



Leading Regenerative Brands

Five Paradigm Shifts to
Thrive in a World in Flux

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Bringing A Regenerative Mindset
to Brand Leadership

*“The ultimate power to change the world does not reside in technologies. It relies on reverence, respect, and compassion – for ourselves, for all people, and for all life. **This is regeneration.**”*

- Paul Hawken, *Regeneration*

*“We can't save the planet without **uplifting the voices of its people** especially those most often unheard.”*

- Leah Thomas, *The Intersectional Environmentalist*

The Essential Journey of Our Time

As humans, we face new frontiers bravely and uneasily.

We're experiencing new social and environmental conditions on a daily basis – ones we've never known – and we try to understand the scale of change so we can see ourselves adapting, surviving and thriving in emerging futures.

We're grateful for the Earth's ecosystem stability so far – and the beauty, bounty, meaning, friendship and sustenance it has provided us. And yet, we understand even this is changing.

We ache for justice not yet done, and we strive for the full flourishing of every person and all of life – even as we stumble toward true reckoning and repair.

Looking back, we see a world we may never know – or want to know – again. Looking forward, we see crisis upon crisis – the continuing harm of a pandemic, a warming planet, rising social and economic inequalities, the loss of intergenerational trust and devastating violence and war.

We also see many reasons for active hope: the rise of regenerative practices designed for living systems, nourishing life and land and giving more than we take. Circular economy models moving to scale in fashion, food and finance. Intersectional environmentalism that respects and protects people, places and planet. A rising generation hungry for honesty, connection and collaboration.



In the face of so many challenges and opportunities, we are asking:

- How do we engage our vulnerable and fierce humanness with such realities?
- How do we nourish ourselves and each other as the state of the planet transforms alongside our own states of wellbeing and those of our communities?
- How do we honor our grief even as we imagine and embrace the creative possibilities ahead?



We ask these questions because the stance of regenerative brands in 2022 is one of welcome and humility, of invitation, because this, whatever “this” is, is bigger than all of us.

As we embrace the defining experiences of our time, we believe brands can respond with a human-centered ethos – a spirit of friendship, of learning together, of building connection, of honoring our mental and physical health and co-creating responses to continuing change – so that we can feel our way to richness, meaning and rejuvenation.

We’re alive today when brave steps toward the regeneration of lands, oceans, lakes, rivers, streams, flora, fauna, diverse languages, myriad cultures – and, yes, the human spirit – are vital to the futures we may have to inhabit.

In this moment, with the fullness of our hearts, minds and spirits, BBMG, GlobeScan, our brand partners and the youth and elders who have joined us on this journey, define what a world that requires even more healing seeks from regenerative brands.

We share a vision for regenerative leadership inspired by extensive interviews, global survey data, as well as our experiences working closely with experts and local leaders who pay deep attention to the changes underway and the tipping points that may already have been breached.

We identify five paradigm shifts that reflect deep human needs and bold business imperatives that we are called to face, embody and exemplify together.

SHIFT NO. 1

Power

Giving voice, choice and ownership to those with the most at stake

SHIFT NO. 3

Time

Slowing down, moving with intention and becoming good ancestors

SHIFT NO. 5

Relationship

Widening the circle of connection to thrive together with all of life

SHIFT NO. 2

Space

Closing the distance between the people and places that make, sell and use our brands

SHIFT NO. 4

Leadership

Welcoming vulnerability, embracing 'not knowing' and turning challenges into quests

This report takes these five shifts to heart. And while we do not claim that regenerative brands can solve the overlapping crises we face, neither do we acquiesce by saying regenerative brands cannot make a meaningful contribution to the transformative planetary and societal shifts that are moving so quickly that it awes and, yes, frightens us.

We know that depression and anxiety felt by youth confronting social, ecological and climate crises are real, founded on undeniable lived experience and demonstrable data. We also know that brand leaders, elders and youth can be an intergenerational force for good given the right space and resources, and we believe now is the time to make this interdependence flourish.

We invite you to engage deeply with the regenerative brand themes identified in the report, and to consider the insights, ideas and invitations of the youth, elders and brand leaders featured below who are helping guide the way.

We look forward to the conversations and collaborations that might serve regeneration now – and that might help us all build the flourishing future we know is possible in the years and decades ahead.

Sanjay Khanna, Futurist-in-Residence, BBMG
Raphael Bemporad, Founding Partner, BBMG

Next Gen Rising: New Expectations

In BBMG and GlobeScan's latest global study of over 30,000 people in 30 international markets, we asked people from all walks of life to tell us about what issues matter most, their visions for the future and how brands and business might play a role in helping us regenerate our world.

The respondents shared more personal experiences with the impacts of global issues than ever before, a growing impatience with incremental change and more willingness to change their lifestyles and behaviors to meet the new challenges we face.



A Reckoning and a Reset

The next generation feels more impacted by – and connected to – the racial justice reckoning happening in America and rippling throughout the world.

83%

Of Youth Globally Support Black Lives Matter

83% of people under 30 globally support the Black Lives Matter movement, compared to 68% of people over 30.



Source Image: AP Photo/Matt Rourke

85 percent of global respondents under 30 agreed that discrimination is a serious issue, compared with 79 percent of respondents over 30. And 55 percent say they have been personally affected by discrimination compared to only 44 percent of respondents over 30.



Shaped by Race

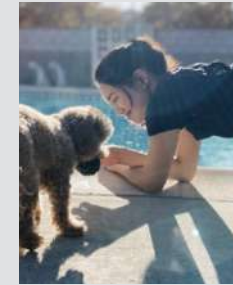
*“As a young child, I already had an awareness that to be seen as Asian or Chinese was bad. So I purposely stopped speaking my heritage language and only spoke English to try to ‘assimilate.’ But I realized by late elementary school that **no matter what I did I was still going to be racialized in a certain way.**”*

- Sydney, age 25, Berkeley, CA

A generation already known for being louder on the issues that matter to them is standing up for racial justice much more than older generations: 83 percent of those under 30 that are familiar with the movement say they support the Black Lives Matter movement versus only 68 percent of people over 30.

Climate Anxiety and the Pressure to Act

As the impact of climate change is being felt by more people globally, young people report heightened levels of guilt and pressure to act.



Impacting Mental Health

"Climate change is a real enough problem that people die from it, and it's easy to think that nothing you do matters. And yet, if you have so much climate anxiety that you don't do anything, then you don't help anyone. So I've shifted the way I'm thinking, I wake up and do my best. I'm a little happier."

- Melody, age 24, New York, NY



Seventy-six percent of Gen Z globally say they have been “greatly or moderately affected by climate change,” compared to 63 percent of Boomers, and 64 percent of Gen Z globally say they “feel guilty about their negative impact on the environment,” compared to only 38 percent of Boomers.

Young people are also feeling more individual pressure to take action. 78 percent of Gen Z say that it's up to “people like them” to address climate change, compared to only 67 percent of Boomers.

In the USA, Gen Z is

5X

more likely to strongly agree that they “**feel guilty about my negative impact on the environment,**” compared to Boomers (22% to 4%, respectively).

Serious Concerns About Equity, Mental Health

While the pandemic, the environment and extreme poverty top the list of serious concerns for all age groups globally, issues of discrimination, equity and health are more deeply felt by young people.

Youth are coming up in a world that's more attuned to the harms of discrimination and unequal treatment, and they face a long future where basic access to healthcare and employment feels more uncertain than it did for their parents and grandparents.

This is reflected in what the rising generation names as "very serious" global problems. For people under 30 "discrimination against minority ethnic, racial or religious groups," "unequal treatment of women," "mental health problems," and "lack of access to healthcare" emerge as more serious compared to the top concerns of people over 30.

Gen Z globally is also 1.5x more likely than Boomers to name ethnic, racial or religious discrimination as a very serious problem (56% vs 36%), and 1.4x more likely to name unequal treatment of women (54% vs 38%) and mental health (50% vs 35%) as very serious problems.



We Can Prevent Health Inequities

"Universal health care would just monumentally shift generations and generations of people's livelihoods. So many inequities happen very early in people's lives because they do not have access to basic services."

- Julia, age 30, Boston, MA

"Very Serious" Global Problems, Under 30 vs. Over 30 Comparison

+14

Ethnic, Racial or Religious Discrimination:

+12

Unequal Treatment of Women

+12

Mental Health

+8

Lack of Access to Healthcare

+7

Air pollution

+7

Human Rights Abuses

+7

Unemployment

A Desire for Freedom & Connection

As the younger generation looks to their future emerging from the pandemic, they are looking for a different way of living.

