

2024 Fujitsu SX Survey

Charting a course for change

How global C-suites are creating new value
through Sustainability Transformation





The urgency of Sustainability Transformation is front of mind for executives all around the world. While more organizations are taking action, a frustratingly large number are yet to see the results they want.

Our 2024 Fujitsu SX Survey reveals that a pioneering group of organizations (11% of the total respondent base) is using data-centric collaboration to benefit the planet while also creating new value. This report shows how other organizations can follow in their footsteps.



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Executive summary

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. In light of 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.

Our survey data reveals that in comparison to last year the majority of executives (53%) feel they are under more pressure to improve their business' sustainability levels.

As such, it's clear that the "sustainability gap" that we uncovered in last year's survey – between the perceived importance of SX and actual progress made – is closing.

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. Despite this recognition, only a small minority (26%) of organizations report tangible outcomes from their sustainability strategies.

Despite the gravity of these findings, there are reasons to remain hopeful. Last year, our research identified a small group of leading organizations that had made much more significant progress with SX than had their mainstream peers. These "Change Makers" offer a blueprint for other organizations to follow. This year, we have redefined the Change Maker group using an even more comprehensive set of criteria. Consequently, those that qualify are outperforming their peers in a number of key areas.



The 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.

Over the following pages, we explore what it really means to be a Change Maker. You will also find a set of recommendations based on the Change Makers' approach, to help your organization chart its course to faster SX progress.

Key findings from the 2024 research

The majority (70%) of executives say SX is a top priority, but only 26% of organizations report tangible results from their sustainability strategies. This disparity even applies to “high-priority” initiatives. For example, almost half (48%) of executives see tackling climate change as a high priority, yet only 17% have achieved tangible outcomes from their efforts in this respect.

81% of Change Makers have delivered tangible results from their sustainability strategies to date, which is more than four times the proportion generated by other organizations. Change Makers take a long-term view as they understand that prioritizing SX also means driving business growth. These are harmonious ambitions, not conflicting ones. Change Makers are more likely than their peers to report increased revenue and profitability over the past 12 months.

Change Makers take a mature approach to data. Change Maker organizations are far more likely to have achieved the highest level of data maturity, defined as the ability to gather and analyze data from multiple sources, and use it to supercharge sustainability efforts. For instance, 44% of Change Makers say they use interconnected data, combined with advanced technology, to simulate and predict future scenarios, supporting efficient decision-making processes, compared with just 12% of other organizations.

Change Makers collaborate with other organizations on SX. Change Makers are 17 percentage points more likely than other organizations to work with partners both within their own industry and across other industries. Crucially, one-quarter of Change Makers participate in highly collaborative ecosystems, enabling them to share resources and data, and to create shared value around sustainability. Only 6% of other organizations have achieved this.

Section 1

A mixed picture on sustainability: high urgency, but slow progress



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

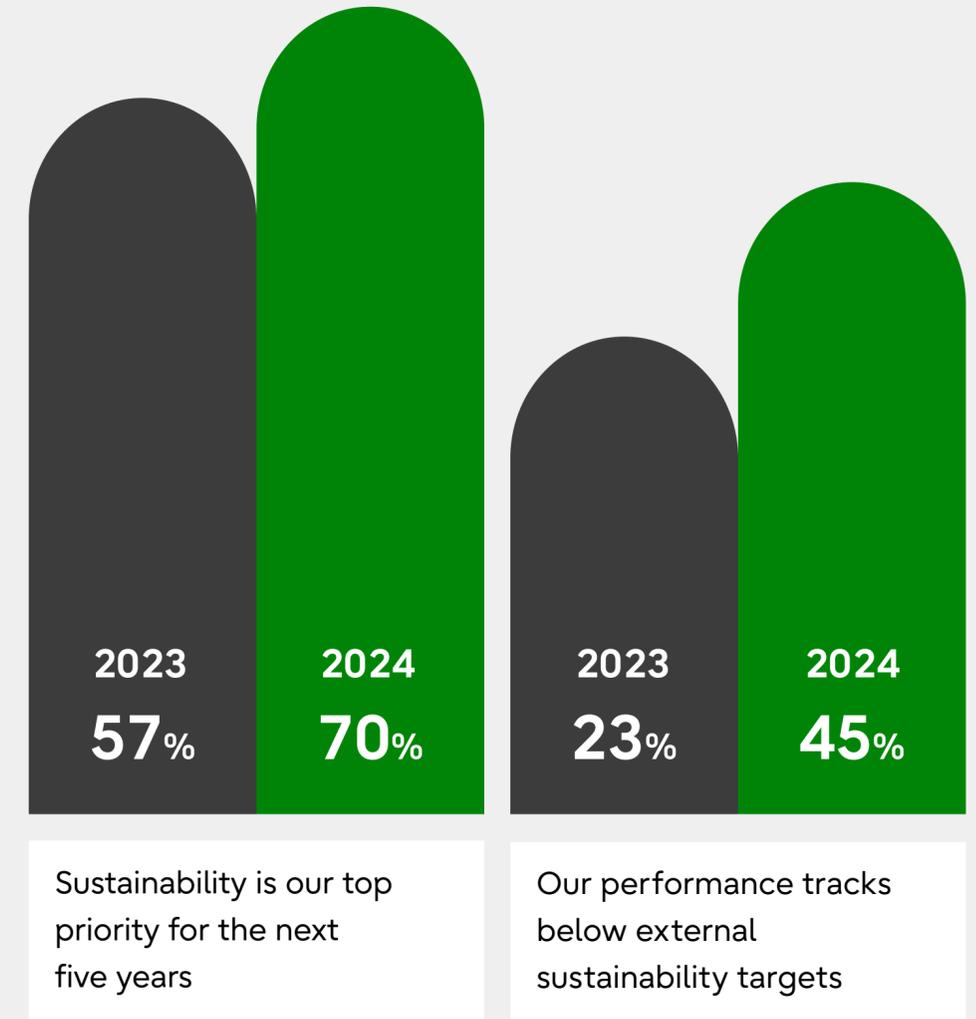
The global sustainability gap has reached a tipping point.

Last year, 61% of executives told us their organizations were “advanced” on their sustainability journey. However, fewer than one in 10 had completed major sustainability imperatives. Despite their sluggish progress, more than half (57%) of executives said their organization was “exceeding expectations” at meeting external sustainability goals. Enthusiasm for sustainability was evidently running high but organizations had low awareness in terms of their actual progress.

This year, the research reveals a deeper understanding among survey respondents. The C-suite executives we surveyed most recently are 13 percentage point more likely to report that sustainability is their top business priority (70% overall say this). Almost half (45%) believe their organization’s performance is failing to meet external sustainability targets – almost double the proportion that said the same last year.

Considered together, these insights suggest that businesses around the globe are waking up to the scale of the sustainability challenge. Blind optimism is being replaced by a sense of urgency – more than half of the executives in our latest survey (53%) say they feel more pressure to move toward sustainability than they did last year.

Changes in sentiment



Base sample: 2023 - 1000 | 2024 - 600

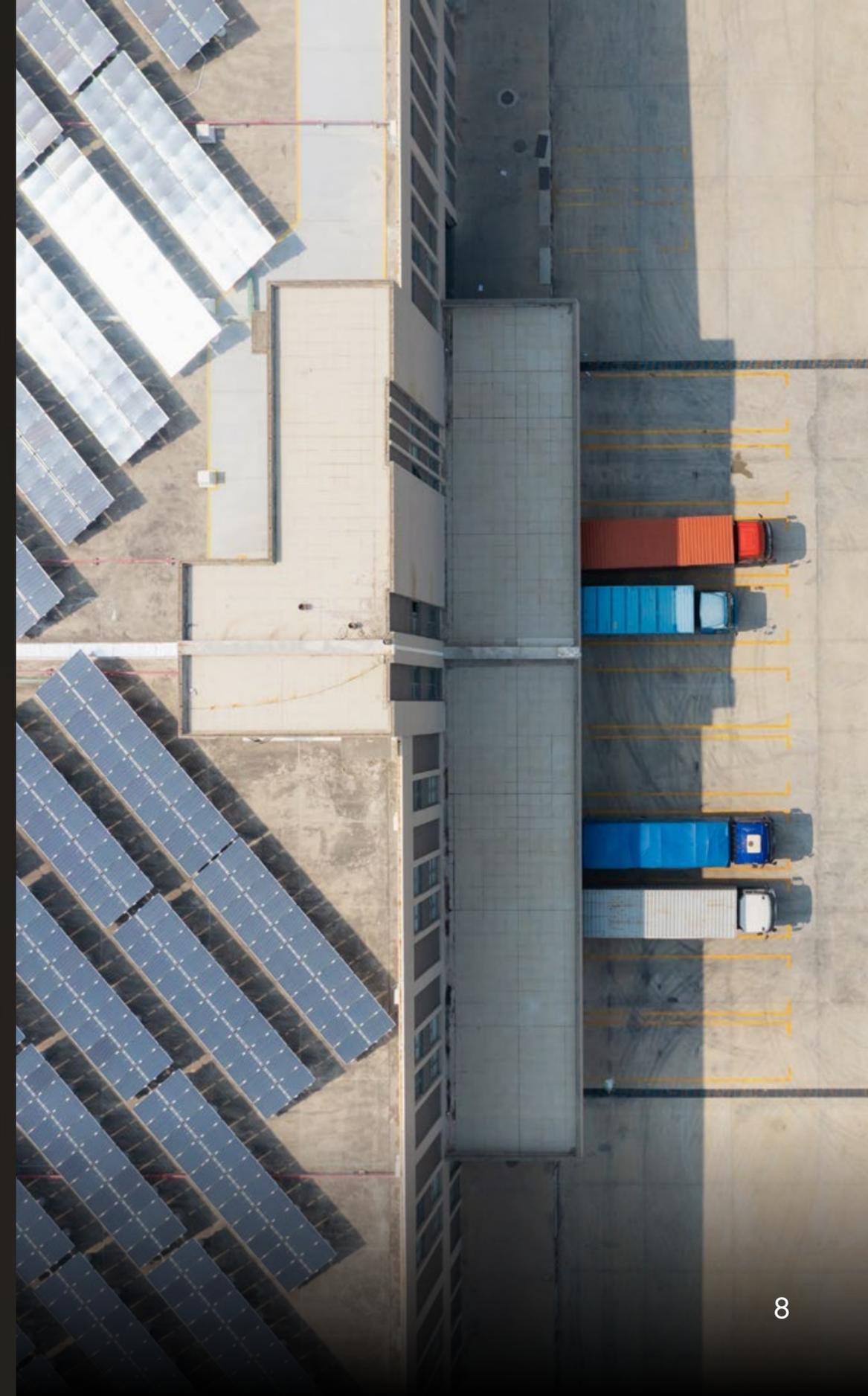
Figure 1: **Urgency around sustainability has increased.** Executives report an increasing sense of urgency regarding SX – but they are less optimistic about their performance compared with last year.

Organizations are failing to deliver the desired results on the sustainability initiatives that matter

Despite the urgency around SX, less than half of the executives in our sample say their organization has implemented a sustainability strategy (42%). And only a small percentage (26%) of organizations are delivering tangible outcomes from these strategies. This sluggish pace is reflected in the 14 initiatives that are critical to making meaningful sustainability progress (as set out in Figure 2 on page 11).

74%

of executives surveyed are not achieving outcomes from sustainability strategies.



Planet, Prosperity and People: The three pillars of Sustainability Transformation

In this report, we define SX as adapting your organization through digital innovation to drive positive, lasting change for our globe's environment and its increasingly digitized society. It's about aligning business growth and sustainability as a way of ensuring long-term prosperity.

We believe 14 key initiatives (as seen on the following page) drive SX. These can be grouped under three pillars:



Planet: Reducing the harm caused to the planet, and driving regeneration.



Prosperity: Building a more prosperous, inclusive digital society.



People: Enhancing health and wellbeing globally.



The 14 key sustainability initiatives



1. Tackling climate change



2. Recycling resources



3. Preserving water resources



4. Reducing industrial waste



5. Protecting/increasing biodiversity



6. Ensuring data security



7. Bridging the digital divide



8. Promoting IT/AI ethics



9. Promoting a positive/healthy workplace environment and addressing labor shortages



10. Promoting responsible supply chains



11. Maintaining/improving the health of employees and/or customers



12. Promotion of lifetime education and reskilling



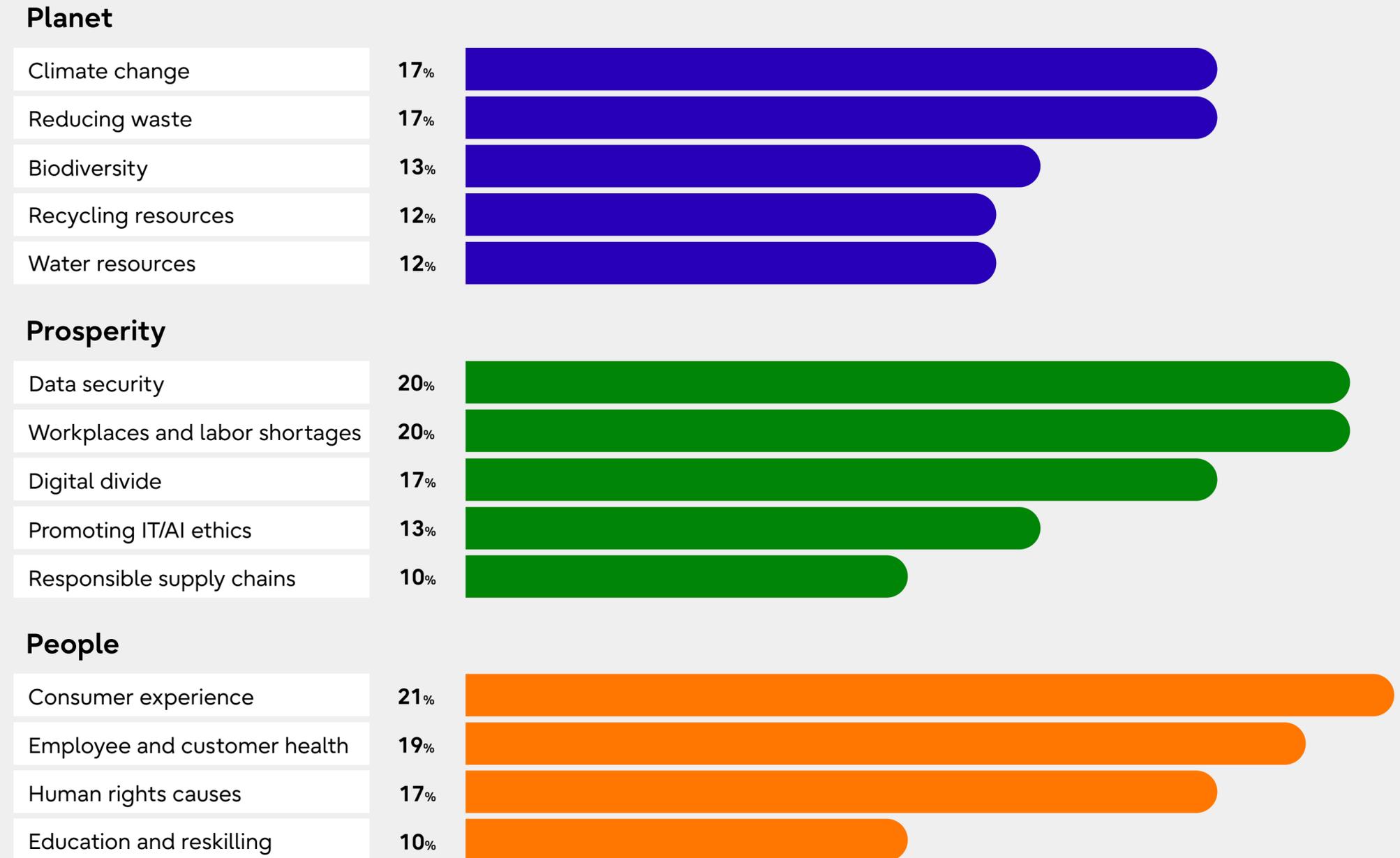
13. Improving customer/consumer experience



14. Showing respect for human rights

As seen in Figure 2, organizations across sectors are facing difficulties, with an average of less than 20% achieving the desired outcomes of their initiatives. Despite some fluctuations, there have been minimal tangible outcomes in all 14 areas. The projects focused on Planet initiatives are proving the most problematic to progress in this respect. The initiatives under the Prosperity pillar were most likely to generate positive outcomes overall. The programs that perform most strongly are: improving customer experiences, promoting healthy workplace environments, addressing labor shortages, and ensuring data security. All of these have the common intention of nurturing the wellbeing of immediate stakeholders. Arguably, all also have the scope to yield direct commercial benefits more quickly than, say, the Planet-focused sustainability initiatives.

