



# 2025 C-suite sustainability report






United Kingdom 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



# 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.**

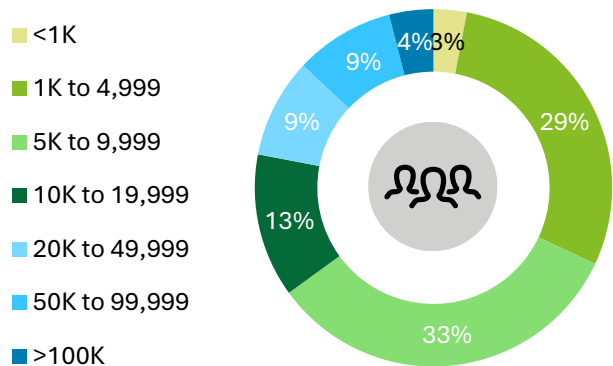
- Across multiple years, top actions taken have included:
  - Implementing technology solutions
  - Using more sustainable materials
  - Developing more sustainable products and services
  - Implementing operational efficiency measures
  - Tracking and disclosing sustainability metrics.



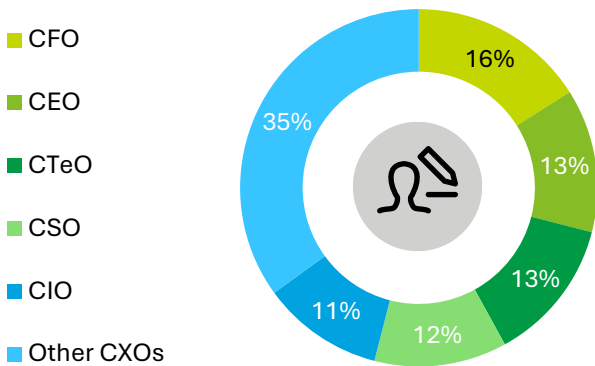
# United Kingdom country business profile

122 executives in United Kingdom were surveyed

## Number of employees

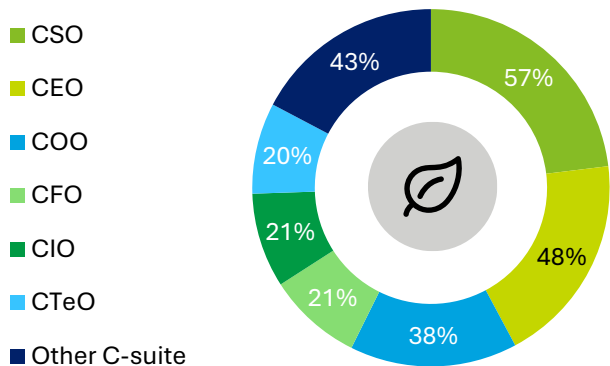


## Job title



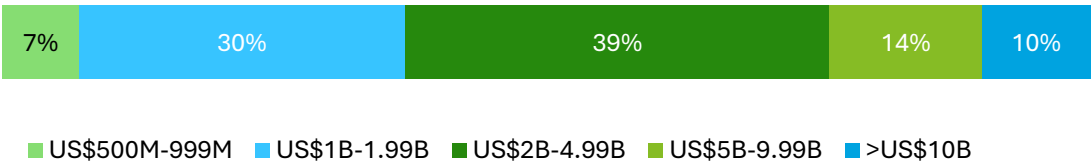
Note: CTeO is Chief Technology Officer

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

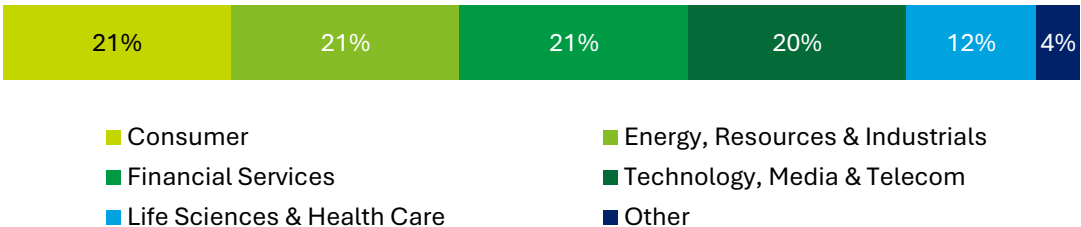


\*Some respondents indicated multiple roles within the company have responsibility, resulting in the total percentage across roles exceeding 100%.

