Trends & Foresight Audience Survey 2026

Prepared by GlobeScan

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GlobeScan

Prepared for

CAPITALS COALITION

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Project: 4401

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Contents

Objectives

Capitals Coalition commissioned GlobeScan to design and deliver a global Trends & Foresight audience survey that will equip leaders with evidence and insight to accelerate broader, multi-capital value creation. The aim of the survey is to provide robust data that strengthens CapsCo's agenda and drives meaningful engagement among business and finance leaders.

Our main objectives are:

- To prove or disprove Narratives 1 and 2 and understand underlying behaviours
- To build confidence in an emerging critical mass / new normal ("this isn't brave, its logical")
- Reinforce the Coalition as a trusted, confident authority

Narrative 1.	Narrative 2.	Narrative 3.
The current system is increasingly recognized by business and finance leaders as not fit for purpose. This trend moves the conversation beyond revolutionary "courage" towards instead being a logical, obvious and intelligent reaction to 2025's operating challenges.	A growing majority are investing in the long-term health of the system - and are benefiting from doing so. Stories of leaders who have integrated new information into their decision-making, have used it to intentionally invest in the health of their supporting planetary and social systems, and have benefited from that decision.	Regulators and enablers are responding. Regulators are preparing to send, receive and reward performance information beyond the financial. This area includes subtle, growing sentiments towards non-financial information as well as hard policy changes.

Methodology

Method
- 10-minute online survey of senior professionals

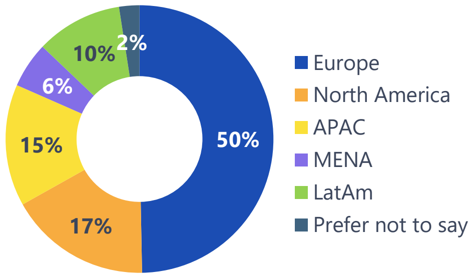
Sample
- *n*=163, including both completes and partial completes, as a result, the sample size varies between 163 and 115 throughout
- 50% of respondents based in Europe and 50% across other regions globally
- Over 70% of respondents are senior manager level or above (incl. 41% C-suite)
- The data is unweighted

Fieldwork period
- 25th March – 21st May 2026

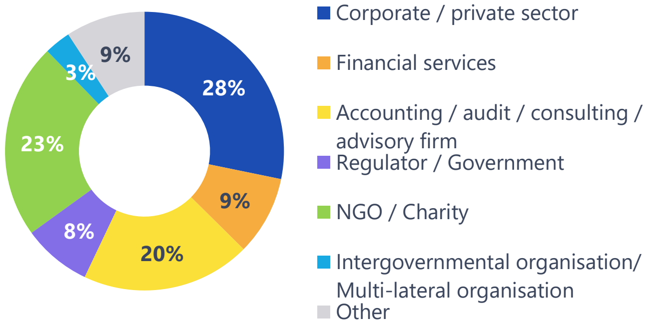
Notes
- All figures are given in percentages, unless otherwise stated
- Due to rounding, answers may not add up to 100%

Respondent Profile

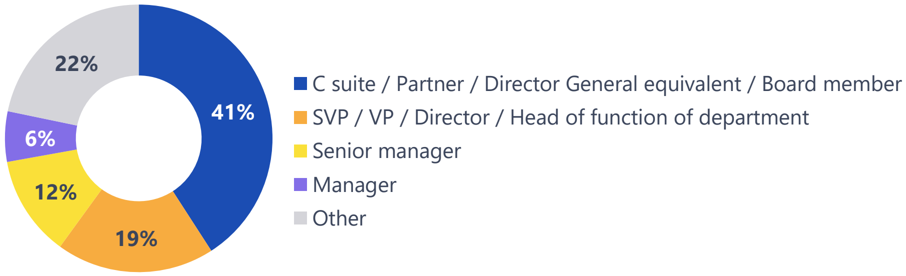
Region



Organisation type



Seniority



D1. In which country are you primarily based? *n* = 163
D2. Which of the following best describes your organisation? *n* = 163
D3. Which of the following best describes your role? *n* = 115

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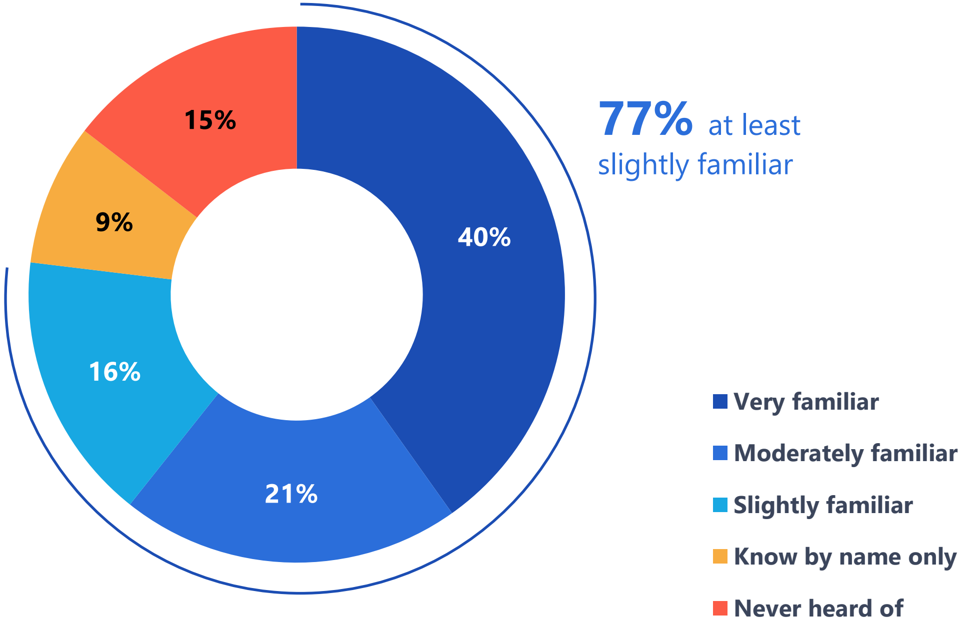
Guidance for Interpreting the Results

Please note, a high volume (77%) of respondents who completed the survey were already familiar with Capitals Coalition, which means the results reflect a more engaged audience who are more open to, or already using, the capitals approach.

Therefore, when using this data to engage and convince externally, we recommend not implying ‘all types of stakeholders from sceptics to advocates are confident with these approaches’. Instead, it is about showing that, among those who are more open to these ideas, many encouraging attitudes are normal and widespread, not just for the visionary few. This can be part of your switch from 'challenging innovation' to 'logical update' that many more people can subscribe to. E.g. 'across our sample of 163 expert leaders from all sectors and regions, we see wide uptake and impact of these approaches’.

Familiarity with Capitals Coalition

Total, 2026



Q22. Before today, how familiar were you with the Capitals Coalition? *n* = 117
Further detail on familiarity by organisation type in the Appendix

Executive Summary

Executive Summary: Testing Hypotheses (1/3)

Narrative/Hypothesis 1: "Need for change" is real and widely felt: YES
80% see the current system as not fit for purpose, **93%** say the current system needs change.

Narrative/Hypothesis 2: "Change is already happening" inside organisations: YES
79% say their organisation is already using environmental and social factors, **87%** say they should be used more.

Narrative/Hypothesis 3: "Momentum is building across the wider system": PARTLY
Progress, with room for improvement: while **80%** are aware of capitals application, only **28%** of them are aware of this outside their country and only **23%** outside their industry. A majority of respondents feel that factors like data quality, business support for capitals approaches and social impact have improved, but mostly this is seen as only 'slight' improvements.

This data can form a strong foundation to outreach and appeals by CapsCo, helping to spread the awareness that will bring confidence in wider application.

The next step is building confidence that the impact is large and inspiring, rather than a worthy approach that people support, but sideline.

Executive Summary: From data to buy-in (2/3)

Value of capitals approaches is seen as real but uneven:

- Strongest in resilience/risk, trust, and decision quality; weaker in traditional direct value creation/financial recognition like customer and investor acquisition.
- This is a challenge when the most motivating framings are around value creation and the least engaging are around risk management.

Capitals approaches are seen as logical and sensible, more than innovative or exciting.

- This strongly supports the current narrative for CapsCo – capitals approaches do not need to be daring and disturbing, they can be embraced by many.

Scaling impact is blocked by organisational buy-in, not technical details or individual confidence:

- Leadership support, integration into systems and politics are the biggest barriers, not data quality, case studies, confidence or complexity.
- The most motivating shifts are in changing decision making approaches, not standardising tools.

Future acceleration depends on regulation/standards + business-case evidence

- Better data and tools is the least important rated area

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Executive Summary: Developing from ‘background logical update’ to drive impact (3/3)

The following provocation is likely one CapsCo are well aware of. The discussion is around the best ways to manage it.

Strategy consideration:

- The ‘logical update’ narrative clearly resonates at this moment. However, this does not guarantee impact.

The current moment:

- As seen in this and other studies, sustainability now often focuses on compliance, reporting and defensive risk management/resilience, not shaping strategy and guiding core business decisions or growth plans.
- Many sustainability leaders state that the biggest barriers now are around internal engagement, prioritisation and politics, not external issues. This is seen strongly in this study too.

