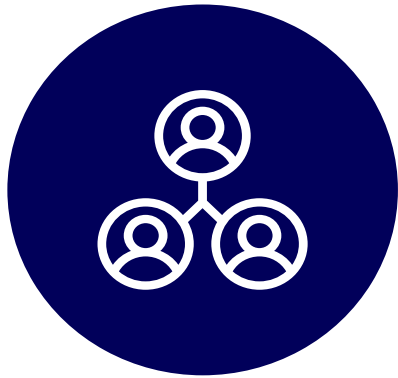




CMO-CSO Playbook

Why a Playbook?

Sustainable Business Growth



Colleagues



Customers



Community



Capital Markets

Unsustainable Business Practices



Politicisation of ESG and DEI



SUSTAINABLE FINANCE

JPMorgan Leaves Net Zero Banking Group, Completing Departure of Major U.S. Banks



Trump administration

Trump vows to 'unleash' oil and gas drilling as he rolls back climate rules

President declares energy emergency, reiterates Paris withdrawal plan and overturns emissions standards



THE WALL STREET JOURNAL. BlackRock's 'Woke' Era Is Over

Asset manager has exited climate groups and eliminated diversity targets as it tries to end ESG controversy

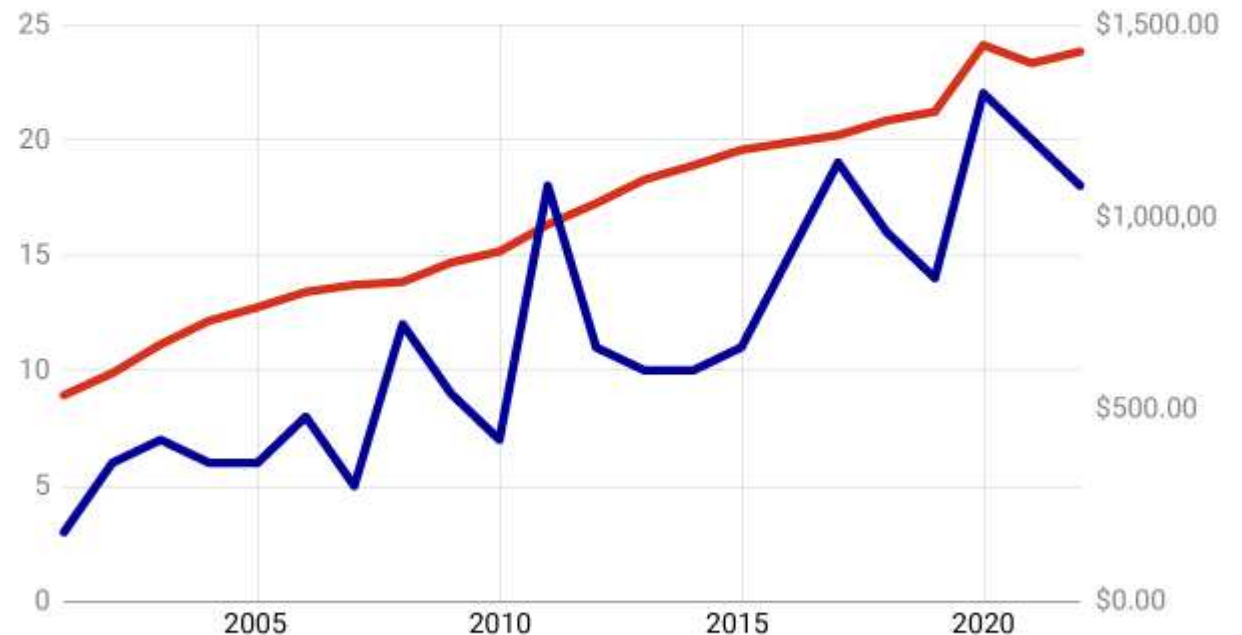
But inaction is increasingly not an option

The rising (insurance) costs of climate change

Climate change is increasing the frequency of natural disasters and the costs of home insurance

Number of billion dollar disaster events

Average cost of US home insurance



Subscribe to GZERO's geopolitics newsletters at gzeromedia.com

Source: NCEI, Statista, Business Insider, Insurance Information Institute

GZERO
everything is political

This genie is staying out of the bottle

SUSTAINABILITY / FASHION FEATURES

EXCLUSIVE: Chanel Launches Circular Materials Hub Nevold

The independent entity dedicated to R&D of new materials is to be run by former Patou CEO Sophie Brocart.

