

IRG Impact Study Findings

Driving More Humanized Growth

C-Suite Executive Summary

In a rapidly changing global landscape, the concept of business growth has undergone a profound transformation. Companies today are no longer defined solely by their capacity to generate profits for shareholders. Instead, they are increasingly seen as integral parts of a larger societal ecosystem, responsible for creating value for all stakeholders, colleagues, customers, communities, and investors.

The Institute for Real Growth (IRG), in collaboration with the Future of Marketing Institute at the Said Business School of Oxford University, led the IRG Impact Study to explore this paradigm shift, identify the drivers of Humanized Growth and the roles of the Board and each of the C-Suite functions. Other study partners include the NACD, the Page Society, the ACCA, SHRM, the ANA, the UK Marketing Society, Yale, and the Chinese Business School CKGSB.

Five Drivers of Humanized Growth

The study identifies five key drivers differentiating overperforming organizations – those driving more Humanized Growth – from their counterparts. These five drivers provide a framework for understanding and implementing strategies that prioritize all a business's stakeholders' interests alongside traditional financial metrics.

1. Ground: Connecting to Human Stakeholder Reality

Humanized growth begins with understanding the organization's impact on all stakeholders. It involves aligning with the reality of the world around us and recognizing the importance of stakeholders in shaping a company's success.

Overperforming organizations demonstrate an aligned understanding of stakeholders, engage them, and include stakeholder perspectives in strategic decision-making. Transparency is a hallmark of organizations grounded in humanized growth, both in good times and bad.

2. Reimagine: Future-Centric Vision and an Aspirational Role for the Business

Overperformers adopt a future-focused vision that includes utopian and dystopian elements. They reimagine the emerging world and define their role within it. Such companies prioritize long-term thinking, develop a compelling future vision, and articulate a clear corporate purpose.

Leaders in these organizations paint a persuasive picture of the future that inspires all stakeholders to rally behind it, aligning their minds, heart, and will with the company's purpose.

3. Focus: Holistic Strategy with a focus on Adaptive Change areas.

Humanized Growth overperformers develop a holistic strategy and focus on the adaptive change areas. It is OK to prioritize a stakeholder as long as you also spell out how you add value for all their other key stakeholders. Overperformers embrace the complexity of the overall value creation

strategy and use this holistic strategy to support short-term decisions in the context of the long-term strategy.

Overperforming organizations identify areas of adaptive change (transformative initiatives) and performative change (day-to-day operations) and manage these differently. They recognize the need to stop initiatives not aligned with their strategy and ensure alignment between strategic priorities and senior leader incentives.

4. Organize: Driving Systemic Change and Interdependency

Humanized Growth involves breaking down functional silos and driving systemic change within organizations. Overperforming organizations recognize the importance of driving more interdependencies and collaboration across the business. Empowering employees closer to stakeholders enables quicker, more relevant decision-making. Furthermore, collaboration extends beyond the organization, encompassing partnerships in the entire ecosystem across industry and with NGOs and governments.

5. Unleash: Role Modeling Da Vinci Humanized Growth Leadership

Leaders in organizations pursuing Humanized Growth exhibit Da Vinci leadership qualities, encompassing right-brain and left-brain thinking and empathy. They create an environment where employees feel safe to share ideas and collaborate. Unleashing the collective power of the ecosystem behind the corporate vision, these leaders prioritize active listening, vulnerability, servant leadership, and open communication.

Their approach fosters an inclusive culture that aligns employees and partners with the purpose.

Key Insights and Implications

The IRG Impact Study generates critical insights with far-reaching implications for organizations aiming to drive more Humanized Growth:

1. **Intangibles are the New Tangibles:** The study underscores the growing importance of intangible assets, including brand value, customer data, team member loyalty, and reputation. As businesses shift toward stakeholder-centric models, leaders must develop strategies to effectively measure and manage these intangibles.
2. **Incentives Alignment:** Overperforming organizations recognize the need to align their leadership incentives with their long-term growth strategies, promoting stakeholder value creation. This alignment encourages leaders to consider factors beyond financial metrics when evaluating success.
3. **Collaborative Ecosystems:** Collaboration with stakeholders beyond the organization's boundaries, such as NGOs, governments, and regulators, is essential for Humanized Growth. Overperforming organizations excel in this area, embracing the complexities of collaborative endeavors.

