



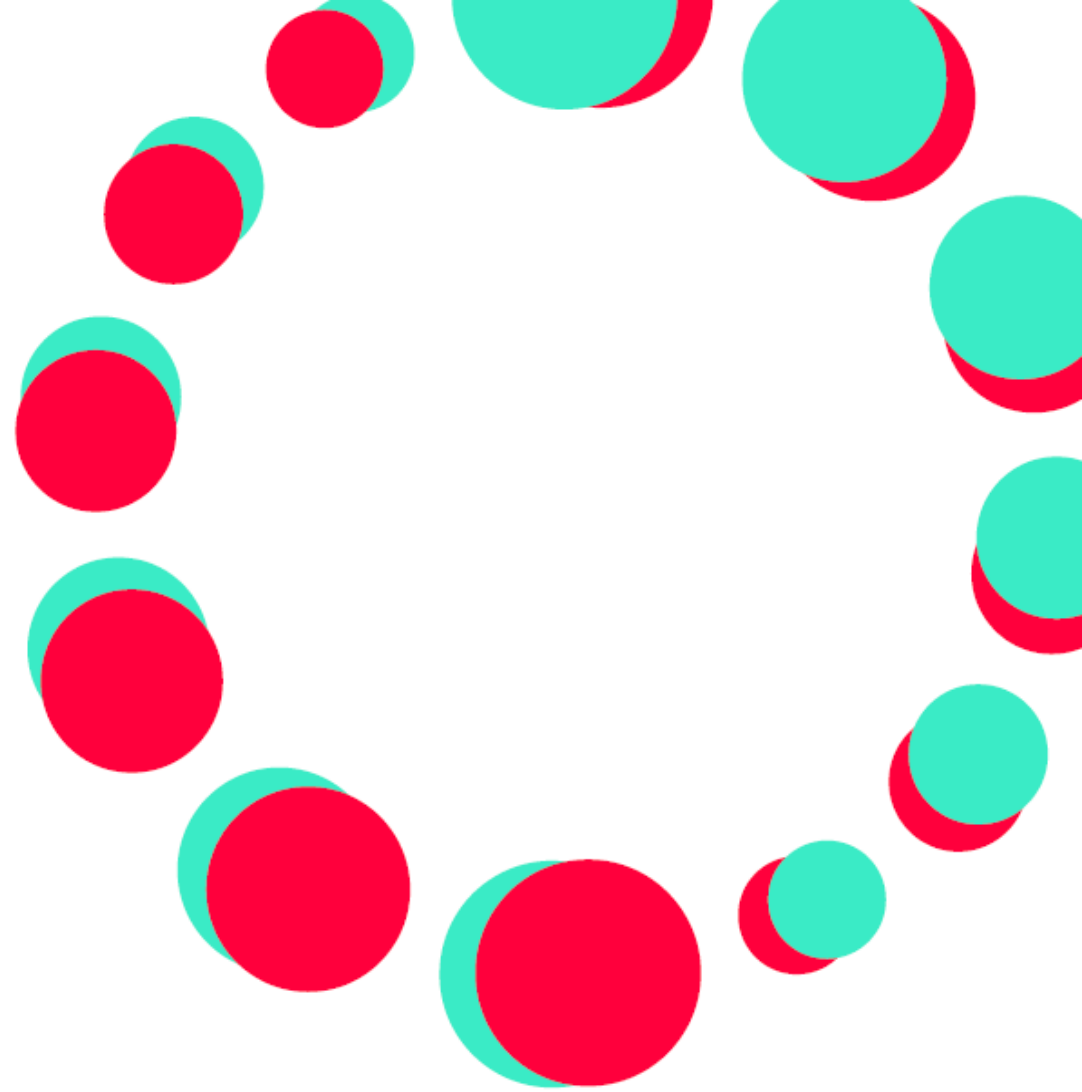
Sustainable *marketing 2030.*

“A sustainable growth framework for marketing”

Deep-dive regional report: Nordics

May 2023

KANTAR



Agenda

- **Introducing this report**
- **An overview of the global results**
- **Nordics regional deep-dive results**
 - 1. Setting the sustainability context**
 - 2. Progress on the sustainability journey**
 - 3. Sustainability performance across marketing levers**
 - 4. Sustainability leadership**
 - 5. Key learnings**

Introducing this report

Methodology overview

In partnership with our national association members and Kantar Sustainable Practice, WFA conducted a new global initiative, building on the insights from the 2021 research, measuring progress and what gaps are still to be addressed: Marketing and Sustainability: Closing the Gaps.



30

In-depth, qualitative interviews with leading CMOs and thought leaders



44

National associations engaged in delivering a truly global perspective, covering **48** countries



938

Online survey responses from senior marketers (client-side) across the globe

Leaders and experts who informed this initiative.



Conny Braams



Cheryl Goh



Cristina Diezhandino



Raja Rajamannar



Johan Wickmark



Arjan Dijk



Fabrice Beaulieu



Lex Bradshaw-Zanger



Feyza Tamer



Clara Lee



Ponz Pandikuthira



Kresse Wesling CBE



Jane Wakely



Chris Leong



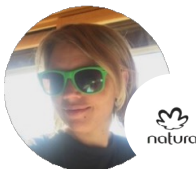
Mark van Iterson



Preeti Srivastav



John Schoolcraft



Charmian Love



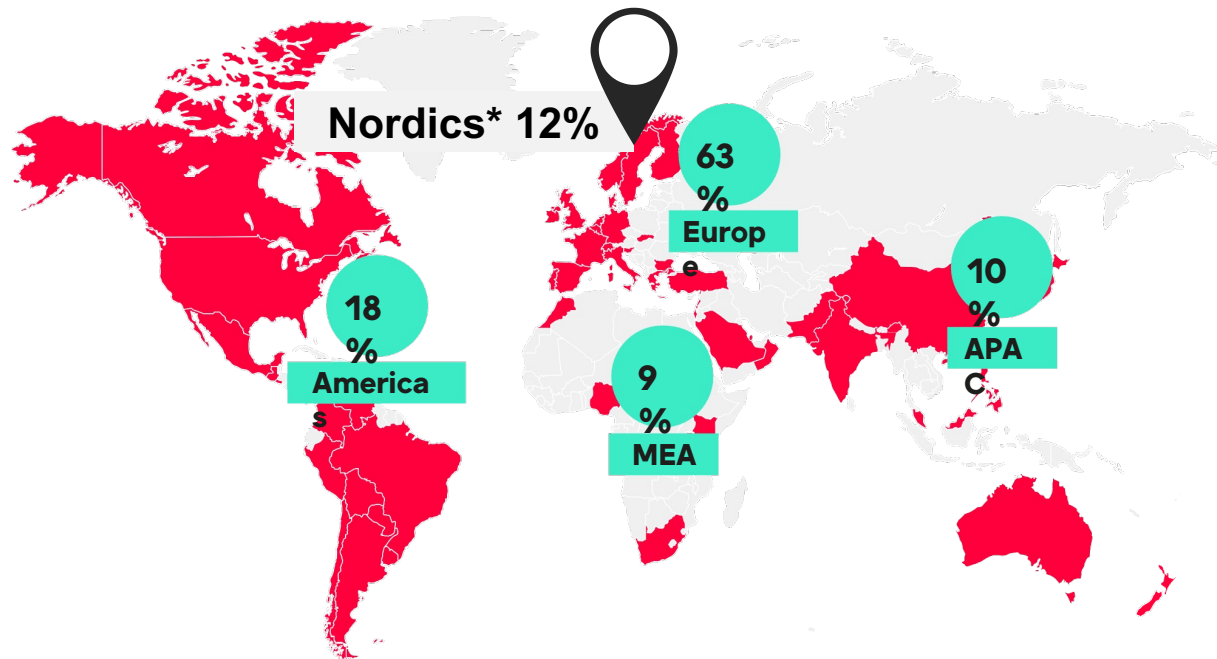
Our global community.



**Who did we
interview?**

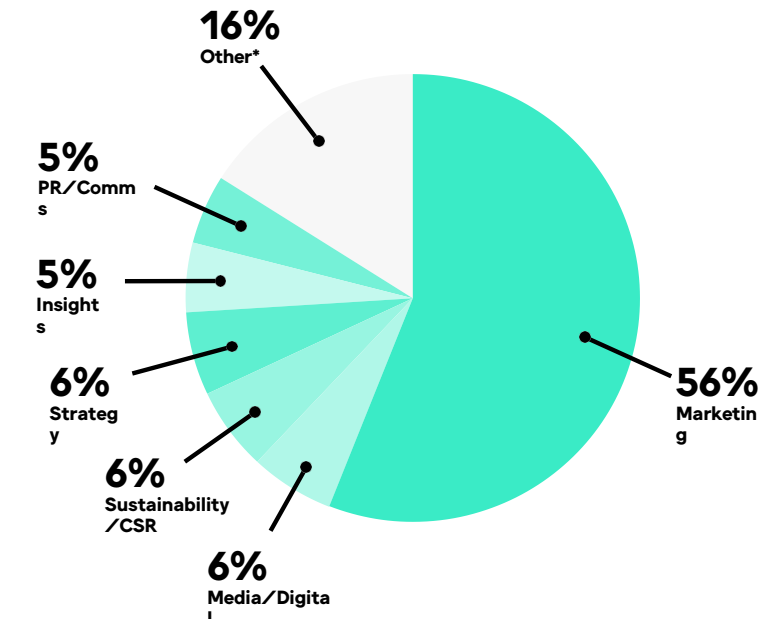
Global quantitative sample.

Respondent split across the



**Nordics region includes: 44 answers from Norway, 29 answers from Sweden, 21 answers from Finland, 6 answers from Denmark*

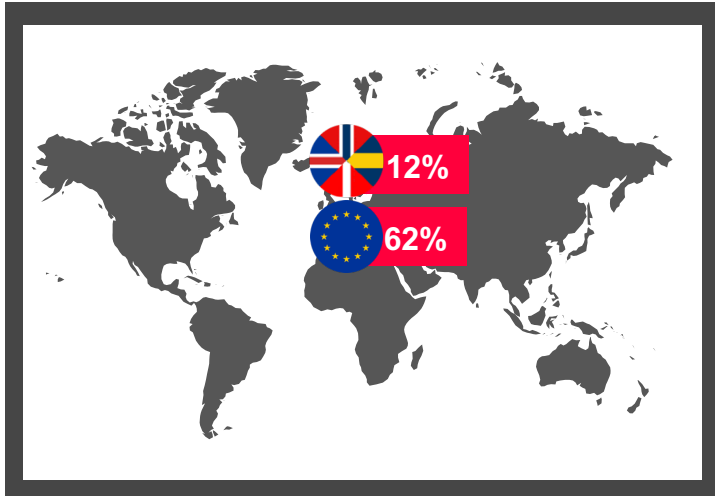
Respondent split across functions.



*Other includes Marketing procurement/Sourcing, Public/ government/external affairs/ Sales/eCommerce and Other and were not represented individually as they represent less than 5% of the answers

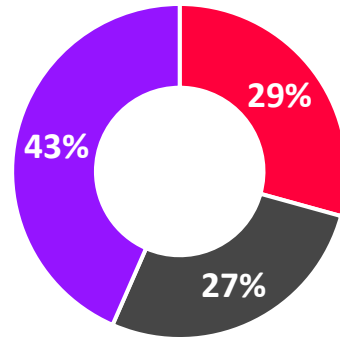
Who did we interview?

Sample profile (at company level)



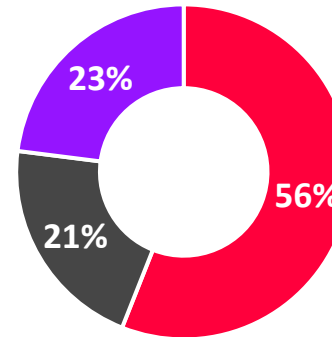
Calculated out of total sample

Business Focus



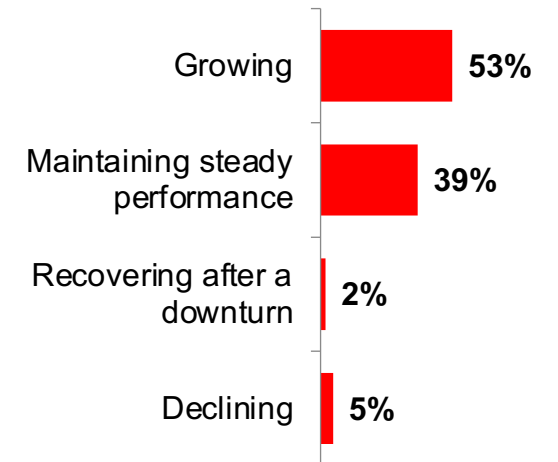
- Business to Consumer (B2C)
- Business to Business (B2B)
- Both

Company size (by no. of employees)

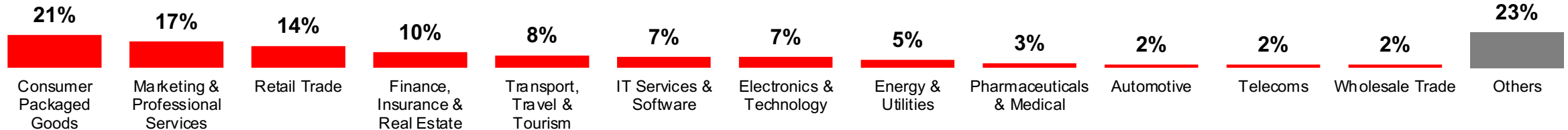


- Small (< 1000 empl.)
- Medium (1000-5,000 empl.)
- Large (> 5,000 empl.)

