



From Planning to Progress: AI-Driven Sustainability in Practice

The Global Sustainability Barometer

MEDIA HIGHLIGHTS

NOVEMBER 2025

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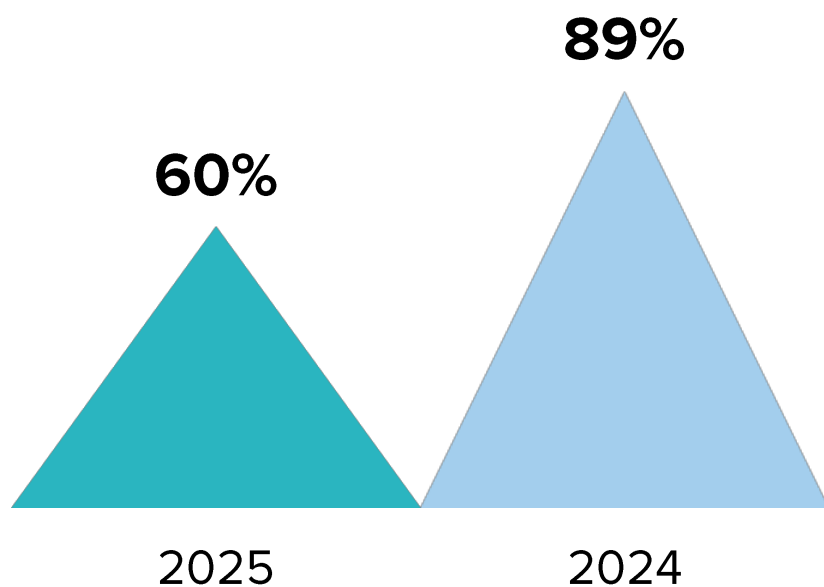


Spain



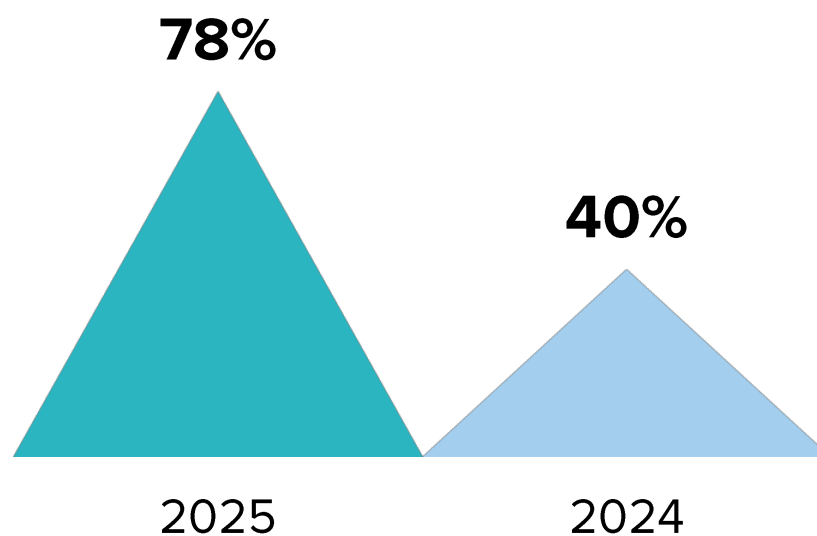
Progress Snapshot: What's Changed Since Last Year

ENVIRONMENTAL SUSTAINABILITY COMMITMENT CONTINUES TO GROW



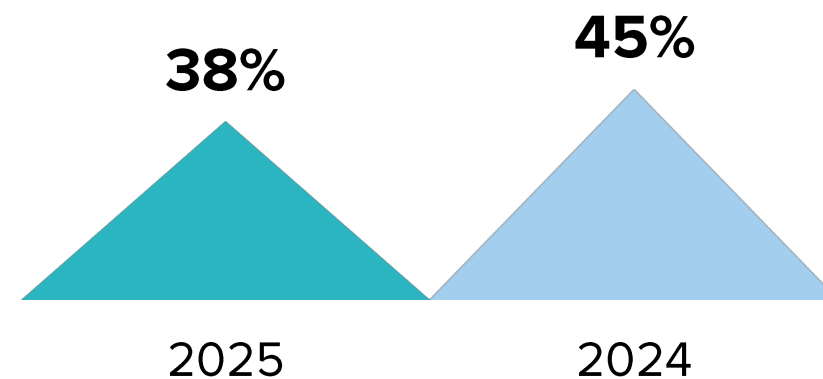
Maintained or advanced sustainability goals and program execution