4. **Transparency and Authenticity:** In good times and when facing challenges, transparency is a hallmark of organizations pursuing humanized growth. Authenticity and a deep-rooted connection to the company's purpose are vital in fostering stakeholder trust.
5. **The Role of Leadership:** Da Vinci's leadership, characterized by empathy, vulnerability, and open-mindedness, is essential in driving Humanized Growth. Leaders must create a culture that empowers teams and fosters collaboration.

Conclusion: Charting the Path Forward

The IRG Impact Study serves as a beacon for organizations navigating the shifting tides of business growth. It provides a comprehensive practical framework for leaders to embrace Humanized Growth and create lasting value for all stakeholders. The study's insights and findings will help guide organizations toward a more sustainable, responsible, and prosperous future as the business landscape evolves. By embracing the drivers of Humanized Growth, they can chart a path forward that benefits their shareholders, empowers employees, serves customers, supports communities, and contributes to a more equitable and sustainable world. True growth is not merely measured in financial terms, but in an organization's positive impact on all its stakeholders, that is, society at large.

For study data points and more information about the IRG Impact Study, click [here](#) or email impactstudy@instituteforrealgrowth.com.

About the Institute for Real Growth (IRG)

The Institute for Real Growth (IRG) helps organizations worldwide drive more Humanized Growth by connecting them to peers, experts, and best practices. The IRG operates as a not-for-profit and independent and is supported by WPP, Meta, Google, TCS, the Saïd Business School at the University of Oxford, the Chinese business school CKGSB, the Exetor Group, and Spencer Stuart. The IRG program curriculum builds on the 2018 IRG Growth Study findings. Two previous IRG studies, Marketing2020 (2014) and Insights2020 (2017,) became Harvard Business Review cover stories, and one led to the publication of the GLOBAL BRAND CEO book in 2010.

About the Future of Marketing Initiative at the Saïd Business School, University of Oxford

The Oxford Future of Marketing Initiative (FOMI) brings together world-class business academics and senior executives from some of the world's largest companies to address some of the most difficult and complex business challenges within the marketing, advertising, communications, and media domains and technology. FOMI exists to infuse marketing practice with evidence-based solutions to complex business problems. No academic or practitioner should go it alone as they approach these issues. Instead, FOMI believes that collaboration, knowledge, experience sharing, and scientific research are the ways to move the marketing discipline forward in a data-fueled, technology-focused world.

Version: 231110

Achieving Stakeholder Impact (ASI) Study Contributors – update 231112

	Company	Job Title
1	60 Decibels	Head Of Sales
2	7-Eleven, Inc.	VP Marketing, Loyalty, Analytics, and Monetization
3	Abbott	Divisional Vice President of Marketing Global Diagnostics
4	Active International	Global Chief People Officer
5	Acumen	Founder and CEO
6	Adecco	President, Asia Pacific and Japan
7	Aditya Birla Fashion and Retail Ltd (Pantaloons)	CMO
8	Aditya Birla Group	Group Head -Consumer Insights and Brand Development
9	Aditya Birla Group	Head of Corporate Comm. and Brand
10	AFLAC, Inc.	Chief Marketing Officer
11	AfterPay/Arvato Financial Solutions	Director Global Consumer Marketing & Growth
12	Akademibokhandeln	CEO
13	Akzonobel	LATAM President
14	Akzonobel	CHRO
15	Akzonobel	Head of Investors Relations
16	Akzonobel	Commercial and Strategy Director
17	AkzoNobel	Global Marketing Director
18	Alaska Airlines	Board Member
19	Alivia Health Network	Chief People officer
20	Amazon - Audible	VP, Head of Growth Marketing
21	American Dental Association	Sr. Director Integrated Brand Strategy & Innovation
22	American Equity	CEO
23	AmerisourceBergen Corp.	Board Director
24	AppHarvest	Chief Communications Officer
25	Apple Retail	Former CEO
26	Archer Integrated Risk Management	Global ESG Practice Lead
27	Arla Foods	CHRO
28	Arla Foods	CFO
29	Arla Foods	CEO
30	Arla Foods	Head of Marketing Africa
31	Arla Foods	Global Head of Food Inspiration
32	Arla Foods	CMO
33	Arthritis Foundation	SVP, Marketing & Communications
34	Asahi	VP Director, Global Marketing
35	AstroNova, Inc	Board Director
36	ATRenew	Partner

