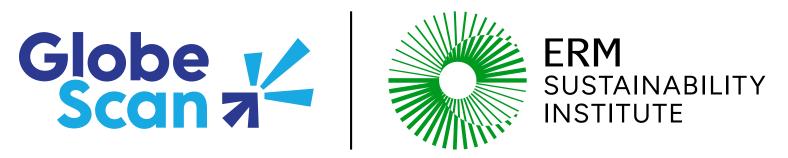
## Sustainability Leaders 2024

June 2024



THE GLOBESCAN / ERM SUSTAINABILITY INSTITUTE RESEARCH PROGRAM



### Contents

Introduction Survey methodology Key findings Urgency of sustainability challenges Breakthrough sustainability developm Backlash against the sustainability ag Government leaders NGO leaders Corporate leaders Regional corporate leadership Sector performance on sustainability About and acknowledgements



|       | 3  |
|-------|----|
|       | 4  |
|       | 5  |
|       | 6  |
| ments | 9  |
| genda | 16 |
|       | 19 |
|       | 23 |
|       | 27 |
|       | 33 |
|       | 35 |
|       | 40 |





## Introduction

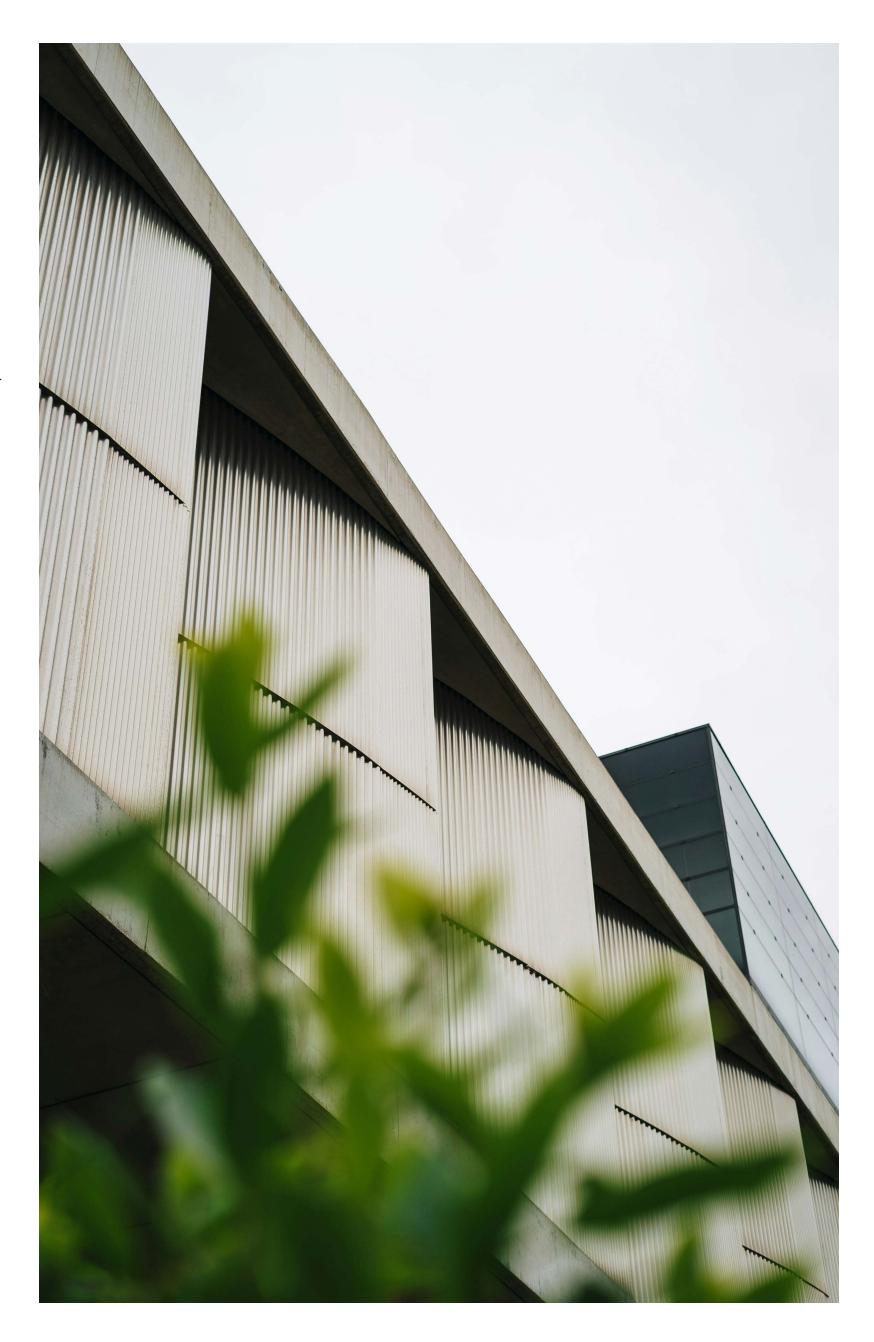
The GlobeScan / ERM Sustainability Institute Leaders Survey captures the perspectives of hundreds of sustainability experts worldwide on the priorities and forces shaping the sustainable development agenda. The survey explores sustainability leadership across governments, NGOs, and companies, tracking priority issues as well as the most important recent developments. This year's iteration was conducted between April 4 and May 30, 2024, and includes responses from approximately 500 sustainability experts across more than 60 countries.

While climate continues to be identified as the most important sustainability challenge, new factors are influencing the way respondents answer the survey. Experts agree that the expansion of sustainabilityrelated legislation and regulation along with the creation and uptake of frameworks and standards are the most positive developments in the sustainability landscape over the past year. The research also identifies significant pushback against sustainability and ESG that some say is hindering progress. This pushback is most concentrated in North America, while other regions report less resistance to efforts to advance sustainability.

Corporate sustainability leadership continues to be defined by companies such as Patagonia, Unilever, Natura &Co., IKEA, and Interface. According to experts, the common thread among these corporate leaders is their ability to effectively integrate sustainability and demonstrate real impact and action along with their focus on supply chain issues. Governments such as Sweden, Germany, and Denmark are widely considered to be sustainability leaders, while the World Wildlife Fund is again the clear-cut leader in the NGO space.



Expanding sustainability-related legislation and standards is raising the bar for best practice. Leading organizations will need to translate compliance into tangible action to maximize impact while maintaining their positions as leaders. The evolving sustainability landscape demands an innovative yet unified approach from governments, NGOs, and corporates to continue driving progress. Collaboration among leaders will be essential to address the dynamic and multifaceted nature of sustainability issues and ensure a resilient and sustainable future for all.



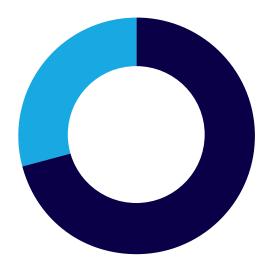


## **Survey methodology**

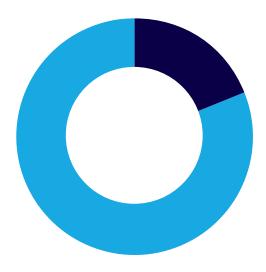
A total of 484 qualified sustainability experts completed the online questionnaire from April 4<sup>th</sup> to May 30<sup>th</sup>, 2024. The survey was offered to respondents in Arabic, Chinese, French, Portuguese, Spanish, in addition to English.

### Experience

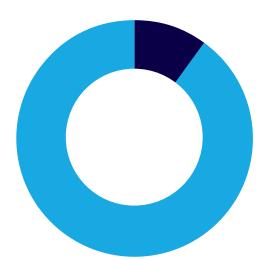
Respondents have the following experience working on sustainability issues:



71% More than 10 years



19% 5 to 10 years

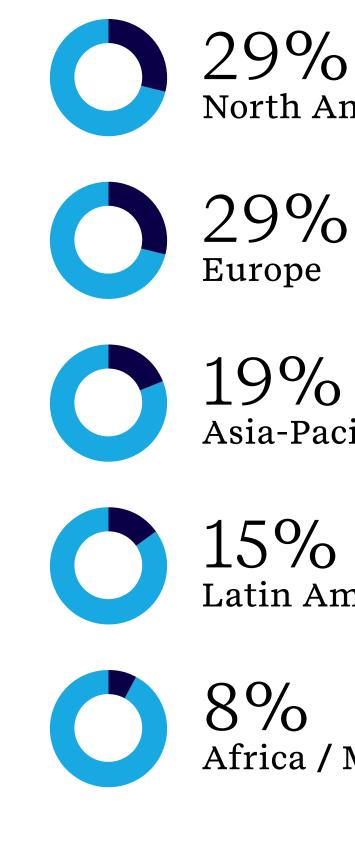


10%3 to 4 years



### Geography

Experts surveyed span 65 countries in the following regions:



North America

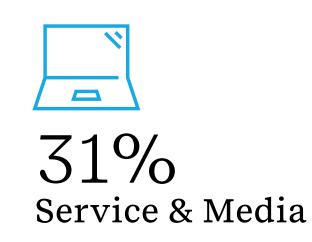
Asia-Pacific

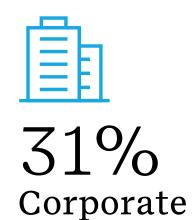
Latin America / Caribbean

Africa / Middle East

### **Sectors**

Respondents were drawn from the following sectors:





14% Academic & Research



5% Government



Sustainability 4 Leaders 2024







## **Key findings**

### **Experts continue to rate climate** change as the most urgent sustainability challenge.

Related issues of biodiversity loss, deforestation, and water scarcity are also seen as being among the most urgent sustainability issues while the perceived urgency of food security and water pollution has increased compared to 2023. The perceived urgency of food security has increased substantially over the past five years, suggesting the growing importance of this challenge that is deeply connected to climate change, water scarcity, and other interrelated sustainability challenges.

### Legislation promoting sustainability is viewed as the most important positive development in the past year.

New sustainability disclosure standards, together with a range of actions around climate, nature, and specifically renewables and low-carbon initiatives are also viewed as important recent developments.

### More than half of experts say there is a significant backlash against the sustainability agenda.

Over eight in ten North American experts claim there is currently a backlash, while those based in other regions are less convinced. Although respondents are split on whether a backlash will slow the transition to sustainability, experts based in North America, Europe, and Latin America and the Caribbean are much more likely than those in other regions to say that there will be a negative impact.

### Sweden is recognized by experts as the leading government when it comes to advancing sustainable development.

The Nordic countries and Germany dominate recognition for sustainability leadership, with Norway and Finland also likely to be top-of-mind as sustainability leaders along with Sweden and Germany. Costa Rica stands out as a recognized leading government from Latin America.



### **World Wildlife Fund continues** to be the most recognized NGO leading on sustainable development.

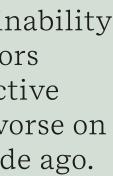
World Wildlife Fund has remained the most recognized NGO among our panel of sustainability experts over the past decade. Greenpeace, The Nature Conservancy, and World Resources Institute also continue to be recognized as leading NGOs.

### Patagonia is cited by onethird of experts as a corporate sustainability leader.

One-quarter of respondents name Unilever, while just over one in ten spontaneously mention Natura &Co and IKEA. The top tier of most-recognized sustainability leaders is rounded out by Interface, Danone, Nestlé, Microsoft, Ørsted, Schneider Electric, and Tesla, among more than three hundred different companies mentioned. Integrated sustainability and demonstrating real impacts and action continue to be key drivers of recognized sustainability leadership, and experts are also increasingly mentioning a focus on the supply chain as a reason for recognition.

### The forest products and life sciences sectors are viewed most positively by experts on sustainability.

Perceptions of how well sectors are managing their transition to sustainability have improved for most of the sectors rated, but the chemicals and extractive sectors are seen to be performing worse on sustainability than they did a decade ago.