## Revenue (US\$)



## Industry

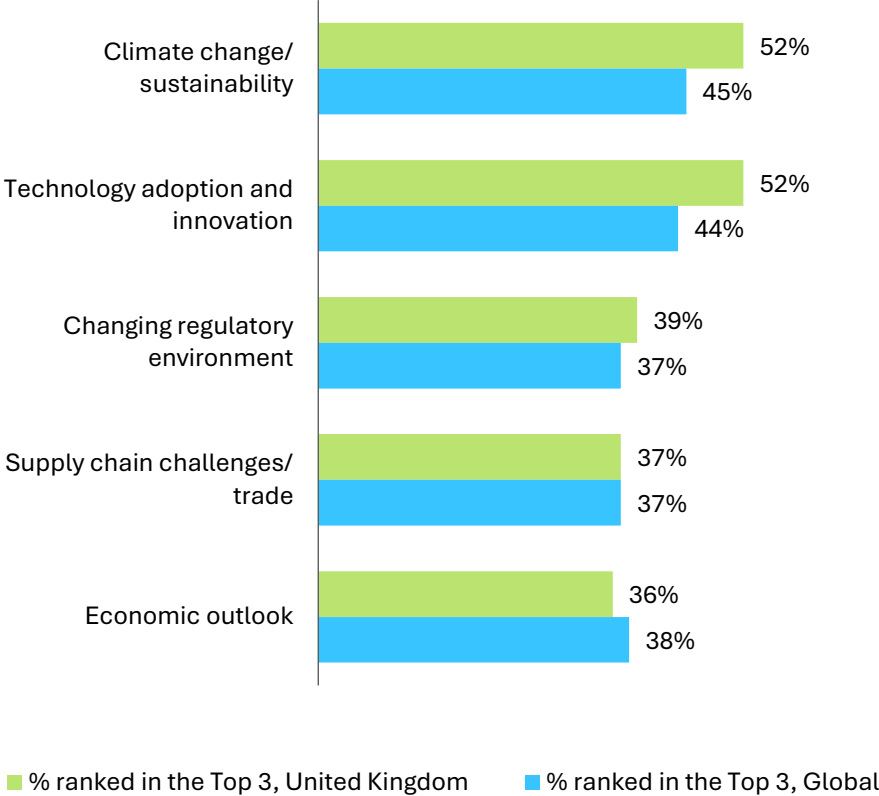


# Sustainability as a business priority

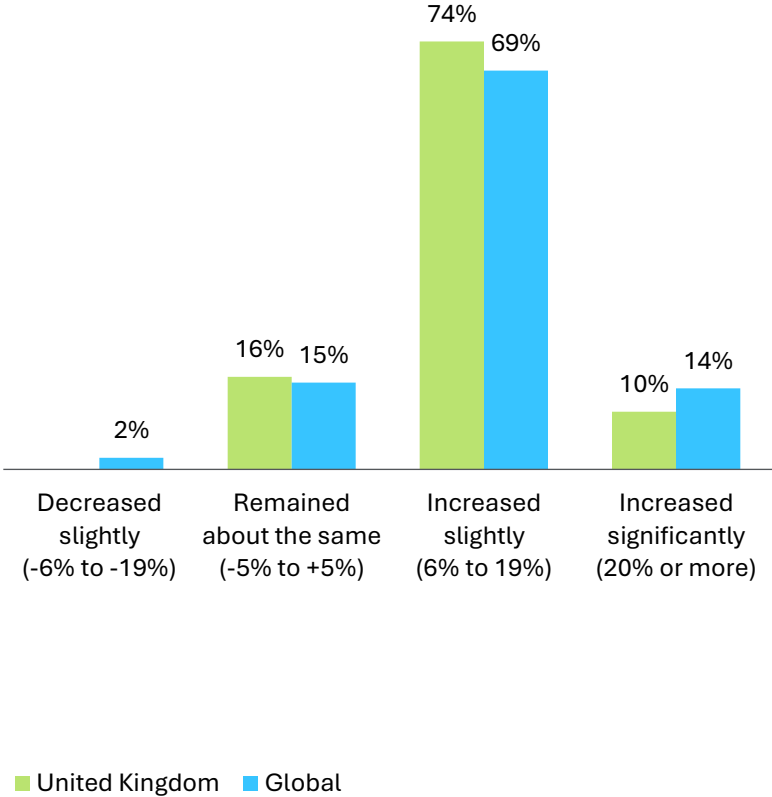
## UK companies balance innovation and climate concerns with growing sustainability commitments.

- 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?

