

# 7 Roles to Create Sustainable Success →

CAROLA WIJDOOGEN

A PRACTICAL GUIDE  
FOR SUSTAINABILITY AND  
CSR PROFESSIONALS



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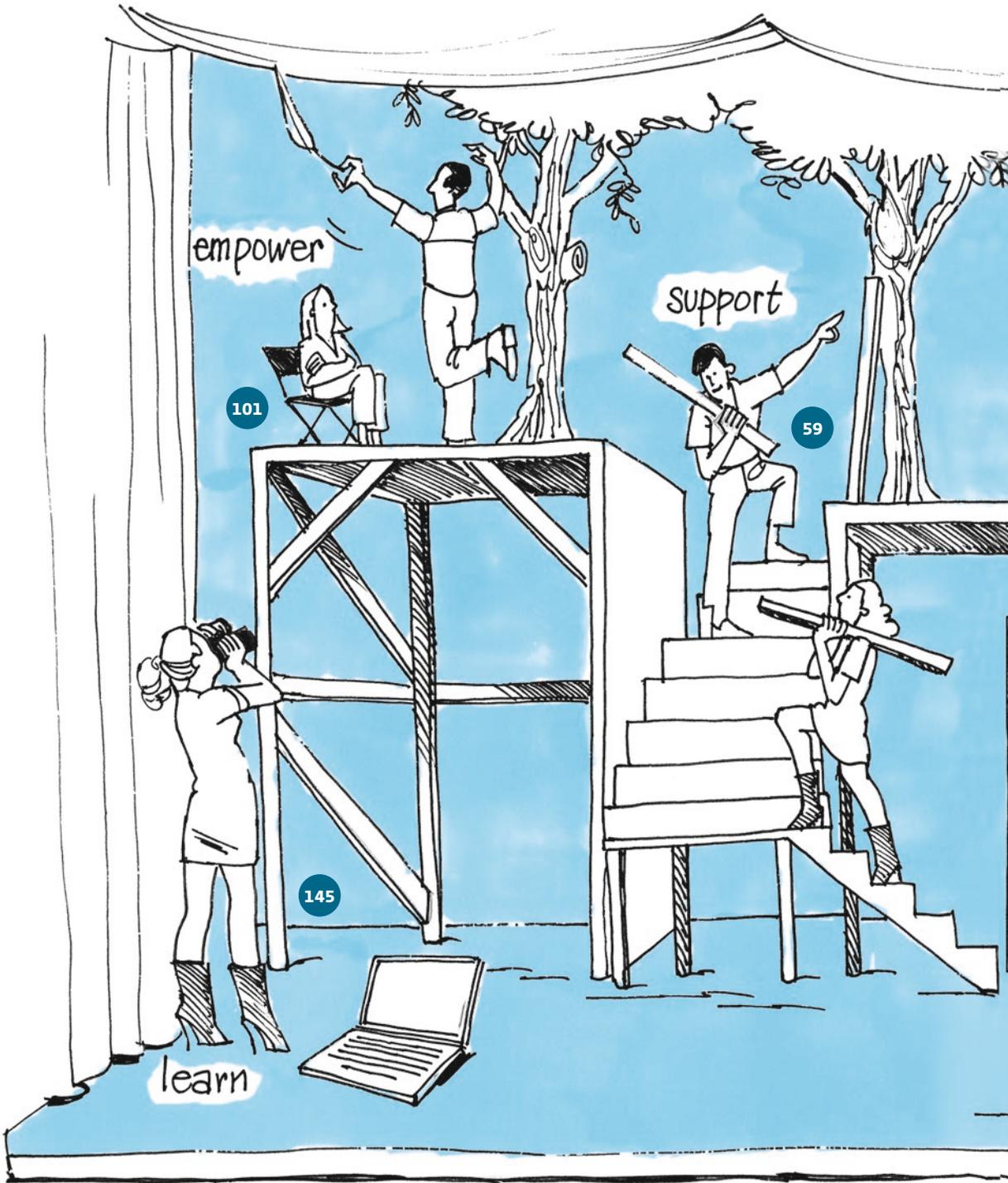
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FIGURE O.1 Roles of a sustainability professional (numbers refer to pages of chapters)





