



Summary

Sustainability in Finland 2025

A survey on the sustainability management, practices, challenges and future prospects of our country's largest companies



Finland's most comprehensive survey describes the state and future direction of corporate sustainability

The Sustainability in Finland 2025 survey describes the strategic importance, management and practices of Finland's largest companies and their outlook for the future.

Our survey provides valuable information on corporate sustainability for businesses and business decision-makers and influencers. FIBS has a strong tradition of utilising it, having carried out the survey since 2013. The previous survey was carried out in 2023.

The questions cover the main themes of corporate sustainability work, from climate change to human rights. We updated the 2025 set of questions by adding questions concerning EU sustainability regulation and the level of ambition of corporate sustainability goals.

The content of the survey may be cited by mentioning the publisher (FIBS).

Business decision-maker: How to make the most of the survey

- **Benchmark** your company's sustainability performance against the results of the survey.
- **Leverage** the analyses and perspectives to support your company's strategic planning and operational development in its sustainability efforts.

- **Use the questions to** identify key sustainability themes, and plan and develop your own operations in line with them.
- **Use the survey to** educate your personnel.

- **Use** the information to your advantage in communication, sales and marketing.
- **Analyse and monitor** more widely the level of corporate sustainability in Finnish companies - encourage and pressure others to invest in the themes covered.

The target group of the survey are the 1,000 largest companies in Finland

The following participated in the implementation of the survey in 2025:



with one person from each of the groupings as follows:

