



# 2024 Global Impact Report

Elevating Leadership: Elevating Impact



Global Impact  
Report sponsored by







# Contents





|    |                                    |    |                                         |    |                   |
|----|------------------------------------|----|-----------------------------------------|----|-------------------|
| 03 | A Message from YPO Global Chairman | 11 | Impact Survey Results                   | 51 | Appendix          |
| 04 | YPO Making a Difference            | 12 | Survey Participants                     | 52 | About this Report |
| 05 | About YPO                          | 14 | Key Takeaways                           | 53 | Data Methodology  |
| 06 | YPO Member Impact                  | 16 | Environment                             | 55 | Resources         |
| 07 | YPO Global Business Summit         | 28 | Sustainability Governance and Reporting |    |                   |
|    |                                    | 37 | Representation and Inclusion            |    |                   |
|    |                                    | 48 | Organizational Legacy and Impact        |    |                   |

## How to Read this Report

This report presents an overview of the findings from YPO’s 2023 and 2024 Impact Report Surveys (the “Surveys,” “2023 Survey” and “2024 Survey”). It analyzes the 2023 and 2024 survey data, delving into key metrics and trends across continents, sectors and company size, and refers to global reference values, where appropriate, to provide a broader context for understanding the current sustainability and impact landscape. Definitions and educational resources are provided in certain sections to provide better context for the KPIs included in the Surveys.

YPO member spotlights and quotes are included throughout to celebrate their impact stories and contributions to society. In addition to publishing this report, YPO annually recognizes members driving a significant, sustainable and scalable impact across their business or larger community. For features on YPO’s Impact Award honorees, please see our [Impact Awards](#) page.

This report uses unique icons to quickly identify content for readers:

-  Highlights new KPIs or data requested in the 2024 Survey
-  Learn more on a specific environmental, social or governance topic
-  YPO member spotlights or quotes
-  Links to more external content





“Many business leaders may look at today’s global challenges and see obstacles. YPO members see opportunities.”

# A Message from YPO Global Chairman Sofyan Almoayed

In times of uncertainty, YPO members remain guided by their North Star: the belief that business can and should be a force for good. For 75 years, we’ve held this conviction strongly, through countless natural disasters, political upheaval and economic crises. YPO has evolved as we continue striving to ensure that not only are our businesses a force for good but also that our members become catalysts for change and beacons for impact.

Many business leaders may look at today’s global challenges and see obstacles. YPO members see opportunities. This optimism is not just aspirational, it is backed by data. That’s why I’m excited to share our 2024 Global Impact Report, one of the most comprehensive ESG datasets from private companies. Now in its second year, this report serves as a vital benchmark for sustainable performance among YPO-led businesses, highlighting how our global community is leading the way in responsible business practices.

Across both years, nearly 900 members across 99 countries have participated. This year, we also included new questions aimed at capturing sustainability governance best practices outlined by the Global Reporting Initiative and the United Nations Global Compact Communication on Progress questionnaire.

The report examines how YPO members integrate sustainability into their strategic decision-making, identifying and prioritizing ESG factors that directly impact financial performance and long-term value creation. These include climate change risks, evolving regulations, shifting consumer preferences, supply chain resilience, reputational risks and workforce dynamics — spanning areas like employee retention, productivity, diversity and well-being.

I encourage you to dive into this report — not just to recognize our collective progress, but to ignite collaboration and action. Let this be more than a reflection on what we have accomplished; let it be a catalyst for even greater impact. YPO members have consistently shown that, together, we can overcome challenges and drive meaningful change. Now is the time to stand firm in our commitment to a better, more sustainable future.

**Sofyan Almoayed**  
2024–2025 YPO Global Chairman



# YPO Making a Difference

05

About YPO

06

YPO Member  
Impact

07

YPO Global  
Business  
Summit





# About YPO

YPO is the global leadership community of extraordinary chief executives. YPO provides a platform for these leaders to connect, share experiences and learn from one another. It also offers a range of programs and educational resources for personal and professional growth.

YPO members span 14 regions and come from a wide range of industries and backgrounds but are united by their shared commitment to excellence and desire to make a positive impact.

Expanding perspectives  
and elevating leadership

Note: All figures are in USD throughout the document.

## Our Global Footprint

# 35,000+

global members

# USD9 trillion

combined revenue  
of YPO companies

# 1950

YPO founded

# 150+

countries

# 22 million

combined number of  
employees of YPO  
member-run companies

# 75 years

In operation







# YPO Member Impact

## Members are Changemakers

YPO members are creating significant and scalable impacts across various social and environmental dimensions. This page includes examples of our members' work to create lasting impact. These stories reflect a collective dedication to tackling global challenges, creating opportunities and building a sustainable future.



### Enhancing mental and physical wellbeing

- ▶ Expanded **mental health services** in Australia.
- ▶ Established a **modern maternity clinic** in Matadi, where no medical facilities existed previously.
- ▶ Provided high-quality **behavioral health services** to vulnerable populations.
- ▶ Launched **robust employee assistance programs**, including transitional housing, tuition reimbursement and extended medical leave.



### Empowering communities and driving social change

- ▶ Partnered with FoodBank WA to **provide financial and logistical support for distributing food** to families in need.
- ▶ Established **employment and training programs**, such as a BPO Academy in South Africa, **addressing youth unemployment and enhancing career readiness**.
- ▶ Empowered women and minorities with several organizations **boasting majority-female leadership or high representation from underrepresented groups**.
- ▶ Created impactful social enterprises like IndiVillage to provide **employment and education opportunities in underserved Indian communities**.



### Driving innovation and economic transformation

- ▶ Delivered pioneering projects, such as the world's **first carbon-neutral office chair and a copper mining platform** for achieving net-zero goals.
- ▶ Supported major investments in cutting-edge ESG technologies, such as **cullet optical sorting machines and advanced electricity storage units**.
- ▶ Enabled growth and innovation through **mentorship, governance improvements and sustainability-focused financing solutions** for businesses globally.
- ▶ Exploring **the impact of AI on business** and how AI is changing the way business is conducted.



### Advancing sustainability and environmental stewardship

- ▶ Partnered with utilities to facilitate **decarbonization councils**, benchmark ESG progress, and **develop innovative solutions to meet clean energy** demands.
- ▶ Supported groundbreaking projects, including a **circular mattress** to reduce the environmental impact of the global bedding industry and **transitioning a conventional wheat farm to regenerative agriculture**.
- ▶ Developed and implemented **recycling strategies, sustainable energy solutions and photovoltaic systems**.
- ▶ Provided **alternative fuel solutions** to fleets and installed **sewage treatment systems**.
- ▶ Received **Clean 16 awards for sustainable practices**.





# YPO Global Business Summit

YPO hosted its first-ever Global Business Summit (GBS) in Dubai in November 2024. More than 1,000 YPO members conducted business with one another, all in a confidential setting. Throughout the three-day event, participants engaged in targeted networking and deal-based activities as they connected with potential new partners. Agreements totaling over USD700 million were finalized during the Summit, marking a milestone in fostering cross-border collaboration.

Attendees also engaged in a series of workshops, interactive sessions and panel discussions focused on the future of business leadership and its intersection with technology and sustainability. One of the key events was the Deal Tank competition, which had 130 original submissions. Three finalists presented live pitches in front of a panel of esteemed business leaders. The winner and two of the finalists are showcased in the following pages.





## GBS Deal Tank Winner



“Since business creates jobs, generates income and solves problems through products or services, every business is an impact business that creates both positive and negative impacts. The goal is not to avoid impact but to maximize the positive and minimize the negative.”

**Paulo Batista**  
Founder and CEO, Aliquest  
Group  
São Paulo, Brazil

The global learning crisis is staggering: [70% of 10-year-olds](#) in low- and middle-income countries cannot understand a simple text. In emerging nations, only 3% of the population knows what most 10-year-olds should, and in the United States, [just 56% of fourth-graders perform at grade level in math](#) — a sharp decline from 69% in 2019.

For disruptors like Paulo Batista, these statistics represent not just a challenge but an opportunity. Six years ago, Batista founded [Aliquest](#) Group, which combines cutting-edge instruction with AI to deliver high-quality education at subsidized prices. Aliquest’s methodology fosters a growth mindset, enabling students to recover a year’s curriculum in just two months and equipping them for emotional and professional success. Aliquest has set up 400 learning centers across Brazil and has helped more than 100,000 students. In 2025, Aliquest plans to start three pilot centers in the United States.

Education and its impact resonate deeply with chief executives. Many have witnessed the struggles within their countries and companies, including low labor productivity and skill shortfalls. As leaders who have often benefited from exceptional education, YPO investors understand its transformative power. This shared recognition of education’s value and Aliquest’s mission-driven model made it a compelling investment opportunity.

For Batista, a solid business plan is the foundation of any sustainable venture. Batista believes that impactful ventures should not sacrifice returns or mimic philanthropy but instead solve critical challenges through sustainable, scalable business models. Aliquest can deliver high-quality education at a disruptive price point, achieving profitability with a 50% growth margin and 28% EBITDA. With its bold vision and innovative approach, Aliquest isn’t just scaling education; it’s redefining what’s possible globally.





## GBS Deal Tank Finalist



“When we first set out to improve menopause care, we knew the need was massive, but we quickly realized we weren’t just addressing hot flashes — we were reimagining an entire category of women’s health and longevity. By building a digital-first platform backed by 380 million data points, we’ve bridged clinical gaps, scaled personalized care, and shown that menopause isn’t a niche issue but a multi-billion-dollar opportunity for transformative impact. Today, 95% of our members see measurable improvements across their whole health within two months, proving that when you combine smart technology with evidence-based care, you create scalable, lasting value for women and investors alike.”

**Dr. Alicia Jackson**

Founder and CEO, Evernow  
San Francisco, California, USA

Menopause is one of the most significant — and overlooked — health transitions in a woman’s life. It’s not just hot flashes; it impacts brain, heart, bone, metabolic and mental health. Yet, 75% of women who seek care don’t receive it, and most doctors aren’t trained to treat it.

[Evernow](#) is changing that. As the first digital health platform built specifically for women 40+, Evernow delivers expert care anywhere, providing personalized treatment, 24/7 monitoring and one-on-one support at scale. With the largest clinical database on menopause — 380 million data points from 250,000 women — Evernow is advancing science while delivering immediate relief.

The impact is undeniable. Within 60 days, 95% of Evernow members experience measurable improvements: 74% see relief from hot flashes, 67% report reduced anxiety and depression, and 75% experience less pain during sex. With AI-driven efficiency, Evernow doctors can treat six times more patients than traditional providers, bringing critical care to millions.

As awareness grows and the demand for comprehensive mid-life healthcare rises, Evernow is leading the charge, ensuring that menopause is no longer misunderstood, mistreated or ignored.




## GBS Deal Tank Finalist



“Our mass timber journey has been nothing short of incredible. When we started, we knew about the aesthetic and biophilic benefits and incredible carbon savings, but the speed and labor reduction had yet to be proven out. We also didn’t know about all the challenges — like any new and transformative technology, mass timber has a completely different design process, supply chain, logistics, insurance and skilled labor requirement. The barrier to entry was high, but now that we’ve gotten through it, the superiority of this process — and product — is undeniable.”

**Tim Gokhman**

CEO, Timber + Partners  
Milwaukee, Wisconsin, USA

Real estate development is at an inflection point. Traditional construction methods can be inefficient, undifferentiated and environmentally costly. [Timber + Partners](#)  is rewriting the playbook. The firm — best known for developing Ascent MKE, the world’s tallest mass timber building — is leveraging its expertise to scale a portfolio of sustainable, high-performance buildings across the United States. Mass timber isn’t just aesthetically pleasing; it’s a carbon sink, a precision-engineered material that reduces emissions, construction time, labor and risk.

The numbers speak for themselves. Mass timber construction at Ascent MKE reduced the superstructure timeline by 40%, cut the required on-site labor by 78%, and reduced the carbon emissions by 10,400 tons - equivalent to removing 2,400 cars from the road for a year. And the market has responded: 45% of units were leased before opening, and within a year, occupancy hit 90%. With cities and governments adopting stricter carbon policies, the demand for sustainable, high-performance real estate is only growing. Timber + Partners is at the forefront, proving that sustainability isn’t a compromise, it’s an advantage.