Execs reporting outcomes in 14 key sustainability initiatives

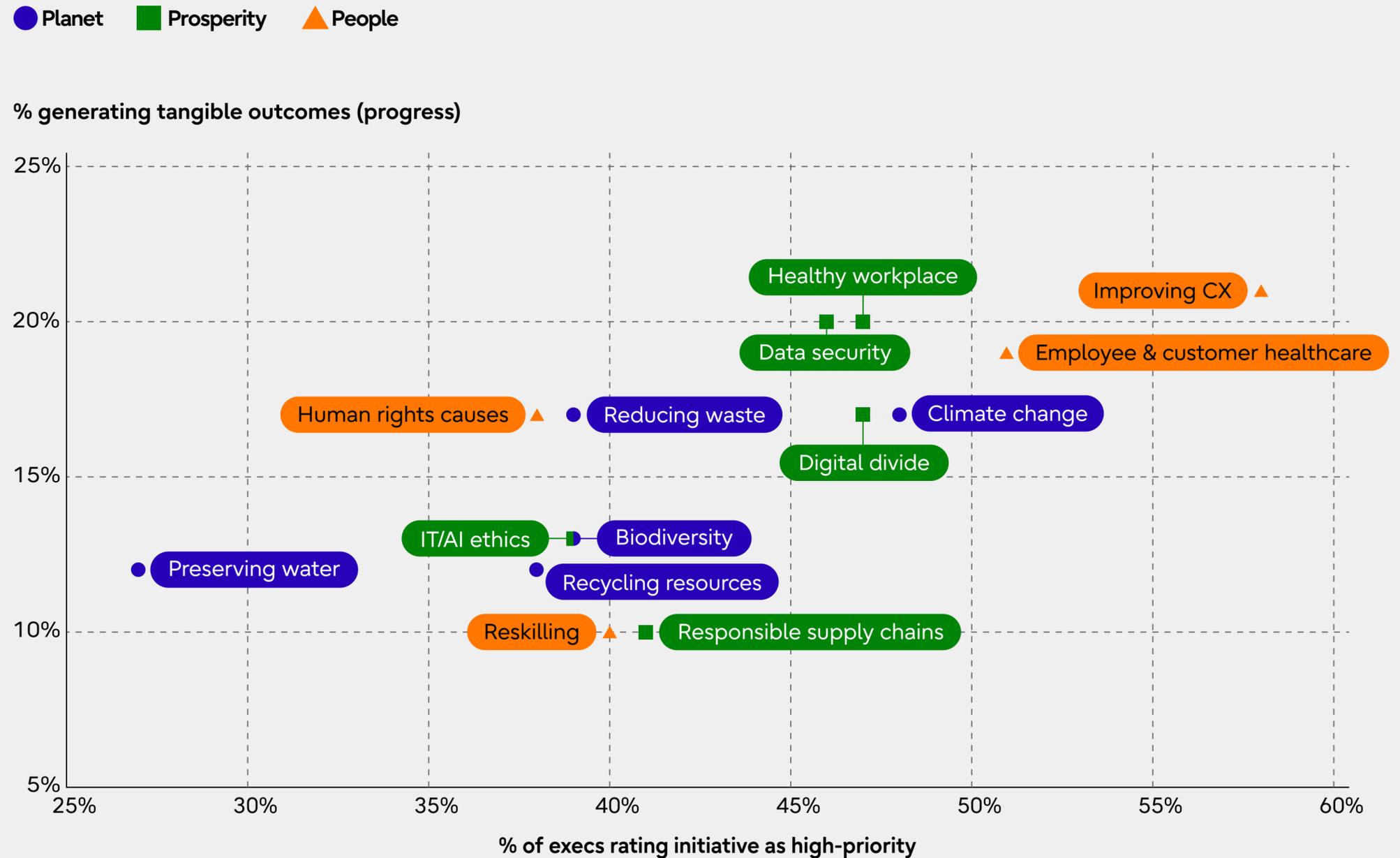


Base sample: 600

Figure 2: **Few organizations are creating tangible sustainability outcomes.** Only a small percentage of organizations are making meaningful progress on 14 key initiatives across the three sustainability pillars of Planet, Prosperity and People.

Figure 3 indicates that, despite a strong commitment to sustainability, translating enthusiasm for sustainability into tangible outcomes remains a challenge. Organizations are dedicating time and effort to enhancing customer experience, promoting healthcare for employees and customers, and addressing climate change. Yet even efforts towards these top priorities frequently do not lead to impactful results, mirroring the challenges faced in other domains.

Priority vs progress for the 14 initiatives



Base sample: 600

Figure 3: **Prioritization does not guarantee outcome.** Although organizations are highly prioritizing certain sustainability initiatives, very few are seeing tangible results.

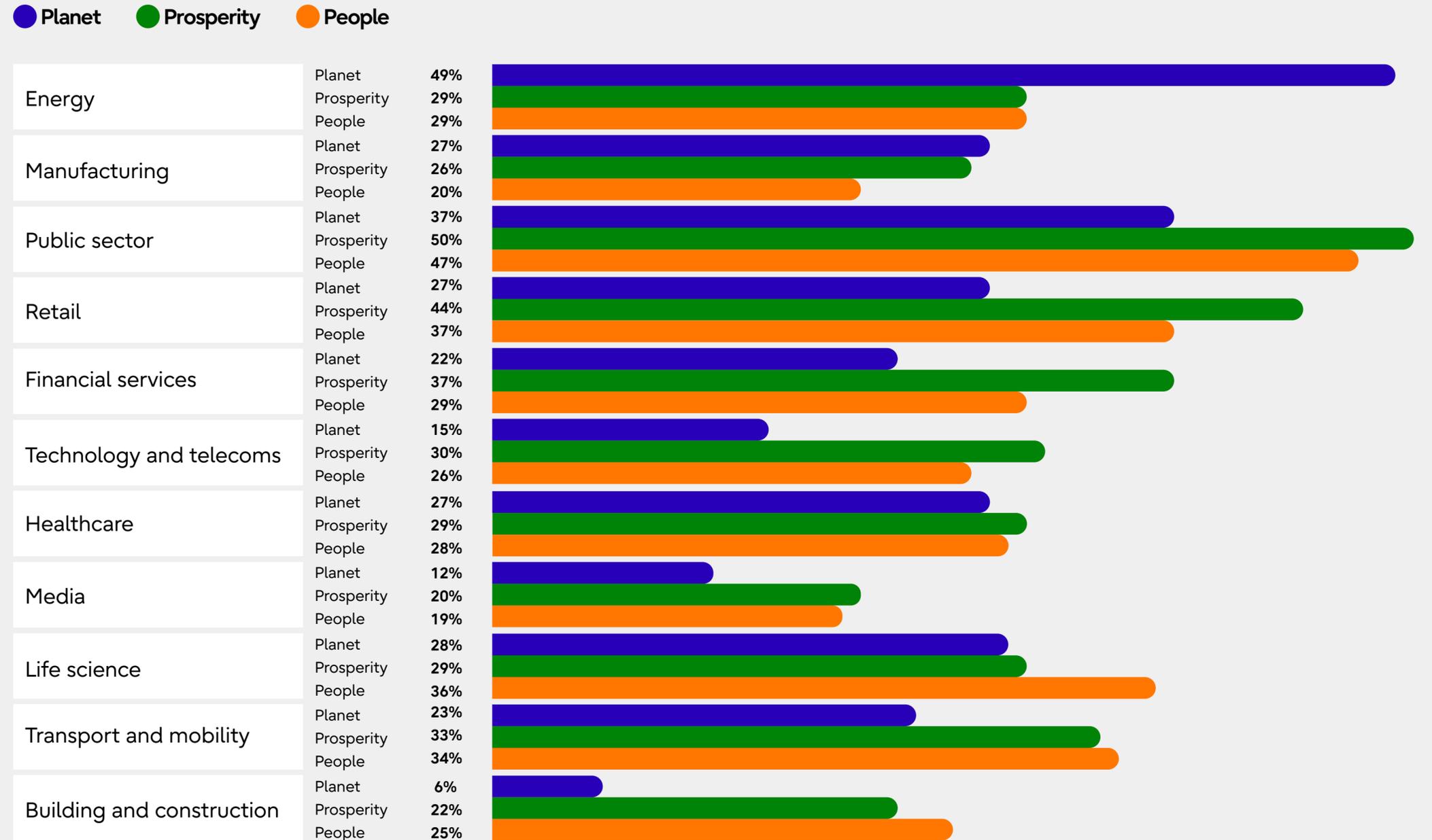
Industry lens

Figure 4 reveals that the energy and utilities and public sectors are most likely to achieve sustainability outcomes, with the energy sector particularly excelling in Planet-focused projects. Meanwhile, the public sector excels in achieving outcomes in Prosperity and People initiatives.

However, despite making the strongest progress, the public and energy sectors were most inclined to report that their performance lagged external benchmarks.

This is not unexpected, given the nature of these industries. They place significant importance on external evaluations that assess the impact their actions have on their focus areas. Consequently, they face immense pressure to implement sustainable changes.

Execs per industry reporting outcomes from the 14 initiatives



Base sample: 600

Figure 4: **The public and energy sectors are leading by example.** The public sector is the most likely to produce tangible outcomes across the People and Prosperity pillars. The energy sector is the most successful at Planet initiatives.

Execs per industry reporting their org is behind external sustainability targets



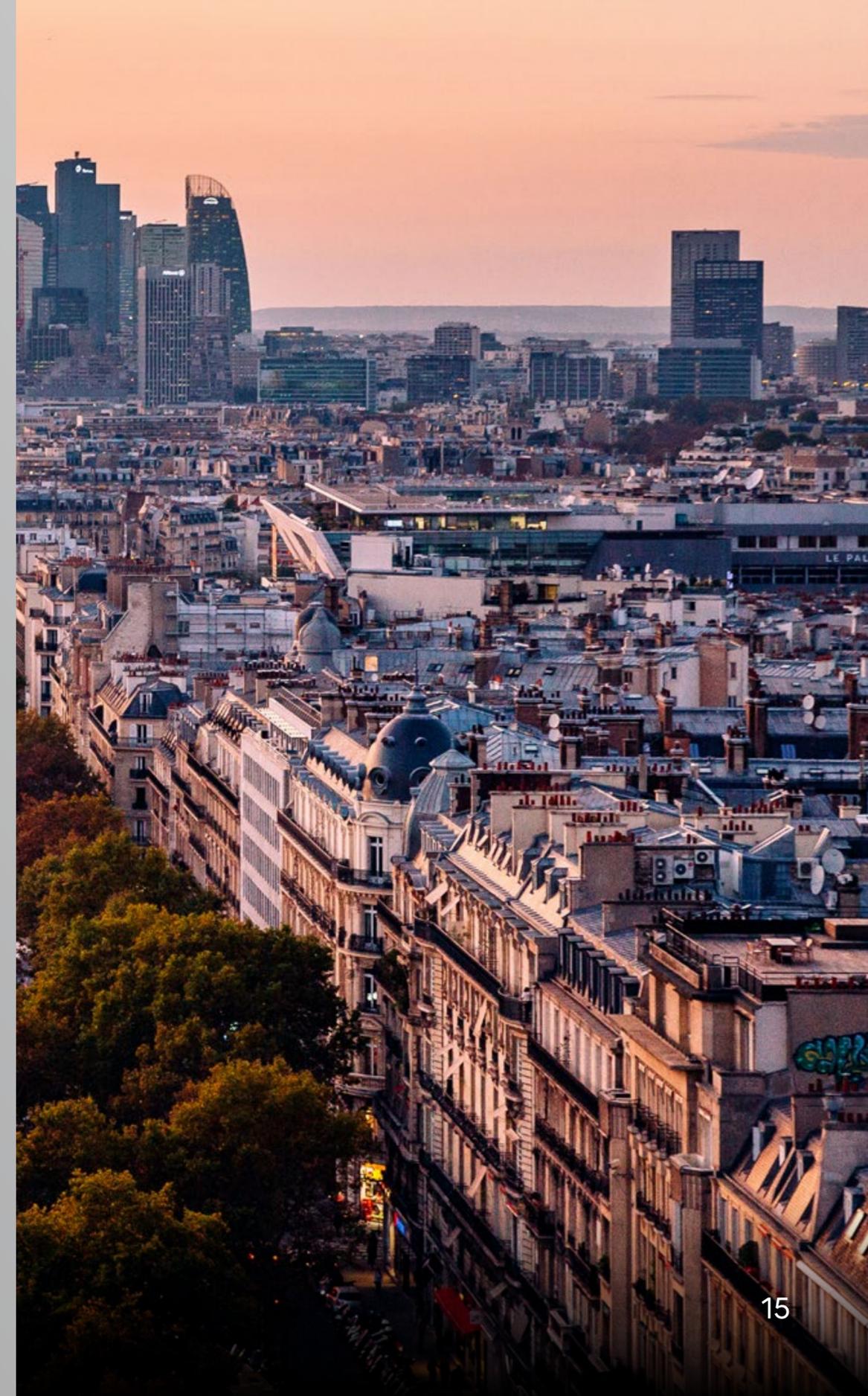
Base sample: 600

Figure 5: **Executives in the energy and public sectors have their eyes wide open to the urgency of sustainability.** Public-sector organizations are most likely to say they are performing below expectations when it comes to external sustainability targets, while manufacturing organizations are least likely to say this.



Section 2

Finding a way to new value:
introducing the sustainability
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.

Despite slow progress on sustainability overall, our data also uncovered a small group that reports much stronger sustainability performance, delivering tangible outcomes in the 14 key sustainability initiatives.

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. Executives from Germany contribute the biggest share of Change Makers (24%), followed by Finland, Singapore and Spain. Of the 11 sectors, the energy and healthcare sectors have the highest percentages of Change Makers.



