



From Planning to Progress: AI-Driven Sustainability in Practice

The Global Sustainability Barometer

MEDIA HIGHLIGHTS

NOVEMBER 2025

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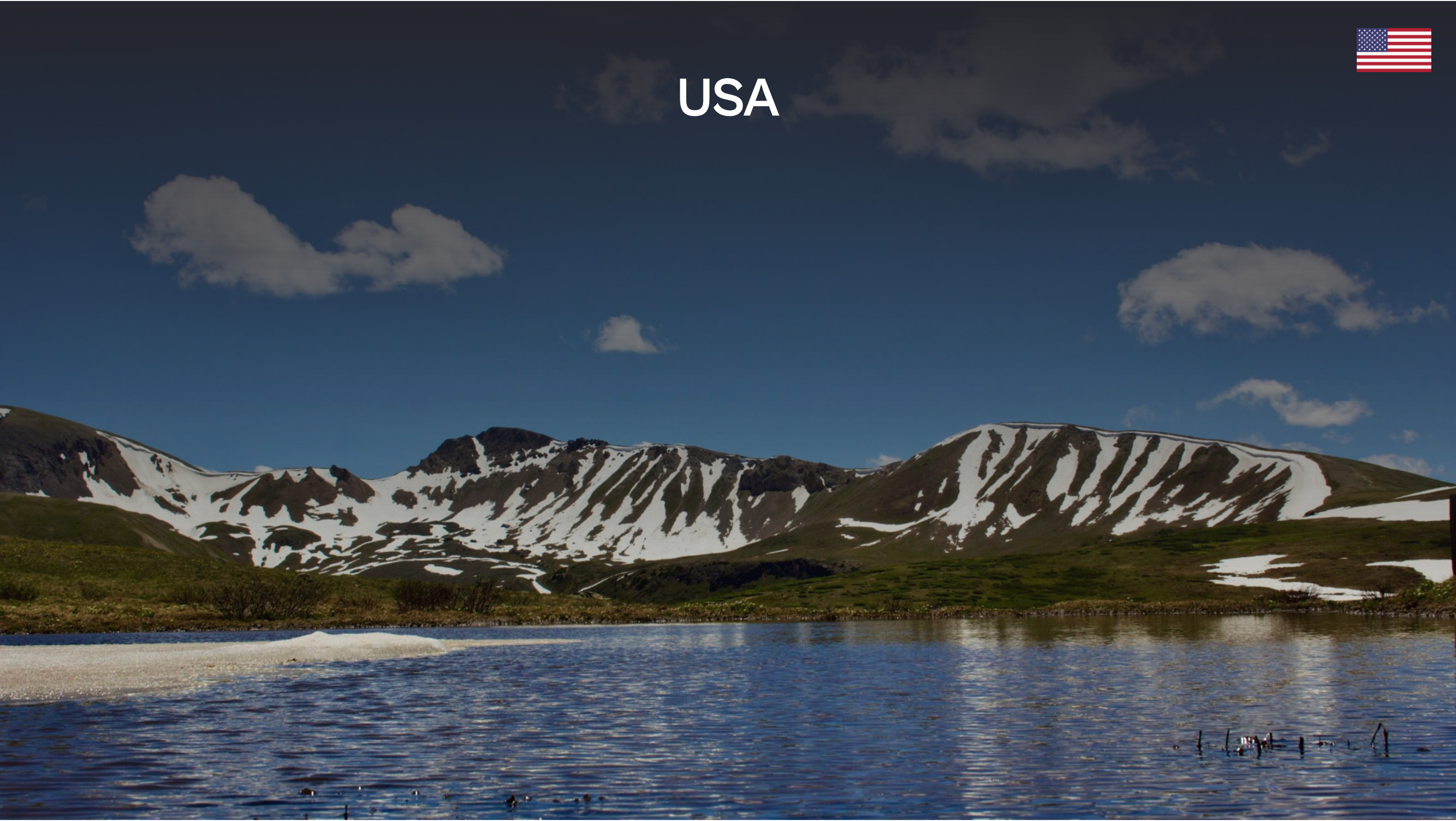
kyndryl™