# Impact Survey Results

12

Survey  
Participants

14

Key  
Takeaways

16

Environment

28

Sustainability  
Governance  
and Reporting

37

Representation  
and Inclusion

48

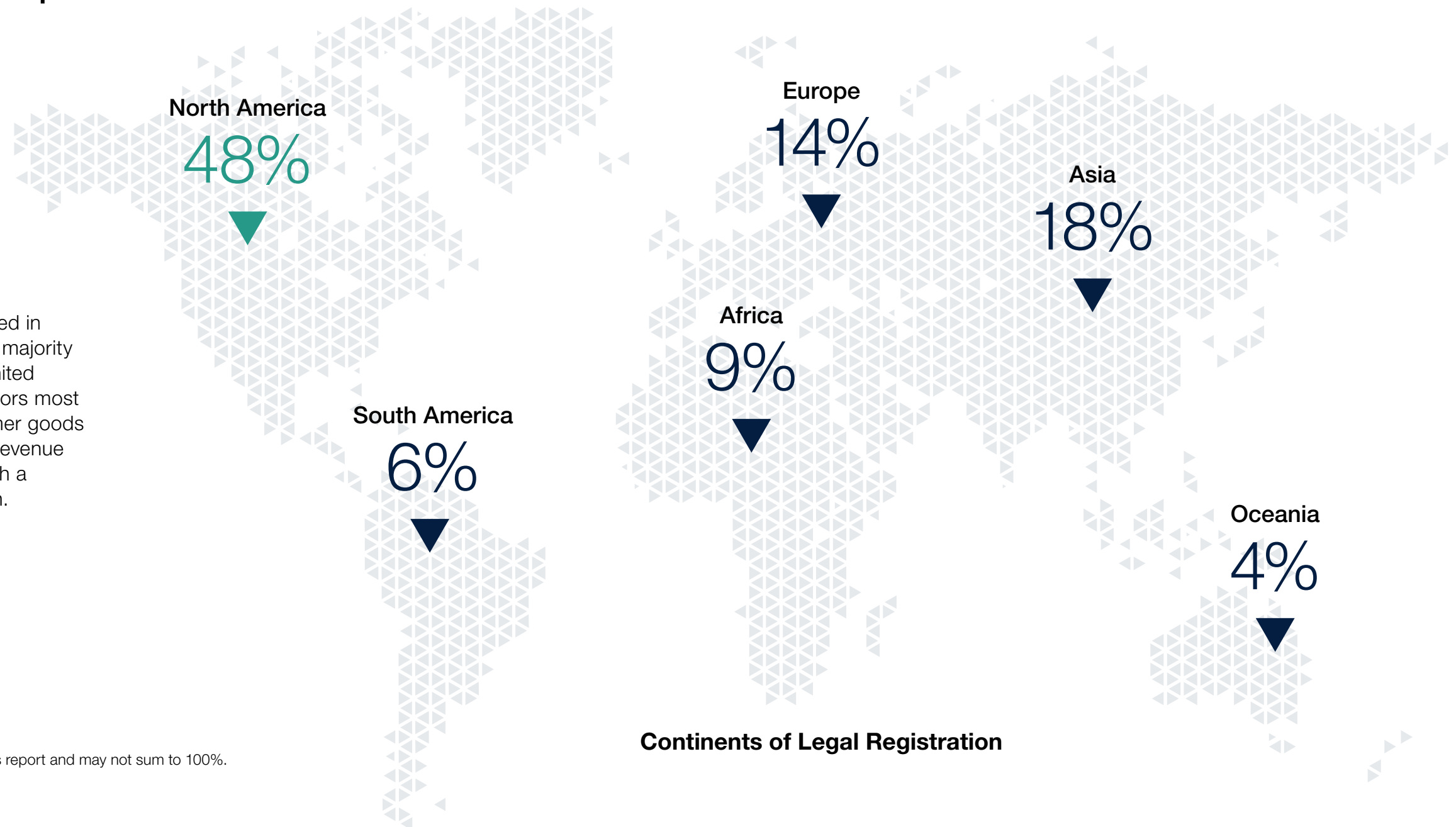
Organizational  
Legacy and  
Impact



# Survey Participants

## Participants Were Diverse and Covered the Globe

Members in 99 countries participated in the 2023 and 2024 Surveys, with a majority of respondents representing the United States, India and Canada. The sectors most represented were services, consumer goods and financials. Respondents' total revenue ranged from USD0 to 50 billion, with a median revenue of USD 18.5 million.



Note: Values have been rounded throughout this report and may not sum to 100%.





99

Countries

1,352

Organizations registered

887

Provided at least one response

Building one of the  
largest

Collections of impact data from  
private companies worldwide

41%

\$0–\$10 M Revenue

34%

\$11–\$50 M Revenue

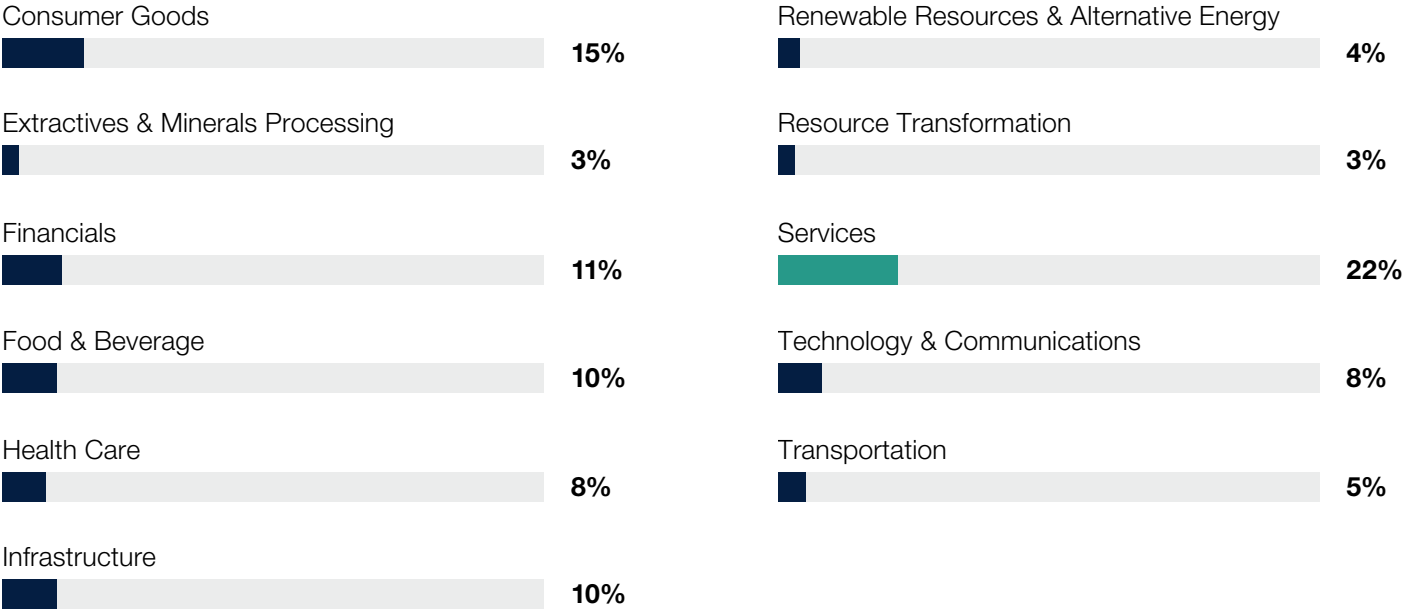
8%

\$51–\$100 M Revenue

18%

\$100 M+ Revenue

Sectors by Percentage





# Key Takeaways

## Sharing Data for Greater Impact

YPO members are confronting the world's challenges head-on and are finding ways to solve the world's biggest problems. Problems can create enormous opportunities if they are met with the right mindset. As illustrated throughout this report, YPO members don't wait for the right conditions; they work to create them. Participants in the Surveys are taking the lead in demonstrating their commitment and transparently communicating their results. Here are a few of their reported successes.

Other success stories are featured throughout this report.

A services business in the US sourced fiber made from recycled plastic water bottles and planted trees for every online order to help reduce carbon.



A technology and communications business in the US has helped over 3,000 small business owners from marginalized communities in 76 countries generate over USD333 million in revenue and create over 5,000 jobs.



A UK business invests in cleantech, including nuclear fusion, green hydrogen and carbon capture, all innovative technologies that will have an impact on accelerating transition to a green economy.



An Australian technology and communications company helps customers reduce their carbon footprint through accessing data from their buildings to actively decarbonize their built environment.



A Singapore infrastructure company has been carbon neutral since 2011.



A Brazilian resource transformation organization has control over 100% of their waste, 98% of which is recycled, and 2% is disposed of correctly.



An organization in the United Arab Emirates has provided sustainable access to safe water to more than 270,000 people in sub-Saharan Africa.



An Indian infrastructure entity created meaningful employment for 1,000 people, maintaining a workforce that's over 50% women. The non-profit arm extends impact by providing quality early childhood education, STEM programs, and youth skilling initiatives to employees' communities.





Built upon the dedication and commitment of our YPO members, this report:



### **Prioritizes long-term sustainability:**

The report emphasizes the importance of long-term health over short-term gains. By building strong foundations and responsible practices, YPO believes that businesses contribute to a more stable and resilient economy.



**Collaborates for impact:** The report is developed to leverage the power of collaboration in driving positive change. By working together, businesses can achieve faster and greater lasting impact than they could alone.

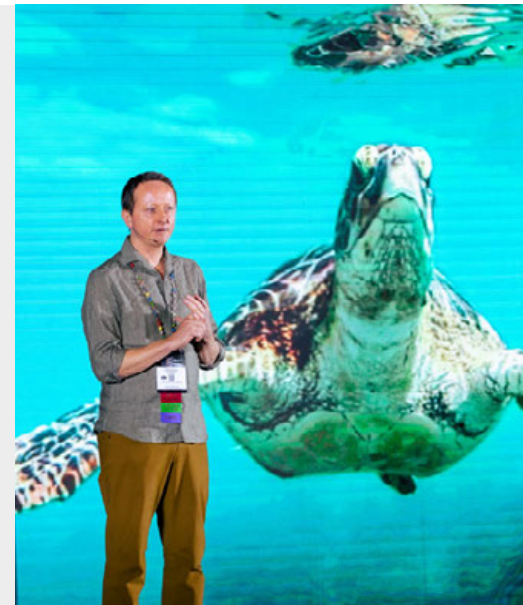


### **Celebrates member successes:**

The report celebrates members who are making an impact in and outside of their organizations that is sustainable and scalable. This report also acknowledges those YPO members who participated in the Surveys in both years, demonstrating their commitment to transparent and responsible business practices.

## Overall Results

- ▶ On average, across both years, YPO member respondents outperformed key global reference values on four of the seven sustainability KPIs where global reference data is available: Percent Female Board Members, Percent Permanent Female Managers, Gender Wage Equity Ratio and Long-Term Net Zero Goal.
- ▶ On average, across both years, YPO member respondents underperformed two KPIs relative to the global reference value: Percent Permanent Female Employees and Short-Term GHG Reduction Target.



## Sustainability Best Practices

- ▶ Larger companies (more than 500 employees) were significantly more likely to have a social and environmental committee on their board of directors, employ a full-time sustainability leader, and institute specific reporting and governance best practices.
- ▶ Most respondents to the 2024 Survey reported that their highest governance body or senior executive regularly reviewed risks related to the business model.



## Environmental Impact

- ▶ Most respondents did not report Scope 1, 2 or 3 greenhouse gas emissions, and a majority do not have a decarbonization strategy or short-term greenhouse gas reduction goal.
- ▶ Limited responses to the question about greenhouse gas emissions highlight a need for additional support and technical assistance in collecting and calculating Scopes 1, 2 and 3. (See page 17 for a description of the free emissions estimation tool provided to Survey respondents.)
- ▶ YPO members in the renewable resources and alternative energy and resource transformation sectors tended to outperform others for decarbonization strategy, short-term GHG reduction target, and long-term net zero goal.



## Representation and Inclusion

- ▶ YPO members in the financials, health care and services sectors tended to have higher percentages of female board members, managers and employees than other sectors.
- ▶ For the members who responded to the Surveys in both years, the percentage of female board members, managers and employees was higher than the broader YPO average across both years.
- ▶ Comparing the four gender equity KPIs by continent, results show that Asia has fewer women employed and in leadership positions. Women in Asia, though, are paid more equitably than in other countries.



# Environment

In this section, you will find:

## Introduction

16

Introduction

18

 GHG Emissions

Climate change continues to grow as a significant disruptor to businesses. Business leadership is vital to navigate the climate crisis and the intense regulatory environment. Yet most small- and medium-sized businesses that responded to the Surveys do not measure carbon emissions. This lack of measurement not only hinders their ability to contribute to the energy transition and address climate change but also impacts their ability to satisfy evolving global environmental regulations.

In the 2024 Survey, a free emissions estimation tool (GHG 360 calculator) was offered for those members who participated. The tool provides educational and expert technical support for beginners.

The environmental data in this report serves several vital purposes:

- **Education and Benchmarking:** By collecting data on key environmental metrics, YPO provides its members with a valuable tool for benchmarking their practices and performance against peers and industry standards.
- **Identifying Best Practices:** YPO’s reporting enables organizations to learn best practices from other members. This can include case studies of successful sustainability initiatives, technological innovations and practical policy changes. By learning from each other, YPO members can accelerate their progress toward achieving their environmental goals.
- **Building Public Trust:** By collecting and transparently reporting environmental data, YPO helps to build public trust in business.

20

Decarbonization Strategy

22

Short-Term GHG Reduction Targets

A Portuguese services firm is fully dedicated to educating the next generation of leaders with the lens of sustainability. The firm views education as the backbone of society and necessary to transform the world and save the planet.

25

Long-Term Net Zero Goal





## ◀ Spotlight

### Proof's Commitment to GHG Tracking



“Proof and its partners turn sustainability from a compliance task into a competitive advantage for businesses and investors.”

**Fleur Heyns**

CEO, Proof  
Cape Town, South Africa

As a company founded by YPO member Fleur Heyns, Proof enables forward thinking partners, consulting and advisory firms in sustainability reporting, compliance, and finance to deliver high-impact solutions powered by real data that drive sustainable value for their clients.

One of the YPO Impact Report 2024 objectives was improving carbon disclosures. Proof's GHG 360 calculator enables precise emissions tracking with country-specific factors, simplifying sustainability, cutting costs and integrating environmental responsibility.

Through its Platform-as-a-Service and custom developed tools, Proof equips companies and investors with data-driven insights to:

- ▶ Kickstart their sustainability journey with clarity and produce meaningful reporting.
- ▶ Boost operating margins through tracking sustainability efforts such as increasing resource efficiency.
- ▶ Attract investors to high-impact, high-performing future proof assets that are otherwise invisible or undervalued.



## LEARN MORE GHG Emissions

This section includes an overview of emissions terminology, explains the importance of tracking them, and outlines high-level steps for calculating emissions.\*



### What are Scope 1, 2, 3 and 4 Greenhouse Gas Emissions?

Greenhouse gas emissions are gases like carbon dioxide and methane that trap heat in the atmosphere and cause global warming. Greenhouse gas emissions are categorized into four scopes:

- ▶ **Scope 1 (Direct Emissions):** Emissions directly produced by a company's operations, such as fuel combustion in company-owned vehicles and on-site heating systems.
- ▶ **Scope 2 (Indirect Emissions from Energy):** Emissions from the generation of purchased electricity, steam, heating and cooling consumed by a business. Although these emissions occur off-site, they are attributed to the company's energy usage.
- ▶ **Scope 3 (Value Chain Emissions):** All indirect emissions that occur across the value chain, including purchased goods and services, business travel, employee commuting, waste disposal, and even the end use of sold products. This category is often the largest and most complex.
- ▶ **Scope 4 (Avoided Emissions):** Emissions reductions that occur outside of a product's life cycle or value chain but result from its use. For example, if a company manufactures an energy-efficient appliance, the emissions saved by consumers using this appliance instead of a less efficient model are considered Scope 4 emissions. Notably, Scope 4 is not officially recognized under the GHG Protocol but is sometimes discussed to highlight avoided emissions.