The role of capitals

- When capitals approaches are seen a ‘background logical update’, this can feel like the depoliticised safe approach needed to get adoption.
- But if it does not challenge who holds power, the logic of how decisions are made and options prioritised, the impact may be minimal.
- Data do not speak for themselves – SLTs argue about what to do, all with access to the same data.
- Success means both bringing data into the boardroom and make sure it is applied effectively, not just ‘logically’ or ‘sensibly’.

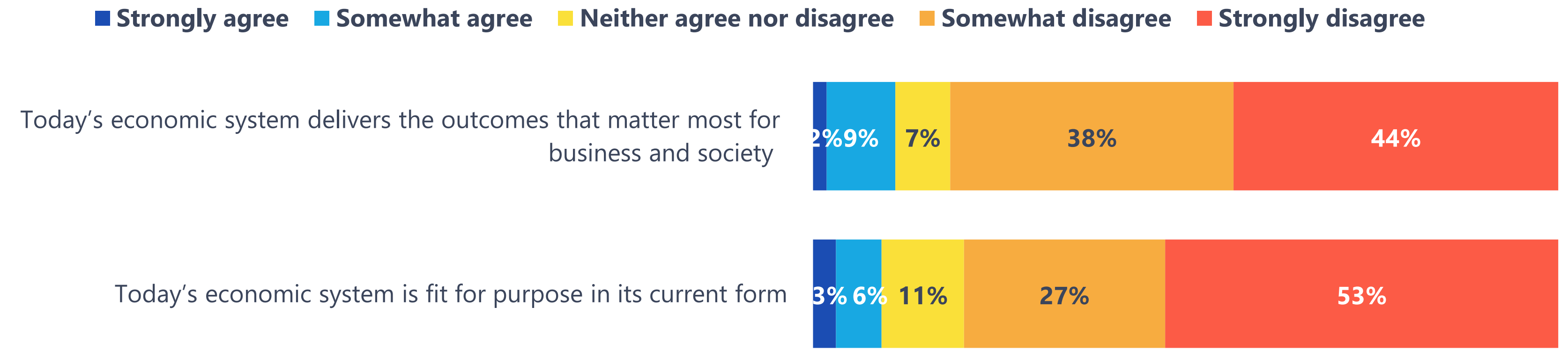
What next: The opportunity is creating a strategy that builds. The ‘update’ position/phase should lead to infiltration and influence. The alternative is it becomes another tool that is put to the back of mind of leaders who keep making the same decisions on the metrics, habits and gut feel they are comfortable with.

Section 1
Is the current system seen as fit for purpose?

Across our sample of leaders, most think today's economic system is not fit for purpose and does not deliver the outcomes that matter most for business and society

Perceptions of the current economic system

Total, 2026



The small number of experts surveyed in in **MENA** (predominantly UAE) and **LatAm** are **more likely than other regions to favour the status quo**, and see the current system as fit for purpose and delivering key outcomes. In the case of MENA respondents, this could be because of the reliance on oil & gas sectors of many of the countries respondents were from.

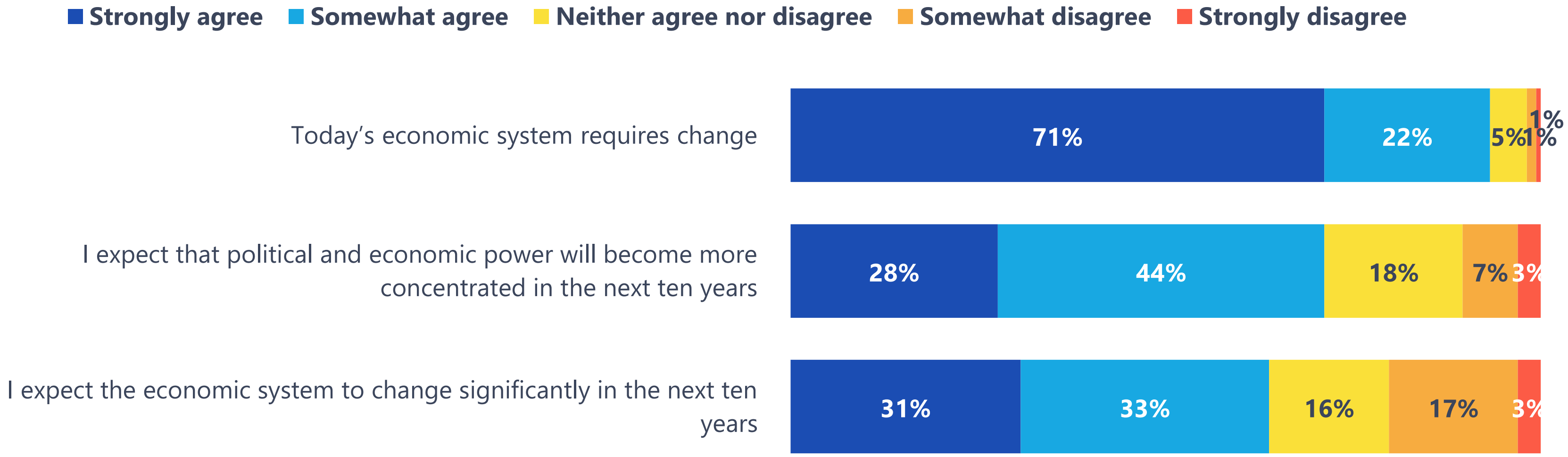
Across organisation types, **financial services** stands out, with a slightly larger number than across other organisations thinking today's system delivers on what matters the most, potentially because they are more deeply embedded in the current system, which is arguably optimised for (short term) financial outcomes.

Q1. To what extent do you agree or disagree with the following statements? *n* = 163

Over nine in ten respondents agree that today's economic system requires change; people expect significant structural shifts in the next ten years, but also more concentration of power

Perceptions of the economic system needing change

Total, 2026

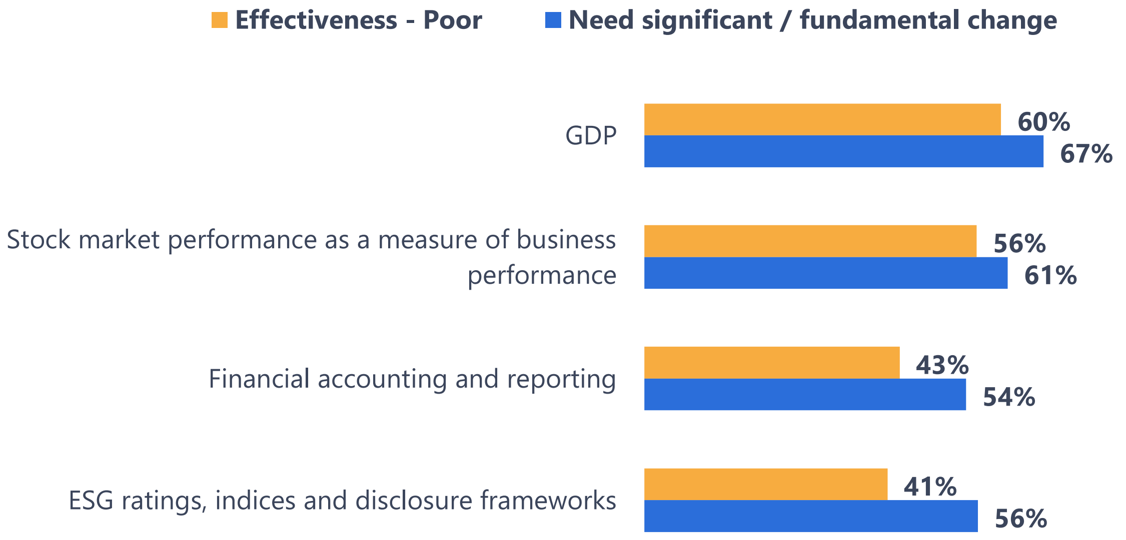


Q1. To what extent do you agree or disagree with the following statements? n = 163

In line with views of the economic system, current valuation systems are seen as misaligned with key outcomes for business and society, with most calling for significant or fundamental change

Perceived effectiveness of valuation systems ("poor") vs need for change ("significant / fundamental change needed")

Total, 2026



Views are aligned across regions and different organisation types.

There is almost as much perceived need to update ESG as there is to update GDP (the worst rated metric). Some may see ESG as an imperfect stepping stone, but CapsCo should be careful about getting caught in debates on whether ESG has been helpful or distracting. For instance, in communications, consider when to position CapsCo work as 'ESG, but done right', vs when to avoid this framing entirely so the debate is less tainted by association.

Q3. To what extent do you feel the following valuation systems serve the outcomes you believe are most important for business and society? *n* = 147
Q4. How much, if at all, do you think the following valuation systems need changing? *n* = 147

Section 2
What needs updating in how value is defined and measured?

‘Better reflecting the value of impacts and dependencies on nature’ and ‘ensuring incentives reward sustainable value creation over the long-term’ are the top changes respondents think could improve how business performance is measured and incentivised

Prioritised changes to improve measurement and incentives

Total, 2026

There is appetite for integrating environmental and social value into core business decision-making and accountability i.e. not just incentives, but formal structures of control.