Microsoft



USA

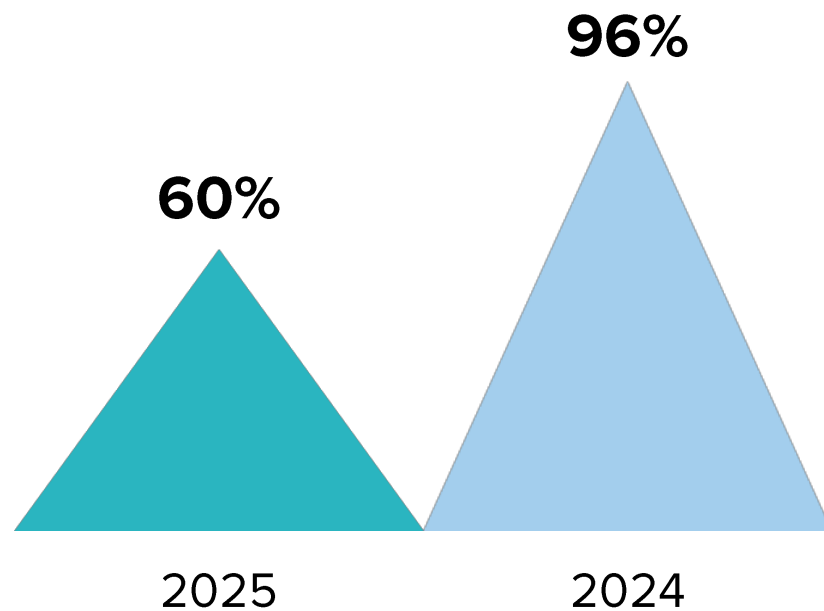




Progress Snapshot: What's Changed Since Last Year

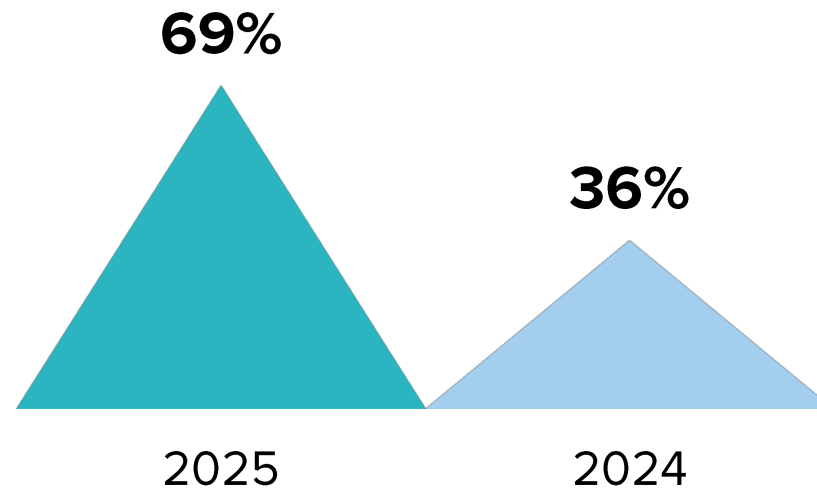
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ENVIRONMENTAL SUSTAINABILITY COMMITMENT CONTINUES TO GROW



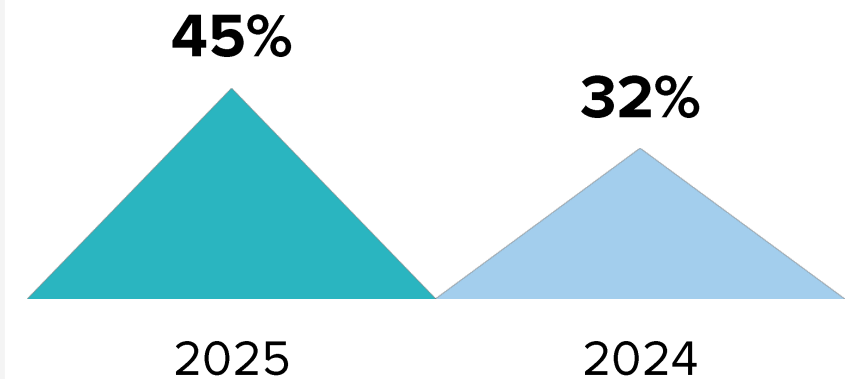
Maintained or advanced sustainability goals and program execution

IT'S ROLE IN ENVIROMENTAL SUSTAINABILITY



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

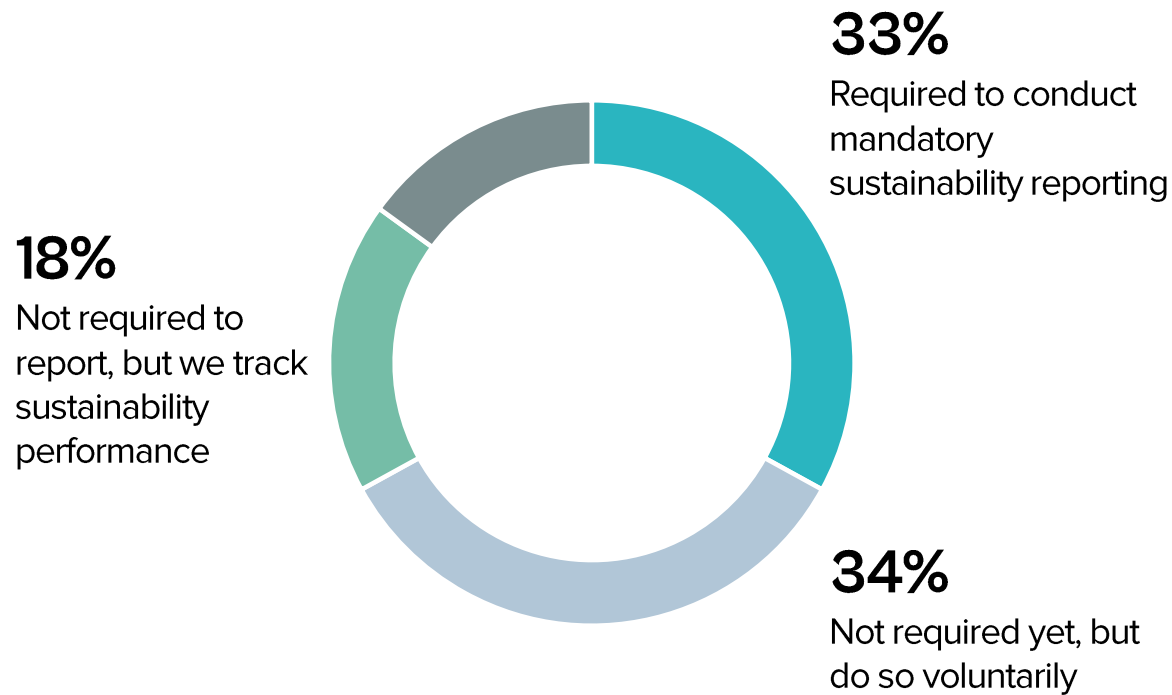
ORGANIZATIONS AWARE OF AI'S CARBON FOOTPRINT



Organizations considering the environmental impact of AI



AI for Sustainability-Driven Operating Model



67% of surveyed organizations report on environmental sustainability performance, with 34% doing so voluntarily; another 18% monitor performance internally without public disclosure.

