

**Brewing a Sustainable Future:
Reflections and Further Considerations
For New Belgium Sustainability**

University of Wales Trinity St David

MBA Sustainability Leadership

Ruth Lorensen

January 28th 2024

Introduction

My objective as a sustainability advocate at New Belgium was to strengthen the brewery's commitment to environmental, social, and economic sustainability. Initially, I assessed the brewery's existing sustainability efforts and then provided a comprehensive report detailing two significant initiatives that would position the company as a leader in sustainability within the industry. This final document examines the level of commitment required from New Belgium to successfully implement these initiatives and make a lasting, influential impact on sustainability worldwide. To facilitate this evaluation, I opted to combine a written report with a virtual presentation.

Evaluation Overview of New Belgium's Sustainability Report

New Belgium's sustainability report, titled *"Brewing a Sustainable Future,"* provides an in-depth overview of two key initiatives: the Net Zero 2040 Initiative and the Sustainable Alcohol Consumption Initiative. The report is thoughtfully organized and offers a thorough analysis of the brewery's plans to promote sustainability across environmental, social, and economic aspects. This document aims to take a deeper dive by examining additional thoughts and considerations regarding the reach and influence of these initiatives and the obstacles involved in their successful implementation.

Both projects are ambitious endeavors by New Belgium to promote sustainability. The Net Zero 2040 Initiative mirrors the urgency of the *"race to net-zero by 2050"* (Who's in Race to Zero?, 2021) in addressing climate change objectives. Meanwhile, the Sustainable Alcohol Consumption Initiative aims to take responsibility for societal

health and well-being, prompting New Belgium to explore innovative possibilities for a completely new line of products. These initiatives demonstrate the company's commitment to making a positive impact as well as pushing the boundaries of sustainability in the industry. Nevertheless, when pondering the question "*are these measures sufficiently extensive?*", it appears there is an opportunity to expand upon and elucidate the concrete manifestation of the organization's transformation into a prominent trailblazer within the global industry. We will address this at the end of this report as we unpack what it looks like for New Belgium to become a keystone leader.

The original report not only presents arguments for the potential benefits of these initiatives, but it also explores the specific challenges associated with their successful launch and implementation. This includes giving a summary of the timeline, identifying the necessary resources within the organization, applying academic theories, formulating an organizational strategy, and establishing measurements and evaluations for ongoing success. However, the purpose of this paper is to assess the level of commitment needed from the brewery to achieve *successful implementation*. This includes analyzing the factors that drive and hinder organizational change, delving into the significance of company culture, and recognizing nature as a stakeholder. We will begin with organizational change.

Organizational Change - Drivers & Barriers

A key aspect of launching and implementing environmentally and socially responsible initiatives is understanding the factors that contribute to and hamper them successfully launching and being implemented (Chkanikova and Mont, 2012). For New

Belgium's sustainability initiatives to succeed, it will be crucial to recognize and address these key drivers and barriers.

For any organization embarking on a new initiative that demands change, there are two types of drivers and barriers to consider - internal and external (Stowell, 2017). A company's internal drivers are often to do with its values, culture, or strategic objectives that motivate and propel it forward. An organization's internal barriers, such as resistance to change or resource constraints, if left unaddressed will impede progress or hinder the achievement of desired objectives (Leadership, n.d.). External drivers result from broader socioeconomic, regulatory, or environmental factors, which influence and encourage decisions or actions outside an organization. On the other hand, external barriers are challenges or constraints that come from outside the organization, such as market dynamics, regulatory changes, or economic conditions (Leadership, n.d.).

As part of this paper and presentation I have completed a force field analysis (Daniel Lock's blog, 2019) on the sustainability initiatives outlined in the initial sustainability report for New Belgium. In this assessment, I have given a thorough summary of the key factors, both internal and external, that may encourage or impede the company's endeavors to introduce and execute the Net Zero 2040 Initiative and the Sustainable Alcohol Consumption Initiative. The results are detailed on slides 3-4 within the virtual report.

