



# Beyond the vision

EMBEDDING SUSTAINABILITY AT THE CORE OF YOUR BUSINESS



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# FOREWORD

Embedding sustainability into the business strategy is essential for all organisations. With the rise in environmental, social and governance (ESG) issues, there will be greater scrutiny from consumers, financial markets, governments and regulators, which means businesses must evaluate how they measure up against an array of sustainability issues.

Sustainability is an increasingly significant driver of business risk including regulatory and legal compliance, litigation and reputational risks. But beyond these external pressures, the internal consciousness of many organisations is also a key driver behind the growing sustainability agenda. Business leaders, managers and employees alike have a heightened sense of obligation to deliver a positive impact on society and the environment, and at the very least, not cause any harm.

The desire and ambition already seen within organisations provides great cause for optimism. However, while corporate commitments offer promise, what comes next is far more difficult: business transformation which embeds sustainability at its core.

This paper highlights research conducted throughout 2022 in three countries – the UK, USA and Ireland. The findings uncover where organisations are on their sustainability journey, what motivates the decisions they are taking and what they need to do to embed their strategy, whether that be through changes to their operating model or engagement with their people. This means making the case for a more rapid shift from ‘business-as-usual’ operating models which, in many cases, are failing to deliver truly sustainable outcomes. In their place, business leaders need to move towards a just and regenerative mindset where all employees are galvanised to make sustainable business models a reality.

We are delighted to share our research findings with you and take the conversation forward as to how we operationalise sustainability strategy.

# METHODOLOGY

We surveyed a total of 312 business leaders and 2,500 employees over the summer of 2022. Business leader was defined as anyone performing a C-suite role, such as CEO or CFO. Employee was defined as anyone performing a middle management role, such as team leader or supervisor.

The survey was split between three markets where Gate One is currently supporting clients with sustainability business transformation programmes. This included 100 business leaders and 1,000 employees in the UK, 105 business leaders and 500 employees in Ireland, and 107 business leaders and 1,000 employees in the USA. The survey was conducted on private sector employers only.

**Total number of people surveyed:**



**312**

BUSINESS LEADERS



**2,500**

EMPLOYEES



# PART 1

# SUSTAINABILITY AS A DRIVER FOR BUSINESS TRANSFORMATION

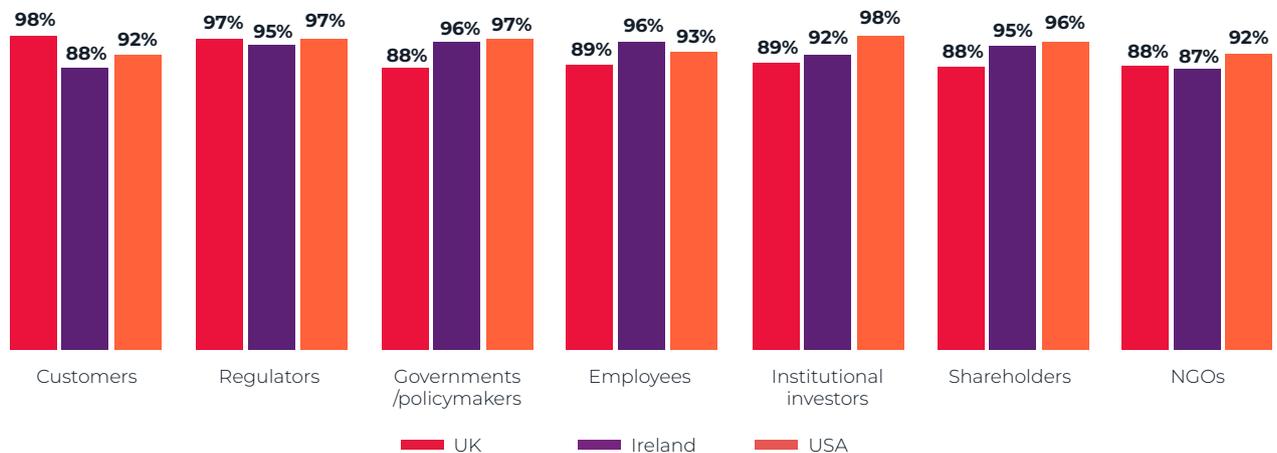
## Growing stakeholder pressures

The need to create a robust business, capable of delivering strong financial performance, continues to drive most business leaders. However, the pressure to deliver on non-financial sustainability challenges, such as setting net-zero emissions targets, has grown to such an extent that sustainability and financial performance are becoming inexorably linked.

Business leaders who fail to respond to the growth in stakeholder or inclusive capitalism leave their business increasingly exposed to sustainability-related physical, transition and liability risks, future regulatory and legislative sanctions, as well as reputational risks. Successfully delivering on sustainability transformation means organisations can de-risk and build for the future.

### Multiple stakeholder groups are driving the sustainability agenda

How responsible do you think each of the following groups are for driving the shift of focus on the ESG agenda?





## Key stakeholders



### 1 – Customers

Sustainability will become a hygiene factor in the battle to win and retain customers. The customer's desire to see businesses address social and environmental impacts, such as palm oil production and its links to deforestation, fast fashion and its links to modern slavery, and the use of single-use plastics in everyday life, provide readymade examples of how heightened consumer awareness is shaping the emerging environmental and social contract between business and customer. Our research reveals that customers' views on sustainability are already driving a greater focus on this issue in the boardroom, as confirmed by 98% of business leaders surveyed in the UK, 92% in the USA and 88% in Ireland.



