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REUTERS IMPACT: GLOBAL SUSTAINABILITY REPORT 2025

Tracking the evolution of sustainability strategies globally

CONTENTS

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FOREWORD

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Welcome to the 2025 edition of the Reuters Impact Global Sustainability Report. This study has been produced following extensive qualitative research and a comprehensive survey of sustainability practitioners and decision-makers conducted in Q3 2025. More details of the survey and our respondents can be found in the Methodology section of this report.

This year's edition of the report continues our comprehensive coverage of the sustainability landscape, highlighting how organizational strategies continue to evolve and mature. In examining year-on-year trends and movements in our data, we observe a deepening sophistication in how organizations approach sustainability, shaped by regulatory developments, economic pressures, and an increasing recognition that sustainability must be embedded within core business operations.

The findings within this report reflect a pivotal moment for sustainability practitioners. While energy and decarbonization remain paramount priorities, we are witnessing the emergence of more nuanced strategies across diverse sustainability domains, from circular economy initiatives to nature-positive approaches. These insights provide critical intelligence for navigating an increasingly complex regulatory environment, advancing technological integration, and meeting escalating stakeholder expectations.

We extend our gratitude to the hundreds of professionals who contributed to this research through survey participation and qualitative interviews. Their insights have been invaluable in developing this comprehensive analysis of the global sustainability landscape.

ACTIONABLE INSIGHTS

Organizations successfully navigating political polarization are maintaining sustainability commitments while adjusting narrative framing, emphasizing "efficiency" and "resilience" over traditional sustainability terminology.

Organizational leadership is directing capital toward capabilities that strengthen sustainability integration, such as innovation R&D, partnerships, supply chain data systems, and employee training, rather than marketing expenditure.

With almost half of C-suite executives citing regulatory uncertainty as their primary challenge, organizations gaining competitive advantage are investing early in compliance infrastructure and data management frameworks.

Energy and decarbonization remains the dominant priority for organizations globally, with this strategic focus proving consistent across different organizational types and geographies.

Organizations are predominantly preparing workforces through upskilling and reskilling existing employees rather than external hiring, suggesting a strategic preference for internal capability development, while sustainability budgets can expect modest growth over the next three years.

Operational efficiency improvements and renewable energy investments represent the two dominant strategies for decarbonization, maintaining their positions from previous years while showing slight shifts in relative priorities.

Engaging the supply chain on decarbonization is becoming increasingly important, with 25% of respondents prioritizing supplier incentivization, indicating growing recognition of the need to understand Scope 3 emissions.

Organizations are increasingly relying on technology and automation to support disclosure and reporting functions, recognizing that manual processes cannot keep pace with evolving regulatory requirements.

Internal education remains critical for embedding sustainability throughout organizations, with employee education on organizational strategies representing the top priority for 51% of respondents.

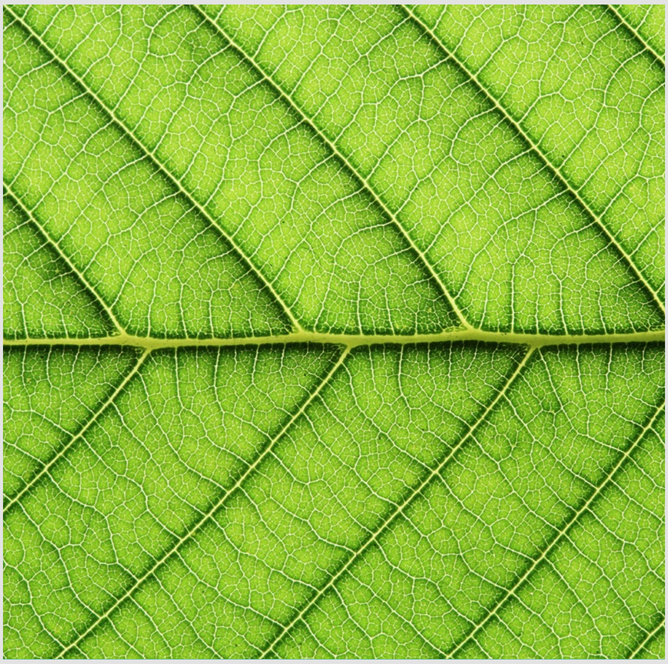
Recycling waste from existing operations remains the dominant strategy with regards to waste and the circular economy, selected by 45% of respondents, demonstrating continued focus on this foundational approach.

Nature and biodiversity strategies show considerable diversity with no single dominant approach: the leading strategy (responsible sourcing) is selected by 38% of respondents, followed closely by several other approaches.

Water stewardship demonstrates clearer strategic priorities, with water treatment and recycling (70%) and reducing water consumption (60%) representing the two dominant approaches.

SUSTAINABILITY LEADERSHIP: NAVIGATING COMPLEXITY IN AN ERA OF HEIGHTENED SCRUTINY

The sustainability mandate confronting today's corporate leadership has intensified markedly over the past six months, driven by a convergence of emerging risks, regulatory evolution, and stakeholder pressure. And yet rather than retreating from sustainability commitments, organizational leadership are evidently doubling down on sustainability. While there is evidence of strategies being recalibrated and communications reframed, senior leaders remain just as committed to making their operations more sustainable – perhaps even more so – amidst considerable operational and political headwinds.



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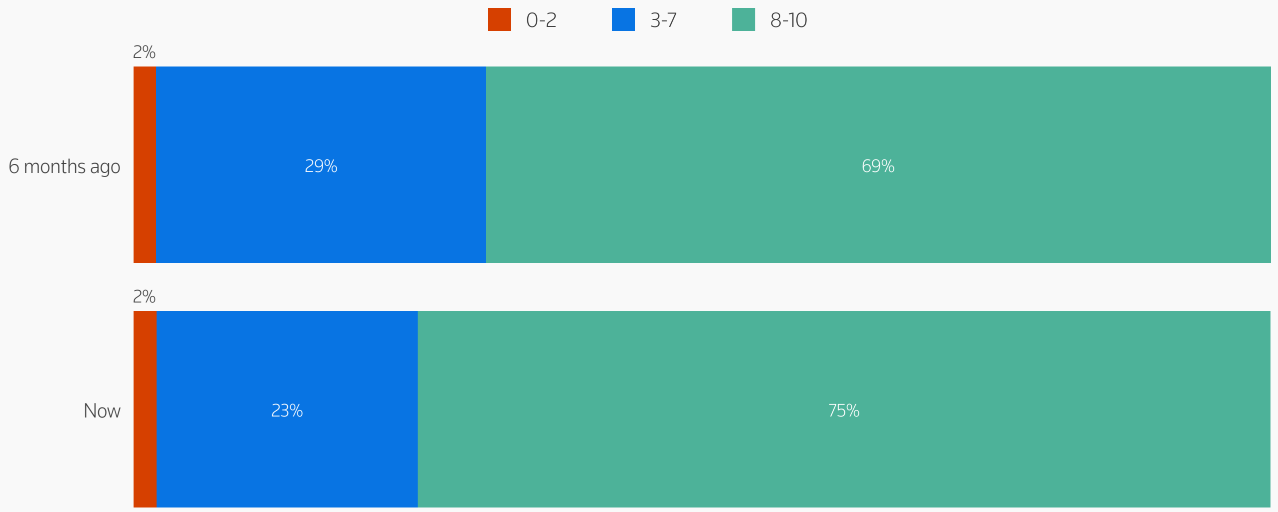
Sustainability has solidified its position on the leadership agenda. Three-quarters of C-suite executives now rate sustainability as highly important to their leadership agenda, representing a six-percentage-point increase from just six months prior. This upward trajectory contradicts purported narratives of widespread sustainability retrenchment, suggesting instead that executive conviction has strengthened precisely when external pressures might have prompted climb downs.

Figure 1

Organizational leadership is doubling down on sustainability, rather than walking back commitments

How important was sustainability on your organization's leadership agenda six months ago, and how important is it today?



