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2025 C-suite Sustainability Report

The next wave of business value

Global Report



A letter from Jennifer Steinmann

For the fourth consecutive year, and amid a dynamic and complex landscape, sustainability remains a top business priority, according to Deloitte Global's 2025 global survey of more than 2,100 C-suite executives. Leaders continue to increase investment in sustainability initiatives, and the vast majority say that their approach to sustainability either involves transforming their business model or embedding sustainability throughout their organization. What's more, respondents indicated that broader market conditions like economic uncertainty or competing priorities such as the need to invest more heavily in technology are not causing most companies to reduce their sustainability actions.

Leaders recognize the business case and related benefits of corporate sustainability efforts—from risk management and brand reputation to cost savings and, especially, revenue generation. Leaders point to technology, particularly artificial intelligence (AI), as a powerful enabler, helping companies drive efficiencies, enhance reporting, and develop new sustainable products and services. Based on multiple years of survey data, a de facto roadmap for leaders is emerging, encompassing implementing technology solutions, using sustainable materials, developing new sustainable products, implementing operational efficiency measures and tracking progress through metrics—offering a path to embed sustainability considerations into strategy, operations, and innovation.

After several years of advancement, there has been a slight decrease in the percentage of respondents that say they have undertaken a range of sustainability actions, such as purchasing renewable energy, tying leaders' compensation to sustainability performance, or requiring

suppliers and business partners to meet specific sustainability criteria. Leaders also report that they see climate change as less disruptive to their business strategy and operations in the near term and that they feel less pressure from stakeholders to take action.

The question is what this slight moderating of sustainability actions and stakeholder pressure may reveal about what's to come. Could it be a sign of a maturing approach to corporate sustainability, where leaders have implemented quick wins and are embedding sustainability considerations more strategically but selectively in their organizations? Could it be a temporary pause as companies navigate a dynamic environment, reassess and reinvigorate their sustainability efforts with a focus on value creation, supported by a strong business case and continued investment? Or could it be an early indicator of a slowdown, with companies tightening their sustainability efforts and putting more emphasis on building resilience?

Regardless, one thing that is clear from the survey and interviews with executives is that adopting a strategic lens and grounding sustainability ambition in economic value can help maintain momentum, even in periods of uncertainty. Leaders should reassess their sustainability strategies, investments, and initiatives to position their companies to drive system-level change and meaningful progress in the future.

Jen



Jennifer Steinmann
Deloitte Global
Sustainability
Business leader

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Executive summary

In its fourth year, Deloitte Global's 2025 survey of more than 2,100 C-suite executives spanning 27 countries explores the current state of corporate sustainability and how companies are evolving their sustainability approach.

Sustainability remains a top business priority. Companies continue to increase investments, particularly in sustainability technologies. A large majority of executives say their approach to sustainability either involves transforming their business model or embedding sustainability throughout their organization. And respondents indicated that they are not reducing their sustainability actions on account of either broader market conditions like economic uncertainty or competing priorities such as the need to invest more heavily in technology.

- Forty-five percent of respondents identify climate change/sustainability as a top three challenge for their companies in the coming year, on par with technology adoption and AI, and ahead of economic outlook and trade-related challenges.
- Eighty-three percent of respondents reported increasing their sustainability investments in the last year. Of those, 69% say their investments increased somewhat (6–19%), with an additional 14% saying they increased significantly (>20%)—nearly identical to last year.

Leaders recognize the business case and related benefits from corporate sustainability efforts. Revenue generation was the most frequently cited business benefit across a range of sustainability actions, followed by compliance-related outcomes, brand and reputation and finally risk and cost savings. Technology solutions have emerged as a key enabler of corporate sustainability efforts, and AI use is already ubiquitous.

- Across a range of sustainability initiatives respondents reported undertaking, very few (10% or less) said they had a negative impact on a variety of business outcomes, including revenue generation, cost reduction, brand and reputation, compliance and governance, and risk and resiliency.
- As it was last year, “Implementing technology solutions to help achieve sustainability goals” was one of the most-frequently cited actions taken among respondents. Technology also came out on top when respondents were asked to rank their highest-priority initiatives.
- Eighty-one percent of respondents globally report they are already using AI to further their company’s sustainability efforts.

Executive summary (continued)

There has been a slight decrease in the percentage of respondents that say they have undertaken a range of sustainability actions after several years of advancement.

- Compared to last year, fewer respondents say they are:
 - Tying senior leaders' compensation to sustainability performance: 36% vs. 43% (2025 vs. 2024)
 - Requiring suppliers and business partners to meet specific sustainability criteria: 38% vs. 47%
 - Decreasing operations emissions by purchasing renewable energy: 42% vs. 49%
 - Developing new sustainable products or services: 44% vs. 48%
 - Using more sustainable materials: 45% vs. 51%
 - Increasing energy efficiency: 45% vs. 49%
 - Implementing technology solutions: 46% vs. 50%

Both the obstacles and pressure for action have shifted from prior years. Relatively few executives said that cost or lack of policy support were key barriers to their sustainability efforts, instead pointing to challenges in measuring environmental impacts. Leaders report climate change as less disruptive to their business strategy and operations in the near term than they have in past years. In addition, respondents indicate pressure from various stakeholders has waned, and is not uniformly in the same direction, which may be a factor impacting companies.

- Executives indicate that most stakeholders continue to push for increased sustainability efforts, but there remains a minority that are pressing to reduce action, and pressure from stakeholders overall has decreased in recent years.
- Across nearly every major stakeholder group, fewer respondents today say they are feeling pressure to act on sustainability than in 2022. That includes shareholders (71% in 2022 to 58% in 2025), boards (75% to 60%), governments (77% to 58%), civil society (72% to 57%), customers (75% to 57%), and employees (65% to 54%).

A set of sustainability actions is emerging as a de facto roadmap for leaders, based on multiple years of survey data, suggesting a path companies can follow to embed sustainability considerations into their strategy, operations, and innovation.

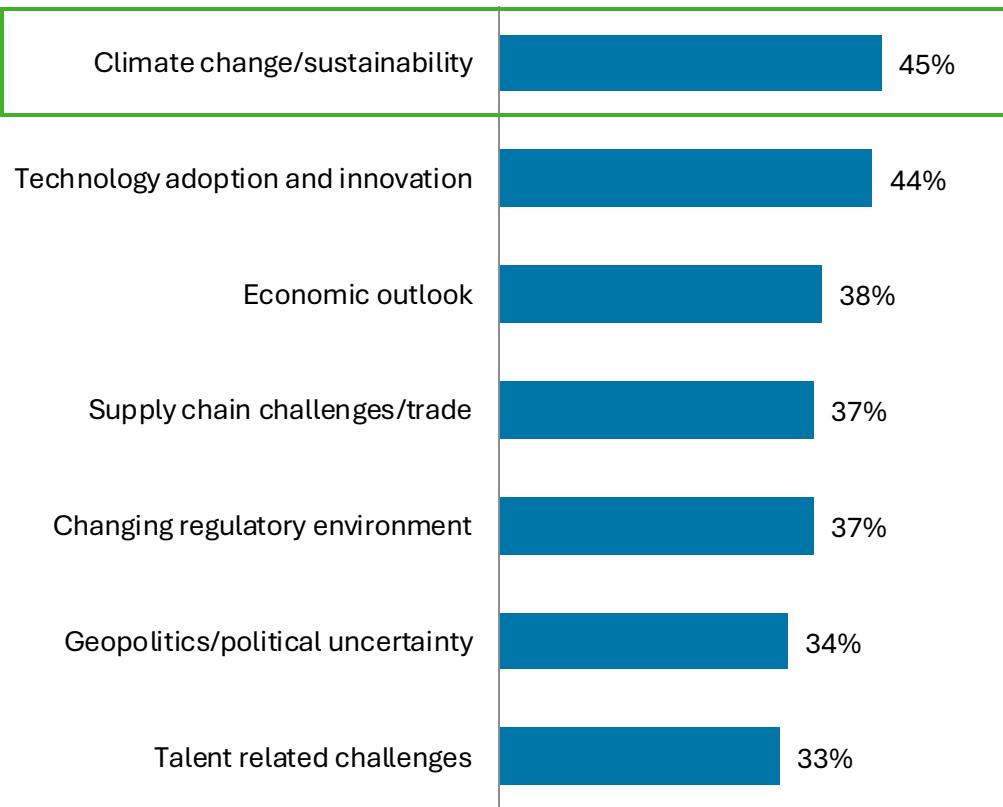
- Across multiple years, top actions taken have included:
 - Implementing technology solutions
 - Using more sustainable materials
 - Developing more sustainable products and services
 - Implementing operational efficiency measures
 - Tracking and disclosing sustainability metrics

Amid a dynamic and complex landscape, Deloitte Global's 2025 survey of over 2,100 C-suite leaders reveals that sustainability remains a top business priority and investments are increasing.

