

SUSTAINABILITY LEADERSHIP

A SWEDISH APPROACH TO
TRANSFORMING YOUR
COMPANY, YOUR INDUSTRY
AND THE WORLD

HENRIK HENRIKSSON
ELAINE WEIDMAN GRUNEWALD



Sustainability Leadership

“In today’s uncertain times, the examples of how Swedish business leaders have weathered turbulent times, re-defined their businesses and sought new ways to amplify value for all stakeholders is a precious and timely source of inspiration.”

—Lim Boon Heng, Chairman, *Temasek*

“Henrik Henriksson and Elaine Weidman Grunewald have issued a stirring call to action that cannot be ignored. The authors provide a roadmap for how companies can define their purpose and live by it—something we need more than ever in these challenging times. The candid stories of how Swedish CEOs have risen to those challenges is inspiring. I urge every business leader to read this book and share it widely among their teams.”

—N. Chandrasekaran, Chairman, *Tata Sons*

“Not only do Grunewald and Henriksson demonstrate how sustainability ambitions must be realized through business action, they also show how such business action can be achieved and provide a plan of action for sustainability leadership through concrete and inspirational cases from the Nordics.”

—Kristin Skogen Lund, CEO, *Schibsted*

“This book is a treasure chest: It reveals the secrets behind Sweden’s success and how corporations can thrive on sustainability while being part of the solution for the big challenges of our time.”

—Georg Kell, Founder, UN Global Compact and Chairman, *Arabesque*

“Sweden is a powerhouse of sustainable industrial transformation. This book describes the management approach behind it. Henrik Henriksson and Elaine Weidman Grunewald invite change-makers in Swedish business to tell their stories. And they tell their own story, not least about Scania, a company that shows how sustainability and profitability can go together. The core message: Global challenges like the climate crisis require clear entrepreneurial values: integrity, responsibility, effectiveness. We have no time to lose!”

—Herbert Diess, Chairman of the Board of Management, *Volkswagen AG*

“In this valuable book, Elaine Weidman Grunewald and Henrik Henriksson provide an easy to read, inspiring and practical guide to sustainability leadership. The examples are compelling and show that sustainability is an integral part of the strategy of profitable, successful businesses – and will be even more so going forward.”

—Stephanie O’Keefe, CEO, *International Women’s Forum*

“Sweden has offered the world so many valuable lessons over the years; and this excellent book is the latest contribution - timely and valuable business insight explained with clarity and humility. It reminds us that purposeful leadership is both essential in today’s highly unpredictable, challenging business environment and must be approached with energy, method and expansive imagination. It should be read by every leader who wishes to eschew incrementalism and confront the most pressing of contemporary questions, namely, how to deliver a step-change in sustainable growth, balancing the interests of all stakeholders without trade off, compromise or delay.”

—Rick Haythornthwaite, Chairman, *Mastercard and Xynteo*

“Nordic countries and companies are globally recognized for their sustainability leadership. In their informative new book, Elaine Weidman Grunewald and Henrik Henriksson reveal “the secret sauce” that gives Swedish companies their inherent sustainability advantage. In translating to a global business audience, they offer a powerful three-step leadership model that any CEO or business leader can put in practice wherever they may find themselves in the world. This book provides definitive thinking on sustainability leadership for the twenty-first century—all with a wonderfully distinctive Swedish twist.”

—Robert Strand, Executive Director & Lecturer, *Center for Responsible Business, Haas School of Business, University of California, Berkeley, USA*

Henrik Henriksson
Elaine Weidman Grunewald

Sustainability Leadership

A Swedish Approach to Transforming
your Company, your Industry
and the World

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palgrave
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Foreword

This is written in the beginning of April 2020. The world is fighting the coronavirus pandemic and the outcome is still very uncertain. The world economy is shaking, the number of confirmed deaths has just passed 80,000, and the mortality curve is still pointing upward, while the big fear is to what degree COVID-19 hits countries in the developing world.

In this turbulent time, science, politics, business, and civil society need to work together, to handle both short- and long-term challenges in a collaborative fashion. It is already clear that there is so much to learn from the coronavirus crisis. One lesson is the need to build resilience in a world that is, and will continue to be, characterized by turbulence, surprise, and shocks, from social, economic, and ecological changes, that moreover form part of a connected web of interactions in a big world on a small planet.

