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The 2025 US Business Sustainability Landscape Outlook

Executive Perspectives on Supply Chain
Disruption, Resilience and Competitiveness

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Most US companies still see sustainability as a competitive advantage

Corporate leaders are doubling down on sustainability, even as political backlash threatens to roll back key ESG regulations, according to a new survey from EcoVadis.

We surveyed 400 global executives at US companies responsible for business and operational decision-making across procurement, supply chain, sustainability, risk and compliance, finance and IT functions.

The main takeaway: Most companies still see sustainability as a competitive advantage, but growing regulatory uncertainty, compliance gaps and a wave of “greenhushing” are reshaping how they act and what they say publicly.

This 2025 US Business Sustainability Landscape Outlook offers a timely benchmark on executive sentiment and actions and provides insights on:

- › Why some leaders are investing more in sustainability, but talking less about it
- › Why resilience is driving the business case for sustainability
- › How deregulation could worsen supply chain disruptions and increase costs
- › Where companies are falling behind on ESG compliance

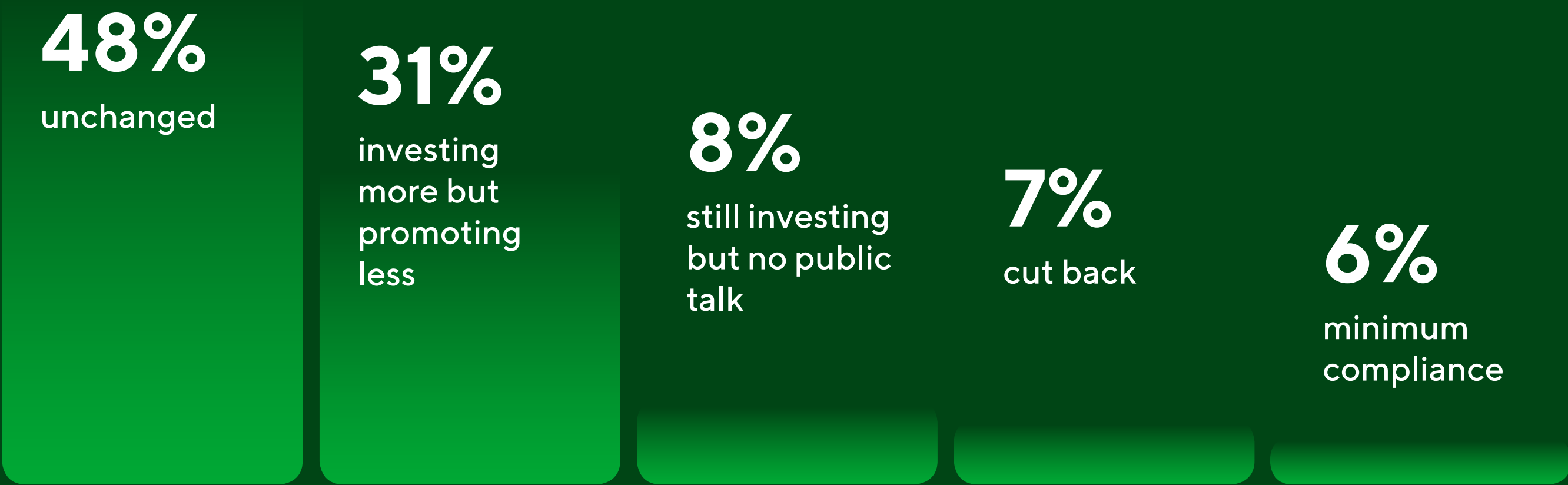
Sustainability isn't just about values – it's about competitiveness

The majority of companies surveyed (87%) have maintained or increased their investment in business sustainability since the beginning of 2025.

Diving deeper: While nearly half of all respondents (48%) say their business sustainability strategy remains unchanged this year, 31% are taking a quieter route: they are increasing investments but reducing public promotion of them.

Eight percent have stopped talking about their business sustainability commitments publicly but continue to invest and stay on plan. Only 7% say they have actively cut back on sustainability efforts, and just 6% admit it's not a priority at all and do the minimum to comply with customers' demands.