37	Atria Senior Living	VP, Marketing
38	Audible - Amazon	Chief Financial & Growth Officer
39	Audible - Amazon	Chief People Officer
40	Audible - Amazon	Chief Analytics and Product Officer
41	AXIS	Chief Marketing & Communications Officer
42	Axis Bank	CMO
43	B Lab	Co-Founder
44	B Team	CEO
45	Banco Azteca	Executive
46	Bayada Home Health Care	Chief Marketing Officer
47	Bayer	Global Media Director
48	Beam Suntory	CEO
49	Berenschot	Economist / Writer / Speaker
50	Best Buy	Former CEO
51	Betterment	Chief Communications Officer
52	Blended Value Group	Founder
53	Boehringer Ingelheim	Head of Corporate Affairs
54	Boeing	SVP & Chief Communications Officer
55	Booth School of Business (U of Chicago)	Clinical Professor, Entrepreneurship and Strategy
56	BP	VP Branded communications
57	BP	VP Customer Care and innovation
58	BP	VP Customer Insights, Data, Loyalty, CRM
59	Brenntag	CEO
60	BSH	Global Head of Marketing Consumer Products
61	BSR (Business for Social Responsibility)	Chief Operating Officer
62	BSR (Business for Social Responsibility)	President and CEO
63	B-Team	CEO
64	Building Mall	CMO
65	Burt's Bees	VP & General Manager
66	Burt's Bees	VP & Chief Inclusion, Diversity, Equity & Social Impact Officer
67	Burt's Bees	Group President, Care & Connect
68	C Spire	SVP, Marketing
69	C.H. Robinson	VP, Public Relations and Corporate Communications
70	CalSTRS	Chief Investment Officer
71	Capital Group Companies	CCO
72	CarParts.com	Board Director
73	Carroll School of Management	Galligan Chair of Strategy and Professor of Management
74	CEO Works	Senior Partner
75	Charles Schwab	MD Head of Corporate Relations & Institutional Marketing
76	Chepstow Capital	CEO
77	Chipotle	CMO
78	Christies	SVP, Head of Marketing

79	Chubb	SVP, Global Head of Media
80	Cigna	Board Director
81	CIPD	CEO
82	Citizens Bank	SVP, Marketing
83	CKGSB	Assistant Professor of Economics
84	Clariant	CEO
85	CME Group	Managing Director, Corporate Marketing & Communications
86	Coalition for Inclusive Capitalism	CEO
87	Coca Cola Company	CFO and President
88	Coca Cola Company	CMO
89	Coca Cola Company	Sparkling Flavors Europe Marketing Lead
90	Coca Cola Company	HR Europe Director for Marketing
91	Coca Cola Company	Corporate Finance Director for Sparkling Flavors
92	Coca Cola Company	Category Director
93	Coca Cola Company	Eurasia & ME - Hydration, Sports, Tea Category Lead
94	Colgate Palmolive	CFO
95	Colgate Palmolive	HR Lead, Oral Care
96	Colgate Palmolive	GM Turkey
97	Colgate Palmolive	Worldwide Director
98	Colgate Palmolive	Digital Transformation Director
99	Constellation	SVP Corporate Affairs and Chief Communications Officer
100	Copenhagen Business School	PROFESSOR
101	Costa Coffee	Global Commercial, Marketing and Innovation Director
102	Croma	CEO
103	Danone	Global head of integrated brand comms
104	Danske Bank	EVP Communications
105	Darden School of Business	University Professor of Business Administration
106	Dell	Executive Vice President and Chief Customer Officer
107	Dine Brands Global	CEO
108	Direct Line	Former CMO Direct Line
109	Eccles School of Business	Professor, School of Business
110	Eika	CMO Nordea, Director of Strategy
111	Electrolux Group	SVP Communications
112	Elektra.mx	Marketing Director, Grupo Salinas
113	Elida Beauty, Unilever	CMO
114	Empire Financial Research	Founder and CEO
115	Enbridge	SVP & Chief Communications Officer
116	Enda Athletic, Inc.	Board Member
117	ESADE Business & Law School	Director, Marketing Management Department
118	Estee Lauder Companies	SVP, Online International
119	Evolus	CEO
120	Exact	CMO