Businesses around the world face a new reality. And it is a deeper reality than the pandemic alone. I am not talking here about globalization or the digital revolution of exponential change in technology and innovation. Nor is it about social instabilities and rising inequities. The global health crisis is a manifestation of something bigger. It is a manifestation of the fact that we, the modern world of today, now constitute the dominant force of change of the entire planet. Driven by globalization, dense population pressures, and unsustainable production and consumption, and causing impacts on health, conflict, insecurity, and development, the fact that we are now in the Anthropocene, the new geological epoch triggered by our unsustainable exploitation of nature and climate, is the mother of all challenges.

And it changes everything. We have had zoonotic disease outbreaks—when infectious diseases are passed from animals to humans—in the history of mankind (think Spanish flu after World War I). But the frequency is on the

increase, and both the source and impacts can be attributed to human pressures in the Anthropocene. The coronavirus crisis, however devastating in terms of human loss, is an alarm bell for us, signaling that our recovery must be a transformation to a resilient future where people and planetary health go hand in hand.

Scientifically, we can now say with a high degree of certainty that we have changed the living conditions on Earth as they have been since we left the last Ice Age, 12,000 years ago. We are following a path, if we continue burning fossil fuels and degrading nature as we do today, that will take us to global warming exceeding 3°C in only 80 years, when your children have grown-up children. In a geological blink of time, we are at risk of pushing our home, Earth, back to a climatic point She has not been in for the past four million years.

Our only chance to meet the Paris climate agreement of limiting global warming to 1.5°C, or at least stay well below 2°C, is to bend the curve of global emissions within the next few years, and then cut emissions by half each decade, until we reach a largely fossil-fuel-free world economy by mid-century, in 30 years. This is what we scientifically call the “Carbon Law,” as it must trigger the same level of exponential innovation as “Moore’s Law,” which in 1965 predicted an exponential innovation pace of doubling the speed in computer transistors every 18–24 months. This led to a self-fulfilling prophecy driving the innovation that we have seen in the digital industry through the present day.

But this will not be enough. Stabilizing the global climate at a level that will not generate unmanageable risks will also require that we halt the destruction of nature. Today we have reached the sixth mass extinction of species on Earth, the first to be caused by another species: ourselves. We have wiped out 60 percent of animal populations since the 1970s and are on track to lose one million out of eight million known species on Earth.

The overall conclusion is that we have reached a state of planetary emergency. We have rising evidence that global warming, deforestation, and loss of ecosystems increase the risk of zoonotic disease outbreaks, which can transform into pandemics in the globalized world of the twenty-first century. We now need to mobilize all human ingenuity, leadership, and action for our common future on Earth. What we do over the coming decade is likely to determine the future for all coming generations in the world.

Business plays a fundamental role in this context, as a major source of unsustainable pressures on the planet, from use of natural resources to ecosystem change and greenhouse gas emissions. Yet, the private sector also represents the ability to provide solutions and be a leader in climate action. We are

starting to see examples of that leadership today, which we direly need to see scaled and accelerated. My personal conclusion is that business, across a wide range of sectors from food, to energy and transport, injected pivotal support that provided the political leadership a significant portion of the confidence and courage to take the Paris climate negotiations in 2015 all the way to a successful global accord.

Business has continued to play a very important and constructive role on climate action. Immediately after Paris, hundreds of international businesses stepped up to adopt science-based targets (SBTs) for climate action, first to meet the 2°C target, and increasingly to reach 1.5°C. Right now, business is rallying to move from climate to planetary boundaries, by engaging in the Science-Based Targets (SBTs) for Earth initiative under the Global Commons Alliance, initiated by the Global Environment Facility (GEF) together with science (Future Earth) and business (We Mean Business).

All this is really important. Even more fundamental, though, is the narrative framing this action; the fact that climate action is increasingly moving from an environmental agenda to becoming a part of core business. Here Henrik Henriksson, as CEO of Scania and Elaine Weidman Grunewald, sustainability leader and innovator with long experience in the technology business, represent two global leaders. When they argue for making sustainability core to the business, they do it with empirical evidence and profound conviction, in a way that few leaders can. And it is here that they provide a really important piece of strategic advice for all business leaders, applicable to all sectors: making sustainability the core of your business is not a moral agenda; it is the pathway to profits and business success. As they point out, purpose-driven leadership is the most important business asset, as it generates innovation and gives a competitive edge.

