



2025 C-suite Sustainability Report

United States insights

December 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, and finally cost savings and brand and reputation. 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%).

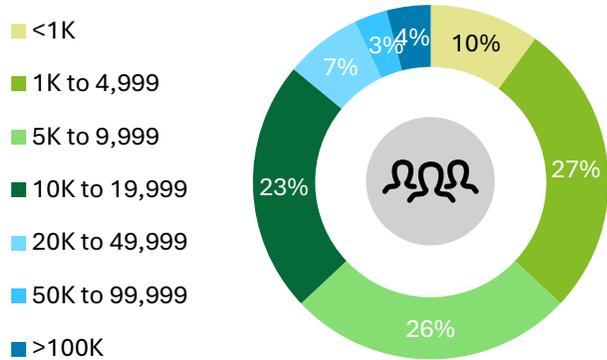
A set of sustainability actions is emerging as a de facto roadmap for leaders, based on multiple years of survey data, suggesting a path companies can follow to embed sustainability considerations into their strategy, operations, and innovation.

- 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

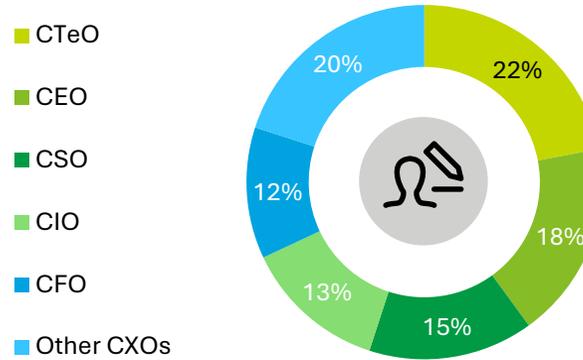
United States country business profile

231 executives in United States were surveyed

Number of employees

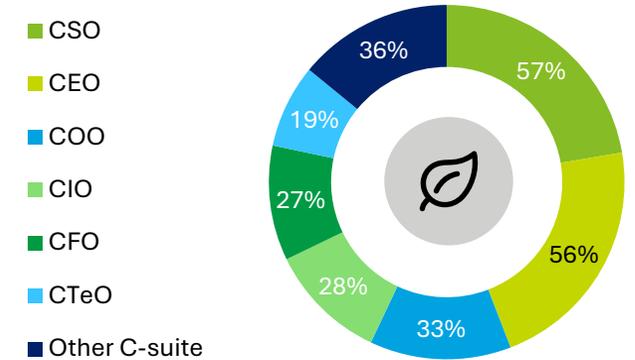


Job title



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%.

Revenue (US\$)