Forty-five percent of respondents said climate change/sustainability was a top three challenge for their companies in the coming year, on par with technology adoption and AI, and ahead of economic outlook and trade-related activity. The top three ranking has held steady for the past three years, underscoring that climate change/sustainability has staying power on the business agenda.

Sustainability investments have continued to increase, particularly in enabling technologies. Sixty-nine percent of respondents say their investments increased slightly (6 – 19%), with an additional 14% saying they increased significantly (>20%)—nearly identical to last year. More than one-fifth (22%) of the largest companies (revenues of US\$10 billion or more) surveyed said their investments had increased by more than 20% from the prior year.

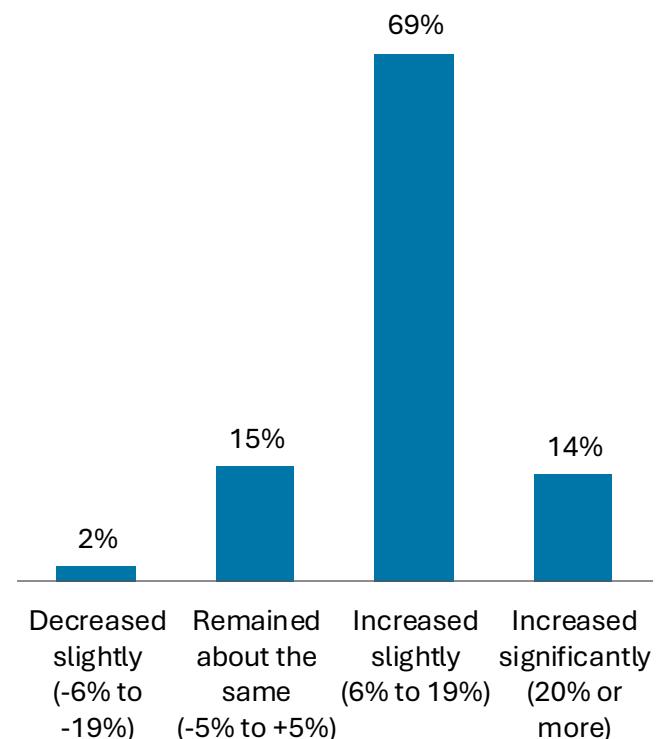
What does your organization see as the most pressing challenges to focus on over the next year? (rank eight options in order of importance)



■ Ranked in the top 3

Note: source for all charts is Deloitte Global.

How have your sustainability investments changed over the last year?

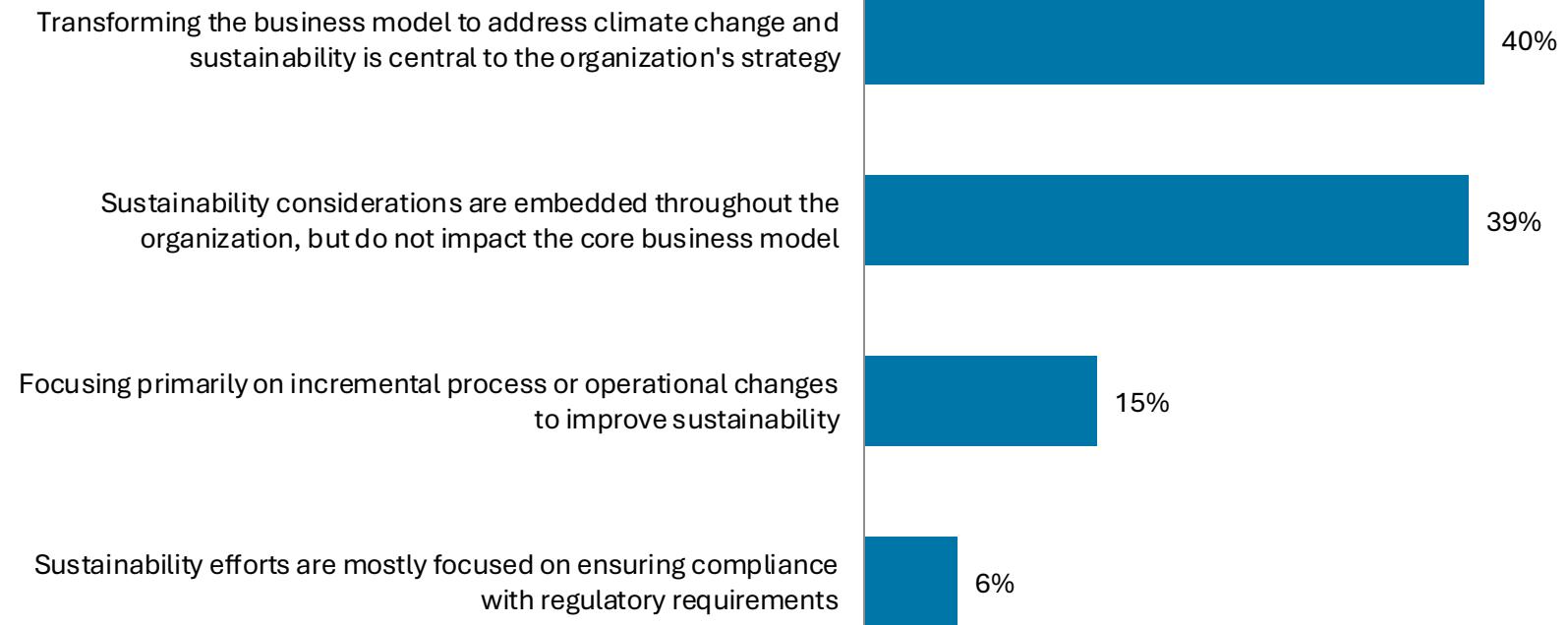


Executives largely describe their approach to sustainability as either transformational or as embedded throughout the organization.

Nearly 80% of executives say their approach to sustainability either involves transforming their business model or that sustainability considerations are embedded throughout their organization.

Forty percent of respondents characterized sustainability-led business model transformation as central to their organization's strategy, down five percentage points from the prior year. A nearly equal percentage say sustainability is embedded throughout the organization but does not impact the core business model, up 4% from last year.

Which of the following statements best describes your company's current approach to sustainability? (select one)