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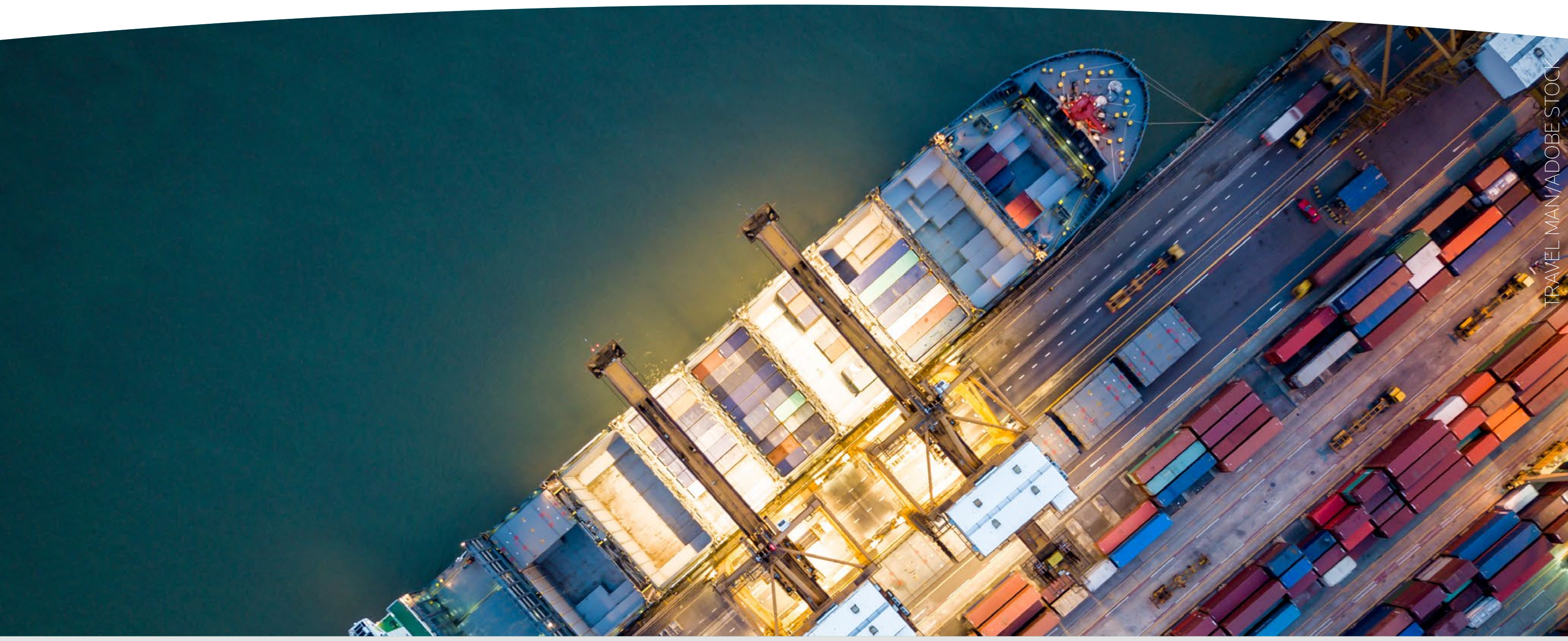


The continued importance of sustainability is largely attributed to emerging sustainability-related risks spanning climate impacts, supply chain vulnerabilities and resource constraints, which appear to be dominating executive thinking. This is cited by nearly two-thirds (61%) of C-suite respondents as a primary driver of sustainability prioritization, followed by other priorities such as customer expectations, regulatory changes and brand-related considerations. This risk-centric framing positions sustainability not as an ethical aspiration but as fundamental to business resilience and operation.

The emergence of AI and technological advancement as a factor for 28% of executives also merits attention. Technology is increasingly recognized as both an enabler of sustainability solutions and a source of new environmental and social considerations requiring strategic response, as we'll discuss later in this report.

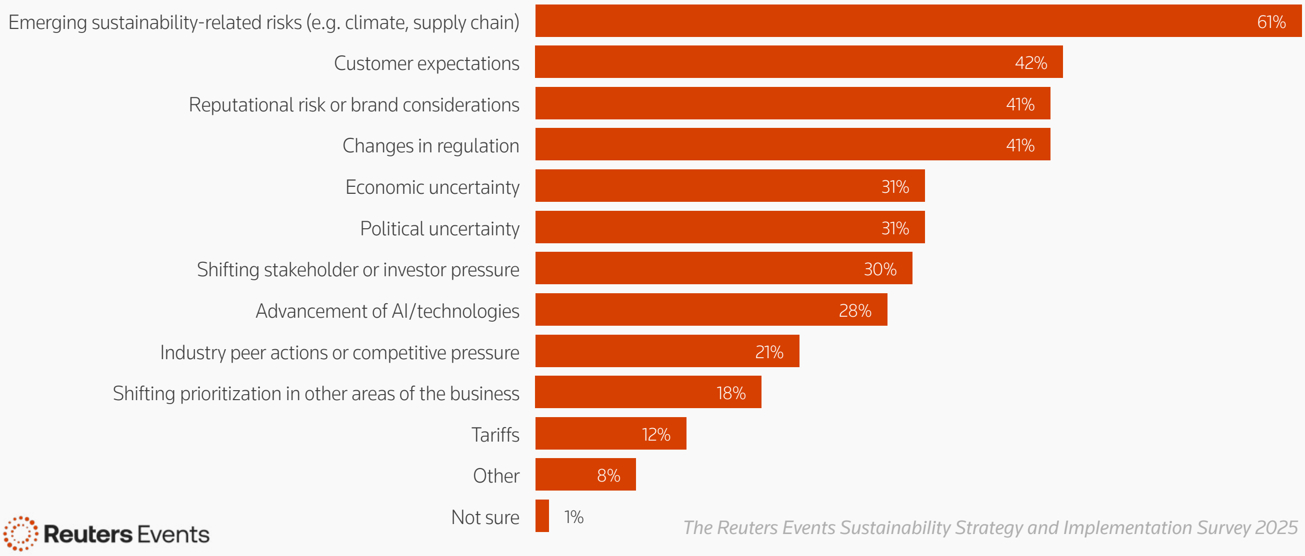
STRATEGIC RECALIBRATION OVER RETREAT

Faced with these pressures, organizations are adapting their approaches, but adaptation should not be conflated with abandonment. The most common strategic adjustment involves reframing sustainability messaging, with 39% of organizations emphasizing terms like "efficiency" and "resilience" rather than more traditional sustainability

Figure 2

Operational risks are the main consideration for maintaining sustainability strategies

What factors have contributed to the prioritization of sustainability?



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terminology. This change in language, albeit subtle, is evidence of organizations of maintaining substantive commitments to sustainability while adjusting how that is presented in order to navigate polarized political environments.

Critically, around one-third (34%) of C-suite leaders report making no changes to sustainability strategy or communications. Moreover, organizations scaling up sustainability goals (30%) outnumber those scaling down (9%) by more than three to one - a decisive indicator that ambition expansion exceeds retrenchment.

Organizations scaling up sustainability goals (30%) outnumber those scaling down (9%) by more than three to one.

Such strategic adjustments are being implemented comprehensively. Among organizations that reframed sustainability messaging, an overwhelming majority (82%) applied changes both internally and externally,

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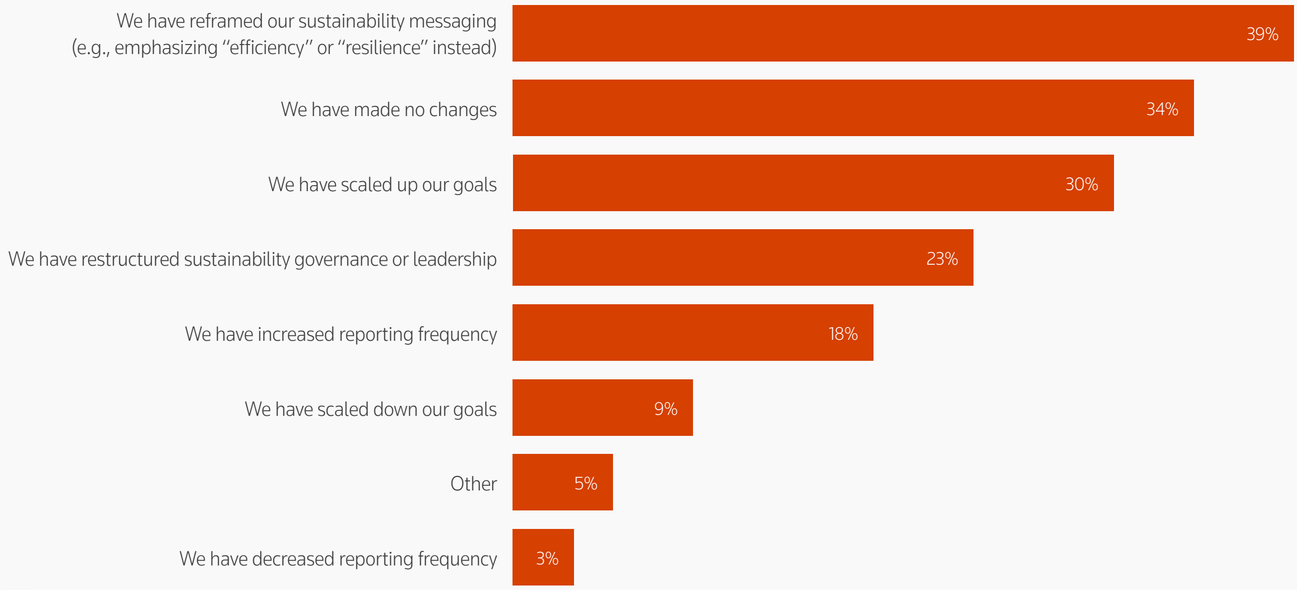
demonstrating alignment between employee communications and external stakeholder engagement. This consistency suggests organizations recognize that sustainability credibility requires coherence across all communications channels.

Additionally, more than half (57%) of respondents stated their organization had implemented these adjustments across multiple markets, while only 25% limited changes to specific regions. This multinational approach indicates that sustainability strategy is being managed at the enterprise level rather than treated as market-specific or discretionary.

Figure 3

Rather than retreat wholesale from sustainability, organizations are mostly either maintaining or reframing messaging

In the past six months, has your organization adjusted its sustainability strategy or communications?



