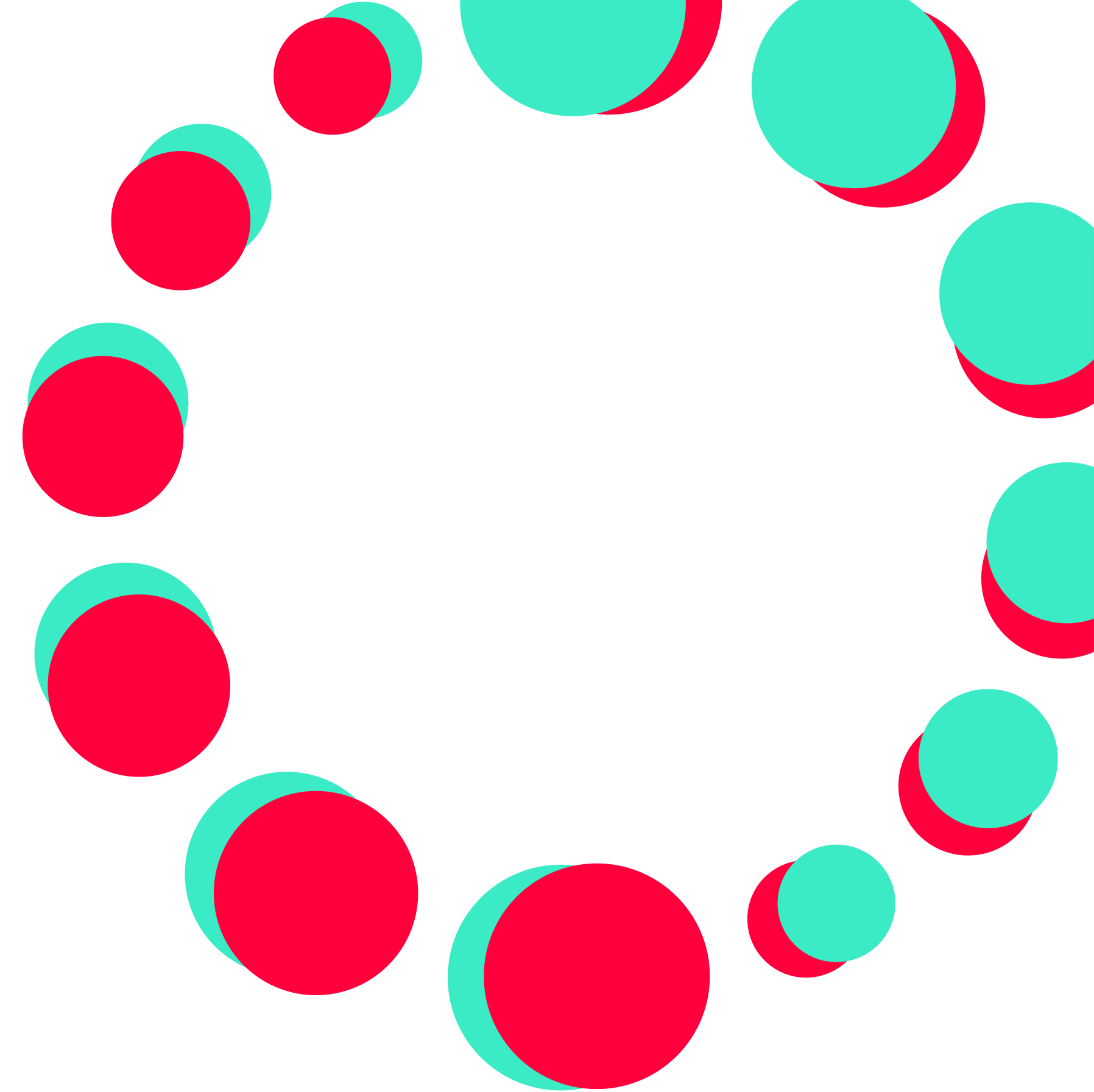




Sustainable *marketing 2030.*

“A sustainable growth framework for marketing”





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Introduction.



“I truly believe that the marketing community wants to be part of the solution for sustainability and climate. HOW is the question! We’ve seen the ripple effect of ‘use cases’ that prove a brand’s ability to both drive performance AND create positive impact. It is our collective responsibility to find more of these use cases and scale them urgently.”

Fabrice Beaulieu, Chief Marketing, Sustainability and Corporate Affairs Officer, Reckitt

Over the last two years, organisations around the world have woken up to the scale of the transition required to address the United Nations Sustainable Development Goals (SDGs).

It is no longer a question of whether marketing regards climate change and other sustainability issues as relevant. It’s about examining our plans and commitments and assessing if and how we can step up to the scale of the challenges we face.

The magnitude and urgency of this shift is analogous with the digital revolution which reshaped the way we communicate, connect and consume.

If we view the climate crisis through the same lens, we can begin to appreciate its potential to drive transformational change and build a more sustainable future for all.

This global research-based thought leadership project has been led by WFA in partnership with Kantar’s Sustainable Transformation Practice. The project aims to paint a collective picture of progress as we redefine the role of marketing for the remainder of this ‘Decade of Action’.¹

1. [UN Decade of Action](#)

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Executive summary.



The key to sustainable marketing lies in advocating for and adopting circular principles in every aspect of the discipline. Based on the findings of our study, the circular marketing & growth framework is designed to reimagine marketing's role within the business and in society, to help make marketing part of the solution.

The framework is comprised of five levers:

- 1. Sustainability first.** As with digital transformation, sustainability cannot be viewed as a standalone function. It requires us all to look at the world through a new lens.
- 2. Radical innovation.** Treating sustainable innovation as a strategic transformation opportunity, driven by marketing, rather than a tactical opportunity.
- 3. Transformative relationships.** Shifting from exchange-based partnerships with limited impact to transformative relationships - both internally and externally.
- 4. Creativity into action.** Realising marketing's creative potential with sustainability communications grounded in action.
- 5. Value redefined.** From a solely financial lens to a more integrated view of success that accounts for environmental and societal impact alongside financial metrics.

Leading opportunities

- Innovate and create new business models
- Drive behaviour change at mass scale
- Embrace collective responsibility
- Expand marketing's opportunities in the value chain

Leading challenges

- Redefine success and embed in decision making
- Dedicate internal resource
- Close the (knowledge) gap
- Shift internal mindsets

Our approach.



“Marketers are finally starting to grasp the scale of the sustainability challenge and, in particular, of the climate crisis. We have reached the point where the status quo is simply not an option. Transformation has become essential. We passionately believe that marketers are uniquely placed to drive the change we all need thanks to their unique skillset of creativity, innovation and communication. Our Sustainable Marketing 2030 initiative focuses on how marketers can drive growth whilst embracing the sustainability agenda. It is incumbent upon us all to scale these efforts across the industry because time is running out. Fast!”

Stephan Loerke, CEO, World Federation of Advertisers

At WFA Global Marketer Week 2022, 74% of delegates agreed with the motion that marketing today is not compatible with a sustainable future.¹

It is within this overarching context that global businesses are being called to do more, shifting from incremental nudges in their sustainability efforts to an exponential shift in their actions.

This shift demands that businesses transform their products, services and business models to align with a more sustainable growth and consumption paradigm. Marketing will be central to delivering against these ambitions.

This report seeks to explore how confident the marketing industry is in this sustainable transformation brief and explores whether we have made progress against the gaps highlighted in WFA’s 2021 report, “Marketing and Sustainability: Closing the Gaps²”, within the wider global client-side marketing community.

The areas of focus for this report are:

- Progress of the company and marketing function on the sustainability journey.
- Sustainable transformation opportunities and challenges.
- Marketing levers for sustainable growth: strategy, innovation, partnerships, communication and measurement.

There were three steps to the Sustainable Marketing 2030 research:

1. We conducted desk research drawing on extensive existing bodies of work and existing Kantar research.
2. We were guided by 18 in-depth vision interviews with global leaders and 10 interviews with sustainability experts.
3. We scaled the research to a global quantitative study with senior marketers across 48 markets.

1. [WFA The Big Debate \(highlights\)](#)

2. [WFA Sustainability and Marketing Report](#)

Leaders and experts who informed this initiative.

Thank you to the business leaders and experts who shared their invaluable insights and experiences. Your thought leadership and depth of knowledge helped us to shape this work and guide us towards the issues that matter.



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.

We would like to extend our thanks to the 44 National Associations who, alongside Kantar clients, drove uptake of this study around the world and contributed their valuable insights.

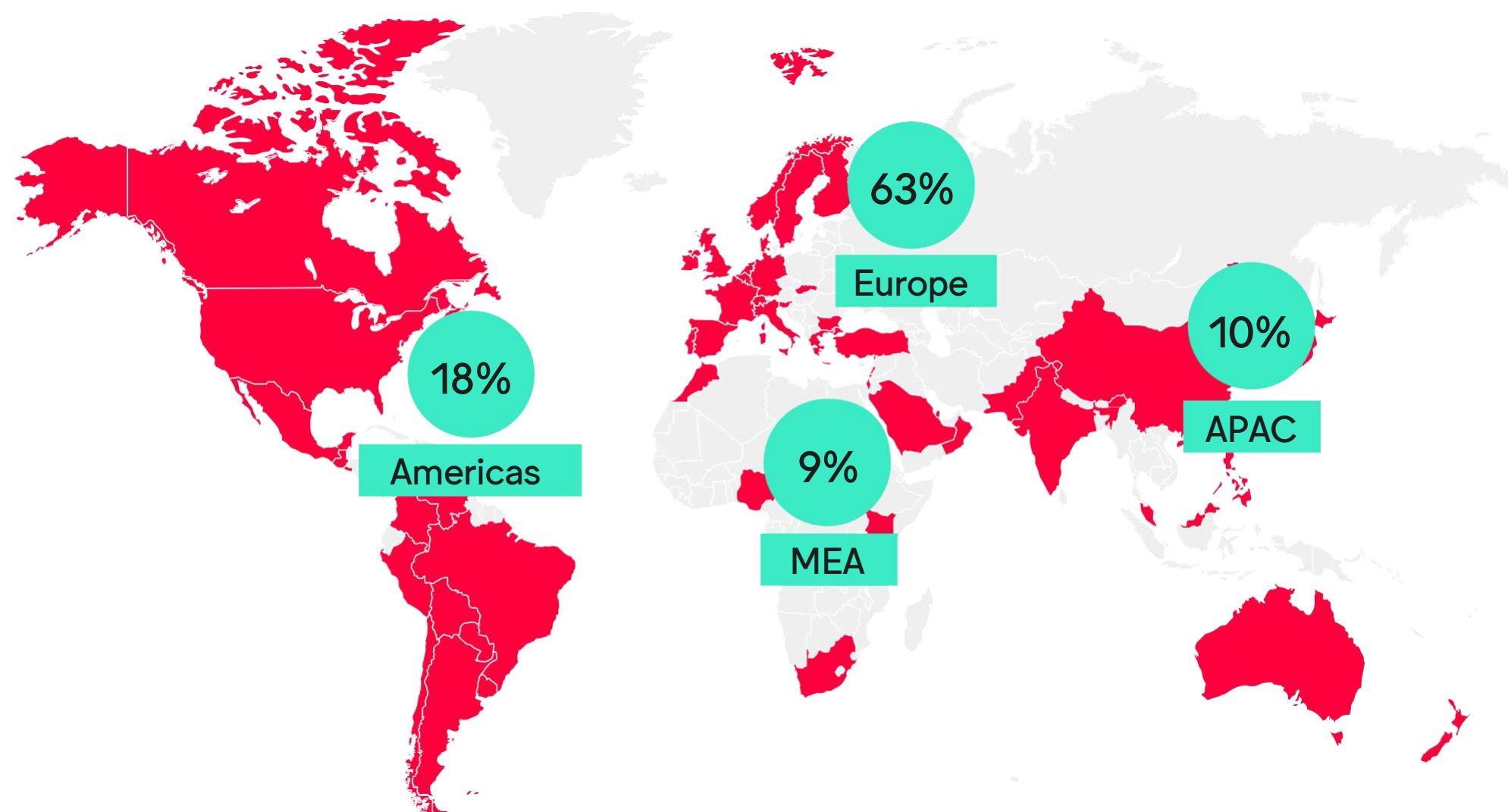


Global quantitative sample.