Together, Henrik and Elaine provide what I consider the most important business advice one can get today—to embed the core business in a culture of sustainability. They do so by representing two of the most important sectors in the transformation to sustainable development, namely decarbonizing the transport sector and making digitalization work for sustainability. This makes the voice of these two business leaders so valuable and timely at a juncture where we must accelerate and scale innovations and solutions toward a prosperous and equitable future for humanity within planetary boundaries.

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Johan Rockström

Preface

Many people have asked us how we came to write this book together. One rainy Swedish afternoon in early spring 2019, Elaine and Kershini Henriksson, Henrik's wife, were sitting down for that quintessential Swedish ritual, the *fika*, a coffee-and-cake break that is more of a state of mind than a time of day. Elaine had recently left her position leading the sustainability work at Information and Communication Technology (ICT) company Ericsson and was embarking on the next chapter in her journey. The discussion turned to climate change, and why it was a game-changing moment for companies to step up on sustainability. "You know," Kershini mused, thinking of family chats around her own dinner table, "Henrik shares our passion for sustainability; he really burns for it just as much as you and is frustrated over the lack of action. You two should write a book."

Kershini's idea resonated with both of us. Like a core theme described in this book, we were unconventional partners, with distinctly different backgrounds. Yet we share two fundamental beliefs: (1) that the world faces unprecedented and urgent global challenges and that business needs to step up, and (2) that, while not perfect, Sweden is brimming with great examples of how companies are working profitably and meaningfully to move the needle on sustainability.

So, we've opened up our toolbox and shared our experience, along with that of other leaders who share our passion for sustainability leadership. The Swedish companies and business leaders we interviewed in the book represent a broad spectrum, from startups to large industrial giants with 100-year-plus histories.

We wrote this book to use our own platforms and, in our own way, help to accelerate that momentum and catalyze change. The question business leaders

face is not just *why* to act—but *how*: how to best engage others on the same journey, and how every leader can maximize his or her impact. Over the course of our careers, we have figured out some of the answers to those questions. That led us to spend many hours creating and discussing a leadership model with sustainability at its core, and a formula, for that all-important *how*.

Since we began writing this book, we've been encouraged by the progress we've seen and the commitments that are being made by business leaders all over the world. The tides seem to be shifting toward greater recognition of the importance of sustainability. It is no longer a race to the bottom but rather a race to the top.

The desire to write this book also comes from a very personal place for both of us. Anyone who has ever worked with Elaine knows that she is nothing if not persistent—for the things that she believes in and is passionate about, and how she is driven to see results. She has worked for small non-profits and large multinationals, but what most inspires her is the private sector's powerful platform for positive sustainability impact. Her work has taken her from the corridors of the United Nations to refugee settlements in South Sudan, visiting the poorest, seemingly forgotten, parts of the world, often without hope, but where the strongest hope often emerges: “Whether you’re in the developed world with the most advanced technology or in the developing world with access to only the most basic technology, the capacity of the private sector, and the power of an individual leader, to wield influence, is bottomless, if the will, or ambition, is there.”

Elaine is all about building coalitions of the willing—those, who, like her, embrace the “yes, and,” not the “no, but” way of getting things done. She sums it up this way:

Greater collaborations, partnerships, sharing of ideas. That's what we need to achieve the exponential impact that can move the needle on so many sustainable development challenges. Adopting the UN Sustainable Development Goals (SDGs) was a powerful moment of coming together. But without greater engagement of the private sector, without that exponential impact, there will be no future to sustain. This book has also been about creating a vision for the next generation of the coalition of the willing, the ones that want to go for something greater than business as usual.

For Henrik, the “why” of his journey in sustainability leadership is crystallized in an actual place, his summer cottage on the island of Blidö in the Stockholm archipelago.

That is our sanctuary, that is where my wife and I have raised our two daughters. Now nine and eleven years old, the place in the archipelago—close to the nature, the fresh air and the clear water—has been the place that has started to shape them as global citizens, shaped their values and their beliefs. It is that sanctuary that I want to save and protect today and for the future generations. And it's there that I think about the legacy I would like to leave for them one day.

