CMO-CSO Sustainability Playbook

Contents

1. Executive Summary

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Today's world needs more sustainable consumer choices and more sustainable business growth. Closer collaboration between CMOs and CSOs can drive smarter, more sustainable marketing and business strategies to deliver.

The Playbook builds on the findings of the IRG 2024 Impact Study, drawing insights from 850 senior leaders and 50 dedicated interviews, as well as collaboration with Ipsos, Google, UNGC, and Ad Net Zero. This ensures it reflects both data-driven insights and practitioner experience. The work demonstrates that overperforming companies view stakeholder value creation as a strategic growth opportunity and embed sustainability into their long-term business strategy. Overperformers translate sustainability with a *marketing mindset* into resilience, tangible and intangible value, and competitive advantage.

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Our findings suggest that the relationship between the Chief Marketing Officer (CMO) and the Chief Sustainability Officer (CSO) is both challenging and crucial for driving sustainable business growth. Overperformers recognize that the two functions are highly complementary and understand the opportunities that arise from this synergy.

Sustainability is often perceived as a cost center and as complex or prone to greenwashing. The core proposition of the **CMO-CSO Sustainability Playbook** is practical and actionable. Stronger, earlier, and more strategic collaboration between CMO and CSO unlocks sustainable innovation, credible communications, and measurable business value.

Where CMOs bring customer insight, segmentation, storytelling, and scaling up skills, CSOs bring technical credibility, measurement, and accountability. Together, they can convert sustainability priorities into products, services, new business models, and narratives that resonate with the broad middle of the market—around 70% of consumers who are neutral or open to change. This collaboration not only drives more sustainable consumer choices but also strengthens employee engagement, enhances community reputation, and builds investor trust by demonstrating long-term resilience and value creation.

The Playbook leverages the IRG's Five Drivers of Humanized Growth—Ground, Reimagine, Focus, Organize, and Unleash—for CMO–CSO partnerships. Practical actions include building deep stakeholder insight, co-creating long-term market visions and business models; integrating sustainability into core strategy, communication, and product design; reorganizing for interdependence across functions and partners; and role-modeling Da Vinci leadership, which combines curiosity, courage, empathy, and commercial focus.

The Playbook identifies how marketing operations, media, and production create significant emissions and sets out how to embed 100% reusable, recyclable, and compostable right-sized packaging, sustainable production practices, media emissions measurement, and procurement rules to reduce marketing's own environmental footprint. Immediate steps include mandating carbon calculators for production, integrating emissions into media planning tools, training teams on green claims, and measuring the effectiveness of collaboration.

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The Playbook provides resources and examples of business-led sustainable initiatives that create new revenue streams, reduce risks, and strengthen reputation.

CMOs and CSOs must act now—partner strategically, align incentives and KPIs, and lead for humanized growth that benefits customers, colleagues, communities, and capital markets.

2. Introduction and Call to Action

This Playbook encourages more active Marketing participation and more effective CMO-CSO partnerships to help drive more sustainable consumer choices and business growth.

In 2024, the Institute for Real Growth's 'Impact Study' found that overperforming businesses drive more sustainable consumer behavior and business growth by applying a *marketing mindset* to better understand, create value for, and communicate with their stakeholders, supporting scale behavior change.

The Impact Study findings, combined with insights from 850 senior leaders and 50 dedicated interviews with CMOs, CSOs, and Sustainability experts, show that overperforming companies (defined as three years of superior revenue growth to direct competitors) understand the importance of driving both long-term and short-term growth and recognize the value the business can create for all stakeholders, including shareholders.

This value, including ESR scores, community reputation, employee loyalty, customer data, brand equity, and investor trust, represents future revenue and pricing power, helps drive lower costs, and mitigates corporate risk. Essentially, according to *Ocean Tomo's Intangible Asset Market Value 2020 Study,* these 'intangibles' typically represent 70-90% of the total business value in a market valuation.

Today, business leaders globally are navigating new and challenging waters, and many are maintaining what Ipsos calls '*Strategic Silence*' around their sustainability objectives and strategies. This silence should not be interpreted as a retreat. According to PwC's 2025 *State of Decarbonization*, based on global CDP data, 37% of companies are increasing their ambition compared to the prior year, and 48% report no change in commitment.

Leaders recognize that their company is part of a complex ecosystem, exchanging value with multiple stakeholders. Over-performers prioritize collaboration, externally and across the C-suite, to take an innovative, more humanized, and sustainable approach to growth.

Our results show that overperforming CMOs collaborate more effectively externally and with their C-Suite peers to apply this *marketing mindset, helping* the business better understand, engage with, and create more sustainable value for all stakeholders.

Building deeper cross-functional partnerships is challenging. In most organizations, the various functions operate in separate silos, speak different languages, have their own success metrics and incentive systems, and are wary of outside interference.

The CMO Playbooks provide practical insights and guidance for better collaboration with C-Suite peers. In 2024, the IRG published the CMO-CIO Playbook. Today, in time for the COP30 Conference in Brazil, we are pleased to offer the CMO-CSO Sustainability Playbook.

This playbook builds on the CMO Think Lab's work with the United Nations Global Compact (UNGC) and complements the excellent UNGC CMO Blueprint. It was developed in close partnership with the IRG global CMO Community, Ad Net Zero, Ipsos, and its Sustainability Council members, and Google.

Today's world needs more sustainable consumer choices and business growth. Closer collaboration between CMOs and CSOs can drive smarter, more sustainable Marketing and business strategies to deliver.

So, if not you, who? And if not now, when?

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"Our interviews with experts and executives about what it takes to drive such a long-term sustainable business growth strategy - what the IRG calls 'Humanized Growth'- find that it takes enormous leadership conviction and strength, and that more effective C-Suite partnering is essential." **Eva Linderborg, Director of the Institute for Real Growth.**¶

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3. The Case for More Sustainable Growth

The case for companies to drive more sustainable growth is a fact-based business case, not a moral argument. The IRG Growth Study (2019) and Impact Study (2024) both found that businesses grounded in creating value for all their stakeholders (colleagues, customers, the community, and the capital markets) outperform those that do not in revenue growth.

Ninety percent of those overperforming leaders see stakeholder value creation as a business growth opportunity, compared with only 50% of leaders of underperformers. Seventy percent of overperforming companies adopt a long-term approach to business strategy. They create strategies that align with the 1987 UN definition of sustainability, "*meeting the needs of the present without compromising the ability of future generations to meet their own needs,*" to foster resilience and ensure future success and a continued societal license to operate. As one senior leader put it, a business that does not contribute to sustainability may survive in the short term but will ultimately fail.

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Leaders at overperforming companies champion people-centricity as a core business principle and build an understanding among all stakeholders that sustainability is about applying an '*and/and*' mindset, rather than an '*either/or*' mindset, to the business. Making the business case for more sustainable business growth requires an understanding of the key interests, needs, and motivations of each of the stakeholders:

Colleagues
With high levels of competition for the best talent and increased transparency, employer brands are back in the spotlight. Sites like Glassdoor enable prospective employees to gain a better understanding of how a company treats its workforce and the prevailing culture. Most employees expect their employers to act ethically, provide relevant training, and act to combat climate change (Ipsos, 2025). Employees today are more likely to promote their organization when they know actions back its sustainability communications.