IT'S ROLE IN ENVIROMENTAL SUSTAINABILITY



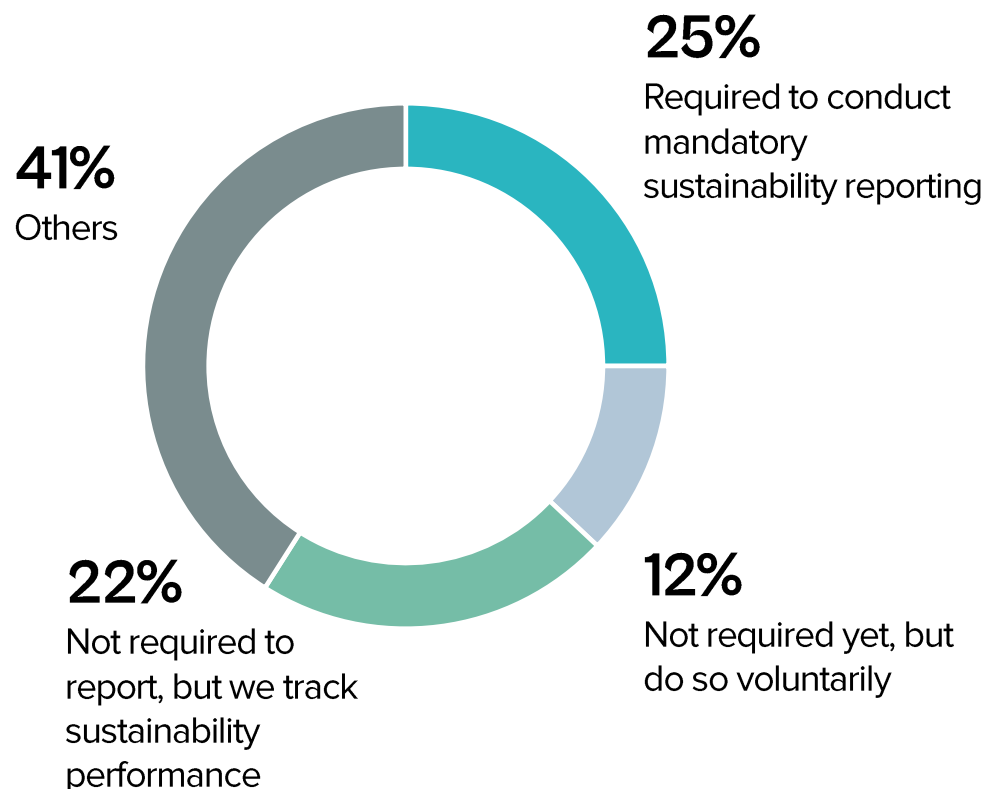
IT teams driving sustainability across the enterprise, not just within IT

ORGANIZATIONS AWARE OF AI'S CARBON FOOTPRINT



Organizations considering the environmental impact of AI

AI for Sustainability-Driven Operating Model



37% of surveyed organizations report on environmental sustainability performance, with 12% doing so voluntarily; another 22% monitor performance internally without public disclosure.

90%



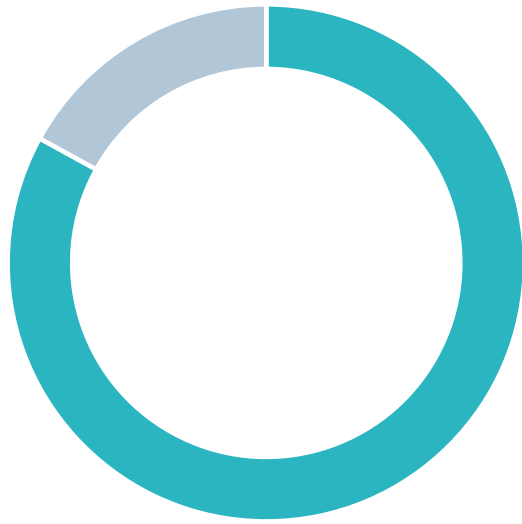
of Spain organizations report strong alignment between technology and sustainability teams.

Yet only 38%



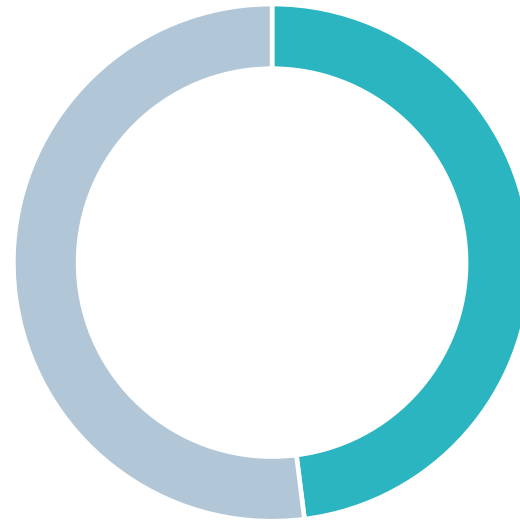
leverage AI centrally to drive environmental sustainability and inform decisions.

Strategic Alignment for Environmental Sustainability



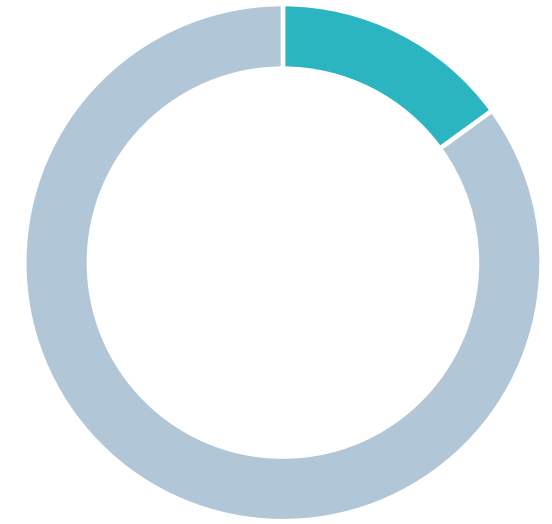
83%

of organizations rate environmental sustainability as a top strategic priority.