### **Speeding up transitions: new mindset, skills and competencies**

**T**he transitions we're currently experiencing are of such magnitude that "business as usual" is no longer an option. The Covid-19 outbreak dramatically exposes the vulnerability of our vital systems and magnifies the vulnerability of vulnerable individuals in our societies. In times of uncertainty, listening to the needs of all kinds of individuals is no longer a "nice to have" (if it ever was...) but a "need to have." Digitalization is radically changing the way we interact, share and produce. The energy transition requires us to question commonly held beliefs about abundance and scarcity, fundamentally rethink business models and processes and co-create innovative solutions. With the roles of government, companies, societal players and citizens shifting, the days when ideas could be developed in ivory towers are definitely gone.

Sustainability and CSR professionals are crucial change agents who can help shape and speed up these transitions. Fulfilling this important role requires the right mindset, skills and competencies. It is far less romantic and definitely way more complicated than it sounds but, in the end, far more satisfying than many of the traditional roles. At its core, it demands a strong belief that change is not only possible but urgent and non-negotiable. If you do not truly believe in what you do, why should others follow you? And because of the scope of the changes needed, you cannot do this alone. Partnership based on equality, real dialogue and co-creation are preconditions for success. Obtaining what you want is not about selling a slick story but about creating a shared mission and narrative with unexpected experts, as well as the usual suspects.

These approaches are about asking the right questions rather than receiving definitive answers. What was said and what wasn't? And what was said between the lines? The late physicist David Bohm wrote about dialogue:

*"Free dialogue may well be one of the most effective ways of investigating the crises facing society and indeed the whole of human nature and consciousness today."*

Meandering processes of developing shared plans and ambitious missions are, by definition, chaotic. So linear processes and hierarchical reporting lines generally do not apply. Change agents create the paths and connections necessary to free up the way for the incremental steps that will lead to systemic change. Paradoxically, working with so many others to serve a big goal can feel lonely. So, what do you, as a professional, need to be happy and effective in such a dynamic environment? Whether you think independently, are constructively disruptive and harmoniously persistent, is a personal choice. But giving up is not an option and self-reflection and humor are a must in order to survive.

The remarkable Carola Wijdoogen knows firsthand what it takes to be professionally effective and personally aligned with the work she undertakes in sustainability and CSR. In this survival guide, she generously shares her rich experiences and insights. It can thus help those who not only want to speed up transitions but also want to practice these principles in their everyday lives.

HRH PRINCESS LAURENTIEN OF THE NETHERLANDS, AUTHOR, FOUNDER  
READING & WRITING FOUNDATION, MISSING CHAPTER FOUNDATION,  
NUMBER 5 FOUNDATION

## Business leadership for sustainable development

**W**e live in a volatile world. Even though life — before COVID-19 — was a better experience for more people than it has been at any time in history, it is clear now that the system simply has not been functioning effectively — socially, politically, environmentally and economically.

Through shocks like COVID-19, which has caught us all woefully unprepared and has been stress-testing the system dramatically, it has become apparent that business as usual is out of question and that we need to press hard on creating a more sustainable long-term world for our people and planet, with improved risk awareness and resilience in our supply chains, operations and business models. With social inequality sadly being on a steep rise and bigger shocks than the Corona crisis yet to come, including climate change, we should better be prepared next time.

Now is a pivotal moment for business to lead the way in achieving a world where more than nine billion people have a decent quality of life within the boundaries of our planet by 2050; if we miss this opportunity, we will have failed. In 2015, both the Paris Agreement and the Sustainable Development Goals (SDGs) gave us internationally agreed frameworks we can use for transforming systems. Put simply, they emphasize the need for a deep change in the way our economies work, and in the way our energy, mobility, urbanization, food and social systems contribute to planetary and societal well-being. In particular, the SDGs provide us with a global agenda that can help stimulate action from all sectors that benefit both people and the planet.

For companies, there is a clear business case for engaging with the SDGs. Companies that understand (and improve) their SDG impacts are better placed to manage operational, regulatory and reputational risks. On the path to 2030, unlocking potentially historic market opportunities can yield at least USD \$12 trillion in business value, while generating up to 380 million jobs, as well as consolidating an enduring license to operate.