Changes in sustainability investments in 2025



Quiet progress, loud impact

Even if fewer companies are promoting their sustainability work, the strategic importance of these efforts hasn't faded. In fact, many see it as a behind-the-scenes lever for long-term growth.

Corporate leaders agree that supply chain sustainability isn't just about values or regulations – it's also about staying competitive in a shifting global market.

62% of directors and VPs and 59% of C-suite executives say it helps attract and retain customers, especially important in sectors where global buyers pass along supply chain due diligence regulatory requirements.

Supply chain sustainability helps attract and retain customers according to:

62% of directors and VPs **59%** of C-suite executives



Sustainability delivers more than just growth – it's a strategic investment in resilience

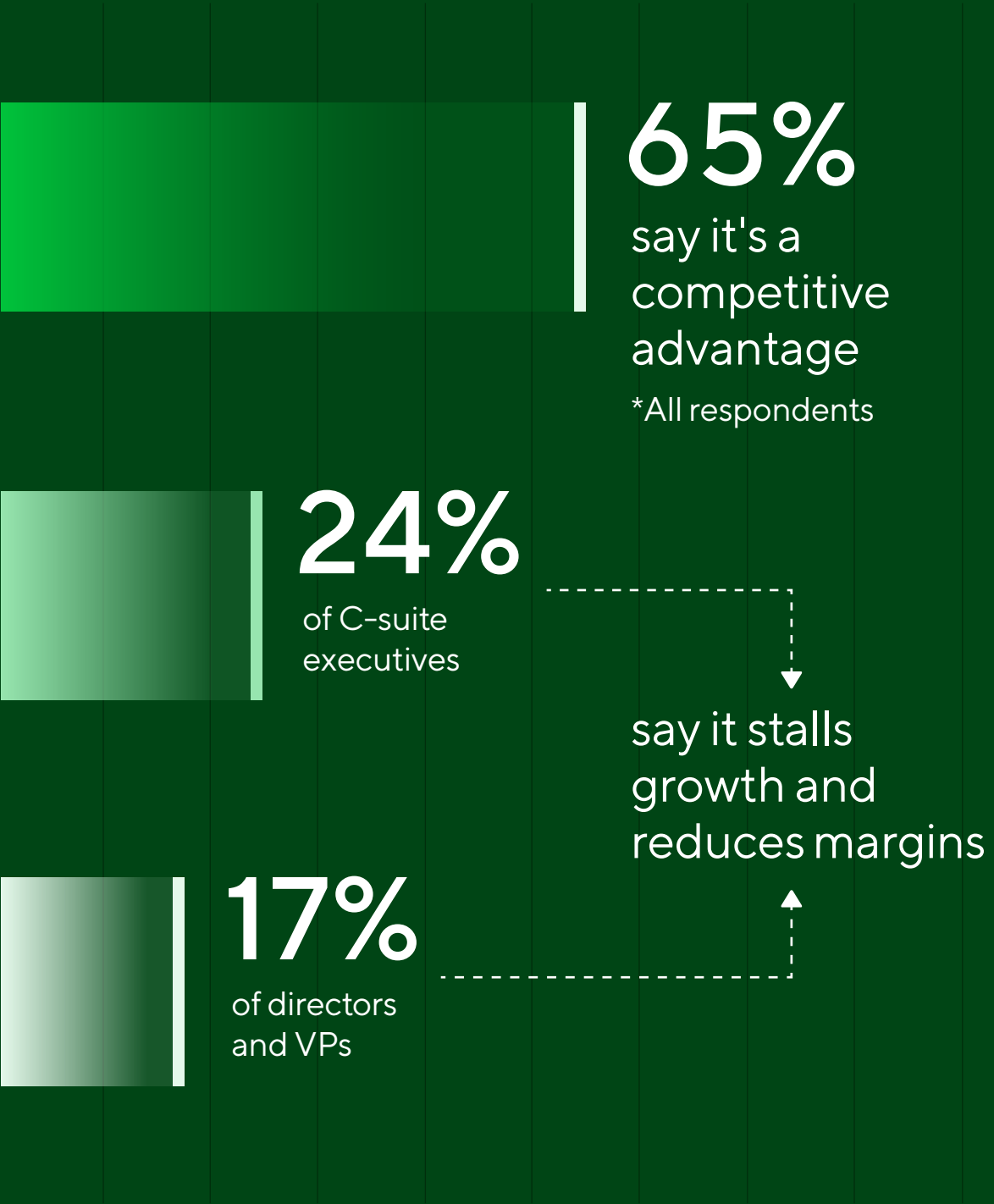
52% of finance leaders say supply chain sustainability directly supports growth and competitiveness