# Urgency of sustainability challenges



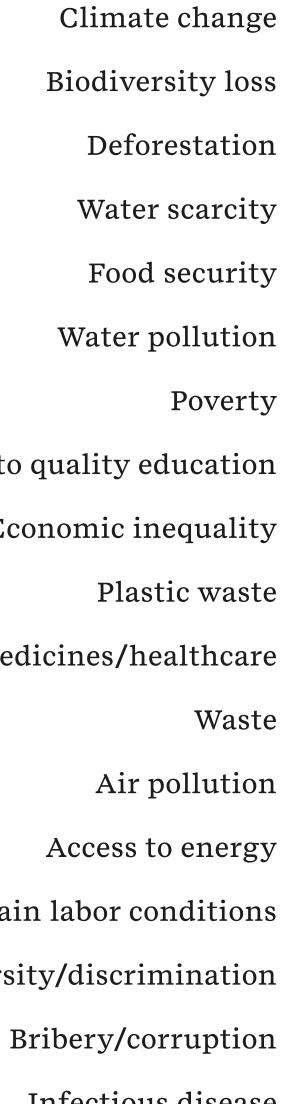
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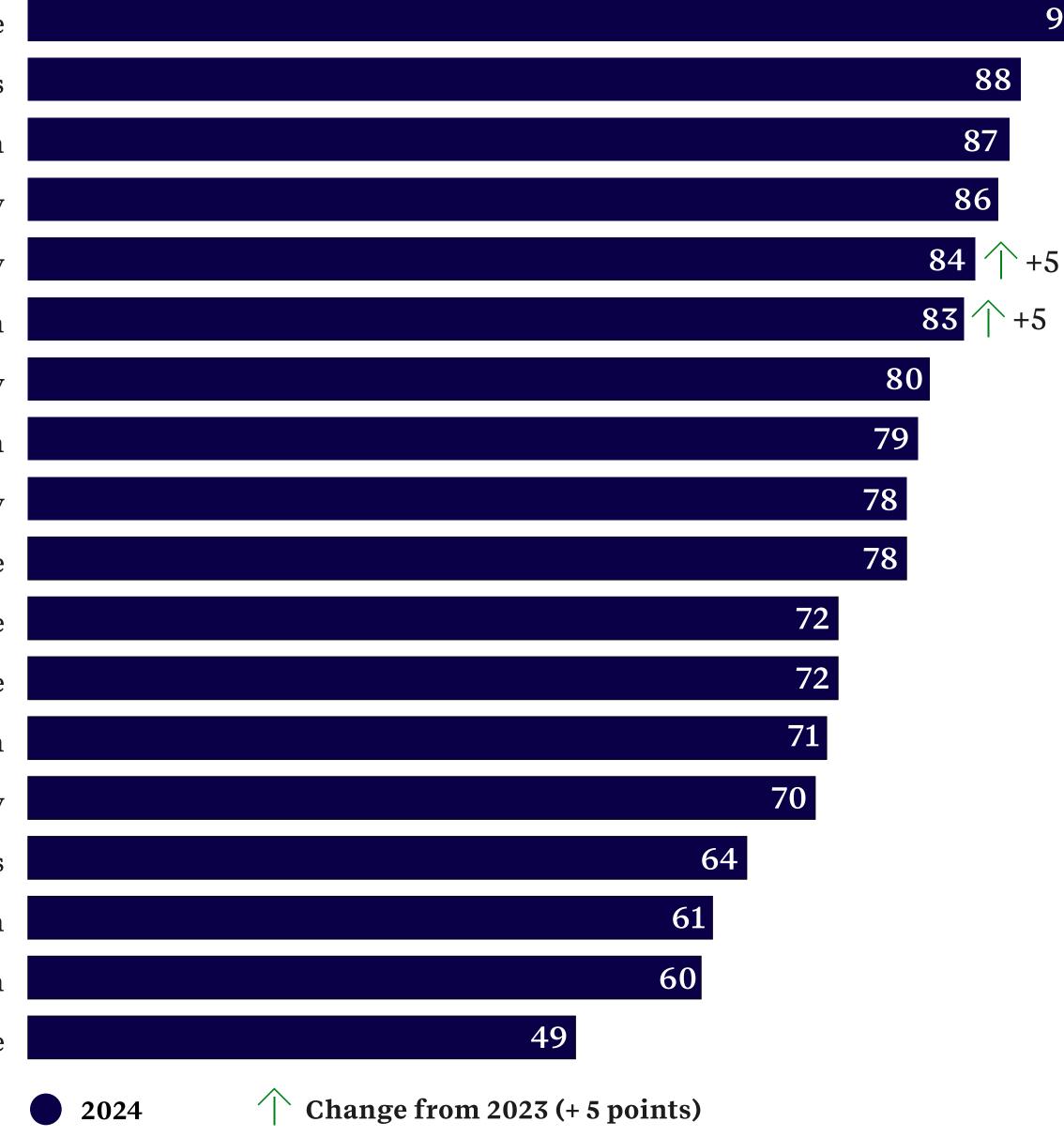


| Experts rate climate change as   | Climate                |
|--|------------------------|
| the most urgent sustainability   | Biodiver               |
| challenge  | Defor                  |
| Climate change continues to be perceived by experts as the most urgent challenge, with   | Water                  |
| biodiversity loss, deforestation, and water  | Food                   |
| scarcity again following closely behind. Food<br>security and water pollution are rated as   | Water p                |
| more urgent than last year by our panel of<br>sustainability experts. The perceived urgency of<br>other issues is similar to 2023. | Access to quality ec   |
|  | Economic in            |
| QUESTION   | Plast                  |
| Considering society's numerous sustainable development<br>challenges, please rate the urgency of each of the<br>following:         | Access to medicines/he |
| PLEASE USE A SCALE OF 1 TO 5 WHERE 1 MEANS "NOT URGENT AT ALL"<br>AND 5 MEANS "VERY URGENT."                                       | Air p                  |
|  | Access to              |
|  | Supply chain labor co  |
|  | Diversity/discrin      |
|  | Pribory/00             |

Infectious disease







<sup>%</sup> of Experts, "Urgent" (4+5), 2023–2024





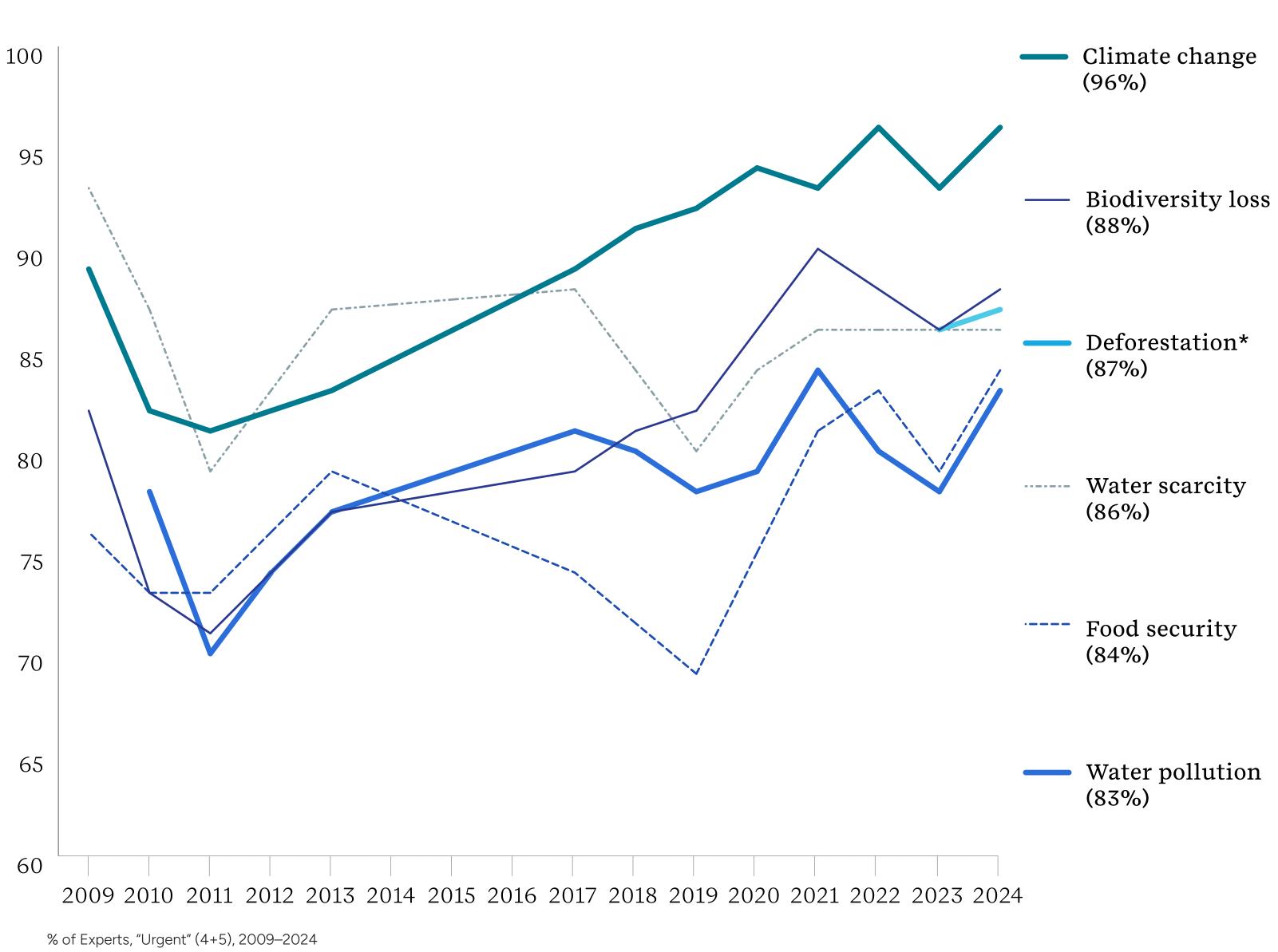
## **Perceived urgency of food security** has increased a growing climatefood nexus

Experts continue to rate the top six sustainability challenges as extremely urgent, with the perceived urgency of most of these issues having increased significantly over the past decade. There is also increased concern about water pollution and food security, with perceptions of food security as a sustainability development challenge having increased dramatically over the past five years.

### QUESTION

Considering society's numerous sustainable development challenges, please rate the urgency of each of the following:

PLEASE USE A SCALE OF 1 TO 5 WHERE 1 MEANS "NOT URGENT AT ALL" AND 5 MEANS "VERY URGENT."



\*Asked only in 2023 and 2024

















# Breakthrough sustainability developments







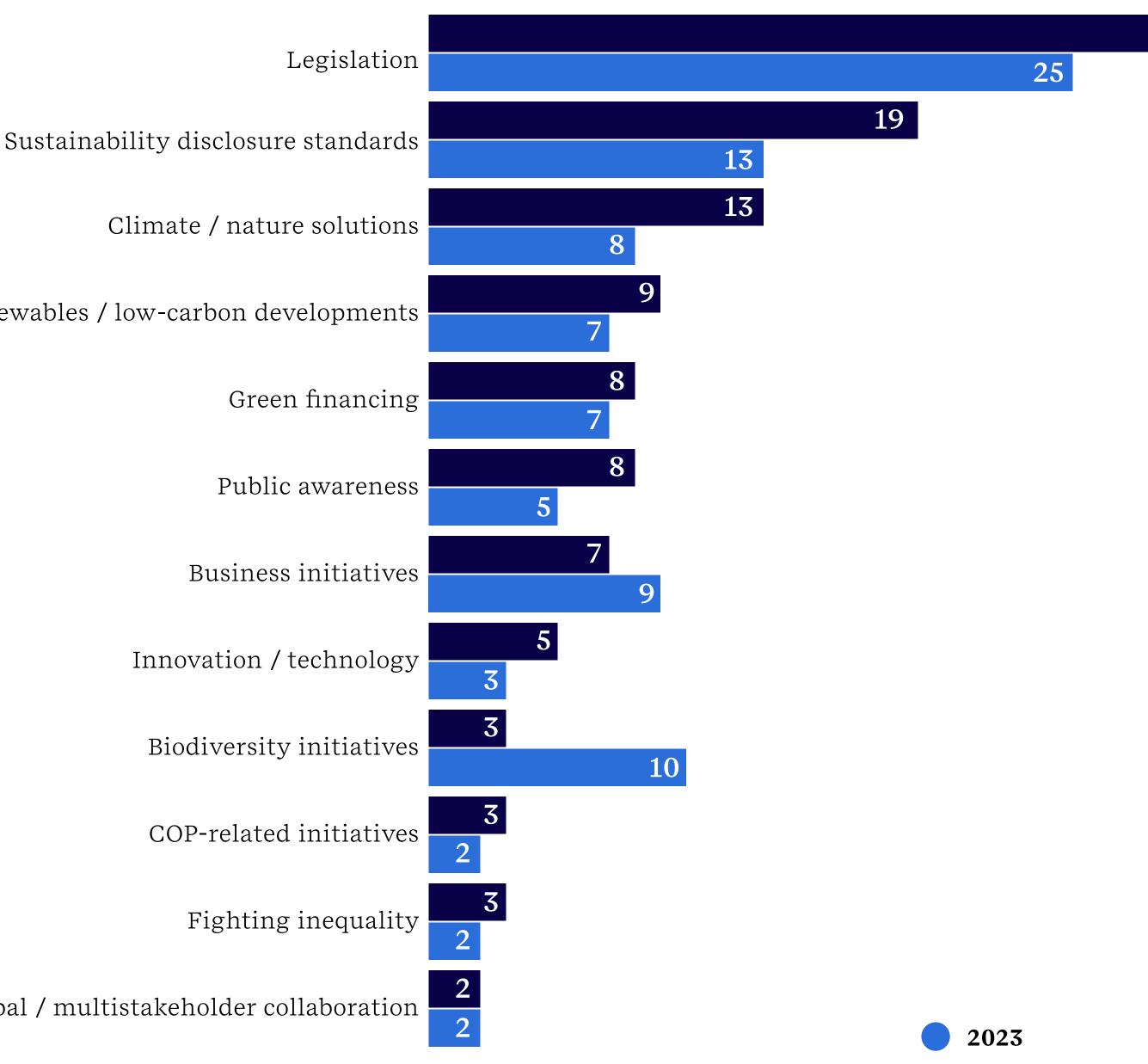
## **Increasingly, experts deem** new legislation and disclosure standards to be most significant recent sustainability developments

