



Sustainable *marketing 2030.*

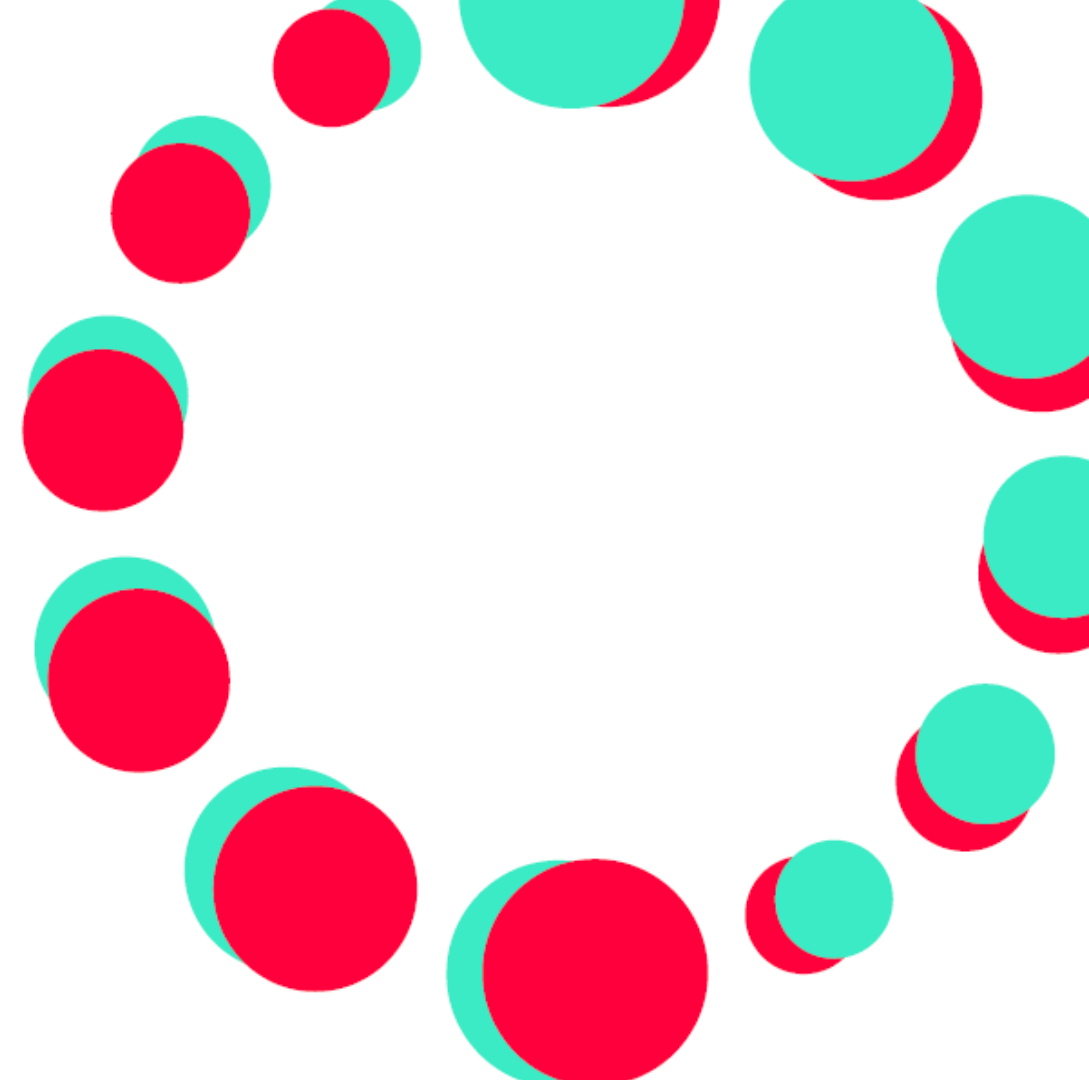
“A sustainable growth framework for marketing”

Deep-dive report: Spain

May 2023

anunciantes
Comunicar para crear valor

KANTAR



Agenda

- Introducing this report
- An overview of the global results
- Spain deep-dive results
 1. Setting the sustainability context
 2. Progress on the sustainability journey
 3. Sustainability performance across marketing levers
 4. Sustainability leadership
 5. Key learnings

Introducing this report

Methodology overview

In partnership with our national association members and Kantar Sustainable Practice, WFA conducted a new global initiative, building on the insights from the 2021 research, measuring progress and what gaps are still to be addressed: Marketing and Sustainability: Closing the Gaps.



30

In-depth, qualitative interviews with leading CMOs and thought leaders



44

National associations engaged in delivering a truly global perspective, covering **48** countries



938

Online survey responses from senior marketers (client-side) across the globe

Our global community.



Taking brands further



Leaders and experts who informed this initiative.



Conny Braams



Cheryl Goh



Cristina Diezhandino



Raja Rajamannar



Johan Wickmark



Arjan Dijk



Fabrice Beaulieu



Lex Bradshaw-Zanger



Feyza Tamer



Clara Lee



Ponz Pandikuthira



Kresse Wesling CBE



Jane Wakely



Chris Leong



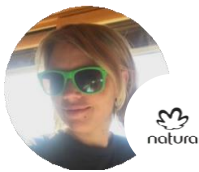
Mark van Iterson



Preeti Srivastav



John Schoolcraft



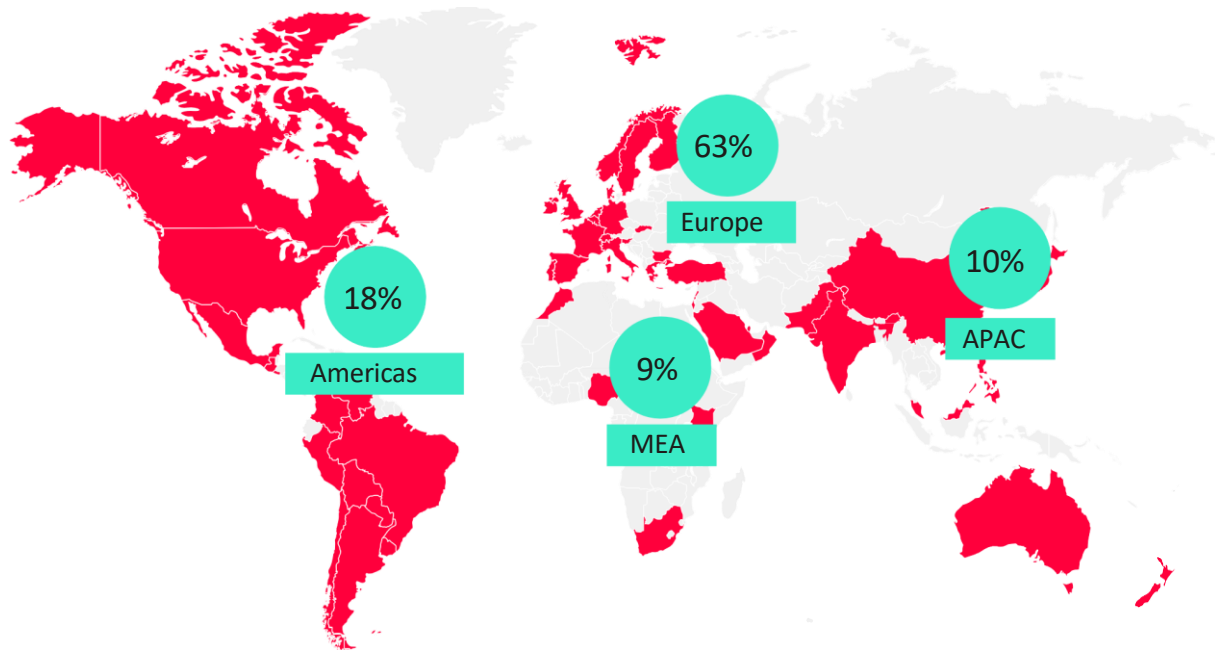
Charmian Love



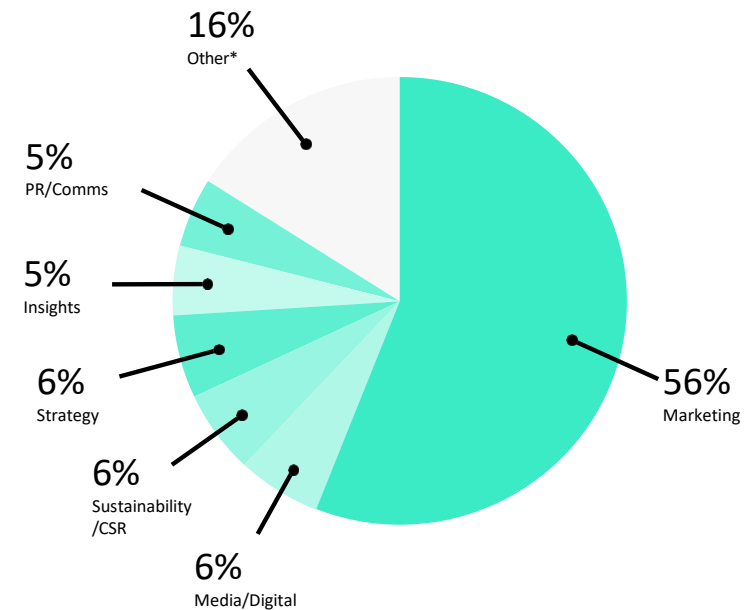
Who did we interview?

Global quantitative sample.

Respondent split across the world.



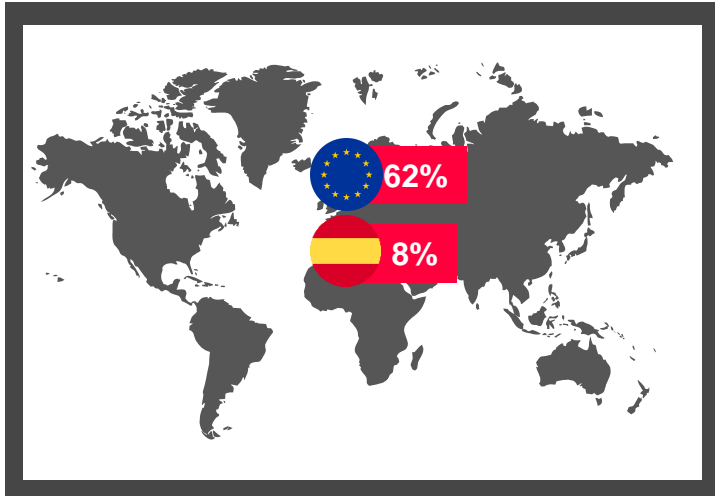
Respondent split across functions.



*Other includes Marketing procurement/Sourcing, Public/ government/external affairs/ Sales/eCommerce and Other and were not represented individually as they represent less than 5% of the answers

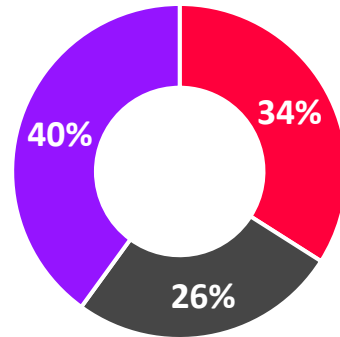
Who did we interview?

Sample profile (at company level)



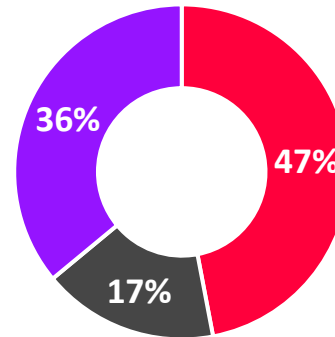
Calculated out of total sample

Business Focus



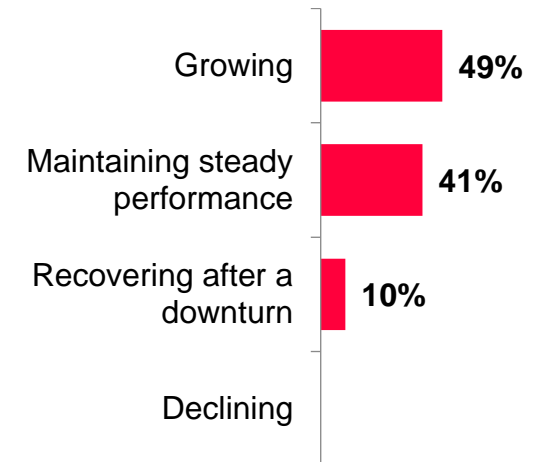
- Business to Consumer (B2C)
- Business to Business (B2B)
- Both

Company size (by no. of employees)

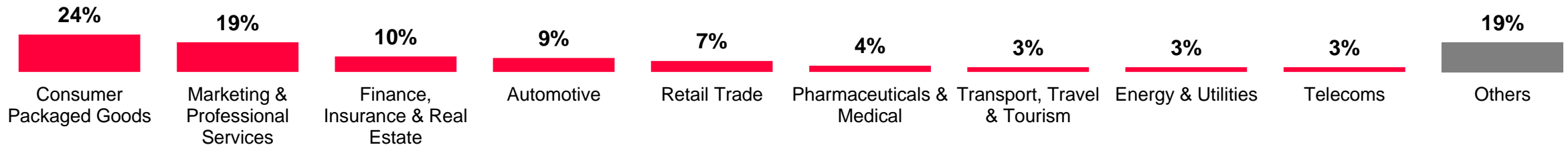


- Small (< 1000 empl.)
- Medium (1000-5,000 empl.)
- Large (> 5,000 empl.)

