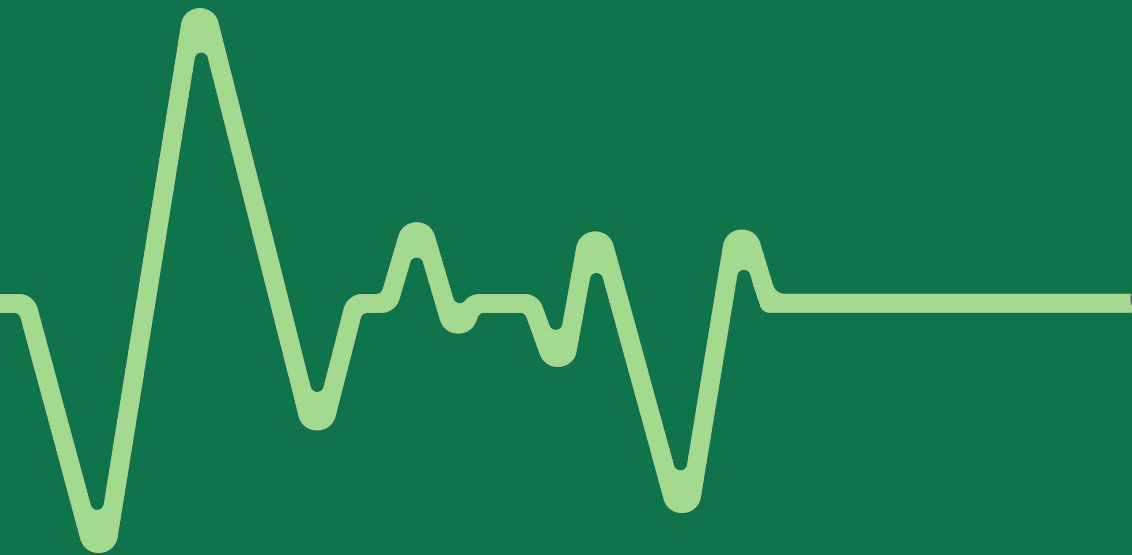




Digital Product Sustainability Pulse

Research & Recommendations

Jo Masraff



Green PO

Synopsis for conference - to be deleted

Why is Digital Product Sustainability still overlooked?

We have the need, we have the suggested techniques, but few take action.

Why is digital product sustainability low on the radar of some companies but not others?

Developed in partnership with multiple agencies across Europe, the Digital Product Sustainability Pulse summarises the results from Product Owner interviews on Digital Product Sustainability while offering practical recommendations from experts in the field.

In this session, we'll explore the key factors shaping digital sustainability, including:

- Why sustainability and profitability go hand-in-hand
- The influence of product teams in driving sustainable change
- Product owners' awareness, interest, and capabilities around sustainability

Join us and find out how to bring sustainability to your digital products, and why that doesn't mean reducing your profit margin.

Participant takeaways:

- Understanding of the wider, holistic view of digital sustainability
- Identify different strategies to improve digital sustainability
- Identify multiple digital sustainability practices
- Empowered to take action to improve the sustainability of their product AND improve profitability

CHECK

Do we cover all these points and answer all the questions?

Who am I?



Jo Masraff

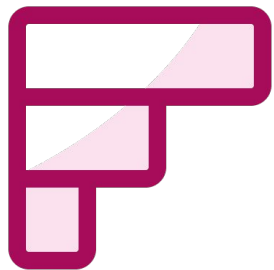
Co-Founder
and Chief
Product Officer
@Green PO

Co-organiser
Agilists4Planet
&
Agilists4Sustainability

Partners

This report was conducted as a collaboration among the following partners:

