

Key findings from an Oxford-Protiviti Survey, Executive Outlook on the Future of ESG, 2032 and Beyond:

Oxford-Protiviti executive survey with a 10-year outlook finds North American leaders less worried about environmental risk and ESG regulation, and less open to change.

Executives in Europe and Asia-Pacific (APAC) perceive the stakes as higher and expect more change externally and within their organizations to reduce impact on the planet.

Risk and strategy

7% Just **7%** of executives in North America perceive environmental factors as extremely risky, and **39%** consider them low risk.

In Europe and APAC, nearly the opposite is true. **77%** in Europe and **66%** in APAC see risks as moderate or extreme. **77%**

25% **25%** of North American leaders see ESG as extremely important to their business strategy in 10 years.

A much higher percentage in APAC (**71%**) and Europe (**58%**) consider ESG extremely important to their business. **71%**

Costs

61% of North American executives expect costs to manage environmental risk to **remain the same or even drop**.

79% and **81%** of European and APAC leaders, respectively, **expect the costs to rise**, and the rest expect the costs to stay the same.

50% expect the costs of ESG operational and compliance activities to **remain the same or drop**.

In Europe and APAC, the expectations are reversed: **81%** and **87%** foresee an **increase in ESG-related costs**.

Regulation

49% Just **49%** of North American executives think it's likely ESG reporting will be mandatory in 10 years.

Among APAC and European executives, expectation for mandatory reporting is **nearly universal, 98% and 96%, respectively**.

“While we see geographic differences in the level of focus of ESG leaders across the globe, it is important to note that for global companies, what affects one region affects the entire company. Leaders of organizations would do well to keep an eye on sustainability decisions from anywhere, as very few companies or supply chains are subject to one jurisdiction only.”

– Chris Wright, Managing Director, Global ESG Leader, Protiviti

Impact on the planet

63% of North American executives expect the emissions their organizations produce to **remain the same or increase** in 10 years' time.

A much cleaner picture emerges in Asia and Europe, where over **80%** of executives expect an emissions **reduction**.

64% **64%** of North American executives expect to make moderate to significant changes in their processes to reduce impact on the planet.

90% and **85%** of leaders in Europe and APAC, respectively, expect to make such changes. **90%**

Corporate social responsibility (DEI, human rights, compensation, data privacy, supply chain)
While diversity, equity and inclusion, or DEI, is cited as a top focus by executives globally, regional concerns differ.

After DEI, North American leaders are **most concerned about data privacy**, ranking it **higher (45%)** than human rights concerns (40%).

Europe is the **most concerned about human rights**: 67% rank it first. In APAC, 66% agree but as a second priority. Data privacy is only a #4 executive priority in Europe and APAC.