

## Do you have what it takes to be a Change Maker?

A cross-industry, data-led approach to Sustainability Transformation (SX) could help global organizations go from objective to outcomes

Executives globally are embracing the urgent call for Sustainability Transformation. Yet, the leap from enthusiasm to tangible outcomes remains a challenge for many.

How can we accelerate progress?

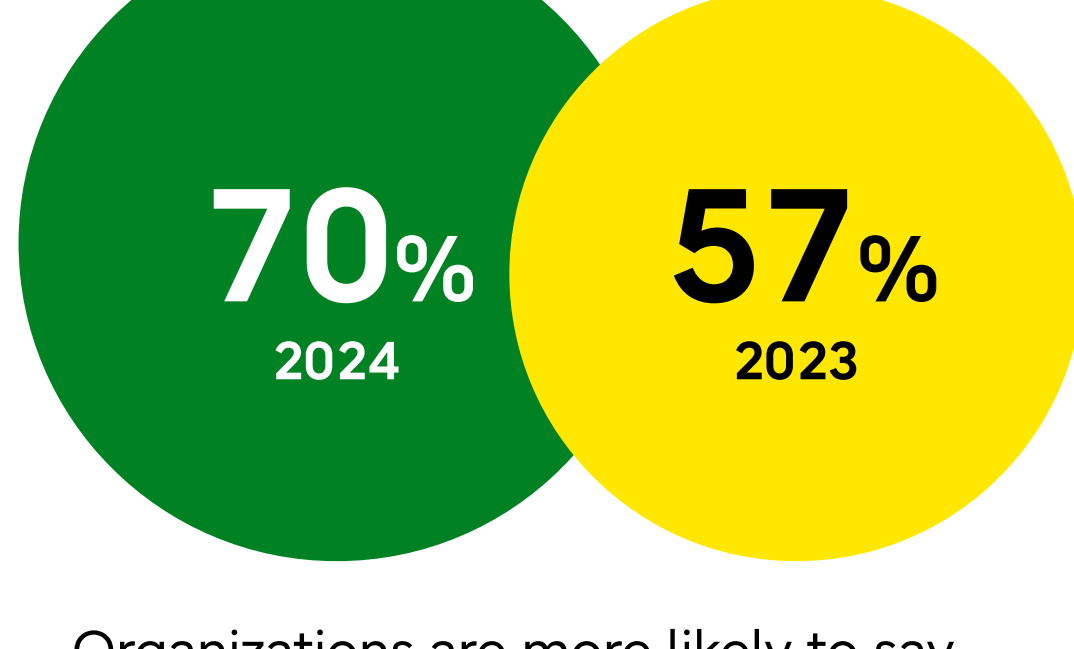
### Sustainability is now urgent

**53%**

of organizations feel more pressure to move toward sustainability than they did in 2023

### A shift from objective to outcomes

Enthusiasm and urgency around sustainability are growing across the globe – but it isn't translating into results



Organizations are more likely to say that sustainability is now their top business priority: 70% versus 57% a year ago

But only 26% of organizations report tangible results from their sustainability strategies

**26%**

And 45% believe their organization's performance is failing to meet external sustainability targets

**45%**

## The implications for planet, prosperity and people are stark



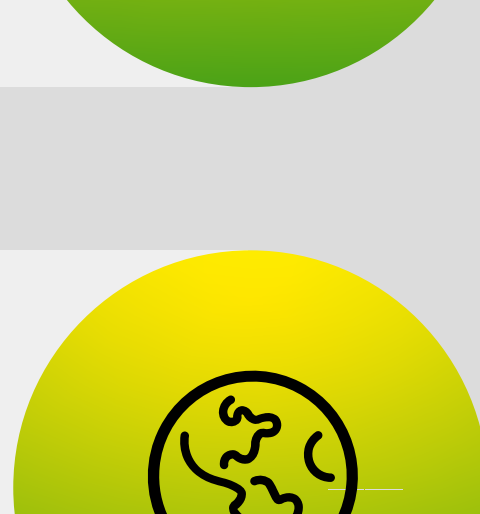
Our business will no longer be viable if our planet is affected by climate change. This is why we don't try to separate Sustainability Transformation from day-to-day business management. Business performance and Sustainability Transformation have to be inseparable.



Kayoko Kondo  
Director and Executive Officer  
Asahi Soft Drinks Co., Ltd.