Current business performance



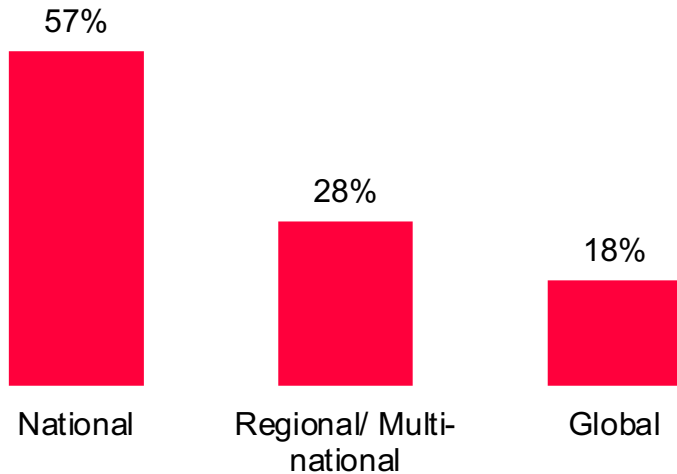
Company sector



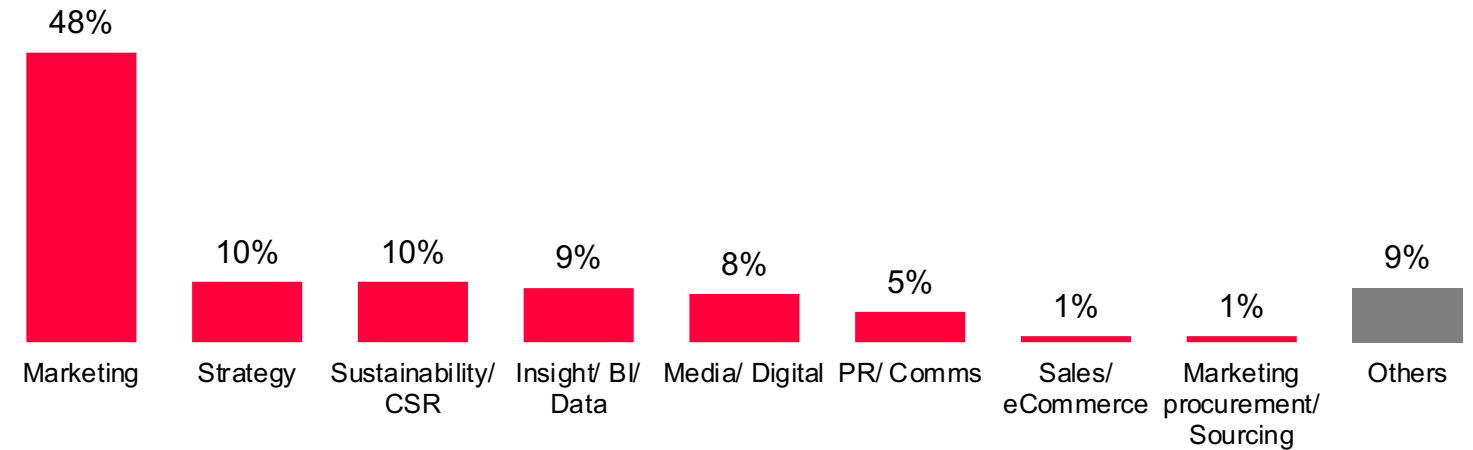
Who did we interview?

Sample profile (at respondent level)

Respondent's remit (multiple choice possible)



Business roles



How to read the norms

This report illustrates the results at 3 levels:

- Nordics deep-dive (🇳🇴🇸🇪🇩🇰🇫🇮🇸)
- Europe norm (🇪🇺)
- Global norm (🌍)



How are the differences highlighted?

Where the results in Nordics are statistically significant higher/ lower than the Global (or regional) norm, the % is highlighted by arrows, as following:

↑↓ Arrows indicate a regional/ global significantly higher / lower value than Nordics (at Confidence interval 95%)

2021

Where comparable, we have included some references from 2021 data, illustrating through arrows significant changes in 2023 vs 2021.

An overview of the global results

Progress is happening.

Exec involvement

- **87% say the Chief Sustainability Officer reports to CEO/Board vs 80% in 2021**

Visibility of KPIs

- **Sustainability as a KPI in marketing dashboards increased to 42% in 2023 vs 26% in 2021**

Sustainability comms

- **40% say they have a sustainability story and are proud to communicate it versus 25% in 2021**

But not fast enough...

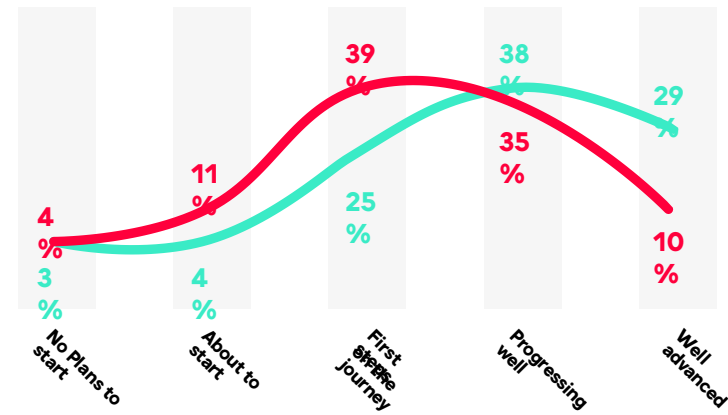
90%

of marketers agreeing that sustainability agendas must be more ambitious

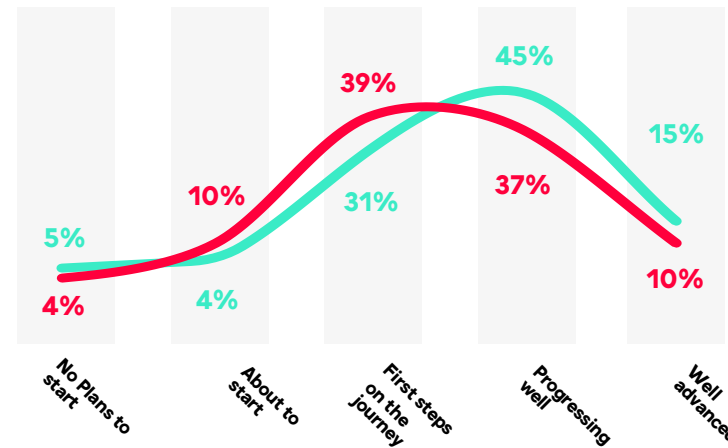
94%

saying marketers need to act more bravely and experiment to drive transformative change

“Marketing and Sustainability: Closing the Gaps” (WFA 2021 report)



“Sustainable Marketing 2030” (WFA 2023 report)



At company level
Marketing function



KANTAR

It's time for marketing to step up.



"We are moved as a species by creativity. Marketers have the ability to take the science and the data, and to move people by connecting them to that information in a meaningful way. Now more than ever, the world needs marketers' creativity, commercial acumen and storytelling. That's what makes our industry part of the solution."
Charlie Thompson, Program Director - Executive Education, Cambridge Institute for Sustainability Leadership

It's our responsibility.

93% of marketers say brands have a responsibility to help people live more sustainably (vs. 92% in 2021)

We have the right

skills. **93%** say marketing can make a difference in the sustainability journey (vs. 95% in 2021)



"Over the last 70 years, we've been creating demand for lifestyles that call for more, more and more. We don't just need to make incremental changes in industry, we have to fundamentally rethink the model and the purpose of our industry. The good news is that's completely within our reach."

Anna Lungley, Chief Sustainability Officer, International Markets, Dentsu

Top opportunities.

Innovate for advantage

Educate people about their choices and actions at mass scale

Transformative partnerships to drive bigger impact

Expand marketing's role in the value chain

Top challenges.

Redefining success

Dedicated resource

Close the (knowledge) gap

Internal mindset

Different themes emphasised across regions.

North America.

Marketing is slightly lagging behind; opportunity to educate internally and externally



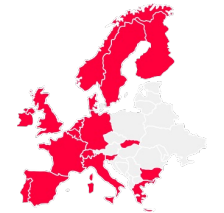
LATAM.

Challenges on conflicting business priorities and building internal confidence



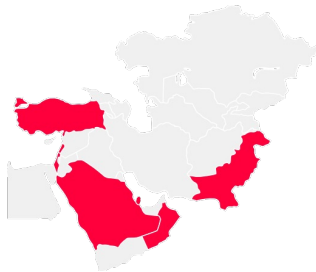
Europe.

Lack of P&L policies and internal resource are key challenges



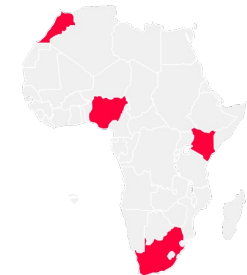
Middle East.

Strong marketing integration; concerns on cross-industry collaboration



Africa.

Positivity and action, but knowledge and skills gap highlighted



APAC.

Premiumisation alongside cost savings are the opportunities; top challenge is sustainability silos



Sustainability value contribution to brands is growing significantly.

Sustainability contribution to value of Global BrandZ Top 100

\$193B

Over 10 years, endorsements of sustainability perceptions have risen

84%

Sustainability remains the most important driver of corporate reputation, contributing

45%

YOY growth of brands rating highest on BrandZ Sustainability Index

31%

5 key framing principles to drive progress.

1. Sustainability has to transition from a siloed function with stand-alone strategies, to being aligned with core business processes and embedded within marketing practice.
2. Marketing needs to build resilience into the business by committing to transformational innovation that takes future environmental and social impacts into account.
3. Our ability to collaborate will be a key point of difference going forward: within corporations, across functions and with external partners – not least agencies.
4. To avoid charges of greenwashing, and to help consumers change their behaviours, communication has to up the ante on normalising sustainable lifestyles whilst being rooted in value chain reality.
5. How we measure value has to evolve in line with shifting business priorities, to take into account environmental and societal metrics as well as financial.



“We want to connect to the notion that marketers have this broader view of the world and can bridge art and science, creativity and innovation. So they are the ones who are creating the innovation in business models and business operating models for organisations.”

Lex Bradshaw-Zanger, Chief Marketing and Digital Officer,
L'Oréal, SAPMENA zone

Circular marketing & growth: shifting from a linear to a circular discipline.



“As marketers, we need to understand the full value chain of our products and brands, not just the consumer benefit. I think that is a change in how we as an industry go about things. We have to understand our end-to-end value propositions, not only where we can bring value to the consumer, but where we bring value to all the other stakeholders in that value chain, from the farmer through to logistics and transport and how we maximise the value to our company, the planet and the people that we serve.”

Jane Wakely, EVP, Chief Consumer and Marketing Officer and Chief Growth Officer, International Foods, PepsiCo

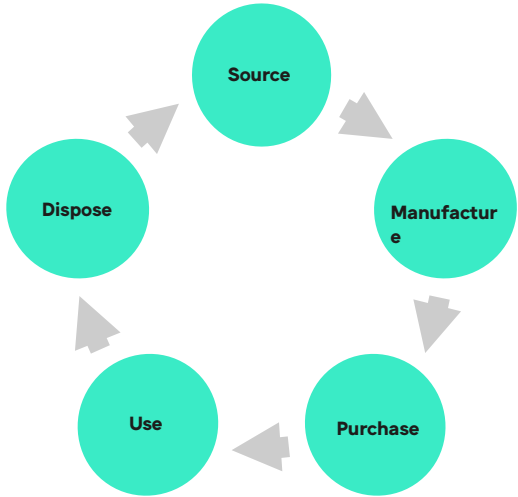
From.

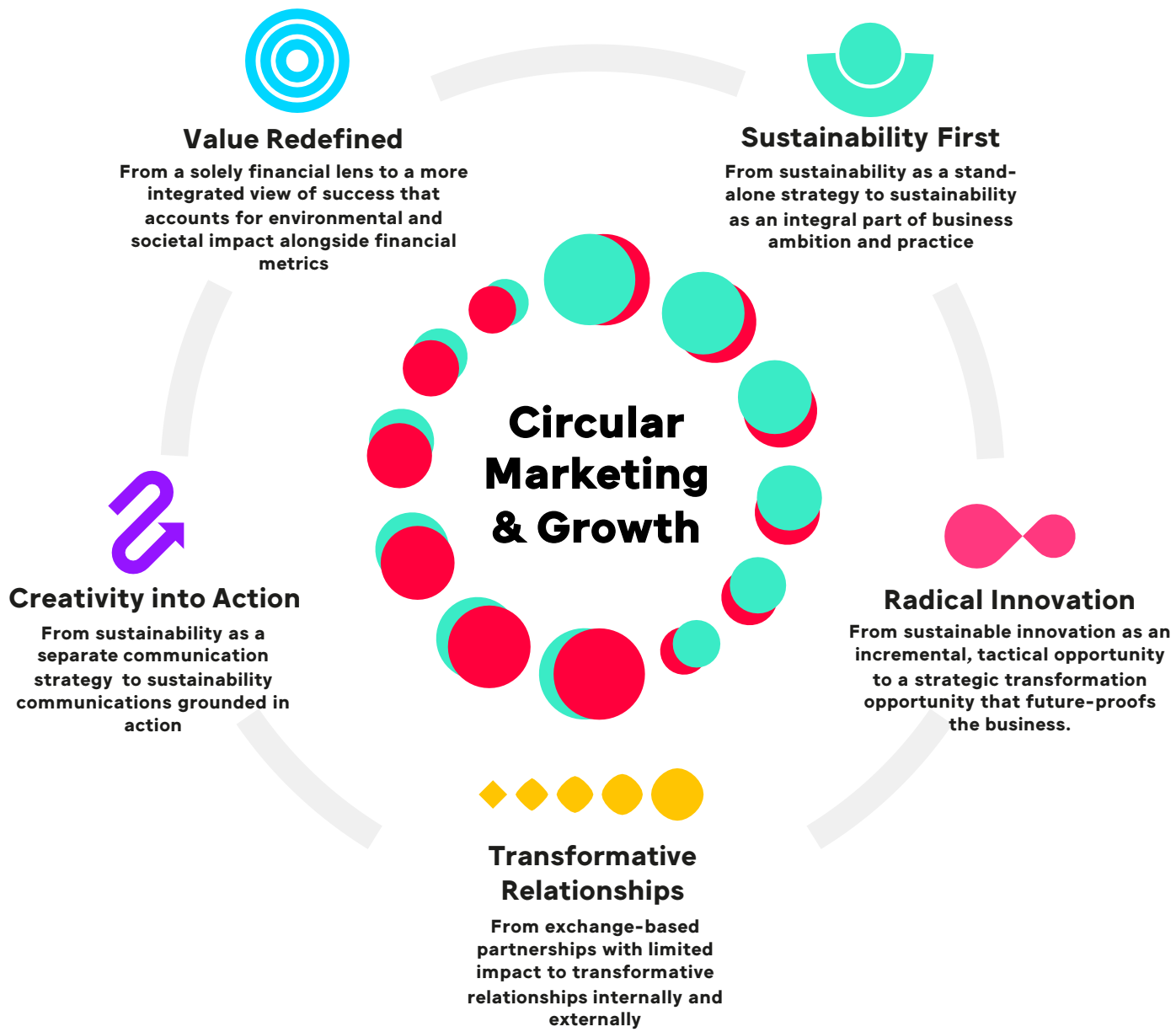
Marketing’s scope centred in purchase and use, within a linear value chain.