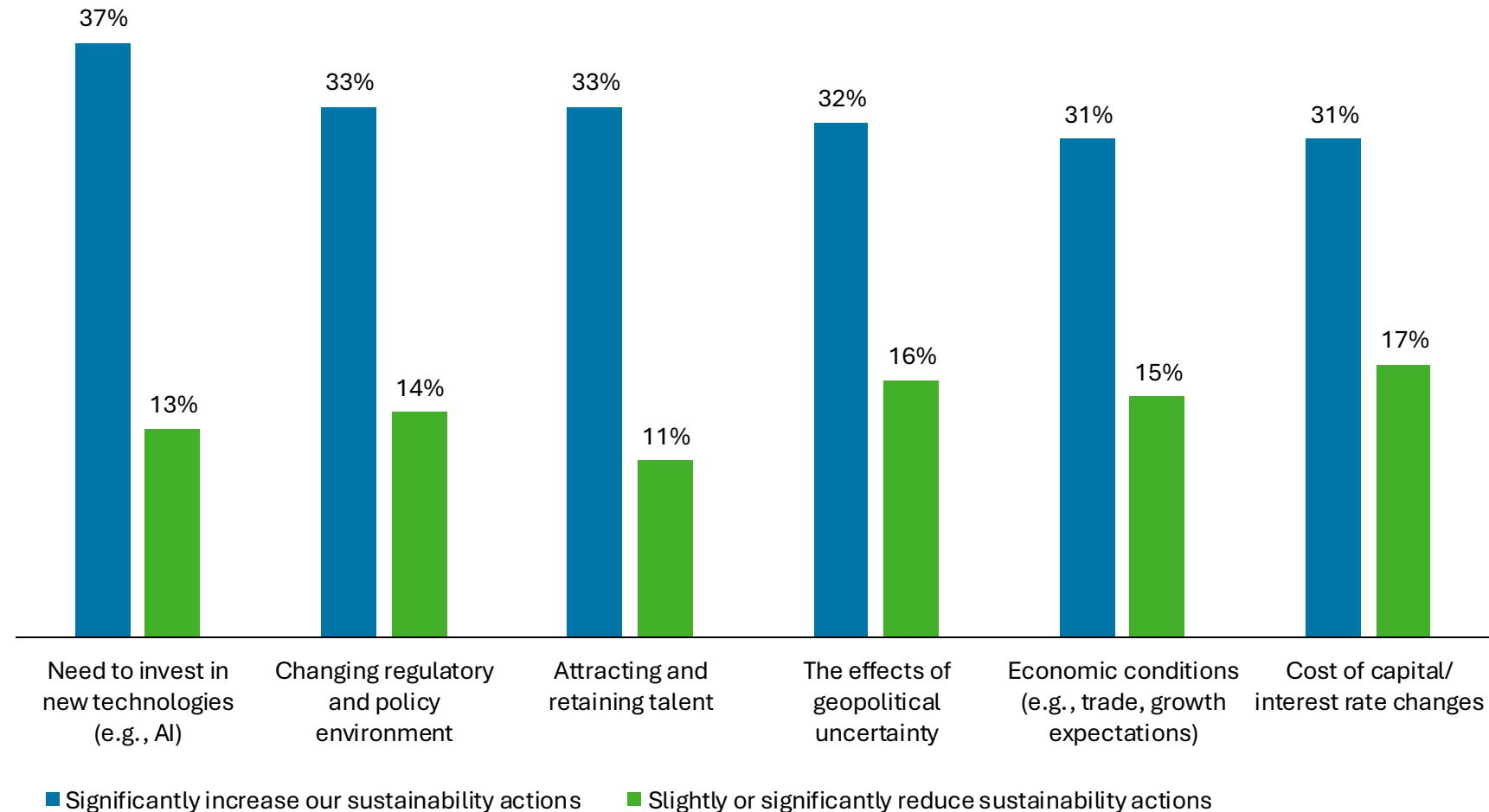


Broader market conditions like economic uncertainty or competing priorities such as the need to invest more heavily in technology are not causing most companies to reduce their sustainability actions.

A majority of respondents indicate that the need to invest in new technologies, a changing regulatory environment, and economic conditions have not eroded their sustainability investments. That said, roughly one-in-eight respondents globally—say they have decreased their sustainability actions due to the effects of geopolitical uncertainty or cost of capital / interest rate changes.

Mid-size companies' sustainability efforts appear most impacted by interest rate shifts. Just 8% of the largest companies, with revenues exceeding US\$10 billion, reported decreasing their sustainability actions due to interest rate changes, while 17% of companies with US\$1 – 2 billion in revenue said the same.

How have the following matters affected your organization's sustainability actions over the last year?

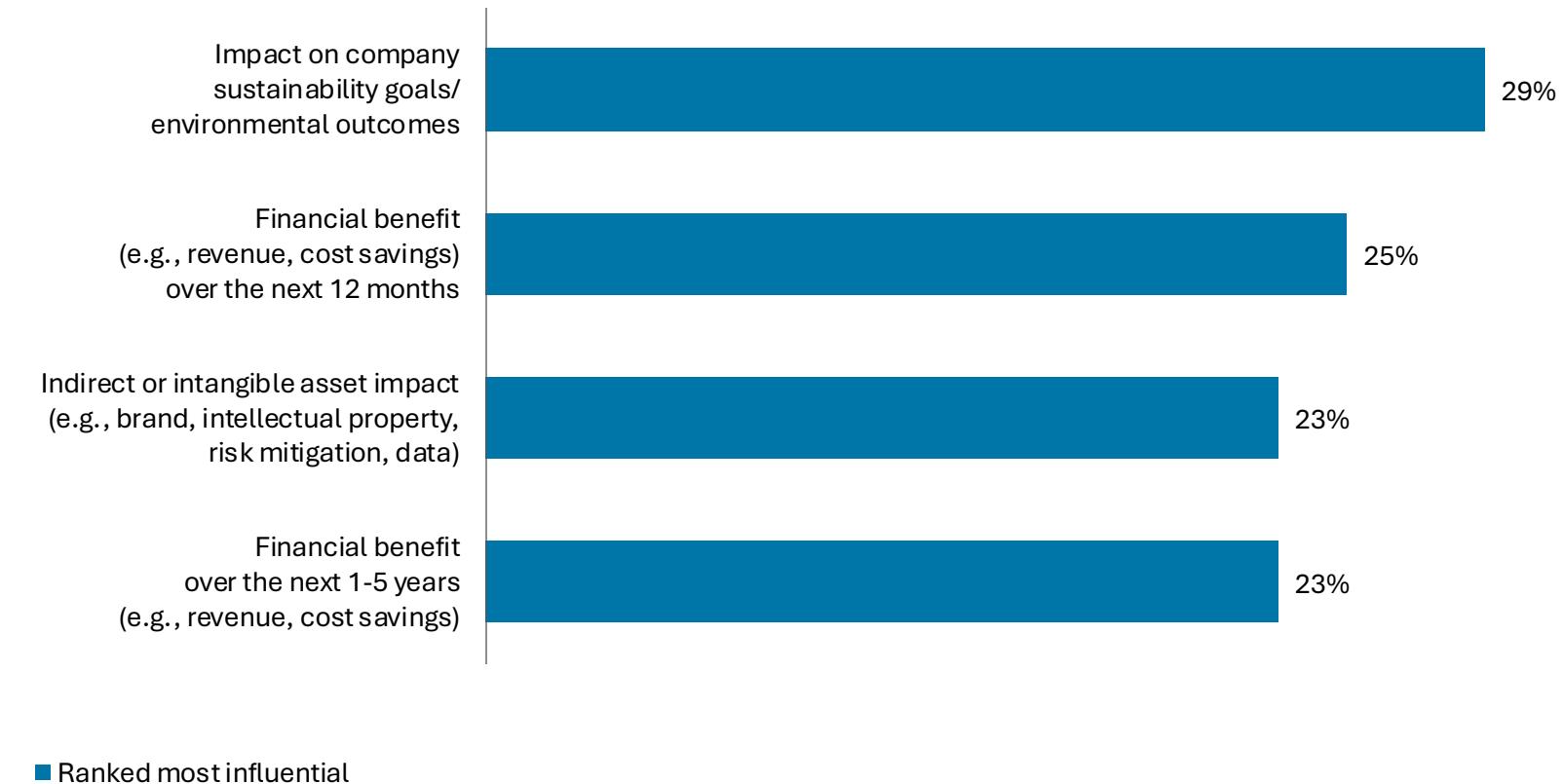


Leaders recognize the business case and related benefits from corporate sustainability efforts.

Many sustainability solutions deliver multifaceted business benefits, according to respondents, creating positive impacts in both financial (revenue and cost) and non-financial (brand, compliance, risk management) terms.

Companies consider a wide range of outcomes when assessing sustainability investments. Achieving sustainability goals was the most frequently selected factor (29% ranked as number one), but short- and long-term financial benefits (25% and 23%, respectively) and the impact on indirect or intangible assets (brand, intellectual property, risk mitigation, data, 23%) were also significant considerations.

When assessing potential sustainability actions and investments, which outcomes are most influential in driving decision-making? (rank in order of influence)



Executive perspectives: Sustainability strategy and approach

We look at the data from our investors and our customers. They continue to ask us, and in some cases demand, that we deliver on our net-zero commitment. It's pretty straightforward. At the end of the day, it comes down to what customers want, and what investors want.

Sophia Mendelsohn, Chief Sustainability and Commercial Officer, SAP SE

We confirmed within our C-suite Executive that sustainability is our North Star.

Takashi Yamanishi, Executive Vice President and Chief Sustainability and Supply Chain Officer, Fujitsu

Our business strategy is clear and underway. What we are doing now is refreshing our sustainability strategy to ensure it continues to enable that business strategy, especially as we grow in critical minerals.

Amparo Cornejo, Chief Sustainability Officer, Teck Resources Limited

There's a natural pace at which you can implement change through a large, complex organization. The business has to remain the top priority, but within that reality, I believe we're advancing sustainability at the fastest speed possible without losing sight of our core focus.

Rob Roy, Senior Vice President, Chief Investment Officer, Co-head of Environmental Sustainability, AdventHealth

You get more enduring change. We're not just doing it for sustainability's sake, we're doing it because it actually makes sense for the business, and that means it's going to be stickier.

