

2024 Fujitsu SX Survey

Charting a course for change

Learn how global C-Suites are
creating new value through
Sustainability Transformation



In the face of climate change, growing inequality and economic uncertainty, Sustainability Transformation (SX) has never been a more prominent topic of discussion in business circles. Considering this, from November to December 2023 we surveyed 600 C-level executives across 15 countries and 11 industries to chart the sustainability progress being made by organizations across the globe.

Key findings

Key research findings support our belief that a cross-industry, data-led approach to sustainability could help our planet find its way to a brighter future, with a newfound harmony that promotes social and corporate prosperity.

53% of executives are under pressure to improve their business' sustainability levels.

70% now agree sustainability is a top priority, 13 percent points up from last year, but only **26%** report tangible results from their sustainability strategies so far.

11% of leading organizations have made more significant process with Sustainability Transformation (SX) than their mainstream peers.

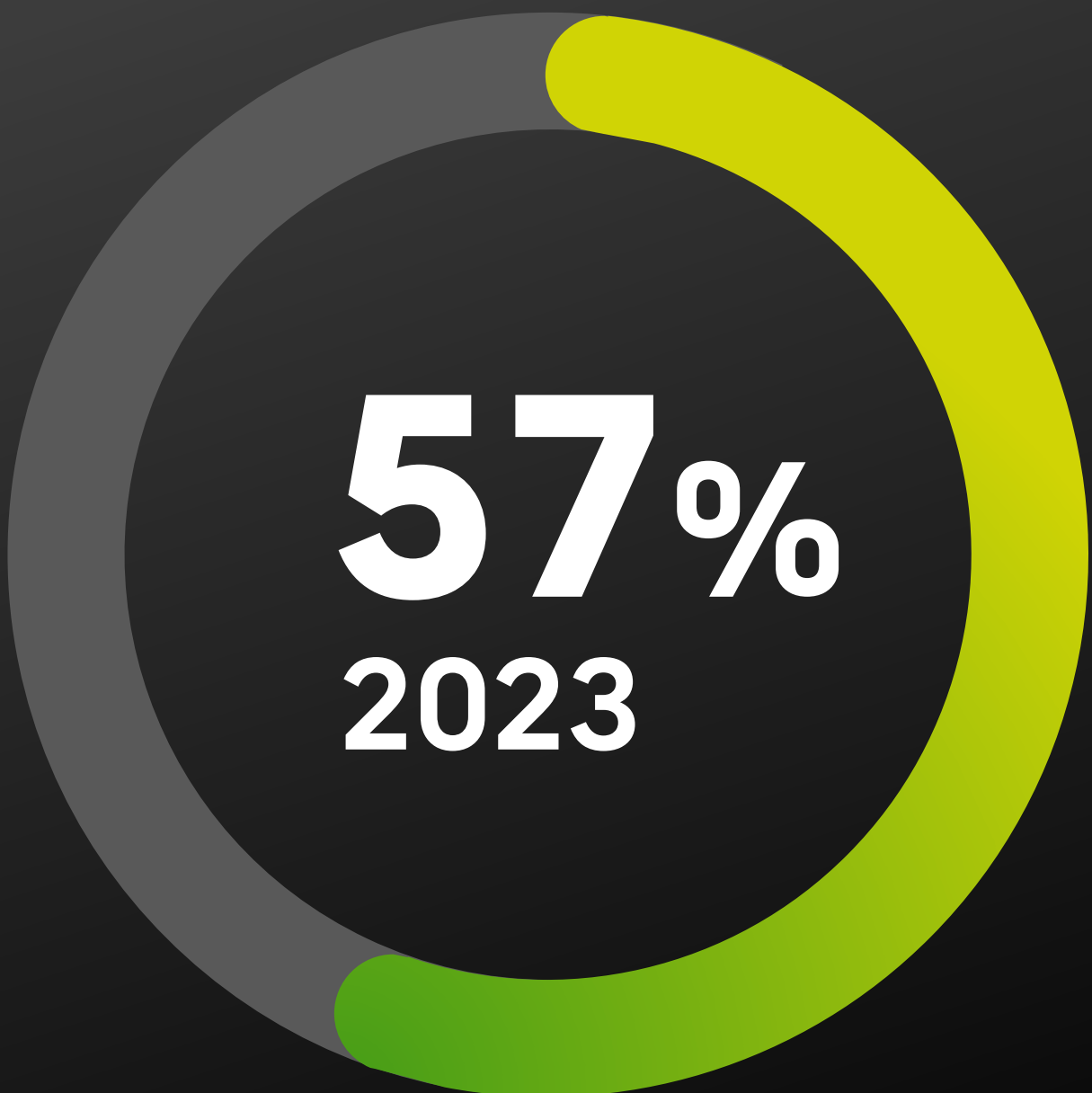
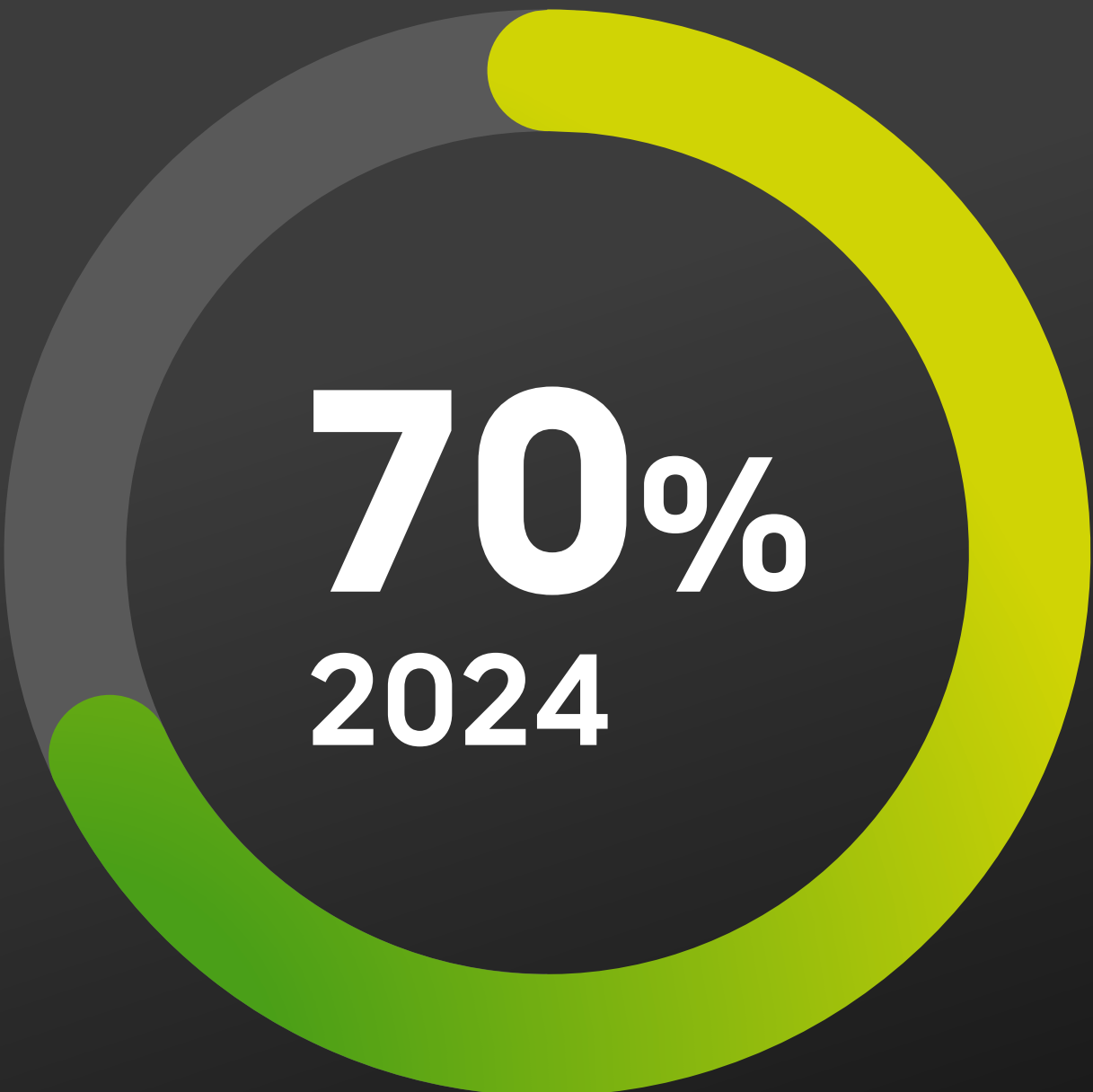