However, one-third of Gen Z questioned by KPMG (2023) turned down job offers from companies with 'poor ESG credentials'. Increasingly, employees will speak out and share stories about companies that fail to live up to their personal values in the supply chain, whether in farms, mines, or distant factories.

Leaders have a significant opportunity to engage employees in sustainability by explaining how their contributions contribute to more sustainable business growth and societal impact.

Customers
Most customers expect businesses to sell them what they want while acting responsibly regarding climate and nature, dealing fairly with people in their supply chains, and the communities in which they operate.

Forty percent of Gen Z surveyed in a 2024 Deloitte study agree that a brand's environmental impact will influence their purchasing decisions. Companies that move quickly to address these needs have a substantial opportunity to innovate and capture market share from less sustainable competitors, while those who do not risk losing market share.

Effective messaging for sustainable products often means not explicitly leading with sustainability; instead, it focuses on tangible consumer benefits, such as health, freshness, shelf life, or local origin.

A survey by Potential Energy (December 2024) found that over 60% of sampled Americans want to conserve the environment, reduce pollution, expand clean energy, and incentivize electrification. 'Committed Opponents' represent only 10-15% of citizens. The challenge brands face is not that their customers have strong or polarized views, but rather that they are mostly uninformed or not thinking about these issues. This means there is a significant opportunity for marketing-led insights and creativity to help design better products and services and tell compelling stories about more sustainable behavior and product choices to the broad majority of people, the 70%.

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> *"Our research shows that many customers don't trust that businesses do what they say they do - or even believe what they say. Six in ten people across 32 countries feel that if companies don't act to combat climate change, they will be failing their employees and customers."* **Sue Philips, Global Head of Insights, Ipsos UU.**

Community

A 2024 study by Anthesis identified community development as one of the most meaningful actions a company can take to impact corporate and brand perception. Despite recent political developments, leaders continue to face increasing public scrutiny over pollution, product safety, human health, and 'forever chemicals'. They understand that they will also be held accountable for the well-being and prosperity of communities affected by their policies. Corporate reputations are won or lost in these choices far beyond ad campaigns.

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Suncorp's "One House to Save Many " initiative designs and builds resilient homes that can withstand extreme Australian weather events like cyclones, floods, and bushfires. The cross-stakeholder project, a collaboration between Suncorp, the commonwealth government, and the architecture industry, has helped improve the insurance company's reputation among customers and has boosted home insurance policy sales.

Capital Markets

Driving more sustainable business growth presents companies with significant opportunities to achieve higher valuations and a lower cost of capital. Companies that reduce climate, environmental, and social harm and actively drive initiatives that increase positive social impact can minimize uncertainty and manage down risk for their investors.

Regulatory frameworks that capture businesses' risk profiles increasingly shape the business environment. This shift moves sustainability from a "nice to have" to a business imperative with financial accounting verification standards, requiring closer collaboration between Marketing and sustainability functions to ensure compliant and compelling communications.

In addition, businesses that transform sustainability from an add-on compliance to a core business strategy can drive significant intangible benefits that translate to value for the capital markets, such as community reputation, employee pride, and brand loyalty.

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IKEA's Circular Hub is generating new, more sustainable revenue streams and business model to extend product life and reduce waste through reuse, repair, and resale. At the Hub, customers can buy or return used furniture, purchase spare parts, find refurbished items, and access repair ideas, transforming the traditional "As-is" corner into a comprehensive circular ecosystem.

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Tisserand, Tetra Pak

Many companies still underestimate the financial and existential risks of not grounding their business model and strategy in the broader context of their societal role and stakeholders' needs. Seventy-seven percent of underperforming companies do not act to future-proof their business for longer-term resilience and growth.

> *"Without this stakeholder grounding, sustainability initiatives risk being seen as 'good PR' and 'nice to haves,' leaving them vulnerable to prevailing narratives, accusations of greenwashing, or budget reprioritization. Or all three. Winning leadership is making the business case compelling for strategies that move beyond short-termism."* **Sebastian Munden, Chair of Ad Net Zero.**

4. CMO-CSO Partnership Opportunities & Challenges

Our work clearly demonstrates that the relationship between the Chief Marketing Officer (CMO) and Chief Sustainability Officer (CSO) is challenging yet crucial to driving sustainable business growth.

"It is really about 'human to human' – about personalities and creating trust. Insights teams can serve as the bridge between Sustainability and Marketing, providing data to demonstrate benefits within specific categories."
Nathalie Alquier, Danone

Specifically, 25% of CMOs in overperforming organizations work effectively with their CSO, compared to only 13% in underperforming organizations. Overperformers recognize that the two functions are highly complementary and understand the collaboration challenges and opportunities:

- **Challenge:** Persistent disconnect between CSOs/CMOs and other C-suite members, where sustainability is often seen as a cost center rather than a value driver.
- **Opportunity:** Position sustainability as a strategic business value integral to long-term success, securing stronger buy-in across executive leadership.
- **Challenge:** Difficulty translating complex sustainability information into consumer-facing narratives, which can create perceptions of greenwashing.
- **Opportunity:** Develop engaging, simplified, yet accurate narratives that resonate with consumers, build trust, and mitigate greenwashing risks.
- **Challenge:** Aligning internal and external sustainability initiatives with measurable outcomes that demonstrate real impact.
- **Opportunity:** Establish clear metrics and KPIs that align with internal priorities and external expectations, enhance stakeholder confidence, and sustain collaboration.

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This Playbook addresses these challenges and opportunities, and offers an approach for building more effective CMO-CSO partnerships to drive value for all stakeholders:

Colleagues. Marketing's storytelling can create powerful employer branding. Marketing teams should view their sustainability colleagues as part of the extended marketing ecosystem, working together to integrate sustainability into the brand strategy and providing clear, early briefs, similar to those offered by R&D or design teams. Leaders who encourage employee engagement in sustainability increase job satisfaction and pride.

Customers
CMOs know how to read, reach, and influence customers, while CSOs deliver the credibility customers demand. Closer collaboration will lead to more sustainable innovation, foster brand loyalty, and enhance pricing power, ultimately driving more sustainable consumption behavior.

Communities
CSO community expertise and CMO communication and media skills can help 'earn' and amplify the organization's social license to operate. Together, Marketing and Sustainability can create a vision and drive long-term societal change. An effective partnership can drive industry-wide ecosystem building for systemic change and community engagement.

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Nathalie Alquier, Danone

Capital Markets

When CMOs and CSOs collaborate, they can help the company show investors that sustainability investments are strategic moves that future-proof the business against regulatory changes, resource scarcity, climate change, shifting preferences, and remove risk and costs from the system.

