

Deloitte.

2025 C-suite sustainability report

United Kingdom 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 organisation. 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 recognise 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%).

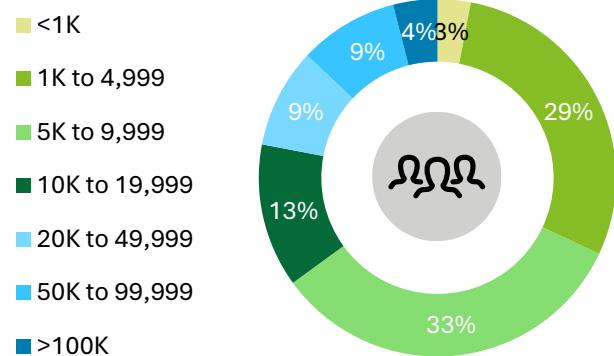
A set of sustainability actions is emerging as a de facto roadmap for leaders, based on multiple years of survey data, suggesting a path companies can follow to embed sustainability considerations into their strategy, operations, and innovation.

- 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 Kingdom country business profile

122 executives in United Kingdom were surveyed

Number of employees

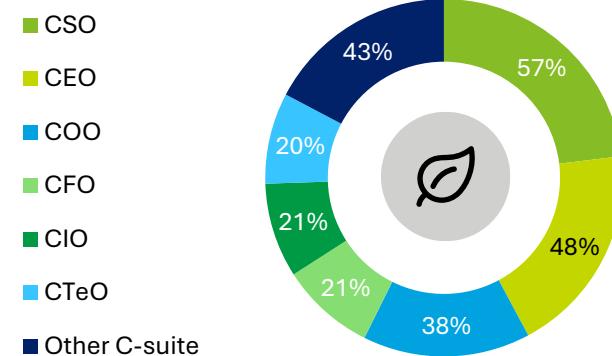


Job title



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\$)



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

Industry



■ Consumer
■ Financial Services
■ Life Sciences & Health Care

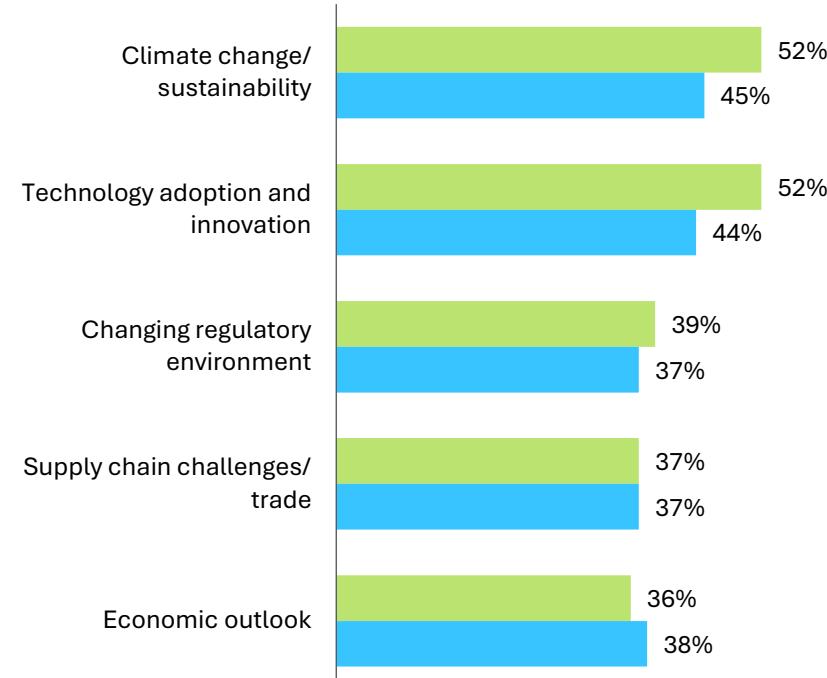
■ Energy, Resources & Industrials
■ Technology, Media & Telecom
■ Other