121	Amgen	Former SVP of Corporate Affairs
122	EY	CEO
123	EY	CMO
124	Fair Trade USA	Founder & CEO
125	Fandom	CMO
126	FIFCO USA	CMO
127	First Fed	Board Member
128	Foot Locker	Board Director
129	Forum for the Future	Global Strategic Lead
130	Fulton Bank	Board Member
131	FWD Insurance	Group Head of Corporate Comms & Media Relations
132	GE Healthcare	VP Brand Digital & Marketing
133	GEHA	Board Director
134	Genc	Category Director
135	General Mills, Inc.	Director Brand Strategy & Community
136	General Motors	Global Director, Perf. Driven Marketing
137	General Motors	President, North America
138	General Motors	CFO, North America
139	Generali	Board Member
140	Georgia-Pacific	Vice President Consumer Experience
141	GIC	Managing Director, Corporate Affairs & Communications
142	Global Entrepreneurship Network	Board Director
143	GlobeScan	CEO
144	GMO	Chairman
145	Go RVing	CMO / Senior Vice President
146	Goldman Sachs & Co.	Managing Director, Brand Marketing
147	Google	CMO
148	Google	Director, APAC Devices & Services Marketing
149	Google	Senior Director - Ads Marketing
150	Google	CMO
151	GPH Plc	CEO
152	Grey Group	Partner
153	Haleon	GM
154	Haleon	CFO
155	Haleon	HR Manager
156	Haleon	Marketing Director
157	Haleon	CMO
158	Harvard Business School	Joseph L. Rice, III Faculty Fellow
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160	Harvard University	Professor of Business Administration
161	Health Care Service Corporation	Head of Corporate Communications, Media & PR
162	Health Monitor Network	CEO

163	Health Monitor Network	President & Chief Operating Officer
164	Health Monitor Network	EVP, Chief Growth Officer
165	Health Monitor Network	SVP, CMO & Communications Officer
166	Hewlett Packard Enterprise	CEO
167	Hindalco	MD
168	Hitachi Vantara	EMEA Marketing Director
169	Home Hardware	CMO
170	Hp Inc	Global Head of Insights
171	HP Inc.	SVP, Global Head of Marketing for Personal Systems
172	HSBC	Head Customers, Digital & Marketing & Personal Banking, India
173	Hunt Companies, Inc	Board Member
174	IBM	CHRO
175	Impact Management Academy	Co-founder
176	Impakt	Founder & CEO
177	Independent Consultant	Author, Investor, Transformational Change, Future Fitness
178	ING Bank	CEO
179	ING Bank	CFO
180	ING Bank	Chief Head of Retail
181	ING Bank	Head of Brand at ING
182	ING Bank	CCO
183	Insights7	Co-founder and ESG/Integration Solutions
184	Intel	Chief Financial Officer
185	Intel	Chief Communications Officer
186	Intel	Chief Commercial Officer
187	Intel	General manager of sales & customer experience
188	Intel	Sr. Director of Brand Strategy
189	Intuitive Surgical, Inc.	Vice President Marketing
190	Invest for Better	Co-Founder
191	ITC Foods	Chief Operating Officer, Snacks Business
192	J.P. Morgan Chase & Co	CMO, International Private Bank
193	J.P. Morgan Chase & Co	Chief Marketing Officer Corporate Impact
194	J.P. Morgan Chase & Co.	Marketing CFO
195	J.P. Morgan Chase & Co.	Marketing Strategy
196	Joni and Friends	Sr. Vice President of Marketing and Brand Development
197	Juniper Networks	Board Member
198	JUST Capital	CEO
199	Kaiser Permanente	Director, Member Engagement
200	Kantar	Managing Partner, Sustainable Transformation Practice
201	Kearney	Global Advisor
202	Kite Pharma	Global Head of Public Affairs -Chief Communications Officer
203	Koerber	CEO
204	Kone	CMO