The Opportunity

> *For us, what really matters is having sustainability completely embedded in the company's strategy. It's not a sustainability strategy, but it's a business strategy that is fully embedded in this concept of sustainability and regeneration.*
> **Angela Pinhati, Natura**

Sustainable business growth means respecting the climate and nature, promoting well-being and prosperity in communities, and ensuring fair pay throughout the supply chain. This requires scaling more innovative products and services and a shift from trying to sell with sustainability claims to leading innovation and inspiring more sustainable customer choices with compelling communication.

The CSO partnership can also help the CMO increase Marketing's sustainability. By partnering to calculate and better understand the impact of Marketing, communication, and media plans, CMOs can make the necessary changes to mitigate this impact, which can undermine and detract from the brand's sustainability credentials. This is covered in more detail in section 6.

Innovation
There is a significant opportunity for marketers to innovate and sustainably grow their market share. The most important opportunity for collaboration between the CMO and the CSO is driving strategies in innovation and communication that appeal to the broadest 70% of the population, rather than the 15% on either side who have made up their minds and are either completely for or against.

This means CMOs can lead sustainable product and service innovation by combining market insights with sustainability requirements from the start of the development process. This may require transforming or inventing new business models, such as Ørsted's renewable energy transition and Tesla's sustainable innovation ecosystem.

Rather than viewing sustainability targets as constraints, the CMO-CSO partnership reframes them as innovation drivers that create market differentiation and cost and material savings.

> *"At Arla, we always seek to drive new consumer benefits and more sustainable growth. Having worked on both sides of the CMO/CSO fence, I work closely with our CMO to review the innovation portfolio for opportunities to partner and achieve both benefits."*
> **Hanne Sondergaard, CSO Arla**

Storytelling to Support Behavior Change and Explain Impact
Marketing needs to build the capability and confidence to scale sustainable behavior change, explain the positive impact of company actions, and avoid greenwashing. It takes 'stories' that resonate with citizens and communities, which can change the attitudes and behaviors of the broad majority.

> *"We have found that integrating our sustainability storytelling seamlessly into our overall Marketing is important so that the two feel holistic to employees and customers alike."*
> **Marissa Jarrat, CMO and CSO of 7-Eleven**

It is essential to create transparency and accountability so that claims are supported with credible, real-time, verifiable information. This isn't just about having the correct numbers; it's about verifiable data that Marketing teams can use, along with clear guidance on how to comply with ESG claims rules in each relevant jurisdiction.

A pitfall the CSO can help the CMO avoid is communicating a small and relatively insignificant sustainability feature while ignoring much larger sustainability issues in the brand or company. For instance, advertising reusable cutlery on an airline is likely to be perceived as greenwashing by regulators and the public.

7-Eleven's "Take it to Eleven" campaign is growing its business sustainably by redefining convenience across its retail network of 84,000 stores and increasing cultural relevancy by offering access to sustainable fuels, reducing CO2 emissions, and working to address food waste and fight hunger in the communities where it does business.

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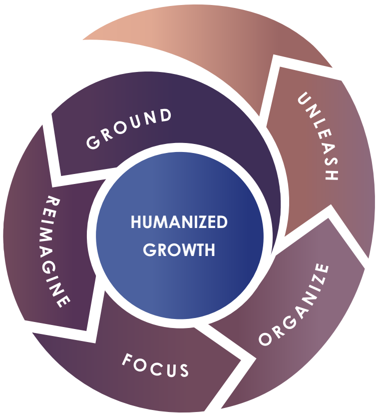
Kuda Mukova, RIIS

5. Driving More Sustainable Business Growth

The 2024 Impact Study identified *how* revenue growth overperforming organizations achieve sustained business growth and captured this in a framework that the Institute for Real Growth coined '*The Five Drivers of Humanized Growth.*'



The Five Drivers of Humanized Growth

Ground
Overperformers build a firm understanding of their stakeholders' perspectives, realities, needs, interests, and their own company's heritage, DNA, values, and beliefs.

Reimagine
Overperformers develop a positive future-backward vision for their industry or market and define an inspiring role for their company in that future market.

Focus
Overperformers develop an integrated business strategy to define how value is created and measured for all stakeholders with aligned metrics and remuneration systems.

Organize
Overperformers organize the company to foster greater interdependence and collaboration across functional silos inside the company and beyond - across their external partner ecosystem.

Unleash
Overperformers role-model 'Da Vinci' leadership traits, combining analytical, creative, and empathetic leadership attitudes and behaviors

The highest ambition for CMO-CSO collaboration is to help the organization achieve sustained business growth, fueled by systemic behavioral change, regenerative business models, and industry-wide transformation towards a more sustainable economy.

This requires CMOs and CSOs to work as strategic co-pilots, engaging across the organization and beyond to create value for customers, colleagues, communities, and capital markets. The Five Drivers of Humanized Growth framework can help CMOs and CSOs to achieve this.

GROUND: Building better Stakeholder Understanding

The IRG Impact Study found that 76% of overperforming organizations understand their stakeholders' needs well compared to only 17% of underperforming organizations. Overperforming growth organizations also better engage with stakeholders and ensure that their interests are represented in strategic business planning.

> *"First and foremost, you must identify your key stakeholders. This comes with experience and understanding the industry and business you operate in."* **- CSO in the Ipsos ESG Council 2025**

The foundation for developing a more effective CMO-CSO collaboration begins with a deep understanding of the needs and perspectives of all stakeholders, that is, the human realities behind sustainability challenges and opportunities. This means moving beyond technical requirements and abstract metrics to connect with the lived experiences of customers, employees, communities, and other stakeholders.

> *"Organizations lack understanding of the risks ahead beyond product delivery... we need to throw the windows open to bring the outside in."* - **Andy Middleton, Founder of Do Good Faster.**

For marketers, this means understanding that sustainability isn't just about environmental impact for consumers but about creating better lives and meaningful value for all people. For sustainability professionals, it means recognizing that effective change occurs through human connection, not just sharing information or data, but also through compliance.

CMOs can help CSOs by contributing their unique deep customer insight methodologies and experience. Marketers know how to segment markets, identify unmet needs, and create compelling value propositions. When applied to sustainability, these skills become powerful tools for helping organizations and CSOs understand and drive behavior change at scale. Understanding the root cause and human insights often offers new avenues for possible solutions.

Doing this well requires learning each other's language better. Geert Van Aelst, Head of Sustainability for the Südzucker Group, found that sustainability managers often lack customer-facing language, while marketers lack a deep understanding of sustainability. He organized internal workshops with sales "ambassadors" to build enthusiasm and common sense, applying classical Marketing tools like segmentation and the 4 Ps to sustainability challenges.

Human insights will also help drive more effective strategies for inspiring sustainable consumer choices. The key is to assist customers in connecting their personal needs and values with sustainable choices through benefits they care about—such as cost savings, health improvements, convenience, or community impact.