At the World Business Council for Sustainable Development (WBCSD), we have been working twenty-five years, with over two hundred member-companies from across the globe, to develop practical solutions to accomplish this. We advocate that business has a leading role to play as the world embarks upon this vital journey. In fact, forward-looking companies are not only integrating sustainability at the core of their strategy, decision-making and disclosures, as long-standing masters of innovation, they are also ideally positioned to become the implementation partner of choice in capturing

opportunities across systems change. The time has now come for accelerating the transition to a sustainable world where business and the capital markets contribute to a flourishing society and where managing a company within the boundaries of the planet is the norm.

At the core, corporate sustainability leaders are key to the achievement of these goals; they create a meaningful contribution and have a positive impact, both for their companies and for society at large. In order to effectively translate sustainability goals into action and success, companies need sustainability professionals equipped with the necessary skills. I am pleased that this book is helping accelerate sustainable development by providing the tools for professionals on their sustainability journey.

The result will be a world that is better for everyone — including businesses, which cannot survive in a society and planet that fails.

PETER BAKKER, PRESIDENT AND CEO OF THE WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (WBCSD). MR. BAKKER HAS LED WBCSD — A GLOBAL, CEO-LED ORGANIZATION OF OVER 200 LEADING BUSINESSES WORKING TOGETHER TO ACCELERATE THE TRANSITION TO A SUSTAINABLE WORLD — SINCE 2012.

The challenges we face are enormous. I have seen with my own eyes that the ice in the Arctic is melting faster than expected and our natural “air-conditioning” is disappearing. Plastic pollution in the oceans is increasing and plastic micro debris is likely to enter our food chain. The loss of nature is ongoing. Environmental disruption is increasing our vulnerability to pandemics that threaten our health, well-being, and economy. In order to protect our planet and create a sustainable future, we need to speed up and accelerate our transition to an inclusive, fossil-free and circular economy.

We have a hard task ahead, but we should not be discouraged by the magnitude of the challenge. Gradually, we are getting to know what needs to be done and we — at least most of us — even agree that action needs to be taken. The Paris Climate Convention and the UN Sustainable Development Goals have been signed and new ways of thinking about economic growth, like the Doughnut Economy, have been introduced.

A growing number of companies aim to play an important role in this transition. They see not only challenges but also opportunities and seek ways to possibly turn the tide. To support their transition to sustainable business, they often appoint a Chief Sustainability Officer (CSO) or a Corporate Social Responsibility (CSR) manager.

In 2010, I became the first Chief Sustainability Officer for the Dutch Railway (NS). The position was not only new to NS, it was also new to me. Fortunately, at that time there were several CSOs already doing a great job in similar organizations. To learn what a CSO does, I started interviewing them.

What makes a Chief Sustainability Officer effective? Most of the CSOs answered that it takes perseverance — dealing with ups and downs — and learning by trial and error to find out what is effective. As no company and no situation are alike, a one-size-fits-all solution does not exist. At the same time, I found that, although companies and situations might vary, the 7 different Roles of a CSO — based on scientific research — appears to be the same for every sustainability professional around the world. An effective CSO knows how and when which role is needed, and s(he) can alternate the different roles if the situation requires it.

From these peers, I also learned that there is no such thing as a “sustainability profession.” Our jobs are temporary, since the assignment of a CSO is to embed sustainability in all processes and activities of a company or an organization. So, the sooner we — as CSOs — become redundant, the better.

Nine years later however, the first generation of sustainability professionals is still here and the challenges we face are more complex and more urgent than ever. As a consequence, the need for more effective corporate sustainability leaders, who can speed up the transition, is growing.

Most of us learn the job by listening and exchanging information with our peers. When I was awarded the title of Dutch CSO of the Year, I made it my goal to stimulate peer-to-peer learning for sustainability professionals to boost their impact around the world.

With *7 Roles to Create Sustainable Success*, I want to contribute to that goal. I wrote it with my own experiences in mind, using the structure of the 7 Roles. What did it take to make NS the world’s first railway company with 100% wind-powered trains? Which roles did I use, when and how? In addition, the book draws upon the experiences and best practices of many other CSOs and sustainability professionals. Their willingness to help stems from the “deeper drive” that unites us: accelerating sustainability in business.