Young people have **new expectations for balancing work and life**, as Emelyn, age 24, from Boston shared with us, “I don’t want to spend almost all of my healthy life at a desk for 40 hours a week. I want to retire early and transition to my own business part time and volunteer, hike, do political rallies, stuff like that.”

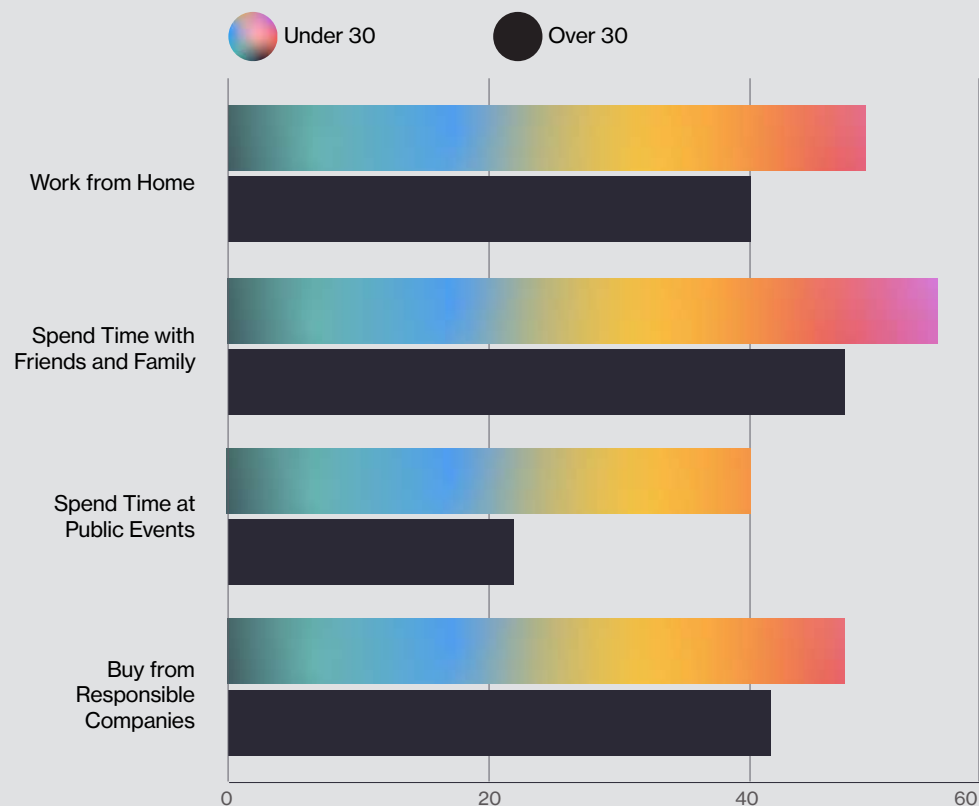
And it turns out that many of her peers feel the same way. 51 percent of global respondents under 30 want to be working from home more than before the pandemic versus only 40 percent of people over 30.

Young people are also looking for more connection with their immediate friends and family and community as they emerge from the pandemic. 57 percent of young people under 30 want to “spend more time with

family and friends” than before the pandemic (compared to 47 percent over 30), and while the world is hesitantly embracing public events, those under 30 are 1.8x more likely to say they want “spend more time at public events” than before the pandemic compared to those over 30.

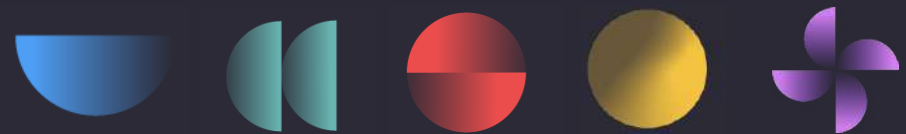
Notably, the next gen is ready to engage with brands to drive change. 87 percent of those under 30 are prepared to change their lifestyle to be more environmentally friendly (compared to 79 percent over 30), and 47 percent say they want to buy more from responsible companies than before the pandemic (versus 41 percent of people over 30). 63 percent of young people are also willing to pay more for products or brands that work to improve society and the environment (compared to 57 percent over 30).

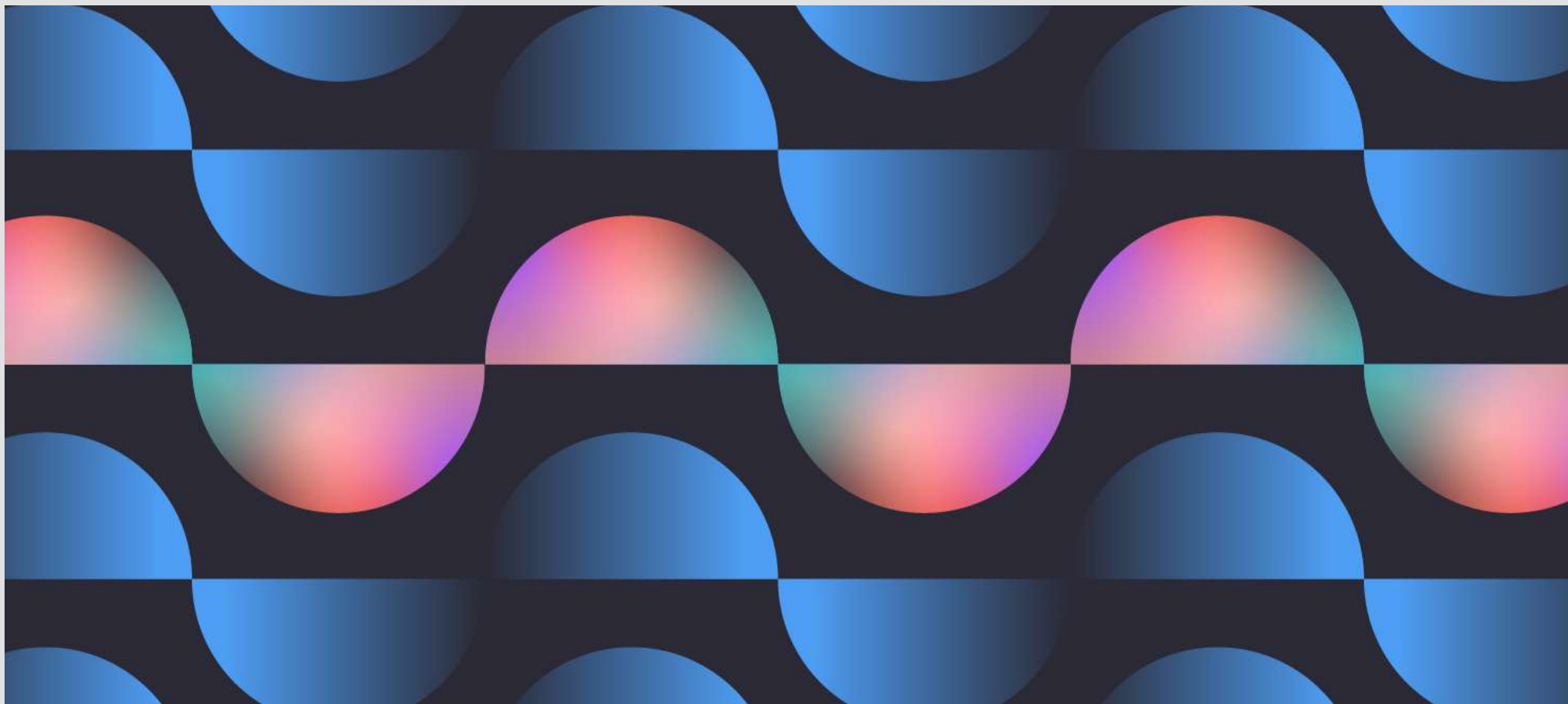
The Future We Want



5 Paradigm Shifts

As we emerge from the pandemic and navigate a world defined by more complexity, challenge and change, we've identified five paradigm shifts in our relationship with **power**, **space**, **time**, **leadership**, and **each other** that create brave new opportunities for brand leadership, innovation and impact.





SHIFT NO. 1

Power

BBMG X GLOBESCAN

Giving voice, choice and ownership to those with the most at stake

Hierarchical power structures have been the norm for most of our history.

In search of ever more efficiency and control, the global industrial marketplace is based on centralized power at the top. Centralized headquarters making decisions. Centralized supply chains and manufacturing. Centralized marketing teams building brands for global markets.