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INVESTMENT PATTERNS SHOW BOTH STABILITY AND STRATEGIC GROWTH

Analysis of sustainability-related investment patterns also contradict retrenchment narratives. While 42% of respondents said their organization has maintained current sustainability investment levels, the share of respondents indicating budget increases significantly outnumber decreases across all measured categories. Innovation and R&D for sustainable products and services saw investment increases from 36% of respondents, matched by identical investment in sustainability-related partnerships and collaborations.

Employee training (27%) and supply chain data collection capabilities (27%) have also received increased investment from more than one-quarter of C-suite leaders. Marketing and brand campaigns (22%), recruitment and team growth (20%), and regulatory compliance solutions (16%) rounded out investment priorities. Decreases in any category remained minimal, typically only referenced by 2-3% of respondents.

42%

Share of respondents who said their organization has maintained current sustainability investment levels

This investment profile reveals a strategic approach: organizations are selectively deploying resources toward capabilities that strengthen sustainability integration—innovation, partnerships, data infrastructure, and human capital—while maintaining baseline commitments across other dimensions.

Despite growing commitment, C-suite leaders acknowledge formidable implementation challenges. Regulatory uncertainty and complexity top the list at 48%, reflecting the proliferation of sustainability disclosure frameworks and the evolving compliance landscape. Difficulty aligning sustainability with financial goals (39%) and limited internal resources or expertise (37%) highlight the operational strain of translating sustainability ambition into profitable business models.

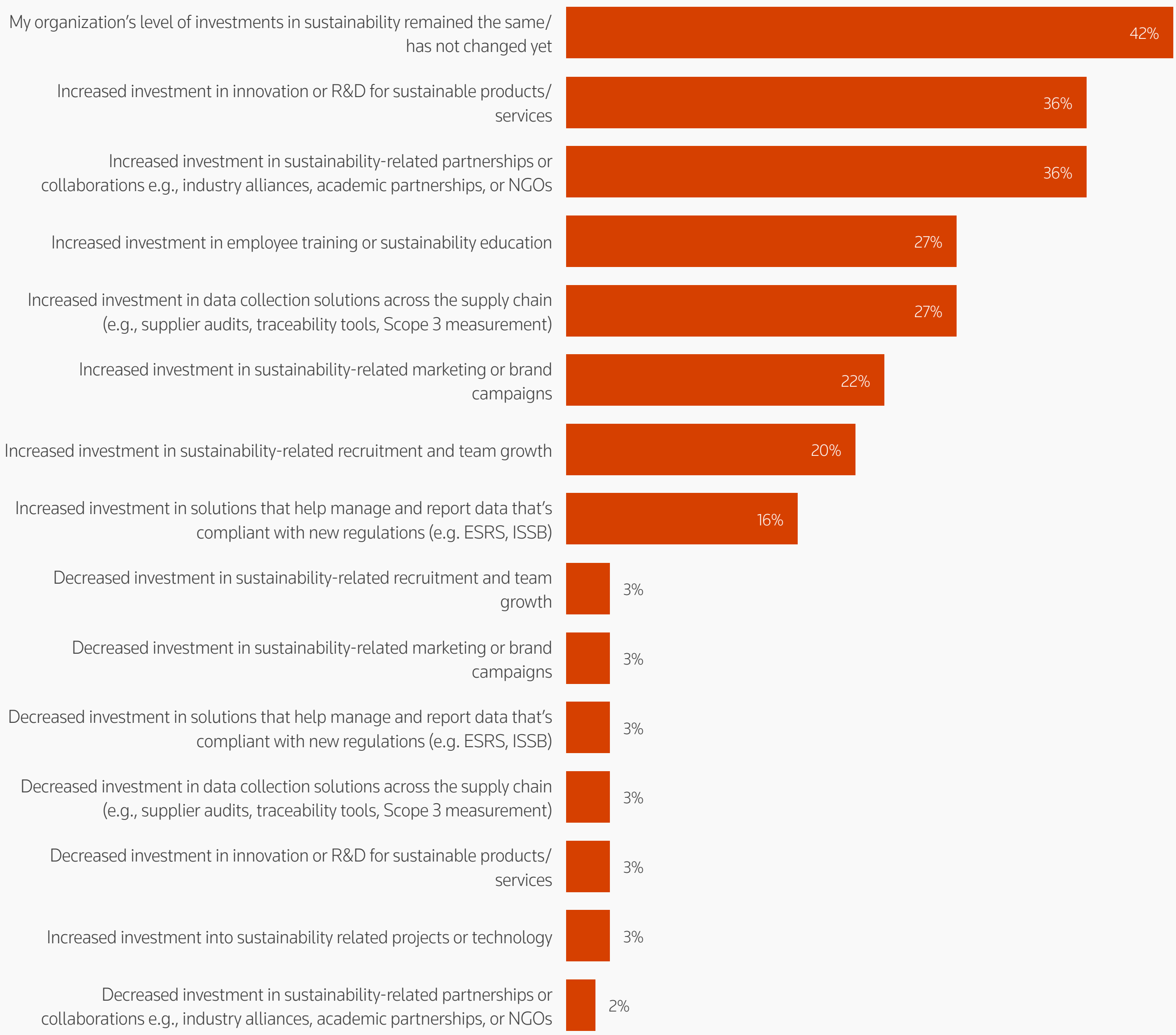
Inconsistent data and measurement frameworks (32%) underscore the technical challenges of sustainability management, while supply chain misalignment (25%) points to the complexity of orchestrating sustainability across extended value networks. Notably, only 13% cite lack of executive buy-in as a major challenge (the lowest-ranked barrier) suggesting that leadership conviction has largely been secured even as operational obstacles persist.

The C-suite sustainability landscape emerging indicates that rather than wholesale retreat, organizations are recalibrating. Organizations are maintaining investment discipline, reframing communications for diverse stakeholder audiences, and confronting implementation challenges with sustained commitment. The imperative for sustainability leaders is clear: demonstrate rigorous risk management, build robust data infrastructure, and align sustainability initiatives with demonstrable financial value creation. In an environment of heightened scrutiny and operational complexity, strategic sophistication, rather than abandonment, defines the path forward.

Figure 4

Sustainability-related investments are more likely to grow than fall despite organizational pressures

As a result of recent changes in sustainability strategy, how – if at all – have your organizations level of investments in sustainability evolved?



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STRATEGIZING FOR SUSTAINABILITY SUCCESS

In spite of a continually difficult operational climate, sustainability represents both opportunity and challenge for the global business community. Organizations are navigating an increasingly complex landscape that is routinely shaped and reshaped by evolving regulation, policy developments, shifting consumer expectations and internal corporate imperatives, all the while buffeted by political headwinds that has rendered sustainability something of a marked term.

For sustainability practitioners, this complexity makes the role increasingly multifaceted and demanding.

Against this backdrop, developing sustainability strategies and establishing clear priorities has become both critical and challenging. Organizations must chart paths toward more sustainable futures while managing numerous competing demands in the present.

Our research demonstrates that organizations today are pursuing diverse sustainability strategies across multiple domains, establishing priorities based on various organizational and contextual factors. But as *Figure 5* illustrates, one strategic priority stands decisively above others: energy and decarbonization.

ACTIONABLE INSIGHTS

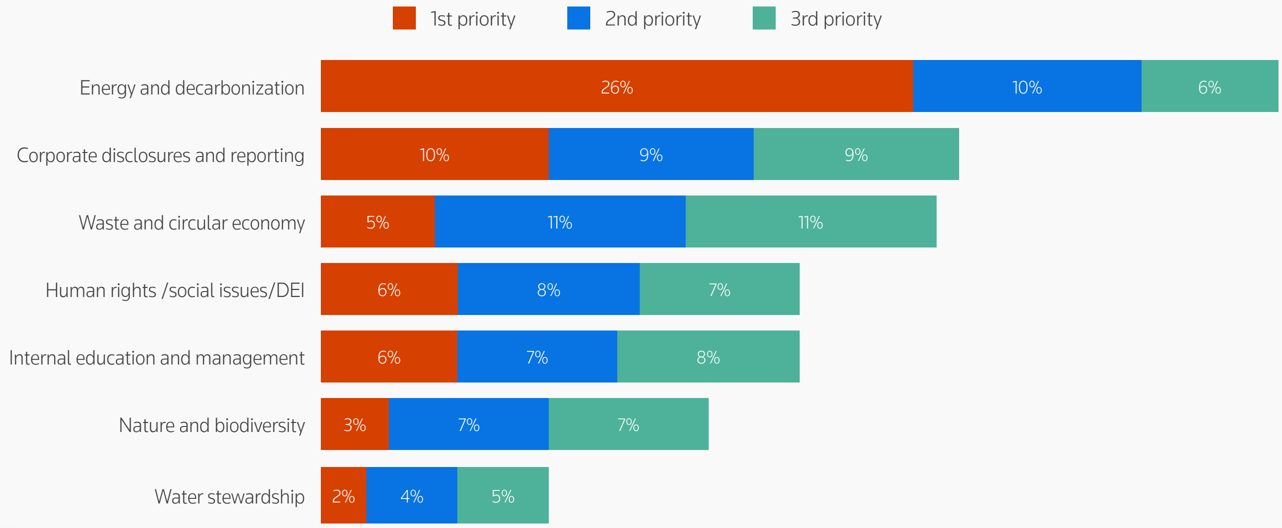
- **Energy and decarbonization remains the dominant priority for organizations globally, with this strategic focus proving consistent across different organizational types and geographies.**
- **Organizations are predominantly preparing workforces through upskilling and reskilling existing employees rather than external hiring, suggesting a strategic preference for internal capability development.**
- **There is modest expected growth in sustainability budgets, with most organizations projecting growth of 10% or less over three years.**

Energy and decarbonization represents a strategic priority for nearly half (43%) of respondents, with more than a quarter (26%) identifying it as their organization's foremost objective. This sustained emphasis indicates how critical decarbonization remains for business strategy today.

