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C-suite Sustainability Survey

Greece – 2026



Capturing perspectives from C-suite executives on sustainability priorities, current actions, and future focus areas

Foreword

As sustainability and climate change initiatives advance towards achieving net-zero targets, the global economy is poised for substantial transformation. The urgency and extent of this shift have significantly increased in recent years, prompting companies to acknowledge both the immediate and long-term implications of climate change.

Many organizations have embarked on ambitious sustainability journeys, driven not only by the need to comply with regulatory requirements but also by the recognition that sustainability efforts present substantial opportunities for growth, innovation, and competitive advantage.

In today’s ever-evolving business landscape, sustainability goes beyond simple compliance; it has become a pivotal driver of value creation, brand enhancement, and operational stability. Companies are increasingly integrating sustainable practices into their core strategies, recognizing that these efforts can enrich their market position, foster innovation, and build long-term resilience.

As we move forward, it is imperative for businesses to embrace sustainability as a fundamental component of their operations, ensuring they are well-positioned to thrive in a rapidly evolving economic environment.

This survey aims to capture insights into companies' strategic priorities, the initiatives currently underway, and the emerging topics they are considering for future implementation. The report significantly enhances our understanding of how organizations effectively navigate sustainability challenges while capitalizing on new growth opportunities.



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Executive Summary

The **C-suite Sustainability Survey 2026** captures the perspectives of Greek C-suite executives on sustainability priorities, current actions, and future focus areas. The survey was conducted online by Deloitte Greece in September 2026, with participation from more than 65 C-level executives across companies of sufficient size and sector stratification, representative of the Greek business community. It aligns with Deloitte's annual Global Sustainability Survey, enabling direct Greece-to-global benchmarking across all dimensions.

Business context and priorities. Growth and economic conditions are the most pressing organizational concerns for Greek C-suite leaders over the next 12 months, cited by 74% — compared to 38% globally. Technology, AI, and cybersecurity rank second at 51%. Regulatory, sustainability, and climate factors stand at 34%, the only category where Greece trails the global average of 37%. On the sustainability agenda specifically, brand reputation (57%), regulatory compliance (56%), and energy security and cost savings (44%) are the three leading drivers.

Investment trajectory. Over the past 12 months, 44% of Greek organizations kept sustainability investments broadly unchanged, versus 20% globally. A combined 53% increased investment to some degree. Looking ahead, 60% of Greek organizations plan to increase sustainability spending over the next 12 months, with only 4% expecting a decrease.

Climate risk and resilience. Only 28% of Greek organizations anticipate significant or very significant climate-related impact on their strategy and operations within three years, compared to 63% globally. The most critical operational risks identified are energy prices and resource costs (77%), sustainability regulation and reporting (52%), and climate risks and supply-chain resilience (48%). Only 25% of Greek organizations have fully integrated sustainability risks into enterprise risk management, with 48% reporting partial integration and 7% reporting no integration at all.

Strategy and execution. Thirty percent of Greek C-suite leaders describe sustainability as embedded in corporate strategy, capital allocation, and performance monitoring. Twenty-eight percent of participants are implementing selected operational initiatives while sustainability remains largely separate from core strategy. Only 7% report that sustainability is transforming their core business model — versus 18% globally. On implementation maturity, 20% of organizations have no formal sustainability targets, 20% have targets but no complete implementation plan, and only 16% have a costed plan linked to financial planning and executive accountability.

Barriers, benefits, and investment drivers. Financial constraints are the primary obstacles to sustainability implementation, cited by 57% of Greek organizations — nearly four times the global average of 16%. Limited internal capacity (28%) and regulatory uncertainty (21%) are the next most cited barriers. On the benefits side, customer satisfaction, brand recognition, and reputation lead at 62%, followed by enhanced long-term resilience (34%), investor confidence and financing access (30%), and cost savings (28%). Revenue growth and access to new markets is recognized by only 11%. When evaluating sustainability investments, 46% of Greek organizations are primarily guided by long-term financial return and enterprise value, followed by stakeholder expectations (28%) and regulatory compliance (26%).

Technology and AI. Forty-seven percent of Greek organizations rely on manual tracking or have no formal digital tools for sustainability data management. Only 3% have embedded AI and analytics at scale for sustainability purposes. Looking ahead, digital technology, analytics, and AI are cited as the top sustainability priority for the next three years (57%), followed by sustainability data, measurement, and reporting (54%).

Governance and stakeholder influence. Regulators and government exert the greatest stakeholder pressure on Greek organizations, with 74% reporting moderate to large pressure. Board members and management follow at 69%, and shareholders and investors at 64%. On governance accountability, 26% of organizations report active board and CEO ownership of the sustainability agenda, 23% have a dedicated sustainability function, and 20% have a named executive with primary accountability. Eleven percent have no formal accountability assigned.

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1. Business Context & Priorities

Pressing issues to focus on

Question: What are the most pressing matters for your organization over the next 12 months?



Driving factors of sustainability agenda

Question: Which factors are currently the primary drivers of your organization's sustainability agenda?

58%
Brand reputation and corporate values

56%
Upcoming regulatory compliance and reporting requirements

44%
Energy security, energy autonomy, and direct operational cost savings

34%
Requirements from banks, lenders, or access to green financing

31%
Pressure or procurement criteria from international clients / buyers

26%
Mitigating physical climate risks

Growth dominates, technology rises

Greek C-suite leaders identify growth and economic conditions as their most pressing organizational matter over the next 12 months, cited by 73% of respondents — slightly less than double the global average of 38%. Technology, AI & cybersecurity ranks second at 52% (vs. 43% globally), while operations, supply chain & geopolitical risks (37% Greece / 36% global) and talent & workforce (37% Greece / 39% global) are broadly aligned with global benchmarks. Regulatory, sustainability & climate factors stand at 34% (vs. 37% globally), the only category where Greece trails the global average — suggesting these remain a lower immediate priority relative to economic and operational concerns. Overall, Greek organizations are operating under a distinctly growth-oriented and economically pressured strategic environment relative to their global counterparts.

