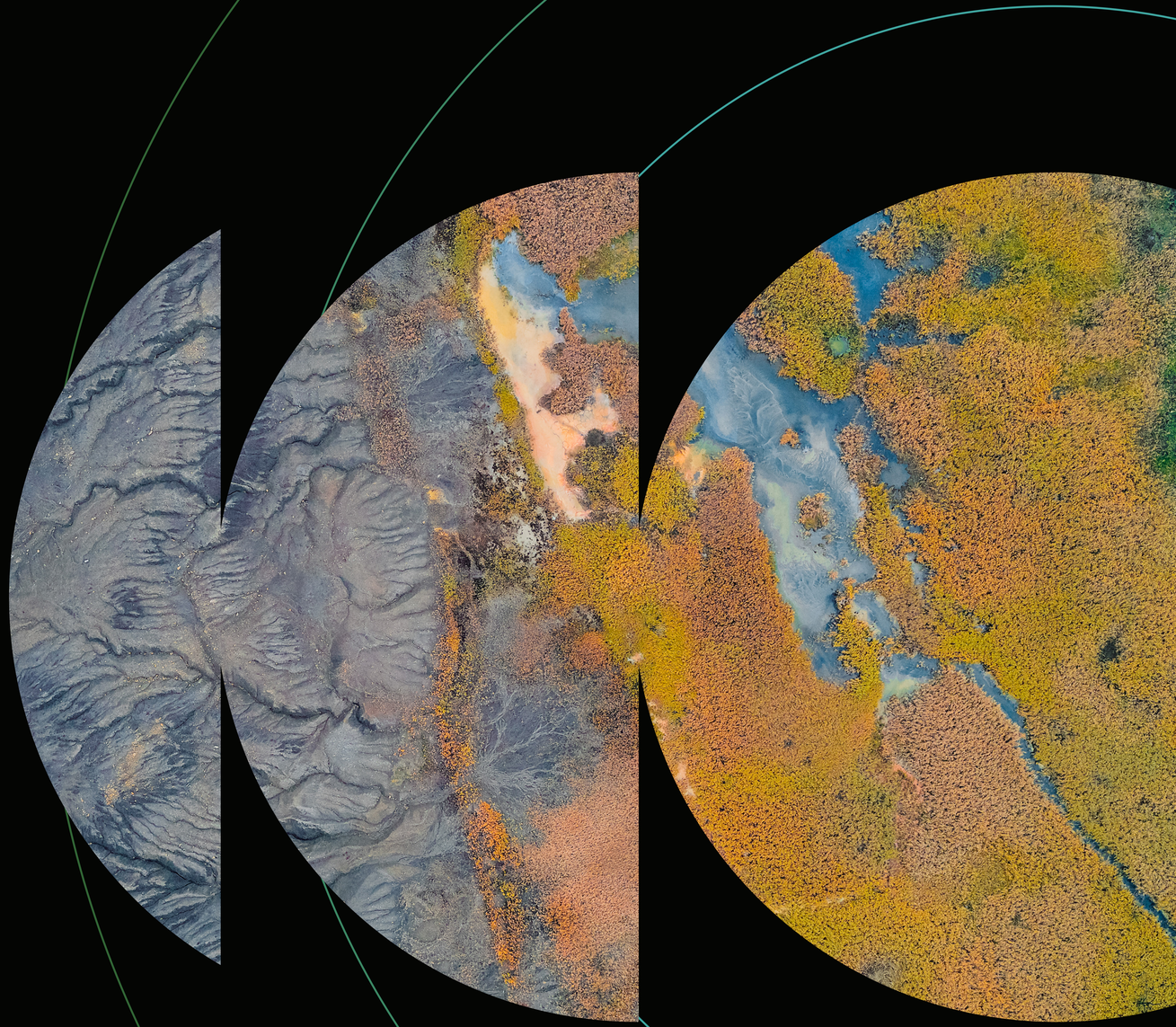
HORIZONS
Climate Week NYC 2026

Executive takeaways
From bold sustainability ambition
to measurable execution



Deloitte.

Overview and key themes

Deloitte HORIZONS 2026 convened leaders from across the public and private sectors around a question increasingly shaping the executive agenda: What does it take to turn sustainability ambition into measurable business results?

Over two days, 32 sessions, and conversations with 86 speakers and 1,280 attendees, the focus moved from aspiration to execution. Leaders explored how organizations can strengthen the systems their businesses depend on, respond to disruption with greater agility, and build the evidence and financial pathways needed to evaluate and scale promising ideas.

Business-critical systems are facing increasing strain. Rising energy demand is meeting infrastructure constraints, while severe weather, geopolitical disruption, workforce pressures, and rapid technological change are complicating planning, investment, and resilience.