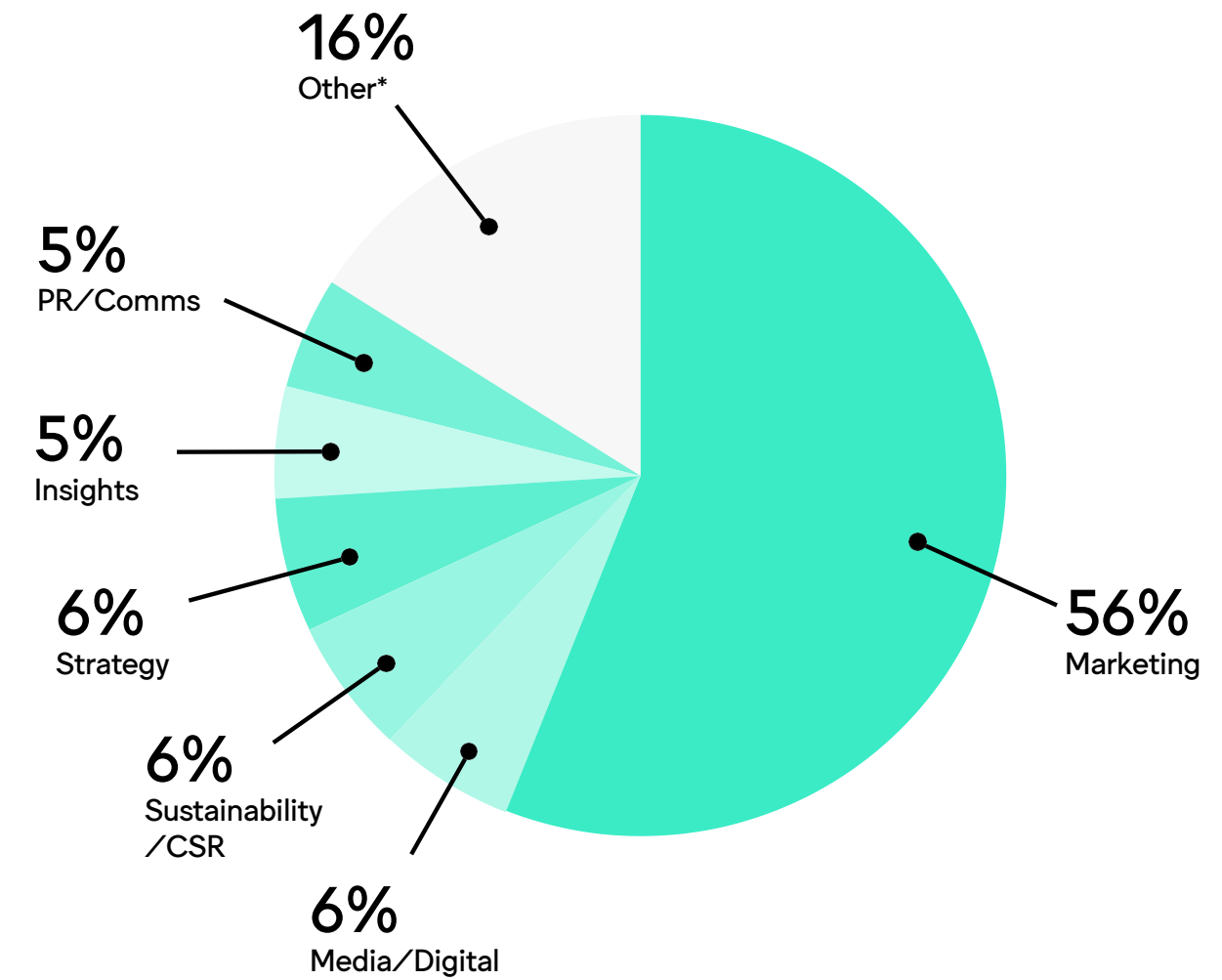
The quantitative survey drew from 938 senior client-side marketers across 48 countries around the world, including a wide variety of territories, company sizes and categories.

Unless stated otherwise, all insights in this report are from WFA's global survey entitled "Sustainable Marketing 2030", conducted in partnership with Kantar's Sustainable Transformation Practice between October 2022 and March 2023.

Respondent split across the world.



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

Are we closing the gaps?

“In recent years we have seen an increased sense of urgency to tackle the climate crisis and its harmful impact on people’s lives and livelihoods before the window of opportunity slams shut. Businesses, governments, and NGOs need to collaborate in new ways and create systemic change at an accelerated pace. At the same time, there is pressure on brands and marketers to respond to increasing consumer expectations for sustainable choices. We have an important role to play to make sustainable choices simple and preferred for the consumer.”

Conny Braams, Chief Digital and Commercial Officer, Unilever

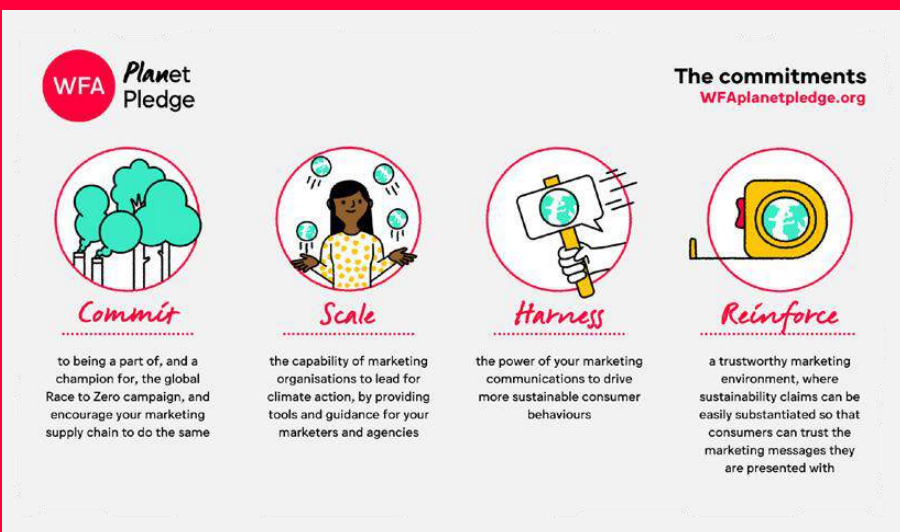


Many companies are stepping up.

WFA's 2021 report, "Marketing and Sustainability: Closing the Gaps"¹, found that, despite increased efforts in adopting sustainable business practices and increasing awareness of the climate crisis, significant gaps remained in the collective journey to a more sustainable future. To 'close the gaps', the marketing function was invited to address:

1. The need for education
2. The communications challenge
3. The opportunity for behaviour change
4. The need for collective responsibility

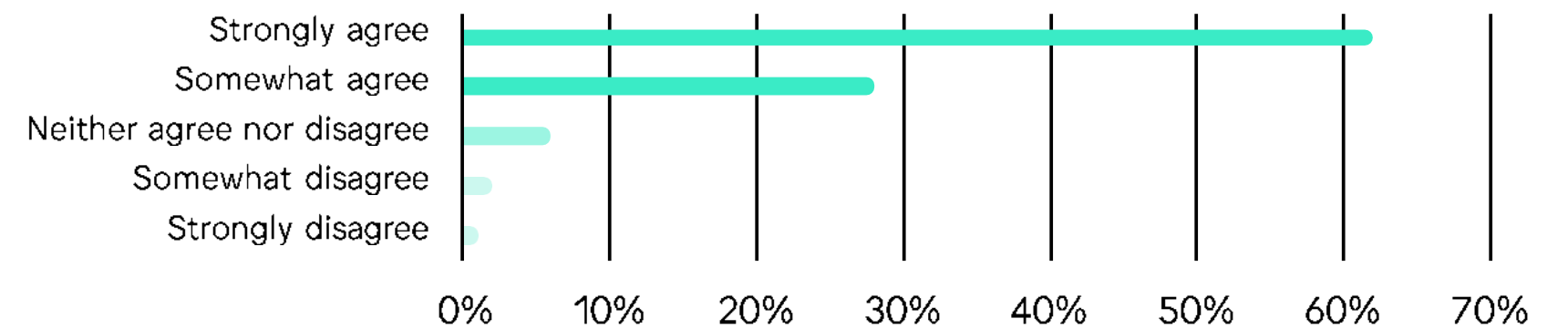
In response to these findings, WFA launched the Planet Pledge², a CMO-led framework designed to galvanise action from marketers to promote and reinforce attitudes and behaviours, which will help the world meet the challenges laid out in the UN SDGs. Thirty-two of the world's largest brands have since signed up to the Planet Pledge, signalling their commitment to helping make marketing part of the solution.



But we need to go further and faster.

Marketing has the opportunity to put itself back in the driving seat of business performance. Brand leaders and CMOs are perfectly placed to connect their insights with consumer demand for sustainability to drive brand growth and subsequent business performance.

We have the imperative and the unique skillset to lead this era of transformation but we are currently moving too slowly and lack the necessary ambition.



90% of participants agree that sustainability agendas must be more ambitious for bigger and timely impact.

“Over the last 70 years, we’ve been creating demand for lifestyles that call for more, more and more. We’ve been driving consumption that is completely incompatible on a planet where resources are constrained. So 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. I think we have all the capabilities we need to drive change and drive a better future. But it’s going to require people to disconnect from a model which has made them very, very successful, and start to embrace a new way of life, and that’s going to be a tension.”

Anna Lungley, Chief Sustainability Officer, International Markets, Dentsu



1. [WFA Sustainability and Marketing Report](#)
2. [WFA Planet Pledge](#)

Two years on, brand owners have a better understanding of the challenges they face.

As people become more aware of the response needed to solve issues like the climate crisis, they understand that what their organisations are currently doing is not enough, despite making meaningful progress. As a result, company-level confidence is down with fewer performing in the top bracket, from 29% in 2021 to 15% in 2023. However, the perceived progress of the marketing function has remained almost identical between the 2021 and 2023 studies.

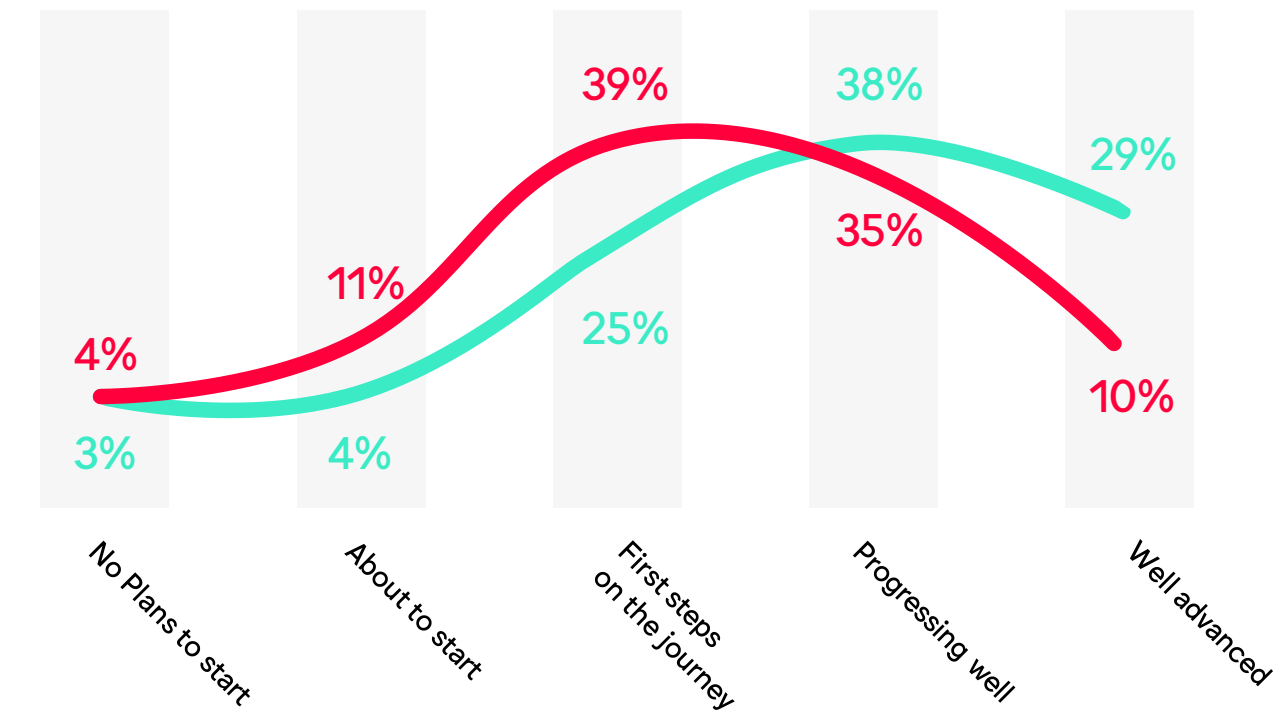
But the marketing function is still lagging.

The marketing function is still lagging compared to the rest of the business two years on: that said, sustainable transformation is still seen as a responsibility and an opportunity. We heard that marketing has the budget and the authority to better activate sustainability within the strategic agenda versus what can be achieved by sustainability departments or other functions acting in isolation.

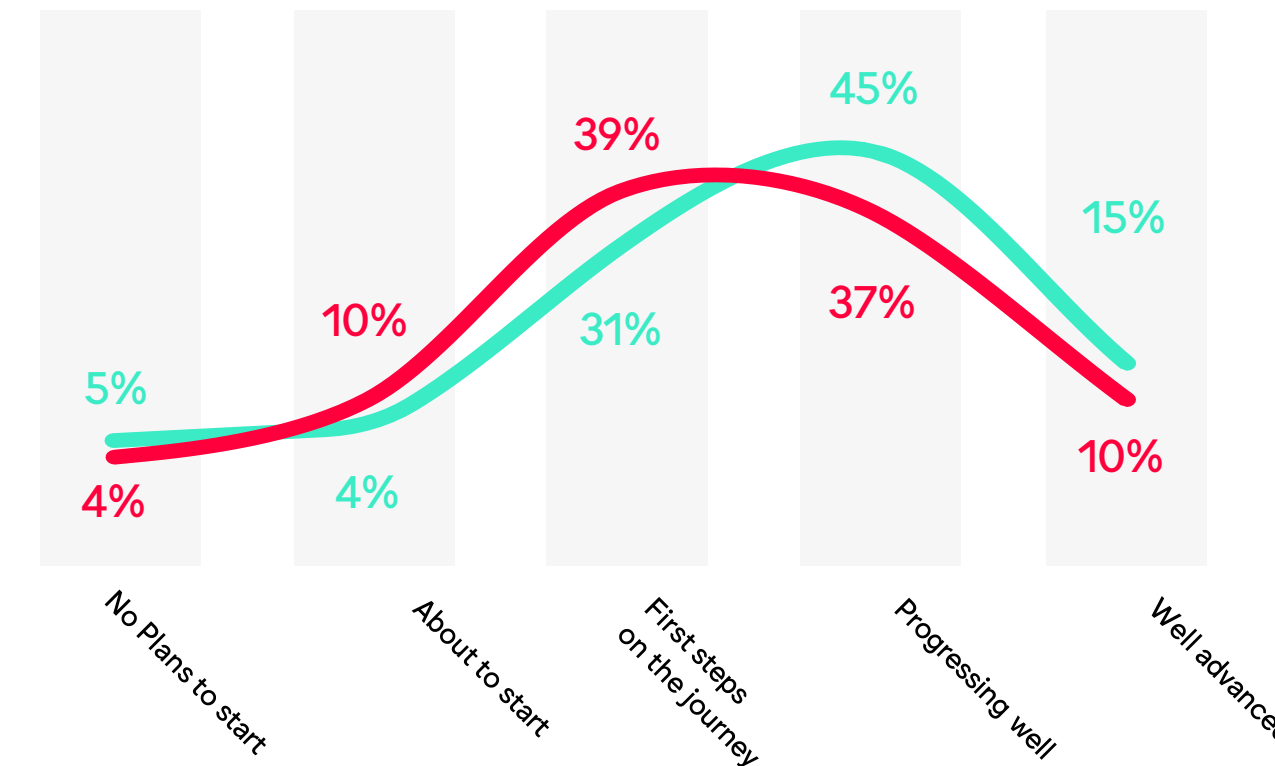
Respondents also told us that their companies are taking meaningful steps to drive progress.