But the global crises of the past few years have revealed that centralized systems are not the most resilient nor reliably in tune with the people on the front-lines. Today, decentralized design and distributed leadership are emerging as ways to shift decision-making authority, increase access, and unleash participation from the ground up.

Blockchain and Web3 technologies are opening access to millions while new approaches like the decentralized autonomous organization (DAO) and traditional approaches like mutual aid networks are challenging hierarchies and paving a path to new power norms where diverse perspectives, experiences and ideas are welcomed.



Power Over → Power With

The notion of holding power needs to evolve to a mindset of mutuality and “power-with.”

To be resilient in a world in flux, we must welcome new perspectives, shared creativity, and wider participation.

“The new power works like a current, it is held by many, it is discharged and distributed,” says Pablo Benavides, a sustainability strategist and brand consultant in Buenos Aires. “It is proactive, participatory and peer-driven. Like electricity, it is more forceful when these conditions increase. Our goal should be to channel it.”

An embrace of a new shared power dynamic cannot happen without brand leaders reckoning with the imbalance of power in our existing systems, be it income inequality,



racial and gender inequity, or media and distribution networks owned by singular corporate interests.

And while there are many signs of that reckoning beginning to take place – the rise of stakeholder capitalism, and the growth of ESG and DE&I practices as an integral part of corporate culture – we still have one foot in the old paradigm where centralized institutions hold the most power.



Words Without Action

“How many companies have said ‘Black Lives Matter’ with no Black people that work there? Everybody wants to look good in this social media driven kind of society, but I think capitalism has allowed for some really terrible companies to have a lot of power.”

– Xavier, age 30, Atlanta, GA



Old Power Can't Design New Power.

“How do we find a way for us to reconsider power in a genuine and meaningful way? Right now, we have holders of old power trying to design a new power system, which is not going to work.”

– Lorna Davis, former CEO Danone USA and global B Corporation Ambassador

Embrace the Disruptors

New technologies and digital platforms are opening access like never before.

Information access and broad communication are leveling the playing fields across industries. Brands that have historically controlled the channels of data, distribution, or media have a choice: dig in your heels, or welcome the changing tides and find your role in a new power dynamic.

Rather than control the market, regenerative brand leaders are working to evolve with the market. They are learning to work in partnership with the disruptions and think in a much more distributed way that welcomes mutual benefits and prosperity.

And while the titans of business are working to adapt, entrepreneurs and small businesses are breaking through to wider audiences in a marketplace that has never been so crowded yet so full of diversity and innovation. “I’m excited by the notion that any individual can become a small business owner in a very sustainable way. Because people don’t want mainstream sh*t anymore,” we heard from Bing Chen, President and Founder of Gold House, a changemaker community, fighting for socioeconomic equity for Asian & Pacific Islanders and new majority communities. “There are now distribution platforms where they can get to the right audience. **I’m excited by the individual ownership and therefore the fragmentation of incumbency.**”



KOA, In an industry rife with workers rights abuses, chocolate brand Koa uses blockchain to show exactly how much it pays every cocoa farmer.

Design with Divergent Perspectives

New power comes from welcoming and harnessing diverse and divergent perspectives.



Lorna Davis, former CEO Danone USA and global B Corporation Ambassador, advocates for this power shift. “Understand exactly who the human beings are in your business and **get the most diverse group of people to tell you what they think about things** and have some kind of power sharing arrangement with them,” she explains.

The best examples of diversity, equity, and inclusion in action are when brands think beyond token representation and instead pass the power to the people. **Adidas** partnered with the **Black Women’s Player Collective** to help “change the game for under-represented Black women and girls by breaking down access barriers to soccer.” **M-A-C Cosmetics’** long-standing VIVA GLAM program has raised more than \$500 million since 1994 to support equal rights and healthy futures for all.

In 2022, the brand launched its first NFT in collaboration with the Keith Haring Foundation to honor America’s National Youth HIV/AIDS Awareness Day, with prices ranging from \$25 to \$1,000 to further support the Viva Glam Fund. And **Land O’Lakes**, after shedding tokenizing imagery from its packaging, has shifted its focus to uplifting the farmer-owners that drive their business while investing in transforming agricultural systems worldwide through its Venture37 initiative.

BBMG helped the 163-year-old **Macy’s, Inc.** shift from legacy to leadership by placing bold representation at the center of their business strategy, employee culture and brand promise. Macy’s new social purpose platform, **Mission Every One**, commits \$5 billion of investment by 2025 to diverse partners, products, people, and programs that help create a more equitable and sustainable future.

The Takeaway

Design for resilience by welcoming diverse perspectives, wider representation, and deeper connections with those you serve.

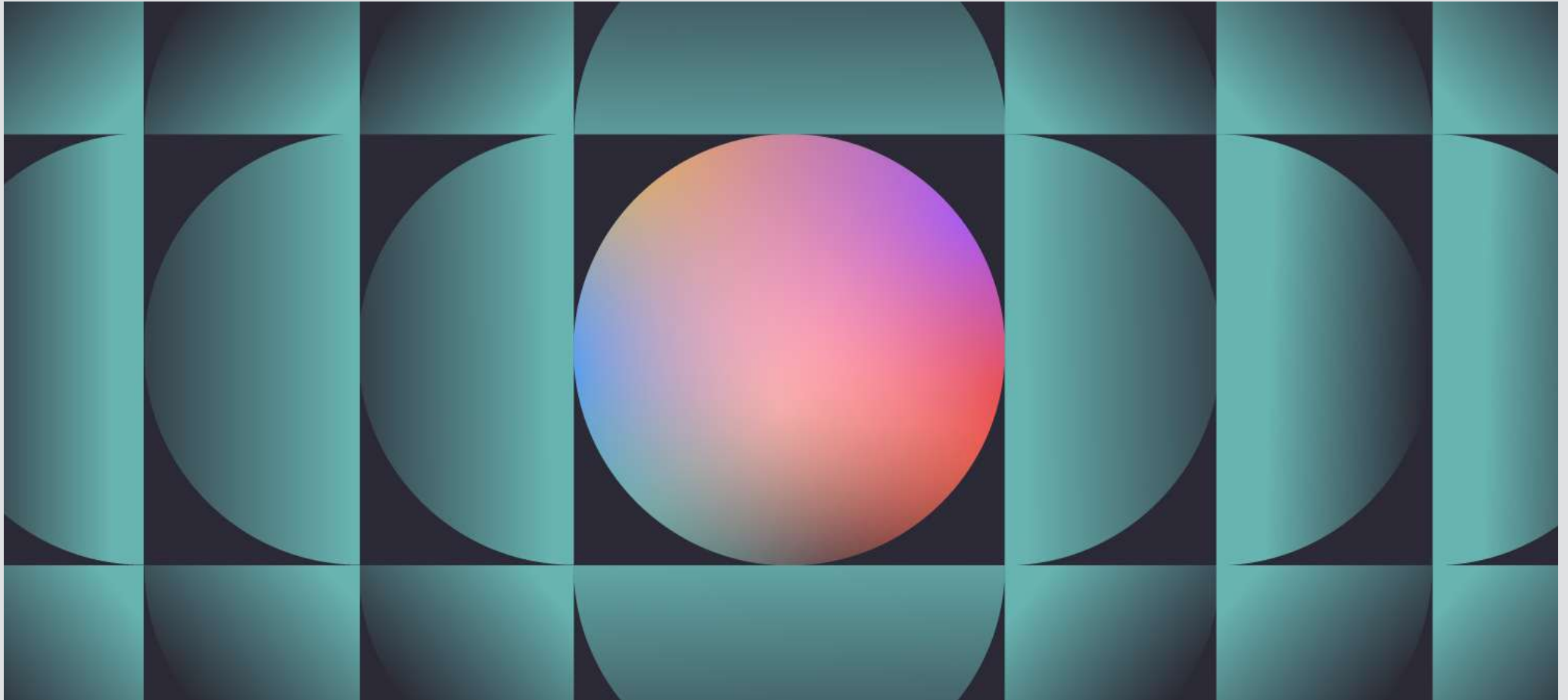
The new power paradigm is built on mutual respect, trust, and openness to diverse perspectives and experiences. Regenerative brand leaders have to be comfortable with letting go of top-down control in order to see what positive change can emerge from the bottom-up.

Confronting Norms to Effect Change

"In order to create real impact, we need to understand how power and segregation is perpetuated and how it's part of the structure of the world."

