

*Excellence in Execution Series:*

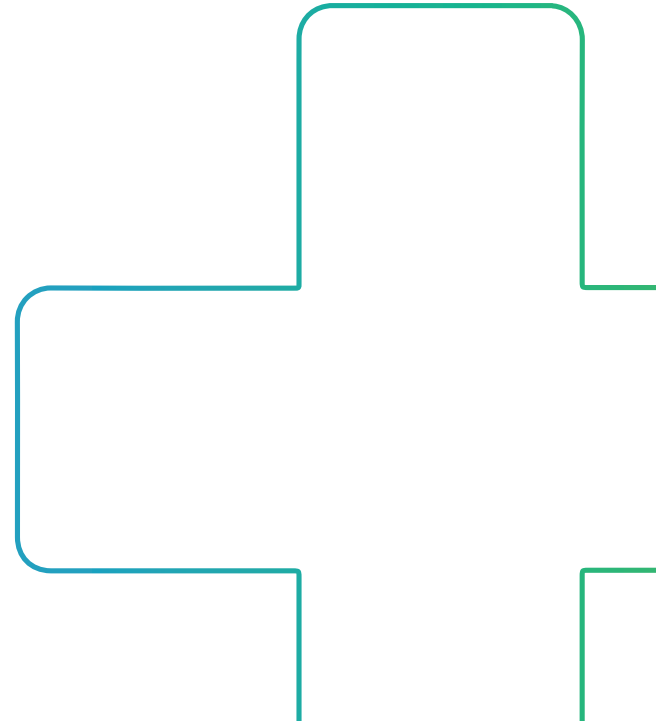
# RETAIL ACTIVATION FOR GOOD



# CONTENTS

- 01.** *Today's Retail Landscape*
- 02.** *The Nine Most Sustainable Behaviors*
- 03.** *The Intention-Action Gap*
- 04.** *Activating The Nine Sustainable Behaviors*

- 05.** *Ten Key Principles*
- 06.** *Unleashing Your Collective Power*
- 07.** *Additional Resources*



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+

grounded  
world



*Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.*



**- MARGARET MEAD**

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+  
grounded  
world

# 01. TODAY'S RETAIL LANDSCAPE

From the early days of retail, where shoppers knew their butchers, tailors, and shopkeepers by name, to today's landscape of mega markets, online shopping, and boxes of goodies being left on our doorstep, we've seen a tremendous shift in how people connect with brands and retailers.

While the interaction may be seemingly less personal, the desire for shoppers to connect with brands and retailers, across every channel, is still very much alive. Not only do shoppers want brands to provide the specific items they're looking for, they also have increasing aspirations to shop more consciously and sustainably, and they are expecting brands to help guide them on their journey to responsible consumption.

A recent study from NYU Stern & IRI finds that sustainably-marketed products have grown seven times faster than conventionally marketed products over the past four years.

---

***Brands for Good research shows that an overwhelming 96% of U.S. consumers would like brands to help them lead a more sustainable lifestyle.***

---



**01.**  
Today's  
Retail  
Landscape

**02.**  
The Nine  
Most  
Sustainable  
Behaviors

**03.**  
Intention-  
Action Gap

**04.**  
Activating  
The Nine  
Sustainable  
Behaviors

**05.**  
Ten Key  
Principles

**06.**  
Unleashing  
Your  
Collective  
Power

**07.**  
Additional  
Resources

**SB** BRANDS  
FOR  
GOOD+

grounded  
world

Even though statistically, shoppers are aspiring to live, purchase and behave more sustainably, their good intentions do not always translate into actions. While this intention-action gap could be the result of the many barriers shoppers are currently facing when trying to live more sustainable lifestyles, it could also be due to brands and retailers missing the mark on how they can truly connect with their shoppers and meet their expectations - not just through offers, campaigns and mechanics - but also strategically, operationally and executionally. After all, execution is the only 'strategy' the shopper can see.

Closing the intention-action gap requires brands and retailers to work collaboratively and creatively to ensure that game-changing, sustainability-driven initiatives are seamlessly woven into operations, go-to-market strategy and the shopper's experience while also meeting their growing demand.

This guidebook will provide you with an understanding of the key principles and opportunities around closing the intention-action gap at retail, while activating each of the Nine Most Impactful Sustainable Behaviors. What follows is a collection of best-in-class case studies, inspiration and some key principles to enable brands and retailers to partner better together - strategically and executionally - to make sustainable living more accessible, aspirational and rewarding.

---

*Closing the intention-action gap represents a huge opportunity in a growing market for both brands and retailers.*

---



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+

grounded  
world

# 02. THE NINE MOST SUSTAINABLE BEHAVIORS

Through proprietary research, Brands for Good has identified the Nine Most Impactful Sustainable Behaviors that brands and consumers can take together to drive a culture of sustainable living, as well as to deepen consumer engagement with brands. By focusing on these nine behaviors, brands and retailers can help shoppers make purchase decisions that benefit our planet, our society and help protect and preserve our natural resources.

## *Address Climate Crisis*



### **EAT MORE PLANTS**

Moderate meat consumption and consume products that supports regenerative agriculture.



### **BE ENERGY SMART**

Switch to renewable energy sources and conserve energy at home. When possible, ride public transportation and purchase products manufactured with renewable energy.



### **THINK DURABLE**

Buy less and buy long lasting products. Reduce single-use items and purchase durable, reusable products instead of disposable ones.

## *Preserve Resources for Life*



### **REDUCE WATER & FOOD WASTE**

Plan meals ahead, prepare smarter portions, use what you have in the fridge and compost.



### **GO CIRCULAR**

Choose products made with recycled content and recycle, rent, share and buy used over new products whenever possible.



### **CHOOSE NATURE-FRIENDLY**

Buy products with clean ingredients, and products that protect habitats and biodiversity.

## *Foster Resilient Societies*



### **SUPPORT WOMEN & GIRLS**

Support causes and products that educate girls, aid better family planning and support women-owned business.



### **EXPAND EQUITY & OPPORTUNITY**

Buy from brands supporting inclusive and equitable products, policies and causes.



### **SHOW UP**

Vote at the ballot box and with your wallet, make your voice heard and volunteer in your community.

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

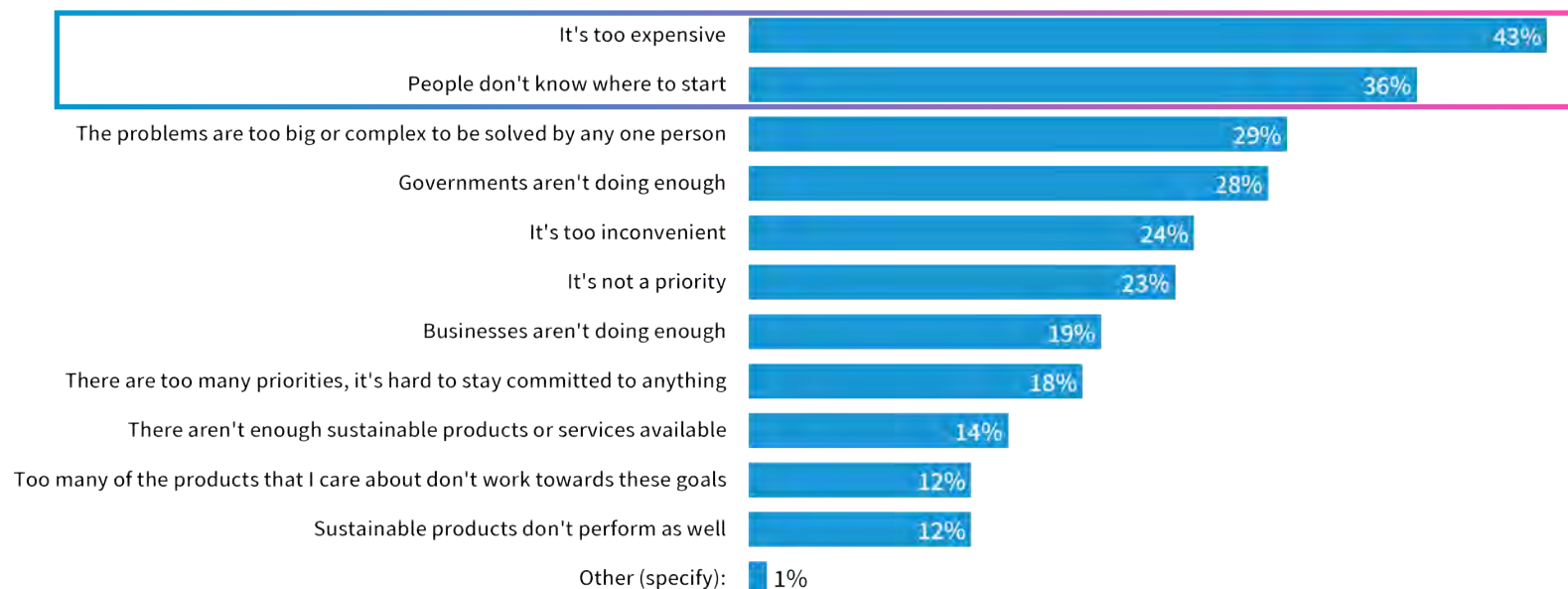
07.  
Additional  
Resources



## The Nine Most Sustainable Behaviors: Research Learnings

In Fall of 2020, as the aftershock of COVID-19 was beginning to transform into a desire for self-reflection, business resilience, and economic regeneration, Brands for Good Corporate Partners and The Harris Poll launched research to better understand how the U.S. general population felt about sustainable living, and how they were taking action against the Nine Most Impactful Sustainable Behaviors. This research was initiated at a pivotal point in how overall shopping and consumption habits were shifting.

The research clearly showed that the desire for sustainable living is now fully mainstream (96% claimed they try to live sustainable lifestyles at least some of the time) and most U.S. consumers feel that both environmental and social issues are equally important (71%) and interconnected (76%.) Four of the nine behaviors had significantly higher adoption rates, specifically Eat More Plants, Think Durable, Reduce Water & Food Waste, and Go Circular. However, respondents reported that sustainable living still had many hurdles, the top two being that it's too expensive and not knowing where to start.



