



From Planning to Progress: AI-Driven Sustainability in Practice

The Global Sustainability Barometer

MEDIA HIGHLIGHTS

NOVEMBER 2025

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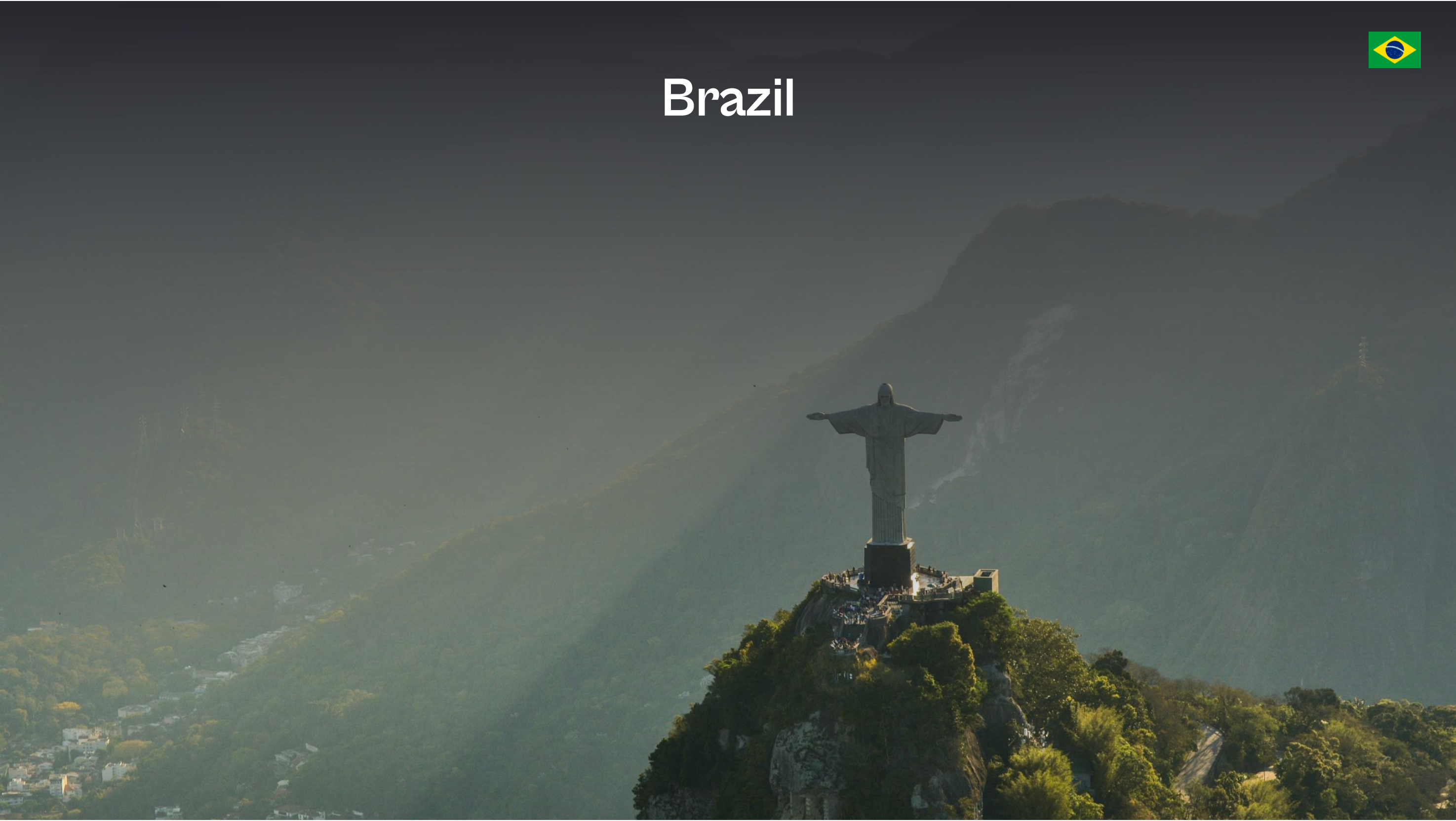
kyndryl™