### 2 – Investors

Embracing sustainability will become essential for businesses looking to attract investment capital. Institutional investors such as pension funds, endowments and sovereign wealth funds already place intense focus on sustainability according to 98% of business leaders in the USA. We can see this investor appetite in the green bond market where new bond issuance can be over-subscribed by up to a factor of ten<sup>1</sup>. Investors are also increasingly applying investment filters on brown (polluting) technologies and even light green (transition) technologies. The rapid growth in sustainable finance markets will further intensify investor pressure.

<sup>1</sup> The UK Government's first green bond was issued in 2021 and saw investor demand outstrip the bond's value by a factor of ten.



### 3. Employees

The ethical case for business transformation is being embraced by employees, including the C-suite and middle management. C-suite leaders across all three markets overwhelmingly believe that business should be a force for good. This is greatest in the USA, where 84% of business leaders say that a shift in focus towards the sustainability agenda is the right thing and will ultimately help better the business. Employees want to work for companies that mirror their values and give them the opportunity to be involved in their sustainability agenda. Two-thirds (66%) of workers surveyed in the UK say they would reject a job offer based on a company's sustainability record. This figure stands at 57% in Ireland and 53% in the USA. Faced with this new reality, it is critical for businesses to engage, equip and empower their employees.



### 4. Regulators

Following COP27, regulatory and policy-maker pressure is growing as countries begin to adopt mandatory climate reporting instead of the voluntary approach under the Task Force on Climate-related Financial Disclosures. The UK and EU are moving at a more rapid pace than regulators and legislators in the USA. But this should not lead to business complacency about the long-term direction of travel in the USA. In March 2022, the Securities and Exchange Commission announced rules to enhance and standardise climate-related disclosures for investors. Large companies will need to disclose all emissions, including Scope 3, by 2025 at the earliest. This is an example of why businesses need to be prepared for the introduction of high ESG regulatory standards across their core markets.

## Key takeaway

### How to meet stakeholder demands when addressing sustainability risks

Addressing these wide-ranging stakeholder demands means adopting a standardised response to sustainability on an enterprise-wide basis: all business functions, processes and systems need to be placed on a sustainable foundation. In practical terms, this means collecting data on sustainability risks and business impacts, and building the business capacity to analyse and manage this data with a view to mitigating those identified risks.

### Implication for business leaders

As firms come under increasing pressure to make public statements about their sustainability commitments, they need to rapidly address the growing risk of green-washing (false corporate statements relating to environmental claims) and blue-washing (false corporate statements relating to wider sustainability risks), as this becomes the new frontline in corporate reputation damage and litigation risks. Instead, businesses must share authentic, robust and validated details on their sustainability journey so far, as well as plans for the future.

## PART 2

# IDENTIFYING ESG OPPORTUNITIES

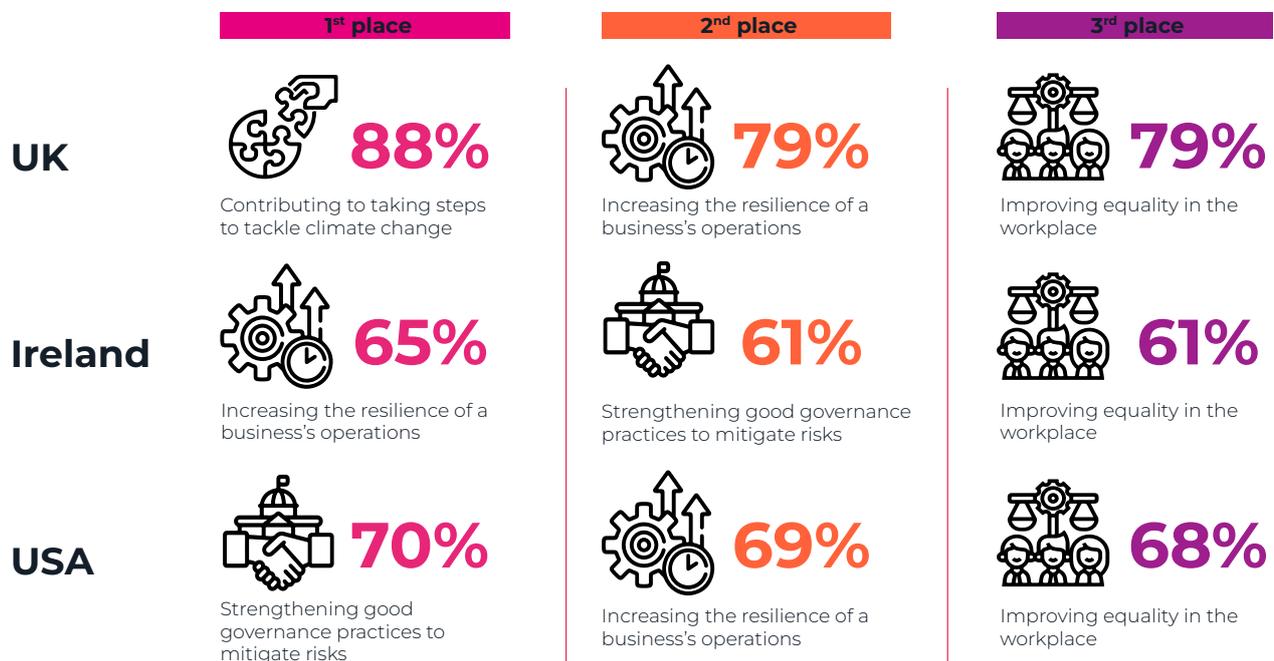
### A mindset of possibilities

Our findings show that C-suite leaders do not see themselves as passengers in the transition towards sustainable business models. Instead, they are often in the driving seat when it comes to making this transition happen because they already recognise the possibilities derived from the adoption

of sustainability principles. By addressing sustainability risks, business leaders see an opportunity to improve the way they run their business overall, and deliver better outcomes for customers, employees, suppliers and investors.