*This is a huge opportunity for brands and retailers to step in as leaders through inspiration and education.*

2020 data shows a seven-point increase over three years where 64% of U.S. consumers increasingly trust that companies care about their well-being. (64%, up 7% from 2017) and 79% state they would switch brands for a more sustainable option. They want to make sustainable choices, and they're ready to switch to the more sustainable brands. But there is an intention-action gap when it comes to consumers reaching their goals and brands providing much needed solutions. In fact, two-thirds of U.S. consumers could not name a brand that is going above and beyond to address environmental or social challenges.

Brands and retailers are committing resources and taking action to tackle environmental and societal challenges, but as our initial assessment of brand- and retailer-led activations to support the Nine Most Impactful Sustainable Behaviors has revealed, they are relatively few and far between. Shoppers simply aren't getting the message often or clearly enough.

01. Today's Retail Landscape

02. The Nine Most Sustainable Behaviors

03. Intention-Action Gap

04. Activating The Nine Sustainable Behaviors

05. Ten Key Principles

06. Unleashing Your Collective Power

07. Additional Resources

# 03. THE INTENTION-ACTION GAP

Brands for Good also measured the intention-action gap across the Nine Most Sustainable Behaviors in their September 2021 research. Results clearly show there is a big opportunity to help shoppers buy more responsibly, especially in the areas of being energy smart, choosing nature-friendly products, and fostering resilient societies. This data is consistent with the 2020 results where there have been little to no variations in the past year.



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

**SB** BRANDS  
FOR  
GOOD+

grounded  
world

# 04. ACTIVATING THE NINE SUSTAINABLE BEHAVIORS: INSPIRATIONAL EXAMPLES



01. Today's Retail Landscape

02. The Nine Most Sustainable Behaviors

03. Intention-Action Gap

04. Activating The Nine Sustainable Behaviors

05. Ten Key Principles

06. Unleashing Your Collective Power

07. Additional Resources



# EAT MORE PLANTS

*In April 2021, Hannaford partnered with 12 plant-based food brands to launch its Spring into Plant Based campaign, encouraging shoppers to discover and enjoy a variety of plant-based foods.*

Hannaford, a leading grocery retailer with 180 locations throughout the New England region and New York, has a long history of sustainability efforts including selling only sustainably sourced seafood, achieving zero food waste to landfills, and having 100% of stores meet or exceed environmental standards set by the Grocery Stewardship Certification Program. The retailer has also long offered a small selection of plant-based foods, but has been growing their selection and efforts since 2019 as their partnership with the Plant Based Food Association (PBFA) has grown. In 2020, the retailer improved signage so shoppers could more easily find plant-based foods, and increased marketing support with discounts and front-page placement in flyers. In 2021, in partnership with PBFA and 12 plant-based food brands like Impossible Foods, Amy's, and Sweet Earth Foods, the retailer launched a full marketing campaign to respond to consumer demand and encourage alternative choices that reduce environmental impact.

The campaign used in-store displays, digital and print ads, targeted digital coupons and an educational website with content and recipes. The retail chain knew that education and product awareness was key in helping consumers start to change their behavior of replacing animal products with plant-derived alternatives.



Our [Spring Into Plant Based campaign](#) furthers PBFA's goal of satisfying shoppers' needs by making it easier for them to find plant-based foods, while expanding shelf space for the brands," said **Julie Emmett, Senior Director of Retail Partnerships at New York-based PBFA**. "By educating shoppers as well as store personnel about plant-based food offerings, consumers may be more willing to pick up a new plant-based food they've never tried before — education through campaigns like this is key to plant-based foods' success."



**Additional Example:** Burger King & Impossible Foods teamed up to convince people that Impossible Whopper was as tasty as the original. Learn more [here](#).

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources



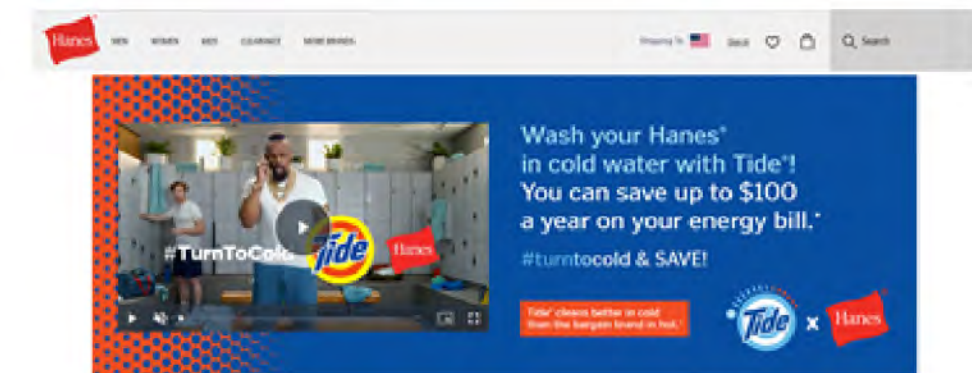
## BE ENERGY SMART

*Procter & Gamble's Tide brand launched its #TurnToCold campaign to encourage consumers to use cold water when washing their clothes - a switch that reduces energy use up to 90%. In addition to a robust media campaign, the brand reached shoppers through retail activation partnerships with Hanes and Walmart.*

In March 2021, Tide announced its intention to decarbonize laundry at every step - including the largest source of its greenhouse gas emissions, consumer use (yes... doing laundry). Through company research, Tide discovered that switching from hot to cold water when doing laundry can reduce energy usage by up to 90%. This became a key reason to believe in their spring 2021 consumer campaign, #TurnToCold. Tide aimed to educate shoppers on the benefits of washing their laundry in cold water, including saving money and energy, and decreasing greenhouse gas emissions, all without sacrificing exceptionally clean clothes.

The campaign launched with fifteen and thirty-second TV ads featuring celebrities Ice-T and Stone Cold Steve Austin acting as “cold callers” in a call center, phoning friends and asking them to “Take the Pledge” and make the switch to cold water. The campaign also included a partnership with the NFL. Fans could enter to win a Tide Cold Washer, a talking washing machine that features the voices of ten NFL players, while select NFL teams turned their official logos blue, used blue lights during games, and shared their customized washing machines on social media. Beyond these clever stunts, Tide also sent scientists to meet with NFL team equipment managers to demonstrate how they could clean even heavily-stained football uniforms in cold water while using the newly formulated Tide detergent. All of this allowed the Tide brand to deliver its message to and influence the 80 million households that watch NFL games.

To reach shoppers at retail, Tide developed partnerships with both the Hanes brand and Walmart. Hanes featured a “wash in cold” call-to-action, on their garments, along with Tide PODS samples and coupons, on packaging to help communicate that consumers can get a superior clean in cold water with Tide – even when washing underwear, T-shirts and socks.



01. Today's Retail Landscape

02. The Nine Most Sustainable Behaviors

03. Intention-Action Gap

04. Activating The Nine Sustainable Behaviors

05. Ten Key Principles

06. Unleashing Your Collective Power

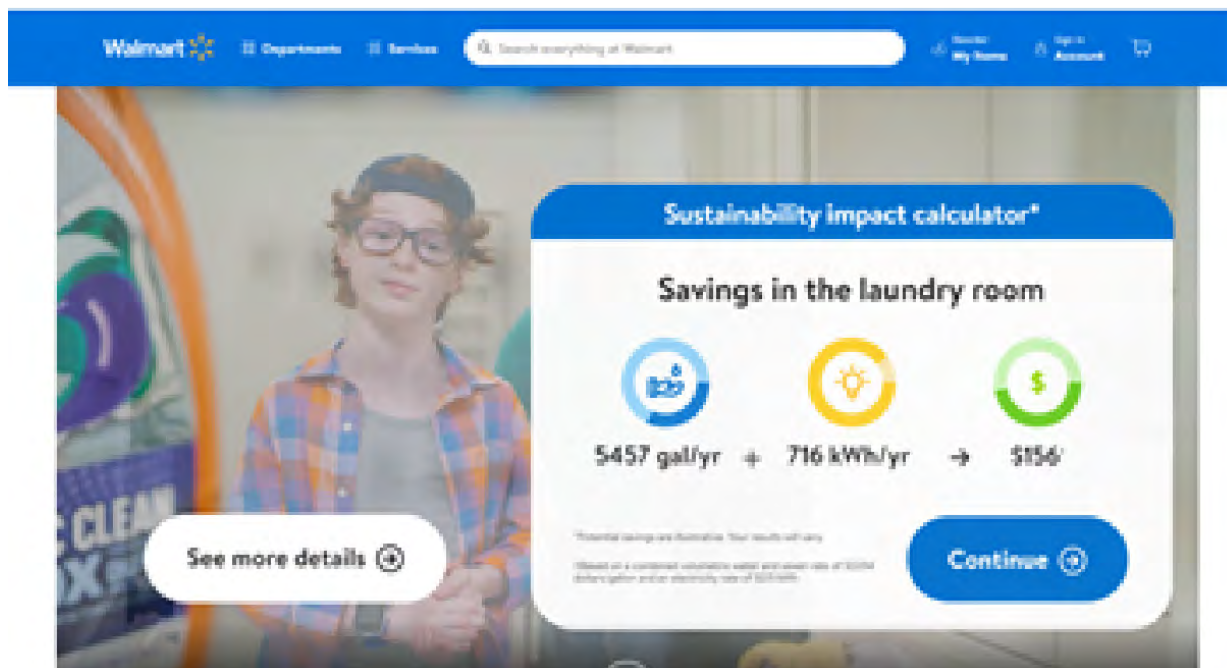
07. Additional Resources

SB BRANDS FOR GOOD+

grounded.world



## BE ENERGY SMART



“This is a great example of how P&G brands together with our retailer partners can encourage more sustainable consumption, making it easy for people to shop for and use the brands they love in a more sustainable way — with no tradeoffs in the product performance they expect,” said **Mindy Sherwood, President of P&G’s Global Walmart business and Chief Sales Officer at P&G.**”

Along with its P&G sister brands Cascade and Crest, Tide partnered with Walmart to develop an [interactive experience](#) designed to educate families on how they can conserve resources in their homes through a few simple changes. Walmart.com shoppers are invited on a journey through the home — including kitchen, bathroom and laundry room — answering questions and learning how small adjustments to their everyday routine can add up to potential water, energy and money savings over the course of a year. At the conclusion of their experience in each room, Walmart shoppers have the option to ‘Add-to-Cart’ the sustainable product choices they just learned about — featuring P&G brands including Tide, Cascade, Dawn, Crest, Gillette, Pantene and Swiffer, among others.