– Sydney, age 25,
Berkeley, CA





SHIFT NO. 2

Space

BBMG X GLOBESCAN

Closing the distance between
the people and places that make,
sell and use our brands

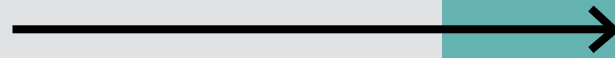
For the past half century globalization has completely transformed our economy.

Globalization has pushed manufacturing elsewhere, customer service elsewhere, sourcing elsewhere all in the name of efficiency and profit. But as the distance between nodes in how we make, sell, and consume stretches, therein lies opportunities for exploitation of humans and nature – out of sight, out of mind.

During the height of the pandemic, the “shop small” and “localvore” movements took on new significance. Travel ceased, supply chains faltered, and many of us became re-acquainted with the immediate areas in which we live – working from home, hanging out in trusted circles, shopping and sourcing locally. It was a glimpse of a more human-scale economy.



Over There



Right Here

“A brand that produces items from their local environment can be a business that is deeply sustainable, intimate, and reciprocal.”



Buy Locally
“It matters more that I buy locally. I think that’s the most sustainable thing you can do – buy local, and don’t buy things you don’t need that you will chuck.”

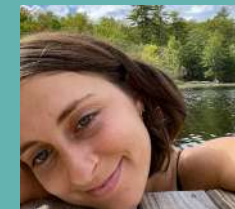
- Melody, age 24, New York, NY

For Yulu Wek of the International Indigenous Youth Council in Los Angeles, the upheaval of the past few years has offered a time of purging what no longer serves us and moving toward a more interconnected, interdependent, reciprocal, and equitable reality.

They see hope in a return to a more proximate relationship with our environment and communities, inspired by Indigenous wisdom that emphasizes knowledge of the land. “The first step brands need to take is to build authentic relationships with the Indigenous peoples of the land they are settled in. To source materials from one’s local environment requires a knowledge of how much to take without off-balancing our ecosystem,” says Yulu. “If we truly want to have a livable planet, we can’t move from an extractive lens. We must move with the knowledge of, **and consent from**, the land and Indigenous peoples who have a long-standing symbiotic and sustainable relationship with our planet.”

“Brands cannot be sustainable in this stage of our climate crisis if they outsource materials and labor, mass produce products and market to the entire world,” Yulu says. “One of the biggest things that businesses can do is localizing where they source their products, because when we talk about the environmental catastrophe – from fossil fuels, extraction, shipping things everywhere, monoculture, packaging – what if everything you provide is not from far away?”

There’s a big solution in localizing resources.”



I Feel So Guilty
“For the past year I’ve had to drive an hour to and from work, and every time I have that drive, I’m just like, ‘Oh my god, I’m destroying the planet.’ I feel so guilty.”

- Zoe, age 28, Boston, MA

Cultivating Placefulness

Getting to know our farmers, our artisans, and the ecological systems in which we live.



Burton pioneered snowboarding in the 1980s. Today, preserving snowfall and protecting mountain life are essential to the very future of the sport. Burton partnered with BBMG to bring snowboarding's wild energy to everyone – so we can all show up awake and alive in this moment and for generations to come. And in that spirit, Burton is stepping up as a champion for climate action and welcoming all to get outside and ride.

The antidote to a global economy run amok may just lie in forging more authentic connections to the spaces we inhabit. As our interactions with the world have increasingly moved into the digital realm, it's important to create balance with more analog experiences, time in nature, and human stories that ground us.

In her book *How To Do Nothing: Resisting the Attention Economy*, Jenny Odell writes, “against the placelessness of an optimized life spent online, **I want to argue for a new ‘placefulness’ that yields sensitivity and responsibility** to the historical (what happened here) and the ecological (who and what lives, or lived, here).”

A regenerative shift in our relationship with space also means getting close and personal with the issues and injustices that need our attention beyond our immediate communities. “We cannot create justice without getting close to places where injustices prevail. **We have to get proximate,**” says Bryan Stevenson, founder and executive director of the Equal Justice Initiative. Even when it's uncomfortable,

meeting the people and learning the stories of those impacted by poverty, racism, and systemic failures can unlock the mercy and compassion needed to provoke change.

New technology is making it easier for us to get closer and understand our relationship with people and places. We've seen this in the interactive, augmented reality environmental exhibits of **Arcadia Earth** and **Microsoft's Critical Distance**, and in the hi-def, deep sea footage captured by the ocean conservation media team at **OceanX**.

While we cannot undo the global nature of our economy, we can make a concerted effort to support local economies while working to educate ourselves and the consumers we serve on the people and places with whom our daily lives are intertwined – and make choices with their wellbeing in mind.

Start Where You Are

The vastness of our global crises can feel crippling, but tackling challenges on a local level is not only feasible, it can create a blueprint for others to repeat elsewhere.

“If you think about what is native to a place, you think about relationships,” says William McDonough, architect and pioneer of Cradle to Cradle Design™. “That comes directly from the notion of Indigenous people who talk about all their relations in places and across generations. **I don’t like the words ‘natural resources.’ I prefer to talk about natural relations.** That’s a celebration of local.”

“To create change, it’s about embodying the realities that we wish to see, and embodying it interpersonally within your community, and allowing yourself to trust that it will permeate outwardly,” says Yulu Wek of IIYC. “It’s about listening to what your community needs and what your community desires and asking each other: **How can we build? How can we start here?**”

Fifth Wall is the largest venture capital firm focused on technology-driven innovation for the built environment. To launch their climate tech fund dedicated to decarbonizing the real estate industry, BBMG created a street art campaign in NYC, Los Angeles and Glasgow to start a conversation about the real estate industry’s role in the climate crisis and the imperative of driving significant investment in climate tech right here on Earth – rather than in a few billionaires’ obsession with Mars.



The Takeaway

Cultivate proximity through more intimacy and empathy for the needs of every person, every place, at every step.

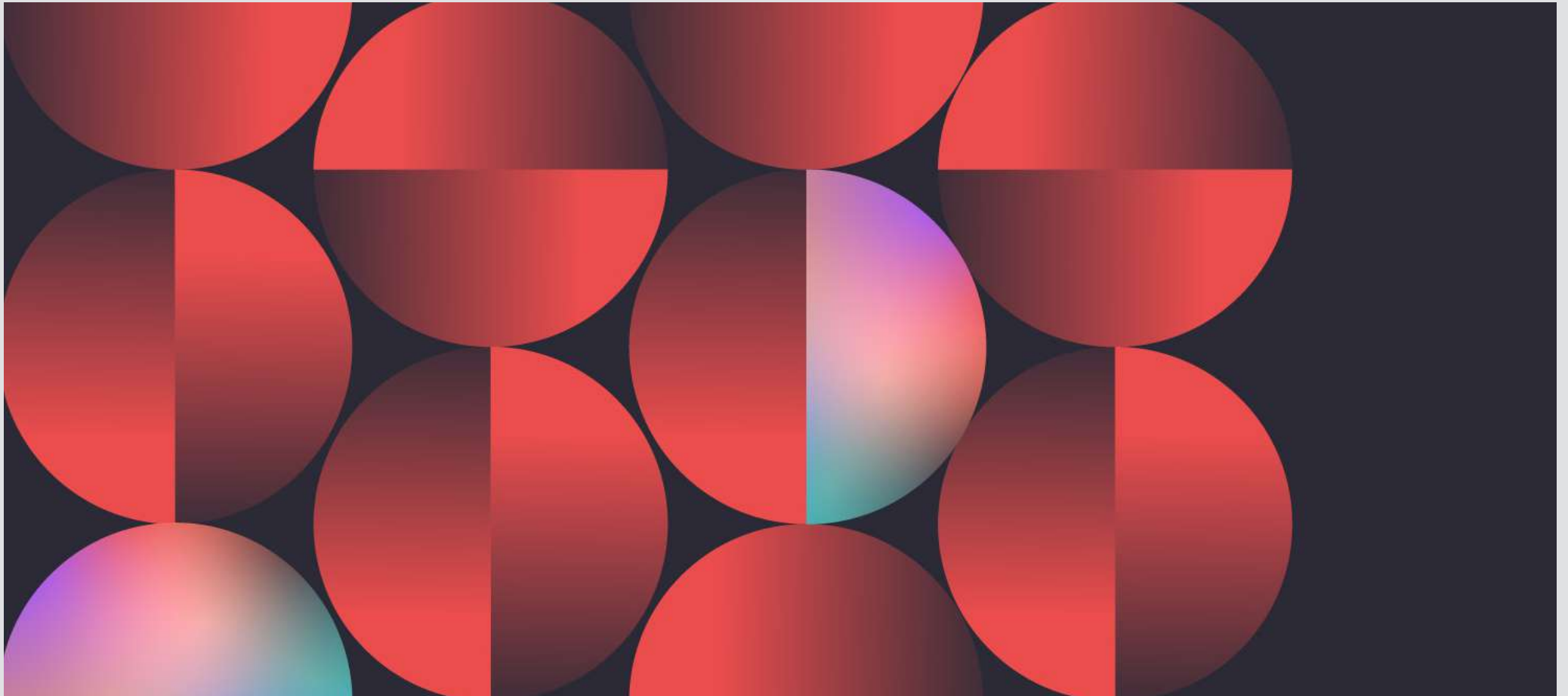
By cultivating deeper connections with colleagues, community members and the wider world we inhabit, regenerative brands can sense and serve the true needs of people and society and give more than they take in the interconnected, living ecosystem in which they exist.

