Deloitte.

2025 C-suite Sustainability Report

Nordics insights

October 2025

Table of Contents

Executive summary 03

Respondent profile 05

Key findings and insights 06

Key questions for C-suite leaders 16

Contacts 17

© 2025. For information, contact Deloitte Global.

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.

© 2025. For information, contact Deloitte Global.

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.

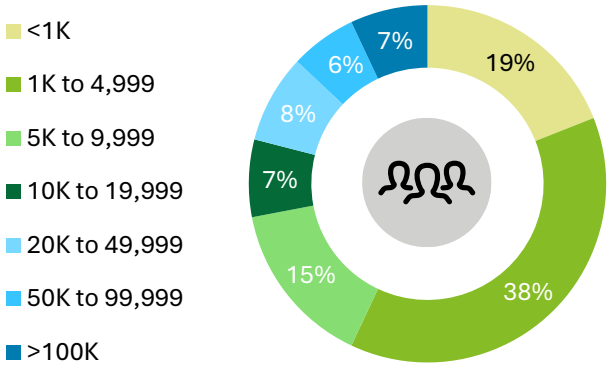
- Across multiple years, top actions taken have included:
  - Implementing technology solutions
  - Using more sustainable materials
  - Developing more sustainable products and services
  - Implementing operational efficiency measures
  - Tracking and disclosing sustainability metrics

© 2025. For information, contact Deloitte Global.

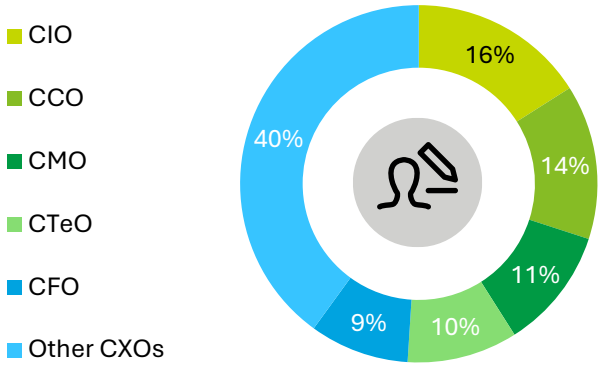
Nordics region business profile

141 executives in the Nordics were surveyed

Number of employees

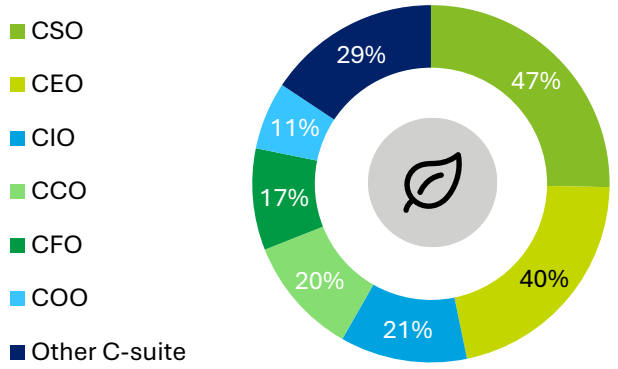


Job title



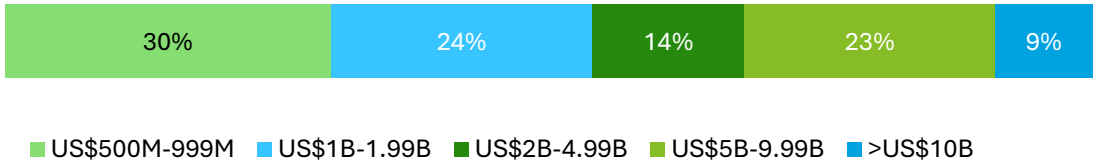
Note: CTeO is Chief Technology Officer

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

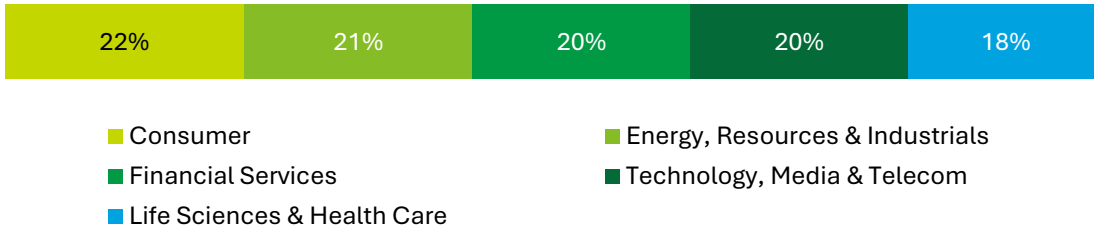


*Some respondents indicated multiple roles within the company have responsibility, resulting in the total percentage across roles exceeding 100%.

Revenue (US$)



Industry



© 2025. For information, contact Deloitte Global.