Sustainability as a business priority

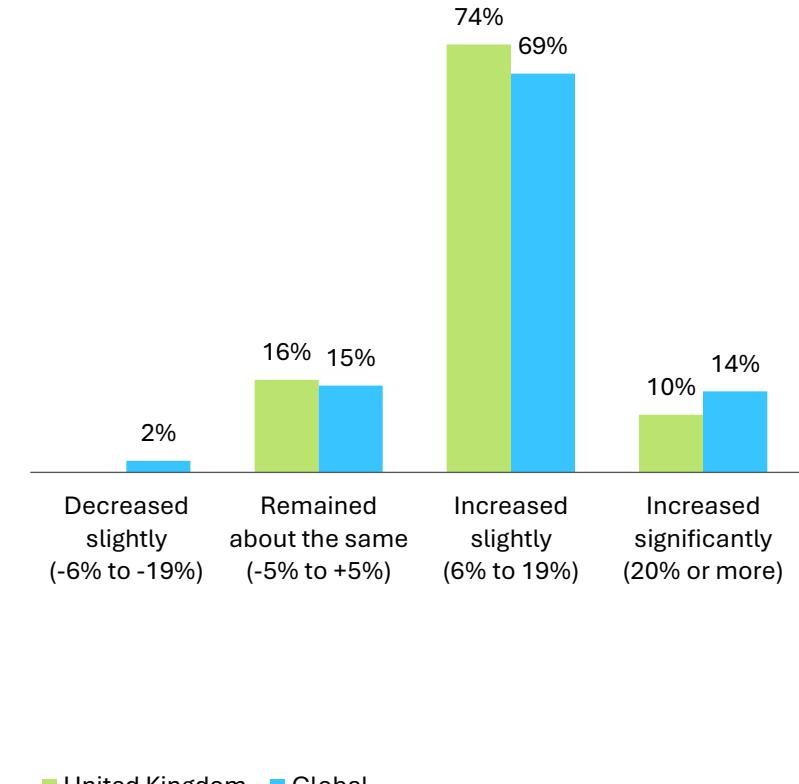
UK companies balance innovation and climate concerns with growing sustainability commitments.

- Climate change/sustainability (52%) and technology adoption and innovation (52%) are the top cited priorities for UK executives, exceeding the global average (45% and 44% respectively).
- 84% of UK organisations report increases in sustainability investments, remaining consistent with the previous year.

What does your organisation 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 UK companies are taking an approach to sustainability that involves embedding sustainability throughout their organisation or transforming their business model.

- Nearly half of UK organisations (48%) say that embedding sustainability considerations across the organisation without altering the core model is central to their strategy, ahead of the global average (39%) and on the rise compared to 2024.
- One-third report transforming their business model to address climate change and sustainability.

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

Sustainability considerations are embedded throughout the organisation, but do not impact the core business model



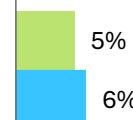
Transforming the business model to help address climate change and sustainability is central to the organisation's strategy



Focusing primarily on incremental process or operational changes to help improve sustainability



Sustainability efforts are mostly focused on ensuring compliance with regulatory requirements