**Think Global,
Act Local**

"Seeing the impact you can make on a local community and how important that can be, you can start making those little steps and seeing the wider purpose in local actions."

- Aidan Liss, age 17,
Co-Coordinator of XR
Youth, Los Angeles





SHIFT NO. 3

Time

BBMG X GLOBESCAN

Slowing down, moving
with intention and becoming
good ancestors

Everything in our culture has become faster, more instant.

The speed of decision-making, buying choices, expectations for convenience, quarterly business results, trading in milliseconds, new fashion cycles every six weeks.

But the race to instantaneous everything has significant shadows and unintended consequences –

from undermining our relationships to overlooking the needs and realities of all those working to deliver more things to our doorsteps. As a result, we're increasingly burning out and risking impulse-driven decisions that will shape short and long term impacts if we don't slow down and get more intentional with our choices.



Instantaneous



Intentional

In a world racing toward instant gratification and short term gains, it takes effort to widen the time span of our thinking.

But doing so can open up a sense of meaning and possibility that cannot be felt without slowing down and learning to reinhabit time. Already movements like Slow Food and Slow Fashion are addressing our human desires to reconnect with how things are made and appreciate our part in the bigger picture of how we eat, how we dress, how we live.

In their book *Active Hope: How to Face the Mess We're in without Going Crazy*, authors Joanna Macy and Chris Johnstone invite us to think and act in terms of "deep time" where we see ourselves playing our part in a longer and more meaningful story.



"Our ancestors can be our allies, and we ourselves, as the ancestors of future generations, can play the role of ally to them as well," they write. "We can bring deep time to mind as we go about our daily lives... **We can remember the vaster story of our planet and let it imbue the most ordinary acts with meaning and purpose.**"



Provide for the Next Generations

"I envision a reality where we take only what we need, and we make sure that we live to provide for the next generations."

- Alexis Saenz, Founder of the International Indigenous Youth Council LA

How I Spend My Time

"I had to do a lot of work within myself to undo that idea of how to spend my time. But fulfilling work can mean different things, like spending your time to give to other people, like volunteering or sharing your creativity, or supporting a friend who's simply having a hard time."

- Anna, age 29, Los Angeles, CA



Personal Sustainability

"I am realizing what it means to nurture ourselves now - and that planetary sustainability is gonna rest upon our personal sustainability."

- Halla Tomasdottir, CEO and Chief Catalyst at B Team

See Change Beyond Our Lifetimes

Today's youth are inheriting a world badly in need of repair.

The negative impacts of short-term profit maximization over long-term regenerative growth continue to be revealed: biodiversity loss, global warming, water and air pollution, labor injustice. And the science is clear – we can't keep kicking the can down the road if we want to protect and preserve our own well-being and survival.

While many in the business community are working to shift this reality, youth activists have emerged as an influential voice against short termism. As the people most likely to live with the consequences of the actions (or inaction) of today, movements like Fridays for Future and Extinction Rebellion Youth (XR Youth) have created peer-to-peer networks to

empower anyone interested in challenging short-sighted business-as usual to take action. Aidan Liss, a Co-Coordinator of XR Youth LA, understands that he's fighting for more than his own generation's wellbeing. "People from the [Baby Boomer] generation tell me all the time: 'We screwed it up for you. We did the wrong thing. We've made it so much harder for you.' And I feel like my generation is in a similar situation. **I think about living up to what our legacy will be** and trying not to end up the same way."

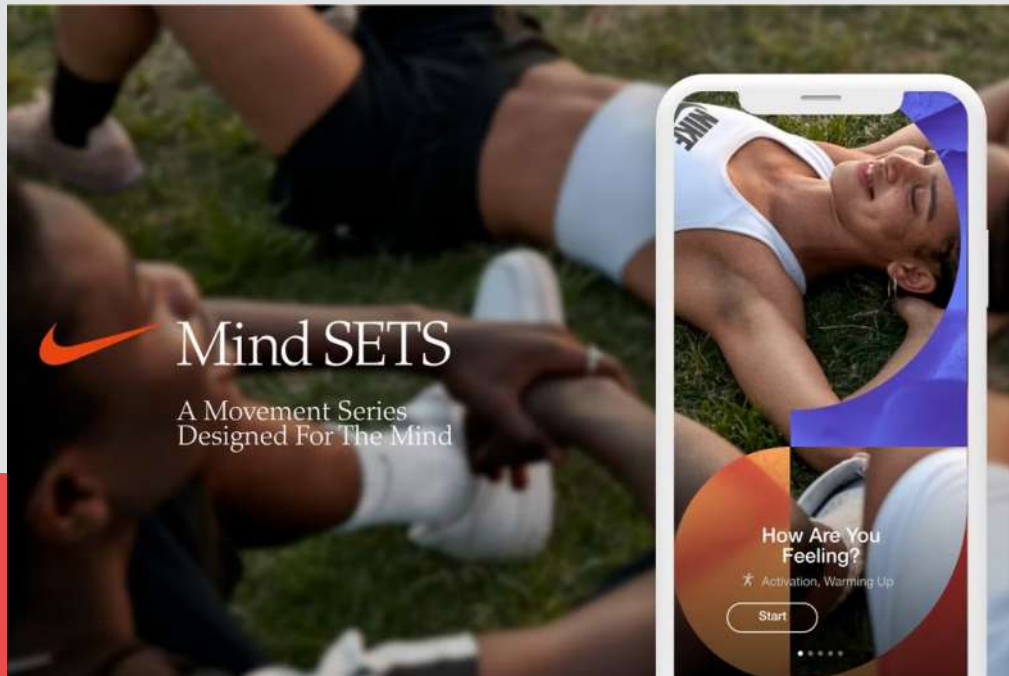
Alexis Saenz, Founder of the International Indigenous Youth Council LA adds, "I envision a reality where we take only what we need, and we make sure that we **live to provide for the next generations.**"



New Belgium Brewery created the provocative, limited-edition "Torched Earth" beer designed to ask, "What is the future of beer if we don't address climate change?" This unappetizing beverage was brewed with limited ingredients that are likely to remain after climate disruptions: polluted water, climate-resilient dandelion root, and buckwheat. Not intended to be enjoyed, the beer was a clever way to start a conversation about the things we love – and that we'll lose sooner than we think if we don't take action on climate change today.

Shift Intentions from Doing to Being

Navigating new rhythms of time requires changing our mindset.



When we slow down and reset our relationship with time, we recognize that true productivity and performance are only possible in the context of individual and collective balance, health and wellbeing.

“I think part of the shift we need is our ability to be human and be in touch with our life in a ‘being’ way rather than ‘doing’ way,” says Halla Tomasdottir, CEO and Chief Catalyst at B Team. “I am realizing what it means to nurture ourselves now – and that **planetary sustainability is gonna rest upon our personal sustainability.**”

Regenerative brands are recognizing that capturing and commodifying our time and attention is not only unhealthy, but will have diminishing

returns if the only goal is consumption. Instead, brands have an important role to play in supporting our physical and mental health for the long haul. Recent examples include **Nike’s** “Mind Sets” initiative to link physical health with mental health through content and exercise regimens that focus on “how you feel, not what you achieve.” And Here for You, **Snapchat’s** in-app mental health hub, and Club Unity, the parent company’s new board of young leaders – actors, dancers, singers, and athletes coming together to talk about the mental health and wellbeing of BIPOC and LGBTQ+ youth – show how the tech company is working to take more responsibility for its influence on the next generation.