**The corporate ESG agenda is set to benefit the environment and society, but businesses also see opportunities for themselves through more resilient business practices**

What do you see as the main opportunities in the wider adoption of ESG principles today?



## Key sustainability opportunities



### 1. Improve brand and market positioning

With over four in five (88%) UK consumers saying they would switch brands in favour of a sustainable alternative, it's clear that value-driven brands are primed to develop real competitive advantage.<sup>2</sup> But brands will need to substantiate their positioning. Over two-thirds (70%) of UK consumers are tired of brands declaring that they want to help society when in fact they simply want to make money. Nearly three-quarters (72%) feel that brands aren't being transparent about their commitments.<sup>3</sup>



### 2. Increase business resilience

Increasing the resilience of a business's operations is seen as one of the top three opportunities of actioning sustainability in the UK (79%), USA (69%) and Ireland (65%). The Covid pandemic, and its impact on just-in-time supply chains, has reinforced the link between sustainability issues and business resilience. This has prompted a major rethink with business leaders increasingly applying a sustainability risk filter when looking at how to organise their supply chains (including outsourcing and offshoring). With ESG and sustainability becoming more important drivers of business value, 31% of procurement teams are now assessing third-party suppliers against an ethics and governance framework and 28% against their suppliers' stewardship of the environment.<sup>4</sup>



### 3. Drive financial performance through diversity and inclusion

C-suite leaders in the three markets also recognise the role the ESG agenda is playing in improving equality in the workplace (79% in the UK, 68% in the USA and 61% in Ireland). According to the alternative investments company Prequin, 57% of investors believe that a diverse workforce is beneficial to reaching investment objectives. Performance data from more than 700 private equity and venture capital funds found that those with gender-balanced senior investment teams generated investment returns that were 10-20% higher than those with a majority of male or female leaders.<sup>5</sup> A report by PIMFA and H/Advisors Cicero points to several studies which show that diverse workforces help improve financial performance and profitability by between 21% and 33%.<sup>6</sup> The increased ability to solve problems using different experiences, mindsets and perspectives makes businesses more resilient, generating greater value for stakeholders.

<sup>2</sup> Global Web Index Data, 2021, sample of 21,000, UK only data

<sup>3</sup> Meaningful Brands, 2021, sample of 282,235, UK only data

<sup>4</sup> Efficio, [Bridging the Gap: Procurement's Vital Role in Making ESG Strategy a Reality](#), September 2022

<sup>5</sup> Prequin, [Future of Alternatives 2025: Why Investors Should Bank the Diversity Dividend](#), November 2020

<sup>6</sup> Best practices for a diverse and more inclusive industry, PIMFA / Cicero/amo, May 2022



#### **4. Empower the workforce**

Businesses benefit when they provide their employees with a sense of agency in delivering the corporate sustainability strategy. This benefit can be felt clearly in employee job satisfaction and employee retention. One reason why more businesses are building employee value propositions is to provide employees with very clear communications about what they can expect in return for working for an organisation.

This is not simply about the firm's compensation package, rather it increasingly focuses on values, mission and purpose. Our findings show that 57% of employees surveyed in the USA agree that their job is more fulfilling when they are provided with opportunities to make a positive impact on social and environmental issues. This compares to 53% in Ireland and 52% in the UK.

## **Key takeaway**

### **Making sustainability a strategic imperative for your business**

The opportunities for businesses are far reaching, touching every part of the business from brand and products through to operational resilience and the impact on employees.

### **Implication for business leaders**

The opportunities that come from embracing sustainability are so broad, it's vital to enlist the support of the entire business. Sustainability needs to become a core part of the business, embedded in the strategy and implemented through all functions. But it also requires specific expertise which should be consolidated and monitored by the central sustainability team.

## PART 3

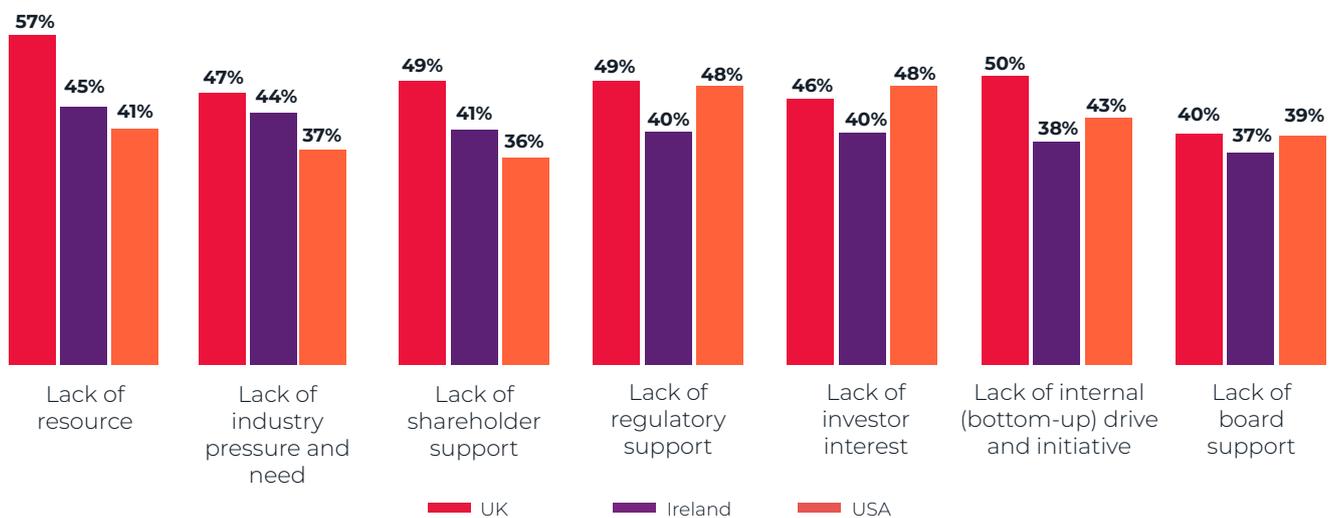
# BARRIERS TO PUTTING SUSTAINABILITY AT THE CORE OF BUSINESS PRACTICES

The sands of sustainability-related change are shifting. But the ability of businesses to respond to these emerging challenges in an agile and responsive manner can be constrained by several major barriers. It is the job of the C-suite to identify and overcome these barriers to deliver meaningful organisational change. Our research provides some clear indicators as to where C-suite leaders should start when enabling the business to transition.

