

#aBetterWay

#BuildBackBetter



SB | SUSTAINABLE BRANDS
MADRID

Quiero.

In partnership with Sustainable Brands and:

2020



2021

In collaboration with:



How to build back better brands

*An open invitation to think how to do things better.
Because there is always a better way.
Developed by Sustainable Brands Madrid and
Sustainable Brands.*

We have created a **global platform** to stimulate reflection, learning, action and to understand how the current pandemic will affect **Sustainable Development**.

*“It is time to reset
and a time for
new paradigms”.*

We have searched for answers to this critical question:
How can we accelerate Sustainable Development
in a post-pandemic world?



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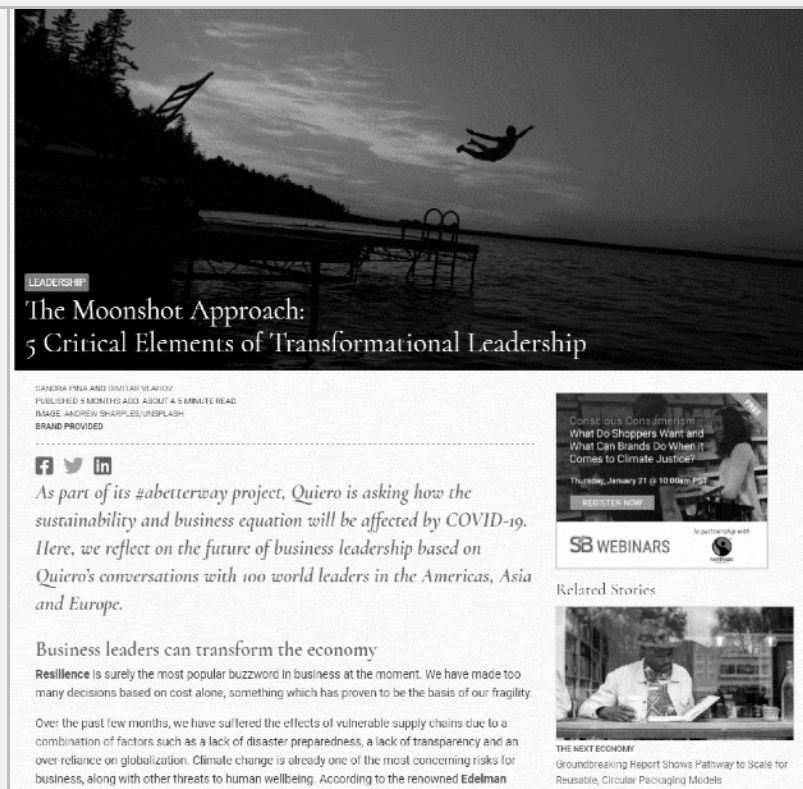
100 experts

Around 100 conversations shared in local media, through SB global channels, SB Madrid and Quiero's own channels.

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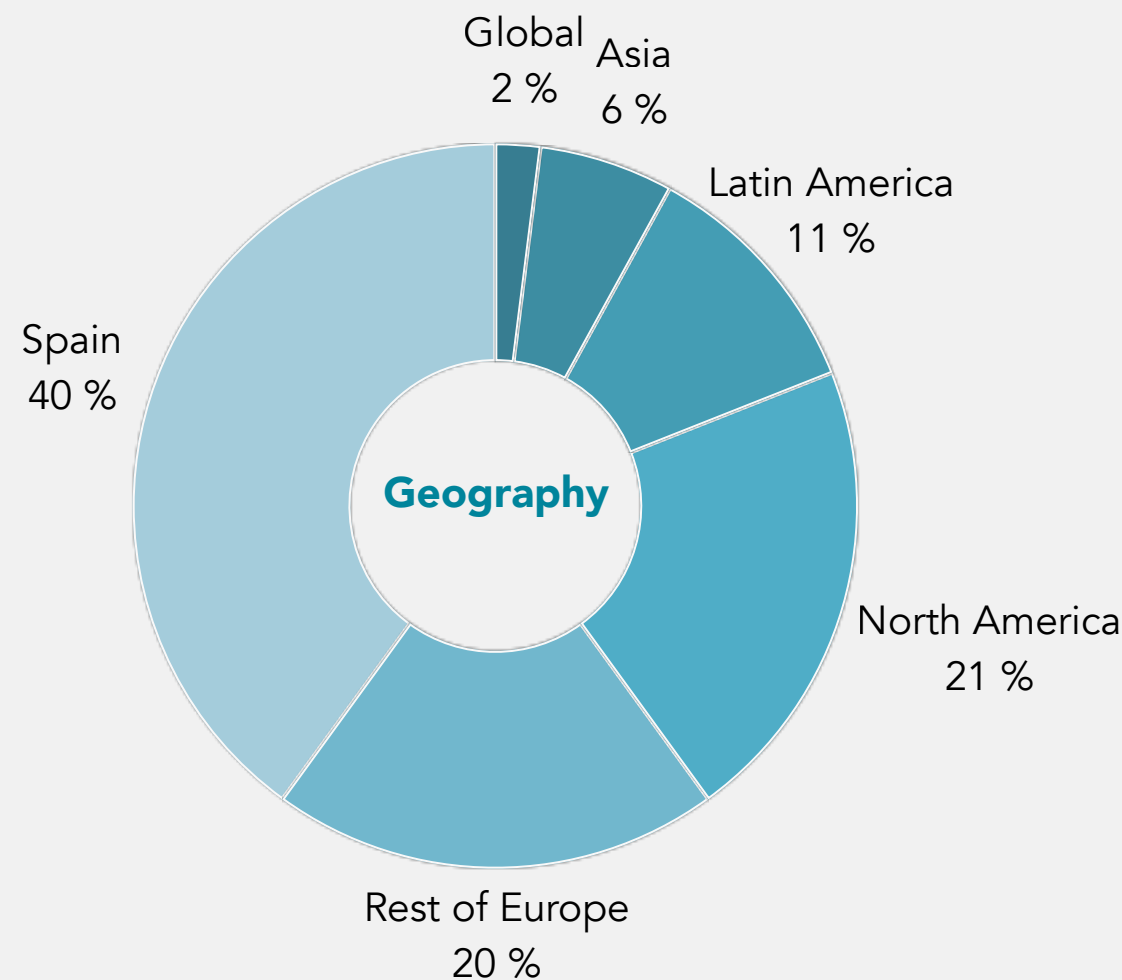
100 experts: high profile heterogeneity of Sustainability experts interviewed.