Microsoft



Brazil

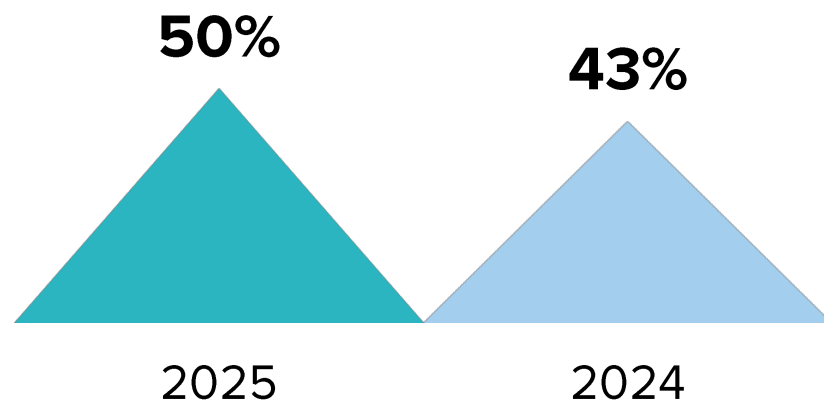




Progress Snapshot: What's Changed Since Last Year

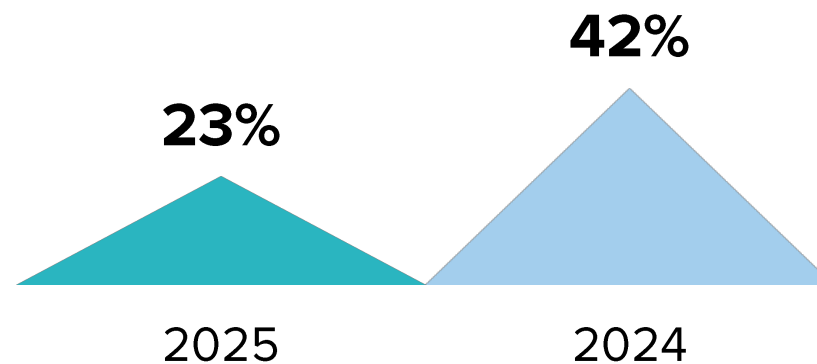
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ENVIRONMENTAL SUSTAINABILITY COMMITMENT CONTINUES TO GROW



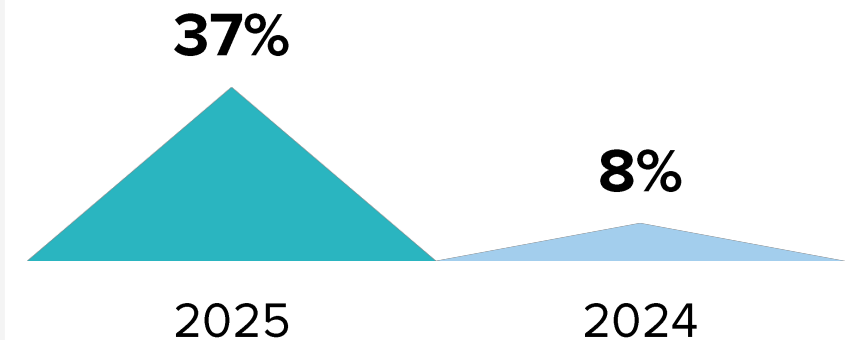
Maintained or advanced sustainability goals and program execution

IT'S ROLE IN ENVIROMENTAL SUSTAINABILITY



IT teams driving sustainability across the enterprise, not just within IT

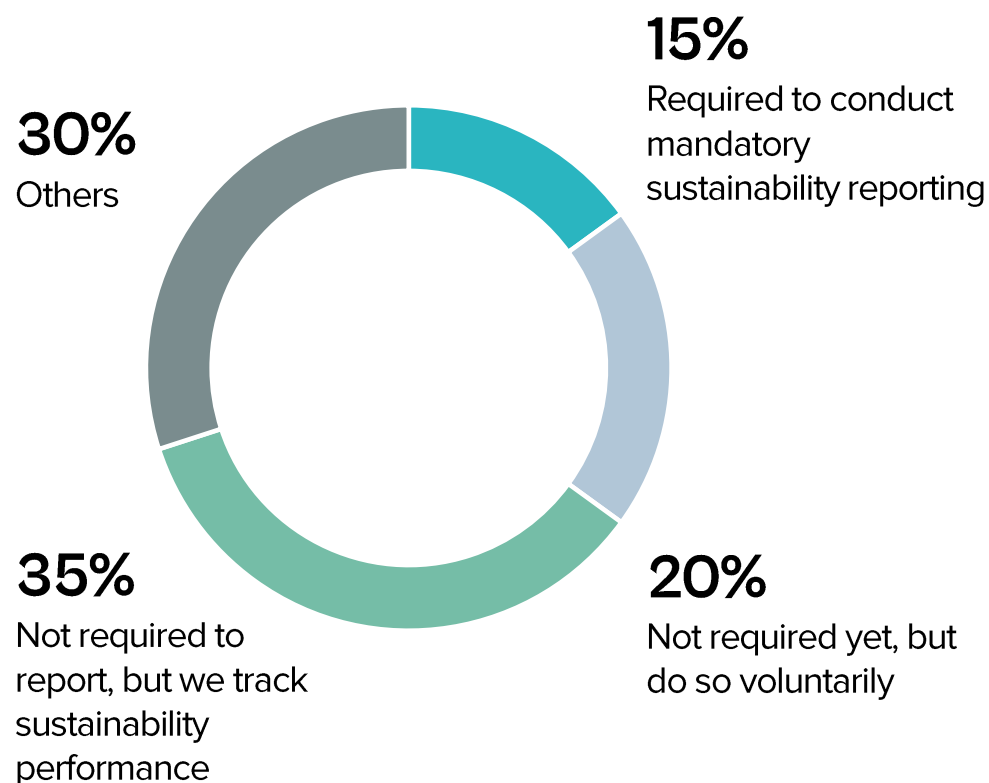
ORGANIZATIONS AWARE OF AI'S CARBON FOOTPRINT



Organizations considering the environmental impact of AI



AI for Sustainability-Driven Operating Model



35% of surveyed organizations report on environmental sustainability performance, with 20% doing so voluntarily; another 35% monitor performance internally without public disclosure.