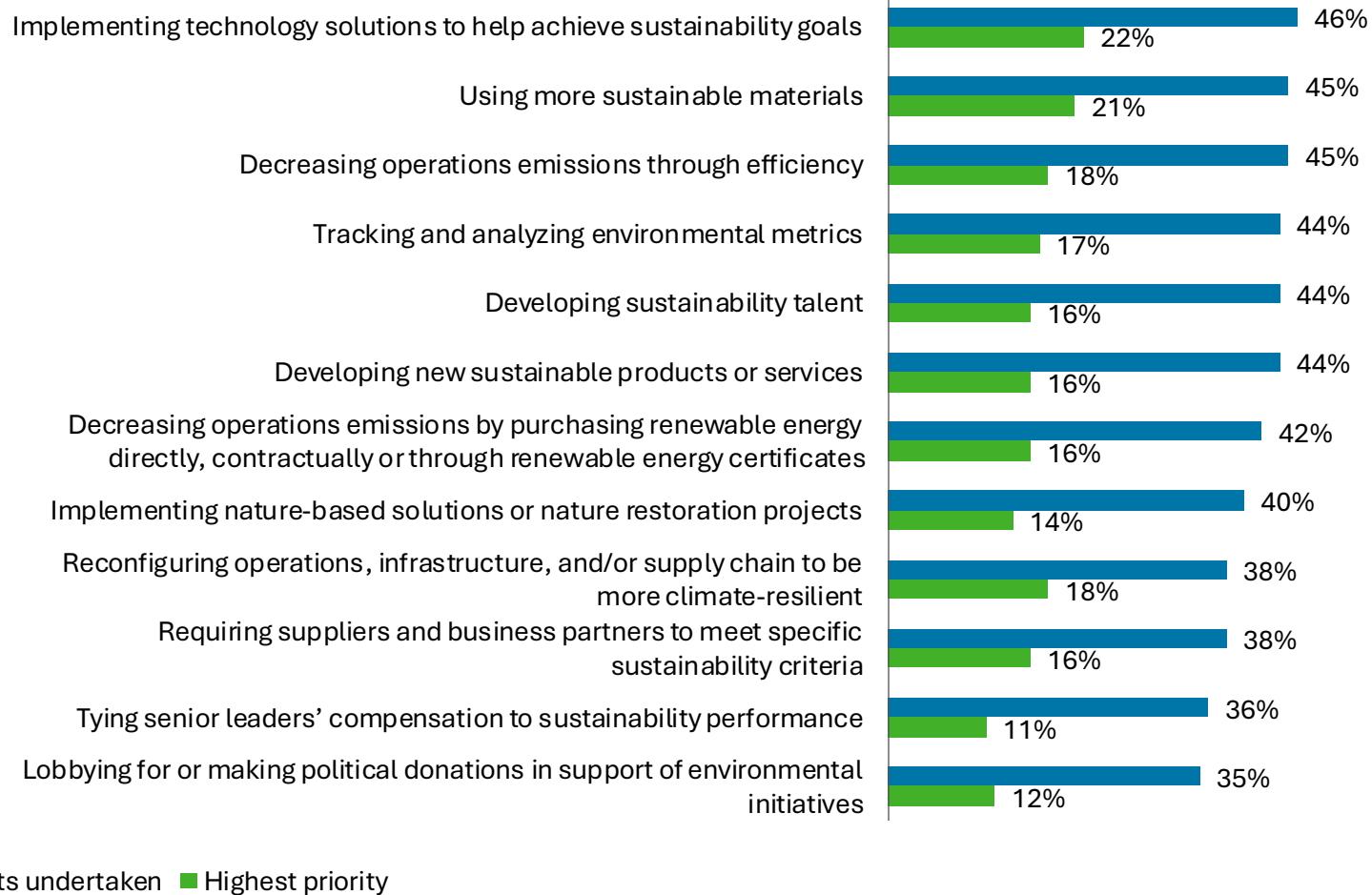
Amelia DeLuca, Chief Sustainability Officer, Delta Air Lines

Respondents report undertaking a range of sustainability actions.

As it was last year, “Implementing technology solutions to help achieve sustainability goals” was one of the most-frequently cited actions taken among respondents (46%), and another 43% plan to do so within two years. It also came out on top when respondents were asked to rank their highest-priority initiatives.

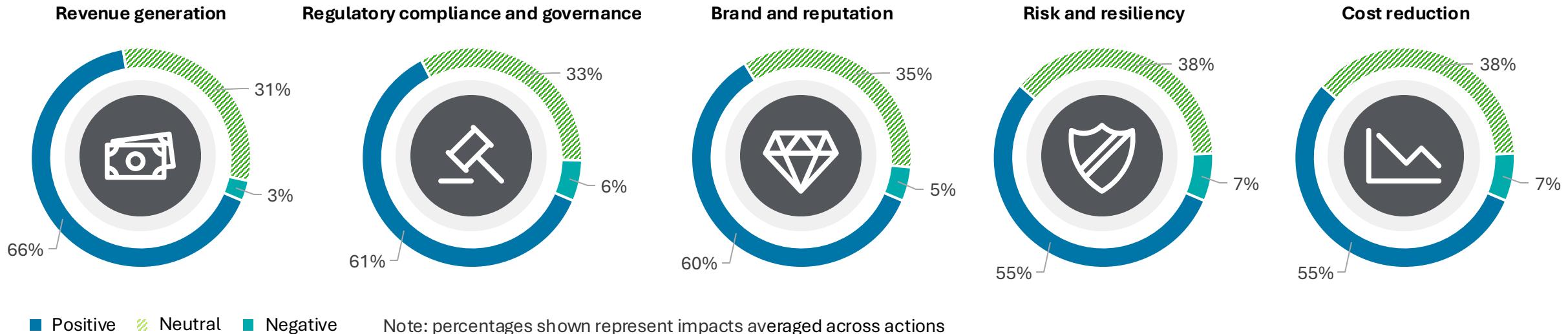
Among the least-common and lowest-priority actions undertaken in this year’s survey are efforts aimed outside the boundaries of the organization, including requiring suppliers to meet sustainability criteria (38%); reconfiguring supply chains for climate resilience (38%); and engaging in the policy process (35%).

Which of the following efforts has your company undertaken as part of its sustainability efforts? Of those you have already undertaken, what are the two highest priority efforts being taken?



Revenue generation was the most frequently cited business benefit across a range of sustainability actions.

Of the highest priority efforts your company has already undertaken, how would you assess their impact on the following dimensions?



High-priority sustainability efforts are most strongly associated with revenue generation and, secondarily, regulatory compliance and brand, and finally cost savings and resiliency.

Across a range of sustainability initiatives respondents reported undertaking, very few (less than 10%) said they had a negative impact on a variety of business outcomes, including revenue generation, cost reduction, brand and reputation, compliance and governance, and risk and resiliency.

In contrast, more than half said they had experienced positive impacts, even with actions that, on the surface, might be expected to cost more. Ninety percent of respondents reported that requiring suppliers to meet sustainability criteria had a positive or neutral impact on cost reduction, and 93% said the same of switching to more sustainable products.

Executive perspectives: Execution and measuring impact

This should've been our hardest year yet [for sustainability] but it's actually been our best year. And I think that's because we've shifted to a strategy that was really focused on 'control what you can control and do that really well.'

Amelia DeLuca, Chief Sustainability Officer, Delta Air Lines

We have accelerated everything we do to be more sustainable, like incentivizing our employees, and now we do our own disclosure and voluntary GRI (Global Reporting Initiative) report.

Jitesh Shetty, Founder & CEO, Credibl

We believe that nature and biodiversity are key pillars of our sustainability strategy, but we want to approaches be very site-specific and connect to communities as catalysts for those. We need to have that capability of having a global approach, but at the same time be regional or site specific.

Amparo Cornejo, Chief Sustainability Officer, Teck Resources Limited

For each of our sustainability goals, whether net-zero, AI ethics, commercial, or e-waste, we set short, medium, and long-term targets. We measure progress against those goals by reductions or improvements in carbon, water, plastics. We measure the relevance of those goals by customer and investor inquiries. The KPIs on execution are getting harder because the low-hanging fruit has been picked. But the KPIs around interest in those goals, while dipping, have remained relatively steady.

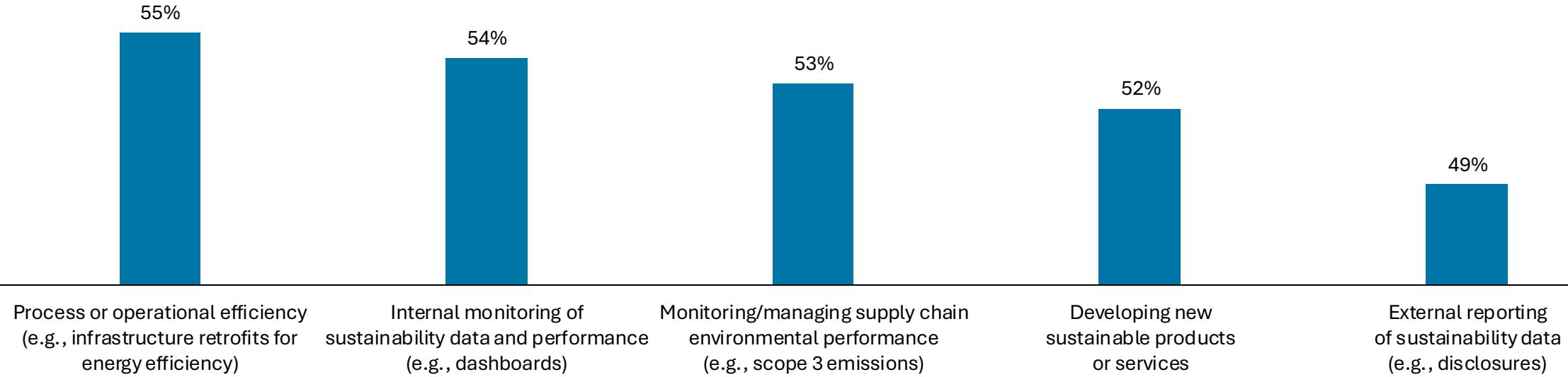
Sophia Mendelsohn, Chief Sustainability and Commercial Officer, SAP SE

We're engaging our facilities to create their own localized environmental sustainability plans, ensuring that each hospital can tailor strategies that best address its community's needs and opportunities.