In summary, New Belgium Brewery is internally motivated by their steadfast dedication to energy efficiency, renewable energy, and the implementation of cutting-edge technologies to produce carbon neutral beer. The company's current

culture and brand as a sustainability pioneer will propel their endeavors to have a more sustainable influence on the world and the brewing industry. Additionally, another key driving factor for the company is acknowledging the significance of aligning their practices with the values held by their stakeholders. This entails giving priority to consumer and investor satisfaction, as well as considering nature, in order to ensure the happiness of all parties involved.

Despite the presence of internal drivers, there are obstacles within the company that could hinder progress if not dealt with, such as a reluctance to embrace change. It is crucial to promote a sense of ownership and foster collaboration among employees to facilitate advancement, especially regarding the Sustainable Alcohol Consumption Initiative, which involves regenerative change (www.bbc.com, n.d.). Furthermore, incorporating sustainability initiatives into the company's culture presents an internal challenge that necessitates educational efforts, including the use of effective communication tactics and advocacy campaigns within.

The findings of the force field analysis reveal that New Belgium is motivated by environmental concerns and is compelled by the worldwide effort towards sustainability, as demonstrated by agreements such as the Paris Agreement (UNFCCC, 2023). This external factor, driven by the global crisis, sets the backdrop for the company's objectives of sustainability and its desire to adapt and thrive in the future (Capaldi et al., 2019). Additionally, the company is driven by the external factors of business prospects, potential market growth, access to funding opportunities, building brand loyalty, and meeting the increasing consumer demand for sustainable practices. By pursuing

ambitious sustainability initiatives, the company aims to capitalize on these opportunities and align itself with the preferences of eco-conscious consumers.

The results also showcase external challenges, such as the need to adapt to the regulatory environment influenced by factors outside of the company's control. Additionally, there is uncertainty in market dynamics, where consumer preferences and trends have the potential to shift. Furthermore, persuading industry influencers and supply chain entities to recognize nature as a stakeholder poses an extra external barrier.

The aforementioned factors that have been mentioned illustrate a complex environment in which New Belgium's sustainability efforts are motivated by environmental concerns, business prospects, and stakeholder expectations. However, as stated, there are certain obstacles to overcome, such as the resource-intensive nature of these efforts, resistance to change, unpredictable market dynamics and regulations, and shifts in stakeholder perspectives.

Company Culture - A Driving Force For Good

Peter Drucker, a renowned and influential management thinker, once famously stated, *"Culture devours strategy for breakfast, operational excellence for lunch, and everything else for dinner"* (Engel, n.d.). Drucker was not disregarding the importance of strategy and operational business excellence; rather, he was emphasizing the significance of culture within an organization and how it can be one of the main drivers towards change.

Embedding Sustainability

According to a research paper titled *"Embedding Sustainability in Organizational Culture: A Systematic Review of the Body of Knowledge"* by Bertels et.al, it is stated that a culture of sustainability refers to the collective assumptions and beliefs within an organization of all its members regarding the significance of achieving a balance between economic efficiency, social equity, and environmental accountability (Bertels, Papania and Papania, 2010). Moreover, companies that are able to foster a culture of sustainability have a greater likelihood of realizing their sustainability goals (Bertels, Papania and Papania, 2010).

Embedding sustainability into the organization is no small feat. It requires a comprehensive approach that encompasses various aspects of its operations and values. The commitment of leadership plays a crucial role in establishing sustainability as a core principle and setting clear goals that align with the company's mission and vision (Galpin, Whittington & Bell 2015). It is also important to recognize and empower the organization's *"human capital"* - the talent and skills within the team (Di Fabio and Peiró, 2018). Additionally, embedding sustainability into the company's culture requires integrating it at every level, from top management to daily practices, forming a solid foundation for long-term sustainability.