Who are the Change Makers?

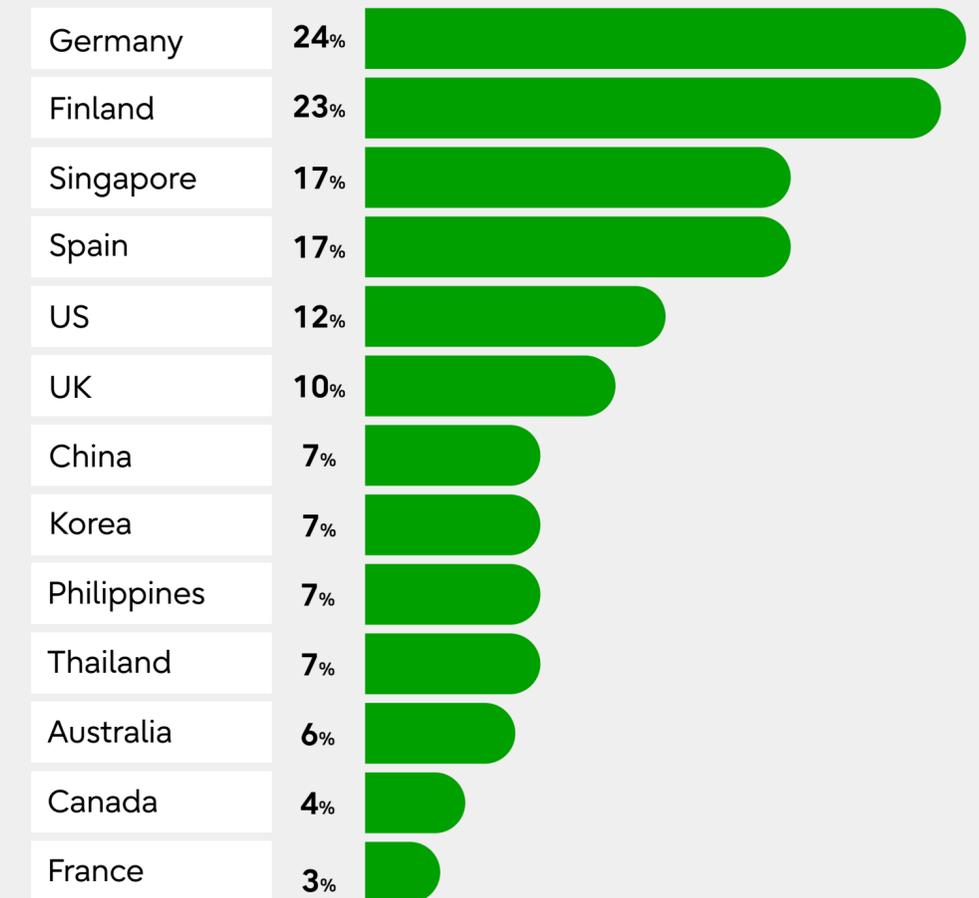
% of orgs per industry that are Change Makers



Base sample: 600

Figure 6: **Industry lens.** Energy and utilities organizations are most likely to be Change Makers, while transport and mobility organizations are least likely to have this status.

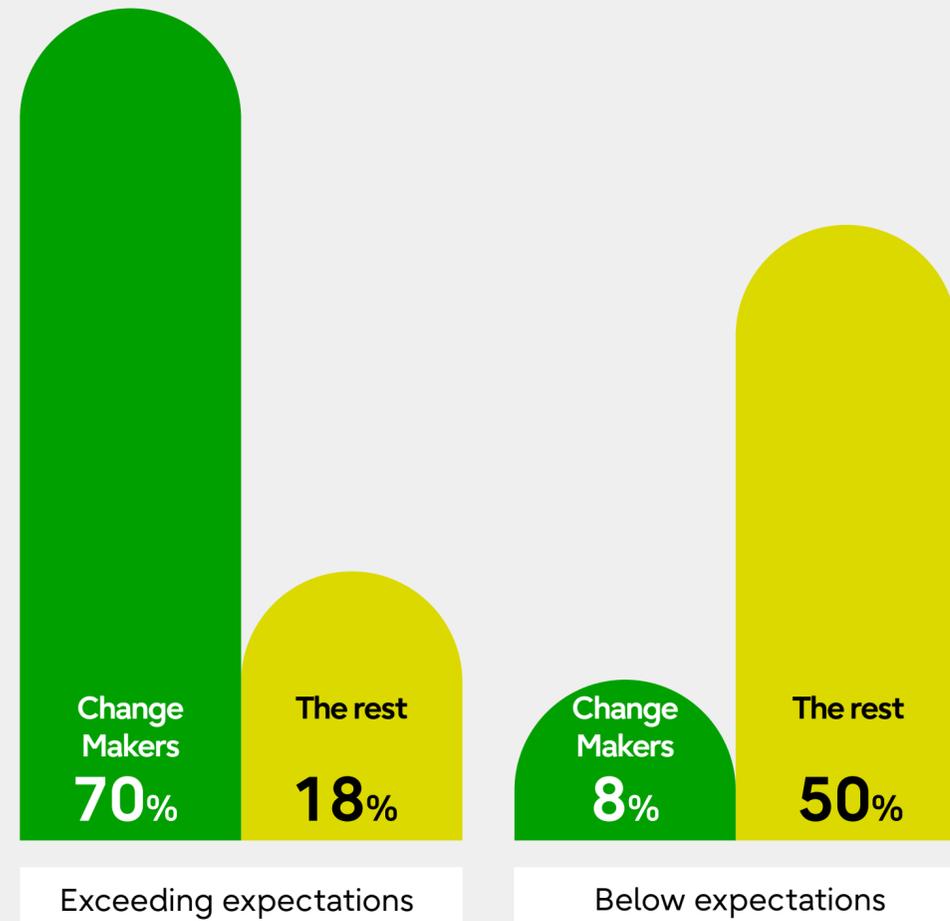
% of orgs per country that are Change Makers



Base sample: 600

Figure 7: **Regional lens.** Organizations in Germany are most likely to be Change Makers.

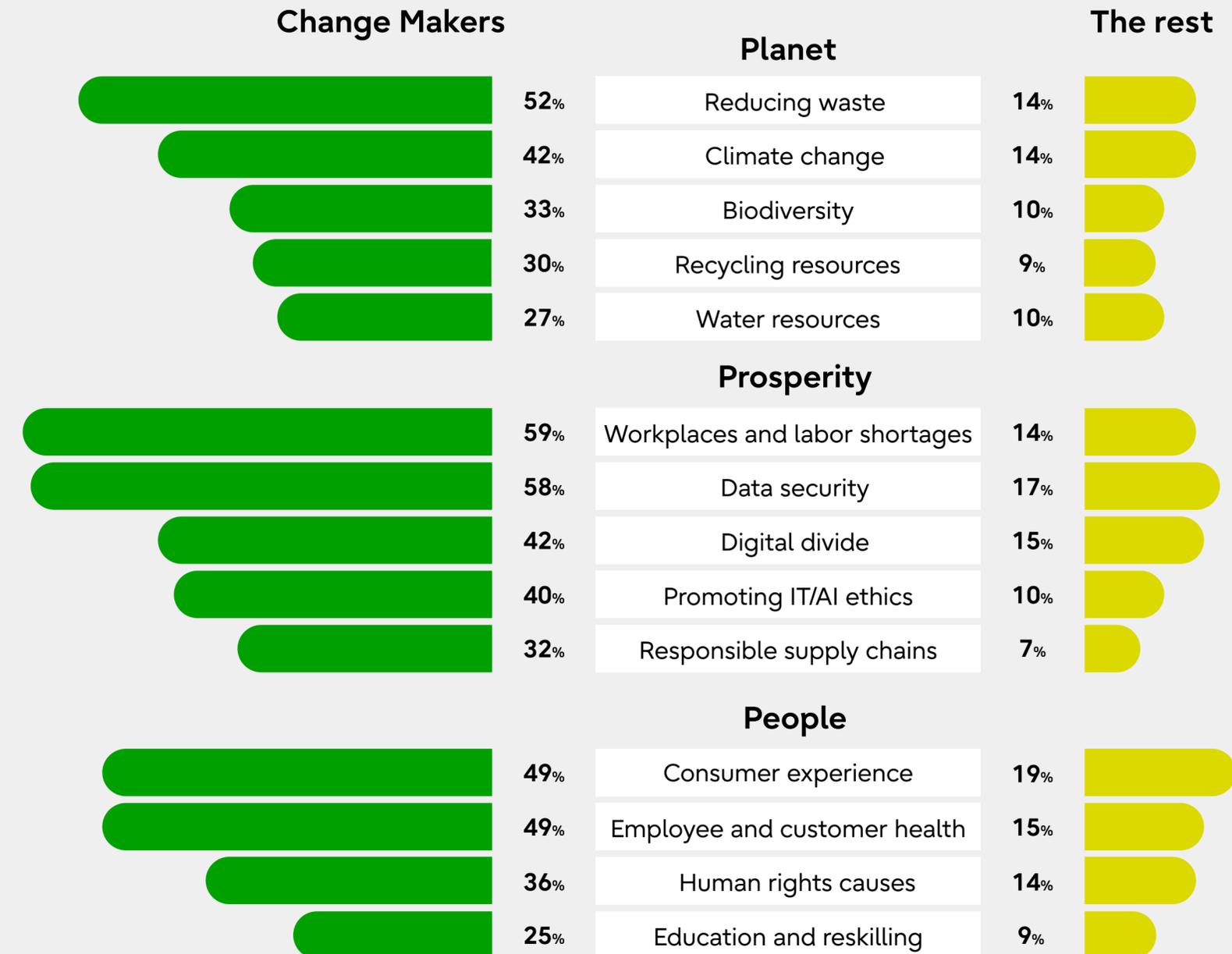
How orgs are tracking against external sustainability targets



Base sample: Change Makers=63; The rest=537

Figure 8: **Change Makers are on track with their SX.** Change Makers are far more likely than other organizations to say they are exceeding expectations in performance against external sustainability targets.

Change Makers vs The rest: those reporting outcomes from the 14 initiatives



Base sample: Change Makers=63; The rest=537

Figure 9: **Change Makers are well ahead of mainstream organizations.** Change Maker organizations are those organizations that have made the greatest progress on the 14 key sustainability initiatives.

The vast majority of Change Makers (81%) have already achieved tangible results from their sustainability strategies to date, compared with 19% of the general sample. 100% of Change Makers are confident they will meet their sustainability objectives on time. In contrast, only 62% of organizations in the mainstream group feel the same.

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.

Summarizing their performance against external sustainability targets, the majority of Change Makers (70%) indicate that they are exceeding

expectations, whereas only 18%, as seen in Figure 8, of mainstream organizations have this level of confidence in their progress.

Across the 14 sustainability initiatives measured in our survey, a significant proportion of Change Makers (41%), on average, have already achieved tangible results, as seen in Figure 9. In contrast, only 13% of the mainstream group, on average, have done so. For instance, 42% of Change Makers have managed to achieve tangible outcomes for the Planet initiative of tackling climate change, while only 14% of mainstream organizations can say the same.





Case study

New value creation through sustainable innovation

In East Africa, Diageo has introduced using biomass as fuel to build business resilience and overcome the challenge of a volatile exchange rate which affects fossil fuels.

“We’re using waste products from the local agricultural supply chain to power our facilities,” says Kate Gibson. “That’s giving local farmers an extra source of income, it’s removing the volatility and the exchange rate challenge using fossil fuels, and it’s also delivering significant carbon emission reductions for our business.”

Diageo has already reaped the benefits from this initiative. “This isn’t an investment that will pay us back in five years’ time, it’s already delivered in year one.”

Kate Gibson

Global ESG Director

Diageo





Case study

Creating new value and sharing it with market peers

Colgate-Palmolive is not ignorant of how plastic packaging can impact the environment. According to the company's Chief Sustainability Officer, Ann Tracy, the world uses around 20 billion tubes of toothpaste a year.

As a leader in the oral-hygiene industry, the company tackled this issue head on by developing a first-of-its-kind recyclable toothpaste tube. The tube is primarily made from high density polyethylene (HDPE), #2 plastic. Colgate-Palmolive's goal is to transition its tubes globally by 2025 and, as of December 31, 2023, approximately 90% of the company's toothpaste SKUs in North America have transitioned. During this transition phase, communities may not yet accept tubes for recycling. Consumers should check with their local community programs.

Colgate decided to make the technology and approach public - and to date, has shared its tube information at approximately 80 sessions with third parties, including competitors, to encourage recyclability of all tubes in practice and at scale.

Building on this momentum, Tracy says that "pleasingly, all major toothpaste manufacturers have publicly committed to transition their tube portfolios by 2025."

Ann Tracy

Chief Sustainability Officer

Colgate-Palmolive



Change Maker characteristics: What sets the 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: How a long-term view that looks beyond competition can unlock competitive advantage

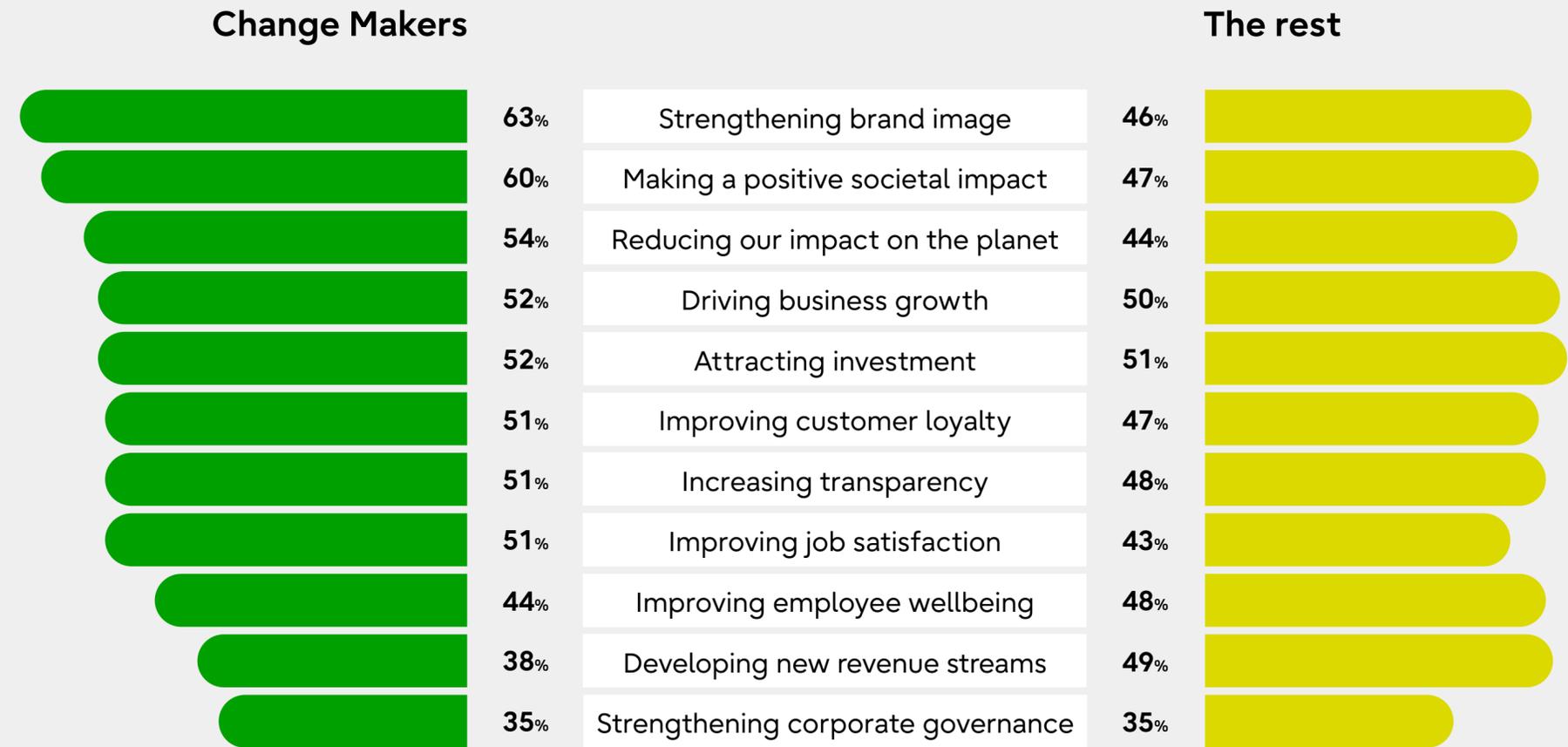
Unlike the majority of the executives surveyed, those in Change Maker organizations were far more likely to have mature, holistic motivations

driving their sustainability efforts. In short, 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 on the planet and on society. 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.

