

The Sustainability Executives Survey 2023 – Sample of global insights as to how companies are managing the climate transition in 2023.









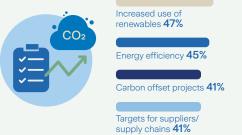
30% Technology drivers - e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

25% Policy/legislative drivers and intervention/strategy

 e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

17% Business drivers – e.g growth strategy, competitive advantage







reduce emissions? Investment in new technologies and processes (plant, equipment, fleet) 21% Increase energy efficiency of buildings 17%

Substitution of fuels, raw materials, etc. 16% Reducing emissions through supply chains 15% Financial - purchase of carbon offsets/credits 11%

In your company, what are the main levers to

In your company, for which period do you usually set interim net-zero targets? 1-3 years 30% 4-7 years 40% 8 or more years 17%



Which of the following do you consider the biggest climate-related risk for your company?



How can the insurance industry support your company in your net zero transition measures? Risk management 67% Risk assessment 61% Policy support **54%**





The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in Australia.



In your company, what are the main challenges in developing a net-zero transition plan? Costs and scale of capital expenditure needed 50% Regulatory challenges



Among your stakeholders identify and rank the top 4 who advocate most strongly for net-zero action?



What are the external drivers encouraging your company to achieve net-zero?



30% Doing the right thing

27% Business drivers - e.g. growth strategy, competitive advantage

23% Technology drivers - e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

Has your company set targets or is it in the process of setting targets to any of the following activities?

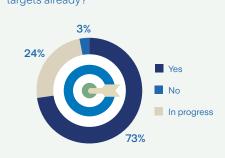


Energy efficiency (buildings) 55%

Carbon offset projects 55%

Technologies for Carbon capture solutions 55%

Did your company set net-zero targets already?



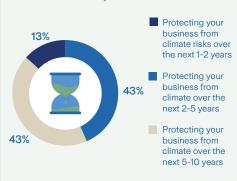
In your company, what are the main levers to reduce emissions?



Reducing emissions through supply chains 23% Increase energy efficiency of buildings 20% Financial – purchase of carbon offsets/credits 13% Substitution of fuels, raw materials, etc. 13% Promoting consumer/customer behaviour change 13% In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?



People risk 17%

Risk of non-compliance with reporting requirements 17% How can the insurance industry support your company in your net zero transition measures? Risk assessment 73% Risk management 70% Support in collaboration and partnership formation 53%





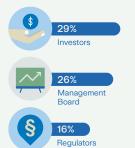
The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in Brazil.



In your company, what are the main challenges in developing a net-zero transition plan?



Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?



What are the external drivers encouraging your company to achieve net-zero?



36% Policy/legislative drivers and intervention/strategy e.g. carbon pricing, national/industry emissions targets

planning changes to encourage renewable energy, etc.

19% Technology drivers - e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass, etc.

19% Doing the right thing

Has your company set targets or is it in the process of setting targets to any of the following activities?

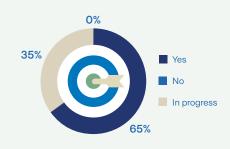


Energy efficiency (plant) 52%

Fuel substitution 52%

Carbon offset projects 52%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?



Investment in new technologies and processes (plant, equipment, fleet) 23%

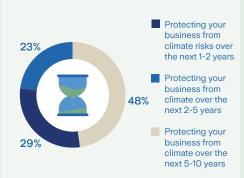
Reducing emissions through supply chains 19%

Incentivising employees' action and behaviour





Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?







People risk 16%



Risk of non-compliance with

reporting requirements 16%

Litigation risk 16%







The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in Canada.



In your company, what are the main challenges in developing a net-zero transition plan?



expenditure needed



Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?





What are the external drivers encouraging your company to achieve net-zero?



35% Technology drivers - e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

20% Doing the right thing

18% Policy/legislative drivers and intervention/strategy e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

Has your company set targets or is it in the process of setting targets to any of the following activities?

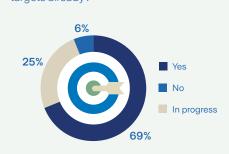


Energy efficie (plant) **52%**

Targets for supplier/supply chains **52**%

Carbon offset projects 50%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?







Investment in new technologies and processes (plant, equipment, fleet) **26%**

Reducing emissions through supply chains 18%

Increase energy efficiency of buildings 14%

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?





Reputational risk 31%

Risk of non-compliance with reporting requirements 16%





Supply chain risk 14%







The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in China.

