



2025 C-suite Sustainability Report

Financial Services industry insights

October 2025



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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 action 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%).

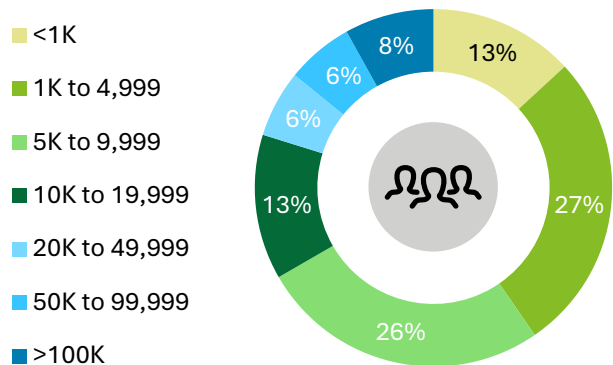
A set of sustainability actions is emerging as a de facto roadmap for leaders, based on multiple years of survey data, suggesting a path companies can follow to embed sustainability considerations into their strategy, operations, and innovation.

- 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

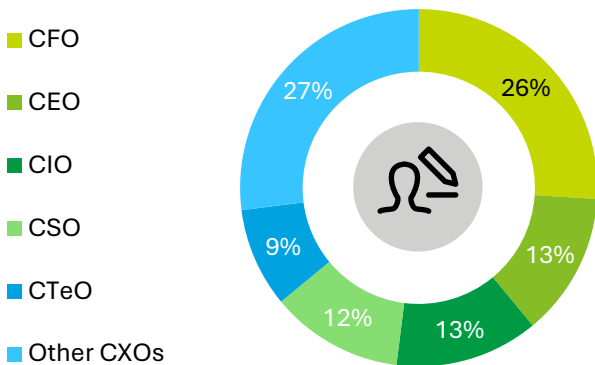
Financial Services business profile

435 executives in the Financial Services industry were surveyed

Number of employees

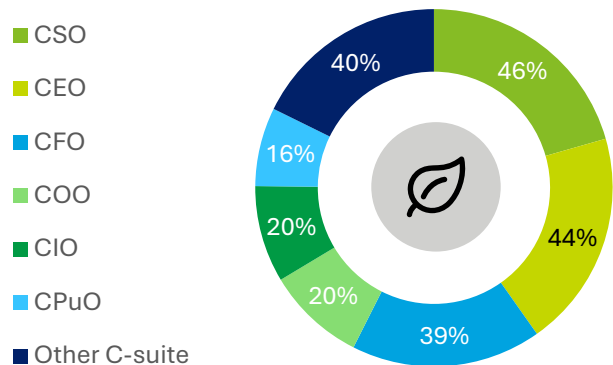


Job title



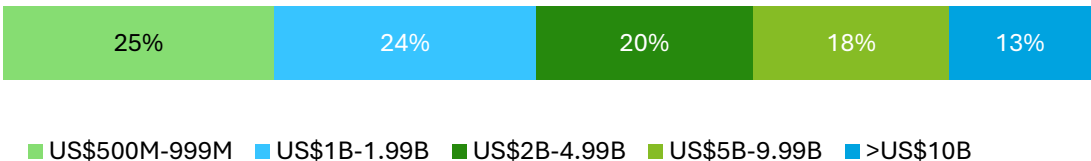
Note: CTeO is Chief Technology Officer

Position(s)* at your company responsible for sustainability goals

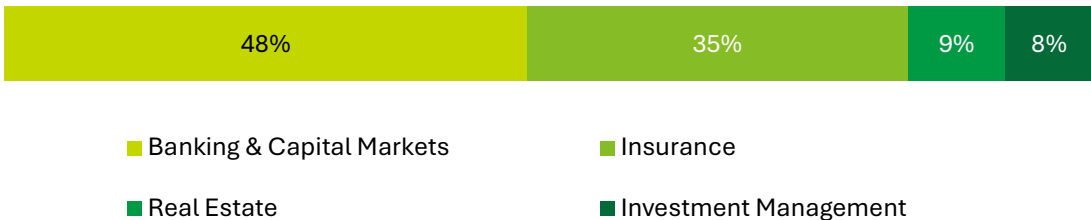


*Some respondents indicated multiple roles within the company have responsibility, resulting in the total percentage across roles exceeding 100%.
Note: CPuO is Chief Purpose Officer

Revenue (US\$)