22 % CEOs

36% directors responsible for corporate sustainability

42% managers responsible for corporate sustainability

24% listed companies*

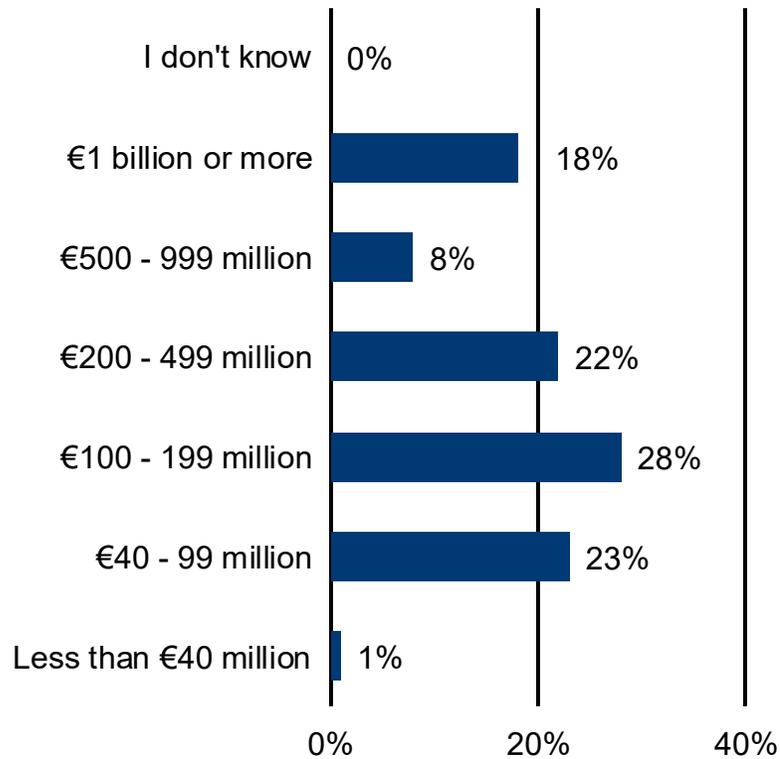
50% FIBS members**

44% companies with personnel only in Finland***

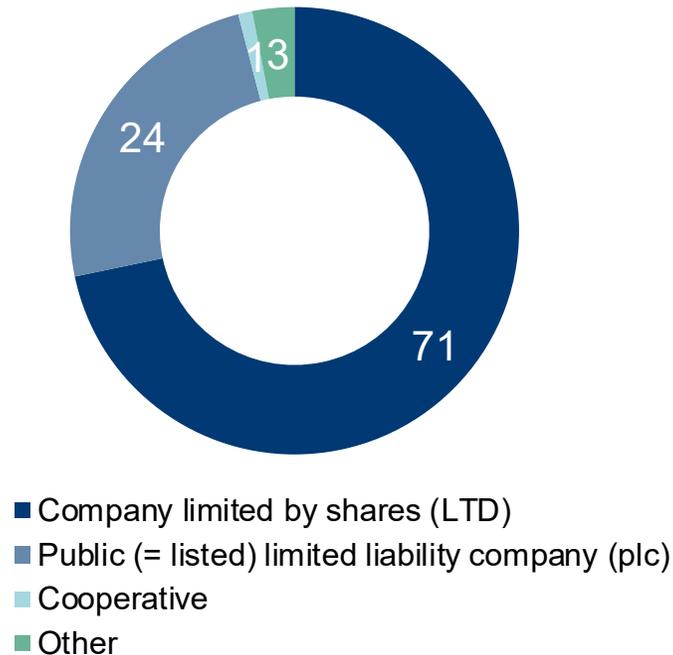
* n=182 ** n=181 *** n=179

71% of respondents are companies limited by shares and one third represents the industrial sector

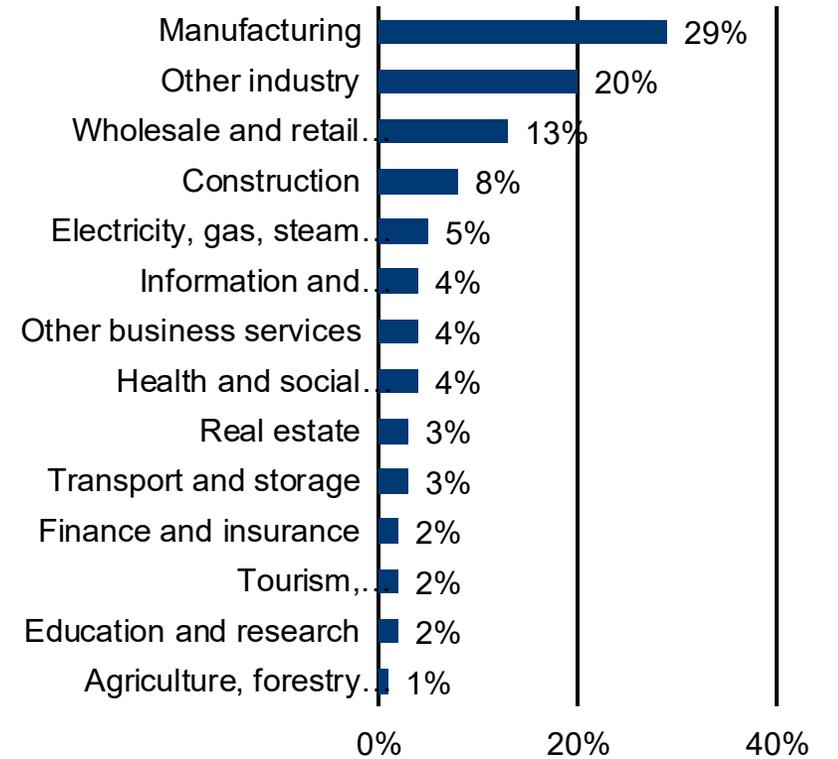
Turnover (n=182)



Type of company (%) (n=182)



Main sector of activity (n=181)



The 5 main findings of the survey

1

Sustainability serves as a strong driver for companies to plan for the future: it is reflected in business model development, investments and innovation. Forward-thinking companies have already started to divest unsustainable alternatives and are using political lobbying opportunities to promote sustainable development.

2

Companies trust that their business will guarantee better living conditions for future generations. Companies also rated the level of ambition of their own sustainability goals as fairly sufficient. However, many companies' **environmental goals are not at the level required by international agreements.**

3

The perceived cost-benefit ratio of sustainability work is weaker. The legal minimum requirement, however, is still exceeded: compared to previous years, fewer companies consider that the benefits of sustainable business exceed the resources needed to ensure it. At the same time, many companies say they exceed the minimum requirements of the law and utilise sustainability reporting beyond legal obligations.

4

Sustainability has now firmly established itself in the operations of business management. More and more management teams and boards of directors have a sustainability expert, and sustainability goals are increasingly linked to remuneration.

5

The management of large Finnish companies remains strongly committed to promoting diversity and equity. The survey shows that the criticism that has been coming from around the world for some time has not affected the attitudes of business management towards these issues.