62%



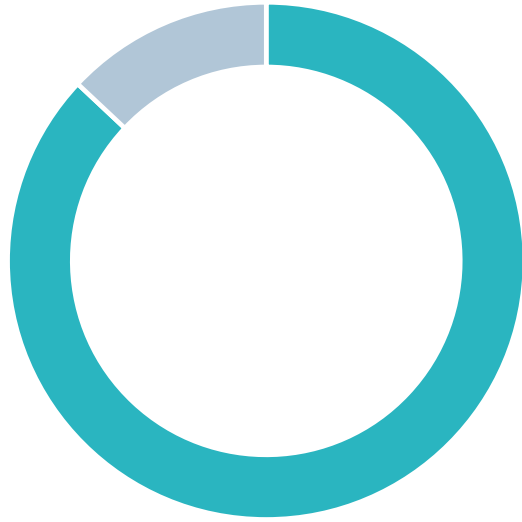
of USA organizations report strong alignment between technology and sustainability teams.

Yet only 33%



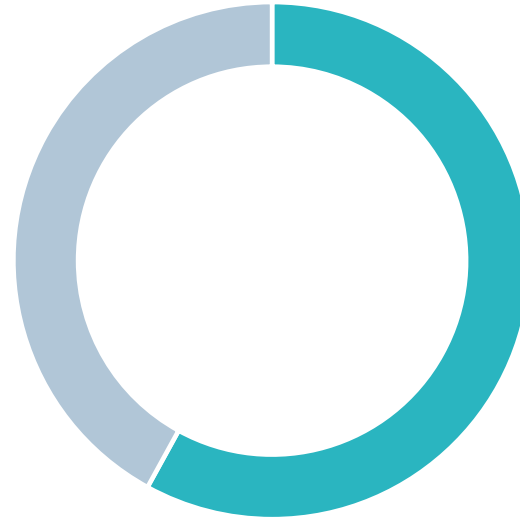
leverage AI centrally to drive environmental sustainability and inform decisions.

Strategic Alignment for Environmental Sustainability



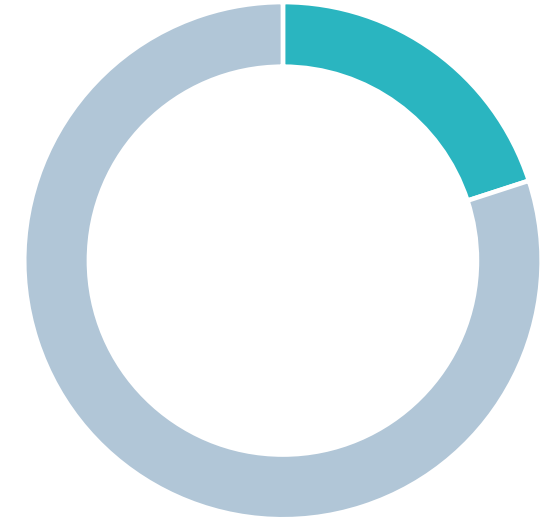
87%

of organizations rate environmental sustainability as a top strategic priority.



58%

are driving environmental sustainability through proactive or consistent initiatives.



20%

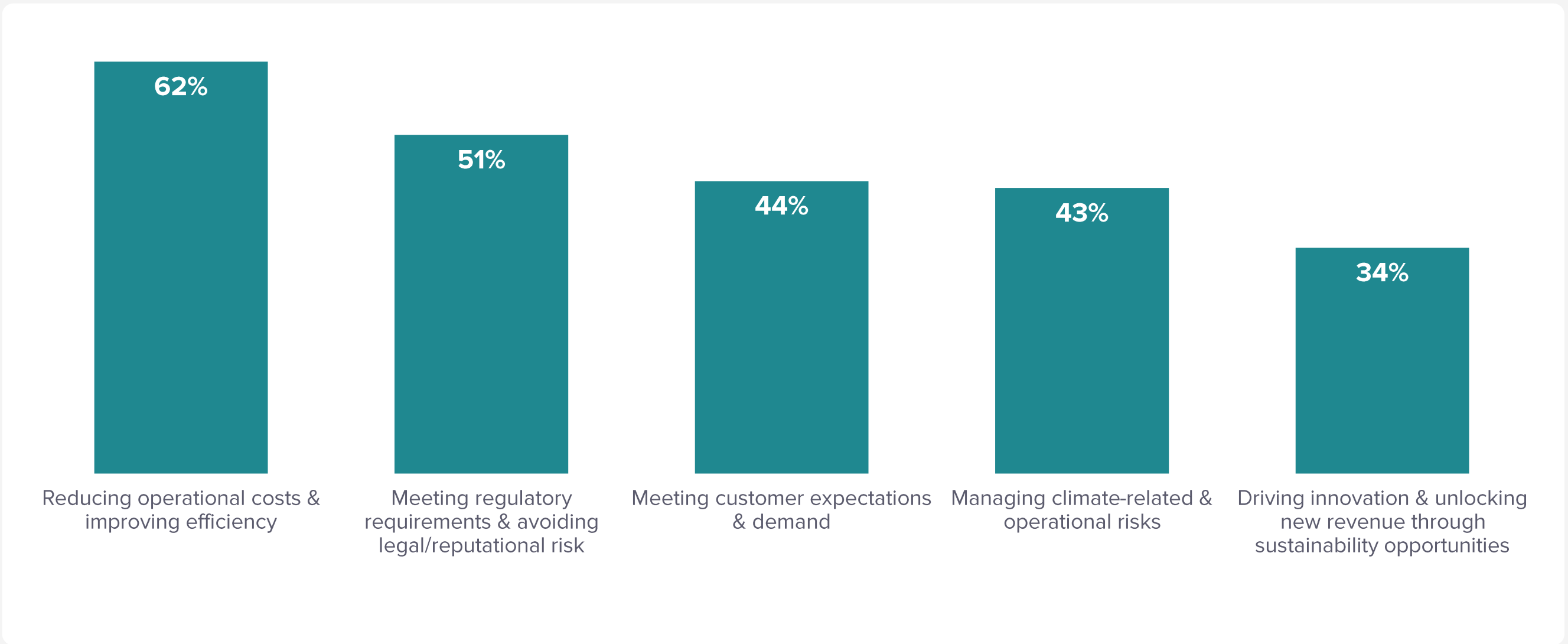
have embedded it as a core driver of innovation, cost savings, and long-term resilience.



