

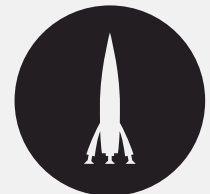
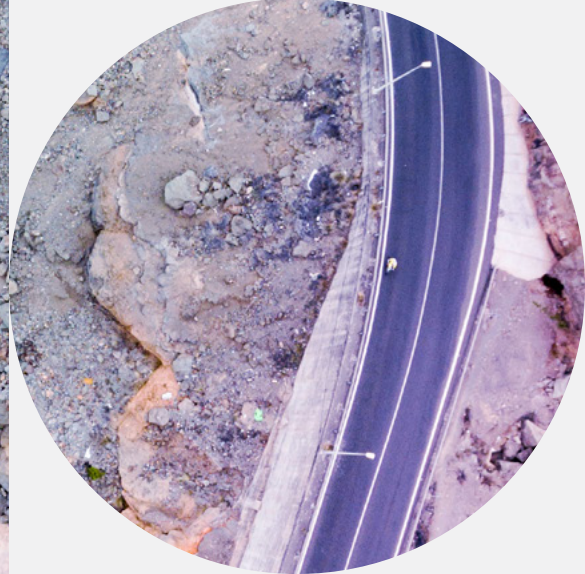
State of Purpose

2023

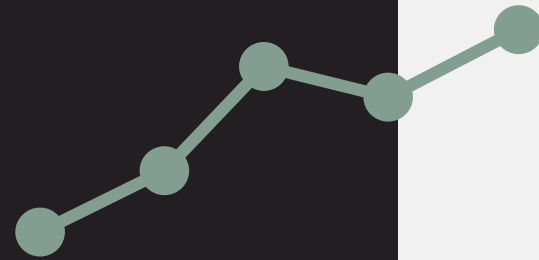


Start here:

A guide for creating sustainability actions with purpose



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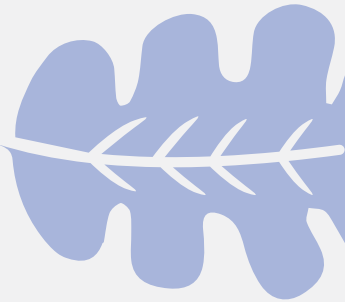
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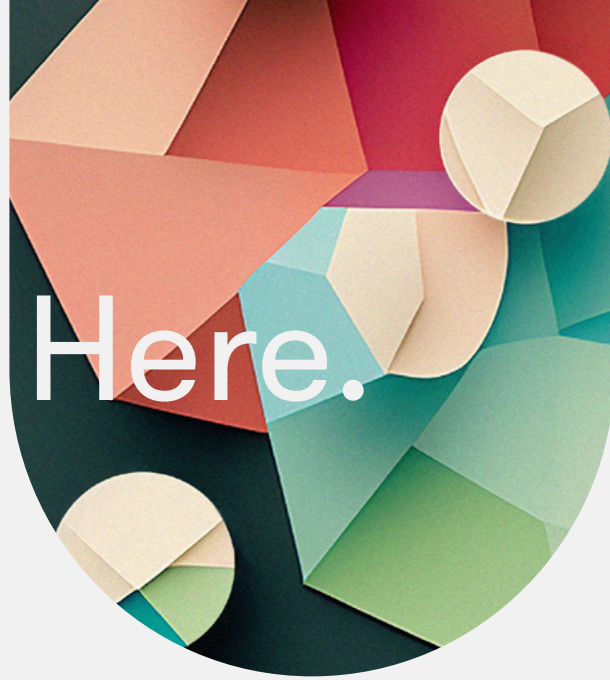
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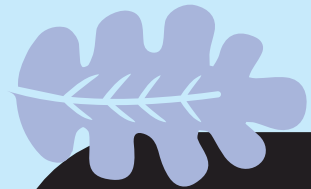
Resources



Start Here.



You are here because you are looking for guidance in developing a sustainability strategy. Maybe you have articulated public commitments but they are not united together under a common framework. Or you struggle to find time and resources to create more rigor around goal-setting, measurement and the governance aspect of sustainability with your brand, let alone tell a consumable story to your stakeholders.



“ The best time to plant a tree was 20 years ago.
The second best time is now.”

— Chinese Proverb

Wherever your organization may be in your sustainability journey, you can benefit by reviewing what is material to your business — specifically, your key risks and opportunities.

Taking time to work this out can help you get to an actionable, credible sustainability strategy. This work can lead to powerful innovations — new processes, products and services — that are good for your employees, your brand and society.

Designed to help you identify and map the material issues that can impact your business, this guide features 11 sections of ideas that can supercharge your organization’s resiliency: a purpose-led sustainability strategy.

Supported by proprietary data and case studies of inspiring brands in action, “**State of Purpose 2023: Start Here**” is a how-to guide to materiality.

Give it a go — then align your organization, innovate new products and services, maximize your impact and realize your brand’s biggest possible future.

Point of View:

The connection between Purpose + Sustainability

In the minds of your stakeholders, your brand is every action it takes — from how you treat your employees to how you interact with consumers, other stakeholders and the world.



“ Purpose and sustainability must be rooted in authenticity, integrated into organizational culture and consistently measured. Ultimately, the choices a brand makes to demonstrate its purpose must be visible, intentional, consistent and meaningful to stakeholders.”