By RHONDA RICHFORD  JUNE 9, 2025, 1:00AM



The Business Plan for the Planet

SUSTAINABLE DEVELOPMENT GOALS



[WHO WE ARE](#)[THE SDGS](#)[PARTICIPATION](#)[TAKE ACTION](#)[ENGAGE LOCALLY](#)[EXPLORE OUR LIBRARY](#)[THE COMPACT JOURNAL](#)

CMO Impact Think Lab

Shaping the future of sustainable growth



Abhinav Kumar
Chief Marketing Officer
Tata Consultancy Services



Andisa Ntsubane
Chief Marketing Officer
Vodacom



Andrew Stephen
Professor
Oxford



Antonio Lucio
Chief Marketing Officer
HP



Jill Kourt
Chief Marketing Officer
HCL Tech



Jonathan Hall
Managing Partner, Global
Sustainable Transformation
Practice
Kantar



Jill Kramer
Chief Marketing Officer
Accenture



Khensani Nobanda
Group Executive for
Marketing and Corporate
Affairs
Nedbank



Norman de Greve
SVP & CMO
IBM



Ozlem Senturk
Senior Partner, Global
Sustainable Transformation
Practice
Kantar



Paul Coxhill
COO
LIONIS (Campania
Lions/WARC)



Paula Sayão
Chief Marketing Officer
Barco do Brasil



Asmita Dubey
Chief Digital & Marketing
Officer
L'Oréal



Brad Audet
Chief Marketing Officer
Media



Claudia Kirwald
Head Of Marketing
United Nations Global
Compact



Daniela Lobo
Global Digital Marketing
and Customer Experience
J&J



Leigh Barnes
Chief Customer Officer
Imperial Travel



**Marc de Swaan
Arons**
Founder
Institute for Real Growth
(IRG)



Marcel Marcondes
Global Chief Marketing
Officer
AB-InBev



**Maria Fernanda
Albuquerque**
Chief Marketing Officer
Alparagtas S.A.



Raja Rajamannar
Chief Marketing Officer
Mastercard



Rupen Desai
CMO & Venture Partner, Una
Terra & Co-founder
The Shed 28



Silvia Lagnado
Sustainable Growth Officer
Natura & Co



Sue Attechurch
Chief, Outreach &
Engagement
United Nations Global
Compact



Eva Linderborg
Content & Experience
Director
Institute for Real Growth



Hanne Sondergaard
EVP and Chief Agriculture
and Sustainability Officer
Arla



Jane Wakely
Chief Consumer &
Marketing Officer
Pepsi



Jelina Jin-ling Wan
Chief Marketing Officer
Mars, China



Marlissa Jarratt
Chief Marketing Officer &
COO
T-Mobile



Menaka Gopinath
Chief Marketing Officer
P&G



Mimi Haysom
Chief Marketing Officer
Suncoast



Nick Primola
Executive Vice President
Association of National
Advertisers



Sydney Mthethle
Group Chief Marketing and
Corporate Affairs Officer
Axa Bank



**Tatiana Moraes de
Oliveira Ponce**
Chief Marketing Officer &
Head of Research &
Development/Innovation

CMO BLUEPRINT PILLARS

**1. GROWTH
STRATEGY**

**2. BRAND
STRATEGY**

**3. INNOVATION
(PRODUCTS,
SERVICES,
EXPERIENCES)**

**4.
COMMUNICATION,
ADVERTISING
AND MEDIA**

5. PARTNERSHIPS & COLLABORATION

GROWTH STRATEGY

- Conduct an assessment on the positive and negative impacts that your growth strategy has on the Sustainable Development Goals (SDGs) throughout the value chain and define your contribution (purpose) to the world in terms of people, planet, profit
- Use a sustainability framework to set and measure short-term and long-term goals and targets to ensure long-term success
- Advocate for higher ambition. Demonstrate how sustainability is more than just a risk mitigation or reporting exercise
- Embed consumer/customer-centric and multi-stakeholder perspectives into your growth strategy
- Advocate to make sustainability commitments and actions part of your business model and scheme
- Inspire stakeholders and catalyze change through your growth strategy

