

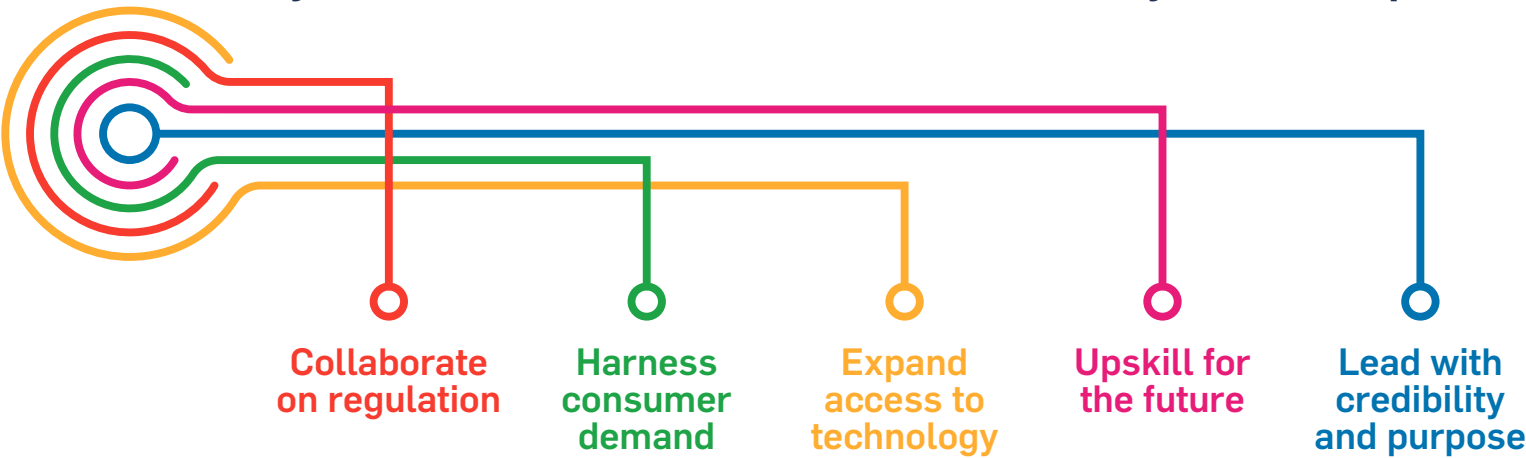


Turning the Key

Unlocking the Next Era of Sustainability Leadership

~2,000 CEOs • 128 countries • 18 industries

5 keys will unlock the future of sustainability leadership



Corporate sustainability has evolved from brand protection to business imperative

2007–2012	2013–2018	2019–2022	2023–Present
Moral Movement	Emerging Strategy	A Holistic Approach	Competing Priorities
Reputational risk opens the door for the first corporate sustainability initiatives	New frameworks and governance reshape sustainability strategy	Across industries, CEOs embrace metrics and gain investor support	Data and AI prompt cooperation as governance fractures

CEOs remain optimistic...

97%

expect to integrate sustainability into core strategies and leadership pay by 2050

93%

have seen renewable energy gains in the past 25 years, 72% anticipate even more in the next 25 years

97%

predict growth in digital tracking and sustainable supply chains in the years ahead

...but not fully prepared for global challenges

7 out of 10

CEOs did not feel “very prepared” to manage trade regulation, climate change or inflation and price volatility

The case for sustainability grows even as CEOs talk about it less

88%

say the business case for sustainability is stronger today than five years ago

99%

plan to maintain or expand their companies’ climate, environmental and social commitments

50%

feel comfortable communicating their sustainability progress

The future is ours to create—starting now