Nike teamed up with AnalogFolk to launch a content series called ‘Nike Mind Sets,’ highlighting the healing power of movement and the relationship between mental health and physical health.

The Takeaway

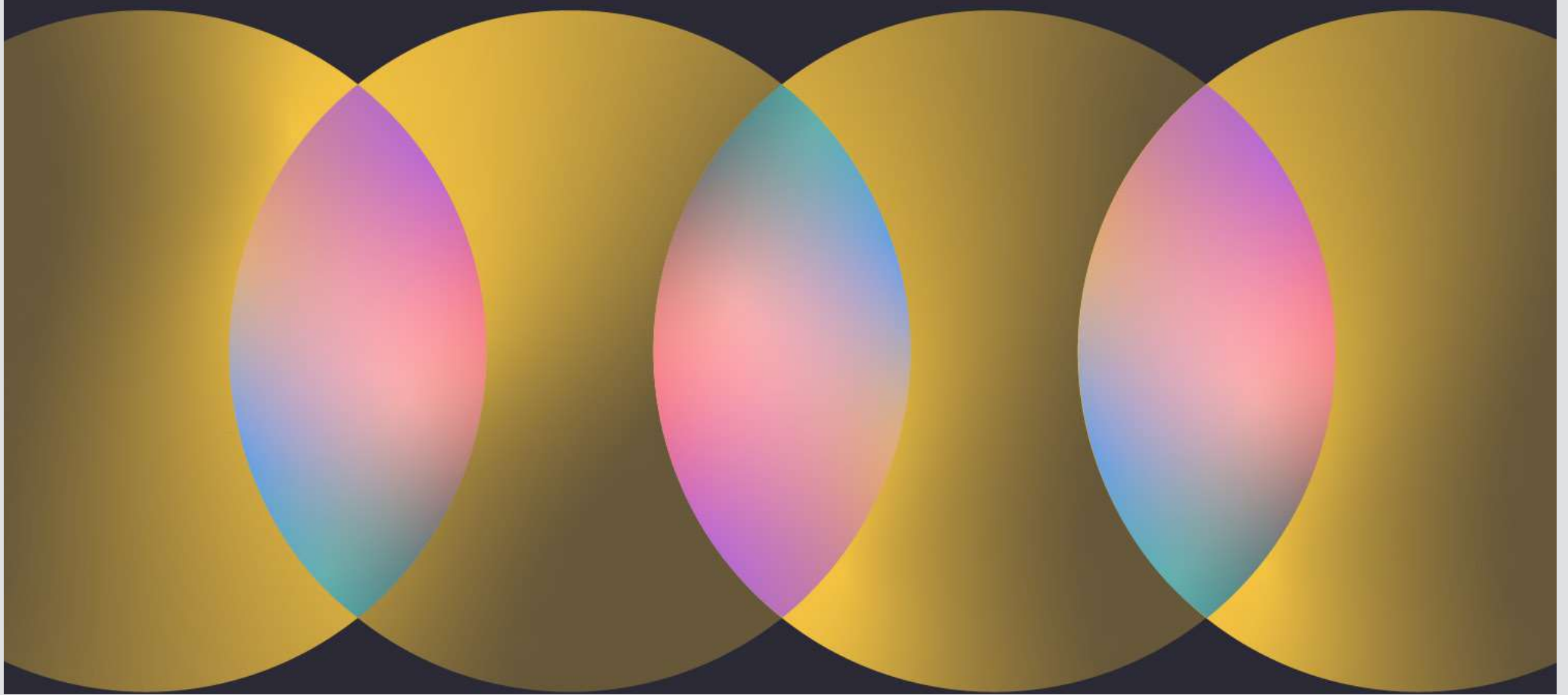
Slow down, move with intention and think in terms of generational impact, not just quarterly gains.

Forward-thinking brand leaders are realizing that the relentless focus on short-term time horizons undermines the energy, creativity and resiliency needed to build an enduring legacy. As brands, and as people, we must take the time to be – as anti-racist author Layla Saad puts it – “good ancestors” and to see our day to day actions as part of a meaningful project that serves our own spirits and the whole of humanity today and for many generations to come.

**“Slow down.
Lead better.”**

- Jay Coen Gilbert,
Co-Founder, B Lab,
and CEO, Imperative 21





SHIFT NO. 4

Leadership

BBMG X GLOBESCAN

Welcoming vulnerability, embracing
'not knowing' and turning challenges
into quests

Brand leaders are increasingly recognizing that our current economic, social and political systems are broken.

Regenerative leaders see that the skills, models and tools that got us here are no longer viable for where we want and need to go.

From global corporations to next wave startups, civil society to local and national governments, leaders are hearing the calls for change. And yet, to truly seize this moment for transformation, we also need to transform our mindsets, incentives and norms of leadership.



All Answers All Questions

Regenerative Brand leadership requires a shift from having all the answers, to asking braver questions.



It requires a shift from thinking we can know the future, to embracing not knowing as a courageous and creative act that allows more space for invention and possibility.

It's recognizing that our vulnerability actually opens doors to deeper conversations and inspiring adventures of heart, mind and community, as author and organizational development pioneer Frederic Laloux shared with us:

"As leaders, we are celebrated as problem-solvers. For many of us, it is uncomfortable, almost unbearably so, to be confronted with questions that force us to **admit we don't have answers**. The dissonance often compels us to ignore the hard

questions and focus solely on the ones we know how to solve. But then we have it upside down.

The true sign of leadership is the ability to sit with a hard question, with no immediate answer, long enough until answers begin to emerge – as they almost always do," Laloux says.

"I sense a tipping point is close. Right now, leaders who have **the courage to listen to their integrity and turn hard questions into inspiring questions** are still outliers. Soon, the inverse will be true: those with the courage to lead from integrity will be viewed as the natural leaders of the day. And everywhere, talented and inspired people will gravitate to work with them."



Courage in Caring

"We need our leaders to care. And I think it's really hard. Because capitalism and social good conflict a lot. One thing I learned is many of our leaders have crippling climate anxiety. They don't feel like they're sustainability experts. They don't know what to do, so they're just going to do nothing because it's a huge PR risk to do the wrong thing these days."

– Melody, age 24, New York, NY



Ambitious for Impact, Without All the Answers

"We have pretty aggressive targets for reducing greenhouse gas emissions without really understanding how we could do it."

– Dave Rapaport, Global Social Mission Officer, Ben & Jerry's

Work as “Ensembles”

New leadership calls for
“the non-heroic path”
of collective creativity.

Today, as we navigate the complexity of multiple, confluent crises and seismic shifts in our economy, ecology and society, leadership comes from recognizing and cultivating multiple sources of wisdom and new norms of connection, collaboration and practice.

“In order to change the way we work, we have to change the way we lead,” says Lori Hanau, co-founder of Global Round Table Leadership. “That means learning to **lead first as humans and working as ‘ensembles’ – with every role, voice, and contribution equally important.** When we practice working together as an ensemble, it helps break us out of the power-over and power-under mold, and instead move towards sharing leadership

and power with each other.” Realizing regenerative leadership requires reorienting from top-down hierarchical leadership and moving beyond the iconic individual as our ideal toward embracing what Carol Sanford calls “the non-heroic path” centered on cultivating self-awareness in service of collective creativity.

“We have the technologies, we have the money, we don’t have the transformational leadership. We need to drop from our head to our heart in order to develop that,” says Halla Tomasdottir, CEO and Chief Catalyst, B Team.

“I personally believe co-creation is the only possible way forward. If we can come together as elders,



youngers, business and the public. Three energetic streams working together – inside out, bottom up, top down. **Coming together across generations and genders and races and religions and all of the places we are on the globe, we can address the challenges we are facing.** I have not lost faith. I hope I never will. But this is our moonshot.”

The Body Shop’s “Be Seen. Be Heard.” campaign recognizes the opportunity in bringing the fresh perspectives of more young people into public office. Together with the UN Office of the Secretary-General’s Envoy on Youth, the brand issued a report on the needs and rights of young people around the world, the imperative of amplifying youth voices in public life and how to mobilize youth as voters and holders of public office.

Empower Others to Lead the Way

“I know where I want to go, but I don't really have the answers.”

For Shawn Outler, Chief Diversity, Equity and Inclusion Officer at Macy's, Inc., the path to shared leadership requires both the humility to recognize we don't have all the answers and the courage to feel the discomfort as we stretch toward greater ambition and impact.

