

Global organisational readiness index for emissions reduction

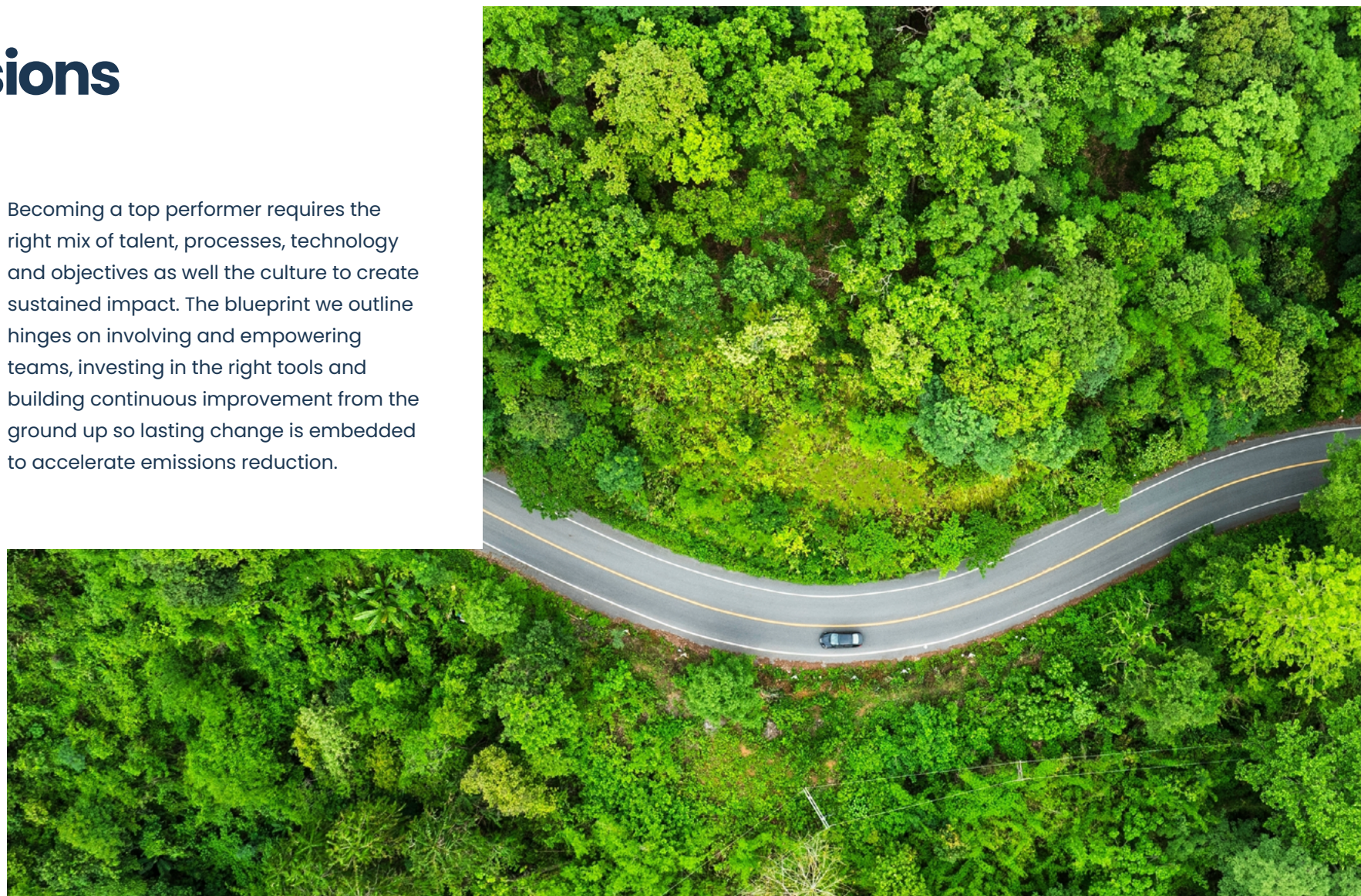
How leading organisations are
achieving decarbonisation

The state of emissions reduction in 2025

The global energy transition appears to be slowing due to economic volatility, geopolitical tensions, talent shortages, infrastructure constraints, and technological shifts.¹ While this has changed the momentum of the energy transition, many organisations are still prioritising emissions reductions to meet set targets and achieve cost efficiencies.