Leaders also recognize that their sustainability investments are enabling them to stay ahead of costly supply chain disruptions and regulatory shifts.

The majority (65%) of all respondents say supply chain sustainability is a competitive advantage that helps them grow faster through risk reduction, resilience, brand enhancements, supply chain performance and cost savings. Only 17% of directors and VPs and 24% of C-suite executives say supply chain sustainability is a cost center that stalls growth and reduces margins.

Finance leaders echo the broader consensus: sustainability supports growth and strengthens long-term resilience. 52% say supply chain sustainability directly supports growth and competitiveness. 29% view it as financially neutral, and just 19% say it's a cost center. Another 59% also prioritize it simply because it is the right thing to do for planet and society.

Is supply chain sustainability helping your company?



Rolling back ESG oversight would worsen supply chain disruptions and raise prices. Resilient leaders are acting now

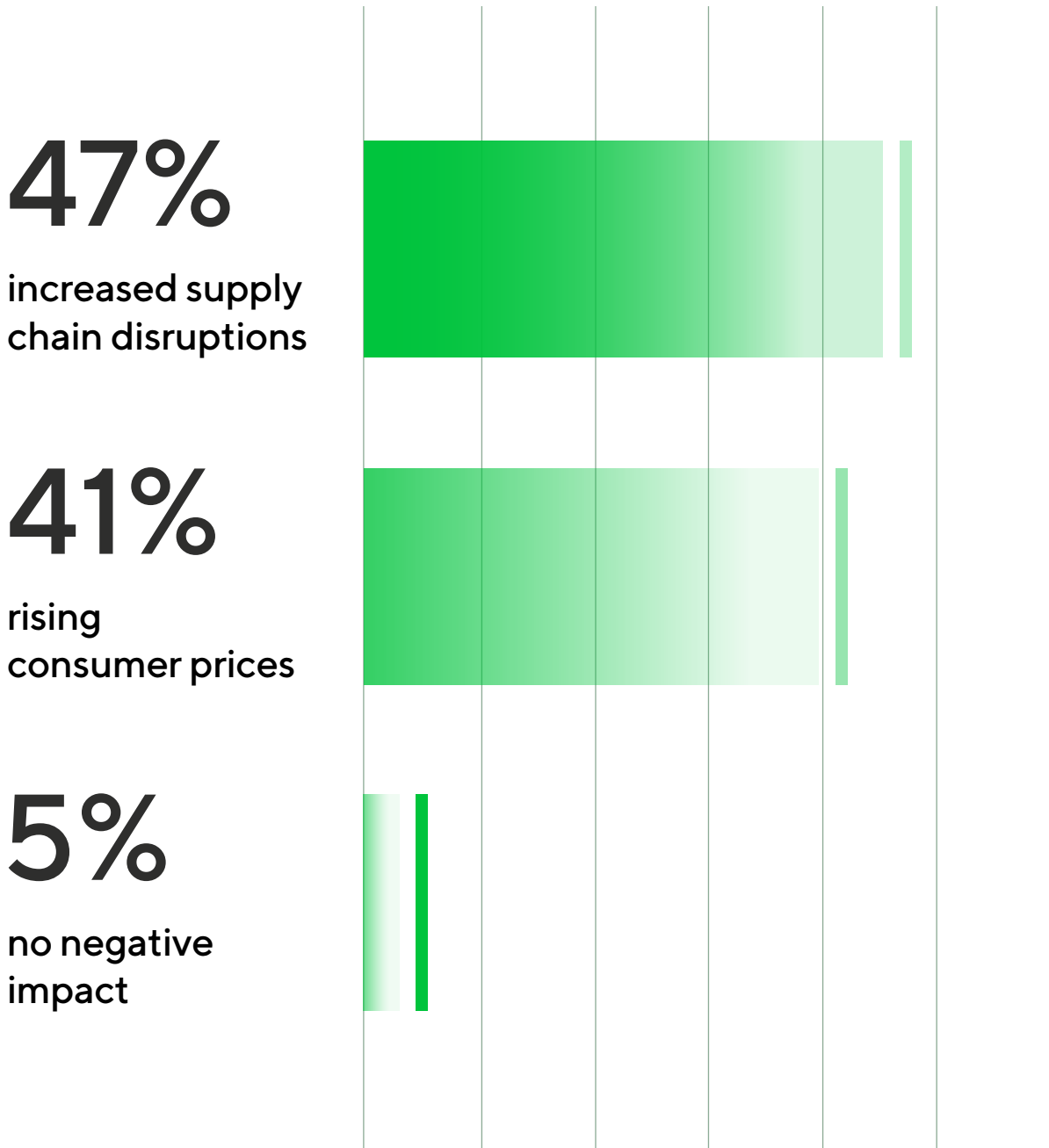
Despite growing regulatory uncertainty, corporate leaders overwhelmingly agree on one thing: eliminating or rolling back ESG regulations would have serious consequences.