Tools & Resources

9

BRAND STRATEGY

- Embed sustainability in your brand strategy by aligning with consumer preferences and category drivers, ensuring your brand purpose meaningfully advances one or more SDGs where it can have the greatest material impact and authentically connect with your audience
- Translate corporate sustainability goals into brand-specific actions and development
- Understand and embed the realities of your brand and market
- Integrate sustainability KPIs into your brand strategy
- Align resources, investments, and focus on your brand strategy

Tools & Resources

10

COMMUNICATION, ADVERTISING & MEDIA

- Prevent greenwashing by using credible, independent data, high-quality third-party certification, and ensuring claims reflect the entire value chain
- Promote sustainable lifestyles, champion positive changes, and demonstrate accessible circular solutions, leveraging media to educate and inspire action
- Accurately portray all people across gender, race, class, age, ability, ethnicity, religion in marketing, advertising, and media, considering relevant local and regional contexts
- Measure, assess and reduce the carbon footprint of marketing operations
- Integrate sustainability criteria into your procurement policy, ensuring that all agency and service providers are aligned with your sustainability ambitions and targets

Tools & Resources

Case Studies

11

From the WHAT, to the HOW

We partnered



Ipsos completed 20 CSO interviews

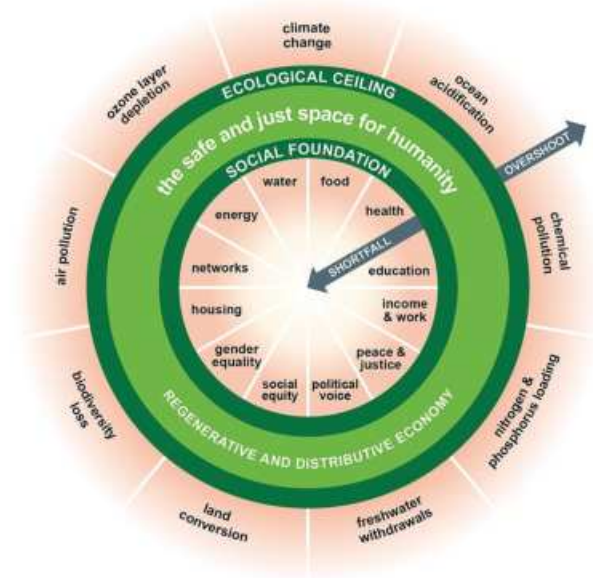


IRG spoke to industry experts



UNIVERSITY OF
CAMBRIDGE

INSTITUTE FOR
SUSTAINABILITY LEADERSHIP



What have we learnt?