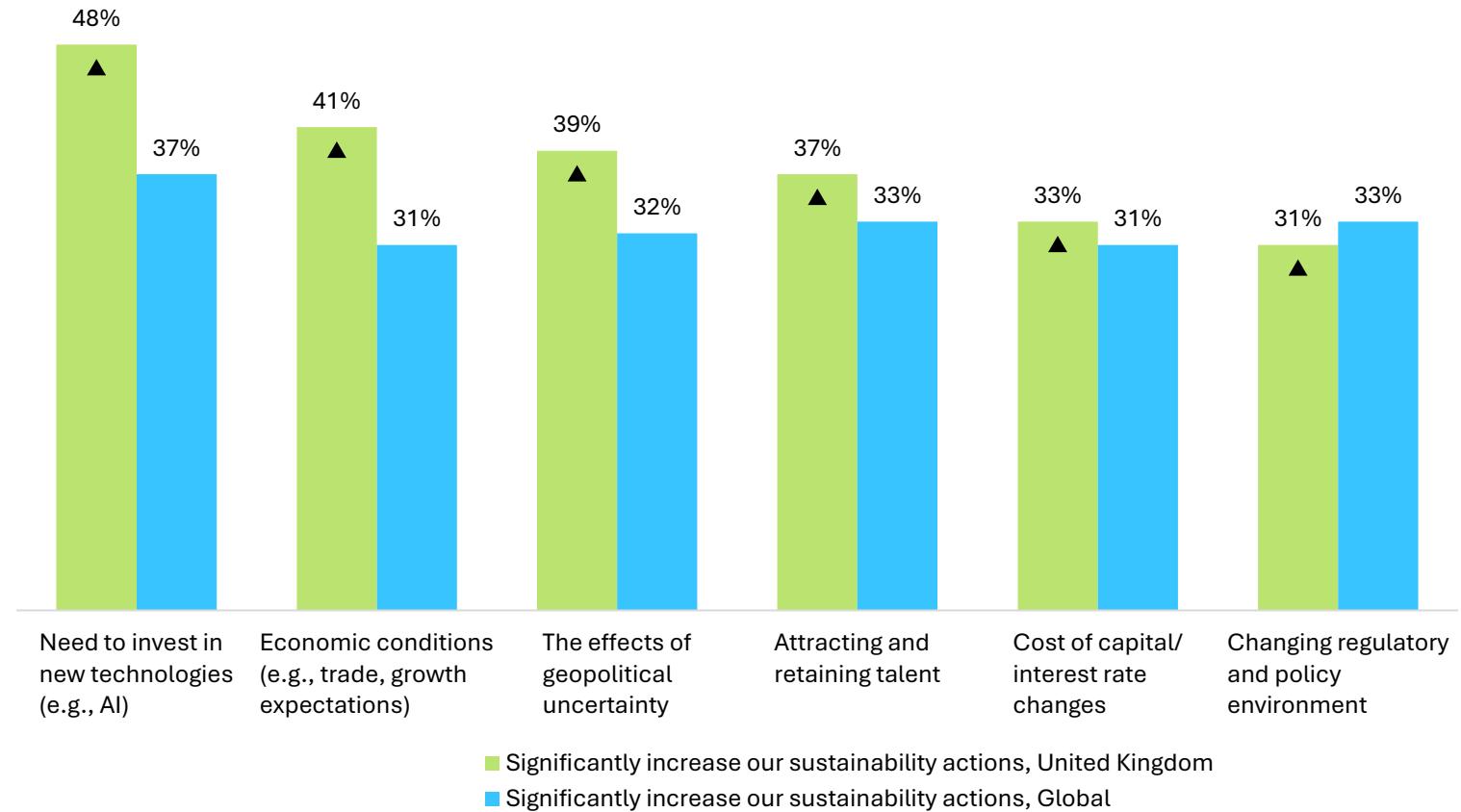
■ United Kingdom ■ Global

Effects of broader market conditions and competing priorities on sustainability actions

External pressures have increased year over year. Broader market conditions and competing priorities are not causing most UK companies to reduce sustainability actions.

- The need to invest in new technologies has not caused a decrease in sustainability actions. In fact, 48% reported that they've significantly increased sustainability actions driven by the need to invest, ahead of the global average (37%) and higher than in 2024.
- Economic conditions, the effects of geopolitics, talent-related challenges, and cost of capital prompted a significant increase in sustainability actions at a higher rate than the global average and higher than in 2024.