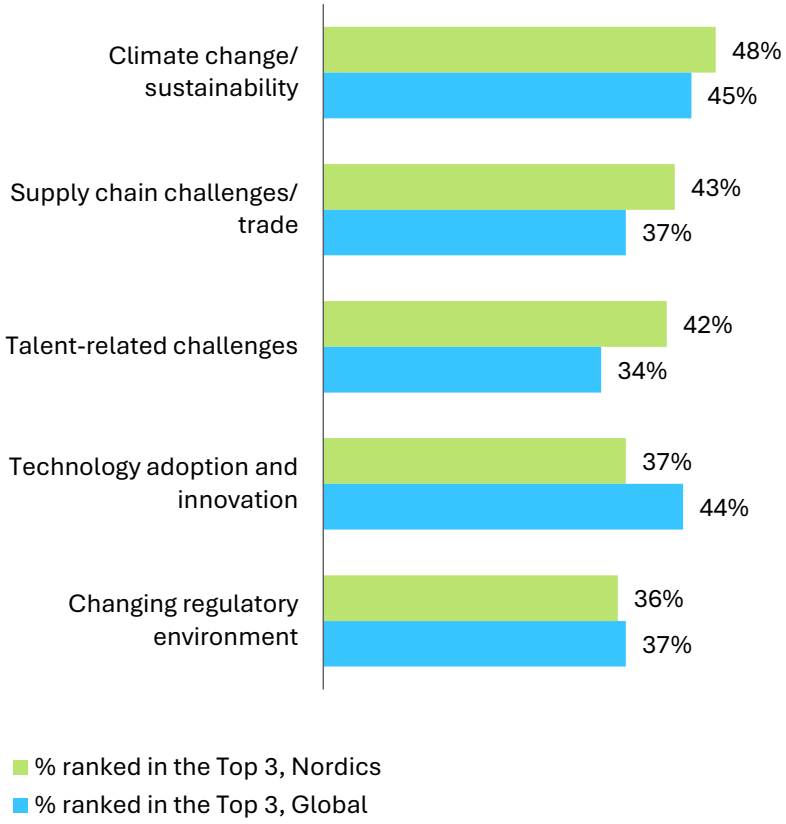
Note: source for all charts is Deloitte Global.

Sustainability as a business priority

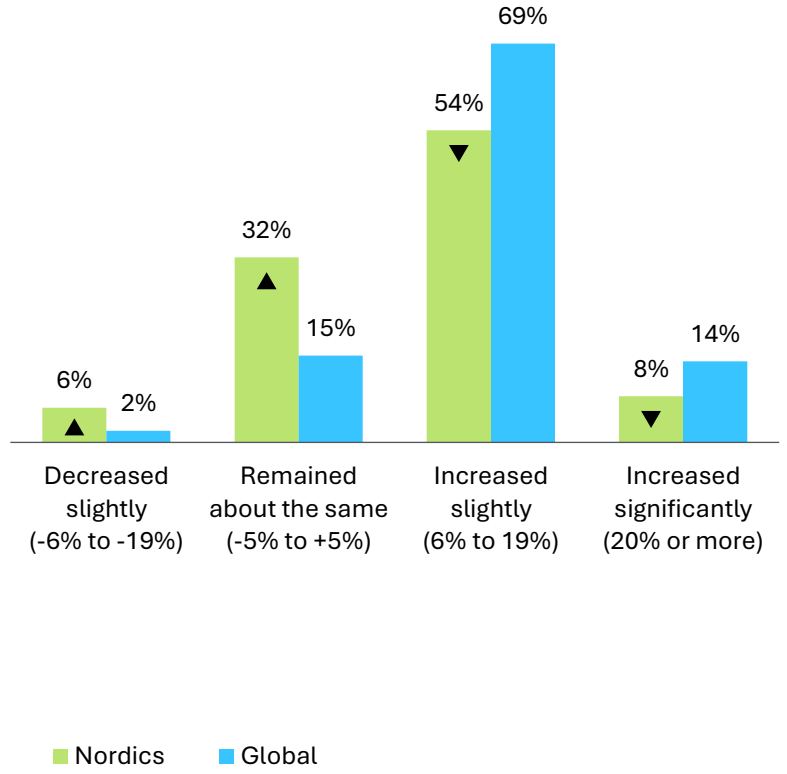
Sustainability is among the top concerns for Nordic executives over the next year. Nearly half (48%) identify climate change/ sustainability as one of their top three pressing challenges for the year ahead, slightly higher than the global average.

- Supply chain challenges (43%) and talent-related challenges (42%) are also elevated concerns for Nordic executives compared to global levels.
- Nordic organizations are showing a different investment pattern compared to global peers: a higher share (32%) report their sustainability investments remained about the same in the past year, while fewer (8%) significantly increased investment compared to 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?



© 2025. For information, contact Deloitte Global.