Impact Driver #1: Demonstrating ROI & Business Value

Top Drivers of Environmental Sustainability Measures

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Impact Driver #1: Demonstrating ROI & Business Value

49%



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

76%



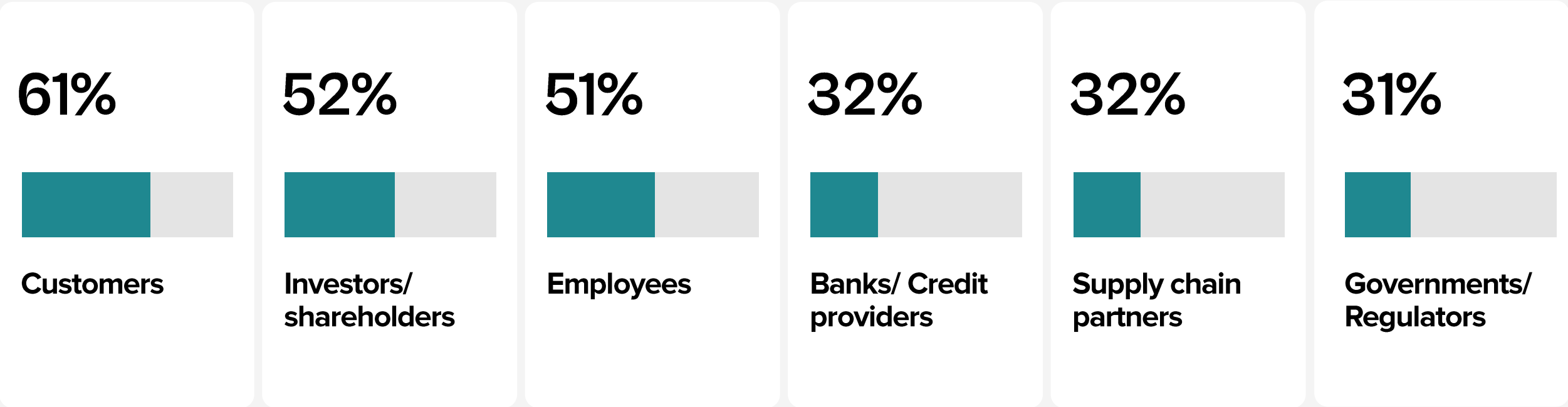
of organizations that accelerated environmental sustainability initiatives last year did so thanks to a stronger business case, clearer ROI, and new revenue opportunities.



Impact Driver #2: Engaging the Ecosystem

Top Voices Shaping Environmental Sustainability Action

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N = 100

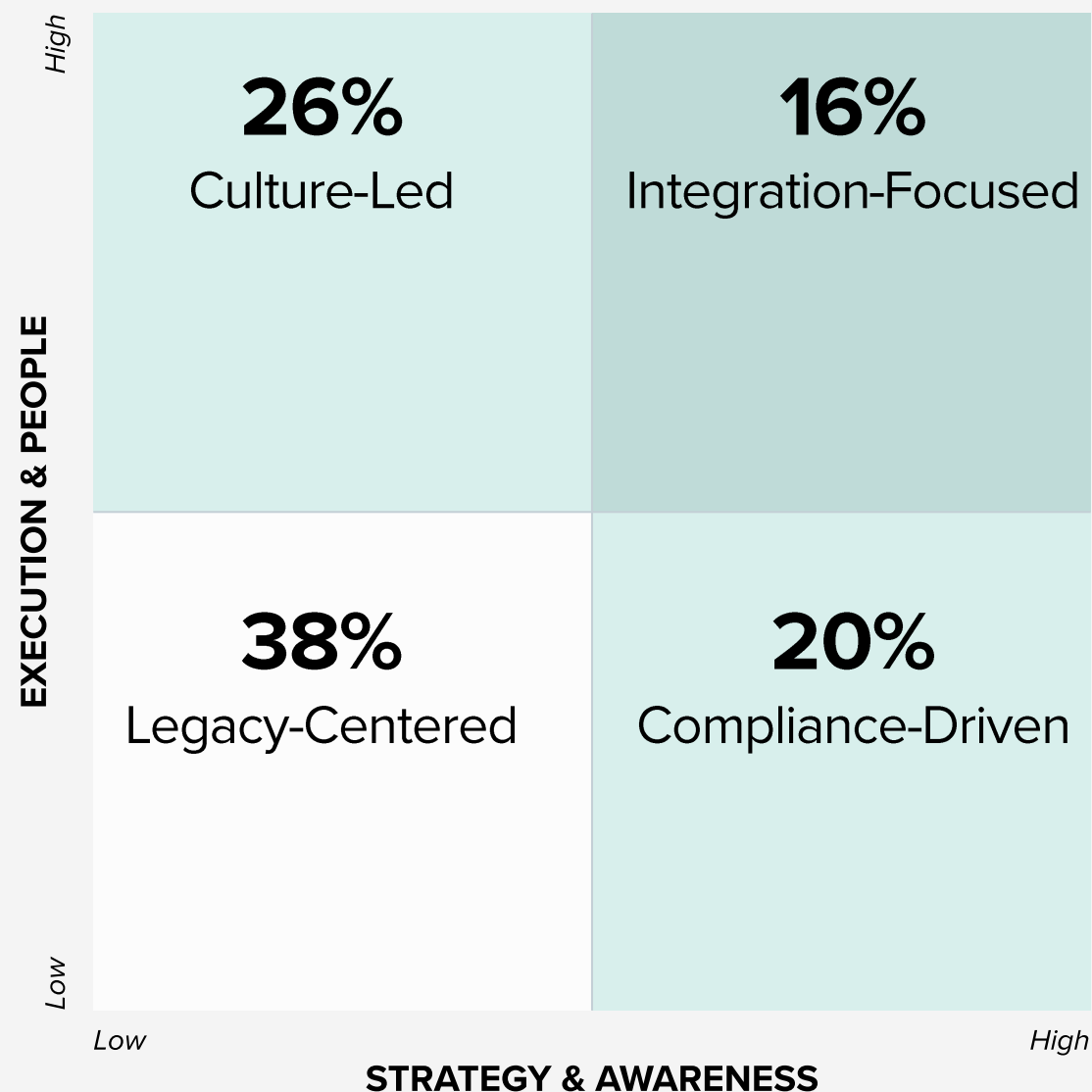
Q: Who are the TOP 3 influential voices advocating Sustainability policies and practices in your organization?