Current business performance



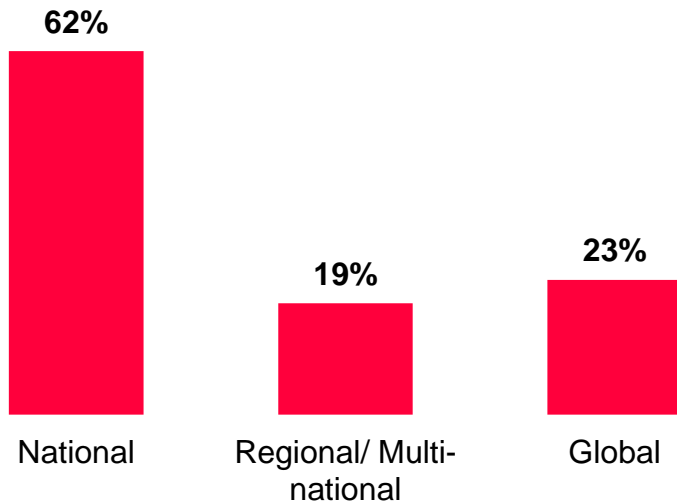
Company sector



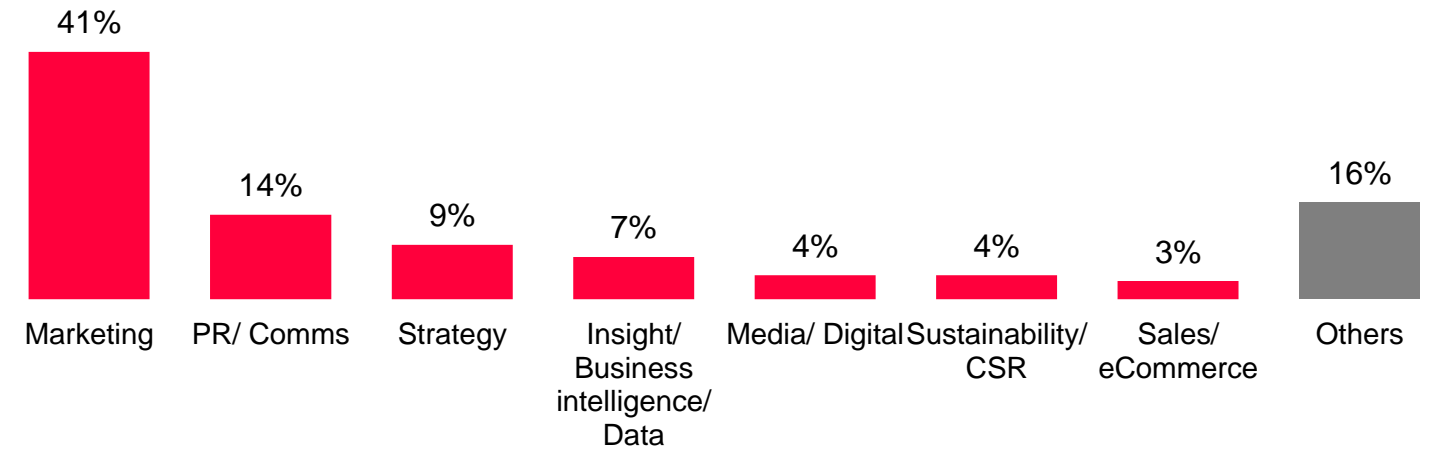
Who did we interview?

Sample profile (at respondent level)

Respondent's remit (multiple choice possible)



Business roles



How to read the norms

This report illustrates the results at 3 levels:

- Country deep-dive (🇪🇸)
- Europe norm (🇪🇺)
- Global norm (🌍)



How are the differences highlighted?

Where the results in Spain are statistically significant higher/ lower than the Global (or regional) norm, the % is highlighted by arrows, as following:

↑↓ Arrows indicate a regional/ global significantly higher / lower value than Spain (at Confidence interval 95%)

2021

Where comparable, we have included some references from 2021 data, illustrating through arrows significant changes in 2023 vs 2021.

An overview of the global results

Progress is happening.

Exec involvement

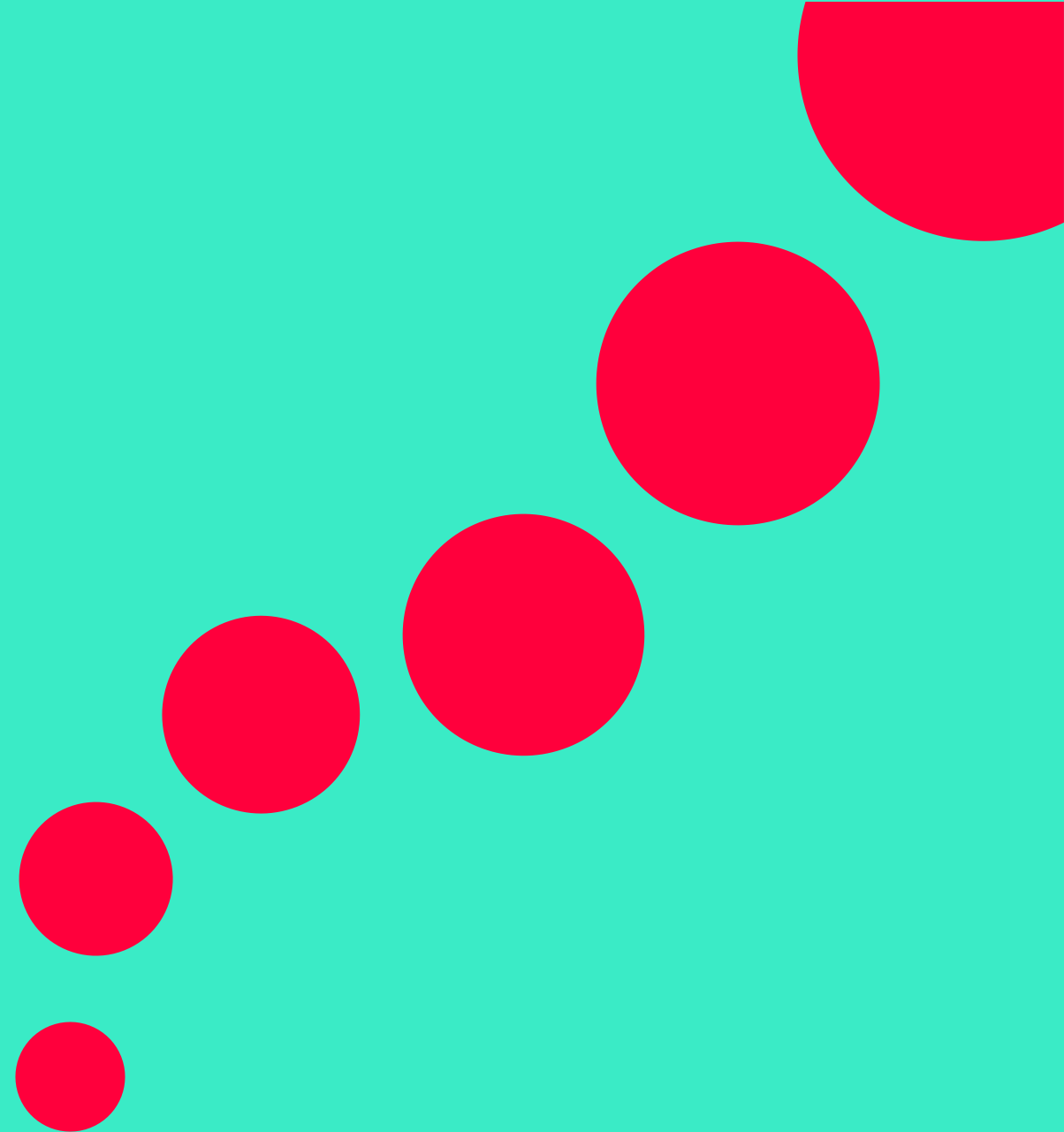
- 87% say the Chief Sustainability Officer reports to CEO/Board vs 80% in 2021

Visibility of KPIs

- Sustainability as a KPI in marketing dashboards increased to 42% in 2023 vs 26% in 2021

Sustainability comms

- 40% say they have a sustainability story and are proud to communicate it versus 25% in 2021



But not fast enough...

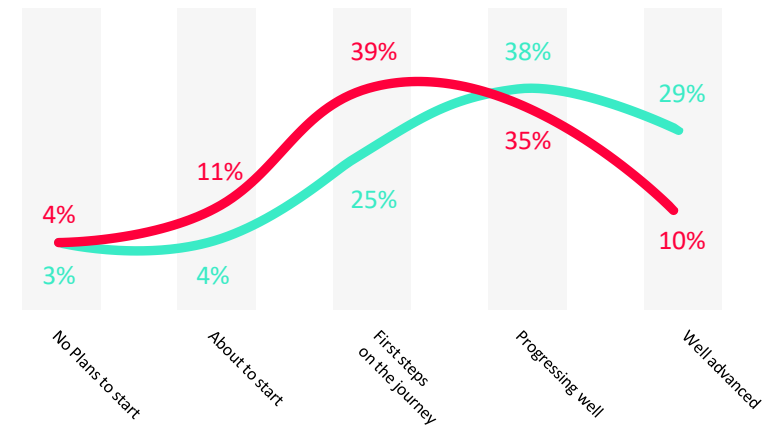
90%

of marketers agreeing that sustainability agendas must be more ambitious

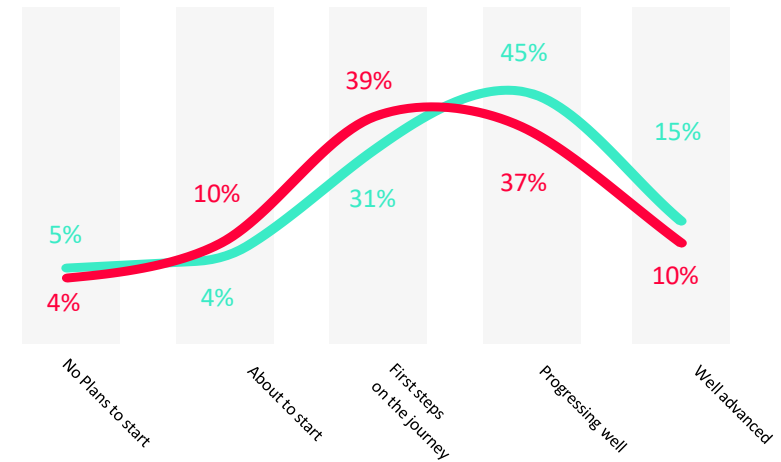
94%

saying marketers need to act more bravely and experiment to drive transformative change

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



“Sustainable Marketing 2030” (WFA 2023 report)



At company level
Marketing function

It's time for marketing to step up.



"We are moved as a species by creativity. Marketers have the ability to take the science and the data, and to move people by connecting them to that information in a meaningful way. Now more than ever, the world needs marketers' creativity, commercial acumen and storytelling. That's what makes our industry part of the solution."

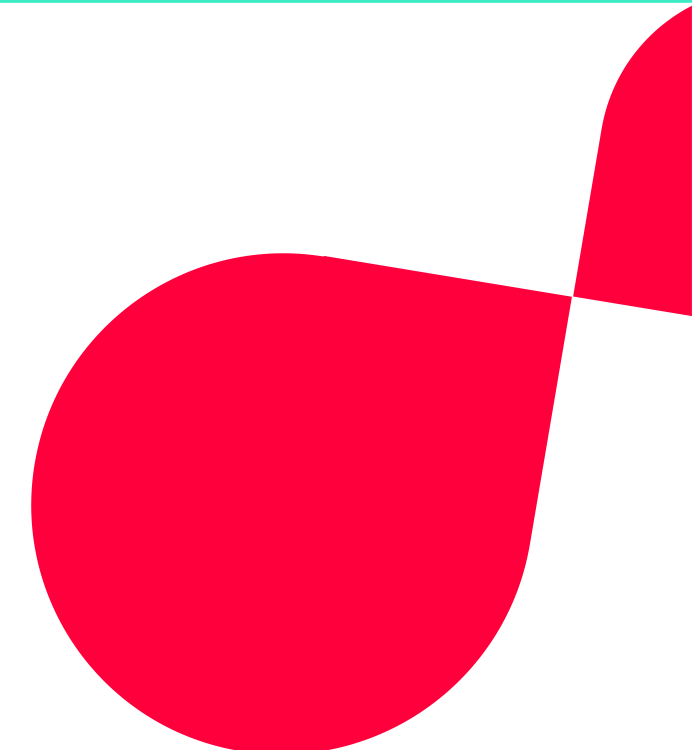
Charlie Thompson, Programme Director – Executive Education,
Cambridge Institute for Sustainability Leadership

It's our responsibility.

93% of marketers say brands have a responsibility to help people live more sustainably (vs. 92% in 2021)

We have the right skills.

93% say marketing can make a difference in the sustainability journey (vs. 95% in 2021)



"Over the last 70 years, we've been creating demand for lifestyles that call for more, more and more. We don't just need to make incremental changes in industry, we have to fundamentally rethink the model and the purpose of our industry. The good news is that's completely within our reach."

Anna Lungley, Chief Sustainability Officer, International Markets, Dentsu

Top opportunities.

Innovate for advantage

Educate people about their choices and actions at mass scale

Transformative partnerships to drive bigger impact

Expand marketing's role in the value chain

Top challenges.

Redefining success

Dedicated resource

Close the (knowledge) gap

Internal mindset

Different themes emphasised across regions.

North America.

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



LATAM.

Challenges on conflicting business priorities and building internal confidence



Europe.

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



Middle East.

Strong marketing integration; concerns on cross-industry collaboration



Africa.

Positivity and action, but knowledge and skills gap highlighted



APAC.

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



Sustainability value contribution to brands is growing significantly.