Against that backdrop, three practical priorities emerged:

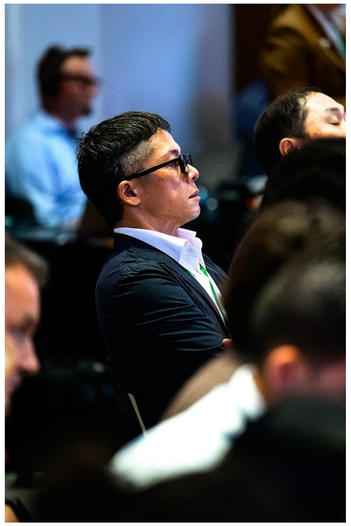
Strengthen business-critical systems.

Turn disruption into an advantage.

Show what works, then scale it.

Taken together, these priorities shift the sustainability conversation from ambition to operating discipline: strengthen what the business depends on, build resilience into decision-making, and demonstrate value before scaling.











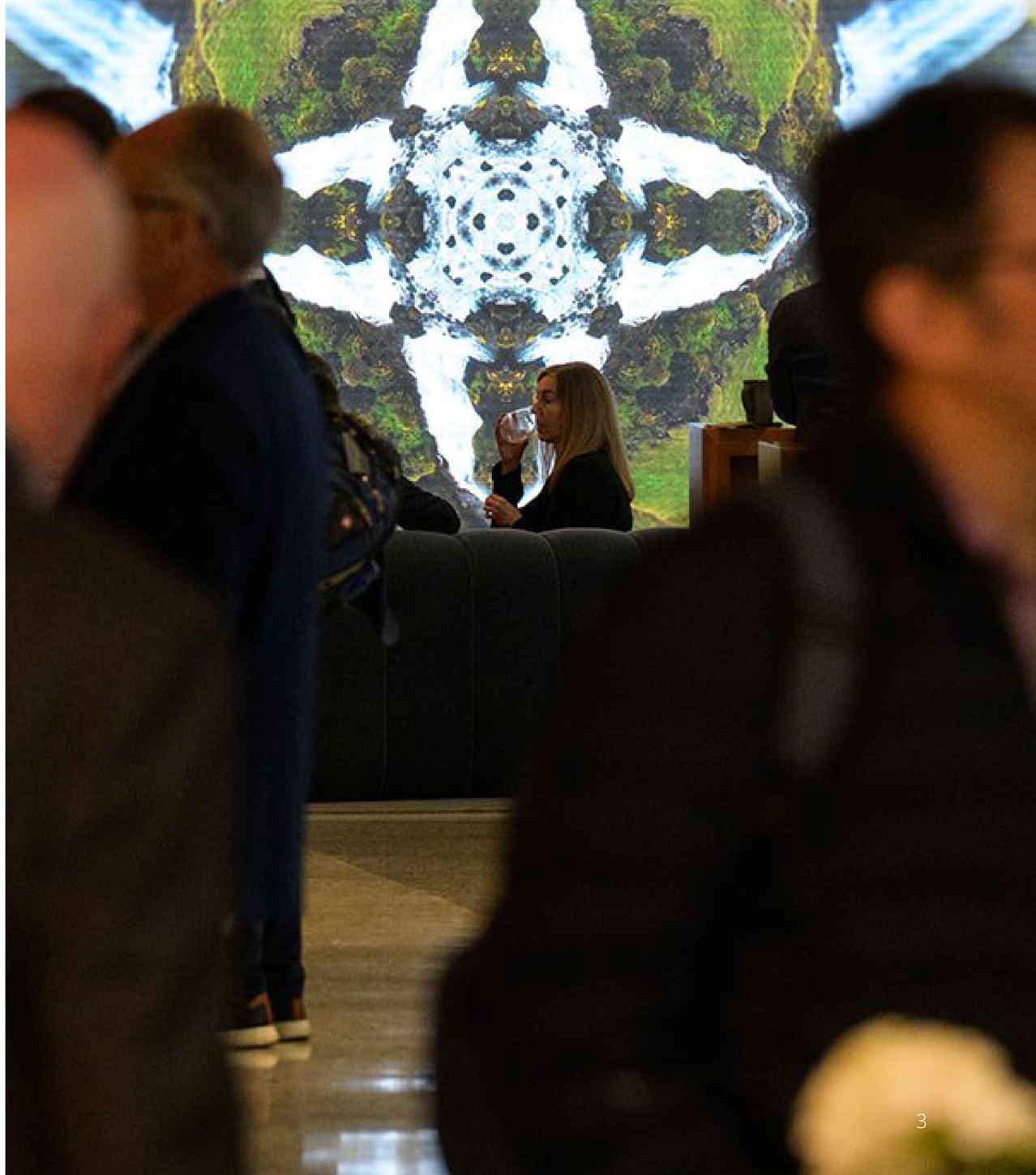
Takeaway 1: Strengthen business-critical systems

HORIZONS underscored how rising demand, physical and cyber risks, and workforce pressures are testing the systems businesses rely on everyday. Energy networks, infrastructure, critical materials, supply chains, talent, and public systems can become points of exposure when capacity is constrained or disruption spreads across them.