*7 Roles to Create Sustainable Success* is just one step in my journey to stimulate peer-to-peer learning between corporate sustainability leaders around the world. It covers only a fragment of the existing know-how among CSOs. I hope that it will also inspire other (former) CSOs to share their knowledge and join the global peer-to-peer learning platform of the Sustainability University Foundation<sup>1</sup>, a co-founded social enterprise with the purpose of accelerating sustainability in business!

# Introduction

What is the added value of a Chief Sustainability Officer (CSO) or Corporate Social Responsibility (CSR) manager for a company? And what kind of work is (s)he supposed to do in a company? When is a CSO, sustainability or CSR manager effective in his or her job? The answers to these questions are described in this book on the basis of the 7 Roles that are needed to fully embed sustainability or corporate social responsibility in a company.

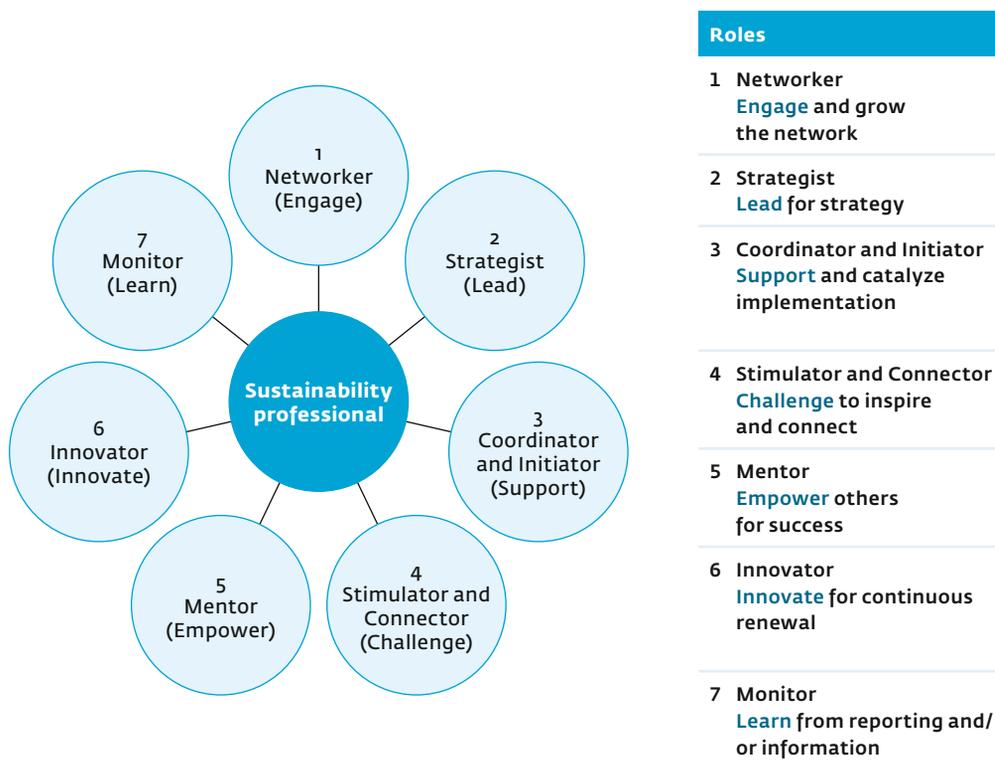
Each role is different and adds specific value to the embedding process in the company (Figure 1.1). The roles are based on the scientific research of the competencies of CSO or CSR managers of Eghe Osagie<sup>2</sup>, in which she describes the Networker, Strategist, Coordinator, Stimulator, Mentor and Monitor roles. After conducting applied research among sustainability professionals, three amendments to her findings were made:

- *The Coordinator role* — based on the formal governance of a company — is expanded with the Initiator role, because starting a project or activity yourself and showing how changes can be made often works as a catalyst
- *The Stimulator role* is expanded with the Connector role, because the CSO — as a sustainability ambassador without formal influence — not only stimulates change but also creates new connections with a multidisciplinary cross-company approach
- *The Innovator role* is added, since driving relevant innovations is essential for achieving the sustainability goals and for realizing new sustainable business models.

CSO or CSR managers should not take on the execution or production roles of a company. In *7 Roles to Create Sustainable Success*, I link each of the 7 Roles with the specific CSR or sustainability activities that need to be done within a role, based on the practical experience of many CSOs or CSR managers.