Henrik continues:

I've always felt that at the end of the day the true judge of my legacy are my daughters. I have this picture in my head when I'm retired and sitting on my favorite bench on Blidö, at age 70, and my two grownup daughters come to sit with me. Two scenarios unfold. In the first they ask: "Weren't you the CEO of that company called Scania? Didn't you see what was going on? Why didn't you take your responsibility? Were you blind or stupid?" In the second scenario, they ask: "How did you find the strength, the courage and the drive to transform not only that company but a small piece of the world?" And of course, I want it to be the second scenario. This book is an opportunity to tell the story, not about me, but about all the great people in my company and how they build a better world. The Scania family. We are great, but our journey has just begun, and we can do better.

With this book we want to encourage you and others to start your journey. Use your ambition and drive to create your legacy. This is a perfect time to start!

Stockholm, Sweden

Henrik Henriksson
Elaine Weidman Grunewald

Acknowledgments

We dedicate this book to our children—and to all children—so that they might inherit a planet worth inhabiting, and so that they might have a guide to carry forth the torch for sustainability leadership into the next generation.

First and foremost, we want to thank our families, for their patience and support as we spent many, many days, weekends, and evenings working on this book. Thank you Kershini. Thank you Per. And, of course, our children: Oscaria and Isabella, and Lukas, Knut, Felix, and Mira.

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Introduction: The Case for Action Expönenitality Cheat Sheet

We're just a few months into a new and pivotal decade, and the global coronavirus pandemic has changed life as we know it. Turning a crisis into an opportunity is of course a cliché—and before the coronavirus crisis we were already on the brink of another, slower sustainability disaster—climate change. Somehow it is easier to mobilize resources to solve the critical, short-term, immediate problems, as opposed to the climate crisis which has been underway for decades. The pandemic has created an unprecedented, terrible reality that will change us in ways we can't even anticipate. But it's also a wakeup call, and a chance to rethink how we conduct business. It has presented a *tabula rasa*—a clean slate—an opportunity to restart business based on sustainable principles.

Business cannot thrive on economic returns alone. As we lay out in this book, we need to measure success beyond profit to motivate change. And just as health workers, fire departments, police forces, and many others have been on the front lines of the COVID-19 pandemic, it's time for business leaders to step up to the front lines of the sustainability crisis.

COVID-19 has created a lot of fear and uncertainty—but this means that it is a leadership imperative. In reaction to the pandemic, companies can demonstrate in unprecedented ways their commitment to purpose and society. The businesses that are authentic will build trust, loyalty, and resilience.

The pandemic also highlights the importance of science and facts, a point we underscore in this book. In this case, COVID-19 has shown us that human health and the health of the planet are inseparable, that we must resist fake news and convenient truths, and that partnerships are key to solving major

challenges. Now more than ever, concerted global action for a more sustainable world is urgently needed.

While we grapple with the seismic shifts in our society and economy brought on by the pandemic—the full consequences of which we can't yet predict—we cannot lose focus on the myriad challenges that the planet and humanity are facing. Climate change, rising inequality, and unsustainable resource use continue to demand our attention and action. This is not a head-in-the-sand moment. It is an invitation for the world to change direction—faster and more decisively than ever. It is also an opportunity for the private sector to exercise much-needed leadership in finding solutions rather than adding to the problems. With just ten years left to achieve the UN Sustainable Development Goals (SDGs) agreed by the world's nations in 2015, all sectors of society need to mobilize for a decade of action.¹

Courageous and visionary business leaders are already heeding that call, inspiring others to set big, bold goals. There has also been a remarkable shift among investors, including influential mainstream investors, toward prioritizing sustainability and factoring the impact of climate change into investment decisions. Citizens around the world have been raising their voice for change, in ever larger numbers. Business leaders can no longer turn away. This book is a wake-up call because there is simply no time to lose.

Sweden may be a small country, but it has long punched above its weight. It is admired around the world for its progressive actions on sustainability, both as a nation and within the business sector. In this book, we share some of the essential ingredients in Sweden's "secret sauce" for corporate sustainability leadership. We draw extensively on our own leadership platforms and experience as well as that of other business leaders who share the same commitment to sustainability.