> *"When we talk about the benefits of Electric Vehicles (EV) in terms of car attributes that we know consumers really care about in the car category, like performance, safety, and price-value, consumers listen up and respond."* - **Norm de Greve, CMO General Motors.**

REIMAGINE: Developing a Positive Market Vision and an Inspiring role for the business

The IRG Impact Study found that growth overperformers excel at long-term thinking. Seventy percent of overperforming growth organizations focus more on the long term, whereas only 23% of underperformers do. Overperformers also invest twice as much in foresight as insight.

B-Corp fashion brand Baukjen's Pre-Loved Collection allows its consumers to resell gently used products on its website, helping to reduce the amount of clothing going to landfills each year. The initiative has helped build the company's reputation among its stakeholders and generated a new, albeit marginal, revenue stream.

Successful CMOs and CSOs partner to help the company create a shared vision for the market and define an inspiring role for the business, winning organizational commitment to sustainable transformation.

The CMO and CSO can partner to develop a positive vision for a sustainable future or a "utopian" vision for the market. Sometimes, they will need to collaborate to project an aligned "dystopian" future if change does not occur. A CMO in the travel industry explained to us that everyone in her organization was aware that if international air travel becomes ecologically unjustified, the market for her organization's services will disappear.

Once the "utopian" and "dystopian" market futures are agreed upon, the focus for CMO-CSO collaboration shifts to defining an inspiring role for the organization. It is essential to align on the extent to which driving sustainable business growth is incorporated into the company's purpose. A recent PLAY/LinkedIn survey of Gen Z employees found that two-thirds feel it is essential for their company to act sustainably.

Dr. Victoria Hurth, independent sustainability expert, describes this through three organizational 'logics.' Logic 1 represents a business focus driven purely by financial self-interest, with the explicit goal of maximizing profits in the short term. Logic 2 describes a shift towards 'enlightened self-interest,' where the organization acknowledges that sustainability is also 'its business' and adopts a longer-term perspective towards sustainable business growth. Logic 3 is where organizations' ambition shifts to contributing to 'long-term well-being for all,' with financial results becoming a means to this end.

When the sustainability and Marketing functions align around the long-term vision, they can help the company unlock innovation opportunities to create a competitive advantage rather than constraining growth.

> *"There is a significant shift towards demonstrating the business value and case for sustainability, moving from a 'morality' focus to 'materiality'.* **- Chris Coulter, the CEO of GlobeScan.**

This growth visioning approach helps reprioritize sustainable innovations as business imperatives rather than nice-to-haves.

FOCUS: Integrated Sustainable Strategy

The IRG Impact study found that 69% of revenue growth overperformers define a value creation strategy across all stakeholders, and only 3% of underperformers do. These overperformers don't necessarily create equal value for all stakeholders, but they develop an integrated corporate strategy that defines the value they create for all key stakeholders.

An integrated strategy transforms sustainability from an add-on to a core business component, and possibly, a driver. In 73% of the overperformers, the former Corporate Social Responsibility (CSR) strategy is aligned with or folded into the overall value creation strategy. This requires distinguishing between isolated, sub-scale initiatives that may create positive PR and fundamental transformation, where marketing and sustainability investments are aligned with business objectives.

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Strategy integration requires marketing and sustainability functions to understand how sustainability creates business value across multiple dimensions. It also allows CMOs and CSOs to align on where their efforts can mutually reinforce each other.

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> *"Every organization should aspire to a three-part value creation goal: generating customer value, building company value, and creating stakeholder value for employees, suppliers, the community, and the environment."* **Mary Adams, Cofounder of Insights7**

From Bolt-On to Built-In

Shifting from bolt-on to built-in sustainability requires embedding environmental and social considerations into the core business processes and KPIs. For Marketing, sustainability becomes a lens for evaluating all its activities, from product design and positioning to asset creation, media planning, and customer engagement strategies. It also requires aligning the supply chain, procurement, and R&D. The three critical activities for the CMO-CSO partnership are product and business model innovation and design, communication and behavior change, and sustainable marketing.

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Nedbank's "#SheLeadsWeBackHer" initiative champions women's financial growth and independence, and the bank's services help women take control of their finances by guiding budgeting, saving, and investing. The campaign has built a strong preference among potential consumers and generated new customers and revenue for the bank's services.

Practical strategy integration begins with identifying growth opportunities that align with both business and sustainability objectives. This may involve designing new products, creating new product categories, entering new markets, or developing business models that capture value through circular economy principles.

Brand alignment requires understanding how sustainability enhances rather than competes with core brand values. The most successful examples reinforce existing brand benefits with the most relevant and credible sustainability attributes rather than creating new positioning or attempting to communicate all aspects of sustainability.

CMOs can lead innovation by bringing customer insights to sustainability challenges and translating technical sustainability advances into compelling customer value propositions. This requires CMOs to lead a change from conventional conversations, collaborating with R&D, sustainability, supply chain, and operations teams from the earliest stages of product development.

Scale behavior change requires understanding consumer motivations and crafting messages that resonate with diverse and broader audiences beyond the niche to 70% of neutral or open people. Research suggests that only a small percentage of people respond positively to sustainability messaging alone. Matt Bourn and Sebastian Munden summarize best practices and provide an overview of research findings they call the "magic ingredients" for sustainable behavior change in chapter 10 of their recent book, *Sustainable Advertising – How Advertising Can Help Support a Better Future*.

Measurement and Aligned KPIs
Aligning KPIs and remuneration incentives between both functions is key to making this work. KPI misalignment, despite good intent, is the number one reason cited in interviews for failure.

Effective partnerships require shared metrics that demonstrate both sustainability progress and business results. This means developing KPIs that capture the full value creation potential of CMO-CSO collaboration.

Sometimes, capturing the sustainable growth the business has created will require new metrics. Haleon, the consumer health company spun out of GSK Pharmaceuticals, created the Health Inclusivity Index to measure the progress the company is making towards achieving good health for everyone.

Sustainable marketing success requires metrics that capture both traditional marketing performance and the impact on sustainability. Leading organizations track improvements in brand perception related to sustainability attributes alongside engagement rates with sustainability-focused content.

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> *"As sponsors of many of the world's biggest marathons, TCS has worked with Brand Finance to develop a new system for measuring a marathon's positive impact on a city. We find that these new KPIs are helping the cities win support for these events with their stakeholders."* **- Abhinav Kumar, CMO Tata Consulting Services (TCS)**

Operational metrics, such as carbon footprint and waste reduction, in media, marketing operations, and creative production, provide concrete evidence of progress while informing continuous improvement efforts. Setting and hitting targets in more sustainable marketing that aligns with corporate targets is another way that Marketing can help deliver with and for CSOs.

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The most sophisticated measurement approaches track collaboration effectiveness through the frequency of CMO-CSO partnership sessions and the success rate of joint initiatives. These metrics help identify what's working and where additional support is needed.

This highlights the need for organization-wide understanding of how individual roles contribute to sustainability goals, creating collaboration and alignment beyond Marketing and sustainability functions.