- **Executive involvement** – 87% say their Chief Sustainability Officer reports to either CEO or the Board vs 80% in 2021.
- **Increased visibility of sustainability KPIs** – sustainability as a KPI in their marketing dashboards has increased to 42% in 2023 vs 26% in 2021.
- **Focusing on sustainability communications** – 40% of brands now say they have a sustainability story and are proud to communicate it versus 25% in 2021.

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



“Sustainable Marketing 2030” (WFA 2023 report)

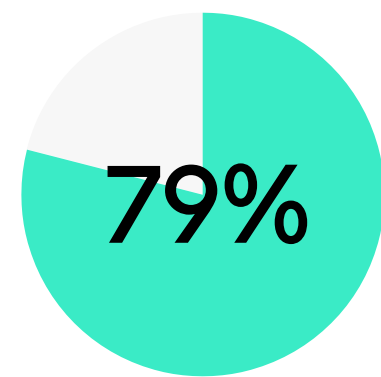


— At company level
— Marketing function

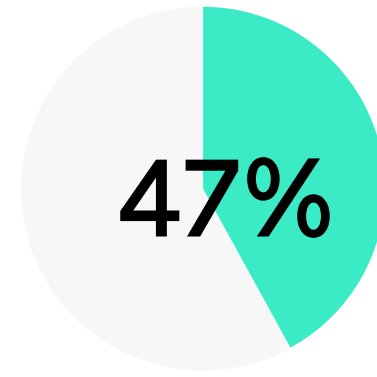
Overall consumer engagement with climate issues remains strong.

As people become more aware of the climate crisis and the role of industry within it, they are demanding that businesses do more.

With many brands stepping forward to declare commitments, people are scrutinising the claims to ensure that actions follow. Around the world, people are becoming increasingly vocal about brands deemed to be untruthful in their claims and are unafraid to publicly hold them to account.



Say businesses have had the most negative impact on the world's environmental problems¹



Have stopped buying products/services that have a negative impact on the environment and society²



“Marketing is powerful: it can change how people think, feel and behave. Whether you’re a creative, a planner, or a strategist, we should all be asking how we can drive changes that are for the better. How we can help brands deliver solutions to the problems that matter most to their consumers through authentic, credible actions that resonate with consumers and address the brand’s most material impacts.”

Hannah Harrison, Chief Sustainability Officer, WPP

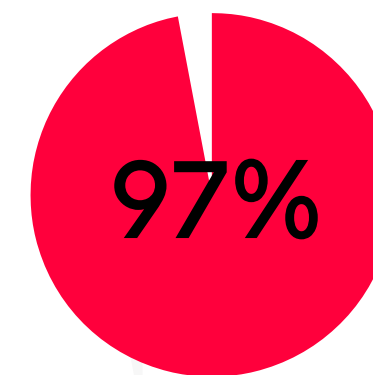
1. Kantar Research, Global Monitor
2. Kantar Research, Global Issues Barometer

3. Kantar Research, Sustainability Sector Index
4. [WFA Sustainability and Marketing Report](#)

But the ‘intent-to-action’ gap remains.

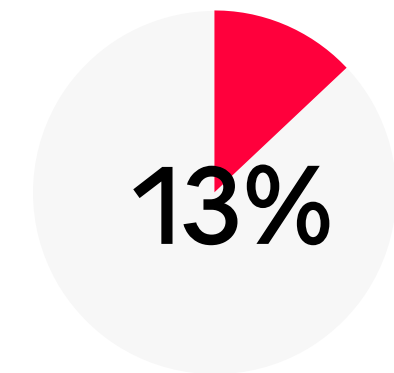
The WFA 2021 research report⁴ noted the presence of an ‘intent-to-action’ gap: consumers said they wanted to live more sustainably, yet they were not following through.

Our 2023 vision interviews suggest that this tension remains and that there is a difference between what consumers say and how they behave in reality.



of people say they are prepared to take action to live a more sustainable lifestyle³

VS

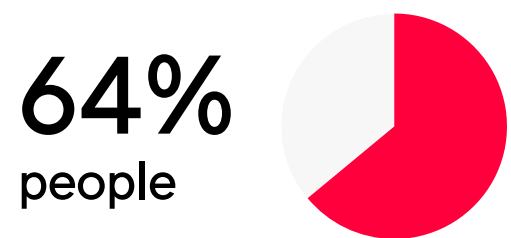


of people are actively changing their behaviour³

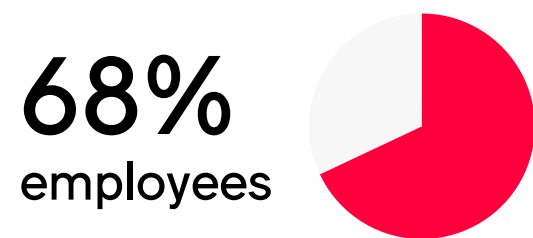
Pressure and scrutiny now come from multiple stakeholders.

There is a directional shift from single to multi-stakeholder engagement on climate issues, with the resulting pressure and scrutiny proving complex to navigate for many.

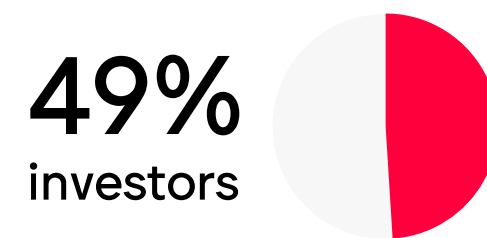
This presents increasing brand and reputational risk for those not prepared to take their business impacts seriously. The brands that align themselves with people’s values will remain culturally relevant, commercially successful and will continue to attract and retain the very best talent in our industry.



say it is businesses' responsibility to solve climate and environmental issues¹



say organisations should step up when governments fail to fix society's problems²



would sell their investment if a company does not sufficiently address ESG issues³



“We have to be very mindful of the fact that if we continuously persecute the first movers who are really trying to do something, then there will be no first movers in the market anymore because everybody’s too afraid to speak out. This whole situation is in flux.”

Clara Lee, Vice President of Brand, Nestle

1. Kantar research, Global Issues Barometer

2. Gartner For Employee Experience and Retention, Address Sociopolitical Issues

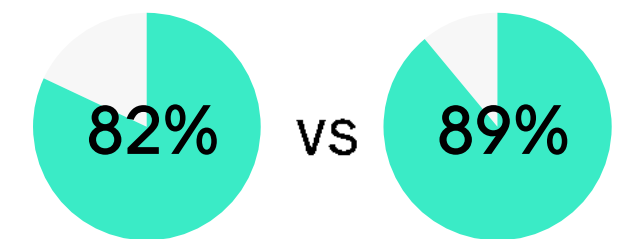
3. PwC’s 2021 Global investor survey : PwC

Bravery and transparency in communications are key.

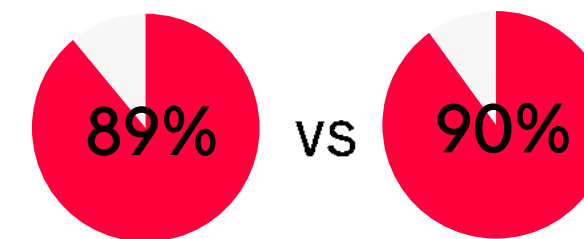
Marketers feel that being concise in communications is increasingly difficult due to a rise in greenwashing accusations. An emergent response is the trend of ‘greenhushing’, where brands are afraid to speak up about progress for the fear of being criticised for a lack of perfection.

Marketers still feel bravery in communications is critical, but this tension has impacted overall confidence.

82% agreed “Companies need to be braver in communicating their sustainability efforts” (versus 89% in 2021 report)



Alongside bravery, marketers continue to feel that transparency in communications is key and that consumers see honesty as a sign of the authenticity they are looking for.



89% said “It is OK to say you haven’t fixed all your problems” (versus 90% in 2021 report)

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, Programme Director – Executive Education, Cambridge Institute for Sustainability Leadership

It's our responsibility.

The study demonstrates that marketers recognise that consumers want to live more sustainably and it's marketing's responsibility to enable people to do so.

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)

Marketing excels in its ability to understand people's needs and desires and to tell the stories that create meaningful consumer engagement. The brands we have at our disposal are powerful drivers of lifestyle change at mass scale, offering us the opportunity to normalise a new, more sustainable set of behaviours.

With opportunity comes challenge.

The overarching sense of this research is that marketing needs to take bolder, more transformational actions if it is to realise its role and responsibility in helping to solve the climate crisis.

90% of marketers in the study expressed a belief that we need to drive more ambitious sustainability agendas with a bigger and more timely impact.

Marketers described the opportunities in innovation, business model reinvention, consumer education, developing more meaningful partnerships and expanding marketing's understanding of and influence on the value chain.

But this ambition is juxtaposed with a challenging internal organisational context.

The top seven challenges highlighted by this study were all focused on the internal organisation, ranging from measurement and resources to mindset and capability. If organisations are unable to 'get their own house in order', then the likelihood of realising these opportunities diminishes.



“Every month, we use up 1% of our carbon budget for 1.5 degrees. That’s 1% of the remaining carbon budget for humanity’s time on Earth. Every single month. So quarter by quarter, we need to make progress on reducing emissions.

Behavioural change is arguably the fastest way to do this. Marketing must scale up rapidly and within 12 months we need to see a complete change in what marketing is doing in the world.”

Owen Gaffney, Co-founder, Exponential Roadmap Initiative, CEO, Planetary Stewardship & Co-lead, Earth4All

Top opportunities.

Innovate to create competitive advantage

Creativity and innovation are skills that must be harnessed in order to realise the change that is needed. 57% of respondents agreed with the need to innovate to create competitive advantage. 55% said that innovation will come from defining new business models to grow sustainably.

Educate people about their choices and actions at mass scale

54% agreed with the need to educate people about their choices and actions, reflecting the insight that marketing must seek to drive and normalise new sustainable behaviours – internally and externally.

Transformative partnerships to drive bigger impact

Partnering and partnerships will play a key role in driving the pace and scale of the change required. 46% of respondents agreed that marketing can drive bigger impact through collective responsibility.

Expand marketing's opportunities in the value chain

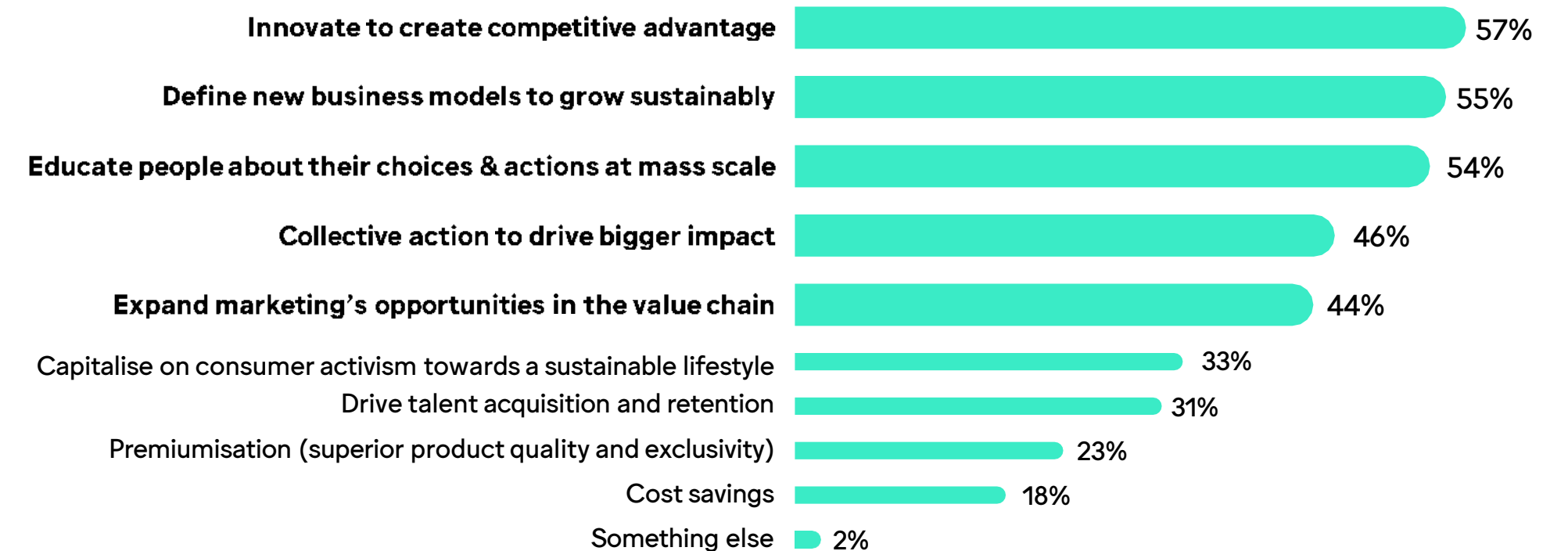
Shifting from a linear to circular understanding of value presents an opportunity for leaders committed to driving new ways of thinking and acting, with 44% agreeing that the organisational value chain presents opportunities for marketers.



“The UN calls for rapid transformation at every level of society, yet we’re not seeing that level of ambition in industry. We are tinkering around the edges with operational footprint and media decarbonisation. We are not addressing the elephant in the room, which is, ‘how do we drive consumption and are we applying our creativity, behaviour change and storytelling skills to be in service of a sustainable future?’”

Rob McFaul, Co-Founder, Purpose Disruptors

Biggest opportunities propelling the transition towards sustainability.



Top challenges.

Redefining success

Sustainable transformation calls for a holistic view of success. A lack of P&L policy which treats planet and profit equally presents a barrier to progress, according to 35% of respondents.