**Additional Example:** Budweiser announced a commitment to brew all of its beer with 100% renewable energy in 2018, and has since followed up with a \$1 billion investment by the brand in renewable electricity infrastructure and a program to provide renewable energy sources to its retailers across the world. Learn more [here](#).

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+  
grounded  
world



## THINK DURABLE

*Clorox's Brita brand is a durable, filtered water pitcher and alternative to bottled water. Brita partnered with regional retailer Meijer, and recycling company TerraCycle, to drive sales by engaging shoppers and their communities to participate in their filter recycling program and enter for a chance to win a "Recycled Garden" for their school.*

For years, Brita has positioned its filters as a healthier and tastier alternative to tap water, and a more sustainable alternative to bottled water. Their data shows that in 1 year alone, someone can replace 1,800 disposable bottles from landfills and oceans and save over \$300 by using a Brita system in their home. The filters, however, were not recyclable - until the brand partnered up with TerraCycle. In the last year alone, Brita and TerraCycle have helped remove over 1.3B disposable bottles from entering the landfill.

In Spring 2021, Brita partnered with Meijer and TerraCycle to drive awareness of the filter recycling program by engaging shoppers and their communities to win a garden made from recycled Brita packaging waste. Meijer shoppers and their families recycled Brita products and voted to engage schools and their communities to win.

Brita and Meijer brought the program to life and met shoppers both in-store and online. In-store, Brita secured three months of incremental pallet and end caps to communicate the program. Meijer featured half-pallet displays of standard filters and pitchers with the claim that one filter could replace 300 water bottles. The displays also included a QR code where shoppers could enter for a chance to win a garden for their schools, including garden beds, benches and tables made from recycled Brita filters. Furthermore, winners would be selected based on how many votes they received, so nearby schools also raised awareness for the effort by sharing the link within their communities.

By taking a community-led approach, Brita drove incremental sales and exceeded expectations. During the program, sales (+6%) and dollar share (+8.3 pts) grew in Meijer stores. Online, consumers were also engaged. Emails communicating the program saw a 16% average click rate, over 2x the average. Half way through the program, there were over 10,000 votes, which was 1.5x more than other first-time programs at Meijer. Additionally, the PR campaign had over 1.7M impressions, which exceeded similar TerraCycle programs at Meijer.



**Additional Example:** Asda now has two pilot stores in the UK featuring refill stations for favorite household staple brands like PG Tips, Kellogg's and Persil at competitive prices without the excess plastic packaging. The store includes a vintage/used-clothing section, and will have bins available for people to donate unwanted clothes. Learn more [here](#) and [here](#).

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources



## REDUCE WATER & FOOD WASTE

*In 2016, Walmart launched Project Gigaton, inviting suppliers to join them in reducing greenhouse gas emissions by one Gigaton by 2030. Colgate embraced this challenge and offered value-focused Walmart shoppers a way to help the environment without paying extra - by turning off the tap while brushing their teeth.*

Walmart announced its ambitious Project Gigaton initiative in 2016, and encouraged suppliers to also take steps to reduce their own greenhouse gas emissions. Many suppliers looked first at their own supply chain for savings, but from internal research Colgate knew that 90% of their carbon footprint came from consumers using their products, namely 172 billion gallons of water running while brushing teeth. So Colgate decided to build a program that could communicate directly to Walmart shoppers and change consumer behavior for the better.

Colgate learned that every time a consumer turned off the water while brushing their teeth, it would save an average of four gallons of water. That adds up quickly when considering a twice-daily behavior multiplied across millions of consumers. The retail activation featured this insight prominently through demos that physically showed the amount of water being conserved. A motion display featured the messaging that turning off the tap saves up to four gallons of water, and special packages of Colgate had a sticker that changed colors to remind consumers to turn off the faucet when brushing at home. Colgate also leveraged Olympic athlete Michael Phelps in materials, asking shoppers to take selfies with his image on pallet displays in 'Action Alley'. Digitally, Colgate took over the Walmart.com home page on World Water Day, and media support ran on the site during the month.

Colgate's commitment to Project Gigaton strengthened its ties to Walmart and helped it gain incremental floor space, a sometimes difficult feat for brands. Colgate placed 1,200 pallets (above the goal of 1,000) and ran demos in 1,005 stores. At the stores which ran the program, sales improved by nearly 40% over the stores that didn't. Last, but certainly not least, the Colgate activation at Walmart alone helped save 1.2 billion gallons of water.



**Additional Example:** Kroger's Zero Hunger | Zero Waste social and environmental impact plan is the retailer's commitment to help create a more efficient and equitable food and charitable food system. Learn more [here](#).

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

## GO CIRCULAR

*In 2021, Nestle Waters North America launched their **Made For a Better Tomorrow** campaign to inspire consumers to recycle their plastic bottles. Through their own media, and in partnership with Walmart, the company promoted a 1-for-1 Promise, pledging to donate a bottle of water to a community in need for every bottle recycled.*

Nestle Waters North America (NwNA) wanted to inspire consumers to recycle their empty plastic bottles. In the U.S., despite growing demand from manufacturers for recycled plastic to use in bottle production, only three out of ten plastic bottles are recycled. If more bottles were recycled, NwNA brands like Poland Spring and Arrowhead could reduce the use of new plastic, use more recycled plastic, and help reduce plastic going into landfills and waterways. With this in mind, NwNA launched an integrated campaign called Made for a Better Tomorrow, which included a 1-for-1 Promise.

For every pledge to recycle a bottle of water, the NwNA brands promised to get a bottle of water to a community in need. This extra nudge, showing consumers how their actions can directly help communities that lack access to safe, clean water, helped bring urgency and action to an environmental problem that sometimes felt distant, while also being rewarded for taking action.

NwNA partnered with Feeding America and Dig Deep to identify communities across the U.S. that needed water. These communities ranged from the Navajo Nation in the West, where 30% of households lack clean running water in their homes, to McDowell County in West Virginia, where much of the tap water has been contaminated by years of coal mining.

The campaign message was driven by a thirty-second [video](#), which achieved the highest score for any ad tested in the Brands for Good [Ad Sustainability Awareness Platform](#) (ASAP) for the sustainable behavior 'Go Circular'. The video received paid digital media support, as well as influencer and earned media support, driving users to an interactive [webpage](#).



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

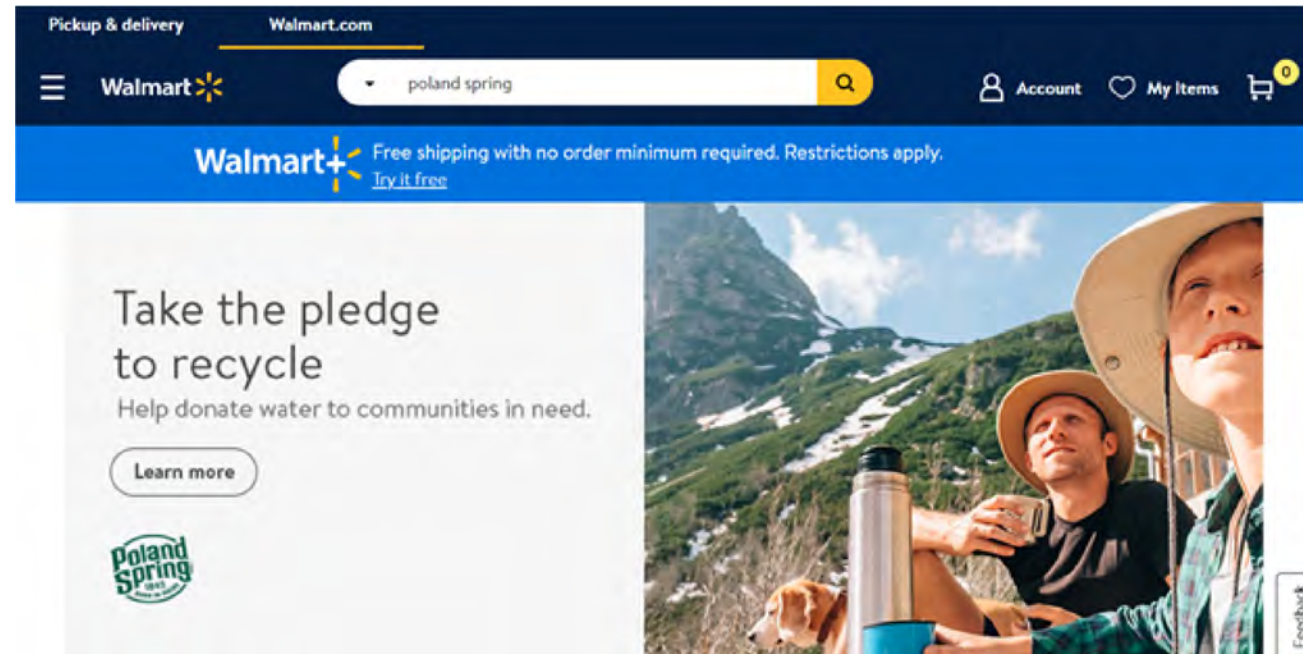
06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+

grounded  
world

# GO CIRCULAR



To grab shopper attention, NWNA partnered with Walmart to develop a tailored version of the campaign called Flow it Forward. This campaign included celebrity endorsement from actor Michelle Weaver who released a series of videos talking about what she does around her house to reduce her environmental footprint. Examples included switching to energy-efficient light bulbs, donating old clothes to goodwill for reuse, and recycling of course.

Walmart shoppers were invited to visit their campaign [webpage](#) that talked about the NWNA 1-for-1 Promise, and encouraged shoppers to take the pledge and recycle their bottles.

The campaign ran from April through October 2021, and between their own media push and the Walmart promotion, the brands will be matching each recycling pledge with a donated bottle of water, resulting in up to a combined three million bottles of water donated to communities in need.

**Additional Example:** Gillette, Terracycle, and CVS partnered up to help shoppers recycle their used razors, and support veterans at the same time. The promotion not only provided incremental display and an ROI > 1.0, but it was also highly engaging and drove high recycling rates (three times higher than other Terracycle programs in the Drug category). Learn more [here](#).

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources



## CHOOSE NATURE-FRIENDLY

*Live Better is a CVS wellness brand that launched in 2020, spanning across nine categories, intended to expand holistic wellness offerings with clean ingredients, responsible packaging and transparency.*

The CVS team, primarily driven by the desire to have a positive impact on the planet, was inspired to launch their own holistic wellness brand after seeing growing macro trends in natural healthcare and a demand for product transparency. In 2020 they launched Live Better, a collection of 81 new items across nine categories, focused on delivering trending health and wellness products that are rooted in nature.

