with ESG data, its leaders need to remember the impacts of ESG technology. Both status-quo inaction and actions for change have costs. Nobody wants to discover that their ESG data and AI models are contributing to more problems than they are solving.

For a company conducting ESG analysis using a cloud service, the technology's carbon impact is categorized as Scope 3 carbon emissions. The carbon impact of ESG workloads in the cloud, measured in total metric tons of carbon equivalent (MTCO2e), can be calculated and compared with that of on-premises datacenters. Such calculations enable the greenhouse gas (GHG) reporting of Scope 3 emissions.

Microsoft believes in harnessing the power of technology to help everyone build a more sustainable future. In light of the urgent global need to reduce carbon consumption, we recently announced Microsoft Cloud for Sustainability, a new SaaS platform that will help companies understand and take charge of their carbon emissions, set sustainability goals, and take measurable action toward them. This will enable any organization to more easily and effectively record, report, and reduce the resource use and emissions contributing to its environmental footprint. Use it to integrate real-time data, assess and report impacts, and accelerate your company's sustainable transformation.

Microsoft Cloud for Sustainability will help companies understand and take charge of their carbon emissions, set sustainability goals, and take measurable action.

Microsoft resources for determining ESG workload sustainability

Ensure your ESG technologies support your sustainability journey with these tools.

- Quantify the carbon impact of ESG workloads in Azure and estimate Azure consumption in MTCO2e using the Microsoft Emissions Impact Dashboard (previously known as the Sustainability Calculator).
- Learn more about carbon impact calculations and Scope 3 emissions reporting in the Microsoft Scope 3 Emissions report.

Microsoft's ESG approach

Microsoft believes that our ESG performance is linked in myriad ways to our long-term financial performance and growth. Throughout our organization, people at Microsoft are working to conduct our business in principled ways that make a significant positive impact on important global issues. That includes improving the environmental sustainability of our own business and lowering our impact, as well as supporting all of the United Nations Sustainable Development Goals. We outline our commitments and make a full set of our ESG disclosures available.

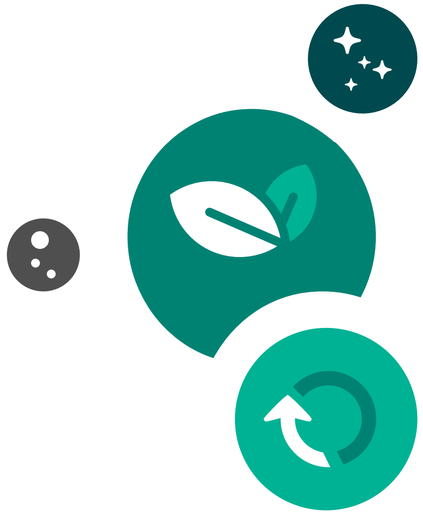
A select set of our most important ESG initiatives, which we know are of interest to many of our shareholders and other stakeholders:

Environmental sustainability

Our strategy for a sustainable future focuses on climate, ecosystems, water, and waste. We've identified metrics and specific goals for each, and we routinely report on our progress. We have a detailed plans to be carbon negative by 2030, water positive by 2030, and produce zero waste by 2030, and we're protecting ecosystems by developing a Planetary Computer.

We use the Principles of Sustainable Software Engineering, and we've recently announced the formation of The Green Software Foundation. This nonprofit, created with Accenture, GitHub, and ThoughtWorks and established with the Linux Foundation and the Joint Development Foundation Projects, LLC, will build a trusted ecosystem of people, standards, tooling, and leading practices for building green software.

We've also enhanced transparency and accountability by subjecting the data in our annual sustainability report to third-party review and including progress on sustainability goals as a factor in executive pay. Read about our first year of progress meeting these commitments or find the latest information on our website. Microsoft's Regulatory and Public Policy Committee provides oversight and guidance on Microsoft's environmental sustainability strategy and commitments.



100% renewable energy
by 2025

Water positive by 2030
replenish more water than we consume by 2030

Zero-waste
certification by 2030

Net-zero
deforestation from new construction

Figure 4: Microsoft's sustainability goals target the four pillars of carbon, water, waste, and ecosystems.