48%

are driving environmental sustainability through proactive or consistent initiatives.



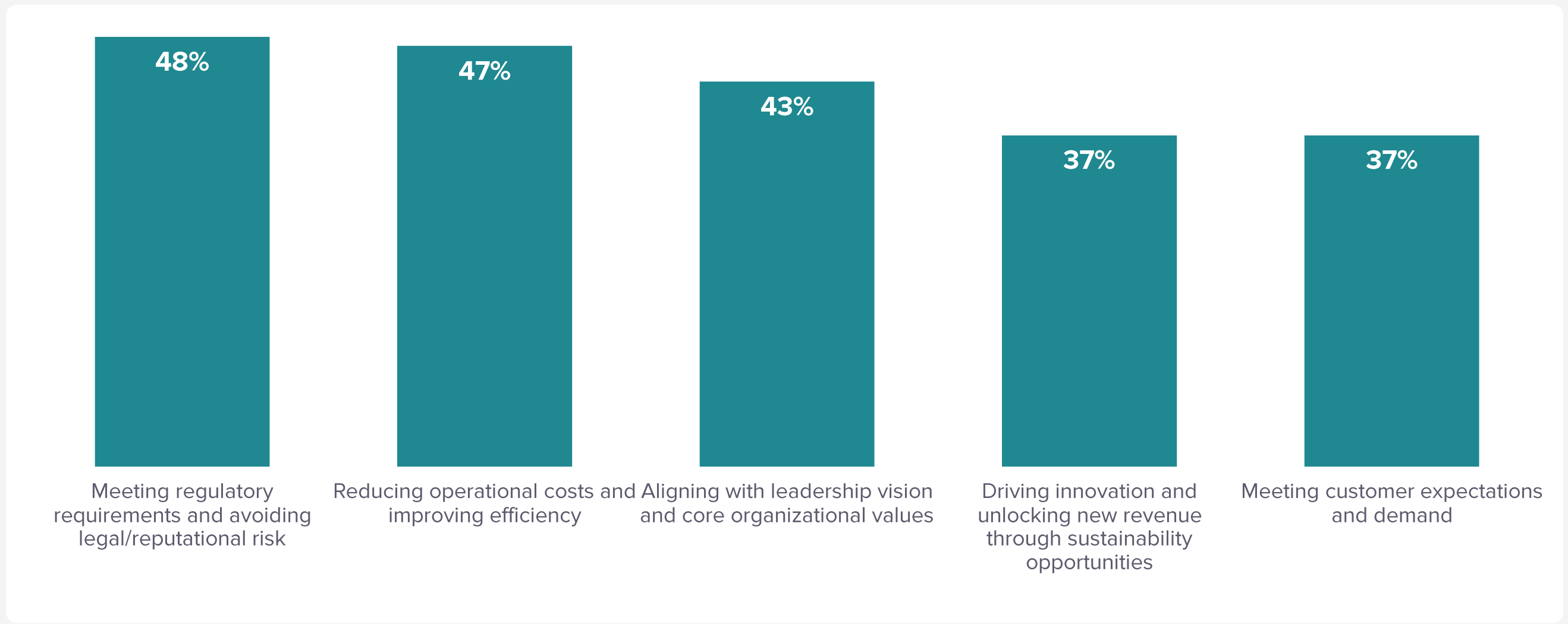
15%

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

43%



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

54%



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

53%



Governments/
Regulators

47%



Banks/Credit
providers

42%



Rating agencies

37%



Supply chain
partners

32%



Investors/
shareholders

23%

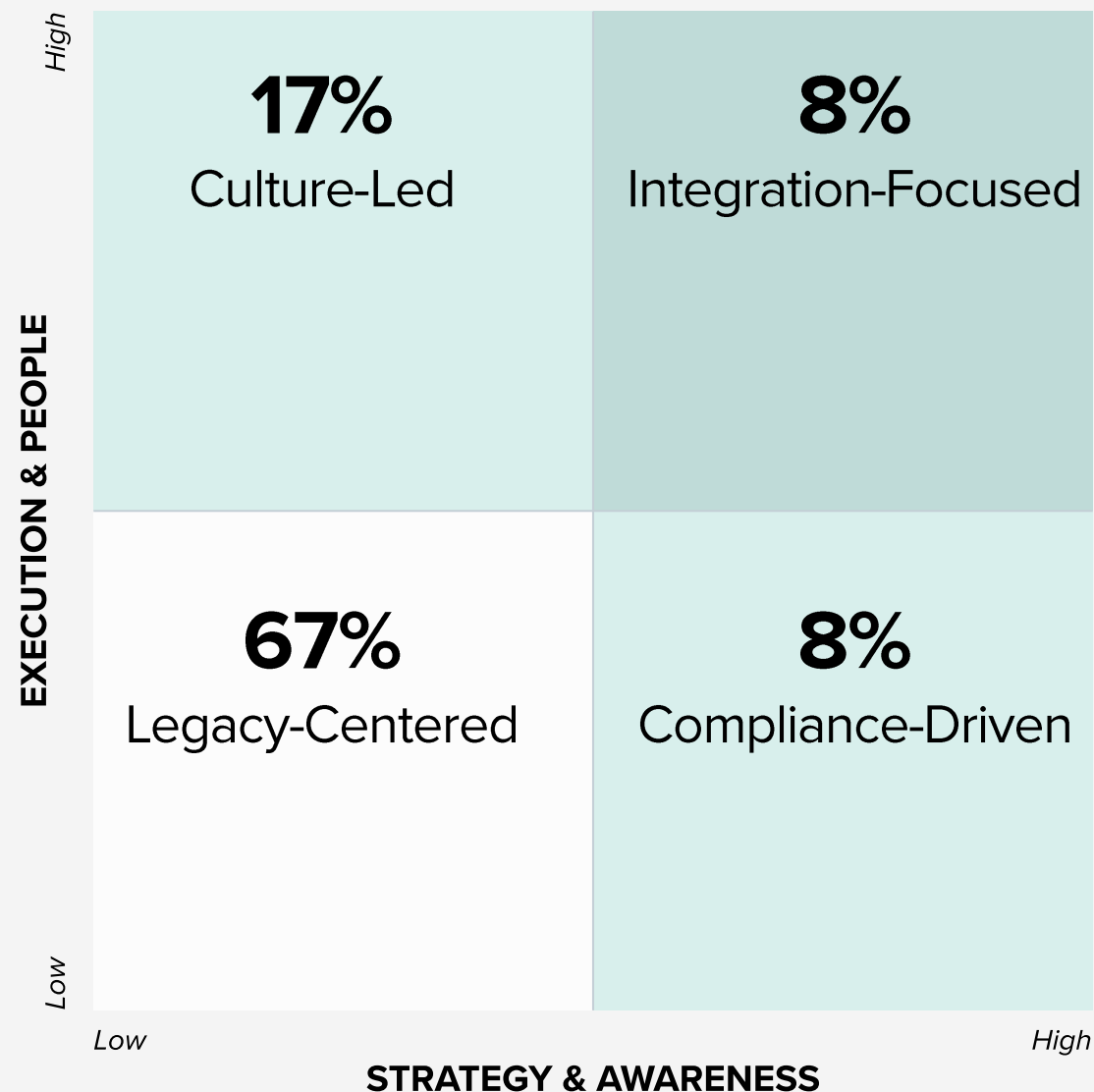


Customers

Impact Driver #3: Ensuring People and Strategic Alignment

Strategy-People Alignment Often Lacking in Organizations