These are natural concerns for businesses in general, many of which remain primarily focused on financial growth and stability. But organizations should not let short-sighted financial motivations direct their sustainability efforts. Organizations that take a long-term, holistic approach to SX are more likely to report improved financial performance, and to agree that their sustainability initiatives are directly linked to business growth. We have dubbed this phenomenon “the Change Maker paradox.”

Top drivers for sustainability initiatives



Base sample: Change Makers=63; The rest=537

Figure 10: **Sustainability leaders focus on the greater good.** Change Makers are more likely than other organizations to say their sustainability initiatives are motivated by a desire to make a positive impact on the environment and on society.





The business and sustainability effort have to come as one and remain inseparable. What we mean by the integration of sustainability and business management is that we genuinely want to approach this on an entire value chain basis, so that we provide a positive impact to society at large. This will of course also contribute to our business. So thereby we will not only be able to enhance our corporate value, but we will be able to provide positive value to the society as well.



Kayoko Kondo

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



Colgate-Palmolive puts success metrics in place, often based on intangible benefits for their sustainability initiatives, rather than return on investment targets.

“What value means is a question we are discussing right now,” says Tracy. “Because there are many intangible successes whose impacts are harder to measure, such as employee pride.”

“One of the key themes we are discussing: How do we establish value behind sustainability? Because the perception is – and, in some cases, it’s real – that, when you first design a more sustainable product, it can be more expensive to make. However, we can reduce costs when we scale these products and we know that consumers want to buy more sustainable products which helps to drive growth.”



Ann Tracy

Chief Sustainability Officer
Colgate-Palmolive

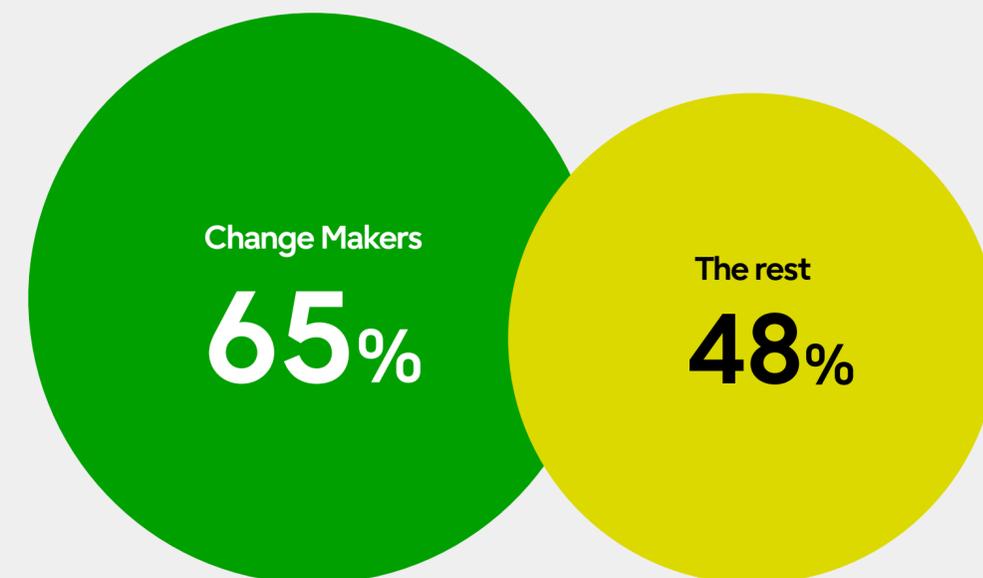
Organizations in general focus on the financial benefits of greater sustainability. The top motivation of the mainstream sample is to use sustainability initiatives to attract new investment. Change Makers, in contrast, are primarily motivated by the opportunity to have a positive impact on society and the planet. Looking at their top three motivations, the majority of Change Makers (60%) focus on having a positive impact on society, and reducing impact on the planet (54%). These two primary motivations link to the very strongest driver for Change Makers: strengthening brand reputation. Positive brand recognition will be a natural by-product of genuine dedication to improving the environment and society overall.

And it appears that this holistic approach to delivering value through sustainability is giving Change Makers an advantage. As seen in figure 12 on next page, across all the metrics we examined, Change Makers were more likely than other organizations to have seen growth over the past 12 months. On average, Change Makers are

15 percentage points more likely than executives in non-Change Maker organizations (who are less likely to be motivated by sustainable outcomes) to report that profit, share price and market share have increased over the past 12 months.

What does this mean for businesses that are struggling to make progress with sustainability initiatives? The data suggests that placing sustainability at the heart of the business strategy isn't just an ethical decision, it also makes good business sense. Contributing to the greater good and boosting financial performance are not opposing forces, but harmonious ones.

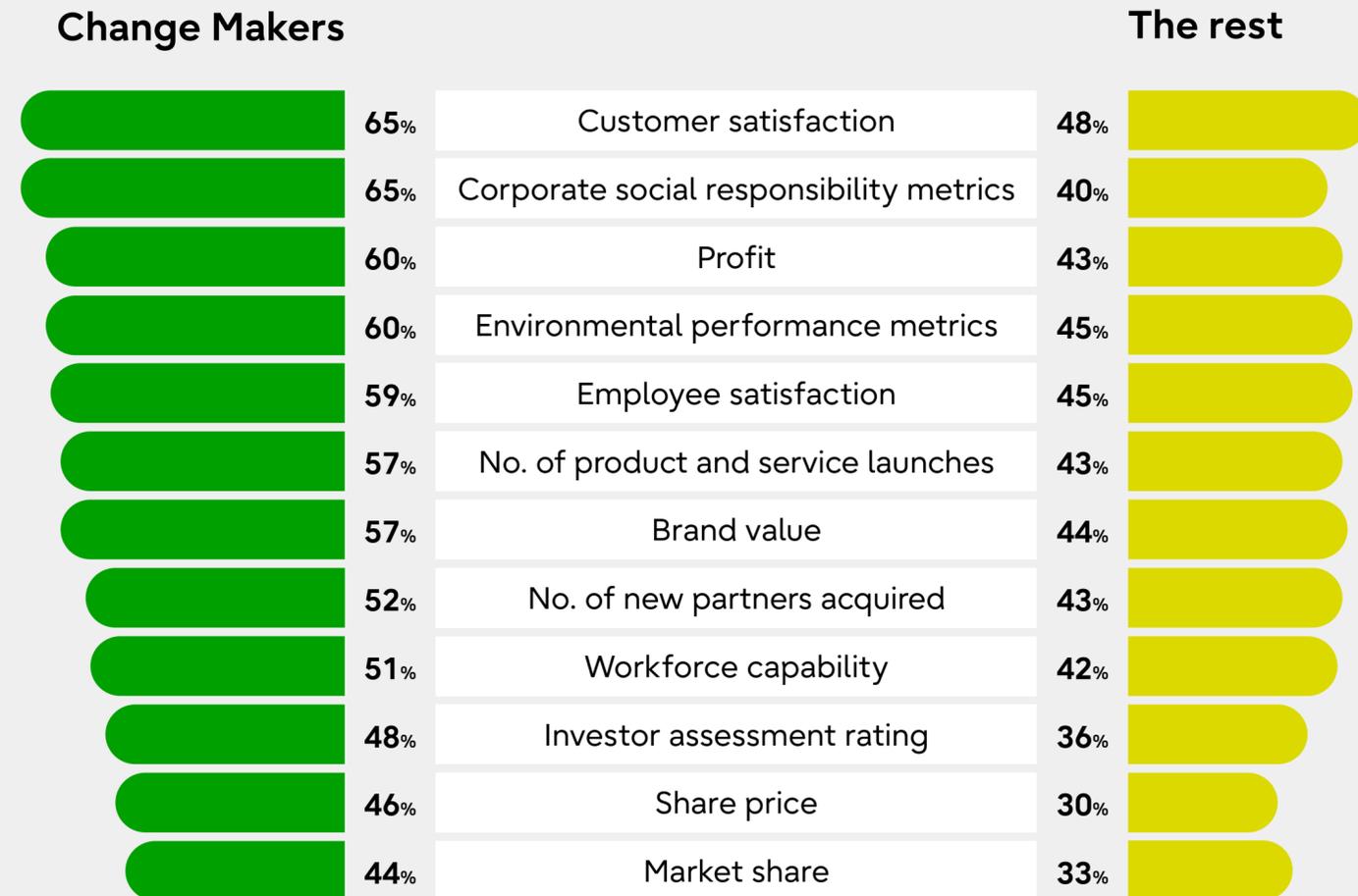
Execs that have seen SX boost revenues



Base sample: Change Makers=63; The rest=537

Figure 11: **Change Makers are intentional about SX.** Change Maker organizations are more likely to say their sustainability initiatives have directly contributed to revenue growth.

Growth in metrics in the past year



Base sample: Change Makers=63; The rest=537

Figure 12: **Better SX = better business performance in a range of areas.** Change Makers outperform other organizations in all aspects of business performance.



“

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

Change Makers are leaning on the strengths of their partners and letting data lead the way.

Our research also indicates that the ability to collaborate with partners across industries, underpinned by a mature approach to data, is supercharging Change Makers' SX progress.

Organizations must learn from the Change Makers, and form bonds of trust and mutual dependence with other organizations. As we will see in the next chapter, data-centric collaborative efforts are essential to creating new value.



“

We've realized that our sustainability projects would be more successful if we put more effort into getting the data flowing from one organization to another, as it would help us make better decisions.

”

Markus Kühn

Chief Strategy Officer

City of Helsinki

Section 3

Charting a course to
data-driven collaboration:
the heart of the Change
Makers' approach



Weak collaboration across industries, exacerbated by flawed data strategies, is a critical barrier to sustainability progress. But Change Makers are using data to their advantage.

Almost 75% of Change Makers are using data to inform their SX decisions across the board and just under 80% are using data to enhance the performance of their sustainability partnerships.

Our analysis indicates that the Change Makers have managed to excel in two areas where their competitors are struggling:

- Using data in a mature way to inform SX
- Engaging in data-centric partnerships with other organizations

Data maturity: The lifeblood of successful Sustainability Transformation

As expected, Change Makers are more likely to report a high level of data maturity than are other organizations. In fact, almost half of Change Makers have achieved the highest level of data maturity, in terms of both of how they use data within their own organizations (44%), and how they use it to collaborate with partners (49%).

In contrast, most organizations struggle to reach advanced levels of data maturity. The majority of the mainstream sample (55%) fail to use connected data to inform decision-making in their sustainability projects. This is consistent with trends observed in last year's research: a significant portion of executives (between 87% and 48%) were not using sustainability metrics actively to track the success of the sustainability initiatives we analyzed. Moreover, this year almost half of respondents (43%) say the sustainability data required for their initiatives is absent, while 45% say they struggle to utilize the data that is available. These and other challenges are holding back the data maturity of organizations.



78%

of Change Makers say their ability to unlock insights from data is vital to achieving sustainability objectives

Use of data internally

The five maturity levels of using sustainability data internally (across an organization)

Level 0

Organization lacks a coordinated approach to collecting and managing data pertaining to its own sustainability initiatives, or the data itself does not exist.

Level 1

Organization has started collecting data on some of its sustainability efforts, but most of the data is not coordinated and remains in silos.

Level 2

Organization is taking a coordinated approach to using data in its sustainability efforts. Organization has connected data from multiple sources, but it is not being visualized and utilized as useful information.

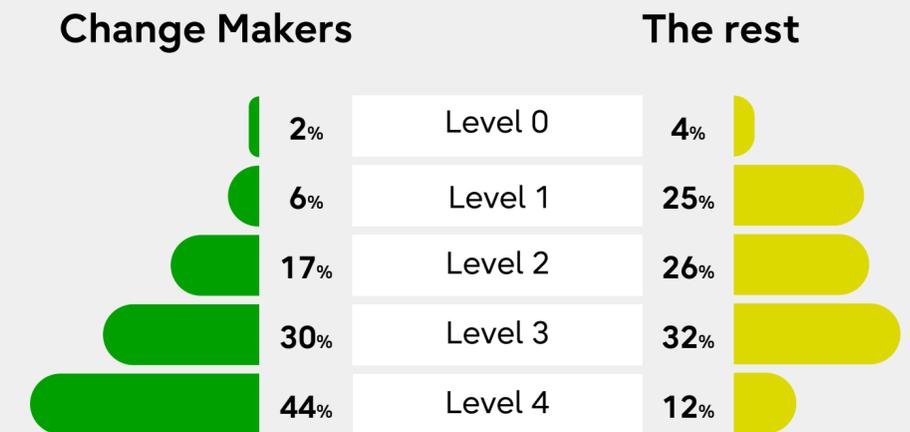
Level 3

Organization is using a variety of connected data, and visualizing and utilizing this data to make decisions that improve efficiency, productivity and other business value at a basic level.

Level 4

Organization is using interconnected data and advanced technology to create predictive scenarios, strengthening decision-making processes.

Orgs at each maturity level of using sustainability data internally



Base sample: Change Makers=63; The rest=537

Figure 13: **Change Makers are more advanced in using their own sustainability data.** Change Maker organizations are more than three times as likely as other organizations to have achieved the highest level of data maturity.

Organizations at Level 4, the highest tier of maturity, are benefitting greatly from removing their data silos and connecting multiple data sources. And, with the help of advanced technologies, these coordinated approaches to managing sustainability data not only provide visibility into how initiatives are currently performing, but can also allow business leaders to forecast future events.