Region matters



Leadership and governance are critical

Marketing & Sustainability: Conflicting Targets

SALES

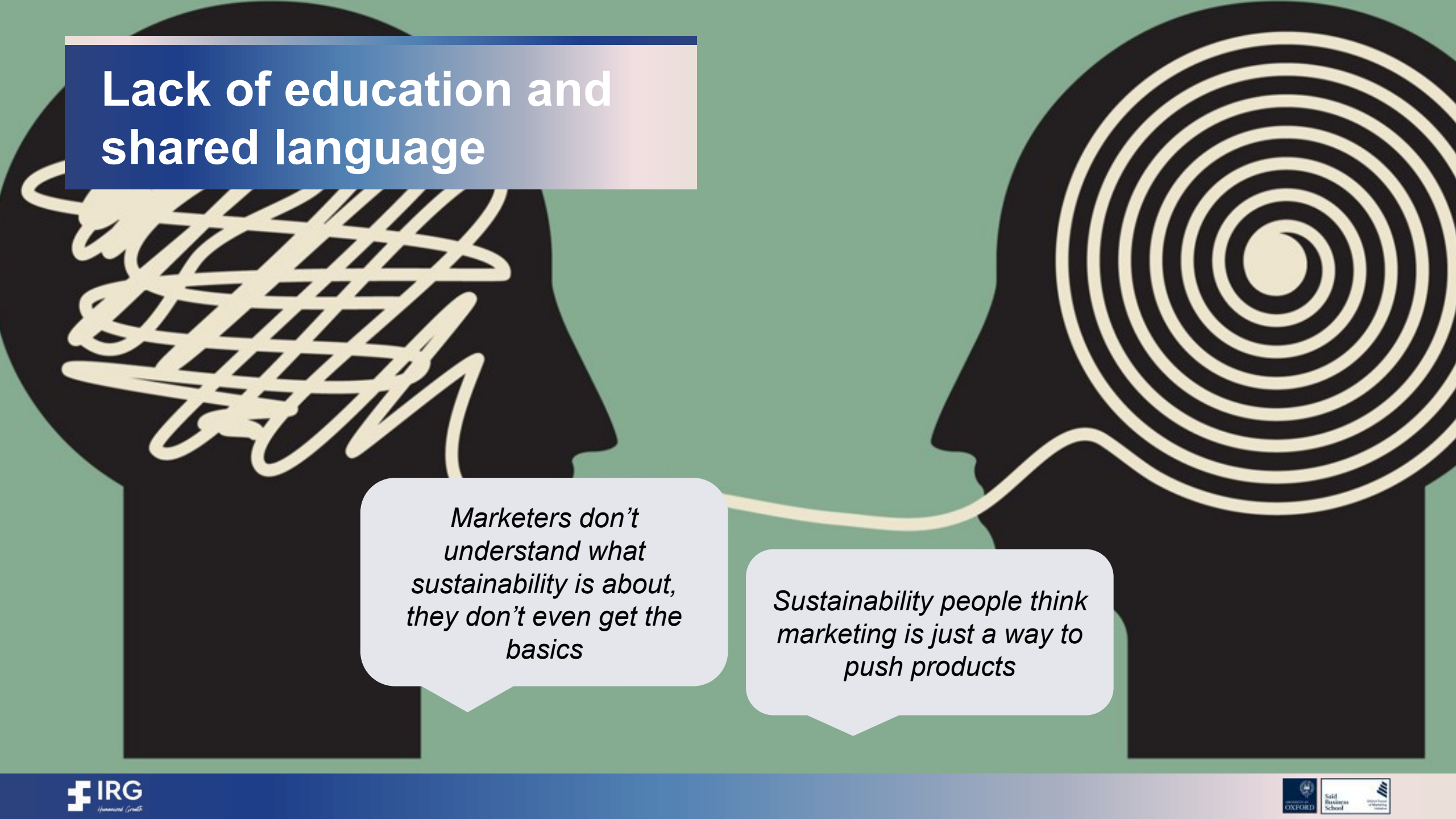
CMO's are driven by sales, growth, and engagement, and CSO's are focused on impact, and sustainability goals

Different Time Horizons

*It's challenging to develop
joint projects with short-
term wins AND long-term
sustainability impact*



Lack of education and shared language



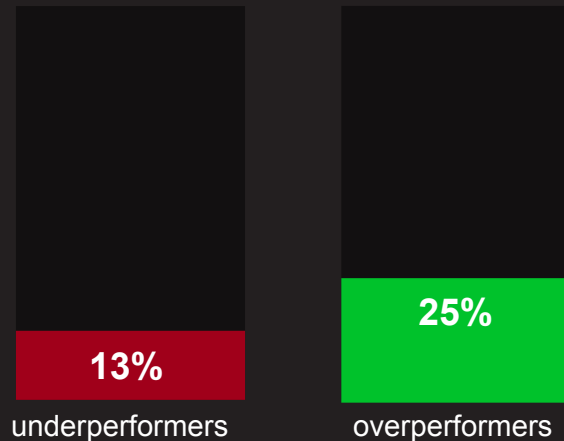
Marketers don't understand what sustainability is about, they don't even get the basics