To successfully undertake these ambitious endeavors, New Belgium will need to consistently strive to incorporate the vision, expertise, and drive necessary for leading the way in sustainable business practices.

Modelling Sustainable Leadership

Renowned expert in business leadership, Simon Sinek, stresses the importance for leaders to not only focus on generating innovative ideas and devising strategies, but

also to prioritize the creation of an environment and culture where sustainability ideas and strategies can naturally emerge (Sinek, 2009). A leadership team that understands the value of allowing ideas to *"bubble up from the bottom"* (Polman & Bhattacharya, 2016) is more likely to experience less resistance to change and gain greater traction. Leadership plays a crucial role in driving sustainability by providing guidance, shaping the organizational culture, and integrating sustainable practices into the core strategy of the company.

The business world is experiencing continuous shifts in leadership models. The traditional hierarchical management approach is no longer being effective in driving sustainable change. Instead of focusing solely on titles and authority, there is a growing emphasis on attributes such as *"ethical leadership"*, *"mindful leadership"*, and *"servant leadership"* (Di Fabio and Peiró, 2018). Ethical leadership prioritizes fairness, consistency, and alignment with values. Mindful leadership involves being present, managing emotions, and fostering awareness. Servant leadership empowers personal growth and addresses the needs of the wider team. In order for New Belgium to successfully launch and implement their sustainability initiatives, they must continue to adopt and refine a leadership model that best serves sustainability (Di Fabio and Peiró, 2018).

Empowering Human Capital

Companies that are advancing sustainability strategy recognize that their employees are the strongest advocates and enablers (World Economic Forum, n.d.). A vital aspect for the success of organizational change, is to foster an empowered team culture. This culture encourages, inspires, values, and engages the individuals

responsible for achieving the company's goals, while also aligning them with the strategy and vision. Valuing and empowering “*human capital*” serves as the bedrock for successful change implementation as it creates a supportive environment that fosters collaboration, innovation, and a collective commitment to the shared objectives of the organization (Di Fabio and Peiró, 2018).

Here are some essential strategies that New Belgium should continue to implement in order to build a strong team culture and harness the power of their people:

- Establish a Unified Vision: Clearly communicate the vision for change and how it aligns with the organization's overall objectives. Help team members understand the purpose and impact of the change on both an individual and collective level (Galpin, Whittington & Bell 2015).
- Encourage Inclusive Communication: Foster an environment of open and transparent communication. Keep the team well-informed about the reasons behind the change, its benefits, and the expected outcomes. Encourage team members to provide feedback and address any concerns they may have (Negru 2021).
- Promote Employee Ownership and Collaboration: As stated by Polman and Bhattacharya (Polman & Bhattacharya 2016), companies benefit from a “*bottom-up approach*” where ideas originate from employees. Encourage active participation and collaboration among team members, allowing them to take ownership of their work and contribute their unique perspectives.
- Cultivate Inclusive Decision-Making: Involve team members in the decision-making processes related to the change. This empowers them to share

their viewpoints, fostering a sense of ownership and commitment to the new direction (Polman & Bhattacharya 2016).

- Training and Development Provision: Offer training sessions and provide resources to equip team members with the necessary skills and knowledge for the upcoming changes. This investment not only enhances individuals' capabilities but also demonstrates the organization's dedication to supporting its employees throughout the transition.
- Recognition and Rewards: Recognize and celebrate achievements and milestones achieved during the change process. Acknowledgment reinforces positive behavior and serves as a motivator for the team to remain engaged and committed (Galpin, Whittington & Bell, 2015).
- Feedback Mechanisms: Establish regular feedback mechanisms to gather insights on how the team is adapting to the change. Utilize this feedback to make required adjustments and address concerns promptly (Friedrich & Wüstenhagen, 2017).

By consistently implementing these strategies, New Belgium can cultivate a resilient team culture that not only ensures the successful implementation of the Net Zero 2040 Initiative and the Sustainable Alcohol Consumption Initiative but also lays the groundwork for sustained growth and adaptability in the long term.