The new packaging relied on a signature deep blue color, a bold illustration design, and highlights of key natural ingredients. To activate in store, the team developed disruptive fixtures and signage with headlines like “Discover trusted & transparent wellness products” and “Expand your wellness toolkit.” They ran cross-category promotions and digital media that focused on wellness and sustainability with a lighthearted but informative tone, explaining how to recycle empty packaging, and explaining the role of key ingredients.

**Additional Example:** Sephora launched a Clean + Planet Positive badge to help shoppers easily identify products that have clean ingredients and are taking action for the planet. Learn more [here](#).

# Live Better™



Rooted in  
Nature



Trusted  
Transparency



Backed by  
Experts



Committed to  
the Future



An Everyday  
Better



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+  
grounded  
world

## SUPPORT WOMEN & GIRLS


*CVS introduced the campaign Beauty Mark to raise awareness and elicit participation from major beauty brands to shift the industry towards healthier representations of women and deliver a more positive impression of CVS's beauty offering.*

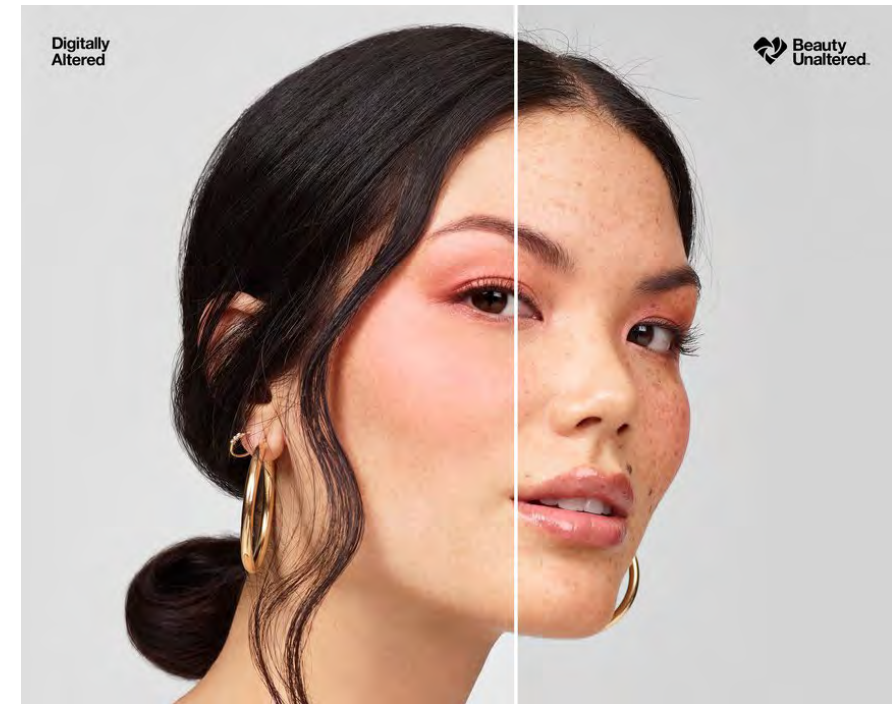
As the first major retailer to implement these standards, CVS has driven a marked shift in industry standards for post-production alterations of beauty imagery.

Beauty Mark was driven by data that connected the propagation of unrealistic body images to negative health effects. CVS Pharmacy worked closely with all of their brand partners to redefine industry standards in its beauty aisles and beyond, with the goal of reflecting a more authentic representation of beauty and promoting healthy self-esteem. Today, many of those brands, including COVERGIRL and others from beauty company Coty, are now using unaltered, CVS Beauty Mark-compliant imagery across all retailers.

According to Dr. Rutledge, the simple act of investing in oneself through self-care activities can help counteract the negative impact, as 68% of women ages 18 to 35 report that they feel positively about themselves after doing beauty practices. Further, 83% agree that they feel better about themselves when they do a beauty routine and 79% say that doing a regular beauty routine during the COVID-19 pandemic gives them a sense of control.

Through an integrated campaign across PR, print, out of home, experiential marketing, paid social, organic social, owned channels and in-store events they saw 15.1MM total shared content reach, 104MM total #BeautyUnaltered impressions and 0% negative sentiment on social media. Average daily sales are up and 80% of aware consumers have a more positive impression of CVS's beauty offering.

 As we reach 100 percent completion of Beauty Mark in our beauty aisles, we are proud to lead the beauty industry in making a bold statement that supports the mental health of our customers, especially young women. We hope this authenticity will continue as the pandemic has created new and different issues in this space. **Neela Montgomery, President of CVS Pharmacy and Executive Vice President, CVS Health**



**Additional Example:** Procter & Gamble's Always brand teamed up with Walmart to help girls stay in sports because research has proven the benefits of participation go far beyond the game. Together with top athletes and trailblazers, they rallied society to #KeepHerPlaying, knowing it is an important way for her to gain the confidence and skills that help her become whoever she wants to be. In partnership with Women's Sports Foundation, Always was able to award financial grants to organizations across the country that provide access, opportunity and encouragement for puberty-aged girls in sports. Learn more [here](#).

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+

grounded  
world

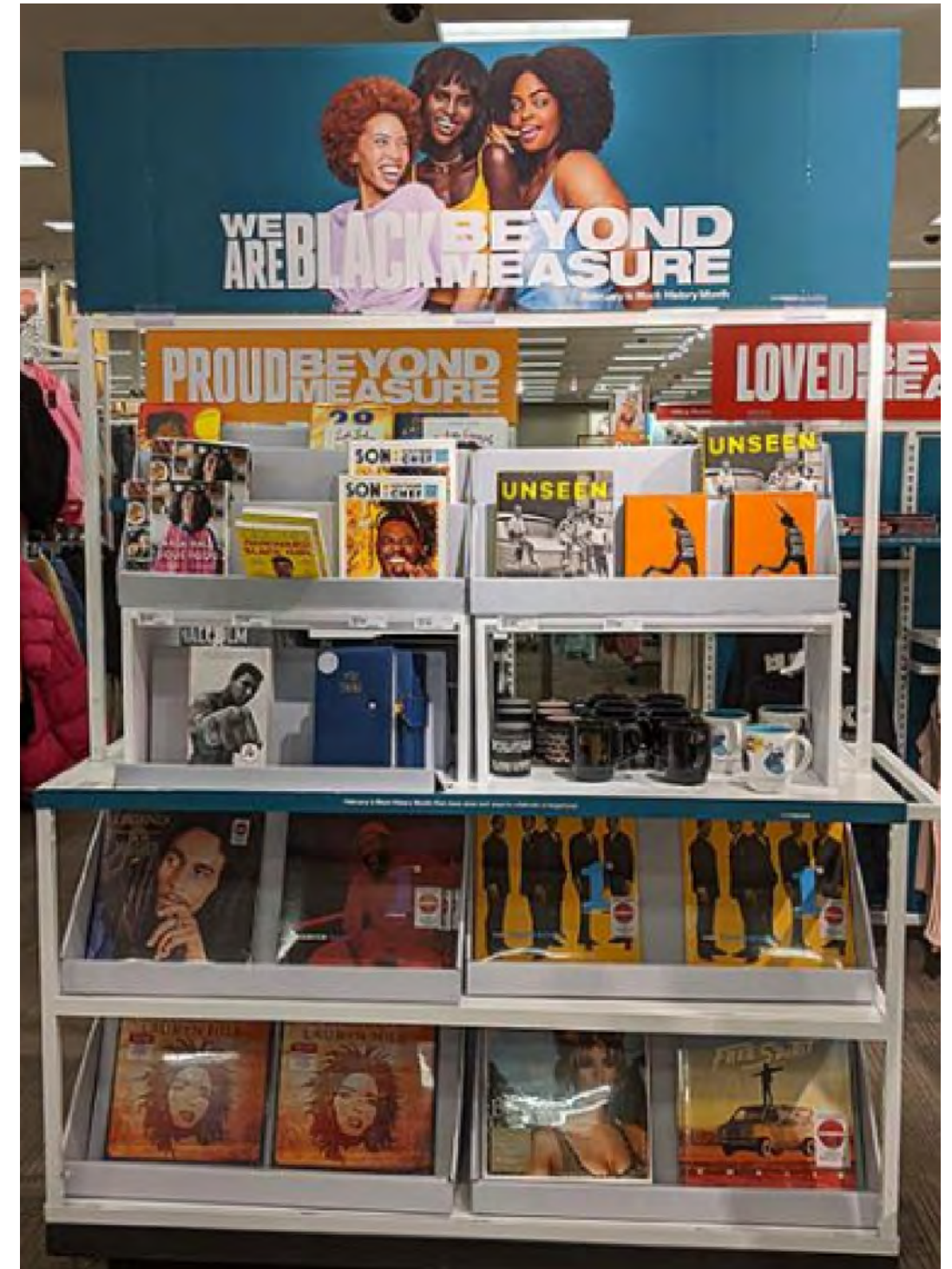
## EXPAND EQUITY & OPPORTUNITY

*Target launched their Black Beyond Measure campaign to celebrate and empower their Black guests, demonstrate Black joy and share Target's investment in Black economic vitality, 24/7/365. The retailer has committed to adding 500+ Black-owned brands to its product assortment, made it easier for guests to shop online and in-store for Black-owned brands, committed financial resources to social justice causes, and amplified black voices through paid media.*

In light of 2020's cultural movement around racial and social injustice, Target created the Black Beyond Measure campaign to celebrate and elevate the spectrum of Black success year-round. As a part of the strategy, Target committed \$2B to Black-owned brands through new product assortment, pledged \$10M towards social justice causes, and dedicated at least 15% of its editorial calendar to feature Black brands, creators, artists, guests and team members.

In-store and online, Target shined a spotlight on a unique assortment of SKUs that amplify the heritage, legacy and impact of the African-American community. It was available in select Target stores and Target.com, the collection encompassed more than 100 items from multiple categories — such as apparel, home decor and beauty — priced at \$29.99 or less. In stores, the assortment enjoyed merchandising space on multiple racks positioned near store entrances.

Target.com added a badge to help shoppers find Black-owned brands, and also developed a landing page that highlights SKUs in the collection. Additionally, the retailer engaged users online by spotlighting items and videos from Black entrepreneurs such as Rochelle Graham, founder of Alikay Naturals hair care, and linked to a page featuring favorite Black-owned brands from Target team members.