Sustainability people think marketing is just a way to push products

Greenwashing Concerns

The marketing team is scared to say the wrong thing

CSO Partnering: important, but difficult



**A very/highly effective partnership
with the CSO**

*CSOs look down on
marketing, they feel
morally superior*

But a space with huge potential



1.Integrate Sustainability into Core Business Strategy

CSOs and CMOs should collaborate to embed sustainability into the company's DNA, brand strategy, and product development processes. This integration should be reflected in joint KPIs, shared objectives, and integrated measurement frameworks.

2.Foster Cross-Functional Collaboration and Communication

Break down silos by creating cross-functional teams, establishing a common language, and implementing regular joint planning sessions. Encourage field visits and direct interactions to build mutual understanding and empathy.

3.Align Sustainability with Brand Narratives and Consumer Expectations

Work together to develop authentic sustainability narratives that resonate with consumers while aligning with brand purpose. Use consumer insights to inform sustainability initiatives and translate technical data into compelling stories.

4.Leverage Technology and Data for Innovation

Collaborate on using AI and data analytics to identify sustainability challenges, drive innovation, and future-proof business models. Develop localized sustainability data to unlock market-specific opportunities and enhance credibility.

5.Build Long-term Resilience Through Collaborative Planning

Engage in joint scenario planning for future sustainability trends, develop flexible strategies that can adapt to changing regulations, and create long-term sustainability roadmaps that align with business goals and stakeholder expectations.



Saïd
Business
School

Oxford Future
of Marketing
Initiative

Sustainability Storytelling

Translate sustainability reporting to consumer language

-14%

CO2 EMISSIONS
OF OUR
PRODUCTION SITES

76%

ELECTRIC ENERGY
FROM **RENEWABLE
SOURCES**

96%

OF WASTE
IS **RECYCLED
OR RECOVERED**



AVON


natura


THE BODY SHOP

Aēsop.

Align sustainability to
brand narratives, with
authentic stories

natura & co

Normalizing sustainable lifestyles



NETFLIX

everybody in.