— Ken Beaulieu, SVP, Center for Brand Purpose, ANA



The good news? Operate your business as a unified whole, drive it from a core belief and fuel it with purpose, and it evolves into something much greater than the sum of its parts: a whole brand, those that dominate the market and hearts of consumers and employees alike.

What do we mean by purpose?

Purpose is not an isolated idea or a marketing tactic; it is an everything tool, an ideology that can and should guide and inspire everything your brand does, inside and out, from strategy to the culture of your organization.

Such actions lead to extraordinary plus points — such as an engaged workforce and consumer base, better innovation, stronger stakeholder relationships, and increased revenue and brand equity.

And since we define purpose as **why** your brand exists beyond profit, then sustainability is the **how**: How are you proving your purpose to the world?

Sustainability is balancing the profitability of your organization with its impact on people, planet and communities.

Sustainability can inform the development or evolution of your brand purpose, helping you identify the most important contribution you can make to society, but its value is far greater than that. It requires you to explore the whole measure of your impact — both risks and opportunities.

While your brand purpose can focus on one or two key areas, to be a whole brand, you need to understand its full impact. This enables you to be resilient because you anticipate and activate against key risks. And, in today's always-on, digital world, your company reputation is only as strong as your weakest action.



Think Adidas — a brand that wants you to appreciate its “Through Sport We Have the Power to Change Lives” brand purpose and how it manifests its innovative collaborations like its use of ocean plastic to create new cutting-edge sneakers.

But when activists call out inconsistencies — such as failure to pay their workers — that brand purpose can feel sorely lacking and backfire on the business.

Reference:
theguardian.com/fashion/2023/jan/16/berlin-fashion-spoof-causes-chaos-as-adidas-denies-involvement

Defining Purpose



Brand Story
Brand and competitive review.
In-depth interviews with brand stakeholders.

Consumer Needs
Consumer and other stakeholder research.

World View
Company impacts across people, planet and community. Risks and opportunities assessment.



Purpose^S

Purpose-led brands are strengthened through sustainability thinking.

Purpose is reinforced by Sustainability

Sustainability is reinforced by Purpose

If you're going to operate as a holistic system, as a whole brand, then your purpose must power your sustainability commitments, and your sustainability commitments need to be comprehensive and embedded in your organization.

Bring them to life in your organization's routines and traditions, educate your product teams and infuse them into your customer experience. Learn more about your supply chain and vendor partnerships as well as their views on sustainable business practices.

Then, empower your sales and marketing teams to understand what parts of your sustainability strategy are most relevant to your customers and consumers — and tell your stories to exhibit your commitment to both your brand purpose and your sustainability initiatives, as they should mutually reinforce each other.

Sustainability^P

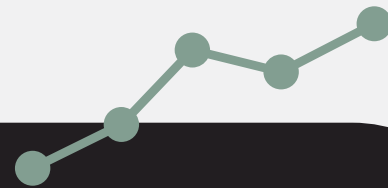
Sustainability outcomes are stronger when they are connected to a core idea or purpose.



Note:

Developing the right brand purpose for your brand is an exercise unto itself. Please visit the Resources section of this guide for more ideas on how to develop and pressure test a purpose that becomes a competitive advantage for your brand.

Modern consumer behavior is changing: after the events of the past several years, people want to live more sustainably — and they expect brands to make this easier for them.



“Today’s consumers want to change how they behave, and their consumption and economic activities reflect their concern for the way the world is going.

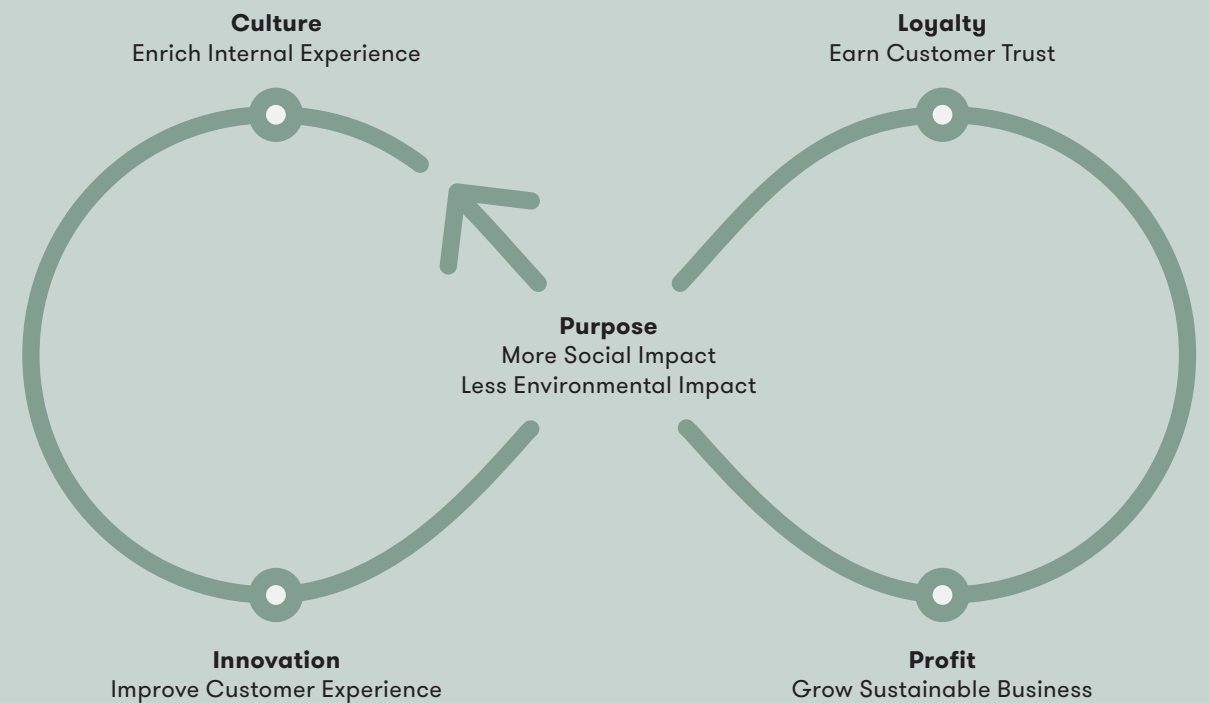
As a brand, ensure you are looking at the world from both a risk and opportunity perspective. Sustainability should not just be about box-checking around risk — it’s a deep understanding that what customers, regulators and investors care about is changing.”