Q5. From the following list, please pick up to three changes that you think would improve how business performance is measured and incentivised? *n* = 143

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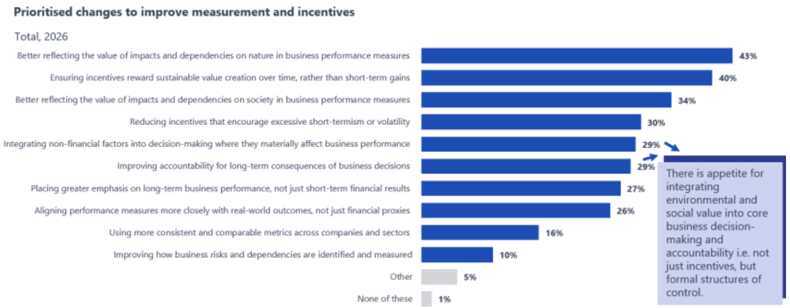
Value and value creation score especially high, while metrics and measurement sound comparably passive



There is support for many of these interventions, but not dramatic differences between many. The top three all reference either "**value**" or **"value creation",** suggesting this is the strongest framing.

This data can be used to show appetite for these interventions, but should not be used to imply that people prioritise these items over any and all other possible interventions to improve how business performance is measured and incentivised.

For example, all the options that respondents view show elements in line with the CapsCo vision, but this does not include other kinds of measurement and incentivisation e.g. broader ideas of performance based pay, or AI deployment.

The two that score lowest are around using **more consistent and comparable metrics** and **improving risk measurement**. Compared with the others, these feel passive. It is less clear that they drive positive change and action to tackle a specific problem. Consider for the 'logical update' narrative.

If that suggests very neutral, behind the scenes action, without clarifying an intended outcome, it may ruffle no feathers but create limited engagement.

Q5. From the following list, please pick up to three changes that you think would improve how business performance is measured and incentivised? *n* = 143

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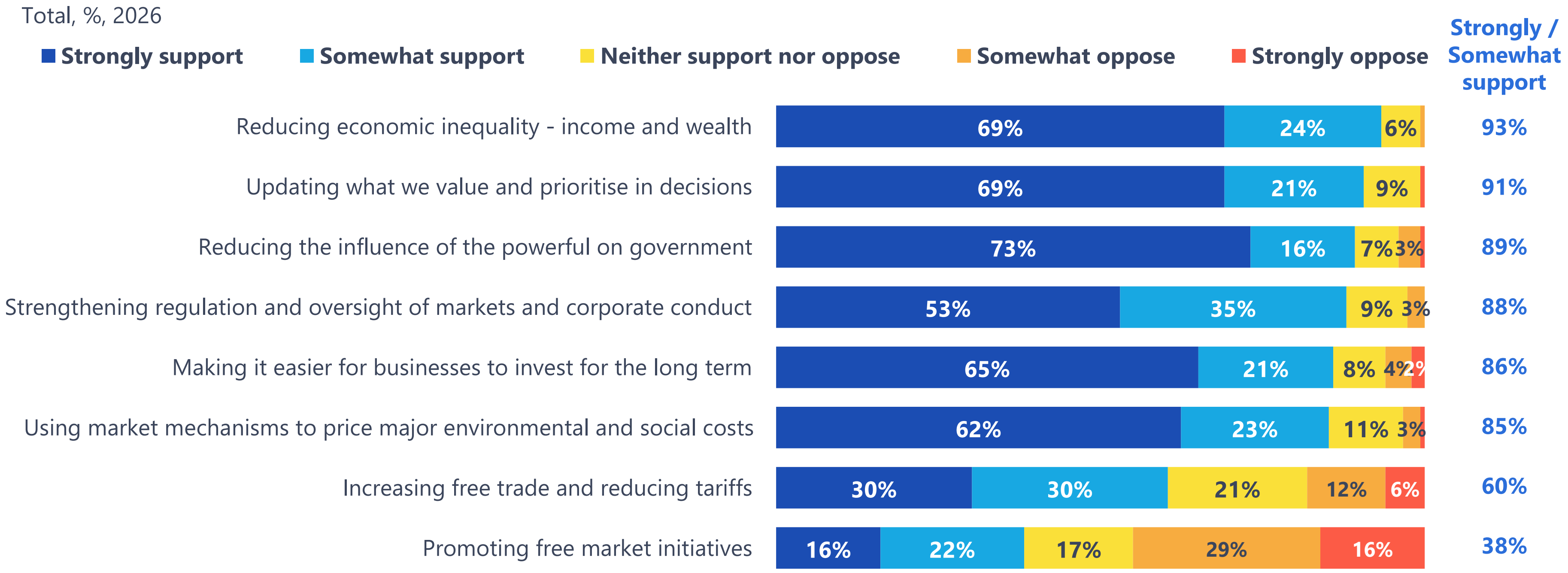
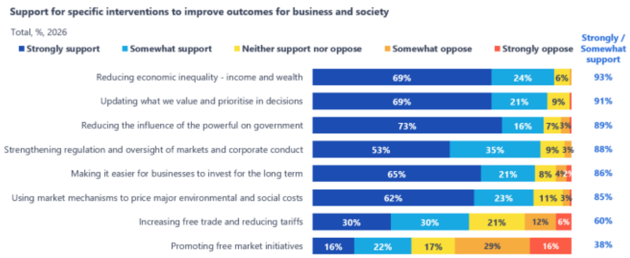
‘Reducing economic inequality’, ‘updating what we value and prioritise in decision making’, and ‘reducing the influence of the powerful on government’ are the most supported interventions to improve outcomes for business and society

Support for specific interventions to improve outcomes for business and society



Q2. To create better outcomes for business and society, how much do you support or oppose the following types of suggested interventions? *n* = 149

‘Reducing economic inequality’, ‘updating what we value and prioritise in decision making’, and ‘reducing the influence of the powerful on government’ are the most supported interventions to improve outcomes for business and society



The highest scoring areas covering inequality, influence of the powerful and what we prioritise suggests respondents expect deeper systemic reform, not just incremental market adjustment.

There is also strong support for ways to rebalance incentives e.g. ‘making it easier for businesses to invest for the long term’, ‘using market mechanisms to price environmental and social costs’, and ‘strengthening regulation and oversight of markets and corporate conduct’.

Support is weaker for ‘promoting free market initiatives’ (38% support, 45% oppose) and more mixed for ‘increasing free trade and reducing tariffs’.

Takeouts:
There is strong appetite for the work of CapsCo in reframing measurement and incentives, but there may be challenges to deliver if this does not acknowledge some of the systemic challenges around who holds power.

As CapsCo will already know, there is a fine line to tread on where to seem ‘political’ and how to avoid appearing ‘naïve’.
The narrative of a ‘logical background update’ may not engage or convince all actors if they believe those who benefit from the old system still hold the power and therefore will still find ways to achieve the same outcomes for themselves. This can also feed narratives of greenwash or smokescreen, if action is taken, but outcomes don’t change.

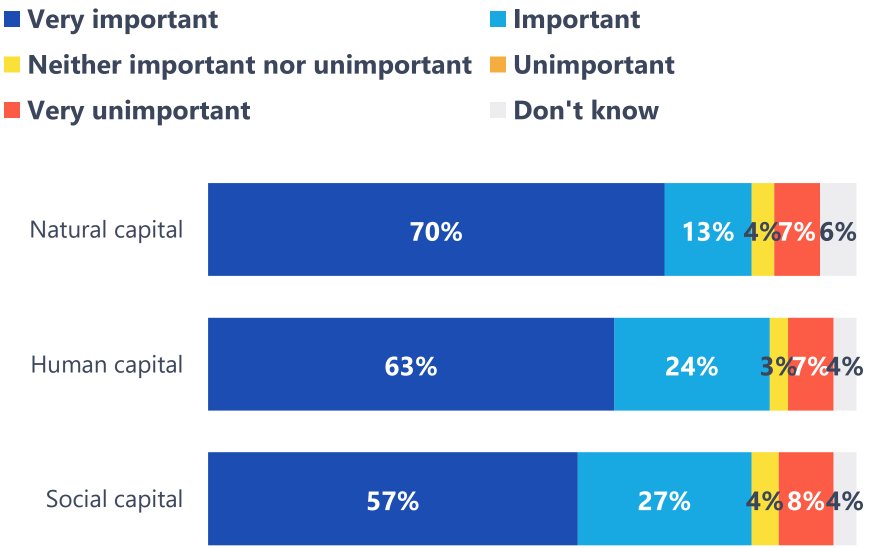
Q2. To create better outcomes for business and society, how much do you support or oppose the following types of suggested interventions? *n* = 149

Section 3
Is a broader approach to value creation gaining acceptance?

The capitals approach resonates strongly among the experts surveyed, with most saying it is very important to use natural, social or human capitals, when prompted with definitions

Importance of using natural, human, social capital in defining business value and decision making. Definitions for each were provided – see right

Total, %, 2026



Results are similar across types of organisations

Provided definitions:

Natural capital: The stock of renewable and non-renewable natural resources (e.g., plants, animals, air, water, soils, minerals) that combine to yield a flow of benefits to people.)]

Social capital: The networks together with shared norms, values, and understanding that facilitate cooperation within and among groups.