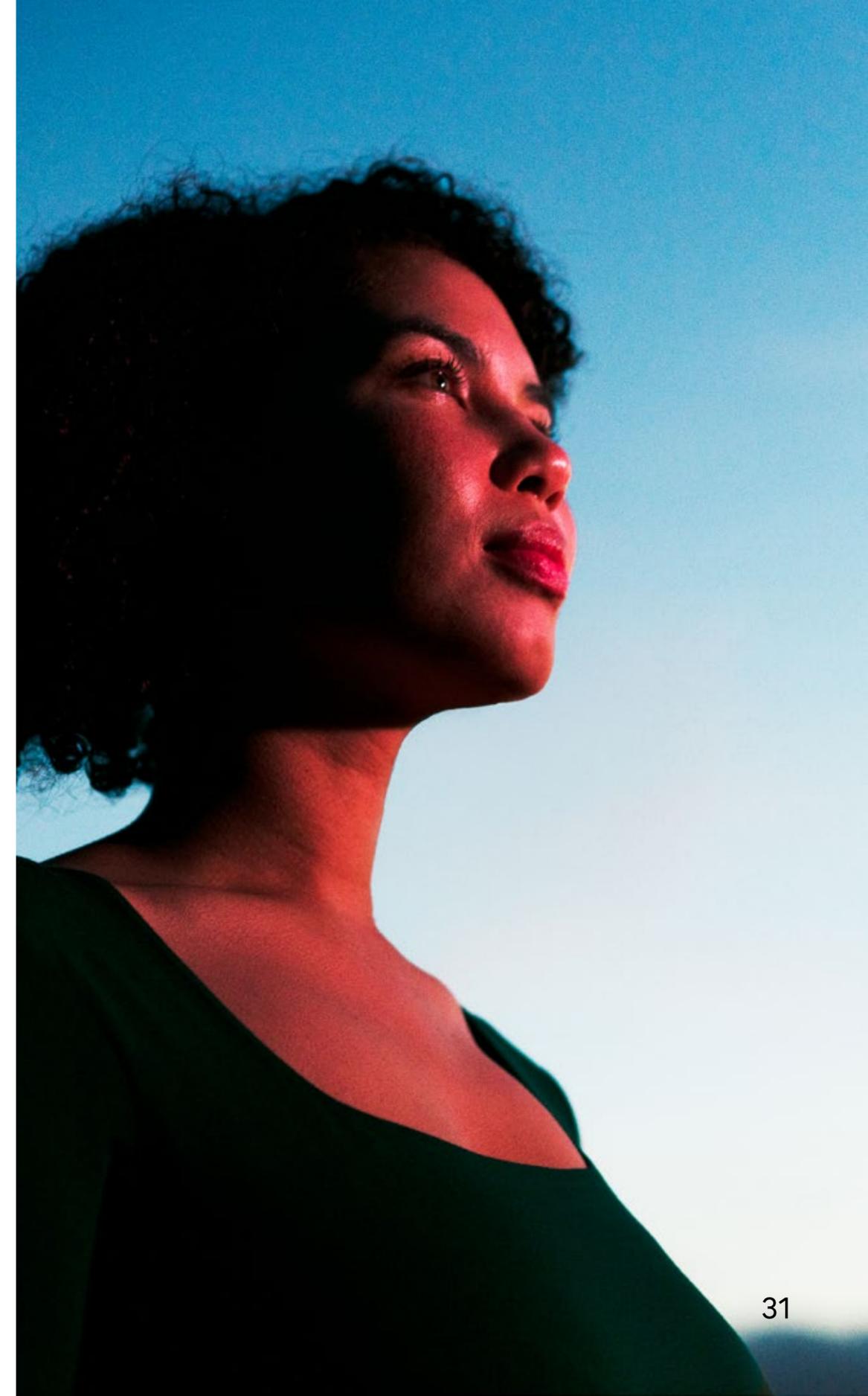
For instance, Internet of Things (IoT) technology is helping a Czechia-based brewery to navigate the potential impact of climate change on its business.

Plzeňský Prazdroj harnesses data insights from IoT sensors attached to the hops used in beer production, in collaboration with Asahi Group and other external partners. Data on current hop health, coupled with rain forecast data and other predictions on temperature fluctuations, helps farmers decide on how to best care for the hops to ensure optimal growth. These insights can even help preserve hop yields during drought

conditions, which are occurring more frequently due to climate change. Kayoko Kondo, Director and Executive Officer, Asahi Soft Drinks says: “Through this project, we have placed the so-called hop ECG sensors directly onto the hop plants. These sensors provide us with unique information that tells us what the plants need. The connected app can predict yield and quality of hops based on historical data. Farmers can also enter their target yield and quality of hops, and the app will tell them what they need to do to achieve that.”

As seen in the case above, when separate data sources are connected, organizations can make smarter decisions as they have a more detailed view of the various factors at play in the situation at hand. By having a better view of the full picture, organizations can make more well-rounded decisions pertaining to their sustainability initiatives.

Access to new data sources is a key benefit of collaborating on sustainability projects. With the



recent progress in advanced technologies such as AI and quantum computing, the potential to derive valuable insights from increasingly large datasets is limitless.

Change Makers gain a significant advantage by placing data at the heart of their SX initiatives.

Stronger together: Data-centric collaboration is vital for sustainability progress

The majority of the Change Makers in our sample report a high level of collaboration maturity. In practical terms, sustainability collaborations involve multiple organizations pooling resources, and sharing expertise and data insights. The discoveries generated from working together can inform organizations' efforts to overcome barriers and innovate to achieve their sustainability goals.

Degree of collaboration for sustainability initiatives



Base sample: Change Makers=63; The rest=537

Figure 14: **Change Makers lean on their partners.** Change Maker organizations are more likely to collaborate on sustainability initiatives than the rest of the sample.



Almost half of the Change Maker group (44%) have formed strategic partnerships both within and across industries, while one in four is operating in highly collaborative ecosystems, allowing them to create shared value around sustainability initiatives (versus just 27% and 6%, respectively, of other organizations). Forming these ecosystems maximizes societal benefits while minimizing business risk.



Good access to data together with machine learning will enable our education, healthcare, environment, culture, leisure and sports sectors to predict their service needs better without undergoing major organizational transformations. Doing so can improve the speed and level of decision making and provide these sectors with better tools for making and analyzing the impact of their services. That's where I see the most potential in the coming years.



Markus Kühn
Chief Strategy Officer
City of Helsinki

Use of data externally

The five maturity levels of using sustainability data with external partners (within and across industries)

Level 0

Organization does not have a coordinated approach to collecting, managing or utilizing data in its sustainability collaborations, or the data itself does not exist.

Level 1

Organization has started collecting data on some sustainability efforts, but most data is not coordinated enough for use in its partnerships and remains in silos.

Level 2

Organization is taking a coordinated approach to using data in its sustainability efforts. Organization has connected data from multiple sources, but it is not being visualized and utilized as useful information.

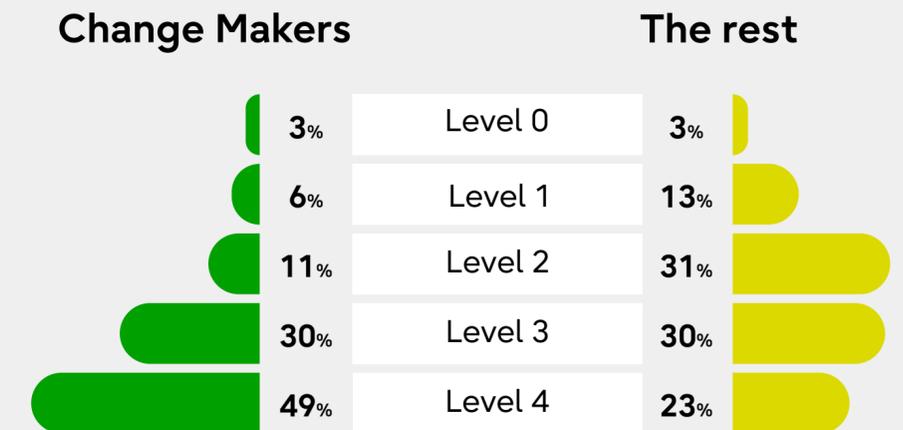
Level 3

Organization is using a variety of connected data to enhance its sustainability partnerships. Organization is visualizing and utilizing this data to make decisions that improve efficiency, productivity and other business value at a basic level.

Level 4

Organization is using interconnected data and advanced technologies in its partnerships with other organizations to create predictive scenarios, strengthening decision-making processes.

Orgs at each maturity level of sharing sustainability data externally



Base sample: Change Makers=63; The rest=537

Figure 15: **Change Makers are putting data at the center of their sustainability partnerships.** The relative majority of Change Makers are at the highest level of maturity when it comes to using data in sustainability partnerships.

As seen in Figure 14 Change Makers are more likely to be leveraging collaborations. Sustainability initiatives are often multi-faceted and require diverse expertise. Cross-industry partnerships can help access the range of skills, resources and knowledge required to navigate sustainability dynamics.

The high levels of collaboration and data maturity displayed by Change Makers, and public-sector organizations overall, set them apart. Most organizations struggle to collaborate on sustainability initiatives – so a rapid increase in this capability will be vital in order to make an impact on a global scale. For example, more than half of executives (51%) cite poor collaboration among stakeholders as a barrier to SX, while 42% cite the lack of a clear or shared strategy with business partners.

To accelerate their SX progress, it is essential that organizations commit to overcoming collaboration and data challenges. Our research confirms that organizations involved in data-led sustainability partnerships make greater progress



Data sharing is absolutely essential for us throughout our supply and value chain because it is essential in helping us reduce CO₂ emissions with regards to Scope 3. We need our suppliers, whether that's packaging or raw materials, to collaborate with us so that we can all be Scope 3 compliant.



Kayoko Kondo

Director and Executive Officer

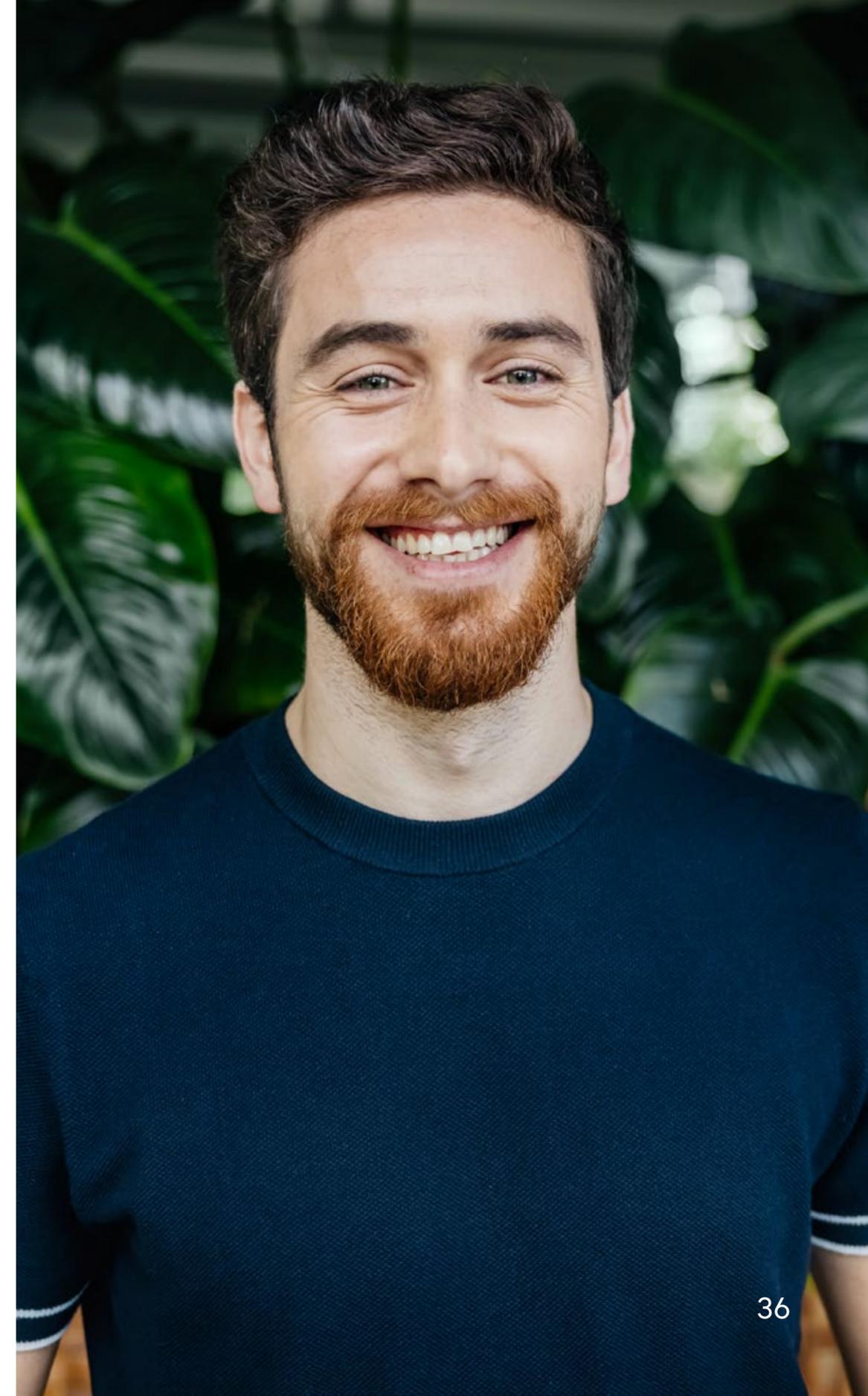
Asahi Soft Drinks Co., Ltd.

on their SX journeys. They are also more likely to report stronger financial performance. This is due to the fact that collaboration allows organizations to draw on each other's strengths, delivering more effective outcomes in a shorter time frame.

The most sophisticated data-centric sustainability collaborations (Level 4) are formed in digitally driven ecosystems. Such ecosystems involve, for example, sharing data across the supply chain to reduce carbon footprint, or to innovate more sustainable products and services. These digital ecosystems are built on collaborative infrastructures that enable the integration, exchange and analysis of data from multiple sources. These sources can be locally distributed, such as partners in a local region or business network, or globally distributed across industries, sectors, countries or continents. Digitally enabled data ecosystems allow organizations to expand beyond the frontiers of their own organization and take their efforts to the next level.

The public-private partnership behind the Boeing Cascade Climate Impact Model is a strong example of a collaborative digital ecosystem that creates new value through data sharing. Boeing works closely with the Cascade User Community founding members – International Air Transport Association (IATA), NASA, University of Cambridge's Aviation Impact Accelerator and the MIT Laboratory for Aviation and the Environment. The Community provides feedback on new features, functionalities and application programming interfaces.

Cascade is a public, data-sharing tool designed to help stakeholders in the aerospace industry make more informed decisions around reducing their carbon footprints. Organizations can access data and explore different decarbonization pathways such as fleet renewal, sustainable aviation fuels, electric-battery technology as well as understand the impact of the energy lifecycle. "For instance, 98% of hydrogen today is not green," says Brian Moran, Chief Sustainability Officer, The Boeing Company. "So, if we had hydrogen flights,



certain questions would arise, such as, 'What are the life-cycle emissions of that hydrogen?' We created this tool to answer such questions, as well as share data and perspectives and initiate discussions with regulators and customers."

A skills gap around utilizing data internally vs externally

When comparing the maturity of internal and external data use, an interesting trend emerges across the organizations surveyed. Overall, organizations are more likely to be advanced at sharing sustainability data with external partners than using their own sustainability data internally. And, while Change Makers excel in utilizing internal data, they, too, succumb to this trend. A likely contributing factor here is the requirements for carbon tracking through supply chains, which force organizations to collaborate and share data with less advanced organizations that are nevertheless able to learn from the more mature stakeholders in the chain.