Building resilience starts with knowing which dependencies matter most, and where coordinated investment or cross-sector collaboration can improve reliability.

Executive implication

Map the external dependencies that could impact continuity, cost, and growth. Then, determine where collaboration can strengthen them.



Takeaway 2: Turn disruption into an advantage

Resilience can do more than help organizations absorb shocks. Done well, it can become a performance capability.

HORIZONS examined how data, technology, scenario planning, and faster decision-making can help organizations anticipate changing conditions rather than simply react to them. Greater foresight can preserve options. It can help leaders make earlier investment decisions, adapt operations, protect margins, and identify opportunities as markets and business conditions evolve.

Executive implication

Treat resilience as something the business can build—not simply something it needs when conditions deteriorate. Connect risk signals, data, and scenario planning to the decisions that shape investment, operations, and customer value.



Takeaway 3: Show what works, then scale it

Promising ideas gain momentum when organizations can demonstrate results. HORIZONS highlighted the role credible data, clear business outcomes, and alignment with finance can play in moving sustainability solutions from pilot to broader adoption.

The business case should be repeatable. Understanding why an approach worked, what it delivered, and what it takes to reproduce can help determine if an approach is ready for wider deployment.

Evidence can help build confidence. Confidence can unlock capital. Capital can create a path to scale.

Executive implication

Design initiatives for measurement as well as performance. For each major initiative, define the outcomes that matter, establish how they will be measured, and determine what evidence decision-makers should have before committing additional capital.



Make the next 90 days count

1

Choose a priority challenge

Identify one resilience issue with meaningful implications for the business—energy reliability, supply chain exposure, infrastructure risk, workforce capacity, or another critical dependency.

2

Define the business outcome

Connect the challenge to something the organization already measures, such as revenue growth, cost stability, continuity, customer value, productivity, or access to capital.

3

Decide what will constitute evidence

Identify the data and measures needed to demonstrate progress.

4

Build a 90-day action plan

Name the owners, partners, decision points, and first investment or pilot required to move forward.

5

Find the partners who can accelerate progress

Many resilience challenges cross organizational boundaries. Identify where external collaborators, shared infrastructure, or new financing models could help accelerate action.

The objective is momentum: one priority, one measurable outcome, and a clear next move.

Featured voices at HORIZONS

HORIZONS brought together leaders working across industries, institutions, and disciplines to challenge assumptions, exchange ideas, and explore what sustainable growth requires now.



Paul Polman
Business leader
Investor
Philanthropist



Jane Kearns
Partner
Evok Innovations



Rt Hon Chris Skidmore, OBE
Chair
Climate Action Coalition



Spencer Glendon
Founder
Probable Futures



Dr. Vanessa Kerry
WHO Director-General's Special Envoy for Health Resilience and Co-founder & CEO, Seed Global Health



Tiya Gordon
Co-founder
it's Electric



Dr. Thomas Kwan
Vice President, Strategic Innovation and Industrial Ecosystems
Schneider Electric



Missy Henriksen
Executive Director
Center for Energy Workforce Development (CEWD)



Annika Brack
Head of Global Political Affairs
Hitachi Energy



Chris Greig
Senior Research Scientist
Princeton University



Dave Regnery
Chair & CEO
Trane Technologies



Trevor Best
CEO and Co-founder
Syzygy Plasmonics



Logan Ashcraft
Head of Strategic Finance
Quaise



Stacy Mahler
U.S. Head of Sustainability
Siemens Corporation



Mark Hillhouse
Executive Director and Sustainable Tech Practice Lead
Wells Fargo



Dr. Michael Taschner
Global Head of Sustainability Services
S&P Global Inc.



Andrew Beebe
Managing Director
Obvious Ventures



Brian Tippens
Senior Vice President and Chief Social Impact & Sustainability Officer
Cisco



Ricky Sakai
Senior Vice President
New Business Development
Mitsubishi Heavy Industries America



Ashley Zumwalt-Forbes
Nonresident Fellow
Center for Energy Studies
Rice University's Baker Institute for Public Policy



Dr. Noel Hacegaba
Chief Executive Officer
Port of Long Beach
California



Alexa Braun
Principal, Global and Americas Management Consulting Leader
Arup



Jennifer Merli
Executive Director, Sustainability Strategy & Initiatives Leader
Wells Fargo

The work starts now

Deloitte HORIZONS 2026 highlighted the importance of turning sustainability ambition into execution. Strengthening critical systems. Building resilience before disruption hits. Measuring what creates value, then growing it to scale.