Vast majority with Top Management Roles

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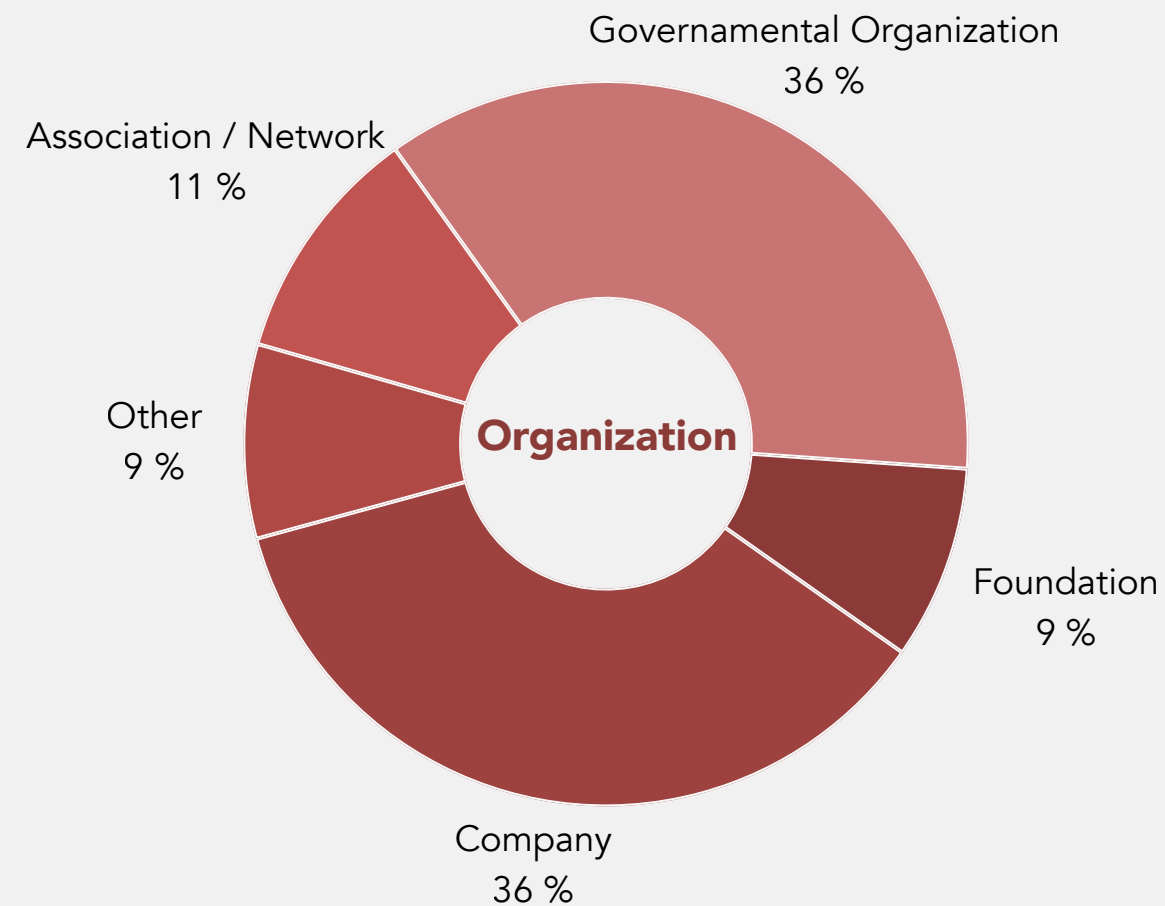
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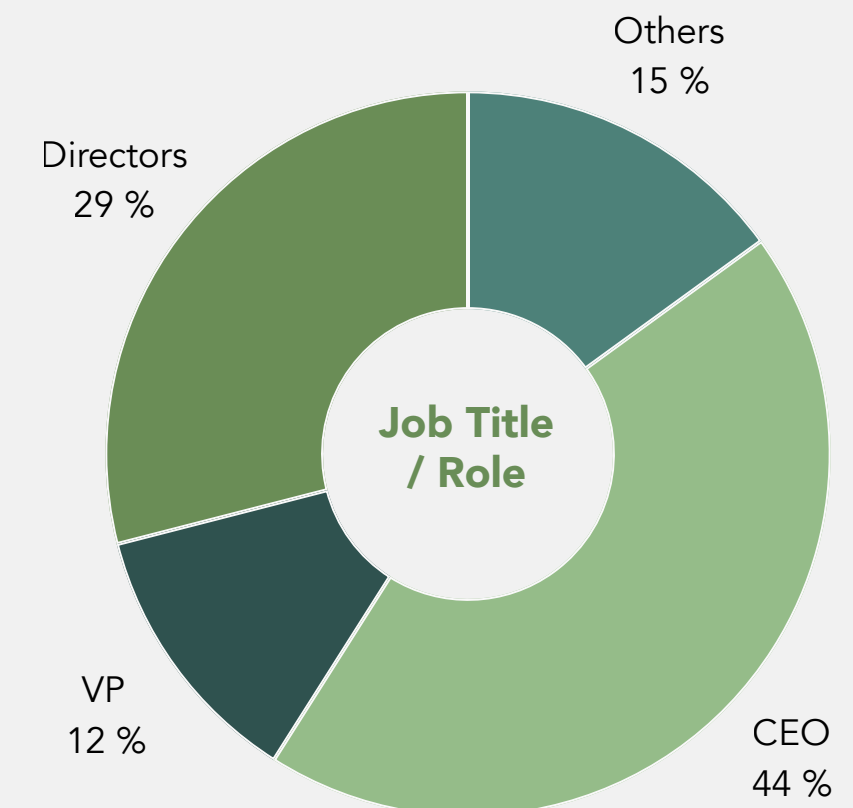


Geographical representation:
40% from Spain, 60% International.

By Region: 60% from Europe, 21% from North America (mainly U.S.), 11% from Latin America (South & Central), 6% from Asia, 2% Global Scope.



Very diverse group of Organizations represented, strong presence of sustainability experts coming from companies. 54% of experts interviewed come from companies (representatives of FMCG multinationals, Logistics service providers, Banks, SMEs, etc.)



Almost half of the experts interviewed are CEOs (44%). And additional 41% belong to high level management (Vice Presidents or Directors).

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100 experts

We started a process of listening and exchanging with 100 experts from America, Asia and Europe, focusing on **5 major dimensions in Sustainability**

2020

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01

Purpose

02

Brand
Influence

03

Innovation

04

Supply Chain

05

Governance
and
Leadership

The results of our research have been compiled into **five guides** jointly developed with local partners. Each guide offers concrete, practical steps on how to advance each of the 5 Sustainable Dimensions (Purpose, Brand Influence, Innovation, Supply Chain, Governance and Leadership).

The present document offers a comprehensive summary of section (1) from all 5 guides.



A guide to “surf” each dimension in these new times.

Each Guide comprises of 3 key sections:

1

Introduction of the new paradigm of the Sustainable Dimension in scope and brief explanation of key levers,

2

Review of most common **barriers (Why it is so difficult)** and recommended potential **solutions (How to make it easier),**

3

Selected **case studies.**

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Guide Structure Overview



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Each Guide has been developed according to **SB Brand Transformation RoadmapSM from Sustainable Brands**, a comprehensive orientation and navigation tool that helps Brands in plotting their sustainability journey and assess company's maturity in five critical Sustainable Dimensions— Purpose, Brand Influence, Innovation, Supply Chain, Governance and Leadership.

Each guide complements SB Brand Transformation RoadmapSM, as it takes a deep dive in the "hows": how to achieve progress in each dimension and how to advance towards the next pursued level, providing solutions to identified barriers.



5 Levels to access maturity in Sustainability across 5 critical Dimensions.

SB Brand Transformation RoadmapSM from Sustainable Brands



	Level 1 Conventional	Level 2 Getting Started	Level 3 Promising Progress	Level 4 Emerging Leader	Level 5 Sustainable Brand
1 Purpose					
2 Brand Influence					
3 Operations & Supply Chain					
4 Products & Services					
5 Governance					

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New Paradigms



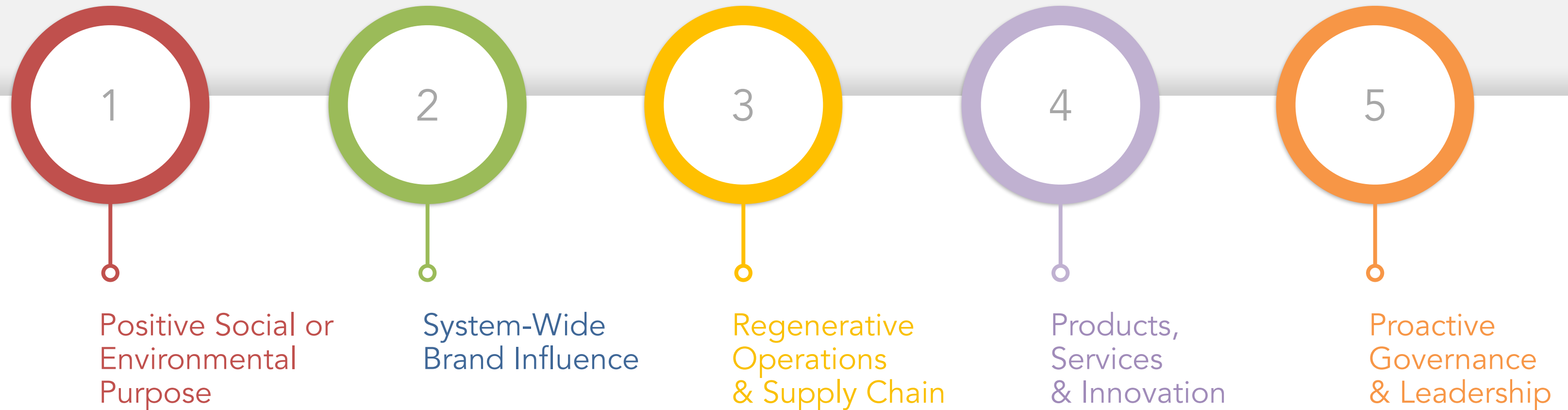
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Five Dimensions of a Sustainable Brand





New paradigm: “Learning from the doing with clear proof of **purpose** leads the way towards a resilient business model”

We are in the “era” of purpose. However, an unfortunate consequence is that the term is often misused.