Reputation, compliance, and cost savings drive sustainability

On the sustainability agenda, brand reputation and corporate values are the leading driver for Greek organizations (58%), followed by regulatory compliance and reporting requirements (56%) — reflecting the dual pull of identity-driven commitment and EU regulatory obligation. Energy security and direct operational cost savings rank third (44%), confirming that sustainability investments are increasingly justified on financial and operational grounds. Access to green financing (34%), procurement criteria from international clients and buyers (31%), and mitigating physical climate risks (26%) further demonstrate that sustainability performance is becoming a prerequisite for market access, financing, and long-term operational resilience.

> Greek C-suite executives prioritize economic growth and digital transformation above all, while sustainability is rapidly shifting from a reputational choice to a regulatory and financial necessity — making it a core driver of business competitiveness and resilience.

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1. Business Context & Priorities

Sustainability investments change

Question: How have your organization's sustainability investments changed over the last year and how are they expected to change over the next year?



Sustainability investment momentum: Greece accelerates from a cautious base

Over the past 12 months, the majority of Greek organizations (44%) kept sustainability investments broadly unchanged, compared to only 20% globally — indicating that Greek businesses have been more conservative in committing capital to sustainability relative to their global peers. Nevertheless, a combined 53% of Greek organizations increased their investments to some degree (21% significantly, 32% slightly), signaling that momentum is building even if the pace has lagged behind the global average, where 78% reported an increase (18% significantly, 60% slightly). This gap reflects a market that is still in the earlier stages of translating sustainability intent into sustained financial commitment. Decreases remain marginal in both markets, at 3% in Greece and 2% globally, confirming that disinvestment is not a prevailing trend in either context.

Forward investment intent: Greek organizations signal a clear upward shift

Looking ahead to the next 12 months, Greek organizations project a meaningful acceleration in sustainability investment. A combined 63% expect to increase spending — 26% significantly and 37% slightly — while those anticipating no change drop to 34% and decreases remain negligible at 3% in total. This forward-looking shift represents a notable change in organizational posture: businesses that previously maintained spending levels are now preparing to increase capital allocation, driven by converging regulatory obligations, reputational expectations, and the growing recognition that energy efficiency and operational resilience carry direct financial returns. The data indicates that Greek organizations are entering a more active phase of sustainability investment.

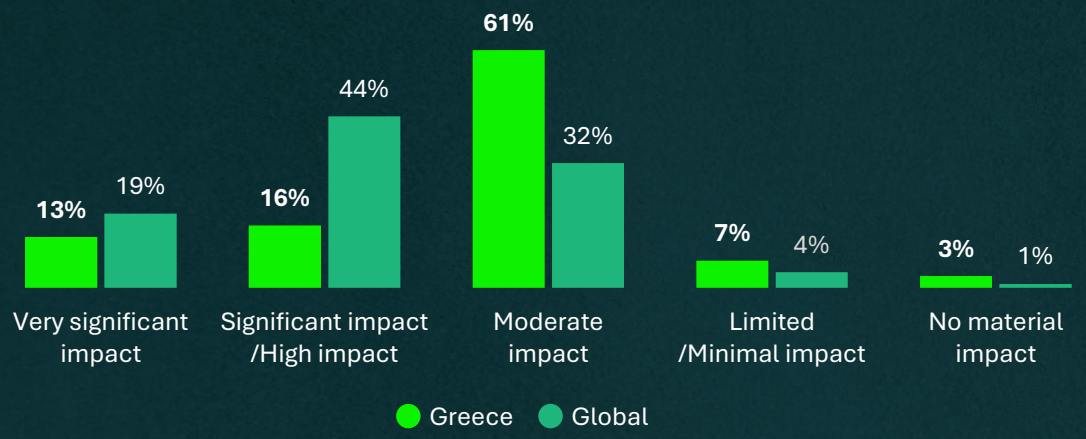
> Greek organizations are moving from a period of investment caution to one of deliberate commitment — with the majority planning to increase sustainability spending over the coming year, reflecting growing recognition that sustainability is a financially and strategically material priority.

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2. Climate Risk & Resilience

Climate related issues to affect strategy

Question: To what extent do you expect climate change and other material sustainability-related issues to affect your organization's strategy, operations or financial performance over the next 3 years?



Critical sustainability-related matters for business operations

Question: Which sustainability-related matters or climate-related risks do you consider the most critical for your business operations in Greece over the next 3 years?

77%
Energy prices, resource availability and operating costs

53%
Sustainability regulation, reporting and value-chain due diligence

47%
Climate risks, decarbonization and supply-chain resilience

31%
Workforce, health, safety and just transition

31%
Changing customer demand, market access and technological change

10%
Access to finance, insurance and investment costs

5%
No significant impact at present

0%
Other

Climate-related impact: moderate pressure expected

Climate change and broader sustainability-related issues are firmly on the business agenda for organizations in Greece, though they expect lower near-term impact than global peers. The findings reveal a significant divergence: while 63% of global respondents anticipate significant or very significant disruption within three years, only 29% of Greek organizations do (13% very significant, 16% significant). Conversely, 61% of Greek respondents expect moderate impact — materially above the global figure of 32%. This gap reflects either a genuine difference in exposure or a difference in risk perception. The distinction matters because it shapes how organizations allocate resources and time their strategic shifts. Misaligned risk perception may delay necessary strategy changes and lead to inefficient capital deployment, whereas accurate exposure assessment enables more timely and targeted investment decisions.