1

Sustainability serves as a strong driver for businesses to plan for the future. This is reflected in business model development, investment and innovation.

Leading companies have already started to divest unsustainable alternatives and are using political lobbying opportunities to promote sustainable development.

Sustainable development strongly guides business planning for the future through investment and innovation

76% say they have made innovations...

79% say they have made investments in...



40% refrained from making investments

that are
against sustainability

44% say they have used or developed

sustainable financing opportunities

(in the last three years)

Three out of five respondents say their company's entire strategy is based on supporting sustainable development goals

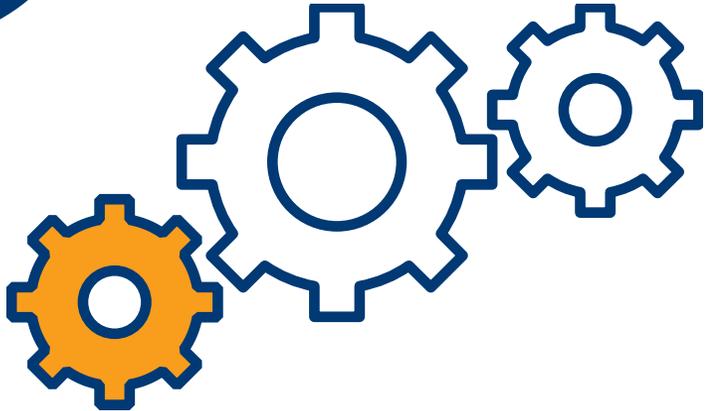
61%

say that the company's entire strategy **is built to support sustainable development goals**



84%

say that the company's strategy includes goals linked to **sustainable development**



Companies are ready to modify business models and product and service offerings to support sustainable development

73%

say they have transformed their business model...



87%

say they have modified their range of products and services...



...at least partially in line with sustainable development

(in the last three years)

Forward-thinking companies are ready to divest unsustainable alternatives and utilise possibilities for political lobbying

17%

have completely abandoned product development of products with harmful effects on the environment or people

17%

have completely divested business activities that are not in line with sustainable development



12%

removed options that do not support sustainable development from their product or service range

12%

changed their pricing policy to be in line with sustainable development

27%

of companies say they have utilised political lobbying opportunities for sustainable development

(in the last three years)



2

Companies assessed the level of ambition of their own sustainability goals as fairly sufficient.

In addition, the majority of companies assessed that their business will provide better living conditions for future generations.

However, many companies' environmental goals are not at the level required by international agreements.

Companies trust in the sufficiency of their sustainability goals and the role of their business in enabling a better future



64%

of companies consider their **sustainability goals** to be fully or fairly sufficient in relation to the **sustainability transformation needed globally.**