Recognising the need to align business strategy with sustainability goals represents a crucial starting point in de-risking the business against future ESG factors. The greatest challenge for businesses remains how to truly operationalise sustainability across the whole business value chain from senior management, through business operations, across the client base and supply chain.

### Lack of resources is identified as a key challenge that may discourage C-suite personnel from driving the sustainability agenda within their organisation

Why may CEOs/C-Suite feel discouraged to drive wider ESG agenda in their organisations?



## Key barriers



### 1. Financial barriers and resourcing

Lack of resources is seen as one of the single biggest barriers to businesses driving the sustainability agenda within their organisation. This is most significant in the UK where 57% of respondents say their business does not have the resources in place to push through sustainable business transformation. In Ireland (45%) and the USA (41%), lack of resource is cited as less of a barrier, with lack of regulatory support and investor interest being of greater concern in Ireland in particular.



### 2. Senior leadership (top-down) buy-in

A significant minority (39% in all three countries) highlight a continued lack of board support for sustainability. Typically, it is the CEO and CFO who will sign off the capital expenditure for major business transformation programmes, so these office holders play a vital role in enabling senior and middle management to drive the sustainability strategy through the rest of the organisation. Capacity building within the C-suite will also be critical. Nearly two-thirds (65%) of C-suite leaders in the UK

express the need for sustainability education across the board and C-suite, compared to 60% in Ireland. Fewer C-suite leaders in the USA identify the need for sustainability education but the figure is still over half. Investing in executive sustainability training and education programmes can help to overcome some of the residual barriers at the top table.



### 3. Lack of internal (bottom-up) drive and initiative

Lack of internal (bottom-up) support is also revealed to be a key finding. Half (50%) of survey respondents in the UK cite lack of internal (bottom-up) drive and initiative as a barrier to progressing the sustainability agenda, compared to around two-fifths in Ireland (38%) and the USA (43%). This might be because middle managers lack the resources to dedicate proper time to embedding sustainability into their part of the organisation so end up adding it to an already long to-do list. Alongside the resourcing aspect, it may also be necessary to explore the broader issue of incentivisation. Does the product developer, customer services manager or marketing manager have sustainability embedded into their balanced scorecard or appraisal process? And will their sustainability performance impact on their salary and bonus payments? Aligning sustainability with performance management and incentives must form part of any successful business strategy.

## Key takeaway

### Effective business transformation

The challenges facing organisations are significant. Business leaders should address them head on, particularly in relation to securing the financial investment needed and gaining buy-in from senior leaders across the business.

### Implication for business leaders

It's critical that leaders take a step back and look at sustainability from a longer-term strategic horizon. Challenges should be addressed from a viewpoint that extends beyond the annual planning cycle. Businesses that adopt this longer-range strategic perspective are more likely to factor in market shifts and will therefore be best placed to operate in the future market landscape.

## PART 4

# HOW TO TRANSFORM YOUR BUSINESS

### Building and embedding an ambitious sustainability strategy

Recognising the need to align business strategy with sustainability goals represents the starting point in future-proofing the business against future ESG factors.

How to truly operationalise that mindset across the whole business value chain from senior management, through to business operations, across the client base and supply chain, represents a major challenge, but that process of transformation also presents great opportunities.



### 1. Embedding the strategy through effective leadership

By following the strategic approach, business leaders can adapt to the growing sustainability-related challenges on a more systematic, enterprise-wide basis benefitting all stakeholders. C-suite leaders must effectively measure, manage and mitigate risks which could negatively impact on their day-to-day operations. This helps to future-proof the business and ensure its ability to grow and remain profitable.



### 2. Taking strategic ownership

Knowing who ultimately owns the process of driving and embedding sustainability is critical. Clear reporting lines and processes are required to help cascade the strategy through the organisation to ensure that operating models are transformed to deliver genuine sustainability benefits.

The CEO should devise and execute the sustainability strategy working alongside the COO and the CFO. The need for a dedicated Chief Sustainability Officer (CSO) is already widely recognised: 92% of business leaders surveyed in the USA signalled the importance of the CSO, compared to 89% in the UK and 88% in Ireland. Between 2011 and 2022, the number of Fortune 500 companies with a CSO grew by 228%.<sup>7</sup> It is important that the CSO role has a direct line into the CEO and carries the same weight as more traditional C-suite positions.

<sup>7</sup> Financial Times, [The rise of the Chief Sustainability Officer](#), July 2021



### **3. Embedding sustainability with the buy-in and support of your people**

The C-suite cannot transform the business alone. Employers must disseminate responsibility and ownership for sustainability more widely across their workforce to quench the thirst for engagement on sustainability issues. Yet while there may be appetite among employees to be more involved in the sustainability agenda, immediate opportunities may be lacking. Just 8% of employees surveyed in the UK are directly involved with the work their employer is doing to become more sustainable. This compares to 17% and 16% among workers in the USA and Ireland, respectively. Changing this picture requires enterprise-wide, systemic changes to business operating models, with a focus on improved internal communications to convey the corporate strategy. Around two-fifths (39%) of employees would support this as a business priority, according to our survey.