Advocating For Nature As a Stakeholder

The concept of nature being considered a stakeholder sparks discussions on its inherent value and entitlements in various decision-making processes. The stakeholder theory has long been engaged in a debate about *“who and what should be recognized*

as *stakeholders*” in any organization. This notion originated from the understanding that organizations can *“impact or be influenced by virtually anyone”* (Laine, 2010). The recognition of nature as a stakeholder has evolved over time. Initially introduced by Näsi in the 1980s (Laine, 2010), it has gained momentum as companies respond and adjust to the global crisis through sustainability initiatives. Advocates argue that including nature as a stakeholder is crucial because it offers essential resources, environmental services, and plays a role in the health of ecosystems and people (Mitchell, Agle and Wood, 1997). Acknowledging nature as a stakeholder is viewed as a way to promote sustainable practices and protect biodiversity. Conversely, critics may contend that nature cannot advocate for itself or engage in human decision-making, which poses challenges in integrating it into stakeholder frameworks. Some might argue that prioritizing nature as a stakeholder could potentially conflict with economic interests and human development goals (Kortetmäki, Heikkinen and Jokinen, 2022).

To effectively implement and advance these sustainability initiatives, New Belgium must create avenues for the representation and inclusion of nature in all decision-making processes. Additionally, the company will need to consistently educate stakeholders and reaffirm its commitment to this new standard, where the well-being of nature is taken into account across all aspects of the organization (Kortetmäki, Heikkinen, & Jokinen, 2022).

Some of the key ways New Belgium can advocate for nature as a stakeholder are:

- **Transparent and Impactful Reporting.** To effectively communicate the company's commitment to the environment, it is essential to prioritize transparent and impactful reporting on key environmental metrics such as resource usage,

emissions, and conservation efforts. Going beyond mere compliance with environmental regulations, the company should actively strive to exceed requirements for the betterment of nature. It is crucial to engage all stakeholders by effectively conveying this information in a manner that captures their attention. Involving designers, user-experience experts, and marketing professionals will play a vital role in ensuring the quality and effectiveness of these reports, ensuring they reach the intended audience (Leinaweaver, 2015).

- **Education and Advocacy.** Promoting the education and advocacy of nature as a stakeholder is vital for the success of New Belgium's sustainability initiatives. It involves raising awareness both internally and externally about the importance of nature and cultivating a sense of environmental responsibility among employees, customers, and the community. Various methods such as podcasts, social media campaigns, and marketing initiatives can be employed to achieve this goal.
- **Expert Voices in Decision-Making Spaces.** New Belgium should prioritize the inclusion and empowerment of individuals who are knowledgeable in advocating for nature. This approach will provide the company with valuable perspectives and contribute to the creation of sustainable initiatives. It is essential for the company to actively involve representatives of nature in important meetings and decision-making processes as they plan for the future. This ensures that nature is not simply acknowledged as a stakeholder, but truly respected and valued.

Becoming an Industry Keystone Leader

The term "*keystone leader*" is used figuratively, drawing a comparison to the role of a keystone in architecture or biomimicry in the animal kingdom. In architecture, a

keystone refers to the central, wedge-shaped stone positioned at the top of an arch, which is vital for maintaining the overall structural integrity of the arch. Similarly, in the animal world, certain species play the role of keystone animals, such as the beaver in North America or the African savanna elephant in eastern and southern Africa (Denchak, 2019). These keystone species, sometimes categorized as “*predators*”, “*ecosystem engineers*”, and “*mutualists*”, have a significant impact on their entire ecosystem, ensuring its health, stability, and regeneration (National Geographic Society, 2023).