Dedicated resource

We need a transformational approach to sustainability, however, this requires resources. 35% of respondents cited a lack of allocated internal resources as a challenge.

Close the (knowledge) gap

The sustainability agenda is complex, requiring both breadth and depth of understanding. Many organisations do not have the requisite knowledge to address the needed transformation. Worryingly, 35% cited a gap in this capability, up from 20% in 2021, suggesting that the capability issue is of increasing concern.

Internal mindset

The internal mindset of organisations creates the overarching context within which the sustainability agenda plays out. 32% of respondents said that sustainable solutions are perceived as costing more and that this presents an organisational challenge to progress.



“There is a legal reluctance to be bold and strong in marketing statements because greenwashing is such a big risk. From a marketing perspective, you need to sometimes simplify to make your points and be single-minded. That is almost always running into legal issues because in sustainability messaging you have to be very specific. We’re still figuring out the perfect balance.”

Mark van Iterson, Global Director Design and Sustainability, Heineken International

Challenges preventing transition towards sustainability.



Different themes are emphasised across regions.

North America.



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

- North America is leading the way in terms of applying a company sustainability agenda (76% vs 59% globally). However, translating that into the marketing agenda is below other regions (41% vs 46% global).
- Marketers feel less pressure regarding people expecting brands to help improve the environment (39% vs 47% globally). On the other hand, they see an opportunity to educate people about their choices and actions at mass scale (61% vs 54% total).
- Marketers in North America see sustainability as a great opportunity to drive talent acquisition/retention (48% vs 31% globally).
- North America's top challenge is the internal knowledge and skills gap, also the highest across all regions (55% vs 35% globally).

LATAM.



Challenges on conflicting business priorities and building internal confidence

- The biggest perceived challenge in LATAM is that sustainability plans conflict with current business strategy and priorities (37% vs 28% globally).
- The marketers in the region need help to make the business case internally.
- Marketers feel more strongly that they need to have their house in order before communicating externally (60% vs 43% globally).
- The need to equip marketing teams with knowledge, skills and tools is more keenly felt (65% vs 57% globally).

Europe.



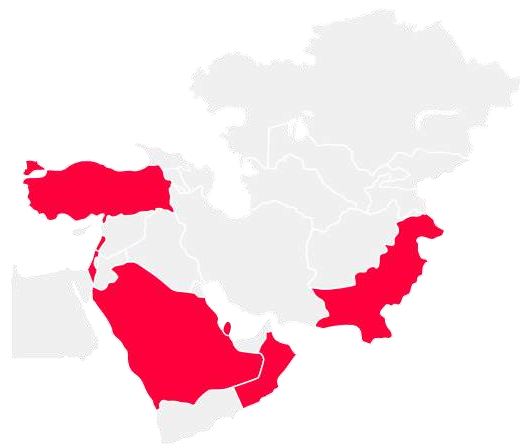
Lack of P&L policies and internal resource are key challenges

- Lack of P&L policies that treat planet and profit equally and internal resource challenges are reported as the top 2 challenges.
- Slightly stronger fear of greenwashing in the region, compared with other parts of the world (27% vs 23% globally).
- Nordic marketers agree more strongly with the idea that it is acceptable to admit you haven't fixed all your problems (60% strongly agrees vs 54% globally).
- The Nordics region is performing strongly in prioritising downstream innovations, such as in disposal/waste (81% vs 74% globally) and considering sustainable impact alongside financial profit (44% vs 40% globally).
- One of the biggest challenges in Nordics is not being able to measure progress (39% vs 30% globally).

Sustainable transformation will require local nuance in execution.

Middle East.

Strong marketing integration; concerns on cross-industry collaboration



- The Middle East performs relatively strongly in translating the company's sustainability ambition into the marketing agenda (57% vs 46% globally) and having sustainability KPIs on their marketing dashboards (63% vs 42% globally).
- The opportunity of educating people about their choices and actions at mass scale is more widely accepted (61% vs 54% globally).
- The region also experiences difficulties in organising and implementing cross-industry sustainability initiatives (36% vs 26% globally).

Africa.

Positivity and action, but knowledge and skills gap highlighted



- Companies based in Africa are taking action toward the SDGs (55% vs 38% globally).
- Marketers feel more pressure from people expecting brands to help improve the environment (61% strongly agree vs 47% globally).
- Marketers feel they can make a difference – (76% strongly agree vs 58% globally).
- However, the perceived knowledge and skills gap is more pronounced (50% vs. 35% globally).

APAC.

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



- Creating premium products of superior quality through commitment to sustainability is seen as an opportunity (28% vs 23% globally).
- Cost savings are valued more highly as an opportunity compared with other regions (26% vs 18% globally).
- The top challenge in the region is that sustainable initiatives are driven in silos or adjacent to marketing: significantly higher in APAC (41% vs 30% globally).

5 key framing principles to drive progress.

Marketers defined a set of key principles to address sustainability challenges going forward:

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: our industry, reimagined.

“There is untold power when companies can connect the dots between their everyday mission and greater social good, generating commercially sustainable social impact. For marketers, embedding this same mindset into strategies can benefit the business and the brand, while ensuring we’re moving the industry forward.”

Raja Rajamannar, Chief Marketing and Communications Officer, Mastercard



Circular marketing & growth: our industry, reimagined.

The circular marketing & growth framework is built on one principle – it is no longer viable to drive business growth at the expense of the planet and society.

Brands must be committed to a new logic of value that balances business, the environment and society; to a new definition of growth that acknowledges the reality of our planet's limited resources.

As marketers, we have to broaden our scope in the value chain and explore how the adoption of circular principles can help to fully unlock new value creation opportunities for a sustainable world.



“It’s going to be very difficult to market anything if you don’t fully understand the circular economy as systems change, not as a sustainability effort. A lot of sustainability efforts are focused on making the impacts of a linear economy less worse, and it’s so much more than that.”

**Nicola Evans, Executive Lead – Communications and Marketing,
Ellen MacArthur Foundation**

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.”

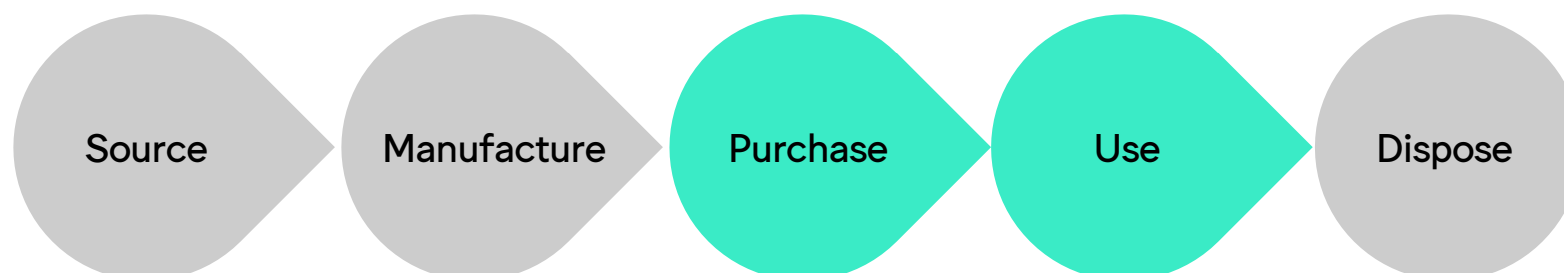
Jane Wakely, EVP, Chief Consumer and Marketing Officer and Chief Growth Officer, International Foods, PepsiCo

From.

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

The conventional understanding of the value chain starts with sourcing and ends in disposal, with marketing’s responsibility firmly centred in the points of purchase and use.

This ringfences the value that marketers can bring and limits our ability to influence both the upstream supply chain and downstream end of use and disposal stages.

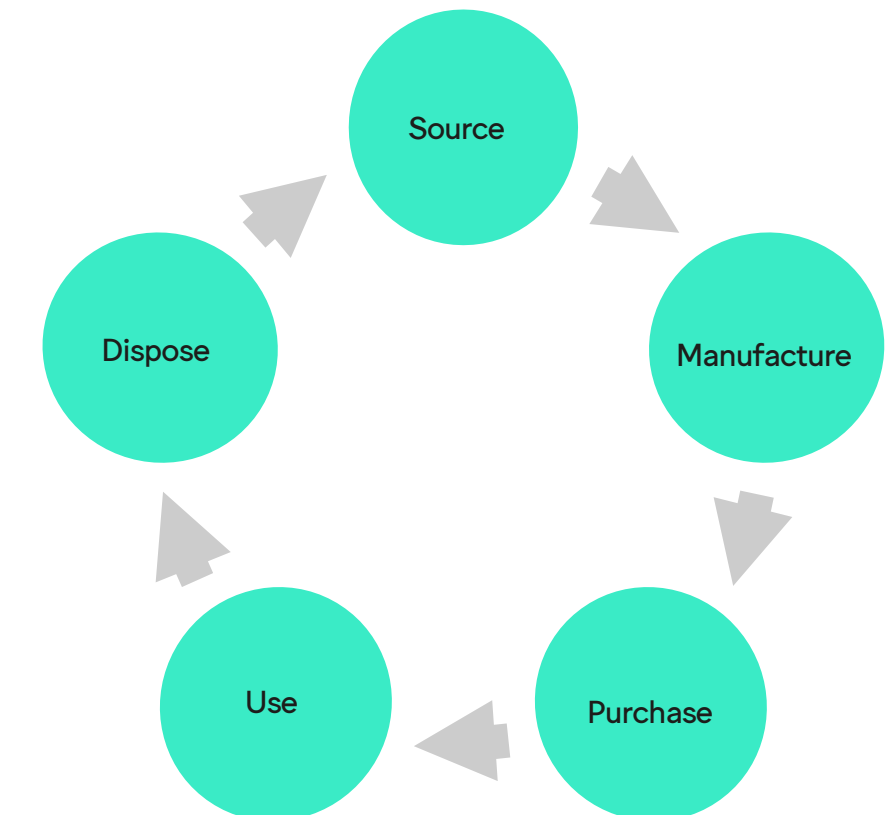


To.

Marketing’s scope beyond purchase and use, in line with circular principles.¹

Through interaction with the broader value chain, marketing is able to understand both the opportunities for and the impact of products and services, thereby unlocking ‘value’ in the system.

This also enables marketers to strategically build business resilience and growth alongside other functions, whilst creating opportunities to drive sustainable behaviour change.



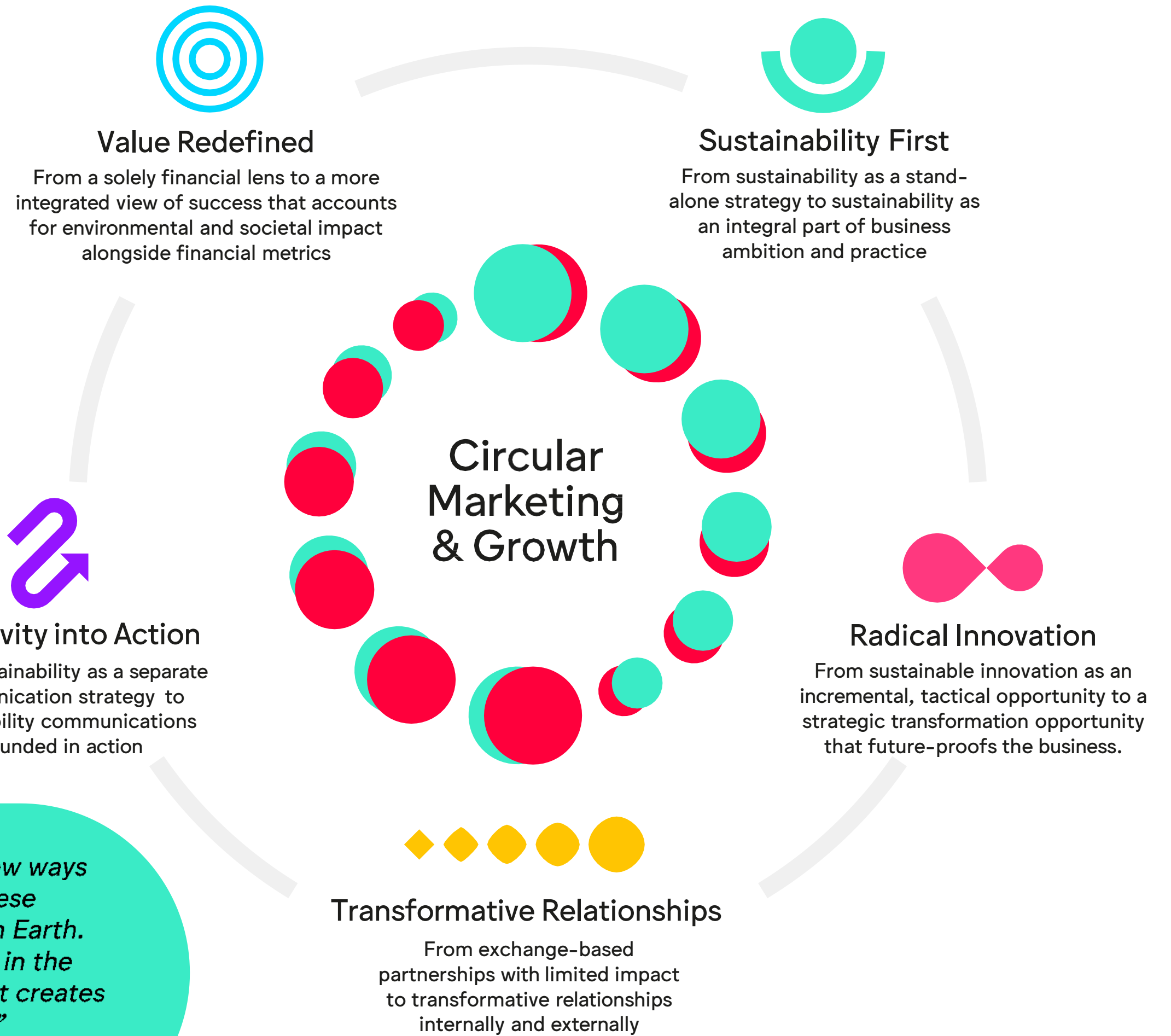
1. Ellen MacArthur Foundation: Circular economy principles

Circular marketing & growth: the framework.