“I see my role as inspiring everyone to think about the opportunity, the potential, and where we could be. **I see the fullest expression of my leadership as empowering others,**” Shawn explained. “I say to my team: ‘I need you to make me feel uncomfortable. And I need you to feel uncomfortable, too!’

And I'm going to support you in that. Go work it out! You gotta inspire people to go for greatness. And that's what I'm really hoping to do.”

Regenerative brands are embracing the new leadership paradigm by building knowledge, strengthening relationships and working toward holistic solutions rooted in humility, healing and repair. **Minnetonka** hiring a member of the Mille Lacs Band of Ojibwe to lead a plan to honor Indigenous communities. **Gucci** assembling a “shadow board” of millennial employees to guide the brand's digital transformation. **Ben & Jerry's** having environmental and social justice activists on their independent board of directors.

Ben & Jerry's, long known for taking stands on issues like climate change, voting access, and prison reform, uses its platform as a beloved ice cream brand to show the systemic relationships behind the challenges we face and invite others to join them in collective action. The brand recently joined forces with **Unlock Potential**, a ground breaking, intentional employment program for young people who are at greatest risk of incarceration. Through the initiative, employers aim to use hiring to advance racial equity, recruit the next generation of corporate leaders, and help disrupt the poverty-to-prison pipeline.



Source Image: PRNewswire

The Takeaway

Reframe leadership as welcoming vulnerability, turning challenges into adventurous quests, and living the questions with diverse viewpoints and intergenerational perspectives.

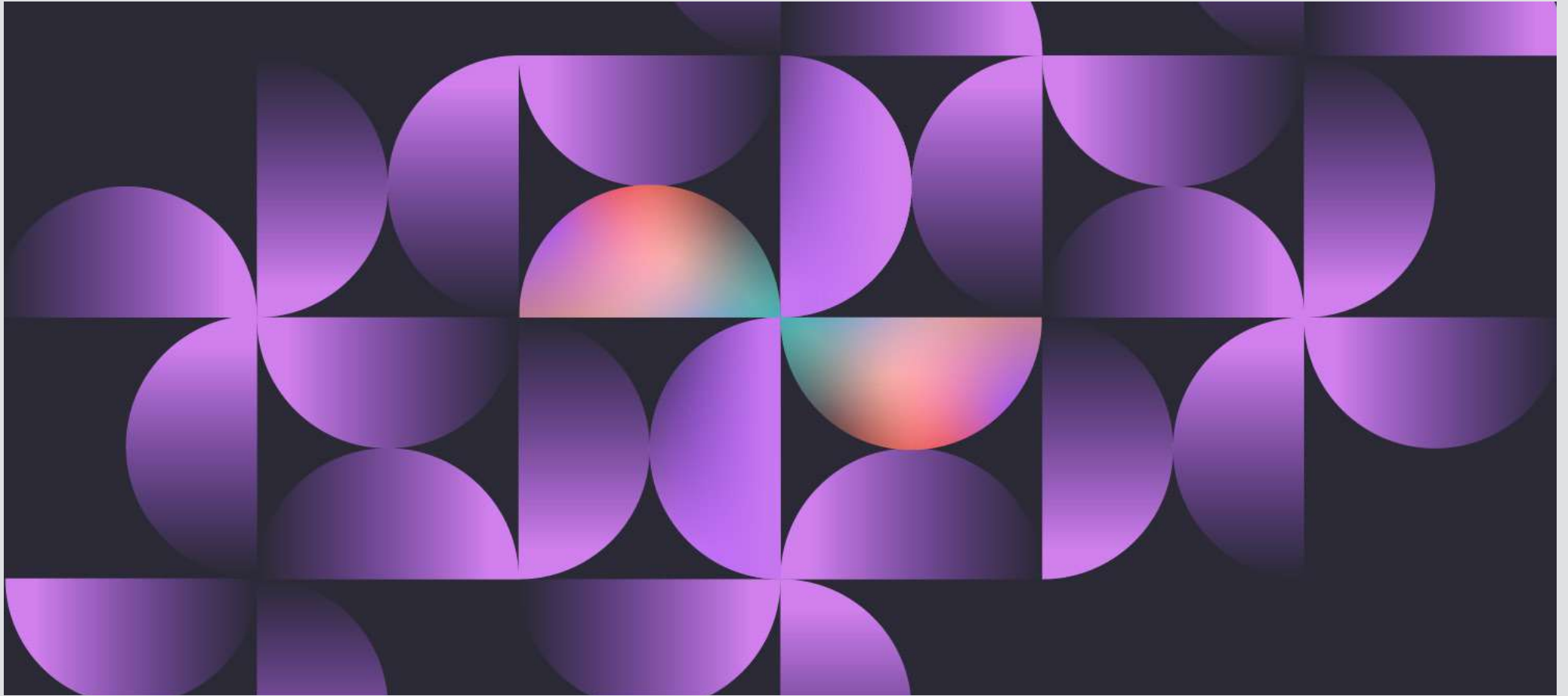
By welcoming not knowing as an opportunity for creativity and cultivating leadership from the inside out, outside in and bottom up, the emerging model of leadership turns hard questions into inspiring quests that can inspire new ideas, new connections and shared creativity to pioneer new ways forward.

Stay Curious

"Things are constantly changing and it's going to require CEOs to think a lot more on their feet. Stay curious about consumers and the direction of where you plan to take your company."

- Anna, age 29,
Los Angeles, CA





SHIFT NO. 5

Relationship

BBMG X GLOBESCAN

Widening the circle
of connection to thrive
together with all of life

No one is an island.

Of the many lessons of the past few years is a newfound appreciation for the interconnectedness of our world. An uninvited virus spreads through a family gathering, a wedding party, a community celebration. A drought, flood or wildfire in one part of the world affects access to food in another. Daily acts of brutality and beauty find their way across our news feeds and force a hard look in the mirror

or an awakening of gratitude and grace. As we confront the imperatives of our time and reimagine notions of power, space, time and leadership, there is one dimension of regeneration that sits at the heart of all others: whether we live in separation from one another or in mutual relationship.

When we widen the circle of connection to see ourselves not only as part of a family, or organization, or community,

but connected to the full web of life, we begin to see how our individual actions can have ripple effects that create unintended harms or more intentional benefits for a more sustainable world. And while individual actions matter, no person or business can go it alone. The age of hyper-individualism is fading and we're beginning to see our interdependence as the fundamental principle that can regenerate our world.



Independence → Interdependence

The prevailing business narratives of individualism and zero-sum competition are being challenged.



Those narratives are rooted in the false belief that we are ultimately separate from one another and the natural world. However, more and more brands are thinking holistically about the ecosystems they inhabit, support and need to thrive.

“I think we have to embrace our interdependence and recognize that the individual is actually not the fundamental unit of life, that **nothing exists apart from community**,” says Dave Rapaport, Global Social Mission Officer at Ben & Jerry’s. “We are part of the natural world.”

For Caroline Duell, Founder and CEO at All Good, the reef-friendly natural skincare company built on values of intergenerational sustainability, ecosystem health, and community resilience, each product is designed to nourish the whole. “To me, a better world is a **resilient connection between humans and their surroundings** in a way that’s mutually beneficial and mutually respectful. The way I live for that is by constantly seeking self awareness for how my work and actions impact myself, my family, my community, and the greater world...and finding ways to make them All Good!”



Respect for Our Interdependence
“I have deep respect that so many things are interconnected. We feel as humans we are entitled to pillage and destroy for economic profit. And as an individual the most important thing I can do is change the way I think about my relationship to the Earth.”

- Julia, age 30, Boston, MA



Honor Reciprocity
“Everything needs to be reciprocated – our relationships with ourselves, with each other, and with the planet.”

- Alexis Saenz, Founder of the International Indigenous Youth Council LA

See the 'Whole Picture'

Consider the forest and the trees.

In our conversations with circular design pioneer William McDonough, he helps us consider the whole of things through the concept of fractals. "An oak tree keeps looking like an oak tree until you've got a forest of oak trees. And they're all the same tree. And they all follow the same rules of growth, but they're all different. So when you look at fractals, you realize that **it's all a thing made of itself**," he says. "And when you see it that way, you can start to see the whole picture. But I can also see the pieces. And it's all one thing, oak is all one thing, humans are all one."

The author and regenerative business leader Carol Sanford has inspired us and many others to apply a more holistic systems lens to brand leadership

by honoring the living relationships all around us. She writes that our interdependence "is true not just for individual people, but for all living systems, including soil, bodies, families, communities, businesses, gardens, forests and watersheds, all the way up to Earth as a whole and beyond."