This needs to take place alongside a review of talent to identify key knowledge gaps, while recruiting and upskilling talent to embed sustainability principles into key business functions including:

- finance and payroll
- talent management, remuneration and incentives
- premises/property management
- procurement/third-party suppliers
- product leadership and development
- IT, innovation and technological transformation
- customer service, sales and marketing.

This will involve changes to systems and processes. Creating behaviour change among employees will require adapting incentives and performance management to change mindsets and ensure that sustainability principles are fully embedded into business-as-usual activities.

## Key takeaways

### Embed sustainability into your business strategy

There is huge benefit to embedding sustainability into your business strategy from a financial, operational and resilience perspective, as well as from an internal employee engagement standpoint. However, while many businesses are in the early stages of developing and embedding their sustainability strategy, stakeholders are expecting to see an ambitious yet relevant strategy and, most importantly, that progress is being made against it.

### Implication for business leaders

Delivering meaningful change is likely to require a range of steps, from transformation roadmaps and action plans, transformation governance, operating model impact and design, through to new capability building. These roadmaps and plans should form part of the wider portfolio of changes across the business.

### Adopting an enterprise-wide approach to embedding sustainability

Genuine sustainability business transformation cannot be delivered in siloes. The entire business needs to understand what sustainability adaptation and transformation means for them as a whole, in addition to specific teams and job functions. Senior leadership buy-in is essential to create that enterprise-wide approach by developing and clearly communicating a business strategy. Crucially, they will also decide on the investment needed to deliver on that approach. Ultimately, however, it falls to team leaders and middle managers working with frontline staff to make sure that sustainability is embedded throughout the business.

### Implication for business leaders

A successful strategy must be both top down and bottom up if it is to overcome the barriers identified and enable the whole workforce to embed sustainability policies and procedures. To this end, sustainability strategies need to be incentivised and articulated in practical terms through every part of the organisation. This means embedding it into the job descriptions and performance metrics of all employees and the leadership team. Ultimately, a successful transformation programme will democratise executing a sustainability strategy across all levels and business functions.

#### 4. Engagement and activation across the business: all employees engaged and involved

Currently, just a third of workers in the UK (34%) and USA (33%) feel well informed about employee efforts on sustainability. For employees, the financial value of working for a company is clearly important, but so are the company's values.

Above and beyond salary, a benefits package and career progression, employees are looking for alignment of ideals and ethics with their employer. For this reason alone, a business needs to engage its workforce and get them to buy into – and amplify – its sustainability strategy. Getting employees more involved in corporate sustainability programmes can enthuse and help motivate them to become external advocates for championing the business's commitment to supporting sustainability transition. This can play a significant role in changing external expectations and behaviours among key stakeholders, including suppliers and customers.

## Key takeaway

### Cultivating a sustainability-centric culture

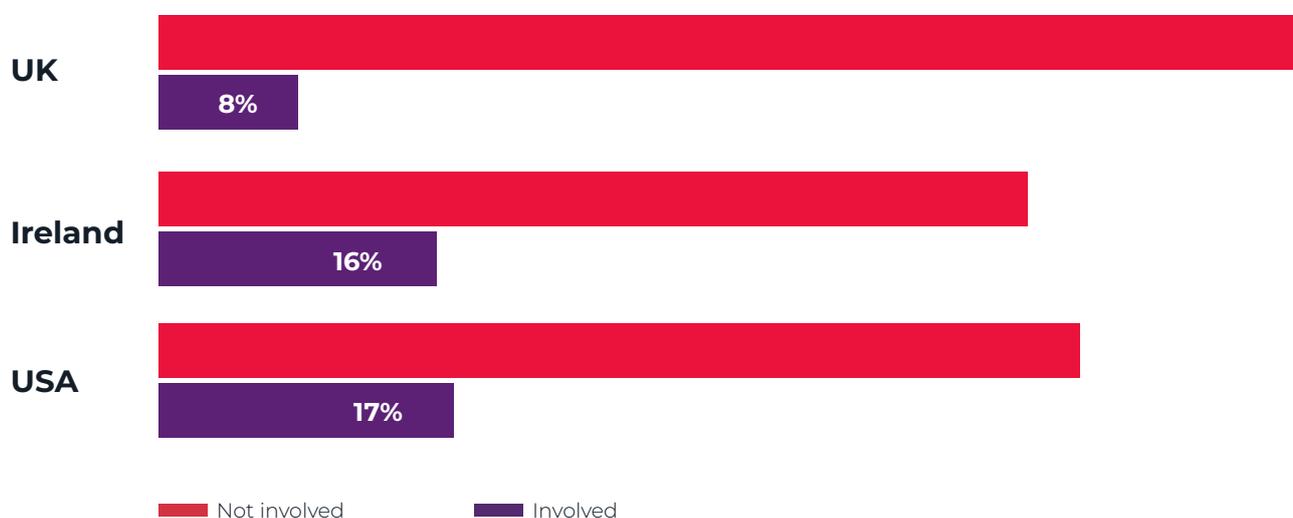
Beyond the C-suite, employees want to work for a company that has sustainability at its core, one that aligns to their values and is taking strong action. In addition, employees want more engagement on the sustainability strategy and to see progress being made. Most importantly, they want the opportunity to get involved.

### Implication for business leaders

Leaders should consider their employee value proposition and ensure sustainability is embedded within it. They should also ensure there is a robust employee engagement strategy and plan with frequent and consistent internal communications about ongoing sustainability initiatives, as well as a sustainability employee advocacy approach.