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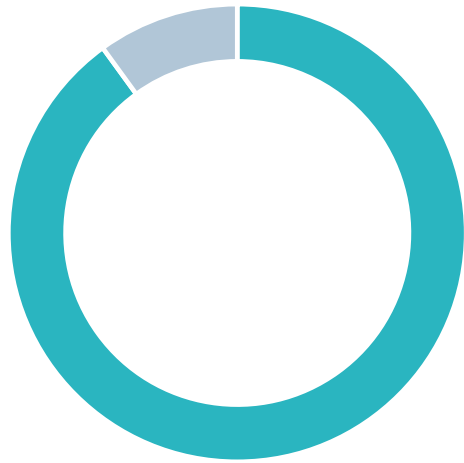
INTEGRATION-FOCUSED. Environmental sustainability is embedded in the core business, with empowered employees aligned to ESG objectives. Strategy and culture reinforce each other, driving measurable business value and lasting impact.

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.

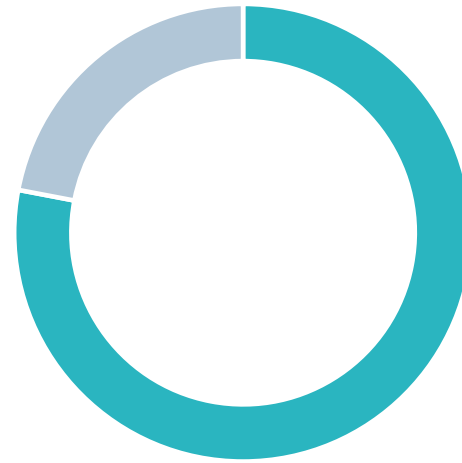
LEGACY-CENTERED. Environmental sustainability is treated as a side activity or compliance task. Actions are reactive, engagement is limited, and goals remain disconnected from daily operations and culture.