205	Koniag	CEO/Chairman
206	Koppert Cress	Commercieel directeur
207	L'Oreal	Chief Marketing and Digital Officer SAPMENA
208	La Prairie	Marketing Director
209	Lexus	Vice President - Head of Marketing
210	Lexus Asia	Executive Vice President
211	Lexus USA	CMO
212	Liberty & Justice	Founder and CEO
213	Lifespace Communities, Inc.	Board Member
214	Lindex	Retail, Director of Sustainability
215	LIXIL Corporation	Leader, Communications
216	Loan Depot	CEO
217	Locus Robotics	Chief People officer
218	Lucid Group Inc	Board Director
219	Lupin Limited	Head of Marketing - Lupin Life Consumer Healthcare
220	MakeLoveNotPorn	Founder & CEO
221	Mars Food	Global Brand & Content Director
222	Mastercard	EVP, Global Brand Strategy & Innovation
223	McKinsey & Company	Partner, Global Director of Communications
224	McMaster University	Associate Professor, Law and Business Department
225	McPherson Strategies	Founder and CEO
226	Mercado Libre	CMO
227	MGM Resorts International	SVP of Global Corporate Communication
228	Midea Group	Head of Global Brand & Communication
229	Mindshare	CTO
230	Mindshare	Director Commerce Media
231	MNT Uganda	CEO
232	Mohawk Industries	Board Member
233	Mondelez International	Senior Director, Marketing Snacking Asia
234	Mondelez International	Chairman & CEO
235	Mondelez International	EVP Chief Marketing and Sales Officer
236	Mondelez International	EVP & CFO
237	Mondelez International	VP and Representative Director DSF, AMEA Finance - Korea
238	Mondelez International	EVP & President Asia, Middle East and Africa
239	Mondelez International	EVP CLA and Chief Counsel
240	Mondelez International	Global Marketing Excellence & Transformation
241	Mondelez International	SVP Global Brands
242	Mondelez International	Chief Communications Officer, Head of Public & Gov Affairs
243	Morning Consult	Vice President
244	Morningstar	Global Head of Sustainability Research
245	MPYA	Chairman, Staffing
246	MTN Uganda	CEO

247	Mutual of Omaha Insurance Co.	Board Director
248	MyPura	CMO
249	NAB	CEO
250	NAB	COO
251	NAB	CFO
252	NAB	CMO
253	Nano Dimension	CEO
254	National Preparedness Leadership Initiative	Author and Director
255	Nestle Canada	SVP, Head of Marketing & Commercialization
256	Nestle	Director and EVP of Strategy, Marketing and Communication
257	Nestle	Head of Brand & Creative
258	Nestware (Carpentryright)	Chief Digital Officer
259	Nissan	Vice President and CMO
260	Nissan Motor Co., Ltd.	Vice President, Global Communications
261	Nomad Foods	General Manager
262	Nouryon	Chief Communications & Sustainability Officer
263	NYU Stern Center for Sustainable Business	Director, NYU Stern Center for Sustainable Business
264	o9 Solutions	Global Vice President
265	Ogilvy	Vice Chairman
266	Ogilvy	General Manager
267	One Young World	COO
268	OnePointFive	Founder and CEO
269	Optimizely	Chief Information Officer and Global DPO
270	Optimizely	CEO
271	Optimizely	CCO
272	Optimizely	CHRO
273	Optimizely	CFO
274	Optimizely	CMO
275	Ørsted	Head of Global Corporate Communications
276	Oxford Said Business School	Deputy Dean for Faculty and Research
277	P&G	Chief Brand Officer
278	Paramount	CMO, Paramount Brand Studio
279	Partners Group	CFO
280	Pattie Kushner Consulting	CCO
281	Perfetti Van Melle	GM
282	Piedmont Healthcare	CEO
283	Piedmont Healthcare	CHRO
284	Piedmont Healthcare	CMO
285	Piedmont Healthcare	VP Brand Activation
286	Pioneer Natural Resources Company, PPL	Board Director
287	Pitney Bowes Inc.	Chief Communications Officer