Human capital: The knowledge, skills, competencies, and attributes embodied in individuals that contribute to improved performance and wellbeing

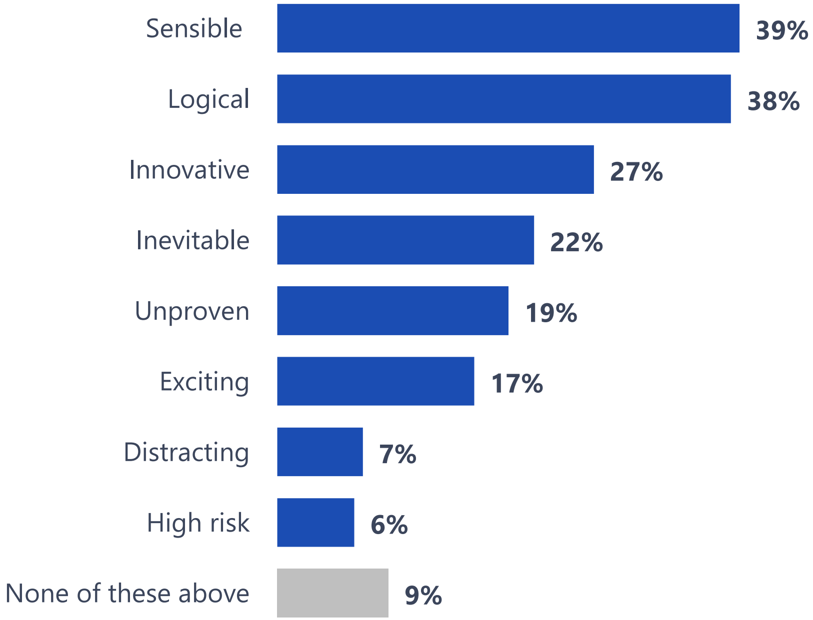
Q8. How important or not is it that businesses use these factors in defining business value and decision making? *n* = 142; Corporate *n* = 38, Financial services *n* = 14, Accounting/Advisory *n* = 31, Regular/Govt/MLO *n* = 16, NGO/Charity *n* = 32
**Small sample size, should be treated as indicative only*

Within organisations, the use of environmental and social factors is most often seen as practical and rational rather than radical; The most selected descriptions are "sensible" and "logical" ahead of all other descriptors

How using environmental and social factors for measuring performance and making decisions perceived within organisation

Total, 2026

By familiarity with CapsCo, 2026



Sensible and logical are the leading associations across all regions and organisation types.

This strongly supports the new narrative for CapsCo communication. However, there may be tensions on whether this addresses the biggest barriers/ opportunities, as seen in the earlier question where there was an urgency to reduce inequality and concern over the influence of the powerful over government i.e. questions of power, in addition to decision frameworks.

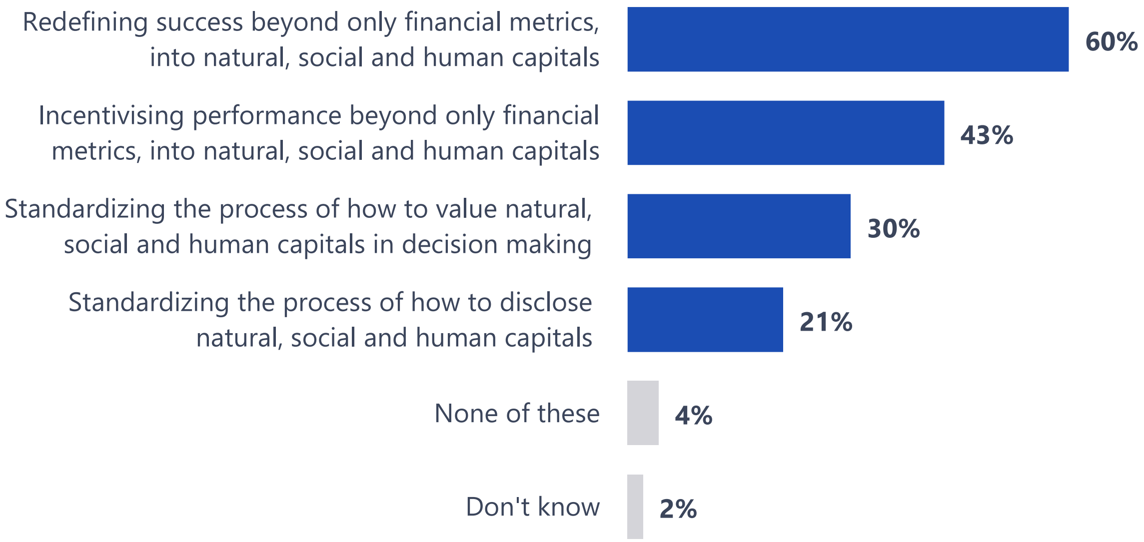
Scepticism exists, but it is not dominant. Negative perceptions such as "unproven" (19%), "distracting" (7%), and "high risk" (7%) are present, but they trail well behind the more positive or neutral descriptors.

Q9. How is using environmental and social factors for measuring performance and making decisions perceived within your organisation? *n* = 139; Very familiar *n*=47, Moderately / Slightly familiar *n*=43, Know by name / never heard of *n*=27

Interest is highest in the more inspirational framing of system improvements tested: redefining success beyond only financial metrics into natural, social and human capital drives most engagement

Effectiveness of messaging in driving interest and engagement

Total, 2026



'Redefining success beyond only financial metrics' drives most interest across all organisation types and regions, and regardless of level of familiarity with CapsCo.

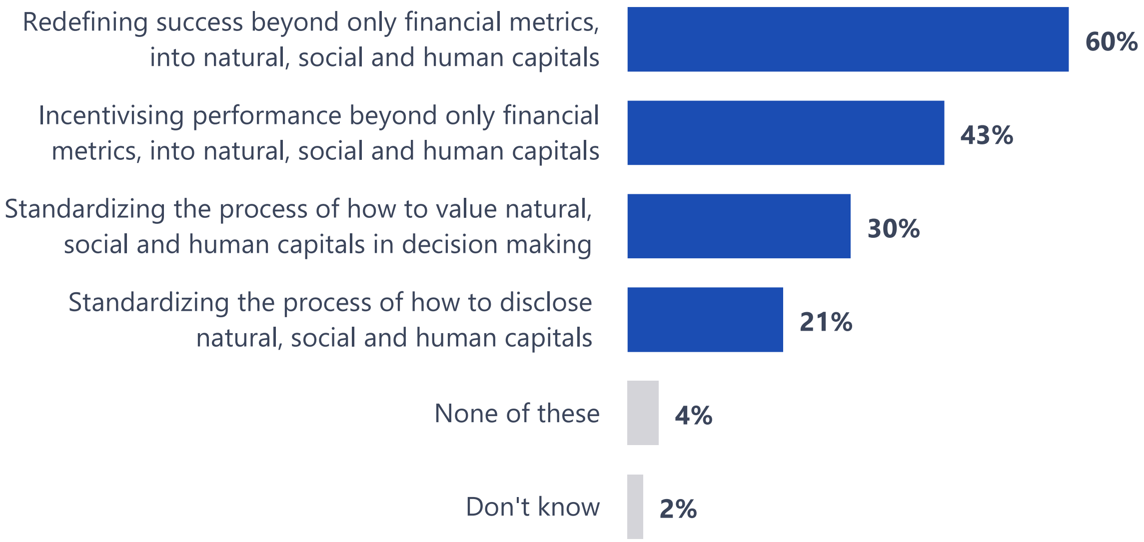
The only exception is **North America**, where interest is slightly higher in '**incentivising performance beyond only financial metrics into natural, social and human capitals'** (54% vs 50% interested in redefining success beyond only financial metrics).

Q7. Below are different ways people describe suggested improvements to how value is measured, understood and created. If you saw these descriptions, which would most make you interested to find out more? *n* = 142

Effectiveness of messaging: CapsCo takeouts

Effectiveness of messaging in driving interest and engagement

Total, 2026



The options framed in terms of 'standardizing' performed less well, suggesting that respondents are more interested in approaches that influence real decision-making and performance than in reporting/disclosure alone.

For driving ***interest***, the idea of standardising metrics in the background is not that powerful.

However, given the idea of creating a new positioning about being a 'logical update', CapsCo may not always want to drive heavy active interest and engagement, there may be an element of 'trust that this is happening behind the scenes'.

To be explored for what that means for comms e.g. tailoring messaging for audiences depending whether you want them to get involved/just build confidence to apply.