Industry

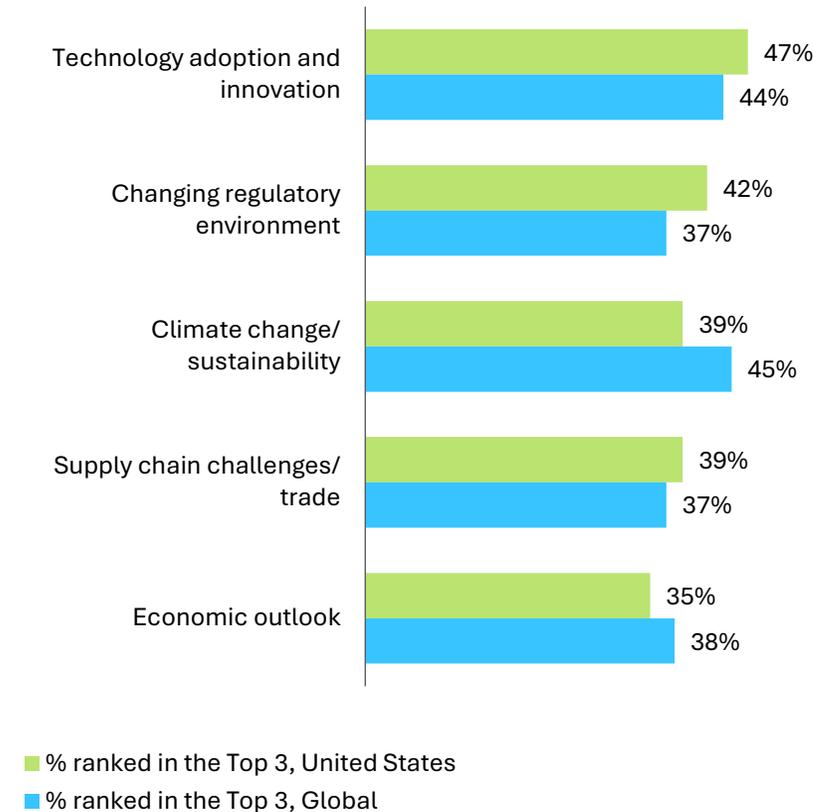


Sustainability as a business priority

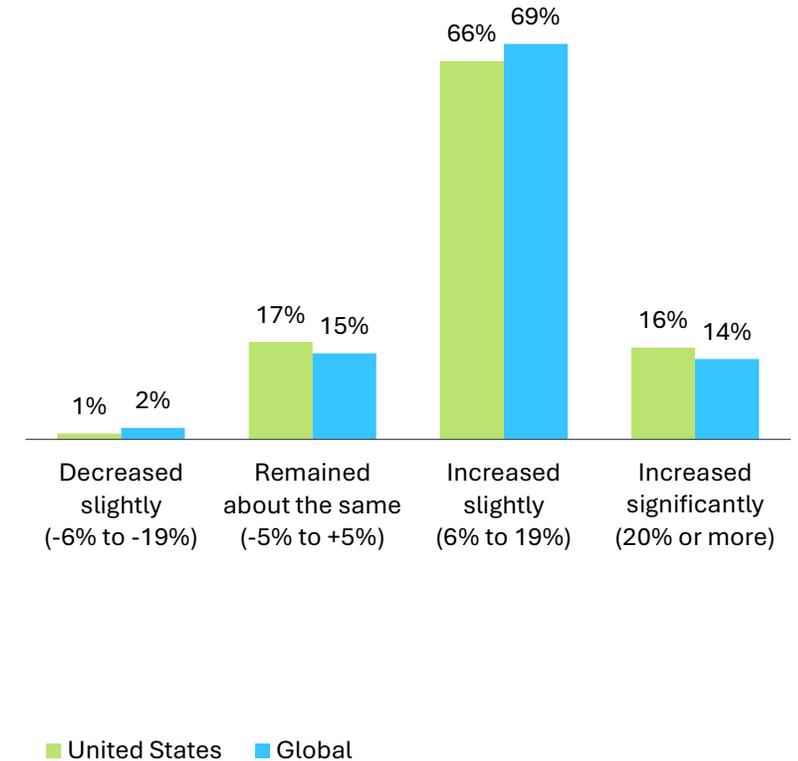
Sustainability ranks among the most pressing challenges for US executives and four out of five indicate sustainability investments have increased over the last year.

- While climate change/sustainability is a top priority, fewer US executives rank it in the top three compared to their global counterparts.
- Technology adoption is seen as the most pressing matter over the next year with 47% of executives putting it in the top three.
- Changes in the regulatory environment is also a pressing challenge for US organizations (42%)—higher than the global average.

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?

