Global summary

Over the last year, global executives have faced a number of challenges, including economic uncertainty, geopolitical conflict, supply chain disruptions, and talent shortages. While the vast majority of CxOs surveyed share the view that the world can achieve global economic growth while also reaching climate change goals, there continues to be a gap between actions and impact as organizations are slower to implement the “needle-moving” actions that embed sustainability into the core of their strategies, operations, and cultures, according to Deloitte’s survey of more than 2,000 CxOs across 24 countries.

The following deck examines how executives in the Netherlands stand out from their global counterparts on key themes.

Key global findings:

When asked to rank the issues most pressing to their organizations, many CxOs rated climate change as a “top three issue,” ahead of seven others, including innovation, competition for talent, and supply chain challenges. In fact, only economic outlook ranked slightly higher. Many CxOs (61%) said climate change will have a high/very high impact on their organization’s strategy and operations over the next three years. Some 75% said their organizations have increased their sustainability investments over the past year, nearly 20% of whom say they’ve increased investments significantly.

CxOs are highly worried about climate change but also optimistic about their climate actions:

• 62% said they feel concerned about climate change all or most of the time.
• Almost all respondents indicated their companies were negatively impacted by climate change in some way over the last year, and 82% of CxOs have been personally impacted.
• Yet, 78% feel somewhat or extremely optimistic that the world will take sufficient steps to avoid the worst impacts of climate change.

Companies are feeling broad pressure to act across stakeholder groups—from the board/management to customers to employees:

• More than half of CxOs said employee activism on climate matters has led their organizations to increase sustainability actions over the last year—24% of which said it led to a “significant” increase.
• Regulation is also influential: 65% of CxOs said the changing regulatory environment has led their organization to increase climate action over the last year.
The Netherlands profile

- We surveyed 55 executives in the Netherlands.

THE NETHERLANDS BUSINESS PROFILE:

**Number of Employees**
- <1K: 16%
- 1K to 4,999: 45%
- 5K to 9,999: 18%
- 10K to 19,999: 13%
- 20K to 49,999: 4%
- 50K to 99,999: 2%
- >100K: 2%

**Job Title**
- CEO: 13%
- CSO: 7%
- CTO/CIO: 9%
- CFO: 16%
- COO: 13%
- Other CXOs: 42%

**Revenue**
- $500M to $999M: 27%
- $1B to $1.99B: 27%
- $2B to $4.99B: 29%
- $5B to $9.99B: 15%
- >$10B: 2%

**Industry**
- Consumer: 20%
- Financial Services: 40%
- Energy, Resources & Industrials: 7%
- Life Sciences & Health Care: 9%
- Technology, Media & Telecom: 22%
- Other: 2%

**Position(s) at your company responsible for climate goals**
- CSO: 60%
- CEO: 25%
- CTO/CIO: 20%
- CFO: 24%
- CMO/CCO: 49%
- Other C-suite: 13%
Climate remains a top priority despite other pressing issues

- Climate change topped the list of priority issues for CxOs in the Netherlands (45% called it a “top three priority” compared to 42% of global CxOs). The Netherlands CxOs also ranked “competition for talent/talent pipeline issues” and “major societal crises (like food insecurity and inequality)” high on their list of priorities.
- The importance of climate change is seen in the Netherlands organizations’ investments over the last year: 77% have increased their sustainability investments (slightly higher than the global average of 75%), 13% of which say they’ve increased investments significantly. Only 2% of the Netherlands organizations have decreased sustainability investments.

What does your organization see as the most pressing issues to focus on over the next year? (rank in order of importance)

<table>
<thead>
<tr>
<th>Issue</th>
<th>% ranked in the Top 3, Netherlands</th>
<th>% ranked in the Top 3, Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change</td>
<td>45%</td>
<td>42%</td>
</tr>
<tr>
<td>Competition for talent/ talent pipeline issues</td>
<td>40%</td>
<td>34%</td>
</tr>
<tr>
<td>Major Social Crisis (like food insecurity, inequality)</td>
<td>35%</td>
<td>24%</td>
</tr>
<tr>
<td>Innovation</td>
<td>33%</td>
<td>36%</td>
</tr>
<tr>
<td>Economic outlook</td>
<td>33%</td>
<td>44%</td>
</tr>
</tbody>
</table>

How have your sustainability investments changed over the last year?

- They’ve decreased (-6% or more)
- They’ve remained about the same (-5% to +5%)
- They’ve increased slightly (6% to 19%)
- They’ve increased significantly (20% or more)

2023 Deloitte CXO Sustainability Report
Organizations feel the impact of climate change

- 84% of the Netherlands CxOs say climate change is likely to impact their companies' strategies and operations to a “high/very high” degree over the next three years, which is significantly higher than the global average.
- Almost all respondents indicated the effects of climate change have negatively impacted their organizations over the past year. The Netherlands organizations are more likely than the global average to feel the following negative effects of climate change: regulation of emissions, operational impacts of climate-related disasters/weather events, and reputational damage.