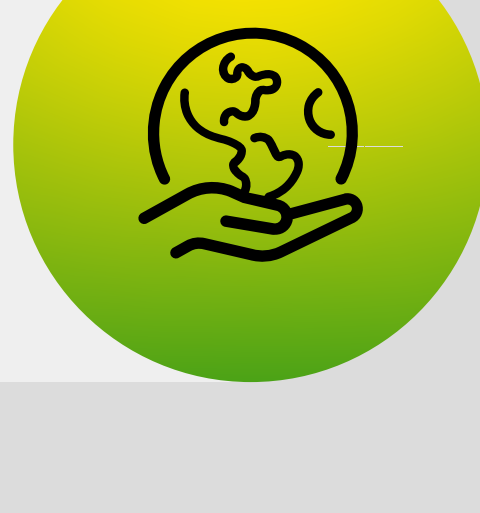
## Change Makers lead the way on Sustainability Transformation (SX)

They have made much greater progress on SX



70% of Change Makers are performing above expectations against external sustainability targets, compared with just 18% of the rest

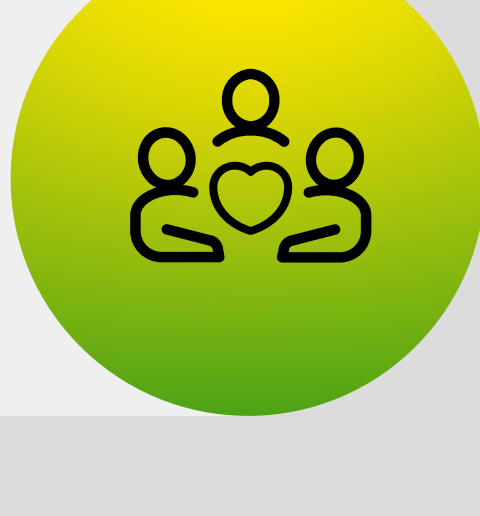
Learning by example from leading "Change Maker" organizations



Change Makers have:

- A long-term view of value creation through sustainability
- Strong data-centric collaborations with partners

Change Makers focus on the greater good over driving profit



60% of Change Makers say making a positive impact on society is a driver of their sustainability initiatives, compared with 47% of the rest

Surprisingly, the data reveals their approach to SX is a competitive advantage



65% of Change Makers say their SX initiatives have directly contributed to revenue/profit growth, compared with 48% of the rest



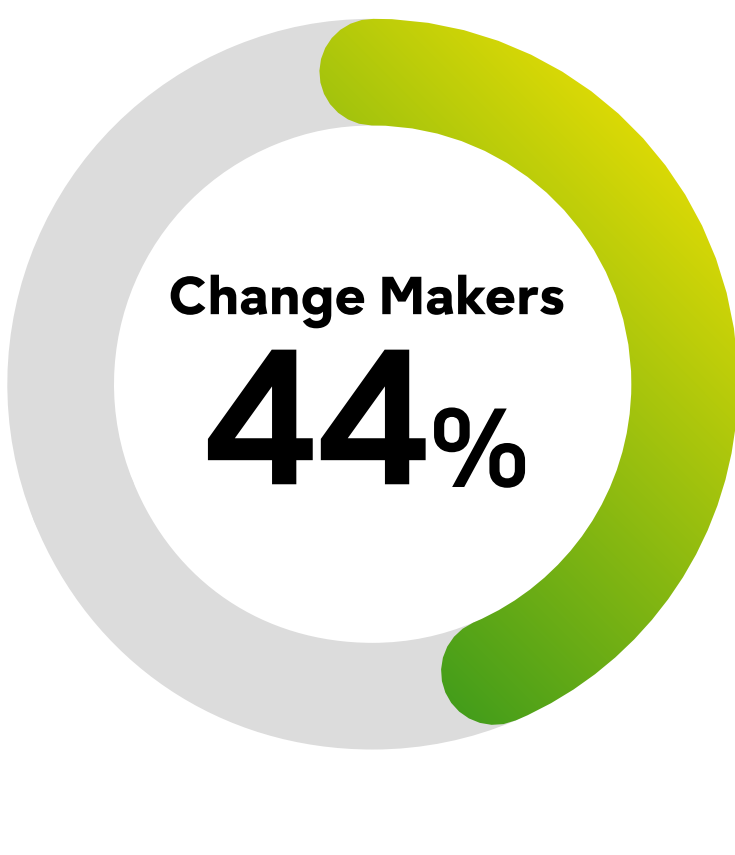
Over 2023, we integrated our ESG metrics into our finance systems. We have a dedicated ESG finance team that enables us to think about financial performance and ESG performance at the same time.