— Aniket Shah, Managing Director, Global Head of ESG + Sustainability Research, Jefferies

They aren’t just looking at your advertising to make their purchasing decisions — they’re highly connected, with info at their fingertips.

They want proof and evidence of impact, whether that be anecdotal or measurable indicators that show you put action behind your words. They can quickly see how others are talking about you in your social channels, ratings, reviews, whether you’re a bad employer. They’re using all of that information in their decision-making process.

Developing a sustainability strategy is how you set yourself up to engage with key audiences across your brand, and build resilience into your business. It should support your brand purpose by making it more meaningful and actionable. And it can connect your brand with modern consumers, employees and all stakeholders.



So consider this a quick guide to jumpstart the development of your own brand's sustainability strategy. We use these same prompts, ideas, tips and tricks in our own work to analyze and map an organization's risks in order to transform them into laser-sharp opportunities that inform actionable sustainability plans.

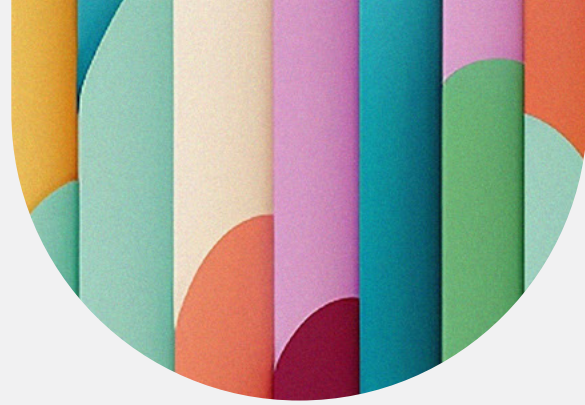
Done right, these actions become real stories that lead to powerful and authentic word of mouth and social sharing from your employees and consumers.

This work isn't easy but it's important: it can align your organization and connect you with consumers in powerful ways — because the more your purpose powers your commitments to people, planet and community, the more inspired your brand culture is to deliver profit and continuous impact.



Prompts:

- 1** How prepared is your business to withstand the macro risks and opportunities in today's market?
- 2** How well do you understand the needs and concerns of the people in your business from employees to consumers, investors and suppliers?
- 3** How are you measuring the impact of your business beyond profit and shareholder return?

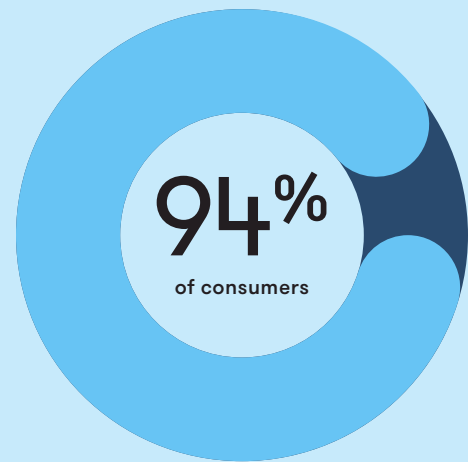


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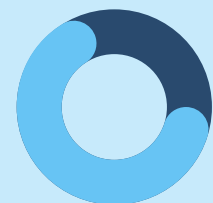
Business case: State of Purpose research

Each year, we research modern consumer sentiment around a variety of issues, including purpose and sustainability. What we see cemented in this year's data is that, despite tighter corporate purse strings, purpose and sustainability matters to consumers and to employees, as worker expectations for well-being is on the rise.

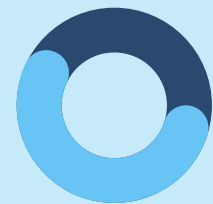
ESG



say supporting ESG "Brands" is as important or more important now than 12 months ago.

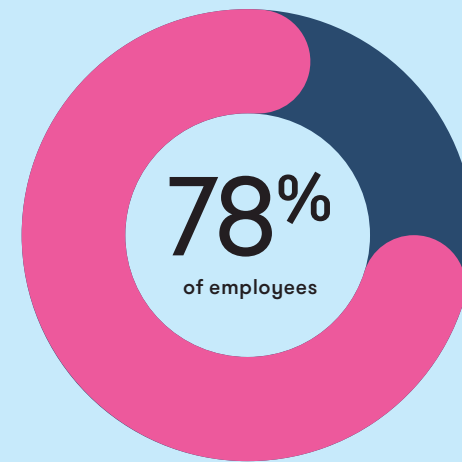


say it's difficult to know if a brand is acting ethically.