The circular marketing & growth framework is comprised of five marketing levers. All five levers were rated to be of critical importance to marketing's sustainable transformation journey.

The common insight across all levers is that marketing needs to embed sustainable impact into the way we operate and make decisions. This gap presents a key barrier and needs to be addressed.

The following pages will deep dive into the five levers of change; providing benchmark data on the performance of the marketing function within each.



“Circular economies and regenerative economies are completely new ways of thinking about businesses. The companies that are embracing these models wholeheartedly are some of the most exciting companies on Earth. If you want to be on the front foot and cutting edge, you want to be in the companies doing it. Treating complete circularity as a luxury product creates desire for products that are 100% sustainable. That’s the Holy Grail.”

Owen Gaffney, Co-Founder, Exponential Roadmap Initiative, CEO Planetary Stewardship & Co-lead, Earth4All



Circular marketing & growth: how we report performance on marketing levers.

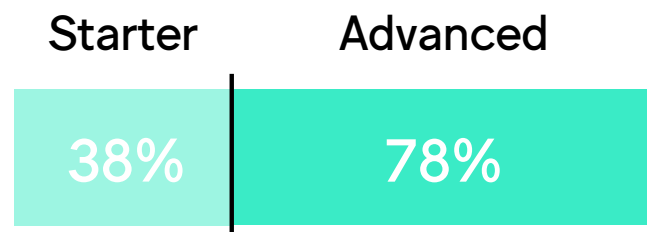
In this study, we asked participants to rate their marketing organisation on their progress on the sustainability journey. Based on these ratings, we were able to cluster marketing organisations in terms of performance as either ‘Starter’ or ‘Advanced’.

The maturity curve in Figure 1 illustrates that 47% of marketing organisations are ‘Advanced’ and 49% of organisations are ‘Starters’.

By comparing advanced and starter organisations, we are able to provide a benchmark, illustrating, the percentage of ‘Advanced’ organisations that perform well on a given attribute versus the percentage of ‘Starters’ who perform well.

Visual example.

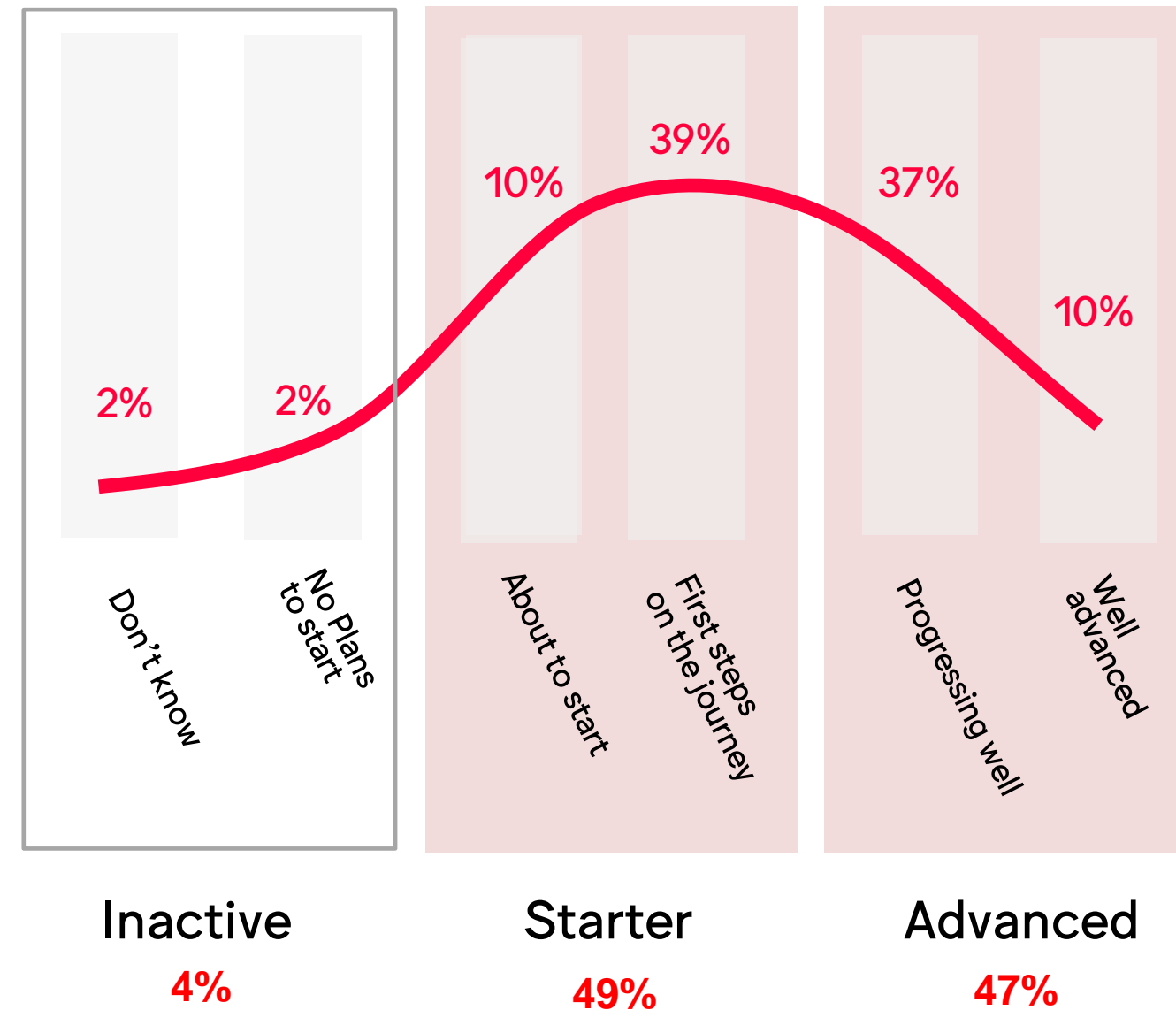
To give a visual example below, we see 78% of ‘Advanced’ organisations rated well on the attribute ‘good understanding of the broader value chain’, whilst only 38% of ‘Starter’ organisations rated themselves as doing well.



Attribute: Good understanding of broader value chain

Figure 1.

How far along is your marketing organisation in terms of translating your company’s sustainability agenda specifically to your marketing function?



Marketing function’s progress on sustainability journey

We only report on ‘Advanced’ and ‘Starter’ clusters’ progress. ‘Inactive’ group represents 4% of the total sample.

We will report on 21 attributes across the 5 levers.

Shortened attribute descriptions.

For the purposes of simplicity, shortened description of each attribute has been displayed in this report. Please see appendix for full descriptions.



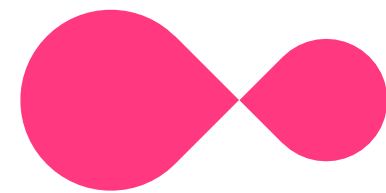
Sustainability First

Brand contribution clearly stated

Brand drives sustainable action

Good understanding of broader value chain

Prioritise long-term sustainable impact over short-term financial gain



Radical Innovation

Transform the entire portfolio

Emphasise radical innovation /new business models

Take risks and experiment



Transformative Relationships

Partner internally to make supply chain more sustainable

Measure and incentivise agency partners

Collaborate beyond our category to reduce industry impact



Creativity into Action

Proud to tell sustainability story

Good sustainable living category vision

Normalise sustainable behaviour in comms

Sustainability impact & KPIs in all comms briefs/evaluation

Communication in line with regulations

Environmental claims based on full product lifecycle



Value Redefined

Sustainability on marketing dashboard

Trusted approach to measure impact of actions

P&L incentivises to serve the planet and stakeholders

Investment decisions consider impact on the planet

Environmental objectives part of appraisal/ bonus

Sustainability first.

From sustainability as a stand-alone strategy to sustainability as an integral part of business ambition and practice

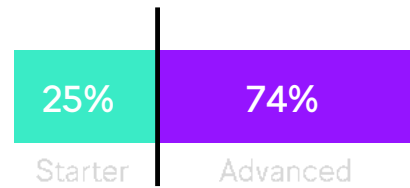
Sustainability strategies will have limited impact if treated in isolation.

Sustainability has to transition from a siloed function with stand-alone strategies, to being **aligned with core business processes and embedded within marketing practice.**

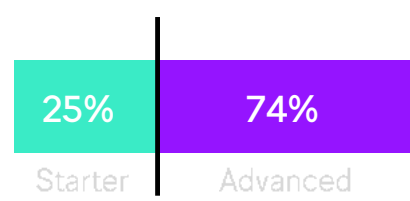
The Advanced organisations score relatively higher on three key aspects:

- Brand contribution is clearly stated
- Brand priorities drive sustainable action
- Good understanding of broader value chain

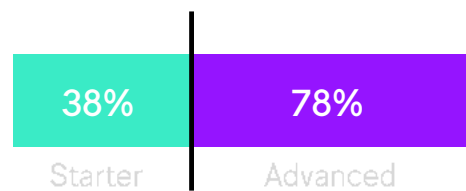
Brand contribution clearly stated



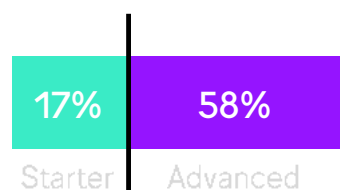
Brand drives sustainable action



Good understanding of broader value chain

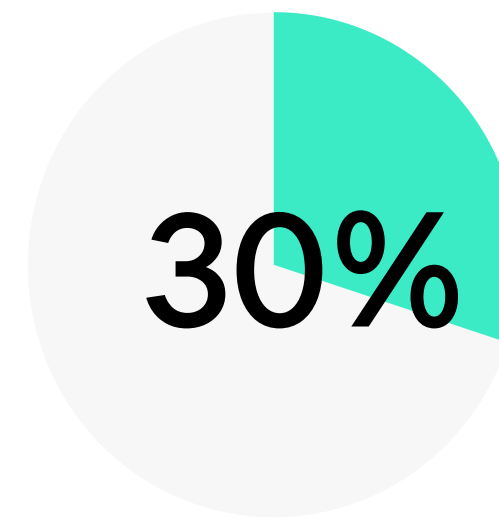


Prioritise long-term sustainable impact over short-term financial gain



The relative under-performance on these factors for Starter companies risks leaving them in a competitively compromised position. Developing **sustainability strategy in isolation from brand strategy and marketplace activation**, combined with **unaligned metrics results in a mismatch between strategy and reality.**

Shareholder-centric governance and decision making is a big barrier to the realisation of sustainability strategies. When long-term sustainable impact conflicts with short-term financial gain, only 17% of the Starters and 58% of the Advanced group consistently prioritise the long-term sustainable impact.



Confirm that sustainability as a siloed function is a key challenge to achieving the sustainability agenda



“Sustainability can’t be a marketing agenda. It has got to be a company-wide agenda, a full transformation, an end-to-end business transformation agenda where marketing’s job is to find the authentic connection to make things relevant to the consumer and turn sustainability initiatives into growth drivers. To do that, I fundamentally believe we need to create consumer movements, we need to engage and excite people.”

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

Sustainability first.

From sustainability as a stand-alone strategy to sustainability as an integral part of business ambition and practice

Resources, capabilities and insights as enablers.

There is a clear signal that businesses need to **match ambition with resource**. Whilst 90% of marketers agree that sustainability agendas need to be more ambitious to enable bigger and faster impact, **35% of respondents cite a lack of internal resources as a challenge**.

In addition to this resource roadblock, marketers tell us that many organisations don't have the knowledge to address the required transformation – 35% cite marketing's knowledge and skills gap on sustainability as a concern.

A good understanding of circular growth principles and the corporate value chain will be critical in embedding sustainability in the design of strategy, innovation and activation. Although the research suggests a relatively good value chain understanding among those who are Advanced in the journey, this is only true for 38% of Starters.

84% confirm the importance of having a good sustainability data eco-system and insights; however, only 30% of the total audience claims to do this well. **Embedding sustainability insights throughout the marketing operating cycle will help in making informed decisions for the long and the short-run.**

Good understanding of broader value chain

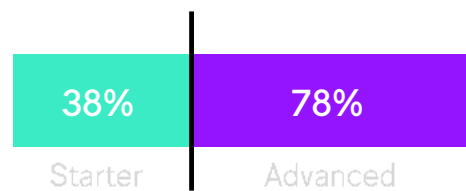


Figure 2. Sustainability data and insights integrated throughout marketing operating cycle



Please refer to page 25 for detailed explanation on the data analysis and reporting methodology.

Radical innovation.

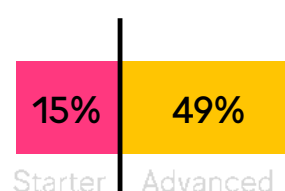
From sustainable innovation as an incremental, tactical opportunity to a strategic transformation opportunity that future-proofs the business.

Innovation is key to making the leap we desire.

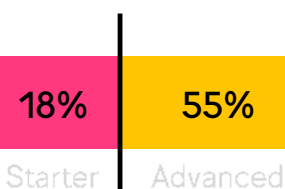
Marketers selected innovation as the most important lever, ranking it above communication, which was reported as the most important lever in 2021. With the increasing greenwashing trend, brands are under pressure to create tangible proof points with their actions in the value chain. **Sustainable innovation helps unlock those proof points and create a competitive advantage: 57% of marketers see this as the biggest opportunity.**

In addition, by **committing to transformative innovation**, marketing can play the role of **building resilience into the business model: 55% of marketers identified new business models as the second biggest opportunity.**

Emphasise radical innovation/new business models



Transform the entire portfolio



Marketing can have two major impacts with radical innovation.

Firstly, innovation needs to **normalise a new set of behaviours for consumers to drive more sustainable choices.** This type of innovation may lead to new business models such as renting, repairing or sharing clothes or creating a second-hand marketplace, versus buying new clothes.