**Just a minority of workers are involved in the work their employer is doing to become more sustainable, with workers in Ireland and the USA most likely to be involved.**

How directly involved are you with the work your employer is doing to become more sustainable?



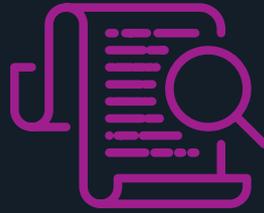
# UK FACT SHEET

**Pressure points:** The C-suite see the top three driving forces behind the ESG agenda as...



**98%**

CUSTOMERS



**97%**

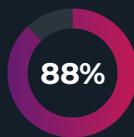
REGULATORS



**89%**

EMPLOYEES

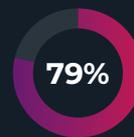
**A strategic opportunity:** Far from being a burden, C-suite leaders see the benefits of embracing sustainability, including...



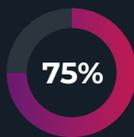
Contributing to taking steps to tackle climate change



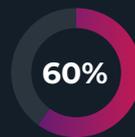
Improving equality in the workplace



Increasing the resilience of a business's operations



Strengthening good governance practices to mitigate risks



Future-proofing the business's directions

**Overcoming barriers:** C-suite leaders must harness resource and expertise to deliver on sustainability strategy. Key barriers identified are...



Consistent reporting/disclosure



Lack of bandwidth to focus on ESG principles as a priority



Lack of meaningful metrics to measure returns to stakeholders



Need for ESG education across the board and C-suite



Embedding stakeholder governance mechanisms in decision-making

## The buck stops at the top...



93%

OF C-SUITE LEADERS SEE THE CEO AS ULTIMATELY RESPONSIBLE FOR THE IMPLEMENTATION OF ESG STRATEGY

## The risk of inaction...



66%

OF EMPLOYEES CAN IMAGINE A TIME WHERE THEY MIGHT REJECT A POTENTIAL EMPLOYER ON THE BASIS OF THEIR SUSTAINABILITY RECORD

**Communicating action:** There is a desire among employees to see *and* feel the sustainability action their business is taking. The top three things they wish to see from their employer are...



38%

Better internal communication to help employees more easily understand how sustainability efforts align to the overall strategy



37%

Making sustainability efforts more visible and transparent, inside and outside the business



34%

More education and support to help employees at all levels integrate sustainability into their regular work practices

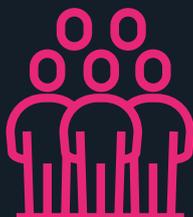
# IRELAND FACT SHEET

**Pressure points:** The C-suite see the top three driving forces behind the ESG agenda as...



96%

GOVERNMENT/  
POLICYMAKERS



96%

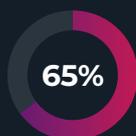
EMPLOYEES



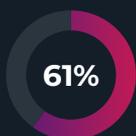
95%

SHAREHOLDERS

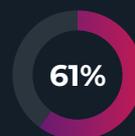
**A strategic opportunity:** Far from being a burden, C-suite leaders see the benefits of embracing sustainability, including...



Increasing the resilience of a business's operations



Strengthening good governance practices to mitigate risks



Improving equality in the workplace



Contributing to taking steps to tackle climate change



Future-proofing the business's directions

**Overcoming barriers:** C-suite leaders must harness resource and expertise to deliver on sustainability strategy. Key barriers identified are...



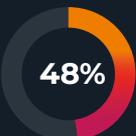
Need for ESG education across the board and C-suite



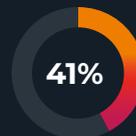
Lack of meaningful metrics to measure returns to stakeholders



Lack of bandwidth to focus on ESG principles as a priority



Embedding stakeholder governance mechanisms in decision-making



Consistent reporting/disclosure

## The buck stops at the top...



89%

OF C-SUITE LEADERS SEE THE CEO AS ULTIMATELY RESPONSIBLE FOR THE IMPLEMENTATION OF ESG STRATEGY

## The risk of inaction...



57%

OF EMPLOYEES CAN IMAGINE A TIME WHERE THEY MIGHT REJECT A POTENTIAL EMPLOYER ON THE BASIS OF THEIR SUSTAINABILITY RECORD

**Communicating action:** There is a desire among employees to see *and* feel the sustainability action their business is taking. The top three things they wish to see from their employer are...



43%

More education and support to help employees at all levels integrate sustainability into their regular work practices



40%

Making sustainability efforts more visible and transparent, inside and outside the company



38%

More opportunities for employees to get involved informally and become sustainability champions

# USA FACT SHEET

**Pressure points:** The C-suite see the top three driving forces behind the ESG agenda as...



99%

INDUSTRY



98%

INSTITUTIONAL INVESTORS



97%

GOVERNMENT/  
POLICYMAKERS

**A strategic opportunity:** Far from being a burden, C-suite leaders see the benefits of embracing sustainability, including...



70%  
Strengthening good governance practices to mitigate risks



69%  
Increasing the resilience of a business's operations



68%  
Improving equality in the workplace



60%  
Contributing to taking steps to tackle climate change

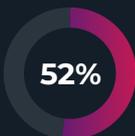


52%  
Future-proofing the business's directions

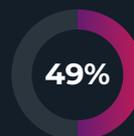
**Overcoming barriers:** C-suite leaders must harness resource and expertise to deliver on sustainability strategy. Key barriers identified are...