Technology Enablement for Environmental Sustainability Optimization



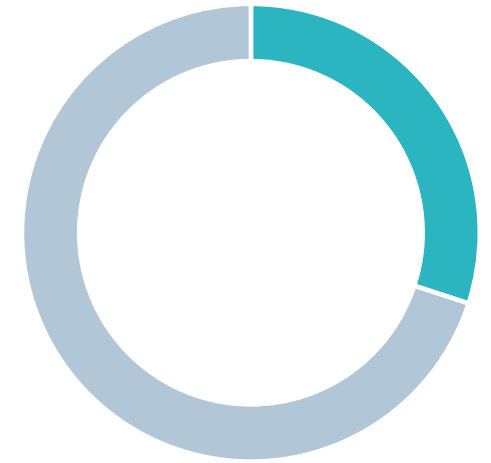
90%

of organizations report high alignment between sustainability and IT teams



78%

of technology teams actively support broader sustainability goals



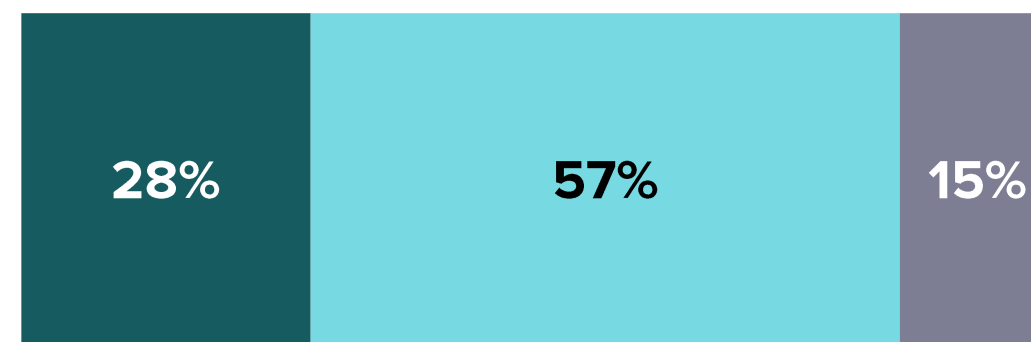
Only 30%

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

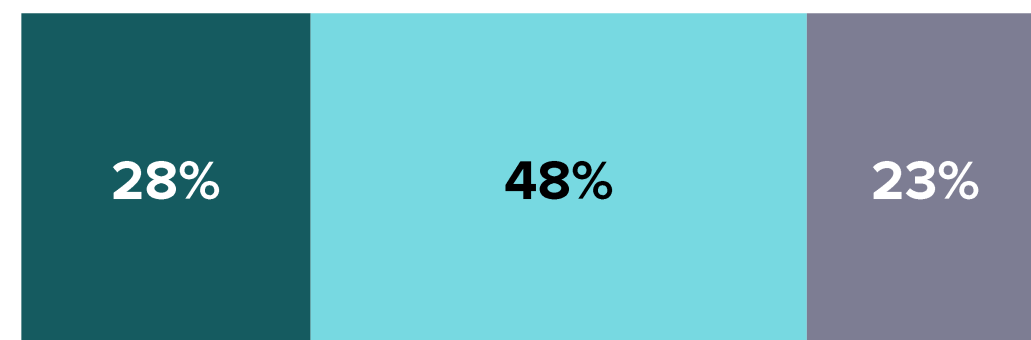
Tech Lever #1: Embedding Sustainability in Modernization