288	Platinum Balloon	CoFounder
289	Pontefract Group	Author and Speaker
290	Position2	Head of Marketing
291	PPG Industries	Senior Marketing Manager
292	Prezzee	CMO
293	Prinova USA	Director of Marketing
294	Providence Health & Services	EVP, Chief Communication and Community Engagement Officer
295	Purpose Disruptors	Co-Founder
296	PVH	Board Member
297	Quest	Executive Director, Consumer Health
298	Reckitt	CFO
299	Reckitt	CHRO
300	Reckitt	Global Marketing Director
301	REI	VP of Communications & Community
302	Ricoh Americas Corporation	CMO
303	Riverty	SVP Global Sales
304	Riverty	Chief Commercial Officer
305	Riverty	CEO
306	Riverty	Chief Strategy Officer
307	RMB	Chief Financial Officer
308	RMB	Chief Investment Officer
309	RMB	Executive Head of Sustainable Finance
310	RMB	Chief Marketing Officer
311	RMB	Head of Integrated Marketing
312	Rockefeller Philanthropy Advisors	VP and Practice Lead on Environment & Climate Change
313	Rogers Group	Board Member
314	Ross School of Business (U of Michigan)	Professor, Business Strategies for the Base of the Pyramid
315	Rotterdam School of Management	Senior Researcher, Strategies and Policies on Partnerships
316	S&P Global	President, Sustainable
317	Saïd Business School, Oxford University	Peter Moores Professor of Management Studies
318	Samsung	Marketing Director
319	Sanofi	VP, Head Global Medical, Immunology
320	SC Johnson	VP, New Ventures
321	SC Johnson	Global CMO
322	Scentre Group	General Manager, CX Strategy & Content
323	Schiphol Group	Director, Corporate Affairs
324	School of Marketing	CEO
325	Scotiabank (The Bank of Nova Scotia)	Vice President
326	Scotiabank (The Bank of Nova Scotia)	VP, Enterprise Marketing Strategy & Projects
327	Section Strategy & International Business	Professor of Economics & Business Strategy
328	Shareholder Commons	Impact Investor
329	Shell	Head of Brands

330	Shell Brands International AG	Global Head of Integrated Brand & Communications
331	Shell, SA	CFO
332	Siemens AG	Group Head of Communications
333	SiMPACT Strategy Group	CEO
334	Simply Sustainable	Netherlands Country Manager
335	South African Tourism Board	President, North America Hub
336	South West Water Company	Board Member
337	Southwest Airlines	SVP, Culture and Communications
338	Spencer Stuart	CEO practice
339	Spencer Stuart	Co-leads Social Impact, Financial Services
340	Spencer Stuart	SSI Global Leadership
341	Spencer Stuart	Boards practice
342	Spencer Stuart	Consultant
343	Spencer Stuart	Leads SSI's Industrial practice
344	Spire	Board Member
345	St Jude Childrens Research Hospital	SVP Strategic Marketing
346	St. Jude Children's Research Hospital	Board Member
347	StateSet	CMO
348	Stellantis	CMO LATAM
349	Summit Electric Supply	CHRO
350	Sustainability Advantage	Author and Consultant
351	Sustainability Advantage	Chief Sustainability Champion and Founder
352	Swiss Life Partner Network	CEO
353	Synergie	Consultant
354	Takeda Pharmaceutical Company Ltd	Chief Global Corporate Affairs Officer
355	Tata Consumer Products	CEO
356	Tata Digital	CEO
357	TBLI Group	Chairman and Founder
358	Tecnológico de Monterrey	Chairman, Conscious Enterprise Center
359	Tenneco	SVP, Chief Communications Officer
360	The Brandtech Group	Founder and CEO
361	The Change Alliance	CEO
362	The Clorox Company	Chief Communications Officer
363	The Coca Cola Company	Eurasia & ME - Hydration, Sports, Tea Category Lead
364	The Conscious Advertising Network	Co-chair
365	The Estée Lauder Companies	Head of Global Media
366	The Futures Agency	Futurist and Author
367	The Heineken Company	Director Global Communications
368	The Jim Stengel Company	President/CEO
369	The Legendary Value Institute	Founder and CEO
370	The Levy Group LLC	Board Member
371	The Shed 28	Founder