Sustainability contribution to value of Global BrandZ Top 100

\$193B

Over 10 years, endorsements of sustainability perceptions have risen

84%

Sustainability remains the most important driver of corporate reputation, contributing

45%

YOY growth of brands rating highest on BrandZ Sustainability Index

31%

5 key framing principles to drive progress.

1. Sustainability has to transition from a siloed function with stand-alone strategies, to being aligned with core business processes and embedded within marketing practice.
2. Marketing needs to build resilience into the business by committing to transformational innovation that takes future environmental and social impacts into account.
3. Our ability to collaborate will be a key point of difference going forward: within corporations, across functions and with external partners – not least agencies.
4. To avoid charges of greenwashing, and to help consumers change their behaviours, communication has to up the ante on normalising sustainable lifestyles whilst being rooted in value chain reality.
5. How we measure value has to evolve in line with shifting business priorities, to take into account environmental and societal metrics as well as financial.



“We want to connect to the notion that marketers have this broader view of the world and can bridge art and science, creativity and innovation. So they are the ones who are creating the innovation in business models and business operating models for organisations.”

Lex Bradshaw-Zanger, Chief Marketing and Digital Officer, L'Oréal, SAPMENA zone

Circular marketing & growth: shifting from a linear to a circular discipline.

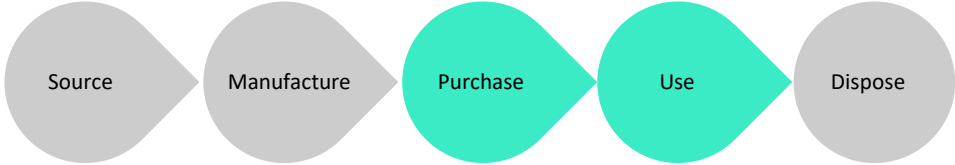


“As marketers, we need to understand the full value chain of our products and brands, not just the consumer benefit. I think that is a change in how we as an industry go about things. We have to understand our end-to-end value propositions, not only where we can bring value to the consumer, but where we bring value to all the other stakeholders in that value chain, from the farmer through to logistics and transport and how we maximise the value to our company, the planet and the people that we serve.”

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

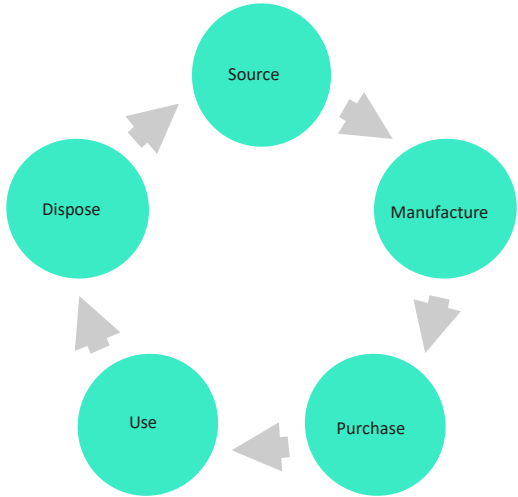
From.

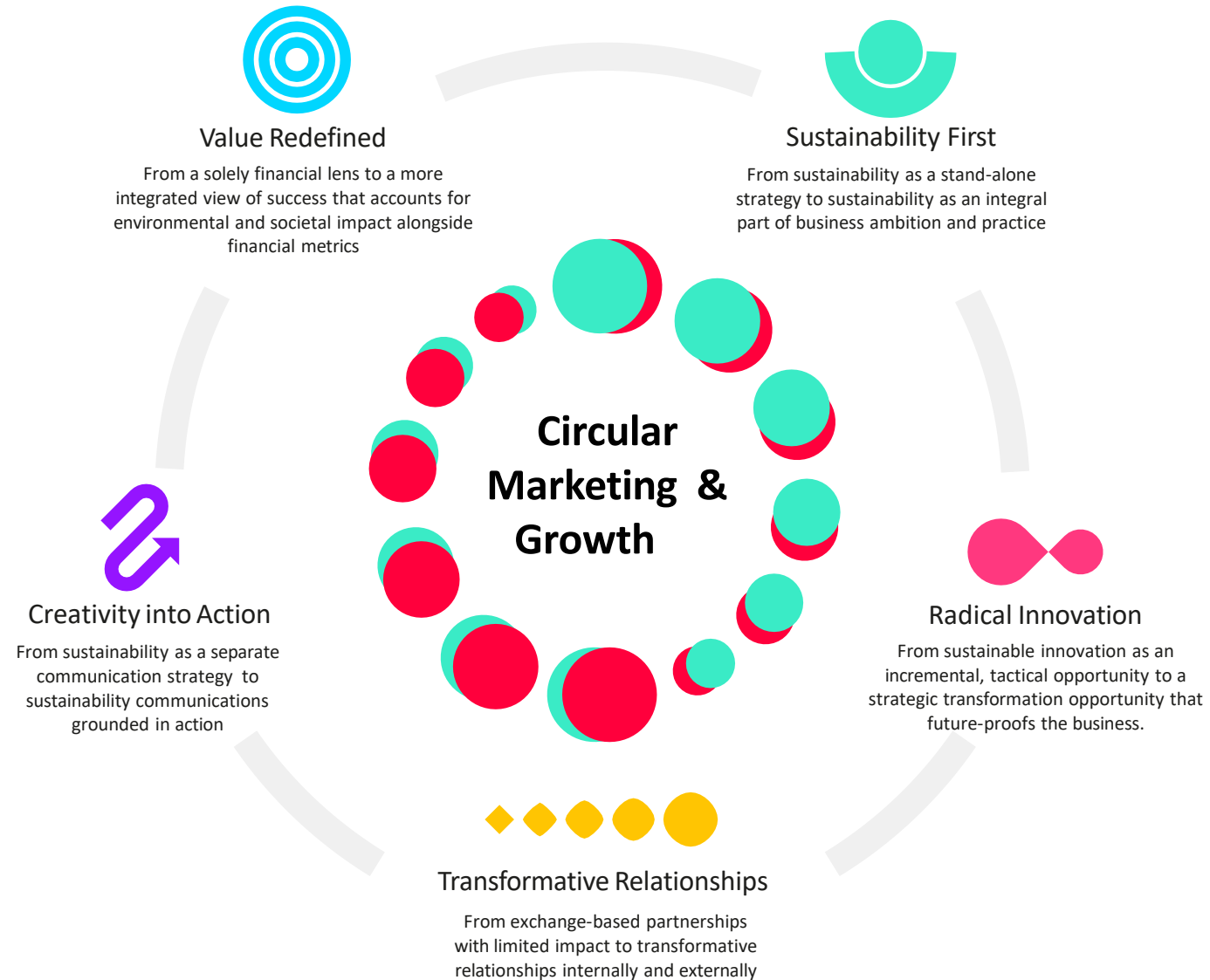
Marketing’s scope centred in purchase and use, within a linear value chain.




To.

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







Spain deep-dive results

1. Setting the sustainability context

Full alignment on UN's Sustainability definition

Almost universal agreement with the 'sustainability' definition proposed by the United Nations, among Spanish marketers, in line with their regional and global counterparts.

The following definition of 'sustainability', as defined by the United Nations, was proposed to all respondents:

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This definition aspires to maintain economic progress while protecting the long-term well-being of the planet and people.

Agree with the definition



99%



97%



98%

*% Saying Yes

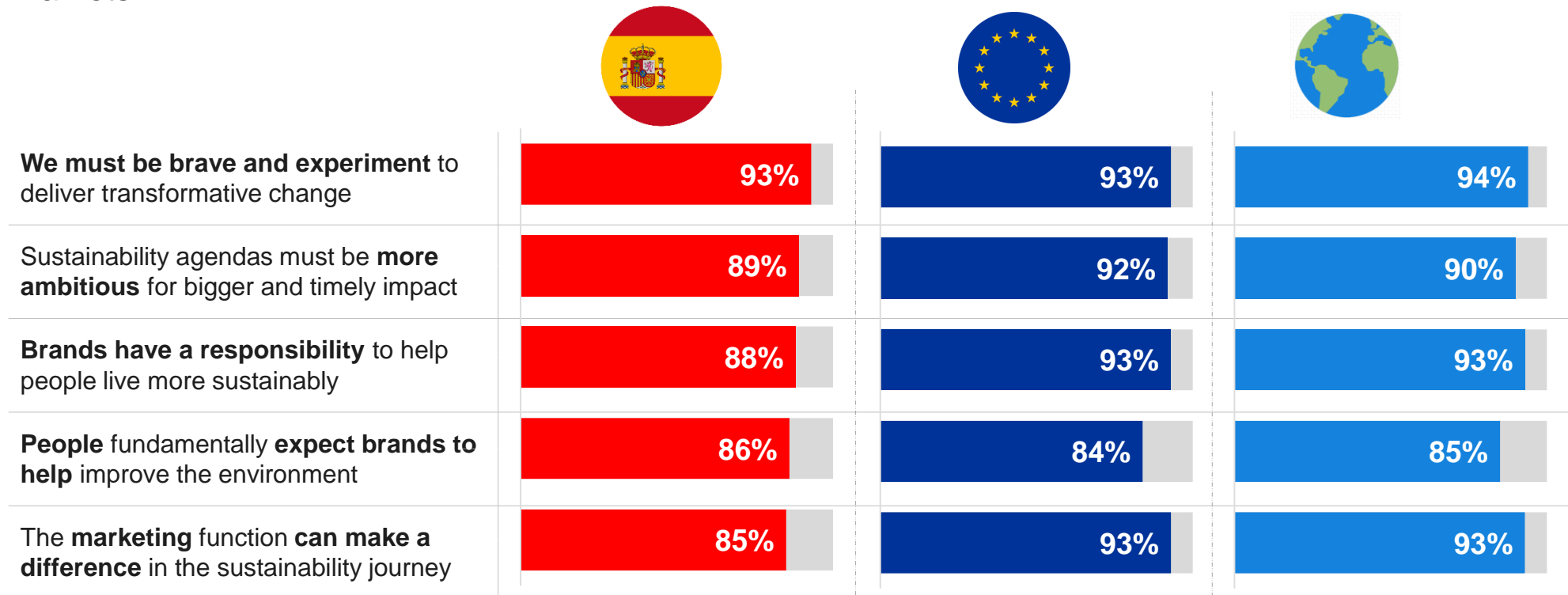
What would you add, remove? (Open answers)

In Spanish marketers' words...

“Contributes to the well-being of all stakeholders, avoiding the generation of negative externalities for society and the environment, now and in the future.” (Strategy, Global role)

The role of marketing in the sustainability journey

Spanish marketers share the belief with their global peers that sustainability agendas must be **more ambitious** for bigger and timely impact and that **brands should be responsible** to help people live more sustainably. The strongest belief is that it is **imperative to be brave and experiment**, in order to deliver transformative change, in line with most other markets.



*The charts illustrate the sum of 'Strongly agree' and 'Somewhat agree' % from a 5-point scale

B1. Thinking generally about marketing and sustainability, to what extent do you agree with the following? (5 points scale, 1=Strongly agree/ 5 =Strongly disagree)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

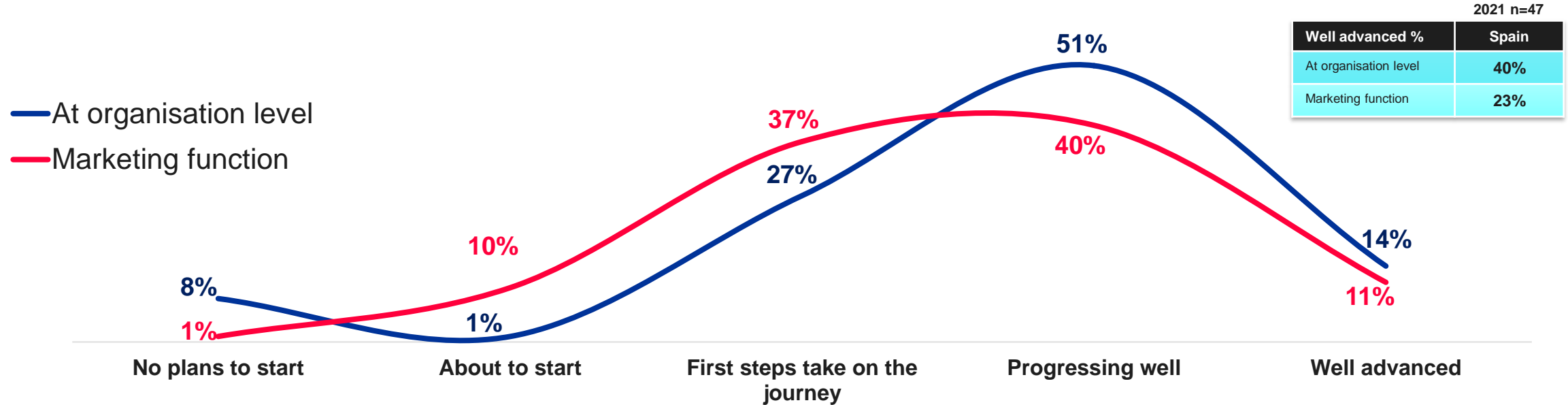
↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level



2. Progress on the sustainability journey

Closing the gap in the sustainability maturity journey

There is alignment between the organisation and the marketing function on the sustainability progress in Spain. Worth mentioning that, based on our interviews, 40% of the client-side marketers in Spain are indicating they are 'progressing well', at par with the regional and global benchmarks, at marketing function level (37% respectively 36%).