Sustainability risks: energy prices, regulation, and supply-chain resilience

The operational priorities identified by respondents clarify where the business impact is most tangible. Energy prices, resource availability and operating costs are cited by 77% as critical, making cost exposure the clearest sustainability-related pressure for business operations. This finding indicates that sustainability leadership cannot treat climate and resource issues as separate from core financial and operating performance. 53% identify sustainability regulation, reporting and value-chain due diligence as critical, while 47% cite climate risks, decarbonization and supply-chain resilience, reinforcing the connection between transition planning and operational continuity.

Climate and sustainability risks will materially impact Greek organizations' strategy and operations over the next three years. The business imperative centers on managing energy costs, ensuring regulatory compliance, and building supply chain resilience.

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2. Climate Risk & Resilience

Risk integration into enterprise risk management

Question: To what extent are sustainability-related physical & transition risks formally integrated into enterprise risk management processes (e.g., risk registers, capital planning, scenario planning)?

26% | 32%
Fully integrated and routinely modelled

48% | 55%
Partially integrated into specific risk categories

19% | 13%
Considered informally but not systematically modelled

7% | 0%
Not currently integrated

Greece
Global

Significant factors for emissions reduction

Question: What do you consider the most significant factors in order to achieve your emissions reduction planning objectives?



Risk integration: maturity remains fragmented

The survey reveals notable gaps in how organizations embed sustainability risks into enterprise risk management. Globally, only 32% of respondents report full integration, while Greece lags at 26%, leaving three-quarters of organizations operating without holistic sustainability risk frameworks. Partial integration into specific categories reaches 48% in Greece (vs. 55% globally), suggesting ad-hoc approaches rather than comprehensive risk architecture. Most concerning is the 19% Greece figure for informal consideration without systematic modeling — a posture that exposes organizations to blind spots in capital allocation, scenario planning, and regulatory stress testing. The 7% in Greece (vs. 0% globally) with no integration signals either early-stage maturity or organizational risk appetite misalignment. For organizations, these findings underscore a critical execution gap: sustainability risks are acknowledged but not yet operationalized into the decision-making infrastructure where they matter most.

Emission reduction factors: technology leads the way

Greek organizations identify technology adoption (50%) as the primary lever for emissions reduction, followed closely by renewable energy investment (44%), governance commitment (42%), and supply chain optimization (37%). This concentration suggests that respondents see emissions reduction as requiring coordinated action across technology, energy, the value chain and leadership, rather than reliance on a single initiative. On the contrary, data management, financial investment, employee engagement and product innovation viewed as supporting elements rather than the primary drivers.

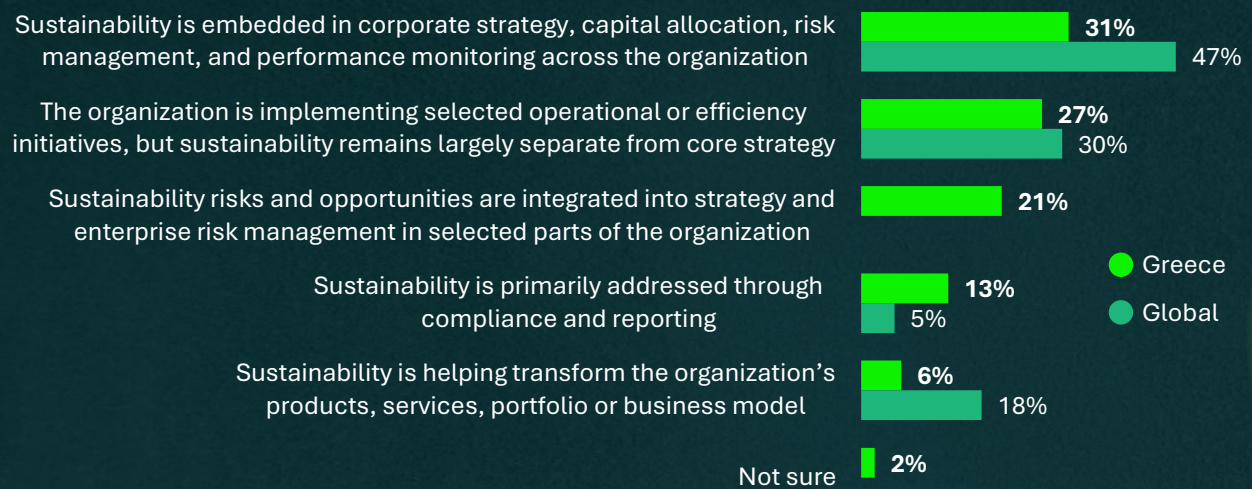
> Greek organizations predominantly embed sustainability risks into specific risk categories rather than achieving full systematic integration, yet focus their decarbonization efforts across technology adoption, renewable energy investment, and supply chain optimization.

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3. Sustainability Strategy & Execution

Current approach to sustainability

Question: Which statement best describes your organization's current approach to sustainability?



Maturity of organization's sustainability targets

Question: Which statement best describes the maturity of your organization's sustainability targets and implementation plans?