To.

Marketing’s scope beyond purchase and use, in line with circular principles.







Nordics regional deep-dive results

1. Setting the sustainability context

Full alignment on UN's Sustainability definition

Nearly universal agreement with the 'sustainability' definition proposed by the United Nations, among Nordics marketers, in line with their regional and global counterparts.

The following definition of 'sustainability', as defined by the United Nations, was proposed to all respondents:

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This definition aspires to maintain economic progress while protecting the long-term well-being of the planet and people.

Agree with the definition



99%



97%



98%

*% Saying Yes

What would you add, remove? (Open answers)

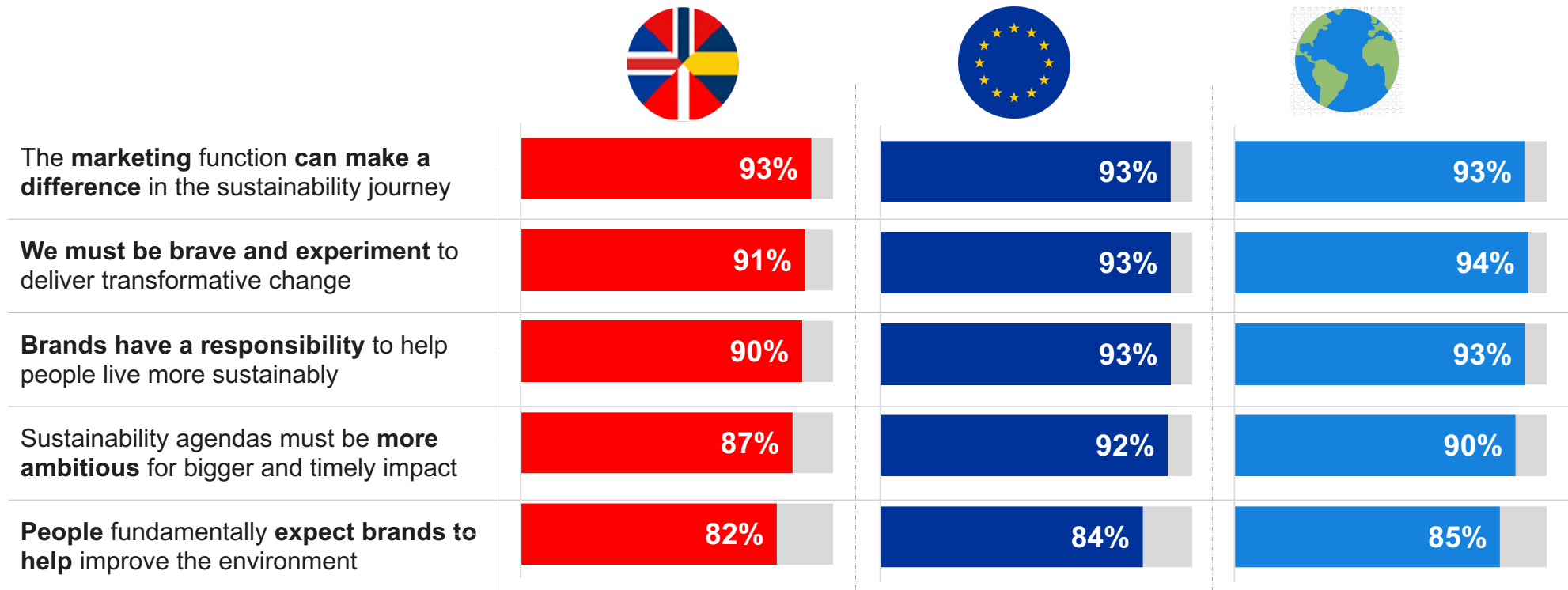


In Nordics marketers' words...

"Economic progress is not a prerequisite for a good life for all humanity on this planet, which the definition suggests." (PR/Comms, Regional role)

The role of marketing in the sustainability journey

Nordics marketers share the belief with their global peers that it is **imperative to be brave and experiment**, in order to deliver transformative change and that **brands should be responsible** to help people live more sustainably. The strongest belief is that **marketing function can make a difference** in the sustainability journey, in line with most other markets.

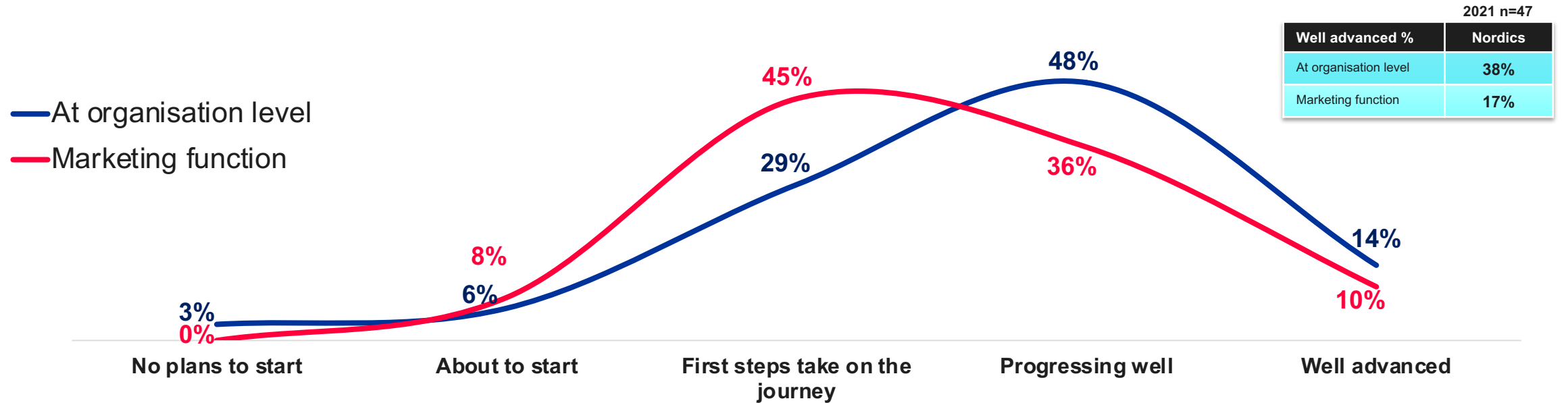


*The charts illustrate the sum of 'Strongly agree' and 'Somewhat agree' % from a 5-point scale

2. Progress on the sustainability journey

Closing the gap in the sustainability maturity journey

There is still a gap between the organisation and the marketing function on the sustainability progress in Nordic countries. 1 in 10 feel that the marketing department in their organisation is well advanced on this front, proportion marginally decreasing since 2021.



Benchmarks	No plans to start		About to start		First steps...		Progressing well		Well advanced	
	Global	Europe	Global	Europe	Global	Europe	Global	Europe	Global	Europe
At organisation level	4%	3%	4%	3%	31%	33%	44%	45%	15%	15%
Marketing function	2%	2%	10%	8%	39%	41%	36%	37%	10%	10%

A1: As a company overall, how far along are you in the journey in terms of applying your company's sustainability agenda?
 A2: And how far along is your marketing organisation in terms of translating your company's sustainability agenda specifically to your marketing function e.g., communicating about sustainability? (5 points scale, 1=No plans/ 5 =Well advanced)
 Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
 Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents



↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

80% taking action towards the UN's SDGs

3 out of 4 client-side marketers are taking actions related to the [UN Sustainable Development Goals \(SDGs\)](#), in line with the global trend. Close to half claim they already have the **relevant goals fully embedded** into their organisation strategy (proportion decreasing since 2021).



80%

2021 n=47



77%



74%

Taking action:

	2021		2021		2021	
We have the relevant goals fully embedded into our strategy	44%	55%	39%		36%	
My company is taking some actions towards the goals	36%	38%	38%		38%	
My company is aware of the SDGs but isn't taking any committed action towards the goals	6%		8%		10%	
My company is unaware of the SDGs	4%		6%		8%	
Don't know	10%		9%		8%	

A3. The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all", set by the United Nations in 2015 and are intended to be achieved by 2030. Is there an awareness of the SDGs within your company? *Single answer*
 Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
 Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

Gap analysis – How to read



*This analysis include the % sum of 4 + 5 on a 5 points scale



Marketing and Sustainability – Nordics focus



Chart shows Important/ strong capabilities % (Top 2 answers on a 5 points scale)



B3. Thinking about marketing and sustainability, how important are the following capabilities for your marketing organisation? (5 points scale, 1=Not important at all/ 5 =Very important)
B4. How does your marketing organisation perform against each of the following areas? (5 points scale, 1=Not important at all/ 5 =Very important)
 Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
 Nordics Base: 115 respondents



Marketing and Sustainability – EUROPE

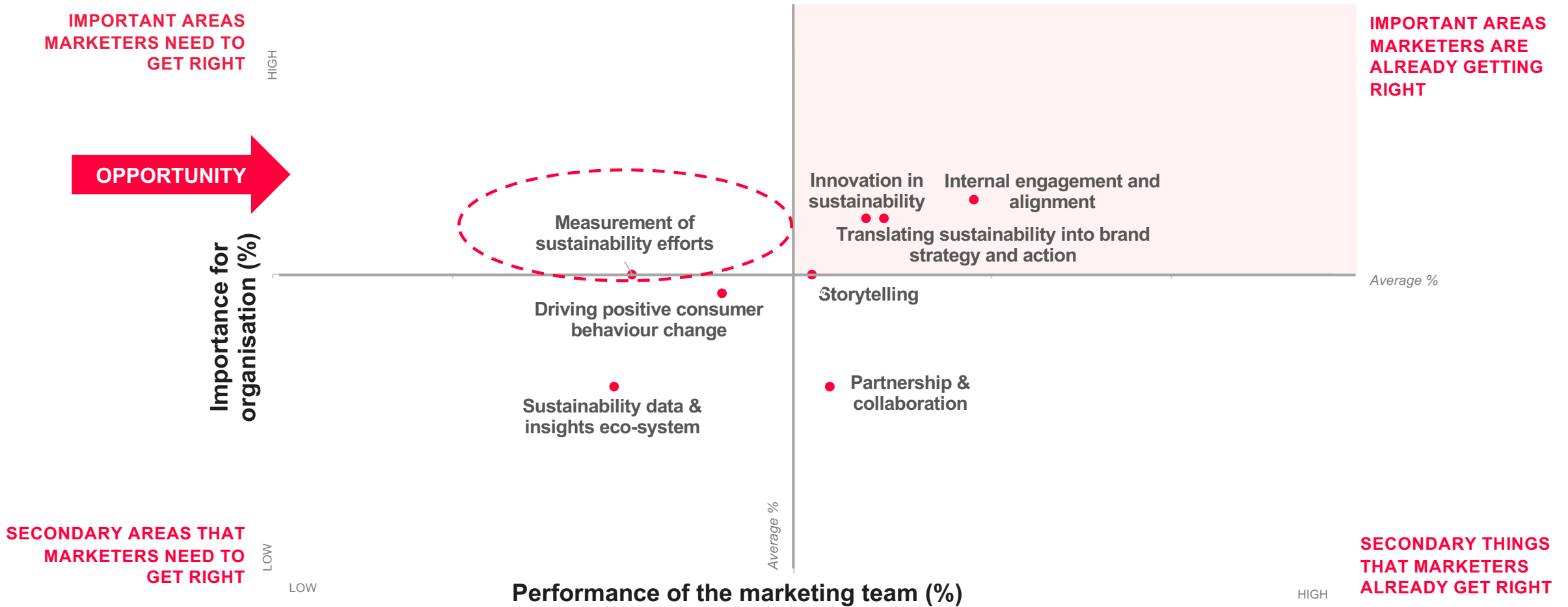


Chart shows Important/ strong capabilities % (Top 2 answers on a 5 points scale)

B3. Thinking about marketing and sustainability, how important are the following capabilities for your marketing organisation? (5 points scale, 1=Not important at all/ 5 =Very important)

B4. How does your marketing organisation perform against each of the following areas? (5 points scale, 1=Not important at all/ 5 =Very important)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Europe Base: 577 respondents