Figure 5

Energy and decarbonization has maintained its position as the dominant sustainability priority

Share of survey respondents selecting their organization's sustainability priorities, ranked 1st, 2nd, and 3rd



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This prominence is unsurprising. The majority of organizations continue addressing Scope 1 emissions and decarbonizing immediate operational portfolios, with extensive reporting requirements mandating disclosure of these emissions specifically.

The sustained focus on energy and decarbonization likely reflects where organizations identify the most immediate opportunities for sustainability gains, or the proverbial "low hanging fruit." This encompasses strategies including renewable energy investment, low-carbon technology integration and operational efficiency enhancement.

Notably, the prioritization of energy and decarbonization appears universal. Regardless of organizational size, geographic location or industry, organizations demonstrate comparable commitment to this priority. This is particularly significant in this year's study given continued political pressure in specific markets which has rendered sustainability and decarbonization as difficult terms to countenance.

Meanwhile, corporate disclosures and reporting emerges as the second-highest priority, selected by 28% of respondents. While less universally prioritized than decarbonization, sustainability reporting clearly represents an increasingly critical organizational focus, driven substantially by regulatory requirements.

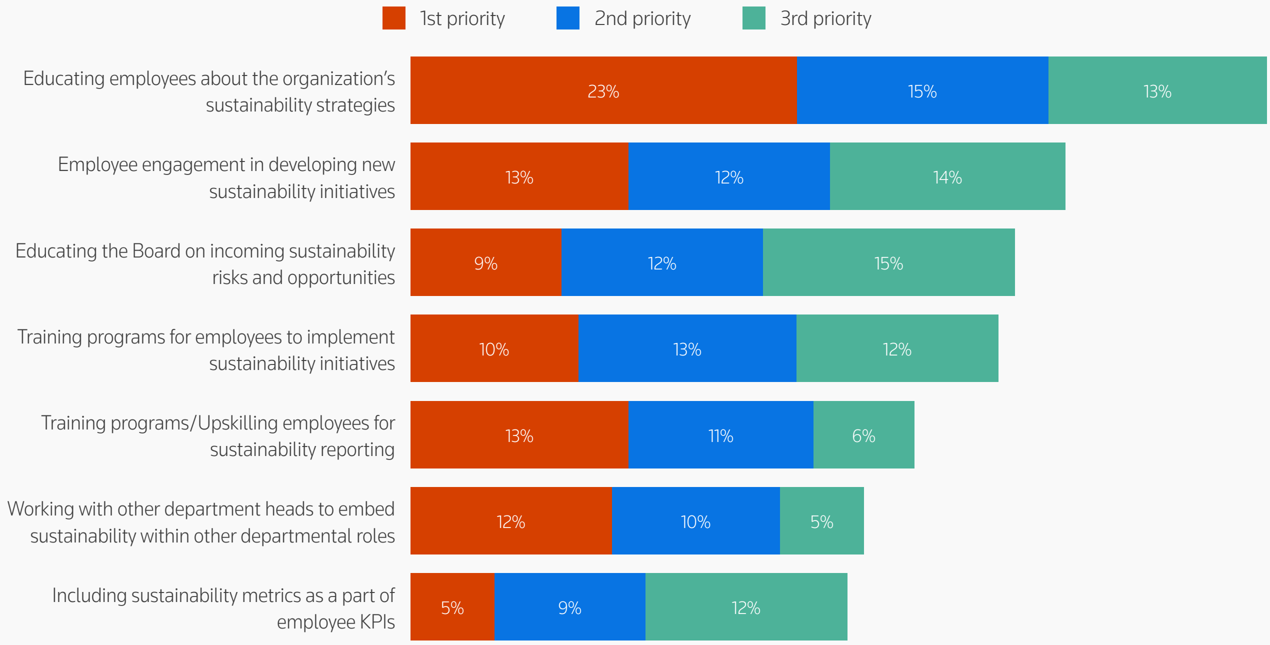
MALIK NALIK/ADOBE STOCK

As *Figure 6* demonstrates, our research highlights the critical importance of workforce capability development for sustainability delivery, with particular emphasis on reskilling and upskilling existing personnel. This approach represents the most frequently selected method for preparing workforces to implement sustainability strategies, identified by a substantial majority of respondents.

Figure 6

Organizations prioritize internal capability development over external hiring

Share of survey respondents indicating how their organization is preparing workforces for sustainability programs



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Alongside strategic priorities, resource allocation represents a critical dimension of sustainability execution. Understanding both current spending levels and future investment trajectories provides essential context for assessing organizational commitment and capability.

Figure 7 illustrates current sustainability spending levels across organizations, revealing considerable variation in resource allocation.

As the data shows, just under half (44%) of organizations invest $250,000 or less annually on sustainability strategy implementation, while 26% invest at least $1 million each year.

While budgets may have been cut of late, sustainability professionals retain a positive outlook for the short-term future. A majority of respondents (58%) anticipate increased spending on sustainability strategies over the next three years.

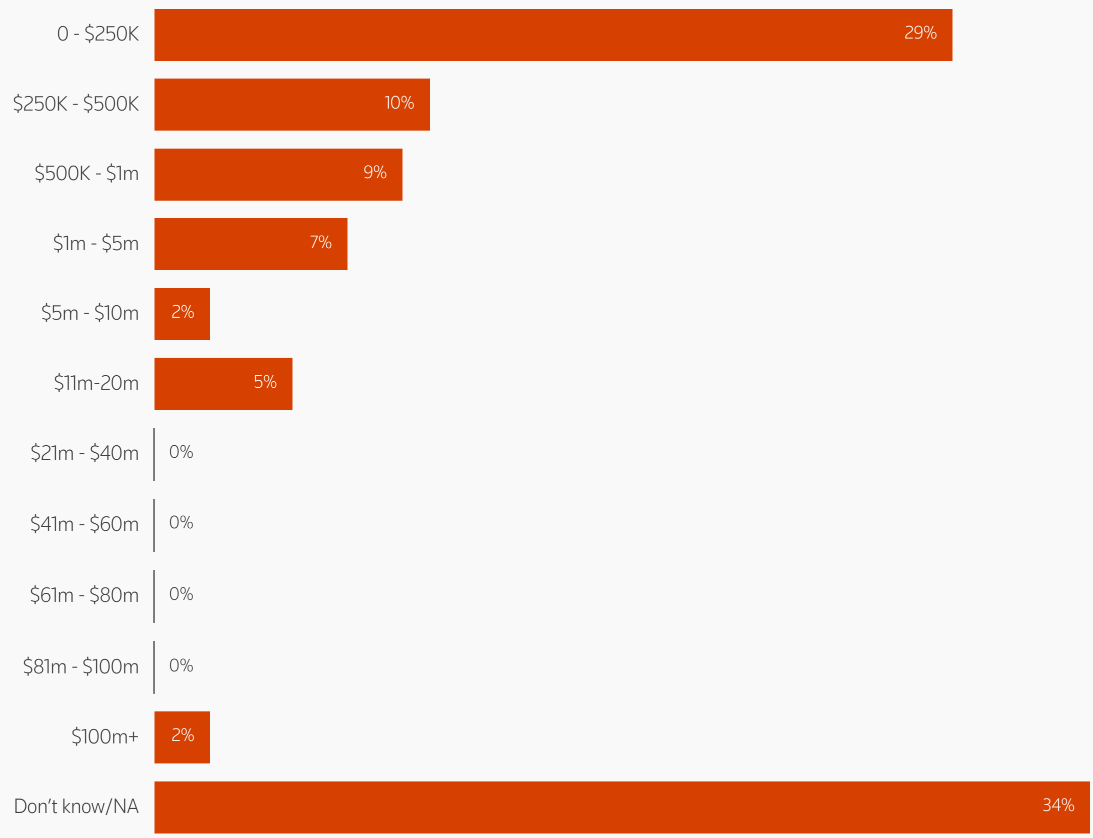
While a clear majority expects budget growth, anticipated increases continues to be modest. The largest share of respondents (46%) who expect budget increases forecast growth of 6 - 10% over three years, with a further 25% anticipating increases of 5% or less. Combined, 71% of those expecting increases project growth of 10% or less over the next three years.

These findings suggest a measured approach to sustainability investment. While organizations still recognize the increasing importance of sustainability, there is a common perception of the need to balance competing organizational priorities and resource constraints.