Industry

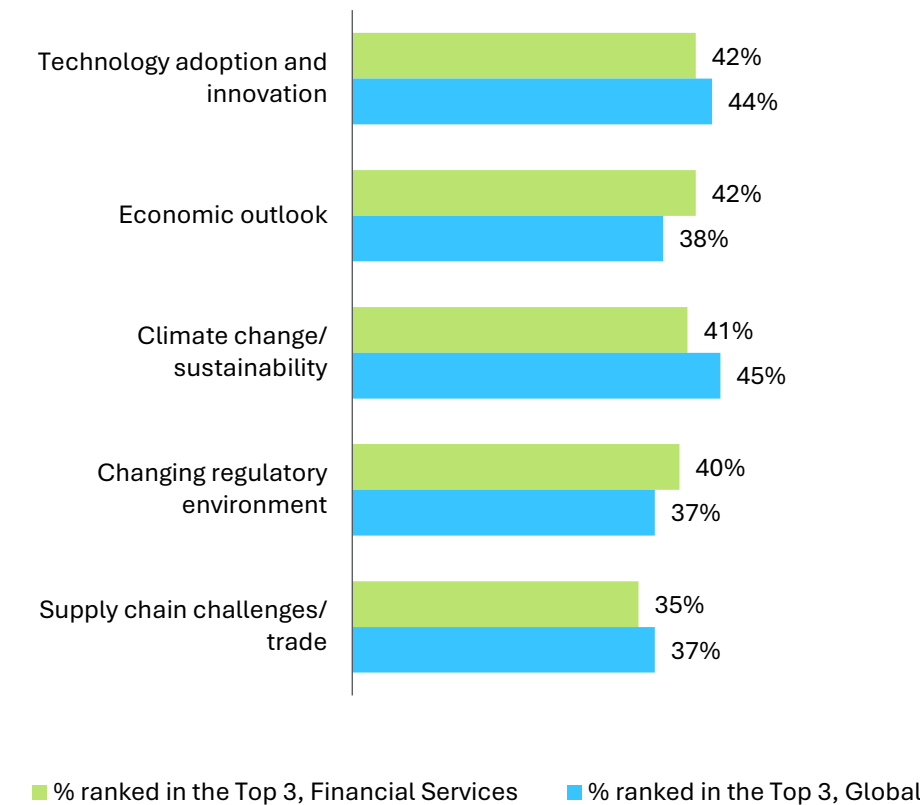


Sustainability as a business priority

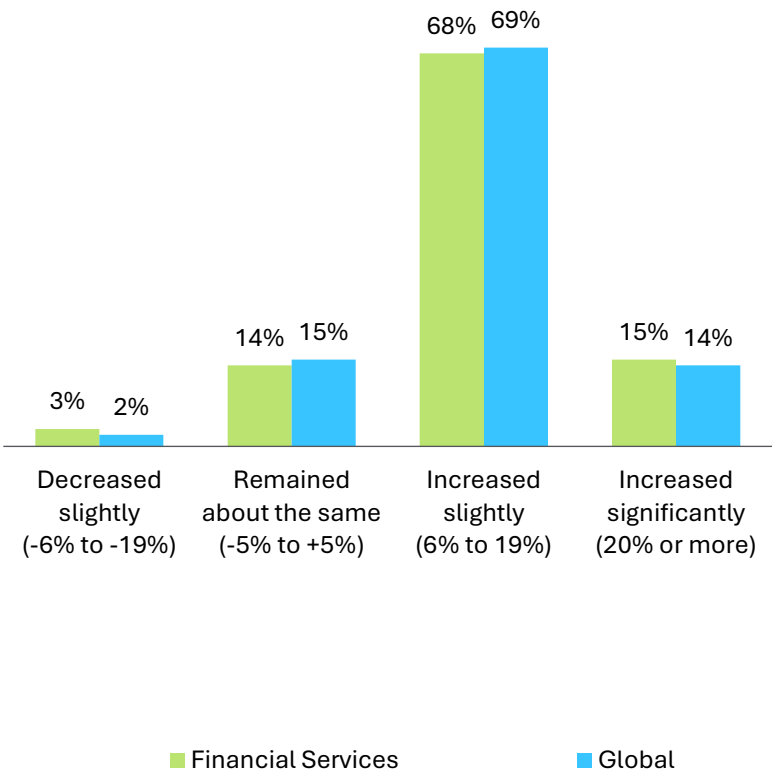
For executives in the Financial Services industry, technology innovation and economic outlook (both 42%) are the most pressing challenges.

- Changing regulatory environment (40%) and supply chain challenges (35%) are also top concerns.
- Of executives surveyed, 83% have increased their sustainability investments to some degree, consistent with the growth of 2024.

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



How have your sustainability investments changed over the last year?