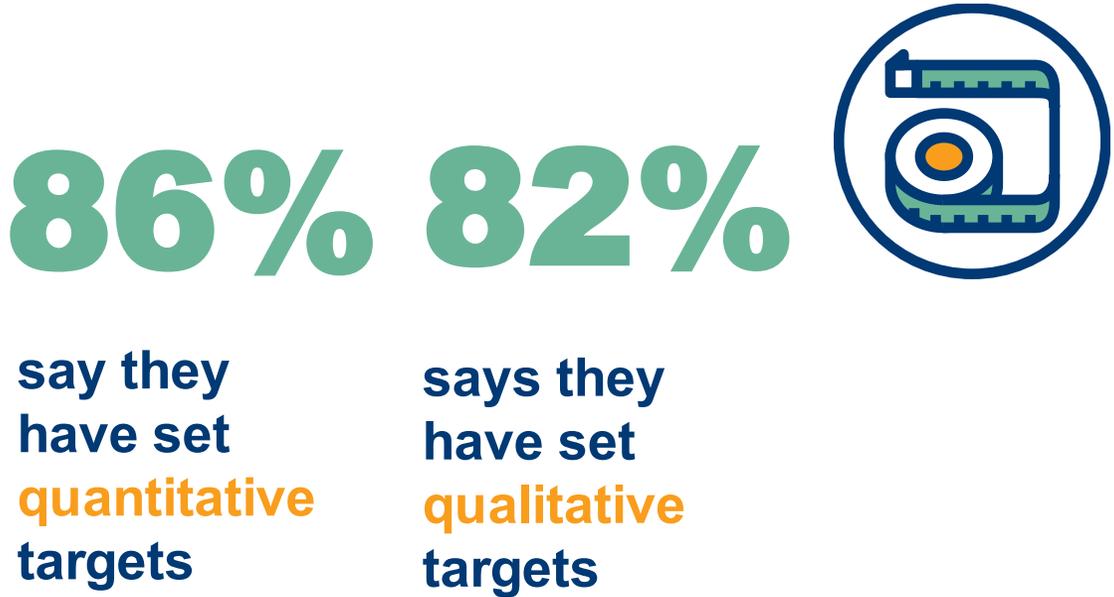


79%

of companies trust that their business will provide **better conditions for future generations, ecosystems and societies to thrive.**

(n=137)

A large proportion of companies say they have set sustainability goals and reduced their overall greenhouse gas emissions



However, there is still room for improvement in the goals, particularly in climate and nature themes



45%

Say they have set a **net zero target** for their greenhouse gas emissions



30%

say they have set **nature target**

29%

Report having established a **science-informed plan** to achieve the net zero target

12%

say they have established a **science-informed plan** for their nature targets

20%

say they will achieve their **net zero target by 2035** in line with Finland's national carbon neutrality target

14%

say they are aiming for **nature-positive business operation by 2050**

(n=183)

Progress on halting climate change and biodiversity loss is too slow given the goals set in international agreements



45%

Say they have set a net zero target for their greenhouse gas emissions



30%

say they have set nature targets



(n=183)

For most companies, environmental targets are not aligned with the goals of the [Paris Agreement](#), which are essential for addressing climate change, or with the [Kunming-Montreal Biodiversity Framework](#), which is necessary for halting biodiversity loss.



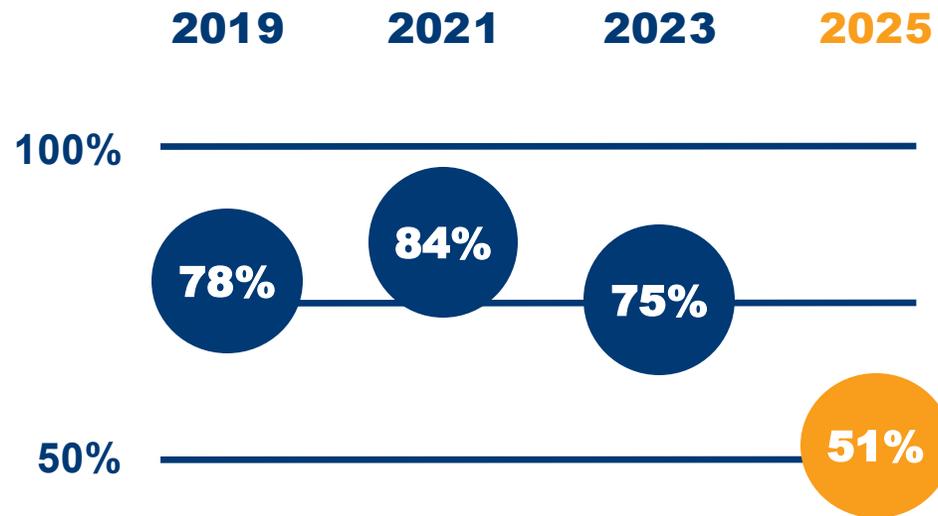
3

The perceived cost-benefit ratio of sustainability work is weaker than in previous years of the survey, with around half of companies currently considering that the benefits of sustainable business practices outweigh the resources needed to ensure them.

However, the majority of companies say they exceed the minimum requirements of the law.

In addition, many say that they utilise sustainability reporting beyond their legal obligations.

Perception of benefits of sustainable business practices relative to resources invested has declined: half consider that benefits outweigh resources



51%



of companies consider that **the benefits** of sustainable business practices outweigh the **resources needed to ensure them**.

This figure has **decreased** from previous survey years.

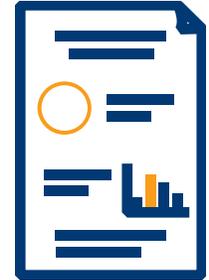
At the same time, companies say they are doing more than just meeting their legal obligations



76% (n=183)

say they go beyond their legal obligations in their sustainability work...