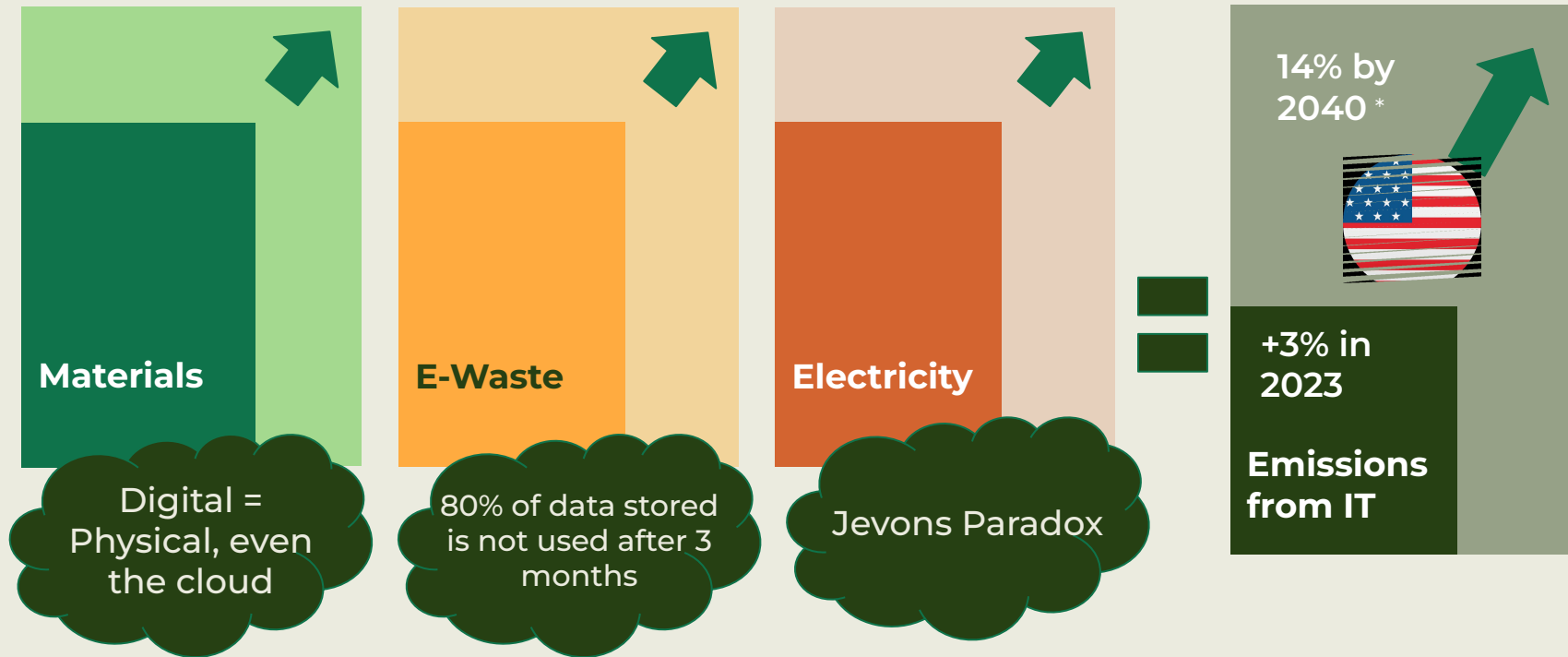




Rank from lowest to highest emitting industry



Digital Emissions



Green PO

- Born in 2023
- Co-founded by Jo Masraff, Patrick Hypscher and Scott Seivwright
- Recent org changes that we will tell you about later!
- On a mission to turn every product person into a green product person.



Findings based on a Multinational Survey

- Focus on actual past behaviour
- 5 years experience minimum in digital product roles
- 25% UK, 25% Netherlands, ~50% Germany



Scan to access
report or go to

tinyurl.com/greenpo-report

**Series of
Qualitative
Interviews**

35 %
Female

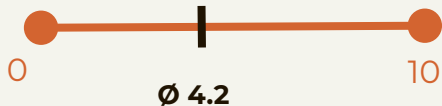
94 %
Internals



Lower Knowledge than Interest and Influence

“On a scale from 0 to 10, how would you rate the average PO's sustainability-related...”

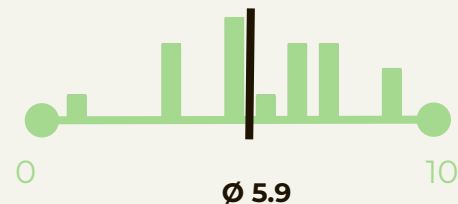
KNOW-HOW

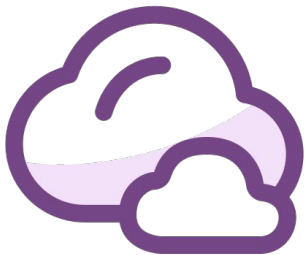


INTEREST



INFLUENCE





What does digital sustainability mean to you?



What is sustainability?



Introduction to Footprint and Handprint



Footprint:

Environmental emissions, pollution, greenhouse gases and resource extraction and social conditions to create and use the product.