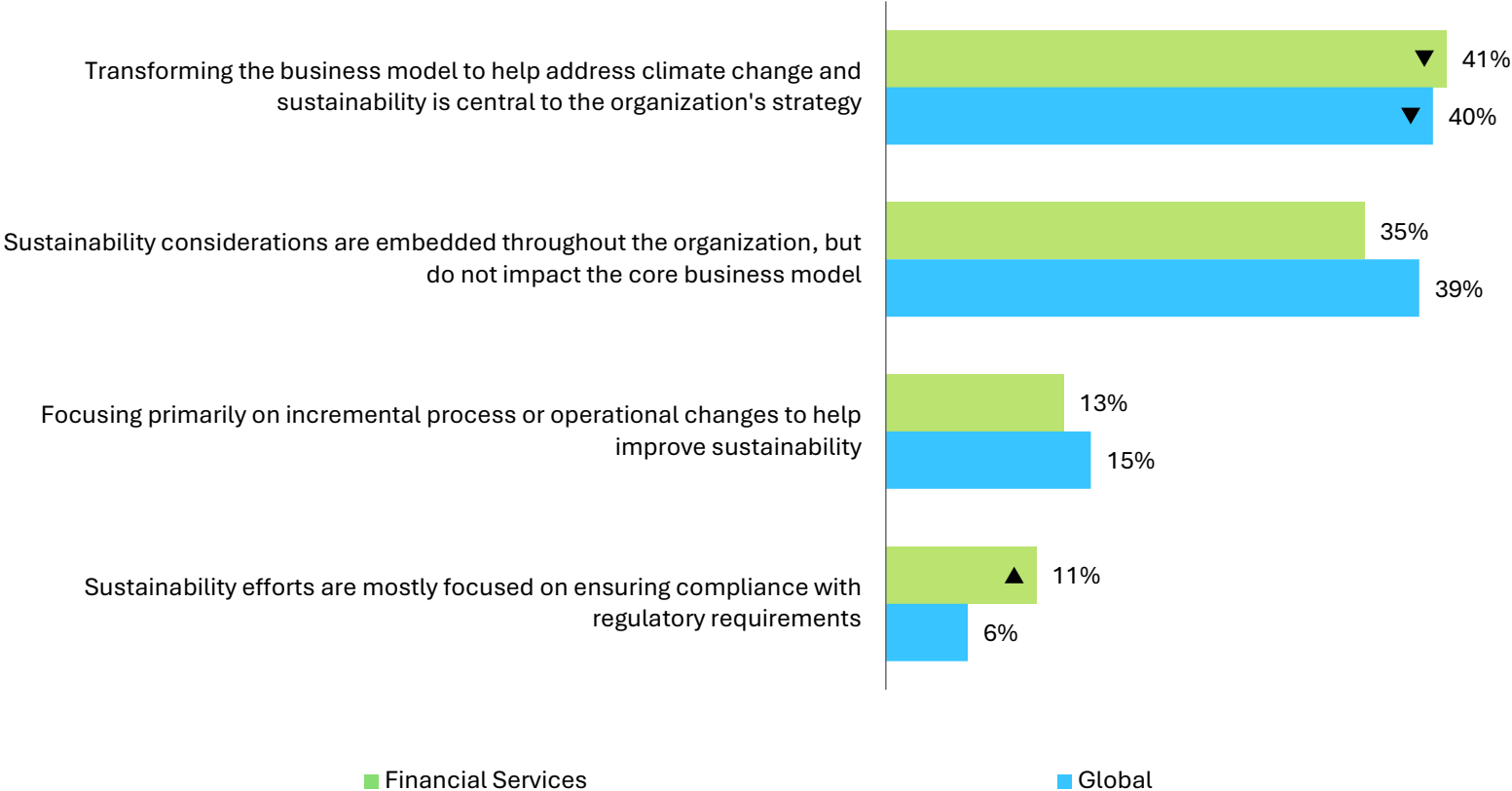


Company approach to sustainability

Forty-one percent of Financial Services executives indicate they are transforming the business model as their approach to sustainability, a decrease from 2024.

- Fewer say that they are embedding sustainability considerations throughout the organization (35%) compared to the global average.
- While only 11% indicated their sustainability efforts are mostly focused on ensuring compliance, this is an increase from 2024 and ahead of the global average.