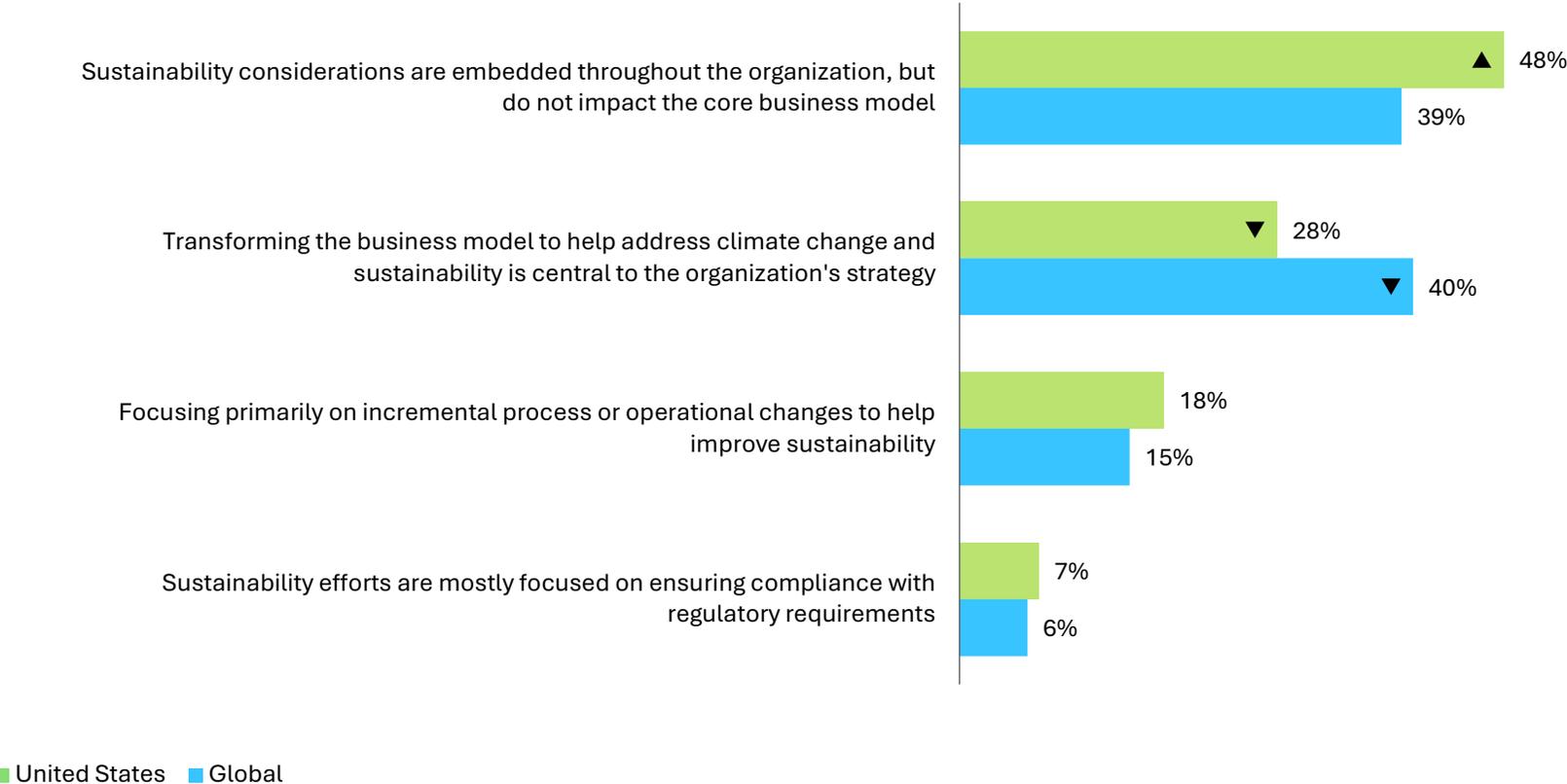


Company approach to sustainability

Many US companies are taking an approach to sustainability that involves embedding sustainability throughout their organization or transforming their business model.

- Nearly half of US executives indicate that embedding sustainability considerations across the organization without altering the core model is central to their strategy, an increase from 2024 and higher than the global average.
- Fewer say they are transforming the business model (28%) compared to 2024, considerably below the global figure of 40%.