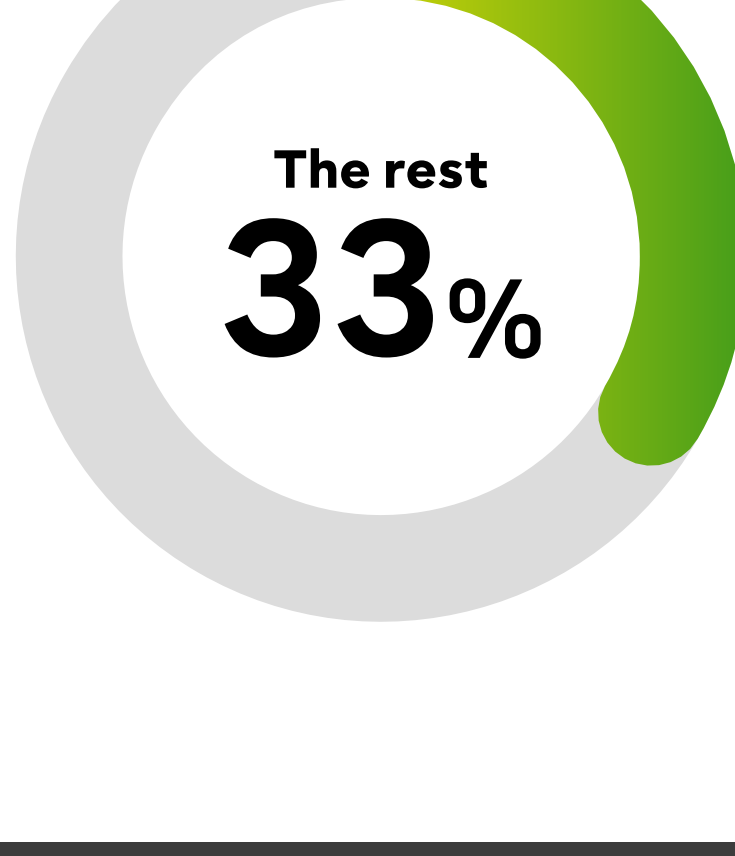
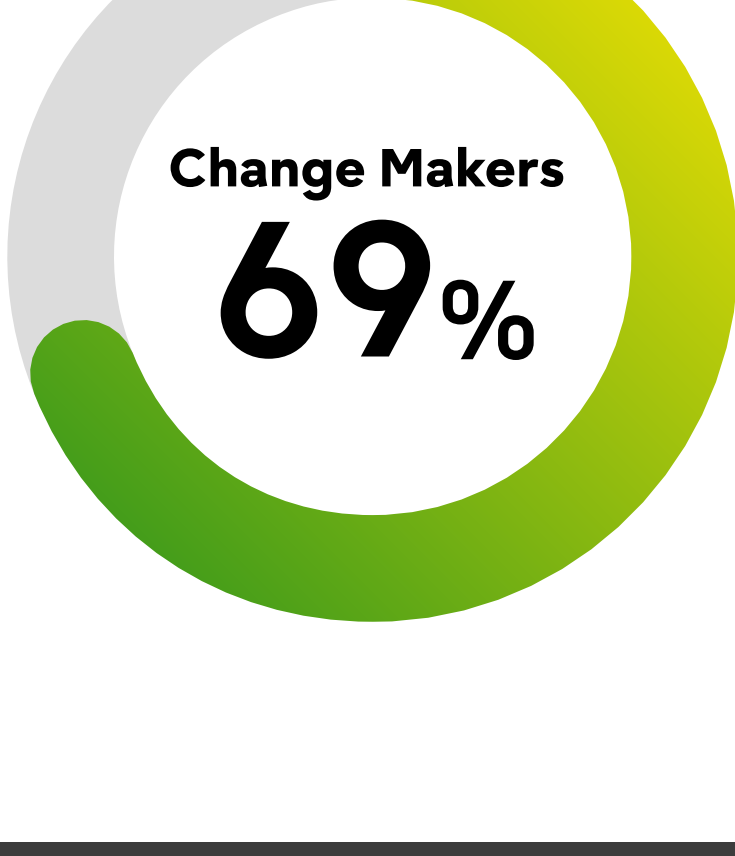
Kate Gibson  
Global ESG Director  
Diageo

## Data-driven collaboration underpins the Change Makers' approach

Change Makers are much more likely to be using interconnected data and advanced technology to create predictive scenarios in their organizations, advancing their decision-making process



They are also far more likely to be forming strategic partnerships across the industry or be active in highly collaborative ecosystems



When it comes to sustainability, data sharing works well if it generates mutual benefits. This way you get the data for yourself, but you also share it with others with the intention of improving their business.



Misiek Piskorski  
Dean of Asia and Oceania  
IMD Business School

## Four ways to become a Change Maker

**1**

Define your organization's purpose and set clear goals

**2**

Create and execute an end-to-end SX strategy

**3**

Upgrade your organization's data-maturity

**4**

Collaborate with others in a data-centric way

[Access the full report on our website.](#) Find out more about how to become a Change Maker and speed up your organization's Sustainability Transformation.