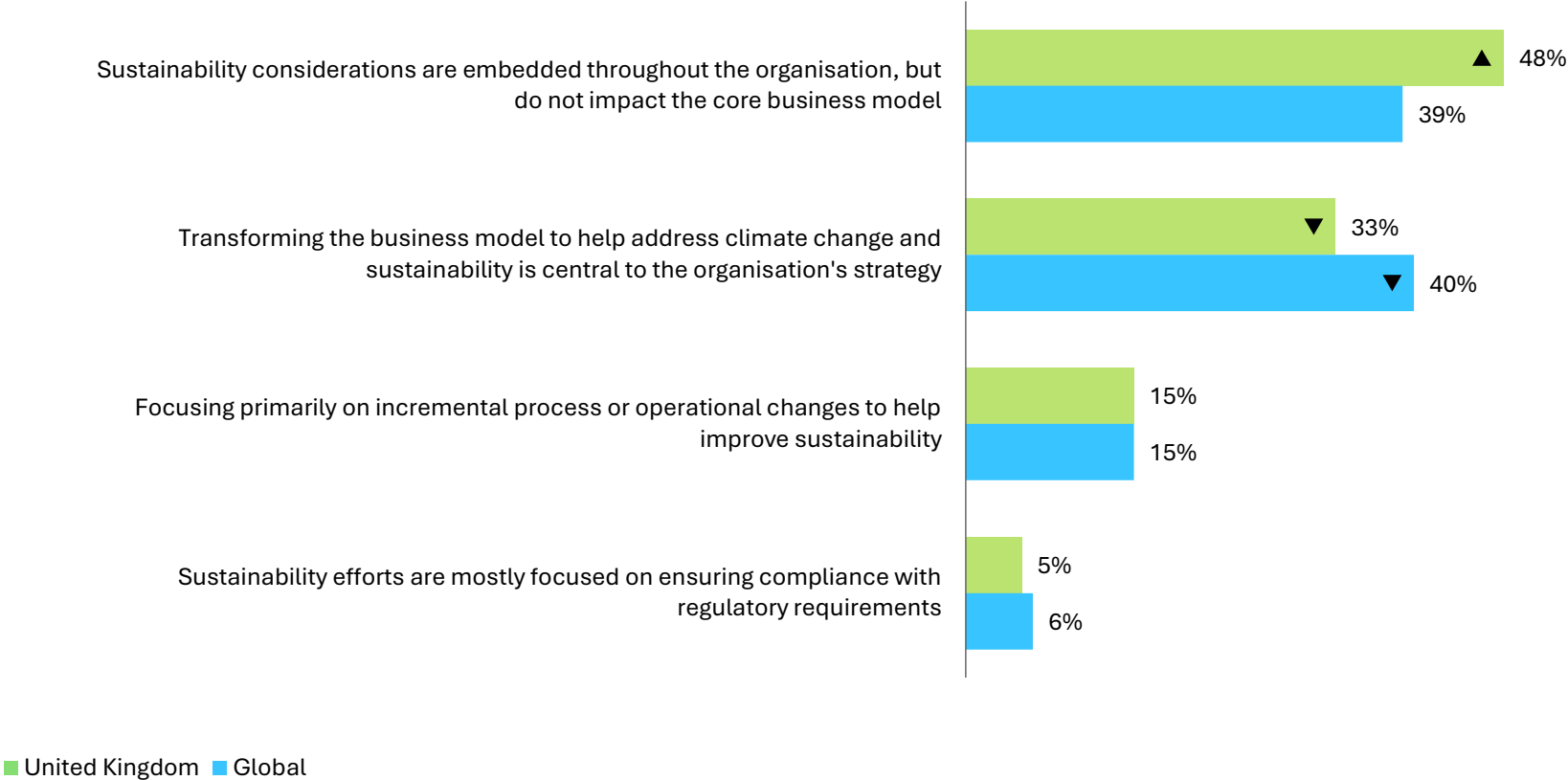


# Company approach to sustainability

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)