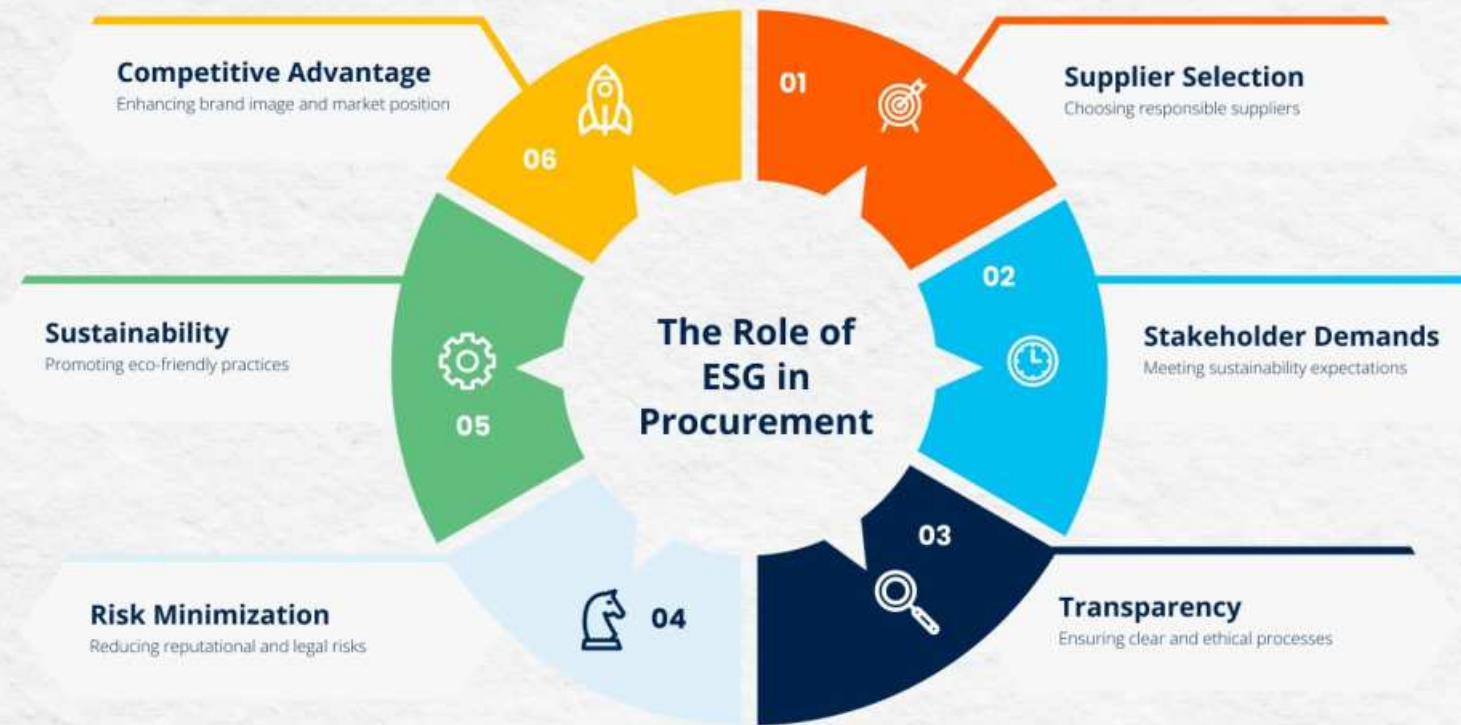
Regardless of
industry

Representation in media and advertising

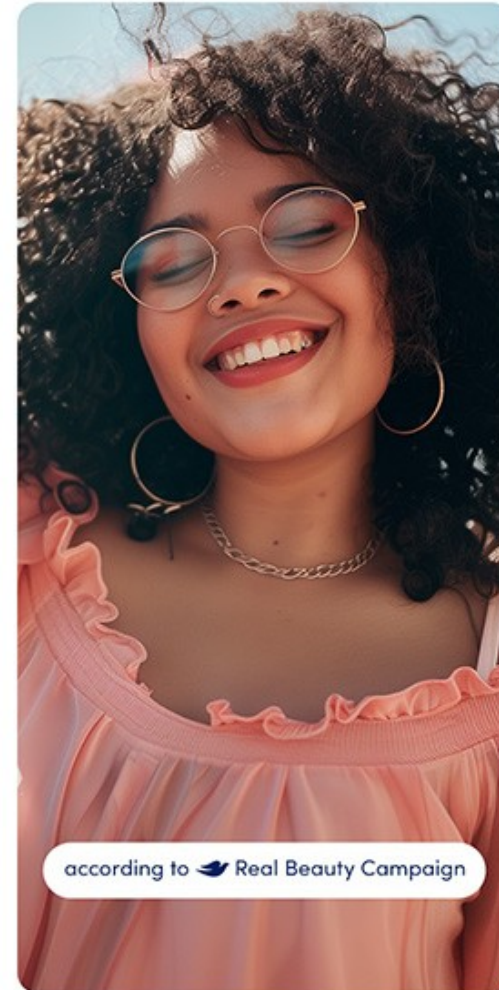
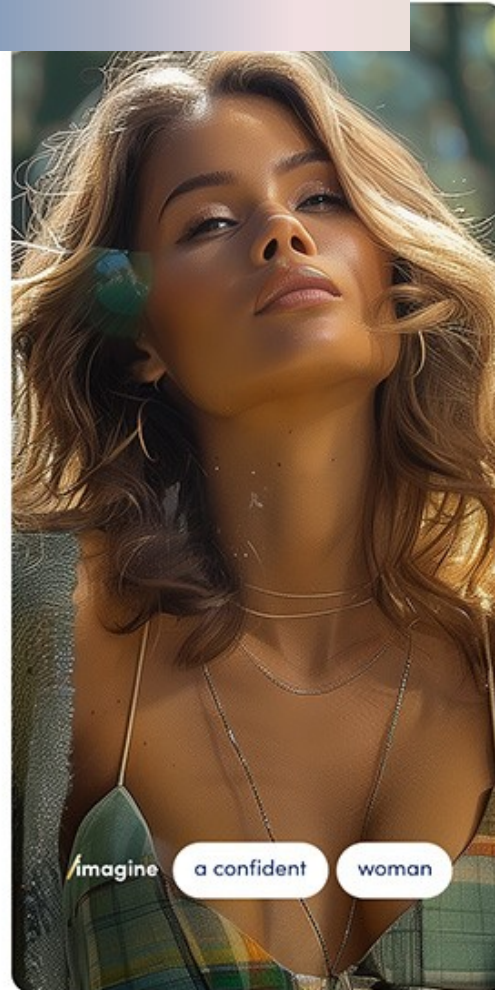