The New Paradigm of “purpose” should meet certain fundamental conditions: firstly it should lead to a clear delivery point and be action oriented; secondly, it should evolve over time as it is fully alive (like the organization it belongs to); finally, it should be contagious amongst employees and only then, should be spread to the outside. When all these conditions are met, a solid and meaningful purpose is guaranteed, one that delivers a more resilient business model, and an exponential route toward the SDGs.

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1 / "Delivery Point" as condition of existence.

A delivery point is a necessity otherwise purpose runs the risk of becoming an endless aspirational journey, which ultimately fails to engage people (internally and externally) and leads to no impact. What is needed is a simple, actionable transformational promise that meaningfully connects with people.

2 / Purpose (re-) calibration thanks to continuous improvement.

Purpose should be based on a continuous improvement process; improvements are generated internally (by learning from the doing) or externally (by observing others): living the purpose means *"jump into the doing and learn from the doing"*. As focus is given to *"the doing"* and learning is cumulated and interiorized along the way, purpose needs to be reassessed when society demands it. Purpose is therefore NEVER static, it is alive and evolves with time.

Level 1 – 3 SBTR

3 / People ENGAGER & MOBILIZER (first inside then outside).

Purpose should be contagious especially amongst employees: it organizes thinking while unleashing creativity. Purpose should be fully interiorized in order to be part of every decision on the company. Important: Contagious firstly in the inside and only as second step, spreading to the outside: this sequence is a MUST to ensure credibility.

4 / Purpose as an exponential route to SDGs.

Leading the way towards full resilience. Envision your business as an exponential model in 10 years and assess how you can ensure its success and resilience: see how each of the 17 SDGs can impact your business model.

Level 4 – 5 SBTR

1

Sally Uren
CEO Forum for Future



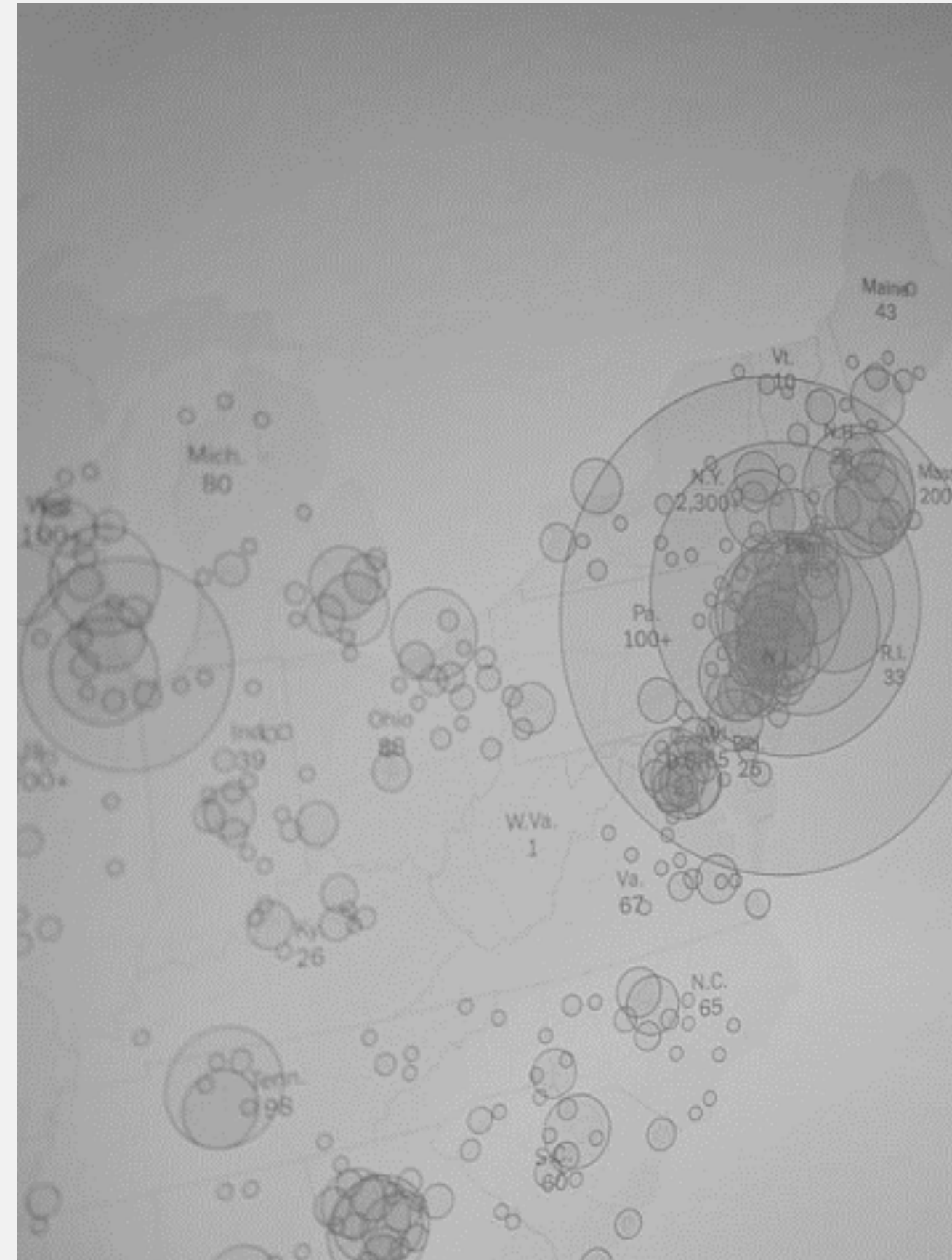
“ Brands and businesses need to ask themselves how to manifest their purpose declaration:
How can they be socially useful and help to build a resilient environment?
Where can they make the difference and generate higher possible positive impact? ”

1

1 / "Delivery Point" as condition of existence.

A clear transformational promise is needed.

- Be careful **not to over promise**: avoid "high sounding /epic purposes" where the organization is depicted as a "hero that saves the world".
- Ensure instead that **your purpose creates meaningful change in people's life**:
"Who can you help people become?"
"How can you help me to achieve those changes to which I, as citizen, look forward?"
- Recover the fundamentals of human beings: change is natural, progress is deeply human. **Your role is being a coach, not a super-hero**, to guide people towards change and ultimately through transformation.
- Find **other peers that have worked before you and share your same cause**; check what is missing, what are the needs that they have, **where you can add real value**... don't go crazy about inventing something completely new, be truthful to deliver real "proof of purpose".



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2 / Purpose (re-) calibration thanks to continuous improvement.



- Purpose is much more than a beautiful slogan to be included in your communication campaign, purpose is a **declaration of intent and a powerful commitment** to embark on a journey with clear destination. Purpose activation depends on the culture of every organization and that implies: ***“jump into the doing and learn from the doing”***. It is an interactive and a continuous improvement process, where the fundamental challenge is to *“walk the talk”*, in other words *“live the purpose”*.
- This means that purpose is not static per se, it is not a well formulated concept carved in stone and left alone almost forgotten. On the contrary, **it is something fully alive that needs to be frequently fine-tuned/reassessed** while maintaining its fundamental essence. Why? Because society, citizens evolve thorough time and purpose should follow them.

3 / People ENGAGER & MOBILIZER (first inside then outside).

Purpose MUST:

- Organize thinking and **fuel creativity with clear direction**: it enables the “long term thinking” and allows to focus on innovation. By pushing “sustainable innovation”, companies gain both in agility and resilience at the same time.
- Be at the table in each conversation and considered in every decision within the company: purpose must be at the center of the business discussion. **Establish processes that guarantee that purpose is integrated in decision making**: start from the simplest processes to generate habit.
- Be **contagious**: Generate and dedicate time for deep discussions with your employees. Also, establish processes and metrics to include and engage them. Work from the inside to the outside, never the other way.



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4 / Purpose as an exponential route to SDGs.