01. Today's Retail Landscape

02. The Nine Most Sustainable Behaviors

03. Intention-Action Gap

04. Activating The Nine Sustainable Behaviors

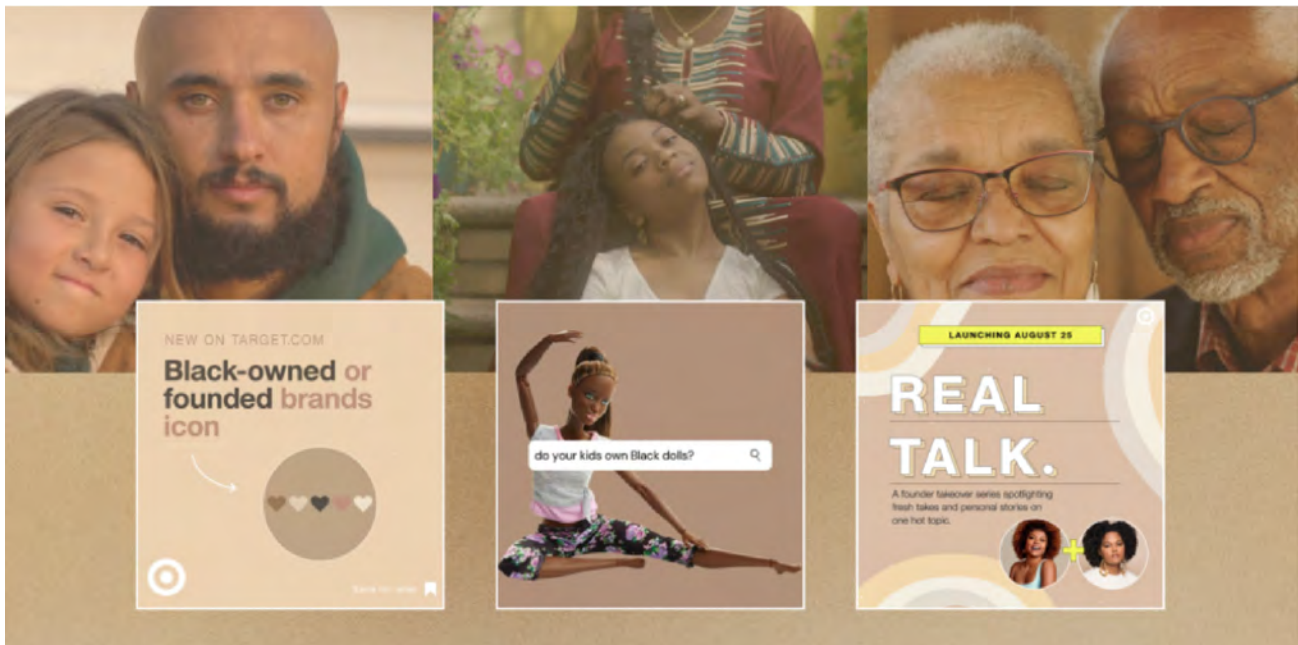
05. Ten Key Principles

06. Unleashing Your Collective Power

07. Additional Resources



# EXPAND EQUITY & OPPORTUNITY



The campaign was launched in 2020 during Black History Month, and again got media and merchandising support during February 2021. But the efforts to support and celebrate the Black community is not a once-a-year effort. Target's African American Business Council, which includes more than 1,000 team members, was the driving force behind creating the black-owned assortment five years ago and continues to advise on the collection. The team also spent months creating meaningful events at their Minneapolis headquarters to help educate and engage team members, as well as to celebrate their vendors.

Target's campaign has received widespread praise and recognition and has driven positive results for the company. After the initial launch in 2020, the campaign's earned social mentions of Black-owned brands at Target increased by 560% over last year (734K) with a sentiment score of 84%, and garnered 3.4 billion impressions.

Target's internal data shows that 87% of shoppers ages 18 to 34 indicated the Black Beyond Measure campaign as relevant and 'shows they care' and 'aligns with my values' and Target's relevance with Black/Latino shoppers increased by 19% vs last year.

**Additional Example:** Burger King activates Pride Week in Helsinki with an attention-grabbing image of the Burger King kissing Ronald McDonald, and the words below "Love Conquers All." Learn more [here](#).

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+

grounded  
world



*Mastercard and Doconomy partnered together to create a carbon calculator so that retail banks can give their consumers a snapshot of the emissions generated by their purchases across spending categories, in addition to tools to lower their emissions and help counterbalance their impact.*

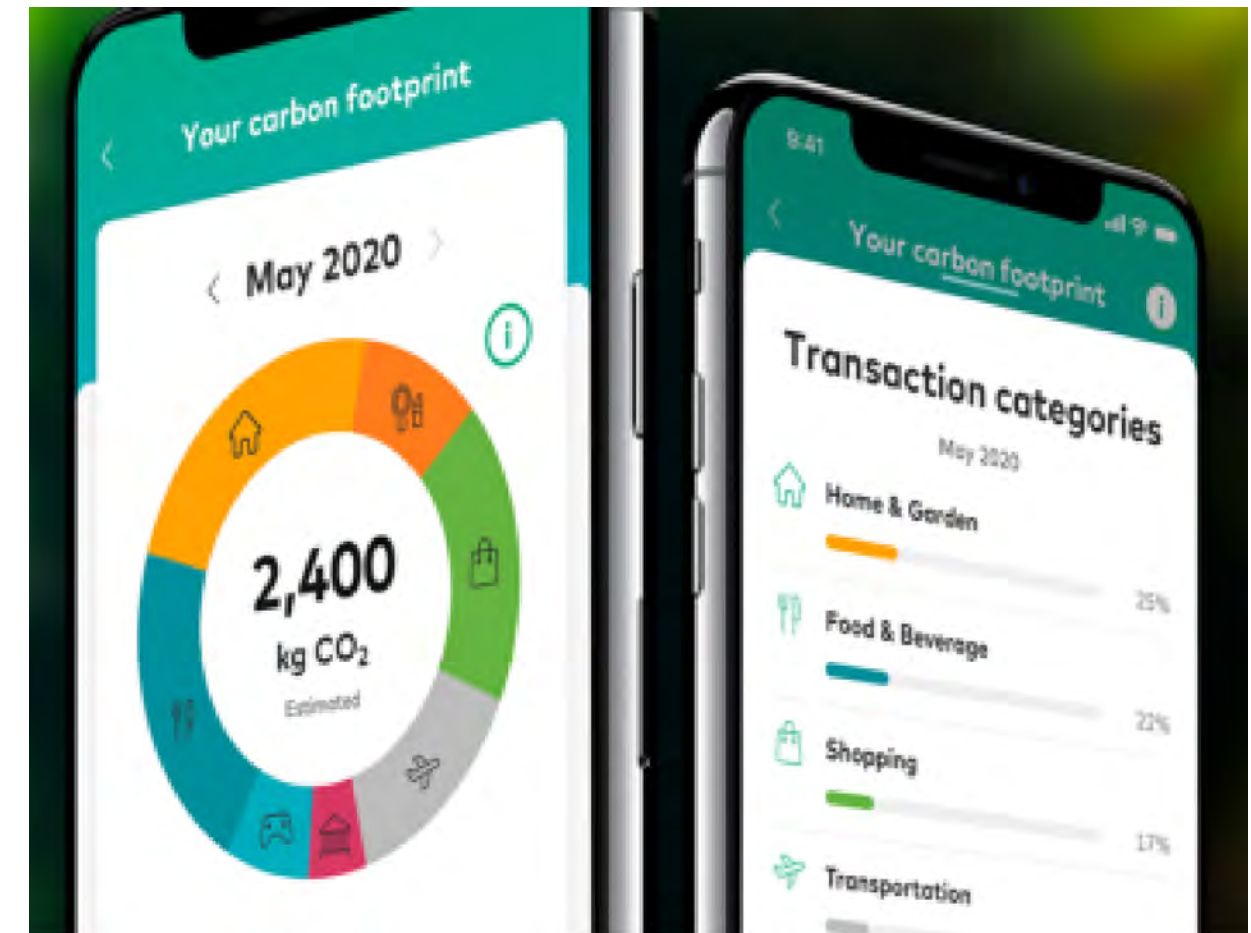
Mastercard, in collaboration with the fintech Doconomy, launched the Carbon Calculator globally in 2021, which allows consumers to track the carbon emissions of their purchases. The calculator, which was built to seamlessly integrate into banking apps, allows people to see a monthly snapshot of their spending across categories, and the estimated carbon emissions generated by their purchases. With this tool, they can compare the impact of their food purchases to their apparel purchases, for example, and can also track progress as they try to reduce their personal footprint. The calculations are powered by the independently verified Åland Index.

In addition to showing consumers the climate impact of their purchase decisions, the app also provides tips on how to purchase more responsibly and offers consumers a way to counterbalance their impact. Via the calculator, consumers can contribute to forest restoration projects, whether by donating or using banks' loyalty rewards program.

The Carbon Calculator is part of Mastercard's Priceless Planet Coalition, an effort to unite partners in action to tackle climate change and plant 100 million trees in five years.



By embedding sustainability into the very fabric of our business, we can unlock the power of our network, reaching billions of consumers and partners, to create positive change for the environment, **said Jorn Lambert, Chief Digital Officer at Mastercard.**



**Additional Example:** Amazon, the world's largest online retailer, recently rolled out its Climate Pledge Friendly program and badge to make it easier for online shoppers to find sustainable products. Learn more [here](#).

# 05. TEN KEY PRINCIPLES

01. Today's Retail Landscape

02. The Nine Most Sustainable Behaviors

03. Intention-Action Gap

04. Activating The Nine Sustainable Behaviors

05. Ten Key Principles

06. Unleashing Your Collective Power

07. Additional Resources



**01.**  
Today's  
Retail  
Landscape

**02.**  
The Nine  
Most  
Sustainable  
Behaviors

**03.**  
Intention-  
Action Gap

**04.**  
Activating  
The Nine  
Sustainable  
Behaviors

**05.**  
Ten Key  
Principles

**06.**  
Unleashing  
Your  
Collective  
Power

**07.**  
Additional  
Resources

**SB** BRANDS  
FOR  
GOOD+

grounded  
world

---

*These key principles have been shaped and informed by the experiences of our Brand for Good Corporate Partners and Grounded World, designed to be used to help close the sustainability intention-action gap.*

---

The examples throughout this guide show what some brands and retailers have been able to achieve by partnering together through commercial innovation and retail activation to help advance the Nine Most Impactful Sustainable Behaviors. What follows next are a set of 10 principles that will allow brands and retailers to better plan, create, execute and measure the impact of these types of initiatives.