Does your company have a net-zero transition plan in place?

Yes
No
In progress

In your company, what are the main challenges in developing a net-zero transition plan?



47%Costs and scale of capital expenditure needed



45%Technology: Lack of feasible and scalable solutions



45% Difficulty measuring/ monitoring impact Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?



26% Investors



20% Management



18% Regulators

What are the external drivers encouraging your company to achieve net-zero?



29% Business drivers – e.g. growth strategy, competitive advantage

24% Policy/legislative drivers and intervention/strategy

 e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

20% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

Has your company set targets or is it in the process of setting targets to any of the following activities?



Increased use of renewables 59%

Fleet electrification 55%

Fuel substitution 53%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?

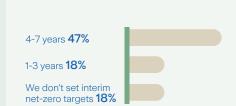


Promoting consumer/customer behaviour change 22%

Reducing emissions through supply chains 18%

Substitution of fuels, raw materials, etc. 16%

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?



Supply chain risk 29%



A

Litigation risk 20% Reputational risk 16%







The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in France.



In your company, what are the main challenges in developing a net-zero transition plan?





Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?





What are the external drivers encouraging your company to achieve net-zero?



31% Policy/legislative drivers and intervention/strategy

 e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

31% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass, etc.

22% Economic drivers – e.g. tax breaks, subsidies, etc.

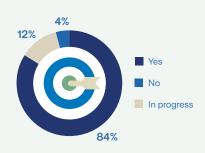
Has your company set targets or is it in the process of setting targets to any of the following activities?



Increased use of renewables 55%

Energy efficiency (buildings) 51%

Did your company set net-zero targets already?



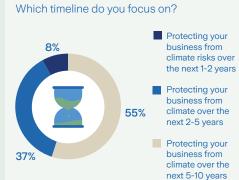
In your company, what are the main levers to reduce emissions?



usually set interim net-zero targets?



In your company, for which period do you



Which of the following do you consider the biggest climate-related risk for your company?

Substitution of fuels, raw materials, etc. 18%



Supply chain risk 28%



Risk of non-compliance with

reporting requirements 18%

Reputational risk 16%







The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in Germany.



In your company, what are the main challenges in developing a net-zero transition plan?



Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?



What are the external drivers encouraging your company to achieve net-zero?



35% Policy/legislative drivers and intervention/strategy

 e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

20% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass.

18% Economic drivers – e.g. tax breaks, subsidies, etc.

18% Doing the right thing

Has your company set targets or is it in the process of setting targets to any of the following activities?

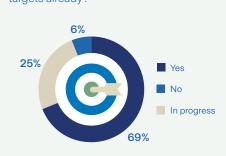


Energy efficiency (plant) 58%

Energy efficiency (buildings) **54**%

Increased use of renewables **52%**





In your company, what are the main levers to reduce emissions?



In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?



Physical risk 22%



Risk of non-compliance with reporting requirements 22%







The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in India.



In your company, what are the main challenges in developing a net-zero transition plan?







Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?







What are the external drivers encouraging your company to achieve net-zero?



46% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass, etc.

24% Policy/legislative drivers and

intervention/strategy – e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

18% Business drivers – e.g. growth strategy, competitive advantage

Has your company set targets or is it in the process of setting targets to any of the following activities?

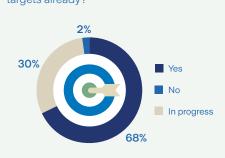


Energy efficiency (plant) 55%

Energy efficiency (buildings) **53**%

Targets for suppliers/supply chains 49%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?



Substitution of fuels, raw materials, etc. 20%

Financial – purchase of carbon offsets/credits **16%**

Increase energy efficiency of buildings 16%

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?











The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in Indonesia.

Does your company have a net-zero transition plan in place?

100%

Yes

No
In progress

In your company, what are the main challenges in developing a net-zero transition plan?



67%Technology: Lack of feasible and scalable solutions





Among your stakeholders identify and rank the top 4 who advocate most strongly for net-zero action?







13% Employees



13% Regulators

What are the external drivers encouraging your company to achieve net-zero?



30% Business drivers – e.g. growth strategy, competitive advantage

23% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

17% Economic drivers - e.g. tax breaks, subsidies, etc.

17% Policy/legislative drivers and intervention/strategy – e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

Has your company set targets or is it in the process of setting targets to any of the following activities?

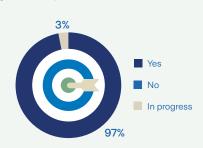


Fuel substitution 57%

Energy efficiency (plant) **53**%

Targets for suppliers/supply chains **53**%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?