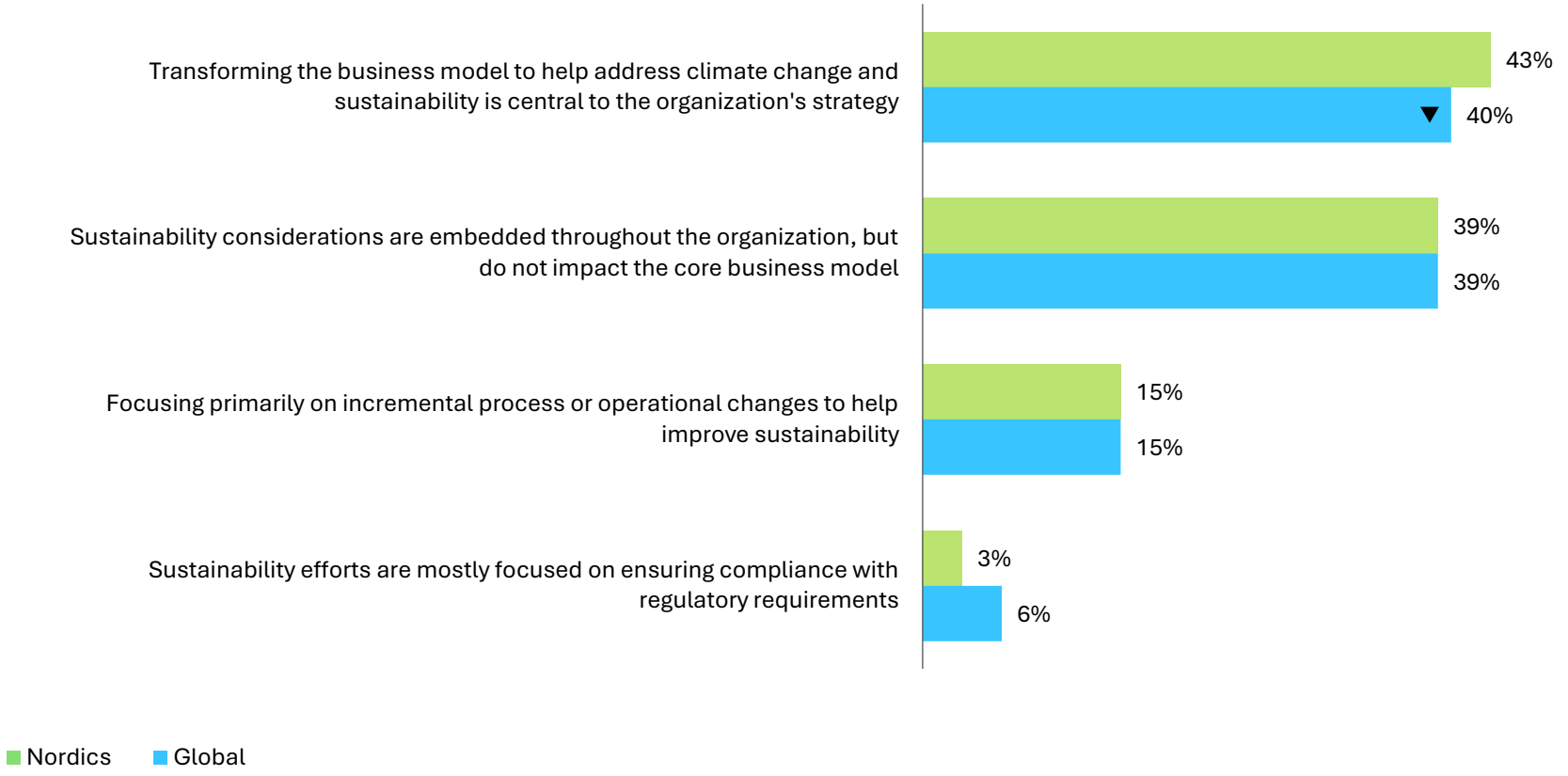
▲▼ Arrows indicate increases or decreases of 5 percentage points or more compared to 2024 where applicable.

Company approach to sustainability

Just over four in ten Nordic executives (43%) report that transforming their business model to address climate change is central to their organization's strategy, slightly higher than the global average (40%).

- A nearly similar proportion (39%) of leaders say sustainability considerations are embedded throughout their organizations, matching the global average.
- A smaller number are focusing mainly on incremental operational changes or indicate that efforts are driven primarily by regulatory compliance.

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



© 2025. For information, contact Deloitte Global.

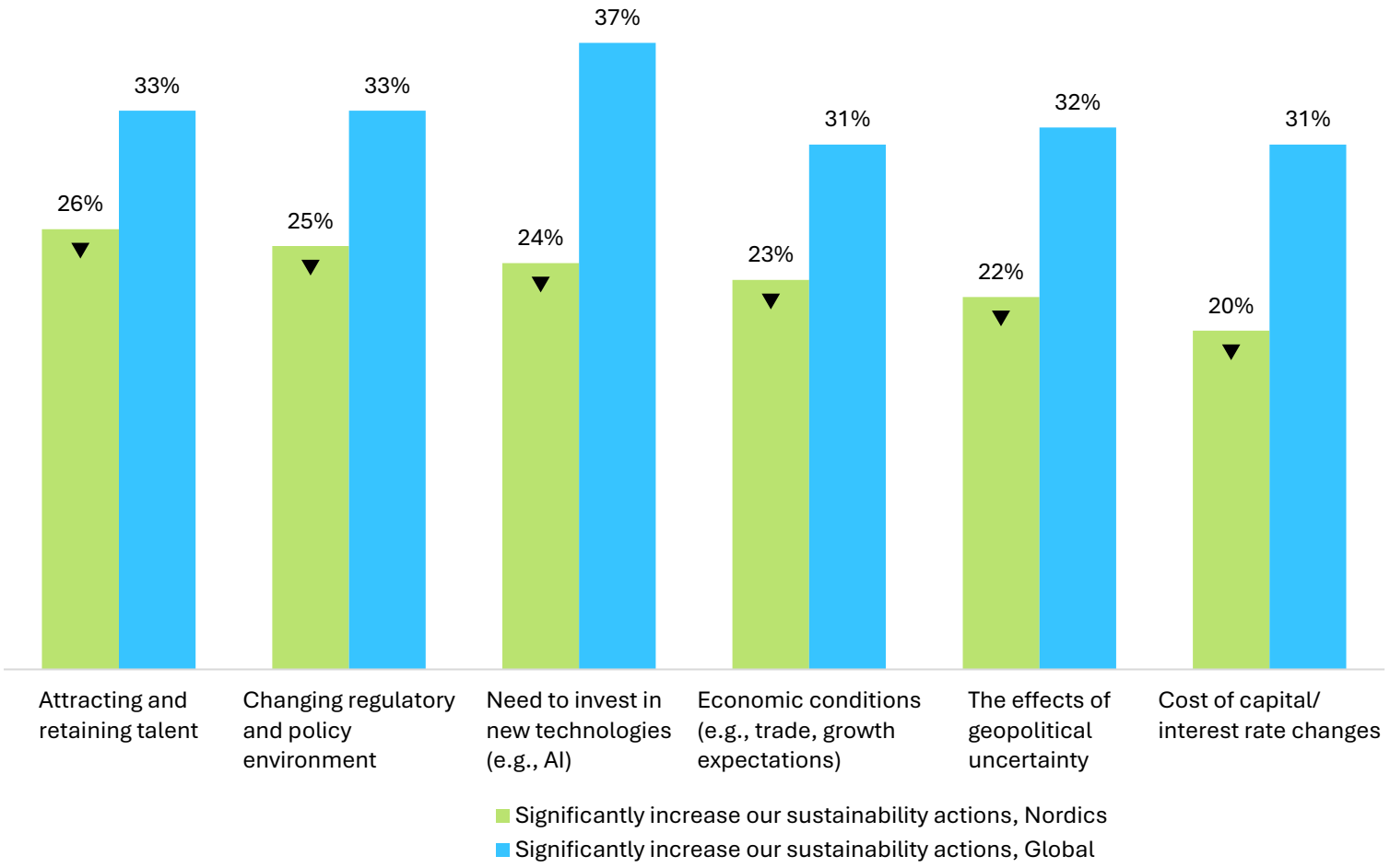
▲▼ Arrows indicate increases or decreases of 5 percentage points or more compared to 2024 where applicable.