- Purpose activation is going to depend on your culture. A purpose does exist only when your employees believe in it and live it.
- Purpose should be conceived as an exponential road to the SDGs. **Shared, multi-stakeholder and multi-sectoral purposes must be at the service of the exponential path towards the SDGs;** this is a journey that has already begun.
- Finding a way to build back better means to see how each of the 17 SDGs can impact your business model and make it more resilient. **Envision your business model in 10 years and assess how you can ensure its success and resilience.**
- SDGs as a superior **motivational lever for employees.**

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1

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Marc Buckey
SDGs promoter in
United Nations



"We have seen the exponential roadmap of those companies that invest on SGD's and integrate them very deeply in their operations... Sustainable brands and companies, B-Corps... have a unique place in the market."



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1



New paradigm

**"Brand Influence:
Building powerful relations
grounded in values that
are fundamental to you,
that can change industry
standards and promote
existing social movements."**

The new paradigm of brand influence is based on new leadership that goes beyond their own company to generate systemic changes in the industry, that build powerful relations with consumers and stakeholders based on a set of authentic values, that join in and push forward existing social movements that deeply connect with their values.

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2

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1 /
Establish solid Brand portfolio strategy alimenting and sustaining corporate sustainability strategy.

Each brand should find its unique role and way to contribute to corporate sustainability strategy and it should be clearly decided which brands will build its positioning around sustainability.

2 /
Authentic & self-nurturing collaborations based on systemic shared responsibility.

Creating “real” collaborations means that companies in the same industry work together to take collective actions in an “ambition loop” of commitments. Trust as the main channel built through a culture of dialogue.

Level 1 – 3 SBTR

3 /
Build relations, rather than focusing on selling a product, connect with citizens through a key set of values.

Go beyond the mere definition of people as “consumers”, extend your area of focus, magnify their role as “citizens” in the society.

4 /
Leading in the company means leading in the industry.

A new culture of transformation with new leaders who raise their voice in the market and take personal action to achieve them. A new culture in which companies make use of their power and position to “advocate” for solutions inside and outside the company itself.

5 /
Join in and push forward existing social movements.

Listen to society, promote movements in accordance with unique and fundamental brand values. Do not reinvent needs: needs and movements already exist.

Level 4 – 5 SBTR

2

Gonzalo Muñoz
High level Champion of COP 25
and CEO Tricilos (Chile)

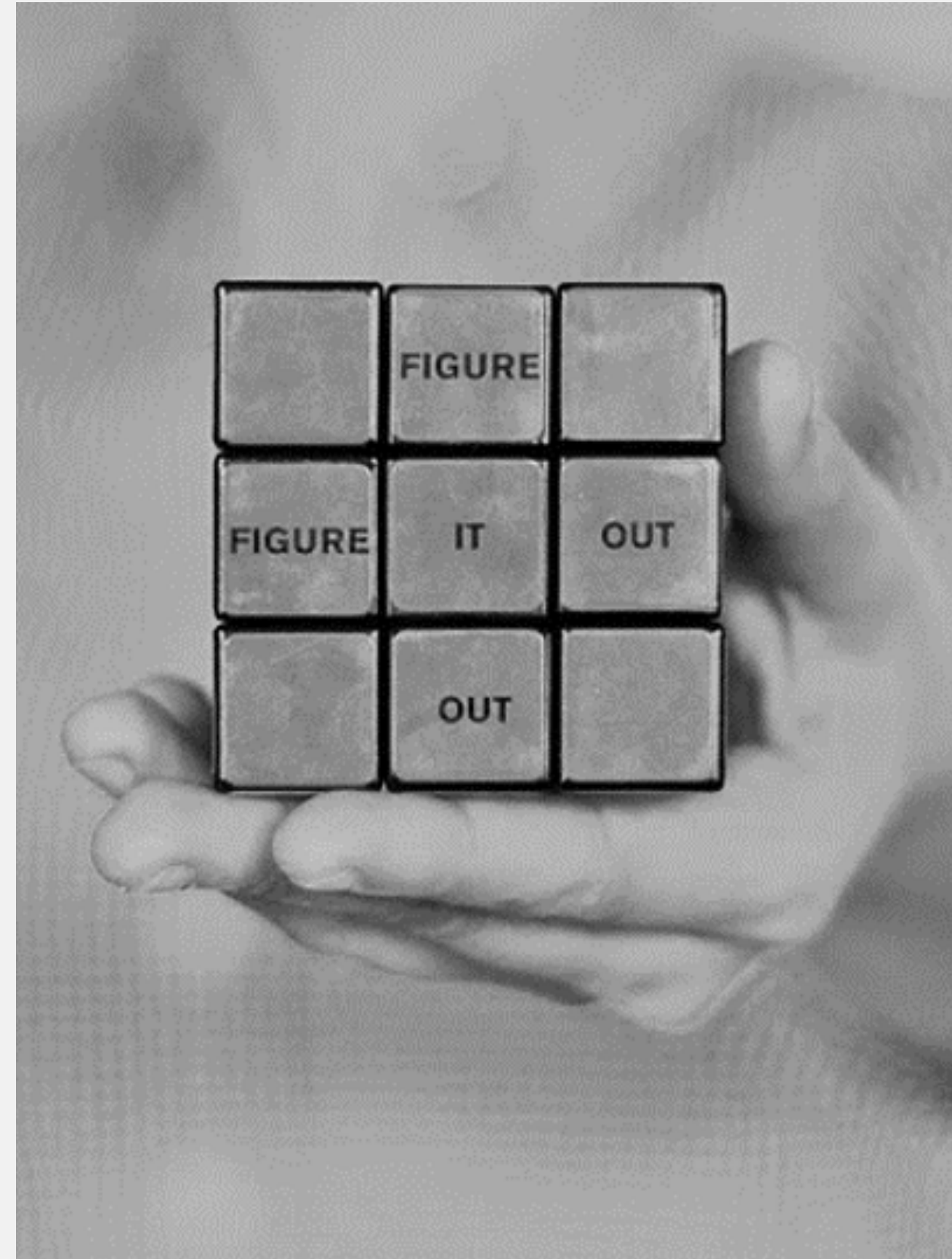


*"We must look for the
"ambition loop": an ambitious
commitment between non-state
actors, that grows stronger with
the inclusion of new participants
and that is raising and further
contributing to the state ambition."*

1 /

Establish solid Brand portfolio strategy alimenting and sustaining corporate sustainability strategy.

- Corporate sustainability strategy and brand portfolio strategy should **work like an orchestra: like an orchestra director, sustainability** should guide each brand in performing and giving its best while ensuring harmony of sounds to finally create music.
- Identify where **each brand fits and how each brand can deliver on overall corporate sustainability strategy in its unique way.**
- “No one size fits all”: It is not possible and not desirable to include sustainability across all brands’ positionings. You will need **to choose in which brands sustainability can reinforce positioning and can be a powerful axe of communication...** that will depend on your brand essence. Ensure you are authentic.



2 /

Authentic & self-nurturing collaborations based on systemic shared responsibility.



- Create **“real” collaborations**: companies in the same industry working together to take collective actions in an “ambition loop” of commitments that is joined by new actors.
- Collaborations are **based on “trust”**: trust is not a result that is achieved in a single step. It is obtained through a culture of dialogue: communication, careful listening and transparency.
- Collaborations are born when leaders act with a systemic vision. When leaders realize that the challenges they face are endemic, large, complex, multidimensional... then they start looking for Collaborators or Partners. Those partners can be “peers” in industry, but also representatives from government or civil society. Collaborations are self-nurturing. They exponentially grow when moving from a scope of individual responsibility to a broader scope of shared responsibility and systemic responsibility.

3 /

Build relations, rather than focusing on selling a product, connect with citizens through a key set of values.

- Marketing accustomed us to see people as consumers.
- Think about **how to establish a new link not with the consumer, but directly with the person.** Search for a deeper connection to a more personal, intimate level based on a given set of values that are real and important to you, values, that go beyond the product as such.



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4 / Leading in the company means leading in the industry .



- A new culture of transformation with new leaders who raise their voice in the market: **new CEOs who understand that the scope of their work is not only internal but also external.** This also implies that there is an urgent need for CEOs who want to step in and engage with an even more far-reaching (and responsible) role at an industry federation level, to concretely help the entire industry to transform itself sustainably.
- You do not only aspire for changes, but also **actively seek them and take PERSONAL action** to ensure their achievement.
- Use of the power of the company to “advocate” for solutions inside and outside the company.