\* The content in this Learn More section is provided by Motive Power [\[link\]](#) and Proof [\[link\]](#)

### Why Does It Matter to Track GHG Emissions?

Tracking and managing GHG emissions is essential for several reasons:



**Regulatory Compliance:** Governments worldwide are introducing stricter regulations and reporting requirements for emissions, especially in industries with high environmental impact.



**Cost Savings:** By identifying inefficiencies, businesses can reduce energy use, streamline operations and cut costs.



**Reputation and Competitiveness:** Demonstrating a commitment to sustainability enhances brand reputation, appeals to environmentally conscious consumers, and positions companies as industry leaders.



**Access to Capital:** Investors increasingly favor companies that actively manage their climate risks and impacts, recognizing the long-term value of sustainable practices.



**Climate Action Goals:** Understanding emissions is the first step in creating meaningful reduction strategies that align with global climate goals, such as limiting global warming to 1.5 degrees Celsius (34.7 degrees Fahrenheit).





## How to Calculate GHG Emissions

Calculating greenhouse gas (GHG) emissions requires gathering specific data across all scopes. Here's a breakdown of each scope, along with lesser-known tips and strategies for data collection:

### Scope 1: Direct Emissions

- ▶ **Track:** Onsite fuel use (e.g., natural gas, diesel) and company vehicles.
- ▶ **Tips:** Use fuel purchase records or fleet data. Start with estimates based on fuel expenses, then refine with actual usage.

### Scope 2: Indirect Emissions from Energy

- ▶ **Track:** Purchased electricity, heating and cooling.
- ▶ **Tips:** Use utility bills or metered data, which can be accessed via utility providers' websites. Contact providers for renewable energy details to make calculations more precise.

### Scope 3: Value Chain Emissions

- ▶ **Track:** The Scope 3 categories that are material or relevant to your business.
- ▶ **Tips:** Begin with spend-based estimates, then transition to activity-based data like miles traveled or weight purchased.

### Scope 4: Avoided Emissions

- ▶ **Track:** Emissions avoided due to your product/service compared to a baseline.
- ▶ **Tips:** Use lifecycle assessments or partner with experts for tailored methodologies.

#### Getting Started: A Phased Approach

**Start Small:** Use expense-based estimates for Scope 1–3.

**Refine Over Time:** Collect usage-based data (e.g., gallons of fuel, kWh used).

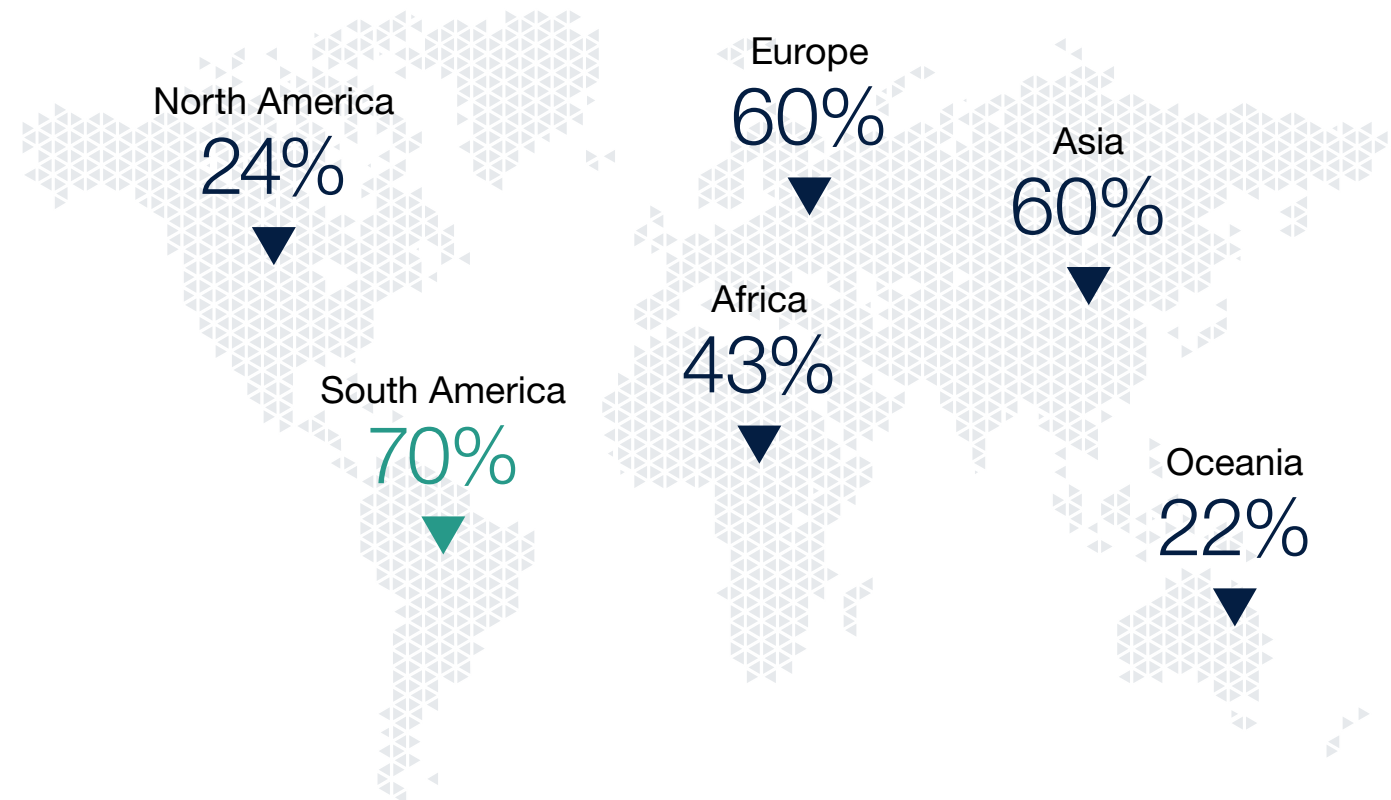
**Prioritize Reductions:** Focus first on major emissions sources, and look for alternative options that also save money, such as purchasing clean power through green tariffs or installing on-site solar.



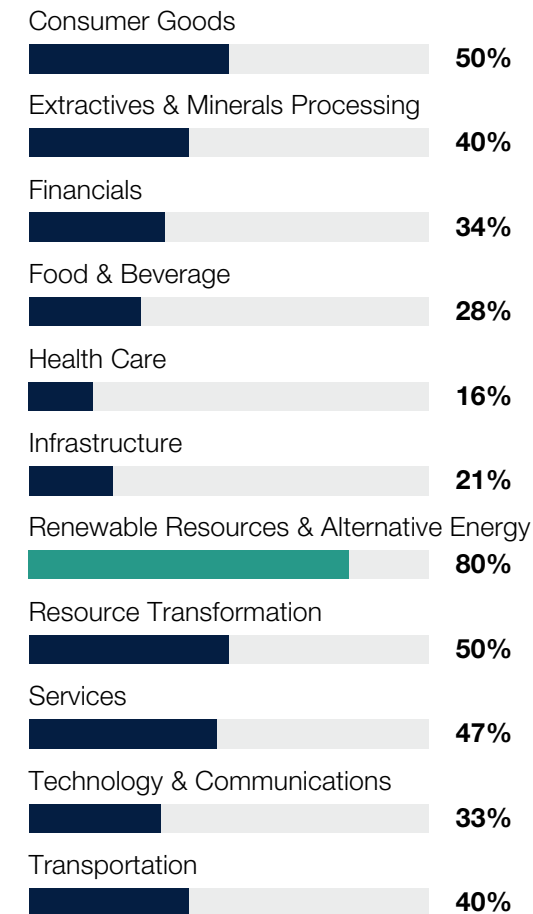


## Decarbonization Strategy

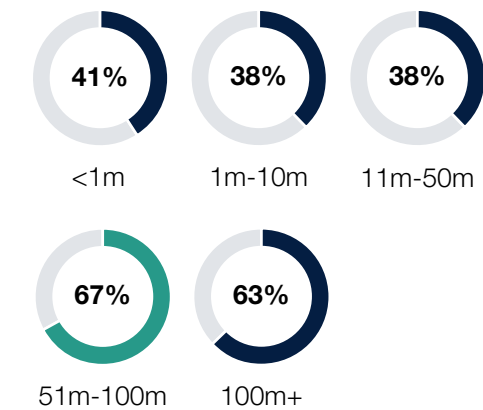
### Organizations with a Decarbonization Strategy by Continent



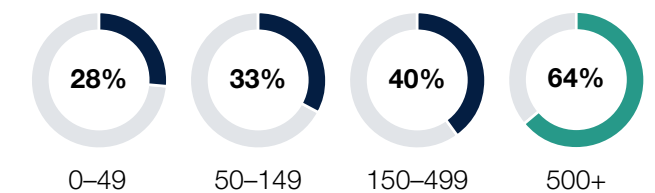
### Organizations with a Decarbonization Strategy by Sector



### Organizations with a Decarbonization Strategy by Revenue



### Organizations with a Decarbonization Strategy by Employee Count

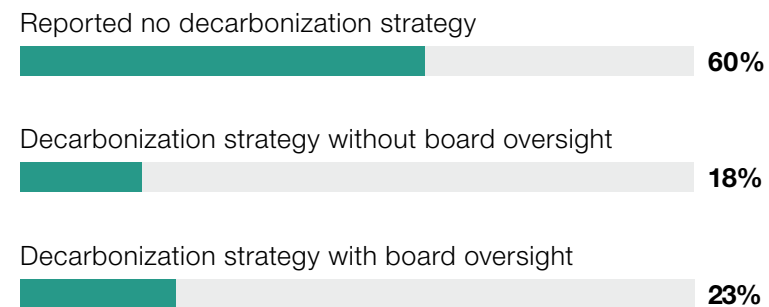






## Key Findings

A majority of respondents to the 2024 Survey do not have a decarbonization strategy:



An Australian transportation company is working with an organization to measure current impact and targets for 2030.

**Decarbonization** refers to the process of reducing carbon dioxide emissions in all sectors, from transportation to energy and industry.

This question was added to the 2024 Survey to call attention to the importance of a decarbonization strategy to the long-term viability of business and to shine a light on the strong leadership needed to meet the climate challenge. Although a majority did not have a decarbonization strategy, the data had some bright spots.

Larger companies were significantly more likely to have a decarbonization strategy than smaller companies, and the renewable resources and alternative energy, resource transformation and consumer goods sectors were more likely to have a decarbonization strategy than other sectors. At least half of companies in those sectors reported having a decarbonization strategy, with the renewable resources and alternative energy sector having a very impressive 80% of entities reporting such a strategy. The health care and infrastructure sectors were least likely to have a decarbonization strategy. By continent, more than half of respondents in South America, Asia and Europe had a decarbonization strategy.

## Spotlight



“Decarbonizing buildings is our opportunity to make a lasting impact on climate change while helping our clients unlock a greater impact of their own.”

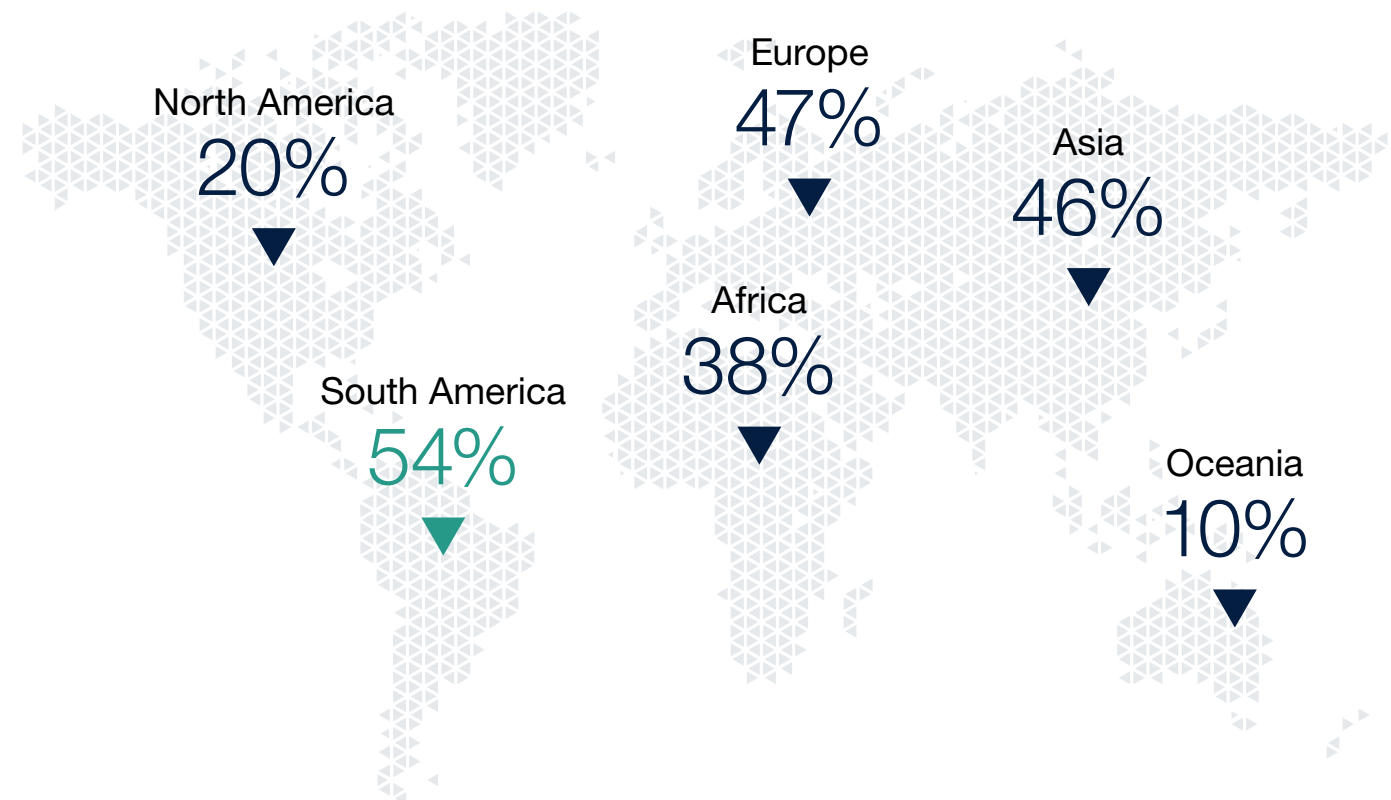
**Nicolette Maury**  
CEO, Avani Solutions  
Sydney, Australia

**Nicolette Maury** is the CEO of Avani Solutions, a climate technology company delivering ESG solutions to the real estate industry. Avani has developed advanced integration technologies that actively decarbonize buildings by changing how they behave. Avani’s systems work to eliminate wasted resources (such as energy, water and waste) by accessing a building’s data, applying self-correcting automated actions to change the building’s behavior, and tracking the improvements through a series of flexible dashboards and reports.