92%



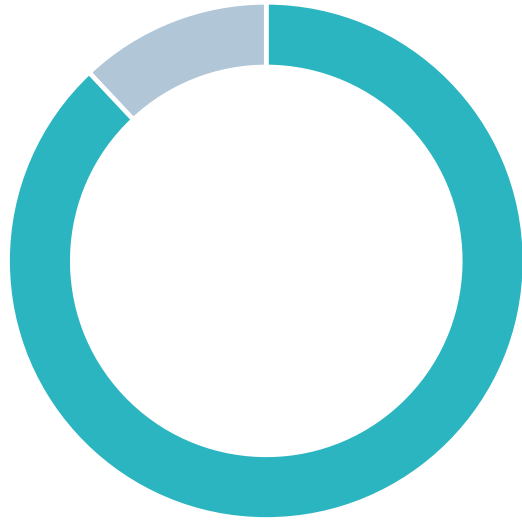
of Brazil organizations report strong alignment between technology and sustainability teams.

Yet only 23%



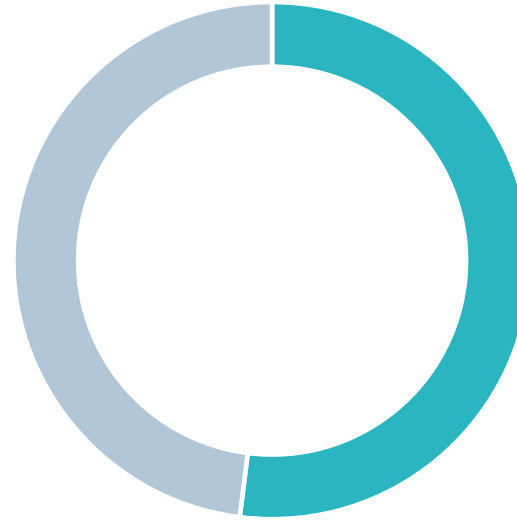
leverage AI centrally to drive environmental sustainability and inform decisions.

Strategic Alignment for Environmental Sustainability



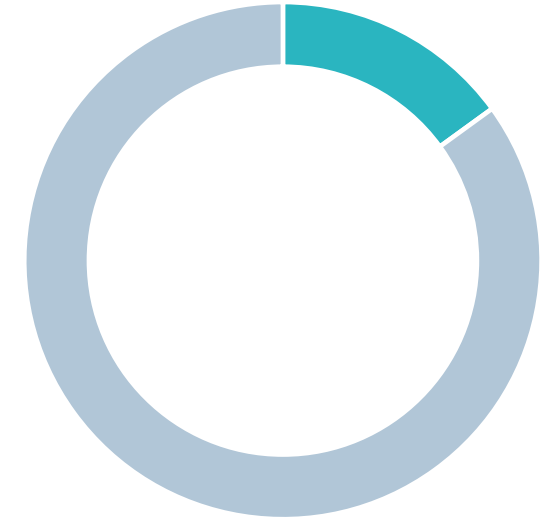
88%

of organizations rate environmental sustainability as a top strategic priority.



52%

are driving environmental sustainability through proactive or consistent initiatives.