Benchmarks	No plans to start		About to start		First steps...		Progressing well		Well advanced	
	Global	Europe	Global	Europe	Global	Europe	Global	Europe	Global	Europe
At organisation level	4%	3%	4%	3%	31%	33%	44%	45%	15%	15%
Marketing function	2%	2%	10%	8%	39%	41%	36%	37%	10%	10%

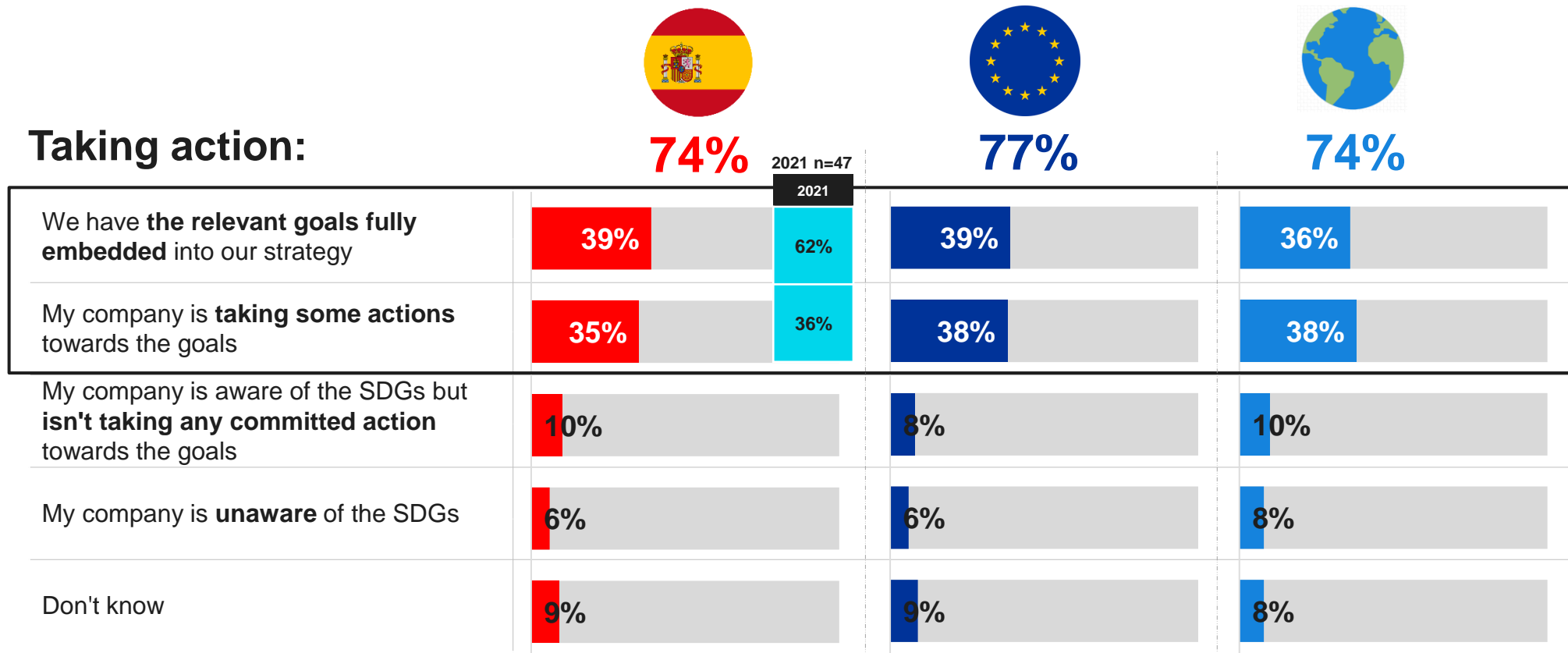
A1: As a company overall, how far along are you in the journey in terms of applying your company's sustainability agenda?
 A2: And how far along is your marketing organisation in terms of translating your company's sustainability agenda specifically to your marketing function e.g., communicating about sustainability? (5 points scale, 1=No plans/ 5 =Well advanced)
 Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
 Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level



74% taking action towards the UN's SDGs

3 out of 4 client-side marketers are taking actions related to the [UN Sustainable Development Goals \(SDGs\)](#), in line with the global trend. 2 in 5 claim they already have the **relevant goals fully embedded** into their organisation strategy. Globally, we noticed a general decrease in the enthusiasm levels shown towards the progress on the sustainability journey, as compared with the 2021 – possibly due to a higher awareness level of the topic than in 2021.



A3. The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all", set by the United Nations in 2015 and are intended to be achieved by 2030. Is there an awareness of the SDGs within your company? *Single answer*
 Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
 Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

Gap analysis – How to read



*This analysis include the % sum of 4 + 5 on a 5 points scale



Marketing and Sustainability – Spain focus

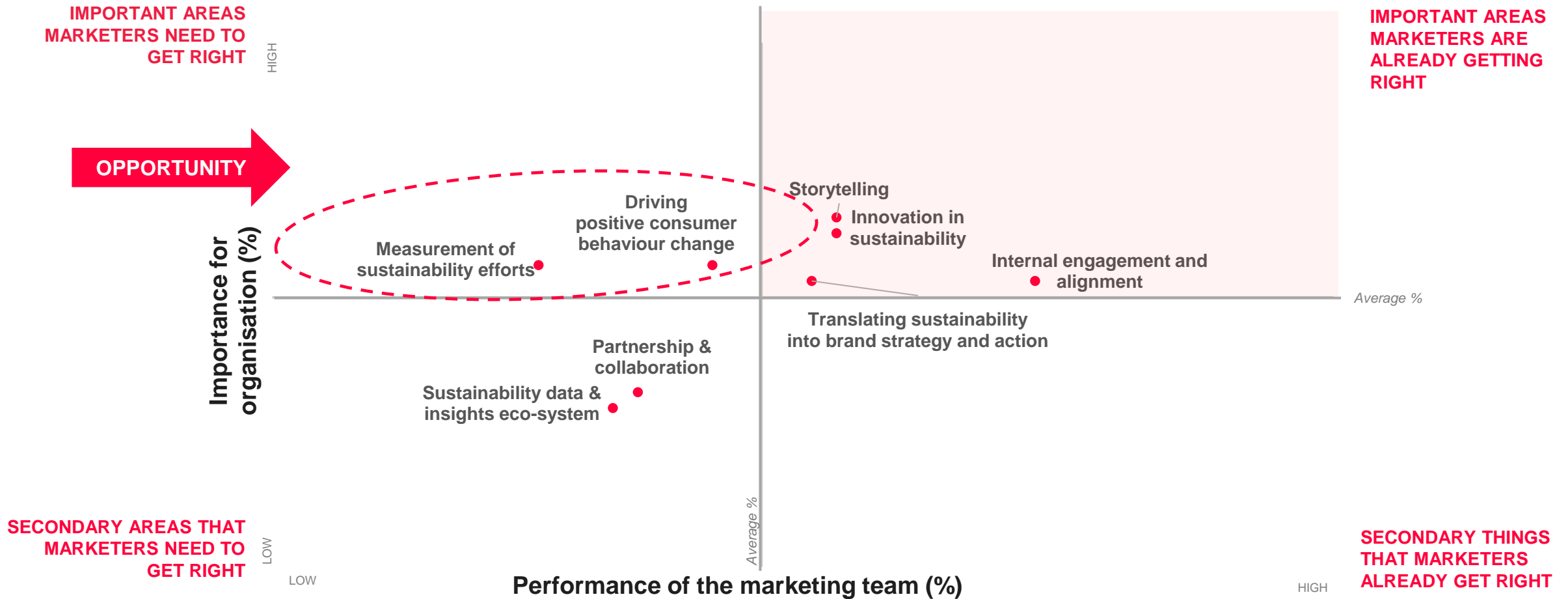


Chart shows Important/ strong capabilities % (Top 2 answers on a 5 points scale)

B3. Thinking about marketing and sustainability, how important are the following capabilities for your marketing organisation? (5 points scale, 1=Not important at all/ 5=Very important)

B4. How does your marketing organisation perform against each of the following areas? (5 points scale, 1=Not important at all/ 5=Very important)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Spain Base: 79 respondents





Marketing and Sustainability – EUROPE

IMPORTANT AREAS
MARKETERS NEED TO
GET RIGHT

HIGH

IMPORTANT AREAS
MARKETERS ARE
ALREADY GETTING
RIGHT



Importance for
organisation (%)



Innovation in sustainability
Internal engagement and alignment
Translating sustainability into brand strategy and action

Average %

Driving positive consumer
behaviour change

Storytelling

Sustainability data &
insights eco-system

Partnership &
collaboration

SECONDARY AREAS THAT
MARKETERS NEED TO
GET RIGHT

LOW

SECONDARY THINGS
THAT MARKETERS
ALREADY GET RIGHT

LOW

Performance of the marketing team (%)

HIGH

Chart shows Important/ strong capabilities % (Top 2 answers on a 5 points scale)

B3. Thinking about marketing and sustainability, how important are the following capabilities for your marketing organisation? (5 points scale, 1=Not important at all/ 5=Very important)

B4. How does your marketing organisation perform against each of the following areas? (5 points scale, 1=Not important at all/ 5=Very important)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Europe Base: 577 respondents





Marketing and Sustainability – GLOBAL

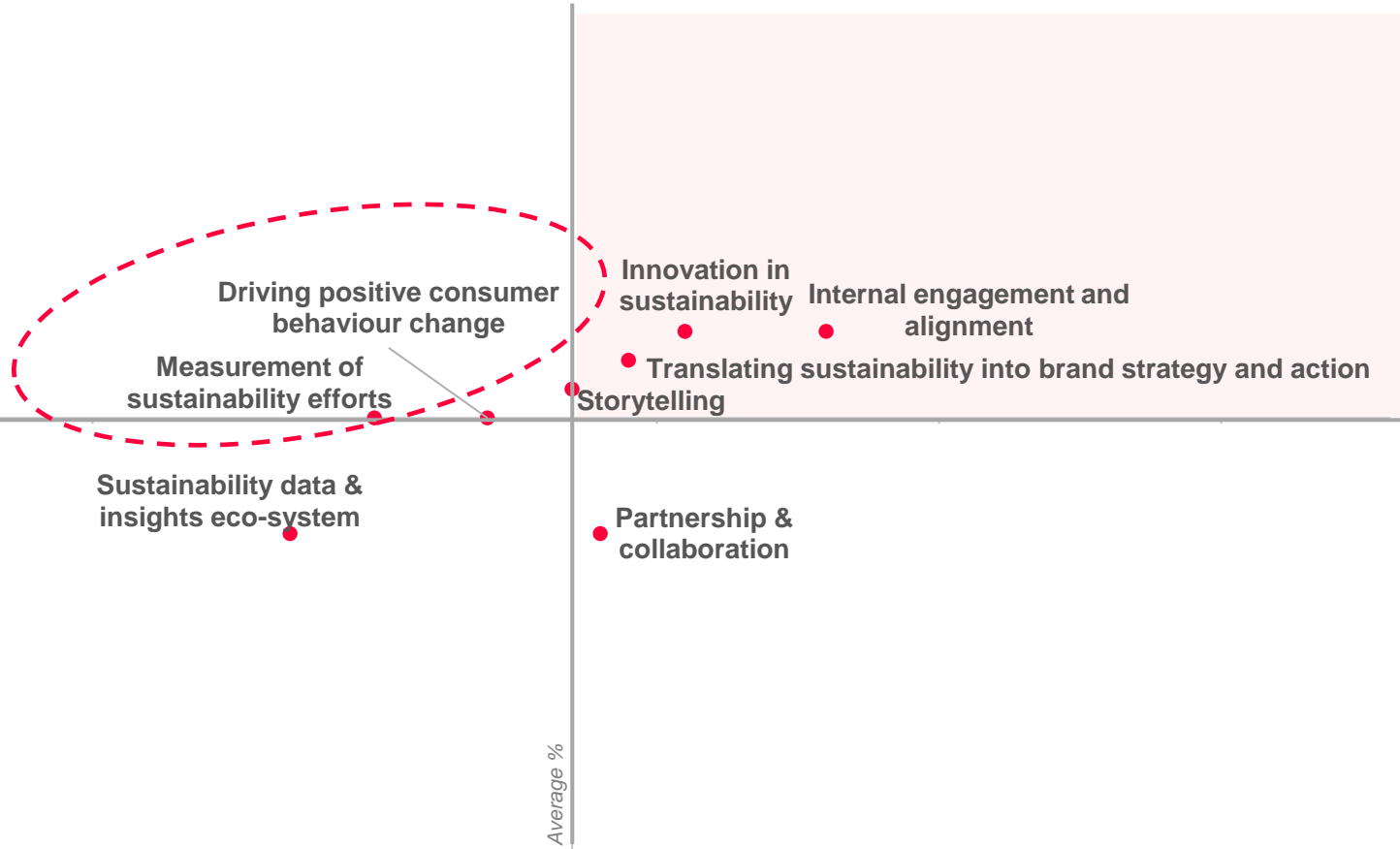
IMPORTANT AREAS
MARKETERS NEED TO
GET RIGHT

HIGH

IMPORTANT AREAS
MARKETERS ARE
ALREADY GETTING
RIGHT



Importance for
organisation (%)



Average %

SECONDARY AREAS THAT
MARKETERS NEED TO
GET RIGHT

LOW

SECONDARY THINGS
THAT MARKETERS
ALREADY GET RIGHT

Performance of the marketing team (%)

HIGH

Chart shows Important/ strong capabilities % (Top 2 answers on a 5 points scale)

B3. Thinking about marketing and sustainability, how important are the following capabilities for your marketing organisation? (5 points scale, 1=Not important at all/ 5=Very important)

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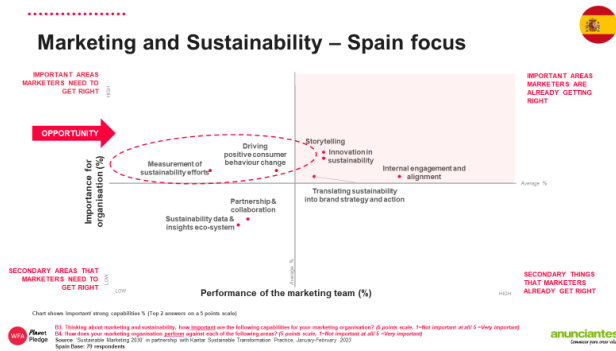
Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Global Base: 938 respondents

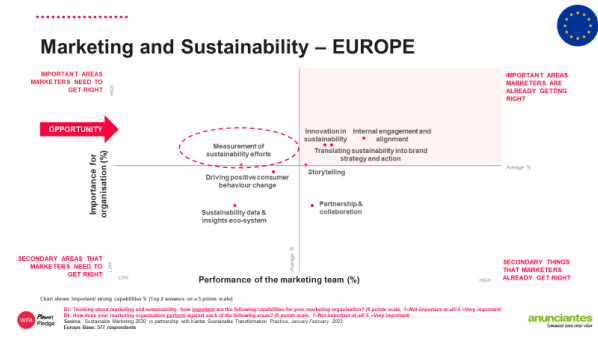


Gap analysis – Key learnings for Spain

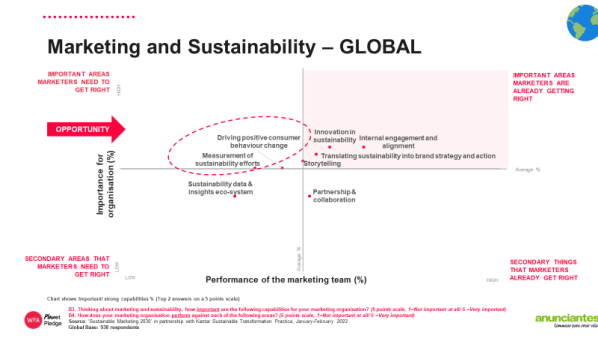
Market & Business initiatives – Spain –



Market & Business initiatives – Europe benchmark –



Market & Business initiatives – Global benchmark –



Where does Spain stand versus regional and global norms?