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

Attracting and retaining talent (26%) is the top factor cited by Nordic executives as significantly increasing sustainability actions, though this is notably below the global average and down from 2024.

- Regulatory and policy environment (25%) and the need to invest in new technologies (24%) are also frequently mentioned drivers, though again trailing the global benchmarks and a decrease from 2024.

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



▲▼ Arrows indicate increases or decreases of 5 percentage points or more compared to 2024 where applicable.

© 2025. For information, contact Deloitte Global.

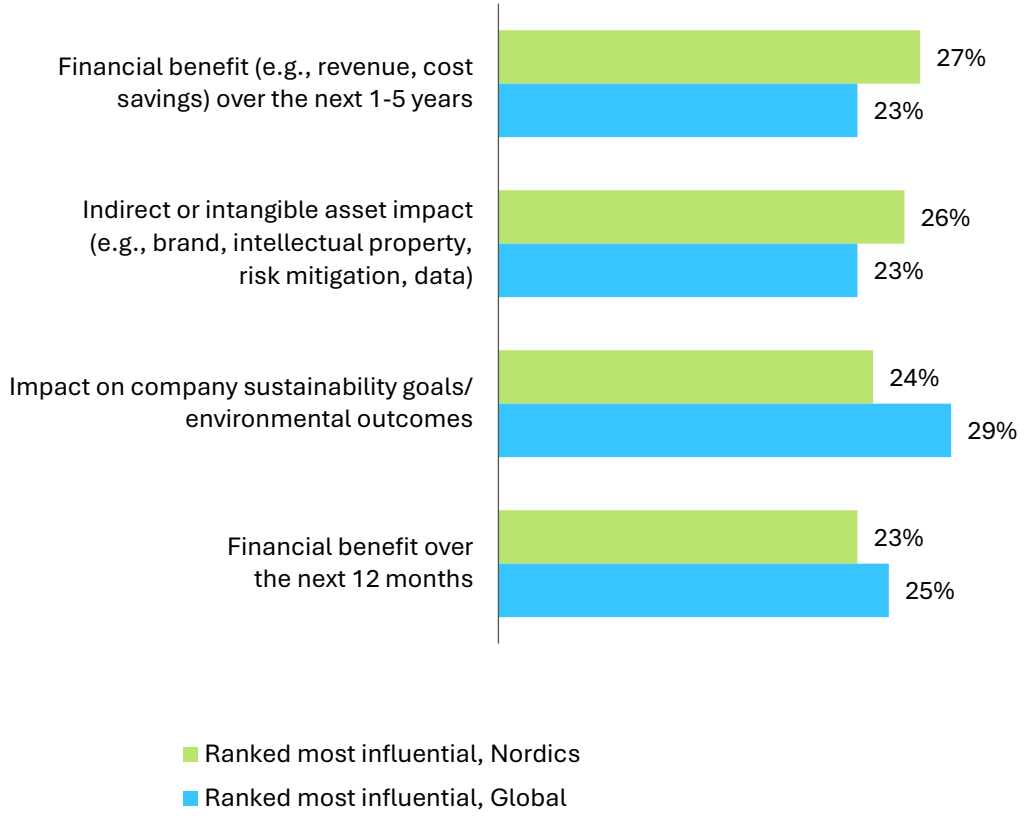
Business case and benefits from sustainability efforts

Financial benefit over the next 1–5 years is the top driver of sustainability-related decision-making in the Nordics (27%), slightly above the global average (23%).

- Indirect or intangible asset impact follows as a top driver (26%), again slightly ahead of the global average.
- Perceived benefits of sustainability are most evident in revenue generation (57%), regulatory compliance (56%), and cost reduction (56%), though all trail global averages.

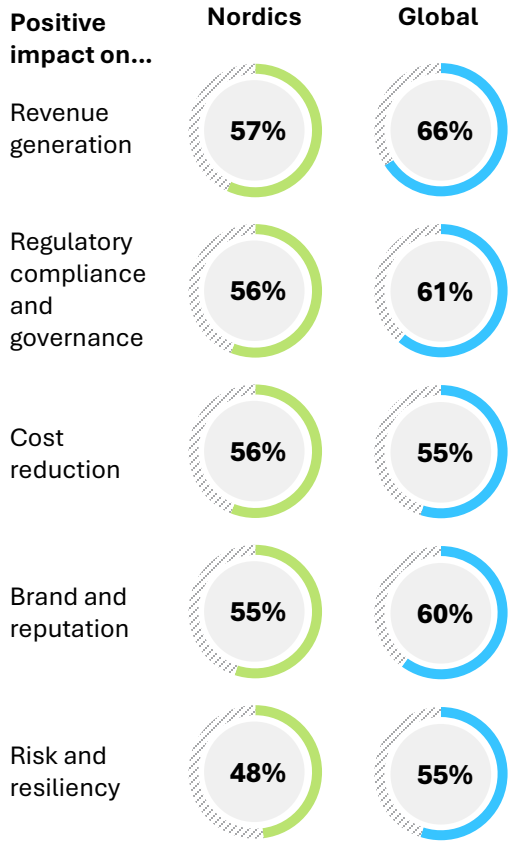
When assessing potential sustainability actions and investments, which outcomes are most influential in driving decision-making?