15%

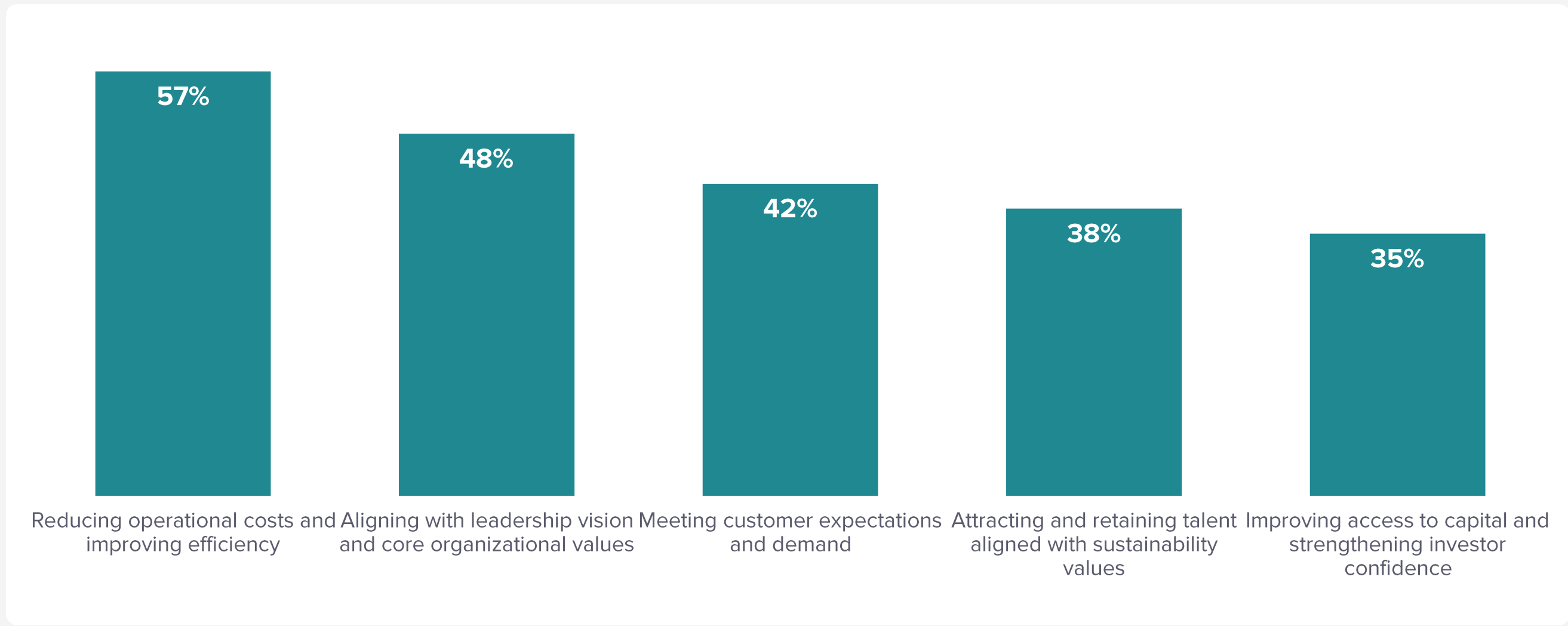
have embedded it as a core driver of innovation, cost savings, and long-term resilience.



Impact Driver #1: Demonstrating ROI & Business Value

Top Drivers of Environmental Sustainability Measures

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Impact Driver #1: Demonstrating ROI & Business Value

52%



cite the lack of clear ROI and difficulty measuring impact as the biggest barrier.

52%



of organizations that accelerated environmental sustainability initiatives last year did so thanks to a stronger business case, clearer ROI, and new revenue opportunities.