Senior marketers in Spain are confident on the **internal engagement, innovation and storytelling** – important aspects on which their organisations perform above average today, similarly to regional and global trends.

On the other hand, **measuring sustainability efforts and driving positive consumer behaviour change** represent opportunity areas for marketers in Spain and worldwide.

B3. Thinking about marketing and sustainability, how **important** are the following capabilities for your marketing organisation? (5 points scale, 1=Not important at all/ 5=Very important)

B4. How does your marketing organisation **perform** against each of the following areas? (5 points scale, 1=Not important at all/ 5=Very important)















Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents









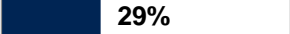
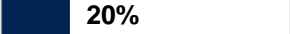

Challenges and Opportunities

Senior marketers indicate diverse challenges in the sustainability space, with no aspect truly standing out – **lack of robust and transparent way of measuring progress** being on top, aligned with most other markets in the region or globally. When it comes to opportunities, main focus should be on **defining new business models, innovation** and **educating consumers** – in Spain and globally alike.

Main challenges in progressing sustainability ambitions

			
No robust and transparent way of measuring progress	 35%	33%	30%
Lack of P&L policy that treats planet and profit equally	 33%	36%	35%
Lack of allocated internal resources	 33%	35%	35%
Sustainability initiatives led in silos/adjacent to marketing	 28%	28%	30%
Conflict with current business strategy and priorities	 27%	28%	28%
Staying on top of discussions and knowing how to act	 27%	29%	25%
Marketing's knowledge and skills gap on sustainability	 25%	32%	35%
Internal mindset that sustainable solutions are more costly	 24%	32%	32%
Difficulty to organize and implement crossindustry initiatives	 20%	25%	26%
Sustainability claims not backed by action	 16%	27% 	23%
No/poor industry consensus, norms, and regulations	 16%	23%	22%

Main opportunities for marketing organisation

			
Define new business models to grow sustainably	 63%	56%	55%
Innovate to create competitive advantage	 54%	56%	57%
Educate people about their choices and actions at mass scale	 54%	56%	54%
Collective action to drive bigger impact	 47%	48%	46%
Expand marketing's opportunities in the value chain	 34%	41%	44%
Capitalize on consumer activism towards a sustainable lifestyle	 30%	30%	33%
Drive talent acquisition and retention	 29%	30%	31%
Premiumisation (superior product quality and exclusivity)	 20%	24%	23%
Cost savings	 19%	18%	18%

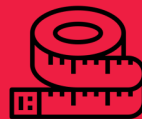
3. Sustainability performance across marketing levers



Strategy &
Portfolio



Innovation



Measurement



Communication

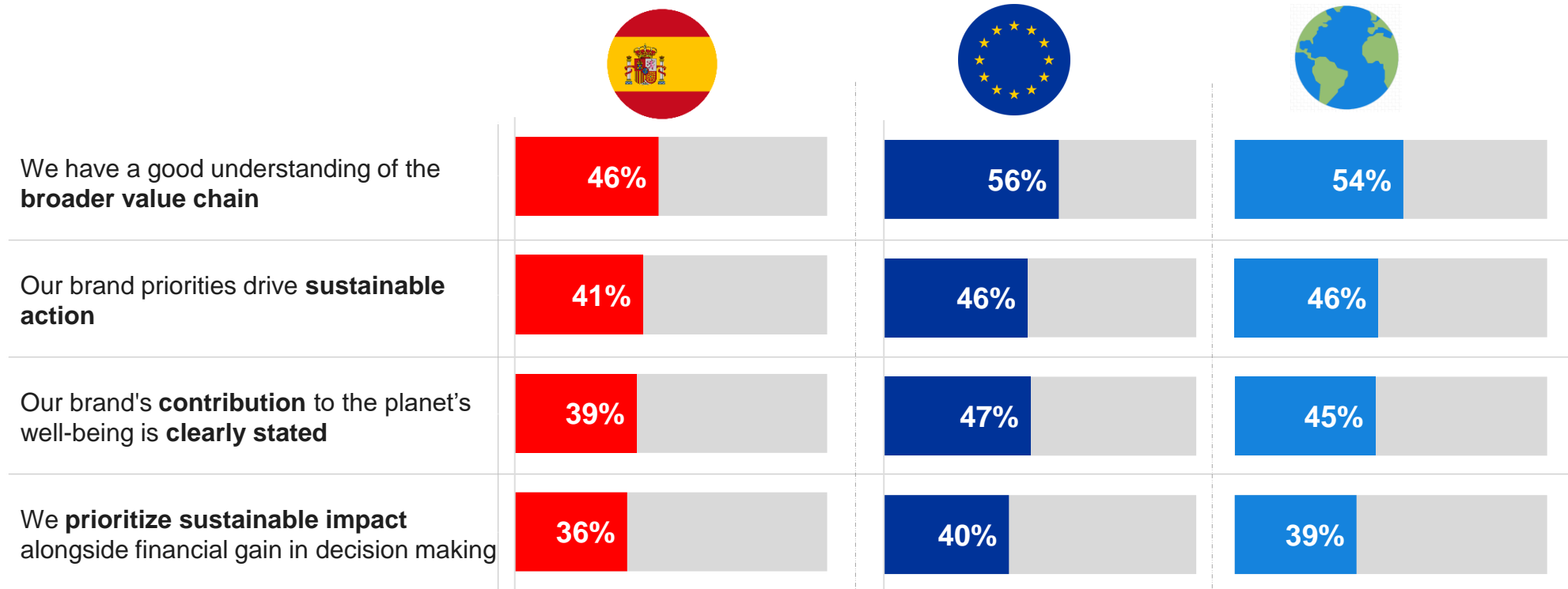


Partnership &
Collaboration



46% claim a good understanding of the broader value chain

Almost half of the interviewed Spanish marketers claim they progressed well in owning a **good understanding** of the broader value chain, directionally lower than the European and global benchmarks. Around 2 in 5 think that their brand have a **clearly stated contribution** to the planet's well-being and **sustainable actions** are prioritized.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C1. How far along is your marketing organisation in the sustainability journey in terms of **Strategy & Portfolio**? (5 points scale, 1=No plans/ 5=Well advanced)

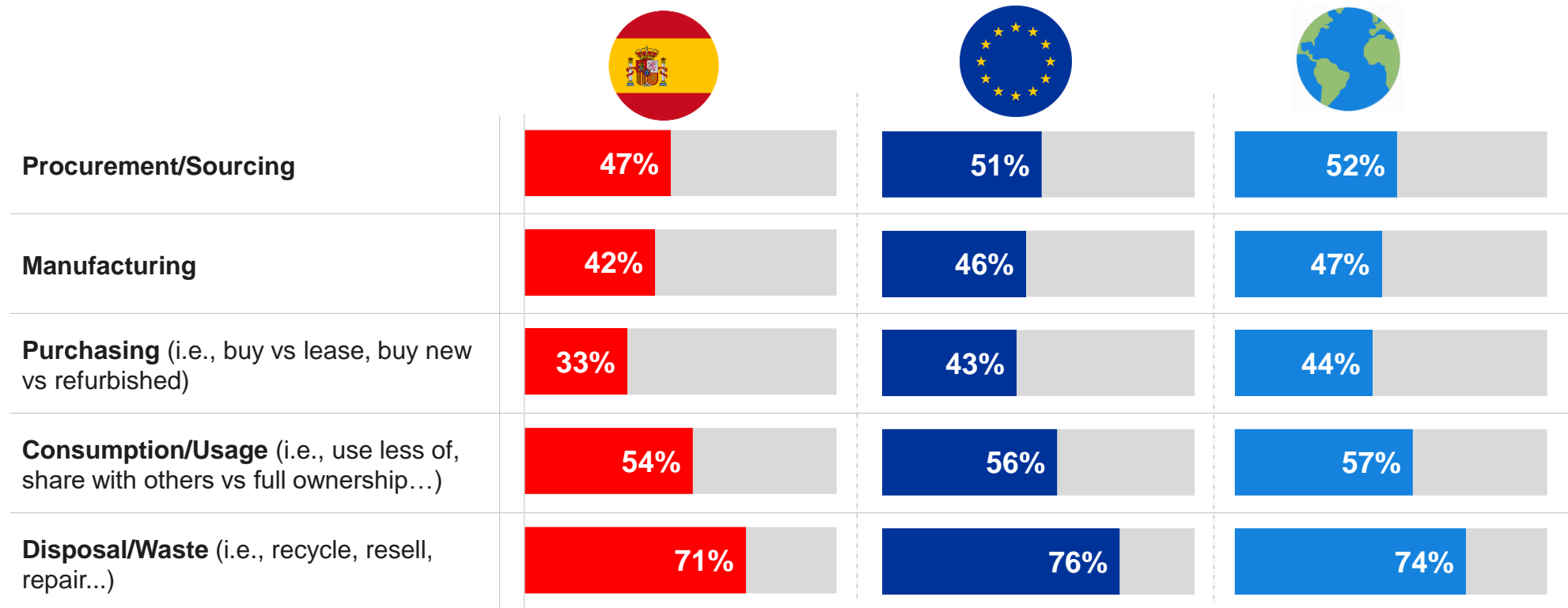
Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level



71% focus their sustainable innovation efforts on recycling

Most senior marketers stated that their organisation focuses their sustainable innovation efforts on **limiting their waste through recycling or repairing goods**. The extent of focusing on other aspects, such as **manufacturing, purchasing and sourcing processes** is well aligned to Europe and worldwide benchmarks.



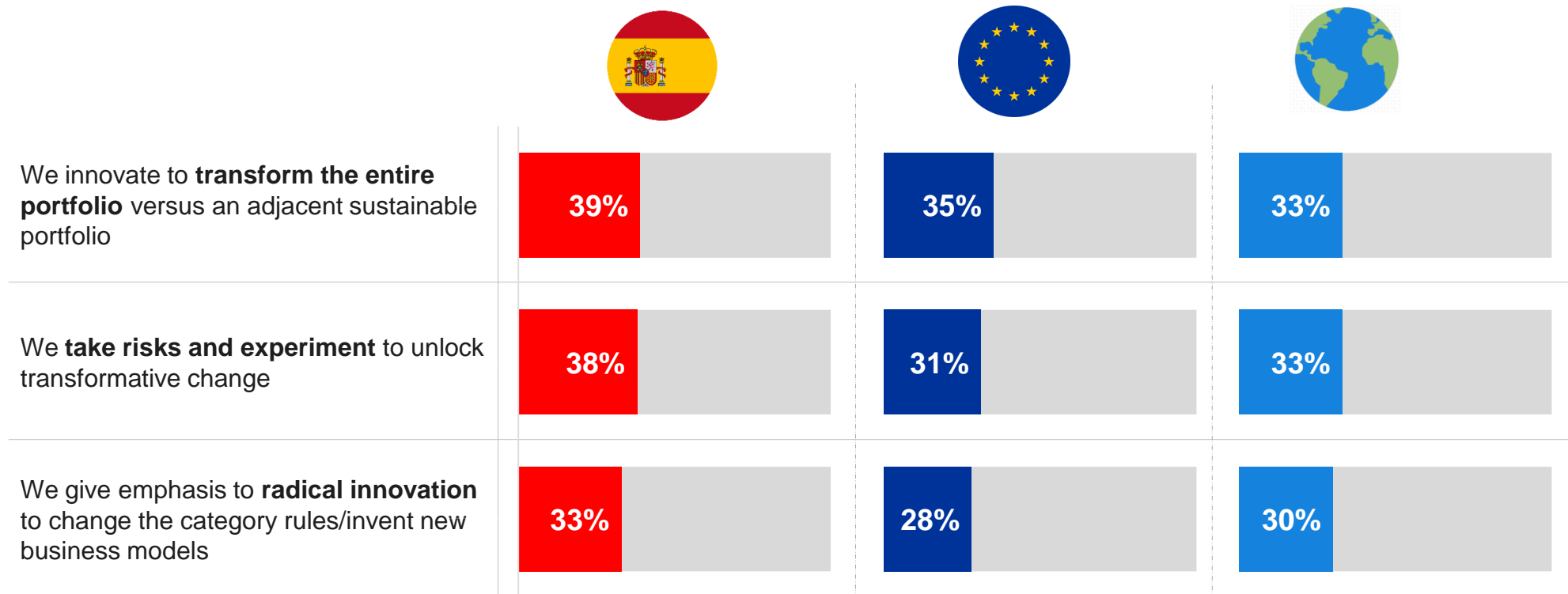
*% saying Yes

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level



2 in 5 claim a good progress on sustainability innovation

38% interviewed Spanish marketers are confident on their progress in **taking risks and experimenting** to unlock transformative change – a tendency indicatively higher than the European or global trend.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