The opportunity now is to carry those ideas forward—turning conversation into focused action and focused action into measurable progress.

Continue the conversation

To explore HORIZONS video content, perspectives from the event, and additional Deloitte insights, visit us online.

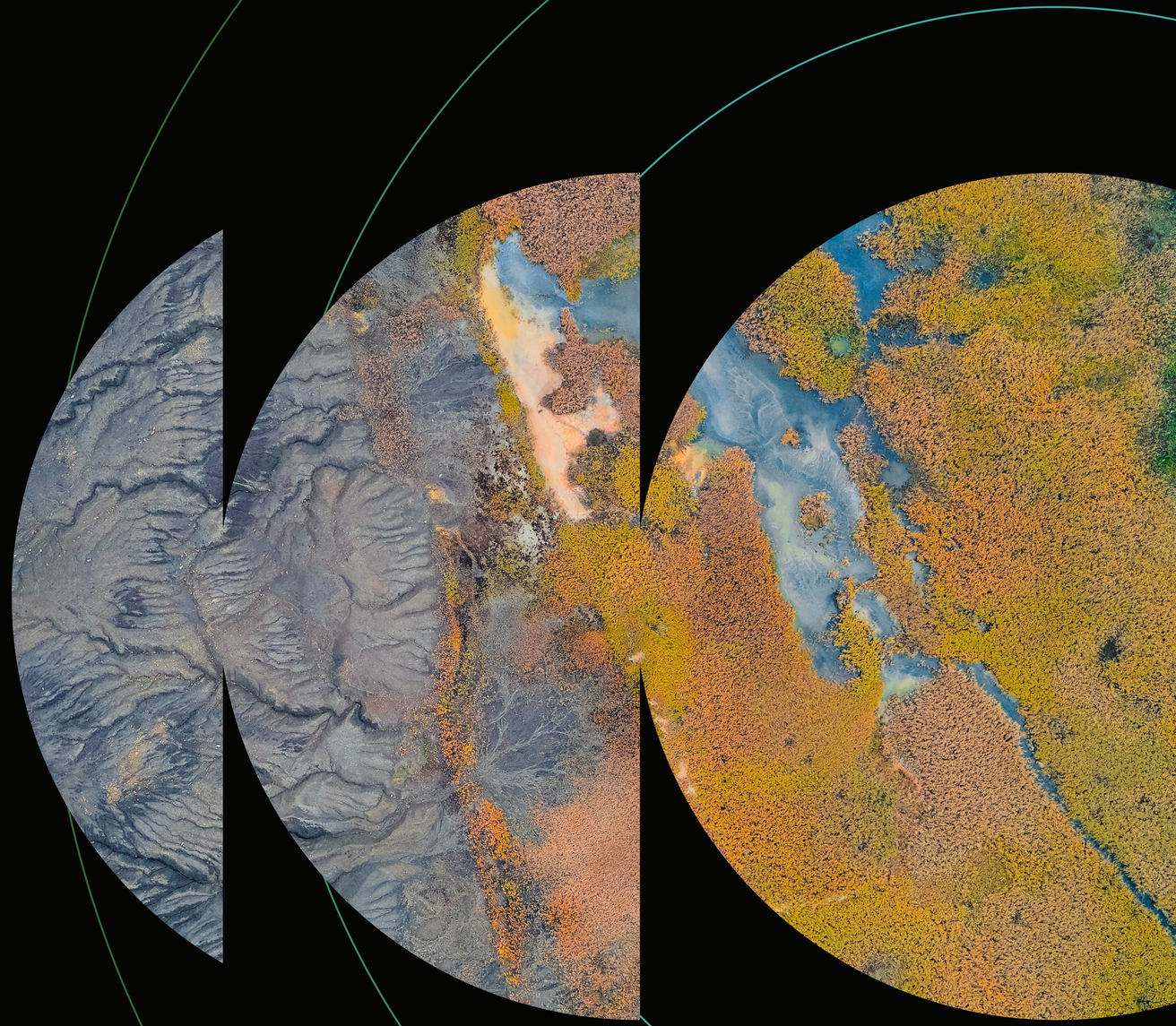
For more information, please contact us.



“The central message of the week was clear: These various issues under a wide umbrella called sustainability and infrastructure—energy resilience, adaptation, climate tech, infrastructure, the circular economy—are not separate from or even adjacent to business strategy. They are business strategy. Period.”

-Steve Goldbach, Head of Sustainability & Infrastructure, Deloitte US

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