Rob Roy, Senior Vice President, Chief Investment Officer, Co-head of Environmental Sustainability, AdventHealth

The survey indicates that technology has emerged as a key enabler of corporate sustainability efforts.

In which areas is your company implementing or planning to implement technology solutions to help achieve sustainability goals?

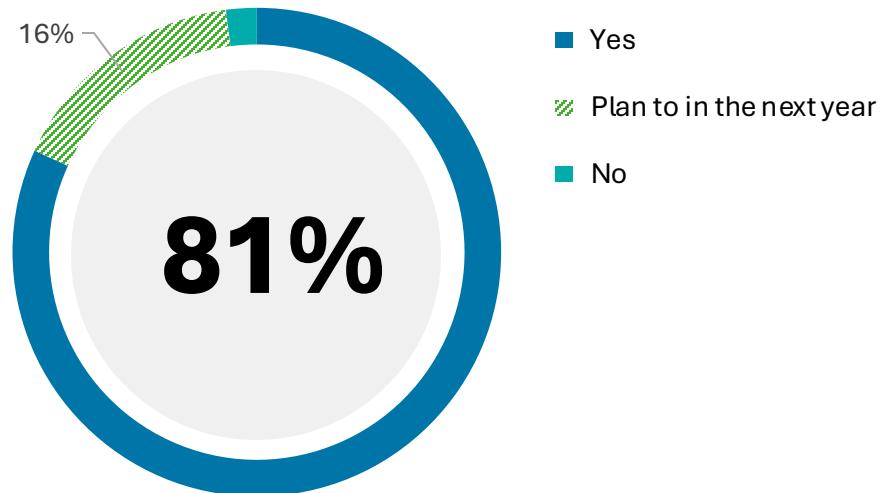


Technology applications were diverse, with nearly equal numbers of respondents saying they were using it to deliver process or operational efficiencies, monitor sustainability data, manage their supply chain's environmental performance, and develop new sustainable products and services.

Most respondents see investing in technology as a complement, not a competitor, to sustainability investments (see page 8). Seventy percent of respondents said the need for AI and other technology investments had caused them to increase their sustainability actions.

AI use for sustainability is already ubiquitous.

Has your company used AI to further its sustainability efforts?



Asked about an array of uses, among those who are deploying AI for sustainability:

65%

Say they are deploying it to find efficiencies and reduce operational emissions

58%

Report using AI to monitor data and metrics for reporting

53%

Indicate they are using AI for risk mitigation, through applications like scenario modeling

52%

Say AI is being leveraged to develop new, sustainable products or services

Eighty-one percent globally report they are already using AI to further their company's sustainability efforts, with another 16% reporting that they plan to within the coming year.

Among those who are already deploying AI for sustainability, 65% say they are deploying it to find efficiencies and reduce operational emissions. This is also the most cited application of technology generally to help companies achieve their sustainability goals (55% cited as a use case).

Respondents were limited to choosing from a list of potential applications, so companies could also be applying AI to their sustainability challenges in other ways. The survey didn't ask specifically about Generative AI (versus AI more broadly), so it is difficult to tell how much of this reported uptake is recent, driven by advances in large language models (LLMs) and chatbots, or leverages other types of AI models.

Executive perspectives: The role of technology

When it comes to technology and software investment, we see companies looking at automation for data management and better visibility into their supply chain resilience which can save CapEx and OpEx.”

Jitesh Shetty, Founder & CEO, Credibl

Data and technology are critical to advance in this space. Our external commitments are aligned and embedded at site levels and can be measured.”

Amparo Cornejo, Chief Sustainability Officer, Teck Resources Limited

Innovation and technology, such as AI and process transformation, are critical for sustainability, even if progress to become data-driven takes decades. I always think in terms of data-driven sustainability, and in the case of a chemical company, technologies around things like fuel and process innovation.

Noriyuki Mita, Chief Sustainability Officer, Mitsubishi Chemicals Group

One area that we are implementing our own technology (for sustainability) is around supply chain risk and the carbon emission, transparency and resilience of the supply chain.

Takashi Yamanishi, Executive Vice President and Chief Sustainability and Supply Chain Officer, Fujitsu

If I have one message for the CSO community, it's this: dollars are already being lined up and spent on agentic AI and other AI investments. The world is asking, what does the CFO need? What does the CPO need? What does the COO need? CSOs must get in line, and make sure sustainability data is ready, structured, and configured for those same agenda use cases.

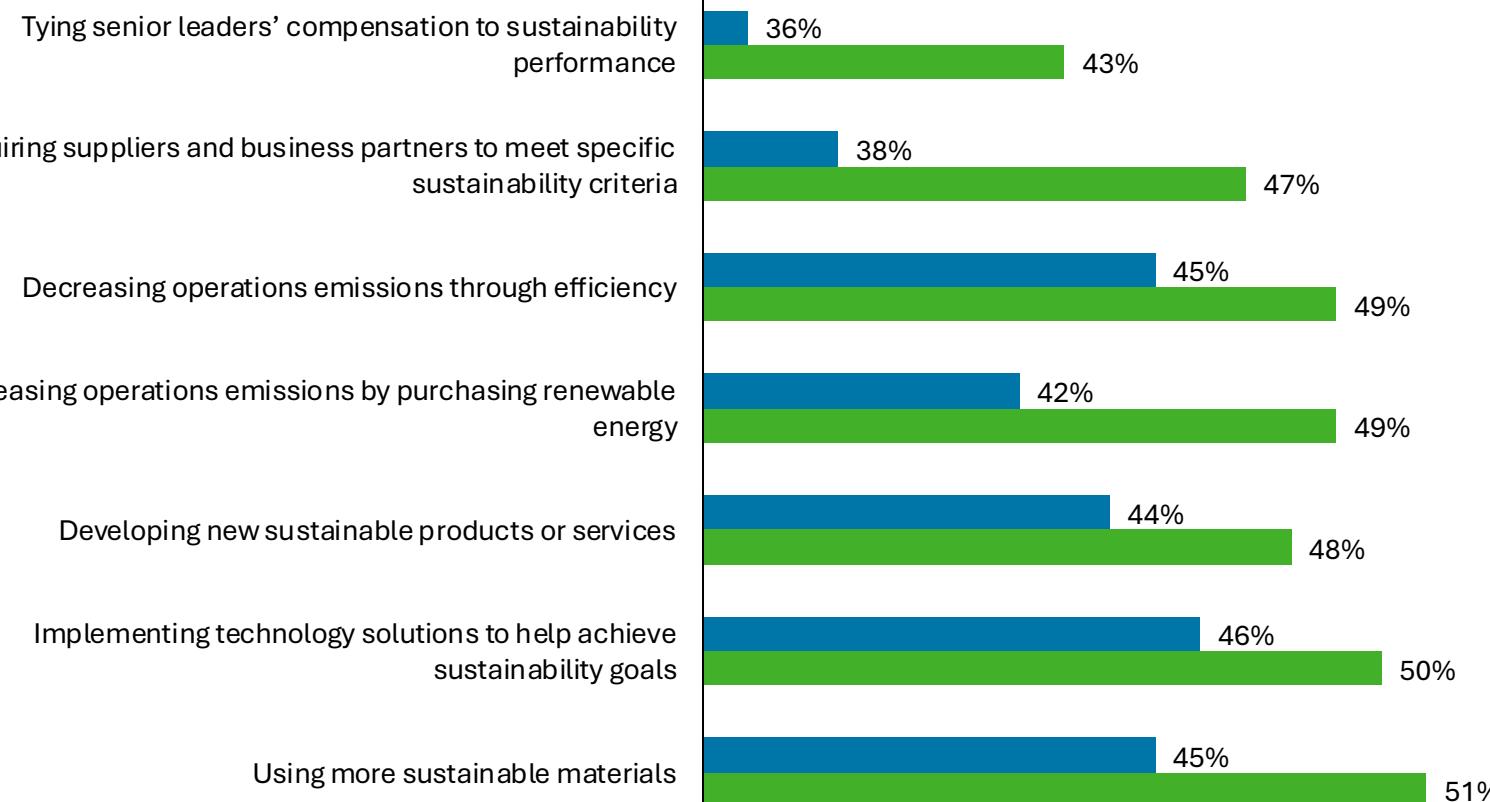
Sophia Mendelsohn, Chief Sustainability and Commercial Officer, SAP SE

There has been a slight decrease in the percentage of respondents that say they have undertaken a range of sustainability actions after several years of advancement.