Marketing and Sustainability – GLOBAL

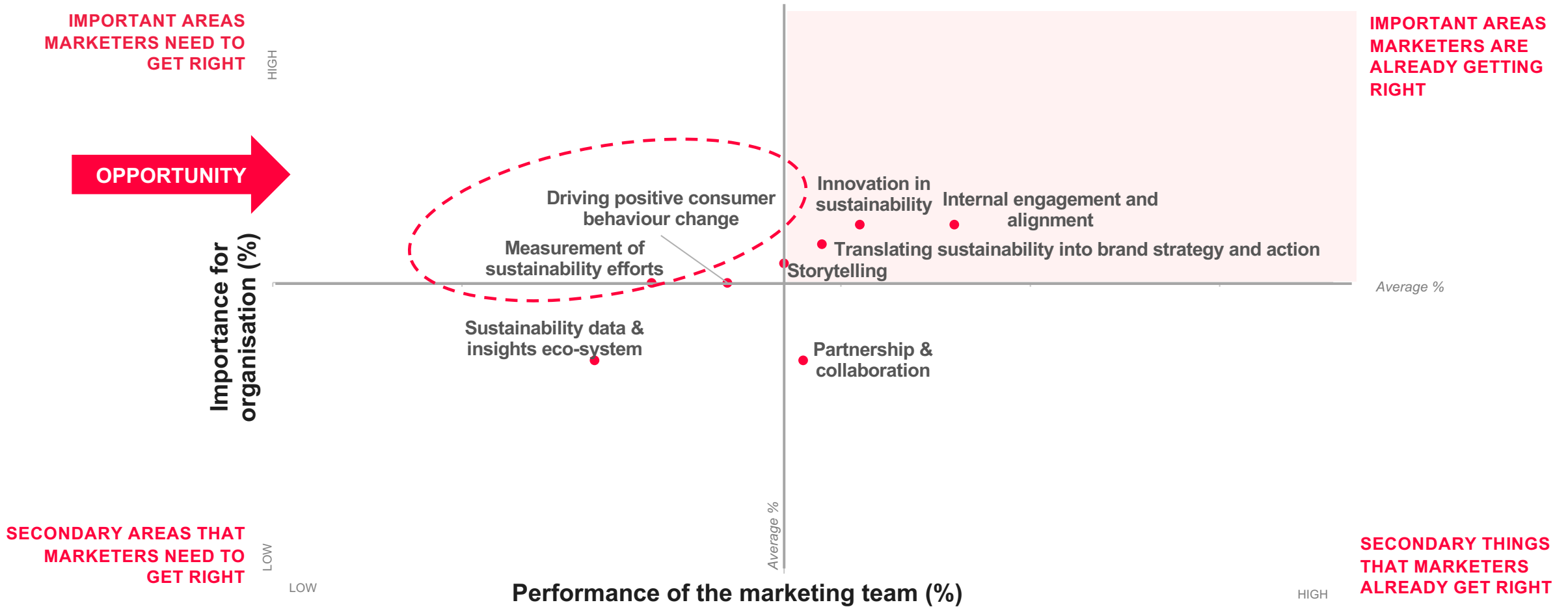


Chart shows Important/ strong capabilities % (Top 2 answers on a 5 points scale)

B3. Thinking about marketing and sustainability, how important are the following capabilities for your marketing organisation? (5 points scale, 1=Not important at all/ 5 =Very important)

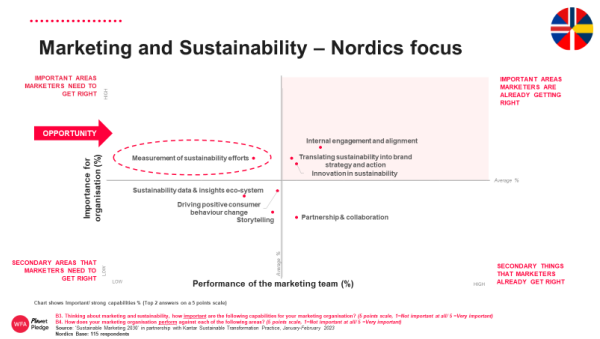
B4. How does your marketing organisation perform against each of the following areas? (5 points scale, 1=Not important at all/ 5 =Very important)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

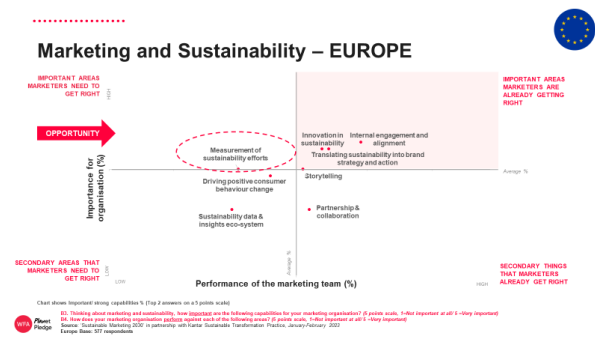
Global Base: 938 respondents

Gap analysis – Key learnings for Nordics

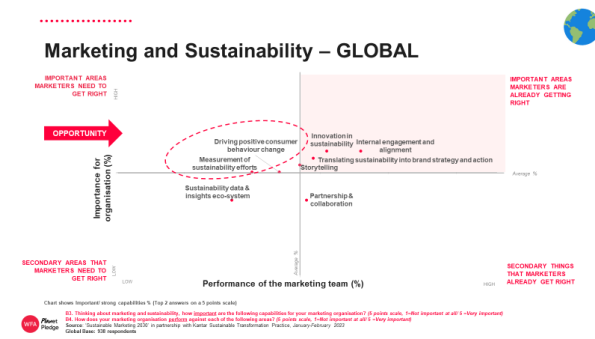
Market & Business initiatives – Nordics –



Market & Business initiatives – Europe benchmark –



Market & Business initiatives – Global benchmark –



Where does Nordics stand versus regional and global norms?

Senior marketers in Nordics are confident on the **internal engagement, innovation and translating sustainability into brand strategy and action** – three important aspects on which their organisations perform above average today, similarly to the regional and global trends.

On the other hand, **measuring sustainability efforts** represents an opportunity area for marketers in Nordics and worldwide.

B3. Thinking about marketing and sustainability, how important are the following capabilities for your marketing organisation? (5 points scale, 1=Not important at all/ 5=Very important)

B4. How does your marketing organisation perform against each of the following areas? (5 points scale, 1=Not important at all/ 5=Very important)

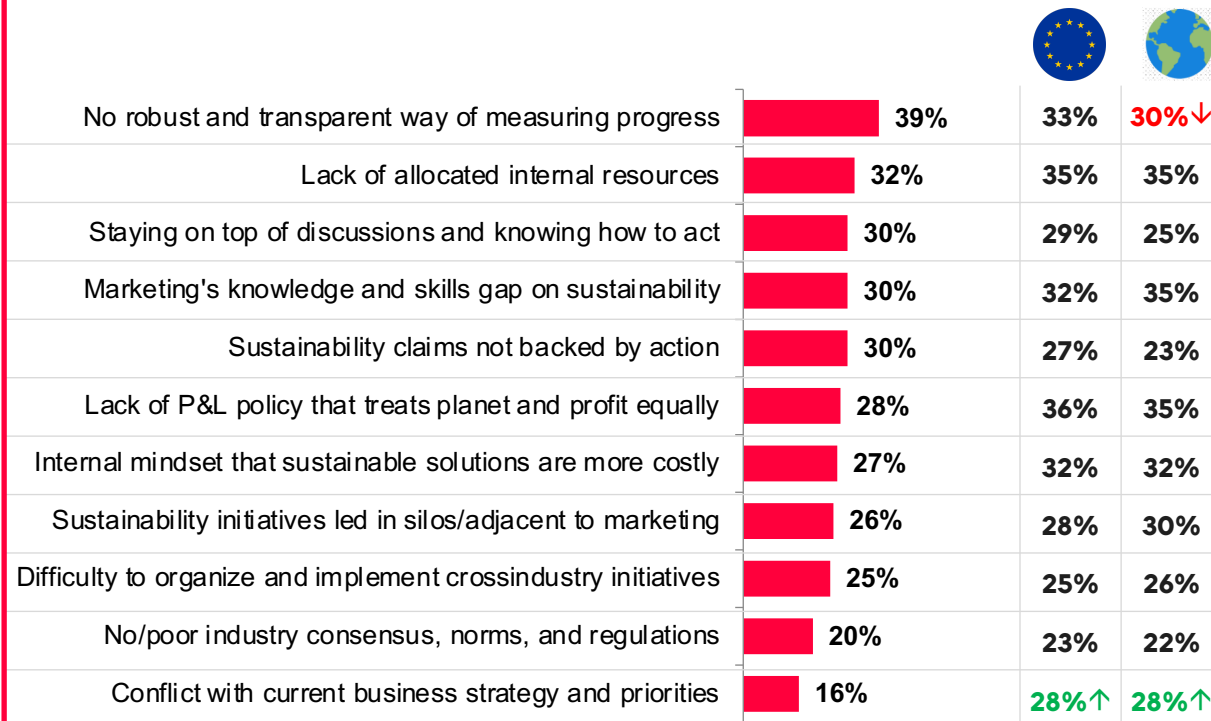
Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

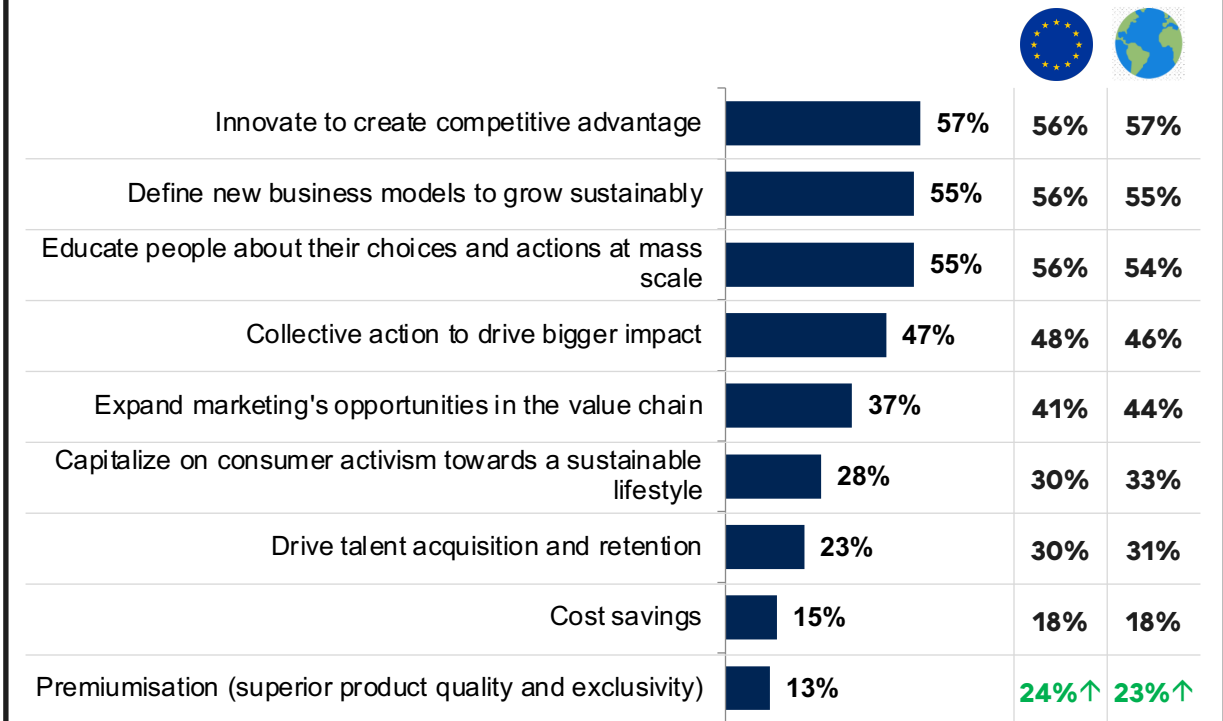
Challenges and Opportunities

Senior marketers indicate diverse challenges in the sustainability space, with **lack of robust and transparent way of measuring progress** being on top, a significantly more prominent issue than globally. When it comes to opportunities, main focus should be on **innovation, defining new business models** and **educating consumers** – in Nordics and globally alike.