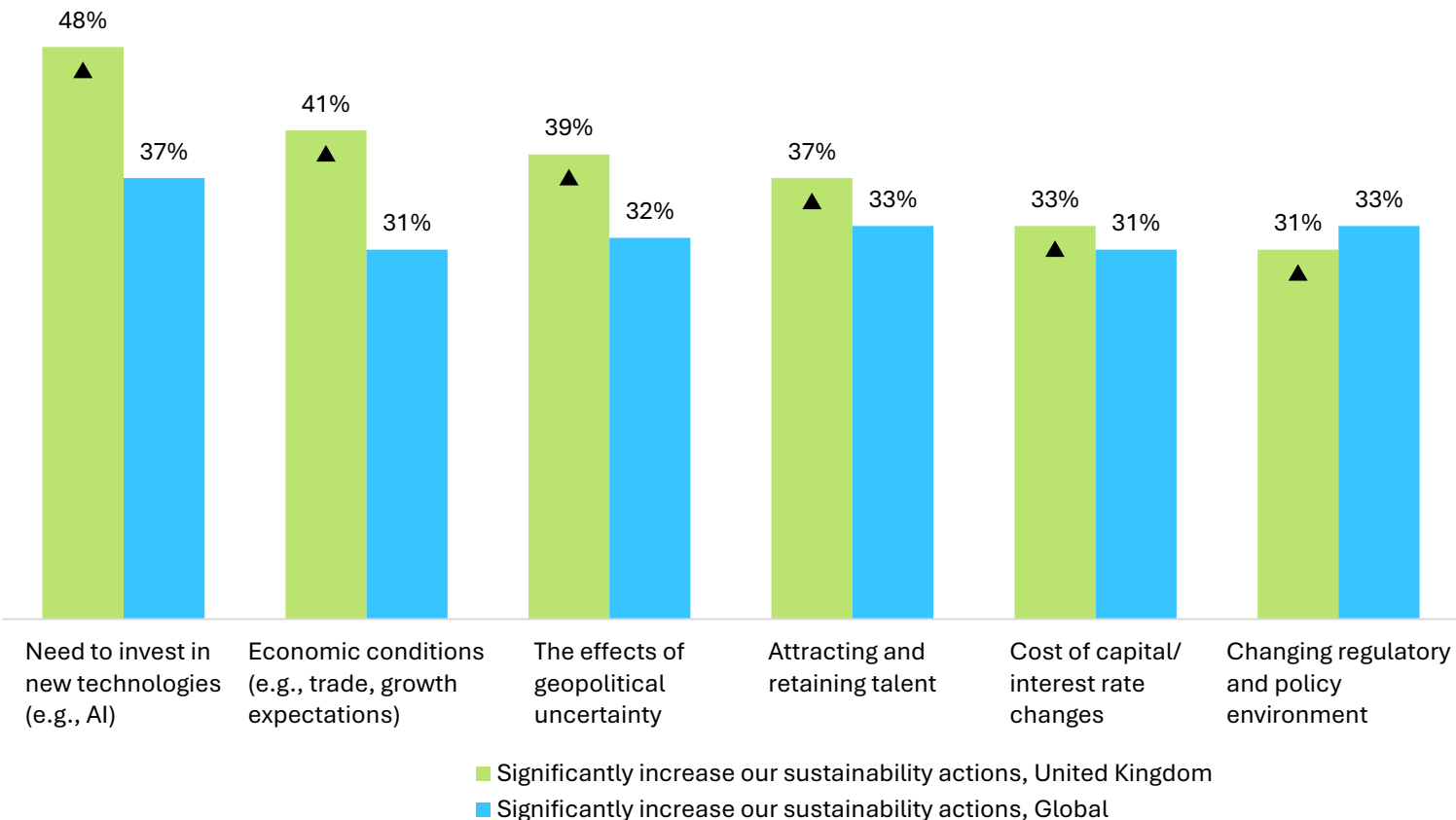


# Effects of broader market conditions and competing priorities on sustainability actions

**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?**





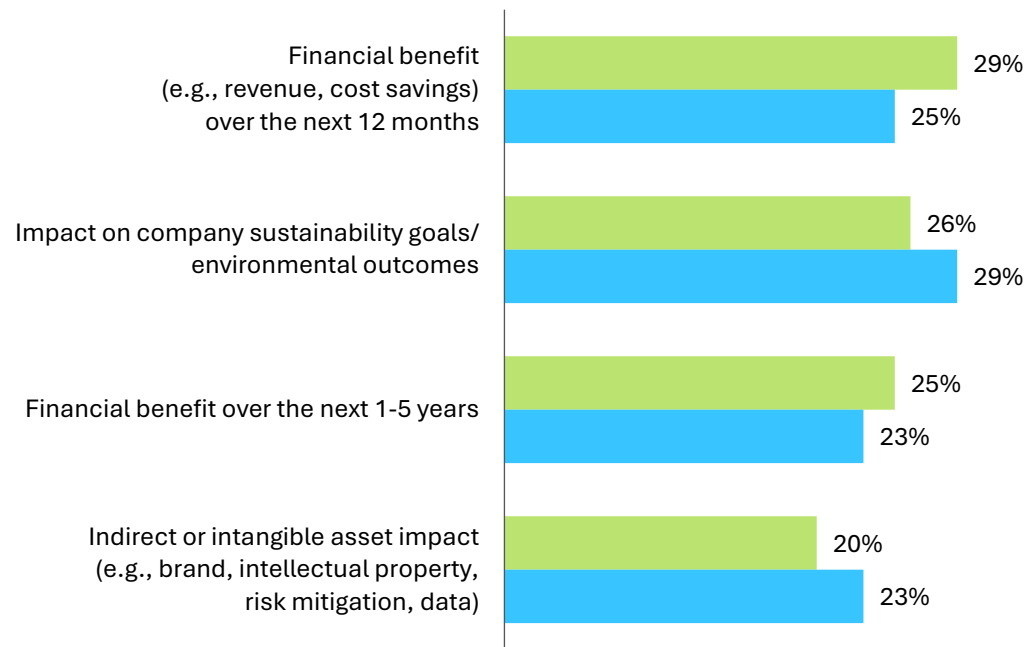
# Business case and benefits from sustainability efforts