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.

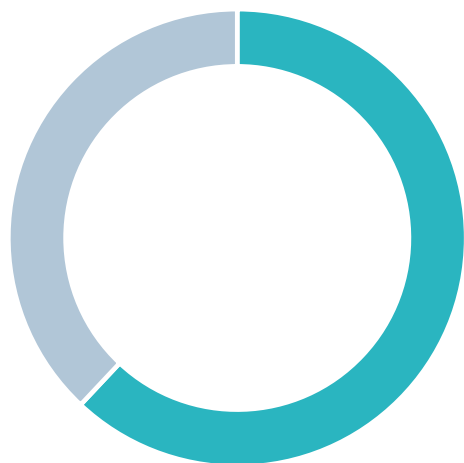
COMPLIANCE-DRIVEN. Goals are well-defined and often shaped by regulations or market pressures, yet initiatives stay centralized, creating a gap between strategy and execution.

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.



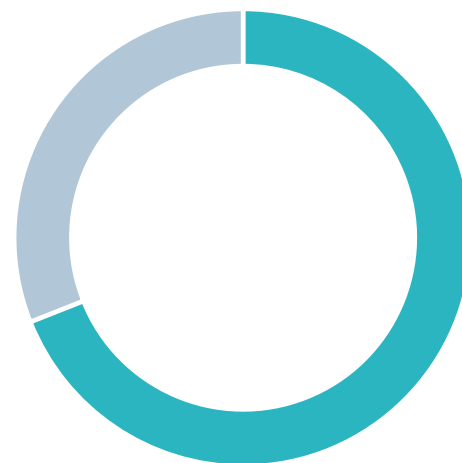
Technology Enablement for Environmental Sustainability Optimization

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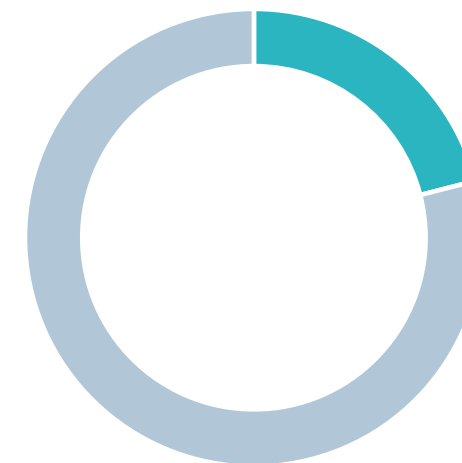
62%

of organizations report high alignment between sustainability and IT teams



69%

of technology teams actively support broader sustainability goals



Only 21%

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

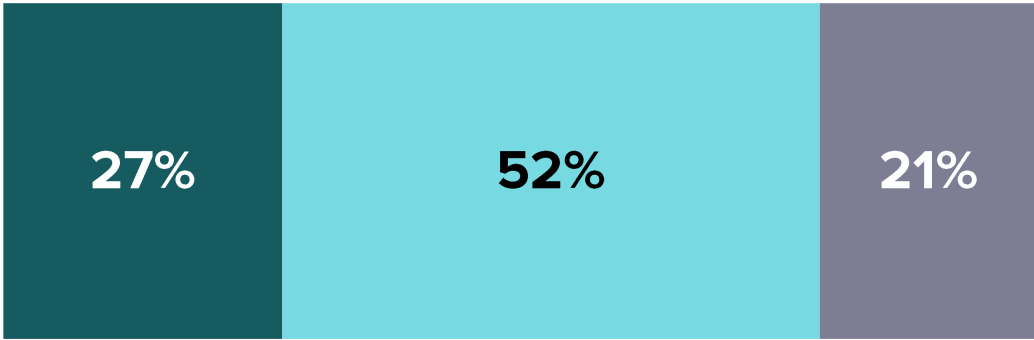


Tech Lever #1: Embedding Sustainability in Modernization

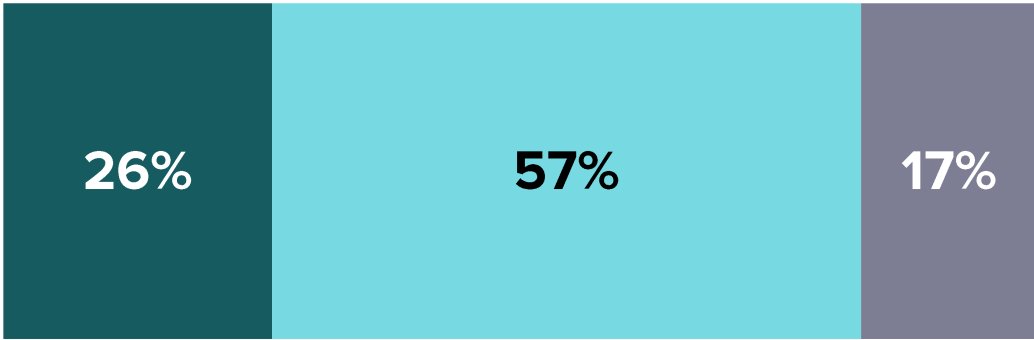
Environmental Sustainability Remains an Afterthought in Tech Modernization