Our second annual survey highlights the persistent barriers organisations face during the transition. It also offers a blueprint based on what leading organisations—those on track to meet targets—are doing to successfully reduce their emissions and create fertile ground for cost efficiencies.

Becoming a top performer requires the right mix of talent, processes, technology and objectives as well the culture to create sustained impact. The blueprint we outline hinges on involving and empowering teams, investing in the right tools and building continuous improvement from the ground up so lasting change is embedded to accelerate emissions reduction.



The challenges organisations are facing in 2025

Surveyed organisations were asked about the challenges they face in their approach to emissions reduction. Their responses were grouped into the following five categories:*

31%

**Communication
and transparency**

25%

**Employee
incentives**

21%

**Investment in
technology and
operationalisation**

12%

**Strategic
plans and
accountability**

11%

**Readiness to
tackle Scope 3
emissions**

*% of respondents who raised the following as major challenges

Communication and transparency

Irregular updates, little transparency over progress, and an inability to cascade challenges down the organisation (e.g., communication breakdowns between remote sites and headquarters over strategic impacts on operations).

What respondents want to see: Clear and consistent communication on goals (e.g., better internal messaging, transparent emissions reporting, broader awareness campaigns).

Strategic plans and accountability

Lack of a clear strategic plan or accountability from top management to drive positive cultural shifts or firm commitments to ensure sustainability efforts remain a priority.

What respondents want to see: Actionable emissions reduction plans with financial commitments, specific targets, and allocated resources.

Employee incentives

Limited alignment between employee KPIs and corporate objectives, and a lack of incentives to align employee goals with corporate sustainability targets.

What respondents want to see: Incentives to drive initiatives and reduce their own emissions (e.g., individual sustainability KPIs, public transportation subsidies, carbon offset reward programmes).

Readiness to tackle Scope 3 emissions

Only 34% of respondents had targets covering upstream and downstream Scope 3 emissions, with gaps reported around measuring and addressing Scope 3 emissions due to supply chain complexities, data accessibility, and diverse reporting standards.

What respondents want to see: More transparency in the supply chain, higher standards for digital maturity, and better standardisation of data collection and reporting.

Investment in technology and operationalisation

Slow rate of technological investment and adoption, poor integration of sustainability expertise into operations.

What respondents want to see: Investment in sustainable technologies to reduce and track emissions (e.g., renewable energy generation), embedded operational expertise to accelerate technology adoption, and increased recognition of longer term financial and operational benefits.



20% of surveyed companies are addressing these challenges better than others

These leading organisations are moving faster due to seven organisational success factors accelerating their emissions reduction.

While most company strategies include elements of these success factors, leading organisations are better at operationalising all of them to move faster towards their goals. Articulating what leading organisations are focusing on and doing differently helps create a blueprint for success that can be emulated by all organisations.

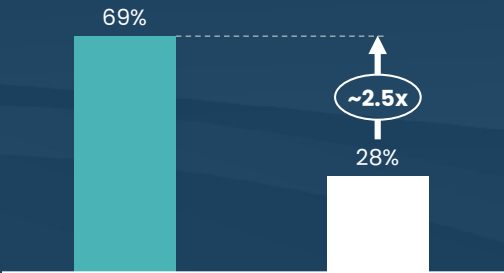
Seven success factors setting leading organisations apart