Figure 7

Sustainability budgets vary substantially across organizations

Share of respondents indicating annual organizational spending on sustainability strategy implementation



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ENERGY & DECARBONIZATION STRATEGIES

As energy and decarbonization continues to represent the foremost priority for a majority of organizations today, understanding the specific strategies organizations are pursuing becomes critically important.

As *Figure 8* shows, two leading strategies emerge for decarbonizing operations: increasing operational efficiency of existing processes and investment in renewable energy. These strategies are selected by 46% and 42% of respondents respectively, establishing them as the clear frontrunners among decarbonization approaches.

The prominence of these two strategies can be seen to reflect the pragmatic approaches taken to reduce emissions.

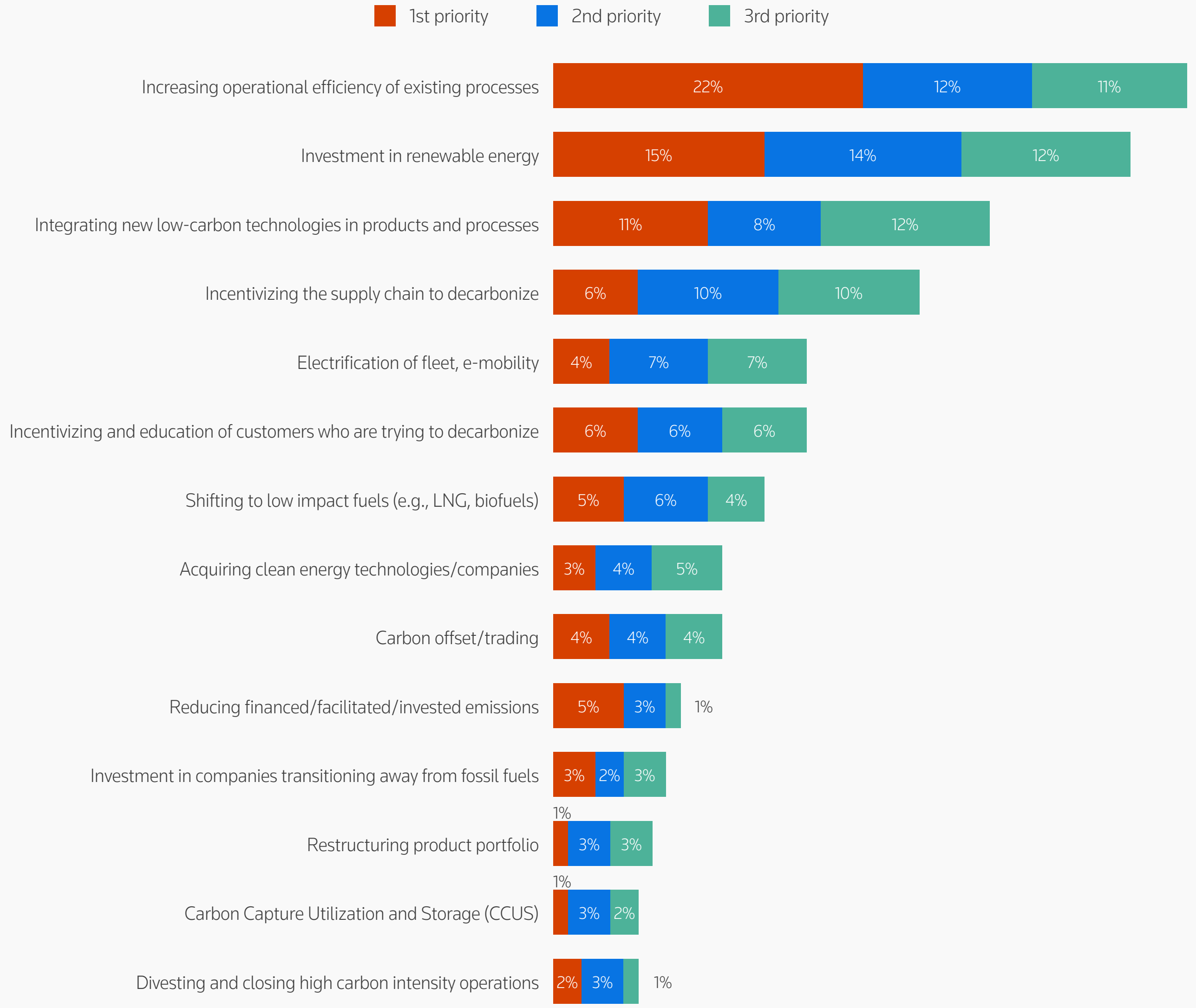
ACTIONABLE INSIGHTS

- **Operational efficiency improvements and renewable energy investments represent the two dominant strategies for decarbonization, maintaining their positions from previous years while showing slight shifts in relative priorities.**
- **Engaging the supply chain on decarbonization is becoming increasingly important, with 25% of respondents prioritizing supplier incentivization, indicating growing recognition of the need to understand Scope 3 emissions.**
- **Organizations are primarily measuring success through emissions reductions across Scopes 1, 2, and 3, with 68% tracking Scope 1 reductions, 62% monitoring Scope 2, and 54% measuring Scope 3 emissions.**

Figure 8

Operational efficiency and renewable energy investments lead decarbonization strategies

Share of respondents identifying specific strategies for energy and decarbonization, ranked 1st, 2nd, and 3rd



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Enhancing operational efficiency and transitioning to renewable energy represent the most direct pathways to rapid decarbonization.

Integrating new low-carbon technologies in products and processes follows as the third most common strategy, selected by around one-third (32%) of respondents. This indicates that beyond immediate operational changes, organizations are pursuing longer-term technological transformation in order to decarbonize.

Further down the strategy list an important development emerges in supply chain engagement. A quarter of respondents (25%) have identified incentivizing suppliers to decarbonize as a strategic priority, another recognition of the need to report Scope 3 emissions accurately.

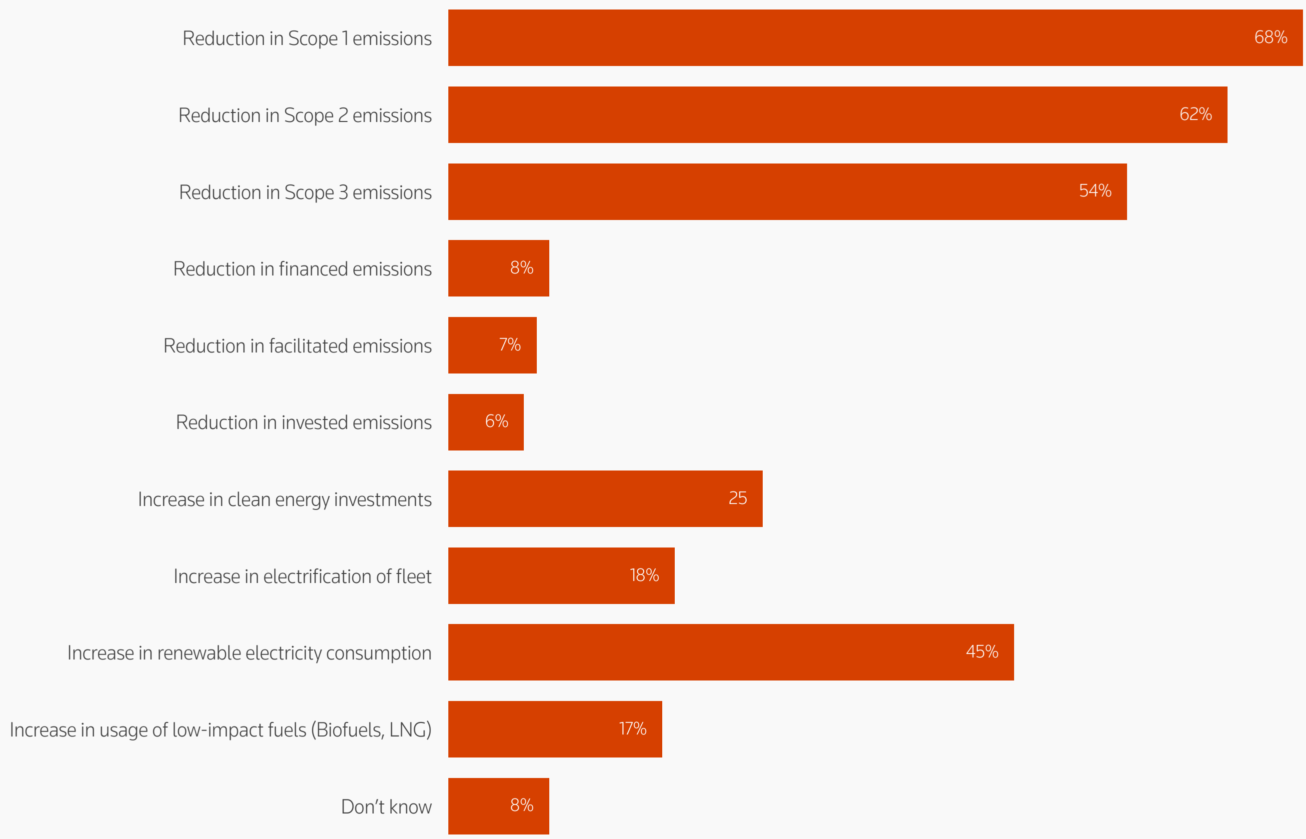
MEASURING FOR DECARBONIZATION SUCCESS

When examining metrics for success, emissions reductions unsurprisingly dominate organizational measurement approaches, as illustrated in *Figure 9*.