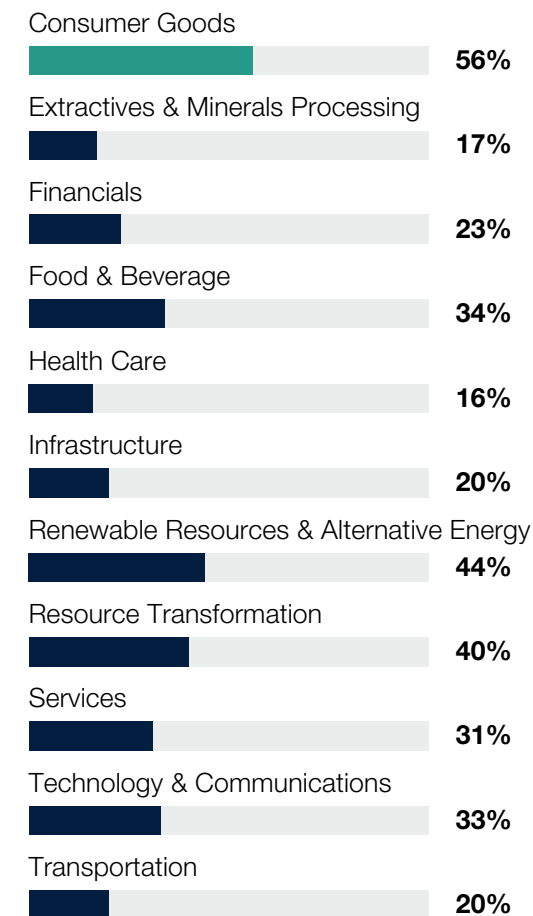


## Short-Term GHG Reduction Targets

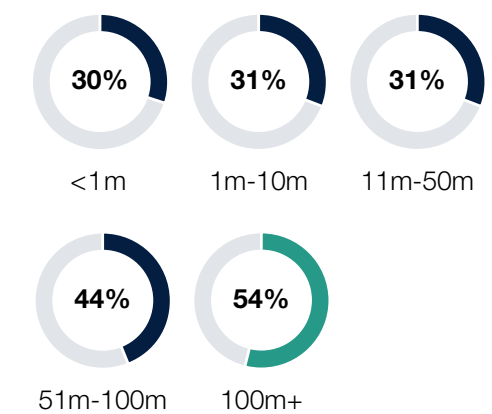
### Short-Term Reduction Targets by Continent



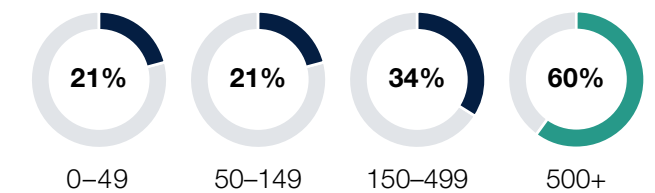
### Short-Term Reduction Targets by Sector



### Short-Term Reduction Targets by Revenue



### Short-Term Reduction Targets by Employee Count

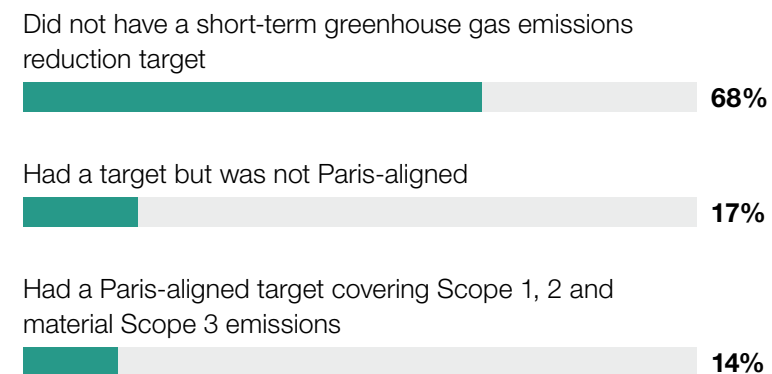






## Key Findings

A majority of respondents did not have short-term greenhouse gas emissions reduction targets:



Larger companies (more than 500 employees) were most likely to have a short-term reduction target. Likewise, the consumer goods sector was most likely to have a short-term reduction target, followed by the renewable resources and alternative energy and resource transformation sectors. The health care sector was least likely to have a short-term target.

By continent, more than half of the respondents in South America had a reduction target, while Europe and Asia followed closely behind.

- [25% of CDP-disclosing companies globally had a Paris-aligned target in 2024](#)

A Canadian services firm aims to reduce energy use in existing buildings by making the energy infrastructure more efficient and resilient and reports that it typically reduces CO<sub>2</sub> emissions of existing buildings by 30-50%.





## ◀ Spotlight



“Business is uniquely situated to command and drive consistent, lasting and positive impact to our communities and the planet as a whole. As business leaders, we are so fortunate to be in this time period in history where we are able to use our skills to affect the very future of humanity itself.”

**Angel Lance**

Founder, Motive Power and The Gulch Environmental Foundation  
San Francisco, California, USA

**Angel Lance** is a trailblazer in the fight against climate change, driven by a deep passion to create a sustainable future through decarbonization and innovation. As the founder of Motive Power, The Gulch Environmental Foundation and 10/6 Professional Services, she has dedicated her career to empowering utilities and other industries to achieve their climate goals. Her companies specialize in guiding organizations through impactful transformations, leveraging expertise in organizational development and project management to implement practical solutions for sustainability.

Recognizing utilities' critical role in the clean energy transition, Ms. Lance established the National Public Utilities Council (NPUC) to provide industry leaders with the tools and insights they need to make meaningful progress. A cornerstone of this effort is the NPUC Decarbonization Index, an annual report that benchmarks utilities' decarbonization progress and highlights opportunities for improvement. Through the Utilities Council, she fosters collaboration among leaders in the sector, encouraging the exchange of best practices to expedite the transition to clean energy.

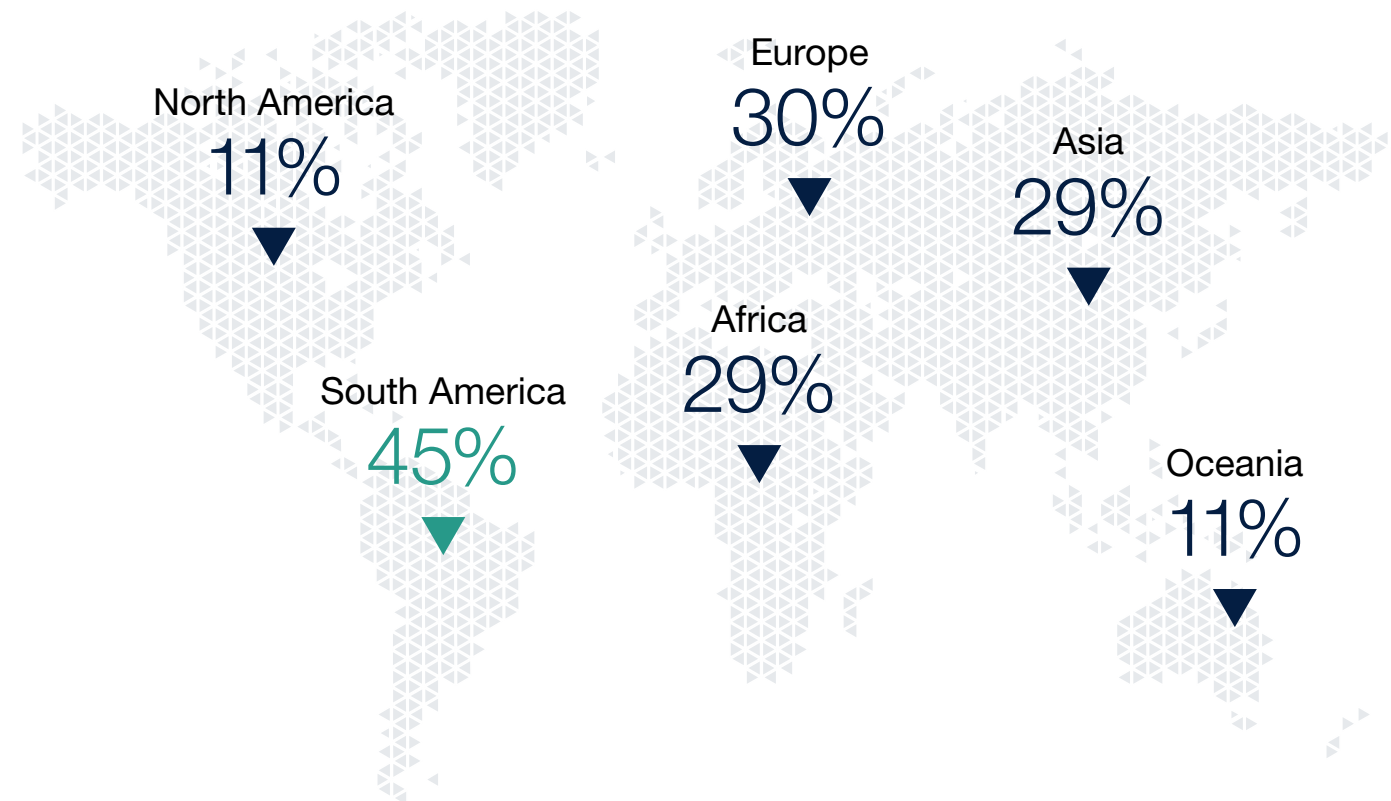
Ms. Lance's unwavering dedication extends beyond her business ventures. She founded The Gulch Environmental Foundation, a non-profit committed to combating climate change through regenerative farming, and actively supports other non-profits working toward a greener, more equitable future. Her leadership inspires and drives measurable progress in the global fight against climate change.





## Long-Term Net Zero Goal

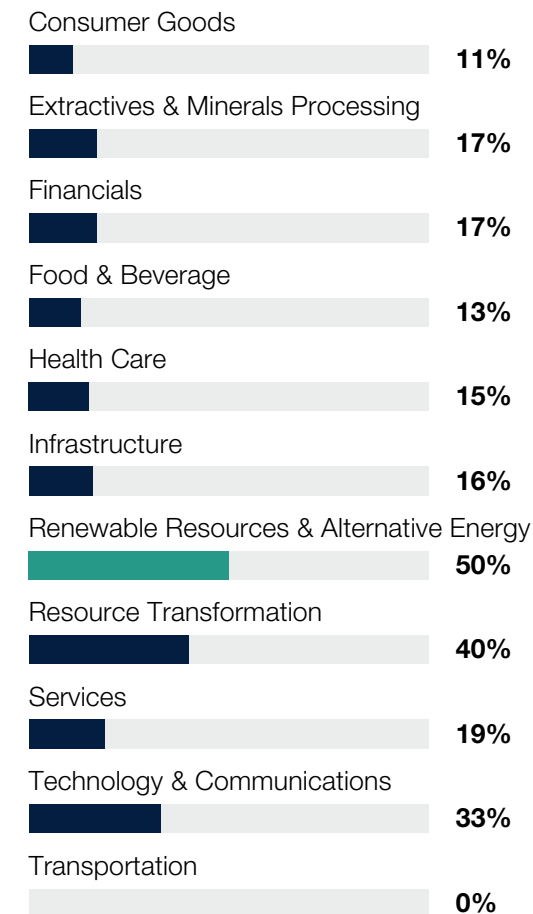
### Long-Term Net Zero Goal by Continent



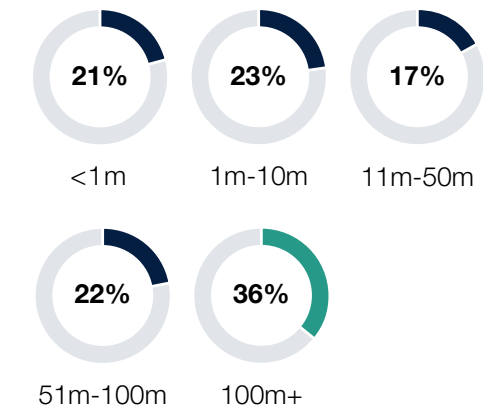
**Net zero** refers to achieving a balance between the greenhouse gasses emitted into the atmosphere and those removed from it.

Note: The numbers on this page represent the percentage of participants that had a goal fully aligned with a net-zero pathway.