Applying these fundamental principles to the realm of leadership requires little imagination. A “*keystone leader*” is an individual whose actions, choices, and influence have a disproportionate effect on the overall operation and triumph of a collective. They are often viewed as crucial for maintaining unity, providing guidance, and cultivating a positive and productive environment. A keystone leader typically possesses qualities such as a strong vision, effective communication abilities, the capacity to inspire and motivate others, and a strategic mindset. This concept can be extended not only to individual leaders but also to companies and organizations whose leadership profoundly impacts their industry worldwide and other sectors of society (McAteer, 2022).

Here are some potential ways for New Belgium Brewery to become a Keystone leader in sustainability, based on the categories assigned to keystone species:

Setting Industry Standards (Predators):

Predator keystone species possess considerable influence over ecological systems, marked by their capacity to manage prey populations and mold the fundamental framework of ecosystems. Additionally, these predator keystone species

function as selective agents, exerting evolutionary pressures (standards) on prey populations and influencing their behaviors (National Geographic Society, 2023).

In order to fulfill its role as a keystone leader, akin to predator keystone species in ecological systems, New Belgium will have to take a vital role in shaping the dynamics, welfare, and rejuvenation of the sustainability field. They will achieve this by blazing a trail for sustainable practices and consistently implementing and embracing innovative sustainability measures, as well as rejecting outdated and failing systems. As they do this the company establishes itself as a frontrunner in terms of environmental responsibility..

Furthermore, by actively engaging with competitors in the industry, continuing to promote and share best sustainability practices, as they did with the carbon neutral tool kit (CARBON NEUTRAL TOOLKIT, n.d.), and collaborating on initiatives with others, New Belgium will help set the bar for sustainability standards across the industry.

Spreading Sustainable Solutions (Ecosystem Engineers):

Ecosystem engineer keystone species have a long-lasting impact on their environment, demonstrating a ripple effect that spreads throughout the entire ecosystem. The actions they take result in secondary consequences that positively affect various organisms beyond their own species. For example, consider the immense footprints left by elephants, which *“fill with water after rainfall, creating small ponds for frogs and other aquatic creatures”* (Journalism, University of California and University, n.d.). These keystone species initiate a chain reaction of advantages throughout the ecosystem.

Applying the metaphorical concept of keystone ecosystem engineers to the leadership of New Belgium Brewery entails the company recognizing the footprints they are leaving behind that will ultimately bring solutions to other groups, such as other industries, governments, and society as a whole. Their *waste-to-energy* solutions (Ortiz et al., 2019) for example, can be implemented by other companies in the food and beverage sector. The innovative use of *water-saving technology*, specifically through "*closed-loop recycling systems*", can serve as valuable research and case studies for governments globally (Anon, n.d.). Additionally, their bold approach to rethinking and developing products that promote societal health and well-being can provide a blueprint for other industries to follow suit.

Fostering Collaboration and Partnerships (Mutualists):

Keystone species that function as mutualists possess unique traits that cultivate mutually advantageous connections within ecosystems. These species engage in symbiotic interactions characterized by reciprocity and mutual reliance, fostering biodiversity by establishing habitats that sustain a range of organisms. Keystone mutualists play a vital role in the exchange of resources, forming symbiotic ties that contribute to the functioning of ecosystems through activities such as pollination, nutrient cycling, and seed dispersal. Their presence enhances stability and resilience within the ecosystem, preventing the dominance of specific species and ensuring long-term equilibrium (National Geographic Society, 2023).

To implement the mutualist strategy at New Belgium Brewery, the company will need to focus on fostering constructive and mutually advantageous connections with other

stakeholders in sustainability. This creates an atmosphere that encourages collaboration and teamwork. By valuing diversity and inclusivity, and acknowledging the significance of various viewpoints, New Belgium Brewery can cultivate symbiotic relationships with industry leaders. As a result, the company will lay the groundwork for long-lasting stability and resilience in its sustainability endeavors. Additionally, it will achieve sustainability triumphs that have positive impacts on the surrounding world.