Leading organisations are between 1.7 and 2.5 times more likely to have...*

■ Leading organisations ■ All others

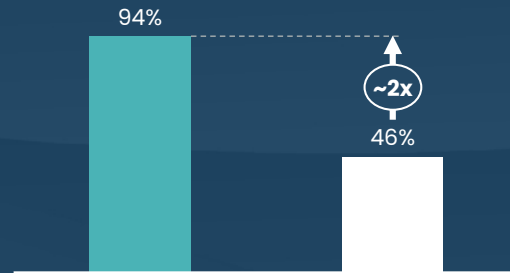
1. Employee engagement

Encourage their employees to contribute improvement initiatives



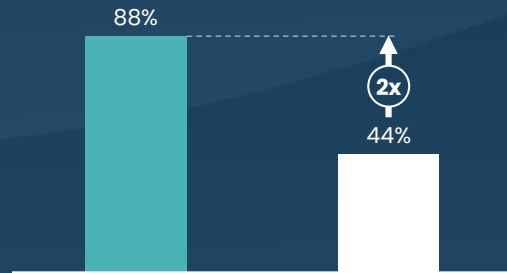
2. Adjusted processes

Adjust systems and processes to support achieving emissions reduction



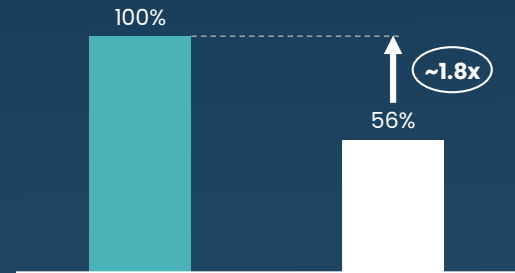
3. Effective review systems

Put in place productive, recurring review meetings



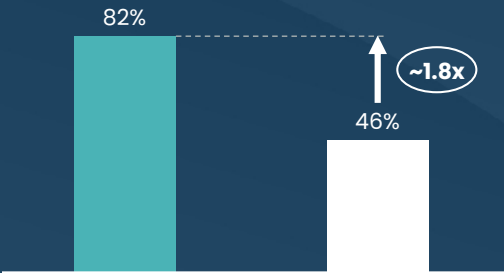
4. Cascaded objectives

Translate targets into tangible cascaded objectives



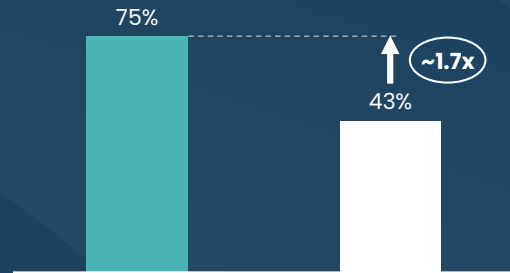
5. Improvement culture

Have clear, visible and complete process in place to manage initiatives



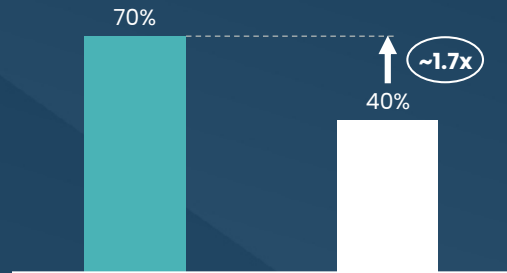
6. Day-to-day

Adjust the way they operate day-to-day to support emissions reduction targets



7. Data and tools

Are using the right data and tools to support meeting their objectives



*Leading organisations represent the 20% of survey respondents who strongly agree their organisation is on track to meeting their emissions reduction targets

Turning success factors into actionable results

Respondents all indicated their teams are eager to engage in initiatives that reduce emissions. To ensure success factors lead to lasting impact, this lever needs to be pulled so people's desire for further participation can be met and emissions reduction plans accelerated.

This requires a cultural shift towards continuous improvement, so everyone is onboard and working towards the same goal: reducing emissions and creating costs efficiencies without negatively impacting wider business objectives.

This can be achieved through the following best practices:

01.

Improved employee engagement:

Be transparent, honest, inclusive and engage employees by soliciting feedback and ideas.

02.

Adjust processes: Regularly review and adjust processes to enhance the priority of emissions reduction initiatives.

03.

Review systems: Design and enforce tracking and reporting systems to drive data-driven discussions and actions.

04.

Cascade objectives: Break down overall emissions targets into smaller, shorter-term objectives for different units and product lines.

05.

Foster continuous improvement:

Have clear, visible and continuous processes in place to manage new and existing emissions reduction initiatives.

06.

Day-to-day changes: Implement hybrid work models, streamline travel policies, and maximise office energy efficiency opportunities.

07.

Data and tools: Invest in and leverage data analytics and emissions management software to reliably track and manage emissions.



Speak to us about accelerating your emissions reduction plan



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