- **29%** — We have an implementation plan with defined actions, milestones and accountabilities
- **21%** — We have established targets, but the detailed implementation plan is not yet complete
- **20%** — We have not established formal targets
- **16%** — We have a costed implementation plan linked to financial planning, capital allocation, executive accountability and performance monitoring
- **13%** — Targets are currently being developed
- **1%** — Not applicable or not sure

Sustainability integration into corporate strategy dominates

Greek C-suite executives mainly position sustainability as embedded within corporate strategy, capital allocation, risk management, and performance monitoring (31%), signaling recognition that sustainability requires a coordinated approach across the organization. However, this strategic positioning is followed closely by 27% of executives pursuing selected operational or efficiency initiatives. Beyond these leading positions, 21% of executives integrate sustainability risks and opportunities into enterprise risk management in selected parts of the organization, while 13% remain focused on a compliance-first approach. The data exposes a significant maturity gap in business model transformation, with only 6% of respondents viewing sustainability as a catalyst for transforming products, services, portfolios, or core business models.

Sustainability maturity landscape: identifying the integration deficit

Building on this pattern, the maturity levels reinforce the execution challenge across the organization's sustainability journey. The largest segment, at 29%, comprises organizations with implemented plans and defined actions, representing the most mature group in terms of execution. This is followed by 21% with established targets but incomplete implementation plans, highlighting a notable gap between ambition and execution. Meanwhile, 20% have no formal targets established, remaining at an early stage of the sustainability journey. A further 16% have costed implementation plans linked to financial planning, capital allocation, executive accountability, and performance monitoring, demonstrating a more advanced level of organizational integration. Finally, 13% are currently developing targets, suggesting that they are progressing toward greater maturity but have yet to formalize their ambitions.

Greek C-suite leaders recognize sustainability's importance but are largely channeling it through operational optimization and risk mitigation rather than leveraging it as a strategic growth engine. This is evident in the maturity data, where most organizations lack integrated implementation plans.

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3. Sustainability Strategy & Execution

Sustainability strategy initiatives

Question: Which of the following initiatives has your company undertaken as part of its sustainability strategy?

63% | 29%
Decreasing operational emissions through efficiency

53% | 30%
Training internal talent on ESG and sustainability topics

45% | 28%
Purchasing renewable energy directly, contractually or through guarantees of origin

39% | 30%
Requiring suppliers and business partners to meet specific sustainability criteria

35% | 25%
Using more sustainable or circular materials in production/packaging

27% | 24%
Embedding sustainability KPIs into senior leaders' compensation

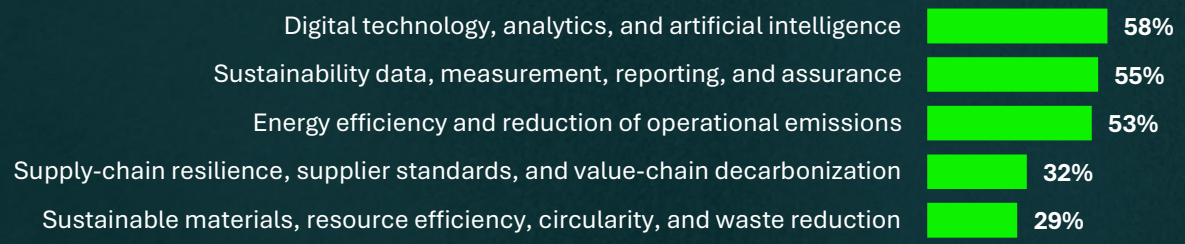
21% | 29%
Developing new sustainable products or services

13% | 31%
Reconfiguring operations, infrastructure, and/or supply chain to be more resilient to extreme weather

● Greece ● Global

Highest future-looking priorities

Question: Which sustainability initiatives will be the highest priorities for your organization over the next three years?



Decreasing operational emissions & internal trainings lead

Operational efficiency leads sustainability adoption in Greece at 63%, more than double the global rate of 29%, highlighting a strong focus on emissions reduction. Internal sustainability training follows at 53% (vs. 30% globally), reflecting significant investment in building organizational capabilities and embedding sustainability across workforce competencies. Other key practices — including renewable energy procurement (45%), supplier sustainability criteria (39%), circular economy adoption (35%), and sustainability KPIs linked to senior leadership compensation (27%) — also exceed global adoption levels. In contrast, developing new sustainable products and services stands at 21% in Greece, below the global 29%, while reconfiguring operations and infrastructure for climate resilience reaches just 13% (vs. 31% globally).

The digital-first sustainability agenda

Digital technology, analytics, and AI emerge as the top sustainability priorities over the next three years, cited by 58% of organizations, highlighting the growing role of technology in enabling sustainability transformation. Sustainability data, measurement, reporting, and assurance follow closely at 55%, reflecting a strong focus on strengthening transparency, accountability, and the ability to track sustainability performance. Energy efficiency and reducing operational emissions rank next at 53%, underscoring continued emphasis on improving resource efficiency and advancing emissions reduction. Supply-chain resilience and standards are identified by 32% of organizations, while sustainable materials, circularity, and waste reduction reach 29%, indicating that broader value-chain and circularity initiatives remain important but are currently lower priorities.