Similar to last year, experts again point to new legislation as having the most positive impact on the sustainability agenda in the past year, Renewables / low-carbon developments with one-third of experts now mentioning legislative action as a recent breakthrough. Experts also increasingly emphasize new sustainability disclosure standards as important for moving the agenda forward, together with a range of action around climate, nature, and specifically renewables and lowcarbon initiatives. More financing and public awareness are also seen as important positive developments in the past year.

| Biodiv |
|--------|
| COP-r  |
| Fig    |
|        |

Global / multistakeholder collaboration





% of Experts, Unprompted, 2023–2024



2024

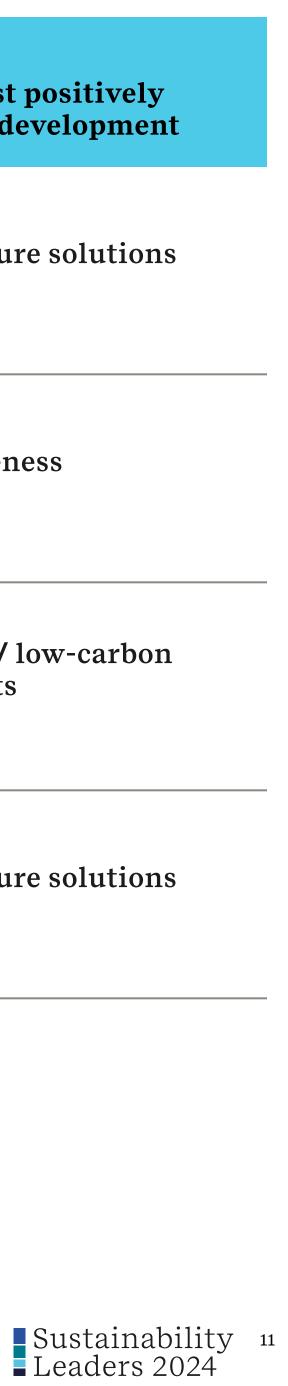


## S a S

| Legislation and emergence of<br>sustainability disclosure standards<br>are viewed as most positive  |                        | Most positively<br>viewed development | 2 <sup>nd</sup> most positively<br>viewed development | 3 <sup>rd</sup> most positively<br>viewed development        |
|---|------------------------|---------------------------------------|---|--|
| developments by experts in all<br>sectors<br>New legislation and disclosure standards are<br>recognized by experts as the most significant<br>developments across all sectors, but even more<br>so among sustainability professionals in the<br>for-profit sectors. However, experts based<br>in Africa and the Middle East instead point | NGO                    | <b>Legislation</b><br>31%             | <b>Sustainability disclosure<br/>standards</b><br>16% | <b>Climate/nature solutions</b><br>13%                       |
|   | Academia<br>& Research | <b>Legislation</b><br>28%             | <b>Sustainability disclosure<br/>standards</b><br>16% | <b>Public awareness</b><br>13%                               |
| to increased public awareness as the most<br>significant positive development.<br>QUESTION  | Corporate              | <b>Legislation</b><br>33%             | <b>Sustainability disclosure<br/>standards</b><br>24% | <b>Renewables / low-carbon</b><br><b>developments</b><br>11% |
| Over the past 12 months, what has been the most<br>significant positive action or development related to the<br>sustainability agenda? This action or development may<br>have come from the public sector, civil society, business,<br>finance and investment, or any other part of society.  | Service<br>& Media     | <b>Legislation</b><br>35%             | <b>Sustainability disclosure<br/>standards</b><br>20% | <b>Climate/nature solutions</b><br>14%                       |

% of Experts, by Sector, Unprompted, 2024 NOTE: Government sector was not included in this analysis due to small sample size





| Experts in Europe and the         |                    |
|-----------------------------------|--------------------|
| Americas highlight legislation as |                    |
| the most important development,   |                    |
| while experts in Africa and the   |                    |
| Middle East point to increased    |                    |
| public awareness and those in     |                    |
| Asia-Pacific are more likely to   | Africa /<br>Middle |
| mention new disclosure standards  |                    |
|                                   |                    |

#### QUESTION

Over the past 12 months, what has been the most significant positive action or development related to the sustainability agenda? This action or development may have come from the public sector, civil society, business, finance and investment, or any other part of society.

|                                 | Most positively<br>viewed development   | 2 <sup>nd</sup> most positively<br>viewed development   | 3 <sup>rd</sup> most positively<br>viewed development        |
|---------------------------------|---|---|--|
| Africa /<br>Middle East         | <section-header><section-header><section-header><section-header><section-header><section-header><section-header></section-header></section-header></section-header></section-header></section-header></section-header></section-header> | Legislation<br>Green financing<br>Renewables / low-carbon<br>developments<br>Climate/nature solutions<br>15% each | <b>Fighting inequality</b><br>10%                            |
| Asia-Pacific                    | Sustainability disclosure<br>standards<br>26%   | <b>Legislation</b><br>23%   | <b>Renewables / low-carbon</b><br><b>developments</b><br>12% |
| Europe                          | <b>Legislation</b><br>38%   | <b>Sustainability disclosure<br/>standards</b><br>18%   | <b>Climate/nature solutions</b><br>13%                       |
| Latin<br>America /<br>Caribbean | <b>Legislation</b><br>33%   | <b>Climate/nature solutions</b><br>25%  | <b>Green financing</b><br>13%                                |
| North<br>America                | <b>Legislation</b><br>38%   | <b>Sustainability disclosure<br/>standards</b><br>24%   | <b>Green financing</b><br>15%                                |







n ns



## **Recent positive sustainability** developments:

## **Quotes from experts**

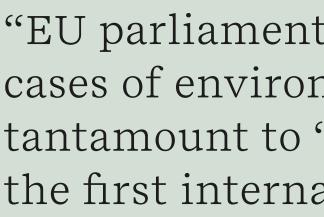
Below we share some verbatim quotes from respondents around the world on the most significant positive action or development they have observed over the past 12 months.

### QUESTION

Over the past 12 months, what has been the most significant positive action or development related to the sustainability agenda? This action or development may have come from the public sector, civil society, business, finance and investment, or any other part of society.

"Mandatory ESG disclosures in many countries, but especially in Europe, will lead to companies building their ESG strategies, leading to a more sustainable and equal planet."

- Corporate, Netherlands



- Think Tank, Egypt

"The progress of reporting and transparency on ESG and the creation of holistic and concise reports. The realization that CSR and sustainability are not PR exercises, but are critical to survival."

- Academia, India



"EU parliament criminalized serious cases of environmental damage tantamount to 'ecocide', becoming the first international body to do so."

"The scale and number of companies that signed up on the TNFD Early Adopters scheme is one of the indicators on how the private sector is feeling risks and opportunities of biodiversity loss and nature-positive transition."

- NGO, Japan







## **Recent positive sustainability** developments:

## **Quotes from experts**

Below we share some verbatim quotes from respondents around the world on the most significant positive action or development they have observed over the past 12 months.

### QUESTION

Over the past 12 months, what has been the most significant positive action or development related to the sustainability agenda? This action or development may have come from the public sector, civil society, business, finance and investment, or any other part of society.





"The launch of the Circular Economy Roadmap."

- Government, Nigeria

"Increased awareness about climate justice, with greater attention paid to inequalities in the ability to face the impacts of climate change and the equitable distribution of sustainable solutions benefits; significant commitments to achieve carbon neutrality by 2050 advancing renewable energy such as solar and wind."

- Corporate, Brazil



"The momentum behind the SBTi organization. It is seen as the goto organization for validating climate targets, and more and more companies are submitting targets for their validation."

- Corporate, UK

"Interventions by the National Green Tribunal and bolstering of its actions by the Supreme Court of India."

- Government, India

"COP28 was the most critical event where the first ever global stocktake is set to conclude."

- Corporate, Turkey











## **Recent positive sustainability** developments:

## **Quotes from experts**

Below we share some verbatim quotes from respondents around the world on the most significant positive action or development they have observed over the past 12 months.

### QUESTION

Over the past 12 months, what has been the most significant positive action or development related to the sustainability agenda? This action or development may have come from the public sector, civil society, business, finance and investment, or any other part of society.

"Civil action against large corporations exploiting our biodiverse coastlines for gas and oil. Civil cases against companies exploiting land for mining purposes by communities who wish to preserve and protect their way of life."

- Corporate, South Africa



- Corporate, Ireland

"Multiple Scientific and UN sponsored groups leading an However, in general, most governments don't really take it seriously as the majority of change – they're greedy."

– Other, USA



"Ireland's Legally Binding Climate Act has moved debate from being about an abstract target for change society are collectively trying to find solutions to meet our legal

# intellectual and evidence-based thrust to stress the importance. people don't really understand its importance and are unwilling to

"The release of the International Sustainability Standards Board reporting frameworks, IFRS 1 and IFRS 2. This hopefully will get many types of companies to report in a similar fashion (particularly those who weren't voluntarily reporting to CDP)."

- Corporate, USA

"Increasing uptake of NBS; advancements in AI related to sustainability; ongoing mainstreaming of electric vehicles; the ongoing rise of corporate finance (green bonds); overall greater recognition of nature and water in addition to climate."

- NGO, Canada





15

# Backlash against the sustainability agenda





### More than half of experts say there is a significant backlash against the sustainability agenda, especially in North America More than half of sustainability experts Academia & Research surveyed claim there is a significant backlash against the sustainability agenda in their

country (including ESG), with over eight in ten North American experts claiming this is Service & Media the case. Experts in the NGO and academic sectors are more likely to believe there is a backlash than those working in the for-profit sectors.