Main challenges in progressing sustainability ambitions



Main opportunities for marketing organisation



B2. Which of the following do you feel are the biggest challenges you face in realising the sustainability ambitions within your marketing organisation? *Multiple answer B5: Which of the following do you feel are the biggest opportunities for your marketing organisation which can be realised through a commitment to sustainability initiatives? Multiple answer*

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

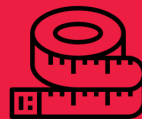
3. Sustainability performance across marketing levers



**Strategy &
Portfolio**



Innovation



Measurement



Communication

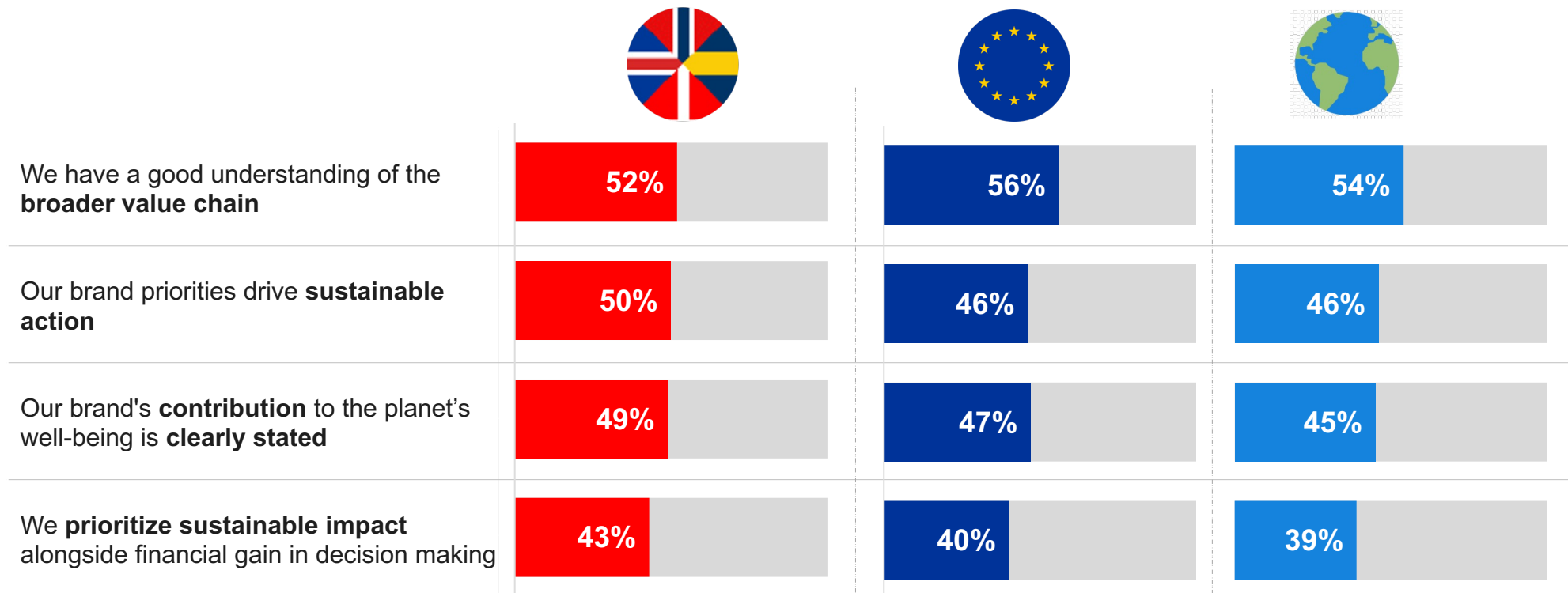


**Partnership &
Collaboration**



52% claim a good understanding of the broader value chain

More than half of the interviewed Nordic marketers claim they progressed well in owning a **good understanding** of the broader value chain, in line with the European and global benchmarks. Similar proportion are confident that their brand have a **clearly stated contribution** to the planet's well-being and **sustainable actions** are prioritised.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C1. How far along is your marketing organisation in the sustainability journey in terms of **Strategy & Portfolio**? (5 points scale, 1=No plans/ 5=Well advanced)

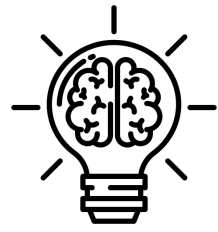
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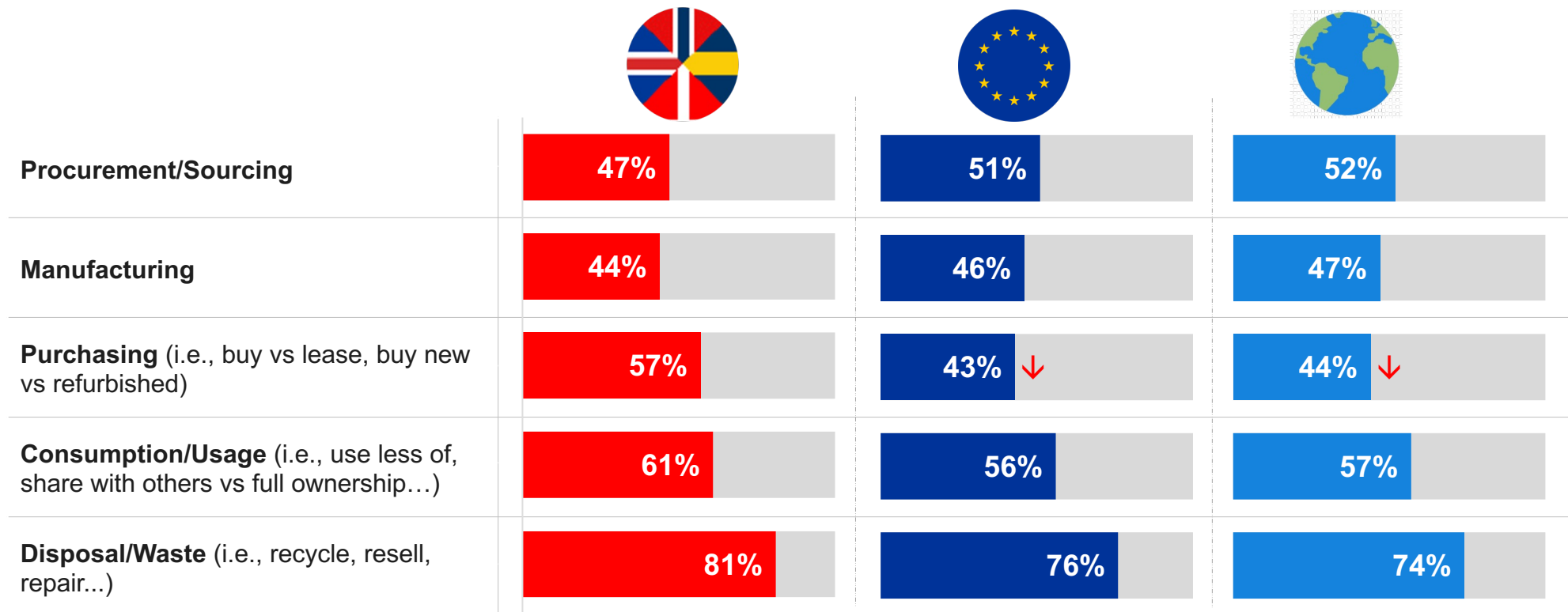


↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

81% focus their sustainable innovation efforts on recycling



Most senior marketers stated that their organisation focuses their sustainable innovation efforts on **limiting their waste** through **recycling or repairing goods**. Additionally, the extent of focusing on other aspects, such as **purchasing**, is significantly higher as compared with the European and worldwide benchmarks.

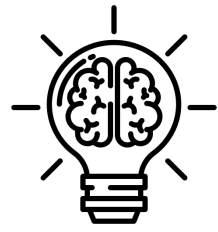


*% saying Yes

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

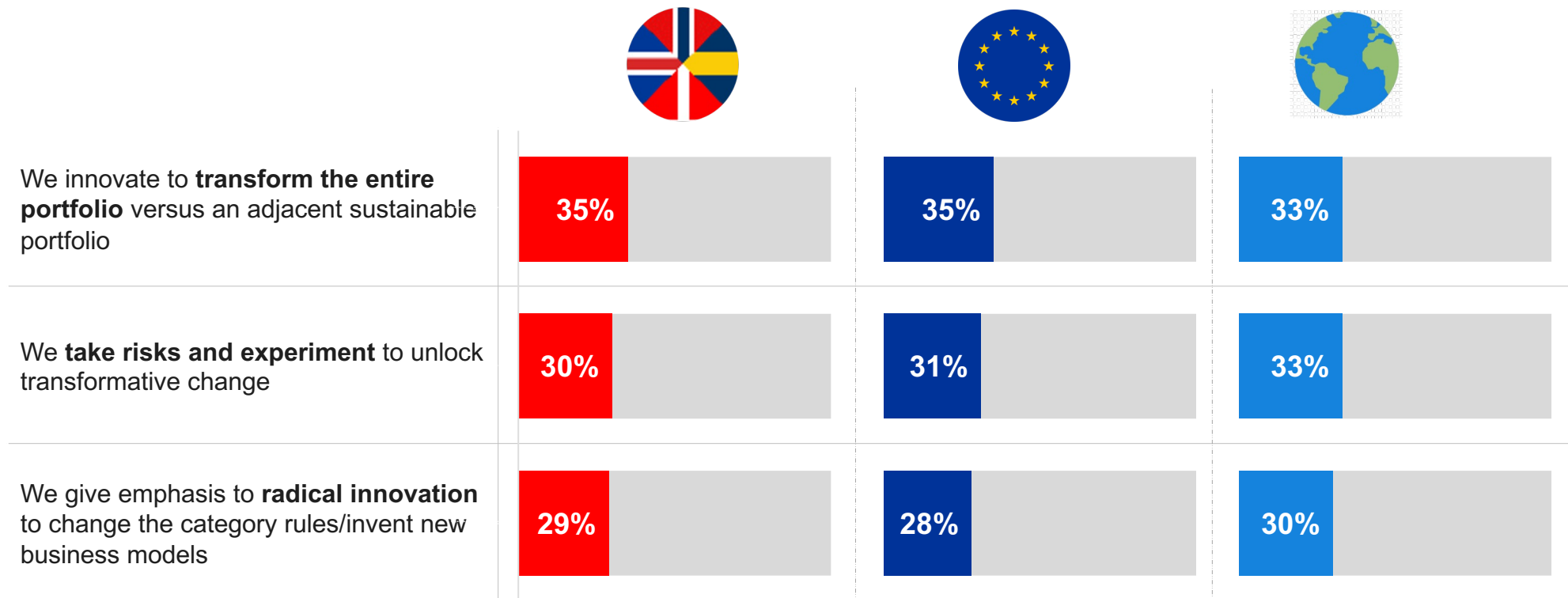


C3. Which of the following do you focus your sustainable innovation efforts on? Single answer
 Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
 Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents



1 in 3 claim a good progress on sustainability innovation

35% interviewed Nordics marketers are confident on their progress in **innovating to transform the entire portfolio** versus an adjacent sustainable portfolio – well aligned with the European and global trend.



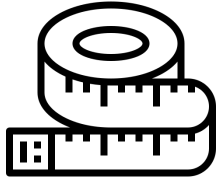
*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C2. How far along is your marketing organisation in the sustainability journey in terms of Innovation? (5 points scale, 1=No plans/ 5=Well advanced)
Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

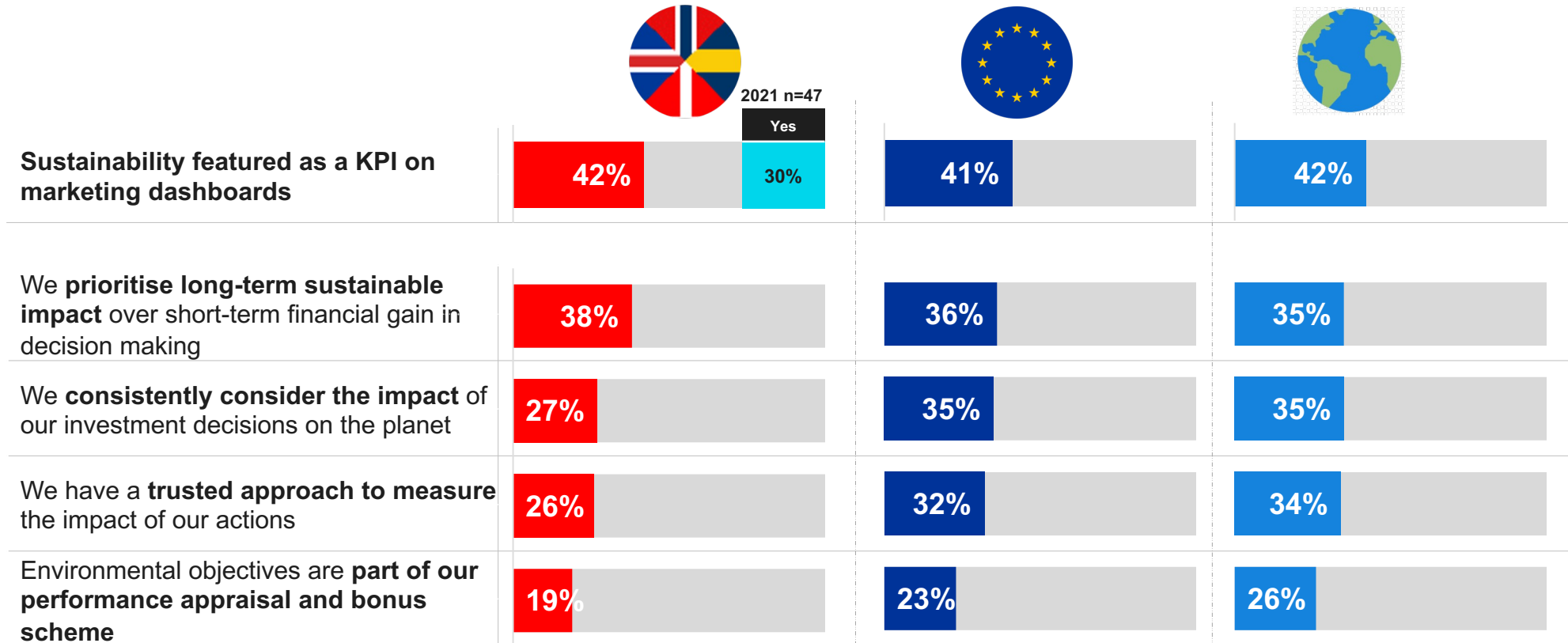


↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

42% stated that sustainability is set as a marketing KPI



Furthermore, 2 in 5 Nordic marketers have stated that **sustainability is set as a KPI on the marketing dashboard**, proportion increasing since 2021. Yet, only 1 in 5 confirmed to have a good progress in making **environmental objectives** as part of their performance appraisal and bonus scheme.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C6. Does sustainability feature as a KPI on your marketing dashboard? *Single answer* C7. How far along is your marketing organisation in the sustainability journey in terms of Measurement? (5 points scale, 1=No plans/ 5=Well advanced)