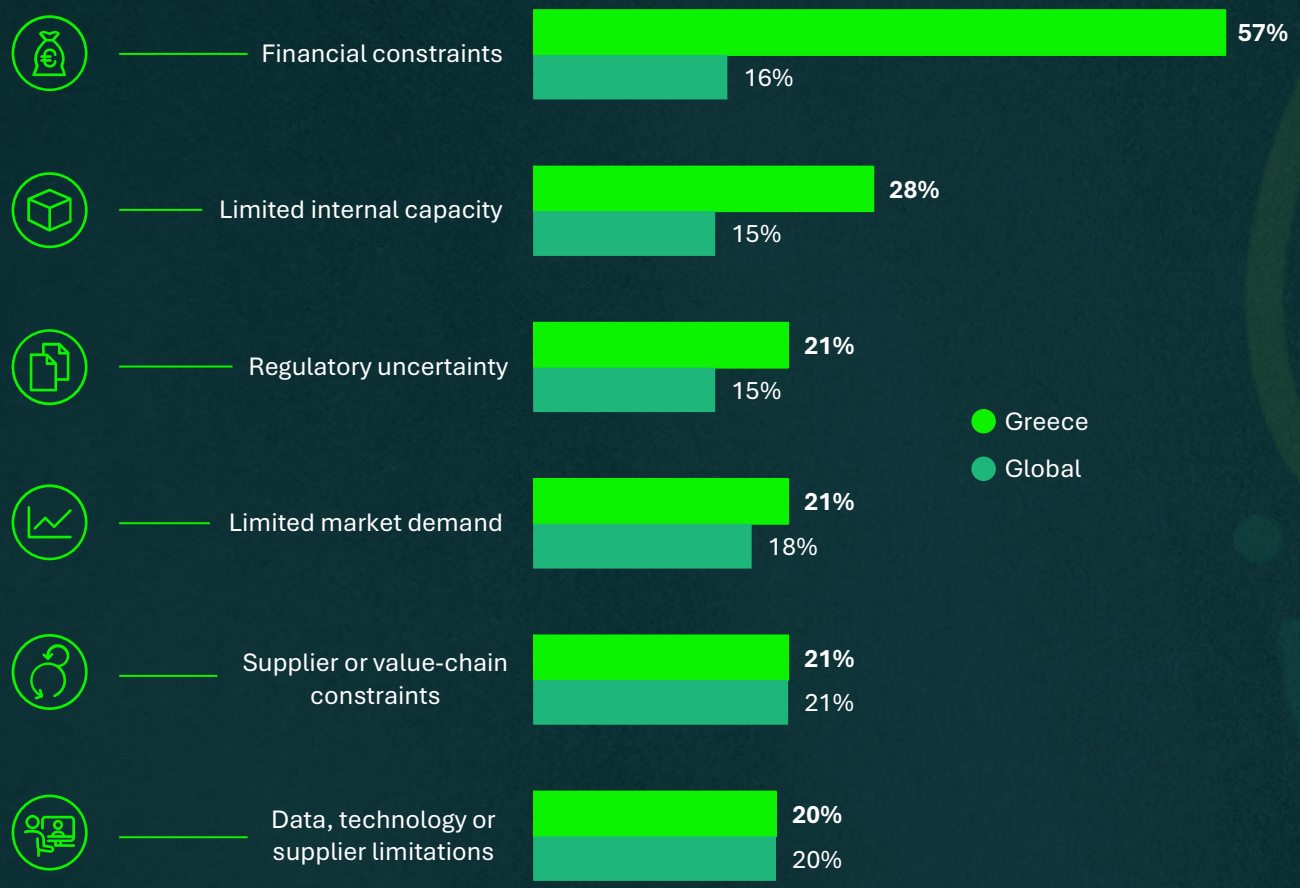
Greek organizations place greater emphasis on operational efficiency and capability building, while climate adaptation and sustainability-led innovation remain less widely adopted. Looking ahead, companies are positioning data infrastructure and AI as key enablers for scaling sustainability performance.

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4. Barriers, Benefits & Investment Drivers

Greatest obstacles of sustainability implementation

Question: What are the two greatest obstacles to implementing sustainability initiatives in your organization?



Financial constraints: Greece's primary barrier

Financial constraints are by far the most significant obstacle to sustainability implementation for Greek organizations, cited by 57% of respondents — nearly four times the global average of 16%. This gap is the most pronounced across all barrier categories and reflects the broader economic pressures facing Greek businesses, where capital availability and competing investment priorities limit the ability to commit resources to sustainability initiatives. For Greek organizations, cost is not a secondary consideration as it is for global peers — it is a primary structural impediment that directly constrains the pace and scale of sustainability progress, regardless of strategic intent.

Execution barriers: capacity, regulation, and supply chain

Beyond financial constraints, Greek organizations report a consistent set of execution-level obstacles that closely track global benchmarks. Limited internal capacity (28% Greece vs. 15% global) and regulatory uncertainty (21% Greece vs. 15% global) both exceed global averages, indicating greater challenges in building expertise and navigating the policy environment needed to advance sustainability agendas. These two barriers compound each other: unclear regulation makes it harder to prioritize investment, while limited capability reduces the ability to respond when direction becomes clear. Supplier or value-chain constraints (21% vs. 21% global) and limited market demand (21% vs. 18% global) are broadly aligned with global levels, reflecting shared structural challenges. Data, technology, or supplier limitations are equally matched at 20%, indicating no meaningful gap in technical and supply-side readiness.

> Financial constraints and regulatory uncertainty are Greece's most critical sustainability barriers — both structural and well above global norms. Without targeted financing and clearer policy direction, Greek organizations risk falling behind on execution despite stated strategic intent.

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4. Barriers, Benefits & Investment Drivers

Greatest benefits of sustainability initiatives

Question: What have been the greatest benefits of your organization's sustainability initiatives to your business?