Impact Driver #2: Engaging the Ecosystem

Top Voices Shaping Environmental Sustainability Action

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45%



Investors/
shareholders

43%



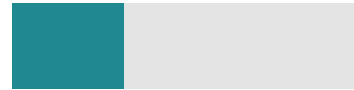
Banks/Credit
providers

37%



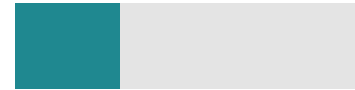
Governments/
Regulators

32%



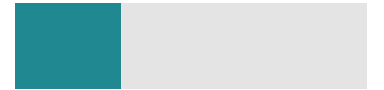
Rating agencies

30%



Customers

30%



Employees

N = 60

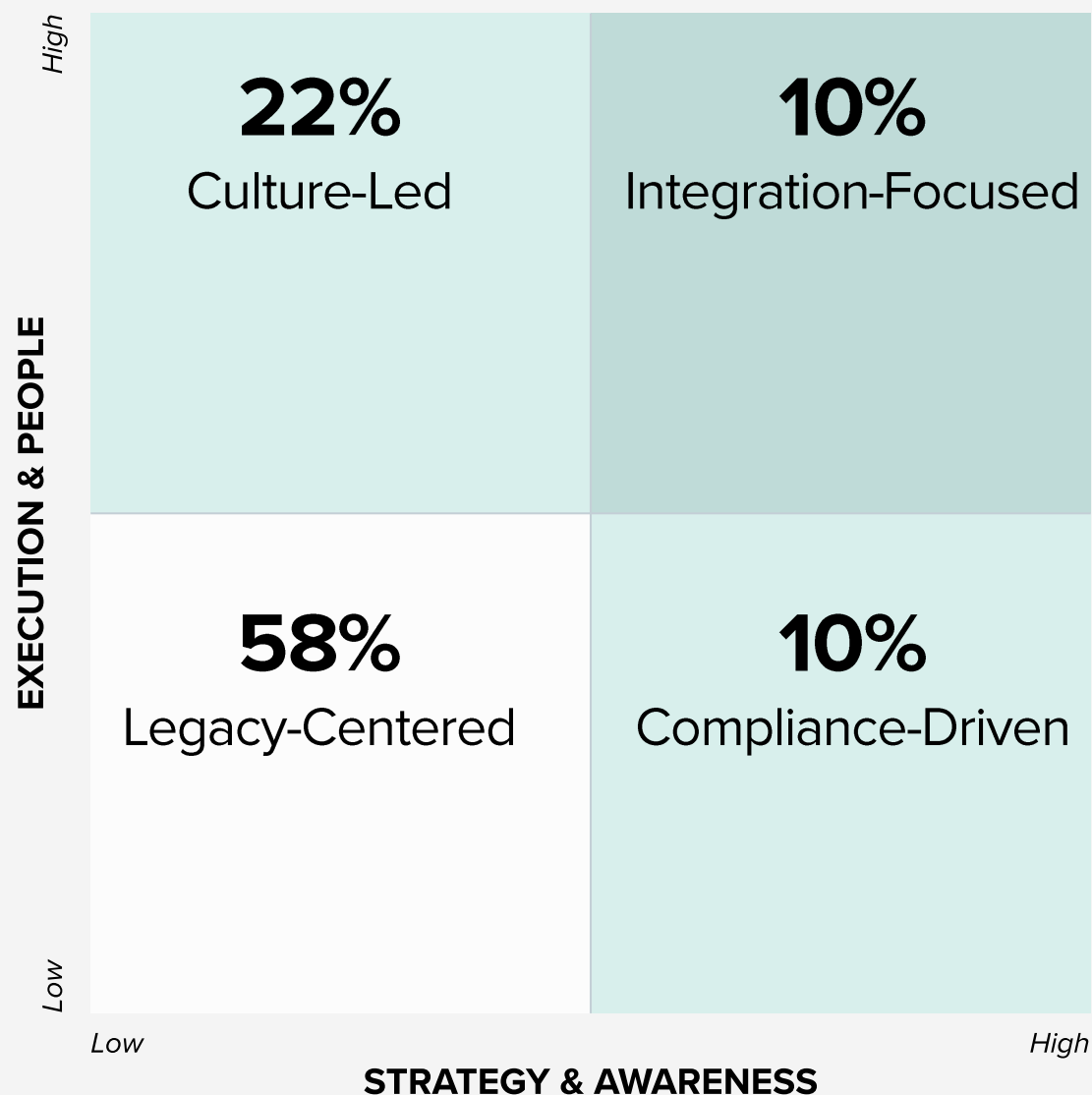
Q: Who are the TOP 3 influential voices advocating Sustainability policies and practices in your organization?



Impact Driver #3: Ensuring People and Strategic Alignment

Strategy-People Alignment Often Lacking in Organizations

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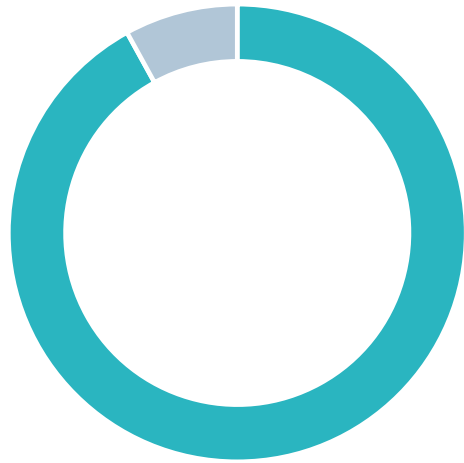
INTEGRATION-FOCUSED. Environmental sustainability is embedded in the core business, with empowered employees aligned to ESG objectives. Strategy and culture reinforce each other, driving measurable business value and lasting impact.

CULTURE-LED. Strong people engagement but weaker strategic alignment. Employees actively participate in environmental sustainability initiatives, but efforts can be fragmented or hard to scale.

COMPLIANCE-DRIVEN. Goals are well-defined and often shaped by regulations or market pressures, yet initiatives stay centralized, creating a gap between strategy and execution.

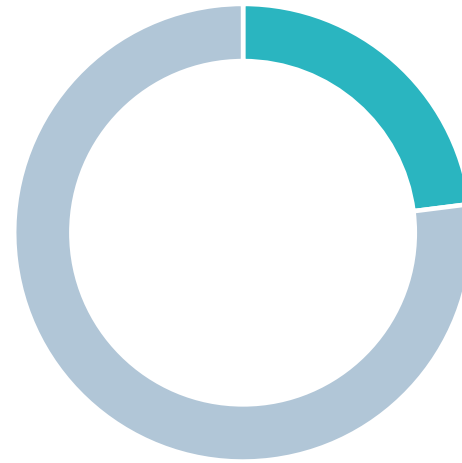
LEGACY-CENTERED. Environmental sustainability is treated as a side activity or compliance task. Actions are reactive, engagement is limited, and goals remain disconnected from daily operations and culture.