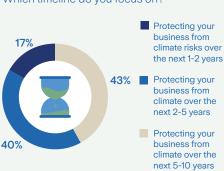


Substitution of fuels, raw materials, etc. 13%

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?



Supply chain risk 27%









The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in Mexico.



In your company, what are the main challenges in developing a net-zero transition plan?

60% Costs and scale of capital expenditure needed

periolitare needed

40% Regulatory challenges 40%
Technology: Lack of feasible and scalable solutions

40%

Internal buy in

Among your stakeholders identify and rank the top 5 who advocate most strongly for net-zero action?

\$ 24%
Investors

| 14%
| Management Board

14% Customers

rs

14% Regulators

14% Media

What are the external drivers encouraging your company to achieve net-zero?



31% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

28% Policy/legislative drivers and intervention/strategy – e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

17% Business drivers – e.g. growth strategy, competitive advantage.

17% Doing the right thing.

Has your company set targets or is it in the process of setting targets to any of the following activities?

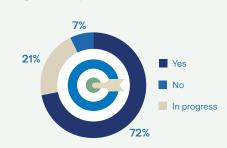


Fuel substitution 59%

Technologies for Carbon capture solutions 48%

Targets for suppliers/supply chains 48%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?



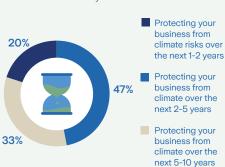
Investment in new technologies and processes (plant, equipment, fleet) 24%

Substitution of fuels, raw materials, etc. 17%
Reducing emissions through supply chains 14%
Financial – purchase of carbon offsets/credits 14%
Incentivising employees' action and behaviour change 14%

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?



People risk 27%



Supply chain risk 17%







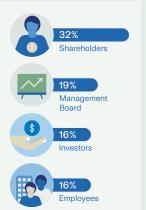
The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in South Africa.



In your company, what are the main challenges in developing a net-zero transition plan?



Among your stakeholders identify and rank the top 4 who advocate most strongly for net-zero action?



What are the external drivers encouraging your company to achieve net-zero?



29% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

23% Economic drivers – e.g. tax breaks, subsidies, etc.

23% Policy/legislative drivers and intervention/strategy

 e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc. Has your company set targets or is it in the process of setting targets to any of the following activities?



Energy efficiency (plant) 59%

Fleet electrification 59%

Technolgies for Carbon capture solutions 48%





In your company, what are the main levers to reduce emissions?



Financial – purchase of carbon offsets/credits 26%

Investment in new technologies and processes (plant, equipment, fleet) 23%

Substitution of fuels, raw materials, etc. 13%

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?



Supply chain risk 23%









The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in Spain.



In your company, what are the main challenges in developing a net-zero transition plan?

44%
Regulatory challenges
Costs and scale of capital expenditure needed

40%
Technology: Lack of feasible and scalable solutions
Technology: Lack of feasible and scalable solutions

Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?

29%
Regulators

20%
Management
Board

18%
Investors

What are the external drivers encouraging your company to achieve net-zero?



35% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

22% Doing the right thing

18% Business drivers – e.g. growth strategy, competitive advantage

Has your company set targets or is it in the process of setting targets to any of the following activities?

Energy efficiency (plant) 53%

Fuel substitution 49%

Energy efficiency (buildings) 47%

Did your company set net-zero targets already?

4%

14%

No
In progress

In your company, what are the main levers to reduce emissions?

Investment in new technologies and processes (plant, equipment, fleet) 22%

Substitution of fuels, raw materials, etc. 20%

Increase energy efficiency of buildings 20%

In your company, for which period do you usually set interim net-zero targets?

4-7 years 40%

1-3 years 32%

8 or more years 21%

Technologies for Carbon capture solutions 47%

Which timeline do you focus on?

Protecting your business from climate risks over the next 1-2 years

Protecting your business from climate over the next 2-5 years

Protecting your business from climate over the next 5-10 years

Which of the following do you consider the biggest climate-related risk for your company?



How can the insurance industry support your company in your net zero transition measures?

Risk assessment 64%
Risk management 58%
Support in collaboration and partnership formation 48%





The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in Switzerland.



In your company, what are the main challenges in developing a net-zero transition plan?





Among your stakeholders identify and rank the top 5 who advocate most strongly for net-zero action?





What are the external drivers encouraging your company to achieve net-zero?



32% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

24% Policy/legislative drivers and intervention/strategy – e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

24% Business drivers – e.g. growth strategy, competitive advantage.

Has your company set targets or is it in the process of setting targets to any of the following activities?



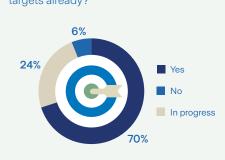
Technologies for Carbon capture solutions 57%

Energy efficiency (buildings) 53%

Carbon offset projects 49%

Fleet electrification 49%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?



Substitution of fuels, raw materials, etc. 30%

Investment in new technologies and processes (plant, equipment, fleet) 20%

Increase energy efficiency of buildings 14%

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?





Transition risk 16%





Risk of non-compliance with reporting requirements 16%







The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in UAE.



In your company, what are the main challenges in developing a net-zero transition plan?



Costs and scale of capital expenditure needed



60% Difficulty measuring/ monitoring impact



Regulatory challenges

Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?







13% Customers

What are the external drivers encouraging your company to achieve net-zero?



33% Policy/legislative drivers and intervention/strategy - e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

30% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

17% Doing the right thing

Has your company set targets or is it in the process of setting targets to any of the following activities?

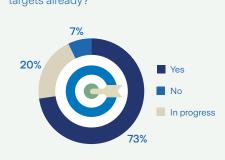


Increased use of renewables 61%

Fleet electrification 57%

Energy efficiency (buildings) 50%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?



Investment in new technologies and processes (plant, equipment, fleet) 27%

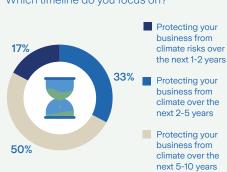
Substitution of fuels, raw materials, etc. 23%

Financial - purchase of carbon offsets/

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?



Physical risk 30%



People risk 20%







The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in UK.



In your company, what are the main challenges in developing a net-zero transition plan?

72%
Costs and scale of capital expenditure needed

54%
Difficulty measuring/monitoring impact

54%
Regulatory challenges



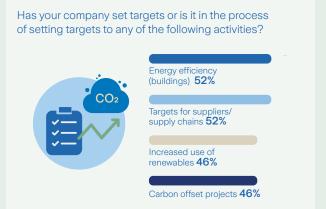
What are the external drivers encouraging your company to achieve net-zero?

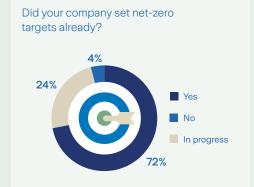


44% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

20% Policy/legislative drivers and intervention/strategy – e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.

18% Business drivers – e.g. growth strategy, competitive advantage





In your company, what are the main levers to reduce emissions?

Increase energy efficiency of buildings 24%

Reducing emissions through supply chains 22%

Substitution of fuels, raw materials, etc. 18%





Which of the following do you consider the biggest climate-related risk for your company?

Supply chain risk 26%

Transition risk 18%

Reputational risk 18%







The Sustainability Executives Survey 2023 – Sample of insights as to how companies and sectors are managing the climate transition in USA.



In your company, what are the main challenges in developing a net-zero transition plan?



54%Costs and scale of capital expenditure needed



54%Difficulty measuring/ monitoring impact



49% Regulatory challenges

Among your stakeholders identify and rank the top 3 who advocate most strongly for net-zero action?



25% Management



16% Shareholders



16% Regulators

What are the external drivers encouraging your company to achieve net-zero?



30% Policy/legislative drivers and intervention/strategy

 e.g. carbon pricing, national/industry emissions targets, planning changes to encourage renewable energy, etc.



21% Technology drivers – e.g. efficiency tech, fuel substitution, carbon capture, utilisation and sequestration, production and manufacturing changes, biomass. etc.

Has your company set targets or is it in the process of setting targets to any of the following activities?



Increased use of renewables **52%**

Energy efficiency (buildings) **51%**

Energy efficiency (plant) 48%

Technologies for Carbon capture solutions **48**%

Did your company set net-zero targets already?



In your company, what are the main levers to reduce emissions?





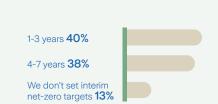


Investment in new technologies and processes (plant, equipment, fleet) 21%

Reducing emissions through supply chains) 16%

Increase energy efficiency of buildings 15%

In your company, for which period do you usually set interim net-zero targets?



Which timeline do you focus on?



Which of the following do you consider the biggest climate-related risk for your company?



Reputational risk 21%





Supply chain risk 17%