ORGANIZE: Interdependence and Collaboration

Effective collaboration requires breaking down silos and establishing structures and operating models that foster interdependence and joint action. The IRG Impact Study findings indicate that 67% of overperforming organizations work interdependently, compared to only 7% of underperforming organizations.

Zooming in on CMO relationships within the firm, the Impact Study finds that 80% of CMOs at overperforming organizations have three or more effective or highly effective C-Suite relationships, compared to 60% at underperforming organizations.

However, achieving a productive partnership with the CSO is much more difficult for CMOs. Only 25% of overperformers report a highly effective collaboration. Amongst underperformers, this number drops to half that.

Cross-functional alignment starts with creating a common language and shared understanding of each other's needs and priorities. While marketing is trained to listen for unmet customer needs, customers expect company experts to know how to solve sustainability challenges and not just ask them.

It's essential to develop a joint learning agenda. Invest in understanding the latest trends and advancements in both domains by attending conferences and events—not to become fluent, but conversant.

AkzoNobel's "Let's Colour" initiative uses paint to help communities revitalize living spaces and neighbourhoods. By involving many of its employees in helping paint and training unemployed youth to transform urban areas, cultural sites, and community facilities, the company has increased employee loyalty and community reputation, boosted brand preference and market share, and driven sales in new areas.

Scaling collaboration to accelerate business growth and transform markets
The lessons learned on how to build more productive partnerships between the marketing and sustainability functions will also support more effective collaboration beyond these areas. Collaboration ecosystems extend beyond internal partnerships to suppliers, customers, competitors, NGOs, and government stakeholders.

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The most effective CMO-CSO partnerships recognize that systemic change requires coordinated action across entire value chains. That takes visible leadership and trust, combined with an effective network in the broader industry ecosystem.
Overperformers also excel at partnering outside the organization, within the industry, with NGOs, and governmental organizations. They recognize that inspiring more sustainable consumer choices and business strategies will often require transformation at an industry level.

Former Unilever CEO Paul Polman advocates for systemic change, urging industries to go beyond mitigating environmental damage to embracing regenerative, nature-positive business models. Polman emphasizes the importance of collaborating with industry to address climate change, water consumption, soil degradation, pollution, and human rights concerns.

UNLEASH: Leadership Role Modeling

The partnership between CMOs and CSOs doesn't succeed solely through process. The IRG Impact Study reveals that overperforming companies are led by individuals demonstrating 'Da Vinci' attitudes and behaviors that can be learned.

Adopting and cultivating these DaVinci Growth attitudes and behaviors can fundamentally redefine how CMOs and CSOs approach their role in sustainability by promoting an open, results-driven, and inclusive work culture that aligns colleagues and partners with the overall business purpose. These sustainability-driven CMO leaders combine analytical rigor with creative intuition, balancing data mastery with human insights and empathy to create more authentic stakeholder value.

Overperformers base their work on their personal purpose and values. Gerd Leonhard, CEO of The Futures Agency, calls this a shift from "*how do I do this?*" to "*why do I do this?*" They work to align what others have called their *'Ikigai'* on the sweet spot of what they love, what the world needs, what they are good at, and what they can monetize.

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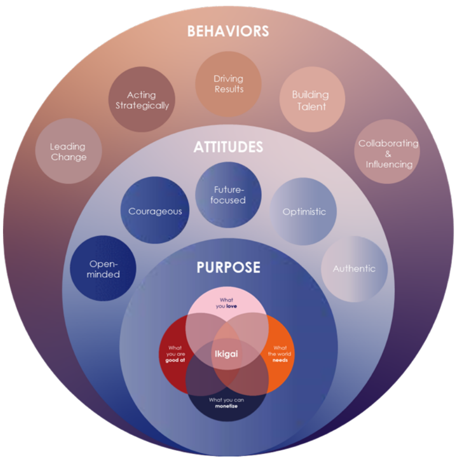

Da Vinci Growth Leader Attitudes
CMOs and CSOs leading sustainability transformation must augment commercial acumen with systems thinking. They must understand how Marketing decisions ripple through supply chains, communities, and ecosystems while maintaining focus on business results.

Authentic
Both CMO and CSO are approachable and demonstrate humbleness about each other's areas of expertise. They work with compassion and are willing to be vulnerable about what they need to learn.

Open Minded
The leaders are transparent about their experience and expertise, and they are curious to learn from others. They demonstrate a growth mindset, actively seek internal and external partnerships, and encourage their teams to be adaptable and responsive. In discussions, they are inclusive and interested in diverse perspectives. They appreciate the importance of the industry ecosystem.

Courageous
They make arguments that are grounded in reality, are willing to ask difficult questions, and challenge conventional wisdom when it conflicts with creating stakeholder value. They are Unapologetic, taking a principled stand with high integrity and bold, willing to make big bets.

Optimistic
Overperformers demonstrate a can-do mentality, eager to prove an idea with practical pilots, and bring a positive outlook to discussions and strategic planning. They establish trust in the other function.

Future-focused
Da Vinci leaders make a compelling case for long-term, more humanized stakeholder value creation strategies. They translate complex sustainability strategies into simple narratives that resonate with rational and emotional decision-making. They also demonstrate resilience when the situation requires it.

Alessandro Manfredi, CMO of Dove until early 2025, worked on the brand for over twenty years and was a driving force in the original development of the Real Beauty Campaign. He worked tirelessly to convince sceptical business leaders within the Unilever world to stay the course in the early years of the campaign when the brand was still finding its voice. The soft-spoken leader is recognized widely for his respectful and confident stance on the importance of the brand purpose to drive value for all brand stakeholders.

Da Vinci Growth Leader Behaviors

The most successful leaders help their marketing and sustainability teams develop sustainability expertise and systems thinking by providing training, certification, and cross-functional project opportunities that engage broader stakeholders. This investment pays dividends in employee engagement, more sustainable marketing, and campaign authenticity.

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Acting Strategically
Overperforming leaders force the business to filter all key decisions through the business purpose and ringfence sustainability initiatives, ensuring they have sufficient time to demonstrate results. They understand the importance of addressing immediate business challenges in the context of the longer-term strategy.

Leading Change
Winning CMO-CSO partnerships work with a roadmap to a future-fit state that drives systemic transformation and navigates trade-offs transparently. These leaders know how to inspire and mobilize a coalition of change leaders in the company and ecosystem to drive results.

Building Talent
Education forms the foundation of credible, sustainable marketing. To succeed, marketing teams need technical knowledge about sustainability regulations, measurement, and third-party certifications, as well as soft skills to collaborate effectively with agency partners and

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CSO teams. Winning CMOs demonstrate servant leadership with the other functions and ensure representation of key stakeholder perspectives.

Collaborating and Influencing
Da Vinci CMOs and CSOs lead by example in partnering and create opportunities for their marketing and sustainability teams to work together on real business challenges, building trust and mutual understanding while developing collaborative problem-solving capabilities. They proactively engage with stakeholders to achieve a win-win outcome, foster a spirit of internal and external interdependence, and invest in building strong relationships. They listen to understand.