Environmental Sustainability Remains an Afterthought in Tech Modernization

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



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



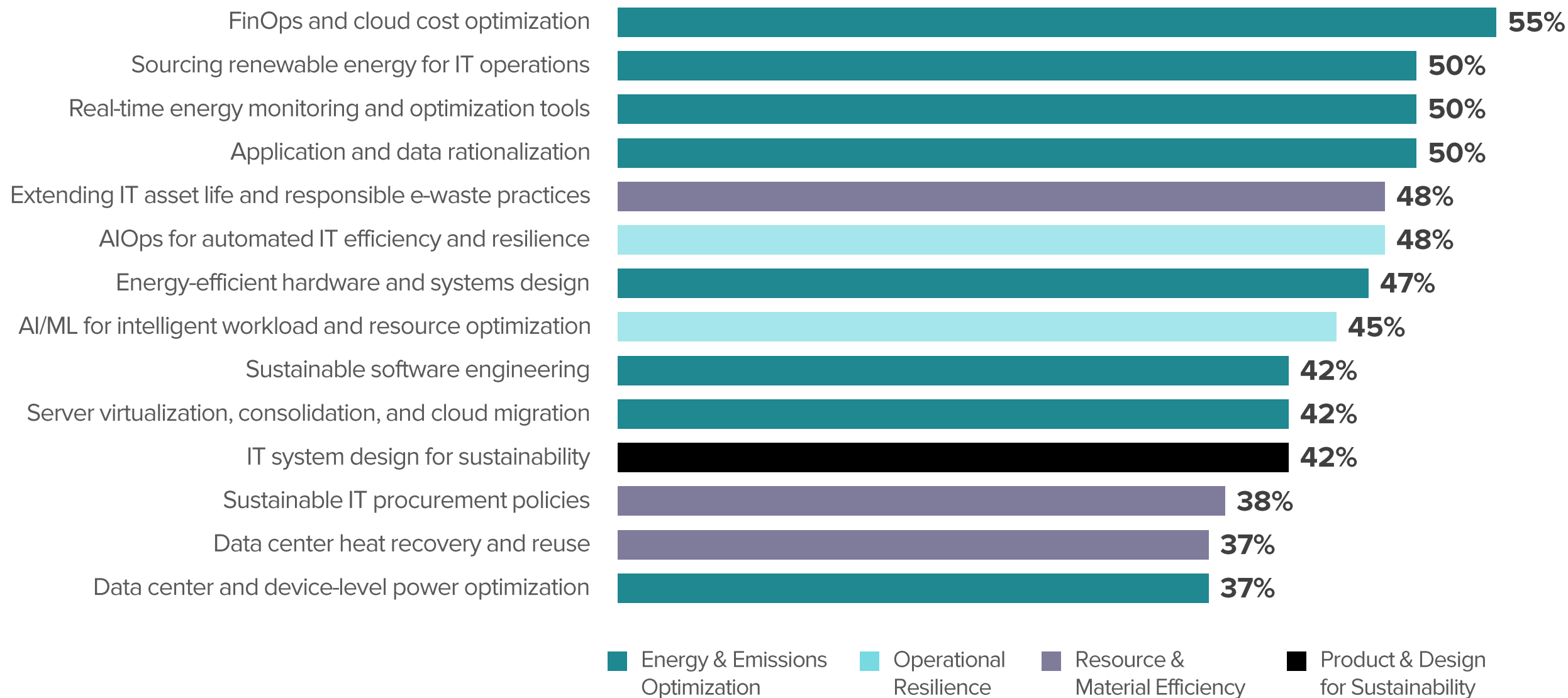
■ Fully ■ To an extent ■ Not at all



Tech Lever #2: Moving Beyond Energy & Emissions

Tech Actions to Cut Carbon Focus on Energy & Emissions

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N = 60

Q: What actions does your IT/Technology team take to reduce their carbon footprint?



Tech Lever #3: Enabling Shared & Measurable Approach

Tech Underused in Business Functions' Environmental Sustainability Practices

Embedding climate/ sustainability considerations into capital planning and allocation

Improving energy efficiency, using renewable energy, and reducing waste and emissions

Applying lean/resource efficiency to reduce resource use, waste, and emissions

Reporting sustainability progress transparently to stakeholders

Driving climate resilience and integrating sustainability into business strategy

Engaging suppliers on sustainable practices and prioritizing circular, low-impact sourcing

Embedding sustainability in recruitment, training, and performance processes

Ensuring compliance with regulations and managing sustainability-related risks

FINANCIAL PLANNING & ANALYSIS 62%
30%

FACILITIES/ ASSET/ WORKPLACE MANAGEMENT 60%
32%

PRODUCTION/ OPERATIONS 58%
42%

CORPORATE AFFAIRS, COMMUNICATIONS & MARKETING 55%
35%

SENIOR LEADERSHIP/ BOARD 53%
20%

SUPPLY CHAIN/ PROCUREMENT 45%
25%

HUMAN RESOURCES 45%
17%

LEGAL/ RISK 40%
17%

■ Organizations Following Practice

■ Leveraging Tech to Achieve Commitments



Tech Lever #4: Optimizing Core Data for Insights

Nearly **72%**



of organizations track environmental metrics centrally

Yet only **50%**



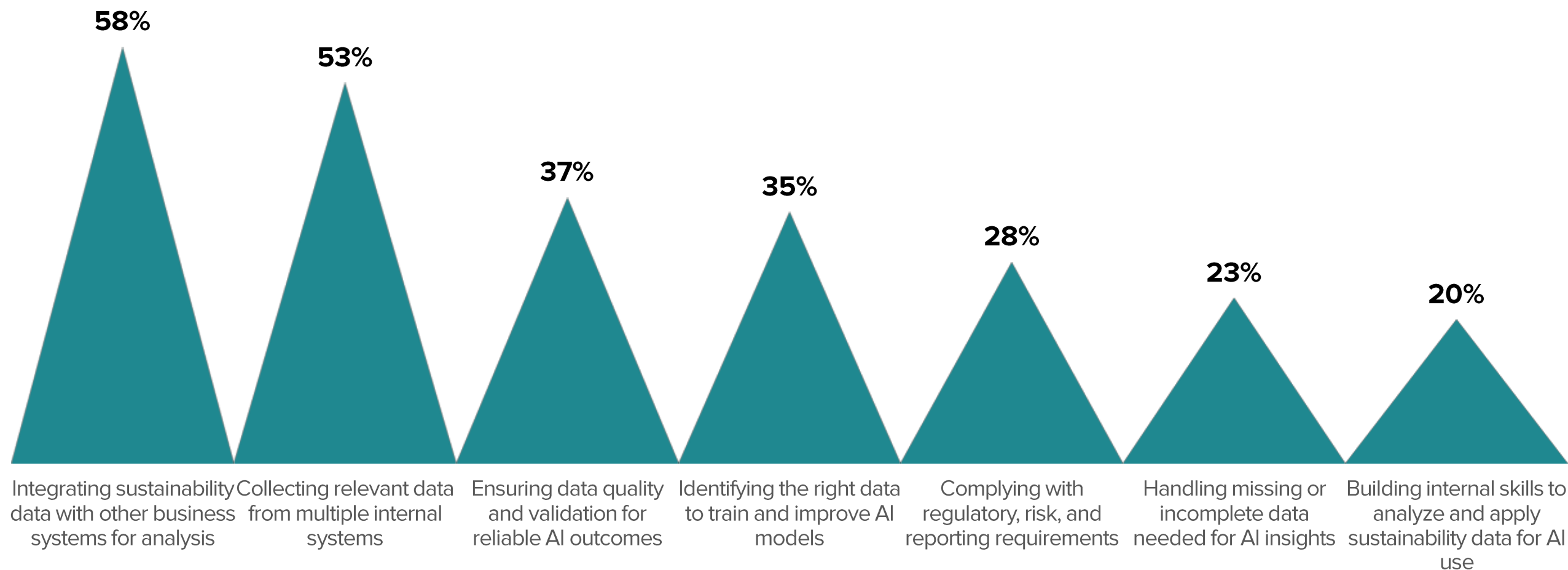
use this data to guide decisions and optimize performance; the rest focus on data primarily for reporting.