Handprint:

Positive impact created by product to regenerate and restore nature and society.





In order to drive positive
systems change we want big
hands, and small feet!

1. Understanding of Sustainability is mostly shallow

Most product professionals have no or a limited understanding of sustainability.

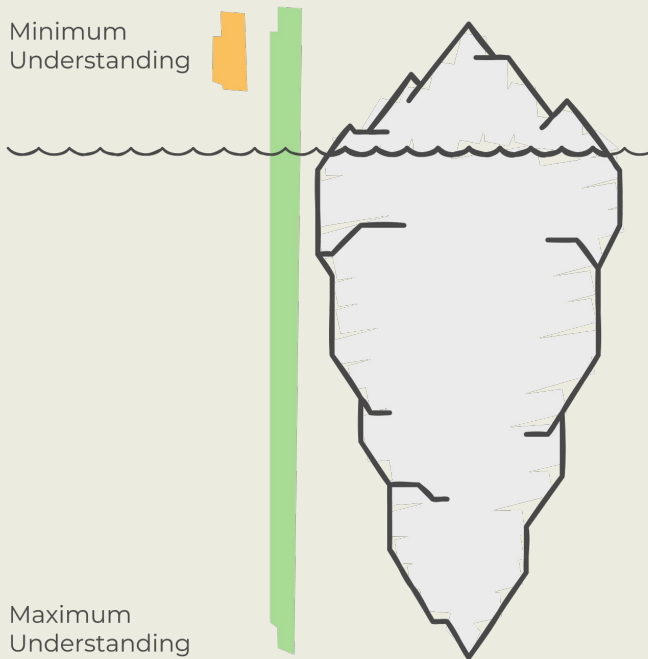
- **Minimum understanding :**

More accessible, less emissions

- **Maximum understanding**

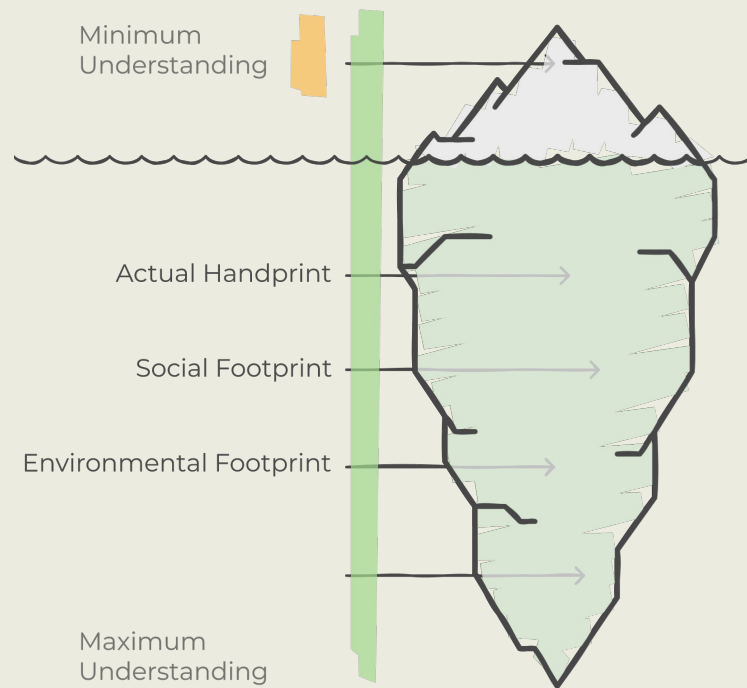
Much much wider and less understood

Moreover, **almost all product professionals do not have data.**



There is a lack of information and transparency. The more effort you need to invest to source information, the higher the costs and resources to make sustainable choices.

1. See and understand the sustainability iceberg



2. Sustainability is not seen as a leading success criterion

~40%

Success metrics for Digital Accessibility (=social sustainability)

30%

Focus on the positive sustainability impact of the product



17%

Explicit success criteria for digital environmental sustainability

11%

Orgs with a systemic view on sustainability - incl. 



Everyone said we want to produce in a sustainable way. But this has only ever been implemented when we had more money in our pockets.