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Driving Results
Overperformers make the case for a more humanized, reciprocal stakeholder value that measures both tangible and intangible value created through shared KPIs, driving sustainable impact across Marketing and Sustainability.

Khensani Nobanda leads both Marketing and Corporate Affairs at Nedbank. Known as a results-driven leader, she frequently draws on her purpose and passion for broader stakeholder impact in her business decision-making. Khensani has been recognized nationally and internationally for her willingness to demonstrate vulnerability, take risks, and challenge the status quo.

The Da Vinci Leadership Imperative
The transition to stakeholder value creation requires leaders to navigate the tension between delivering short-term performance and upholding long-term sustainability imperatives.

These leaders understand that sustainability isn't a constraint on marketing creativity but a catalyst for innovation. They recognize that the most compelling brand stories emerge from authentic efforts to create positive environmental and social impact while meeting genuine consumer needs.

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Ultimately, transformation depends on leaders who model the Da Vinci attitudes and behaviors they want to see throughout the organization.

6. More Sustainable Marketing

Marketing isn't just about selling products or services; it's about understanding and shaping what society at large (including colleagues internally) *thinks, feels, and does*. Marketing can help explain and influence what people normalize, prioritize, act upon, consume, and behave in.

Sadly, Marketing's ability to drive positive societal change and generate profitable business growth is often overlooked or misrepresented. As a career choice among millennial students, marketing currently hovers in the bottom 10%, competing with real estate agents.

Critics will argue that much of this bad reputation is well-deserved and self-inflicted, citing the role of Marketing in driving overconsumption and examples of greenwashing or campaigns with false claims that clearly don't pass muster. These must clearly be addressed. Nonetheless, it is essential not to overlook the significant opportunities for Marketing to drive positive change.

Marketing to Support Positive Change
Marketing can help educate consumers and inspire more sustainable choices. On average, while 96% of consumers try to live sustainably at least some of the time, fewer than 10% consistently act and purchase sustainably to '*Save the Planet*' (BCG Mainstream Green). Consumers appreciate and increasingly expect brands to reflect their values and companies they do business with to act sustainably.

Think: The Always '#EndPeriodPoverty' campaign works with activists, legislators, and policymakers globally to provide puberty and menstrual health education and help destigmatize periods. Through these programs worldwide, Procter & Gamble helps keep girls in school, educates parents, and builds self-confidence in young women. The business results are significant: the program has increased corporate reputation and brand loyalty and generates new long-term revenue streams for the company.

Feel: Dove's 'Real Beauty Campaign' has won many accolades over the last twenty-five years. By challenging the beauty industry practices, the dangers of social media, and most recently, the risks of AI in advertising, the brand has boosted women's self-confidence, increased sales and market share, grown employee loyalty, and achieved tremendous business growth, clearly demonstrating how a business and brand can create value for all its stakeholders.

Do: Colgate's 'Turn off the faucet' campaign encourages people to save water and money by turning off the tap while brushing their teeth. The global initiative highlights that leaving the faucet on can waste significant amounts of water, and the company provides tools and reminders, such as a water-activated sink sticker, to promote this simple water-saving habit.

Marketing's ability to influence and enable broader action (Sustainable Marketing Playbook, Google, 2023) requires a fundamental shift from asking, '*How do we sell more?*' to '*How do we enable better choices?*' and responding with innovation, programs, and communication.

With this power of influence comes responsibility. When marketing teams embrace their role as internal and external catalysts for more sustainable behavior change, they are also responsible for ensuring the sustainability of the marketing function's activities. Moving beyond treating

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sustainability as a compliance requirement and embedding it as a core driver of marketing excellence is often one of the first outcomes of closer Marketing-Sustainability collaboration.

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Making Marketing Inherently Sustainable

The marketing process and its supply chain are estimated to be responsible for between 10% and 30% of a marketing company's emissions. The proportion varies depending on the products or services the company is marketing as well as the supply chain for marketing itself. Making marketing more sustainable is essential and achievable. Here are the most critical areas that the CMO and Marketing department should review:

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Sustainable Creative Production and Events

The creative production process presents numerous opportunities to minimize environmental impact while enhancing creative outcomes. Most assets rarely 'wear out' with target audiences before they are replaced. Reviewing existing asset and image libraries (stocking them with virtual sets for reuse) before commissioning new shoots frequently yields usable assets, reduces emissions, and saves money by avoiding new production entirely.

When a new production is necessary, use carbon calculator tools like AdGreen to benchmark proposals and design low-impact productions from the idea and script stage. Attention in this area usually offers cash and environmental benefits.

Marketing events and video assets often represent the most visible and resource-intensive expression of brand values. Making these activities more sustainable requires attention to four critical areas.

> ***Transportation strategy*** matters a lot. Air travel typically accounts for the most significant emissions from events and production, making venue and location selection, as well as attendance strategy, crucial decisions. Virtual sets and carefully chosen central locations, combined with virtual participation, can minimize overall travel requirements for both shoots and events.
>
> ***Energy management*** offers immediate impact opportunities. Traditional diesel generators consume a significant amount of fuel and produce avoidable emissions. Leading production companies and event marketers now specify renewable energy requirements in vendor contracts and seek venues and locations with built-in sustainable infrastructure.
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> ***Material flows*** require end-to-end thinking. The most sustainable production shoots and events are designed for disassembly and reuse, creating materials that serve multiple purposes rather than becoming waste after a single use, thereby reducing the environmental impact of production. Direct agency partners to source second-hand wardrobe and set materials, establishing clear plans for material reuse after completion. This creates more authentic, engaging visual content while reducing waste.

Sustainable food choices for shoots and events not only provide environmental benefits but also offer brand storytelling opportunities. Plant-based, sustainably farmed, and in-season catering options often receive an enthusiastic reception, and minimize food waste and environmental impact.

Physical Marketing Assets

Packaging design represents a critical intersection of creativity and sustainability. 'Just the right fit' design principles minimize material waste while often creating more elegant, functional packaging. It is essential to avoid unnecessary material weight or over-sizing, as well as combinations of materials that fail to meet the specifications of recycling processes. Designing for reuse, particularly multiple reuses, requires packaging design and supply chain collaboration to take packaging design and supply chain collaboration to the next level.

Creative teams increasingly prioritize experiential Marketing over single-use or short-life physical promotional materials. Reusable, durable, and repairable physical assets, or more measurable digital-first approaches powered by renewable energy sources, can provide greater engagement while eliminating the waste associated with traditional swag and other physical materials.

Sustainable Media Choices
The media ecosystem's greenhouse gas (GHG) emissions are estimated to be similar to those of the airline industry. In May 2023, Ad Net Zero and its partners issued an industry-wide call for media experts to identify sustainability best practices and 'Quick Actions' across the media process, such as channel choices, tactics, and execution. The brief was to help organizations operate from a place of fact-based insight. Many of these actions, compiled from contributions by over 30 different organizations, are summarized at the end of this chapter.