## 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?

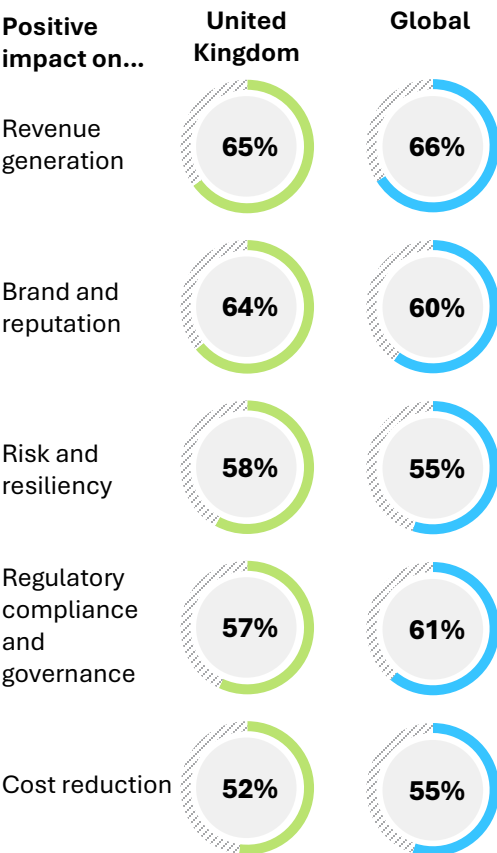
(rank in order of influence)



■ Ranked most influential, United Kingdom  
■ Ranked most influential, Global

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

(positive, neutral, negative)



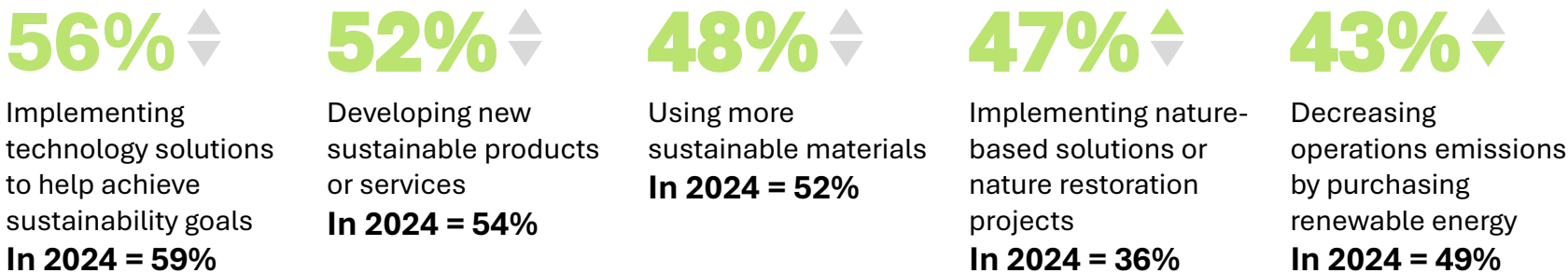
# Sustainability actions undertaken to meet environmental goals

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

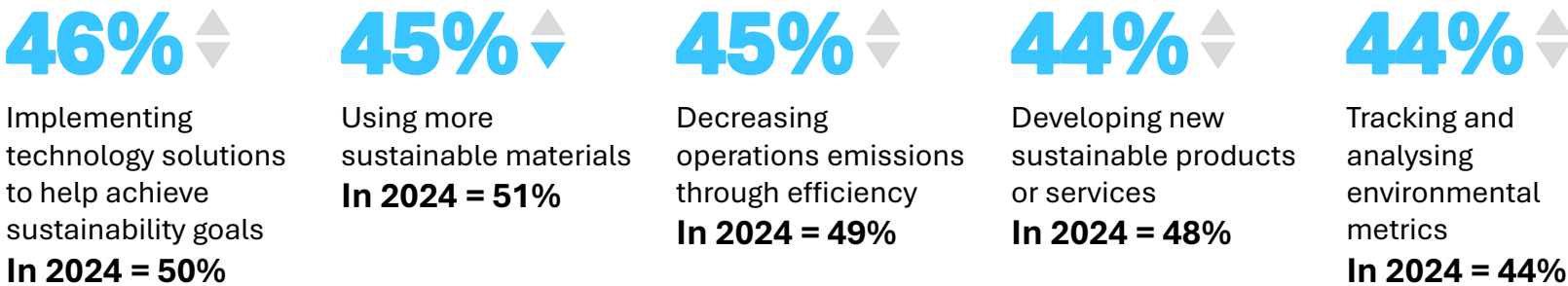
- The most common actions are implementing technology solutions (56%) and developing new sustainability products or services (52%), both of which are higher than the global average.
- Other top actions in the UK include using more sustainable materials (48%) and implementing nature-based solutions (47%),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