Compared to last year, fewer respondents say they have undertaken a spectrum of sustainability actions including:

- Tying senior leaders' compensation to sustainability performance
- Requiring suppliers and business partners to meet specific sustainability criteria
- Decreasing operations emissions by purchasing renewable energy
- Developing new sustainable products or services
- Using more sustainable materials
- Increasing energy efficiency
- Implementing technology solutions

Which of the following efforts has your company undertaken as part of its sustainability efforts? (select one per row)



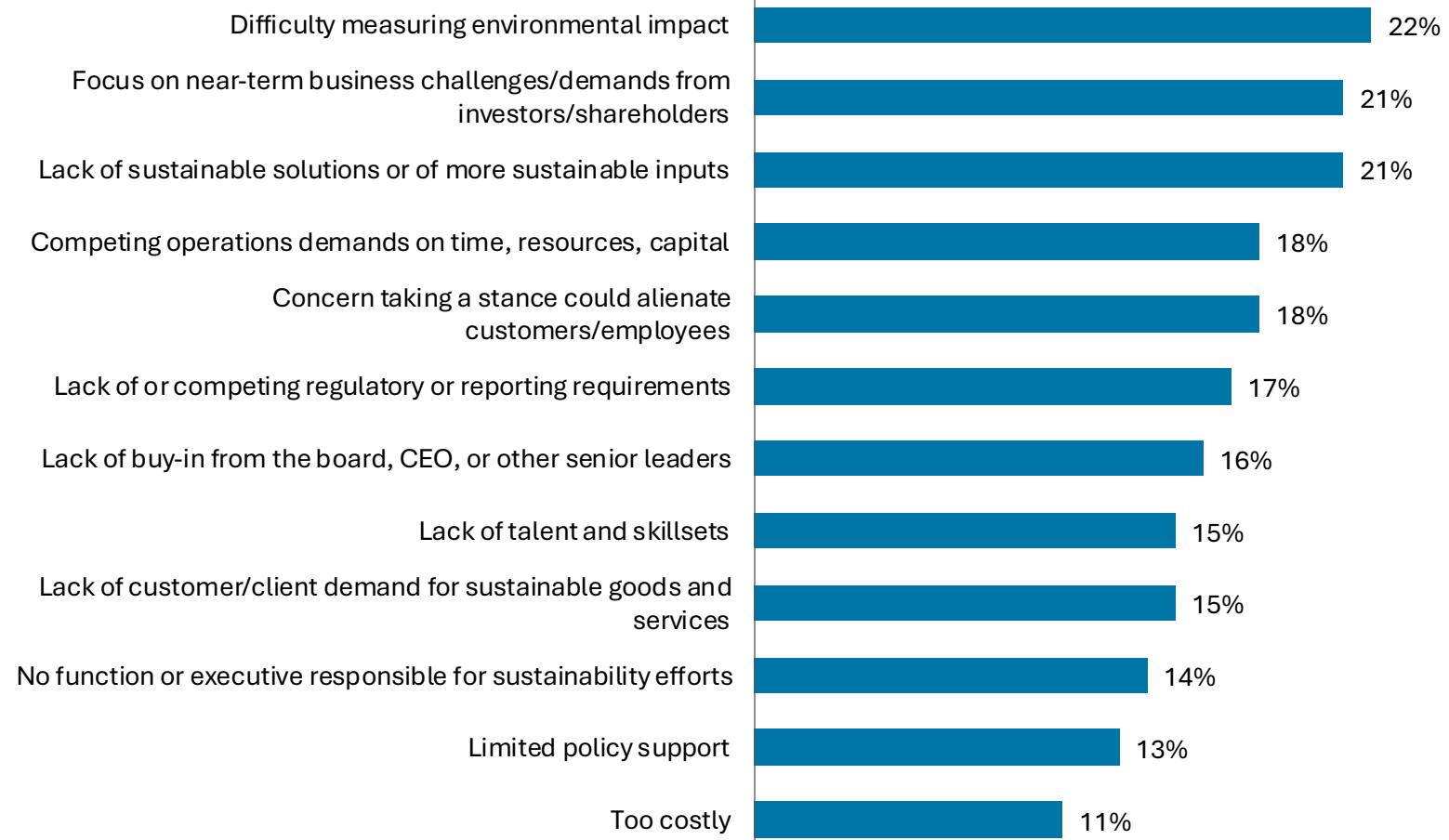
■ 2025 ■ 2024

The obstacles to environmental sustainability deployment have also changed.

A relatively small percentage of respondents identified cost (11%) or lack of policy support (13%) as significant obstacles to their sustainability efforts.

Instead, respondents indicate that they continue to struggle with measuring the environmental impact of their efforts and securing sustainable inputs to their processes. They are also challenged by a focus on near-term business challenges and demands from investors (cited by 21% of respondents, up slightly from 18% last year).

What are the top obstacles to deploying sustainability efforts at your organization? (select top two)

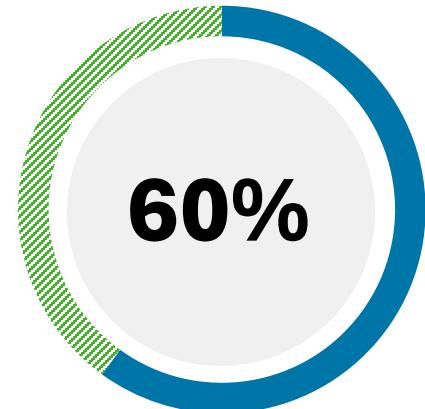


Pressure for action has shifted from prior years. Leaders view climate change as less disruptive to business strategy and operations in the near term, and sustainability matters impacting business are not uniformly in the same direction.

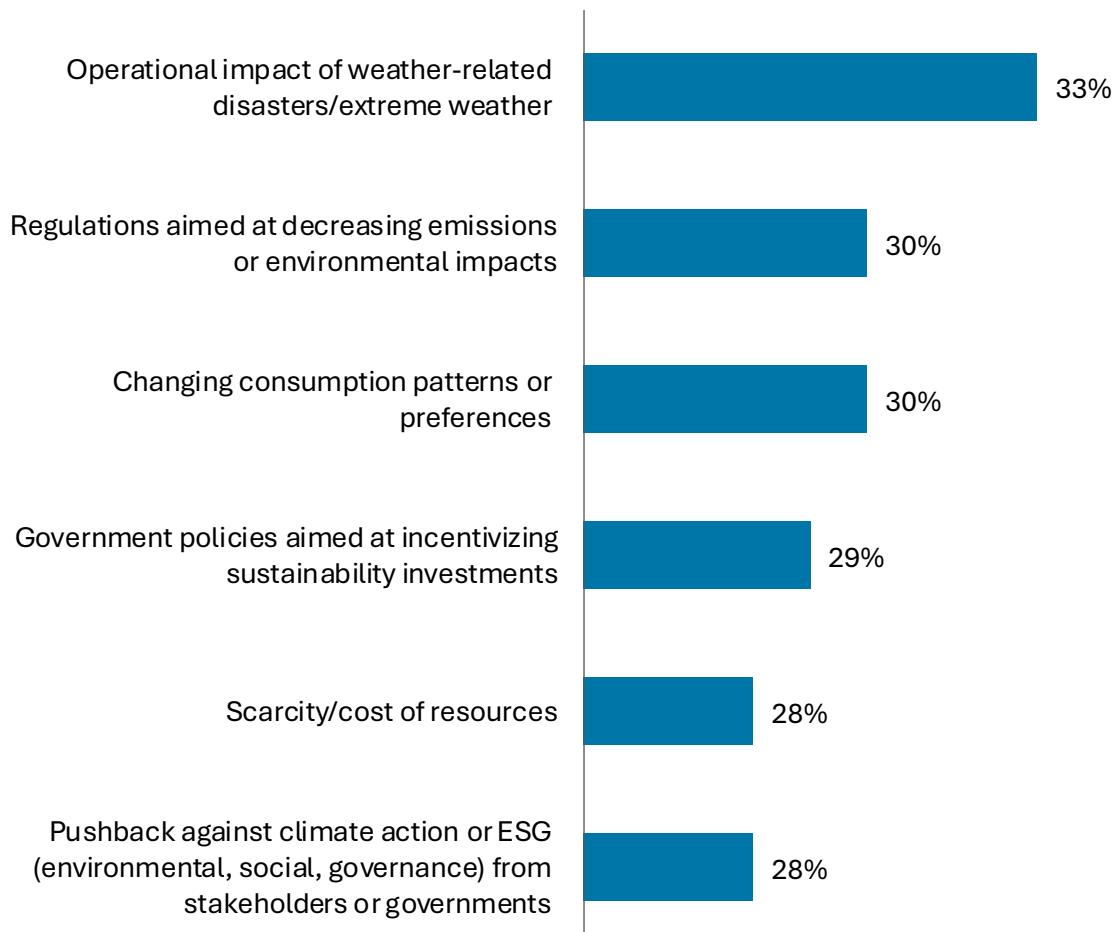
Sixty percent of respondents expect climate change to have a high impact (high and very high) on their company's strategy and operations over the next three years, down from 70% last year.