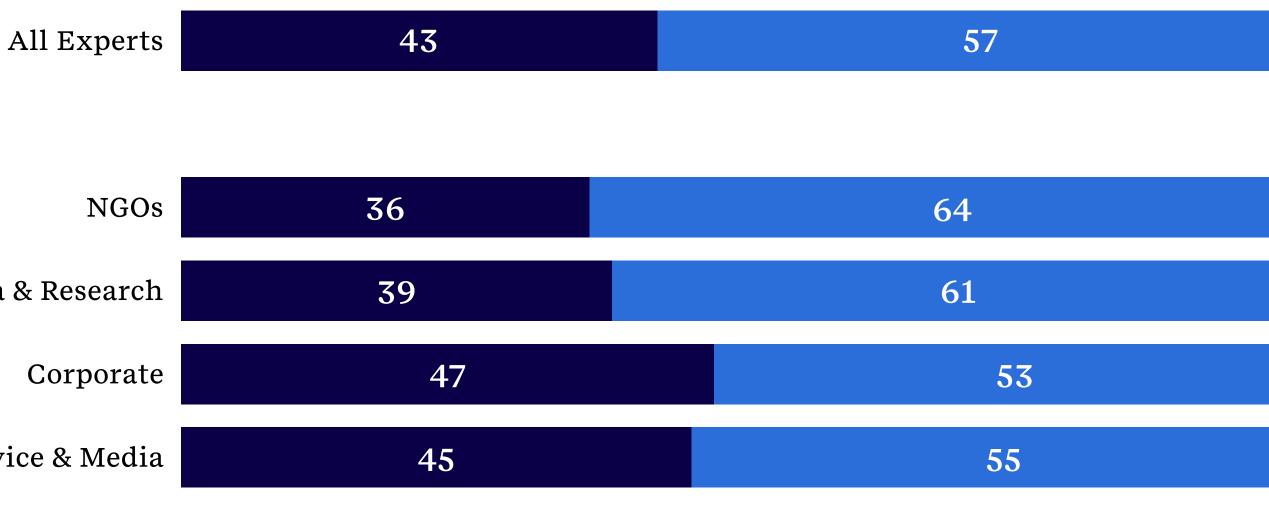
QUESTION

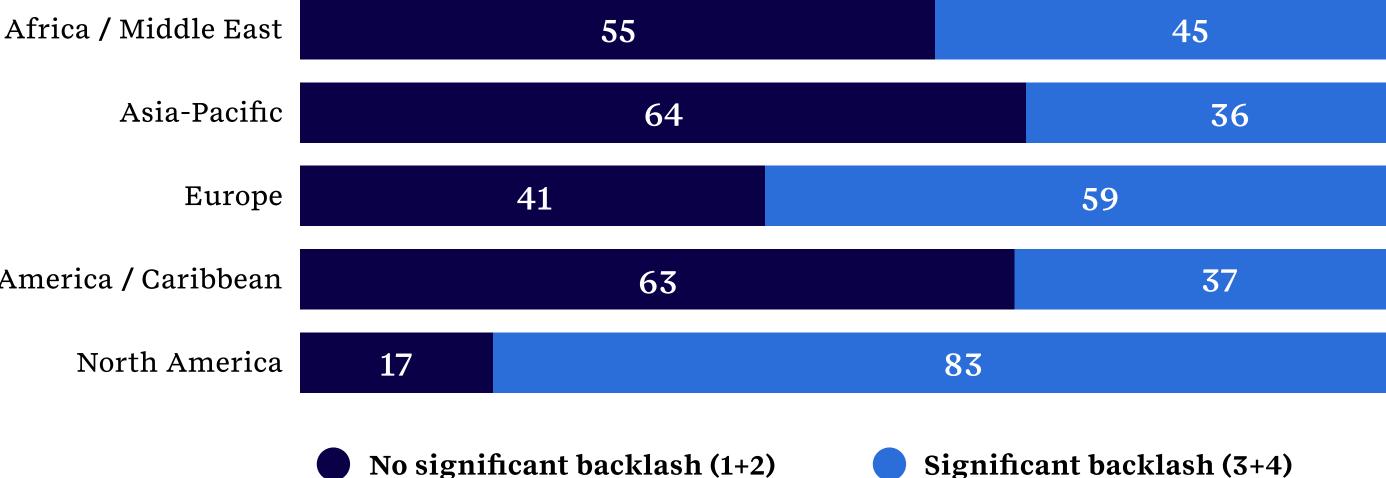
How significant do you think the current backlash against the sustainability agenda (including ESG) is in your country?

Latin America / Caribbean

North America







% of Experts, by Sector and Region, 2024







## **Experts are split on whether** backlash will impact transition to sustainability

When asked how much, if at all, a backlash against the sustainability agenda will slow down the transition to sustainability in the next few years, experts are split on believing it will have any significant impact. Experts based in North America, Europe and Latin America and the Caribbean are much more likely than those based in Asia-Pacific or Africa and the Middle East to say that the impact will slow down the transition.

### QUESTION

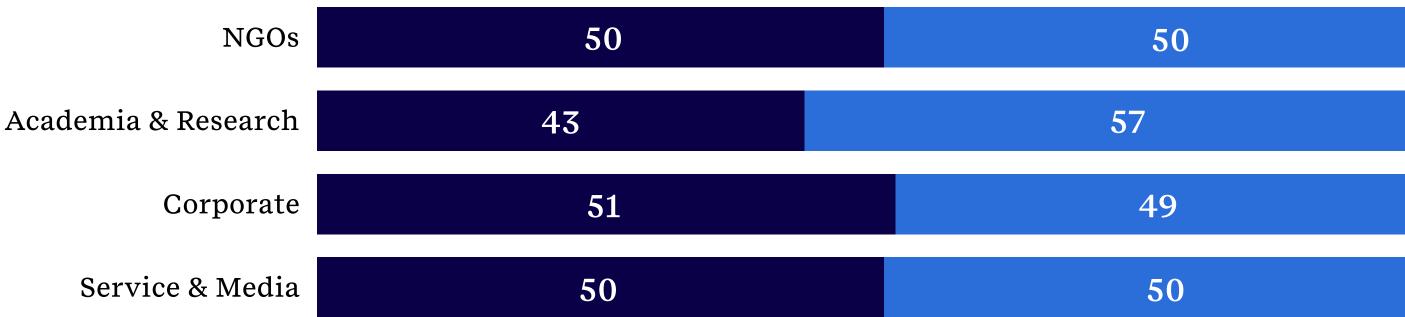
How much, if at all, do you think the backlash will slow down the transition to sustainability in the next few years?

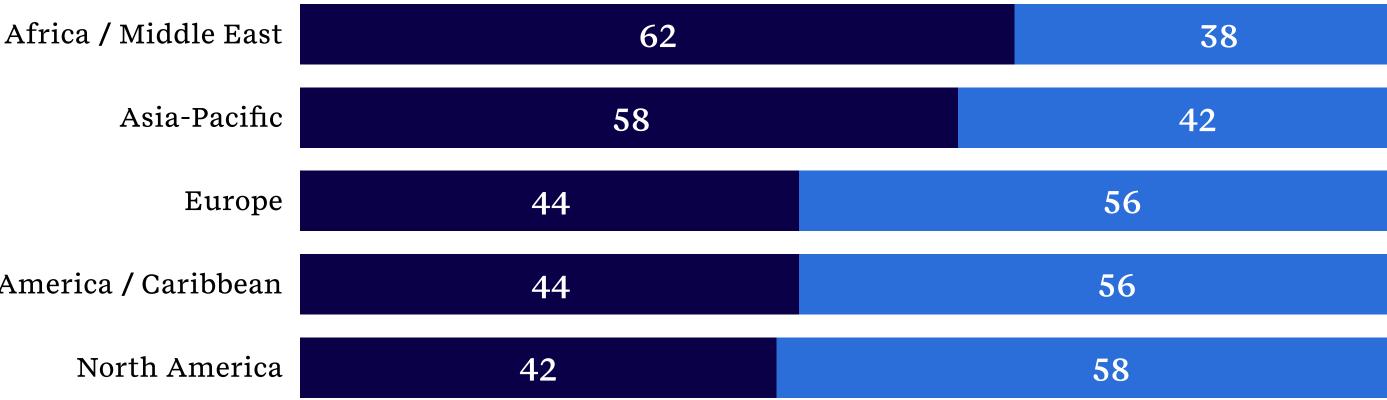
Latin America / Caribbean

North America



| All Experts | 48 | 52 |
|-------------|----|----|
| All Experts | 48 | 52 |





No / Little impact (1+2)

Some / Great impact (3+4)

% of Experts, by Sector and Region, 2024







## Government leaders



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| Sweden's national government  | Sw         |
|---|------------|
| is the most recognized for its sustainability leadership  | Gern       |
|   | Denn       |
| Sweden, Germany, Denmark, and Norway are viewed as leading on sustainable development             | No         |
| among governments, but experts also name  | Costa      |
| countries outside of Europe and North America   | Fin        |
| like Costa Rica, New Zealand, China, Japan,   |            |
| Bhutan, India, Singapore, and Brazil.   | Fr         |
|   | Netherl    |
| QUESTION  | European U |
| What specific national governments do you think are leaders in advancing sustainable development? |            |
|   | New Zea    |
| PLEASE ENTER A MAXIMUM OF 3 COUNTRIES IN THE SPACES PROVIDED.                                     | С          |
|   | Ca         |
|   | J          |
|   | Switzer    |
|   | Bh         |

veden 20 many 20 mark 17 orway 13 Rica 13 nland 11 UK 11 rance 10 lands 9 Union 8 USA 8 aland 7 China 6 anada 4 Japan rland 4 Bhutan 4 India 4 Singapore 4 Brazil 4

Iceland



% of Experts, Unprompted, 2024

3

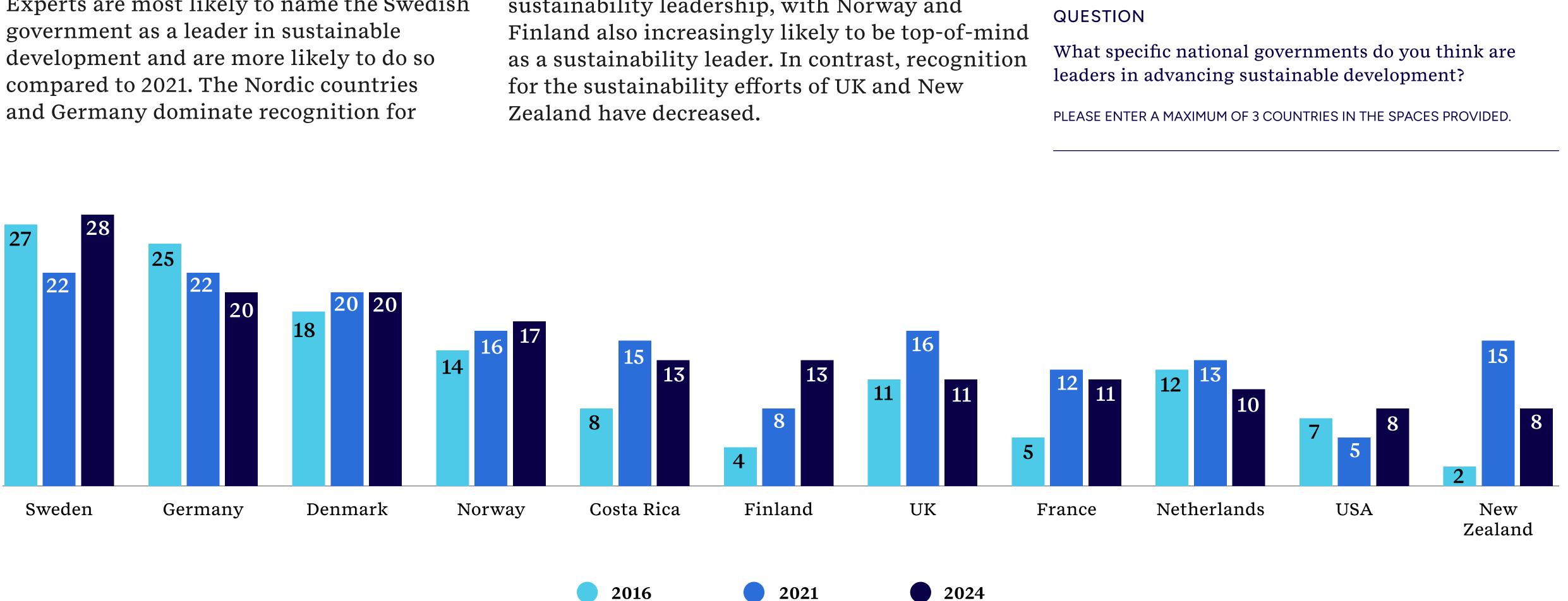


28

## Sweden, Norway, and Finland are increasingly recognized for being leaders in advancing sustainable development

Experts are most likely to name the Swedish

sustainability leadership, with Norway and QUESTION leaders in advancing sustainable development?



% of Experts, Unprompted, 2016–2024





## Northern European countries are recognized across sectors and regions, along with Costa Rica

Across all regions and sectors, Northern European countries are the most recognized leaders in advancing the sustainability agenda. However, Costa Rica stands out as a recognized leading government from Latin America, especially among NGOs.

#### QUESTION

What specific national governments do you think are leaders in advancing sustainable development?

PLEASE ENTER A MAXIMUM OF 3 COUNTRIES IN THE SPACES PROVIDED.