5 /

Join in and push forward existing social movements.

- Listen to society, promote movements in accordance with the brand values.
- Do not try to play the role of the hero or reinvent needs:, needs and movements are already there but they lack support. Find your unique and relevant way to contribute.



Christopher Miller
Head of Global Activism
of Ben&Jerry's



“...We want to help our fans take action and become a part of these movements. So, I think perhaps that is a sort of key insight around how we do what we do, which is not about creating a Ben&Jerry's movement. This is about Ben&Jerry's being a part of these larger movements.”



New paradigm: **Supply Chain** as “Multiplier to do Better”

In the new Paradigm, Supply Chain should act as a fundamental lever to create positive impact, show progress by building on confident E2E transparency and be human-centered. It acts not only within its area of direct influence and immediate adjacencies, but it also extends its ambition beyond its natural boundaries to target systemic change by establishing new alliances with tier 1,2,3 suppliers and, ultimately, becoming Regenerative.

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1 /
Confident E2E
Transparency.

Awakening of new Corporate Conscience seeking full transparency on the direct and indirect impacts that its operations generate on people and on the environment.

4 /
Solid in the
Upstream.

Sustainable Sourcing as an enhanced alliance with tier 1,2,3 suppliers.

2 /
Progress Seeker.

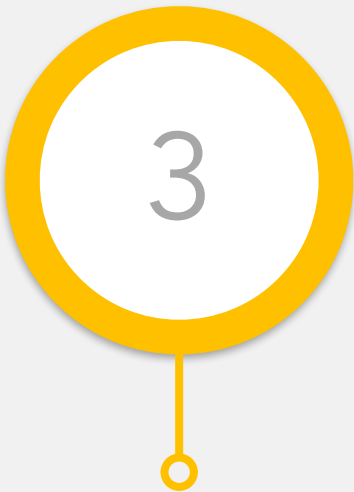
Vigilant at the time of measuring impacts, consequent in its actions and eager to show its progress.

5 /
Circular at the
start, but
ultimately
Regenerative
(science based
and context
sensitive).

Shared leadership to generate systemic change.

3 /
Human-
centered.

Redefining & rethinking itself around the concept of "human value chain".



Level 1 – 3 SBTR

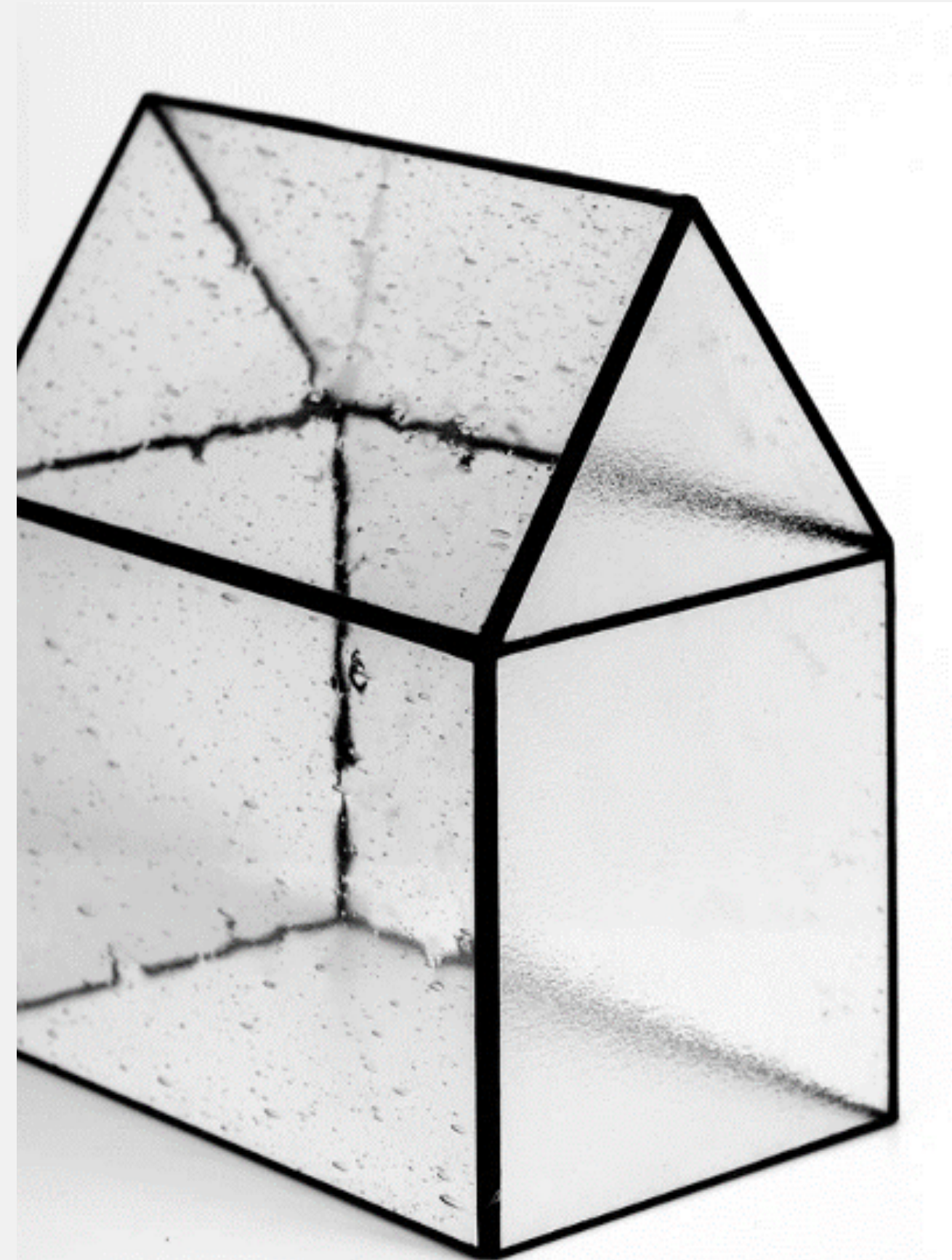
Level 4 – 5 SBTR

1 / Confident E2E Transparency.

A conscious and transparent Supply Chain **that applies an E2E (End-to-End)** vision along each step of the value chain.

2 critical points:

- **E2E Corporate Conscience** with deeper sensitivity, seeking broad understanding of human and environment impacts generated.
- **Transparency intended as:** needed (expected therefore, **required**) **reply to an audience (clients, consumers & investors)** everyday more informed about social & environmental impacts and consequently more expectant of significant change.



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2 / Progress Seeker.



In this new paradigm we envision a Supply Chain that is restlessly seeking ways to improve:

- Generating **positive measurable impact** in the life of people and of the planet.
- Monitoring its developments through time and **reporting its progresses** continuously.