Technology Enablement for Environmental Sustainability Optimization



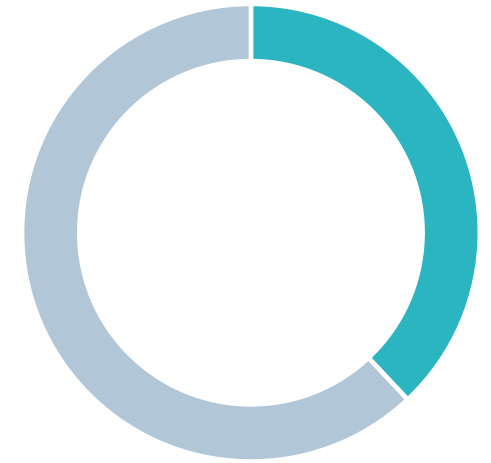
92%

of organizations report high alignment between sustainability and IT teams



23%

of technology teams actively support broader sustainability goals



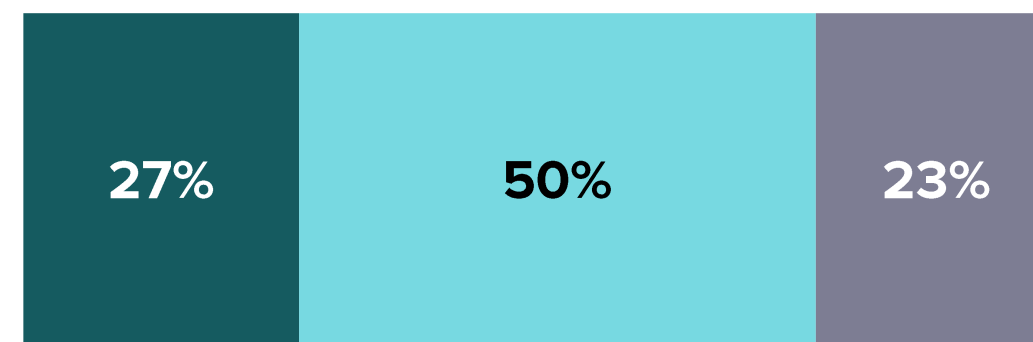
38%

of sustainability leaders hold a formal role in IT governance, influencing strategy and investment decisions

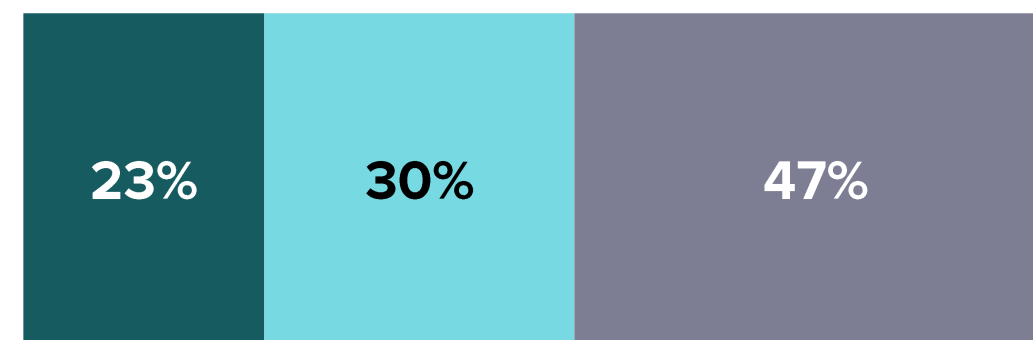
Tech Lever #1: Embedding Sustainability in Modernization

Environmental Sustainability Remains an Afterthought in Tech Modernization

Sustainability criteria are clearly weighted and influence all major technology selection and modernization decisions



Digital solutions that improve resource efficiency and lower environmental impact are actively prioritized and mandated across operations