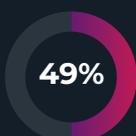
58%  
Embedding stakeholder governance mechanisms in decision-making



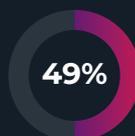
52%  
Need for ESG education across the board and C-suite



49%  
Lack of meaningful metrics to measure returns to stakeholders



49%  
Lack of bandwidth to focus on ESG principles as a priority



49%  
Consistent reporting/disclosure

## The buck stops at the top...



93%

OF C-SUITE LEADERS SEE THE CEO AS ULTIMATELY RESPONSIBLE FOR THE IMPLEMENTATION OF ESG STRATEGY

## The risk of inaction...



53%

OF EMPLOYEES CAN IMAGINE A TIME WHERE THEY MIGHT REJECT A POTENTIAL EMPLOYER ON THE BASIS OF THEIR SUSTAINABILITY RECORD

**Communicating action:** There is a desire among employees to see *and* feel the sustainability action their business is taking. The top three things they wish to see from their employer are...



41%

Better internal communication to help employees more easily understand how sustainability efforts align to the overall strategy



41%

More education and support to help employees at all levels integrate sustainability into their regular work practices



40%

Making sustainability efforts more visible and transparent, inside and outside the company

# APPENDIX

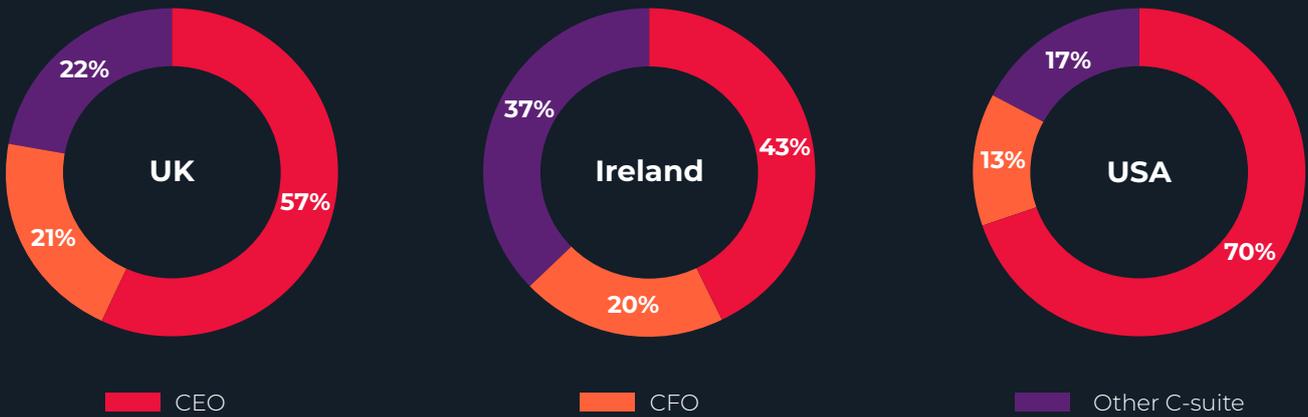
## Detailed methodology and approach

A survey of 100 C-suite leaders in the UK was conducted via telephone interview in 2022. This was supplemented by an online survey of 107 C-suite leaders in the USA and 105 leaders in Ireland (C-suite definition: C-suite who work at companies with 50+ employees) with a natural fallout by industry. Additionally, a survey of 1,000 employees in the UK was conducted via an online survey. This was

supplemented by an online survey of 1000 employees in the USA and 500 employees in Ireland. The employee sample only included private sector employees. (Employee definition: The employee sample will include anyone who is a middle manager or junior manager/team leader/supervisor or below at a company with more than 1,000 employees, with a natural fallout by industry).