62%
Customer satisfaction, brand recognition, and reputation

34%
Enhanced long-term organizational resilience and business continuity

30%
Reduction of environmental or social impacts

30%
Enhanced investor confidence and better access to bank financing

28%
Cost savings and / or improved operating margins

26%
Regulatory compliance, market access or license to operate

20%
Improved talent attraction and retention / employee engagement

20%
Innovation in products, services, offerings, and/or operations

15%
Addressing climate change

11%
Revenue growth / access to new markets

10%
Increased asset value

10%
Benefits have not yet been realized or measured

5%
Improved supply-chain efficiency and / or resilience

0%
Other

Reputation and resilience lead

Customer satisfaction, brand recognition, and reputation are the most widely recognized benefits of sustainability initiatives, cited by 62% of Greek organizations. Enhanced long-term resilience and business continuity follow at 34%, confirming that sustainability is delivering measurable strategic value beyond reputational gains. Reduction of environmental or social impacts ranks jointly with enhanced investor confidence and access to bank financing, both at 30%, demonstrating that sustainability performance is enabling organizations to strengthen compliance positioning and financial standing. Cost savings or improved operating margins (28%) and regulatory compliance, market access or license to operate (26%) further confirm that sustainability initiatives are generating both operational and bottom-line returns.

Financial and operational returns lag

While reputational and resilience benefits dominate, financial and operational outcomes are less frequently cited. Innovation in products, services, or operations is recognized by 20% of respondents, improved talent attraction and employee engagement by 20%, and revenue growth or access to new markets by only 11% — indicating that the commercial and growth dimensions of sustainability are not yet fully materializing or being measured at scale. Increased asset value (10%) and supply-chain efficiency or resilience (5%) rank among the lowest recognized benefits. Notably, 10% of organizations report that benefits have not yet been realized or measured, pointing to an execution and measurement gap that limits the full business case for sustainability investment.

> Sustainability initiatives in Greece are delivering strong reputational, resilience, and compliance benefits, while financial and operational returns remain underutilized. Bridging the measurement and execution gap is key to unlocking the full business value of sustainability commitments.

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4. Barriers, Benefits & Investment Drivers

Influencing factors amid sustainability investment

Question: When evaluating a significant sustainability investment, which factors have the greatest influence on the final decision?



Long-term value and stakeholder expectations dominate

When evaluating significant sustainability investments, Greek organizations are primarily guided by longer-term financial return and enterprise value, cited by 46% of respondents — the dominant decision factor by a considerable margin. Customer, investor, lender, and other stakeholder expectations follow at 28%, reflecting the growing influence of external parties on capital allocation decisions. Regulatory compliance, market access, or license to operate ranks third at 26%, confirming that compliance obligations are a material driver of investment approval. Contribution to the organization's sustainability targets (23%) indicates that internal strategic alignment is also a relevant consideration, though secondary to financial and stakeholder-driven factors.

Short-term returns and enabling conditions play a supporting role

Financial return or payback within two years and reduction of operational, supply-chain, or climate-related risk are each cited by 16% and 21% of respondents, respectively, indicating that near-term financial recovery and risk mitigation carry weight but are not primary decision criteria. Revenue growth, innovation, or competitive positioning (15%) and availability of grants, incentives, or favorable financing (13%) rank among the lower influencing factors, suggesting that growth potential and public financing mechanisms have yet to become central to investment decision-making frameworks in Greece. This points to an opportunity to strengthen the business case for sustainability investments by better integrating innovation potential and available financing instruments into evaluation processes.

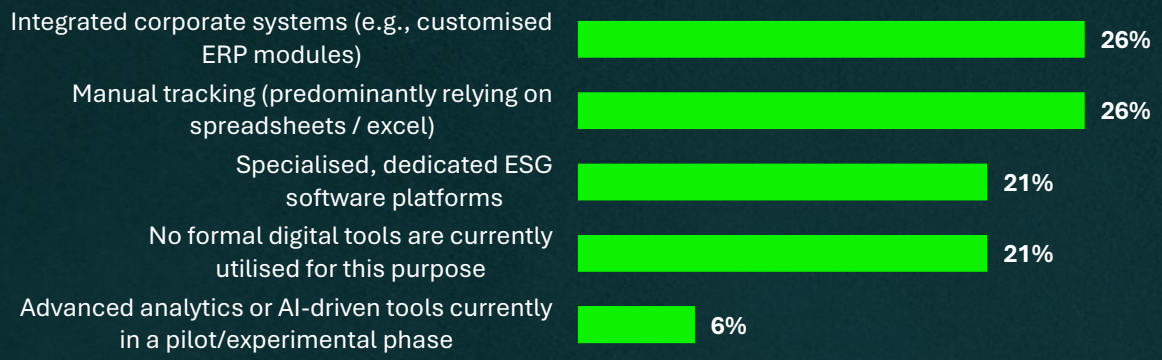
Sustainability investment decisions in Greece are driven primarily by long-term financial value and external stakeholder expectations. Short-term returns and enabling mechanisms such as grants and incentives remain secondary, pointing to the need for more comprehensive investment evaluation frameworks.

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5. Technology & Artificial Intelligence

Technology solutions for sustainability data

Question: What type of technology solutions does your organization currently use to track, manage, and report sustainability data?



Technology maturity to support sustainability

Question: How would you describe your organization's maturity in using data, digital technology, and artificial intelligence to support sustainability?

38%
Limited mainly to reporting tools, basic analytics or ad hoc individual use

21%
Pilot programs and structured experimentation are underway

20%
Deployed in selected processes such as operations, risk management, reporting or supply-chain management

15%
No meaningful use at present

3%
Embedded at scale across several use cases and connected to strategic and operational decisions

3%
Not sure

Opportunity to accelerate sustainability technology solutions

Technology landscape for sustainability data management among Greek organizations appear fragmented and immature with 47% of respondents relying on either manual tracking through spreadsheets (26%) or have no formal digital tools in place whatsoever (21%), introducing material risks around data accuracy, auditability, and regulatory compliance — particularly as frameworks such as the CSRD impose increasingly stringent disclosure requirements. While integrated corporate systems lead at 26%, dedicated ESG platforms — the most purpose-fit solution — are adopted by only 21% of respondents, indicating that sustainability data infrastructure has yet to be treated as a strategic technology priority across the Greek business community. At the far end of the maturity curve, AI-driven and advanced analytics tools remain at a mere 6%, highlighting an area of limited adoption that could widen competitive and compliance differentials for Greek organizations if investment is delayed.