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

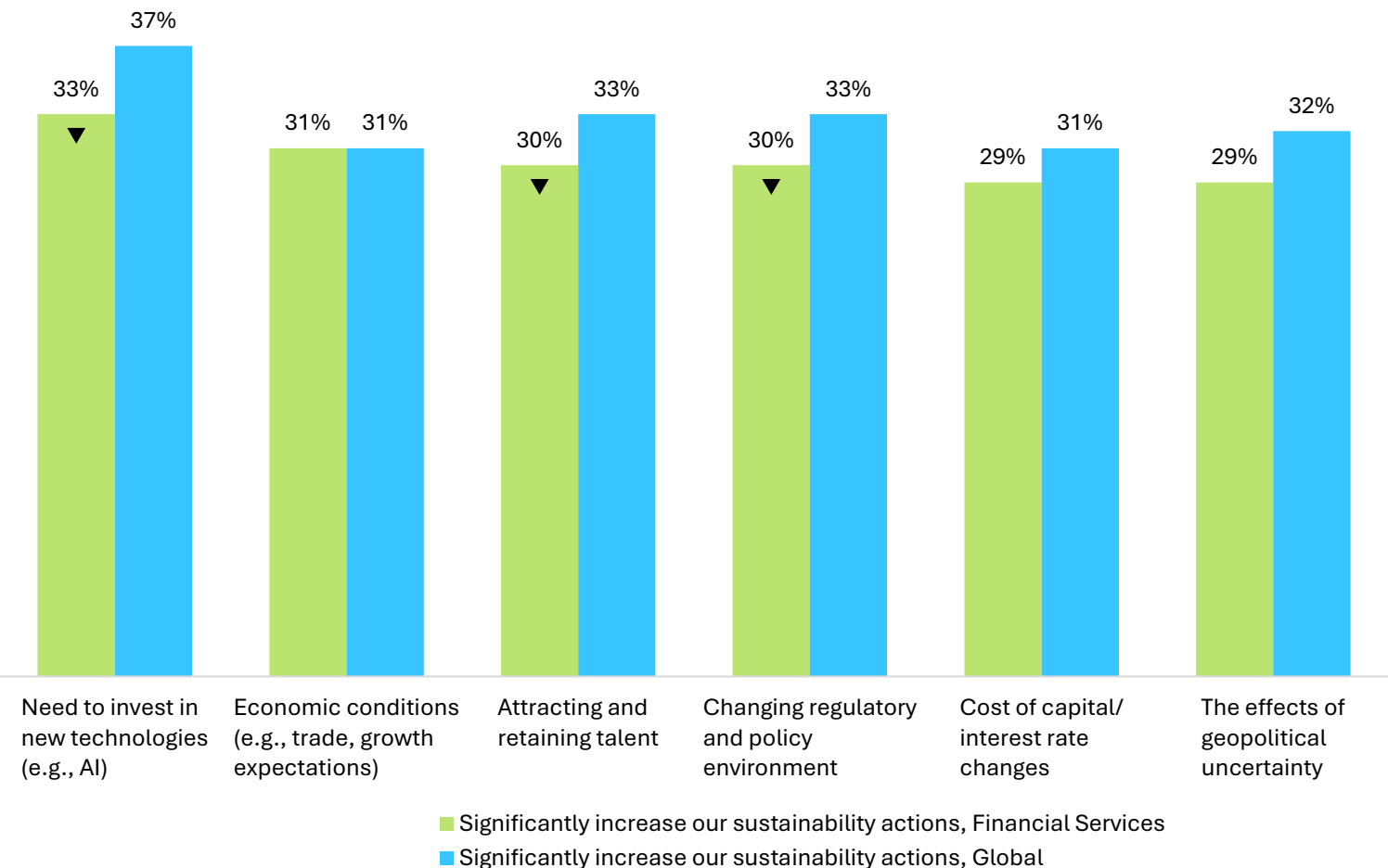


Broader market conditions’ and competing priorities’ effects on sustainability actions

For Financial Services executives, similar to global counterparts, broader market conditions and competing priorities are not causing most companies to reduce sustainability actions.

- The need to invest in new technologies such as AI has not caused a decrease in sustainability action. In fact, it was cited more than other matters as having the effect of significantly increasing sustainability actions (33%), though this is a decrease since last year and behind the global average.
- Other notable influences include economic conditions (31%), attracting new talent (30%, down from 2024), and changing policy environment (30%, down from 2024).