Nearly half (47%) of C-suite leaders say eliminating ESG oversight would increase supply chain disruptions, impacting the flow of goods. 41% of C-suite leaders expect consumer prices to rise due to the cost of managing climate disruptions.

Just 4% of directors and VPs and 5% of C-suite leaders believe eliminating or reducing ESG oversight would have no negative impact on the global supply chain.

The most resilient companies are acting now and their strategies are grounded in five key accelerators identified in the [EcoVadis Sustainable Procurement Barometer](#). These leaders recognize that delaying supply chain due diligence not only increases risk, but results in rush costs and missed opportunities that come from reactive compliance.

C-suite leaders warn: ESG rollbacks will disrupt global supply chains



Executive views on pressure points: Inflation, sourcing and labor risk

While there is broad agreement that rolling back ESG oversight will result in increased disruption, executives at different levels diverge on how those risks will manifest.

Senior executives in the C-suite are more likely to express concern about inflationary pressures, with 39% saying the availability of core critical supply and resources – such as food, water, lumber and essential minerals – would decline, causing severe inflation. Meanwhile, director and VP-level leaders are more focused on sourcing strategy, with 40% anticipating a major shift toward sourcing from new countries or regions.

Concerns about labor echo across both groups, with 28% of the C-suite and 31% of directors and VPs warning that unfair employment practices and worker mistreatment would increase in a deregulated environment.

The consensus is clear: scaling back sustainability regulations will bring risk. But a minority believe reduced oversight could unlock new opportunities. 28% of C-suite leaders and 25% of directors and VPs believe that deregulation is a positive that will bring about more innovation and competitiveness.

What keeps executives up at night?



63%

of leaders say ESG rollbacks
could backfire or create more risk

Accountability is at risk

As the ESG regulatory debate unfolds, many leaders also warn that loosening standards could reduce transparency and weaken long-term sustainability performance.

Among all respondents, the top sentiment (35%) is that ESG regulatory rollback could **backfire** – it threatens to reduce sustainability data quality, undermine accountability and negatively impact sustainability outcomes.

Another 28% called it **risky**, warning it could create more sustainability risks across the supply chain. Just a quarter (25%) view the shift as a breakthrough that frees up time to spend on driving real change instead of just reporting on it.

How do respondents view
ESG regulatory rollback?