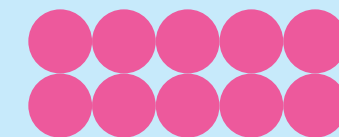


look for proof a brand is taking action for their values.

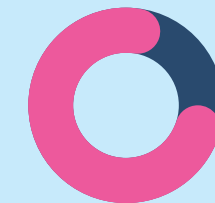
Culture



say it is important to them that the values of an organization align with their own personal values.



Employees are over 10 times more likely to recommend a purpose-led company.

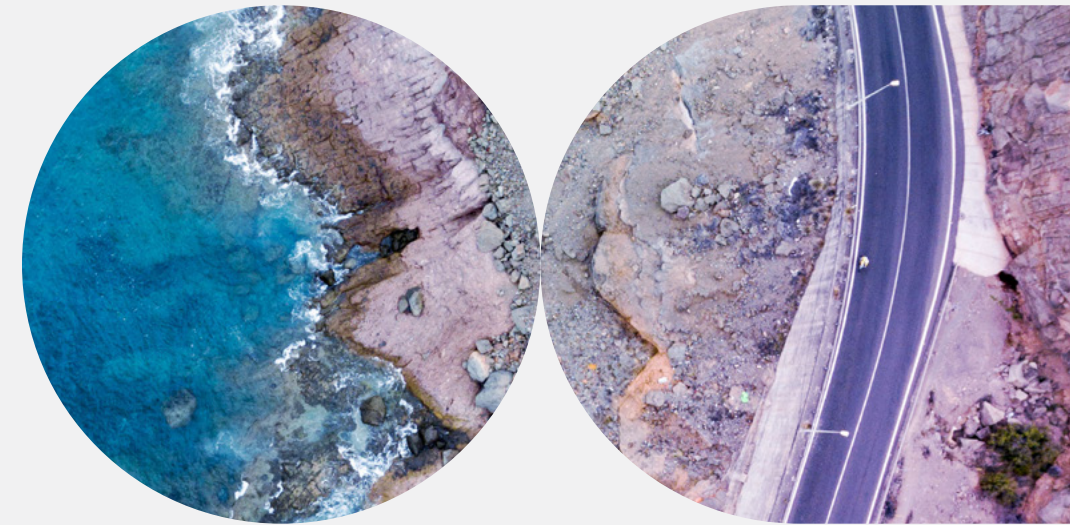


of employees say working for a purpose-led company brings out their best work.

Primer:

Materiality + Measurement

How to identify the risks and opportunities for your business.



What is materiality?

Materiality is the process of identifying, refining and assessing the environmental, social and governance topics that could impact your organization and your stakeholders. A materiality assessment can help you define what matters most to your company and the people impacted by it — whether employees, customers, consumers, suppliers or the local community.

It can help you manage resources, identify your brand's risks and opportunities, as well as its strengths and weaknesses. It's a broader frame of analysis that can guide you to be a better business.

Consider this: the impact of climate change in cotton-growing countries has the potential to negatively impact the commodity price of cotton. This may be a material financial risk to an apparel business, while the use of pesticides in cotton agriculture has the potential to negatively impact pollution in waterways. Both are material risks for the business: one leads to increased costs, the other leads to reputational issues that ultimately impact sales growth.

Unearthing these risks, and building a sustainability strategy to mitigate them, is critical to managing brands for the long term. A materiality assessment unearths issues relevant for your business and creates opportunities for new, innovative ideas to grow. It's also a chance to improve the way an organization operates around and communicates about its core values.

Four Steps for Mapping Material Issues

Our approach to materiality within Barkley's impact team begins with this four-step process:

- 1 Identify your most important topics:** Define relevant issues for your organization and industry by reviewing environment, social, governance (ESG) frameworks and benchmarking indices, found in the Appendix.
- 2 Listen inside and outside your organization:** Survey both internal and external stakeholders to assess their opinions on issues that impact your business. Think clients or customers, investors and shareholders, suppliers, government agencies and the wider community.
- 3 Prioritize what matters:** Plot external and internal views to define priorities, and cross-tabulate the results of both surveys in a matrix to create a priority list of issues to focus on.
- 4 Build a strategy worth sharing:** Define goals and objectives against priority issues and your brand's purpose.

The value of stakeholder input:

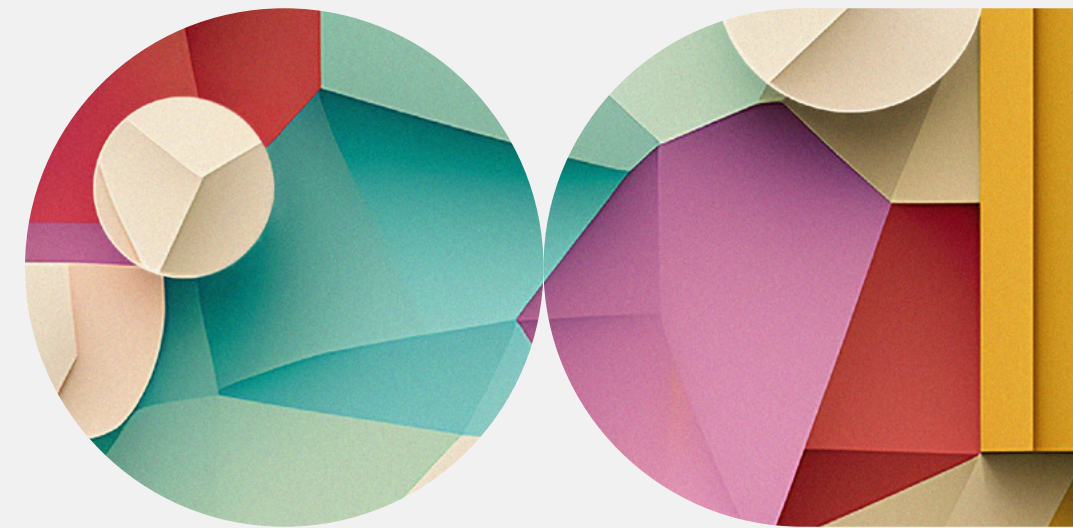
Central to a materiality assessment is eliciting feedback from stakeholders impacted by your business. Who are your stakeholders? They're your customers, shareholders, employees and resource groups, and communities that influence or are affected by your business and its operations.

Engaging with stakeholders provides access to different perspectives and opportunities for learning — all of which are critical to building credibility and trust.

As an organization, being open to different opinions can improve risk management by potentially highlighting issues you may not have been aware of.



Workshop



The following section mimics the four steps of our materiality process, which will result in a basic materiality matrix that can serve as a conversation-starter for key decision-makers in your organization.

By the end of this workshop, you will be able to:

- 1 **Identify what environmental, social and governance (ESG) topics are relevant to your brand.**
- 2 **Define the key audiences and stakeholders for your business.**
- 3 **Prioritize topics by business impact and stakeholder interest.**
- 4 **Build your strategy from important topics to clear targets and metrics.**

Step One

Identify important topics: Define relevant issues to your business and industry.

To begin your materiality process, you'll need to identify relevant stakeholder groups, key issues and business drivers. While there are a range of ESG frameworks and

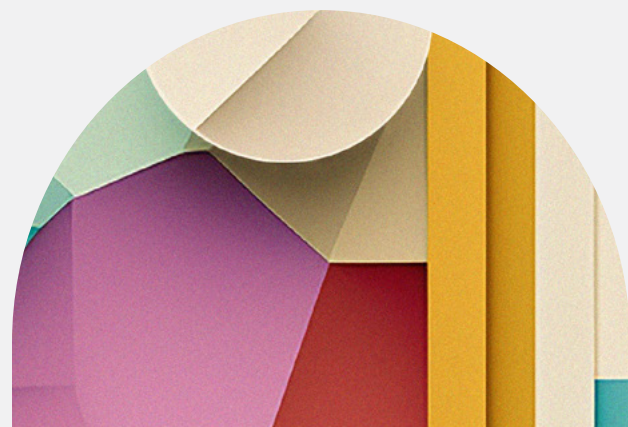
benchmarks that can help you do this (see Appendix), we're using the Sustainable Development Goals (SDGs) established by the United Nations as a guide.



Exercise: Look at the list of these SDGs and choose which of these is most relevant to your brand.

Note:

In the real world, the list of topics you choose should be compiled after reviewing sustainability benchmarks (see Appendix), as well as analyses of both industry landscape and relevant non-governmental organizations.



My Top Six SDGs

Why they are relevant to my business

Step Two

Listen inside and outside of your organization: Survey internal and external stakeholders.

Once you have identified the most important topics of material risks and opportunities, consider the individuals, groups and organizations most affected by your brand’s business practice.



Exercise: Brainstorm and list potential stakeholders that are relevant to your business, include in the first column.

Internal Stakeholders: Employees of all levels, employee resource groups and leaders, senior managers and your executive board.

External Stakeholders: Clients or customers, investors and shareholders, suppliers, vendors, government agencies and the wider community.



Exercise: Review SDGs from Step One. Which SDGs matter most to which stakeholder (column 2) and why does it impact them (column 3)?

SDGs that matter to them

Why do you think this stakeholder would be interested in this SDG?

Note: In the real world, listening to your stakeholders will inform your assessment of what issues are most important to them and why. Developing this hypothesis matrix can help inform your discussion guides for your interviews and surveys — but stay flexible to hear what is really on their minds. A robust materiality assessment should balance qualitative listening with a quantitative survey to help rank the importance of issues. The resulting insights inform priority-setting, which happens in the next step.

Step Three

Prioritize what matters: Plot external and internal views to define priorities.

Once you've surveyed what are the most important issues for your business and received feedback from stakeholders on how well your business is acting on them today, it's time to review the results. In this step, qualitative and quantitative data collected from stakeholders are synthesized into a

chart known as a materiality matrix, a visual prioritization of issues from least to most important (see Case Study: Fruit of the Loom, Inc. for an example.) It can help you balance what matters most for your business (your y-axis) with what external stakeholders think your priorities should be (your x-axis).

Consider the following graph as you prioritize stakeholder input.

Importance to Business

Not addressing this issue could have a financial and material impact on the business.

Importance to Stakeholders

Not addressing this issue could have a significant impact on relationships with stakeholders.