Changes in sentiment

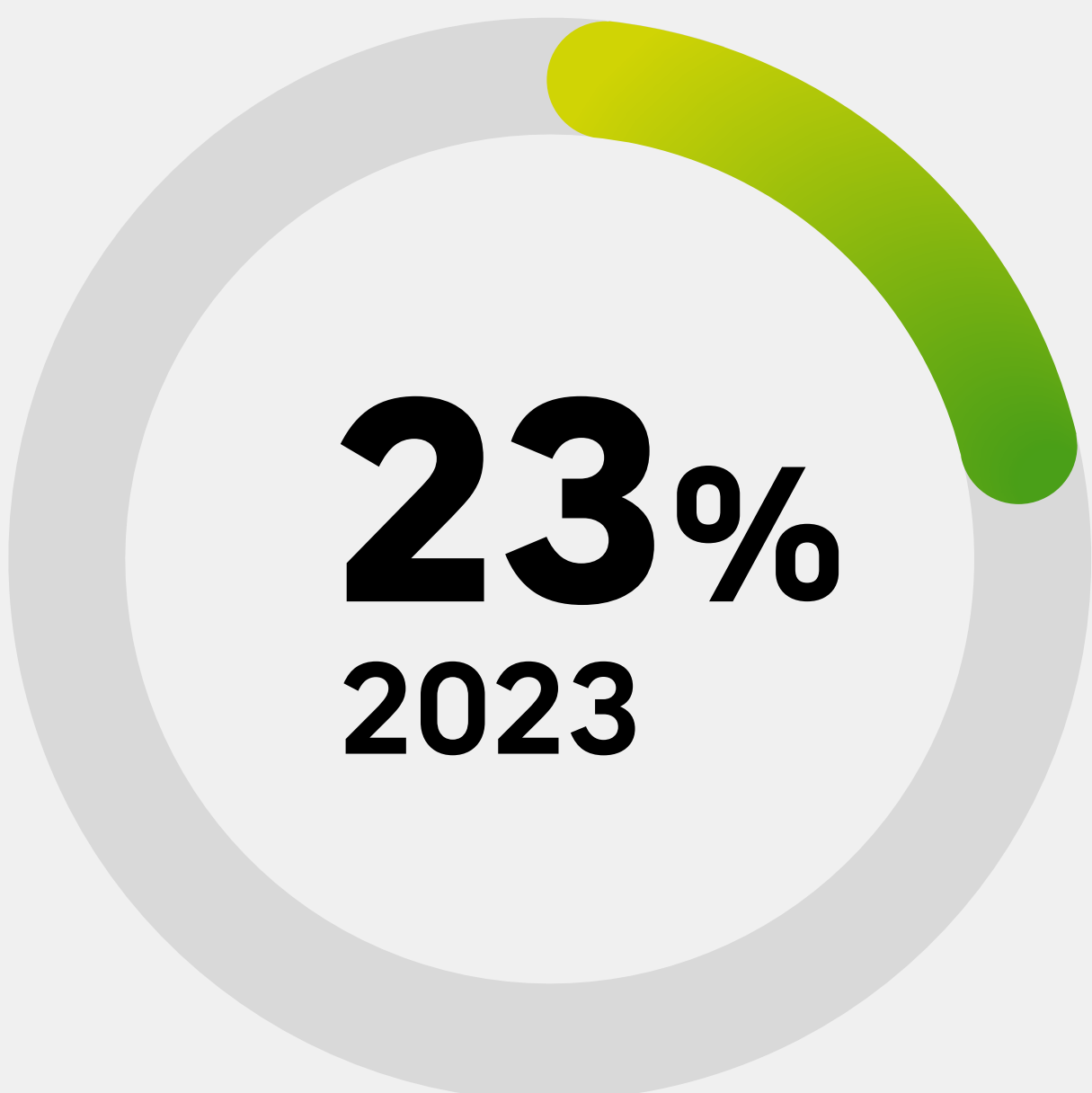
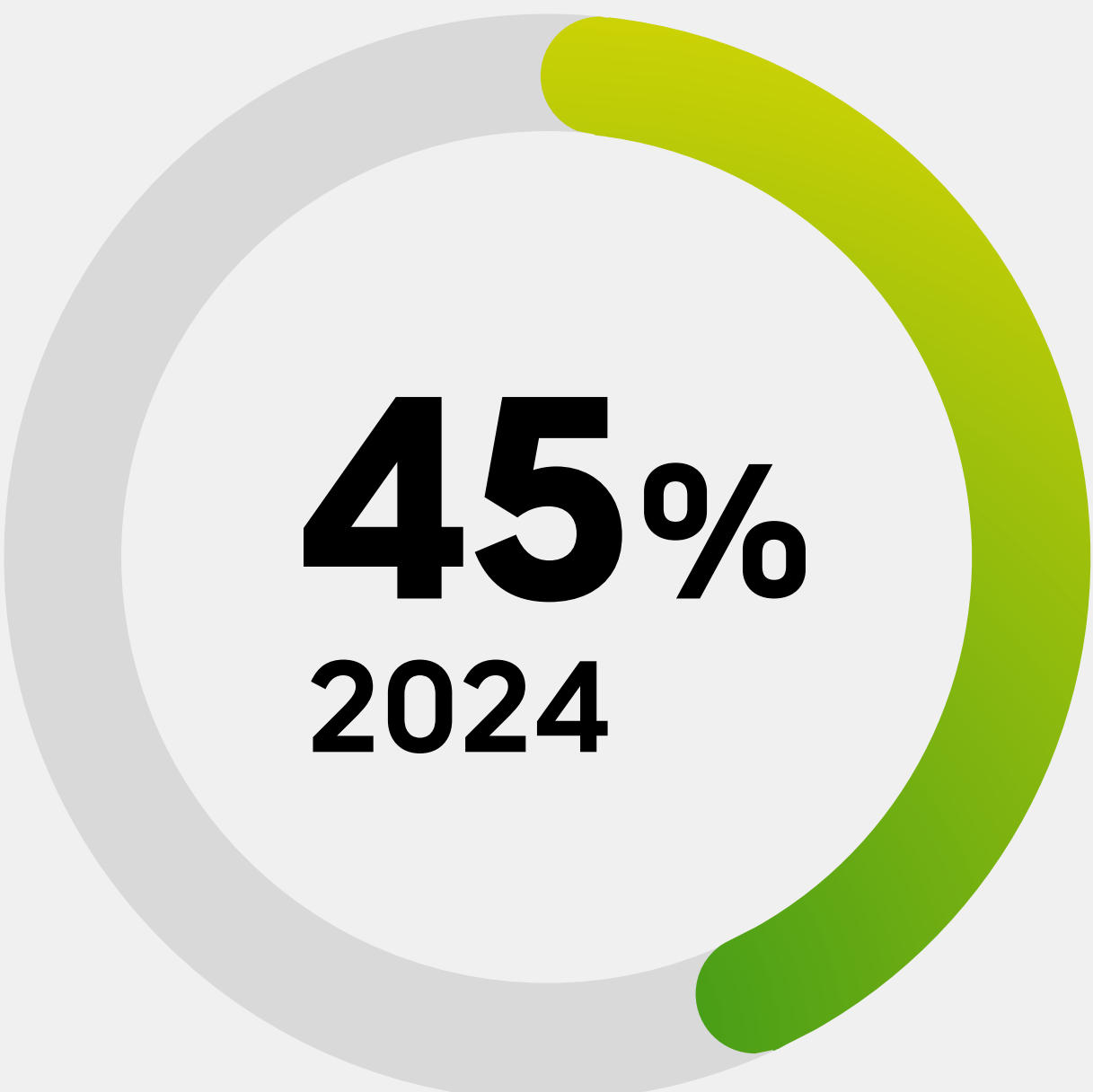
Although enthusiasm and urgency for SX is growing, our research shows that only a minority of organizations (26%) are reporting tangible results from their sustainability strategies.