Additionally, global forums were initiated to help solve the challenges of media planning, buying, reporting, and monitoring, and create standard definitions, metrics, and shared tools to support independent emissions verification across channels.

Many of the world's advertisers and media specialists are contributing, and everything is validated through a Climate Science Review Panel—a scaled example of the industry impact of a global CMO-CSO partnership in action.

Authentic Communication & Greenwashing Avoidance
Authentic sustainability communication requires evidence before eloquence. Real-world conservation efforts and transparent actions create the foundation for credible messaging that builds consumer trust.

Bolton Food's '*Together for the Ocean*" campaign, developed in partnership with WWF and Oxfam, created a platform to educate consumers about ocean conservation and take meaningful action. The campaign succeeded by anchoring its narrative on genuine consumer needs for quality food and environmental stewardship rather than encouraging excessive consumption.

The most significant risk in sustainable marketing isn't saying too little; it's saying too much without sufficient substance. Greenwashing concerns have made consumers increasingly skeptical of sustainability claims, creating a challenging environment where intent and authenticity matter more than ever. CSOs can play a crucial role in helping marketers educate themselves to make and support green claims, while avoiding greenwashing.

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The UNGC Sustainable Marketing CMO Blueprint states that every sustainability claim must be supported by verifiable evidence, accompanied by clear statements regarding scope and limitations. Rather than claiming perfection, the most effective communications acknowledge challenges while demonstrating consistent progress toward meaningful goals.

Danone demonstrates this principle by organizing Marketing field visits to its sustainability projects. These visits allow the marketers to develop a genuine understanding of impact and gather authentic stories to share with consumers. Nathalie Alquier, Danone's CSO, explained that the program creates communication that resonates because it's rooted in real human experience.

This translation between technical sustainability work and consumer-relevant messaging requires deep collaboration between CMO and CSO teams. The most successful approaches involve sustainability experts in campaign development from the beginning, ensuring that claims are accurate and compelling.

The most significant impact comes from telling stories about the benefits of the most sustainable products with little or no reference to their sustainability. The evidence from research is clear: authentic sustainability communications, backed by genuine action, create stronger brand differentiation, deeper customer loyalty, and more resilient business models.

L'Oréal's 'The Beauty of Longevity' Campaign is a scientific initiative launched in 2025 that reframes aging and beauty by integrating skincare into a lifelong wellness approach. The initiative shifts focus from corrective skincare to preventive care, promoting the concept of "biological age" over chronological age and positioning beauty as a key component of healthy, vibrant aging globally.

AI and Marketing Sustainability

The carbon footprint of AI is primarily linked to the energy consumption of data centers. As the digital economy expands, so will our collective need for electricity - from the electrification of industries to increasing cooling needs. Data centers are estimated by Google to account for roughly one-tenth of the growth in global electricity demand by 2030. It's clear that plans to cool data centers and power them with direct real-time renewable energy will need to be scaled to cover the increases in usage volume.

At the same time, the power of AI has the potential to identify significant opportunities for driving more sustainable business growth. The International Energy Agency predicts that by 2035, widespread adoption of existing AI applications could drive emissions reductions nearly three to five times greater than its projected data center emissions.

In creative production the energy used by AI for generating a single image for an ad might be significantly less than shooting the equivalent image live, and use of tools like AdGreen with actual or proxy data will help guide teams to choose between the two.

Google suggests tools like NotebookLM can help teams stay informed of the ever-changing rules and regulations or just check out complex sustainability issues. Good for accessible but in-depth answers to sustainability questions where there are clear factual but very detailed data sets in existence. Three possible uses would be: country by country green claim guidance, corporate sustainability reporting terminology, or even running ideas through a detailed creative toolkit like Every Brief Counts to find good matches between new ads in creation and relevant sustainable behavior to feature.

In media planning, one way of matching brands and trending topics would be to use an AI tool like TopicMine with brand data to find the best topics in which to place ads, then create relevant ad copy. Other planning tools from Google like Insight Finder are now also powered by AI to deliver audience insights and creator trends. The account-level emissions generated

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by a brand's Google advertising activity now include emissions from AI which are reflected in hourly carbon intensity metrics and tracked in CO2e for all activities to allow comparison and inform reduction plans.

The Path Forward

The goal of driving more sustainable marketing creates the foundation for deeper CMO-CSO collaboration. More sustainable marketing builds organizational confidence and demonstrates Marketing's ability to drive positive environmental and social impact while achieving business growth.

Leading sustainable marketing practitioners emphasize the importance of starting with concrete, measurable actions instead of aspirational statements. Build credibility through consistent performance over time. Sustainable marketing isn't about constraining creativity but rather channeling it toward solutions that achieve both business and sustainability objectives.

When marketing teams embrace their role as catalysts for sustainable behavior change, they don't just create better campaigns; they help create a better world. No doubt, when Gen Z and Gen Alpha understand this potential for positive contribution, the standing of marketing as a study and career choice will improve.

Checklist for Next Steps

Ad Net Zero's 5 Point Action Plan and Guide to Reduce Media Greenhouse Gas Emissions. Provides practical suggestions for driving more sustainable Marketing. In summary, here is a checklist of actions any Marketing team can use to get a fast start.

Engage in the conversation.

- ✓ Encourage team member engagement, which is vital for driving change. For instance, discuss recent award winners or use the "Sustainable Advertising Manifesto".
- ✓ Develop the sustainability knowledge base for both generalists and specialists with sustainability experts.
- ✓ Commit to zero greenwashing. Train the team on the rules and stay up to date.
- ✓ Advocate for integrating sustainability criteria into all awards your company participates in or sponsors, going beyond single "green" categories.

Make Marketing operations and media more sustainable.

- ✓ Commit to calculating and reducing emissions.
- ✓ Embed sustainability targets in Marketing procurement.
- ✓ Understand the packaging material, its origin, and what happens to it after use.
- ✓ Commit to 100% reusable, recyclable, or compostable packaging.
- ✓ Make production carbon calculation tools (e.g., AdGreen) a mandatory requirement.
- ✓ Challenge creative briefs to reduce emissions and make fewer assets inherently.
- ✓ Prioritize virtual production and local shooting over carbon-intensive travel.
- ✓ Mandate renewable energy alternatives to diesel for shoots and events, and promote the reuse and recycling of wardrobe and sets.
- ✓ Use industry-validated media emission calculation formulas, e.g., Ad Net Zero's GMSF and tools.