Secondly, **innovation must influence the shift to more sustainable portfolios.** This type of innovation requires close collaboration with procurement, manufacturing and other functions to transform the value chain as a whole. **Marketing can play a key role in linking value chain activities with consumer and commercial opportunities.**

49% of the Advanced group emphasise the importance of radical innovation to change the category rules and build new business models, versus only 15% of Starters. Additionally, 55% of Advanced companies are transforming the entire portfolio versus only 18% of Starters.

Example: Mastercard and Doconomy 1.

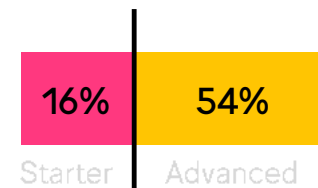


Mastercard and Doconomy collaborate to combat climate change and enable consumers to make the right choices, with a *“free and easy-to-use mobile banking service that lets users track, understand and reduce their CO2 footprint through carbon offsetting.”*

1. [Mastercard and Doconomy Launch the Future of Sustainable Payments](#)
Please refer to page 25 for detailed explanation on the data analysis and reporting methodology.

Radical innovation.

Take risks and experiment



Internal barriers.

A transformational approach requires taking risks and experimenting. 54% of the Advanced group claim they do this well, versus only 16% of Starters. There is clearly some way to go, even amongst those who are further along in their journey.

An internal mindset that “sustainability is costly” continues to be a barrier to driving the agenda- the fourth biggest challenge. The **opportunity for marketing is to take the lead in making the business case**, by showing the commercial size of the opportunity – and/or the cost of doing nothing.

44% of marketers say sustainability will help them expand marketing’s opportunities through the value chain. Innovations leading to new **business models across the value chain require building capabilities in new spaces**. The ability to build various forms of **partnerships will be critical to opening up those capabilities to the company**.

From sustainable innovation as an incremental, tactical opportunity to a strategic transformation opportunity that future-proofs the business.

Example: Infarm ¹.



In-store vegetable farms: a new business model example.

Creating environmentally-friendly food systems. The produce is grown in store in smart, modular ‘farms’, monitored through cloud-based technology. There are 1,850+ stores worldwide, that have 30+ partnerships with the world’s top retail chains.



“We still can have a capitalist economic paradigm, which is about growth and the generation of profit, if we can decouple growth and the generation of profit from environmental destruction, prevent biodiversity loss and climate change. That would mean moving from products to services and from stuff to experiences. It would be about moving a significant portion of consumption online, which with Web3, we have the potential to do. It is actually possible to have vibrant growth, a generative and profitable economy without environmental destruction. But it will be radically dematerialised.”

Solitare Townsend, Co-founder and Chief Solutionist, Futerra

1. Infarm: A vision for the future

Please refer to page 25 for detailed explanation on the data analysis and reporting methodology.

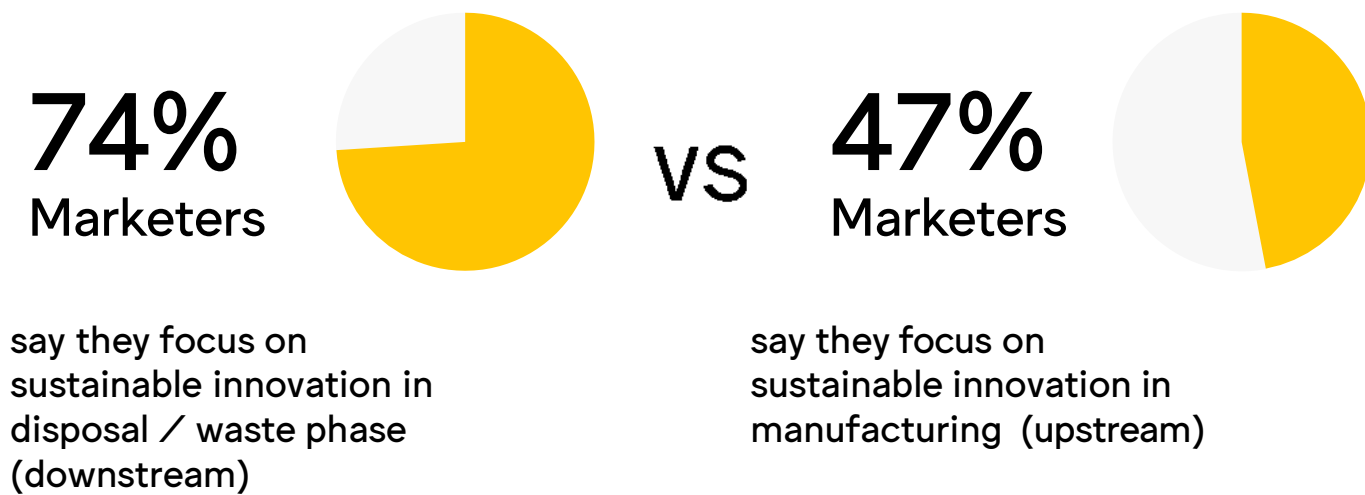
Significant opportunity exists in upstream innovation¹

By treating the root issue rather than the symptoms, we can prevent waste from ever being created.

Method.

The current way of working tends to lean closer to downstream innovation: tackling the problem when it has already entered the system.

Instead, we must 'design out waste'²; preventing it from happening rather than managing it afterwards. We need to trace back to the source of the problem and challenge it there with circular principles in mind.



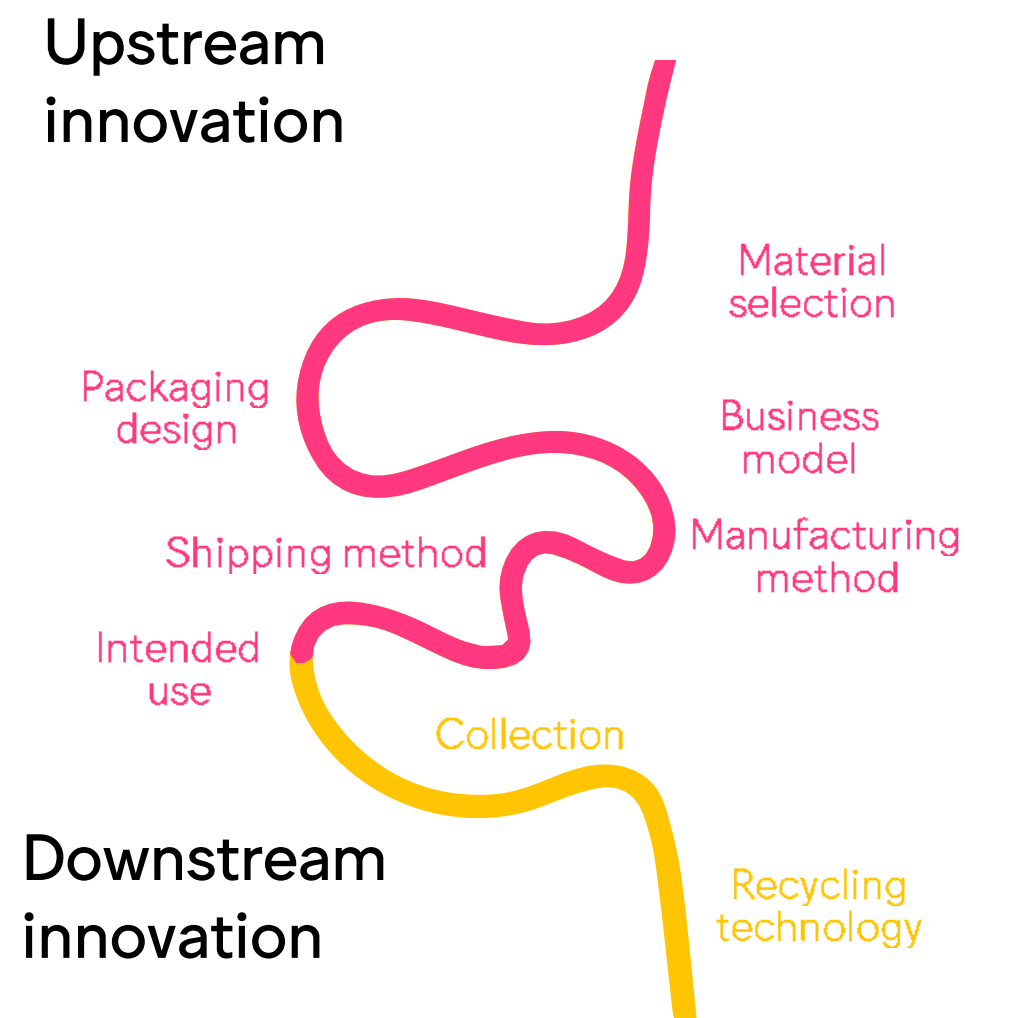
3 pillars to 'design out waste'.

- 1 Rethink the product: innovate product and packaging to remove the waste elements out
- 2 Rethink the business model: innovate at the system design level
- 3 Normalise the behaviour: changing consumer attitudes and behaviours to create sustainable change

'It is estimated there could be more plastic than fish in the ocean, by weight by 2050'.
Ellen MacArthur Foundation

From sustainable innovation as an incremental, tactical opportunity to a strategic transformation opportunity that future-proofs the business.

For example, for packaging:



1. Ellen MacArthur Foundation: Upstream Innovation
2. Ellen MacArthur Foundation: Design out waste

Transformative relationships.

We need to switch from exchange-based partnerships to transformative relationships for rapid and scaled impact.

46% of marketers in the study feel that collective responsibility represents a key opportunity.

Most of us have experience with traditional forms of partnership, based on resource exchange for mutual benefit. While exchange-based relationships are still important, it has become accepted that we need more transformative relationships across multiple stakeholders - businesses, governments, NGOs - to solve the scale of issues we face. The UN's 'transformative partnership' definition provides a helpful distinction for the requirements and complexity of this type of relationship:

"An ongoing collaborative relationship between or among organisations from different stakeholder types aligning their interests around a common vision, combining their complementary resources and competencies and sharing risk, to maximise value creation towards the Sustainable Development Goals and deliver benefit to each of the partners" 1.

From exchange-based partnerships with limited impact to transformative relationships internally and externally

Figure 3. From Exchange to Transformative Partnerships 2.



DIAGEO

"It takes a village. It's not just one function, one individual or one technology. It's the sum of them all that is going to make this happen. The biggest win that we can have is real clarity around the end goal, determination to get there, and a powerful orchestration organisationally. That will ensure that we are putting all the effort, intelligence and investment it takes to drive the multiple workstreams necessary and funnel them towards that goal."

Cristina Diezhandino, Global Chief Marketing Officer, Diageo

1. [UN SDG partnership guidebook](#)
2. [Inspired by the UN SDG partnership distinction as featured in the UN SDG partnership guidebook](#)

Transformative relationships.

From exchange-based partnerships with limited impact to transformative relationships internally and externally

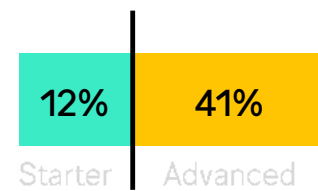
By rethinking who we collaborate with and how we work with our partners, we can increase and accelerate impact.

Aligning goals and values with immediate value chain partners.

There are often enormous savings and higher revenues, as well as enhanced speed and motivation, when companies move beyond a transactional relationship and work towards a shared mission with agencies and consumers.

Yet perhaps surprisingly, only 41% of the Advanced group say they have KPIs and measurement aligned with their agencies: for Starters, this is just 12%. Marketing is missing out on an opportunity to drive speed, impact and efficiency gains across the value chain.

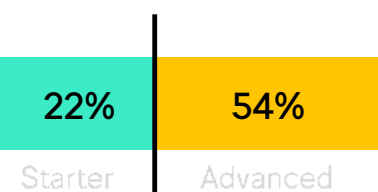
Measure and incentivise agency partners



Broader collaboration for broader impact.

Major challenges like greenhouse gas emissions, biodiversity loss and hunger require collaboration between businesses, NGOs, governments and consumers. 54% of the Advanced group collaborate with partners outside their category, versus only 22% of Starters.

Collaborate beyond our category to reduce industry impact



This pro-competitive behaviour is relatively new to business and requires a different way of thinking and operating. Skills such as the ability to lead with a vision and bring people along; dedication to make progress despite challenges; the courage to take risks and push boundaries – are key to building transformative relationships.¹

Example: The Gigaton PPA Program²



In September 2020, Schneider Electric and Walmart Inc announced the Gigaton PPA Program, “a new collaboration that will provide increased access to renewable energy for Walmart’s US-based suppliers, enabling them to lead on climate action.”

“The program directly supports Walmart’s Project Gigaton, which aims to avoid one gigaton (one billion metric tons) of carbon dioxide from Walmart’s global value chain by 2030. To date, more than 2,300 suppliers from 50 countries are participating in Project Gigaton.”

1. UN SDG partnership guidebook
 2. Walmart & Schneider Electric Collaboration to help Suppliers Access Renewable Energy
 Please refer to page 25 for detailed explanation on the data analysis and reporting methodology.

Transformative relationships.

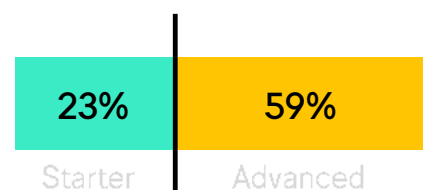
From exchange-based partnerships with limited impact to transformative relationships internally and externally

Marketers are well positioned to play a pivotal role in unleashing value across the value chain.

The sheer scale of the issues we are facing means that we require many different areas of expertise to come together, and marketers need to make a judgement on where to lead, where to influence and where to support.