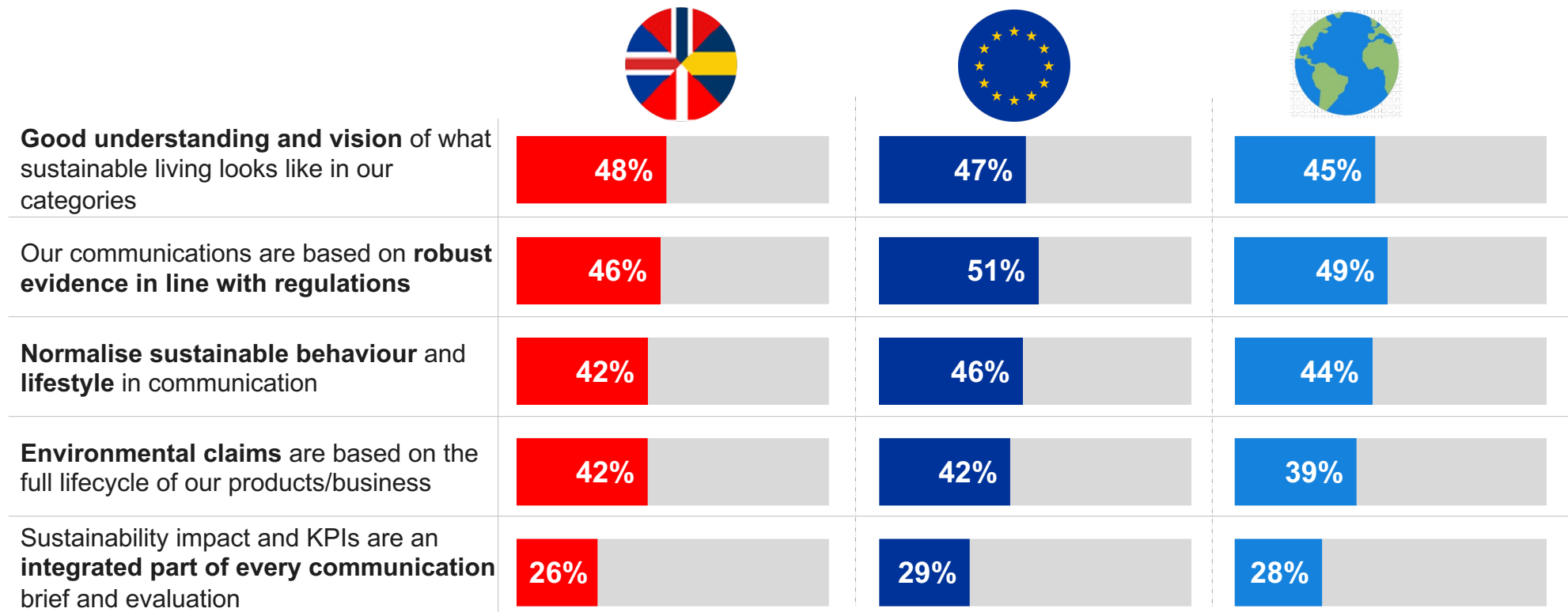
Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

Nordics reports similar Comms progress as the global trends



Close to half of the interviewed marketers in Nordics claim to be confident on their organisations progress in terms of comms, in line with Europe or worldwide, appreciating that they have a **good understanding** of what sustainable living looks like and that their communications are based on **robust evidence in line with regulations**.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C10. How far along is your marketing organisation in the sustainability journey in terms of Communication? (5 points scale, 1=No plans/ 5=Well advanced)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

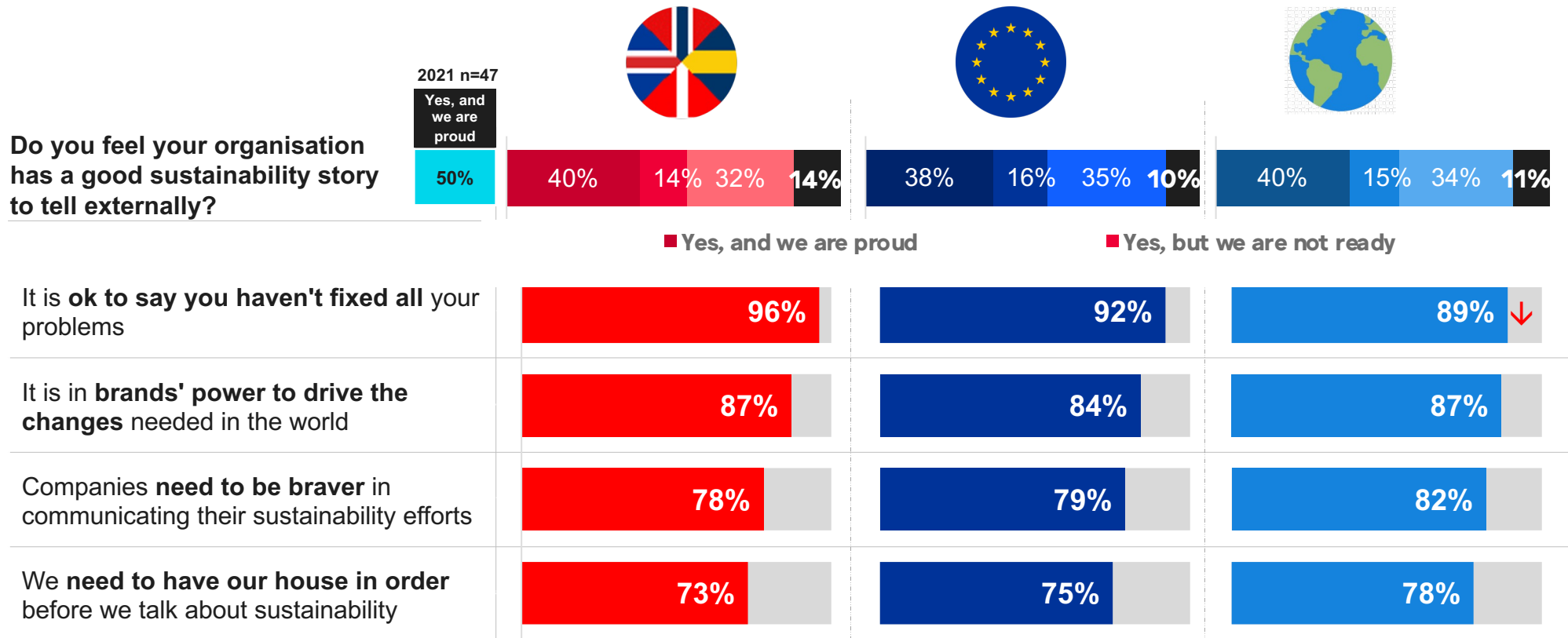


↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

Communication around sustainability



2 in 5 Nordics marketers are **proud to tell their sustainability story** today, similarly to their regional and global peers. Most agree that it is **ok to say you haven't fixed all your problems** and that it is in **brands' power to drive the changes** needed in the world.



*The charts illustrate the sum of 'Strongly agree' and 'Somewhat agree' % from a 5-point scale

C8. Thinking generally about communicating around sustainability, to what extent do you agree with the following? (5 points scale, 1=Strongly disagree/ 5=Strongly agree)/ C9. Do you feel your organisation has a good sustainability story to tell externally? Single answer

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

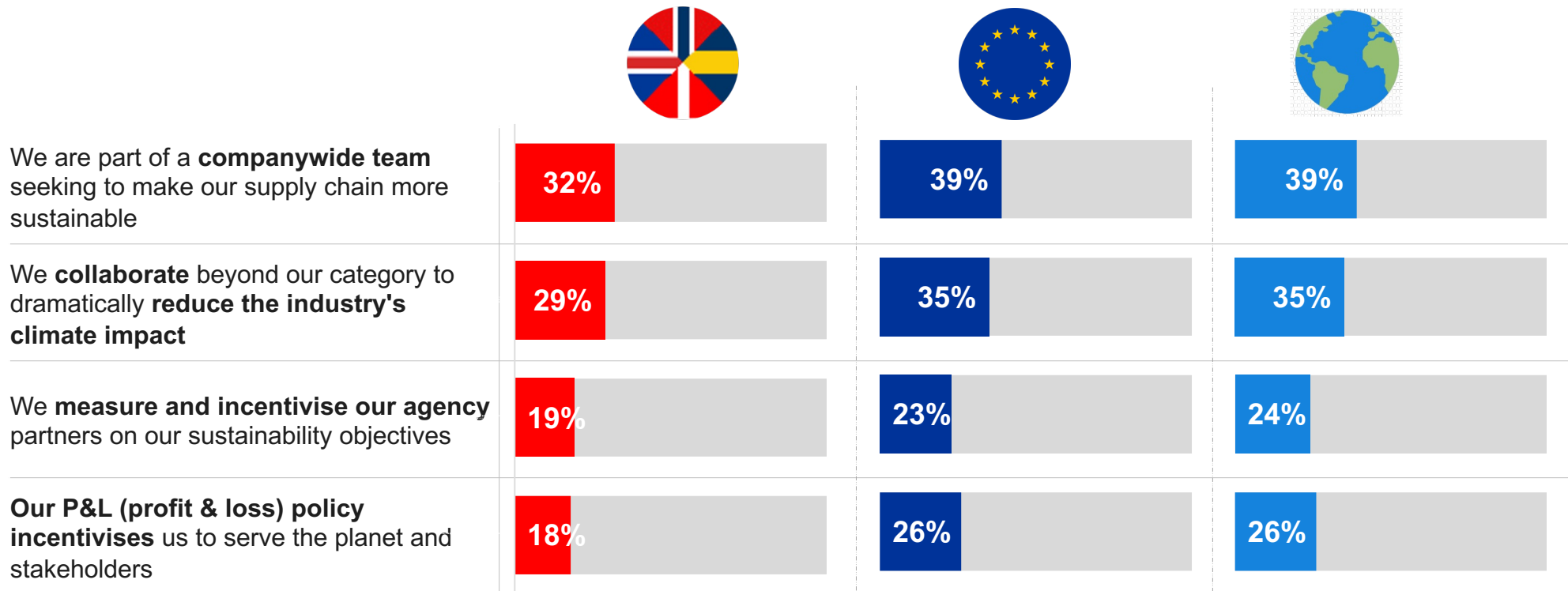
Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

29% collaborate to reduce the industry's climate impact



Indicatively **lower proportion** of Nordics marketers stated that they **collaborate** beyond their category to reduce the industry's climate impact as compared with the European and worldwide norms. Moreover, only 1 in 5 feels optimistic with their organisation's progress in **measuring and incentivising their agency partners** on sustainability objectives.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C4. How far along is your marketing organisation in the sustainability journey in terms of Partnership & Collaboration? (5 points scale, 1=No plans/ 5 =Well advanced)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

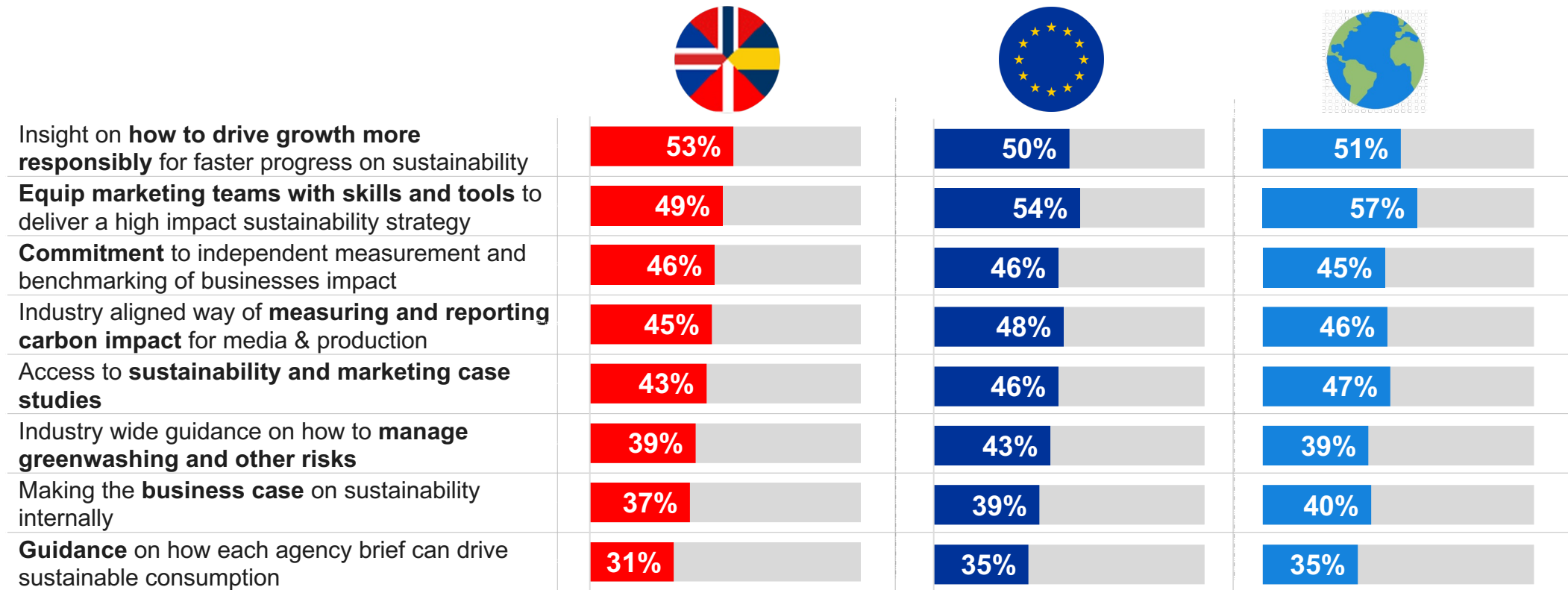


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What would help to achieve sustainability ambitions?



Gathering and using insights on how to drive growth more responsibly, equipping marketing teams with **skills and tools** and **commitment** to independent measurement and benchmarking are top elements believed to be of help in achieving sustainability ambitions in Nordics, in line with the global and regional results.