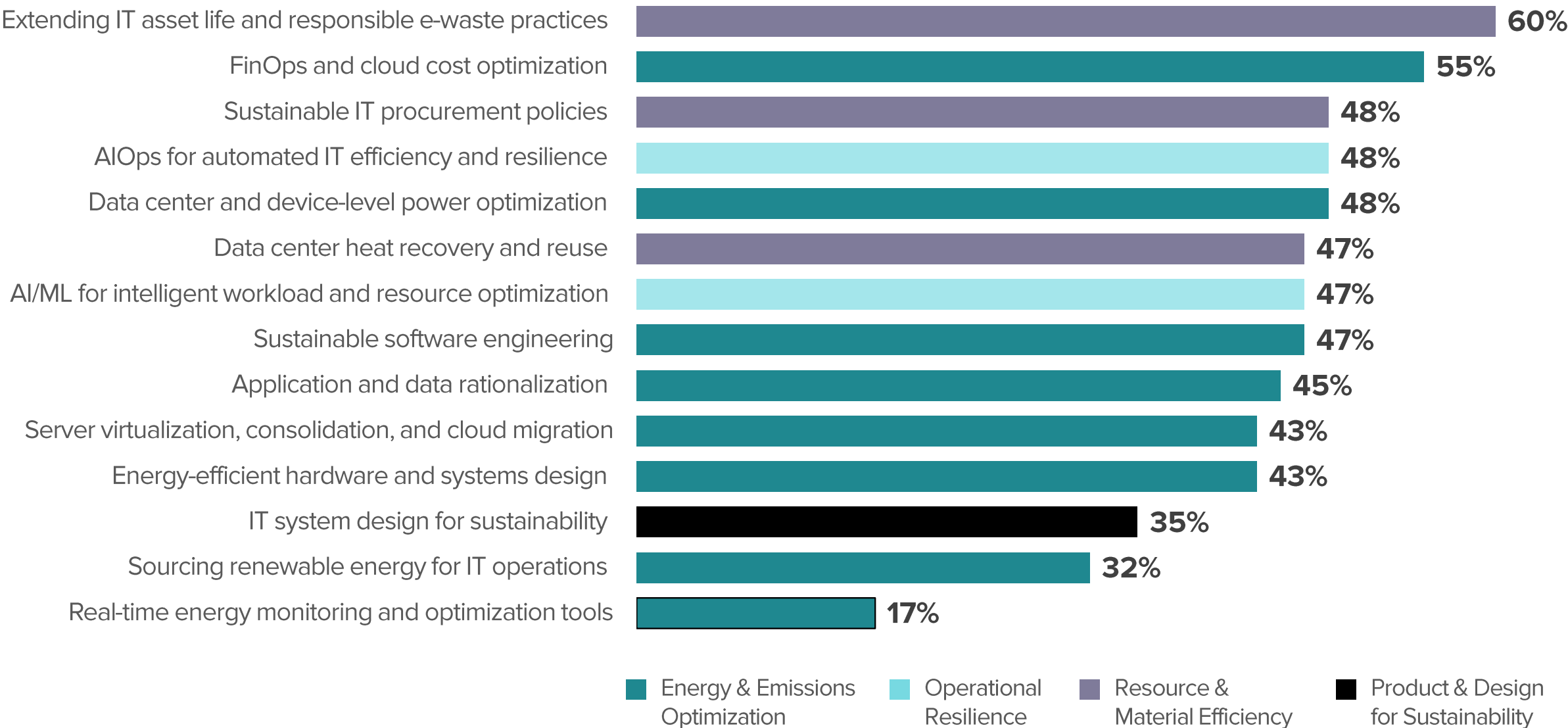
■ Fully ■ To an extent ■ Not at all



Tech Lever #2: Moving Beyond Energy & Emissions

Tech Actions to Cut Carbon Focus on Energy & Emissions

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Tech Lever #3: Enabling Shared & Measurable Approach

Tech Underused in Business Functions' Environmental Sustainability Practices





Tech Lever #4: Optimizing Core Data for Insights

Nearly **80%**



of organizations track environmental metrics centrally

Yet only **48%**



use this data to guide decisions and optimize performance; the rest focus on data primarily for reporting.



Tech Lever #4: Optimizing Core Data for Insights

Data Remains a Key Barrier to Environmental Sustainability

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N = 60

Q: What are the top 3 challenges your organization faces in managing data to support AI-driven sustainability initiatives?



Tech Lever #5: Predicting Future Risks with AI

Predictive AI for Environmental Sustainability

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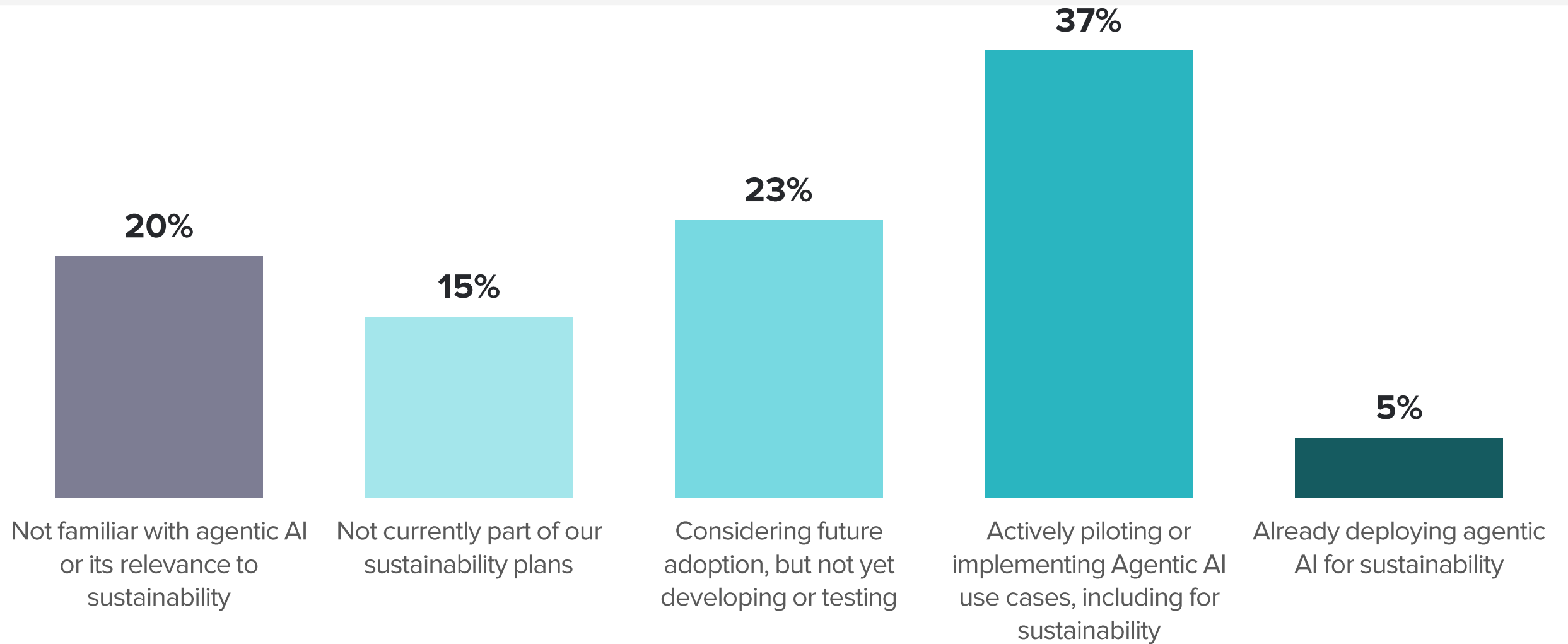
Compared with last year, 37% now forecast resource use and emissions to anticipate future impact (down from 38%), while 40% focus on anticipating climate risks, rising from 27%.