(rank in order of influence)



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

(positive, neutral, negative)



© 2025. For information, contact Deloitte Global.

Sustainability actions undertaken to meet environmental goals

The most common actions in the Nordics include tracking and analyzing environmental metrics (40%) and using more sustainable materials and reconfiguring operations (39% each).

- A number of areas such as tracking and analyzing environmental metrics, reconfiguring operations to be more climate-resilient, implementing technology solutions (38%), and requiring suppliers to meet sustainability criteria (37%) 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 - Nordics

40%
Tracking and analyzing environmental metrics
In 2024 = 44%

39%
Using more sustainable materials
In 2024 = 37%

39%
Reconfiguring operations to be more climate-resilient
In 2024 = 41%

38% ▼
Implementing technology solutions to help achieve sustainability goals
In 2024 = 49%

37% ▼
Requiring suppliers and business partners to meet specific sustainability criteria
In 2024 = 47%

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%

© 2025. For information, contact Deloitte Global.

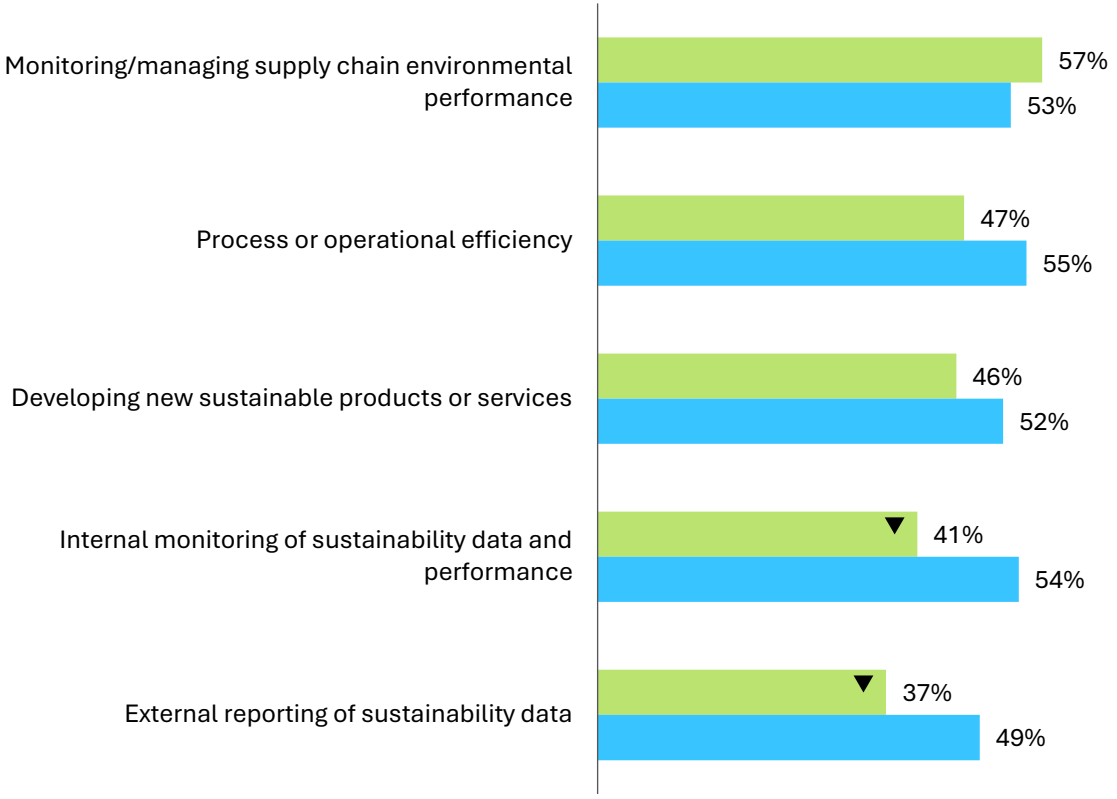
▲▼ Arrows indicate increases or decreases of 5 percentage points or more compared to 2024 where applicable.

Technology as an enabler of sustainability efforts

Monitoring/managing supply chain environmental performance is the top area where Nordic executives are implementing technology solutions (57%).

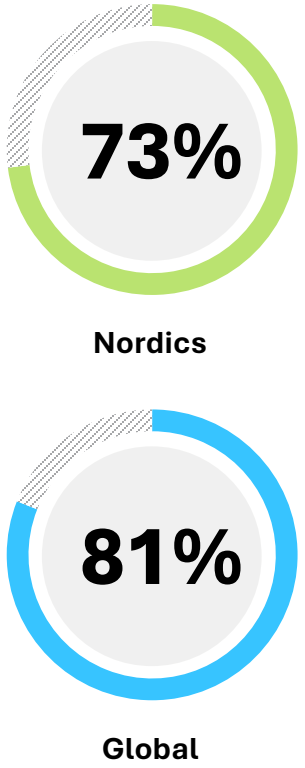
- Other key areas include process/operational efficiency (47%) and developing new sustainable products or services (46%), both somewhat lower than the global averages of 55% and 52%, respectively.
- About three-quarters of Nordic organizations say they are using AI to assist with sustainability efforts.

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?



© 2025. For information, contact Deloitte Global.