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

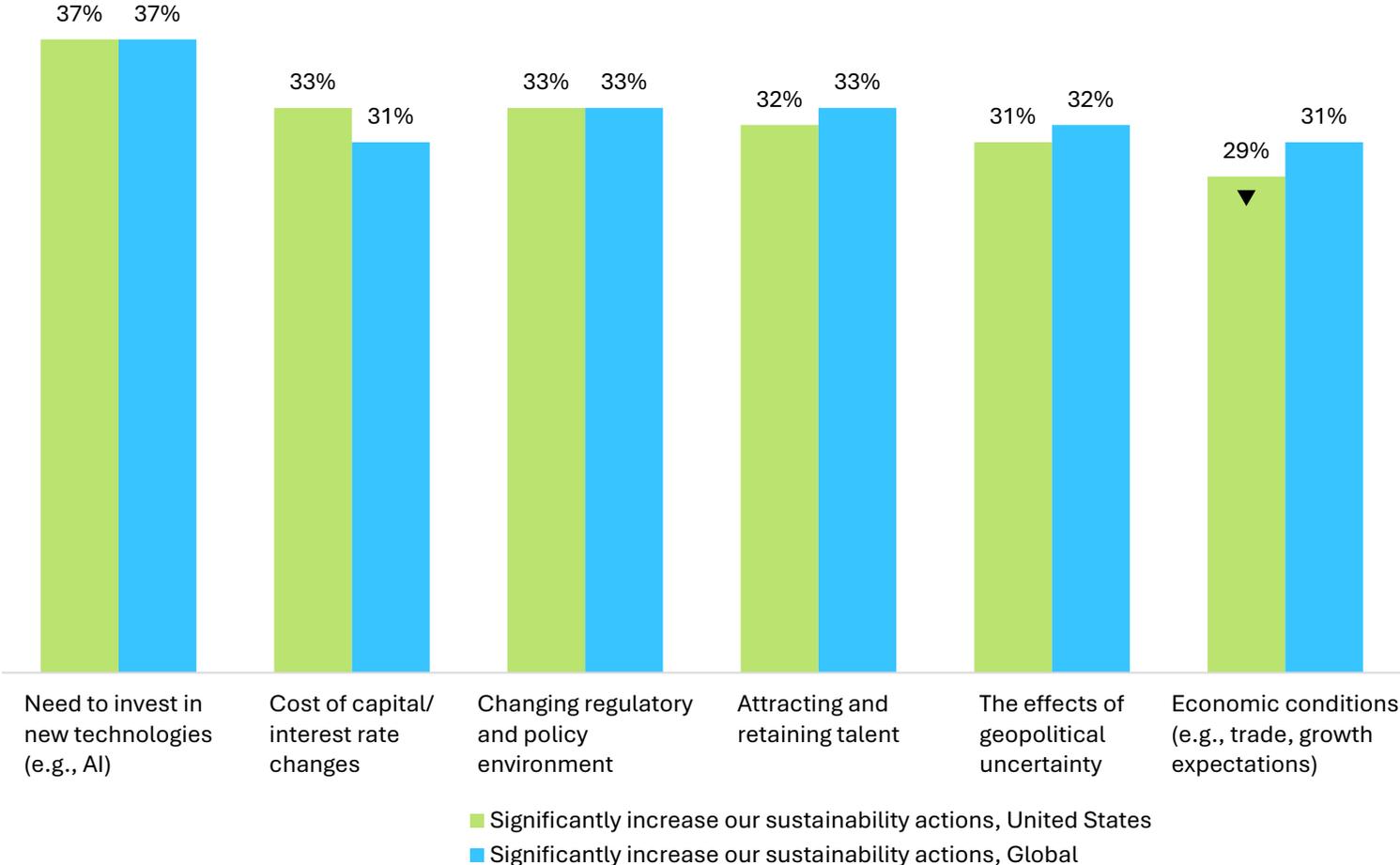


Broader market conditions' and competing priorities' effects on sustainability actions

For US organizations, similar to global averages, 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 (37%).
- The effects of economic conditions (29%) has lessened in that regard compared to 2024.

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



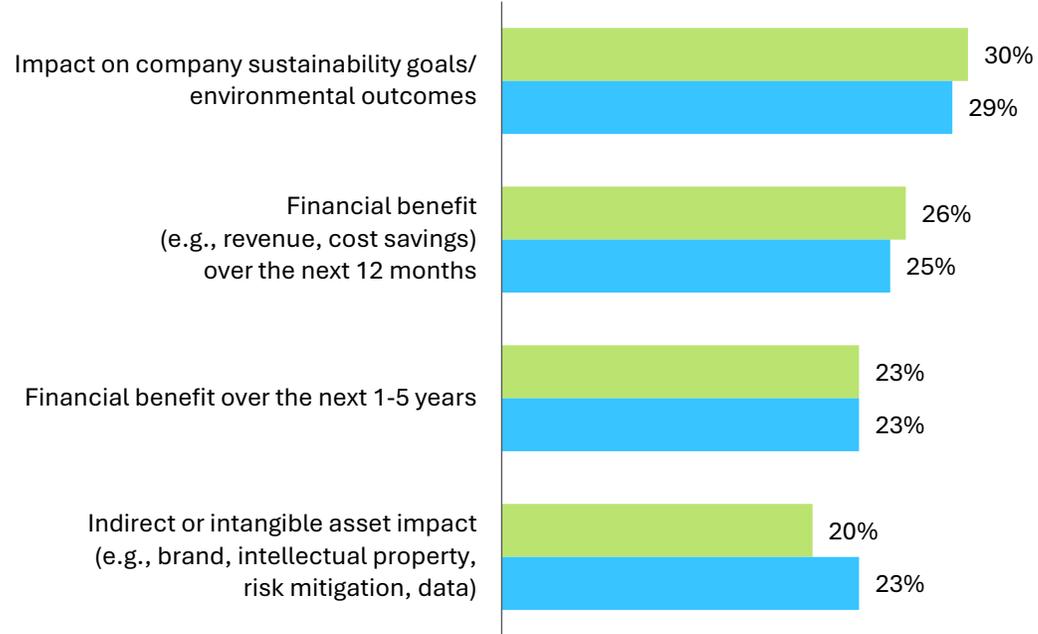
Business case and benefits from sustainability efforts

In the US, both sustainability goals and financial benefit are highly influential to decision-making for executives.