Figure 9

Scope 1 and Scope 2 emissions reductions are the primary success metrics

Share of respondents identifying specific metrics for tracking progress on energy and decarbonization strategies



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The data reveals that just over two-thirds (68%) of respondents track Scope 1 emission reductions, 62% monitor Scope 2 reductions, and 54% measure Scope 3 emissions. This progressive decline across scopes likely reflects both the increasing difficulty of measurement and the varying regulatory requirements organizations face.

However, that more than half of organizations responding to our survey actively measure Scope 3 emissions today could be seen as a watershed moment.

An interesting distinction emerges between metrics focused on renewable electricity consumption (45% of respondents) and direct investment in clean energy (25%). This suggests that organizations now more commonly procure renewable energy from external producers rather than investing in generating capacity themselves, indicative of fiscal pressures and a shift away from capital-intensive approaches, as well as the continued rollback of clean energy incentives globally.

54%

share of respondents using Scope 3 emissions to measure success, the same as in last year's study

NET ZERO COMMITMENTS AND EVOLUTION

Our research also examines the status of Net Zero commitments, which have received considerable attention in recent years. As *Figure 10* shows, organizational approaches to Net Zero demonstrate both continuity and evolution.

Nearly two-thirds (64%) of respondents report that their organizations remain committed to Net Zero emissions with unchanged target years, demonstrating continued commitment despite recent public debate about the feasibility and appropriateness of Net Zero targets. Notably, 13% indicate their organizations remain committed to Net Zero but have adjusted timelines or stopped specifying target years, suggesting a recalibration of ambition or timeline expectations.

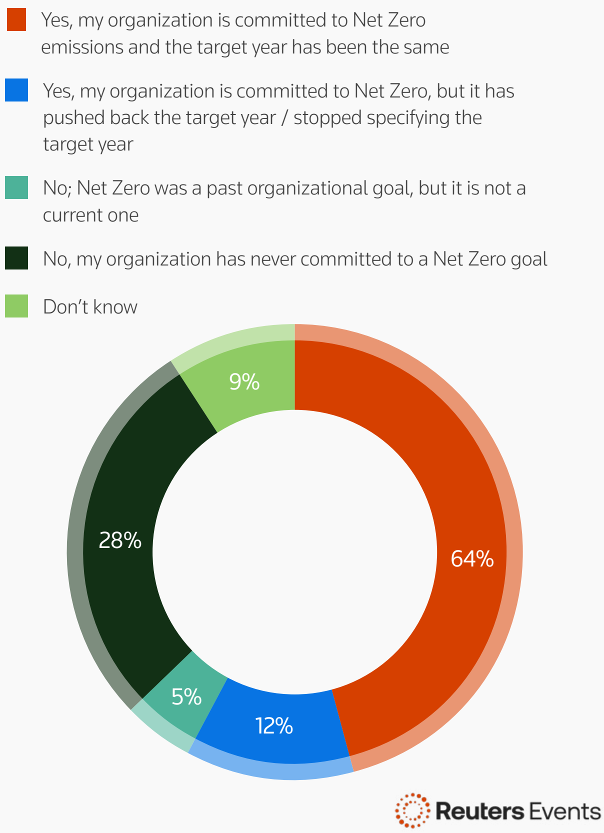
> **Nearly two-thirds (64%) of respondents said their organization remains committed to Net Zero emission and has maintained its target date.**

Among the small number of organizations that have moved away from Net Zero as an overarching goal, alternative frameworks remain undeveloped. Three-quarters of these organizations have not yet established replacement goals, though some have adopted Science Based Targets initiative (SBTi) aligned targets or focused on specific objectives such as waste reduction.

Figure 10

Half of organizations maintain consistent Net Zero commitments

Share of respondents indicating changes to their organization's Net Zero ambitions over the past 12 months



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WASTE & THE CIRCULAR ECONOMY

Similar to patterns observed in other strategic areas, organizations demonstrate a clear priority with regards to waste and the circular economy: recycling waste from existing operations. This strategy is identified by nearly half (45%) of respondents, maintaining its position as the leading approach in this year's study.

As *Figure 11* illustrates, recycling waste is accompanied by several other important strategies that collectively define organizational approaches to waste and circular economy.

Following recycling, three strategies show nearly equal levels of adoption: reduction in landfill waste (35%), using recycled raw materials in processes (34%) and employee engagement in waste management strategies (34%). This clustering suggests organizations are pursuing multifaceted approaches in relation to the circular economy.

Providing recyclable or reusable product and packaging options to customers represents another important strategy, selected by

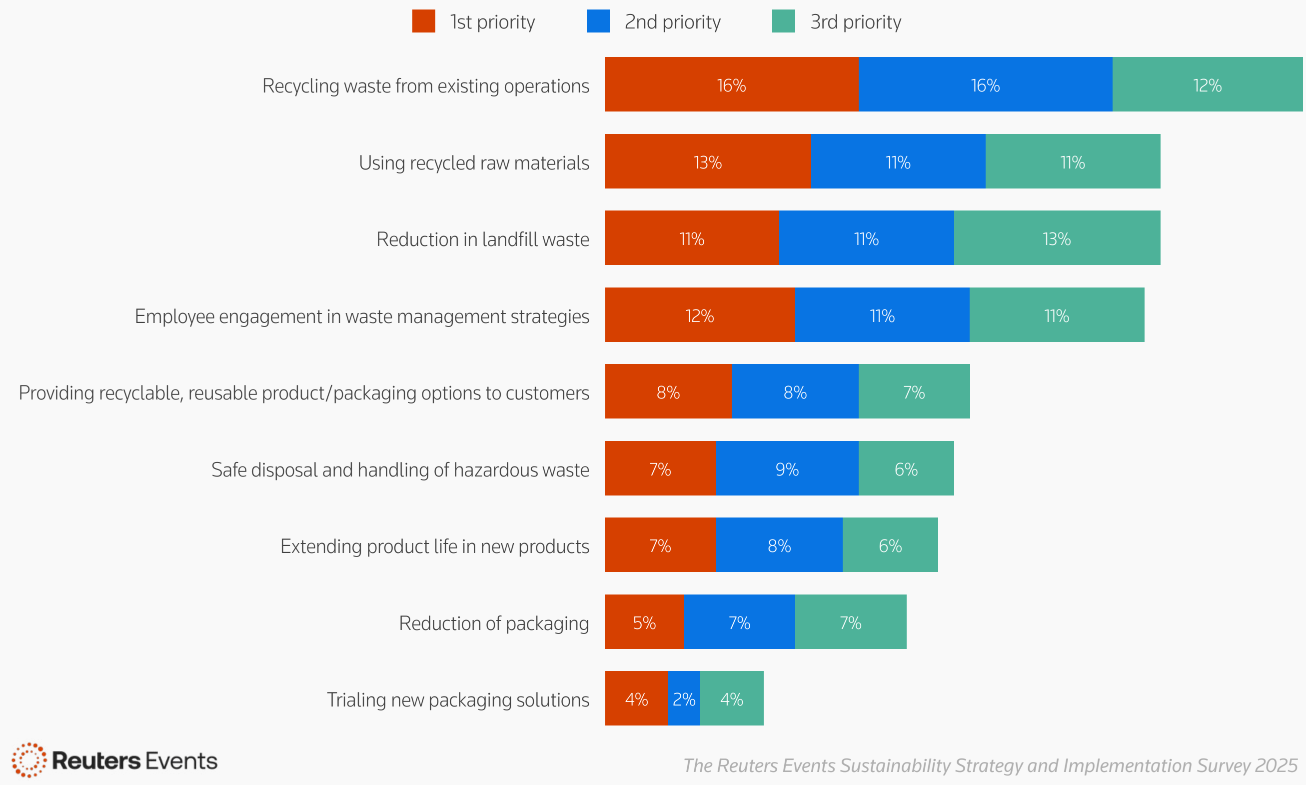
ACTIONABLE INSIGHTS

- **Recycling waste from existing operations remains the dominant strategy, selected by 45% of respondents, demonstrating continued focus on this foundational approach.**
- **Organizations are pursuing multiple parallel strategies for waste management and circular economy, including reducing landfill waste (35%), using recycled raw materials (34%), and engaging employees in waste management (34%).**
- **The diversity of approaches selected by respondents suggests that circular economy strategies remain highly context-dependent, varying by industry, operational model, and organizational priorities.**

Figure 11

Recycling, landfill reduction, and use of recycled materials lead circular economy strategies

Share of respondents identifying strategies for waste and the circular economy, ranked 1st, 2nd, and 3rd priorities



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23% of respondents. Meanwhile, safe disposal and handling of hazardous waste (22%), extending product life in new products (21%), and reduction of packaging (19%) represent additional tactical approaches that organizations are pursuing based on their specific contexts and operational characteristics.