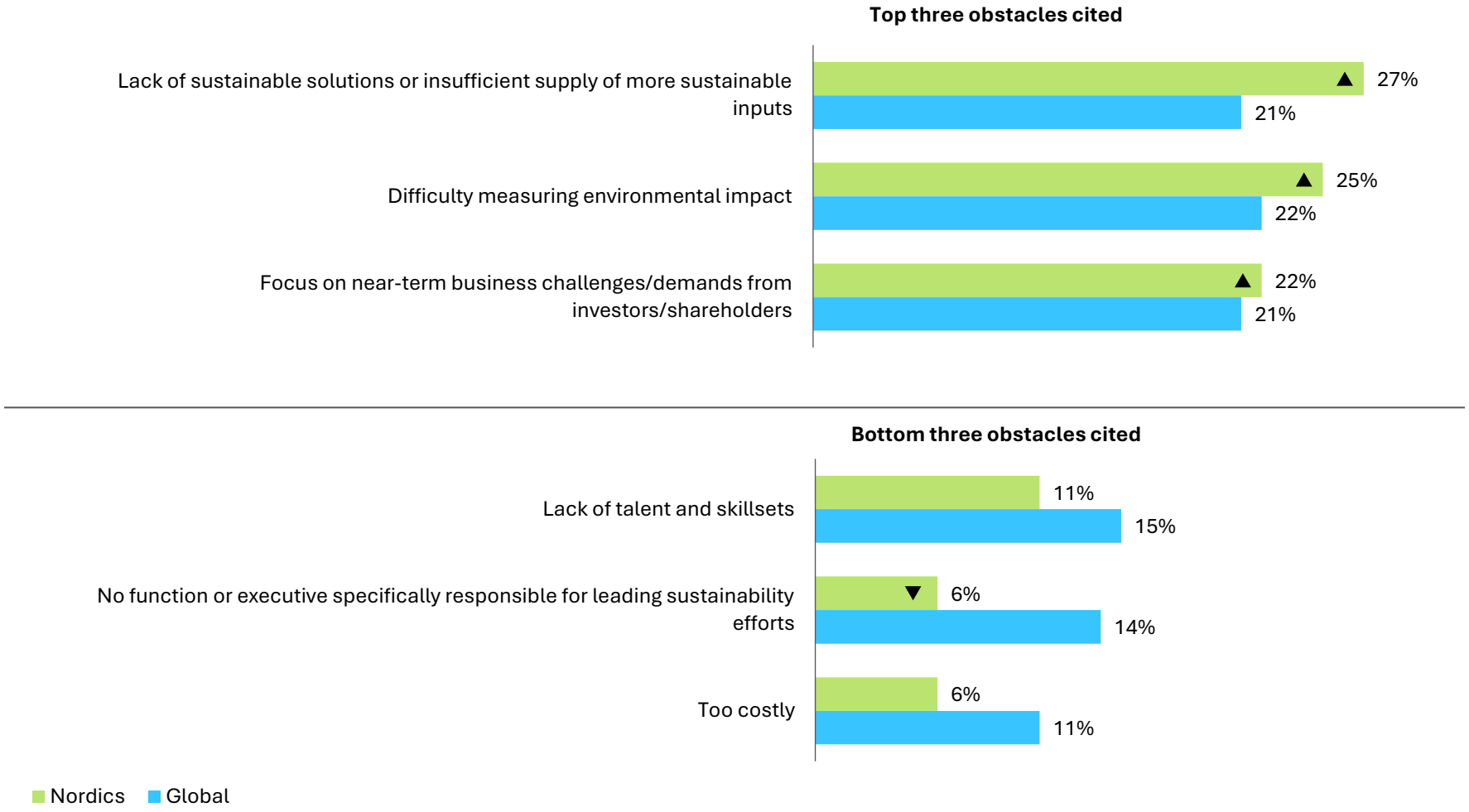
▲▼ Arrows indicate increases or decreases of 5 percentage points or more compared to 2024 where applicable.

Obstacles to sustainability action

Just over one-quarter (27%) of Nordic executives cite the lack of sustainable solutions as a top obstacle. This is higher than the global benchmark (21%) and an increase from 2024.

- Difficulty measuring environmental impact (25%) and focus on near-term business challenges (22%) are also top-cited barriers, both increased from 2024.
- Lack of talent, no function/executive responsible for sustainability, and cost were less likely to be mentioned as barriers.

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



© 2025. For information, contact Deloitte Global.

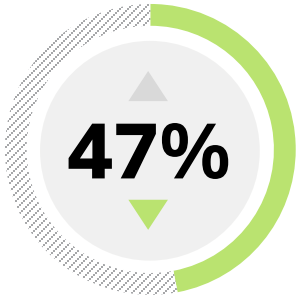
▲▼ Arrows indicate increases or decreases of 5 percentage points or more compared to 2024 where applicable.

Impacts on business strategy and operations

Nordic organizations expect climate change to have a lower impact on business strategy and operations over the next three years compared to both the global average and since last year.

- The operational impact of weather events, government policies incentivizing sustainability investments, and the scarcity of resources are all top matters impacting Nordic businesses, ahead of the global average.