Tech Lever #4: Optimizing Core Data for Insights

Data Remains a Key Barrier to Environmental Sustainability

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N = 60

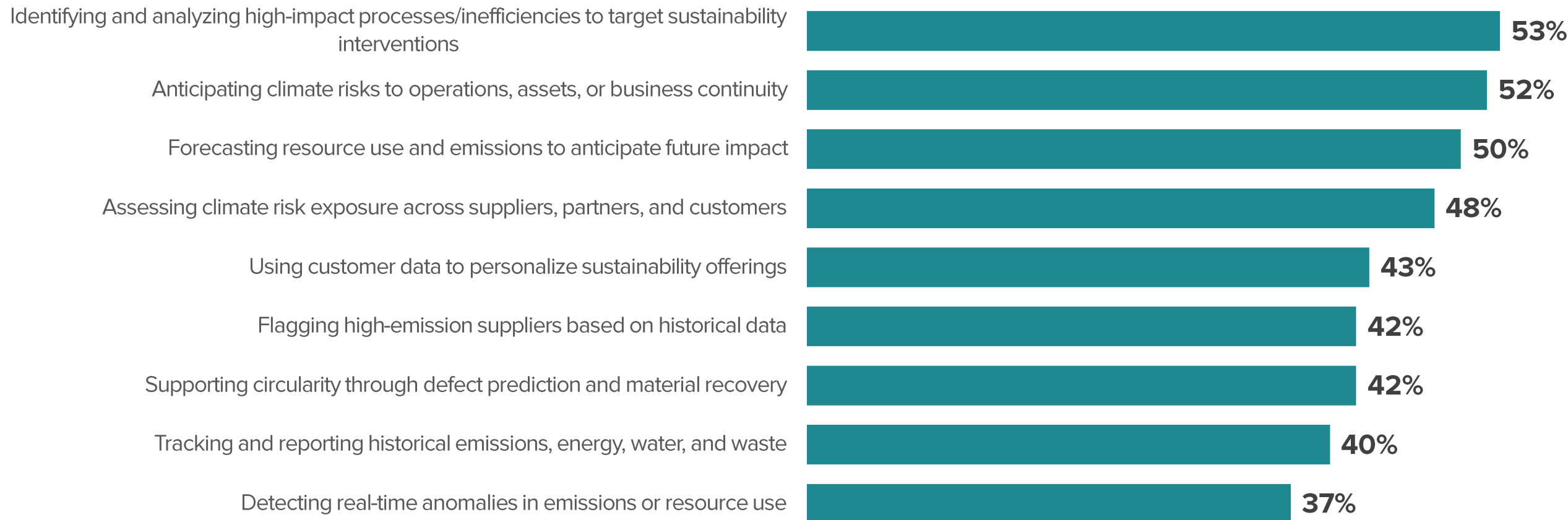
Q: What are the top 3 challenges your organization faces in managing data to support AI-driven sustainability initiatives?



Tech Lever #5: Predicting Future Risks with AI

Predictive AI for Environmental Sustainability

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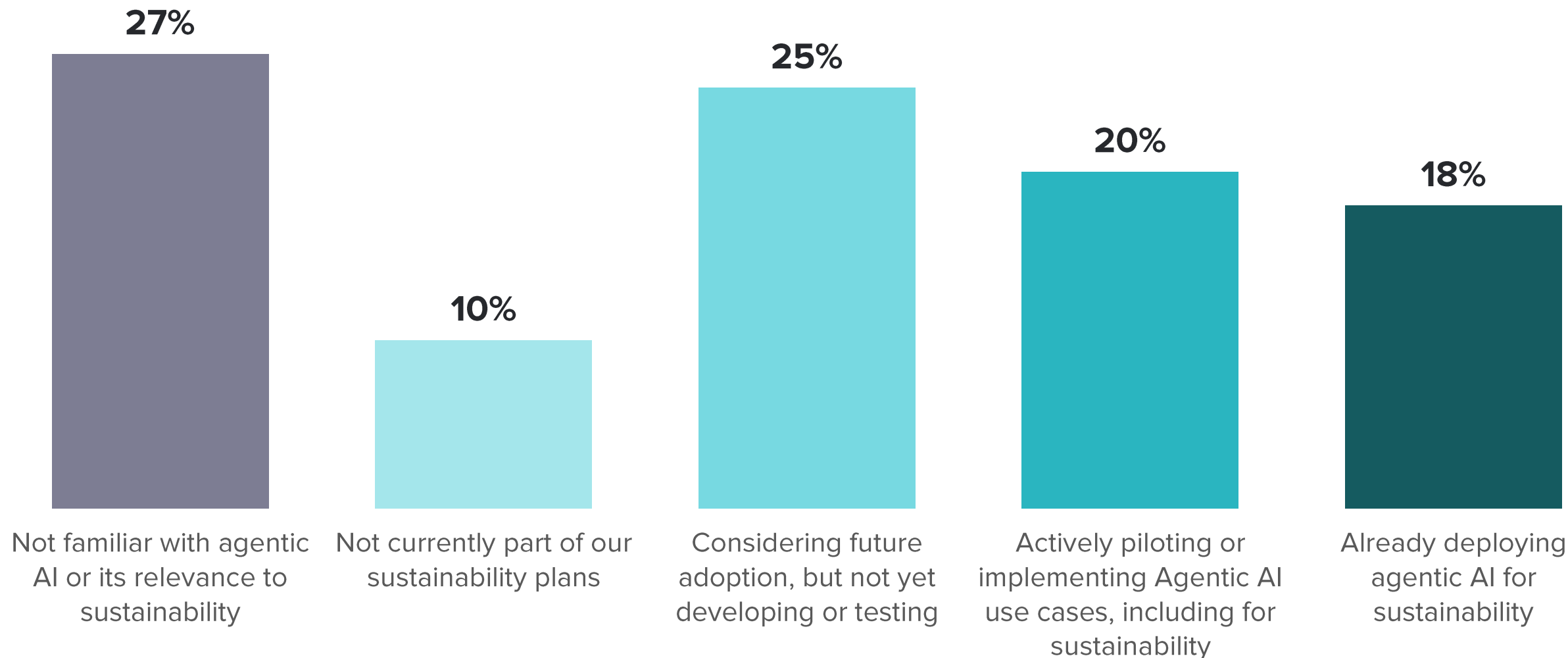