Conclusion

In conclusion, the main lessons learned from these reflections and additional considerations from the original report revolve around New Belgium's efforts to navigate organizational change, foster company culture and become a keystone leader. As they embrace these ambitious initiatives, they will need to be strategically guided by the key factors that drive and hinder progress. Moreover, the company must continue its unified endeavor to integrate sustainability into its corporate culture, starting from leadership models and extending to the entire team's involvement and mobilization. To ensure the success of their initiatives, New Belgium needs to prioritize nature as a stakeholder and actively demonstrate this commitment in their decision-making processes. Lastly, the company has a unique opportunity to assume a pivotal leadership role, which can bring stability and drive sustainability not only within their industry but also beyond it.

References

Anon, (n.d.). Water conservation in the brewing industry – The Brewers Journal. [online] Available at: <https://www.brewersjournal.info/water-conservation-in-the-brewing-industry/> [Accessed 05 Jan. 2024].

Bertels, S., Papania, L. and Papania, D. (2010). Embedding Sustainability in Organizational Culture a Systematic Review of the Body of Knowledge. [online] Available at: <https://embeddingproject.org/pub/resources/EP-Embedding-Sustainability-in-Organizational-Culture.pdf> [Accessed 07 Jan. 2024].

Blanco-Portela, N., Benayas, J., Pertierra, L.R. and Lozano, R. (2017). Towards the integration of sustainability in Higher Education Institutions: A review of drivers of and barriers to organisational change and their comparison against those found of companies. *Journal of Cleaner Production*, 166, pp.563–578. doi:<https://doi.org/10.1016/j.jclepro.2017.07.252>.

Capaldi, N., Idowu, S.O., René Schmidpeter, Brueckner, M. and Springerlink [Online] Service (2019). *Responsible Business in Uncertain Times and for a Sustainable Future*. Cham: Springer International Publishing. [Accessed 15 Jan. 2024].

CARBON NEUTRAL TOOLKIT. (n.d.). Available at: <https://www.drinkfattire.com/siteassets/drink-sustainably/fattire-carbonneutral-blueprint-restaurant.pdf> [Accessed 27 Jan. 2024].

Chkanikova, O. and Mont, O. (2012). Corporate Supply Chain Responsibility: Drivers and Barriers for Sustainable Food Retailing. *Corporate Social Responsibility and Environmental Management*, 22(2), pp.65–82. doi:<https://doi.org/10.1002/csr.1316>.

Daniel Lock's blog. (2019). Force Field Analysis: The Ultimate How-to Guide. [online] Available at: <https://daniellock.com/force-field-analysis/> [Accessed 18 Jan. 2024].

Denchak, M. (2019). Keystone Species 101. [online] NRDC. Available at: <https://www.nrdc.org/stories/keystone-species-101#examples> [Accessed 18 Jan. 2024].

Di Fabio, A. and Peiró, J. (2018). Human Capital Sustainability Leadership to Promote Sustainable Development and Healthy Organizations: A New Scale. *Sustainability*, 10(7), p.2413. doi:<https://doi.org/10.3390/su10072413>

Engel, J.M. (n.d.). Council Post: Why Does Culture ‘Eat Strategy For Breakfast’? [online] Forbes. Available at: <https://www.forbes.com/sites/forbescoachescouncil/2018/11/20/why-does-culture-eat-strategy-for-breakfast/?sh=258685361e09> [Accessed 24 Jan. 2024].

Friedrich, E., & Wüstenhagen, R. (2017). Leading Organizations Through the Stages of Grief: The Development of Negative Emotions Over Environmental Change. *Business & Society*, 56(2), 186–213. <https://doi.org/10.1177/0007650315576151>

Galpin, Timothy & Whittington, J. & Bell, Greg. (2015). Is your sustainability strategy sustainable? Creating a culture of sustainability. *Corporate Governance: The international journal of business in society*. 15. 1-17. 10.1108/CG-01-2013-0004.