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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



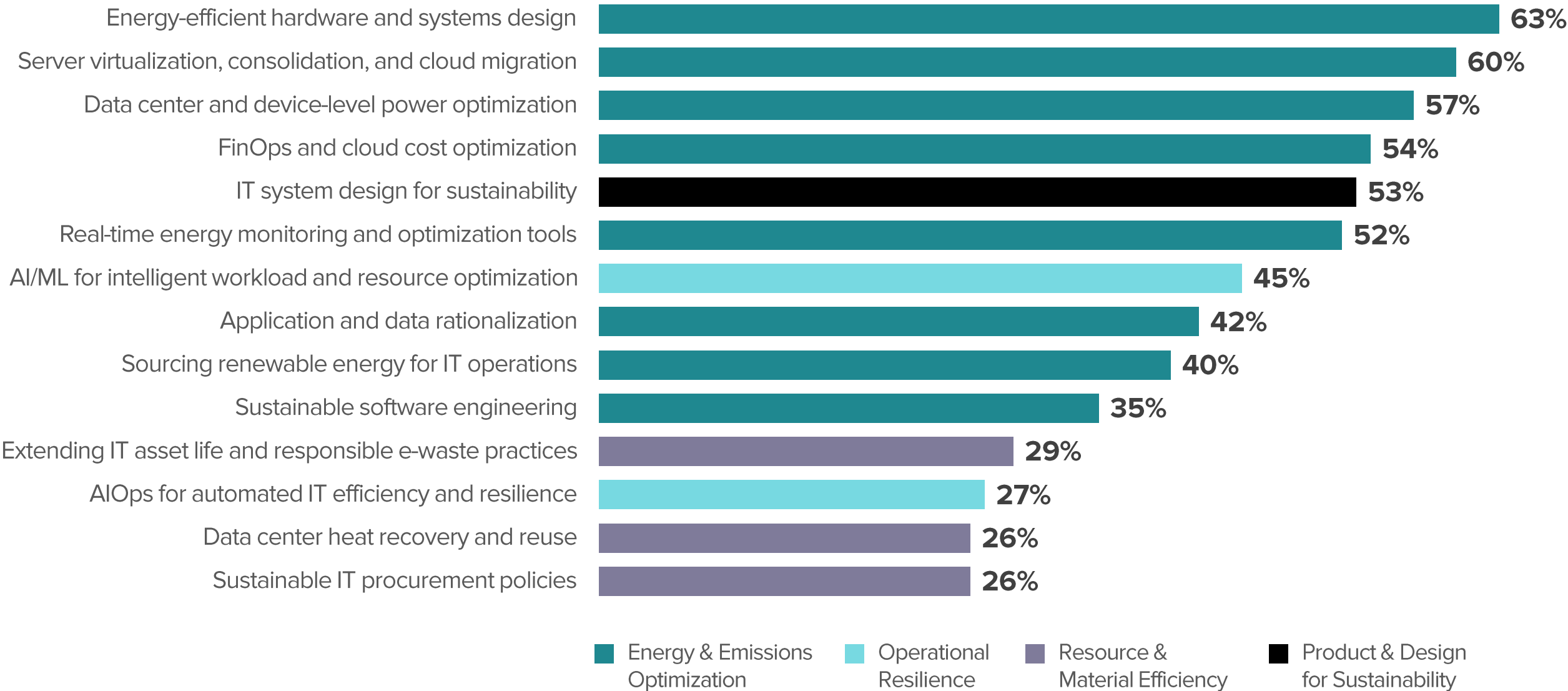
■ Fully ■ To an extent ■ Not at all



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

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



Ensuring compliance with regulations and managing sustainability -related risks



Driving climate resilience and integrating sustainability into business strategy



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



Reporting sustainability progress transparently to stakeholders



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



Embedding climate/ sustainability considerations into capital planning and allocation