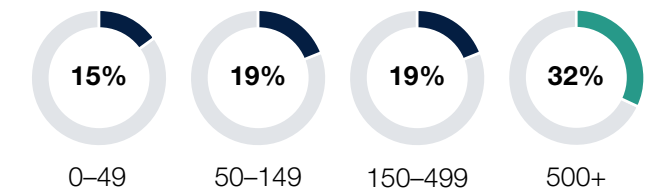
### Long-Term Net Zero Goal by Sector



### Long-Term Net Zero Goal by Revenue



### Long-Term Net Zero Goal by Employee Count





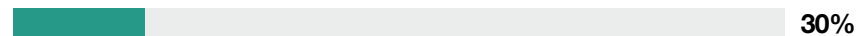
## Key Findings

Although a majority of respondents do not currently have a net-zero goal, it is anticipated more than half will have such a goal within the next two years:

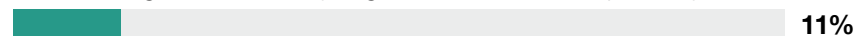
Did not have a net-zero goal and did not plan to set one  
(due to lack of a viable pathway)



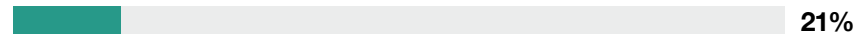
Did not have a net-zero goal but intends to establish one in the  
near term (<2 years)



Did have a goal but not fully aligned with a net-zero pathway



Had a net-zero goal



Larger companies (more than 500 employees) were most likely to have a long-term goal. 32% of large companies had a goal aligned with a net-zero pathway and 26% had a long-term goal that was not fully aligned with a pathway. Companies in the renewable resources and alternative energy, resource transformation and technology and communications sectors were most likely to have a long-term goal, with over one-third of respondents in these sectors claiming that their goal aligned with the net-zero pathway. Over half of respondents in the extractives and minerals processing, financials, infrastructure, and food and beverage sectors did not have a long-term goal and did not have any plans to set one (due to lack of a viable pathway).

By continent, respondents in South America were most likely to have a long-term goal aligned with the net-zero pathway.

► [8% of companies globally had a net-zero goal](#)







## ◀ Spotlight



“How market economics are unleashed in support of decarbonization is really turning the tide on capitalism to serve decarbonization, not work against it.”

**Gene Gebolys**

Founder and CEO, World Energy  
Winchester, Massachusetts, USA

**Gene Gebolys** has dedicated his career to establishing a transparent and solution-driven biofuel ecosystem. He founded World Energy over 25 years ago to accelerate the commercialization of advanced biofuels, and the company was the world's first commercial-scale producer of sustainable aviation fuel. Today, World Energy helps the world's leading companies reduce their impact on the environment without compromising growth or competitiveness. The company's efforts have eliminated over 1.7 million tonnes of CO<sub>2</sub>e of aviation emissions and counting.

World Energy is focusing its efforts on maximizing production at its Los Angeles facility, converting it to a 100% renewable production hub, which will serve as a model for World Energy's Houston facility. It is expected that both facilities will allow World Energy to provide a total of close to 500 million gallons of sustainable aviation fuel once complete.

Gebolys and his team also provide solutions like sustainable aviation fuel certificates (SAFc), which are what's known as a carbon “inset”. Insets are emission-reduction projects that occur within the same sector where the emissions are produced. This insetting model has the potential to drive decarbonization across other hard-to-abate sectors such as steel and shipping,




# Sustainability Governance and Reporting

In this section, you will find:

28

Introduction

30

 Financial Materiality in Sustainability


32

Governance and Leadership Structure

35

Sustainability Practices and Reporting

36

 Sustainable Development Goals

## Introduction

Strong governance is the foundation for embedding sustainability throughout an organization, including its decision-making processes, strategies and daily operations. It sets the tone, establishes the rules and creates a framework for accountability. Transparency is also an essential component as it builds trust with stakeholders. It requires the organization to measure and report its performance, proving its dedication to responsible business practices.

Sustainability is no longer just an environmental concern; it is a critical factor for long-term business success. It is a fundamental component of a company's operations that strengthens its resilience, relevance and reputation in a rapidly changing world.

The results presented in this report offer insights into the current state of sustainability governance among YPO members. The results show that larger companies lead with sustainability governance and reporting, specifically by assigning board oversight, hiring a dedicated sustainability professional and adopting other leading practices and reporting. YPO members at larger companies, with their head start and greater resources and capacity, can play a significant role in setting a positive example for smaller YPO organizations.

A Romanian services firm reports that sustainability has always been woven into their core values, and driving action to make a positive impact at scale differentiates them as a purpose-driven company.







## ◀ Spotlight



“Small business owners are driving most of the engines from which we all benefit. They are the fabric of our society.”

**Carissa Reiniger**

Founder and CEO, Silver Lining  
New York, New York, USA

**Carissa Reiniger** founded Silver Lining and designed the Silver Lining Action Plan (SLAP™), which is a 12-month action plan that combines marketing, sales and business development into a clear and straightforward format for small business owners. Since launching in 2005, Silver Lining has supported more than 15,000 small business owners in 78 countries.

The small businesses have unlimited access to the platform to track their progress and connect with other small businesses, entrepreneurs and industry experts. Silver Lining also provides its customers with small loans and alternative equity capital based entirely on their activity within the SLAP™ program. SLAP™ customers have created more than 100,000 jobs and USD7 billion in capital.

Silver Lining continues to enhance the support it provides to small businesses, including now offering the platform in Spanish and finding ways within the platform to accommodate the neurodivergent. They also have an Access for All policy, allowing customers to set a price they can afford based on their expected sales goals.





LEARN MORE

# Financial Materiality in Sustainability

## Integrating Sustainability into Strategy and Decision-Making\*

Financial materiality in sustainability is critical for businesses aiming to integrate environmental, social and governance (ESG) considerations into their core strategy and decision-making processes. It involves identifying and prioritizing the ESG issues that have the potential to significantly impact an organization's financial performance and long-term value creation.



## Why Focus on Financial Materiality?

- **Strategic Risk Management:** By understanding which ESG issues are financially material, companies can proactively manage risks and capitalize on opportunities related to sustainability. For example, a company heavily reliant on water resources would consider water scarcity a financial issue and take steps to mitigate that risk.
- **Enhanced Investor Relations:** Investors are interested in understanding how companies manage ESG risks and opportunities. Clear and transparent disclosure of financially material ESG information strengthens investor confidence and attracts responsible investments.
- **Improved Decision-Making:** A robust materiality assessment helps companies prioritize sustainability initiatives, allocate resources effectively and measure the impact of their actions.
- **Long-Term Value:** Addressing material ESG issues can lead to operational efficiencies, cost reductions, improved brand reputation and increased innovation, all of which contribute to long-term value creation.

\* The content in this Learn More section is provided by Motive Power [\[link\]](#) and Proof [\[link\]](#)

## Double Materiality

The concept of double materiality has emerged to incorporate two perspectives of materiality:

**Financial Materiality:** Focuses on how ESG issues impact a company's financial performance.

**Impact Materiality:** A company's impact on broader environmental and social systems, regardless of financial implications.

Frameworks, such as the **EU Corporate Sustainability Reporting Directive (CSRD)**, require double materiality for comprehensive reporting.





## Steps for Assessing Financial Materiality in Sustainability

**01**

### Identify Relevant ESG Issues

Conduct a materiality assessment to prioritize ESG factors based on their financial relevance and stakeholder impact.

**02**

### Analyze Business Impacts

Evaluate how each ESG issue affects operational costs, revenue streams, regulatory risks or market positioning.

**03**

### Engage Stakeholders

Collaborate with investors, regulators, employees and customers to understand their priorities and perspectives.

**04**

### Integrate Material ESG Issues into Strategy

Align corporate strategy with financially material sustainability considerations to mitigate risks and leverage opportunities.

**05**

### Monitor and Report

Continuously assess and disclose financially material ESG factors using standardized frameworks to ensure transparency and comparability.

## Examples of Financially Material ESG Issues:

### Climate Change Risks

- ▶ Physical risks (e.g., damage from extreme weather events)
- ▶ Transition risks (e.g., costs from regulatory shifts, carbon taxes)

### Regulatory Changes

- ▶ Compliance costs associated with new environmental or labor laws

### Consumer Preferences

- ▶ Shifts toward sustainable products can impact revenues or market share

### Supply Chain Disruptions

- ▶ Environmental or social issues affecting resource availability or costs

### Reputational Risks

- ▶ Brand value erosion due to negative ESG publicity or non-compliance

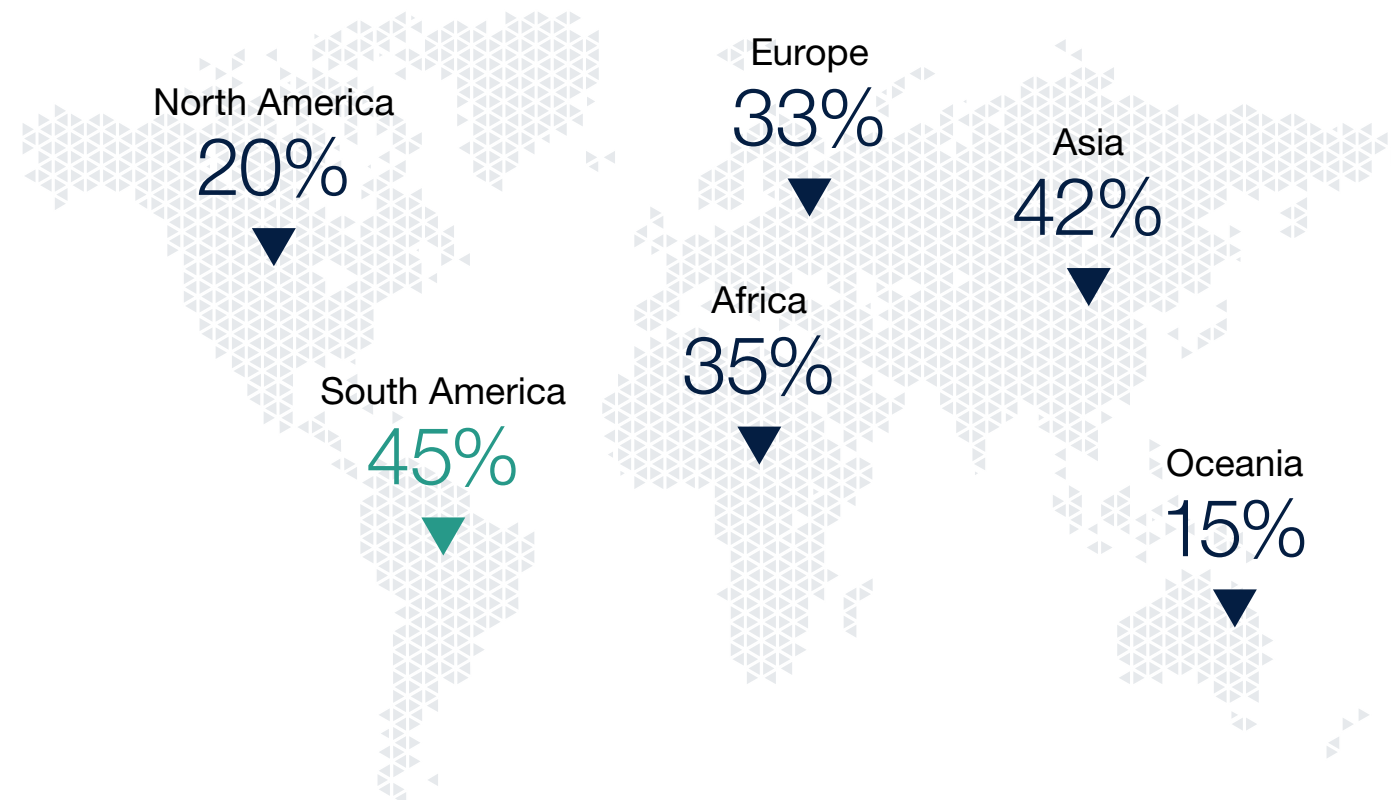
### Workforce Management

- ▶ Employee retention, productivity and costs tied to workplace diversity and well-being

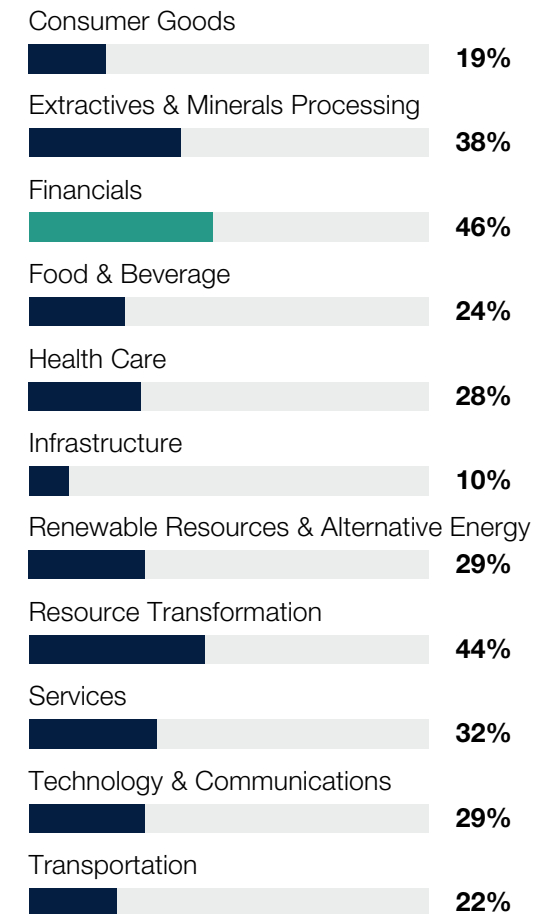


# Governance and Leadership Structure

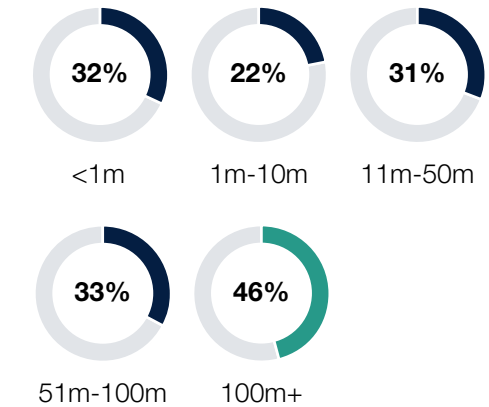
## Social and Environmental Board Committee by Continent