Exercise: Take the SDGs you identified in Step One and plot the importance of each in the quadrant to the right. Reserve the top right box for issues that are equally important to both business and stakeholder audiences.



Step Four

Build a strategy worth sharing: Define goals and objectives against priority issues and your brand's purpose.

Now it's time to define goals and objectives against your priority issues. This work will create the foundation of your sustainability strategy. Consider presenting your findings to stakeholders as well as key members of leadership within your organization.

Every SDG comes with a target and recommended indicator. Follow this link to the [SDG Compass guide](#) which shares every target and recommended indicators to inform target setting and metric development.

Through four years of proprietary research on purpose and consumer sentiment, we found labor conditions in the workplace is the number one issue employees and consumers as stakeholders typically want companies to tackle.

SDG Decent Work & Economic Growth is the SDG that covers employment and is relevant for all organizations, making it a perfect sample for this exercise. There are ten targets listed under this goal, and also recommendations on how to measure performance against the goals using key indicators or metrics.



Here's an example.

SDG	What's the SDG target?	How does this translate to a company goal?	How will you measure progress against the goal?
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	50% parity for gender in management positions by 2030.	<ul style="list-style-type: none"> a. Report the total number of employees by management position and gender. b. Report the total number of promotions by gender. c. Report the total number of new hires by gender.

Note:

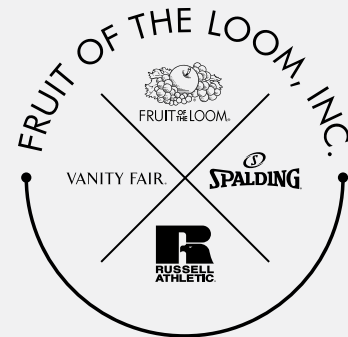
In the real world, the best way to measure impact is by using data systems that you already have available inside your organization. Think about your existing systems and tools that can help you streamline your efforts. What key partnerships — from employee resource groups and your supply chain to NGOs and community groups — can benefit your progress?



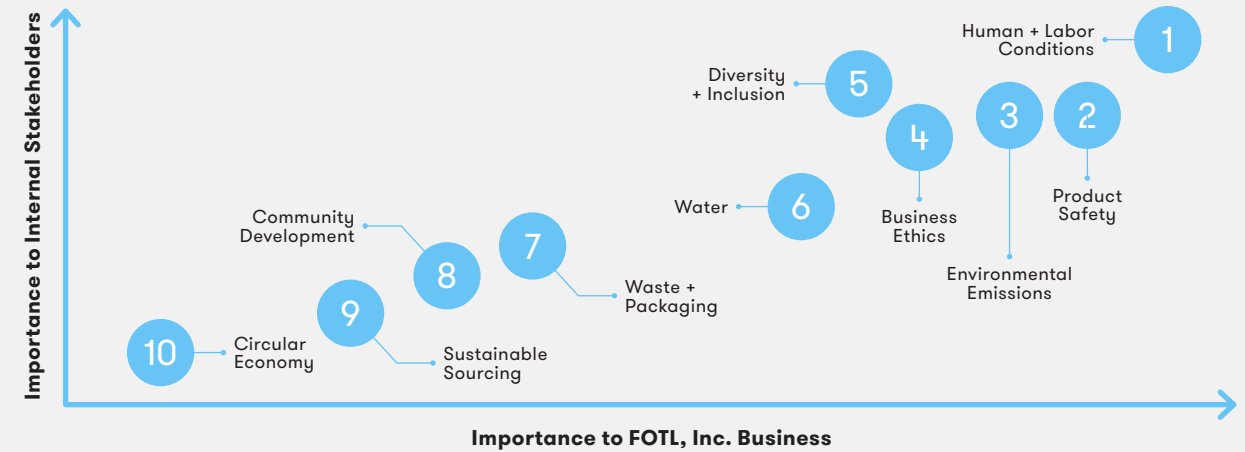
Exercise: Thinking back to the SDGs you identified in Step One, can you identify what your target could be? What metrics would help you measure progress against that target?

SDG	What is your goal?	How will you measure it?

Case Study



People, Product, Planet:
Foundational strategy for
visible, impactful output.



Take a look at this materiality matrix for Barkley client Fruit of the Loom, Inc. to see how the process of materiality comes together. First, we identified sustainability issues relevant in the textile industry using different frameworks and industry standards. Then, we conducted a series of workshops and anonymous surveys across internal and external stakeholders, including groups of employees, consumers and key customers.

“In 2020, we set a science-based target to reduce our emissions in line with a 1.5C pathway. In 2022, we achieved 40% reduction in scope 1 and 2 emissions (our own operations) against our goals,” says Adam Wade, Senior Director, Sustainability and Risk Management at Fruit of the Loom, Inc. “We also established a Sustainability Governance committee, overseen by our Senior Leadership team, and have used guidance from the Taskforce for Climate-Related Financial Disclosures to help us identify risks and opportunities for our business. These insights have strengthened our climate plan and business resilience.”

The resulting insights made clear stakeholders were most concerned with Human and Labor Conditions, Environmental Emissions and Product Safety. This assessment helped Fruit of the Loom, Inc. establish its top three priorities — People, Planet, Product — which have become foundational pillars for the brand’s sustainability strategy.