To what degree do you expect climate change to impact your company’s strategy and operations over the next three years? *Selected high/very high*

- **Netherlands:** 84%
- **Global:** 61%

Top climate issues already impacting companies (select all that apply)

- **Netherlands**
  - Regulation of emissions: 45%
  - Operational impact of climate-related disasters/weather events: 44%
  - Reputational damage: 42%
  - Scarcity/cost of resources: 40%
  - Changing consumption patterns or preferences (e.g., impact of climate change on customers/clients): 36%
  - Cost of climate change mitigation: 35%
  - Increased insurance costs or lack of insurance availability: 35%

- **Global**
  - Regulation of emissions: 43%
  - Operational impact of climate-related disasters/weather events: 41%
  - Reputational damage: 33%
  - Scarcity/cost of resources: 46%
  - Changing consumption patterns or preferences (e.g., impact of climate change on customers/clients): 45%
  - Cost of climate change mitigation: 40%
  - Increased insurance costs or lack of insurance availability: 38%
84% of the Netherlands CxOs are optimistic that the world will take sufficient steps to avoid the worst impacts of climate change. Despite this optimism, 69% say they feel concerned about climate change all/most of the time. The Netherlands CxOs are also optimistic (more so than the global average) that the world can achieve global economic growth while also reaching climate change goals.

76% of the Netherlands CxOs (compared to 82% of global) have been personally impacted by climate events in some way with extreme heat, water restrictions, and more frequent and powerful storms the most frequently-cited issues.

Leaders who say they feel concerned about climate change all or most of the time:
- Netherlands: 69%
- Global: 62%

Leaders who are somewhat/ extremely optimistic the world will take sufficient steps to avoid the worst impacts of climate change:
- Netherlands: 84%
- Global: 78%

Executives who agree/ strongly agree the world can achieve global economic growth while also reaching climate change goals:
- Netherlands: 91%
- Global: 84%

Have you personally been impacted by any of the following in the last year? (select all that apply):

- Extreme heat: 36% (Netherlands), 49% (Global)
- Water restrictions: 35% (Netherlands), 32% (Global)
- More frequent and powerful storms: 33% (Netherlands), 29% (Global)
- Severe flooding: 31% (Netherlands), 27% (Global)
- Severe drought: 20% (Netherlands), 28% (Global)
- Rising sea levels: 20% (Netherlands), 18% (Global)
- Wildfires: 15% (Netherlands), 23% (Global)
Companies feel broad pressure from stakeholder groups

• The Netherlands CxOs (like their global counterparts) are feeling a moderate-to-large degree of pressure to act on climate change from many different stakeholder groups. In fact, the Netherlands CxOs are much more likely than the global average to say they’re feeling pressure from regulators/government and civil society.

• Approximately half of the Netherlands CxOs (a lower percentage than the global average) also say the changing regulatory environment and employee activism have increased their organizations sustainability actions over the past year.

To what extent does your company feel pressure to act on climate change from your stakeholders? 
(select all that apply, to a moderate/large extent)

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Netherlands</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulators/government</td>
<td>78%</td>
<td>68%</td>
</tr>
<tr>
<td>Civil society (e.g., media, activists)</td>
<td>73%</td>
<td>64%</td>
</tr>
<tr>
<td>Board members/management</td>
<td>69%</td>
<td>68%</td>
</tr>
<tr>
<td>Consumers/clients</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>Employees</td>
<td>67%</td>
<td>64%</td>
</tr>
<tr>
<td>Competitors/peers</td>
<td>62%</td>
<td>59%</td>
</tr>
<tr>
<td>Shareholders/investors</td>
<td>56%</td>
<td>66%</td>
</tr>
<tr>
<td>Banks/lenders</td>
<td>42%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Leaders who selected **changing regulatory environment** as a matter that slightly/significantly increased their organization’s sustainability action over the last year.

- Netherlands: 65%
- Global: 56%

Leaders who selected **employee activism** as a matter that slightly/significantly increased their organization’s sustainability action over the last year.

- Netherlands: 59%
- Global: 49%
Many organizations express concern about a “just transition”, but focus uneven among countries

- 38% of the Netherlands CxOs say that ensuring a “just transition” is extremely important to their organizations compared to 46% of global executives.
- The Netherlands ranks 16th among the 24 countries we polled when rating a just transition as “extremely important.”

To what extent does climate equity or ensuring a “just transition”* factor into your company’s sustainability efforts?

* A just transition seeks to ensure that the substantial benefits of transitioning to a green economy are shared widely, while also supporting those who stand to lose economically—whether countries, regions, industries, communities, workers, or consumers.

Countries most likely to see this issue as extremely important:
- South Africa: 75%
- Brazil: 67%
- UAE: 66%
- China: 62%
- Japan: 61%

Countries less likely to see this issue as extremely important:
- Iceland: 20%
- Germany: 25%
- Norway: 27%
- Switzerland: 27%
- US: 31%

The Netherlands ranks 16th among countries rating a “just transition” as extremely important.
While organizations are acting, they’re struggling to move the needle

• The Netherlands companies are more likely than the global average to be focused on expanding or creating senior positions/functions responsible for driving sustainability initiatives. They’re less likely than the global average to be undertaking some of the “needle-moving” actions defined by Deloitte’s analysis, including developing new climate-friendly products or services and updating/relocating facilities to make them more resistant to climate impacts. However, they are much more likely to tie senior leader compensation to climate performance.