**Top actions taken - Global**



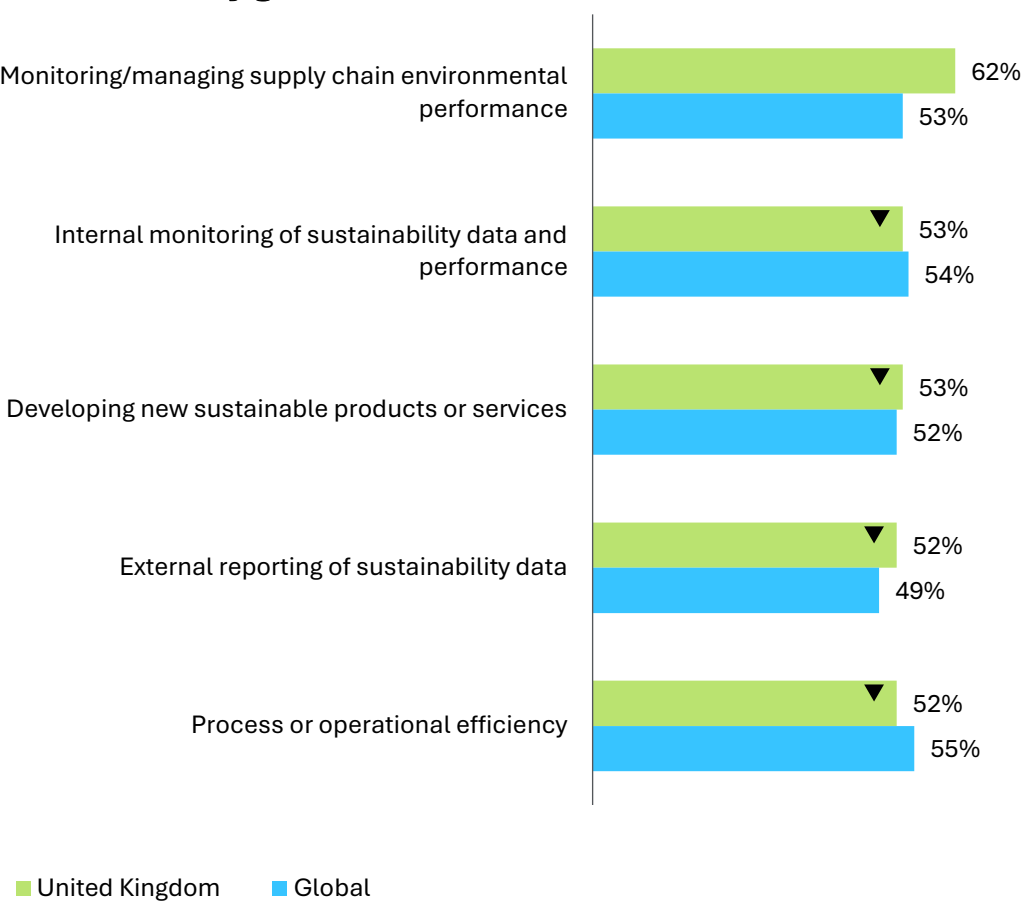


# Technology as an enabler of sustainability efforts

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

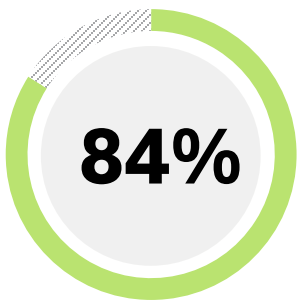
- Monitoring and managing supply chain environmental performance (62%) is seen as the most prominent solution to help companies achieve their sustainability goals in the UK, ahead of their global peers.
- The use of AI for sustainability is higher in the UK, with 84% of companies reporting usage compared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

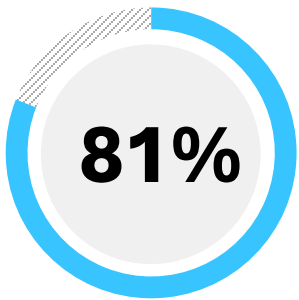


Note: Respondents include those that indicated their company has or plans to implement technology solutions