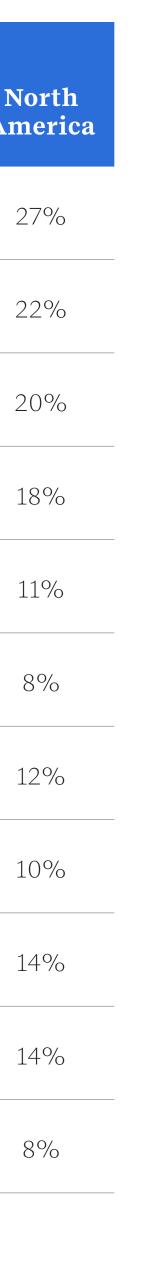
| Sweden      |
|-------------|
| Germany     |
| Denmark     |
| Norway      |
| Costa Rica  |
| Finland     |
| UK          |
| France      |
| Netherlands |
| USA         |
| New Zeland  |

% of Experts, by Sector and Region, Unprompted, 2024 NOTE: Government sector was not included in this analysis due to small sample size.



| NGO | Academic<br>& Research | Corporate | Service<br>& Media | Africa /<br>Middle<br>East | Asia-<br>Pacific | Europe | Latin<br>America /<br>Caribbean | N<br>A1 |
|-----|------------------------|-----------|--------------------|----------------------------|------------------|--------|---------------------------------|---------|
| 16% | 35%                    | 31%       | 24%                | 22%                        | 26%              | 32%    | 28%                             |         |
| 18% | 24%                    | 21%       | 17%                | 12%                        | 18%              | 16%    | 31%                             |         |
| 18% | 26%                    | 20%       | 16%                | 15%                        | 12%              | 26%    | 22%                             |         |
| 18% | 22%                    | 16%       | 17%                | 15%                        | 11%              | 21%    | 17%                             |         |
| 18% | 15%                    | 13%       | 13%                | 10%                        | 7%               | 17%    | 17%                             |         |
| 6%  | 15%                    | 12%       | 12%                | 15%                        | 12%              | 16%    | 15%                             |         |
| 6%  | 9%                     | 15%       | 14%                | 22%                        | 10%              | 7%     | 15%                             |         |
| 15% | 9%                     | 12%       | 12%                | 10%                        | 11%              | 12%    | 13%                             |         |
| 3%  | 9%                     | 14%       | 10%                | 2%                         | 8%               | 9%     | 11%                             |         |
| 10% | 3%                     | 11%       | 7%                 | 22%                        | 7%               | 2%     | 4%                              |         |
| 10% | 10%                    | 7%        | 7%                 | 7%                         | 8%               | 5%     | 14%                             |         |
|     |                        |           |                    |                            |                  |        |                                 |         |







## NGO leaders



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| World Wildlife fund is the most<br>recognized NGO for sustainability<br>leadership among experts   | Wo                 |
|--|--------------------|
| World Wildlife Fund continues to stand out as a<br>leading NGO, with four in ten experts surveyed<br>naming it as a leader in advancing sustainable<br>development. Greenpeace, The Nature<br>Conservancy, and World Resources Institute are<br>also seen as leading NGOs, cited by around one<br>in ten experts each. | W<br>World Busines |
| QUESTION   | Elle               |
| Which specific NGOs do you think are leaders in advancing sustainable development?   | Со                 |
| PLEASE ENTER A MAXIMUM OF THREE NGOS IN THE SPACES PROVIDED.   | Bill & M           |



### orld Wildlife Fund (WWF)

Greenpeace The Nature Conservancy World Resources Institute Oxfam ss Council for Sustainable Development (WBCSD) Doctors without Borders en MacArthur Foundation onservation International Melinda Gates Foundation CARE Ceres Environmental Defence Fund Global Reporting Initiative Natural Resources Defense Council (NRDC) Science Based Targets Initiative (SBTi) 2

|   |   |    | 14 |
|---|---|----|----|
|   |   |    | 13 |
|   |   | 10 |    |
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|   | 8 | 8  |    |
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% of Experts, Unprompted, 2024





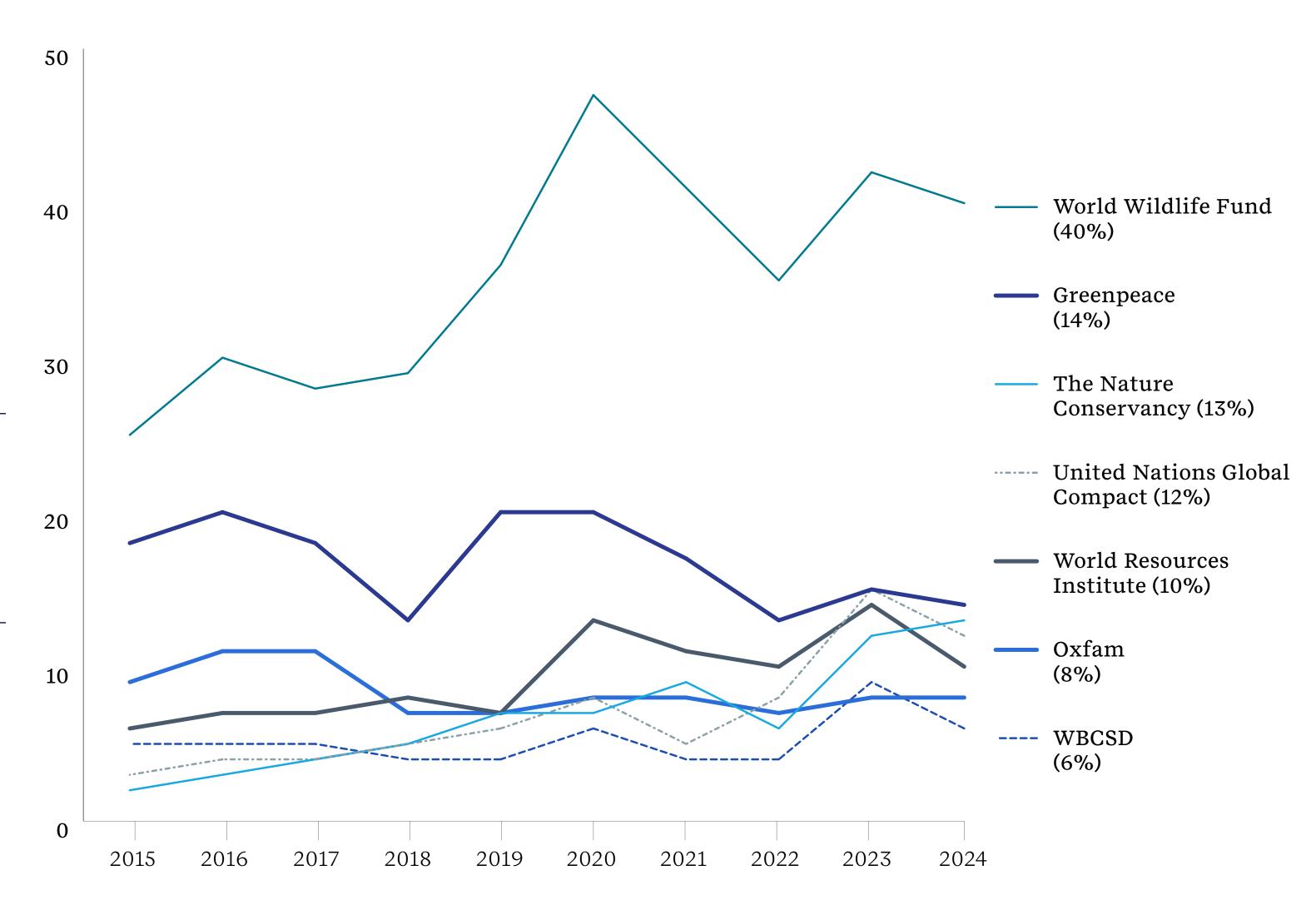
## World Wildlife Fund has remained top of mind among experts over the past decade

World Wildlife Fund has remained the most recognized NGO among our panel of sustainability experts over the past decade, while Greenpeace has consistently remained the runner-up. The Nature Conservancy has advanced from fifth position in 2023 to third position this year.

#### QUESTION

Which specific NGOs do you think are leaders in advancing sustainable development?

PLEASE ENTER A MAXIMUM OF THREE NGOS IN THE SPACES PROVIDED.



% of Experts, Unprompted, 2015–2024





## Experts in all sectors and regions recognize World Wildlife Fund as a sustainability leader

World Wildlife Fund is most recognized as a sustainability leader among experts in the for-profit sectors and among experts based in Europe and Latin America and the Caribbean, although it is the most-mentioned NGO among experts in all sectors and all regions.

QUESTION

Which specific NGOs do you think are leaders in advancing sustainable development?

PLEASE ENTER A MAXIMUM OF THREE NGOS IN THE SPACES PROVIDED.



Ellen McArthur Foundation

Doctors Without Boarders

Conservation International

% of Experts, by Sector and Region, Unprompted, 2024 NOTE: Government sector was not included in this analysis due to small sample size.



| NGO    | Academic<br>& Research | Corporate | Service<br>& Media | Africa /<br>Middle<br>East | Asia-<br>Pacific | Europe | Latin<br>America /<br>Caribbean | N<br>A1 |
|--------|------------------------|-----------|--------------------|----------------------------|------------------|--------|---------------------------------|---------|
| 35%    | 29%                    | 51%       | 40%                | 24%                        | 37%              | 47%    | 46%                             |         |
| 5%     | 18%                    | 18%       | 15%                | 15%                        | 9%               | 21%    | 19%                             |         |
| 16%    | 7%                     | 18%       | 12%                | 2%                         | 9%               | 4%     | 22%                             |         |
| 3%     | 13%                    | 13%       | 12%                | 17%                        | 9%               | 11%    | 11%                             |         |
| 16%    | 9%                     | 10%       | 10%                | 10%                        | 13%              | 8%     | 8%                              |         |
| 6%     | 13%                    | 7%        | 10%                | 7%                         | 10%              | 11%    | 6%                              |         |
| 6%     | 1%                     | 4%        | 11%                | 2%                         | 7%               | 8%     | 7%                              |         |
| 2%     | 3%                     | 7%        | 5%                 | 7%                         | 1%               | 7%     | 4%                              |         |
| <br>3% | 6%                     | 6%        | 3%                 | 2%                         | 1%               | 9%     | 4%                              |         |
| 5%     | 3%                     | 5%        | 3%                 | 2%                         | 3%               | 4%     | 7%                              |         |
|        |                        |           |                    |                            |                  |        |                                 |         |