... and harness reporting more fully to drive their sustainability work:



58%* utilise reporting more widely to develop their sustainability work

21%* use reporting as a strategic tool

(*n=136)



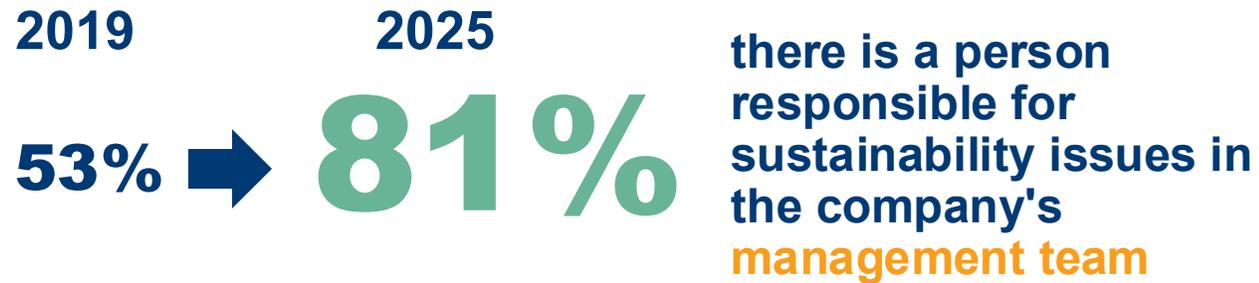
4

Sustainability is firmly established in business management.

More and more management teams and boards of directors have someone with expertise in sustainability.

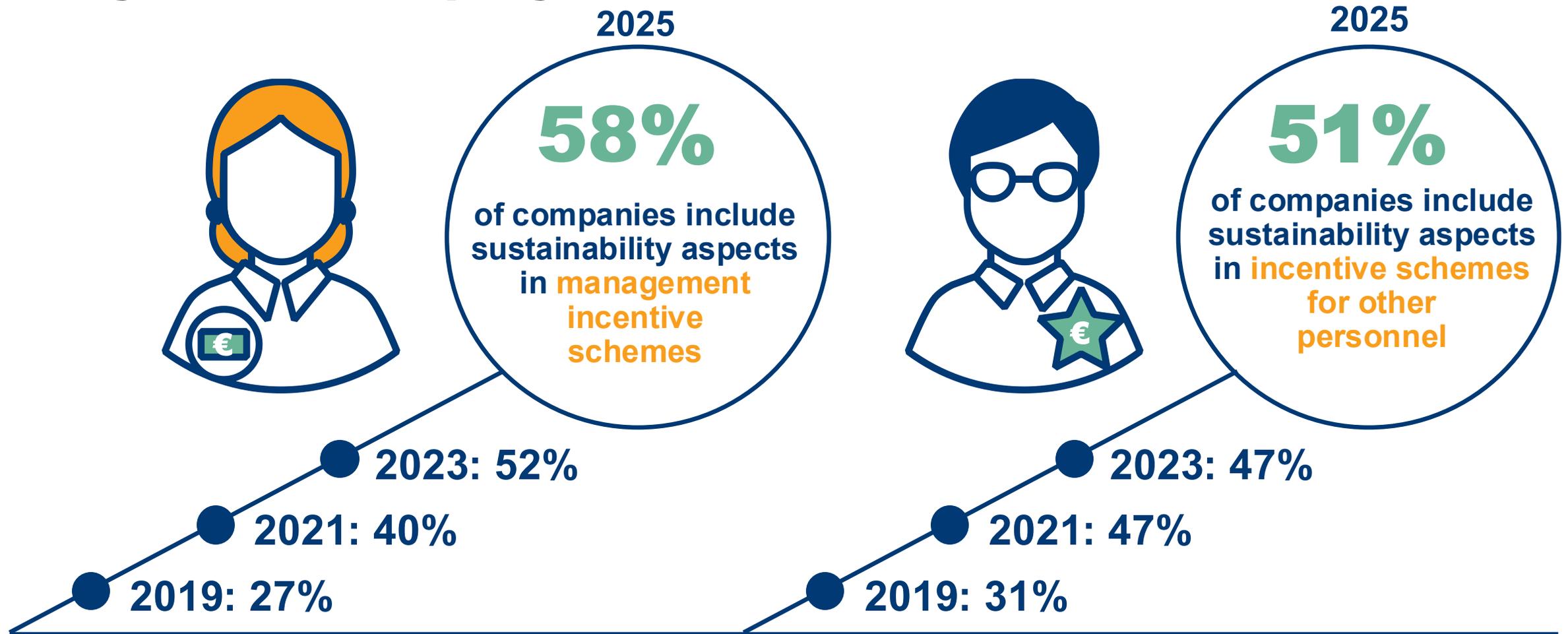
Sustainability goals are also increasingly linked to remuneration.