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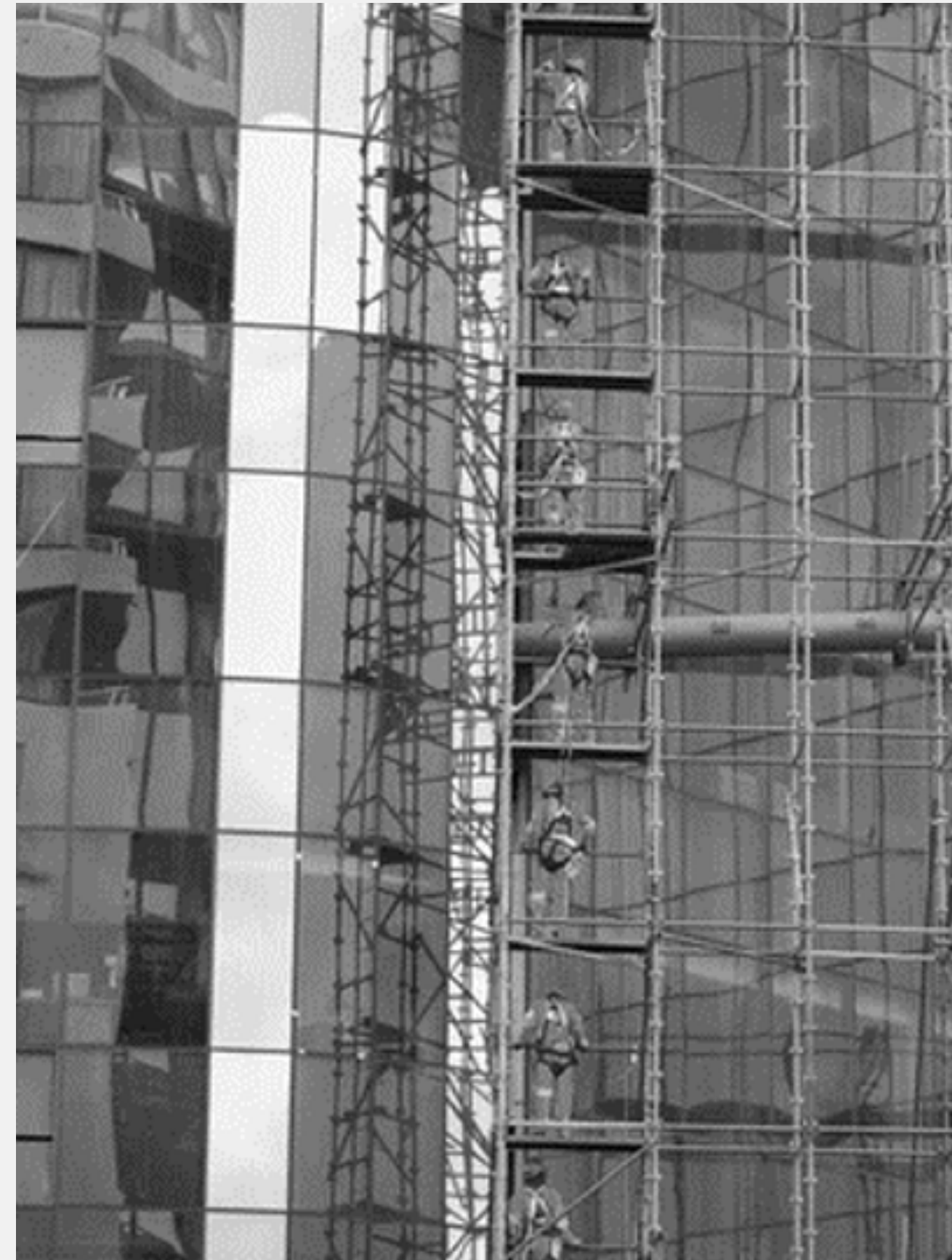
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3 / Human- centered.

New proposed definition of **"human value chain"**:

- A Supply Chain focused on human value creation, nurturing and growth.
- Supply Chain as lever to fight socio-economic inequalities.



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3

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4 / Solid in the Upstream.



The new rise of “**responsible sourcing**”:

- New powerful relationship (enhanced alliance) with suppliers to ensure traceability at the source with impact cognition.
- Positive side effect: gain in resilience.

3

5 /
Circular at the
start, but
ultimately
Regenerative
(science based
and context
sensitive).

Fundamental mindset shift:

From value extraction to value creation and regeneration.

- Achieve system harmonic continuity via constant flow of value creation.
- Spread positive impacts outside corporate boundaries.
- Create **new powerful collaborations** to elevate sustainability agendas, discussion and targets at industry platform.



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3

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Juan José Freijo
Vice President,
Global Head of Sustainability
and EMEA Government Affairs
at Brambles



“Regeneration is a powerful solution to the challenges we can face along the value chain... To me regeneration is inevitable because an impact reduction strategy is no longer sufficient. Supply Chain leading companies have a responsibility to start the journey towards regeneration and inspire others to do the same.”



New paradigm: "Sustainability as a catalyst of transformative Innovation."

In the New Paradigm , Sustainability is a key driver of future Innovation: LCA Cycle diagnostics is used to refocus innovation efforts and is a key pillar of product innovation strategy, bottom-up experimentation coming from consumers is powered by data. Circularity is based on a mindset shift, rather than a technical approach, and impact investment is adopted to put capital at the service of people and planet.

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1 / Life Cycle Diagnostics to redefine value and refocus innovation efforts.

LCA discloses the areas where innovation is needed the most. Consequently product innovation strategy should be based on the findings derived from LC diagnostics and should include LC impact assessment as fundamental pre-requisite upfront product/service launch.

2 / Bottom-up experimentation powered by DATA.

Revert traditional Innovation Intelligence based on hypothesis-theory-validation, start directly from consumers (start with their specific needs), and consumer data. The importance of shaping and involving a community of consumers in the innovation process is reinforced.

Level 1 – 3 SBTR

3 / Circularity: defining new operating model, which cannot simply adjust to existing business narrative or be restricted to a technical approach, but seeks its fundamental transformation.

And the transformational journey starts with a critical mindset shift. From value capturing to value creation. Move from standard business thinking to focus on “system efficiency” (value capturing) and adopt an inclusive and regenerative approach focused on system “resilience” and “effectiveness”. Learn circularity principle from nature and attempt replication.

4 / Impact Investment based on 3 key Pillars: risk, impact, return.

Capital and purpose converge, breaking the classical risk-return binomial to include a new fundamental pillar, which is “impact”. In this way capital is truly put at the service of people and planet.

Level 4 – 5 SBTR

Gunter Pauli
Author & Chairman
of the Board of Directors
at Novamont



*"Any company not in business
of transforming business
will be out of business."*

1 /

Life Cycle Diagnostics to redefine value and refocus innovation efforts.

Apply Circular Life Cycle Thinking and Analysis to **REDEFINE overall VALUE delivered by a single product or service.** Introduce the definition of **superior sustainability performance** by adopting a comprehensive “life cycle” perspective.

- **UNVEIL and ADDRESS environmental and social impacts:** Gain **FULL transparency** on environmental and social impacts. Focus on the development of innovations that can **solve environmental and social problems across all phases:** Sourcing, Production, Use, End of life. Challenge consolidated market rules by re-designing each life cycle stage to ensure impact minimization up to full elimination, **paving the way to circularity.**
- **Redefine** the product innovation **strategy** based on the findings derived from LC diagnostics & **include LC impact assessment as fundamental pre-requisite,** upfront, prior to product launch (same level of criticality as technical requirements, business case / profitability and consumers’ validation).



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2 / Bottom-up experimentation powered by DATA.



Challenge existing Business Intelligence Models which mimic the traditional “scientific method” based on: phenomenon observation, hypothesis formulation, theory generation and validation. When the method is applied in business, validation comes from consumers and it is typically applied at an advanced stage in the product (or service) development process.

Adopt a **new approach that starts with consumers** who are not seen as “individual product users”, but as member of a broader community of critical stakeholder and change makers.

- Promote a **new dialogue with “citizens”** relying on their inner ability to connect and self-organize.
- Involve a **“community”** of thinkers in the innovation process, based on those who have the need: to ensure “common good” leads the discussion and creative thinking process at the time of innovation articulation.
- Rely on the aggregated knowledge, determinants coming from **Data**: Augmented Business Intelligence.
From “what happened?” to “why did it happen?”
From “what will happen?” to “how can we make it happen?”



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3 /

Circularity: defining new operating model, which cannot simply adjust to existing business narrative or be restricted to a technical approach, but seeks its fundamental transformation.

Circularity not as a technical solution to material waste produced with a linear model. BUT as a **bold, new vision for today and tomorrow's economy**.

- Fundamental **mindset shift from "optimizing"** existing linear business model (e.g. by minimizing waste), to "re-think" it entirely and transform it towards circularity (e.g. eliminating waste). Fundamental shift from: value capturing (and cash out) to value creation (like in nature with its virtuous operating system).
- This mindset shift generates a **new vision of a company's operating model**, which should be: **redistribution** (no longer centralized) & **collaborative**. A company should not see itself as autonomous, but rather in its relational terms with the industry in which it operates. In this sense a company can shift its focus by moving from fighting for scarcity to collaborating to create value and distribute it.
- Get inspired by nature: study and learn from nature and its systemic regeneration: search and replicate strategies that could be applied within your own organization.



Chris Grantham
Executive Director,
Circular Economy at IDEO



"To be more innovative, companies need to think more dynamically about circular systems and more expansively about the idea of value."