Thirty percent of executives say regulations aimed at reducing emissions are impacting their organizations and a nearly equal number (28%) say they are also feeling the effects of a pushback against climate action and ESG.

Executives who expect climate change to impact their company's strategy and operations to a high/very high extent over the next three years



What are the top sustainability matters that are already impacting your business? (select top three)

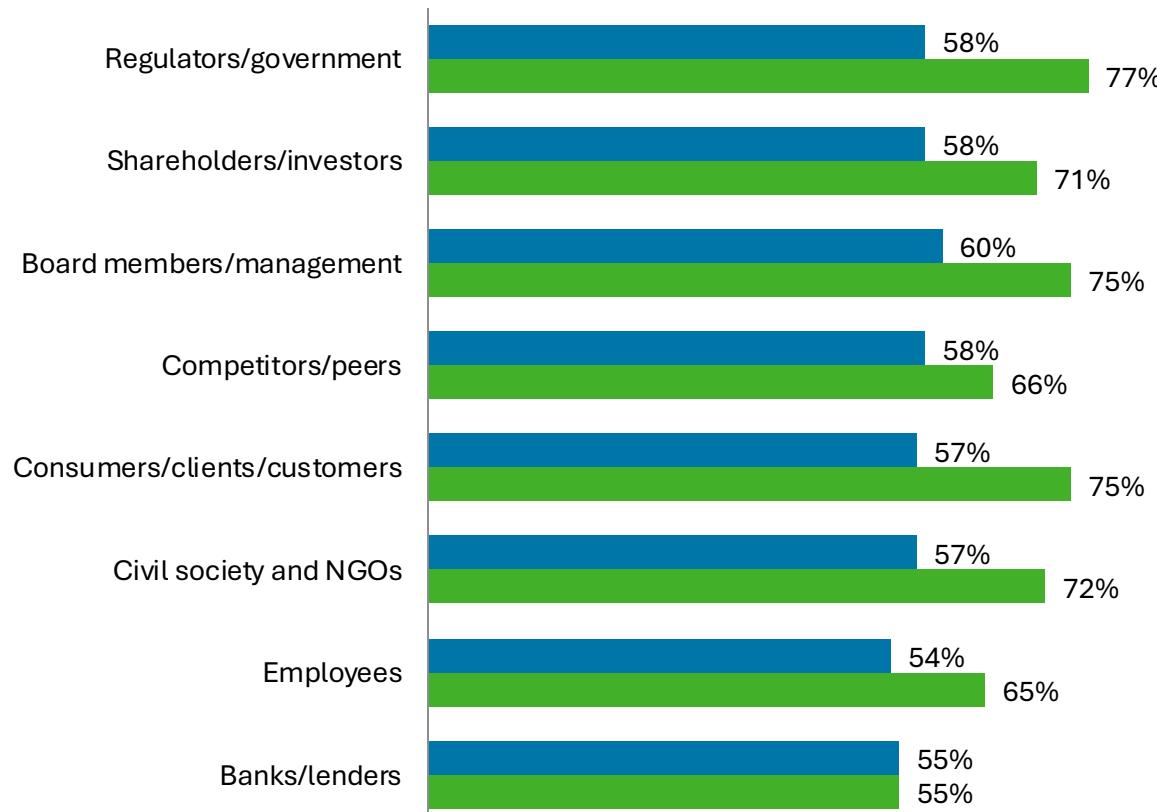


Respondents indicate pressure from various stakeholders has waned, which may be a factor impacting companies.

While respondents report most stakeholders continue to push for increased sustainability efforts, there remains a sizable minority that are pressing to reduce action. Roughly one-fifth of respondents report that governments, investors, customers, civil society, boards, and competitors are pushing them to somewhat or significantly pull back from sustainability initiatives. Eighteen percent cited concern that taking a position on sustainability would alienate some stakeholder group among their top obstacles to doing more (see page 18).

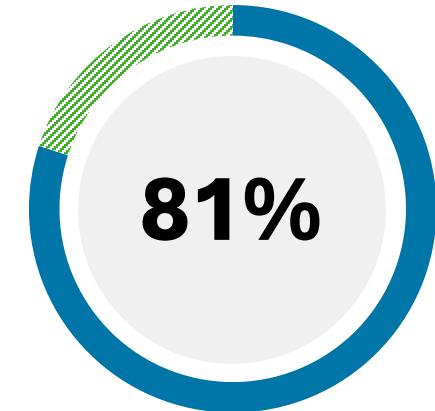
Across nearly every major stakeholder group, fewer respondents today say they are feeling pressure (to a moderate or large extent) to act on sustainability than in 2022.

Executives who feel pressure from the following stakeholders to a moderate/large extent to increase or decrease their efforts in addressing sustainability



■ 2025 ■ 2022

Average percentage of organizations feeling pressure across stakeholder groups to increase action



Number represents average across all stakeholder groups of those who selected Somewhat or Significantly increase sustainability action.

Executive perspectives: Connecting sustainability and business value

As a supply chain professional, sustainability topics became bigger and bigger over the last few years. It makes complete sense to put those things together.

Takashi Yamanishi, Executive Vice President and Chief Sustainability and Supply Chain Officer, Fujitsu

It's easy to show a business case when it's about how it's going to save you money today. We do that all day long.

Amelia DeLuca, Chief Sustainability Officer, Delta Air Lines

Even one small investment can be important. We completed a chemical recycling plant that allows us to gain information and experience, and exposure for our people. It's important to have that investment to show people what's possible and give them confidence in the technology.

Noriyuki Mita, Chief Sustainability Officer, Mitsubishi Chemicals Group

The pressure has pushed all of us to think more carefully about how we frame this work, and to show customers how sustainability connects directly to access and cost. When you put it in that context, people lean in, because those are the things that matter most.

Rob Roy, Senior Vice President, Chief Investment Officer, Co-head of Environmental Sustainability, AdventHealth

When it comes to sustainability, I think there is now an ecosystem that has matured, especially in sectors like food and hospitality. There is a good amount of talent in these sectors, and companies are recognizing the value of sustainability expertise.

Jitesh Shetty, Founder & CEO, Credibl

A roadmap of sustainability actions is emerging..

Based on multiple years of survey data, a de facto roadmap appears to be emerging around a set of sustainability actions, offering companies a potential path to embed sustainability considerations into strategy, operations, and innovation. Across multiple years, top actions taken have included:



Implementing technology solutions



Using more sustainable materials



Developing more sustainable products and services



Implementing operational efficiency measures



Tracking and disclosing sustainability metrics

Navigating the future of corporate sustainability: Key questions for C-suite leaders

The current corporate sustainability landscape is dynamic. Policy and regulatory conditions are changing around the world, the economics of key sustainability solutions continue to shift, and the impacts of a changing environment are growing more acute—set against a backdrop of changes in the broader business environment.

Today's dynamic conditions provide an opportunity for organizations to reevaluate their sustainability ambition, strategy, investments, initiatives, and execution to help ensure they both meet their sustainability goals and further build resilience into their organizations. To guide that effort, leaders can consider:

1 **Which sustainability matters are material for their business and stakeholders? Where can the organization create real value and impact? Where are they best positioned to move the needle on key metrics?**

2 **What resources is their organization willing and able to commit? Budget, talent, executive support, organizational capital—what is the level of support available?**

3 **How patient is their organization? How patient are their key stakeholders? Are they prepared to wait 5–10 years for results, and/or are short-term wins needed?**

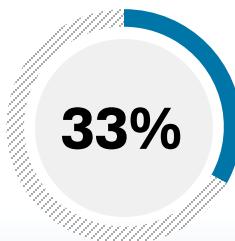
4 **What level of risk and uncertainty can their business tolerate? What volatility (regulatory, reputational, physical) can the organization absorb?**

5 **What are the dependencies? Would this action require policy shifts, technology breakthroughs, demand guarantees, and/or ecosystem alignment?**

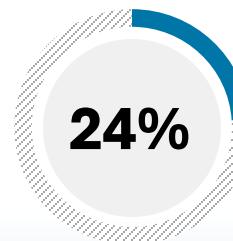


Spotlight on risks, adaptation and resilience

Risk-related sustainability matters that are already impacting your business.