There Is No Business as Usual in a Turbulent World

Concerted global action for a more sustainable world is urgently needed and the challenges we face are more complex than ever. While it is encouraging to see that setting sustainability targets has become business as usual for many companies, most targets are still based on achieving incremental improvements. Leaving a better world for our children requires not just some action from the business world, but exponential solutions. Sustainability is not a trend; it is a condition for future business success, and we need to up the game.

It's important to keep in mind that sustainability is *not* philanthropy. It is much broader than environmental impact, corporate citizenship, or corporate social responsibility. It is not a stand-alone issue but affects every aspect of a company, and therefore must be connected to the core business and aligned with overall corporate strategy. We define sustainability, in the business context, as an integrated approach to minimize a company's negative impacts and maximize its positive social, environmental, and economic impacts, while creating long-term value for all stakeholders. We see sustainability as critical to the success of today's companies.

Over the next 30 years the world population will likely reach ten billion people, all wanting the same opportunities for a decent life. Despite global economic gains, more than 700 million people—some 10 percent of the world's population—still live in extreme poverty.² At least two billion people worldwide live in areas affected by fragility, conflict, and violence, where the intersection of poverty, high population growth, environmental degradation, natural hazards, and protracted conflict leaves them especially vulnerable.³ Unprecedented mass migration and movements of people have led to some 150 million people being displaced (equivalent to the world's tenth largest country), due to conflict and humanitarian crises. The current geopolitical instability, economic turbulence, protectionism, and polarization exacerbate global inequality and threaten peace and prosperity. While globalization has opened up new markets it has also contributed to supply chain complexity and risks of labor exploitation.

People and planet depend on one another—but this mutual dependency is not reflected in current measurements of economic growth. Gross domestic product (GDP) is an increasingly inadequate indicator of growth, productivity, and value from the perspective of sustainable development, and the relentless pursuit of higher GDP has resulted in environmental destruction and a narrow notion of human wellbeing netted at the expense of a fair and inclusive society. The UN Sustainable Development Goals, the world's plan to build a better world for people and the planet by 2030, call for a recalibration, with only a decade left to shift direction.

As many Swedish business leaders in this book point out, they are well aware of the privilege of birthright, coming from a country where basic needs are met, and where they can rely on the benefits of social democracy—the right to free education, healthcare, and other aspects of a stable, well-functioning society. Part of their passion for creating purpose-driven companies stems from a recognition of the importance of balance: the drive for profitability is tempered with a sense of responsibility to create positive impact

in the world, and leave a worthy legacy, with sustainability as a central, defining aspect.

As CEO of Scania, Henrik knows that transport is a big part of the problem, responsible for 24 percent of direct CO₂ emissions from fuel combustion, according to the International Energy Agency, and road vehicles account for nearly three-quarters of transport CO₂ emissions.⁴ But he is also convinced that Scania can be part of the solution, by driving the shift to fossil-free commercial transport. This book is partly the story of that journey. For her part, Elaine's years of experience with technology and digitalization have brought her to the same point of deep commitment to act, to realize the substantial sustainability benefits Information and Communication Technology (ICT) can deliver, but also to raise awareness around—and preempt—its emerging challenges.

Our case for action is for business leaders, the primary audience for this book. Business has more influence and power than ever before. In the past 20 years, the number of companies with a market capitalization above \$100 billion has more than doubled from 37 in 1999 to 98 companies in 2019⁵ and many companies today are larger than governments. CEOs and other executives are expected to step up and do their share to contribute to sustainability. While we are seeing the welcome appearance of individual CEO activists, this needs to become the norm—not the exception.

Encouragingly, the financial world is waking up to the climate crisis and the costs of sustainability inaction. The financial risks of climate change are now firmly on the agenda of many banks, insurers and other financial institutions and growing numbers are putting a stop to investment in the fossil fuel economy. In 2019, the European Investment Bank announced it would cease funding fossil fuel projects by the end of 2021. Sustainable investing and Environmental Social Governance (ESG) investing is no longer niche but rather one of the signature financial shifts of the past decade, obliging more companies to focus on sustainability as well as profits.