35%

say it could
backfire

28%

view it as risky

A fragile compliance landscape

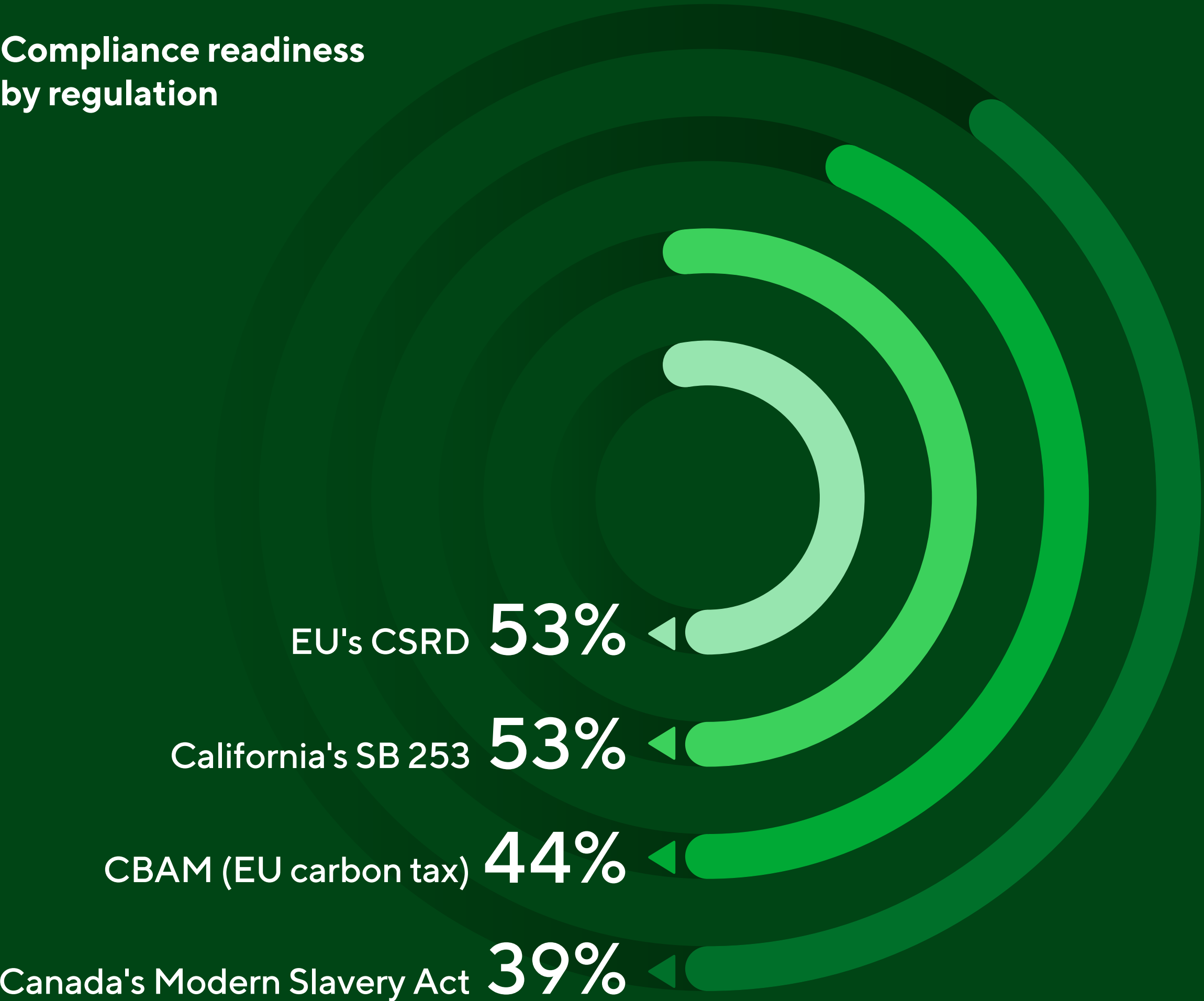
Even as leaders voice their concerns, many companies are still working to meet existing ESG requirements, underscoring the pressure to keep pace with evolving regulations.

Only around half of companies that must comply say they are on track to meet ESG data collection requirements for the EU's CSRD (53%) and California's Senate Bill 253 (53%). Readiness drops for the EU's CBAM (44%) and Canada's Modern Slavery Act (39%).

Roughly a quarter of companies across all four regulations admit they have started the compliance process but are at risk of missing the deadline. Only 13% are on track to comply with the target date.