## C-suite sample characteristics

### JOB ROLE

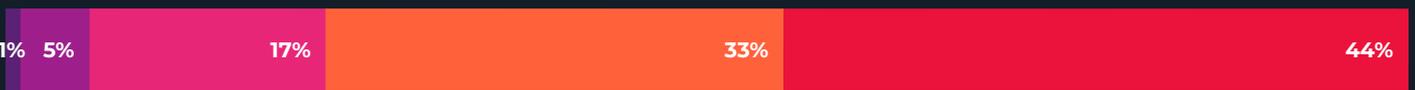


### TIME IN POSITION

#### UK



#### Ireland

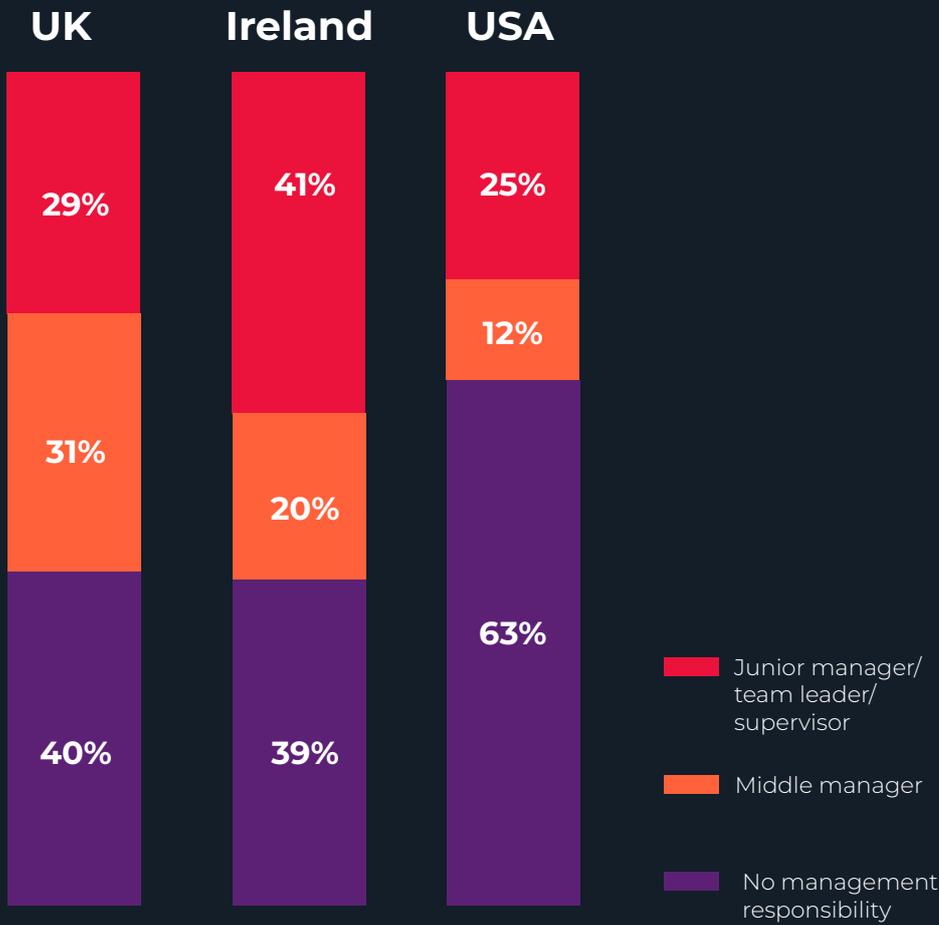


#### USA

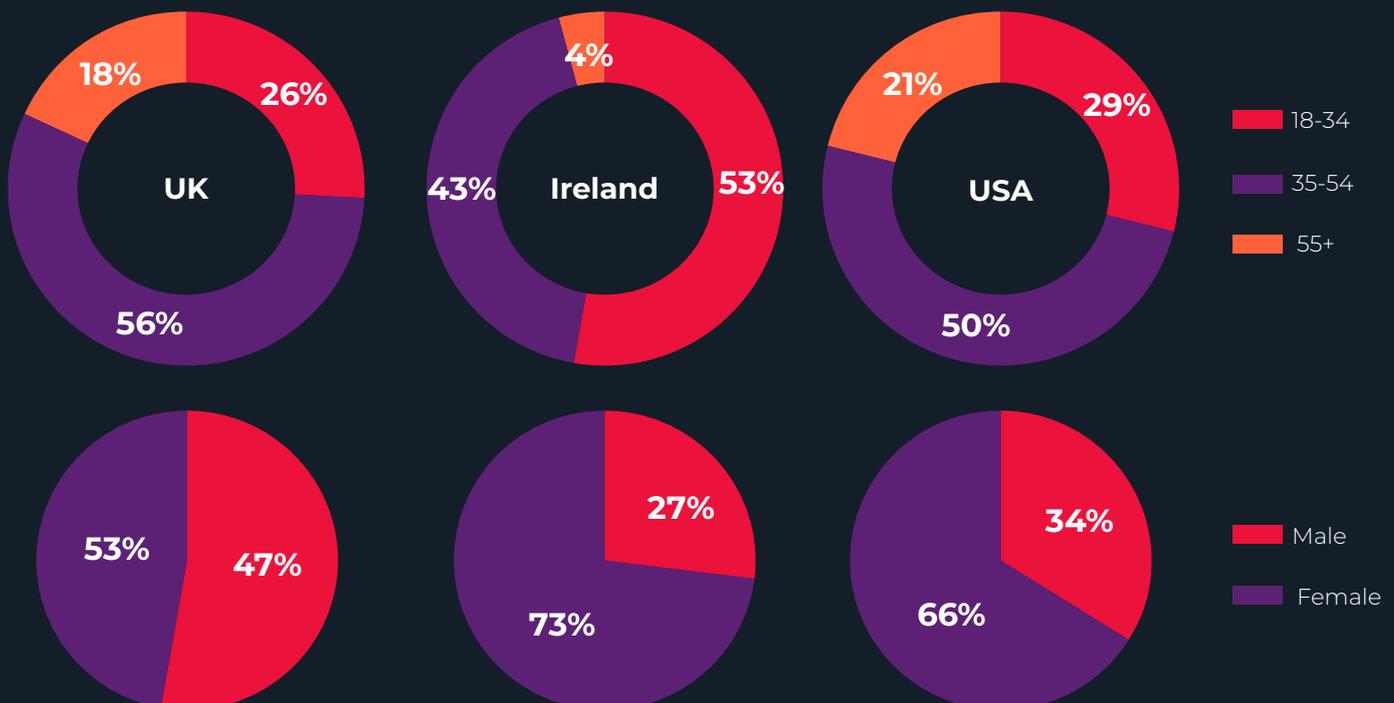


# Employee sample characteristics

## POSITION



## AGE AND GENDER





# ACKNOWLEDGEMENTS

We would like to thank everyone who took part in this research and helped to produce this report. We hope you find the contents insightful.

## ABOUT GATE ONE

Gate One is a leading digital and business transformation consultancy focused on designing and delivering meaningful change for some of the world's most interesting, innovative and influential organisations.

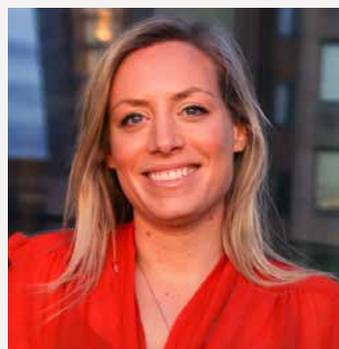
We work closely with the C-suite and extended leadership teams across blue-chip companies, private businesses and major government departments to conceive and deliver the big ideas that will transform their organisations.

Our extensive experience of working on complex transformations means we know how to create the conditions that will drive success, deliver value and help you meet your most challenging goals. We work in close collaboration with you to design a solution that's customised to your needs, building your ownership and capability as we go along. This creates a ripple effect and ensures the changes we implement together are meaningful and sustainable.

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