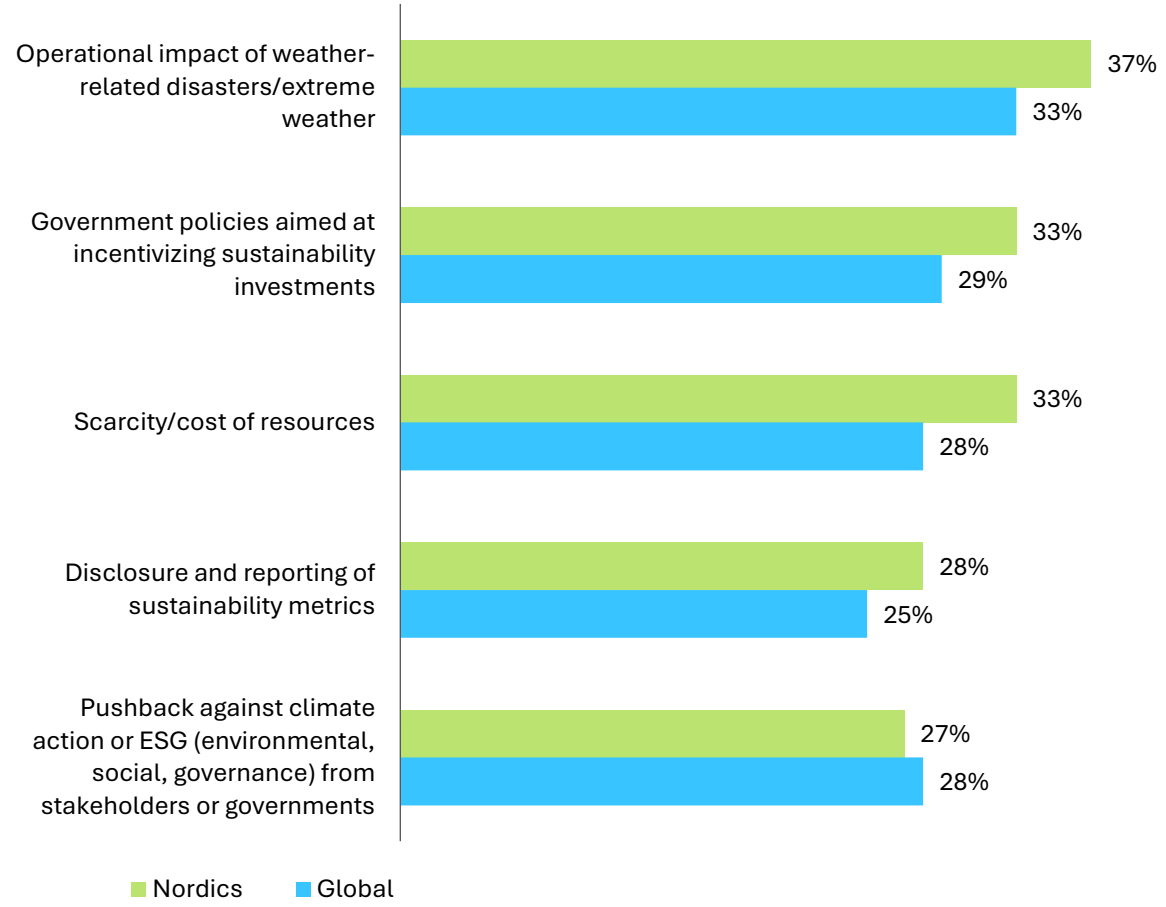
Executives who expect climate change to impact their company's strategy and operations to a high/very high extent over the next 3 years



Nordics

Global

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



© 2025. For information, contact Deloitte Global.

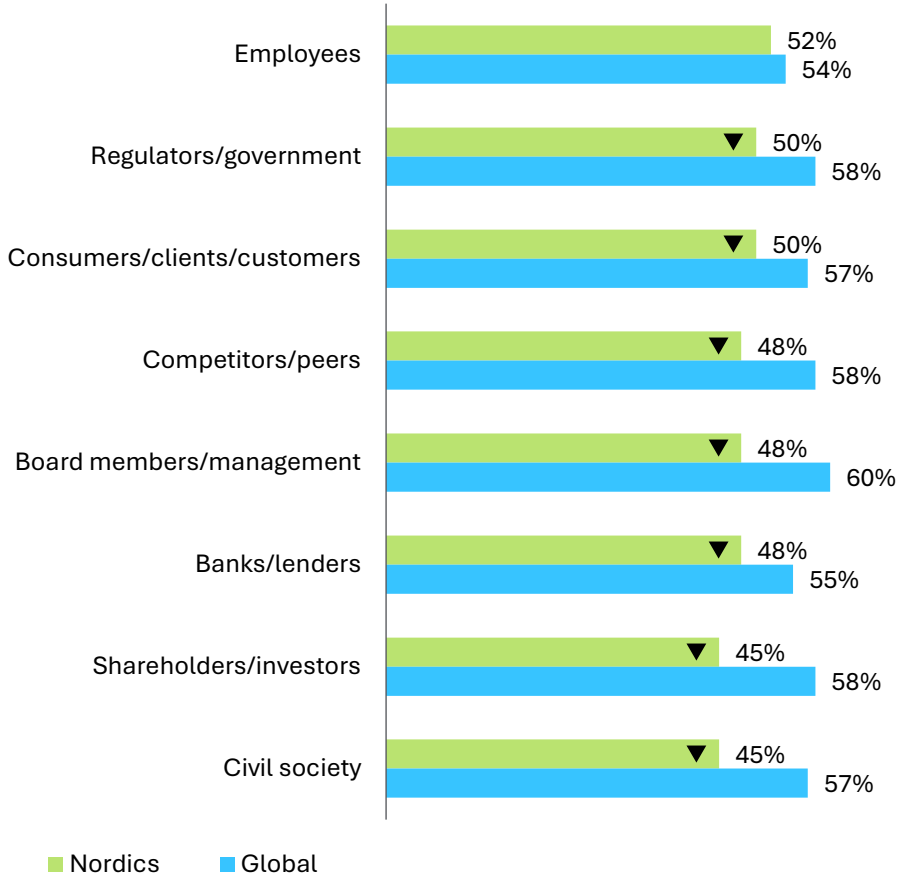
▲▼ Arrows indicate increases or decreases of 5 percentage points or more compared to 2024 where applicable.

Stakeholder pressure on sustainability

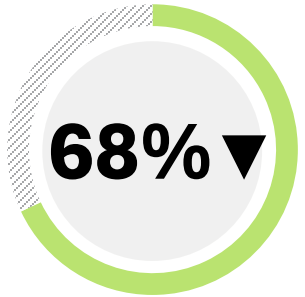
68% of Nordic executives indicate that on average, stakeholders are exerting pressure on organizations to increase climate action.