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

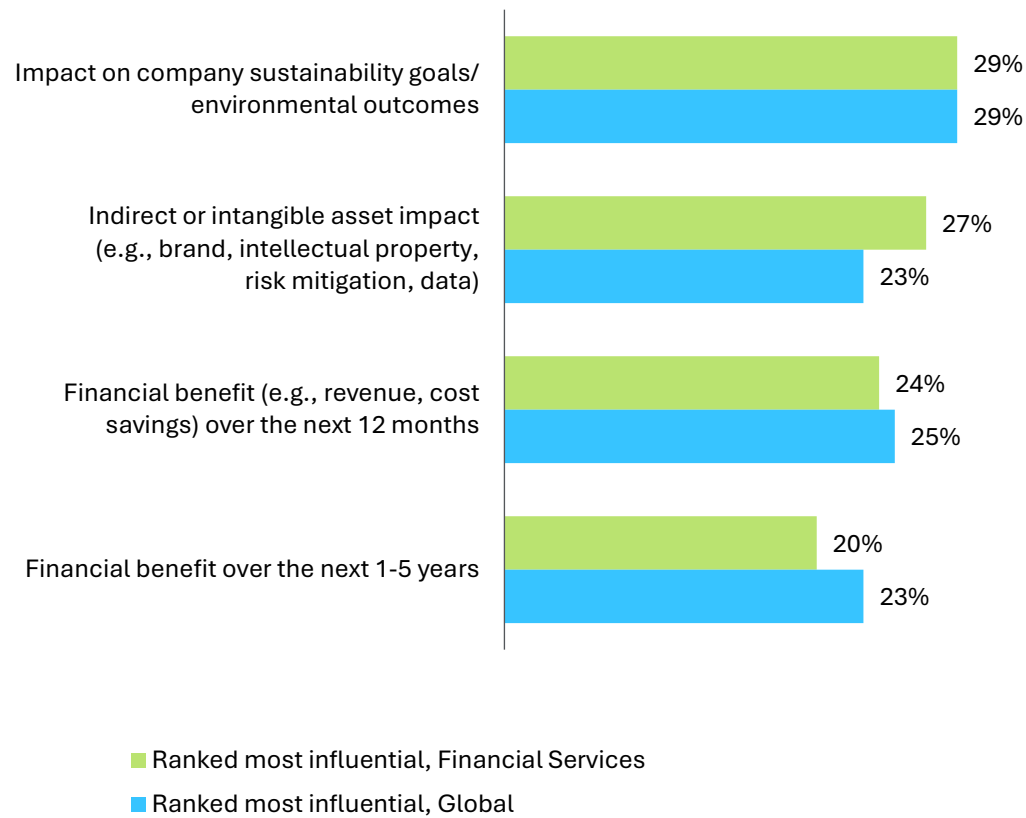


Business case and benefits from sustainability efforts

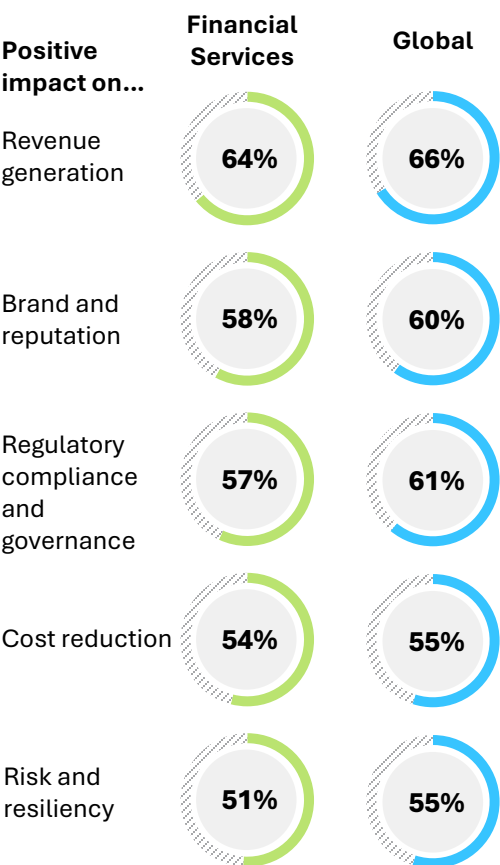
Financial Services executives indicate impact on sustainability goals and environmental outcomes (29%) is the most influential factor shaping executives' decision making.

- Indirect or intangible asset impact is also cited as influential by 27%.
- Just under two-thirds say sustainability efforts have a positive impact on revenue generation.

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



How would you assess sustainability efforts impact on the following dimensions?
(positive, neutral, negative)



Sustainability actions undertaken to meet environmental goals

In Finance organizations, executives cite decreasing operations emissions through efficiency as the top action taken.

- Using more sustainable materials (44%) and implementing technology solutions to help achieve sustainability goals (41%) are other top actions undertaken that have decreased year-over-year.

Which of the following actions has your company already undertaken as part of its sustainability efforts? (select all that apply)

Top actions taken - Financial Services

46% 

Decreasing operations emissions through efficiency
In 2024 = 49%

44% 

Using more sustainable materials
In 2024 = 52%

43% 

Developing sustainability talent
In 2024 = 44%

42% 

Tracking and analyzing environmental metrics
In 2024 = 43%

41% 

Implementing technology solutions to help achieve sustainability goals
In 2024 = 49%

Top actions taken - Global

46% 

Implementing technology solutions to help achieve sustainability goals
In 2024 = 50%