One could view this list of roles and CSR activities as a chronological and continuous step-by-step plan. Opinions vary on the correct order in which to take

FIGURE 1.1 Short overview of the roles of a sustainability professional



the steps, but it seems logical to start with the Strategic role. Then you are focusing on the “why” of sustainable entrepreneurship or CSR and the creation of a vision and (integrated) strategy. The interpretation of the “why” largely determines the focus of your work as a CSR or sustainability manager. But starting with the Monitor role can also be effective because, in that role, you can determine your starting point by making clear what has already happened in the field of CSR or sustainability. My experience, however, is that practice is not always reflected in a step-by-step plan. I myself have followed a different order and I have often been busy with different activities and roles at the same time.

Some activities are linked to more than one role. In this book, I describe a role by showing the typical key activities that need to be executed, although these might be useful for other roles as well. So, for example, I show the role of the Networker by describing the practice of involving stakeholders. However, by involving stakeholders in your Network role, you are also creating internal support for sustainability (Stimulator role) by bringing questions

### Description of the role

Create and maintain networks around the sustainability field and the organization's sustainability program. Representing the company and its program in meetings with external *stakeholders*, peers and other parties. This is all about engaging the relevant stakeholders.

Develop the sustainability strategy and integrate this into the overall strategy of the organization. This is all about creating a *vision and mission*.

Support people in other departments in the organization to implement the sustainability strategy **using the governance/organizational structure**. You work with many others to create an (integrated) *plan*, to *embed* it into the organization and to set things in motion. Initially it might include starting up iconic projects yourself.

Act as a sustainability ambassador, inspiring (outside-in) and activating others to integrate sustainability goals into tasks, usually **without formal influence**. This is all about *generating support* within the organization.

**On an individual functional level:** advise, inform and train colleagues, to enable them to achieve the sustainability goals. This is all about *translating sustainability to the daily reality of the workplace* of each team.

Initiating and guiding innovation processes, so that ideas and innovations can come to life and lead to implementation of sustainable business models, products and services. This role is all about embedding sustainability in innovation processes and *initiating and coaching innovation projects*.

In the monitoring role, you monitor, report and evaluate the progress of the sustainability goals and the related development of the organization. You collect, interpret and act upon relevant information. This role is all about (proactively) *measurement, reporting and improvement*.

from outside into your organization. And in your Network role, you are not only involved with stakeholders, you are also building networks of peers to obtain ideas for your innovative processes.

The classification of roles and activities fits well with my own duties and that of various fellow CSO and CSR managers and professionals in medium to large organizations. During my research, I found that the 7 Roles are recognized in different parts of the world; however, the definition and maturity of sustainability or CSR differ substantially. As the former West Africa CSR Director of SIFCA group Franck Eba states:

*“You have to take different culture into account. CSR must adapt to the economic, social, political, cultural and environmental realities of the countries where it will be implemented.”*

Differences might decrease in the coming years, when international organizations and multinationals will continue to play an important role in setting the “sustainability agenda” globally.

Every company has its own sustainability journey. For a service provider without an innovation department, the role of the sustainability manager is different from the role in a manufacturing company with its own innovation team. Additionally, the roles and activities of the sustainability manager (or team) can change as sustainability is integrated more deeply into the organization. In an organization that is just starting its sustainability journey, you are likely to be the first sustainability manager. The Coordinator & Initiator roles will probably be your dominant roles, focusing on initiating projects and mapping what is in place already. When sustainability is integrated into the vision, the strategy and the innovation process, the CSR or sustainability manager will then focus more on challenging the organization to raise the bar and on driving breakthrough innovations. Some roles, like the Monitor role, might be taken by other departments. Eventually all 7 Roles will have to find an “owner” in the organization.

The everyday practice is different for every CSO, CSR or sustainability professional. That also makes the job interesting: not so easy to define!

### *What's in a name?*

In this book, sustainability and CSR (social responsibility) will be used interchangeably, unless the context requires a precise interpretation of the difference between the two terms. I often use sustainability, because it is in line with UN definitions and covers the overall social impact of companies. The same holds for organization and company, or any other entity that engages in business. Although I often use the CSO (Chief Sustainability Officer) as the “main character” in the book, the 7 Roles also apply to other sustainability or CSR job levels, such as sustainability managers or project managers in divisions, staff and sustainability teams.