Q7. Below are different ways people describe suggested improvements to how value is measured, understood and created. If you saw these descriptions, which would most make you interested to find out more? *n* = 142

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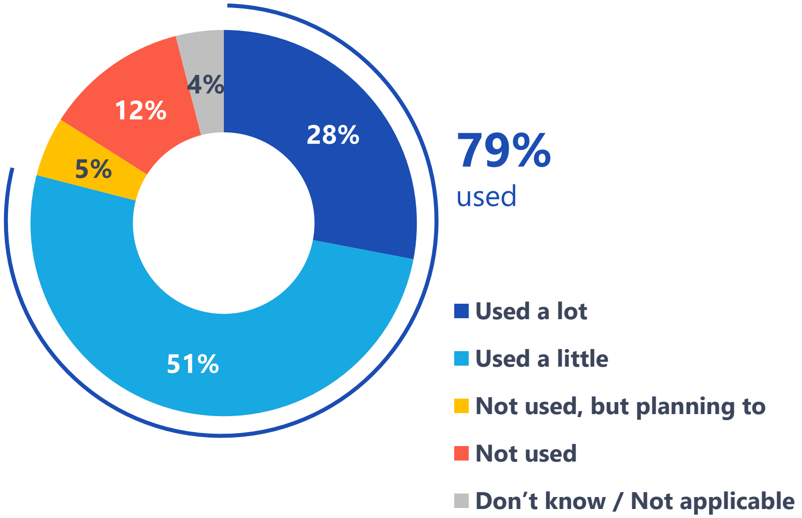
Section 4
Are organisations already changing how they make decisions?

Across the corporates, financial services and accounting or advisory organisations surveyed, uptake of environmental and social factors for measuring performance and making decisions is already high

Current use of environmental and social factors

Corporates, financial services, accounting/advisory, 2026

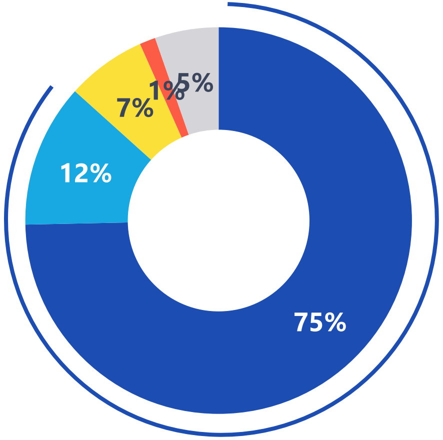


Q10. Which of the following best describes your organisation's use of environmental and social factors for measuring performance and making decisions? *n*= 76

Close to nine in ten experts in corporate, financial services, accounting or advisory roles think environmental and social factors should be used more; and confidence is high in ability to drive further adoption among those who already use these

Perceptions on whether environmental and social factors should be used more or less

Corporates, financial services, accounting/advisory, 2026

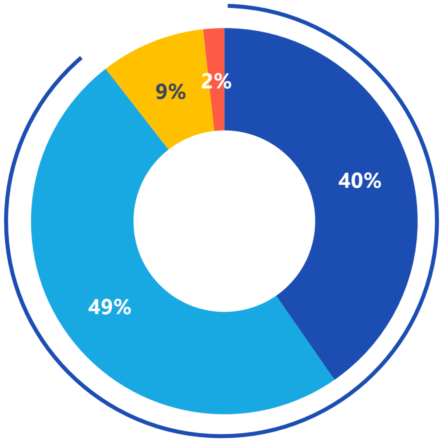


87% should be used more

This sentiment is shared **even among those whose organisations do not currently use or plan to use social and environmental factors** for measuring performance and making decisions.

Confidence to drive further adoption

Those in corporate, financial services, accounting/advisory roles, whose organisations are using environmental and social factors, 2026



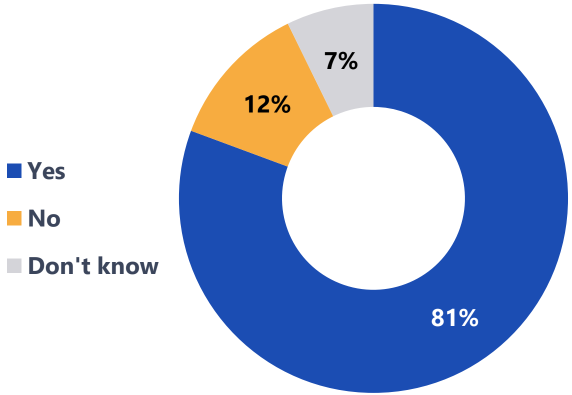
89% High/some confidence

Q11. Do you personally think that environmental and social factors should be used more or less for measuring performance and making decisions in your organisation? *n* = 75
Q12. How confident are you that you could help your organisation to use environmental and social factors more consistently for measuring performance and making decisions? *n* = 57

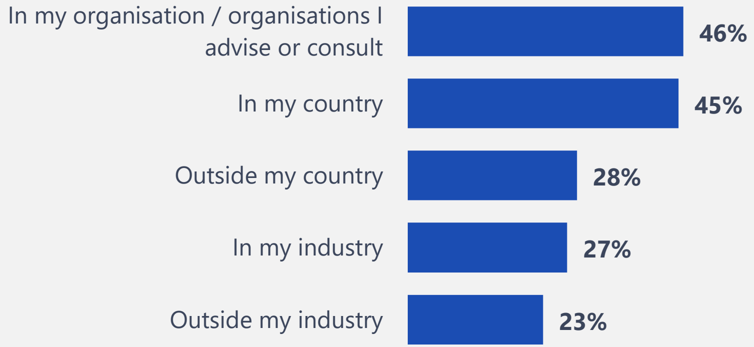
Over four in five respondents have seen at least one real-world example of organisations using environmental and social factors for measurement & decisions

Exposure to real-world examples of environmental and social factors adoption

Total, 2026



Among those exposed to examples of E&S factors adoption, 2026



Q18. In the past twelve months, have you seen any examples of organisations using environmental and social factors for measuring performance and making decisions? *n* = 124

Leading organisations are moving beyond disclosure, embedding environmental and social value into financial decisions, operations, strategy, and system-wide collaboration

Examples of organisations using environmental and social factors for measuring performance and making decisions (1/3)

Analysis of open-ended responses

Embedding environmental & social value into financial decision-making

Moves E&S from "reporting" into core financial decision-making

What leading players are doing:

- Integrate E&S impacts directly into financial metrics (e.g. P&L, valuation, capital allocation)
- Quantify social and natural capital in monetary terms
- Use impact accounting to inform strategy and investment decisions

Examples stated:

- Natura – Integrated Profit & Loss linking social impact to financial performance
- SK Group (CSES) – Monetising corporate social value creation
- LGT / Lightrock – Embedding ESG data into investment decisions

Operationalising circular and resource-efficient business models

Demonstrates that sustainability can drive operational efficiency and new business models

What leading players are doing:

- Redesign products and systems to reduce resource use
- Track performance using environmental/resource metrics
- Prove scalability of circular solutions

Examples stated:

- Vytal (Germany) – Scaled reusable packaging model for takeaway consumption
- Helsinki Area Reuse Centre – Uses saved natural resources as a performance metric

Q19. If you can remember, please share which organisation(s) this was and what you think was impressive or high impact about what they did. Open-ended.

High-impact action is seen to be driven by strategy-led sustainability and collective, system-level collaboration

Examples of organisations using environmental and social factors for measuring performance and making decisions (2/3)

Analysis of open-ended responses

Embedding nature and sustainability into core strategy

Positions nature and E&S factors as drivers of long-term value creation

What leading players are doing:

- Integrate biodiversity/nature into long-term business strategy
- Invest in restoration, regeneration, and nature-positive outcomes
- Align sustainability with competitiveness and growth

Examples stated:

- Forico – Forestry natural capital accounting project
- Mining company (unnamed) – Ecosystem restoration with valuation of natural/social capital
- Major property developer – 30-year regenerative development strategy

Scaling change through partnerships, coalitions, and sector-wide action

Enables system-level change and faster adoption across markets

What leading players are doing:

- Collaborate across value chains and industries
- Develop shared metrics, standards, and tools
- Drive collective transformation beyond individual firms

Examples stated:

- Value Balancing Alliance – Developing shared methodologies for value measurement
- Australian cotton industry (Cotton Australia + CRDC) – Sector-wide sustainability integration
- Community-investor partnerships – Linking local resource management with private capital

Q19. If you can remember, please share which organisation(s) this was and what you think was impressive or high impact about what they did. Open-ended.