Snapshot on Marketing levers



% Well advanced & Progressing well

Nordic marketers have **generally rated their organisations progressing similarly** to their European and global counterparts, in the sustainability journey, feeling most confident with the evolution on strategy and comms.

Collaboration and innovation aspects require more focus, being least advanced currently.

Cell colours highlight the **higher/lower** values

	Nordics	Europe	Global
Strategy & Portfolio			
We have a good understanding of the broader value chain	52%	56%	54%
Our brand priorities drive sustainable action	50%	46%	46%
Our brand's contribution to the planet's well-being is clearly stated	49%	47%	45%
We prioritize sustainable impact alongside financial gain in decision making	43%	40%	39%
Innovation			
We innovate to transform the entire portfolio versus an adjacent sustainable portfolio	35%	35%	33%
We take risks and experiment to unlock transformative change	30%	31%	33%
We give emphasis to radical innovation to change the category rules/invent new business models	29%	28%	30%
Measurement			
We prioritise longterm sustainable impact over shortterm financial gain in decision making	38%	36%	35%
We consistently consider the impact of our investment decisions on the planet	27%	35%	35%
We have a trusted approach to measure the impact of our actions	26%	32%	34%
Environmental objectives are part of our performance appraisal and bonus scheme	19%	23%	26%
Communication			
Good understanding and vision of what sustainable living looks like in our categories	48%	47%	45%
Our communications are based on robust evidence in line with regulations	46%	51%	49%
Normalise sustainable behaviour and lifestyle in communication	42%	46%	44%
Environmental claims are based on the full lifecycle of our products/business	42%	42%	39%
Sustainability impact and KPIs are an integrated part of every communication brief and evaluation	26%	29%	28%
Partnership & Collaboration			
We are part of a companywide team seeking to make our supply chain more sustainable	32%	39%	39%
We collaborate beyond our category to dramatically reduce the industry's climate impact	29%	35%	35%
We measure and incentivise our agency partners on our sustainability objectives	19%	23%	24%
Our P&L (profit & loss) policy incentivises us to serve the planet and stakeholders	18%	26%	26%

C. How far along is your marketing organisation in the sustainability journey in terms of? (5 points scale, 1=No plans/ 5 =Well advanced)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

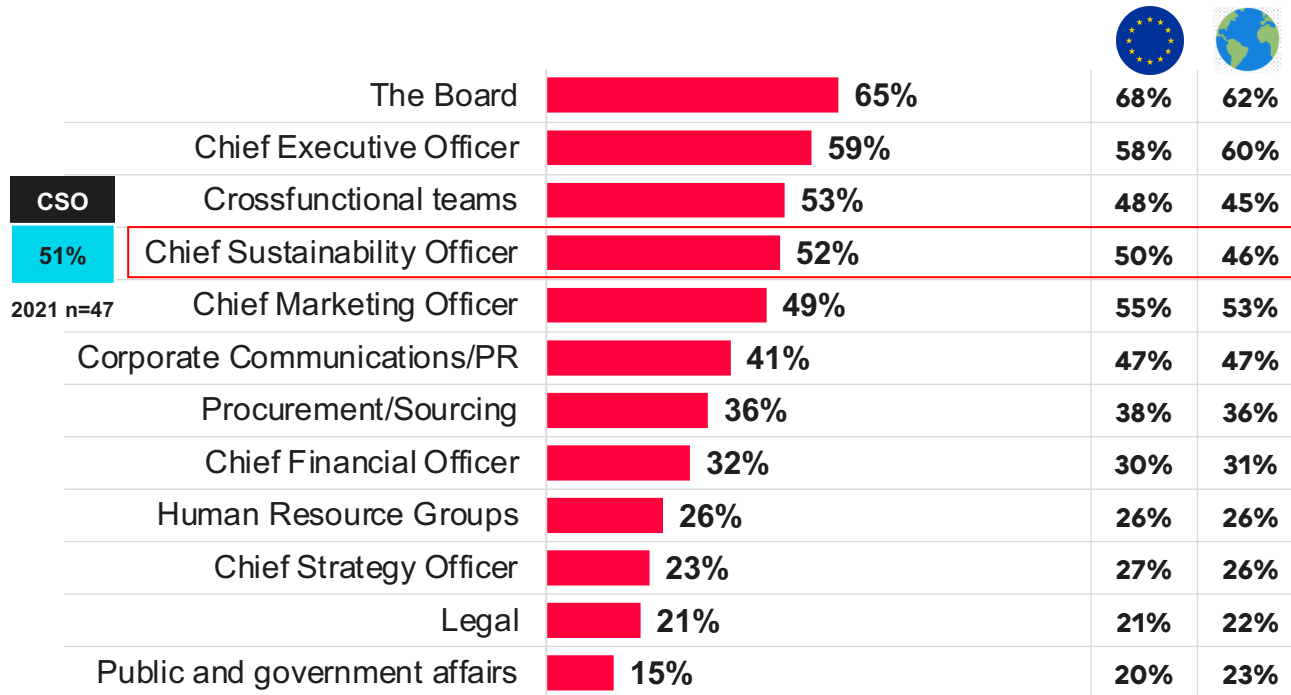
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4. Sustainability leadership

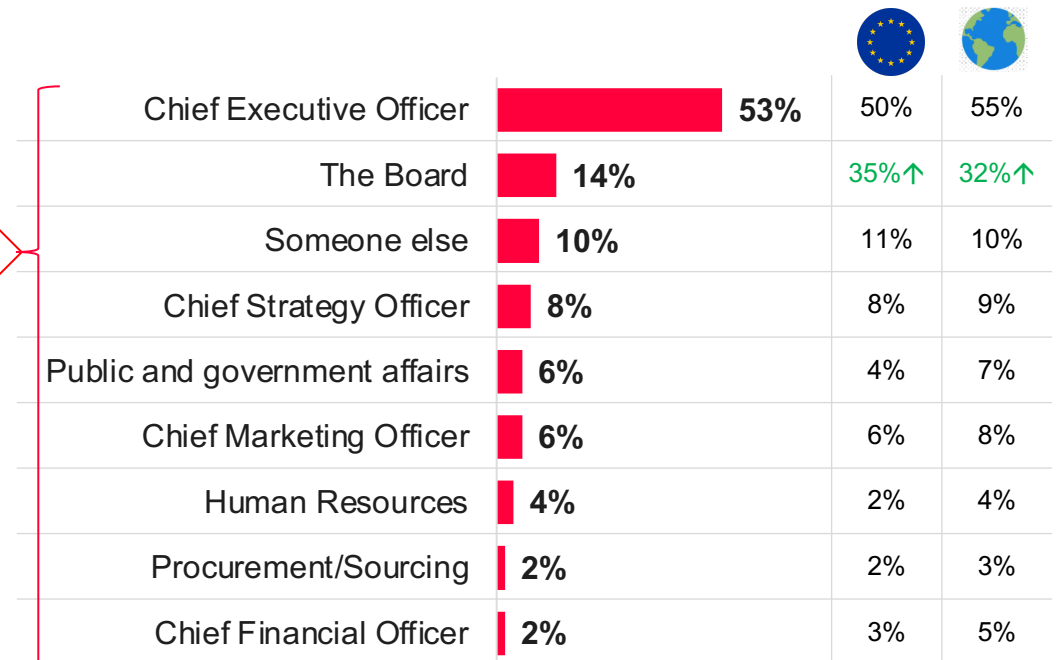
Defining the sustainability strategy

The main roles involved in designing and shaping the sustainability strategy in Nordics are the **Board**, the **CEO** and **cross-functional teams**. More than half indicated to have a Chief Sustainability Officer (proportion maintained since 2021), mostly reporting directly to the CEO.

Who is involved in designing the sustainability strategy?



Who does the Chief Sustainability Officer report into*?



*Question addressed only to the respondents who indicated having a Chief Sustainable Officer

D1. Who is involved in designing and shaping the sustainability strategy? *Multiple answer*

D2. Who does the Chief Sustainability Officer report into?

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Nordics Base: 115 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

Thoughts on improving the sustainability strategy

- 01 Create/ incorporate sustainability/ climate goals
- 02 Assign dedicated resources/ cross functional staffing
- 03 Measure effect/ impact of climate
- 04 Massive communication/ spread awareness
- 05 Focus on developing better technology/ innovation

In Nordics marketers' words...



“The chief sustainability manager should report directly to COO and be part of the management team. Responsible for implementing KPIs for all levels in the organisation based on the sustainability agenda approved by both management team and board. Have an allocated budget for investing in both learning and reporting systems. Making it easier for us to both drive and measure sustainability.” (Sustainability/CSR, National role)

“Bigger investment in sustainable packaging and driving quicker R&D with suppliers to implement more sustainable packaging in the food industry.” (Marketing, National role)

“Sharing of company-wide briefs and ready-made communication package from the Chief of Sustainability and departments who provide the innovation to meet our sustainability goals.” (Media/Digital, Regional role)

“Awareness on how marketing has the power to affect people's behaviour and reduce consumption.” (Marketing, National role)

“More effort and investment into the developing of 2nd hand and rental/takeback/recycling-oriented business models.” (Marketing, Global role)

“Prioritize sustainable point of view and understand it's in the core for younger generations.” (Insight/BI/Data, National role)

“Increase knowledge internally about climate crisis to find common grounds.” (Strategy, National role)

5. Key learnings

Executive Summary

1. Setting the sustainability context:

- ✓ Almost universal agreement with the definition of 'sustainability', among marketers from Nordics and worldwide.
- ✓ Senior marketers share the belief with their global peers that it is **imperative to be brave and experiment** and that **brands should be responsible** to help people live more sustainably. Most feel that **marketing function can make a difference** in the sustainability journey.

2. Progress on the sustainability journey:

- ✓ Sustainability in Nordics is progressing very well - **80% are taking actions** related to the UN's SDGs, fully aligned to the global norm. 2 in 5 claim they already have the **relevant goals fully embedded** into their organisation strategy.
- ✓ Marketers in Nordics are confident on the **internal engagement, innovation** and **translating sustainability into brand strategy and action** – and need to **focus on measuring sustainability efforts**.
- ✓ Main challenge in the sustainability space refers to **lack of robust and transparent way of measuring progress**, a significantly more prominent issue than globally. When it comes to opportunities, **innovation, defining new business models** and **educating consumers** stand out.

3. Sustainability performance across marketing levers

- ✓ Nordics marketers have **generally rated their organisations progressing similarly** to their European and global counterparts, in the sustainability journey, feeling most confident with the evolution on strategy and comms.
- ✓ 50% claim that **sustainable actions are a priority** for the brand and majority **focus their sustainable innovation efforts on recycling**.
- ✓ **Gathering and using insights** on how to drive growth more responsibly, equipping marketing teams with **skills and tools** and **commitment** to independent measurement and benchmarking are top elements believed to be of help in achieving sustainability ambitions in Nordics, in line with the regional and global norms.

4. Sustainability leadership:

- ✓ The main roles involved in designing and shaping the sustainability strategy in Nordics are the Board, the CEO and cross-functional teams. More than half indicated to have a Chief Sustainability Officer (proportion maintained since 2021), mostly reporting directly to the CEO.



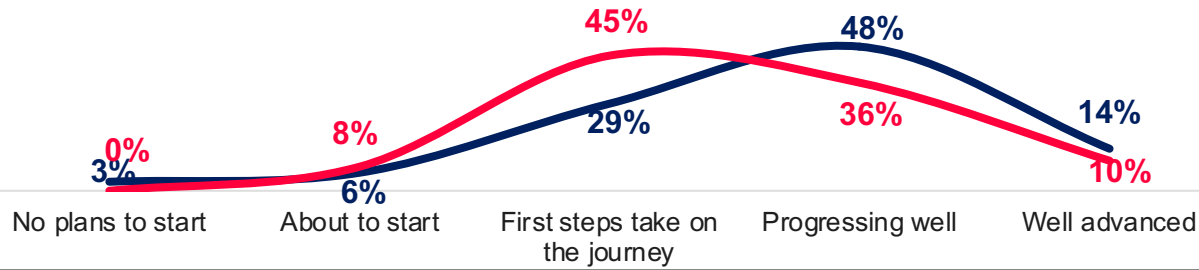
Directional increase noticed since 2021 in **including sustainability as a KPI** on marketing dashboards.