Organizations are primarily measuring success in waste and circular economy initiatives through reductions in landfill waste and single-use plastics, though our current data would benefit from more detailed analysis of specific metrics and measurement approaches.

The diversity of strategic approaches in this domain reflects the context-dependent nature of waste and circular economy challenges. Different industries, operational models and product types necessitate tailored strategies, explaining why multiple approaches are equally popular, rather than one or two overwhelmingly dominant strategies.

48%

share of respondents whose organization is prioritizing recycling waste from existing operations

HUMAN RIGHTS, SOCIAL ISSUES & DEI

Addressing human rights, social issues, and diversity, equity and inclusion (DEI) within business environments presents multifaceted challenges. These domains often require nuanced approaches that extend beyond the straightforward operational interventions that may suffice in other sustainability areas.

However, as *Figure 12* demonstrates, our respondents have identified one considerably popular strategy for this domain: workforce diversity, equity, and inclusion targets. This strategy is prioritized by nearly half (45%) of respondents, with 21% identifying it as their top priority.

Remarkably, the prominence of DEI targets as a strategic priority shows no year-on-year contraction, despite well-publicized opposition to DEI initiatives in certain markets, particularly the United States. The sustained prioritization of workforce DEI targets suggests that organizational leadership continues to recognize the strategic value of these initiatives regardless of external criticism, and remain committed to them as a result.

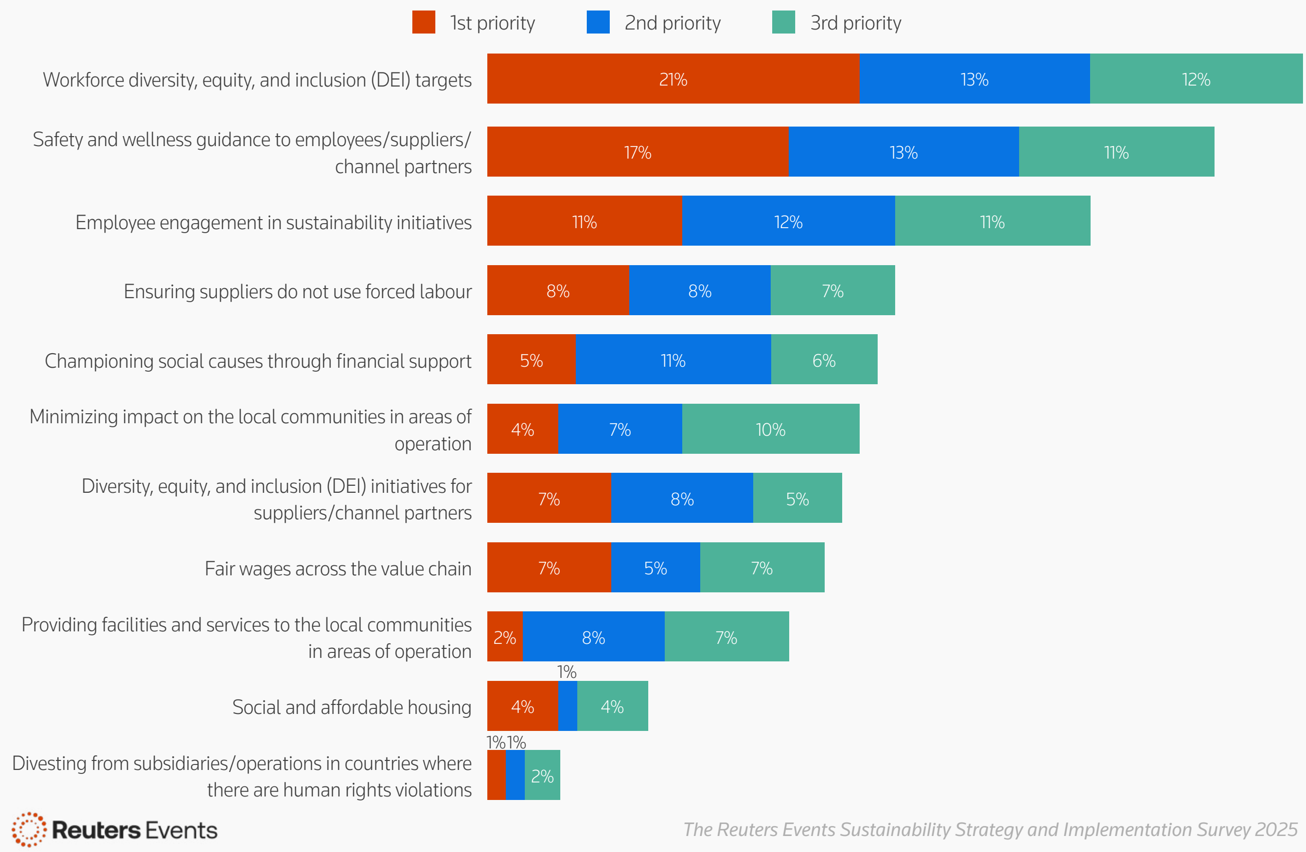
ACTIONABLE INSIGHTS

- **Workforce diversity, equity, and inclusion (DEI) targets demonstrate remarkable resilience as a strategic priority despite political pressure, selected by 45% of respondents.**
- **The majority of organizations (54%) are continuing existing DEI programs without changes, while 20% have actually expanded their programs, demonstrating sustained organizational commitment.**
- **Safety and wellness guidance to stakeholders represents an important complementary priority, selected by 40% of respondents, though adoption appears more concentrated among larger organizations.**

Figure 12

Workforce DEI targets remain the leading strategy despite public backlash

Share of respondents identifying strategies for human rights and social issues, ranked 1st, 2nd, and 3rd priorities



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Safety and wellness guidance for employees, suppliers, and channel partners emerges as the second most common strategy, selected by 40% of respondents, followed by employee engagement in sustainability initiatives (34%). Together, these top three strategies have maintained their relative positions from previous years, indicating stability in how organizations approach human rights and social issues.

Examining our data more closely reveals additional important insights. When respondents were asked directly about changes to DEI programs, more than half (54%) indicated their organizations are continuing existing programs without modification, while 20% actually reported expanding such programs. Only six percent said their organization had reduced the scope of DEI programs, while just three percent said they had been disbanded altogether.

These findings provide compelling evidence that despite backlash in certain quarters, organizational commitment to DEI remains robust. The data is further supported by research conducted by Morning Consult in early 2024, which found that 82% of executives consider diversity initiatives critical to their strategies, with more than two-thirds expecting these efforts to increase in importance in coming years.

Regarding rebranding of DEI programs, nearly two-thirds (64%) of respondents indicate their organizations have not rebranded programs, while 22% report they have undertaken rebranding efforts. This suggests that while some organizations are adjusting nomenclature or positioning, the substantial majority continue with existing program structures and branding.

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NATURE, BIODIVERSITY & WATER STEWARDSHIP

NATURE AND BIODIVERSITY

As sustainability practitioners expand their focus beyond arbon emissions, nature and biodiversity are receiving increased attention. However, as our research reveals, organizational strategies in this domain show considerably more variation than in other, more established areas such as energy and decarbonization.

Figure 13 illustrates the diversity of approaches organizations are pursuing for nature and biodiversity.

Responsible sourcing of raw materials and ingredients emerges as the leading strategy, identified by 38% of respondents. This is followed closely by monitoring of biodiversity risks (34%), working with local and indigenous communities to protect nature and biodiversity (30%), and providing financial support to encourage sustainable practices among business partners (28%).