Imagine these principles laid out across a kind of funnel starting with some broader strategic considerations and requirements, all the way down to more tactical, operational, and executional suggestions. Although they are numbered sequentially, they may not always need to occur in the order presented and, depending on the nature of your business, priorities and resources may vary.

Please review the Additional Resources section, at the end of this guidebook, for more information on how you can bring these principles to life and apply them to your ongoing business needs.



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+

grounded  
world

# 1. DEFINE THE RIGHT OPPORTUNITY

*Not knowing where to start is the second most-common barrier for shoppers when it comes to sustainable living but for brands and retailers it's often the first challenge.*

When brands and retailers can identify a shared sustainable behavior, that each one of them uniquely supports, they can use this alignment as a framework for activating future partnerships. This is a great first step to undertake in preparation for top-to-top joint business planning meetings - allowing brands and retailers to open the dialogue, agree on points of strategic alignment and identify any white space opportunities.

- For example, the sustainable behavior 'Go Circular' has a focus on recycled and recyclable packaging and/or repurposing used parts or products to give them a second life. This might be a key innovation opportunity area for a brand while also being a key priority for a retailer. [Mattel's PlayBack](#) program gives parents free shipping labels they can use to ship old toys back to Mattel. The program promises to give unloved old toys a second life by recycling their plastic parts into new products. Ideally, Mattel would do an exercise to identify the sustainable behaviors that are important to their retailers and see where a retailer may have a common sustainability goal to reduce and reuse packaging or parts.



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR GOOD+  
grounded  
world

## 2. CREATE ALIGNMENT ON THE INITIATIVE

*Creating alignment up front is key to delivering a successful implementation plan.*

Some retailers want brands to take the initiative and proactively recommend ways to encourage responsible shopping and consumption. In other cases, brands want retailers to take the initiative on setting expectations. Typically, both brands and retailers ultimately want the opportunity to position themselves as category and industry leaders in sustainability. However, too often there is not a direct line, a clear path, or a commercial imperative connecting brand purpose and sustainability to operations, sales, marketing, sustainability and merchandising teams. In other words, many great ideas and initiatives fail simply because key stakeholders have not been identified and/or key responsibilities defined.

Before generating pitch decks that are aimed at convincing others of your great idea, begin by investing the time to identify key stakeholders, create alignment to the overall sustainability goals and the tasks involved, including the responsibilities of everyone involved, and then agree to a shared plan of action. Then each party can move forward with implicit alignment and use this collaborative plan when briefing the broader teams, partners, and agencies that will then know exactly how and where to bring it all to life.

“As we review where our customers are focused, and where General Mills is looking to drive Global Impact, we can accelerate and expand our scale together. Partnering with customers drives our brands and our impact forward towards a more regenerative approach. **Joselyne Fynboh, Global Impact, General Mills**”

“We recognize that we multiply our impact when we work with our business partners and bring our customers along on our journey. **Caitlin O'Donnell Dillon, Corporate Social Responsibility, CVS Health**”



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

**SB** BRANDS  
FOR  
GOOD+  
grounded  
world

## 3. CONNECT TO THE CATEGORY NEED STATE

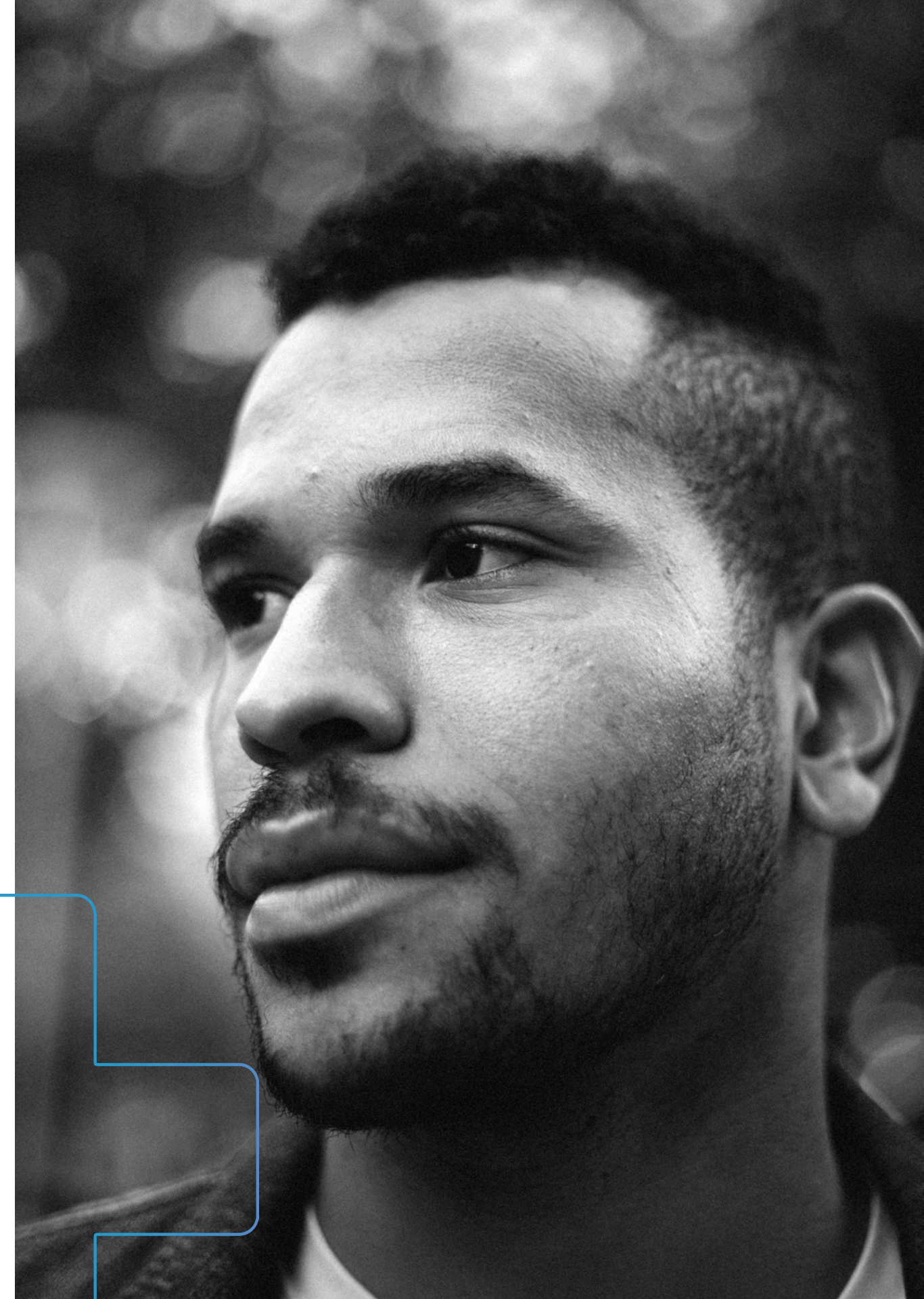
---

*To activate sustainable behavior at retail, brands must align to the consumer need, while also addressing the brand's category growth driver.*

---

The Nine Most Impactful Sustainable Behaviors are actually all needs-based category level drivers that have the potential to grow top-line category sales, margin and profit. Once a brand has aligned a sustainable behavior to a consumer need, the question to ask is, "How can our sustainable behavior help drive that need and unlock that category growth opportunity for my brand?"

- A good example is the Colgate and Walmart case study we saw earlier. The top category need state is 'clean teeth'. The chosen sustainable behavior is Reduce Water Waste. The win-win category connection is that Colgate can help the shopper get cleaner teeth and reduce water waste. It's the perfect balance between driving growth, demonstrating the superior brand benefit of Colgate, and delivering against what the world needs.



01. Today's Retail Landscape

02. The Nine Most Sustainable Behaviors

03. Intention-Action Gap

04. Activating The Nine Sustainable Behaviors

05. Ten Key Principles

06. Unleashing Your Collective Power

07. Additional Resources



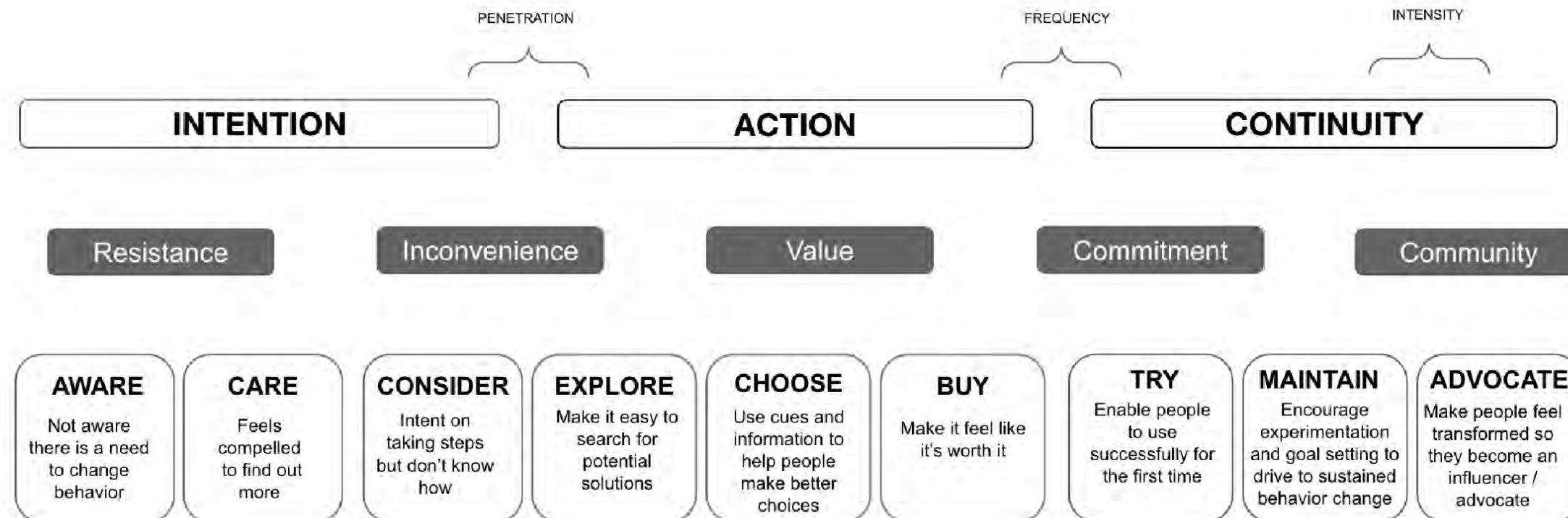
# 4. IDENTIFY POSSIBLE INTENTION-ACTION GAPS ALONG THE PATH TO PURCHASE

*Activating brand and retail partnerships that tap into the moments that matter to drive sustainable consumer behavior change is the ultimate goal.*

Once a brand has determined the key benefit (that can also help grow the category) and has identified what the world needs, the last part of the puzzle is to figure out what the shopper wants, or more accurately - identify what is preventing the shopper from making the best, most sustainable purchasing decision.