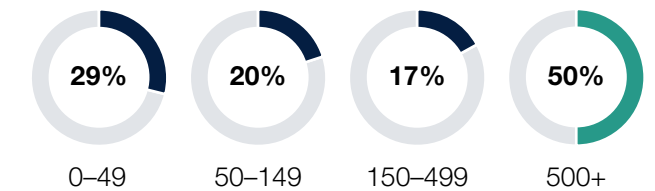
## Social and Environmental Board Committee by Sector



## Social and Environmental Board Committee by Revenue



## Social and Environmental Board Committee by Employee Count

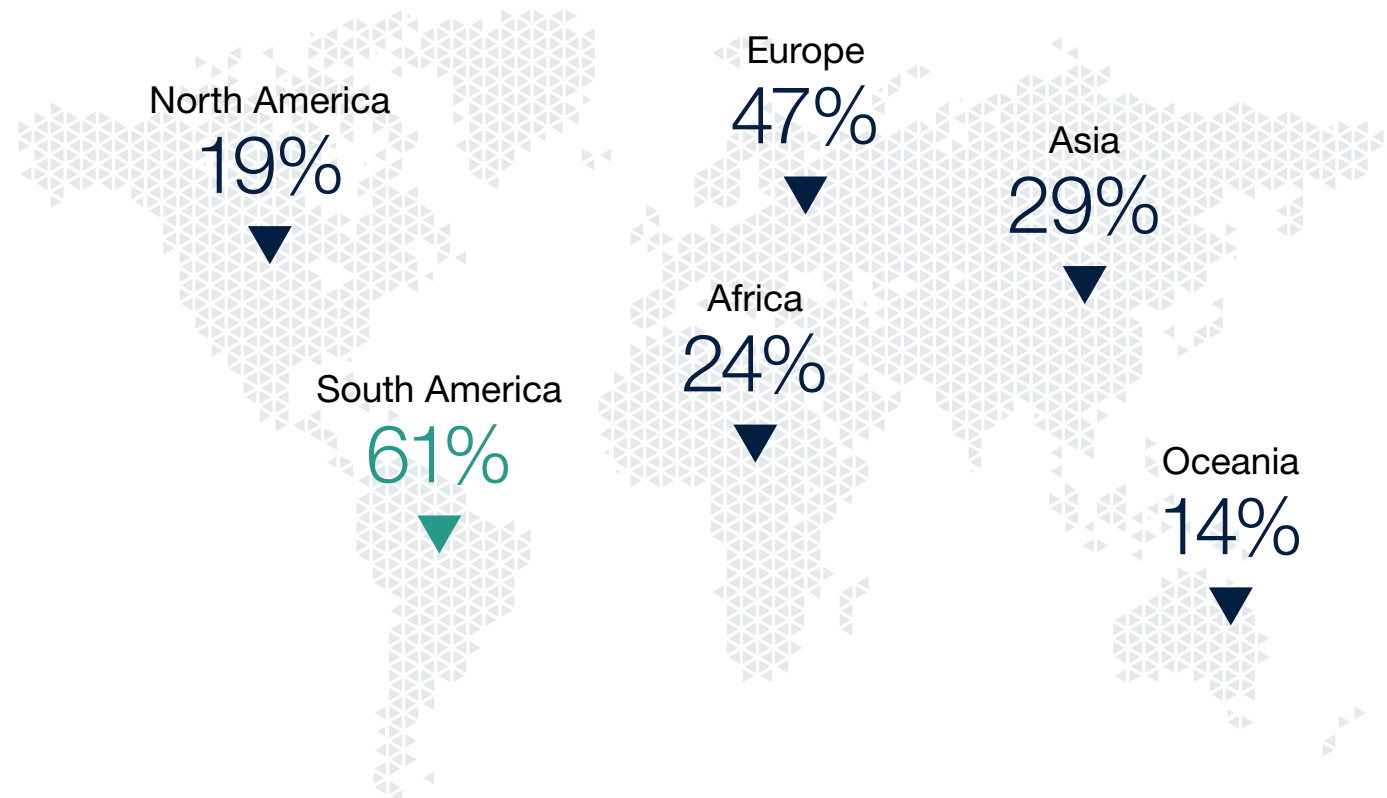




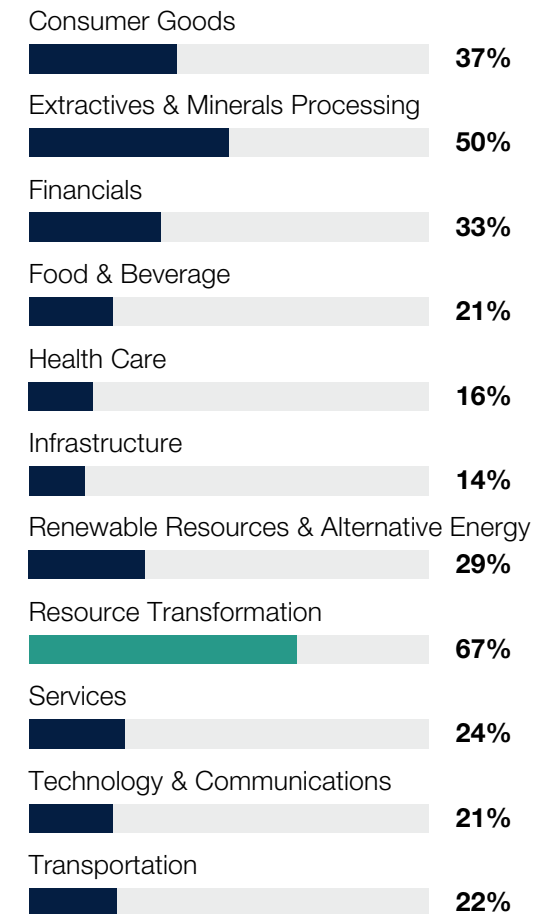


# Governance and Leadership Structure (cont.)

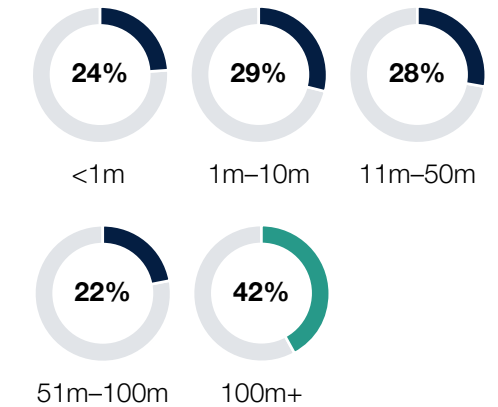
## Full-Time Sustainability Leadership Position by Continent



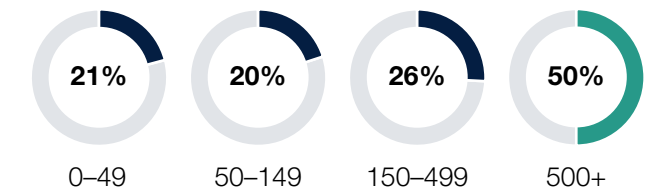
## Full-Time Sustainability Leadership Position by Sector



## Full-Time Sustainability Leadership Position by Revenue



## Full-Time Sustainability Leadership Position by Employee Count





## Key Findings

**Social and Environmental Board Committee.** In 2024, 28% of the respondents to this question had a social and environmental committee on their board. Larger companies (500+ employees) were significantly more likely to have such a committee than smaller companies. Respondents in the financial and resource transformation sectors were more likely to have the committee than other sectors. Respondents in North America and Oceania were less likely to have a social and environmental board committee.

**Sustainability Leadership Position.** In 2024, 28% of respondents to this question had a full-time sustainability leadership position. Larger companies (500+ employees) were significantly more likely to have this position than smaller companies. Respondents in the extractives and mineral processing and resource transformation sectors were more likely to have a full-time position. Respondents in North America and Oceania were less likely to have full-time sustainability positions.





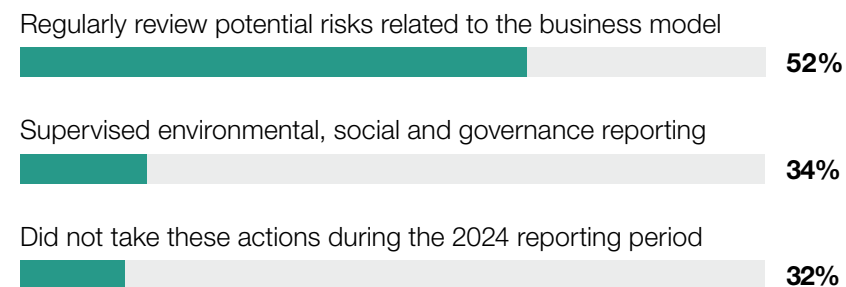
## ◆ Sustainability Practices and Reporting

YPO added new questions to its 2024 Survey to capture sustainability governance best practices outlined by the Global Reporting Initiative and the United Nations Global Compact Communication on Progress questionnaire (an annual report submitted by companies participating in the UN Global Compact, detailing their efforts to implement the organizations 10 principles).

The 2024 respondents demonstrated that they are well on their way to following sustainability best practices.

### Has your board/highest governance body, or most senior executive of the company, taken any of the following actions during the first six months of 2024:

#### Risk Oversight Program



#### Transparency and Reporting



## Key Findings

Larger companies (500+ employees) tended to be more likely to regularly review potential risks related to the business model (60%) and less likely to do none of the listed reporting actions (20%). In contrast, 42% of small companies (less than 50 employees) took none of the listed actions. Respondents in South America and Europe tended to follow more governance best practices than respondents in other countries. The sample size of responses was too small to analyze by sector.

A financial firm in the Netherlands reports that it is a signatory to the UNPRI, has a Responsible Investment policy, a Human Rights policy, and convenes an impact event each year.



# Sustainable Development Goals

The United Nations Global Compact is a voluntary initiative encouraging businesses to adopt sustainable and socially responsible policies.\* Companies can join the UN Global Compact and incorporate their 10 human rights, labor, environment and anti-corruption principles into their strategies, policies and procedures. The UN Global Compact is also a leading catalyst for adopting the 17 Sustainable Development Goals and provides resources and tools for companies and other stakeholders to support SDG implementation.

## The Sustainable Development Goals (SDGs):



### No Poverty

Eradicate poverty in all its forms everywhere by improving access to resources, social protection systems and economic opportunities.



### Zero Hunger

End hunger, achieve food security, improve nutrition and promote sustainable agriculture.



### Good Health and Well-being

Ensure healthy lives and promote well-being for all ages through universal healthcare, disease prevention and better nutrition.



### Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities.



### Gender Equality

Achieve gender equality and empower all women and girls by eliminating discrimination and violence.



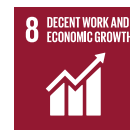
### Clean Water and Sanitation

Ensure the availability and sustainable management of water and sanitation for all.



### Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all.



### Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



### Industry, Innovation, and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.



### Reduced Inequalities

Reduce inequality within and among countries, with a focus on social, economic and political inclusion.



### Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.



### Responsible Consumption and Production

Ensure sustainable consumption and production patterns by reducing waste and promoting resource efficiency.



### Climate Action

Take urgent action to combat climate change and its impacts through mitigation, adaptation and resilience-building.



### Life Below Water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



### Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, combat deforestation and halt biodiversity loss.



### Peace, Justice, and Strong Institutions

Promote peaceful and inclusive societies, ensure access to justice and build effective, accountable institutions.



### Partnerships for the Goals

Strengthen global partnerships to support sustainable development, mobilize resources and foster cooperation among governments, private sector and civil society.

\* The content in this Learn More section is provided by Motive Power [↗](#) and Proof [↗](#)





# Representation and Inclusion

In this section, you will find:

|                               |                                      |                                      |
|-------------------------------|--------------------------------------|--------------------------------------|
| 37                            | 38                                   | 41                                   |
| Introduction                  | Governing Body Gender Representation | Founding Group Gender Representation |
| 42                            | 44                                   | 46                                   |
| Manager Gender Representation | Employee Gender Representation       | Wage Equity                          |

## Introduction

Diverse representation focuses on ensuring that individuals from various backgrounds, particularly underrepresented groups, are visible and included across all levels of an organization. The 2023 and 2024 Surveys focused on female representation.

YPO is a community providing camaraderie and support for leaders in the C-suite. For example, the Women’s Business Network is a place where women turn to connect, learn and grow in their leadership journeys. Today there are more than 30 YPO Networks, allowing peers to engage beyond their chapter around common interests, industries and topics. Being able to connect and discover new perspectives from members around the globe and in different industries is invaluable to our members’ growth and engagement.

With more than 35,000 members in over 150 countries, YPO is a collective of different cultures, generations and life experiences.

## ◀ Spotlight



“I believe growing our reach and deepening our impact are not just an opportunity but rather a moral obligation for us.”