Greek business leaders report early-stage digital maturity in sustainability

This picture is further reinforced when examining how C-suite leaders characterize their organizations' overall technology maturity for sustainability. More than half (53%) have yet to move beyond foundational capabilities — with 38% limited to basic reporting tools or ad hoc use and 15% reporting no meaningful technology use at all. A further 20% have deployed technology in selected processes, and another 21% are running pilot programs, reflecting early but still incremental progress. Together, these findings suggest that, for most Greek organizations, technology is still used primarily for administrative sustainability activities.

> Despite growing sustainability ambitions, Greek organizations have yet to translate them into digital readiness — with the majority still relying on basic tools. As regulatory timelines tighten and investor scrutiny intensifies, the cost of inaction is likely to outweigh the investment required.

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6. Governance & Stakeholder Influence

Stakeholders pressure on sustainability efforts

Question: Which stakeholder group is driving the greatest amount of pressure to increase your organization's sustainability efforts?

	Feel no pressure	To a small extent	To a moderate extent	To a large extent
Consumers / Clients	10%	34%	39%	17%
Employees	30%	41%	19%	10%
Regulators / Government	10%	16%	39%	35%
Shareholders / Investors	11%	25%	38%	26%
Board Members / Management	5%	26%	43%	26%
Civil Society and NGOs	25%	36%	25%	14%
Competitors / Peers	23%	41%	28%	8%
Banks / Lenders	26%	28%	31%	15%

Accountability and governance for sustainability

Question: Which statement best describes accountability and governance for sustainability within your organization?



Regulators and board lead stakeholder pressure

Among all stakeholder groups, regulators and government exert the most significant pressure on Greek organizations, with 74% reporting pressure to a moderate or large extent (39% moderate, 35% large). Board members and management follow closely at 69% (43% moderate, 26% large), confirming that governance-level accountability is an active driver of sustainability action. Shareholders and investors apply comparable pressure at 64% (38% moderate, 26% large), reinforcing the financial community's growing expectations around sustainability performance. Consumers and clients register meaningful influence at 56% (39% moderate, 17% large). Employees, civil society, competitors, and banks apply the least pressure, suggesting that peer benchmarking and lending conditions have yet to become primary pressure points in the Greek market.

Governance accountability: structured but uneven

On accountability and governance for sustainability, 26% of Greek organizations report that the board and CEO actively own the sustainability agenda — the most prevalent governance model. A dedicated sustainability function with periodic oversight accounts for 23%, and a named executive with primary accountability for 20%, bringing the combined share of organizations with structured, senior-level governance to 69%. However, 11% assign responsibility mainly to reporting or corporate-affairs functions, 8% distribute it across business units with limited coordination, and 11% have no formal accountability assigned — indicating that governance maturity remains uneven across the Greek business landscape.

Regulatory pressure and board-level accountability stated as the primary forces shaping sustainability. While most organizations have structured governance models in place, a significant minority lacks formal accountability frameworks — limiting the consistency and effectiveness of sustainability execution.

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Key Takeaways

1

Sustainability is driven by compliance and reputation, not growth

Greek organizations are primarily driven to act on sustainability by brand reputation, regulatory compliance, and energy cost management — not by growth ambition. This means sustainability is increasingly a condition for operating, not a source of differentiation. Organizations that treat it as a compliance exercise risk falling behind peers who are building it into their competitive positioning.

2

Investment direction is positive; pace remains a risk

The majority of Greek organizations plan to increase sustainability spending over the next 12 months, reversing a period of relative caution where nearly half kept investments flat. However, with EU regulatory frameworks such as CSRD already in motion, the pace of investment needs to align with external deadlines — not internal comfort levels.

3

Climate risk perception lags behind actual exposure

Greek C-suite leaders perceive climate-related impact as moderate, while the majority of their global peers anticipate significant disruption within three years. The most tangible risks — energy prices, regulatory compliance, and supply-chain resilience — are already affecting operations. Organizations that do not formally integrate these risks into enterprise risk management are making capital allocation and planning decisions with incomplete information.

4

From strategy to execution: the critical gap

Most Greek organizations describe sustainability as part of their corporate strategy, yet only a small minority have a cost-allocated implementation plan linked to financial planning and executive accountability. An even smaller percentage state that sustainability is transforming their business model. Declaring strategic intent without operationalizing it through targets, budgets, and accountabilities does not produce valuable outcomes.

5

Financial barriers are high; financing options remain underutilized

Financial constraints are the single largest barrier to sustainability progress in Greece, at a scale significantly above global averages. At the same time, green financing instruments, EU funding mechanisms, and sustainability-linked lending are available and underutilized. Organizations that build the internal capability to access these instruments can convert a structural barrier into a financing advantage.

6

Sustainability benefits are recognized but not measured

Sustainability initiatives are delivering brand trust, long-term resilience, and investor financing access. However, commercial outcomes — revenue growth, innovation, and supply-chain efficiency — remain largely unrealized, and one in ten organizations has not measured benefits at all, leaving the investment business case incomplete.

7

Digital capability and governance accountability remain insufficient

Digital technology and AI are the top sustainability priorities for the next three years, yet nearly half of Greek organizations rely on manual tools or lack formal digital infrastructure. Simultaneously, one in five lacks formal accountability or operates with fragmented governance. Without the right data systems and governance structures, ambition and investment will not be translated into value addition.