As a result of this work, the CDP (formerly the Carbon Disclosure Project) awarded Fruit of the Loom, Inc. with an A-, ranking it in the top 26% of the over 20,000 companies that reported on their climate disclosure. This noteworthy achievement highlights how using external benchmarks can help spur progress on environmental emission reduction goals.

Fruit of the Loom, Inc.’s materiality assessment also helped streamline resources and focus on its most important areas of impact.

Case Study



One Home, One Planet: Innovating ideas through stakeholder engagement.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



IKEA’s corporate strategy of better materials, production and working practices has a critical focus on products to help people live more sustainably.

But its sustainability strategy isn’t stuck in an ESG report, it’s a living, breathing experience for its consumers and stakeholders alike.

IKEA is open about how long it took for the brand to fully understand how to accelerate its sustainability initiatives — ultimately through full assessment of material issues key to the brand’s success, as well as powerful partnerships with stakeholders.

“In the past, IKEA has been very humble in how we engage, which maybe has meant we’ve been quite quiet in some of these dialogues and debates,” says Simon Henzell-Thomas, Director of Climate (SVP), Ingka Group (IKEA). “In the last few years, we’ve really tried to improve that, really engage positively with a whole wide diverse range of stakeholders on what they think of IKEA and how we could improve and how we could do better.”



One Home, One Planet
A partnership with NGOs, activists and innovators to co-create solutions for systemic sustainability challenges.

IKEA’s Young Leaders Forum
20 young leaders who meet with group management and IKEA’s board to challenge, critique, advise and problem-solve together.



“Creating platforms for two-way dialogue is key to making such partnerships successful,” says Henzell-Thomas. Consider its initiative, One Home, One Planet, a partnership with NGOs, activists and innovators to co-create solutions for systemic sustainability challenges that not only impact IKEA, but the world. Another ongoing initiative is IKEA’s Young Leaders forum, which includes 20 young leaders who meet with group management and IKEA’s board to challenge, critique, advise and problem-solve together.

Engaging with stakeholders in such meaningful ways is impacting IKEA business — and inspiring other brands to adopt similar initiatives as ways to accelerate meaningful, material change.

Case Study



Materiality as a tool for sustainable, inclusive growth.



With more than 2,400 fitness clubs globally, Planet Fitness is a brand living its purpose: To democratize fitness by creating a judgement-free zone, with emphasis on access and inclusion.

“Our purpose doesn’t just create brand love, it’s a business imperative: we provide access to fitness. Anyone can work out at Planet Fitness and feel like they fit in and they have a sense of community or people to lean on,” says McCall Gosselin, SVP of Communications and Social Impact, Planet Fitness.

In order to ensure its ESG strategy reflects current and emerging trends, Planet Fitness conducted its first materiality assessment in 2018 and published its first Impact report in 2020.

“We always strive to reflect current issue areas and emerging trends, and reevaluate our

“ Our purpose doesn’t just create brand love, it’s a business imperative: we provide access to fitness. Anyone can work out at Planet Fitness and feel like they fit in and they have a sense of community or people to lean in on.”

— **McCall Gosselin**, SVP of Communications and Social Impact, Planet Fitness

priorities to make sure we’re focusing on the areas that are most material to our business,” Gosselin says. “If we want to continue to grow sustainably, we have to make sure we’re thoughtfully nurturing an inclusive, judgement-free zone in our communities — while being mindful of our environmental impact. And our materiality assessment guides us as we continue to implement our ESG strategy.”

From the end of 2018 to the end of 2022 Planet Fitness grew its membership by 36% with a 38% increase in the number of gyms.



↑ 36%

Since 2018, Planet Fitness has grown its membership by 36%.

Glossary

Exploring new ideas requires proper alignment on key terms and phrases.

To aid our readers, here are our definitions of the most commonly used terms within our report.

ESG

Environment, social and governance (ESG) criteria for evaluating non-financial performance of companies on issues material to their business. The term was first coined in 2004 in a joint report from the United Nations and International Finance Corporation on how to integrate environmental, social and governance issues into capital markets.

Materiality

The process of defining the social and environmental topics that matter most to your organization and your stakeholders. The analysis can be used as a strategic business tool, with implications beyond corporate responsibility.

Materiality Matrix

A visual map that plots what matters most to your internal and external stakeholders.

Purpose

The reason why your brand exists beyond profit and how you increase social impact or decrease environmental impact. It's the intersection of what you're good at and what the world needs.

Sustainability

Balancing profit with impact on people, planet and communities. We base this definition on the Brundtland Commission, a commission from the United Nations that sought to unite countries on sustainable development, which defines sustainability as "Meeting the needs of the present without compromising the ability of future generations to meet their own needs."

Whole Brand

An organization that is guided and inspired by a core idea or purpose that's bigger than making money. It sees everything it does, inside and outside of the organization, as the brand and balances profit and performance with its impact on people, communities and the planet.

Whole Brand Thinking™

The mindset that when a business works as a unified whole, it evolves into something much greater than the sum of its parts: a system of engaged employees, partners, consumers, customers and communities — and the planet.

Appendix

ESG Benchmarks

Leading Voluntary Disclosure Frameworks: There are multiple, global standards available through which you can use to map your material issues. Each has a different purpose, audience and definition of materiality. While there is consolidation coming both in regulatory frameworks and voluntary organizations, this is still a highly evolving and dynamic space. Here is a summary of some of the leading frameworks and rating companies to begin your search.