2. How does your product makes the world a better place?



Positive impact and negative reductions of your product

Connect to business model, goals, metrics, tools, processes

Track the product impact - just like customer satisfaction or conversion rates

Screen your operations and partners for sustainability

Consider license models, hardware, and software dependencies

Inspirations: SDGs, B Corp Impact Business Models



3. Companies adopt different Sustainability Approaches

**65% of CEOs saw a ROI
embracing sustainability as a
strategic advantage**
PwC Global CEO report 2025

**Compliant
Sustainability**

**Opportunistic
Sustainability**

**Strategic
Sustainability**

3. Discover different paths to commercial success

Every company can commercially benefit from greater social and environmental sustainability.



Forest

A productivity app that encourages users to focus by growing virtual trees, which can later be translated into real trees planted.

<https://www.forestapp.cc/>



Too Good To Go

An app that helps reduce food waste by connecting restaurants with customers.



**External
Expertise
via
Consultancy**



Leafcloud uses server heat to substitute the use of fossil fuels. Securely built on OpenStack. Hosted in Europe.

<https://leaf.cloud/>

4. Adoption of Sustainability Practices is low

<30%

Report practices to advance sustainability. **Practices that make products more accessible** are the most prominent measures.

<24%

POs mention reducing resources, emissions, and e-waste.

1

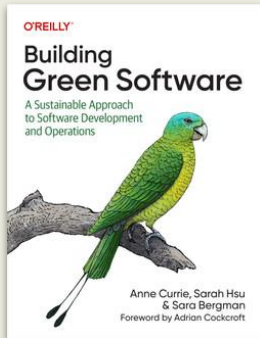
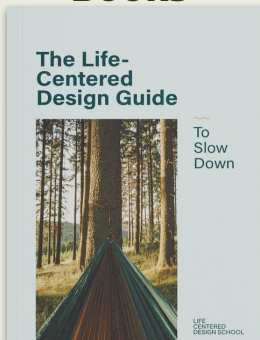
One company has procedures in place to track the environmental impact of their software.



Improving accessibility requires a lot of political persuasion. Many people find it difficult to understand why the stylish carousel element can't be used. This applies to many sustainability issues, you have to assert yourself politically and raise awareness.

4. Upskill and Act

Books



Online guides



Technology Carbon Standard

Courses



Green PO

... and more!

Podcasts



Green PO Courses

Increase Knowledge

Make Money & Be Sustainable

Gain revenue and cut costs through sustainable digital products and practices.

Sustainable Product Ownership Kickoff

Explore strategies, skills and resources to navigate the challenges and triumphs of sustainable product ownership.

Simulations

Planet Aware Prioritisation

Experience the effect of additional prioritisation criteria and see features in a new light

Digital Sustainability Dojo

Use tools to explore aspects of environmental and social sustainability in digital.

Organisation & Team

Sustainable Product Principles

Create principles that guide the product decisions of your team and move together to a more sustainable product.

Planet A-Team

Embed sustainability in your existing Design and Delivery processes to make changes stick.

5. It's on the individuals



Irrespective of the role of sustainability within the corporate strategy and culture



Particular the **passionate ones**



Efforts remain small-scale **without organisational & management support**



Either way:
It's up to the people



I believe that it always has to be the management that stands behind such issues, because otherwise it will be very, very, very difficult. On the other hand, it may actually be every single employee.