Greek organizations are moving from intent to action on sustainability — yet critical gaps in execution, risk perception, financing, measurement, and digital readiness continue to limit progress. Addressing them systematically remains the defining business priority for Greek C-suite leaders in the years ahead.

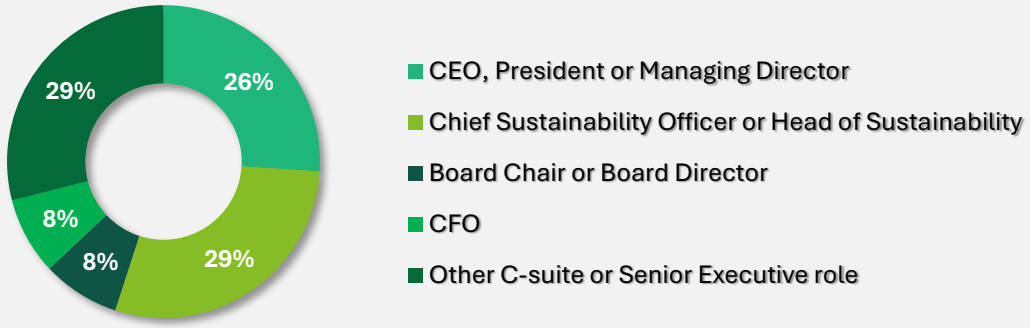
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About the Survey

The **C-suite Sustainability Survey** report aims to capture the perspectives of Greek business leaders on the critical sustainability priorities, barriers, and opportunities shaping organizational strategy. The survey was conducted online by Deloitte Greece during September 2026, through the participation of more than 65 Greek C-level executives (from companies with sufficient size and sector of activity stratification), a sample that is representative of the Greek business community. Moreover, this effort aligns with Deloitte's Global Sustainability Survey, which is conducted annually across the globe.

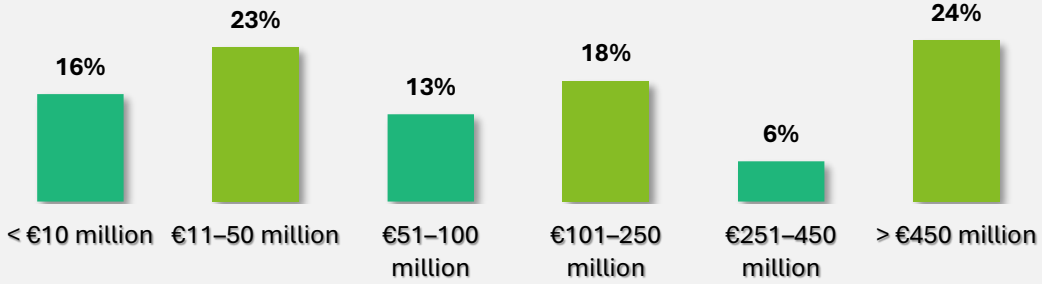
Job Title

Question: What is your current role?



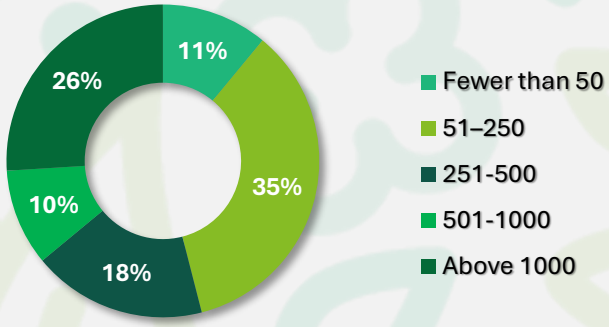
Revenue

Question: What revenues did your company generate in 2025?



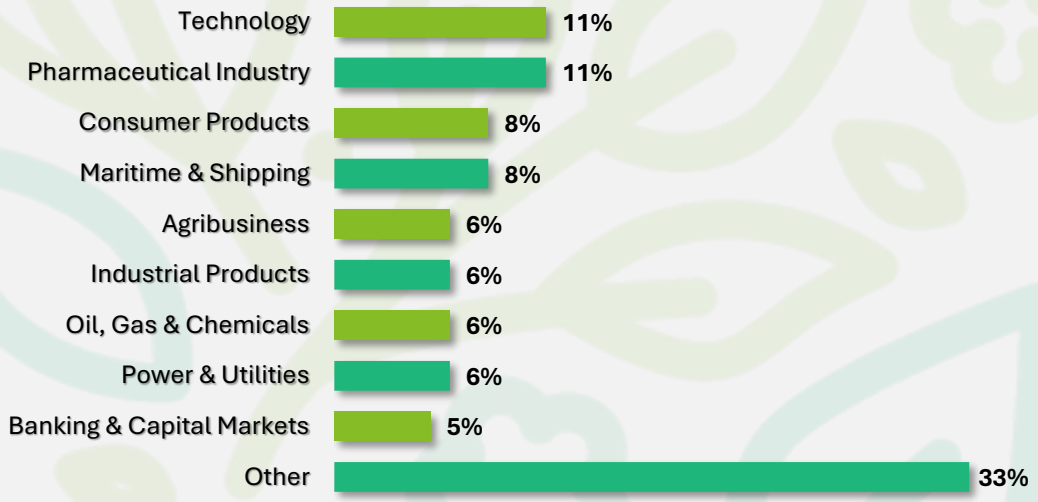
Number of Employees

Question: Approximately how many people does your organization employ?



Sector

Question: In which primary sector does your organization operate?



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