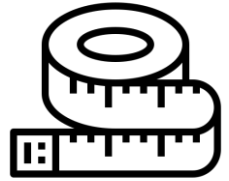
C2. How far along is your marketing organisation in the sustainability journey in terms of **Innovation**? (5 points scale, 1=No plans/5=Well advanced)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
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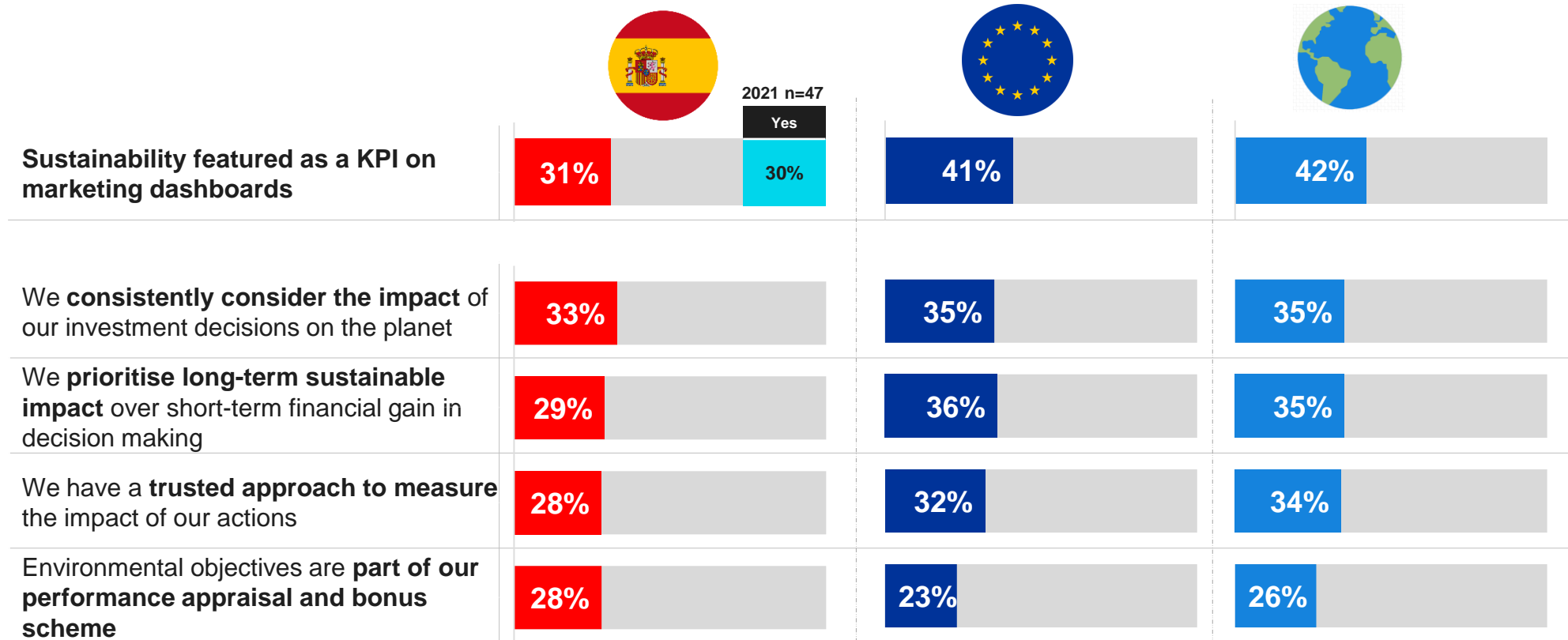
↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level



31% stated that sustainability is set as a marketing KPI



Furthermore, 1 in 3 Spanish marketers have stated that **sustainability is set as a KPI on the marketing dashboard**, proportion maintained since 2021. Yet, only around one quarter confirmed to have a good progress in making **environmental objectives** as part of their performance appraisal and bonus scheme.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C6. Does sustainability feature as a KPI on your marketing dashboard? *Single answer* C7. How far along is your marketing organisation in the sustainability journey in terms of Measurement? (5 points scale, 1=No plans/ 5=Well advanced)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

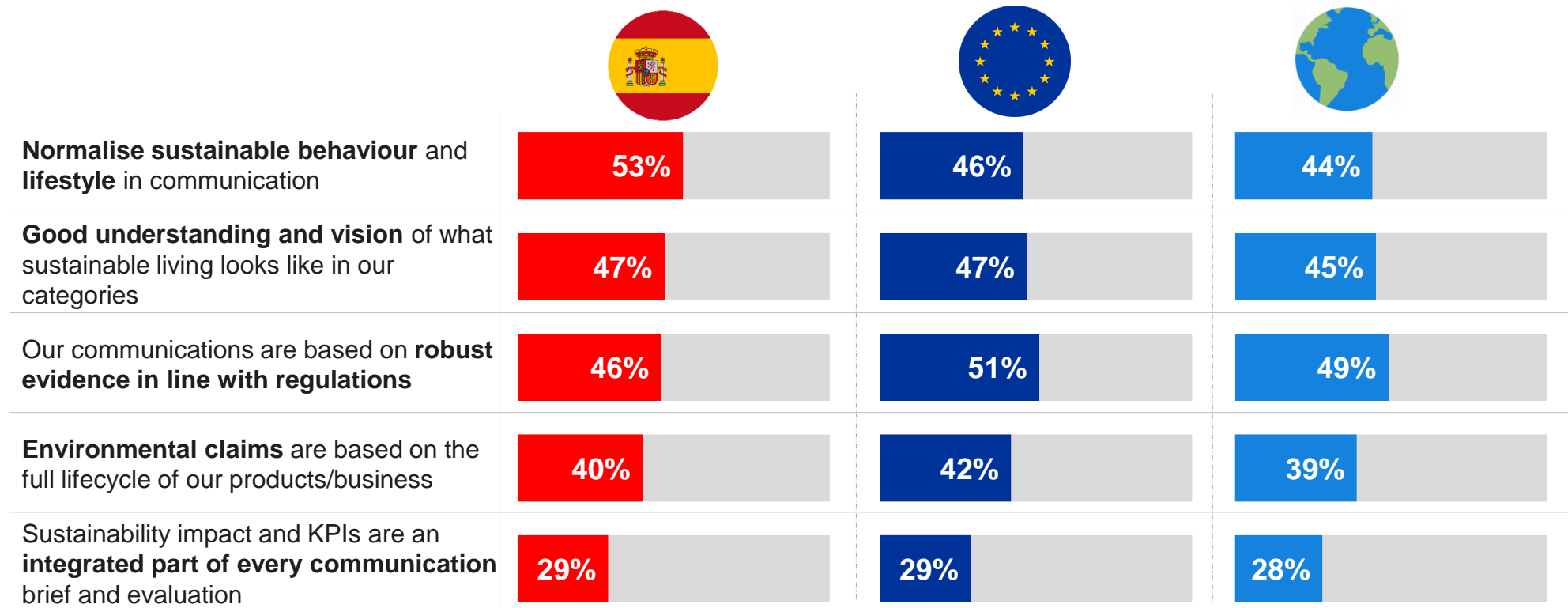
↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level





Spain reports better Comms progress than global trends

Half of the interviewed marketers in Spain claim to be confident on their organisations progress in terms of comms, in line with Europe or worldwide trend, appreciating that they have a **good understanding** of what sustainable living looks like and that their organisations have **normalised sustainable behaviour and lifestyle** in communication.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C10. How far along is your marketing organisation in the sustainability journey in terms of Communication? (5 points scale, 1=No plans/ 5 =Well advanced)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

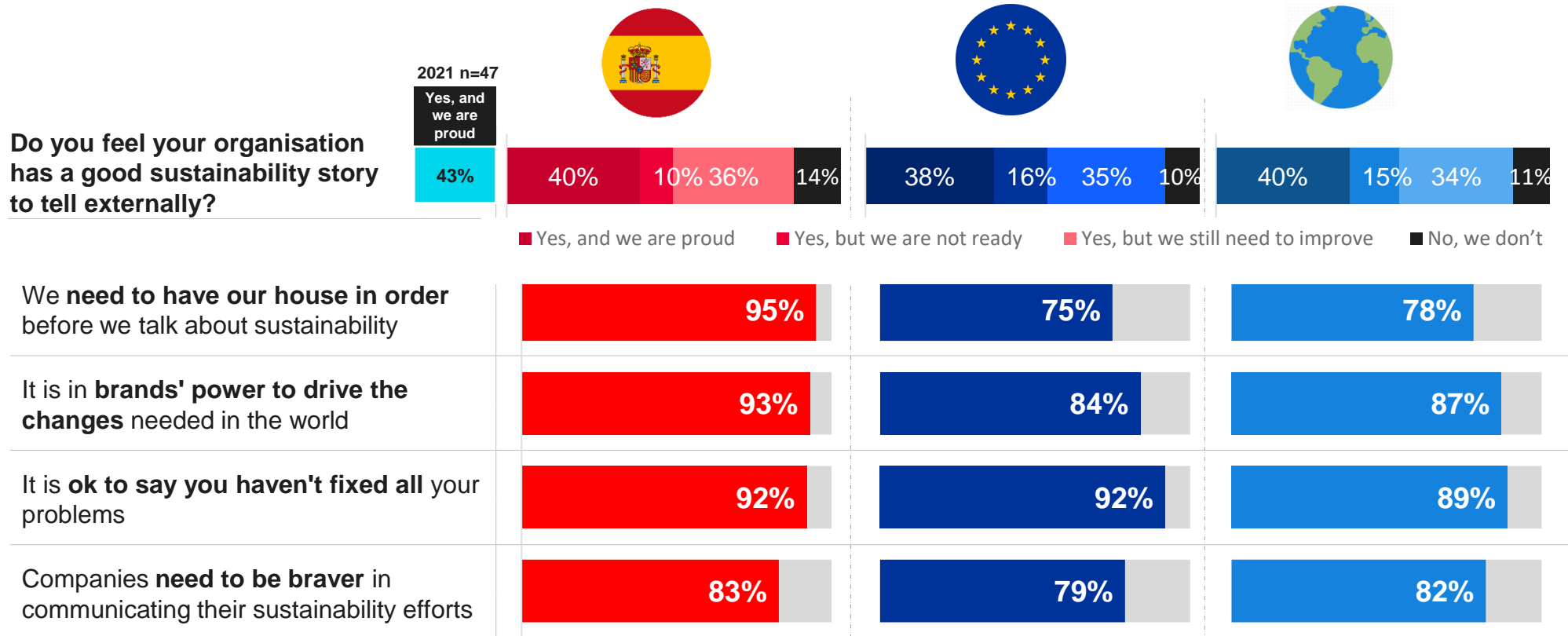
↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level





Communication around sustainability

2 in 5 Spanish marketers are **proud to tell their sustainability story** today, similarly to their regional and global peers. Most agree that it is in **brands' power to drive the changes** needed in the world.



*The charts illustrate the sum of 'Strongly agree' and 'Somewhat agree' % from a 5-point scale

C8. Thinking generally about communicating around sustainability, to what extent do you agree with the following? (5 points scale, 1=Strongly disagree/ 5=Strongly agree)/ C9. Do you feel your organisation has a good sustainability story to tell externally? Single answer

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023

Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

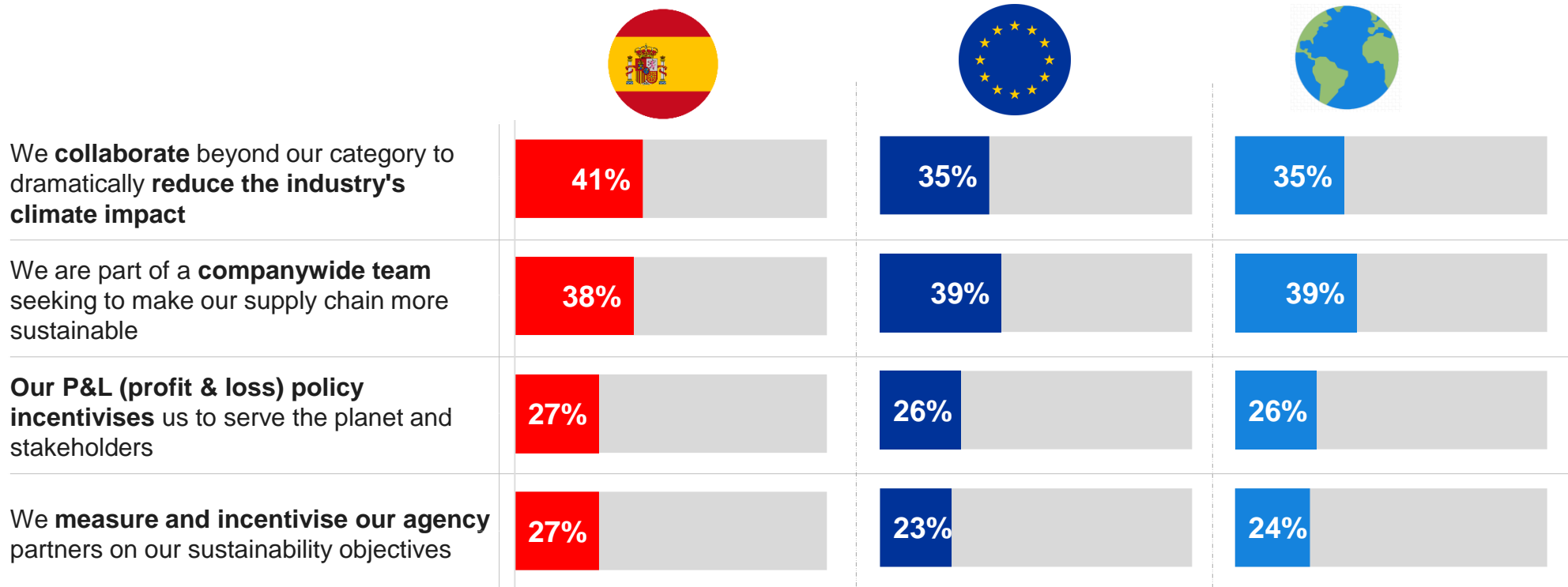
↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level



41% collaborate to reduce the industry's climate impact



Indicatively **higher proportion** of Spanish marketers stated that they **collaborate** beyond their category to reduce the industry's climate impact as compared with European and worldwide norms. Only one quarter feels optimistic with their organisation's progress in **measuring and incentivising their agency partners** on sustainability objectives.