• The Netherlands CxOs are slightly more optimistic than the global average about the seriousness of the private sector and governments’ commitments to address climate change.

Which of following actions/adaptations has your company already undertaken as part of its the sustainability efforts? (select all that apply)

<table>
<thead>
<tr>
<th>TOP ACTIONS TAKEN</th>
<th>Global</th>
<th>Netherlands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using more sustainable materials (e.g., recycled materials, lower emitting products)</td>
<td>59%</td>
<td>51%</td>
</tr>
<tr>
<td>Expanding an existing position (e.g., CFO) to incorporate leadership on sustainability initiatives</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>Creating a senior position (e.g., Chief Sustainability Officer) or function responsible for driving sustainability initiatives</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>Increasing the efficiency of energy use (e.g., energy efficiency in buildings)</td>
<td>59%</td>
<td>47%</td>
</tr>
<tr>
<td>Including monitoring of climate risk in corporate governance processes</td>
<td>44%</td>
<td>47%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HARDER TO IMPLEMENT, NEEDLE-MOVING ACTIONS*</th>
<th>Global</th>
<th>Netherlands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tying senior leaders’ compensation to environmental sustainability performance</td>
<td>44%</td>
<td>47%</td>
</tr>
<tr>
<td>Requiring suppliers and business partners to meet specific sustainability criteria</td>
<td>49%</td>
<td>45%</td>
</tr>
<tr>
<td>Developing new climate-friendly products or services</td>
<td>49%</td>
<td>40%</td>
</tr>
<tr>
<td>Updating/relocating facilities to make them more resistant to climate impacts</td>
<td>43%</td>
<td>36%</td>
</tr>
<tr>
<td>Incorporating climate considerations into lobbying/political donations</td>
<td>32%</td>
<td>36%</td>
</tr>
</tbody>
</table>

*As defined by Deloitte’s analysis

How serious do you think the following groups are about addressing climate change?

- 35% Netherlands, 29% Global said they believe the private sector is “very” serious
- 36% Netherlands, 28% Global said they believe governments around the world are “very” serious
The Netherlands CxOs see employee recruitment/retention, brand recognition, innovation around offerings and operations, and customer satisfaction as the top benefits of their current sustainability efforts. Like the global findings, the Netherlands CxOs ranked “addressing climate change” fifth on the list of benefits. Like the global population, the Netherlands CxOs are also much less likely to see the more tangible financial benefits of their current climate efforts. The Netherlands CxOs cite focus on near-term business issues, lack of political support and action, lack of talent and expertise, and lack of functions or executives specifically responsible for leading sustainability efforts as their top barriers to more climate action.

### Benefits of climate strategy and obstacles that impede impact

- **I strongly believe my company’s current sustainability efforts have/will have a positive impact on the following** (select top five)

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Netherlands</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee recruitment and retention</td>
<td>55%</td>
<td>47%</td>
</tr>
<tr>
<td>Brand recognition</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>Innovation around offerings and operations</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>Customer satisfaction (e.g., meeting client expectations)</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>Addressing climate change</td>
<td>45%</td>
<td>45%</td>
</tr>
</tbody>
</table>

- **Top five obstacles to driving sustainability efforts** (Select top two)

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Netherlands</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on near-term business issues/demands from investors/shareholders</td>
<td>29%</td>
<td>18%</td>
</tr>
<tr>
<td>No function or executive specifically responsible for leading environmental sustainability efforts</td>
<td>18%</td>
<td>10%</td>
</tr>
<tr>
<td>Lack of political support and action for necessary change</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td>Lack of talent and expertise</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Lack of buy-in and/or accountability from CEO, board, or other senior leaders</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Lack of customer/client demand for sustainable goods and services</td>
<td>12%</td>
<td>18%</td>
</tr>
</tbody>
</table>

### Top five benefits selected

- **Employee recruitment and retention**
  - Netherlands: 55%
  - Global: 47%

- **Brand recognition**
  - Netherlands: 47%
  - Global: 47%

- **Innovation around offerings and operations**
  - Netherlands: 47%
  - Global: 47%

- **Customer satisfaction (e.g., meeting client expectations)**
  - Netherlands: 47%
  - Global: 47%

- **Addressing climate change**
  - Netherlands: 45%
  - Global: 45%

### Bottom five

- **Long-term resilience and financial performance**
  - Netherlands: 29%
  - Global: 27%

- **Employee moral and well-being**
  - Netherlands: 24%
  - Global: 24%

- **Investor returns**
  - Netherlands: 20%
  - Global: 20%

- **Cost of investment**
  - Netherlands: 20%
  - Global: 20%

- **Revenue from longstanding businesses**
  - Netherlands: 20%
  - Global: 20%