4 /

Impact Investment
based on 3 key Pillars:
risk, impact, return.



- Impact investing is already challenging and **re-defining companies' license to operate**. Neglecting the topic is therefore not only wrong but also extremely dangerous. There is a lot at stake and a lot **to gain by adopting a more proactive strategy and anticipating financial market requests**.
- Covid Crisis working as "Accelerator", stronger focus on:
 - Investments to rebuild the economy: prioritizing specific solutions to improve people & planet health and requesting rigorous measurements and tracking of both positive and negative impacts (New Recovery Package from EU).
 - Collaborations between financial, social and business sector capable of building a new market for Impact Investment and facilitating convergence of public and private strategies, where governments can act as catalysts for the impact market.
- Increase **"added value" across innovation development areas by finding synergies and impact investing opportunities** in start ups where you can generate important learnings.
- Be sure to have the right incentives in place so that **your finance director is capable of exploring possibilities** at this end.

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New paradigm:
"Constantly seeking a
conscious sustainable
model of governance
to empower influential
sustainability leaders."

In the new paradigm, we need companies with a governance system aligned with the world's great challenges, a governance that empowers sustainability leadership inside & outside the company while ensuring coherence with company's purpose and engagement of stakeholders with trust as the foundation. As an end goal, governance should take us to the full integration of sustainability and business goals.

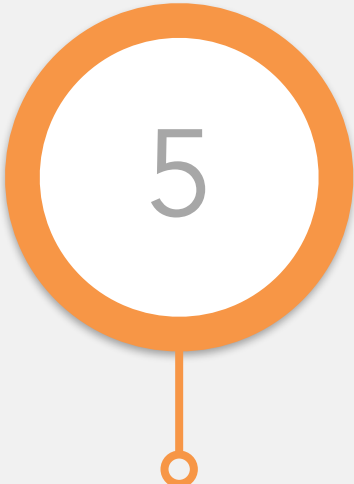
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1 /
**Organizational
structure as an
influence lever.**

There is a need for an internal governance (supported by strong leaders) that promotes sustainability initiatives and prioritizes sustainability expert profiles and their spheres of influence in and outside the company.

2 /
**Diversity and
Inclusion to
increase resilience.**

Now that risk management is becoming more relevant, we need to incorporate diversity as an "intrinsic" element of corporate culture.

3 /
**Reporting
as a continuous
improvement tool.**

Understand reporting as an internal evaluation tool and for continuous improvement, with universal and aspirational measurement standards.

4 /
**From stakeholders'
engagement to build
chains of trust with
stakeholders.**

Improve communication between companies and external "challenging" stakeholders. Companies need to view activist stakeholders as "guide dogs" rather than "watch dogs".

5 /
Advocacy.

Companies must adapt their lobbying policies and practices to strengthen sustainability industry, not just in their own interest.

6 /
**Sustainability & Business:
from Convergence
of strategies
to full Integration of
company goals.**

Full integration of company's sustainability and business goals.

Level 1 – 3 SBTR

Level 4 – 5 SBTR

1 /

Organizational structure as an influence lever.

- For the role of a Sustainability Manager: select profiles with profound and solid business understanding and with the right title in order to ensure a **“dialogue among peers”**, especially with middle management. Guarantee close contact with Top Management.
- Driving sustainability internally means:
 - promoting Sustainability Manager spheres of influence within the company,
 - ensuring ongoing transformation of corporate culture towards sustainability,
 - endorsing leaders that raise their voice in the marketplace.
- **“The Leader” as Fundamental enabler:**
 - ultimate defender of the corporate mission, but capable of reshaping it when needed,
 - empowering employees to achieve the set mission.



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Dave Stangis
Founder & CEO 21 C IMPACT,
former Chief Sustainability Officer
and VP Corporate Responsibility
/ Public Affairs at
Campbell Soup Company



"Taking positions is uncomfortable: think about what resonates with your brands and do not fear to stand up for things that are good for business and society: do stand up."

2 / Diversity and Inclusion to increase resilience.



Now that risk management is becoming more relevant, we need to incorporate diversity as an "intrinsic" element of corporate culture.

- **Diversity helps to react better in times of crisis** when there is a balance between different age groups, genders, ethnicities, etc.; depending on the moment, diversity can help to find solutions more easily.
- Diversity shows new opportunities and **helps in risk management** too. Today we live in times of exponential change, through diversity we are much more alert, we can see through the present challenges and reply more effectively (by relying on the internal people diversity of backgrounds and experiences).
- Differentiate between "**diversity**" (which includes age, ethnicity, sexual orientation, disability, socioeconomic level, education, etc.) and "**gender equality**". Both of fundamental value to companies.



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3 / Reporting & metrics as continuous improvement tool.

- Understand **reporting** as an internal evaluation and **constant improvement tool** for the company, not only as an "external" evaluation to comply with the required legislation or standards.
- We need **universal measurement standards that include the best in the industry as an aspirational reference**, so companies are motivated to follow the steps undertaken by the industry leaders.



2020

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4 / From stakeholders' engagement to build chains of trust with stakeholders.



Build trust with all players in the industry, this implies:

- As a 1st basic step, ensure you **answer them quickly and coherently.**
- **Mindset change:** NGOs must change their view of companies; companies must change their view of NGOs and foster the creation of private-public collaborations.
 - Companies need to understand that stakeholders who challenge their actions or positions are not enemies, but could become important allies and, if listened, could lead the way to new opportunities.
 - NGOs need to understand that companies can sometimes make mistakes due to lack of knowledge.
- Create "real" links with those stakeholders around business acting as a force for good. It must be understood that every relationship with external stakeholders brings an opportunity to achieve more in sustainability.

5 / Advocacy.

The health crisis showed that political leaders cannot deal with global challenges alone. Companies through their networks, their influence and their ability to collaborate with public institutions are showing that they can drive social change.

- Companies need **to adapt their lobbying policies** and practices so that they strengthen sustainability of their industry/sector. They can not just look for their own short-term economic interest.
- Use the power that you have as a company to **advocate for solutions outside your company**. Chase perfection, strive for perfection, but DO NOT wait till you reach it to start advocating externally. You can start once you feel you have a solid base and a solid case.
- **Promote, be part of already existing social movements and Sustainable Development Agenda from United Nations.** We must ensure that corporate communication is in line with the company's strategies and concrete actions. Consistency is only achieved in a work environment where people work together and are connected. Do not fall into the HERO trap (do not try to be the main character of anything, find a meaningful cause that needs your help).



2020

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Quiero.

6 /
Sustainability
& Business:
from Convergence
of strategies
to full Integration
of company goals.



- Ultimately each Department within an organization will need to **develop its strategy, governance and performance according to these integrated goals.**
- In this way each Department will be able to concretely **materialize its own contributions** to overall integrated company goals.

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What's next?

Accelerating your "Build Back Better"



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We will provide answers to critical questions like:

Covid-19 pandemic has profoundly shaken the world economy and changed the way we mean and do business. We have never been so exposed, never so interconnected, never so fragile but at the same time, we have never had such an opportunity to disrupt and create, to dream and envision, to lead and guide towards a new paradigm of Regenerative, meaningful, and successful brands, who give more than they take from society and the planet.

We are facing a crucial turning point as we begin the journey of "building back": How to accelerate sustainable development? What do we need to do differently? Where aren't we doing enough? How can SDGs help to have a more solid business model in 10 years from now? Basically, **how can we build back better brands?**

We have seen through this guide how the New Paradigm of sustainability is emerging. Through this guide, which is based on the opinion of 100 global leaders, we have reflected on what leading the way towards Sustainable Development means and what championing sustainability implies in 5 key dimensions following **our SB Brand Transformation RoadmapSM: Purpose; Brand Influence; Innovation; Supply Chain; Governance & Leadership.**

But as all major breakthroughs in life, the journey will be hard. **Which are the main barriers to be expected and which are the accelerator that can speed up the transition?** During our next Sustainable Brands Madrid sessions, we will share the reflections from the 100 leaders interviewed around barriers and solutions to "Build back better".

How to connect with citizens and create "fans" through a key set of values?

How to start the journey towards "regeneration"?

How to set the "right" metrics?

How to ensure a clear "delivery point" or "proof of purpose"?

How to establish solid Brand portfolio strategy alimentering and sustaining corporate sustainability strategy?