### *My journey*

Throughout the book I will share my experiences and practices of my journey as a CSO of NS. In order to understand the context of these examples, I will first give you a short introduction to the company NS.

NS is a train operating company for passenger travel. It concentrates primarily on improving operational performance on the railways, supported by activities that include bicycle facilities, stations and improving the door-to-door journey, together with other public transport partners. It has 36,600

FIGURE 1.2 Still of video with CEO Roger van Boxtel



staff, yearly revenues of €5.9 billion, 89% of which comes from passenger transport. It is based in the Netherlands, was founded in 1837 and has one shareholder, the Dutch state. To many stakeholders, customer satisfaction, safety and punctuality are more important than the financial position. In the Netherlands, the State Secretary for Infrastructure and Water Management awarded NS the main rail transport franchise for a term of ten years to 2025. Another important stakeholder is ProRail, the network operator (part of the Ministry) that takes care of the national railway network infrastructure and allocates rail capacity. NS also operates franchises in Germany and the UK in order to — like other major European state railway companies — prepare for possible further deregulation of the European rail market.

To illustrate my journey to make NS the most sustainable railway company in the world, I will frequently refer to the major milestone, that all electric trains in the Netherlands have been running on 100% wind power since January 1st 2017. The Netherlands is believed to be the first country in the world to do this, which became world news when it was communicated by Roger van Boxtel, CEO of the NS in a very unusual way: he was tied to a windmill that was running on wind power as well. Figure 1.2 shows the still of the video. People often ask me, “how did you persuade your CEO to do this?” The answer can be found in this book.

***Structure of the book***

*7 Roles to Create Sustainable Success* can be read from cover to cover, or you can focus on specific sections if you have questions about certain issues or roles. Every sustainability manager's job is different: there is no fixed set of roles or activities that applies to all. Sustainability managers or professionals who fulfill only one or a few of the 7 Roles can easily find the roles or activities relevant to them.

In Chapters 2 to 8 consecutively, I describe the 7 Roles, explaining their deployment by describing the key activities linked to each role. I have indicated what I have done in practice, whether or not based on existing models and frameworks. I supplement each chapter with practices of other CSOs or experts and I end each chapter with a list of tips I have collected.

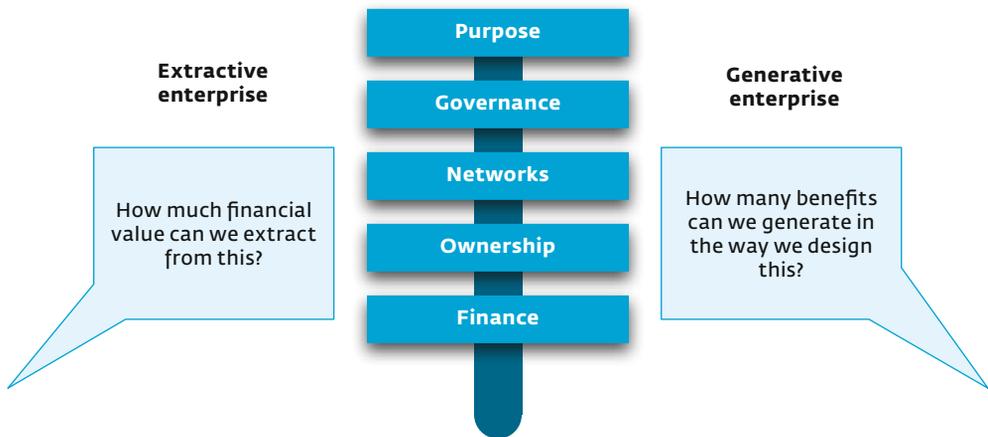
In Chapter 9, I describe the dynamics of the roles and how they can be deployed among others through an interview with Kate Raworth. First thoughts about the future of the sustainability team are shared by other experts. In Chapter 10, I describe which competencies a CSO needs most to be effective in relation to his or her roles and context. These chapters are at the end of the book because of the necessary references to Chapters 2 to 8. To get a better insight into the relevant roles and competencies for your own position, Chapters 9 and 10 can also be read first.