Journalism, C.U.G.S. of, University of California, S.C. and University, W.N.M. (n.d.). 10 Ecosystem Engineers That Create New Habitats. [online] Treehugger. Available at: <https://www.treehugger.com/ecosystem-engineers-5198310> [Accessed 20 Jan. 2024].

Kortetmäki, T., Heikkinen, A. and Jokinen, A. (2022). Particularizing Nonhuman Nature in Stakeholder Theory: The Recognition Approach. *Journal of Business Ethics*. doi:<https://doi.org/10.1007/s10551-022-05174-2>.

Laine, M. (2010). The Nature of Nature as a Stakeholder. *Journal of Business Ethics*, [online] 96(S1), pp.73–78. doi:<https://doi.org/10.1007/s10551-011-0936-4>.

Leadership, T.I. of (n.d.). Managing Change in Leadership. [online] leadership.global. Available at: <https://leadership.global/learning/leadership-framework/vision/leading-change/leadership-essentials-leading-change.html> [Accessed 20 Jan. 2024].

Leinaweaver, J. (2015). Is corporate sustainability reporting a great waste of time? *The Guardian*. [online] 6 Jan. Available at: <https://www.theguardian.com/sustainable-business/2015/jan/06/corporate-sustainability-reporting-waste-time> [Accessed 05 Jan. 2024].

McAteer, P. (2022). Pathways to Action. *Anthem Environment and Sustain*.
 Mitchell, R.K., Agle, B.R. and Wood, D.J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *The Academy of Management Review*, [online] 22(4), pp.853–886. doi:<https://doi.org/10.2307/259247>. [Accessed 18 Jan. 2024].

National Geographic Society (2023). Keystone Species | National Geographic Society. [online] education.nationalgeographic.org. Available at: <https://education.nationalgeographic.org/resource/keystone-species/> [Accessed 21 Jan. 2024].

Negru, M. (2021) [Online]. 2030 Builders. How to build a culture of sustainability in your organization. Available at <https://2030.builders/how-to-build-sustainability-culture-oraginasation/> [Accessed 18 Jan. 2024].

Ortiz, I., Torreiro, Y., Molina, G., Maroño, M. and Sánchez, J.M. (2019). A Feasible Application of Circular Economy: Spent Grain Energy Recovery in the Beer Industry. Waste and Biomass Valorization, 10(12), pp.3809–3819. doi:<https://doi.org/10.1007/s12649-019-00677-y> [Accessed 28 Jan. 2024].

Polman, P., & Bhattacharya, CB. (2016) (Online). Stanford Social Innovation Review. Engaging Employees to Create a Sustainable Business. Available at https://ssir.org/articles/entry/engaging_employees_to_create_a_sustainable_business#

Sinek, S. (2009). Start With Why: How Great Leaders Inspire Everyone to Take Action. London: Penguin.

Stowell, C. (2017). The Driving Forces of Change [Internal & External]. [online] CMOE. Available at: <https://cmoe.com/blog/the-forces-of-change-and-informal-strategic-leadership/>.

UNFCCC (2023). The Paris Agreement. [online] United Nations Climate Change. Available at: <https://unfccc.int/process-and-meetings/the-paris-agreement> [Accessed 15 Jan. 2024].

Who's in Race to Zero? (2021). unfccc.int. [online] 20 Feb. Available at: <https://unfccc.int/climate-action/race-to-zero/who-s-in-race-to-zero> [Accessed 21 Jan. 2024].

World Economic Forum. (n.d.). Human capital is the key to a successful ESG strategy. [online] Available at: <https://www.weforum.org/agenda/2021/09/human-capital-is-the-key-to-a-successful-esg-strategy/> [Accessed 18 Jan. 2024].

www.bbc.com. (n.d.). Davos 2024: The future of sustainable business is 'regeneration'.
[online] Available at:
<https://www.bbc.com/worklife/article/20240119-davos-2024-the-future-of-sustainable-business-is-regeneration> [Accessed 21 Jan. 2024].