- 30% indicate the most influential factor in sustainability-related decision-making is impact on sustainability goals and outcomes while another 26% cite near-term financial benefit.
- Two-thirds say sustainability efforts have a positive impact on revenue generation and brand.

When assessing potential sustainability actions and investments, which outcomes are most influential in driving decision-making?

(rank in order of influence)



■ Ranked most influential, United States
 ■ Ranked most influential, Global

How would you assess sustainability efforts impact on the following dimensions?

(positive, neutral, negative)



Sustainability actions undertaken to meet environmental goals

In the US, half of executives indicate they are decreasing operations emissions through efficiency.

- Developing sustainability talent, using more sustainable materials, and tracking and analyzing environmental metrics are also top actions, cited at a similar rate to 2024.
- Implementing technology solutions to help achieve sustainability goals is a top action but decreased from 2024 (45% vs. 52%).

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

Top actions taken - United States

50% ▲

Decreasing operations emissions through efficiency
In 2024 = 53%

48% ▲

Developing sustainability talent
In 2024 = 47%

46% ▲

Using more sustainable materials
In 2024 = 47%

46% ▲

Tracking and analyzing environmental metrics
In 2024 = 45%

45% ▼

Implementing technology solutions to help achieve sustainability goals
In 2024 = 52%

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% ▲

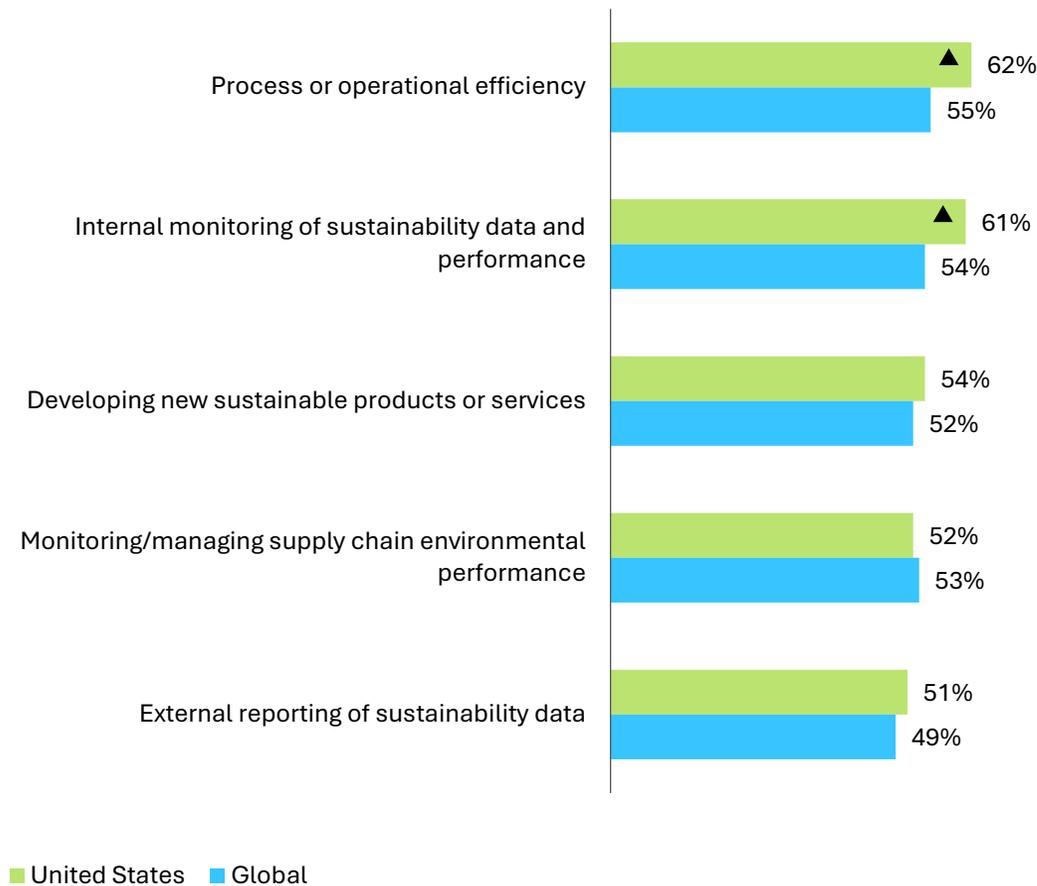
Tracking and analyzing environmental metrics
In 2024 = 44%