Using the framework below - find the moment that matters. If the brand's objective is penetration, then chances are that the barrier to purchase lies somewhere between intention and action - or what might be traditionally known as awareness to consideration.

In this case, low relevance, disbelief, or lack of an emotional connection might be the barrier. At a channel level, it might come down to inconvenience or perhaps the category is complex, confusing and difficult to navigate - making it hard for the shopper to make the best decision.



01. Today's Retail Landscape

02. The Nine Most Sustainable Behaviors

03. Intention-Action Gap

04. Activating The Nine Sustainable Behaviors

05. Ten Key Principles

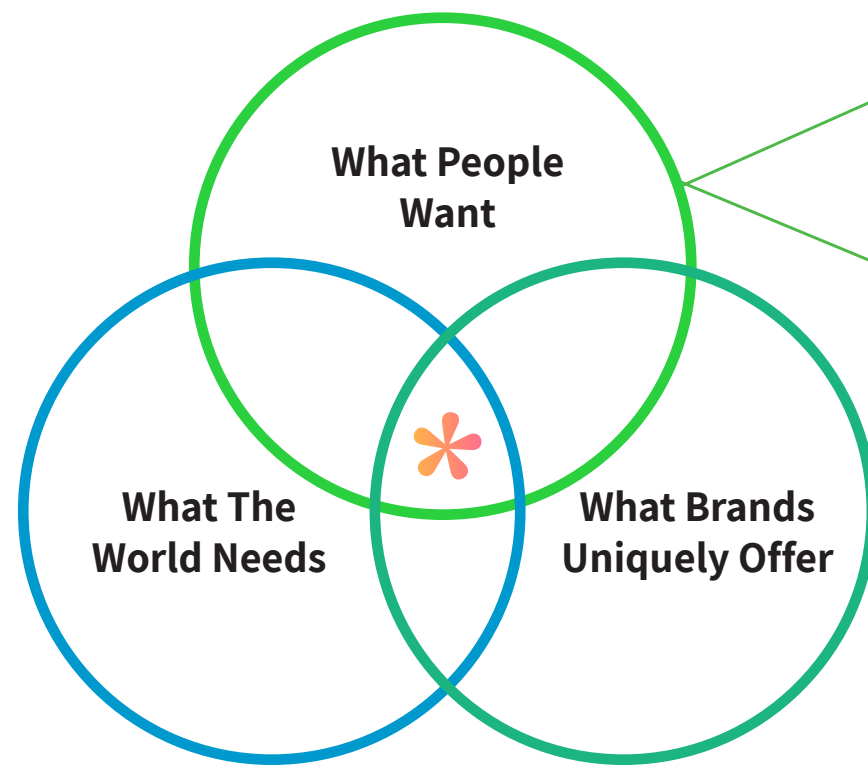
06. Unleashing Your Collective Power

07. Additional Resources

# 5. PULL THROUGH ON PURPOSE

*Exploring the tension between the barriers to purchase and identifying what shoppers really want is where brands can begin their work to close the Intention-Action gap*

Using the framework below, brands and retailers can co-create their activation ideas by aiming for the intersection of what they can uniquely offer (the brand purpose and benefit), addressing what the world needs (the sustainable behavior) and giving people what they ultimately want, by addressing the barrier to purchase that's creating the intention-action gap. It's the intersection of these three that can deliver a triple win for people, planet and profit.



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+  
grounded  
world

## 6. LET VALUES SPEAK LOUDER THAN PRICE

*Shoppers will often overlook the price of something when the perceived value aligns to their own values.*

Communicating the benefits of, or purpose behind, a brand or product in a way that is consistent, authentic and meaningful to the shopper will allow any perceived price barrier to become less of an issue.

- Be clear in communicating the message, and include any tangible proof points and examples of brand values in action whenever possible. Designing a campaign that will bring brand values to life will help to amplify the message for the shopper and also mitigate against any perceptions of 'greenwashing'.



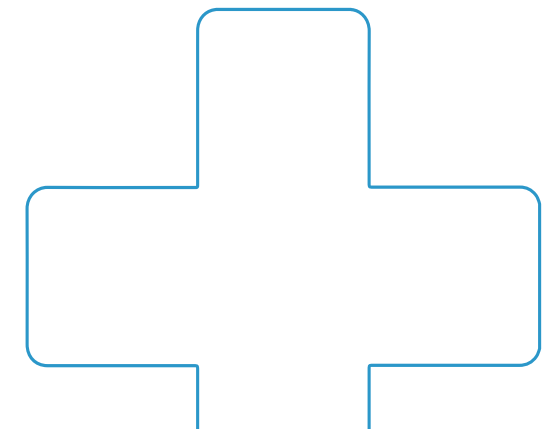
We belong to something beautiful

We encourage bold choices in beauty—and in life. Sephora Stands is dedicated to inspiring the fearlessness to make those choices. Our programs invite people to join together to preserve our planet, to support our communities, and to celebrate the beauty in each of us.

A great example of this is Sephora's diversity, equity and inclusion platform [Sephora Stands](#), which exists to encourage bold choices in beauty—and in life. This platform is dedicated to inspiring shoppers, communities and employees to make these choices fearlessly. A whole range of programs have been designed to invite people to join together to preserve the planet, support communities, and celebrate the beauty in each of us - all focused at retail.

Sephora has also taken the 15 Percent Pledge, where they dedicate at least 15% percent of their shelf space to black-owned companies. They have also commissioned the first ever large-scale study on racial bias in retail today.

Based on this research, an action plan is being implemented - aimed at mitigating racially driven bias and negative experiences in the retail environment. Their giving strategy combines Sephora-funded donations with a deeper collaboration with nonprofits. Each month, key nonprofits are featured across marketing channels, building awareness for their efforts to drive equity and inclusion, and inviting shoppers to join in. Shoppers may then contribute by redeeming their Beauty Insider points as a donation, and have redeemed more than 150 million points as donations since this program's launch in 2020.



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources



## 7. WHERE RELEVANT, GET CERTIFIED & MAKE THE CLAIM TO DRIVE SELECTION

*Objective certifications and product standards can become an important differentiator in the marketplace.*

Greenwashing is a well-documented and reported challenge. Leveraging verified third-party certifications or partnerships on products, packaging and point-of-sale materials demonstrates credibility and commitment, and can secure instant preference, accelerate de-selection and make choosing the most impactful brand much easier. Objective third-party certifications can also provide key facts or claims to help clearly connect the brand or product to its positive impact and also drive sustainability and communication strategy across the organization.

If none exist, there is an opportunity to create an internal program or set of criteria that you can implement, however, it's important to evaluate this strategy carefully so as not to undermine credible sources that already exist or risk confusing consumers.

- Good examples include [Amazon's Climate Pledge Friendly](#) program and [Lidl's Eco-Score](#) labeling system that uses open-source data to grade products on their sustainability credentials.



Developing compelling claims that connect the brand or product to a clearly defined, positive impact can be difficult. The common disconnect between legal compliance and motivational consumer communication can often leave the brand or retailer closer to a place of “green hush”, where they are under-communicating their efforts due to the fear of greenwashing.

Here are some guidelines to follow in order to avoid greenwashing when certifications are not yet in place:

- **BE RELEVANT:** Consider what the brand stands for, and what the world needs, at the moment that matters.
- **BE CLEAR & SPECIFIC:** Avoid vague or ambiguous language.
- **BE RELIABLE:** Use claims that can be independently or scientifically verified.
- **BE IMPACTFUL.** Make the shopper feel that they can be involved in making a positive difference.

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+  
grounded  
world

## 8. REINFORCE AND REWARD POSITIVE BEHAVIOR

*Reinforcing positive behavior, that also drives repeat purchases, is a huge opportunity and, in behavior change theory, lifetime value or transformation can't happen without it.*

One way to do this is by making the post-purchase, consumption, or usage experience fun and engaging while enabling people to make or track their impact. This can be achieved by setting up a cycle or trigger, activation, reinforcement, and reward that brings the shopper back.

- A good example of this is Picks for Positive Impact Points ([PIPs Rewards](#)). PIPs leverages the power of points, smart tools and games to record and reward daily life choices that deliver personal and planetary benefits, like walking or biking to work, opting for renewable energy, or buying sustainably made clothes.



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

## 9. CONNECT THE DOTS

*By planning and executing in harmony with all key stakeholders - key expectations, outputs and deliverables can be met and clearly defined.*

The intention-action gap isn't just an external brand, shopper or communications challenge. It's often an internal corporate, inter-departmental and operational one too. The best-laid plans are at risk of going to waste, especially when brands and retailers need to engage and orchestrate different teams, departments, and functions across their organization to ensure that activity gets sold-in, supported commercially and then executed with excellence.

Each organization and relationship is different but revisiting [Principle number 2](#) for a moment, each party should be able to move forward in complete alignment.

Sometimes it helps to have a 'SPOC', or single point of contact, who is empowered to play a coordination or project management role. Always keep brand, category, sustainability and merchandising teams constantly involved and connected and ensure that final approvers are identified and empowered.