How to engage at best with external stakeholders?

How can your purpose become an exponential route for market success and SDGs achievement?

How to ensure a human-oriented and resilient Supply Chain?

How to advance quicker in Sustainable Sourcing?

How can organizational structure become an influence lever towards Sustainability?

How can reporting become a useful constant improving tool?

These answers and much more in our next guides that you can find in www.sustainablebrandsmadrid.com

Stay tuned!

Sandra Pina, Director of SB Madrid and Quiero



Annex

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Experts interviewed (detailed list)

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	Name	Surname	Position, Company	Country
1	Naoki	Adachi	Executive Director Japan Business Initiative for Biodiversity (JBIB) & Director SB Japan	Japan
2	Angel	Alloza	CEO & General Secretary Corporate Excellence	Spain
3	Daniel	Aronson	Founder at Valutus	USA
4	Enrique	Arribas	Director de Marketing Corporativo y Marca, Banco Santander	Spain
5	Alicia	Asín	Co-founder & CEO Libelium	Spain
6	Patricia	Astrain	Founder & CEO, Recircular	Spain
7	Emilio	Ayanz	Partner at Creas	Spain
8	Dayna	Baumeister	Co-founder & Partner at Biomimicry 3.8	USA
9	Giusy	Bettoni	CEO & Founder at C.L.A.S.S. (Creativity Lifestyle And Sustainable Synergy)	Italy
10	Marta	Blanco	President of CEOE Internacional	Spain
11	Mauricio	Bonilla	Executive Director Pacto Mundial Mexico	Mexico
12	Seth D.	Brown	Founder at Remote Work Results	USA
13	Marc	Buckley	Sustainability Advisor, Consultant, Advocate for SDG's	Germany
14	Mané	Calvo	CEO, Grupo Calvo	Spain
15	Eva	Cilleros	Head of Customer Service, Unilever	Spain
16	Susana	Conde	Founder of Agrotravel Turismo Responsable, Co-founder & Director of Genuine Spain	Spain
17	Stefan	Crets	Executive Director CSR Europe	Belgium
18	Jose María	de Juan Alonso	Founder & Managing Partner KOAN Consulting	Spain
19	Giselle	della Mea	Fundadora de 3vectores.com	Uruguay
20	Raquel	Deskin	Executive Director at Compassion in World Farming	USA

Experts interviewed (detailed list)

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	Name	Surname	Position, Company	Country
21	Jon	Dettling	Global Director, Services + Innovation at Quantis	USA
22	Marcos	Eguiguren	Senior Lecturer, Finance and Business Administration, UPF-Barcelona School of Management	Spain
23	Antonio	Espinosa de los Monteros	CEO at Auara	Spain
24	Facundo	Etchebehere	VP Global Public Affairs and Corporate Affairs for Essential Dairy & Plant Based, Danone	France
25	Ana	Fernandez	Consultora de género, Presidenta de la Asociación Profesional de Consultoría de Género de España	Spain
26	Juan José	Freijo	Vice President, Global Head of Sustainability and EMEA Government Affairs, Brambles Chep	Spain / Global
27	Gil	Friend	Founder & CEO, Natural Logic	USA
28	Marcos	García	Director Medialab-Prado	Spain
29	Mikel	García Prieto	General Director, Triodos Bank	Spain
30	Xavier	Ginesta	Chairman at Voxel Group and Managing Director at Conscious Capitalism Foundation	Spain
31	Seth	Goldman	Chief Change Agent at Eat the Change, Co-Founder at PLNT Burger, Chair of the Board at Beyond Meat	USA
32	Germán	Granda	General Director FORETICA	Spain
33	Chris	Grantham	Circular Economy Executive Director at IDEO	UK
34	Paul	Herman	Founder & CEO HIP Investor	USA
35	Bernd	Hullerum	CEO DB Cargo, Transfesa Logistics	Spain
36	Jesús	Iglesias	Catalizador Economía Social por el Clima	Spain
37	Diego	Isabel La Moneda	Executive Director NESI Forum of New Economy and Social Innovation	Spain
38	John	Izzo	Bestselling Author, Keynote Speaker, Executive Coach Global Expert on Purpose & Founder at The Men's Initiative	Canada
39	Thomas	Kolser	Founder & Creative Director Goodvertising Agency	Denmark
40	Ricardo	Laiseca	Managing Director & Head of Global Innovation & Analytics, BBVA	Spain

Experts interviewed (detailed list)

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	Name	Surname	Position, Company	Country
41	Nui	Laukaikul	Founder & Principal at "The BrandBeing Consultant" & Director for Sustainable Brands Thailand	Thailand
42	Alejandro	Litovsky	Founder & CEO, Earth Security	Denmark
43	Juan José	Litrán	Director of Strategy	Spain
44	Marcos	López-Brea	Director Renewable Hydrogen Business Unit, Dhamma Energy	Global
45	Cristóbal	Macedo	General Manager HP Indigo & PWI Commercial, HP	Spain
46	Fernando	Martinez-Arribas	Vice President Global Procurement, Brambles Chep	Spain / Global
47	Alexander	McCobin	CEO Conscious Capitalism	USA
48	Joan Antoni	Melé	Presidente de la Fundación Dinero y Conciencia	Argentina
49	Maria	Mendiluce	CEO, We Mean Business	Switzerland
50	Christopher	Miller	Head of Global Activism Strategy, Ben & Jerry's	USA
51	Gonzalo	Muñoz	High Level Climate Action Champion COP 25	Chile
52	Pilar	Muñoz	Directora Medica del Hospital de día en Blue Healthcare, Experta de Medicina Ambiental	Spain
53	Fabricao	Muriana	Associate, Instituto Feira Livre	Brazil
54	Helena	Norberg - Hodge	Founder & Director Local Futures	USA
55	Laurent	Ogel	Founder of A-02velas & Praxxis Inclusión	Spain
56	Jordi	Oliver i Solá	Executive Director, Inèdit Innovació SL	Spain
57	Paula	Ordoñez	Global Head of Corporate Sustainability, Grupo SGS	Spain
58	Ana	Palencia	Communications Director, Unilever	Spain
59	Gunter	Pauli	Chairman of the Board of Directors at Novamont	Japan
60	Jaqueline	Pels	Director Inclusive Business Think Tank - Directora Espacio Negocios Inclusivos (ENI)	Argentina

Experts interviewed (detailed list)

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	Name	Surname	Position, Company	Country
61	Carmen	Planas	Vice President of the International Relation Commission, CEOE	Spain
62	Javier	Riaño	Vice President - Beauty Iberia & Corporate Marketing, Procter & Gamble	Spain
63	Laura	Rodriguez	Country Manager, Marine Stewardship Council	Spain & Portugal
64	Sofía	Rodríguez	Chief Economist & Assistant General Manager at Banco Sabadell	Spain
65	Cristian	Rovira	Vice President, Grupo SIFU	Spain & France
66	José Luis	Ruiz de Munain	Founder & Executive Director Foro de Impacto & CEO, NAB	Spain
67	Ercilia	Sahores	Latin America Political Director, Regeneration International	Mexico
68	Ana	Sainz	General Director Fundación SERES	Spain
69	Cristina	Sánchez	Managing Director Red Española del Pacto Mundial for United Nations	Spain
70	Aleandra	Scafati	Fundadora de la Fundación Ecomujeres.com.ar	Argentina
71	Dr. Phra	Shakyavongvisuddhi	Rector, World Buddhist University	Thailand
72	Jack	Sim	Founder World Toilet Organization	Singapore
73	Dave	Stangis	Founder & CEO 21 C IMPACT	USA
74	Louise	Stevens	Head of Circular Economy, Innocent Drinks	UK
75	Pedro	Tarak	Cofounder Sistema B	Argentina
76	Maria Laura	Tinelli	Co-founder & Director, Acrux Partners Ltd./SRL	UK
77	Daniel	Truran	General Director at ebbf, b corp Ambassador at B Lab Europe, Partner at NOW Partners	Spain
78	Sally	Uren	Chief Executive Forum for the Future	UK
79	Elena	Valderrábano	Global Director Ética Corporativa y Sostenibilidad, Telefónica	Spain
80	Bas	Van Abel	Founder Fairphone, Co-founder De Clique	Netherlands

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