Embedding sustainability in recruitment, training, and performance processes



■ Organizations Following Practice ■ Leveraging Tech to Achieve Commitments



Tech Lever #4: Optimizing Core Data for Insights

Nearly **73%**



of organizations track environmental metrics centrally

Yet only **31%**



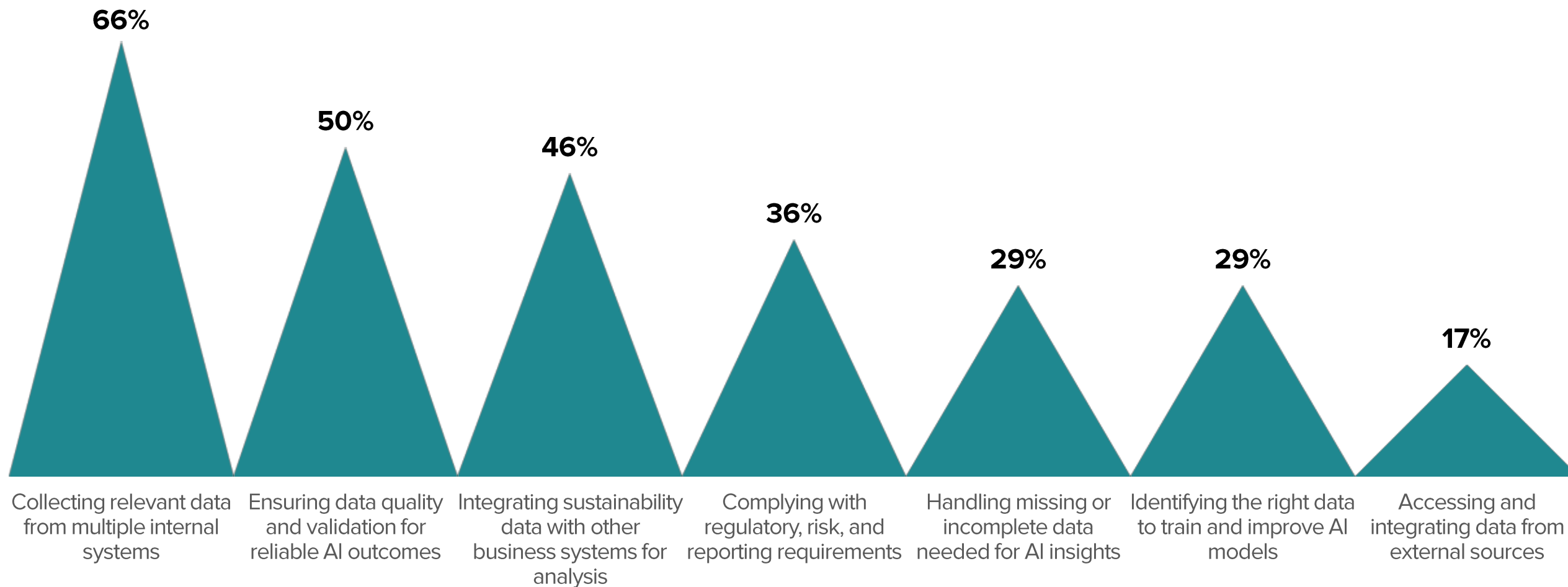
use this data to guide decisions and optimize performance; the rest focus on data primarily for reporting.



Tech Lever #4: Optimizing Core Data for Insights

Data Remains a Key Barrier to Environmental Sustainability

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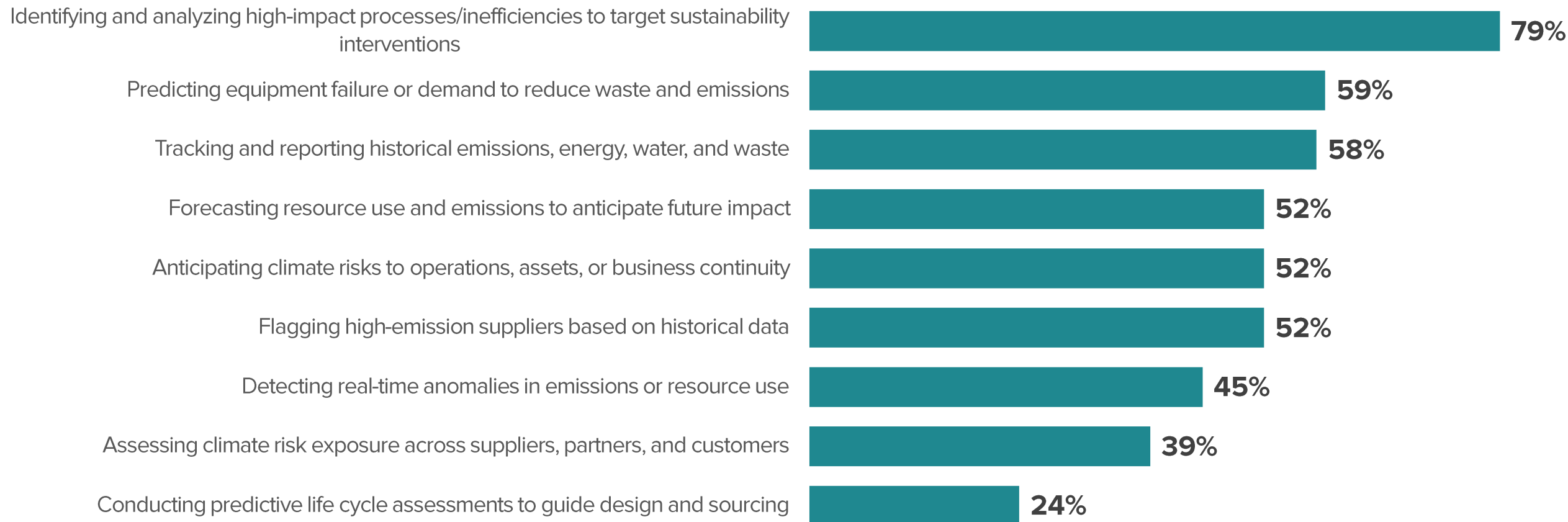
N = 100