Technology as an enabler of sustainability efforts

In the US, many executives are implementing technology to increase efficiency and monitor sustainability performance.

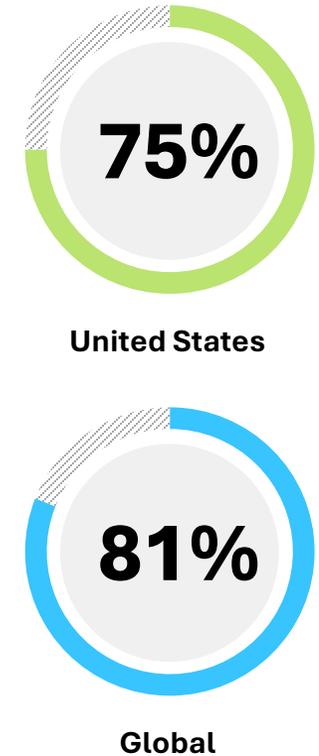
- Of those that have of plan to implement technology solutions 62% indicate the focus of helping with process or operational efficiency (up from 2024) and 61% cite monitoring sustainability data and performance internally (also an increase from 2024).
- In the US, 75% of executives indicate they are using AI to assist with sustainability efforts, lower than 81% globally.

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?

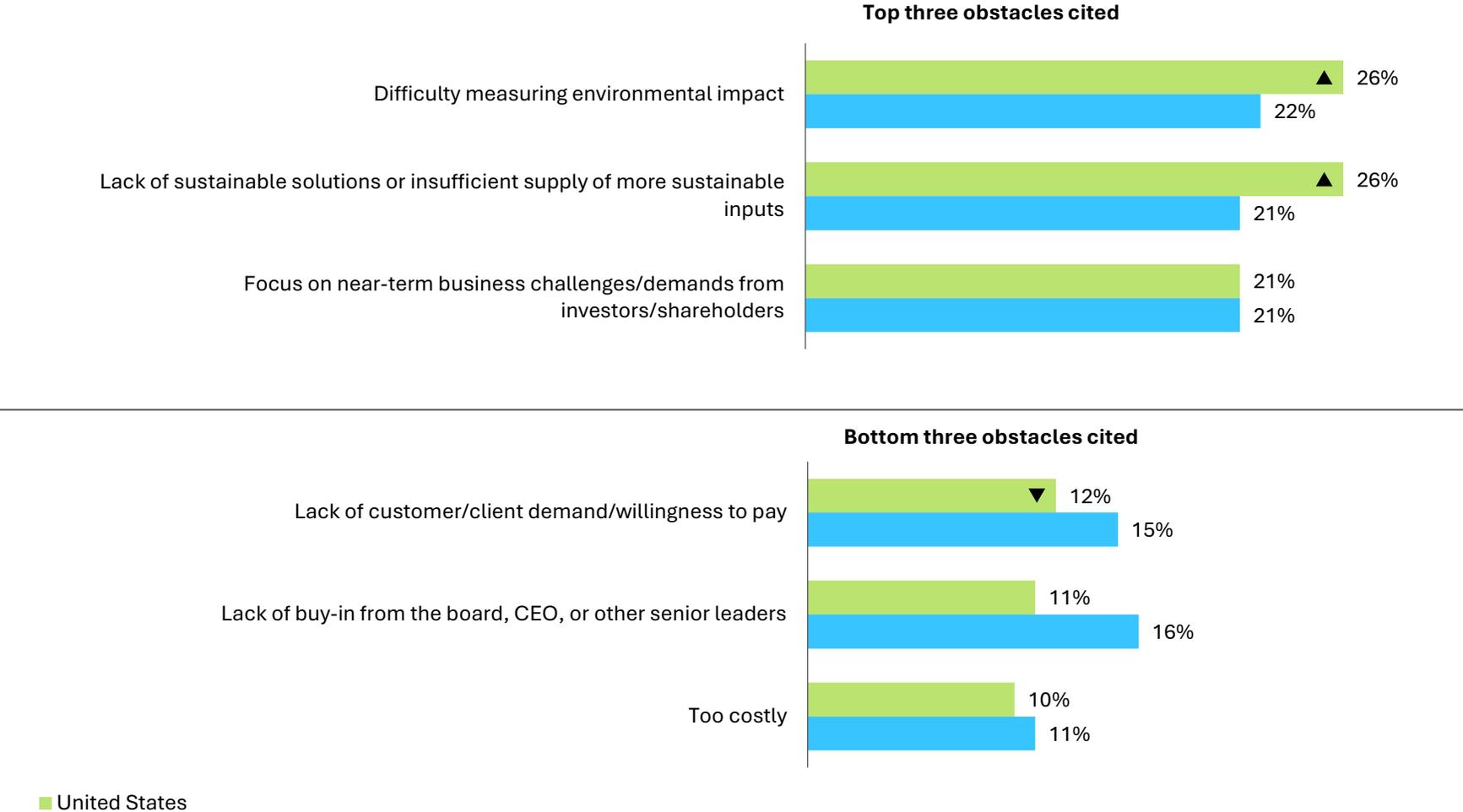


Obstacles to sustainability action

In the US, one-quarter indicate difficulty measuring environmental impacts and lack of sustainable solutions as top obstacles to sustainability deployment, both increases from 2024.

- A focus on near-term business challenges from investors (21%) is another top challenge.
- Lack of customer demand/willingness to pay (12%, down from 2024), lack of buy-in from senior leaders (11%), and too costly (10%) are all less frequently mentioned as obstacles.

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



Impacts on business strategy and operations

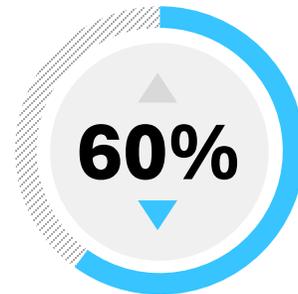
In the US, the expectation that extreme weather events will continue to impact strategy over the next three years has remained steady since 2024.

- Operational impact of weather-related disasters and regulations aimed at decreasing emissions top the list of matters already impacting business and are cited more in the US compared to the global average.