Compared with last year, 50% now forecast resource use and emissions to anticipate future impact (up from 29%), while 52% focus on anticipating climate risks, rising from 27%.

Tech Lever #6: Enabling Autonomous Action with Agentic AI

Adoption of Agentic AI is Still in its Early Stages

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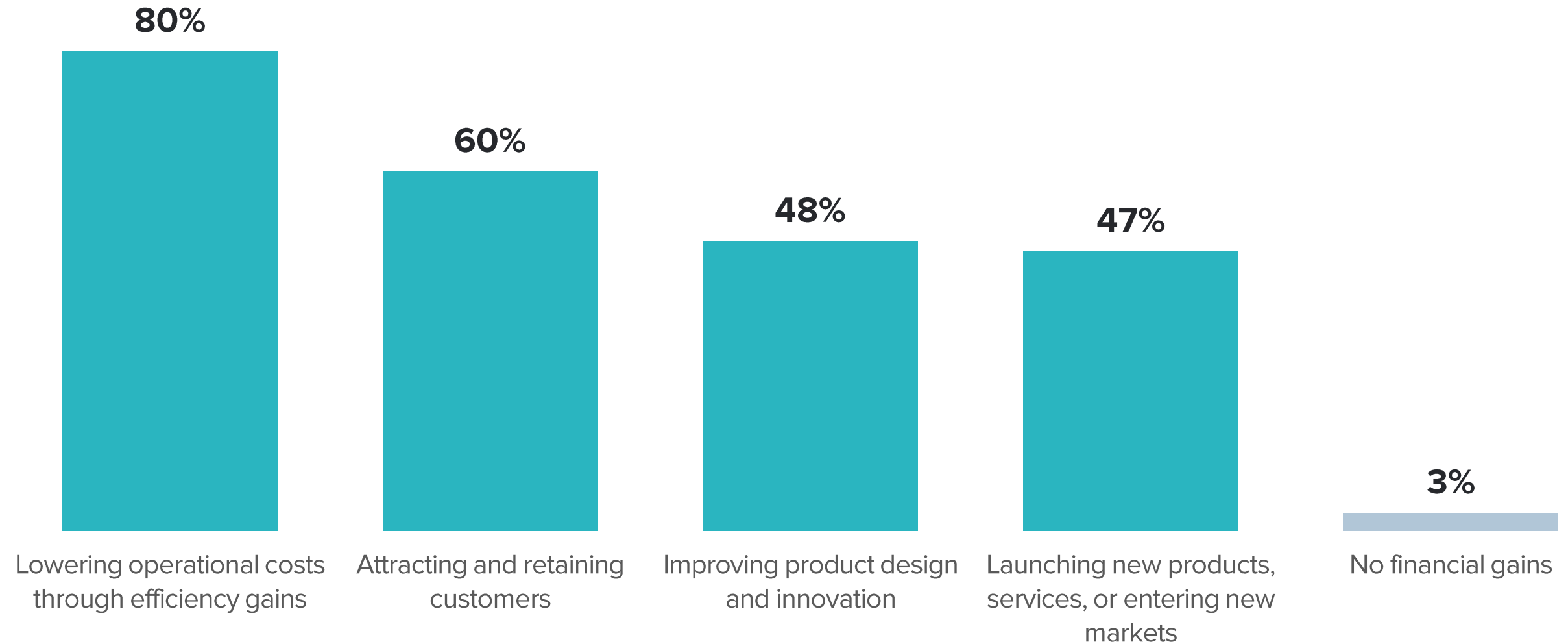




A Final Word on ROI: Early Wins Build Lasting Momentum

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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