For forward-thinking leaders, the tendency to address issues in silos is being replaced by a more integrated approach, where distinct projects, initiatives, and programs are seen within a holistic enterprise in service of an organization's greater brand purpose. One-off efforts may be nice and good for PR, but a unified strategy that advances specific goals as part of a living ecosystem is where true regenerative momentum happens.



IKEA is embracing a more holistic approach by committing to becoming a circular business by 2030 and transforming the existing "take, make, waste" linear model into its opposite based on reuse, refurbishment, remanufacture, and recycling. The iconic Swedish retailer is making sustainable living affordable, desirable and accessible for all by designing for renewable materials, standardization, consumer care, repair, adaptability, disassembly, reassembly and recyclability.

"From our research we know that many people want to live more sustainable lives but often it's perceived to be too expensive, too difficult and they don't know where to start," says Malin Pettersson-Beckeman, Head of Sustainability Engagement & Communications at Inter IKEA Group. "We want to contribute to the movement in society around better everyday living within the boundaries of the planet and work towards making sustainable living the default option and the norm in society."

Design for Mutual Thriving

The reality of interdependence is shaping not only new business models and design principles, but also business culture and employee relationships.



A side effect of the pandemic is that many companies learned that they can trust their employees to work remotely, and today we're seeing a significant relaxing and flexing of traditional work norms as a result. **AirBnB** recently announced a new “work from anywhere” policy that embraces mutual trust and respect to allow employees to work remotely, from anywhere, with equal pay and the freedom to travel.

And because work/life balance remains a struggle for many families navigating work, school and daycare, #ShowUsYourLeave, a viral social media campaign from **theSkimm**, has provoked hundreds of companies to share their paid family leave policies and sparked

a conversation about the need to reform parental leave in the US. As Alexis Saenz, Founder of the International Indigenous Youth Council LA tells us, “**Everything needs to be reciprocated – our relationships with ourselves, with each other, and with the planet.** It's not just a one way street. It's important to make sure we're pouring into our own cups, we're pouring into the cups of others and for the Earth, the plants around us and all of the sacred elements.”

Rhino Foods, the manufacturer of the famed cookie dough ingredients in Ben & Jerry's ice creams, knows their business only succeeds when their employees succeed. The company's Income Advance program has helped over 500 Rhino Foods employees get loans for urgent needs like car repairs or medical expenses without needing to rack up crippling debt from credit cards or payday lenders – burdens which hold many people back from reaching their goals, especially young people who are just starting out. The program has had an incredible impact on the company's talent retention rate which jumped by 38 percent.

The Takeaway

Honor the interdependence of our relationships and design holistically to benefit the entire ecosystem.

By widening our circle of connection and designing holistically in service of living systems, we can innovate new business models, cultivate deeper relationships and bring brands, consumers and community members together to thrive through change.

Together We Can Influence the Future

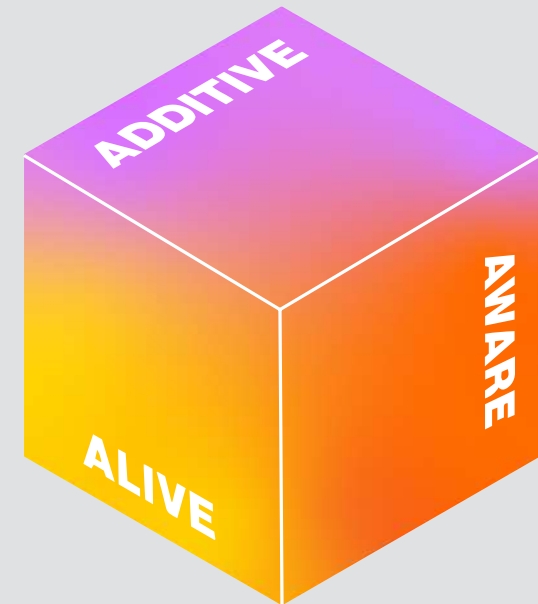
"I do think my life choices can influence the future. I think that all of us make life choices that influence the future. I think that if everybody's actions are meaningful and intentional, we could really find a way to stop the impending climate change."

- Zoe, age 28, Boston, MA



Bringing a Regenerative Mindset to Brand Leadership

We believe this transformative moment invites us to welcome and embody new mindsets and new models of behavior to guide the way forward.



The path to Regenerative Brands Leadership starts with being Aware, Additive and Alive, and we encourage you to embrace the journey by asking these simple, yet profound questions:

AWARE
How do we sense and serve our deepest, truest needs?

Best Practices:
What is present but unsaid?
Leave room for silence and space.
Let your customers and colleagues fill the void with what's truly on their minds.

Address hard topics directly, don't dance around them.

Welcome vulnerability. Getting real together inspires deeper connection, trust and shared courage.

ADDITIVE
How do we give more than we take?

Best Practices:
Identify and name all stakeholders across your value chain – employees, partners, suppliers, customers, consumers, and the Earth.

Ask: Are we extracting or enriching value in each relationship in service of the whole?

ALIVE
How do we shape who we are and how we live?

Best Practices:
To create the change you seek, can you ride an existing cultural wave or shape your own?

Actions speak louder than words, show don't tell or show and tell

Lead from the back of the room

Speak up and show up thoughtfully, with integrity and credibility.

About Us

Thank you for picking up this report and for being the kind of person who sees the role for brands to regenerate our world. To explore how a regenerative mindset can help your business thrive, get in touch!

About BBMG

BBMG is a branding and social impact consultancy dedicated to working with leaders who won't wait on things that can't wait. With a team of strategic creatives and creative strategists, culture experts and design thinkers, we build Regenerative Brands that are aware, additive and alive to transform the world we're in and create the future we want. BBMG is a Certified B Corporation with teams in Brooklyn and San Francisco. bbmg.com
hello@bbmg.com

BBMG

About GlobeScan

GlobeScan is a global insights and advisory consultancy working at the intersection of brand purpose, sustainability, and trust. We partner with leading businesses, NGOs, and governmental organizations to deliver insights that guide decision-making and build strategies that contribute to a sustainable and equitable future. Established in 1987, we have offices in Cape Town, Hong Kong, London, Mumbai, Paris, San Francisco, São Paulo, and Toronto.
insight@globescan.com

GlobeScan 

Contributors

Raphael Bemporad
Dezeree Castillo
Chris Coulter
Liz Courtney
Sanjay Khanna
Eugene Kritski
Jen Louie
Tove Malmqvist
Jeronimo Montoya
Nicole Pontes
Briana Quindazzi

Design

Hannah Kochmann
Chia-Ying Lin
Jess Pitera

Ethnography Partners

NimblyInsights.com

About this Report

Methodology

Research findings are based on an online survey of approximately 1,000 adults per market in each of 30 international markets (n=30,000 weighted) in June 2021. The survey was conducted in native languages. In India, Kenya, Nigeria, and South Africa the survey was conducted in English. Using stratified sampling from non-probability but managed online panels, samples are representative of the online population and weighted to the latest census data to be nationally representative. In some developing markets, the ability to weight to be nationally representative is limited by the extent of internet penetration (e.g., Kenya, Nigeria, Saudi Arabia, and Vietnam).

The online survey was complemented by ten in-depth ethnographies with people between the ages of 18 and 30 across the United States in December 2021. Some statements have been edited for length and clarity. BBMG also conducted interviews

with brand and business leaders and youth activists in December 2021 and January 2022. These interviews included: Graham Macmillan, President of the Visa Foundation; Pablo Benavides, Thinking Partner; Lorna Davis, former CEO Danone USA and global B Corporation Ambassador; Bing Chen, President and Founder of Gold House; Yulu Wek, International Indigenous Youth Council in Los Angeles; William McDonough, architect; Aidan Liss, Co-Coordinator of XR Youth LA; Halla Tomasdottir, CEO and Chief Catalyst at B Team; Alexis Saenz, Founder of the International Indigenous Youth Council LA; Jay Coen Gilbert, Co-Founder, B Lab, and CEO, Imperative 21; Frederic Laloux, Author "Reinventing Organizations" and co-founder The Week; Dave Rapaport, Global Social Mission Officer, Ben & Jerry's; Shawn Outler, Chief Diversity, Equity and Inclusion Officer at Macy's, Inc.; Caroline Duell, Founder and CEO at All Good

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