372	The University of Manchester	Chair and Professor of International Business & Strategy
373	The Very Goup	CMO
374	Thrivent	CEO
375	Titan	CEO
376	Tongaat Hulett South Africa	CEO
377	Toyota Motor Asia Pacific	VP of Marketing & General Manager
378	Trident Seafoods	Vice President Global Communications
379	Tsukada Global Holdings Inc	Board Member
380	TUI	Global Brand Director
381	Turkcell	CEO
382	Turkcell	CHRO
383	Turkcell	CFO
384	TwentyFirstCenturyBrand	Co-founder and CEO
385	Ukrainian Marketing Association, SSU	Program Officer
386	UL Research Institutes	VP, Corporate Communications & Public Relations
387	UN SDGs	Creative Director
388	UN SDGs	Executive Director
389	Unbounded Associates	Research Director
390	UNDP	Land and waste mgmt
391	UNFCU	Head of Business Development
392	UNGC	CMO
393	UNICEF	Chief Corporate Partnerships
394	Unilever	Head of Strategy
395	Unilever	Head of Marketing Sustainability
396	Unilever	Chief Digital & Commercial Officer
397	Unilever	Strategy Director & Chief of Staff
398	Unilever	Head of Media Investments and Partnerships
399	Unilever	ED - Home care
400	Unilever	ED - Customer Development
401	United Nations Global Compact	Head of Marketing
402	UnitedHealth Group, Inc.	CMO, Medicare and Retirement
403	Univar Solutions USA Inc.	Vice President Global Marketing
404	University of Michigan	Professor, Sustainable Enterprise
405	University of Michigan	Professor, Mgmt. & Organizations & Environment & Sustainability
406	University of Sussex	Director of the Business
407	University of Texas	Assistant Dean
408	UPS	President, Marketing Operations & Digital
409	UPS	President, Marketing Operations & Digital
410	Upward Farms	Executive Vice President, Marketing & Sales
411	Valize	Founder
412	Vattenfall	CMO
413	VF Corporation	Regional General Manager, Americas Packs

414	VF Corporation	Vice President, Corporate Affairs & Communications
415	Vicomte	Founder
416	Victoria Secret	Board Member
417	Visit South Africa	CEO
418	Visit South Africa	General Manager of People and Talent
419	Vitality	CEO
420	Vivera	Former CMO Vivera
421	VIVO	Branding/Marketing Director
422	Vonovia	CEO
423	VSP Vision	Board Director
424	Warc	CEO
425	Wave	CEO & Co-Founder
426	Wave	Chief Technology Officer
427	Wave	President
428	Wave	CMO
429	WD-40 Company	Board Member
430	Wharton School	Professor, Business Ethics, Corporate Governance & LSP
431	Winston Eco-Strategies	Sustainability expert and author
432	Wipro Consumer Care	CMO and Head of Ecommerce
433	Working Capital Fund	Managing Director
434	World Economic Forum	Head of ESG, Private Sector
435	WPP	CHRO
436	WPP	VP, Global Growth
437	WPP	SVP, Global Marketing Activation Lead
438	WPP	EVP, Global Growth
439	Yeti	CMO
440	Yunus Social Business	Co-founder & Executive Co-chair
441	Zoetis	CMO