**Vishal Ghotge**  
CEO and Director, Kiva  
Seattle, Washington, USA

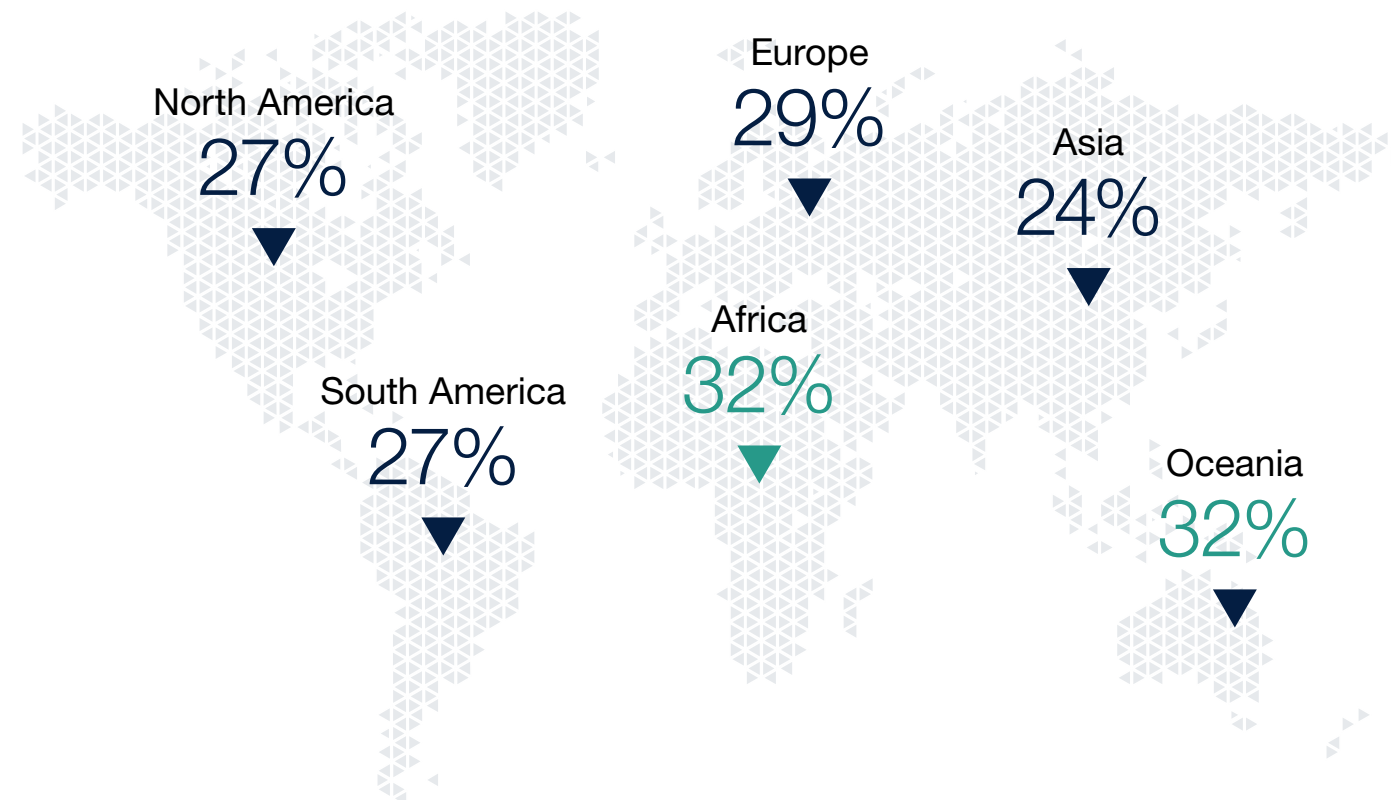
**Vishal Ghotge** has been working to meet the financial needs of underserved populations for several years, most recently as CEO and Director at Kiva. This international non-profit expands financial access to help underserved communities. Kiva uses crowdfunded microloans to serve people in over 70 countries across five continents. Since its inception in 2005, 3 million Kiva lenders have facilitated over USD2.2 billion in loans to over 5.5 million people.

In January 2024, Kiva announced a goal to scale its reach with underbanked women. Kiva has a goal to reach 8 million women by 2028 (from the baseline year of 2005).

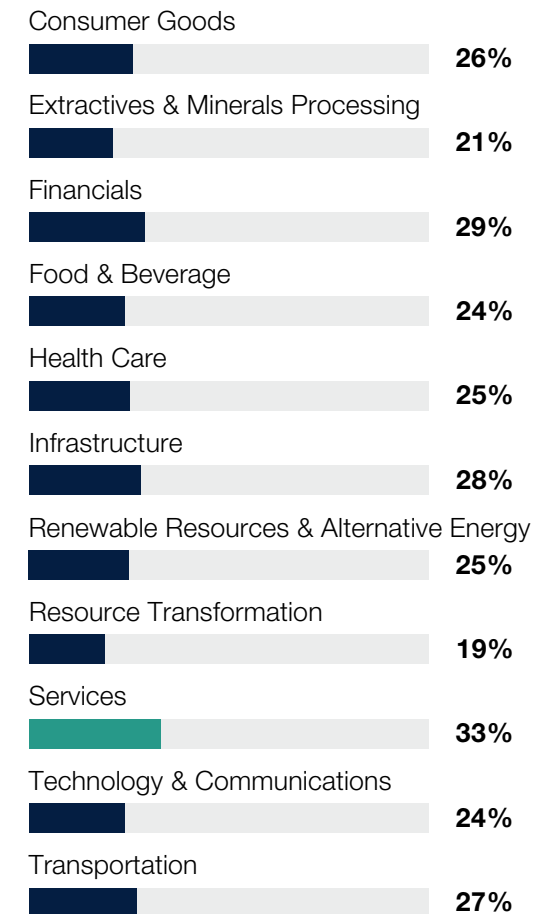


# Governing Body Gender Representation

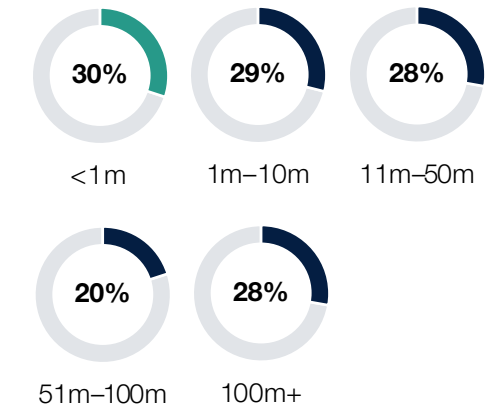
## Percent Female Board Members by Continent (2023 and 2024)



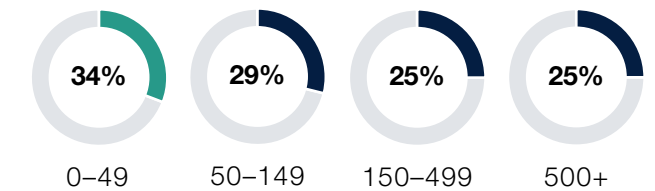
## Percent Female Board Members by Sector



## Percent Female Board Members by Revenue



## Percent Female Board Members by Employee Count





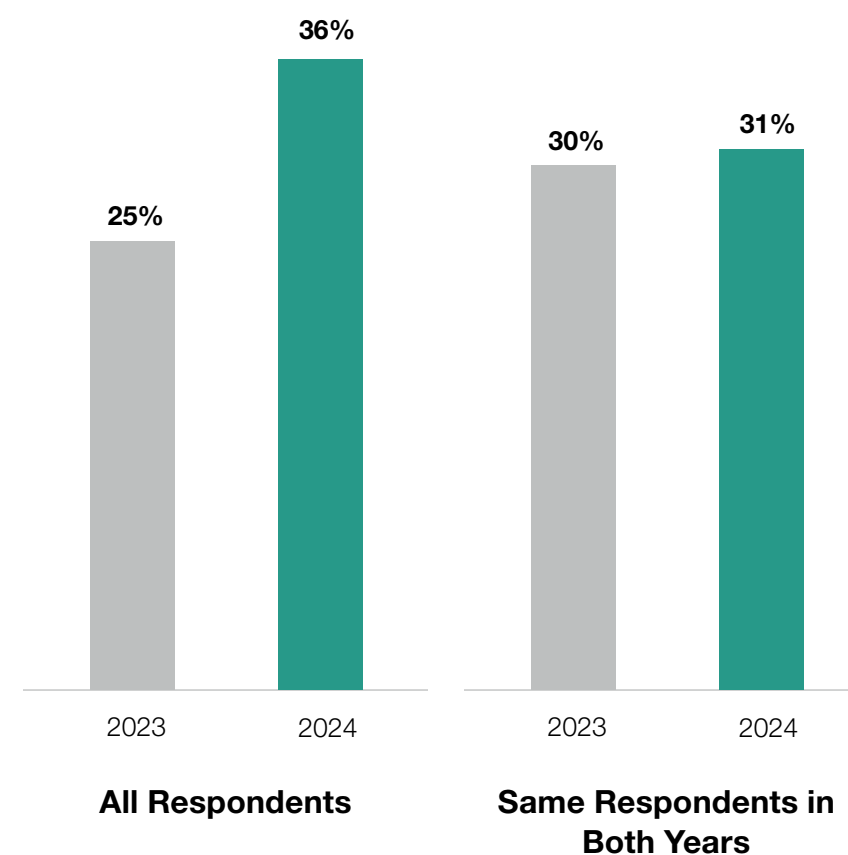


## Key Findings

For both years, the unique YPO members that answered this question reported an average of 27% female board members and a median of 25%. Smaller organizations and those in the services sector had higher female board representation percentages than other company sizes and sectors. Female board representation was notably highest in the services sector at 32.8%.



### Average Percent Governing Body Gender Representation Year-over-Year



**2023 to 2024.** The 2024 respondents demonstrated higher board gender representation than 2023 respondents.

Gender representation on boards is slowly improving in many jurisdictions but remains a persistent challenge. No continent reported an average representation that met the global target of 40%. Asia had the lowest percentage of female board representation.

A Panamanian technology and communications company reported that 75% of their Board is female.

The interaction of YPO peers with each other and their access to learning opportunities work to promote inclusive corporate cultures, break down systemic barriers and create pathways for women to ascend to leadership roles.

- A global reference value for female board representation is 23.3%<sup>1</sup>, and a global target set forth in many emerging regulatory frameworks is 40%<sup>2</sup>.

<sup>1</sup> [Deloitte's Women in the Boardroom Reveals Some Progress Toward Gender Parity but Accelerated Momentum is Required](#)

<sup>2</sup> [MSCI, 40% Women on Boards — the New Frontier](#)



## ◀ Spotlight



“We must ensure that any impact we make is thoughtfully integrated into the environment.”

**Nooshin Behroyan**

★ 2025 YPO Global Impact Award Winner  
Founder and CEO, Paxon Energy  
and Infrastructure  
Oakland, California, USA

**Nooshin Behroyan** is the founder and CEO of Paxon Energy and Infrastructure, one of only 7% of female CEOs in the energy sector. In an industry steeped in tradition, Paxon is future-oriented. Under Behroyan’s leadership, the consulting management firm focuses on improving critical infrastructure in the oil, gas and utility industries and has become the ninth fastest-growing company in the U.S., advancing both its mission to curb methane pollution for the energy sector and her impact as a trailblazing force in the industry. In 2023 alone, Paxon recovered more than 850,000 tons of methane, the equivalent of powering 4 million homes in the United States for a full year.

As a young, Iranian single mother in an industry dominated by century-old, white-male-led companies, Behroyan couldn’t afford to lead like everyone else. She built Paxon differently — self-funded, profitable from day one, and people-first in its approach. Behroyan knows firsthand how barriers to entry stifle innovation. While talent has nothing to do with race or gender, she admits opportunity often does. Nooshin says she knows part of her company’s success stems from the fact that she brought forth her ideas within a sector that had diversity budget to spend. She’s spent years advocating for women in business, including serving as board president for the National Association of Women Business Owners, but she’s most proud of building a company where female engineers, inspectors and veterans feel empowered to ask tough questions and challenge norms.



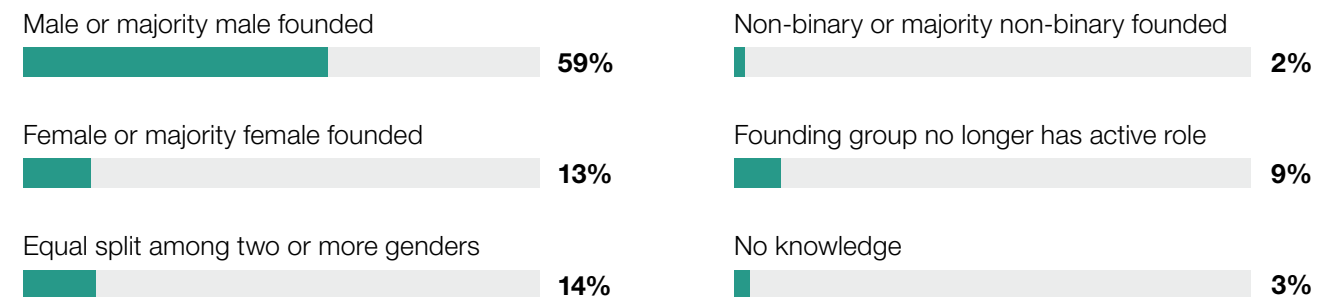


## ◆ Founding Group Gender Representation

### Key Findings

Across all respondents, the majority were male or male founded.

#### Founding Group Gender Representation of Respondents



Smaller organizations (less than 50 employees) were more likely to be female founded than other-sized respondents. YPO members in the services sector were more likely to be female founded than other sectors. By continent, approximately three-quarters of respondents in Oceania and South America were male or majority male founded. The number of respondents for female or majority female founded businesses was too low to call out any other notable differences.

### ◀ Spotlight



“The medium of entrepreneurship has the power to improve the condition of mankind.”

#### **Manipal Dhariwal**

Chapter President, SACC India  
Chandigarh, India

**Manipal Dhariwal** is the Co founder and President of Startup Accelerator Chamber of Commerce (SACC) India. It is a non-for-profit social organization that has incubated and accelerated over 2000 startups and SMEs founded by first generation founders, generating more than 6,000 jobs, and contributing to India's economic growth.