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

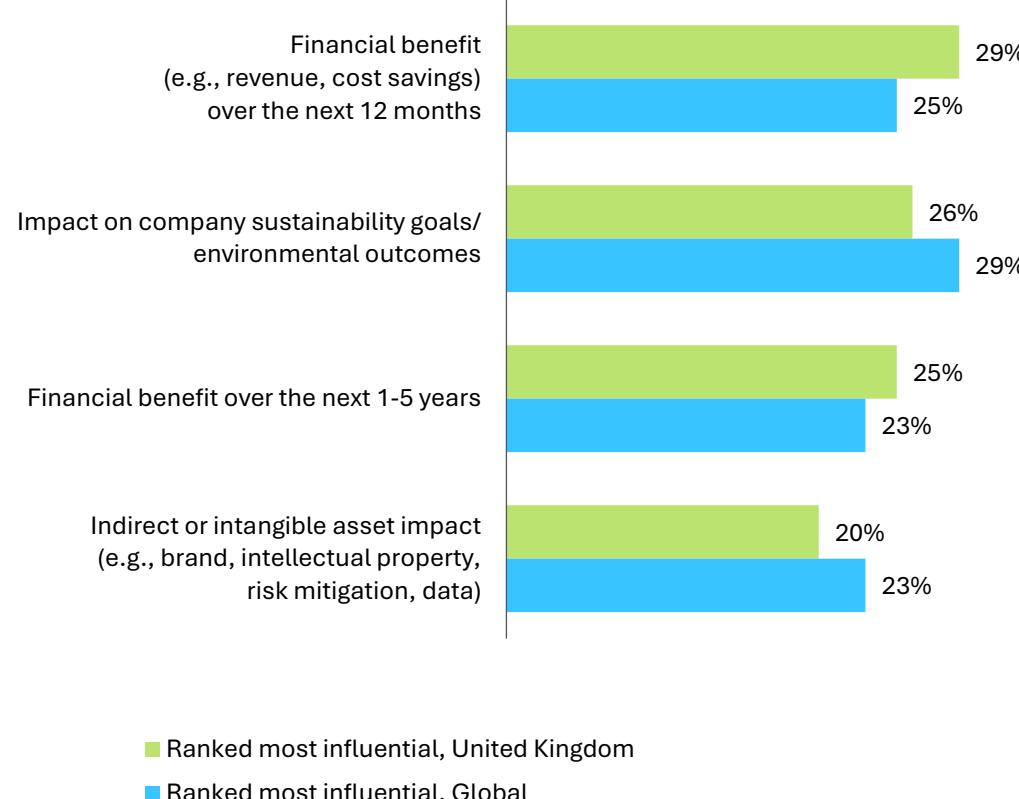


Business case and benefits from sustainability efforts

UK companies weigh near-term financial outcomes slightly higher than their global counterparts.

- When making sustainability-related decisions, UK organisations cite both near-term financial benefit (29%) and impact on sustainability goals (26%) as the top influential factors.
- The UK reports positive impacts of sustainability efforts, with revenue generation being the most cited. UK companies are slightly more likely than their global counterparts to see enhanced brand and reputation impacts (64% vs. 60%) and risk and resiliency impacts (58% vs. 55%).

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

UK organisations are emphasising the implementation of technology solutions in their sustainability efforts.

- The most common actions are implementing technology solutions (56%) and developing new sustainability products or services (52%), both of which are higher than the global average.
- Other top actions in the UK include using more sustainable materials (48%) and implementing nature-based solutions (47%), which increased considerably from 36% last year.

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

Top actions taken - United Kingdom

56% 

Implementing technology solutions to help achieve sustainability goals
In 2024 = 59%

52% 

Developing new sustainable products or services
In 2024 = 54%

48% 

Using more sustainable materials
In 2024 = 52%

47% 

Implementing nature-based solutions or nature restoration projects
In 2024 = 36%

43% 

Decreasing operations emissions by purchasing renewable energy
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% 