High-impact examples also highlight the role of policy, public sector leadership, and enabling ecosystems in driving mainstream adoption

Examples of organisations using environmental and social factors for measuring performance and making decisions (3/3)

Analysis of open-ended responses

Driving change through policy, public sector innovation, and enabling ecosystems *Creates the enabling environment that drives mainstream adoption*

What leading players are doing:

- Align with or respond to regulation and policy signals
- Build enabling frameworks (data, standards, disclosure systems)
- Invest in capability building and future talent

Examples stated:

- Canada (natural asset disclosure guidance) – Public sector-aligned accounting frameworks
- Central banks (SEEA) – Integrating environmental-economic accounting
- Nordic Investment Bank – Leadership in financial sector integration
- Academic / education initiatives (Swiss projects, community programmes) – Building future capability

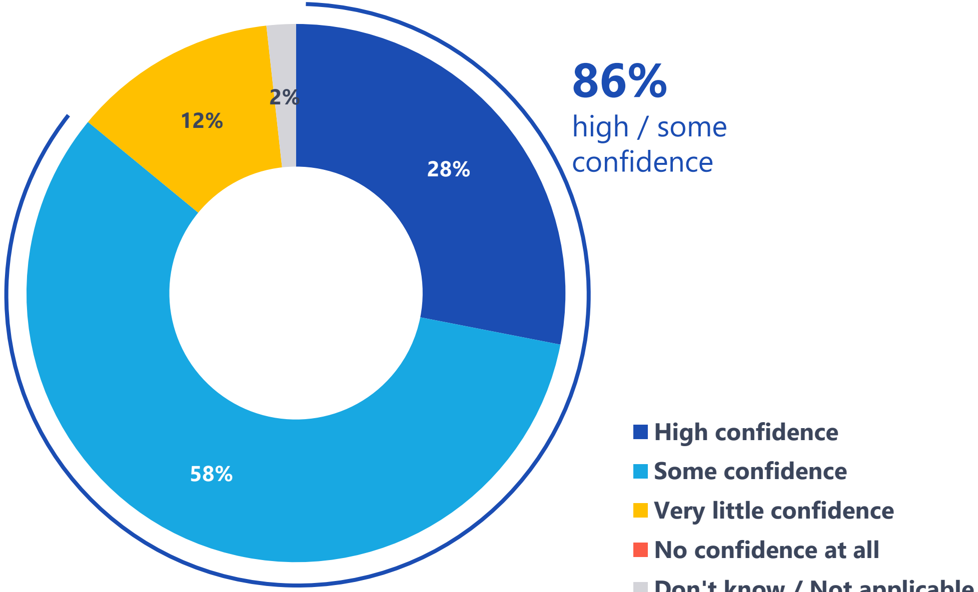
Q19. If you can remember, please share which organisation(s) this was and what you think was impressive or high impact about what they did. Open-ended.

Section 5
Is this approach delivering business value?

There is cautious confidence in future business value, rather than full conviction

Confidence that this approach will deliver tangible value in next 5 years

Corporates and financial advisers already using environmental and social factors, 2026



High confidence is slightly stronger among those in financial services and accounting or advisory organisations than among corporates.

This implies a tension where many people working in corporates are acting on a loose belief – which suggests that it will be easier to get sidelined if there are other shocks e.g. financial difficulties.

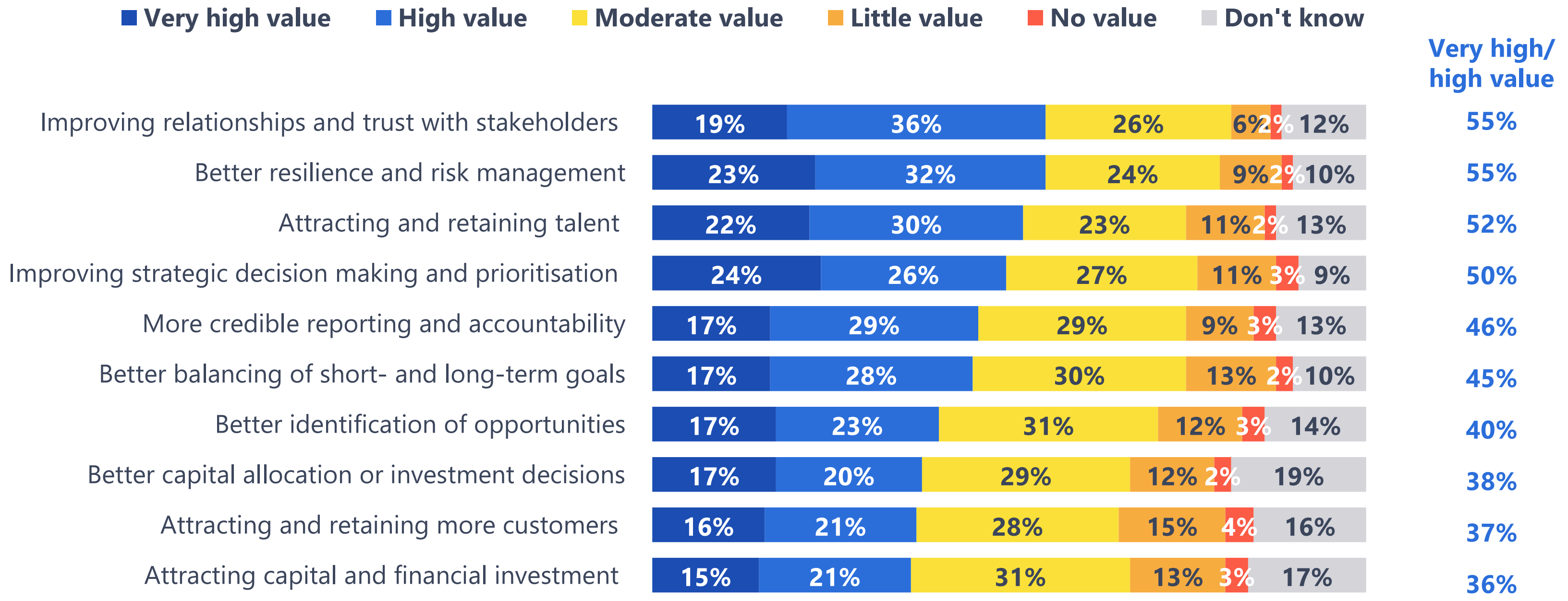
This could be a valuable area for CapsCo to focus on, to build resilience and accelerate adoption beyond those who are already motivated.

Q13. How confident are you that your organisation's initiatives to use environmental and social factors for measuring performance and making decisions will deliver tangible value (such as revenue growth, cost savings, risk reduction) in the next 5 years? *n* = 57

Stakeholder trust, resilience and risk management, talent attraction and strategic decision making are seen as the greatest sources of value from using environmental and social factors in measurement

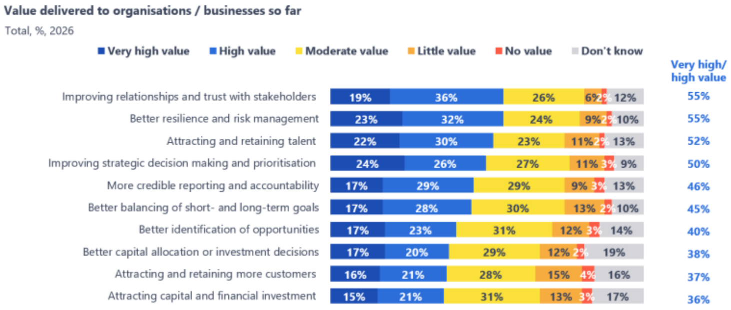
Value delivered to organisations / businesses so far

Total, %, 2026



Q14a/b. Please rate how much value using environmental and social factors for measuring performance and making decisions has brought to your organisation so far in each of the following areas? Total *n* = 127

The value delivered so far is recognised mostly in areas that are less quantifiable, or ‘softer’, compared with e.g. attracting and retaining more customers



While relatively high numbers are promising, this shows a pattern that can explain slow adoption.

The higher scores are often in ‘softer’, or ‘defensive’ metrics e.g. around better relationships, retaining talent and better risk management.

By comparison, the ‘harder’ metrics and those around specific financial gain e.g. identifying opportunities, attracting customers and capital, all score lower. In many organisations, these are the metrics that are critical for senior management buy-in and for accelerating progress. This is similar to a pattern GlobeScan has observed in its other research on the [Sustainability Value Triangle].

Building confidence and evidence around these harder, growth-oriented metrics becomes a useful focus, to ensure buy-in throughout the business.

Q14a/b. Please rate how much value using environmental and social factors for measuring performance and making decisions has brought to your organisation so far in each of the following areas? Total n = 127

Resilience and risk management also lead future value; emphasis on stakeholder relationships and employee retention is expected to be less than the value they deliver today

Expectations of most value over next 5-10 years (respondents pick up to three)

Total, 2026

Future value is expected to come from similar places, again more risk-management and decision making than opportunity identification and revenue/capital generation through more customers.

The 'better understanding of long-term value creation' is promising, but still requires translating into action.

This suggests that people may welcome the clarity that using a multiple capitals approach can bring, but are not yet certain on what the impact will be. This may hold back engagement until there are very clear examples that are quantified, not just expressed as theoretical gains.