## Corporate leaders

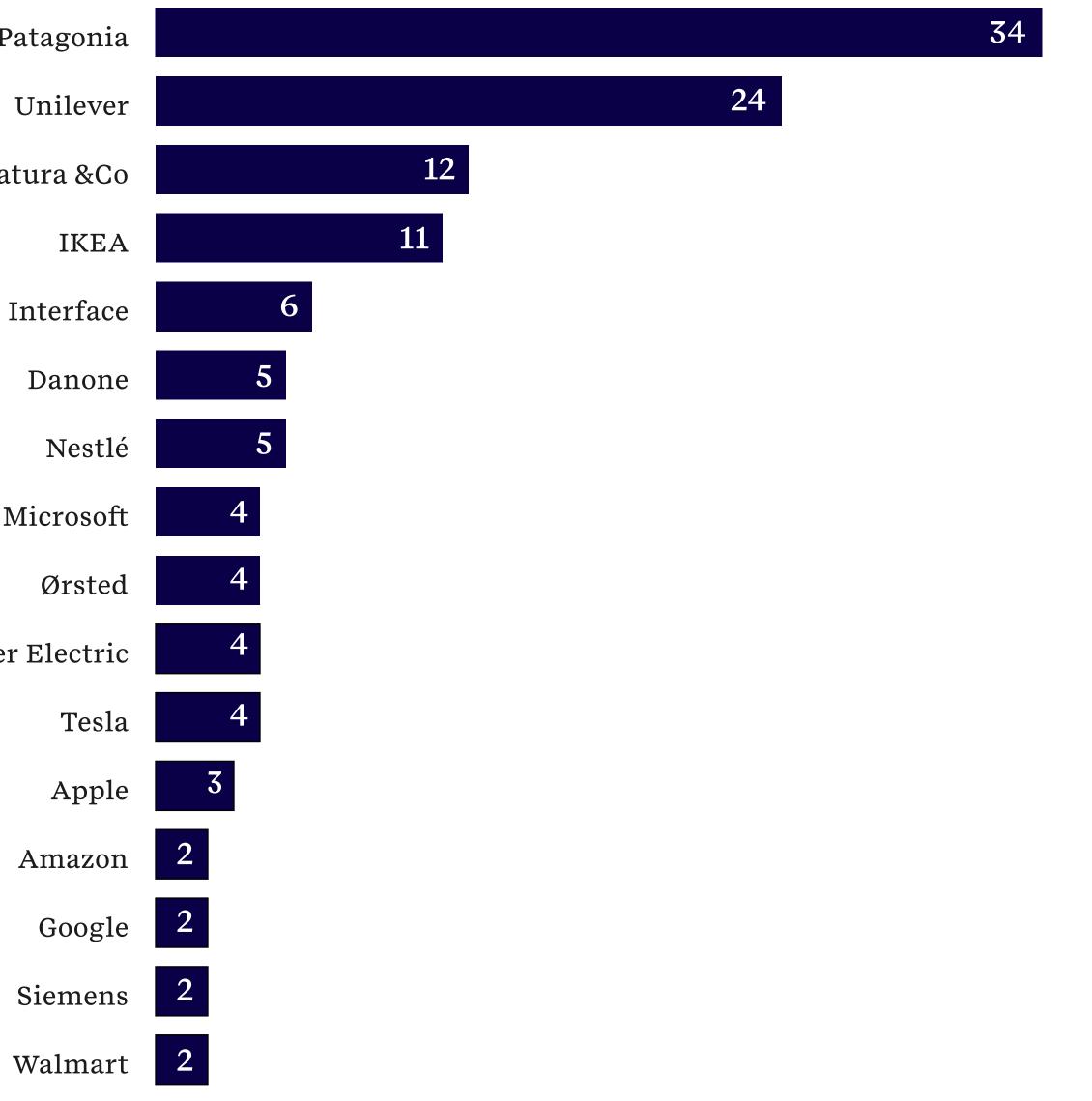


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| Patagonia is the most recognized<br>company for its sustainability<br>leadership, followed by Unilever,<br>Natura &Co, and IKEA | Patago<br>Unile |
|---|-----------------|
|   | Natura 8        |
| As in 2023, Patagonia is cited by one-third<br>of experts as a company that is a leader on                                      | IK              |
| sustainability. One-quarter of experts name<br>runner-up Unilever, while just over one in                                       | Interf          |
| ten spontaneously mention Natura &Co  | Dano            |
| and IKEA. The top tier of most-recognized sustainability leaders is rounded out by  | Nes             |
| Interface, Danone, Nestlé, Microsoft, Ørsted,<br>Schneider Electric, Tesla, Apple, Amazon,                                      | Micros          |
| Google, Siemens, and Walmart. Experts   | Ørs             |
| mentioned over 300 different companies as<br>sustainability leaders, emphasizing the great                                      | Schneider Elect |
| diversity of leadership globally.   | Τe              |
| QUESTION  | Ар              |
| Which specific companies do you think are leaders in  | Amaz            |
| integrating sustainability into their business strategy?  | Goo             |
| PLEASE ENTER A MAXIMUM OF THREE COMPANIES IN THE SPACES PROVIDED.   |                 |





% of Experts, Unprompted, 2024



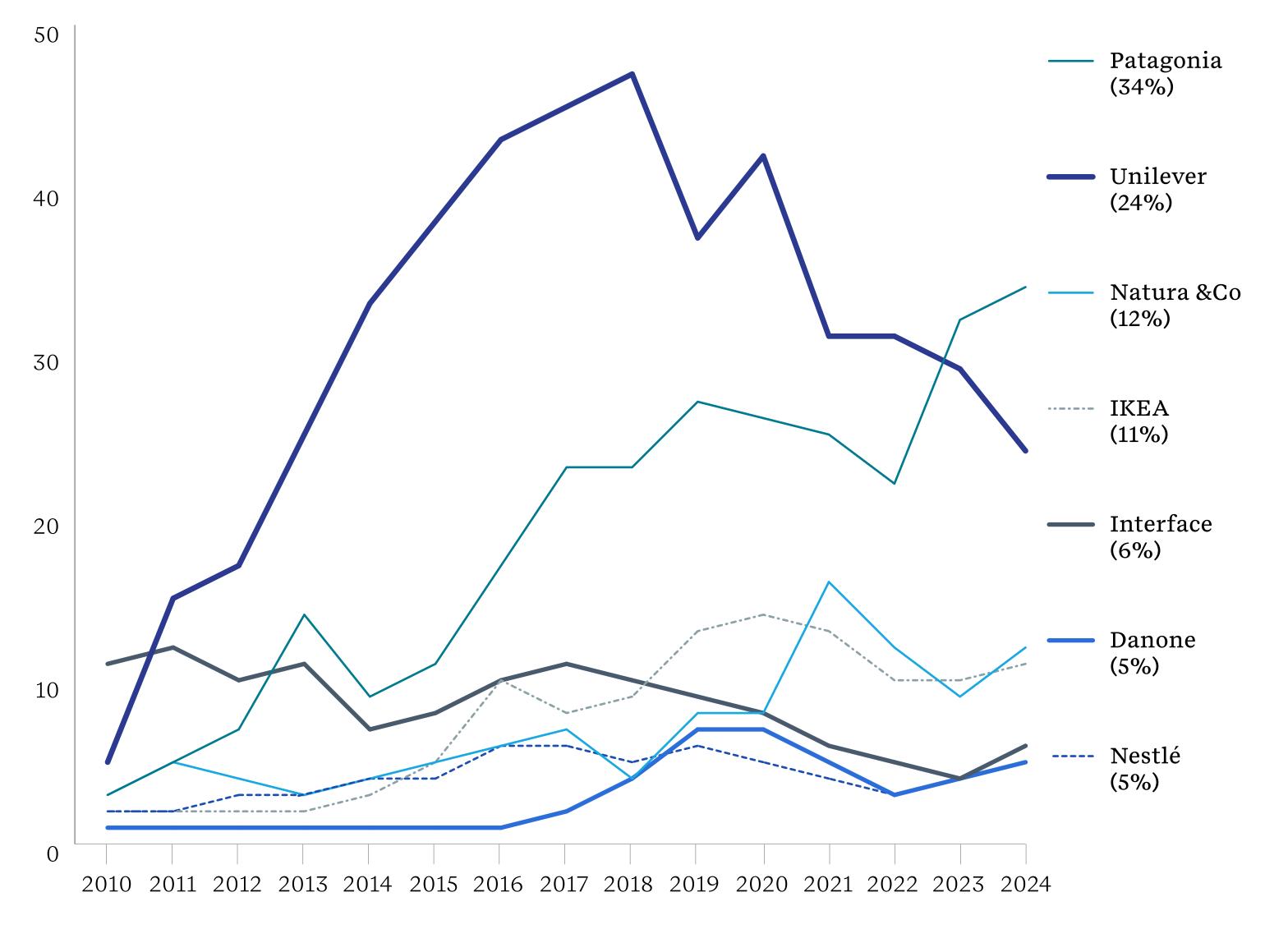
## Patagonia receives the most recognition for sustainability leadership for the second year in row

Although Unilever dominated recognition by experts for more than a decade peaking in 2018, Patagonia has been the most recognized company for sustainability leadership for the past two years. Mentions of other companies in the top tier have remained relatively stable over the past few years.

#### QUESTION

Which specific companies do you think are leaders in integrating sustainability into their business strategy?

PLEASE ENTER A MAXIMUM OF THREE COMPANIES IN THE SPACES PROVIDED.



% of Experts, Unprompted, 2010–2024





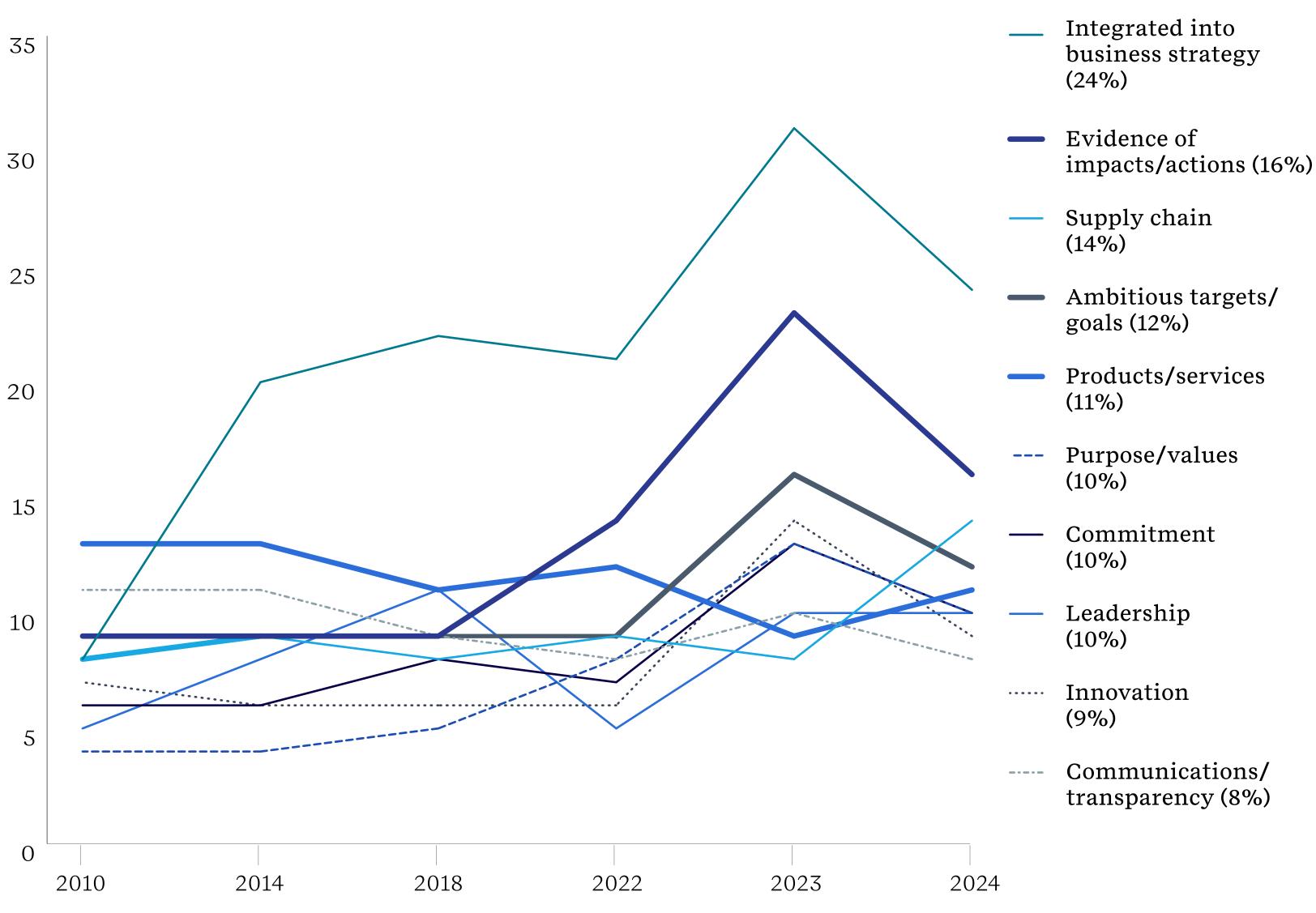
## **Recognized sustainability** leadership continues to be driven by integration and impact while supply chain (scope 3) moves up on the agenda

Experts continue to emphasize the importance of sustainability integration and demonstrating real impacts and action as reasons a company is seen as a sustainability leader. However, experts are also increasingly recognizing the importance of focusing on the supply chain (scope 3) – it is the only driver of leadership with a significant increase in mentions this year.

#### QUESTION

Why do you think [INSERT COMPANY #1] is a leader in sustainable development?

PLEASE ENTER UP TO TWO RESPONSES IN THE SPACES PROVIDED.

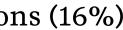


% of Experts, Unprompted, 2010–2024





















## Integration and impact drive recognized leadership across all sectors and regions

Integrating sustainability into business strategy, demonstrating impact, and focusing on the supply chain are consistent drivers of recognized leadership across all sectors and regions. Experts in Latin America are particularly likely to say integration is the reason for corporate sustainability leadership.

Why do you think [INSERT COMPANY #1] is a leader in sustainable development?