For the sake of legibility, the number of endnotes regarding literature and other sources has been limited in the chapters. The list of sources at the back is more extensive and also contains links to a number of relevant websites.

Netherlands, she not only answered that question but also showed me how the other 6 Roles are needed to be effective as a Strategist.

In order to become a Doughnut enterprise — and to deliver generative results<sup>33</sup> — Kate Raworth states that companies can only do so if they align all five of these business design traits: purpose, governance, networks, ownership and finance(Figure 9.3).<sup>34</sup>

FIGURE 9.3 **Doughnut Economy (Kate Raworth)**



The CSO can be key in transforming a company into becoming a Doughnut enterprise, especially in (re)defining its purpose (Strategist role) which is key, finding aligned partners (Networker role) and aligning governance (Monitor role) by setting long-term Doughnut metrics. However, once the enterprise has changed its strategy into “being generative”, all 7 Roles are important in implementing it (roles of Stimulator, Coordinator, Innovator and Mentor). What is not mentioned here are the two toughest design criteria — ownership and finance. It may not be easy for the CSO to influence ownership but he/she can certainly influence the relationship with finance; for example, in terms of making his or her company a leader on carbon disclosure.

Kate Raworth: “In order to be able to fulfil your role as Strategist (lead for strategy/purpose) you should be in the right position. Who are you seen as (a CSO)? A great indicator is: where do you report to? Where are you in the organization and how serious is your role taken? A CSO should report to the board and not to staff directors of legal, finance or communication departments. The next thing is to figure out a way to get The Doughnut into the boardroom. Before you even can think about incorporating Doughnut thinking into your

strategy/purpose, you have to open up the conversation in the boardroom (Stimulator & Connector role). You could use visuals and/or gaming to answer the central question: how do we contribute? Do we have impact and/or how does this affect us? The open discussion will change the mindset of the board. In addition, a great way to shift mindsets is to show what the competition does. As a CSO, you probably have a great network (Networker) and can share the best practices of ‘competing’ companies/partners, with values that you want your board to embrace.

The strategy could be set by plotting where you are in The Doughnut currently and where you would like to be in three or five years. To support implementation of a Doughnut strategy (Coordinator & Initiator role), it helps to show a good business case and this effect should be supported by data (Monitor role). To give an example, there is a great business case for the human resource department. Implementing a Doughnut strategy and purpose will attract and motivate the current and especially the next generation employees. In addition, if employees are motivated by heart, they bring in their full selves to the job, facilitating the CSO’s Mentor role: empower others for success. To achieve the set goals, circular/Doughnut criteria should be set for designing innovations. The CSO as Innovator can support defining those criteria.”

## 9.2 Sustainability dynamics in practice

### *Balancing the 7 Roles in a global environment*

According to Wineke Haagsma (Director Corporate Sustainability PwC The Netherlands & EMEA) the 7 Roles of a CSO, CSR or sustainability manager are broadly and globally recognized. Answering the question about which mix of roles is most effective in a global environment, she tells that this greatly depends on three things: timing, culture and stakeholders.

*“For timing, you need to analyze at which stage of maturity is sustainability in your organization. Then be sensitive to the particular culture you are working in. Different roles are more effective in certain regions than in others, all depending on the culture. Last but not least, your stakeholders: everyone has a personal preference in style and the way you approach them and bring them on board. Only if you make a sharp analysis on those three, will you be able to find the right mix of roles that optimize your sustainable transition.”*