Sustainability and corporate responsibility themes have pushed through into the management and board agenda over the past six years



Sustainability issues have become an integral part of the work of management teams and boards, and **six-year trends show a big change.**

Management and personnel are increasingly being rewarded for sustainability efforts – already included in incentive schemes at every second company





5

The management of large Finnish companies remains strongly committed to promoting diversity and equity.

Based on the study, criticism from around the world has not affected the attitudes of company management toward these issues.

More and more companies are publicly committed to promoting equality and diversity

2023

66%



2025

77%



of respondents say that **management is publicly committed** to promoting inclusion, equality, diversity and the elimination of all forms of discrimination

95%

of respondents say their company is **committed to supporting equality, diversity and the elimination of discrimination.**

Although critical discussion surrounding DEI work has increased, based on the responses to our survey, this has not weakened the positive attitude of Finnish company management toward these issues.

**Background, implementation
and respondents**

The survey is implemented by FIBS

FIBS is the largest corporate sustainability network in the Nordic countries and a leading developer of corporate expertise.



Our aim is to accelerate the drivers of corporate sustainability towards a more sustainable world

We offer our members the most comprehensive services and tools to develop sustainable business practices, including:

Involved in our activities

480+ } $\frac{3}{4}$ companies
 $\frac{1}{4}$ other operators
members

- ✓ Surveys and reports
- ✓ Trainings
- ✓ Seminars and webinars
- ✓ Light mentoring programme



FIBS is a member of the WBCSD global network

[Read more: www.fibsry.fi](http://www.fibsry.fi)

Sampling and data collection 1/2

Target audience:

- The target group of the survey is the 1000 largest companies in Finland in terms of turnover (Profinder Register of Decision-Makers, Alma Talent Register of Decision-Makers).
- In addition, the target group includes other significant actors, such as cooperatives and mutual societies.
- Companies with modest turnover but a significant balance sheet (e.g. pension insurance companies) were also included.
- The target group also included FIBS's own members.
- The target group included 1,123 organisations.

Sampling:

- The sample meets the criteria for a reliable sample.
- CEOs and directors responsible for corporate and social responsibility were accepted as respondents, and if necessary, also corporate responsibility managers.
- Only one respondent from each respondent organisation was included in the data.
- The aim was to collect the responses so that at least 25% of the respondents would be CEOs. The actual share of CEOs was 22%.
- In addition, the aim was to get at least 25% of the responses from listed companies. The actual share of listed companies was 24%.

Sampling and data collection 2/2

Contacting respondents

- The study was carried out as a telephone and email survey in Finland in Finnish and English.
- The data collection was primarily carried out through telephone interviews. If the respondent did not have time to answer by telephone, they were offered the opportunity to do so using a visual and clear electronic survey form. Companies belonging to the target group were also informed about the survey and participation in it through various channels.
- 75% of the respondents were interviewed by phone and 25% responded via an electronic form. The share of telephone interviews in the responses was lower than in the previous round (2023: 88%).
- The data collection was carried out between 7.11.2024 and 31.1.2025.

Response rate:

- The response rate of the survey was 16%.
- A total of 183 CEOs, directors or managers responsible for corporate responsibility responded to the survey.
- The questions in the final part of the set of questions (5 questions) were voluntary for the respondents. For these, the number of responses is lower than the total number of respondents (n=137).
- On the survey form, the questions were not made mandatory, so the number of responses may vary slightly between the questions.

The results are comparable with previous years. The structure of the survey sample has remained largely the same, and there are no major differences in the distribution of respondents.

The survey for the years 2021, 2023 and 2025 has been carried out by Innolink Oy.

INNOLINK



**More information
on the Sustainability in Finland 2025
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