45% 

Using more sustainable materials
In 2024 = 51%

45% 

Decreasing operations emissions through efficiency
In 2024 = 49%

44% 

Developing new sustainable products or services
In 2024 = 48%

44% 

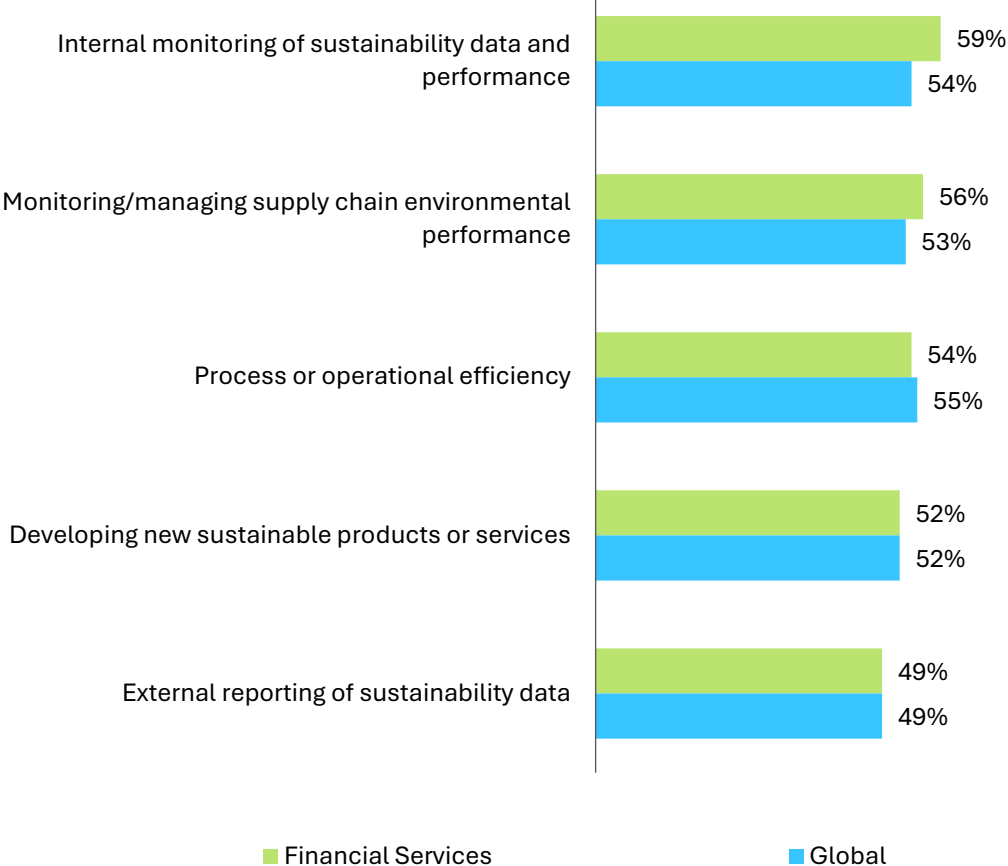
Tracking and analyzing environmental metrics
In 2024 = 44%

Technology as an enabler of sustainability efforts

In Financial Service organizations, over half of executives cite implementing technology for internal monitoring of sustainability data and monitoring supply chain environmental performance.

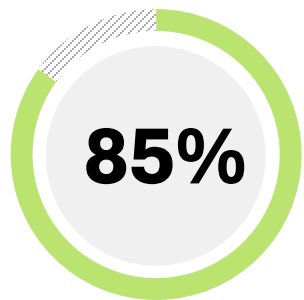
- Fifty-nine percent identify implementing technology for internal monitoring of sustainability data (slightly higher than the global average) and 56% for monitoring supply chain environmental performance.
- Of Financial Services executives surveyed, 85% are using AI to assist with sustainability efforts, slightly more than their global counterparts.

In which areas is your company implementing or planning to implement technology solutions to help achieve sustainability goals? (select all that apply)

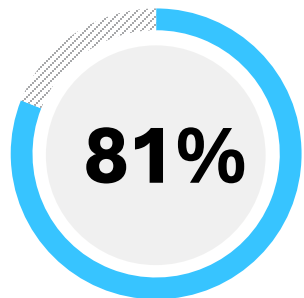


Note: Respondents include those that indicated their company has or plans to implement technology solutions

Has your company used AI to further its sustainability efforts?