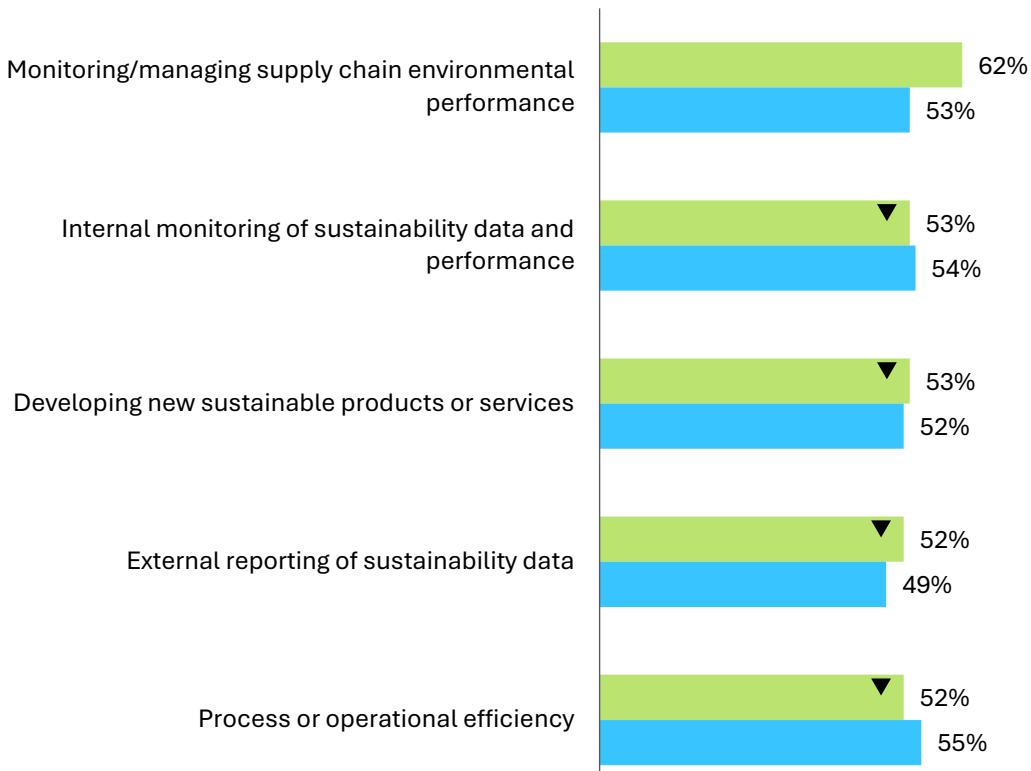
Tracking and analysing environmental metrics
In 2024 = 44%

Technology as an enabler of sustainability efforts

UK companies find themselves ahead of their global counterparts in applying AI to accelerate sustainability goals.

- Monitoring and managing supply chain environmental performance (62%) is seen as the most prominent solution to help companies achieve their sustainability goals in the UK, ahead of their global peers.
- The use of AI for sustainability is higher in the UK, with 84% of companies reporting usage compared to the global average of 81%.

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



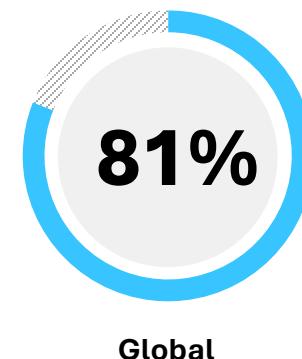
■ United Kingdom ■ Global

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

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

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Has your company used AI to further its sustainability efforts?



Obstacles to sustainability action

UK executives cite a lack of sustainable solutions as the top barrier to advancing sustainability, with cost concerns ranking lower.

- Competing operations demands on time, resources and capital, along with lack of buy-in from senior leaders, are other top barriers for UK organisations.
- The lack of, or shifting, regulatory requirements is less of a barrier in the UK, much lower than the global average.

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

Top three obstacles cited

Lack of sustainable solutions or insufficient supply of more sustainable solutions



Competing operations demands on time/resources/capital

Lack of buy-in from the board, CEO, or other senior leaders

Bottom three obstacles cited

No function or executive specifically responsible for leading sustainability efforts