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+

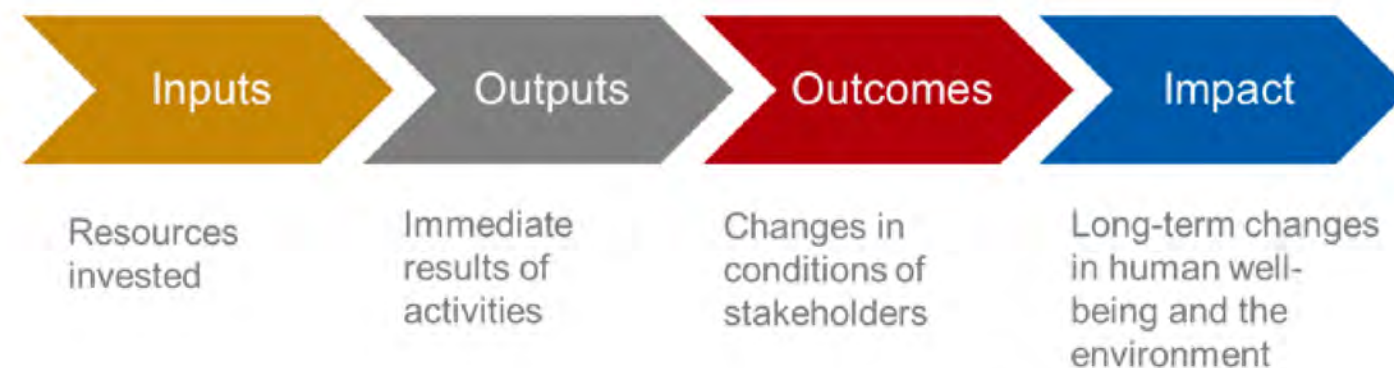
grounded  
world

# 10. MEASURE THE IMPACT AND MAKE SURE NOTHING GOES TO WASTE

*Brands need to measure the impact on people, planet, and profit - a triple bottom line.*

When it comes to measuring the impact of activating brand purpose and sustainability at retail, it's not enough to stick to traditional economic or commercial metrics and KPIs.

To do this, measure the impact on shopping behavior, category uplift, shopper's perception, and staff engagement as well as the sustainable impact over time. A simple way to measure your sustainable impact is to use the 'logic model' (see example below). Once the initiative is over, report these metrics widely and celebrate the wins. Finally, create a case study that can be used to accelerate learning and development.



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

# SUMMARY OF TEN KEY PRINCIPLES



***DEFINE THE RIGHT OPPORTUNITY***



***CREATE ALIGNMENT ON THE INITIATIVE***



***CONNECT TO THE CATEGORY NEED STATE***



***IDENTIFY POSSIBLE INTENTION-ACTION GAPS ALONG THE PATH TO PURCHASE***



***PULL THROUGH ON PURPOSE***



***LET VALUES SPEAK LOUDER THAN PRICE***



***WHERE RELEVANT, GET CERTIFIED & MAKE THE CLAIM TO DRIVE SELECTION***



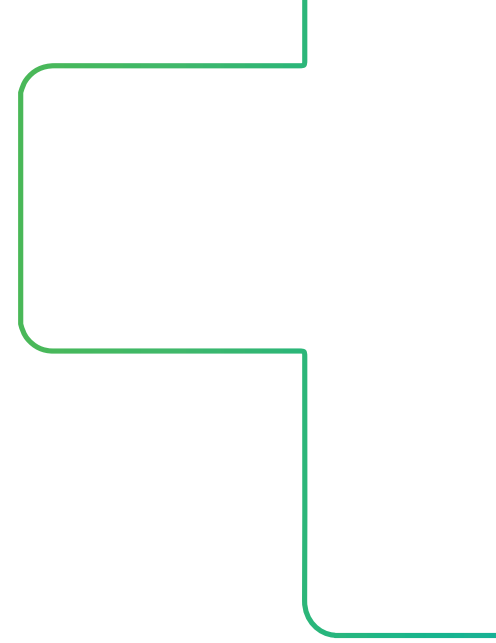
***REINFORCE AND REWARD POSITIVE BEHAVIOR***



***CONNECT THE DOTS***



***MEASURE THE IMPACT AND MAKE SURE NOTHING GOES TO WASTE***



01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources



# 06. UNLEASHING YOUR COLLECTIVE POWER

*When brands and retailers come together to activate win-win partnerships that drive progress on the Brands for Good Nine Most Impactful Sustainable Behaviors, they can harness their collective power to deliver both positive business results and meaningful consumer behavior change.*

This guidebook would not have been possible without the many hours of productive work and thoughtful conversation amongst our Brands for Good Corporate Partners. If you'd like to learn more about how you can be a part of Brands for Good, or how you can create partnerships that drive sustainable behavior change, while also conferring competitive brand advantage, please reach out to us. We look forward to seeing the collective impact that we believe this guidebook will bring.

## **Darren Beck**

Vice President, Membership & International, Sustainable Brands

[darren@sustainablebrands.com](mailto:darren@sustainablebrands.com)

[sbbrandsforgood.com](http://sbbrandsforgood.com)

## **Phil White**

Co-Founder & Chief Strategy Officer, Grounded World

[phil@grounded.world](mailto:phil@grounded.world)

[Grounded.world](http://Grounded.world)

## **A very special thanks to our Brands for Good Corporate Partners who contributed to this guidebook:**

Allie Buff, Nestle Foods, USA

Caitlin O'Dillon, CVS

Erin Goodhand, Mastercard

Geeta Chopra, Johnson & Johnson Consumer Health

Jen Russell, Clorox

Jennifer Merli, Mastercard

Jose Gorbea, HP Graphic Arts

Joselynn Fynboh, General Mills

Lauren Calvert, Johnson & Johnson Consumer Health

Leanna Pearson, Target

Mala Joshi, Johnson & Johnson Consumer Health

Marion Klausmann, Global Brand Sustainability, Procter & Gamble

## **Contributing Authors:**

Kristen Tetrick, Sustainable Brands

Pia Baker, Grounded World

01.  
Today's  
Retail  
Landscape

02.  
The Nine  
Most  
Sustainable  
Behaviors

03.  
Intention-  
Action Gap

04.  
Activating  
The Nine  
Sustainable  
Behaviors

05.  
Ten Key  
Principles

06.  
Unleashing  
Your  
Collective  
Power

07.  
Additional  
Resources

SB BRANDS  
FOR  
GOOD+

grounded  
world

# 07. ADDITIONAL RESOURCES

---

*By working together - retailers and brands can become some of the most powerful instruments for change the world has ever seen.*

---

Many leading brands and retailers have their own Environmental, Social, and Governance (ESG) goals and commitments and, in the absence of a clear and unified approach there's risk of misalignment around how those objectives and commercial priorities will translate to the shopper's experience. At an executional level, there are the usual challenges around messaging, claims, compliance, implementation, and delivering 'the results' during key trading periods that can make activating for good seem more like a 'nice to have' rather than a commercial 'must do.'

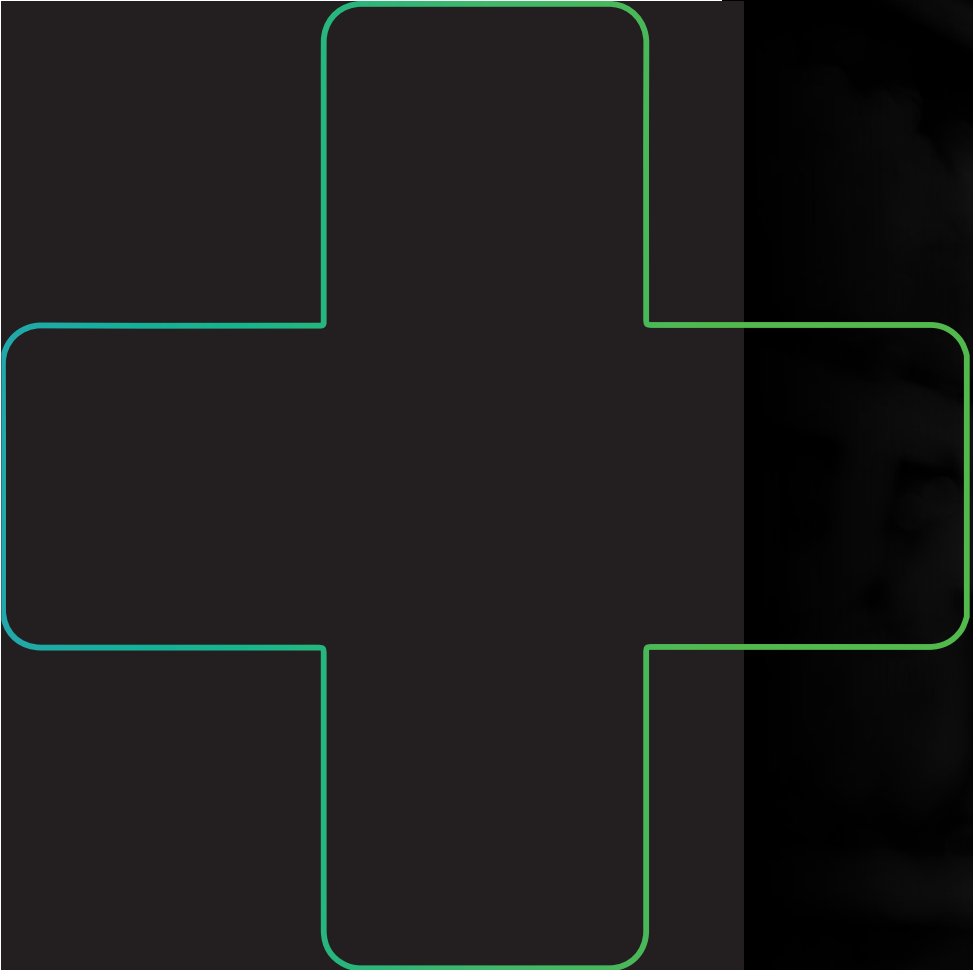
If more brands and retailers can translate their ESG commitments into partnerships that drive commercial innovation and better shopping experiences, they will not only deliver better margins and customer loyalty, but will also play their part in accelerating achievement of the Sustainable Development Goals.

To help the Sustainable Brands and Brands For Good community along on this journey, access to the following tools below are available:

- A 45-min presentation, free to all Brands for Good Corporate Partners, that will bring these key principles and inspirational examples to life.
- An 'accelerator' workshop that will enable brands to apply the tools to a live brief so they can ideate and then activate at retail.

Contact either [Brands for Good](#) or [Grounded World](#) for more information on these options.





**SB** BRANDS  
FOR  
GOOD+

[www.sbbrandsforgood.com](http://www.sbbrandsforgood.com)

grounded  
.world

[www.grounded.world](http://www.grounded.world)