Financial Services



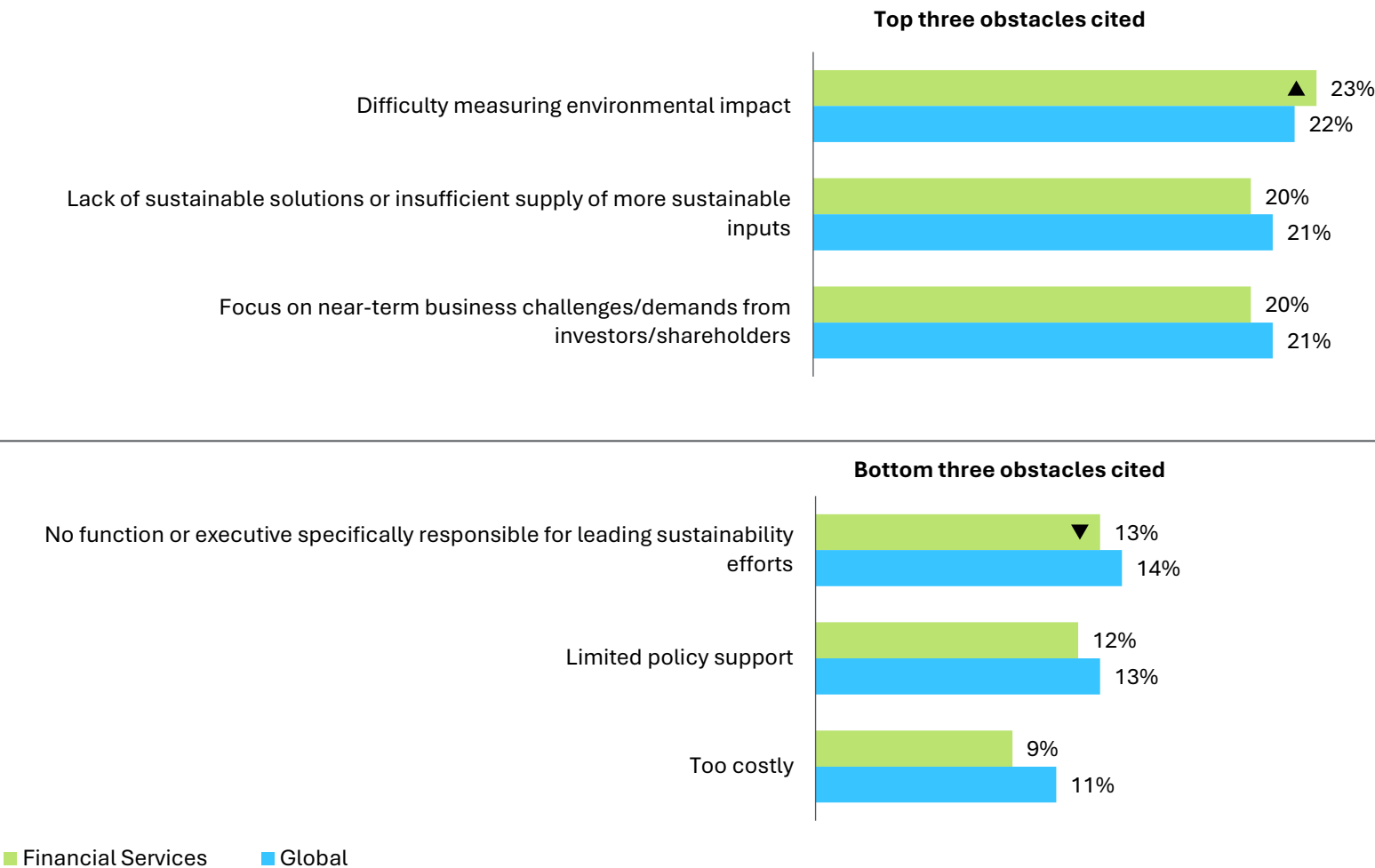
Global

Obstacles to sustainability action

Nearly one-quarter of Financial Services executives indicate having difficulty measuring environmental impact as a top obstacle to sustainability deployment, increasing from 2024.

- Lack of sustainable solutions/inputs and focus on near-term business challenges (both 20%) are also top barriers.
- A lack of executive function leading sustainability efforts (13%, down from 2024), limited policy support (12%), and cost (9%) are all mentioned at a less frequent rate.

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



Impacts on business strategy and operations

While Finance Services executives still expect their companies' operations to be impacted at a high level by climate change, it is to a lesser degree compared to 2024.

- Financial Services executives cited operational impact of weather-related disasters (35%) as the top matter expected to impact organizations.

Executives who expect climate change to impact their company's strategy and operations to a high/very high extent over the next 3 years