Consider ESG in selecting agencies

ESG in Procurement



Lead the way in ethical content



What kind of beauty do we want AI to learn?

By 2025, 90% of online content is predicted to be generated by Artificial Intelligence. Dove will keep committed to real beauty. Learn more at: Dove.com

Dove 
20 years **changing beauty**

*Artificial Intelligence has been used in this advertising for the sole purpose of showing beauty bias in generative AI tools.

Sustainability as a Growth Driver



Circular Hub

Une seconde vie pour nos meubles

Simplifiez-vous la vie

Choisissez parmi les nombreux services
que nous vous proposons.



Accessoires, des jolis, des affaires

Offre du jour

Prenez part à
quelque chose
de nouveau.

Cette semaine nous lançons
une série de ateliers
pour vous permettre
d'apprendre à réparer, réutiliser, ou
recycler vos meubles. À l'heure de l'après-midi.
Rendez-vous à l'atelier, nous vous attendons
pour vous accompagner dans votre projet.

Integrate sustainability
into core business
strategy



Foster cross-functional collaboration

67%

7%

Working Interdependently

Joint long-term roadmaps & scenario planning



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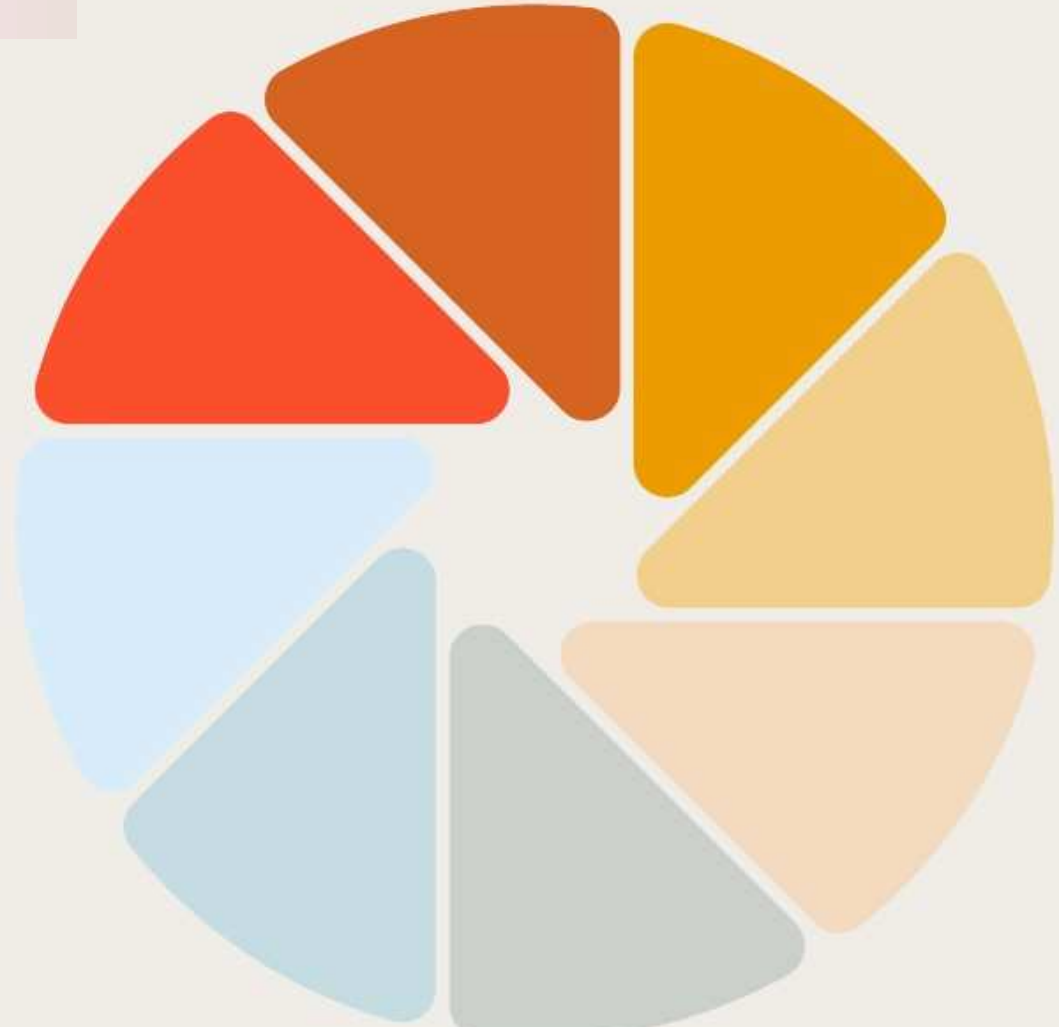
Decrease carbon footprint



Use Sustainable Marketing Frameworks

THE AD NET ZERO GLOBAL MEDIA SUSTAINABILITY FRAMEWORK

A playbook of voluntary industry standards that address media greenhouse gas emissions data and calculations.



Embed Stakeholder Thinking in Strategy



Our Capital

We deploy various forms of capital to execute our strategy in a way that seeks to reflect our corporate values, help our customers succeed, and create value for our stakeholders.

Capital	Strategy	Value
Financial	 Leverage financial capital to invest in ourselves and optimize our portfolio, both to drive our strategy and long-term value creation.	We strategically invest financial capital to continue to build our business and create long-term value for our stockholders.