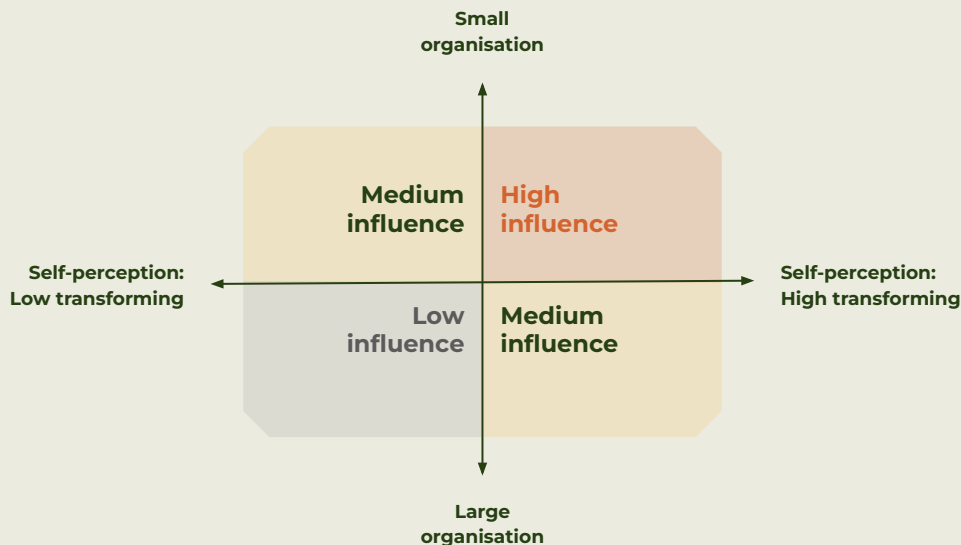
Interviewee

5. Get more people to embark on the green journey



6. PO's influence on a product's sustainability varies.

Reports range from high impact to low impact on a product's sustainability, depending on two dimensions: Organisation size & personality.



I actually believe that deep down, most of us POs want to make the world a better place. I also believe that in our world, where there are so many issues vying for our attention, the topic of sustainability plays too small a role in our jobs. And I firmly believe that you have to start with small steps.

Interviewee

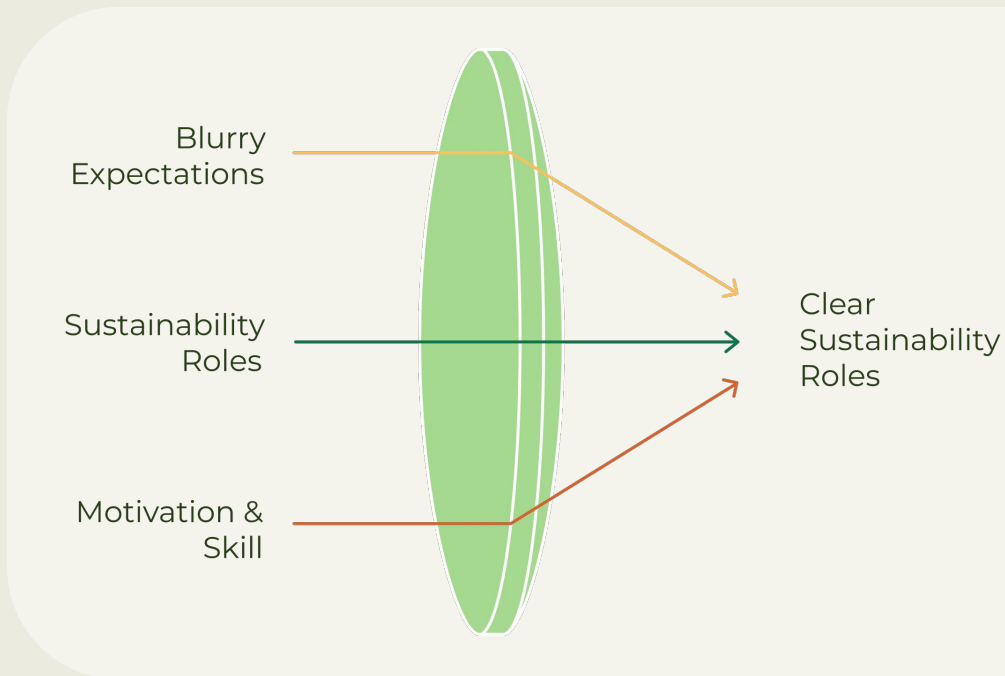
6. Clarify roles and expectations

Problems

- No **“one size fits all”** PO role & definition
- The traditional **PO description is silent about sustainability**
- In times of rising sustainability expectations, **this can create confusion**

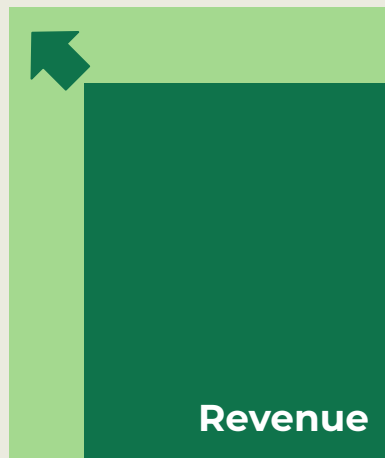
Solutions

- Explore **mutual expectations**
- Clarifying questions on roles / responsibilities
- **What else?**