Across all four regulations, up to 19% of covered companies haven't even begun collecting supply chain ESG data, and up to 15% are in "wait and see" mode, hoping regulatory timelines shift.

Compliance readiness by regulation



Tech investments
accelerate as
companies work
to close data gaps
and build resilience

Another challenge is coming into focus against the backdrop of regulatory pressure: the reliability of ESG data reporting.

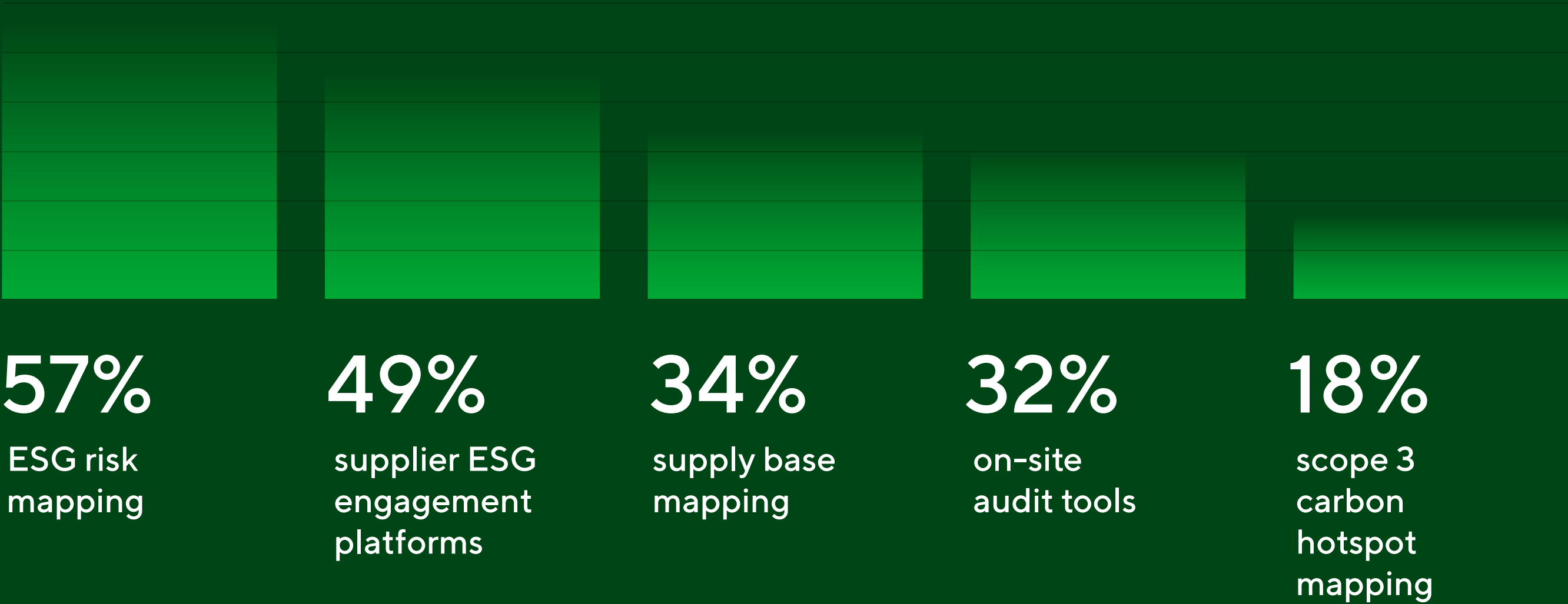
Thirty-three percent of leaders admit to knowingly reporting ESG data that was based on estimates – even if they knew it was not accurate – to meet compliance, marketing or investor expectations.

This shows that a gap remains between what companies say and what they can prove, but many are turning to technology to help close this gap.

57% of respondents have deployed ESG risk mapping tools or “light touch” supplier disclosure solutions, nearly half (49%) have supplier ESG engagement platforms in place and 34% are using supply base mapping tools. Another 32% are using on-site audit tools.

The adoption of specific tools to drive supply chain decarbonization has been slower with only 18% using scope 3 carbon hotspot mapping tools.