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



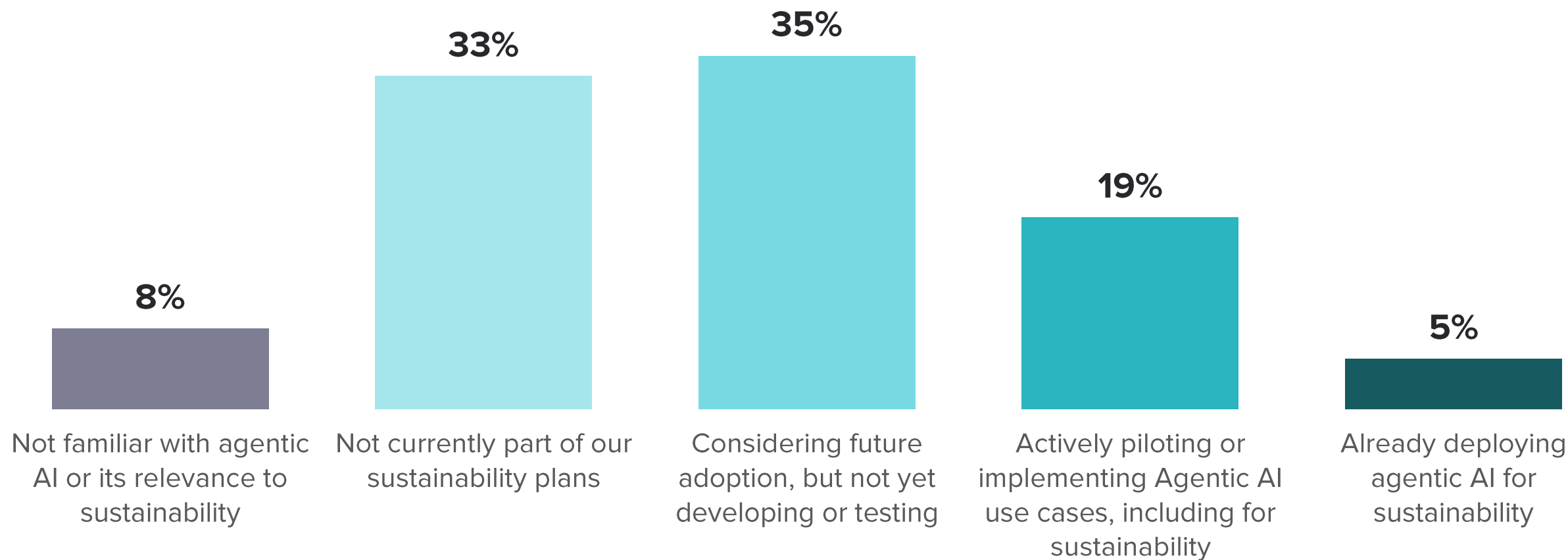
Compared with last year, 52% now forecast resource use and emissions to anticipate future impact (up from 29%), while 52% focus on anticipating climate risks, rising from 22%.



Tech Lever #6: Enabling Autonomous Action with Agentic AI

Adoption of Agentic AI is Still in its Early Stages

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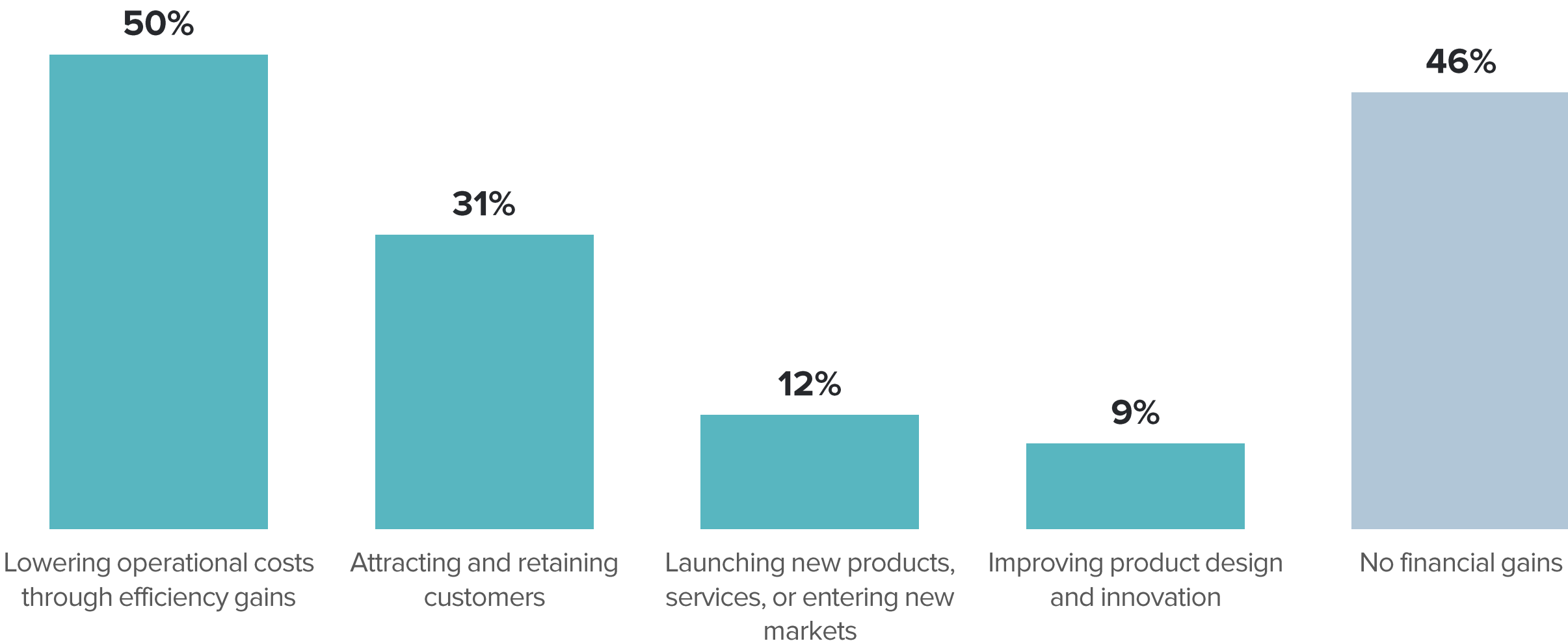


A Final Word on ROI: Early Wins Build Lasting Momentum



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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