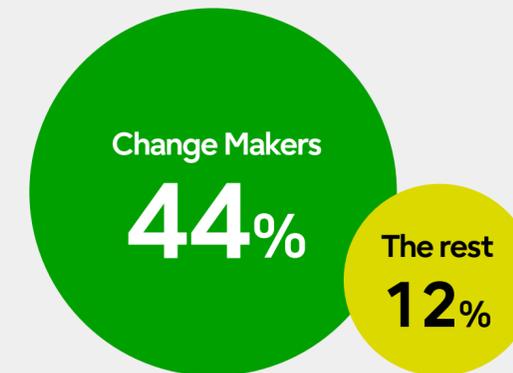
Organizations may be more attracted to investing in sharing data externally because there are more significant benefits up for grabs. Effort and funds expended on sharing siloed data within an organization are only likely to lead to greater efficiency and cost reductions. Data collaboration, however, between organizations increases data value exponentially through cross-referencing and has more potential to create new value.

For many businesses, achieving high maturity in collaboration and data use can seem an impossible challenge. However, as we will see in the next section, following the blueprint set by the Change Maker organizations can strengthen capabilities across these two areas.

Use of sustainability data (level 4)

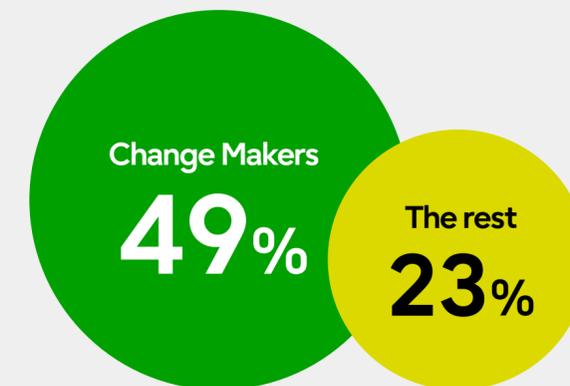
Use of sustainability data within our org

Internal



Sharing sustainability data externally to other orgs

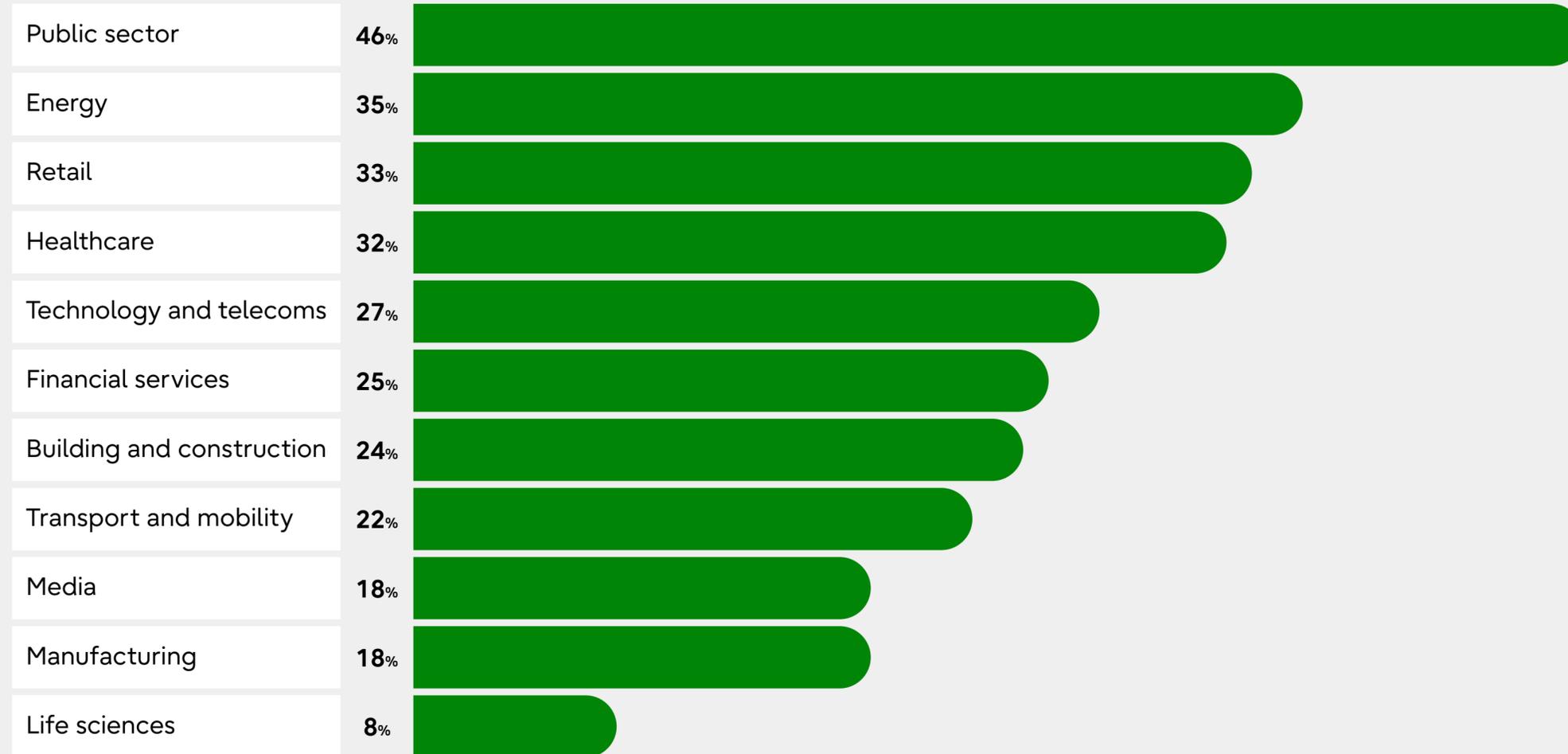
External



Base sample: Change Makers=63; The rest=537

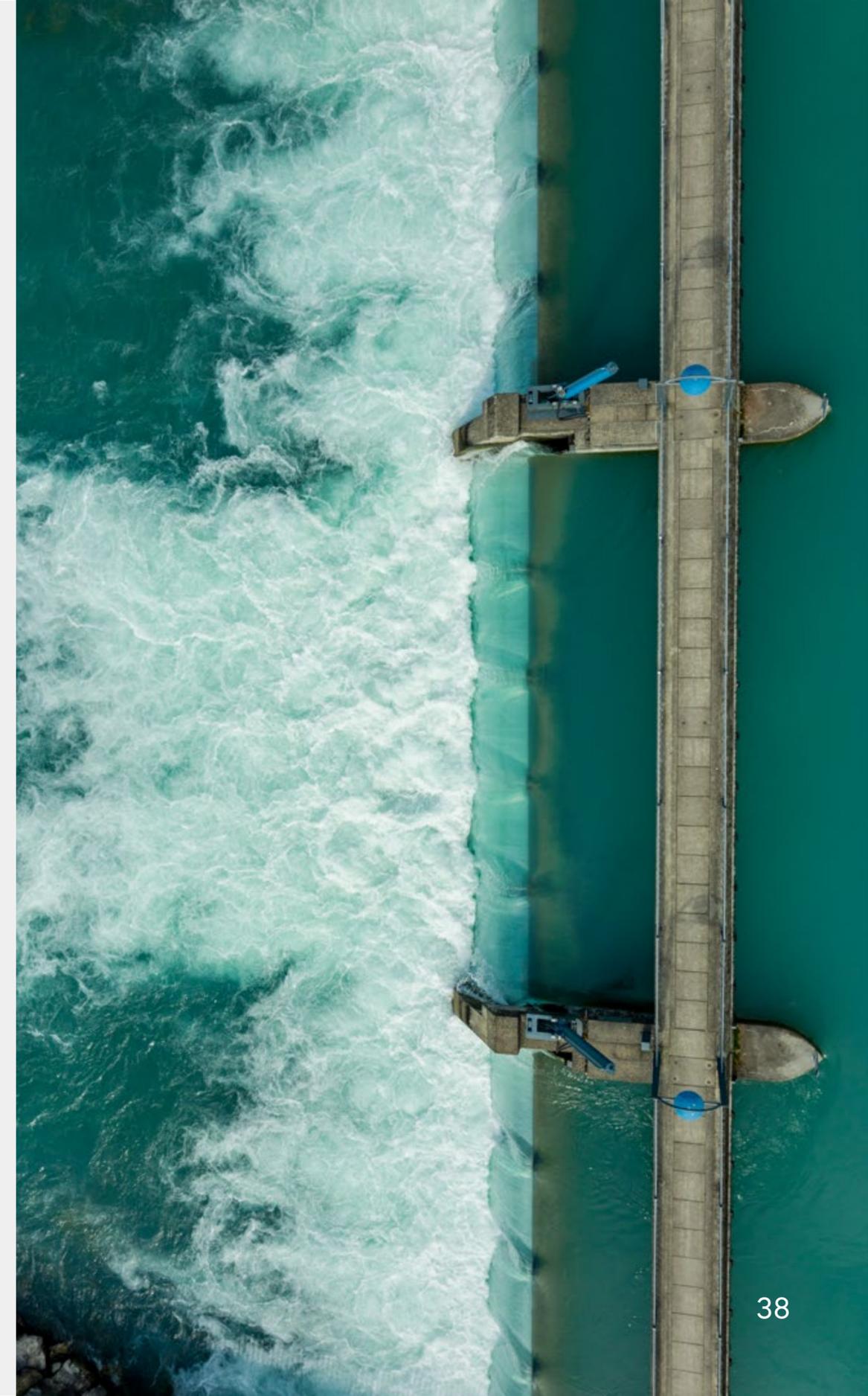
Figure 16: Organizations are more advanced at sharing data externally (with other organizations) than internally (across their own enterprise). All organizations – including the Change Makers – seem more adept at using data for sustainability efforts across industries, rather than within their own organizations.

Execs per industry reporting their org has advanced maturity in sharing data with external partners (level 4)



Base sample: 600

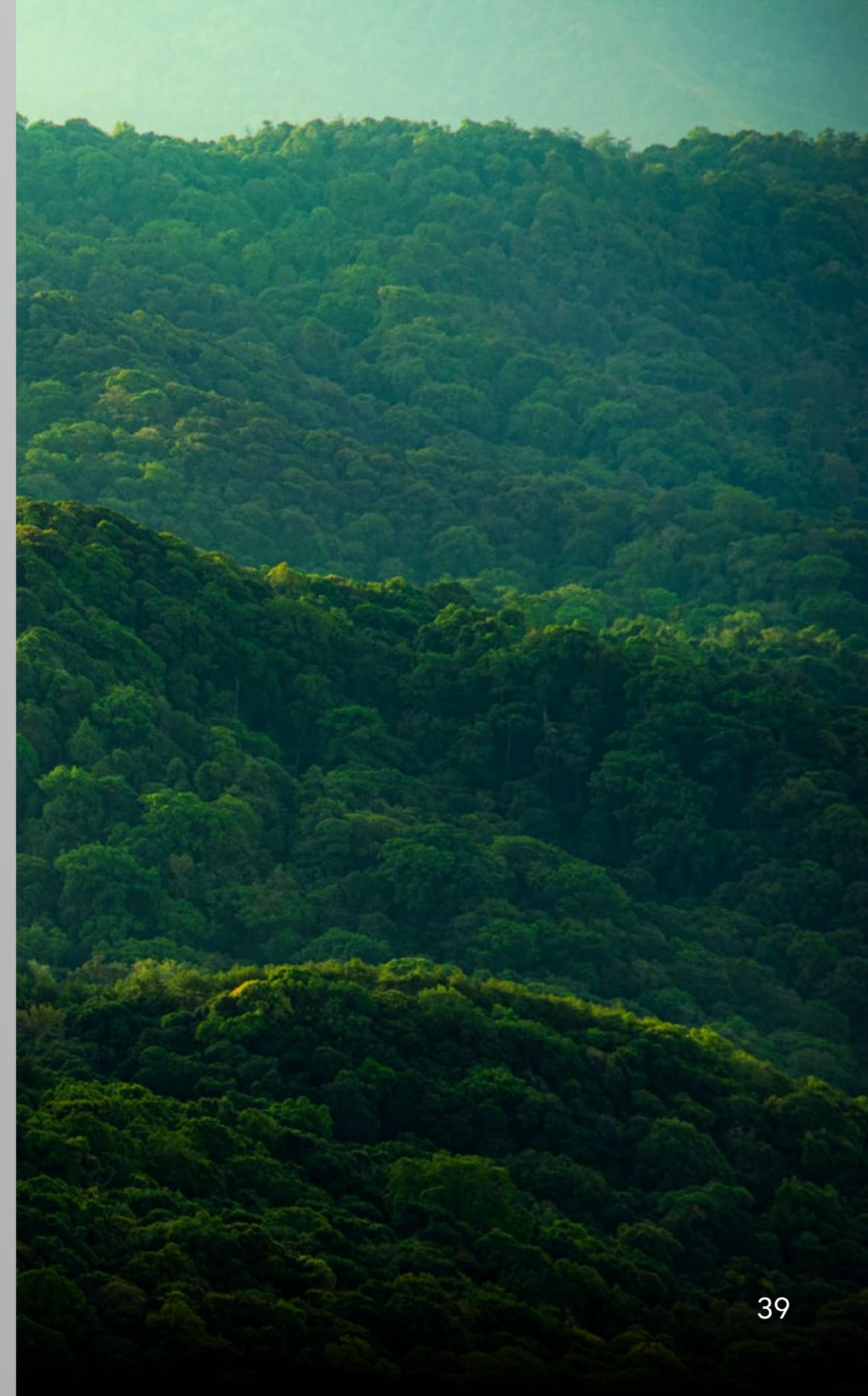
Figure 17: **The public sector is more collaborative than the private sector.** Public-sector organizations are most likely to have formed highly collaborative ecosystems, while life sciences organizations are least likely to have done this.