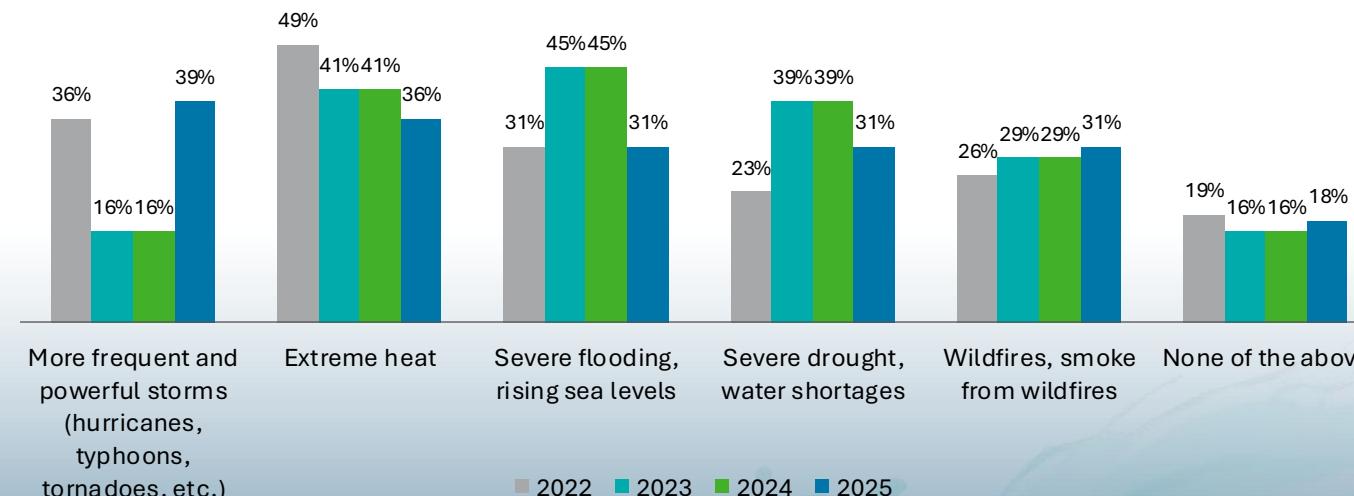


Operational impact of climate-related disasters/weather events

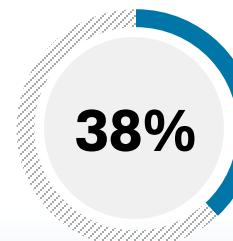


Increase in insurance costs or lack of insurance availability

Have you personally been impacted by any of the following in the last 12 months? (select all that apply)



Company environmental sustainability efforts



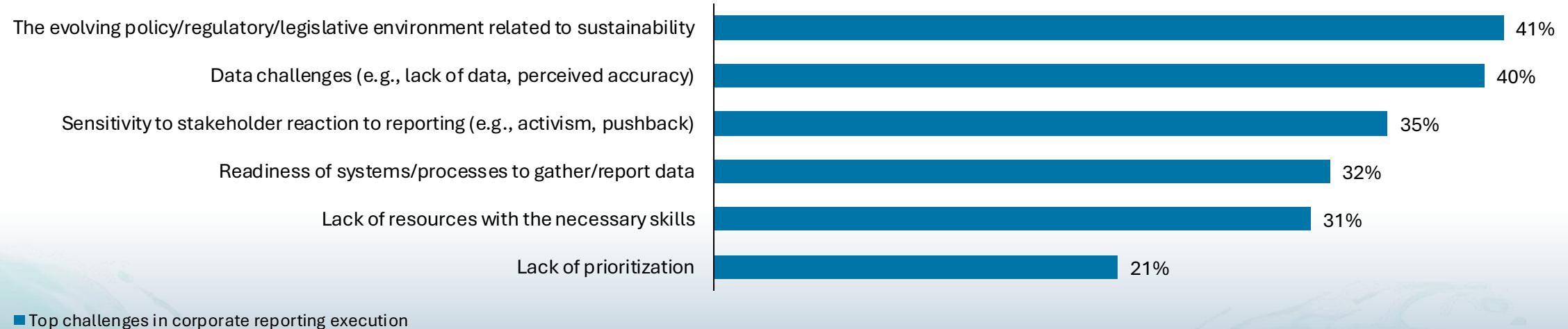
Reconfiguring supply chains and operations to increase resilience

Physical risks are impacting operations, but the scope of their potential effects may not yet be appreciated.

- One-third of respondents said climate-related extreme weather events were impacting their operations.
- Eighty-two percent of respondents said they had personally experienced at least one climate-linked extreme weather event in the last year, such as more frequent and powerful storms, extreme heat, or wildfires.
- Yet just 24% said rising insurance costs or decreased insurance availability were affecting them. Thirty-eight percent report reconfiguring supply chains and operations to increase resilience, among the lowest percentages across the range of actions asked about (as a comparison, 45% for example, report using sustainable materials).

Spotlight on reporting and data

In relation to corporate reporting, what are the top two biggest challenges in preparing for and executing against reporting requirements? (select top two)



Beyond compliance: Companies may be underutilizing their sustainability data.

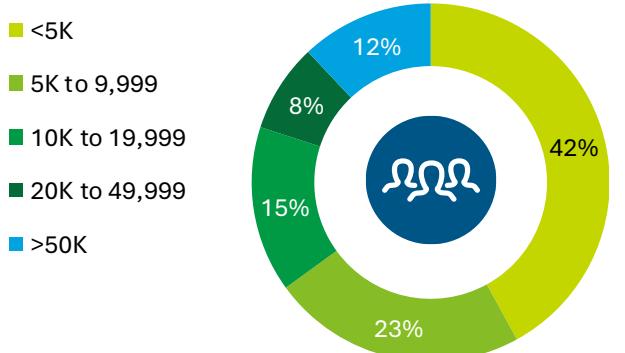
- Unsurprisingly, respondents see a strong positive benefit on their company's regulatory compliance and governance from tracking and analyzing environmental metrics (66%, highest of all sustainability actions surveyed). But understanding those environmental metrics was least likely to be associated with other sources of business benefit, such as revenue generation, cost reduction, brand and reputation, and risk and resiliency (see page 12 for question and data averages across actions). That suggests companies may be missing an opportunity to create broader, strategic business value from the data they are collecting.ⁱ
- The sustainability reporting landscape has continued to shift significantly in recent months, and respondents accordingly cited the evolving policy and regulatory environment as the top challenge to executing against reporting requirements (41%). Data challenges were a close second (40%).
- Companies' continued investments in sustainability technology may be paying off for their reporting efforts. Just 32% said readiness of systems and processes to gather and report on sustainability data was a key barrier, down from 42% in 2024.

ⁱhttps://deloitte.wsj.com/sustainable-business/how-leveraging-sustainability-data-can-create-business-value-942c2fd7?st=Xz3ZbQ&reflink=desktopwebshare_permalink

Methodology

The report is based on a survey of 2,106 C-suite executives, conducted by KS&R Inc. on behalf of Deloitte, and was administered in a double-blind manner during May and June 2025, ensuring impartiality and confidentiality for both respondents and researchers. The survey polled respondents from 27 countries*: 39% from Europe; 21% from North America; 26% from Asia-Pacific; 8% from Middle East and Africa; 6% from Central and South America. Each of the major commercial industry sectors were represented in the sample. Additionally, Deloitte Global conducted select, one-on-one interviews with C-suite executives globally.

Number of employees



Job title



Revenue (US\$)



■ US\$500M-999M ■ US\$1B-1.99B ■ US\$2B-4.99B ■ US\$5B-9.99B ■ >US\$10B



Industry



■ Consumer ■ Energy, Resources & Industrials ■ Financial Services ■ Life Sciences & Health Care ■ Technology, Media & Telecom

* Countries polled: Australia, Belgium, Brazil, Canada, China, Denmark, Finland, France, Germany, Iceland, Ireland, India, Italy, Japan, Korea, Mexico, Netherlands, Norway, Qatar, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, United Arab Emirates, United Kingdom, United States.

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