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

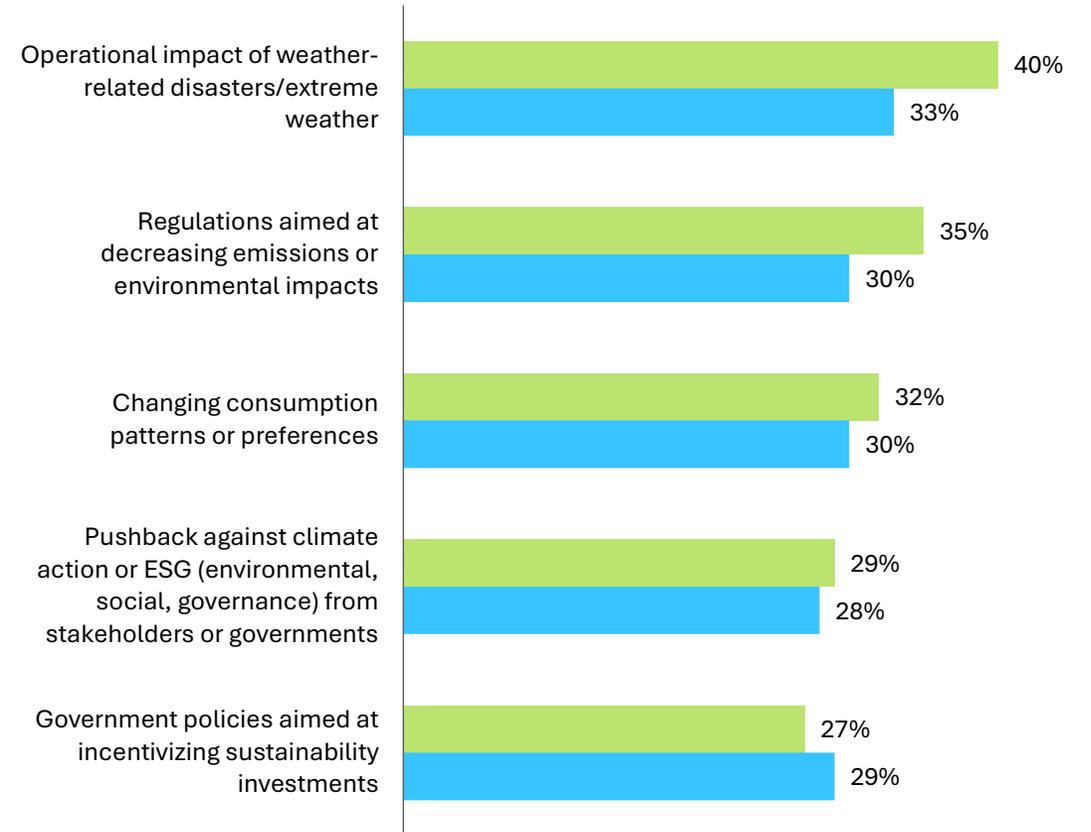


United States



Global

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



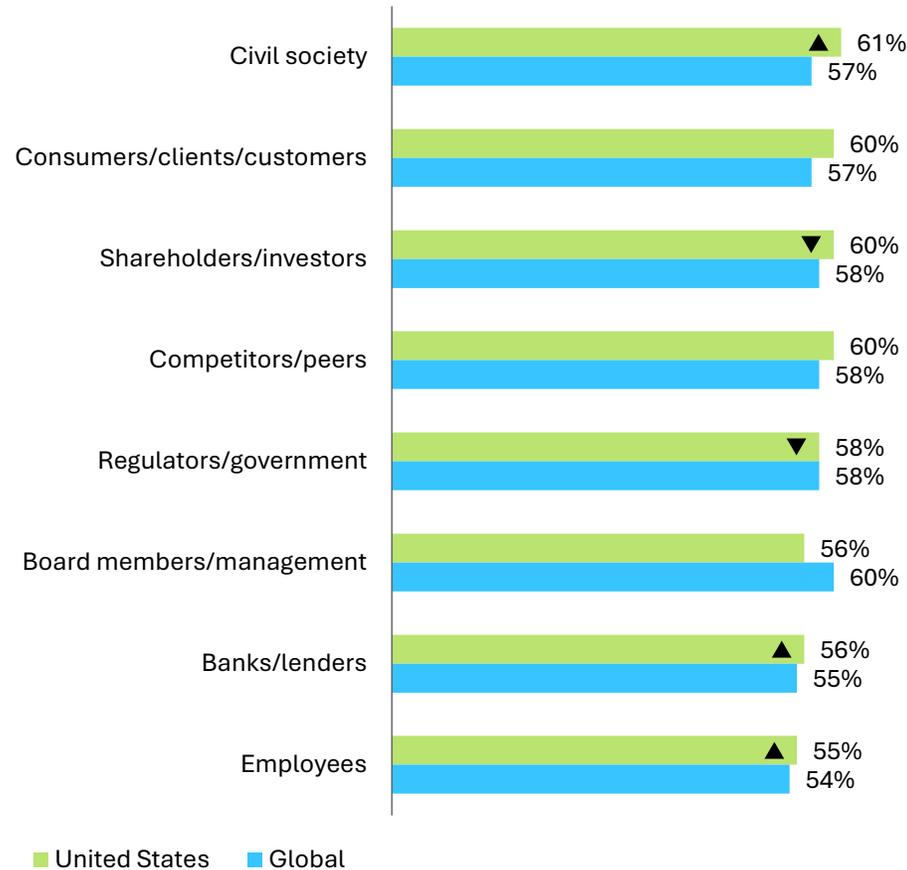
United States Global

Stakeholder pressure on sustainability

In the US, organizations are facing pressure from a variety of sources on sustainability.

- Civil society is the top group exerting pressure (61%, up from 2024).
- Of the respondents, 60% also indicate consumers, shareholders (down from 2024), competitors are exerting pressure.
- An average of 81% of US executives say they are facing pressure to increase sustainability action, an increase from 2024.

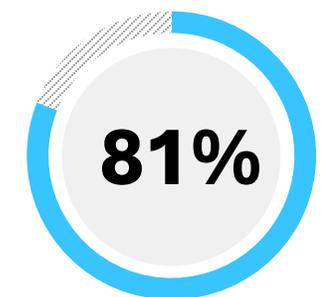
Executives who feel pressure from the following stakeholders to a moderate/large extent to increase or decrease their efforts in addressing sustainability



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



United States



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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