The not so common, common sense of digital sustainability

... increase revenue
by retaining existing
customers and
winning new ones



... reduce
infrastructure costs



... reduce scope 2&3
emissions

Agilists + Sustainability =



Start where you are



Leadership from all levels



Small steps



Leverage feedback loops



Make it visible

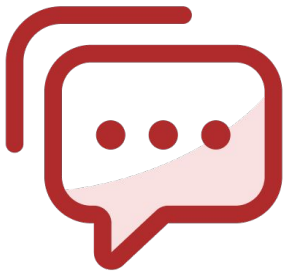


Green PO
Learning Hub



Pirate Jo





Audience Q&A



Presenting with animations, GIFs or speaker notes? Enable our [Chrome extension](#)

The huge opportunity we have at our fingertips

People are still willing to pay more for sustainable products - 9.7% more
PwC Voice of Consumer Survey May 24

You can make money AND make your life and work sustainable.



The 'Green Market' is now the 4th biggest in the world - and its rising almost as fast as IT. *

Green PO – towards a sustainable future

Values

Transparent
Co-creative
Innovative
Purposeful
Human

Principles

Open Source
Collaborative
Holistic
Tangible
Life-Centred
Walk the Talk



Green PO

Founder & Chief Product Officer

Chief Value Officer & Advisor

Co-Founder & Advisor

Advisor

**Products, People & Planet
for a Sustainable Future**

green-po.org

The central graphic features a dark green background with four circular portraits of team members. The top-left portrait is of a woman with glasses and a Superman mask. The top-right portrait is of a man with a beard and a blue turban. The bottom-left portrait is of a man with glasses. The bottom-right portrait is of a woman. The text 'Green PO' is at the top left, and 'green-po.org' is at the bottom left. The mission statement 'Products, People & Planet for a Sustainable Future' is in the center. The roles of each team member are listed below their respective portraits. The graphic is decorated with several hexagonal shapes in green and orange.

Next steps

**Develop the
product
proposition**

**Build
Partnerships &
Community
engagement**

References

1. ICT emissions 2023
<https://interoperable-europe.ec.europa.eu/collection/rolling-plan-ict-standardisation/ict-environmental-impact-rp2023>
2. Aviation Emissions 2024
<https://ourworldindata.org/global-aviation-emissions>
3. Rising IT emissions (9% growth yearly)
<https://www.greencarcongress.com/2018/03/20180306-mcmaster.html>
4. US Emissions 2024 11% of total GHGs
https://en.wikipedia.org/wiki/List_of_countries_by_greenhouse_gas_emissions#GHG_emissions_by_country/territory
5. E Wastes is the fastest growing waste stream (UNEP)
<https://www.unep.org/news-and-stories/story/electronic-waste-surges-countries-look-answers>
6. People are willing to pay (on average) 9.7% more for sustainable products (PwC Voice of Consumer Survey May 24)
<https://www.pwc.com/gx/en/news-room/press-releases/2024/pwc-2024-voice-of-consumer-survey.html>
7. Digital Emissions are generally not tracked:
<https://www.supplychaindive.com/news/Scope-3-carbon-emissions-tracking-supply-chains-IBM-survey/694956/>
8. Risk image:
<https://www.projectboldlife.com/images/2019/05/risk-taker-feature.jpg>
9. Hardware/embodyed carbon accounts for most digital emissions:
<https://planbe.eco/en/blog/what-is-the-digital-carbon-footprint/>
10. Insight from the Green PO Digital Sustainability Pulse Report:
<https://green-po.org/digital-product-sustainability-pulse/>
11. PwC 28th Annual Global CEO REport 2025:
<https://www.google.com/url?q=https://www.pwc.com/gx/en/ceo-survey/2025/28th-ceo-survey.pdf>
12. ESG Today green market 4th biggest in the world
<https://www.esgtoday.com/green-economy-outperforms-global-market-over-past-10-years-second-only-to-tech-lseg/>