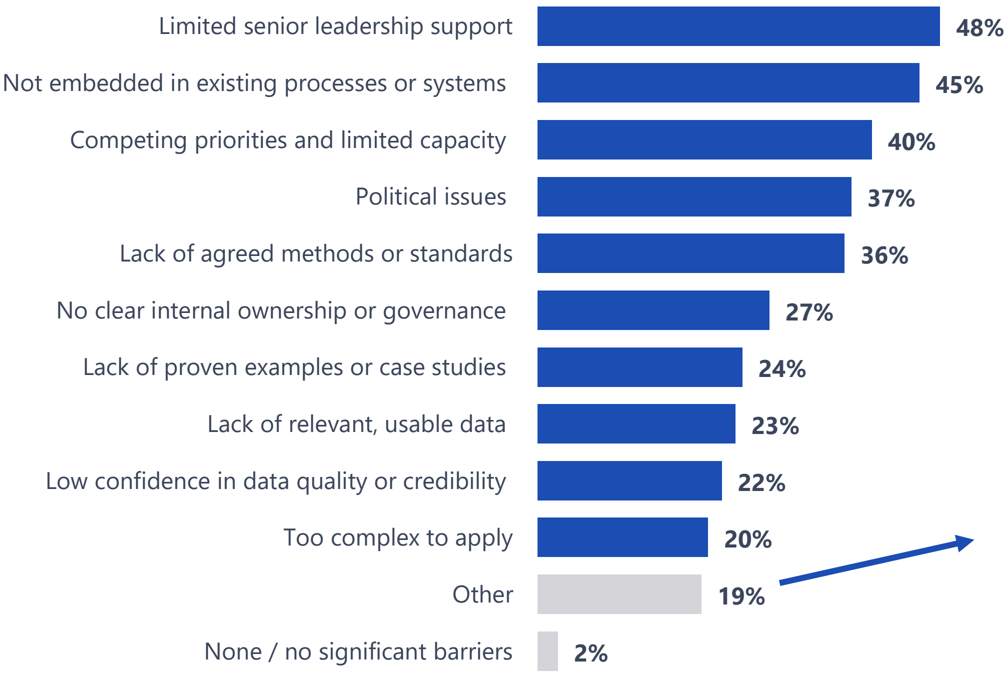
Q15. Please identify the areas where you think using environmental and social factors for measuring performance and making decisions could create the most value for your organisation in the next 5-10 years.? *n* = 125

Section 6
Barriers and enablers of wider adoption

The highest rated barriers to using environmental and social factors for measuring performance and making decisions are around ‘lack of senior support’, ‘process embedding’, ‘competing priorities’ and ‘political issues’

Key barriers to adoption

Total, 2026

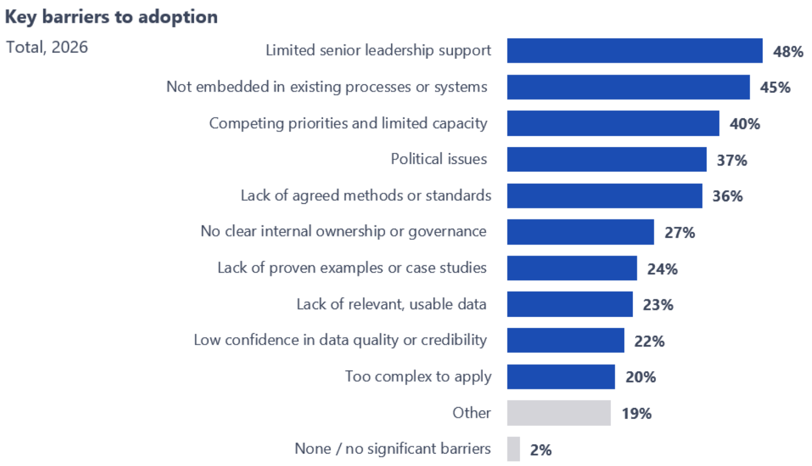


Other barriers (open-ended responses) highlight:

- Short-term incentives and profit focus
- Lack of regulation and leadership
- Low perceived business relevance
- Capability and knowledge gaps
- Systemic and cultural resistance

Q16. What do you see as the main barriers to using environmental and social factors for measuring performance and making decisions, if any? Select up to 5, *n* = 124

Data, examples and confidence are lower barriers – how can we tackle power, politics and prioritisation



The highest rated barriers focus on power, politics and prioritisation among decision makers internally.

By comparison, topics like **data**, **examples**, **confidence in data** and **complexity** rank much lower.

Therefore, a 'logical update' of underlying data will not be enough to tackle the biggest issues.
This does not mean that the 'logical update' approach will not be valuable, but that their influence should not be overstated.
The greatest opportunity is in getting these embedded into existing processes, so they become part of the prioritisation.

One hypothesis was that confidence is a major barrier. Confidence in data, or concern around complexity do feature, but are lower.

Perhaps a different angle on confidence is worth exploring e.g. confidence to advocate given an unsupportive internal context, rather than confidence in the hard data. I.e. confidence in soft skills, rather than confidence in hard skills/hard data.

Q16. What do you see as the main barriers to using environmental and social factors for measuring performance and making decisions, if any? Select up to 5, *n* = 124

GlobeScan X CAPITALS COALITION

Stakeholders are not questioning the “why”, they are constrained by missing standards, weak incentives, limited data, and an unclear financial case

Information, support, resource needed for using environmental and social factors

Analysis of open-ended responses

Standardisation & Clear Metrics

Standardised methodologies and disclosure frameworks; Common language, protocols, and KPIs; Integration into financial/ accounting systems; Cross-capital valuation approaches (trade-offs, aggregation)

Regulation, Mandates & System-Level Incentives

Mandatory reporting and compliance requirements; Integration into accounting/tax systems (internalising externalities); Government incentives and policy alignment; Level playing field across competitors/sectors

Data Availability, Quality & Tools

Reliable, granular, geolocated data (especially nature/biodiversity); Cost/access barriers (especially in emerging markets); Digital tools, models, and scenario capabilities; Integration into systems (ERP, decision-making tools)

Clear Business Case & Financial Relevance

Evidence connecting E&S to profit, cost, risk, capital access; Translation into financial metrics (PPP, valuation, income/cost flows); Visibility in financial statements (beyond disclosures); Forward-looking cost-of-inaction modelling

Practical Guidance, Capability & Culture Change

Practical application methodologies (sector/size-specific); Case studies, peer examples, toolkits; Training, internal awareness, leadership buy-in; Cultural/systemic shifts (beyond technical fixes)

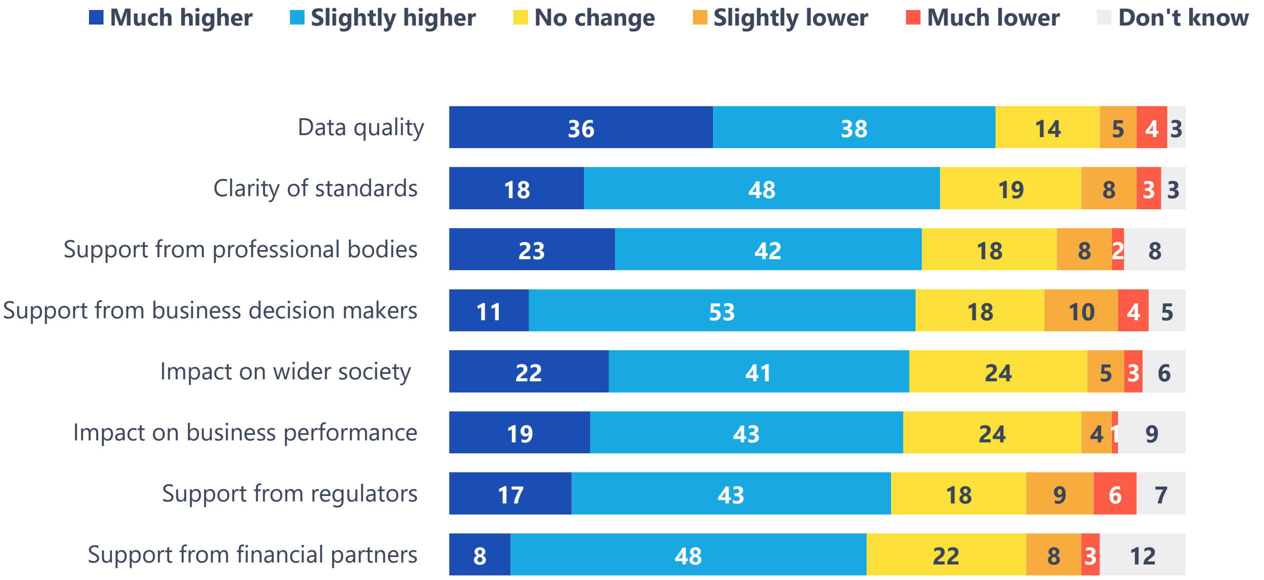
Q17. What is the main information, support or resource you would need in order to consider using environmental and social factors for measuring performance and making decision? Open-ended, *n* = 86

Section 7
Is momentum building across the system?

The last decade has seen improvements in all areas, especially data quality, standards clarity, and support from professional bodies around applications of environmental and social factors

Changes in system over time

Total, %, 2026



Data quality has improved the most – a necessary shift to guide application, but not sufficient.

Support from financial partners is the weakest area, suggesting that these organisations can remain one of the major gatekeepers to progress.