PLEASE ENTER UP TO TWO RESPONSES IN THE SPACES PROVIDED.

|   | NGO   | Academic<br>&<br>Research                         | Corporate   | Service<br>& Media                                | Africa /<br>Middle East   | Asia-<br>Pacific                                     | Europe  | Latin<br>America /<br>Caribbean                   | No:<br>Ame                                   |
|---|---|---|---|---|---|--|---|---|--|
| Most<br>important<br>driver                 | Integrated<br>into<br>business<br>strategy<br>19% | Integrated<br>into<br>business<br>strategy<br>25% | Integrated<br>into<br>business<br>strategy<br>25% | Integrated<br>into<br>business<br>strategy<br>29% | Integrated<br>into<br>business<br>strategy<br>Innovation<br>15% each                    | Integrated<br>into<br>business<br>strategy<br>21%    | Integrated<br>into<br>business<br>strategy<br>27% | Integrated<br>into<br>business<br>strategy<br>35% | Integra<br>into<br>busines<br>strateg<br>20% |
| 2 <sup>nd</sup> most<br>important<br>driver | Supply<br>chain<br>15%                            | Evidence<br>of impact/<br>actions<br>16%          | Evidence<br>of impact/<br>actions<br>17%          | Evidence<br>of impact/<br>actions<br>18%          | Supply<br>chain<br>Evidence<br>of impact/<br>actions<br>12% each                        | Supply<br>chain<br>Products/<br>services<br>14% each | Evidence<br>of impact/<br>actions<br>15%          | Evidence<br>of impact/<br>actions<br>24%          | Eviden<br>of impa<br>actions<br>18%          |
| 3 <sup>rd</sup> most<br>important<br>driver | Evidence<br>of impact/<br>actions<br>13%          | Ambitious<br>targets<br>and goals<br>15%          | Supply<br>Chain<br>Commitment<br>13% each         | Supply<br>Chain<br>Purpose/<br>values<br>15% each | Ambitious<br>targets and<br>goals<br>Communi-<br>cation and<br>transparency<br>10% each | Ambitious<br>targets<br>and goals<br>11%             | Supply<br>chain<br>13%                            | Supply<br>chain<br>18%                            | <b>Commi</b><br>15%                          |

% of Experts, by Sector and Region, Unprompted, 2024 NOTE: Government sector was not included in this analysis due to small sample size.







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### **Expert quotes**

### QUESTION

Why do you think [INSERT COMPANY] is a leader in sustainable development?

PLEASE ENTER UP TO TWO RESPONSES IN THE SPACES PROVIDED.

"Using their business to be a platform to speak about climate change and responsible consumption."

- Corporate, UK

"Being a leader and convenor of sustainability platforms such as RSPO and ASC. Engaging the entire supply/value chain including smallscale farmers for change."

"Its business model evolved and continues to in line with the sustainable development challenges and opportunities for the countries it operates in, e.g., fintech, digital education, m-health, etc."

– Academia, Kenya

- NGO, Japan



"They have reworked the carbon footprint of each good or service they market, and they are contributing substantial funds to sustainability initiatives."

- Government, India





## Regional corporate leadership



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## Patagonia, Unilever, Tata Group, and Natura &Co are regional sustainability leaders

When experts are asked to identify Apple sustainability leaders among companies headquartered in their regions, a large variety Interface of companies are mentioned. Natura &Co Google dominates the sustainability space in Latin America, while Patagonia tends to be top-of-PepsiCo mind in North America and Unilever is the Tesla most recognized in Europe. Experts in Asia-Walmart Pacific are less likely to mention one specific leader, although Tata Group now holds the first-Amazon 5 place ranking in this region.

### QUESTION

Which companies headquartered specifically in [region where respondent is based] do you think are leaders in integrating sustainability into their business strategy?

PLEASE ENTER UP TO THREE RESPONSES.

Tata Group

Swire

Mahindra & Mahindra

CLP 5

DBS 4

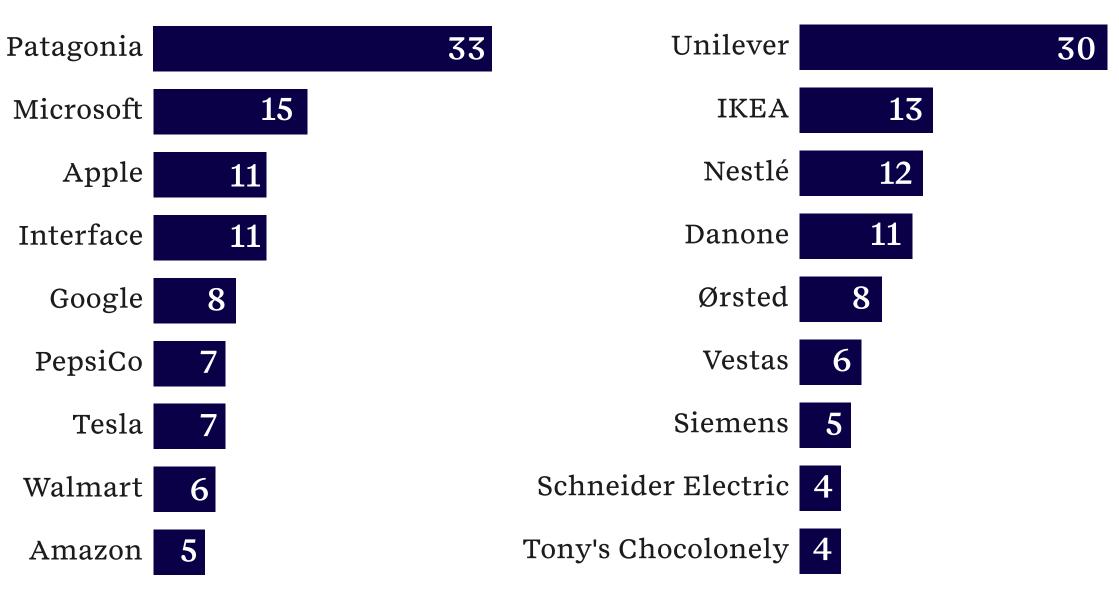
City Developments Ltd. 3

Samsung 3



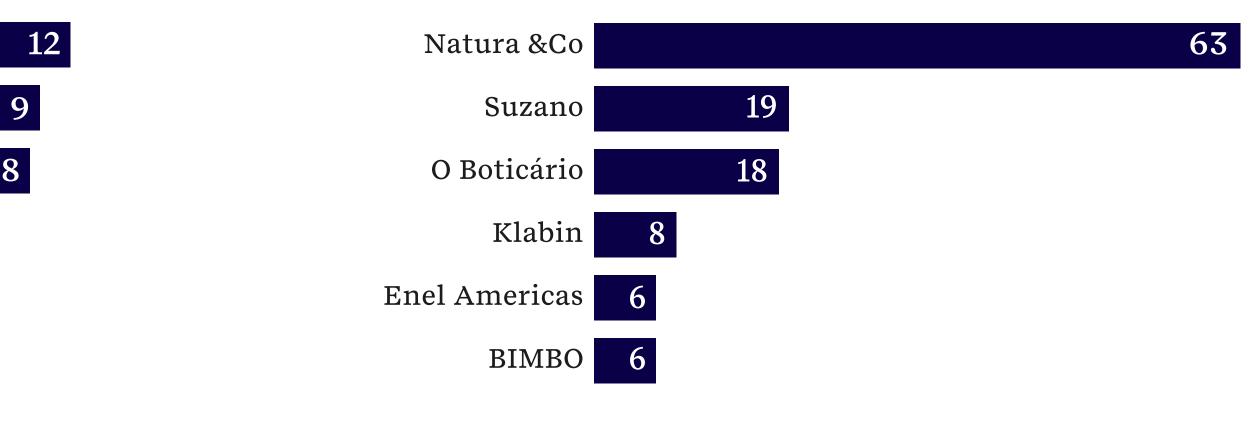
### North America

### Europe



### Asia-Pacific

### Latin America



% of Experts in Each Region, Unprompted, 2024

NOTE: The Africa and Middle East Region was not included in this analysis due to small sample size.



# Sector performance on sustainability



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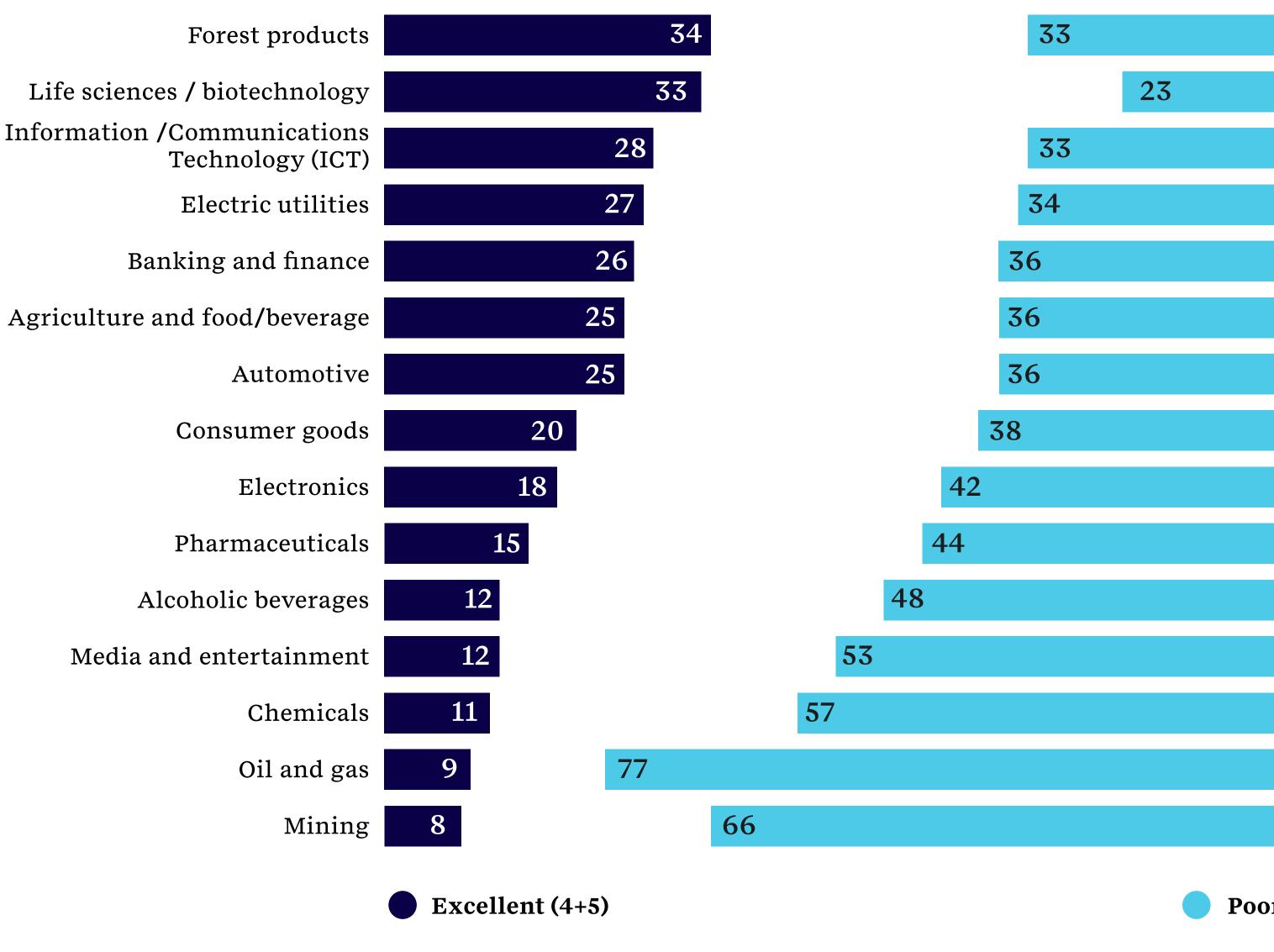


## **One-third of experts rate forest** products and life sciences positively on managing transitioning to sustainability

The forest products and life sciences sectors are viewed most positively by experts on managing their transition to sustainable development. Other sectors, especially extractives, are more likely to be rated negatively than positively on sustainability transition.