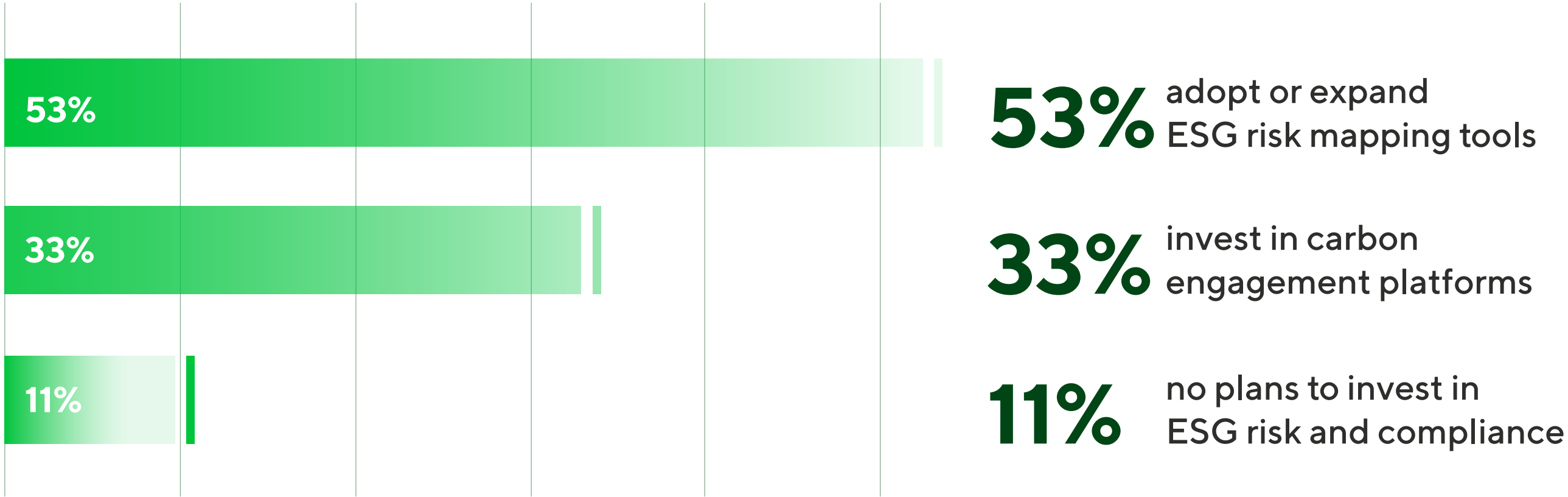
Tech adoption levels



And over the next 12 months, many companies are planning further tech investments that will expand their capabilities and help close data and compliance gaps.

53% plan to adopt or expand ESG risk mapping tools or “light touch” supplier disclosure solutions, while 33% plan to invest in carbon engagement platforms. Only 11% say they have no plans to invest in ESG risk and compliance technologies.

Planned investments over next 12 months





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"Even as the debate over business sustainability heats up, executives are focused on the reality – sustainability is what keeps supply chains running and customers on board."

Pierre-François Thaler,
co-founder and co-CEO of EcoVadis

From compliance to resilience: Building smarter, more sustainable supply chains

From climate events to geopolitical tensions to regulatory uncertainty, risk is everywhere. What separates the companies that thrive from those that scramble is execution: the right tools, the right timing and the right long-term vision.

Data from the **EcoVadis Index** shows that supply chain sustainability performance among large US companies rebounded in 2024, after a period of stagnation. This is a sign that leading organizations are committing to sustainability fundamentals regardless of whether regulations are rolled back, reformed or reinforced.

The most resilient leaders are applying proven strategies to reduce risk and strengthen their supply chains for the future. They are also being smarter about their tech stack. Rather than relying on “light-touch” disclosure tools that offer little scalability, they’re investing in scalable, action-oriented capabilities like intelligent risk mapping and supplier engagement tools – solutions that help them meet today’s demands while building toward future resilience.

Companies that act now – with the right strategy, partners and tools – will be best positioned to not just navigate disruption, but to grow through it.

What will you build – compliance or resilience?

Talk to us to help you decide