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The carbon footprint of AI is primarily linked to the energy consumption of data centers. As the digital economy expands, so will our collective need for electricity - from the electrification of industries to increasing cooling needs. Google estimates that data centers will account for approximately one-tenth of the global electricity demand growth by 2030.
At the same time, the power of AI has the potential to identify significant opportunities for driving more sustainable business growth. The International Energy Agency predicts that by 2035, widespread adoption of existing AI applications could drive emissions reductions nearly three to five times greater than its projected data center emissions.
Looking forward, AI can be leveraged to help increase the positive impact of Marketing activities and potentially reduce the industry's energy footprint. Areas where AI may help drive improvements are:
Understand your carbon footprint.
Decarbonisation across the advertising industry starts with measurement. First-party carbon emissions data reporting can support corporate sustainability reporting and other efforts to understand how carbon emissions factor into media.
understanding.
research assistant to provide in-depth answers to sustainability-related questions, such as corporate sustainability reporting terminology or market-by-market guidance on green claims. Marketing teams can add to and ask questions of specific data, quickly synthesizing long-form content, creating audio and video overviews, or even running ideas through creative toolkits like Ad Net Zero's Every Brief Counts.
Connect brand values to consumer preferences
Brands can identify consumers who care about sustainability, leveraging AI better to understand sustainable audiences, behaviors, and search trends. TopicMine as an example, can use AI to match brand or product datasets with trendin ... [2]

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- ✓ Add emissions data into Media Measurement Models in a balanced array of metrics to weigh up channel tactics.
- ✓ Develop partnerships with more sustainable media owners in each channel
- ✓ Compress digital files, use shorter formats, and avoid auto-play/preloading defaults to reduce server emissions.
- ✓ Find streaming solutions to show assets only when viewable by the end consumer.
- ✓ Optimize media flights through planning based on network usage or energy sources.
- ✓ Review and reduce energy consumption in data handling, campaign targeting, transaction processing, and storage. Utilize specialized event management tools (e.g., TRACE) to help minimize emissions and waste at events.

7. Recommended Resources

Ad Net Zero

- "The Ad Net Zero Action Plan," Ad Net Zero, 2025
- "The Ad Net Zero Global Media Sustainability Framework," Ad Net Zero, 2024
- "The Ad Net Zero Action Guide to Reduce Media Greenhouse Gas Emissions," Ad Net Zero, 2024
- "Sustainable Advertising – How advertising can support a better future" by Matt Bourn & Sebastian Munden (Kogan Page 2024) https://www.sustainableadvertising.uk/

Ad Green

- "Sustainable Advertising Production Guide," Ad Green, 2025

Google

- "Sustainability Marketing Playbook," Google, 2024

Institute for Real Growth

- "IRG Impact Study, Driving More Humanized Growth," IRG and Oxford Saïd Business School, 2023
- "Da Vinci Growth CMO," Institute for Real Growth, 2020

Ipsos

- "ESG Council Report 2025," Ipsos, 2025
- "People and Climate Change 2025," Ipsos Global Survey, 2025

United Nations Global Compact

- "CMO Blueprint for Sustainable Growth," United Nations Global Compact, 2024

7. CMO-CSO Playbook Partners and Contributors

The development of the CMO-CSO Playbook

The 2024 IRG Impact Study highlighted the importance of CMO partnerships within the C-Suite. In November 2024, the Institute for Real Growth (IRG) published the CMO-CIO Playbook in partnership with TCS to support CMOs with practical strategies and ideas for strengthening the CIO relationship. In 2025, to coincide with COP30 in Brazil, the IRG is publishing this CMO-CSO Playbook in partnership with Ipsos, Google, and Ad Net Zero. This playbook builds on insights, learning, and best practices garnered from over 50 interviews with CMOs, CSOs, experts, and academics, the key findings of the UNGC CMO Think Lab, a dedicated CMO-CSO session at Davos 2025, an AI-facilitated Meta study of all relevant published learning, as well as an online survey amongst the global IRG CMO community in March 2025.

This Playbook was developed through collaboration among multiple organizations and written based on the insights, experiences, and expertise of a diverse range of academics, experts, and practitioners. They all deserve recognition and gratitude for their contribution.

- **ANA**
- **Cannes Lions**
- **IAA**
- **Oxford Future of Marketing Initiative (FOMI) at the Said Business School**
- **TCS for hosting the Davos Round Table**
- **UNGC**

Individual Contributors
- Sebastian Munden
- Antonio Lucio
- Andisa Ntubane, Vodacom
- Marissa Jaret, 7-Eleven
- Hanne Sondergaard, Arla
- Norman de Greve, CMO General Motors
- Eva Linderborg
- Sebastian Ateng
- Sue Allchurch, UNGC
- Claudia Kirwald, UNGC
- Oskar Metsavaht, Osklen
- Abhinav Kumar
- Estee Cheng,
- Nadia James
- Sadie Thoma
- All IRG Rio CMO Summit Contributors and Speakers
- Alessandro Manfredi
- Vincent de Klerck
- All Rio Summit Speakers

- Prof. Andrew Stephen
- Nick Primola
- Liz Kneeborn
- Asmita Dubey
- Marcel Marcondes
- Daniela Lobo
- Khensani
- Mim Hayson
- Tatiana – Natura
- Dagmara IAA
- Cannes Lions Sustainability Lead
- Victoria Hurth
- Felipe Thomas
- Kasey Hooper – Systemiq
- Geoff van Sonsbeeck
- Oliver Joyce – WPP Media
- Ed Stibbe
- CSOs that Ipsos interviewed
- Sue Philips
- Alizee Fraudin
- Eleni Nicolas
- Gilles Tisserand
- Kuda Mukova

Experts Contributors

- Andy Middleton
- Nicolas Lambert
- Rebecca Dutcher
- Francisco Benedito
- Dave Prescott
- Sara Olsen
- Mary Adams
- Sandra Waddock
- Chris Houston
- Gerd Leonhard
- Oliver Deane
- Charlotte de Voogd
- Chris Coulter
- Harry Hummels
- Katy Jarratt
- Jonathan Hall

About the Institute for Real Growth

The IRG inspires CMOs to increase personal, business, and societal impact by driving more Humanized Growth. We connect CMOs to peers, experts, and best practices to address the needs of colleagues, customers, communities, and capital markets. The Institute for Real Growth is an independent and not-for-profit organization supported by WPP, Google, TCS, Ipsos, Spencer Stuart, and the Saïd Business School at the University of Oxford.

About Ad Net Zero

Helping the advertising industry drive growth that's better for the planet and better for business.

Ad Net Zero is a not-for-profit global initiative for the advertising industry to provide tools and insights to help the sector reduce its carbon footprint and help promote more sustainable consumer behavior. Its work is supported by over 250 companies and industry associations worldwide, ranging from advertisers, agencies, and production companies to platforms, ad tech, and media owners.

About Ipsos

In our rapidly changing world, the need for reliable information to make informed decisions has never been greater. At Ipsos, we believe our clients need more than a data supplier; they need a partner who can produce accurate and relevant information and turn it into actionable insights. This is why our passionately curious experts not only provide the most precise measurement, but shape it to provide True Understanding of Society, Markets and People.

To do this, we use the best of science, technology, and know-how and apply the principles of security, simplicity, speed, and substance to everything we do so that our clients can act faster, smarter, and bolder.

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