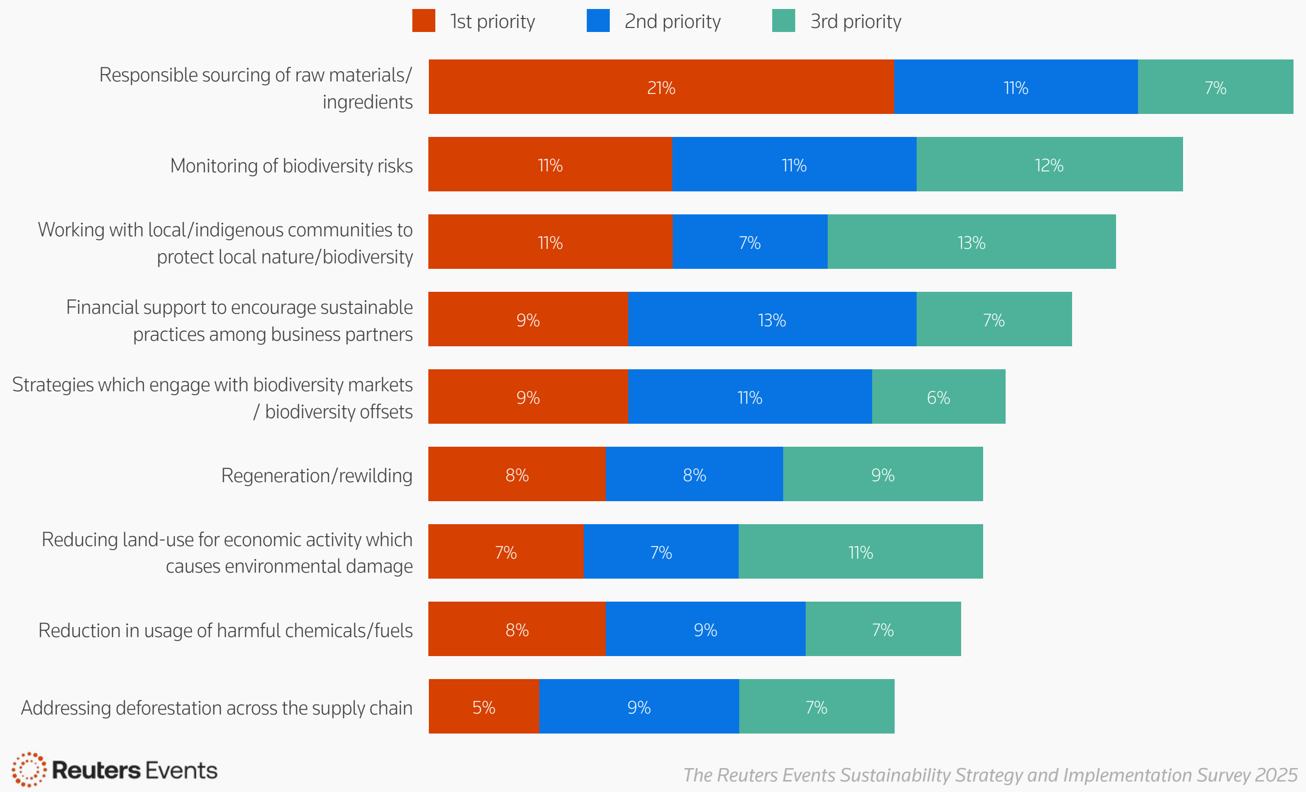
ACTIONABLE INSIGHTS

- **Nature and biodiversity strategies show considerable diversity with no single dominant approach: the leading strategy (responsible sourcing) is selected by 38% of respondents, followed closely by several other approaches.**
- **Water stewardship demonstrates clearer strategic priorities, with water treatment and recycling (70%) and reducing water consumption (60%) representing the two dominant approaches.**
- **The relative nascence of nature and biodiversity as an organizational priority is reflected in the distribution of strategies, suggesting this remains an area where best practices are still emerging.**

Figure 13

Nature and biodiversity strategies demonstrate considerable diversity

Share of respondents identifying strategies for nature and biodiversity, ranked 1st, 2nd, and 3rd priorities



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Notably, no single strategy demonstrates the dominance we observe in other areas of sustainability strategy. Instead, we see nine different approaches selected by between 21% and 38% of respondents, suggesting that nature and biodiversity strategies remain highly dependent on organization context and tailored to specific operational circumstances, industries, and geographic contexts.

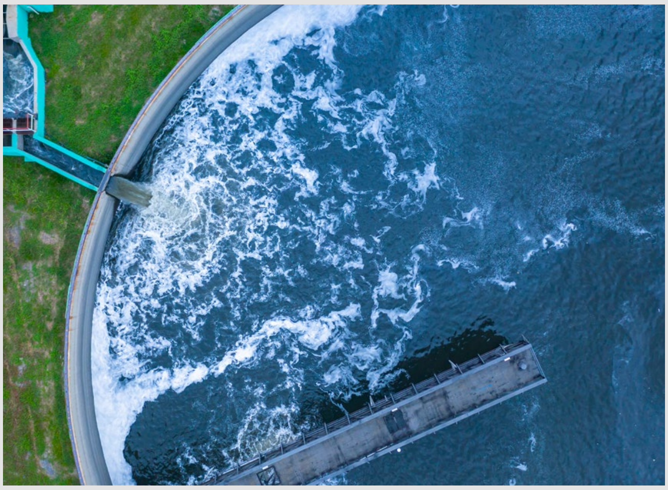
This diversity likely reflects both the complexity of nature and biodiversity challenges and the relative nascence of this as an organizational priority compared to more established sustainability domains. As regulatory frameworks continue to develop and best practices emerge, we may observe greater convergence in strategic approaches over time.

WATER STEWARDSHIP

In contrast to the diversity observed in nature and biodiversity strategies, water stewardship demonstrates clearer strategic priorities, as illustrated in *Figure 14*.

Water treatment and recycling represents the dominant strategy, selected by 70% of respondents focusing on water stewardship. Reducing water consumption in existing operations follows as the second-leading approach, identified by 60% of respondents.

Improving water management throughout the supply chain (49%) and improving water infrastructure in communities where organizations operate (46%) represent additional important strategies, suggesting that organizations recognize water stewardship extends beyond their immediate operations to encompass broader ecosystem and community impacts.



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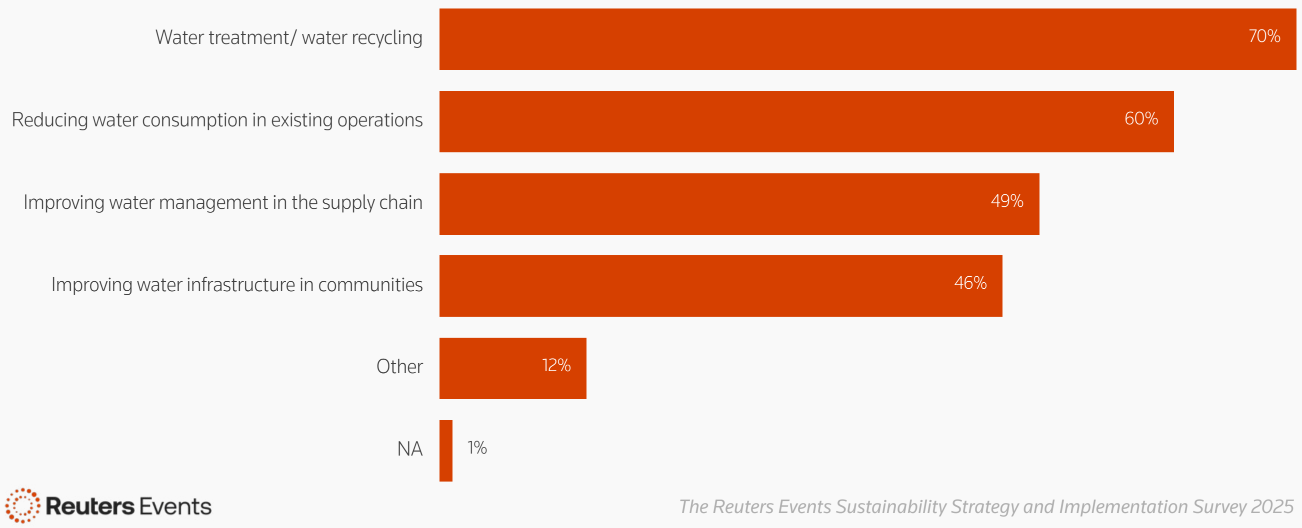
> **Water treatment and recycling remains the dominant strategy for improving water stewardship.**

The relative clarity of priorities in water stewardship, compared to the diversity in nature and biodiversity strategies, may reflect the more direct operational impacts of water consumption and the clearer metrics available for measurement and management in this domain.

Figure 14

Water treatment and consumption reduction dominate water stewardship strategies

Share of respondents identifying key strategies for water stewardship



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METHODOLOGY

The Reuters Events Sustainability Strategy and Implementation Survey 2025 was conducted in the third quarter of 2025, engaging sustainability professionals and practitioners across industries including professional and business services, energy, manufacturing, not-for-profit organizations, technology, banking, education, food and beverage, healthcare, software, mining and materials, investment institutions, insurance, construction and infrastructure, public sector and government, media, agriculture and fishing, hospitality, legal services, pharmaceuticals, real estate, chemicals, transportation, telecommunications, logistics, utilities, FMCG, retail, automotive, and supply chain management.

The survey engaged sustainability professionals at various organizational levels. A substantial share of respondents hold leadership, board, or senior management positions with responsibilities spanning multiple organizational functions. The survey captured perspectives from practitioners directly involved in developing, measuring, implementing, and overseeing sustainability strategies within their organizations.

Organizational diversity characterizes our respondent base. The majority of participants (approximately 56-69% depending on the specific sample) represent private companies, with publicly traded companies comprising approximately 13-26% of respondents. Voluntary organizations, NGOs, and third sector organizations account for approximately 10-15% of participants, while government and state-owned entities represent smaller shares of the total.

Our respondents represent organizations with diverse revenue profiles. Organizations span from small enterprises with revenues under $1 million to large corporations with revenues exceeding $100 billion. Approximately 17% of respondents represent organizations with revenues under $1 million, while approximately 33-38% represent organizations with revenues exceeding $1 billion.

Employee headcount similarly varies substantially across responding organizations, ranging from small teams to enterprises employing tens of thousands of individuals.

Geographically, respondents represent organizations operating across multiple regions. Approximately 61% of respondents indicate their organizations operate in Europe, 53% in North America, 47% in Asia, 36% in Africa, 34% in Central and South America, 33% in the Middle East, and 30% in Australasia. Many organizations operate across multiple regions.

DATA COLLECTION

Data was gathered through web-based surveys designed and implemented following rigorous market research guidelines and principles. Survey design incorporated both quantitative metrics and opportunities for qualitative input where appropriate.