The urgency to act is there: to be a leading company and business leader today requires sustainability leadership. But what does it take? Do you have the ambition and the tools to take your organization on the journey and make a credible, meaningful contribution to the sustainable development challenges the world faces? What can you learn from how Sweden is rising to the challenge?

The Sustainability Leadership Model

This book attempts to answer some of those questions and point you in the right direction. It starts and ends with emphasizing the importance of leadership. Based on our combined decades of experience in moving the needle in our respective industries, we've developed a simple but powerful Sustainability Leadership Model (i.e., the journey to sustainable Expönentiality, with a Swedish flair) (Fig. 1.1).

The three steps of the model consist of the following elements:

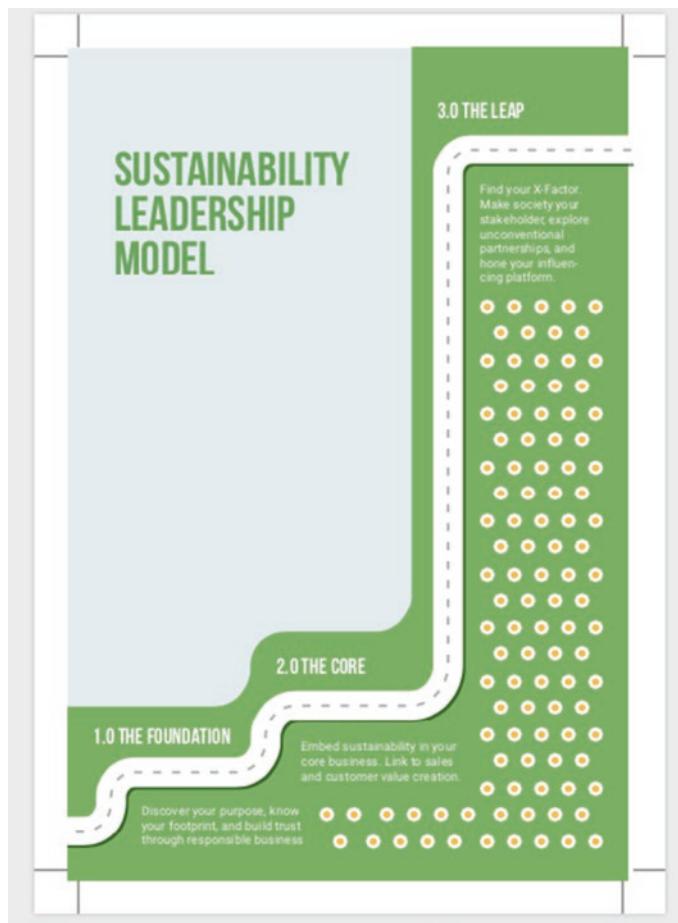


Fig. 1.1 The Sustainability Leadership Model. This consists of three steps that include setting the Foundation (1.0), embedding sustainability into the Core (2.0), and making the Leap (3.0)

- *The Foundation*: Discover your purpose, know your footprint, and build trust through responsible business.
- *The Core*: Embed sustainability in your core business. Make it real by linking it to sales and customer value creation.
- *The Leap*: Find your X-Factor. Adopt a societal and planetary lens, seek unconventional partnerships, and hone your influencing platform.

The entire model is a journey toward sustainable exponential impact, or Expönentiality, which is the destination. A simple formula shows how individual leaders can reach that destination, and find their X-Factor. Think about the X-Factor as your level of ambition on steroids; what differentiates you as a sustainability superhero. Your ambition as a leader will be fundamental to guide the necessary actions to steer your company to sustainability leadership and market success.

Through sharing the experiences of some of today's sustainability pioneers, our goal is to nudge business leaders to find their own X-Factor and start their Expönentiality journey today. Engineers and mathematicians, take note: this is not meant to be a precise mathematical formula; it's rather about directional leadership (Fig. 1.2).