The data reveals that in comparison to last year, majority of executives (53%) feel they are under more pressure to improve their business' sustainability levels. Yet in many cases, organizations still struggle to translate enthusiasm into real results. Of the executives surveyed, 70% agree that sustainability is now their top business priority; this is 13 percentage points higher than last year.

Sustainability is
our top priority for
the next five years



Our performance
tracks below external
sustainability targets



Base sample: 2023: 1,000 | 2024: 600

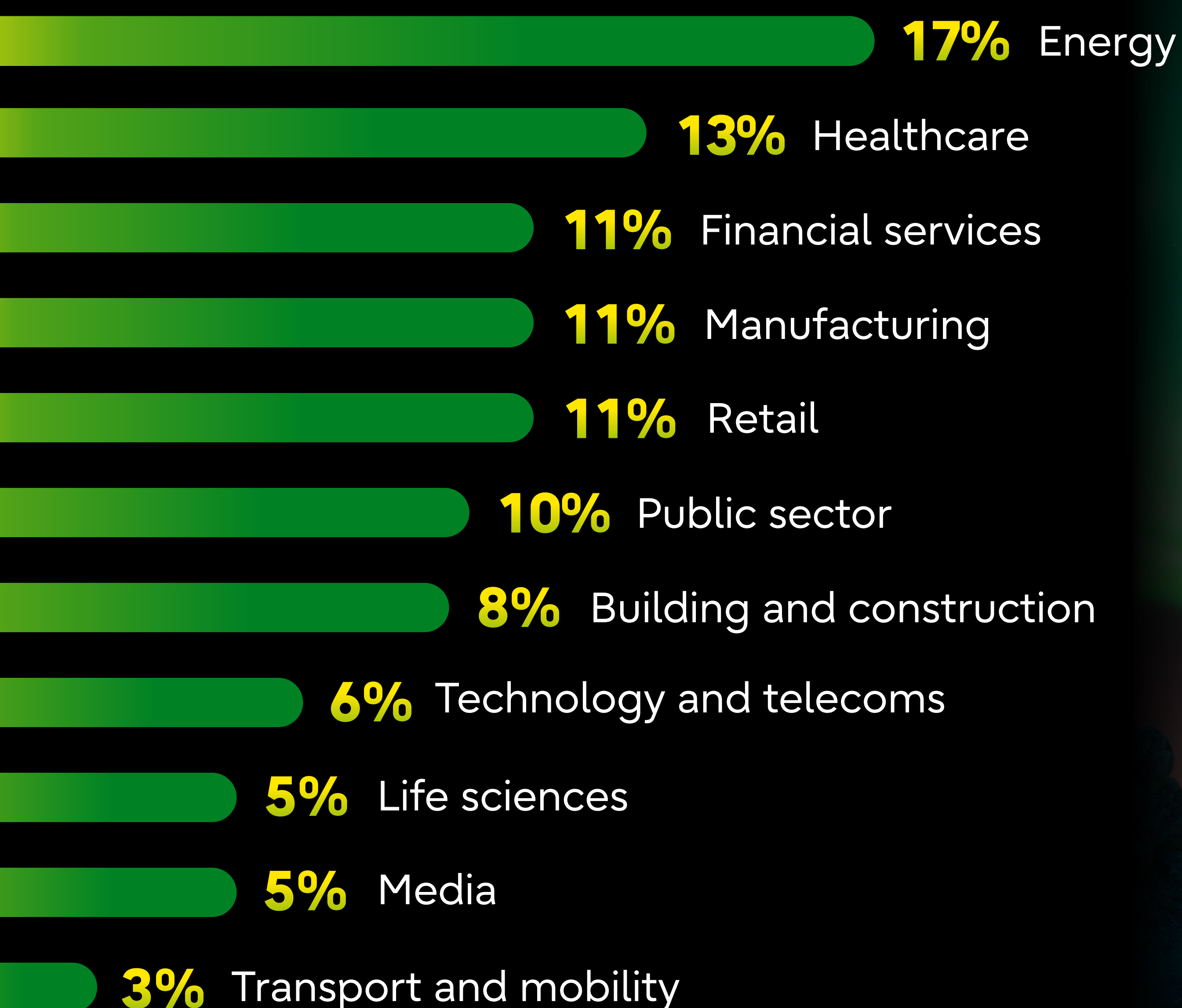
Figure 1: **Urgency around sustainability has increased.**
Executives report an increasing sense of urgency regarding SX – but they are less optimistic about their performance compared with last year.