Tech Lever #6: Enabling Autonomous Action with Agentic AI

Adoption of Agentic AI is Still in its Early Stages

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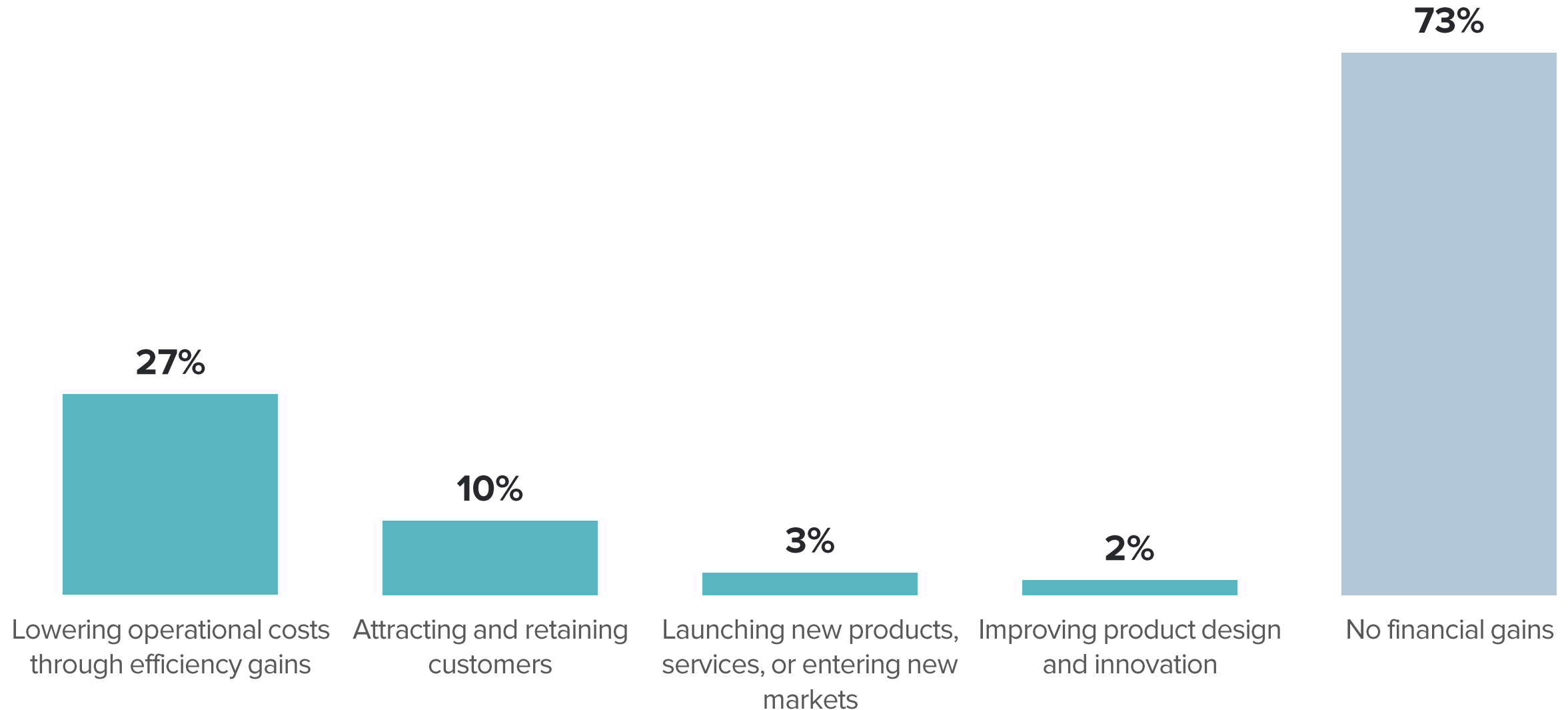




A Final Word on ROI: Early Wins Build Lasting Momentum

How AI is Expected to Benefit Environmental Sustainability Outcomes

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A Final Word on ROI: Early Wins Build Lasting Momentum

Where Have Organizations Seen Financial Gains

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