*The charts illustrate the sum of 'Well advanced' and 'Progressing well' % from a 5-point scale

C4. How far along is your marketing organisation in the sustainability journey in terms of Partnership & Collaboration? (5 points scale, 1=No plans/ 5 =Well advanced)

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

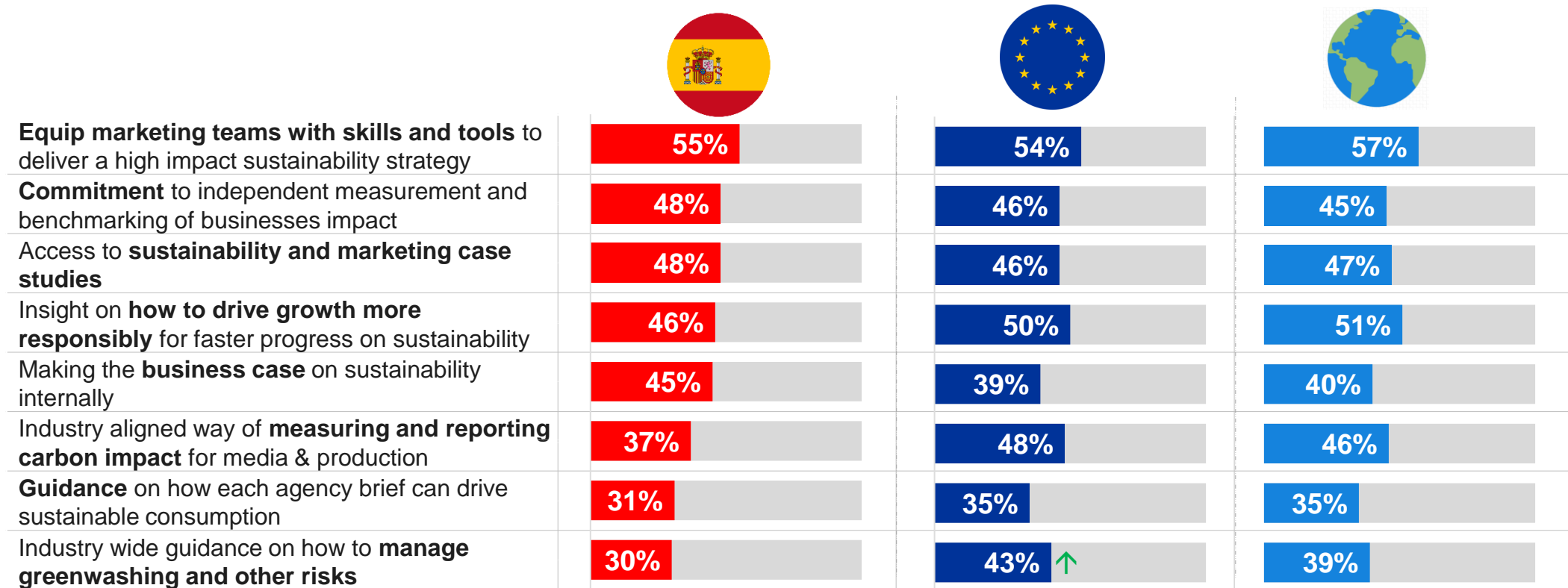
↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level



What would help to achieve sustainability ambitions?



Equipping marketing teams with **skills and tools**, **commitment** to independent measurement and benchmarking and having access to sustainability and marketing case studies are top elements believed to be of help in achieving sustainability ambitions in Spain, aligned with global and regional results.



C5. Which of the below would help your marketing organisation to achieve their sustainability ambitions? *Multiple answer*

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
 Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level



Snapshot on Marketing levers



% Well advanced & Progressing well

Spanish marketers have **generally rated their organisations progressing similarly** to their European and global counterparts, in the sustainability journey, feeling most confident with the evolution on strategy and comms.

Measurement and innovations aspects require more focus, being least advanced currently.

Cell colours highlight the higher/lower values

	Spain	Europe	Global
Strategy & Portfolio			
We have a good understanding of the broader value chain	46%	56%	54%
Our brand priorities drive sustainable action	41%	46%	46%
Our brand's contribution to the planet's well-being is clearly stated	39%	47%	45%
We prioritize sustainable impact alongside financial gain in decision making	36%	40%	39%
Innovation			
We innovate to transform the entire portfolio versus an adjacent sustainable portfolio	39%	35%	33%
We take risks and experiment to unlock transformative change	38%	31%	33%
We give emphasis to radical innovation to change the category rules/invent new business models	33%	28%	30%
Measurement			
We consistently consider the impact of our investment decisions on the planet	33%	35%	35%
We prioritise longterm sustainable impact over shortterm financial gain in decision making	29%	36%	35%
We have a trusted approach to measure the impact of our actions	28%	32%	34%
Environmental objectives are part of our performance appraisal and bonus scheme	28%	23%	26%
Communication			
Normalise sustainable behaviour and lifestyle in communication	53%	46%	44%
Good understanding and vision of what sustainable living looks like in our categories	47%	47%	45%
Our communications are based on robust evidence in line with regulations	46%	51%	49%
Environmental claims are based on the full lifecycle of our products/business	40%	42%	39%
Sustainability impact and KPIs are an integrated part of every communication brief and evaluation	29%	29%	28%
Partnership & Collaboration			
We collaborate beyond our category to dramatically reduce the industry's climate impact	41%	35%	35%
We are part of a companywide team seeking to make our supply chain more sustainable	38%	39%	39%
Our P&L (profit & loss) policy incentivises us to serve the planet and stakeholders	27%	26%	26%
We measure and incentivise our agency partners on our sustainability objectives	27%	23%	24%

C. How far along is your marketing organisation in the sustainability journey in terms of? (5 points scale, 1=No plans/5=Well advanced)
 Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
 Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

↑ ↓ Arrows show significant higher/ lower difference at 95% confidence level

4. Sustainability leadership

Defining the sustainability strategy

The main roles involved in designing and shaping the sustainability strategy in Spain are the **CSO**, the **Board** and the **CMO**. Around 3 in 5 indicated to have a Chief Sustainability Officer, mostly reporting directly to the CEO or the Board – significantly higher than the global benchmark.

Who is involved in designing the sustainability strategy?

CSO		EU	Global
48%	Chief Sustainability Officer	50%	46%↓
	The Board	68%↑	62%
	Chief Marketing Officer	55%	53%
	Chief Executive Officer	58%	60%↑
	Corporate Communications/PR	47%	47%
	Crossfunctional teams	48%↑	45%↑
	Chief Strategy Officer	27%	26%
	Procurement/Sourcing	38%↑	36%↑
	Human Resource Groups	26%	26%
	Chief Financial Officer	30%↑	31%↑
	Public and government affairs	20%	23%
	Legal	21%↑	22%↑

2021 n=47

Who does the Chief Sustainability Officer report into*?

	EU	Global
Chief Executive Officer	58%	55%
The Board	48%	32%↓
Chief Strategy Officer	10%	9%
Someone else	8%	10%
Public and government affairs	5%	7%
Chief Marketing Officer	3%	8%
Human Resources	3%	4%
Procurement/Sourcing	3%	3%

*Question addressed only to the respondents who indicated having a Chief Sustainable Officer

D1. Who is involved in designing and shaping the sustainability strategy? *Multiple answer*

D2. Who does the Chief Sustainability Officer report into?

Source: 'Sustainable Marketing 2030' in partnership with Kantar Sustainable Transformation Practice, January-February 2023
Global Base: 938 | Europe Base: 577 | Spain Base: 79 respondents

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Thoughts on improving the sustainability strategy

- 01 Measure effect/ impact of climate
- 02 Communicate/ spread awareness
- 03 Include sustainability aspect to communication
- 04 Balanced focus on growth and sustainable decisions
- 05 Provide training/ education to consumers/internally

In Spanish marketers' words...



"Prioritize, in the KPIS and in the marketing plans, sustainability as one of the 3 priorities of the brand."
(Sustainability/CSR, Global role)

"I would define a set of rationalized objectives, KPIs for constant monitoring and would introduce Sustainability as a variable of the global proposal/offer."
(PR/Comms, Regional role)

"Further educate marketeers; experiment and build on success stories; take some risks."
(Marketing, Global role)

"Involve all the employees in a common and visible project, that they assume it as something personal, not as something that they are forced to do because the CEO says so, that they know that they are serving a greater good."
(PR/Comms, National role)

"Create a specific team to manage everything related to sustainability. Nowadays it is a function shared with other positions and thus it is very difficult to progress in a measurable way."
(Marketing, Regional role)

"Give specific tools to communicate effectively on sustainable development without appearing to be "greenwashing"."
(Marketing, Regional role)

"Allocate resources to be able to carry out marketing actions that help the company's sustainability strategy."
(Marketing, Regional role)

5. Key learnings

Executive Summary

1. Setting the sustainability context:

- ✓ Almost universal agreement with the definition of 'sustainability', among marketers from Spain and worldwide.
- ✓ Spanish marketers share the belief with their global peers that **sustainability agendas must be more ambitious** for bigger and timely impact and that **brands should be responsible** to help people live more sustainably. Most feel that that it is **imperative to be brave and experiment**.

2. Progress on the sustainability journey:


- ✓ Sustainability in Spain is progressing well - **74% are taking actions** related to the UN's SDGs, fully aligned to the global norm. 2 in 5 claim they already have the **relevant goals fully embedded** into their organisation strategy.
- ✓ Senior marketers in Spain are confident on the **Internal engagement, innovation and storytelling** – and need to **focus on measuring sustainability efforts** and **driving positive consumer behaviour change**.
- ✓ Main challenge in the sustainability space refers to **lack of robust and transparent way of measuring progress**. When it comes to opportunities, **defining new business models, innovation** and **educating consumers** stand out.

3. Sustainability performance across marketing levers

- ✓ Spanish marketers have **generally rated their organisations progressing similarly** to their European and global counterparts, in the sustainability journey, feeling most confident with the evolution on strategy and comms on their sustainability objectives.
- ✓ 41% claim that **sustainable actions are a priority** for the brand and majority **focus their sustainable innovation efforts on recycling**
- ✓ Equipping marketing teams with **skills and tools, commitment** to independent measurement and benchmarking and having access to sustainability and marketing case studies are top elements believed to be of help in achieving sustainability ambitions in Spain, in line with the regional and global norms.

4. Sustainability leadership:

- ✓ The main roles involved in designing and shaping the sustainability strategy in Spain are **the CSO, the Board and the CMO**. Around 3 in 5 indicated to have a Chief Sustainability Officer, mostly reporting directly to the CEO or the Board.

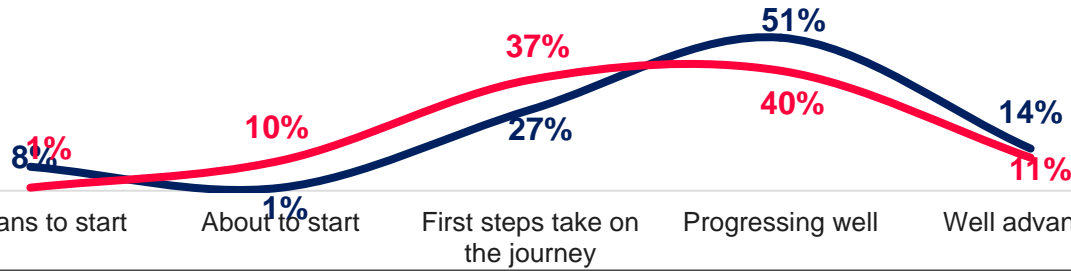
 Directional increase noticed since 2021 in having a CSO in the organisations and maintaining the levels of **including sustainability as a KPI** on marketing dashboards and **being proud to tell** their sustainability story externally.