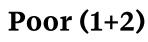
QUESTION Please rate how well each of the following industry sectors is managing its transition to sustainable Pharmaceuticals development in your country or region. Alcoholic beverages PLEASE USE A SCALE OF 1 TO 5 WHERE 1 MEANS "POOR" AND 5 MEANS "EXCELLENT." Media and entertainment





% of Experts, 2024





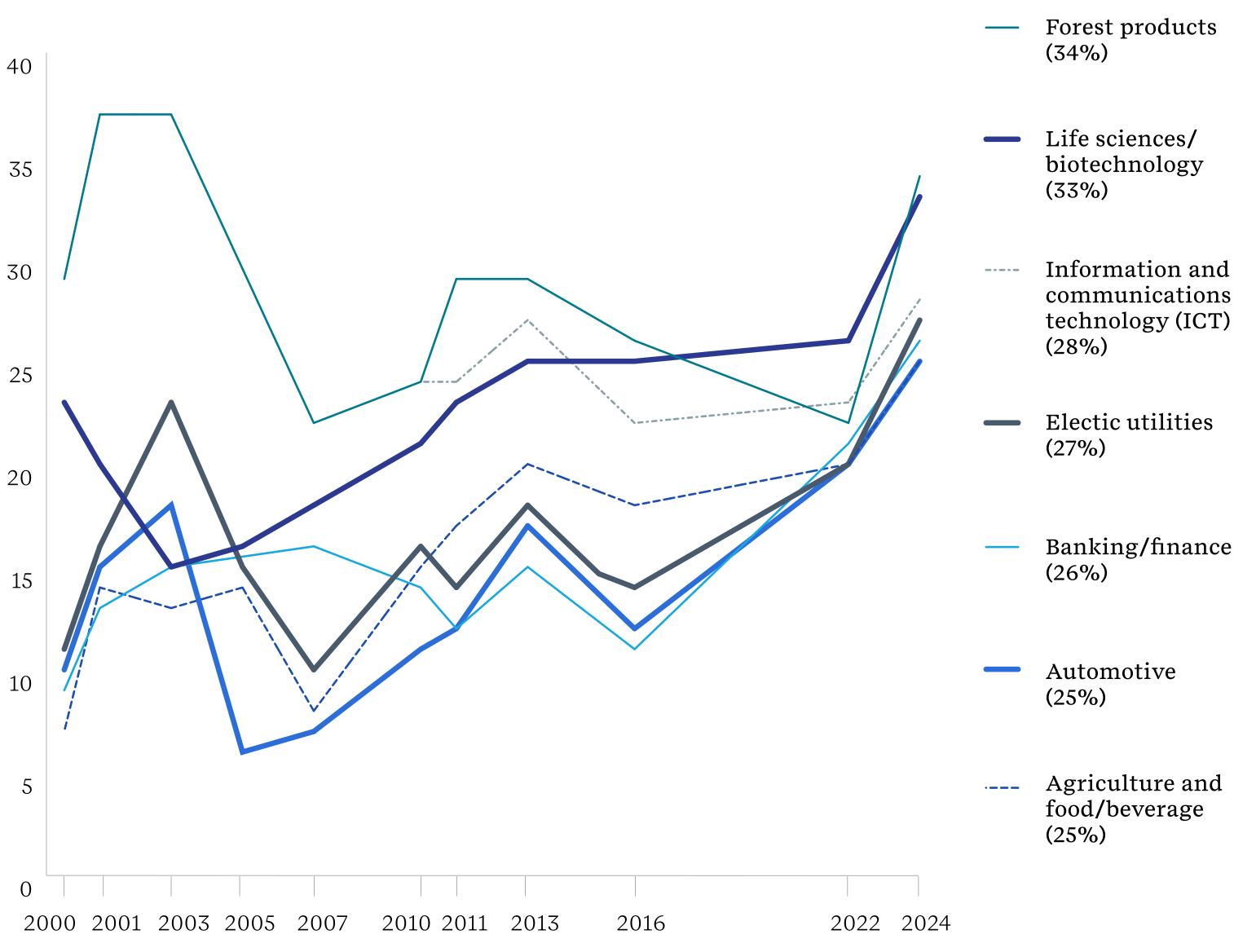
## **Experts' assessments of sectors'** transitioning to sustainability have mostly improved

Experts' perceptions of how well sectors are managing their transition to sustainability have improved over the past few years for most of the sectors rated, especially for the banking/ finance, electric utilities, automotive, and life sciences sectors which have seen the largest improvements in ratings over the past decade.

### QUESTION

Please rate how well each of the following industry sectors is managing its transition to sustainable development in your country or region.

PLEASE USE A SCALE OF 1 TO 5 WHERE 1 MEANS "POOR" AND 5 MEANS "EXCELLENT."



% of Experts, "Excellent" (4+5), Top Half of Sectors Rated, 2000–2024







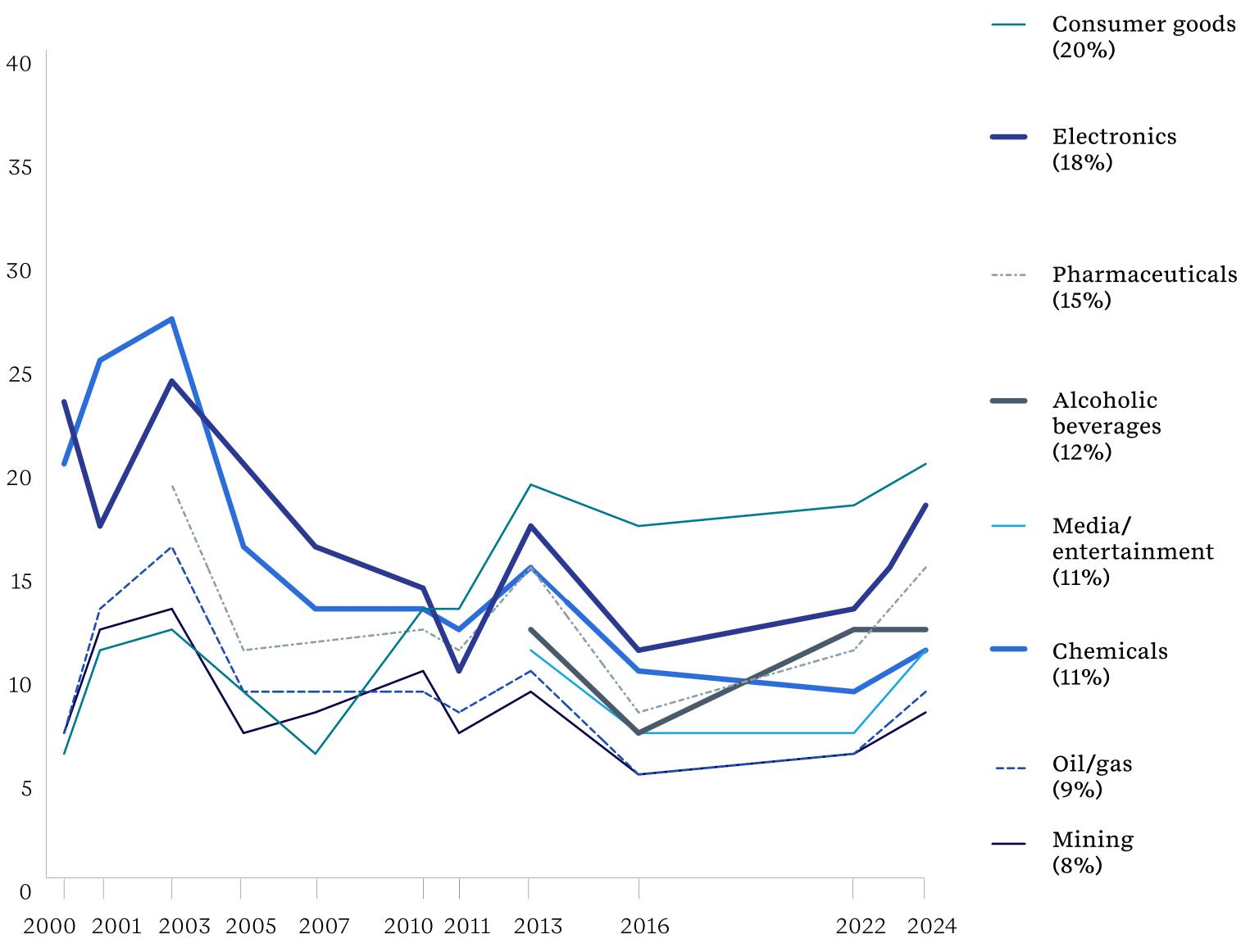
## **Extractives lag behind on** perceived management of transition to sustainability

While other sectors are seen by experts to be improving, the chemicals and extractive sectors are now seen to be doing slightly worse or the same as they did a decade ago. The alcoholic beverages, media and entertainment, and chemicals sectors also lag on perceived sustainability performance, while consumer goods, electronics, and pharmaceuticals are seen to be doing slightly better.

#### QUESTION

Please rate how well each of the following industry sectors is managing its transition to sustainable development in your country or region.

PLEASE USE A SCALE OF 1 TO 5 WHERE 1 MEANS "POOR" AND 5 MEANS "EXCELLENT."











<sup>%</sup> of Experts, "Excellent" (4+5), Bottom Half of Sectors Rated, 2000–2024

## Sectors seen as best managing transition to sustainability vary by sector and region

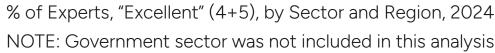
Experts in Asia-Pacific and North America highlight ICT as the most positively viewed sector, while more than half of Latin American experts say that the forest products industry is managing its transition to sustainable development well. Experts based in Africa and the Middle East instead point to banking/ finance as the sector leading on sustainability.

QUESTION

Please rate how well each of the following industry sectors is managing its transition to sustainable development in your country or region.

PLEASE USE A SCALE OF 1 TO 5 WHERE 1 MEANS "POOR" AND 5 MEANS "EXCELLENT."

|  | NGO   | Academic &<br>Research                      | Corporate   | Service<br>& Media                          | Africa /<br>Middle East   | Asia-Pacific  | Europe  | Latin<br>America /<br>Caribbean             | N<br>An  |
|--|---|---|---|---|---|---|---|---|--|
| Most<br>positively<br>viewed<br>sector       | Electric<br>utilities<br>31%                | Life sciences/<br>bio-<br>technology<br>41% | <b>Forest</b><br><b>products</b><br>43%                                 | Life sciences/<br>bio-<br>technology<br>34% | <b>Banking<br/>and finance</b><br>36%                                   | Information<br>and<br>communi-<br>cations<br>technology<br>(ICT)<br>48% | Life sciences/<br>bio-<br>technology<br>42%                               | <b>Forest</b><br><b>products</b><br>55%     | Infor<br>and<br>comr<br>catio<br>techr<br>(ICT)<br>32% |
| 2 <sup>nd</sup> most<br>positively<br>sector | Agriculture<br>and food/<br>beverage<br>28% | Agriculture<br>and food/<br>beverage<br>33% | Banking<br>and finance<br>32%   | Forest<br>products<br>33%                   | Information<br>and<br>communi-<br>cations<br>technology<br>(ICT)<br>33% | Automotive<br>34%   | Forest<br>products<br>41%   | Life sciences/<br>bio-<br>technology<br>48% | Fores<br>produ<br>30%                                  |
| 3 <sup>rd</sup> most<br>positively<br>sector | Life sciences/<br>bio-<br>technology<br>27% | Banking<br>and finance<br>28%               | Information<br>and<br>communi-<br>cations<br>technology<br>(ICT)<br>31% | Electric<br>utilities<br>28%                | Life sciences/<br>bio-<br>technology<br>29%                             | Electronics<br>33%  | Agriculture<br>and food/<br>beverage<br>Electric<br>utilities<br>30% each | Banking<br>and finance<br>43%               | Elect<br>utilit<br>26%                                 |

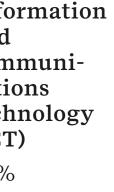




NOTE: Government sector was not included in this analysis due to small sample size.















**Chris Coulter** CEO chris.coulter@globescan.com



**Tove Malmqvist** Senior Manager tove.malmqvist@globescan.com



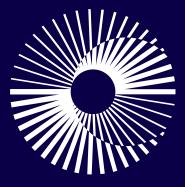
Nina Xavier da Costa Associate nina.dacosta@globescan.com

LinkedIn:linkedin.com/company/globescanEmail:insight@globescan.comWebsite:globescan.com

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ERM SUSTAINABILITY INSTITUTE



Mark Lee Global Director, Thought Leadership <u>mark.lee@erm.com</u>



**Dia Rizakos** Research & Networks Manager <u>dia.rizakos@erm.com</u>



**Justin Nelson** Research & Networks Manager justin.nelson@erm.com

LinkedIn: Email: Website:

<u>linkedin.com/company/sustainabilityinstituteerm</u> <u>Institute@erm.com</u> <u>sustainability.com</u>