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## About the Author

After obtaining a business degree at Nyenrode University, I graduated in 1992, as a Master of International Relations with a focus on Energy Markets, Environment and Technology, at the Johns Hopkins University, SAIS in Washington DC. After several years of working as a consultant in energy and sustainable energy solutions, I became co-owner and CEO of a consultancy business in energy procurement and management. In 2003, I joined the NS as Chief Procurement Officer. After a commercial position as Head of Portfolio Management and Innovation, I was appointed the first Chief Sustainability Officer (CSO) of NS in 2010. Working together with my peers and colleagues to make NS a climate-neutral, circular and inclusive company has been the most inspiring and challenging phase in my career. In 2014 I was rewarded for achieved results, when I was awarded national CSR manager of the year. The next year I also entered the “Sustainable Top 100” of a national newspaper at number 51, to climb up to position 11 by 2017, the same year that the trains ran on 100% wind power. The jury report highlighted my innovative work on sustainability reporting and renewable energy procurement. I believe in the power of business to accelerate transition to a sustainable world as well as the power of peer-to-peer learning. In February 2019, I left my job at NS to boost my activities in the field of empowering sustainability professionals, such as the writing of the book, *7 Roles to Create Sustainable Success*, which is an English translation of my acclaimed Dutch book, *MVO doe je Zo*. For the book I worked together with other CSOs, who have contributed their experiences and practices. Besides being a practical guide for sustainability professionals, *7 Roles to Create Sustainable Success* is — like the Dutch version — also suited as a text book for universities. In 2019, I co-founded with Elfriek van Galen, the Sustainability University Foundation, a global platform for sustainability professionals with on and off-line peer-to-peer learning activities and research. Working with students and developing new knowledge is one of my key drivers. I do this by guest lecturing at several international universities, like Yale School of Management, Nyenrode University and the University of Amsterdam, and by holding several non-executive positions such as Chairman of the Supervisory Board of Utrecht Science Park and member of the Advisory Board for Business Administration at Radboud University.



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"For sustainability professionals, true success can often be elusive. Carola Wijdoogen's book is a comprehensive guide to the seven roles required of any successful chief sustainability officer. A must-read for practitioners, students, and scholars who want to make an impact." **MICHAEL KOBORI** FORMER VP SUSTAINABILITY AT LEVI STRAUSS & CO. AND CSO AT STARBUCKS COFFEE CO.

"As sustainability becomes more and more central to the operations and strategies of companies, the role of the chief sustainability officer becomes ever more critical and ever more systems-based. Carola guides us through the nuances, challenges and skills that are central to any CSO role today." **TODD CORT** LECTURER IN SUSTAINABILITY AT YALE SCHOOL OF MANAGEMENT

"A new and important view of the exciting and transversal work of sustainable professionals that requires multiple human qualities." **DR. FRANCK EBA** PRÉSIDENT DE RSO CÔTE D'IVOIRE

"If you ever needed to know what it takes to be a sustainable leader for these times, this book is an excellent collection of anecdotes of the qualities needed to succeed in this field!" **JANICE LAO** DIRECTOR OF THE GROUP CORPORATE RESPONSIBILITY AND SUSTAINABILITY AT THE HONGKONG & SHANGHAI HOTELS LIMITED AND OWNER AND OPERATOR OF THE PENINSULA HOTELS AND OTHER LUXURY REAL ESTATE ASSETS

"Good ideas within a company often form a mosaic of initiatives. Everyone contributes. But it cannot stop with ideas and good initiatives. This book shows — from practice — how to achieve a sustainable company: different types of people and roles in the different phases — from idea to implementation — are needed. You are into sustainability or you are out of business." **ROGER VAN BOXTEL** CEO NS

"7 Roles to Create Sustainable Success not only serves as a guide for sustainability professionals, but helps board members and CEOs understand that sustainability work is not a side project, but central to their company's strategy, business goals and, ultimately, their ability to lead and innovate in their industries." **DARLENE DAMM** CHAIR AND PRINCIPAL FACULTY OF GLOBAL GRAND CHALLENGES AT SINGULARITY UNIVERSITY

"A must-read for everyone who is involved in sustainable transformations!" **WINEKE HAAGSMA** DIRECTOR CORPORATE SUSTAINABILITY PWC THE NETHERLANDS & BELGIUM

*7 Roles to Create Sustainable Success* is a practical guide for corporate social responsibility (CSR) managers, sustainability professionals and other sustainability change agents in all type of businesses and organizations.

Which roles and practices do you adopt to effectively guide businesses towards a sustainable future? And what skills and competencies do you need as a professional to establish sustainable transformation? In *7 Roles to Create Sustainable Success*, Carola Wijdoogen shares the insights of 25 professionals around the world and her own experiences as CSO of Dutch Railways (NS), which she helped transform into a climate-neutral, circular and inclusive railway company; for example, the Netherlands was the first country in the world with trains running on 100% wind power.



**Carola Wijdoogen** is an experienced sustainability professional, author, coach, teacher and speaker. She is co-founder of the Sustainability University Foundation and creator of the science-based 7 Roles method®.