Human capital

We aim to recruit, develop, and retain world-changing and diverse talent. To foster employees' success and ours, we seek to create an environment where people can do their best work, proudly be their authentic selves, and know their needs can be met. We're also working to transform human resources using data, technology, process excellence, and investments in people. For instance, we've evolved our employee benefits to be more holistic and inclusive, increased transparency on our diversity and inclusion (D&I) commitments, and made progress in advancing D&I practices through a focus on allyship, behavior modeling, broader talent searches, and employee advocacy groups.

Learn more about our diversity initiative and read our general approach to human capital management in the "Human Capital Resources" section of our Form 10-K for the fiscal year ended June 30, 2021. Microsoft's full Board and its Compensation Committee provide oversight and guidance to management on workplace and culture.

Racial equity initiative

In June 2020, Microsoft announced a series of commitments designed to address the injustice and inequity experienced by racial and ethnic minorities in the United States, including Black and African American communities. This effort centers on three multi-year pillars:

- Increasing our representation and strengthening our culture of inclusion by doubling the number of Black and African American people managers, senior individual contributors, and senior leaders in our US operations by 2025.
- Evolving our supply chain, banking, and partner ecosystems.
- Strengthening our communities by using data, technology, and partnerships to help address racial injustice and inequities of the Black and African American communities in the United States, and by improving the safety and well-being of our employees and their communities.

Read more, including our first-year progress report for the communities pillar of this initiative. Microsoft's full Board, Regulatory and Public Policy Committee, and Compensation Committee provide oversight on many aspects of our commitments through its Racial Equity Initiative.

Responsible artificial intelligence

Microsoft is committed to ensuring our artificial intelligence (AI) breakthroughs are developed responsibly, earn people's trust, and benefit society. We created our Office of Responsible AI (ORA) and a multidisciplinary internal AI, Ethics, and Effects in Engineering and Research Committee (AETHER), to establish an internal governance structure that provides principles, practices, tools, and compliance processes that help ensure Microsoft is upholding our AI principles in our development of AI technology and products. ORA sets our rules and governance processes and AETHER advises our leadership on the challenges and opportunities presented by AI innovations. Together, ORA and AETHER work closely with our engineering and sales teams to help them uphold Microsoft's AI principles in their day-to-day work. We are also active on the public policy front, calling for laws and regulation on AI technologies like facial recognition to ensure that the promise of AI is realized for the benefit of society at large while protecting fundamental rights. Microsoft's Board and its Regulatory and Public Policy Committee provide oversight and guidance on Microsoft's approach to responsible AI.

Summary

As companies and stakeholders begin to truly understand ESG risks and opportunities, aligning existing financial reporting to new internal and alternative datasets is key to developing the next generation of insights, including ESG factors that can build competitive advantage. Today, this work frequently requires hundreds of people feeding unique data points into centralized CSR reports. These efforts are already being streamlined as companies increasingly digitize operations, which helps to eliminate data silos and manual reporting. Still, most organizations will probably continue to deal with a deluge of data, new data sources of varying quality, and changes in regulatory, investor, and public attitudes toward ESG criteria and performances.

Cloud-based tools can help you manage this shifting deluge. Pair those tools with a coherent ESG strategy to support informed decisions about relevance and risk. By helping to identify opportunities and accelerating progress toward goals, the right data tools contribute to profitability as well as sustainability. As measures of ESG improvement solidify as standards for gauging a company's long-term value, the tools for tracking related performance can also help you identify new opportunities and differentiators, attract capital, improve corporate resilience, and drive real change.

For more information

To discover how sustainable transformation can benefit your business and obtain practical planning guides for key leaders in your organization, read the Microsoft Sustainability Executive Playbook.

To learn more about ESG workloads in the cloud, download The Carbon Benefits of Cloud Computing.

To try sustainable technology tools for free—or share the opportunity with those who manage your ESG data—check out the public preview of Microsoft Cloud for Sustainability.

To keep up with Microsoft sustainability news, sign up for related announcements and alerts.

For information on other ways Microsoft can help your organization manage and integrate ESG data to drive sustainability, contact your Microsoft Account Team.

Microsoft