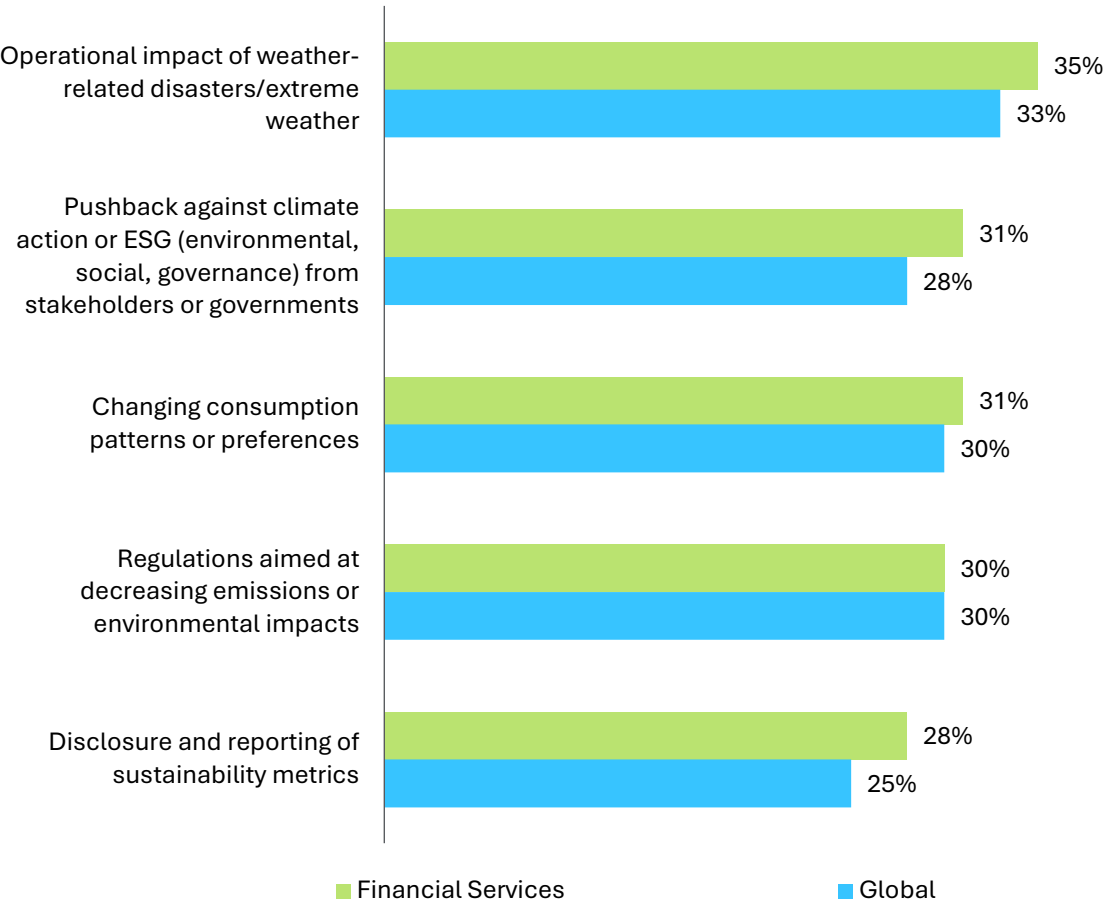


Financial Services



Global

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

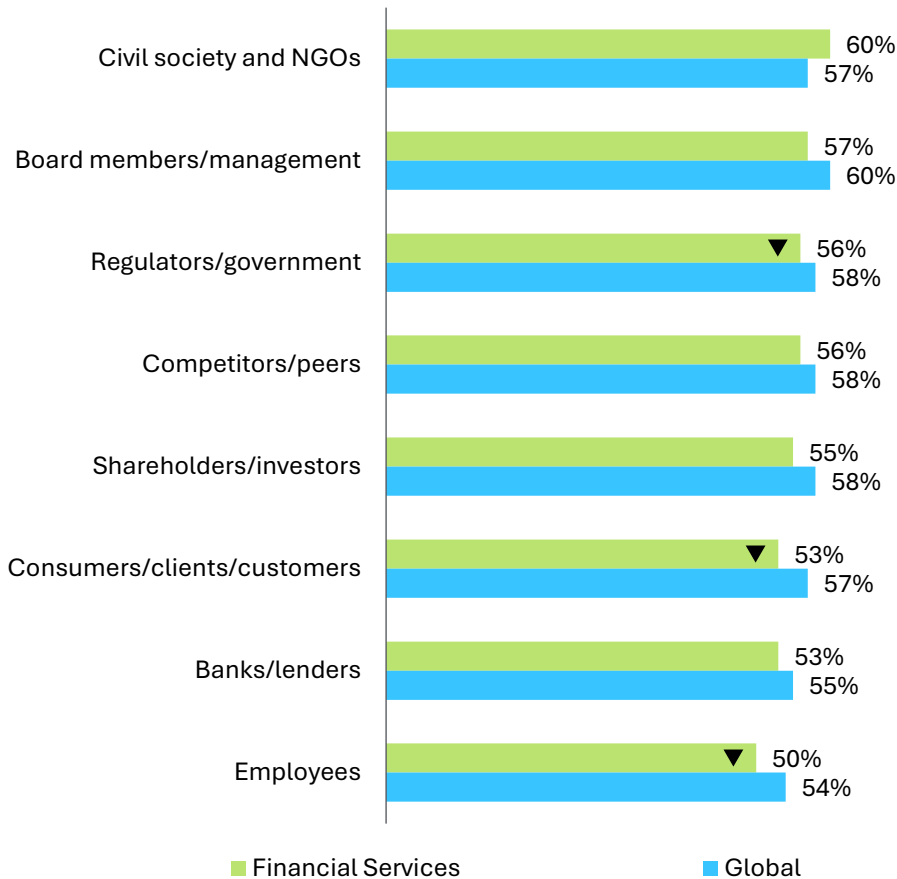


Stakeholder pressure on sustainability

More than three-quarters (78%) of Financial Service executives say their organizations are facing pressure across sources to increase their sustainability action.

- Civil society (60%) and board members/management (57%) are top groups exerting pressure.
- Financial organizations indicate that regulators and governments (56%), consumers/clients/customers (53%), and employees (50%) are exerting less pressure than 2024.

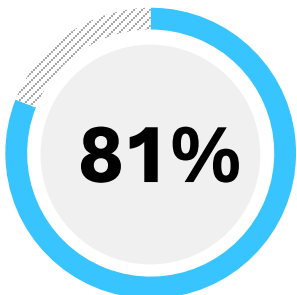
Executives who feel pressure from the following stakeholders to a moderate/large extent to increase or decrease their efforts in addressing sustainability



Average percentage of organizations feeling pressure across stakeholders' groups to increase action



Financial Services



Global

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

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?

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