B Corporation™

Let's start with the B Corporation, which offers a private certification for for-profit companies. With its B Impact Assessment, the organization, B Lab, provides a framework to benchmark your social and environmental performance against five areas: governance, workers, customers, community and planet. It also connects members with more than 6,300 brands from around the world to advance the notion of using business as a “force for good.”

CDP

Formerly the Carbon Disclosure Project, the CDP is a powerful tool for companies to report on their environmental performance and take

steps to address climate change. It developed a comprehensive framework for environmental disclosure and data management, enabling companies to measure, manage and report on their carbon footprint, water usage and other sustainability metrics. By reporting to the CDP, companies can benchmark their performance against industry peers, identify areas for improvement and set ambitious sustainability goals. The information collected by the CDP is used by a range of stakeholders, including investors, NGOs and policymakers, to make informed decisions around climate change and sustainability. **Primary Audience:** ESG data providers, investors.

GRI

The Global Reporting Initiative (GRI) is an international, independent standards organization that helps businesses, governments and other organizations understand and communicate their impacts on ESG issues. It's the gold standard when it comes to sustainability reporting: roughly 80% of the world's 250 largest companies issue sustainability reports in accordance with the GRI standards.

Primary Audience: Sustainability practitioners, investors, ESG data providers.

International Financial Reporting Standards Foundation (IFRS)

IFRS is a not-for-profit organization that develops high-quality, enforceable and globally accepted accounting and sustainability disclosure standards. It recently created the International Sustainability Standards Board (ISSB) incorporating SASB to deliver a comprehensive global baseline of sustainability-related disclosure standards you can use to assess sustainability-related risks and opportunities to help make informed decisions.

United Nations Sustainable Development Goals

In 2015, all members of the United Nations adopted the 2030 Agenda for Sustainable Development. It provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which

are an urgent call for action by all countries to end poverty, improve health and education, reduce inequality and spur economic growth — all while tackling climate change and working to preserve our oceans and forests.

ESG Ratings Companies

As public companies increasingly provide voluntary information about their sustainability practices based on the frameworks, rating companies like MSCI and Sustainalytics use this information to grade ESG performance, called ESG risk ratings. This data helps investors identify, understand and manage ESG risks, which influence their decisions. We use these ratings to get an outside perspective on issues they identified as important, though each organization uses a different ranking system.

Communicating sustainability is an important advantage to improve your ESG rating. Rating companies use artificial intelligence to gather publicly available information and grade companies on different scales. This data is publicly available and widely used by investors.

Both MSCI and Sustainalytics provide material issue guidance by industry — check their websites for guidance.

MSCI: [msci.com/our-solutions/esg-investing/esg-industry-materiality-map](https://www.msci.com/our-solutions/esg-investing/esg-industry-materiality-map)

Sustainalytics: [sustainalytics.com/material-esg-issues-resource-center](https://www.sustainalytics.com/material-esg-issues-resource-center)

Resources

Research

[State of the Whole Brand 2022: How to build a whole brand — right now](#)

[Purpose Up: Doubling down in tough times](#)

[The Purpose Action Gap: The Business Imperative of ESG](#)

[State of the Whole Brand 2021: The Big Rethink](#)

Books

[The Purpose Advantage 2.0: How to unlock new ways of doing business](#)
by Phillippa Cross and Jeff Fromm

[Scratch: How to build a potent modern brand from the inside out](#) by Tim Galles

Articles

[WARC: The whole brand: Ending the divide between brand marketing and performance marketing](#)

[MUSE: An open letter to whole brand thinkers — Let's take over the world](#)

[Barkley Impact Report 2021](#)

[Our first year as a Certified B Corp™: Four learnings from our journey to #AddGood](#)

[The Big Rethink: How to be a brand the world needs](#)

[How to build a Whole Brand — and why you want to](#)

[Profit, Performance and Impact: The success criteria of a Whole Brand](#)

Sustainability on Purpose

Need help building the business case for a sustainability strategy for your brand? Contact us for a customized consultation.

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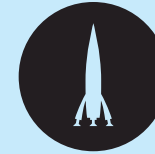
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Simon Heizel-Thomas, Director of Climate, SVP, Ingka Group (IKEA)

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About Barkley

Barkley is an independent creative idea company that builds whole brands for modern consumers, employees and all stakeholders. We do this through three idea centers: strategy, design and activation. As a Certified B Corporation™, we believe all brands, including ours, can be a force for good in the world.



Our dedicated Impact Team helps brands define their unique purpose, and develops transformational strategies that ignite behavioral change inside and outside. This approach creates an authentic connection with people in a way that fuels profit and growth, and leaves a positive impact on the world.

barkleyus.com

For questions and inquiries, contact Lindsey DeWitte, President, PR and EVP, Purpose + Sustainability at ldewitte@barkleyus.com.



About The Whole Brand Project

The Whole Brand Project is Barkley's lab for studying and celebrating the power of whole brands and how they are winning with markets, people, communities and the planet.

Ready to build a business case within your own organization on purpose? Contact us for a customized data readout. We have insights on purpose and sustainability by category level, along with data on consumer beliefs, motivations and behaviors since 2019. This data can be sliced by demographics including age, gender, income, life-stage, race, political ideology and geographical region.

wholebrandproject.com

For questions and inquiries, contact Tim Galles, Director, The Whole Brand Project at tgalles@wholebrandproject.com.