Section 4

The four 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



Step 1: Define your organization's purpose and set clear goals

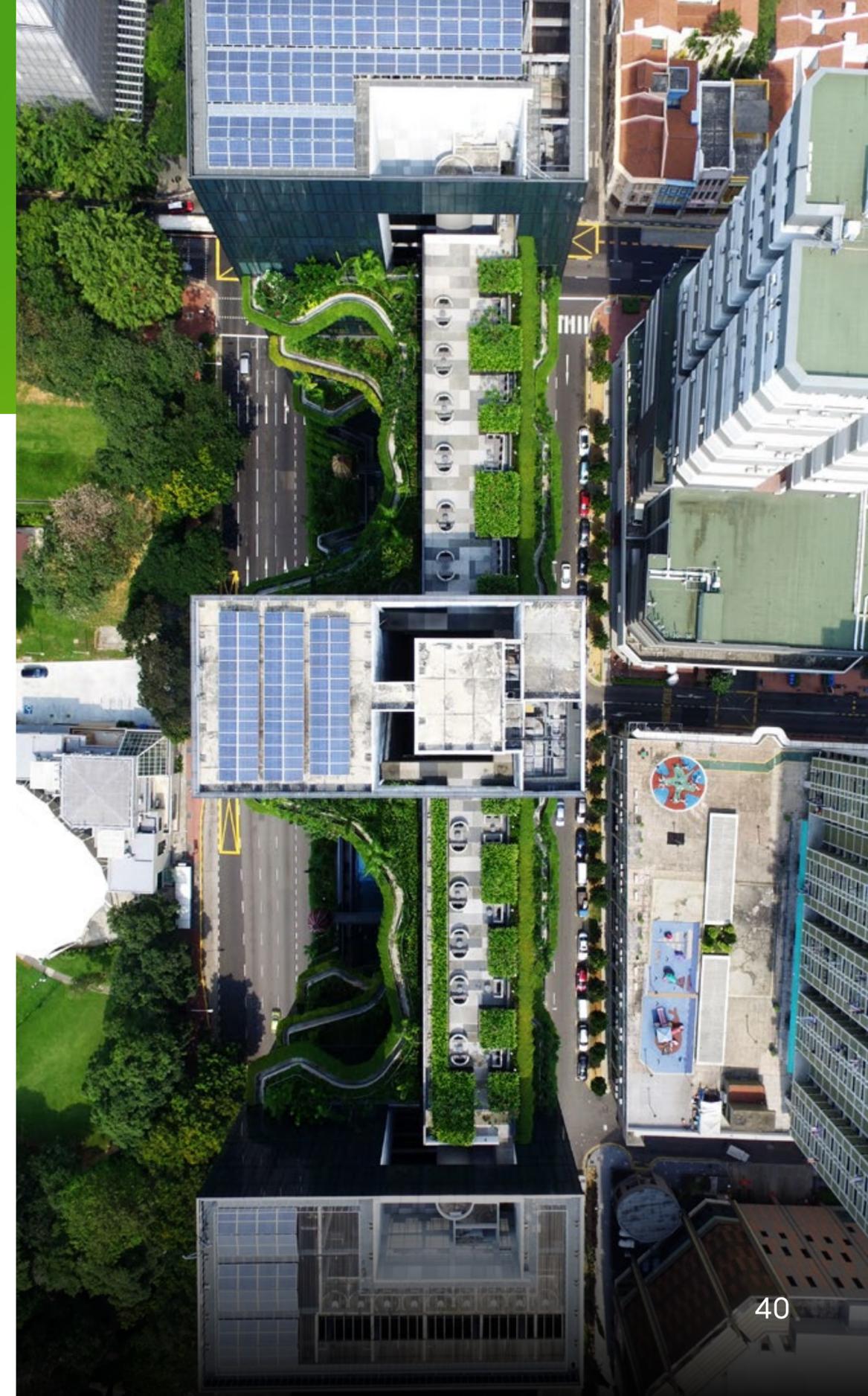
Develop your purpose and chart a course towards creating new value.

Ask yourself: does your organization have a purpose that is clearly defined and understood by every individual within? SX initiatives often demand considerable investments, yet it's evident that Change Makers are managing to balance organizational growth with sustainability by focusing on SX with a forward-looking approach.

The first step to becoming a Change Maker is to adopt a long-term view of the value derived from SX. This requires clearly defining your company's role, value, and contributions to society to craft your purpose. It is equally crucial that this

purpose is understood and embraced by every employee.

Having an organizational purpose focused on realizing this mission enables setting goals that extend beyond short-term financial figures to encompass broader societal value and contributions.



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

Translate purpose into action.

Delivering SX requires you to make plans that align your purpose and your business goals. Develop strategies that take you beyond the short-term business period, that focus on longer-term outcomes like positive impact to the environment and to society. Identify priorities that contribute to new value creation and growth.

Integrate financial and non-financial perspectives.

An end-to-end SX strategy must consider both financial impacts and the broader, non-financial effects of its implementation. Financially, this entails looking at business domains like IT, R&D, and human resources, to determine how these contribute to the business model and the creation of new value.

Non-financial outcomes, such as reduced environmental footprints, enhanced brand reputation, and improved well-being for people should also be targeted. Key non-financial metrics to consider would include customer satisfaction, employee engagement, advancement in digital transformation (DX) initiatives, and reductions in greenhouse gas (GHG) emissions.

Bringing these together into an end-to-end SX strategy will give you a strong foundation, allowing you to move in the right direction and deliver on these goals.



Step 3: Upgrade your own data maturity (internal)

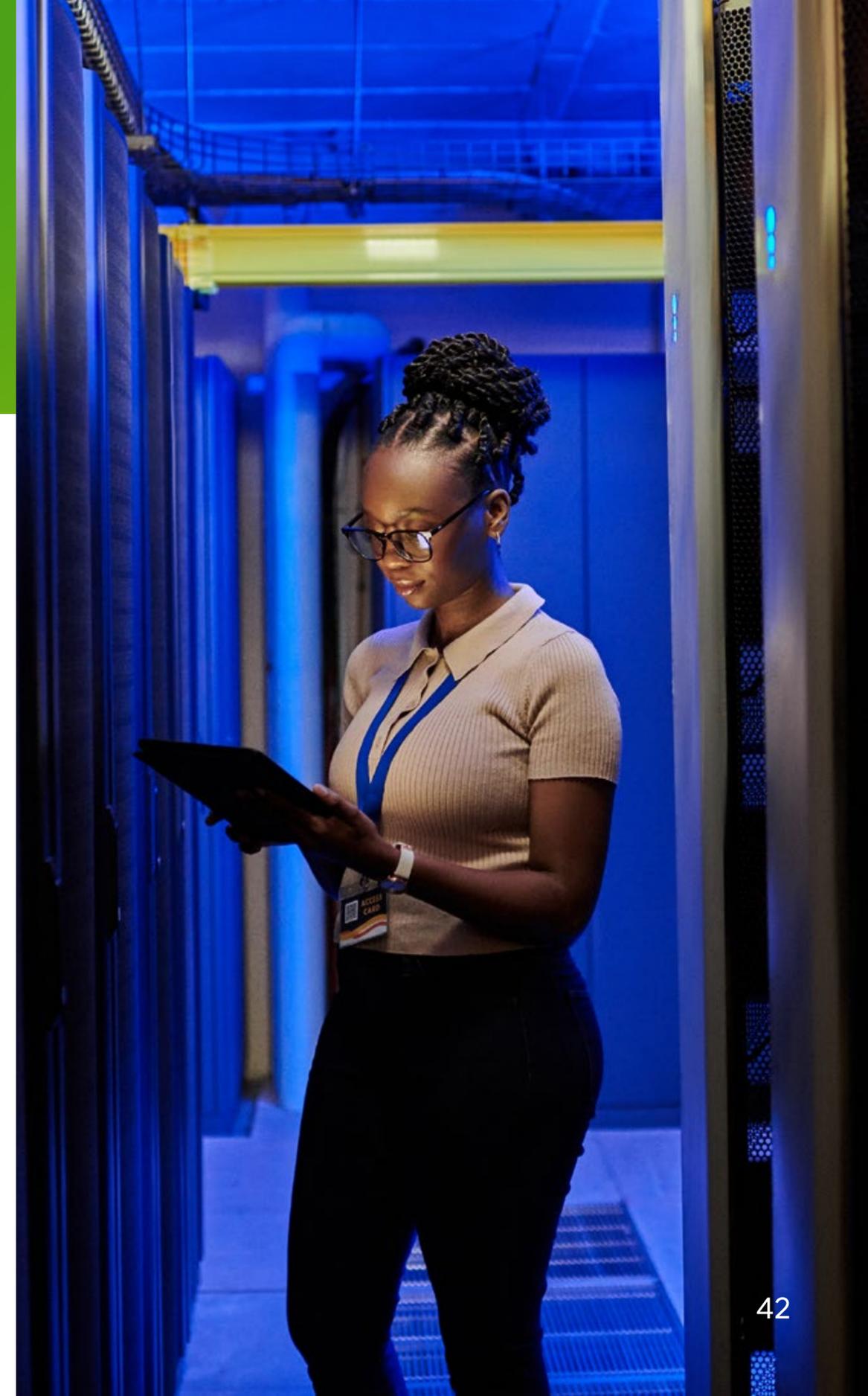
Harness your organization's own data effectively.

Organizations must commit to collecting appropriate, high-quality data. Routine data-hygiene audits are useful to ensure ongoing integrity. Identifying weak points will allow you to embed quality-control measures to ensure data is correctly formatted, standardized and stored cleanly, and protected with robust cyber security systems.

Turn insight into action.

Once you have a foundation of reliable data to build on, you can develop detailed insights into your business processes. These visualization

exercises can even be enhanced using AI systems to create simulation models that can create and test predictive scenarios. The data insights can then be used to refine processes and monitor your organization's progress against its sustainability goals. This transparency will give your business leaders more accuracy in adjusting initiatives as required. Many businesses are already using simulation models to inform their decisions related to resource allocation, energy usage, inventory levels, environmental conditions, and customer trends.



Step 4: Collaborate with others in a data-centric way (external)

Participate in data-driven partnerships.

Here is where the hard work you put into enhancing your own data infrastructure will be rewarded. By strengthening your own data practices and data quality, your organization will be in a position to collaborate with others in a more sophisticated way. You will enjoy greater scope for sharing and combining data with your partners. A rich network of data sources will also enhance your data-visualization capabilities, so you can make wiser sustainability decisions.

Follow a clear data framework.

To collaborate in a data-centric way, Change Makers recommend using a common and clear data framework. This will provide a metric and tracking tool for success across the partnership.



Section 5

How Fujitsu can help



As the research shows, Change Makers demonstrate that contributing to the greater good and boosting profit needn't be conflicting priorities. Rather, they can work together to create new business value.

At the heart of this approach are data and collaboration. Digital capabilities, through to the more sophisticated systems powered by the likes of AI and quantum computing, are, therefore, key to enabling sustainability and unlocking new value.

But, even though most organizations recognize the importance of sustainability, many are struggling to make meaningful progress. As a technology organization, we recognize our responsibility to help all organizations become Change Makers in their own right.

To do so, we are focusing our efforts on the three sustainability pillars: Planet, Prosperity and People. These are areas where Fujitsu Uvance is applying digital solutions to enable our customers to achieve tangible results in their sustainability efforts. The next few pages show some examples of how we are doing this.





Planet

Providing the tools to manage ESG

Growing regulatory requirements and calls for transparency around planet conservation and climate change have made economic, social and governance (ESG) management an urgent priority for organizations. To manage environmental impact successfully (e.g., by reducing carbon footprint or reaching net zero targets), organizations must be able to:

- Visualize, analyze, and optimize potential barriers and risks based on broad cross-organizational data.
- Develop strategy around managing environmental impact across partnerships and supply chains.

Fujitsu Uvance plays a key role in supporting organizations in their ESG management by consolidating and centralizing data from various sources. Centralized data provides a clear, real-time view of potential risks and focus areas. It also enables organizations to build simulations, making room for experimentation and improving decision-making related to Planet initiatives.

Based on data insights and industry expertise, Fujitsu Uvance also gives recommendations on how organizations should optimize their ESG measures to create business models that are both competitive and environmentally friendly.



Case study

Township of Barsbüttel

Visualizing, analyzing, and improving energy consumption at public facilities in Barsbüttel, Germany, to achieve highest energy efficiency



[Access customer story](#)



Prosperity

Promoting responsible supply chains

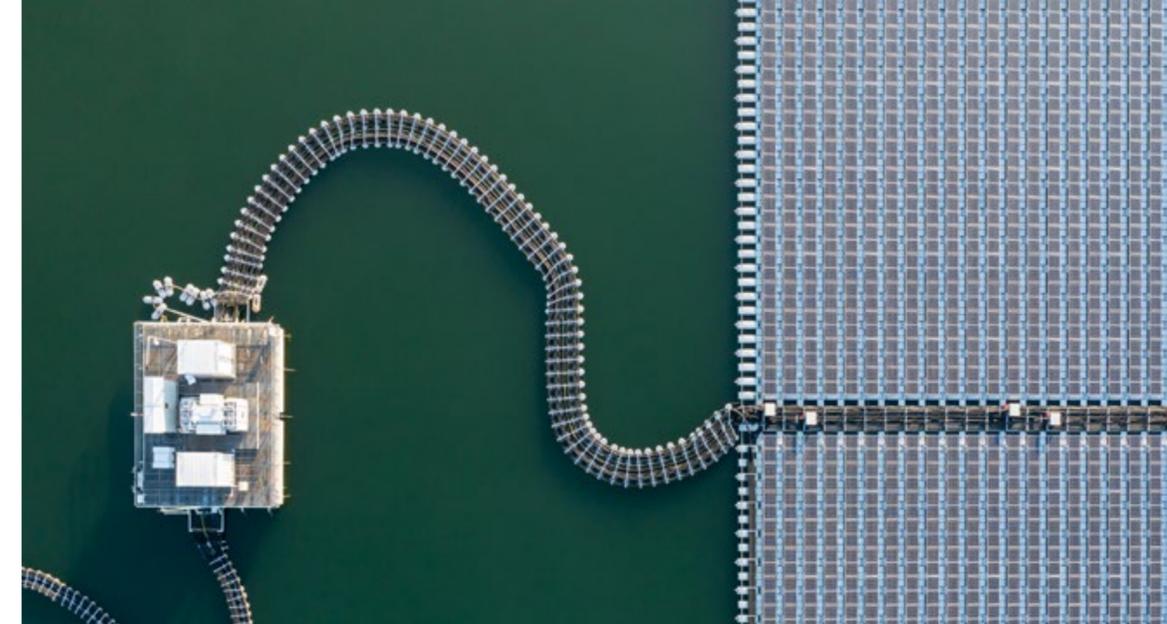
Organizations are under pressure to deliver supply chain transparency and visibility. A new generation of consumers expects organizations to source and manufacture products responsibly, minimizing impact on the environment, and ensuring they do not exploit their workforce in any way.

At the same time, growing economic and geopolitical turmoil in recent years has exacerbated supply-chain vulnerability. These factors leave organizations asking:

- How can we successfully mitigate the various risks at play?
- How can we ensure that our supply-chain partners meet rising standards?

Fujitsu centrally manages and visualizes data across the entire supply chain to help simulate and predict risks such as disasters and changes in market needs. This is made possible by connecting and harnessing data across the ecosystem partners. We then use insights gleaned from the data to propose the measures necessary to achieve optimal outcomes.

This intelligence helps organizations cut their reaction times when problems arise, so they can intervene quickly and minimize damage to supply chain integrity. Here, Fujitsu Uvance's capabilities with real-time data-sharing help reduce losses and improve decision-making processes.



Case study

WBCSD

Collaborating with other companies and visualizing CO₂ emissions throughout the supply chain towards net zero, in WBCSD's PACT Program.



[Access press release](#)



People

Enabling universal healthcare

There are still many places in the world where patients struggle to access specialist healthcare and expertise. Moreover, healthcare practitioners often find themselves burdened by administrative tasks when they should be focusing on treating patients. But, when used in the right way, digital systems can:

- Help individuals and employees access the care they need to boost quality of life and wellbeing.
- Support healthcare staff by shouldering administrative tasks and providing analytics that can fast-track decision-making.

Under an effective data-management regime, which respects data ownership at all times, personal data can be aggregated and filtered to provide recommendations for building the

optimal healthcare system. The goal is to create a safe and secure society in which people can live affluent lives by making predictions based on individual purchase data and proposing products that are beneficial to their health.

In this way, Fujitsu Uvance enables healthcare organizations to optimize their customer service through personalized patient experiences. It also supports healthcare staff through centralized data processes and the use of AI visualization tools.