The opportunity for marketing is to **lean in and collaborate in shaping relationship agendas with other functions**. With deep people and market understanding, and the creative ability to change behaviours at mass scale, marketers can play a **pivotal role in connecting activities across the value chain with business- and brand-building opportunities**. (See figure 4)

Partner internally to make supply chain more sustainable

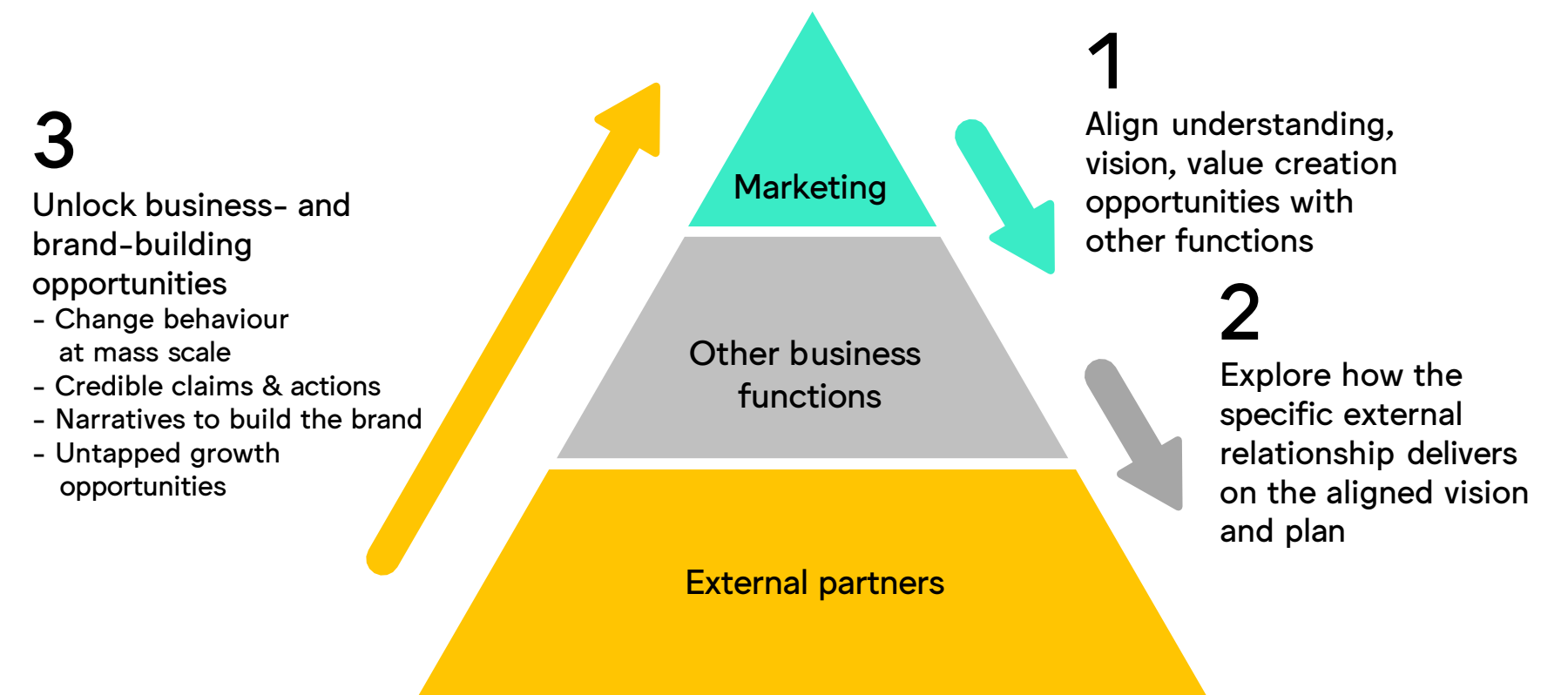


30% of our audience describes sustainability initiatives led in silos as a key challenge to transformation.

59% of the Advanced group say they partner effectively within the organisation to make the supply chain more sustainable – barely a majority – versus only 23% of Starters.

Although **removing silos** has been a consistent theme for business, sustainable transformation takes this challenge to a new level with the **variety and depth of expertise that needs to come together to solve big issues**.

Figure 4. A guide for building transformative relationships

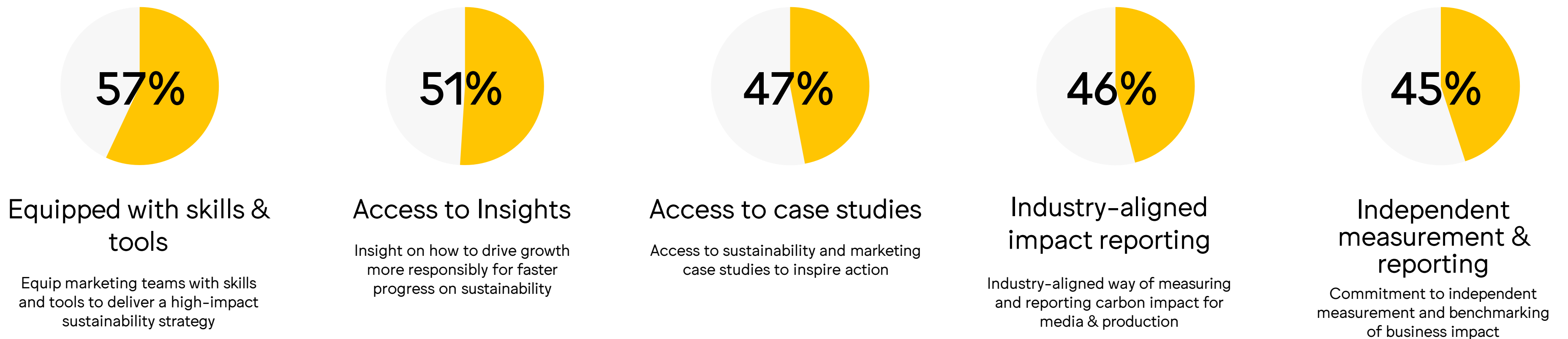


Transformative relationships.

From exchange-based partnerships with limited impact to transformative relationships internally and externally

Our research shows significant willingness to collaborate across the marketing industry to **build our capabilities** and to **tap into collective intelligence with case studies and insights**. We also hear a strong desire for **industry-aligned standards and guidelines on measuring impact**.

Below shows how marketers prioritised the help they need in achieving their sustainability ambitions:



Creativity into action.

From sustainability as a separate communication strategy to sustainability communications grounded in action

Proud to tell sustainability story

40% of total audience

62% Advanced group

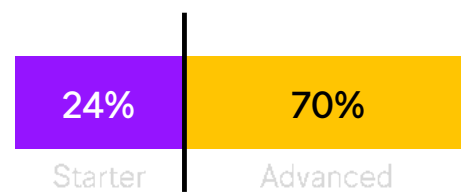
22% Starter group

Pride in sustainable storytelling has grown since 2021.

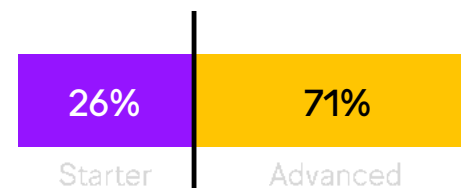
Marketing has stepped up on sustainability communications over the past two years. 40% of our total audience feel proud to tell their sustainability story vs. 25% in 2021. This rises to 62% within the Advanced group vs. 22% within Starters.

But, Starters lag behind on key communications metrics.

Normalise sustainable behaviour in comms



Sustainable living category vision



54% of the total audience think marketing needs to educate people about their choices and actions. To avoid charges of greenwashing, and to help consumers change their behaviours, communication has to up the ante on normalising sustainable lifestyles. As many as 70% of the Advanced group say they perform well on normalising sustainable behaviour in their comms, versus only 24% of Starters.

71% of the Advanced already frame communication with a vision of what sustainable living looks like in their category, vs. only 26% of Starters.

Example: Ikea Black Friday campaign¹



IKEA launched the service CIRKULÄR, a platform for circular sales, upcycling and resale of used furniture. The worldwide launch was both about inspiring consumers to sell their used furniture back to IKEA, giving them a second life, and to inspire consumers to try something new by buying something old.



“With our circular hubs, we are starting to move more towards reusing, reselling and repairing, but also then making sure that the raw material we are using is really sustainable.”

Johan Wickmark, Global Marketing Planning Manager, Ingka/IKEA

1. Ikea: Buy something used

Please refer to page 25 for detailed explanation on the data analysis and reporting methodology.

Creativity into action.

From sustainability as a separate communication strategy to sustainability communications grounded in action

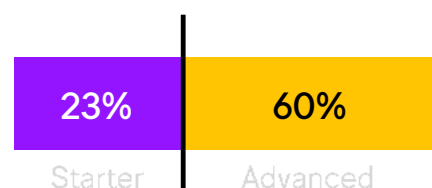
The risk of greenwashing necessitates communication rooted in value chain reality.

Increasing regulation and the rise in charges of greenwashing run the risk of making marketers adopt a more risk-averse attitude – even to the unfortunate extent of ‘greenhushing’¹. The implication is clear: **brands need to root their communication in the factual reality of the value chain.** In addition to providing reasons to believe in the fight against greenwashing, value chain knowledge provides a rich source of opportunities to talk to the credible action brands are taking.

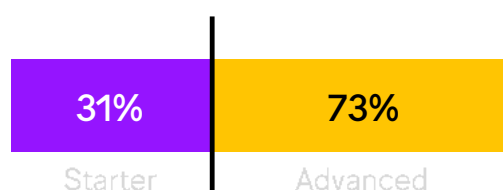
Basing claims on the product’s full lifecycle is an important defense against greenwashing. This demands a holistic understanding of the brand’s impact at each stage of the value chain. We learned that marketers struggle to **link the corporate-level value chain action to what it means for a specific brand and its product portfolio.** While 60% of the Advanced group are able to base claims on the full lifecycle, that is only the case for 23% of Starters. And whilst a relatively high 73% of the Advanced are able to leverage evidence aligned with regulations in their communication, the figure remains worryingly low with a concerning 31% of Starters.

Finally, there is widespread concern about how to manage the risk of greenwashing and other criticism, with 39% of marketers asking for help in building an industry-level consensus.

Environmental claims based on full product lifecycle



Communications in line with regulations



Example: Oatly²



Certain Oatly products have carbon emission per kg on pack, basing their claims on a life cycle assessment approach but covering stages from farm to shop, not the product’s full lifecycle. Capturing the full footprint at every stage of the product lifecycle stage i.e. store to home or at disposal is still a challenge. Oatly are not letting ‘perfect’ stand in the way of progressive messaging and climate action by choosing to talk about what they can robustly measure and owning why they can’t measure the rest.



“When marketing becomes more about the actions that a company takes, instead of just a hollow promise of unique selling points, then marketing can start to have a very positive role. It can be cool, provoke thought and foster debate that has the potential to contribute to a more sustainable future. But if it’s just there to literally sell a product, the only one who’s going to gain from that is a shareholder. So, there’s monetary value in that, but little other value.”

John Schoolcraft, Chief Creative Officer, Oatly

1. Companies purposely keeping quiet about their sustainability goals, even if they are well-intentioned or plausible, for fear of being labelled greenwashers.

2. [Oatly’s Climate Footprint](#)

Please refer to page 25 for detailed explanation on the data analysis and reporting methodology.

Creativity into action.

From sustainability as a separate communication strategy to sustainability communications grounded in action

Embed sustainability at the heart.

When thinking about communication strategy, we need to locate the sustainability and societal impact at the heart of how we write briefs, evaluate creative execution, and ultimately measure performance. Only by doing this will we ensure that our communication is consistently delivering on – or at minimum, not conflicting with – our sustainable lifestyle vision.

Once again, there is a notable gap between Advanced and Starters: 51% of the Advanced group claim to do this well and only 11% of the Starters. Across the entire sample, this is the lowest performing area within communication and represents an important opportunity to move the needle on leveraging creativity to consistently impact action.

Sustainability impact & KPIs in all comms briefs/evaluation

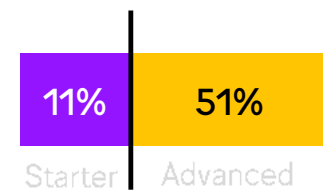


Figure 5: Guidelines to get sustainable communication right



“We are a consumer products company and therefore the best vehicle to engage with our consumers on sustainability is through our products. The key is to find the right fit of the product, with the right sustainability message through the right channels so that marketing & sustainability are complementing each other.”

Preeti Srivastav, Group Sustainability Director, Asahi Europe and International

Please refer to page 25 for detailed explanation on the data analysis and reporting methodology.

Value redefined.

From a solely financial lens to a more integrated view of success that accounts for environmental and societal impact alongside financial metrics

Sustainability on marketing dashboard

– Yes

42%
of total audience

62%
Advanced group

29%
Starter group

Redefine success.

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. Significantly more businesses have sustainability metrics featured in their marketing dashboard in 2023 (42%) vs. 2021 (26%): this increases to 62% within the Advanced group vs. 29% within Starters. As we travel along the sustainability journey, we need to challenge both the ambition of our KPIs and the success of our follow-through.

Embed new metrics in decision-making.

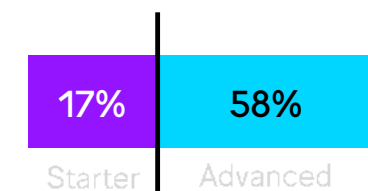
The study surfaces a discrepancy between investment decision-making and P&L incentivisation. 58% of the Advanced group say they take the planet into account in their investment decisions vs. 17% of Starters.

However, when asked about structuring P&L incentivisation to serve both the planet and stakeholders, the number is significantly lower: this is true for 44% of the Advanced group and only 10% of Starters. Crucially this is among the lowest performing attributes across all five levers.

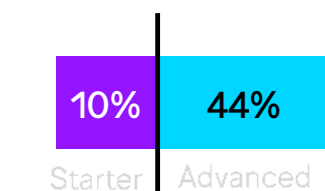
For real change, we need to address how to evolve the P&L structure, as it lies at the heart of business decision-making.

Every company will, over time, migrate their P&L to take sustainability factors into account. This represents an opportunity for marketing to step up and inform the discussion on what this might concretely look like.