**Has your company used AI to further its sustainability efforts?**



United Kingdom



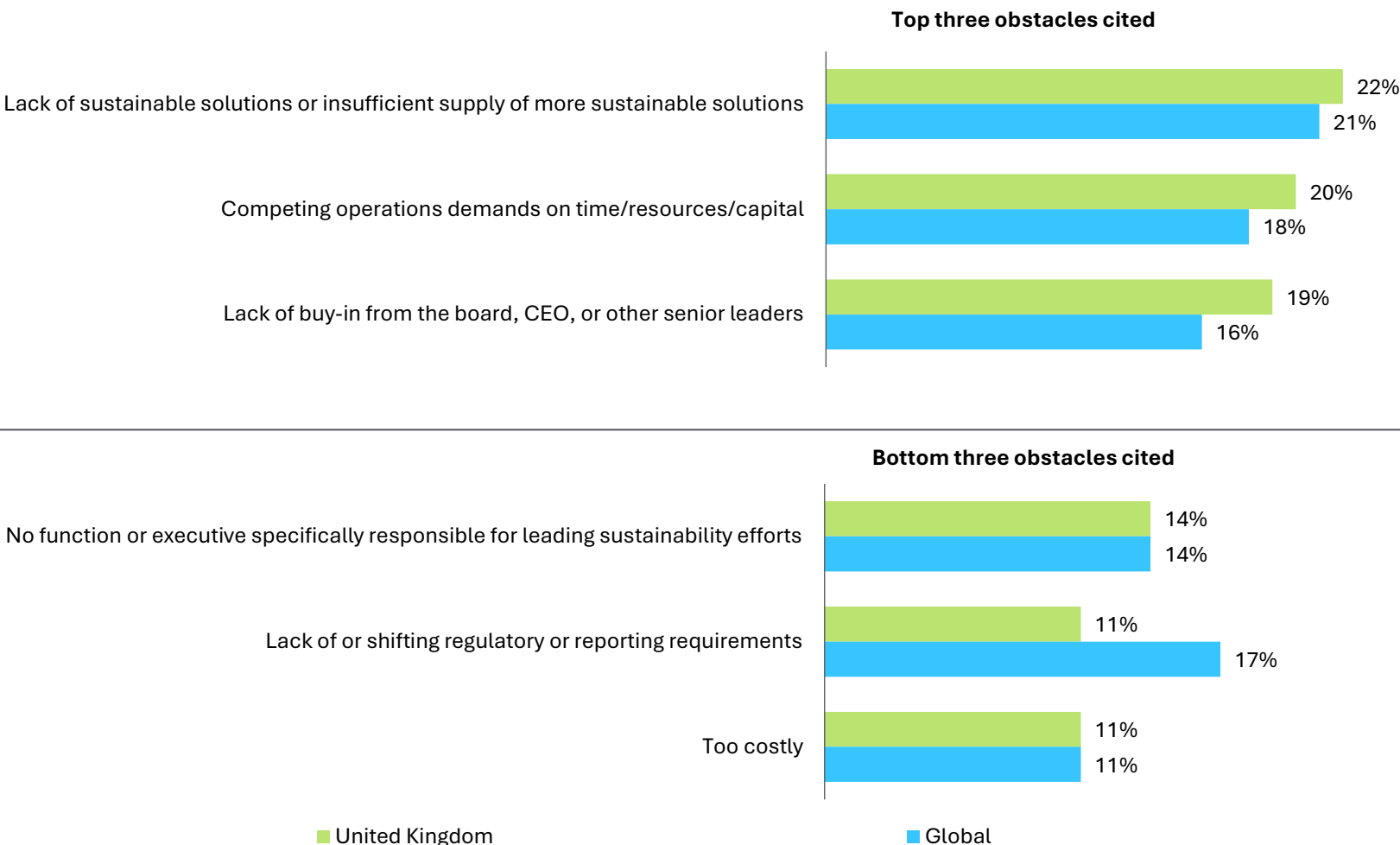
Global

# 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)





# 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

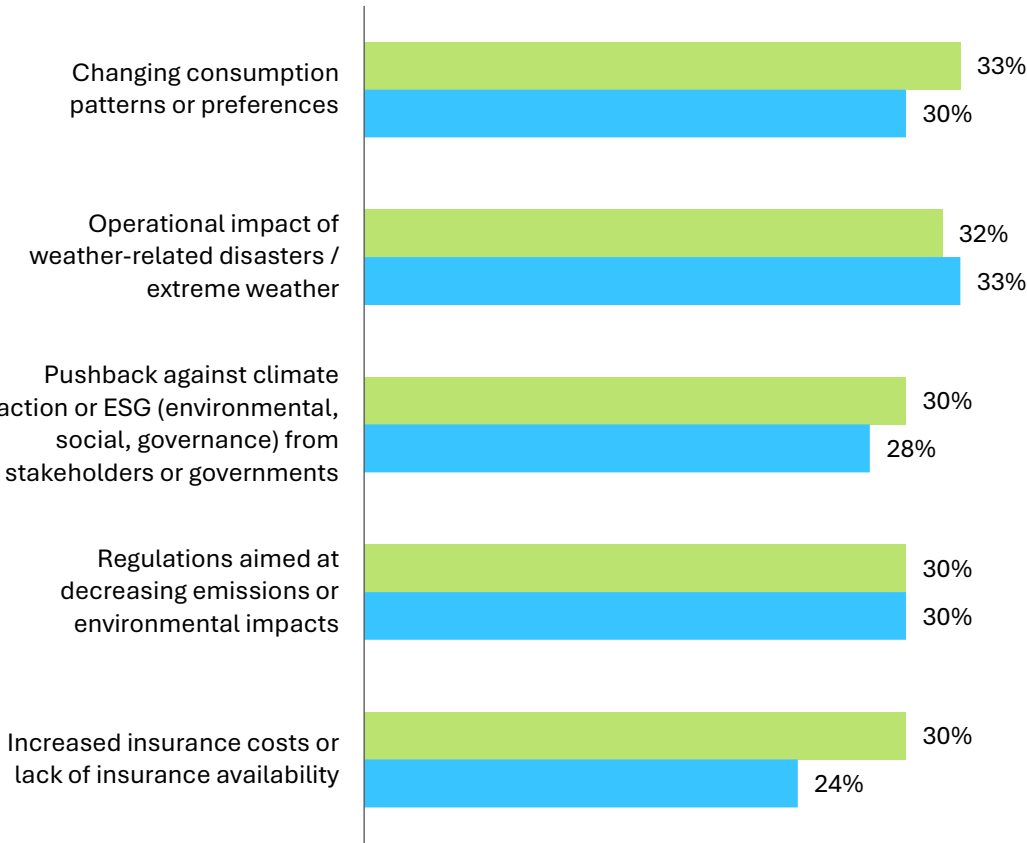


United Kingdom



Global

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



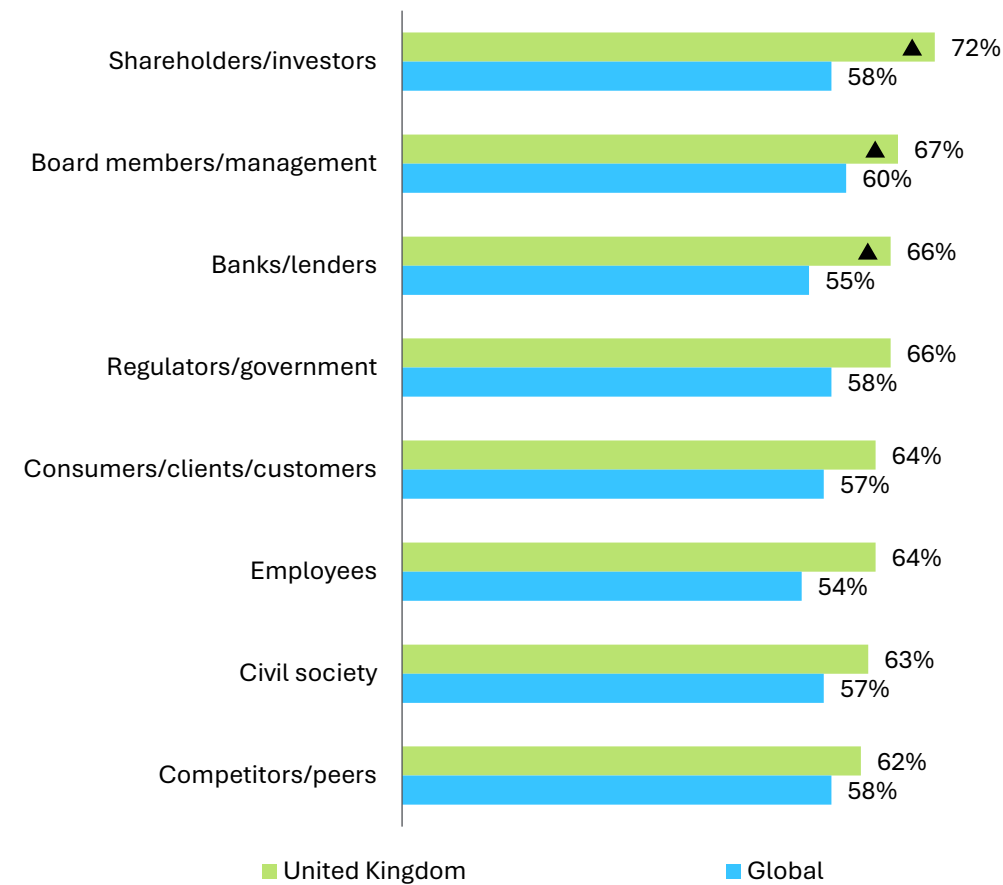
United Kingdom Global

# Stakeholder pressure on sustainability

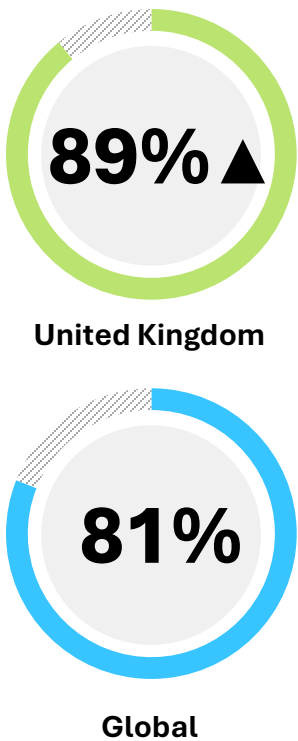
**UK executives continue to feel strong stakeholder pressure to act on climate change, with higher intensity than global peers.**

- 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](mailto:amalley@deloitte.co.uk)



**Jennifer Steinmann**  
Deloitte Global Sustainability  
Business Leader  
[jsteinmann@deloitte.com](mailto:jsteinmann@deloitte.com)







This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. [Please click here to learn more about our global network of member firms.](#)