Sources and Links

1. <https://datareportal.com/reports/digital-2024-global-overview-report>
2. <https://www.gartner.com.au/en/information-technology/insights/digitalization>
3. <https://a16z.com/why-software-is-eating-the-world/>
4. <https://climate.copernicus.eu/global-climate-highlights-2024>
5. <https://w3c.github.io/sustyweb/glance.html>
6. PwC's 28th annual global CEO report 2025: <https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html>
7. <https://www.w3.org/WAI/standards-guidelines/wcag/>
8. <https://unite.un.org/news/toolkit-un-responsible-tech-playbook-launched>
9. <https://greensoftware.foundation/>
10. In analogy to the ecological footprint by Wilhelm E. Rees and Mathis Wackernagel, <https://journals.sagepub.com/doi/pdf/10.1177/095624789200400212>
11. <https://www.tomorrow.one/en-EU/magazine/handprint-footprint/>
12. <https://www.edx.org/school/sdgacademyx> and <https://www.coursera.org/learn/sustainability>
13. <https://share.eu/>
14. <https://sdgs.un.org/goals>
15. <https://www.stockholmresilience.org/research/planetary-boundaries.html>
16. <https://kb.bimimpactassessment.net/support/solutions/articles/43000574685-what-are-impact-business-models->
17. <https://link.springer.com/article/10.1007/s12525-022-00557-9>
18. <https://www.circularx.eu/en/cases>
19. <https://lifecentereddesign.school/>
20. <https://greentheweb.com/podcast/>
21. <https://www.oreilly.com/library/view/building-green-software/9781098150617/>
22. <https://www.agilealliance.org/sustainability-team-assessment/>

References

1. The Green PO Digital Sustainability Pulse Report:
<https://green-po.org/digital-product-sustainability-pulse/>
2. ICT emissions 2023
<https://interoperable-europe.ec.europa.eu/collection/rolling-plan-ict-standardisation/ict-environmental-impact-rp2023>
3. Aviation Emissions 2024
<https://ourworldindata.org/global-aviation-emissions>
4. Rising IT emissions (9% growth yearly)
<https://www.greencongress.com/2018/03/20180306-mcmaster.html>
5. US Emissions 2024 11% of total GHGs
https://en.wikipedia.org/wiki/List_of_countries_by_greenhouse_gas_emissions#GHG_emissions_by_country/territory
6. E Wastes is the fastest growing waste stream (UNEP)
<https://www.unep.org/news-and-stories/story/electronic-waste-surges-countries-look-answers>
7. People are willing to pay (on average) 9.7% more for sustainable products (PwC Voice of Consumer Survey May 24)
<https://www.pwc.com/gx/en/news-room/press-releases/2024/pwc-2024-voice-of-consumer-survey.html>
8. Digital Emissions are generally not tracked:
<https://www.supplychaindive.com/news/Scope-3-carbon-emissions-tracking-supply-chains-IBM-survey/694956/>
8. Hardware/embodyed carbon accounts for most digital emissions:
<https://planbe.eco/en/blog/what-is-the-digital-carbon-footprint/>
9. PwC 28th Annual Global CEO REport 2025:
<https://www.google.com/url?q=https://www.pwc.com/gx/en/ceo-survey/2025/28th-ceo-survey.pdf>
10. ESG Today green market 4th biggest in the world
<https://www.esgtoday.com/green-economy-outperforms-global-market-over-past-10-years-second-only-to-tech-lseq/>

Report Sources and Links

1. <https://datareportal.com/reports/digital-2024-global-overview-report>
2. <https://www.gartner.com.au/en/information-technology/insights/digitalization>
3. <https://a16z.com/why-software-is-eating-the-world/>
4. <https://climate.copernicus.eu/global-climate-highlights-2024>
5. <https://w3c.github.io/sustyweb/glance.html>
<https://www.w3.org/WAI/standards-guidelines/wcag/>
6. <https://unite.un.org/news/toolkit-un-responsible-tech-playbook-launched>
7. <https://greensoftware.foundation/>
8. In analogy to the ecological footprint by Wilhelm E. Rees and Mathis Wackernagel,
<https://journals.sagepub.com/doi/pdf/10.1177/095624789200400212>
9. <https://www.tomorrow.one/en-EU/magazine/handprint-footprint/>
10. <https://www.edx.org/school/sdgacademyx> and <https://www.coursera.org/learn/sustainability>
11. <https://share.eu/>
12. <https://sdgs.un.org/goals>
13. <https://www.stockholmresilience.org/research/planetary-boundaries.html>
14. <https://kb.bimimpactassessment.net/support/solutions/articles/43000574685-what-are-impact-business-models->
15. <https://link.springer.com/article/10.1007/s12525-022-00557-9>
16. <https://www.circularx.eu/en/cases>
17. <https://lifecentereddesign.school/>
18. <https://greentheweb.com/podcast/>
19. <https://www.oreilly.com/library/view/building-green-software/9781098150617/>
20. <https://www.agilealliance.org/sustainability-team-assessment/>