Case study

Sapporo Medical University

Collecting and utilizing personal health data to improve the quality of community health care and to realize personalized medical care.



[Access press release](#)

Methodology

About the total sample of respondents

This study, commissioned by Fujitsu and conducted by FT Longitude, a Financial Times company, is based on a survey of 600 C-suite executives from 15 countries. The demographics of the survey sample are shown below. The survey was carried out over a four-week period between November to December 2023.

There are representatives from across 11 industries: building and construction, energy, financial services, healthcare, manufacturing, life sciences, media, mobility, public sector, tech and telecoms, and retail.

The entire sample is composed of senior leadership, with all respondents sitting at C-level. In terms of the size of the organizations they work for, annual revenues sit above \$500 million.

As well as the survey research, we conducted one-on-one interviews with a number of senior executives and experts, whose insights are featured in this report. Our thanks go to everyone who contributed.

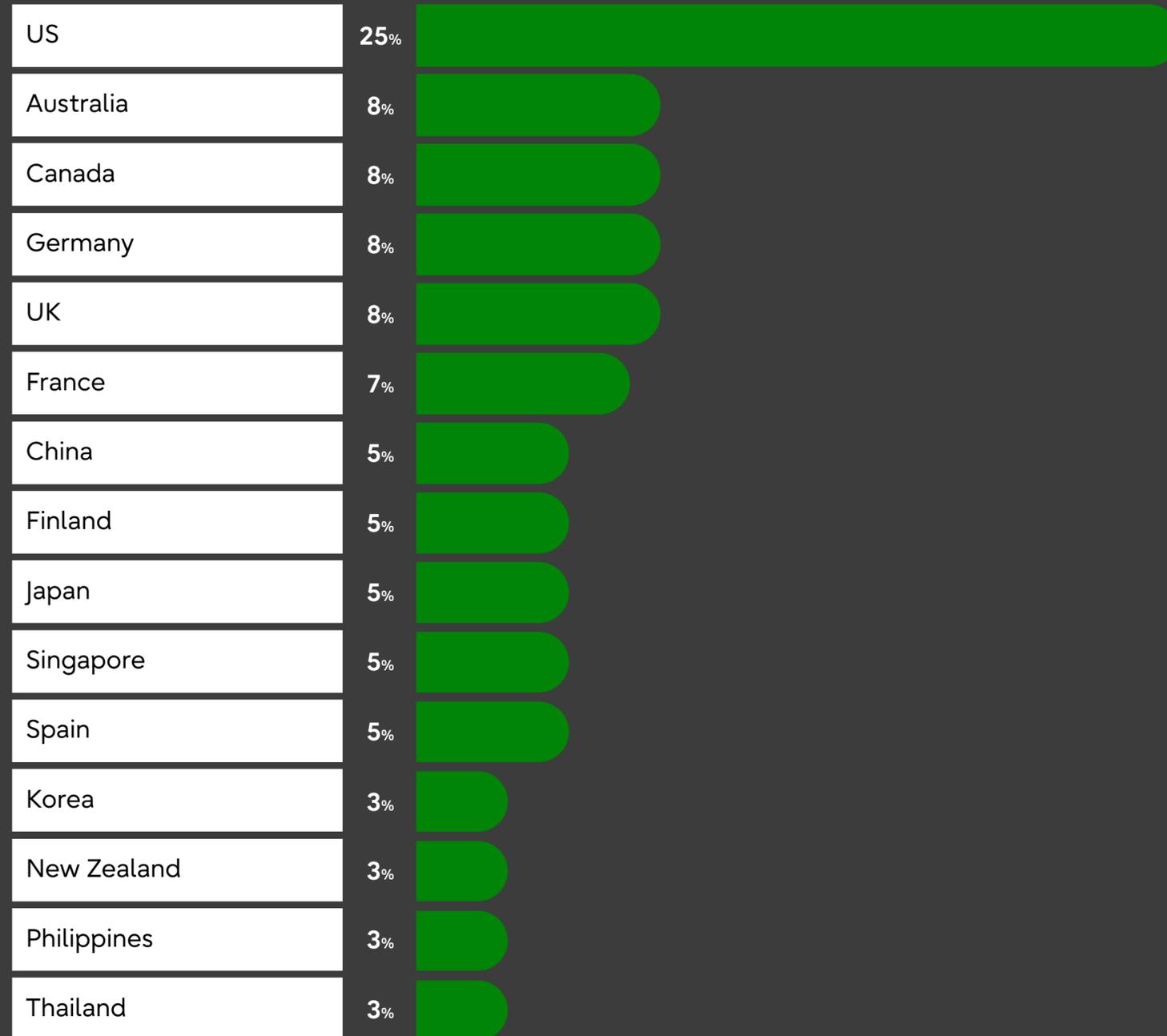
About the Change Makers

The Change Makers are the organizations in our survey that have made the greatest progress in delivering their SX initiatives. We have isolated this leader group based on how they respond to a selection of questions related to SX that were included in the survey. These qualifying questions measured level of SX maturity, degree of progress in the 14 sustainability initiatives, and maturity of attitudes and mindsets towards sustainability. Change Makers account for 11% of the total sample.

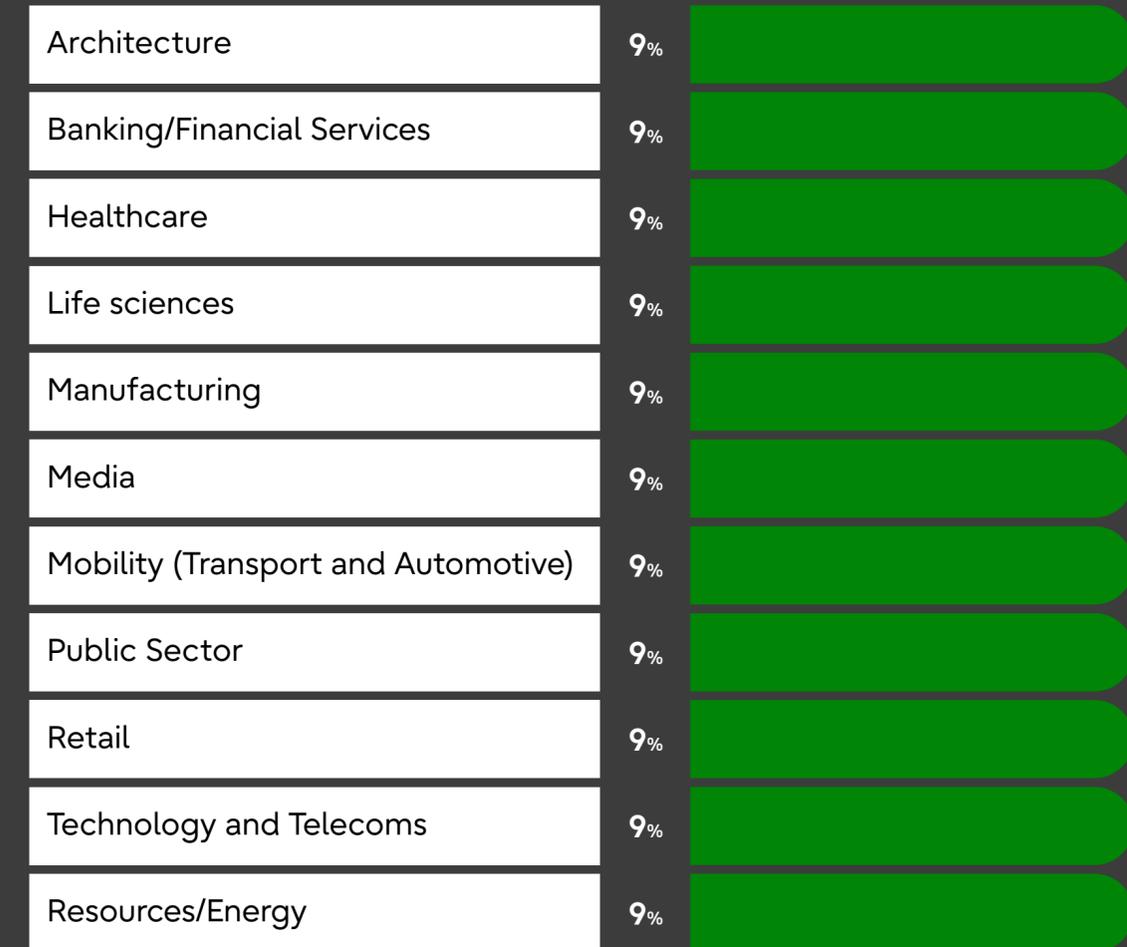
*Rounding to the correct number of decimal places can cause the total to be slightly different from 100%.



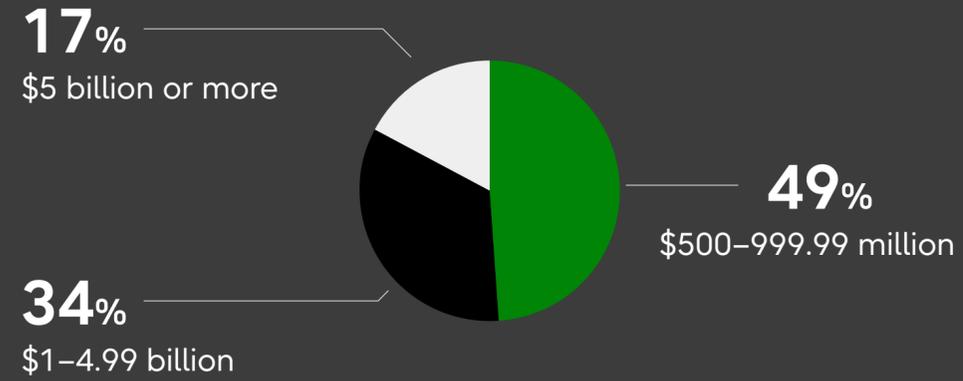
Countries



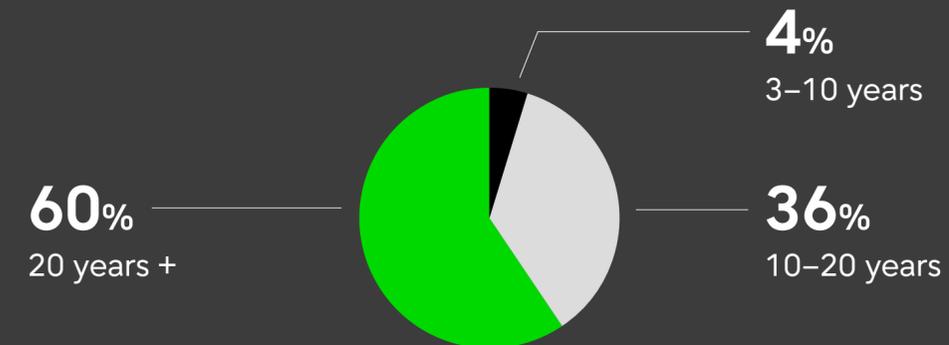
Industries



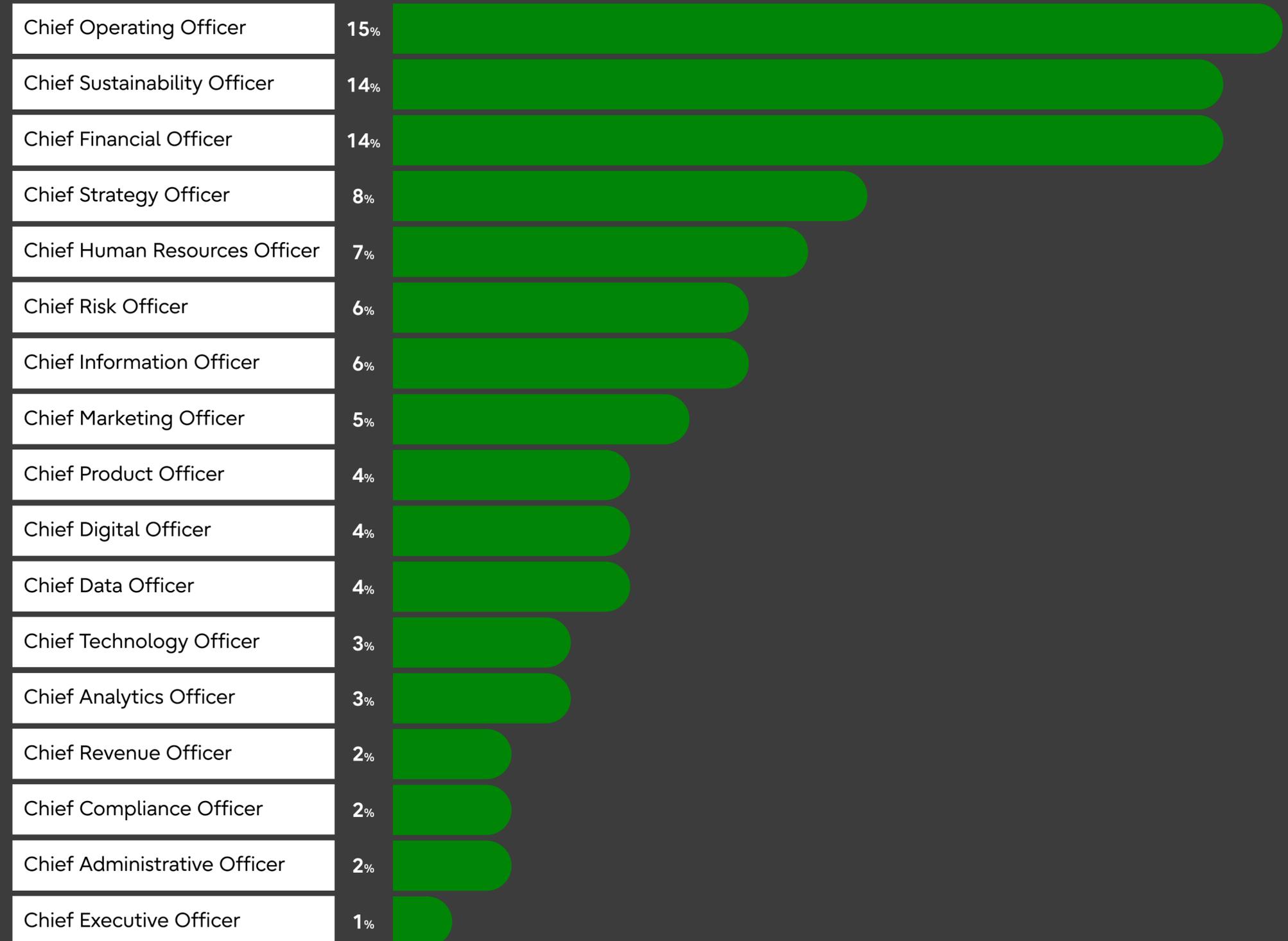
Total revenue size in USD



Number of years in operation



Respondents by role



An aerial photograph of a multi-lane highway interchange, likely a cloverleaf interchange, surrounded by a dense, vibrant green forest. The road surface is dark asphalt with white lane markings. Several vehicles, including a white truck and several cars, are visible on the highway. The surrounding forest is thick and lush, with varying shades of green. The lighting suggests a bright, sunny day.

Fujitsu UVance

The Fujitsu logo, consisting of the word "FUJITSU" in a bold, white, sans-serif font. Above the letter "J" is a stylized infinity symbol or a pair of interlocking circles.

FUJITSU

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