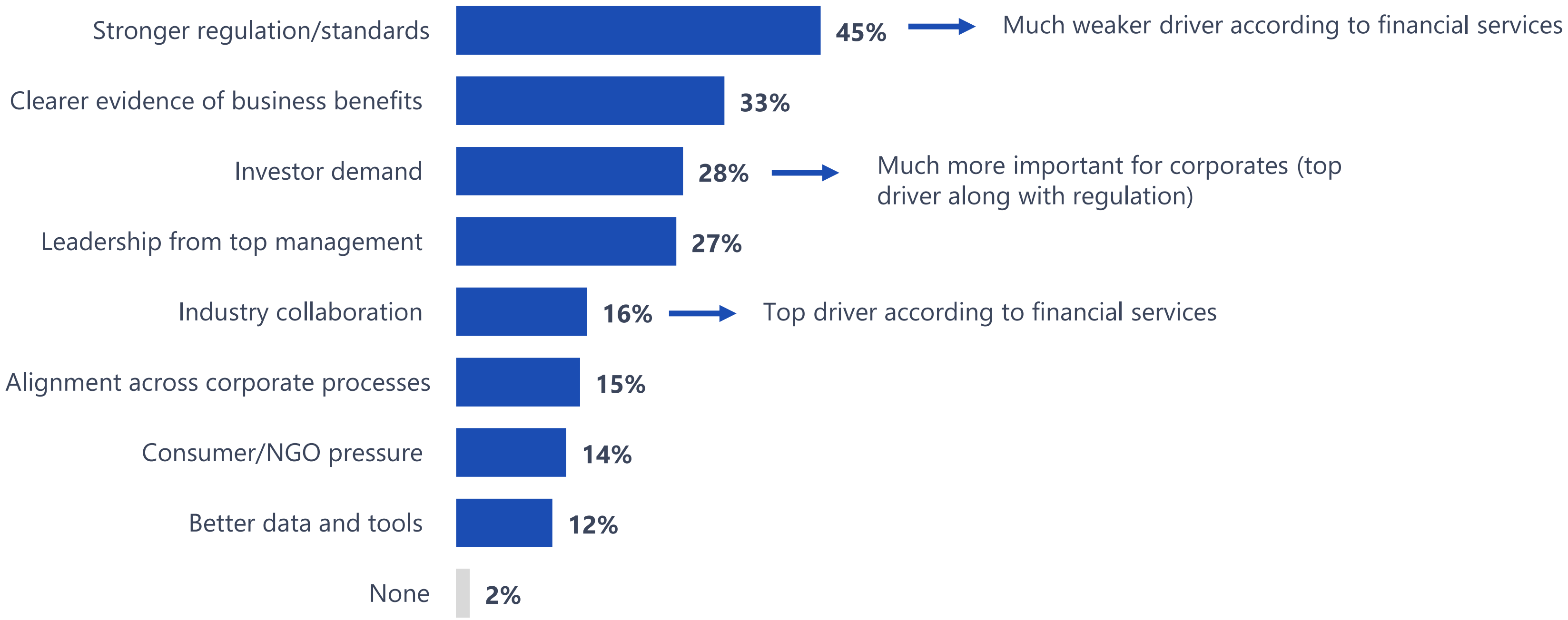
Q20. Thinking about the past ten years, how do you think that the use of environmental and social factors for measuring performance and making decisions has changed? Is there a higher or lower level of the following? *n* = 120

GlobeScan X CAPITALS COALITION

Regulation or standards, business benefits, and investor demand are the most important factors to scale up the use of environmental and social factor in the next decade

What will drive adoption at scale in the future

Total, 2026



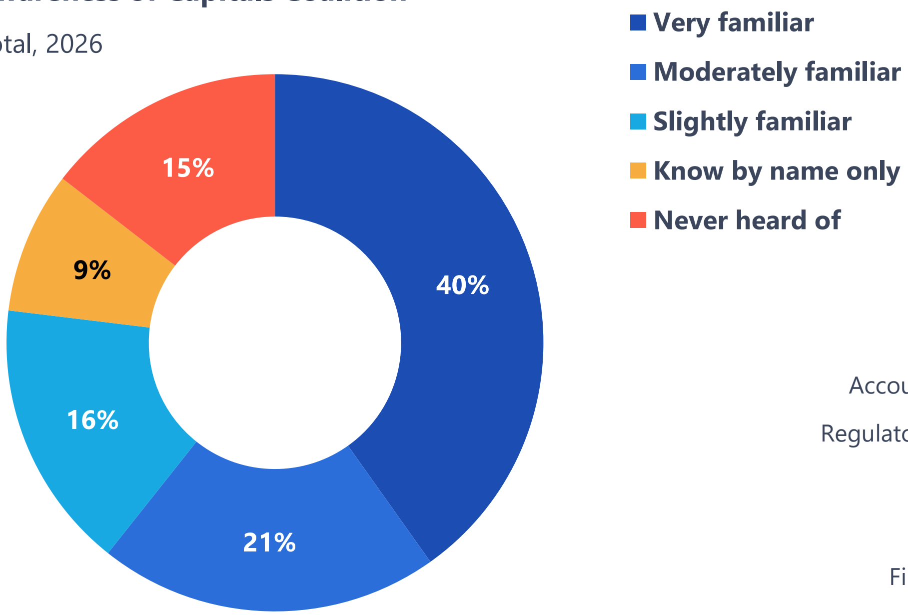
Q21. Looking ahead over the next 10 ten years, which of the following do you think will be most important for scaling up the use of environmental and social factors for measuring performance and making decisions? Select up to two *n* = 117

Section 8
Awareness and performance of Capitals Coalition

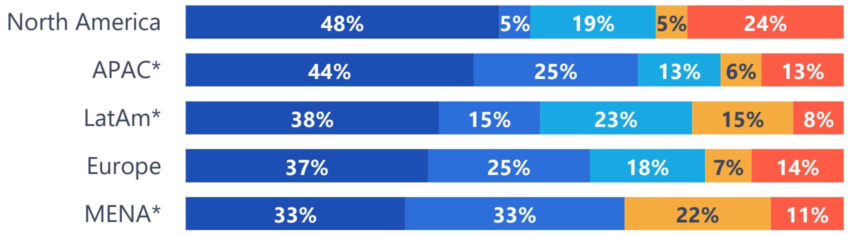
Most experts surveyed are at least slightly familiar with CapsCo, but room to strengthen across the board

Awareness of Capitals Coalition

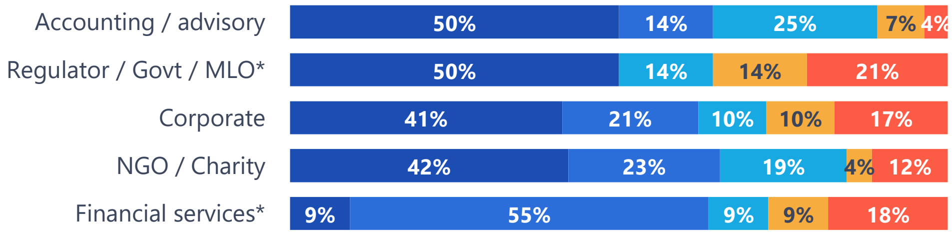
Total, 2026



By Region



By organisation type



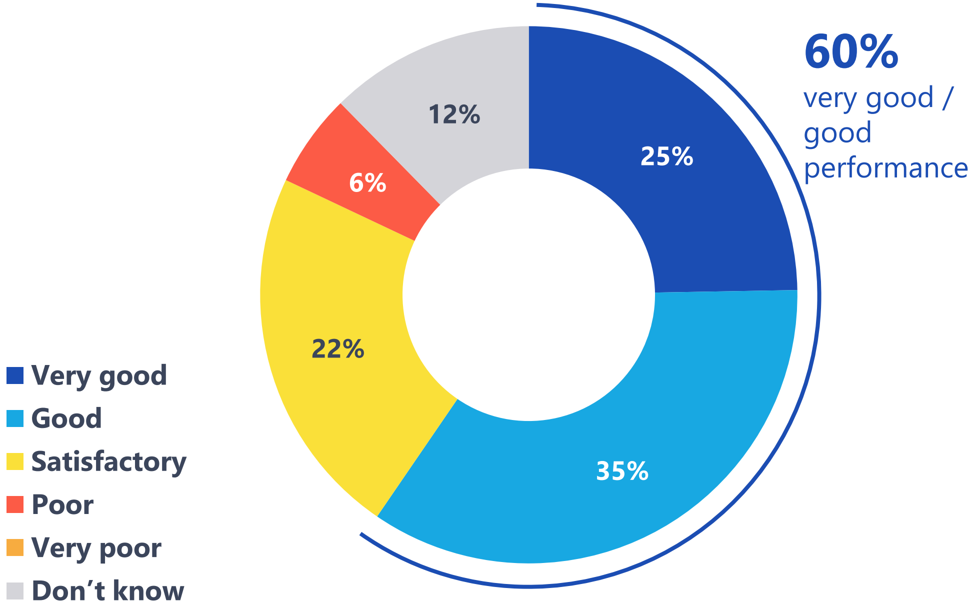
Q22. Before today, how familiar were you with the Capitals Coalition? n = 117, Corporate n = 29, Financial services n = 11, Accounting/Advisory n = 28, Regular/Govt/MLO n = 14, NGO/Charity n = 26, Europe n = 57, North America n = 21, APAC n = 16, MENA n = 9, LatAm n = 13

**Small sample size, should be treated as indicative only*

Six in ten hold a positive perception in CapsCo' performance at providing them with useful information and recommendations

Perceived performance of Capitals Coalition

Among those at least slightly familiar with CapsCo, 2026



Performance ratings among corporates and NGOs/charities is slightly weaker than among other organisations (financial services, accounting / advisory, regulators).

Across regions, those in Europe and LatAm tend to give weaker performance scores than experts in other regions

In both cases, this could be due to higher expectations that Europeans, Latin Americans, corporates, and NGOs often have for the scale and speed of transformation.

Q23. How do you rate the performance of the Capitals Coalition at providing you with useful information and recommendations? *n* = 89

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We equip clients with insights to navigate shifting societal and stakeholder expectations, crafting evidence-based strategies that reduce risks and create value for their organizations and society.

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