Intellectual	 Invest significantly in R&D and IP to enable us to deliver on our accelerated process technology roadmap and introduce leading x86 and xPU products.	We develop IP to enable next-generation products, create synergies across our businesses, expand into new markets, and establish and support our brands.
Manufacturing	 Build manufacturing capacity efficiently to meet the growing long-term global demand for semiconductors.	Our geographically balanced manufacturing scope and scale enable us to provide our customers with a broad range of leading-edge products and foundry capabilities.
Human	 Build a diverse, inclusive, and safe work environment to attract, develop, and retain top talent needed to build transformative products.	Our talented employees enable the development of solutions and enhance the intellectual and manufacturing capital critical to helping our customers.
Social and Relationship	 Build trusted relationships for both Intel and our stakeholders, including employees, suppliers, customers, local communities, and governments.	We collaborate to empower communities through education and technology and advance accountability and capabilities across our global supply chain.
Natural	 Strive to reduce our environmental footprint through efficient and responsible use of natural resources and materials used to create our products.	We seek to mitigate climate and water impacts, achieve efficiencies, lower costs, and position ourselves to respond to the expectations of our stakeholders.

Embed sustainability experts in marketing function

Cross-Functional Mentorship & Education





Saïd
Business
School

Oxford Future
of Marketing
Initiative

Bringing the worlds together

Sustainable Marketing



serverfarm™

Pioneering Sustainable & Efficient Data Centres

DIGITAL REPORT **2024**