Organisational and marketing sustainability journey maturity



— At organisation level
— Marketing function

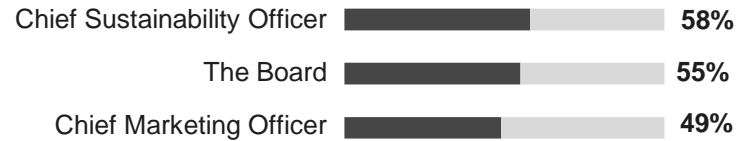


Thoughts on improving the sustainability strategy



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Main responsible roles for shaping the sustainability strategy



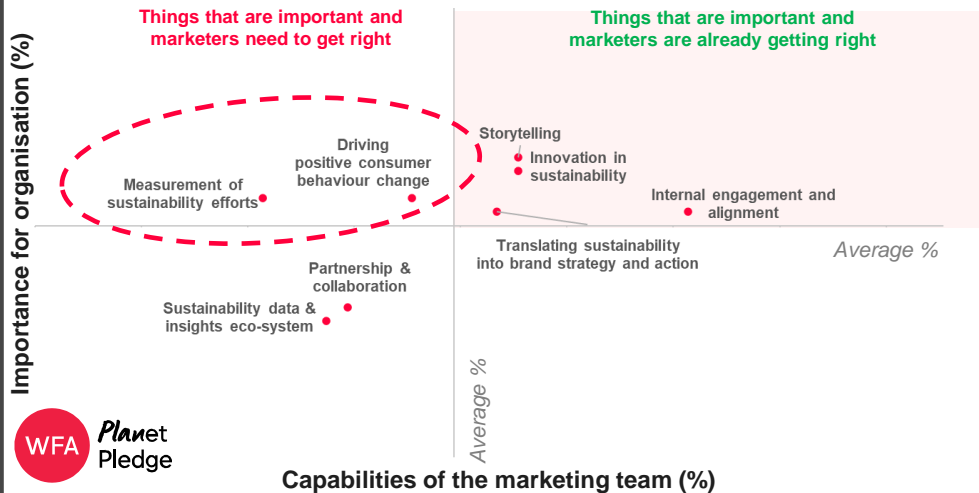
Main Opportunities

- Define new business models to grow sustainably
- Innovate to create competitive advantage
- Educate people about their choices and actions at mass scale

Main Challenges

- No robust and transparent way of measuring progress
- Lack of P&L policy that treats planet and profit equally
- Lack of allocated internal resources

Marketing and Sustainability - Gap analysis



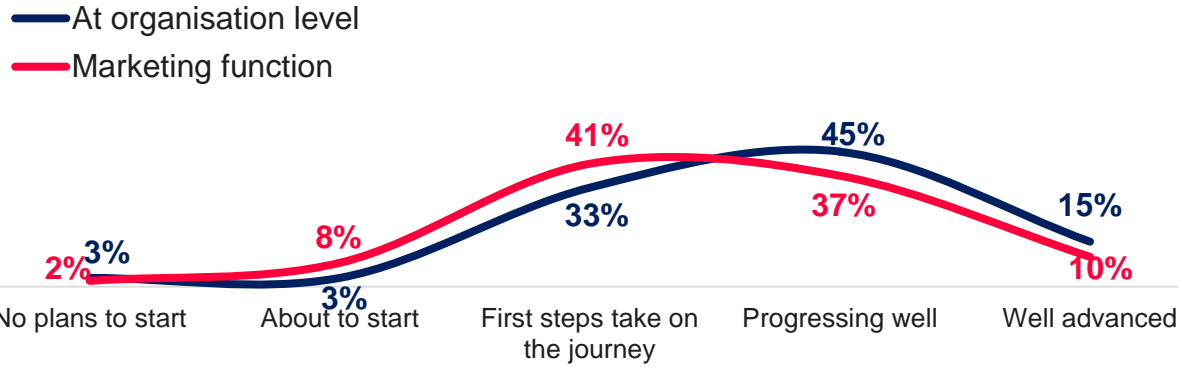
Progress on sustainability journey – Most advanced

- ✓ We have a good understanding of the broader value chain (46%)
- ✓ We innovate to transform the entire portfolio versus an adjacent sustainable portfolio (39%)
- ✓ We consistently consider the impact of our investment decisions on the planet (33%)
- ✓ Normalise sustainable behaviour and lifestyle in communication (53%)
- ✓ We collaborate beyond our category to dramatically reduce the industry's climate impact (41%)

Progress on sustainability journey – Least advanced

- We prioritize sustainable impact alongside financial gain in decision making (36%)
- We give emphasis to radical innovation to change the category rules/invent new business models (33%)
- Environmental objectives are part of our performance appraisal and bonus scheme (28%)
- Sustainability impact and KPIs are an integrated part of every communication brief and evaluation (29%)
- We measure and incentivise our agency partners on our sustainability objectives (27%)

Organisational and marketing sustainability journey maturity



Thoughts on improving the sustainability strategy

- 01 Create/ incorporate sustainability/ climate goals
- 02 Provide training/ education to consumers/ internally
- 03 Communicate/ spread awareness
- 04 Measure effect /impact of climate
- 05 Embed sustainability as an KPI, besides sales and marketing goals

Main responsible roles for shaping the sustainability strategy



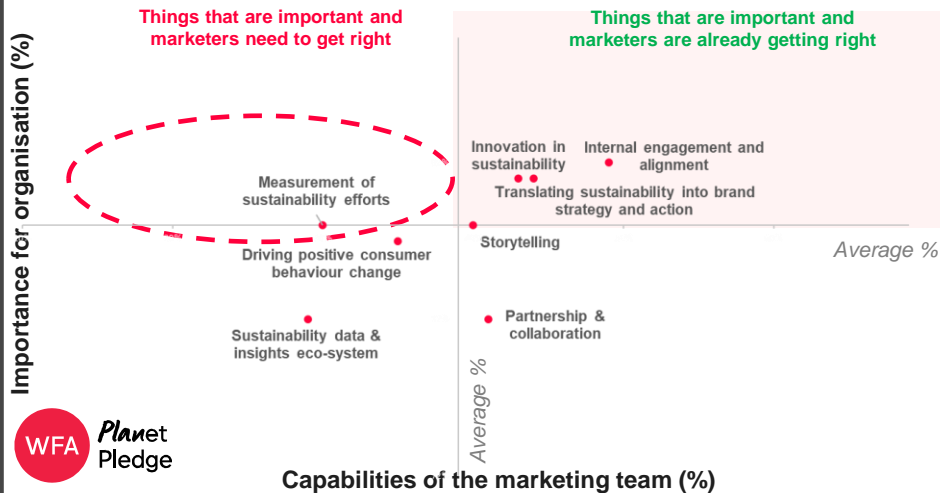
Main Opportunities

- Educate people about their choices and actions at mass scale
- Innovate to create competitive advantage
- Define new business models to grow sustainably

Main Challenges

- Lack of P&L policy that treats planet and profit equally
- Lack of allocated internal resources
- No robust and transparent way of measuring progress

Marketing and Sustainability - Gap analysis



Progress on sustainability journey – Most advanced

- ✓ We have a good understanding of the broader value chain (56%)
- ✓ We innovate to transform the entire portfolio versus an adjacent sustainable portfolio (35%)
- ✓ We prioritise long-term sustainable impact over short-term financial gain in decision making (36%)
- ✓ Our communications are based on robust evidence in line with regulations (51%)
- ✓ We are part of a companywide team seeking to make our supply chain more sustainable (39%)

Progress on sustainability journey – Least advanced

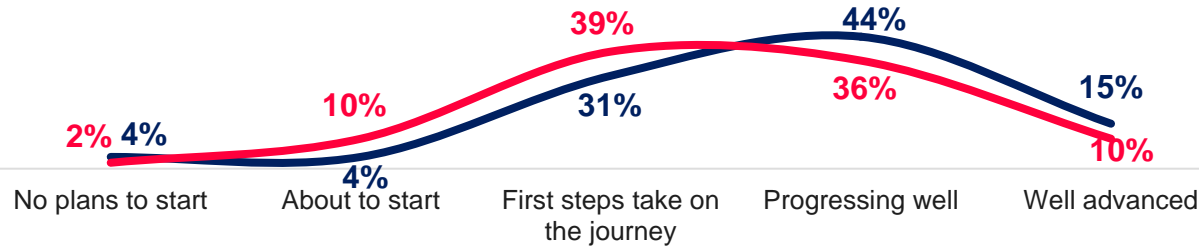
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Organisational and marketing sustainability journey maturity



— At organisation level
— Marketing function



Thoughts on improving the sustainability strategy



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- 05 Measure effect /impact of climate

Main responsible roles for shaping the sustainability strategy



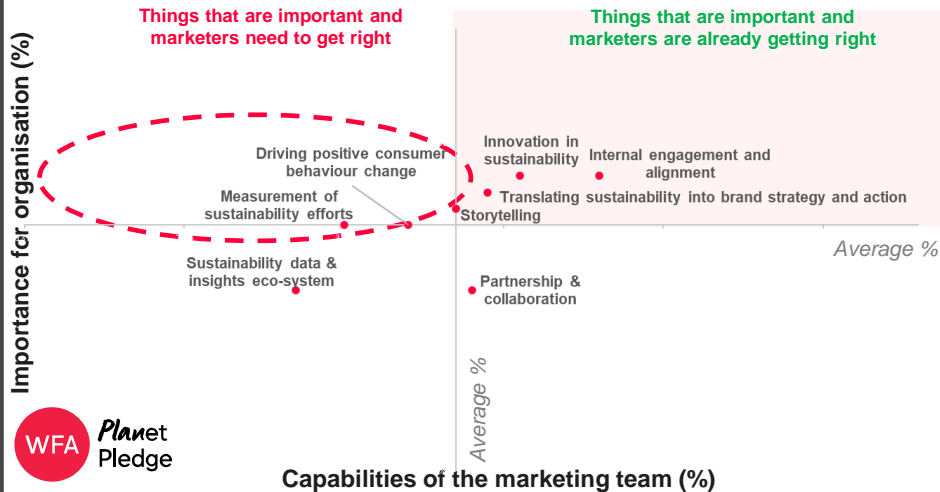
Main Opportunities

- Innovate to create competitive advantage
- Define new business models to grow sustainably
- Educate people about their choices and actions at mass scale

Main Challenges

- Lack of P&L policy that treats planet and profit equally
- Lack of allocated internal resources
- Marketing's knowledge and skills gap on sustainability

Marketing and Sustainability - Gap analysis

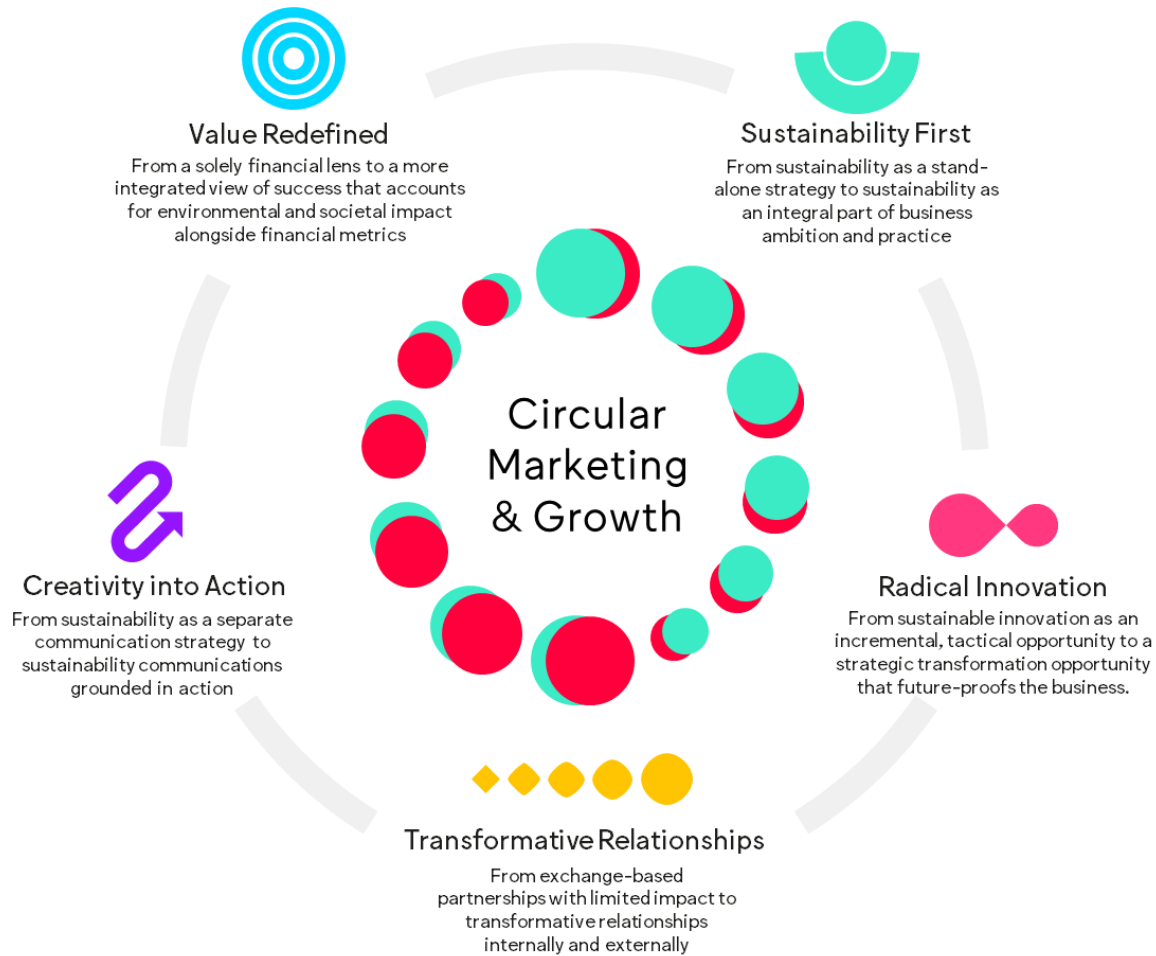


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THANK
YOU!

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