Calling the Change Makers

Our research reveals an advanced group of organizations who are more than four times as likely as their peers to deliver tangible benefits from their sustainability strategies. Central to their success is a mature approach to defining value.

Who are the Change Makers?

% of orgs per industry that are Change Makers



Base sample: 600

We call these leading organizations the **Change Makers**. They account for 11% of the total research sample and originate from 13 countries and 11 sectors.

The majority of Change Makers (81%) have achieved tangible results from their sustainability strategies to date, compared with 19% of the general sample.

Where stronger sustainability progress has been achieved, it appears to translate into superior overall business performance. Change Makers are far more likely than other organizations to report that profit, share price and market share have increased over the past 12 months. They are also far more likely to say that their sustainability initiatives have contributed directly to revenue and profit growth (65% versus 48%). These trends demonstrate a correlation between SX and business results.

Change Maker characteristics: What sets leaders apart?

To emulate the Change Makers' success, mainstream organizations must embrace the standards set by these sustainability leaders. Our research reveals that Change Makers demonstrate two defining characteristics: a focus on creating long-term value through sustainability; and the ability to form data-centric collaborations with partners both within and across industries.



The Change Maker Paradox: Change Makers follow a new approach to creating value: one that looks beyond self-serving financial rewards to the positive impact that the organization can make. Profit is no longer the primary imperative. This long-term, mature outlook allows Change Makers to overcome the toughest barriers blocking sustainability progress. These concerns are the high investment costs and poor ROI of sustainability projects.

Change Makers are also far more likely to be forming strategic partnerships or be active in highly collaborative ecosystems which makes them more likely to be using interconnected data and advanced technology to create predictive scenarios in their organizations, advancing their decision-making process.



4 steps to becoming a Change Maker

To attain the standards set by the Change Makers, we recommend that organizations focus on accelerating their SX journeys by following these four steps.



1 Define your purpose and set clear goals

Developing a clear, shared purpose is essential for balancing growth with sustainability. Change Makers take a long-term view, defining their role and societal contributions.

This approach helps set goals that extend beyond short-term financial gains to broader societal impact.

3 Upgrade your organization's data-maturity

Harness your organization's data by collecting high-quality information and performing routine audits to maintain integrity and security. Use reliable data to gain detailed insights and employ AI systems for predictive simulations.

These insights help refine processes, monitor sustainability goals, and allow leaders to adjust initiatives accurately.

2 Create and execute an end-to-end SX strategy

Align long-term goals with strategies that focus on environmental and societal impacts. Integrate financial and non-financial perspectives i.e., IT, R&D, and human resources, along with metrics like customer satisfaction and reduced GHG emissions.

This ensures a solid foundation for achieving SX goals.

4 Collaborate with others in a data-centric way

Strengthening your data infrastructure enables sophisticated collaborations and enhances decision-making. Use a common data framework to facilitate data-centric partnerships, providing metrics and tracking success.

This approach enhances data-visualization capabilities and supports informed sustainability decisions.



Find out more about how to become a Change Maker and speed up your organization's Sustainability Transformation.

Access the full report on our website [➤](#)