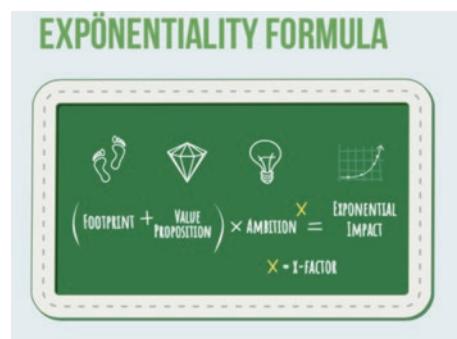


Fig. 1.2 The Expönentiality Formula. This simple but powerful formula shows how leaders can reach sustainable exponential impact, or Expönentiality. The *footprint* focuses on minimizing negative and maximizing positive sustainability impacts. The *Value proposition* is how sustainability is integrated into the core business. By upping their *ambition*, leaders can discover their *X-Factor* through a set of unique tools and accelerators. The *exponential impact* you create delivers long-term value for business and for society

A Reader's Guide

We recognize readers will be at different stages of the sustainability leadership journey. Some will be just setting out and others may be well on the way to becoming exponential in their reach and ambition. Our intention is to provide guidance for business leaders at every stage. By business leader we mean first and foremost CEOs, but also the C-suite (other senior executives) such as chief sustainability officers, or anyone trying to lead a sustainability transformation in the company. The book is structured to allow readers to begin where they like—to sample the *smörgåsbord* (that famed Swedish buffet meal), according to their own preferences and appetite. The book is divided into three parts, in line with the Sustainability Leadership Model:

Part 1.0 The Foundation includes three chapters:

- *Purpose-driven leadership*, describing how a leader can discover their purpose or “north star” to guide their sustainability leadership journey (Chap. 3);
- *A stake in the ground*, knowing the basics, and outlining how to use stakeholder insights to help set your level of commitment or ambition (Chap. 4); and
- *How to earn trust*, underlining the importance of responsible business practices in building trust—a vital ingredient for successful partnerships and stakeholder relationships (Chap. 5).

In *Part 2.0 The Core*, the focus is on business integration for sustainable value creation. The three chapters in this section include:

- *Embedding sustainability in the core business*, analyzing the strategy, business model, and value proposition to identify the challenges and opportunities that matter most and where you can have the greatest impact (Chap. 6);
- *It all comes down to sales*, making the all-important link between sustainability commitment and your customer (Chap. 7); and
- *Measuring impact beyond profit*, how to use robust sustainability metrics to measure what matters and support your progress (Chap. 8).

Part 3.0 The Leap is where business leaders define their level of ambition. These five final chapters are intended to help leaders aim higher and set their sights on changing the world. It is here that the Exponentiability Formula can help visualize where the greatest transformational business potential lies.

- *The Path to Expöntiality* introduces the societal ecosystem approach, and how using societal and planetary lenses helps you understand your impact on society (Chap. 9).
- *Society as a Stakeholder* applies the Expöntiality Formula and helps you to find your X-Factor, in part through unconventional partnerships (Chap. 10).
- *Making Business Sense of the SDGs* is about understanding how you fit into the broader sustainable development agenda, and how to make the UN Sustainable Development Goals purpose-fit for business, and be on the alert for “SDG-washing” (Chap. 11).
- *The Next Sustainability Frontier Is Digital* explores how digitalization is a powerful accelerator but why caution is needed to avoid some of the inherent risks in data-driven societies, that is., data pollution (Chap. 12).
- *Find Your Personal Influencing Platform* sets out why the key to advancing a leadership vision for sustainability transformation begins and ends with leadership and that the true test of purpose is having an authentic, impactful voice on the issues a leader is most passionate about (Chap. 13).

The three stages of the model in their entirety comprise the journey to Expöntiality. By the end of Part 3.0, we hope leaders will have identified new possibilities for their own sustainability leadership journey. It is in their power to execute a vision that not only shifts the direction of the company but has the power to change an entire industry—and even, in some modest way, the world.

This book is rich with cases and examples, provided by respected Swedish business leaders from leading large industrial companies to startups, who have generously shared their stories, opened up their toolboxes to reveal their best strategies, and shared their personal motivations for why sustainability is a main driver of their business leadership. Further insights are provided by a range of experts and thought leaders who shared their views with us: investors, economists, next-generation innovators, and sustainability advocates. We have found it to be an inspiring journey and hope you will, too.

In the Conclusion, “No Time to Lose,” we leave readers with a call to action. Don’t settle for incremental improvement. We don’t have all the answers, but the urgency of rising to the challenges of a more sustainable world is greater than ever. It’s time to step up and use your leadership platform to make a difference.

The world is counting on us.