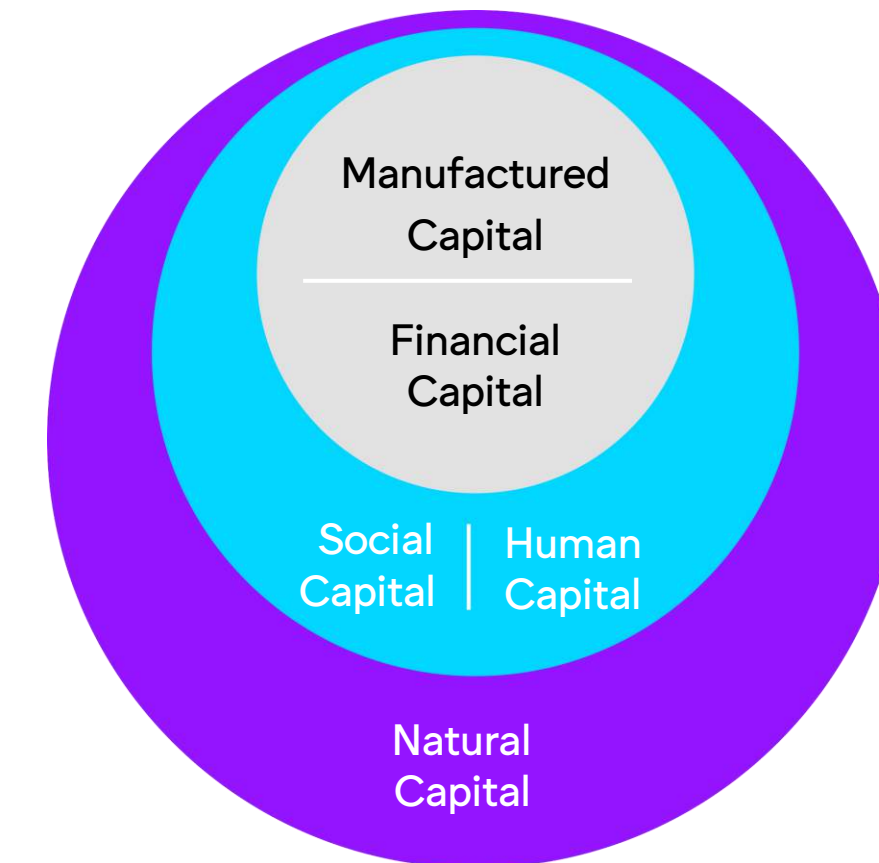
Investment decisions consider impact on the planet



P&L incentivises to serve the planet and stakeholders



Example: Five Capitals Model from Forum for the Future¹



“The Five Capitals Model can be used to allow organisations to develop a vision of what sustainability looks like for its own operations, products and services. The vision is developed by considering what an organisation needs to do in order to maximise the value of each capital. However, an organisation needs to consider the impact of its activities on each of the capitals in an integrated way in order to avoid ‘trade-offs’. Using the model in this way for decision-making can lead to more sustainable outcomes.”

¹<https://www.forumforthefuture.org/the-five-capitals>
Please refer to page 25 for detailed explanation on the data analysis and reporting methodology

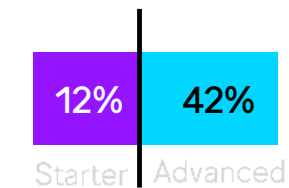
Value redefined.

From a solely financial lens to a more integrated view of success that accounts for environmental and societal impact alongside financial metrics

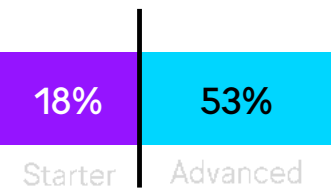
Make it personal.

The truism, “what gets measured get done” emphasizes the role of KPIs in shaping mindsets and behaviours. The cascading of KPIs at both functional and individual levels, making sustainability objectives part of the performance appraisal and bonus discussions, will bring relentless focus and drive for the desired change.

Environmental objectives part of appraisal/ bonus



Trusted approach to measure impact of actions



Our research highlights this as a big gap and an area of urgent action starting at the C-suite level. With only 42% of the Advanced group doing well here, this is the lowest scoring attribute for this group, and hence a big opportunity to speed up transformation.

Create one trusted approach.

The lack of one trusted measurement approach is also considered one of the top 5 barriers to sustainable transformation. This holds true for both Advanced and Starters; 53% and 18% doing well respectively.

Example: Diageo Society 2030: Spirit of Progress¹



Diageo have created a clear link and direct accountability for ESG commitments with their senior management community by incentivising every senior leader to make progress on their ESG agenda.

The ESG measure comprises four goals reflecting their Society 2030: Spirit of Progress goals and each goal is weighted equally.

- Reduction in greenhouse gas emissions
- Improvement in water efficiency
- Number of people who confirmed changed attitudes to the dangers of underage drinking, after participating in a Diageo supported education programme
- Inclusion and diversity metric (one measure on % female leaders globally, and another measure on % ethnically diverse leaders globally)



“The general obsession with pure market performance is probably not as extreme within a Japanese company, as it is maybe in some other international companies. Yes, we have a strong responsibility to our shareholders to deliver the right return. However, even the shareholders should recognise that the purpose of a company is not only for profit, but to also enrich the society that it is a part of, and be a value-added member of that society. With that mindset, it’s not difficult to convince people to do the right thing instead of only the profitable thing.”

Ponz Pandikuthira, Chief Product and Planning Officer, Americas Region, Nissan

¹. Diageo Society 2030: Spirit of progress
Please refer to page 25 for detailed explanation on the data analysis and reporting methodology

What's next?



“We know that most of the SDG type issues cannot be tackled by any single company. Leading companies are now being defined by their capacity to lead the collective discourse to tackle the systemic challenge. That is a real test for leadership and requires ideation, innovation and experimentation because they're not only complex issues but they are at the frontier of any company's current capability set, including the most advanced on the transition pathway.”

Maurizio Zollo, Scientific Director of the Leonardo Centre on Business for Society

By equipping readers with the knowledge in this report, we hope to empower marketers within and beyond WFA membership to engage in meaningful internal and external conversations to drive positive change for both their business and the planet.

To continue the journey, you can:

- Sign up to [WFA newsletter](#) to find out more about the work of WFA across the ESG agenda.
- Sign up to [WFA Planet Pledge](#) and enable your brand to be part of the solution to the climate crisis.
- Join WFA and Kantar at a series of Sustainable Marketing 2030 [webinars and events](#).
- Contact Kantar to arrange an organisation-specific benchmark.

About WFA.

The World Federation of Advertisers (WFA) is the voice of marketers worldwide, representing 90% of global marketing communications spend – roughly US \$900 billion per annum through a unique, global network of the world’s biggest markets and biggest marketers. WFA champions responsible and effective marketing communications worldwide.

If you would like more information on this report or WFA’s subsequent actions, please contact:



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About Kantar.

Kantar is the world’s leading data, insights and consulting company. Our global Sustainable Transformation Practice operates at the intersection of brands, people and sustainability. With over 400 clients across the world in 2022, we help organisations in 4 main areas:

- Strategic Framing of the sustainability opportunity at corporate, portfolio and brand level
- Sustainable Innovation, to close the Value–Action Gap
- Engaging Activation, to create meaningful, engaging storytelling
- Measuring Impact, developing the metrics to drive value-led implementation

If you would like more information on this report or how Kantar can help, please contact:

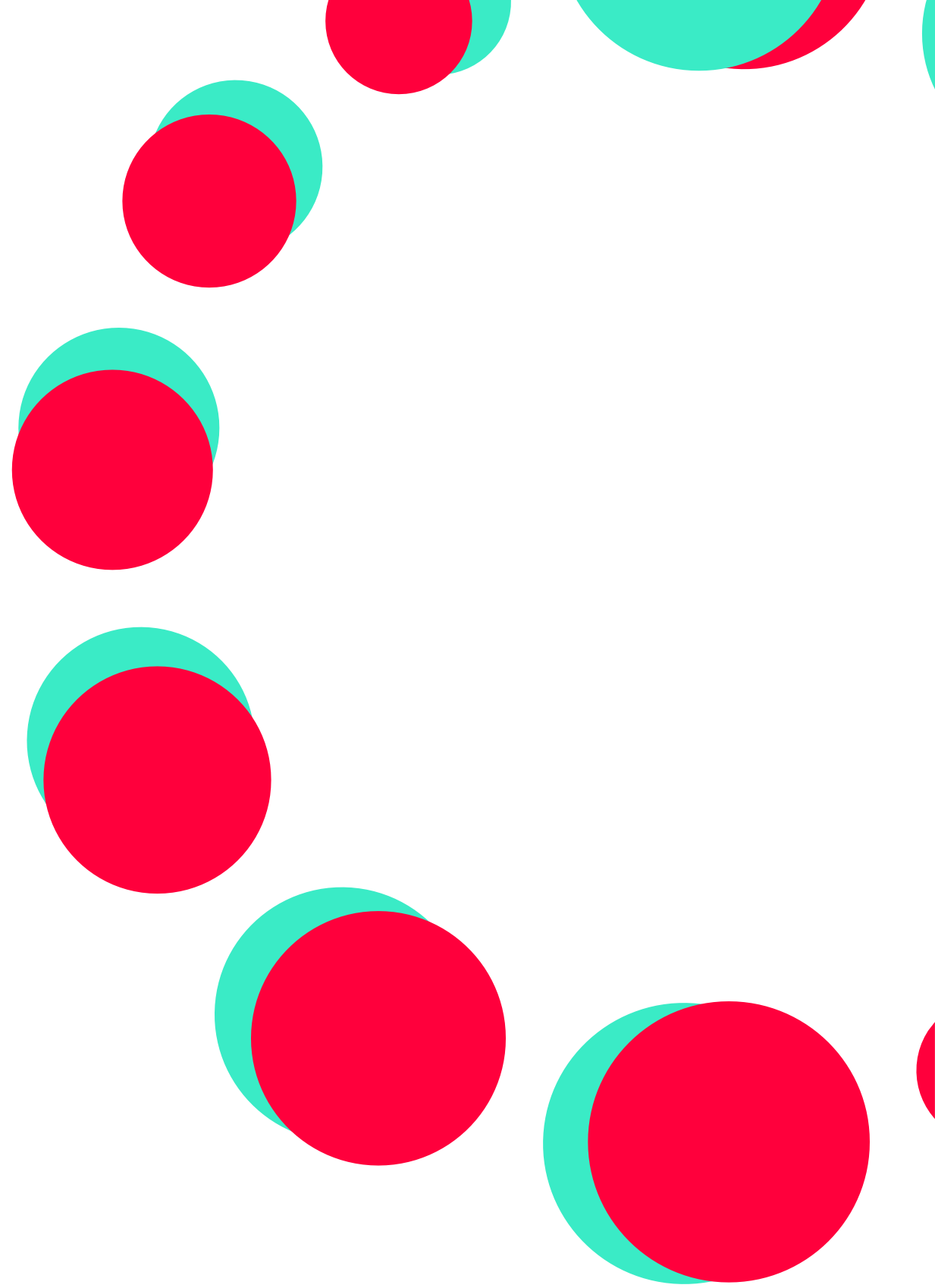


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Appendix.



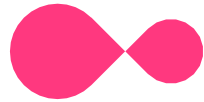
Benchmark attribute list.

Shortened attribute descriptions



Sustainability First

Brand contribution clearly stated
Brand drive sustainable action
Good understanding of broader value chain
Prioritise long-term sustainable impact over short-term financial gain



Radical Innovation

Transform the entire portfolio
Emphasise radical innovation/new business models
Take risks and experiment



Transformative Relationships

Measure and incentivise agency partners
Collaborate beyond our category to reduce industry impact
Partner internally to make supply chain more sustainable



Creativity into Action

Proud to tell sustainability story
Good sustainable living category vision
Normalise sustainable behaviour in comms
Communications in line with regulations
Environmental claims based on full product lifecycle
Sustainability impact & KPIs in all comms brief/evaluation



Value Redefined

Sustainability on marketing dashboard
P&L incentivises to serve the planet and stakeholder
Investment decisions consider impact on the planet
Environmental objectives part of appraisal/ bonus
Trusted approach to measure impact of actions

Full attribute descriptions

Sustainability First

Our brand's contribution to the planet's well-being is clearly stated
Our brand priorities drive sustainable action
We have a good understanding of the broader value chain (ie., Sourcing, production, usage, disposal)
We prioritise long-term sustainable impact over short-term financial gain in decision making

Radical Innovation

We innovate to transform the entire portfolio versus an adjacent sustainable portfolio
We give emphasis to radical innovation to change the category rules/invent new business models
We take risks and experiment to unlock transformative change

Transformative Relationships

We measure and incentivise our agency partners on our sustainability objectives
We collaborate beyond our category to dramatically reduce the industry's climate impact (i.e. Co-building a new recycling infrastructure with suppliers, government, industry players)
We are part of a companywide team seeking to make our supply chain more sustainable

Creativity into Action

Do you feel your organisation has a good sustainability story to tell externally
Good understanding and vision of what sustainable living looks like in our categories
Normalise sustainable behaviour and lifestyle in communication
Our communications are based on robust evidence in line with regulations
Environmental claims are based on the full lifecycle of our products/business
Sustainability impact and KPIs are an integrated part of every communication brief and evaluation

Value Redefined

Does sustainability feature as a KPI on your marketing dashboard?
Our P&L (profit & loss) policy incentivises us to serve the planet and stakeholders
We consistently consider the impact of our investment decisions on the planet
Environmental objectives are part of our performance appraisal and bonus scheme
We have a trusted approach to measure the impact of our actions



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Competition compliance policy

The purpose of the WFA is to represent the interests of advertisers and to act as a forum for legitimate contacts between members of the advertising industry. It is obviously the policy of the WFA that it will not be used by any company to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition. The WFA carries out regular checks to make sure that this policy is being strictly adhered to. As a condition of membership, members of the WFA acknowledge that their membership of the WFA is subject to the competition law rules and they agree to comply fully with those laws. Members agree that they will not use the WFA, directly or indirectly, (a) to reach or attempt to reach agreements or understandings with one or more of their competitors, (b) to obtain or attempt to obtain, or exchange or attempt to exchange, confidential or proprietary information regarding any other company other than in the context of a bona fide business or (c) to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition. Please note that the recommendations included in this document are merely meant as suggestions or proposals. They are not binding in any way whatsoever and members are free to depart from them.