- Employees, regulators/government, and consumers/clients/customers are the top sources of pressure.
- The level of pressure is decreasing across most sources and is lower in the Nordics compared to the global average.

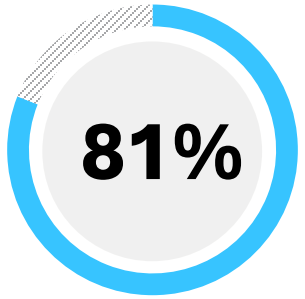
Executives who feel pressure from the following stakeholders to a moderate/large extent to increase or decrease their efforts in addressing sustainability



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



Nordics



Global

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

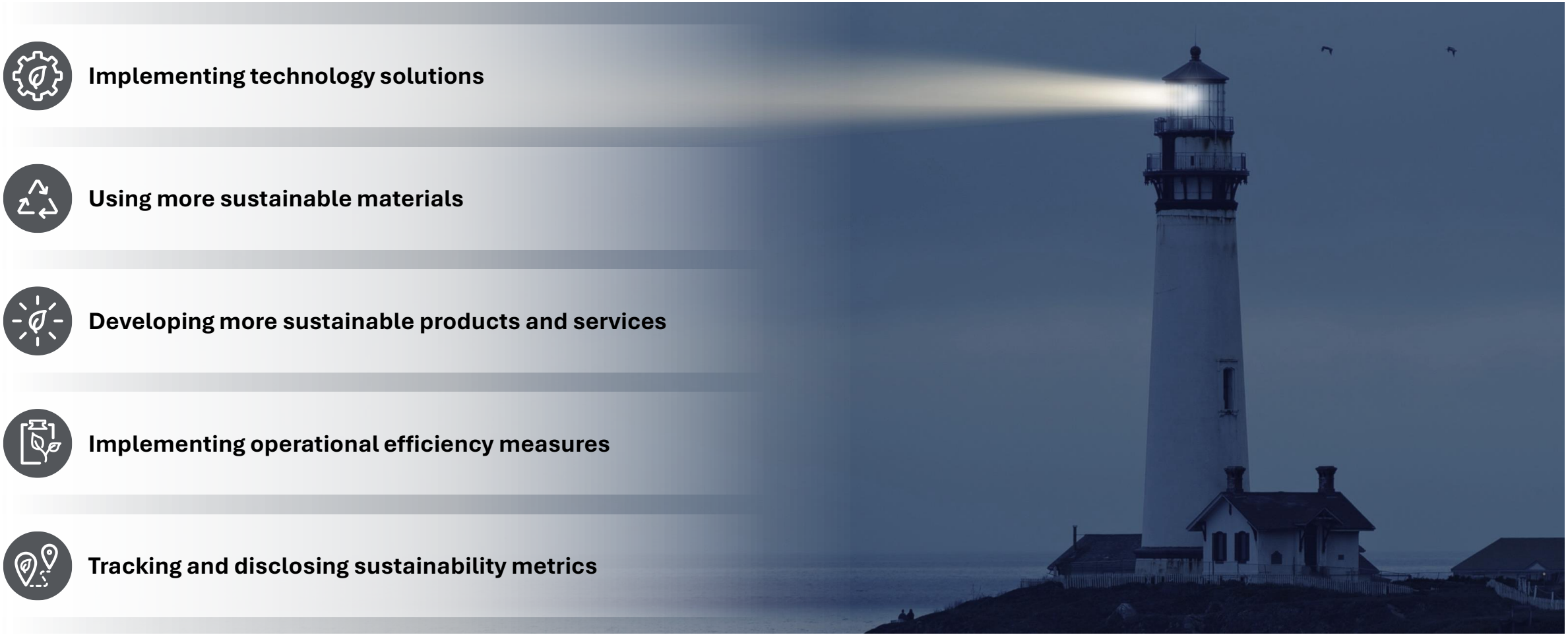
© 2025. For information, contact Deloitte Global.

▲▼ Arrows indicate increases or decreases of 5 percentage points or more compared to 2024 where applicable.

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**



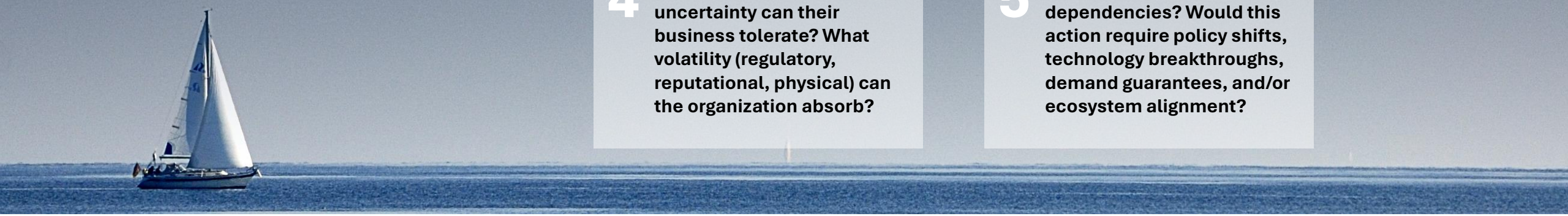
© 2025. For information, contact Deloitte Global.

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?**



© 2025. For information, contact Deloitte Global.

Contacts

Jennifer Steinmann
Deloitte Global Sustainability Business Leader
jsteinmann@deloitte.com

Anu Servo
Sustainability Services leader, Deloitte Finland
anu.servo@deloitte.fi

Joonatan Laakso
Strategy & Business Design leader, Deloitte Finland
Joonatan.laakso@deloitte.fi

© 2025. For information, contact Deloitte Global.

Deloitte.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society, and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte's approximately 457,000 people worldwide make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms or their related entities (collectively, the "Deloitte organization") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2025. For information, contact Deloitte Global