Organisational and marketing sustainability journey maturity



— At organisation level
— Marketing function



Thoughts on improving the sustainability strategy



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Main responsible roles for shaping the sustainability strategy



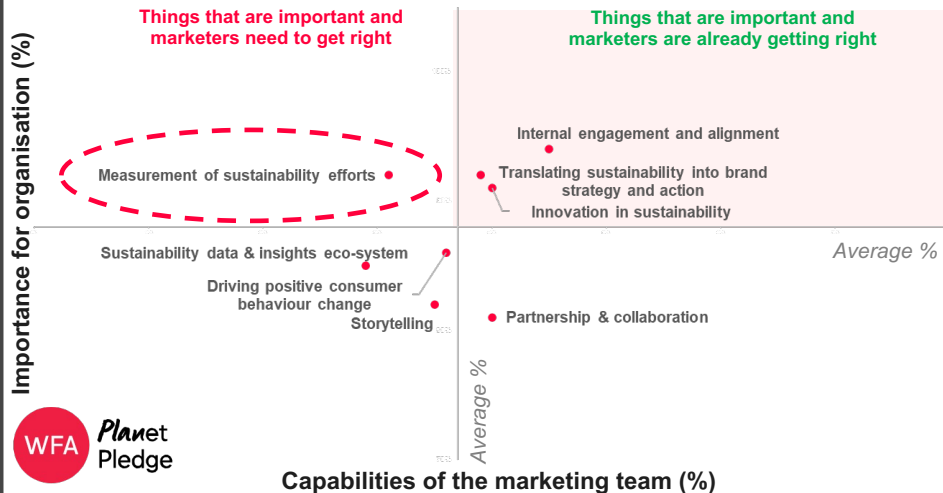
Main Opportunities

- Innovate to create competitive advantage
- Define new business models to grow sustainably
- Educate people about their choices and actions at mass scale

Main Challenges

- No robust and transparent way of measuring progress
- Lack of allocated internal resources
- Staying on top of discussions and knowing how to act

Marketing and Sustainability - Gap analysis



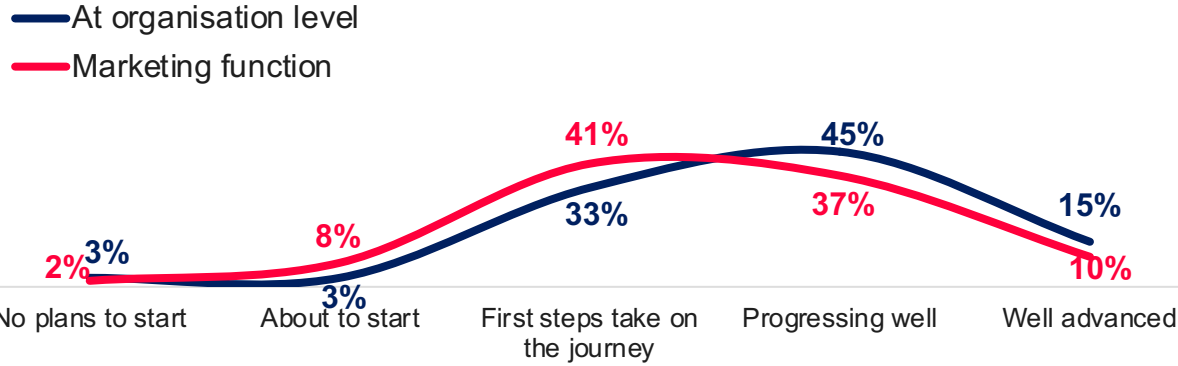
Progress on sustainability journey – Most advanced

- ✓ We have a good understanding of the broader value chain (52%)
- ✓ We innovate to transform the entire portfolio versus an adjacent sustainable portfolio (35%)
- ✓ We prioritise long-term sustainable impact over short-term financial gain in decision making (38%)
- ✓ Good understanding and vision of what sustainable living looks like in our categories (48%)
- ✓ We are part of a companywide team seeking to make our supply chain more sustainable (32%)

Progress on sustainability journey – Least advanced

- We prioritize sustainable impact alongside financial gain in decision making (43%)
- We give emphasis to radical innovation to change the category rules/invent new business models (29%)
- Environmental objectives are part of our performance appraisal and bonus scheme (19%)
- Sustainability impact and KPIs are an integrated part of every communication brief and evaluation (26%)
- Our P&L (profit & loss) policy incentivises us to serve the planet and stakeholders (18%)

Organisational and marketing sustainability journey maturity



Thoughts on improving the sustainability strategy

- 01 Create/ incorporate sustainability/ climate goals
- 02 Provide training/ education to consumers/ internally
- 03 Communicate/ spread awareness
- 04 Measure effect /impact of climate
- 05 Embed sustainability as an KPI, besides sales and marketing goals

Main responsible roles for shaping the sustainability strategy



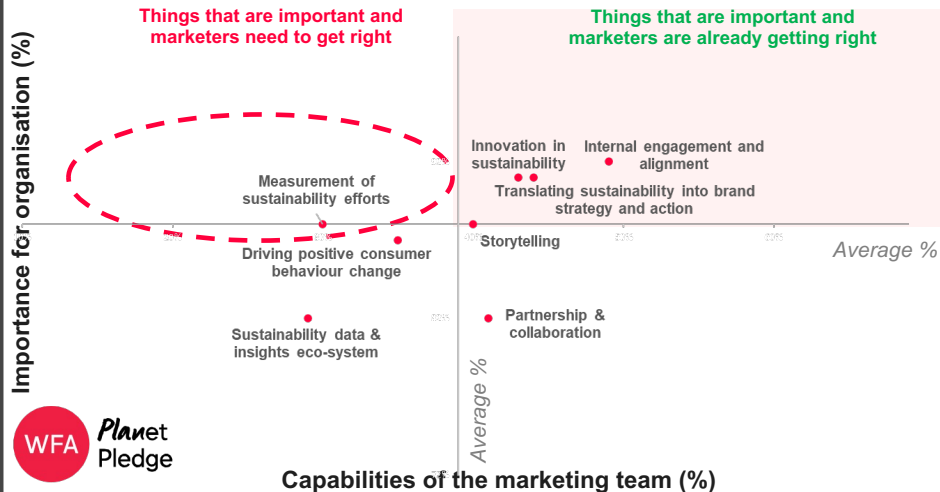
Main Opportunities

- Educate people about their choices and actions at mass scale
- Innovate to create competitive advantage
- Define new business models to grow sustainably

Main Challenges

- Lack of P&L policy that treats planet and profit equally
- Lack of allocated internal resources
- No robust and transparent way of measuring progress

Marketing and Sustainability - Gap analysis



Progress on sustainability journey – Most advanced

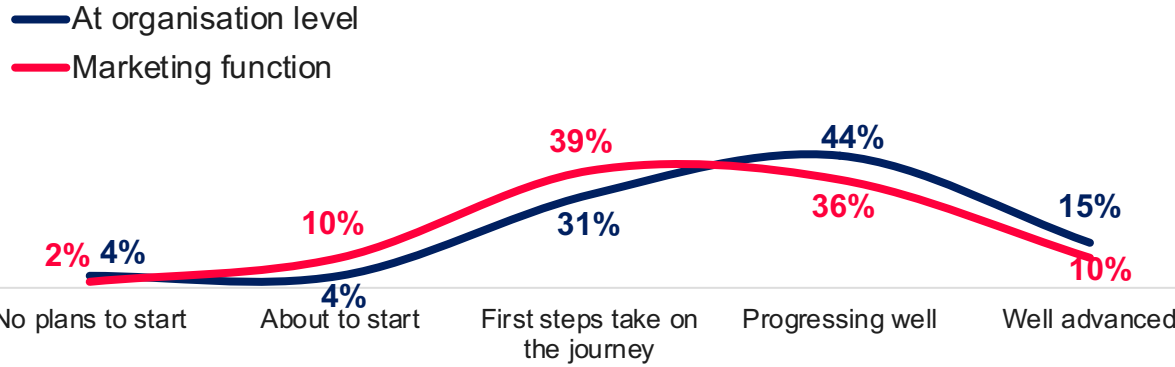
- ✓ We have a good understanding of the broader value chain (56%)
- ✓ We innovate to transform the entire portfolio versus an adjacent sustainable portfolio (35%)
- ✓ We prioritise long-term sustainable impact over short-term financial gain in decision making (36%)
- ✓ Our communications are based on robust evidence in line with regulations (51%)
- ✓ We are part of a companywide team seeking to make our supply chain more sustainable (39%)

Progress on sustainability journey – Least advanced

- We prioritize sustainable impact alongside financial gain in decision making (40%)
- We give emphasis to radical innovation to change the category rules/invent new business models (28%)
- Environmental objectives are part of our performance appraisal and bonus scheme (23%)
- Sustainability impact and KPIs are an integrated part of every communication brief and evaluation (29%)
- We measure and incentivise our agency partners on our sustainability objectives (23%)



Organisational and marketing sustainability journey maturity



Thoughts on improving the sustainability strategy

- 01 Create/ incorporate sustainability/ climate goals
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Main responsible roles for shaping the sustainability strategy



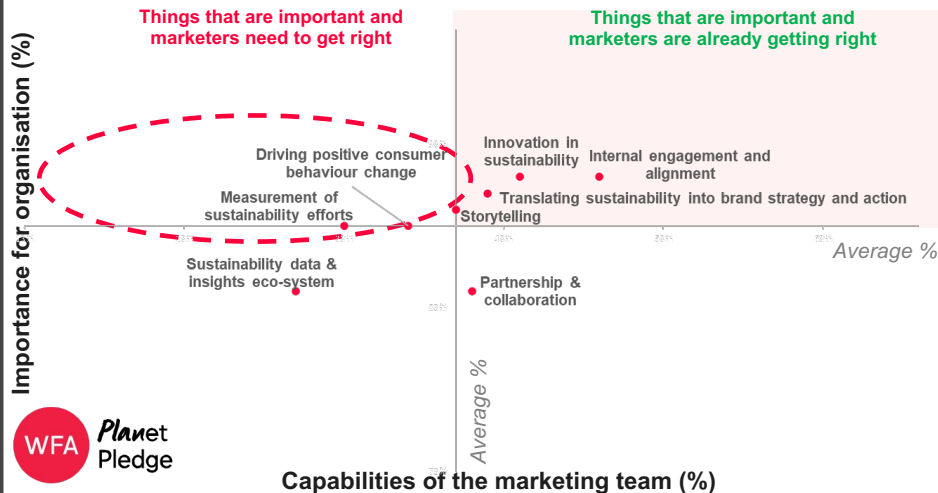
Main Opportunities

- Innovate to create competitive advantage
- Define new business models to grow sustainably
- Educate people about their choices and actions at mass scale

Main Challenges

- Lack of P&L policy that treats planet and profit equally
- Lack of allocated internal resources
- **Marketing's knowledge and skills gap on sustainability**

Marketing and Sustainability - Gap analysis

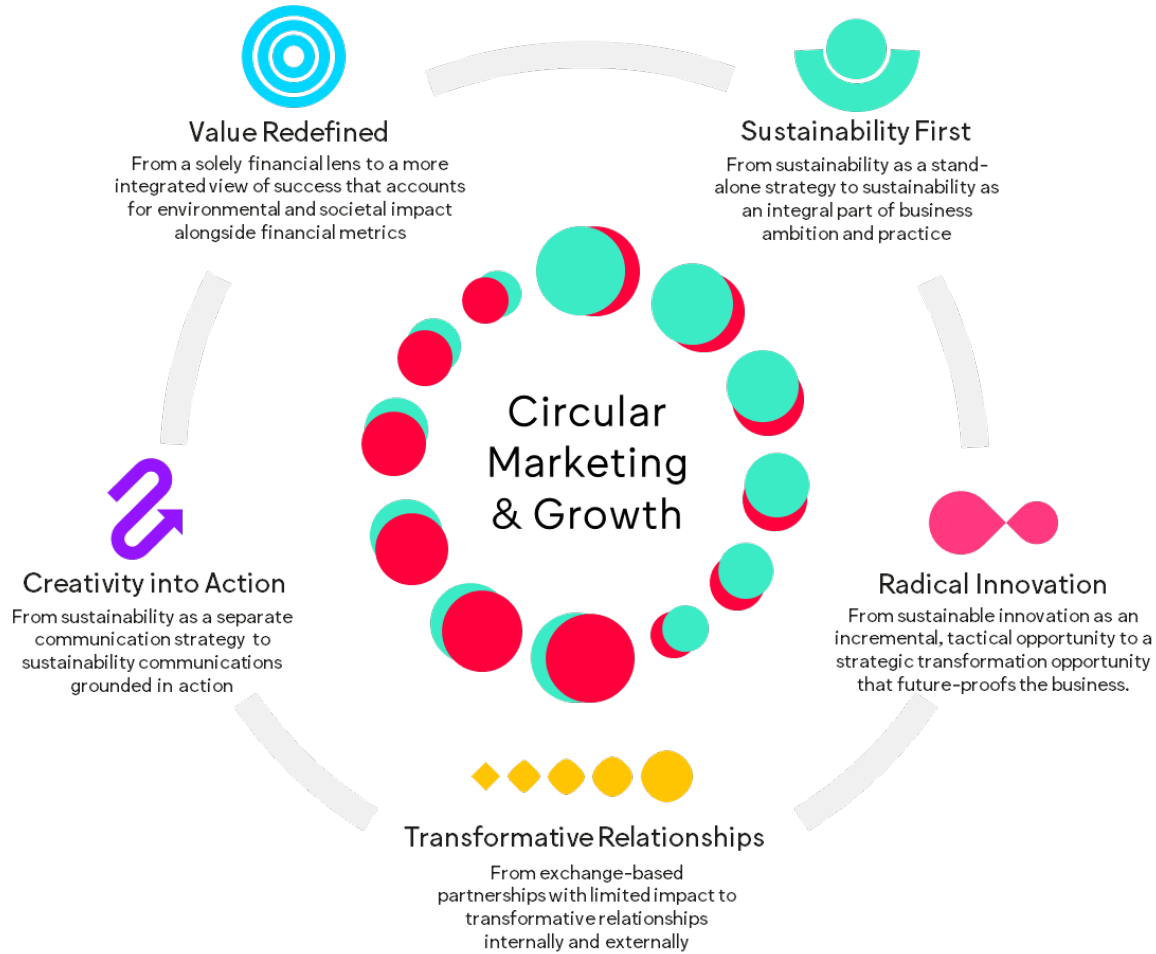


Progress on sustainability journey – Most advanced

- ✓ We have a good understanding of the broader value chain (54%)
- ✓ We innovate to transform the entire portfolio versus an adjacent sustainable portfolio (33%)
- ✓ We consistently consider the impact of our investment decisions on the planet (35%)
- ✓ Our communications are based on robust evidence in line with regulations (49%)
- ✓ We are part of a companywide team seeking to make our supply chain more sustainable (39%)

Progress on sustainability journey – Least advanced

- We prioritize sustainable impact alongside financial gain in decision making (39%)
- We give emphasis to radical innovation to change the category rules/invent new business models (30%)
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THANK YOU!

Keen to learn more?
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