Lack of or shifting regulatory or reporting requirements

Too costly

■ United Kingdom

■ Global

Impacts on business strategy and operations

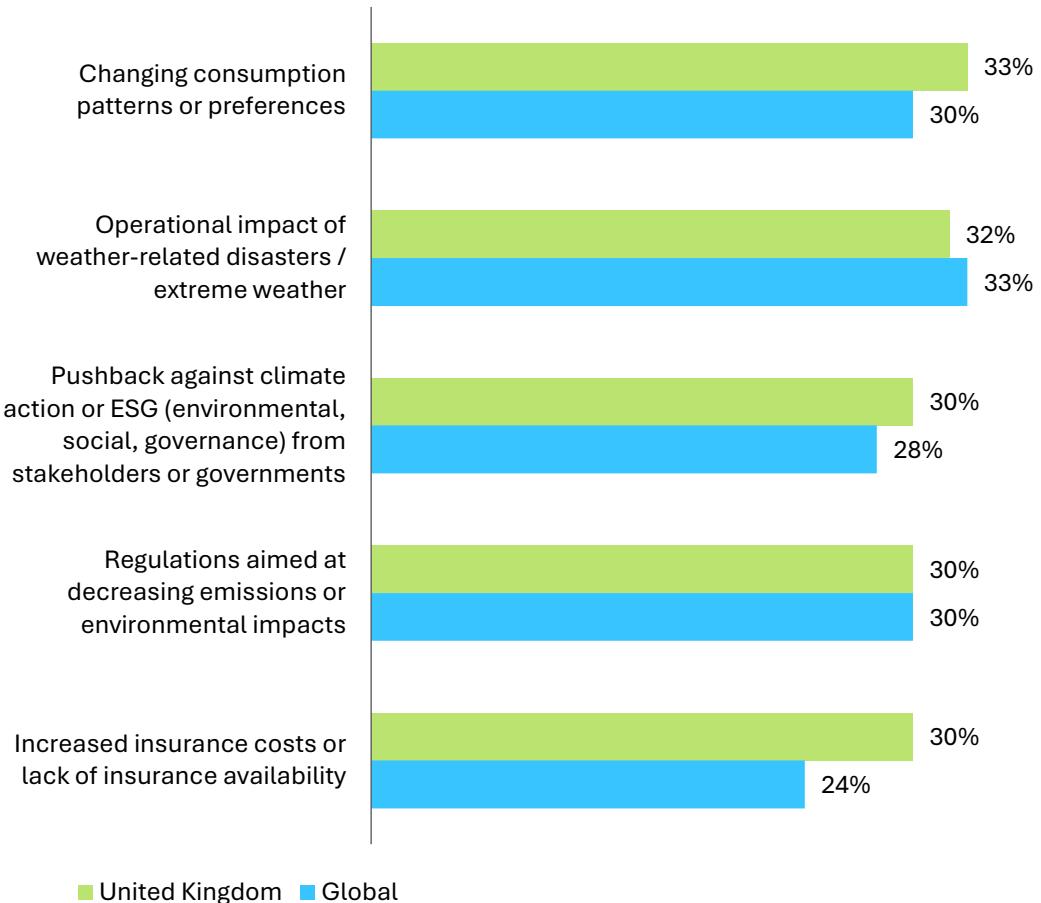
In the UK, a majority of executives expect climate change to significantly affect business strategy over the next three years.

- 60% of executives anticipate climate change will have a high or very high impact on their company and operations, matching the global average of 60% and consistent with data from 2024.
- The top sustainability matters already impacting UK businesses include changing consumer preferences (33%) and the operational impacts of extreme weather events (32%).

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



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



Stakeholder pressure on sustainability

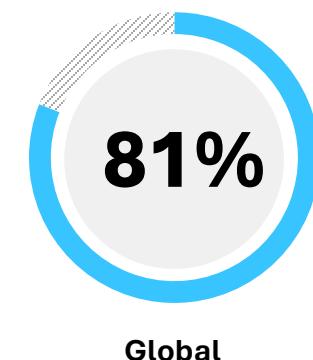
UK executives continue to feel strong stakeholder pressure to act on climate change, with higher intensity than global peers.

- The strongest sources of pressure in the UK come from shareholders/investors (72%) and board members (67%). These levels are consistently above the global averages (58% and 60% respectively) and are higher than in 2024.
- Most (89%) UK organisations report experiencing at least moderate pressure from stakeholders to increase sustainability actions, compared with 81% globally. This has also increased since 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 organisations 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.

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 organisations 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 organisations. To guide that effort, leaders can consider:

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

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

3 How patient is their organisation? 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 organisation absorb?

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



Contacts



Anne-Marie Malley
Vice Chair & Partner
UK Sustainability Leader
amalley@deloitte.co.uk



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



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