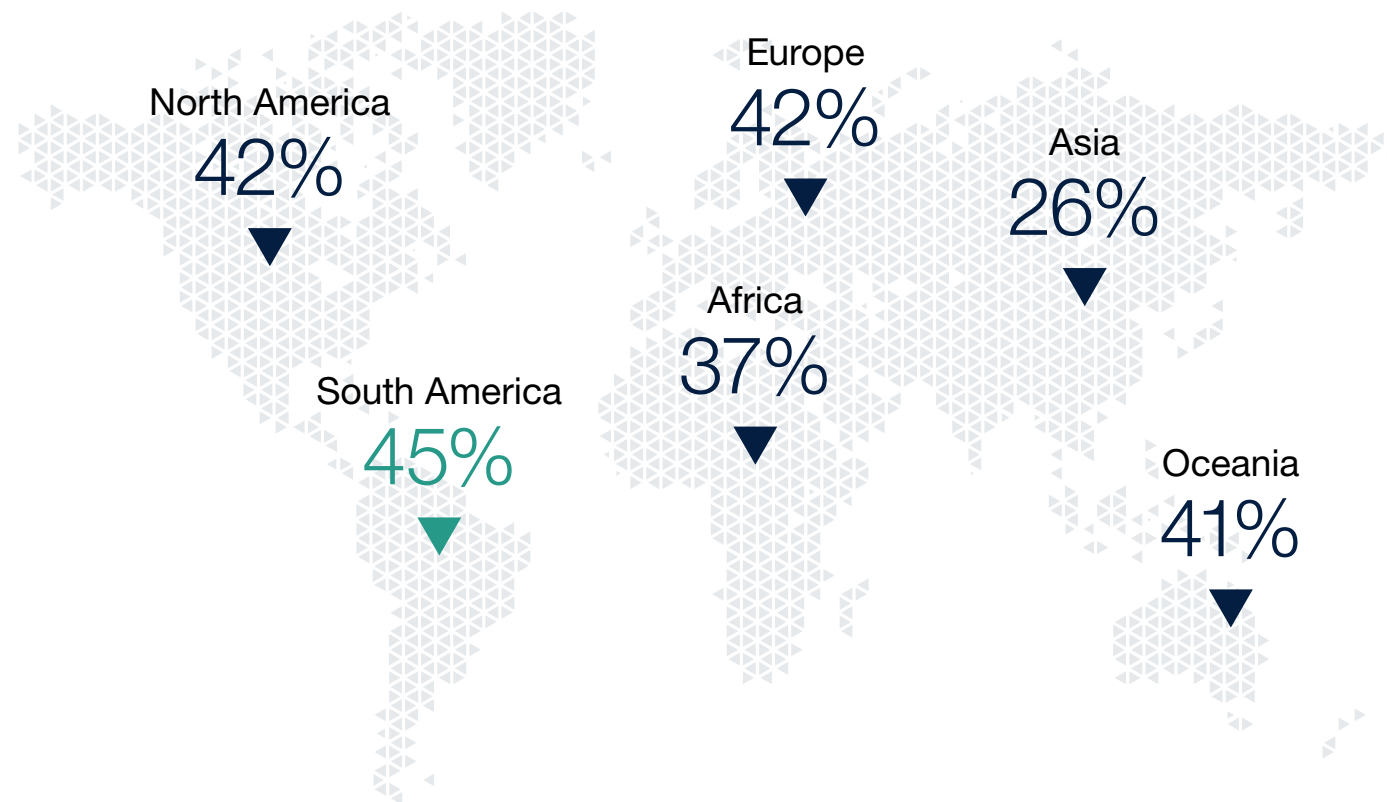
It has played a pivotal role in empowering many rural and women entrepreneurs. SACC serves as a launchpad for underprivileged women to embark on entrepreneurial journeys and become community role models. SACC operates six rural startup incubators with a Zero Fee, Zero Equity model to foster grassroots entrepreneurship.

SACC India inspires to build a holistic startup ecosystem that generates and empowers 10,000 SMEs and startups by 2030.

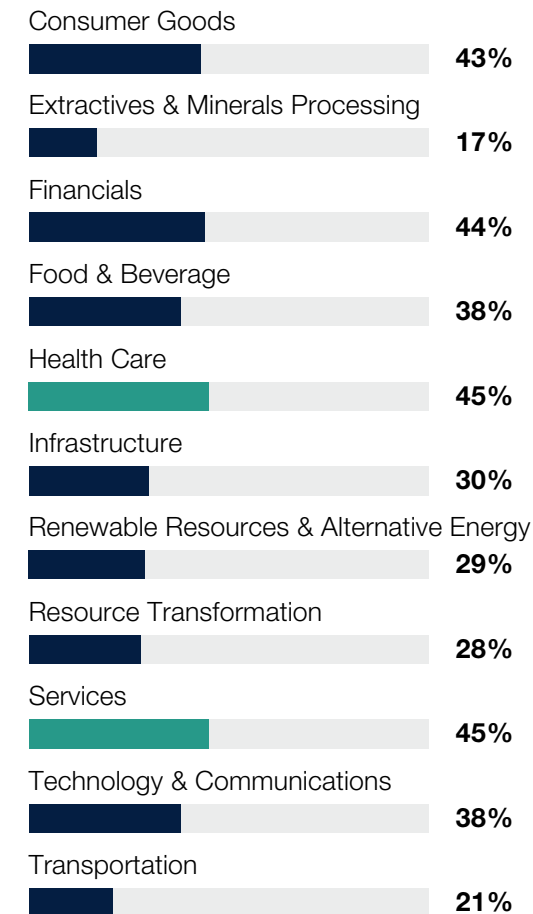


# Manager Gender Representation

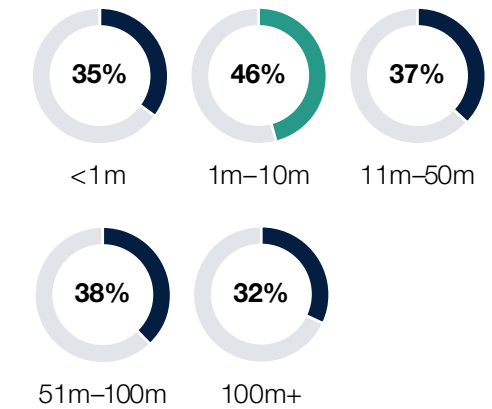
## Percent Female Managers by Continent (2023 and 2024)



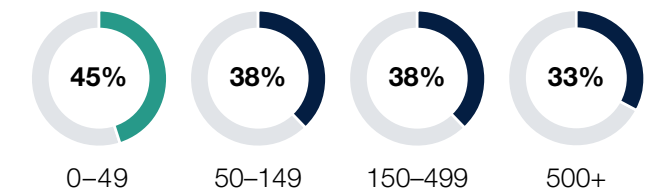
## Percent Female Managers by Sector



## Percent Female Managers by Revenue



## Percent Female Managers by Employee Count





## Key Findings

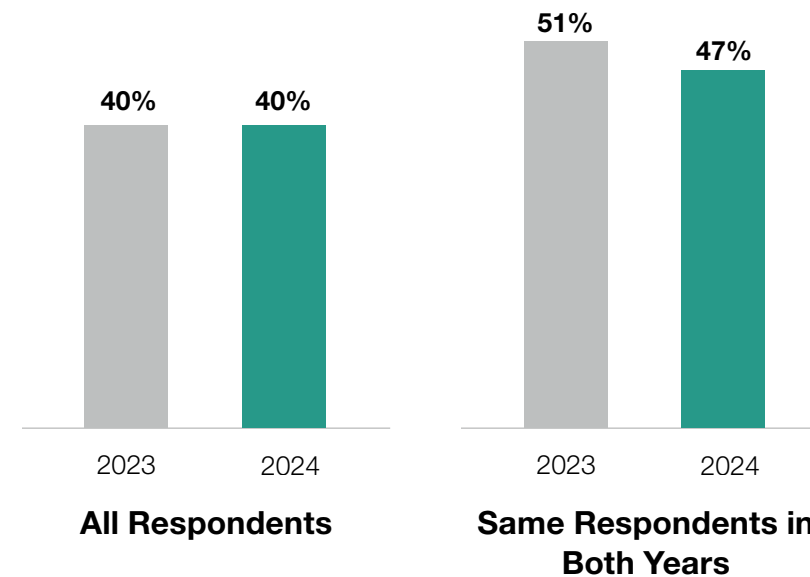
For both years, YPO members that answered this question reported an average of 38.8% permanent female managers and a median of 40%. Small organizations (less than 50 employees) had the highest percentage of female managers, and the largest organizations (500+ employees) had the lowest.

The services and healthcare sectors stood out with over 45% female managers, while the extractives and minerals processing sector had the lowest percentage.

The sample sizes may be too small to draw definitive conclusions, but the YPO members responding to the 2024 Survey showed lower female manager representation than those responding to the 2023 Survey. Two sectors were below the global reference value, and Asia had the lowest female manager representation at 26.3%. The Survey results are highlighting that there is a need for continued policies and initiatives, including inclusive hiring, to attract and retain female talent.

**A services firm in the US redesigned their recruitment strategy to identify more diverse candidates. Diversity hiring has increased by over 20%.**

### Average Percent Manager Gender Representation Year-over-Year



**2023 to 2024.** The 2024 respondents reported lower manager female representation than 2023 respondents.

**Inclusive hiring** recruitment processes are designed to attract, evaluate and hire diverse talent without bias or barriers.

- ▶ A global reference value for manager gender representation is 28%<sup>3</sup>.

<sup>3</sup> United Nations Department of Economic and Social Affairs, [The World's Women 2020: Trends and Statistics](#)

## Spotlight



**“Dreaming big is scary, but it’s even scarier to stay small. When we dream together, we remind each other that no goal is too far, and no woman has to walk the path alone.”**

**Jenny Jing Zhu**

Founder, Chairwoman,  
@LushDecorHome  
New York, New York, USA

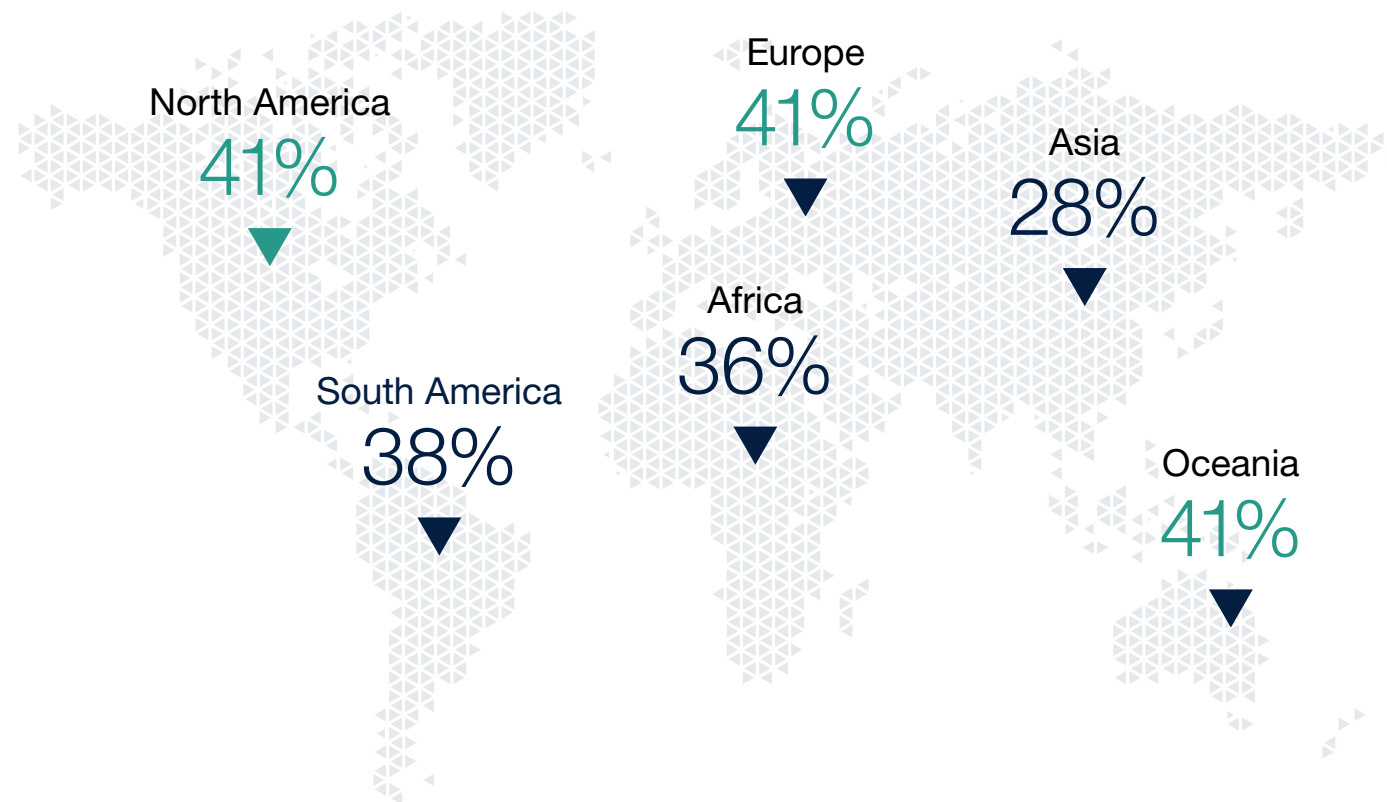
**Jenny Jing Zhu**, Founder and Chairwoman of Lush Decor, turned her journey from a small village in China into a USD100M+ success story. Immigrating to the United States at 26 with little English, she launched Lush Decor during the 2008 financial crisis and grew it into a thriving company. Her story is one of resilience, empowerment and breaking barriers. A passionate advocate for women, Jenny founded the Dream Weavers Foundation to inspire women to dream beyond their circumstances and created initiatives like Dream Weavers Stories to highlight the journeys of female founders who have overcome obstacles to turn their dreams into reality, providing inspiration and actionable insights for others on their own paths.



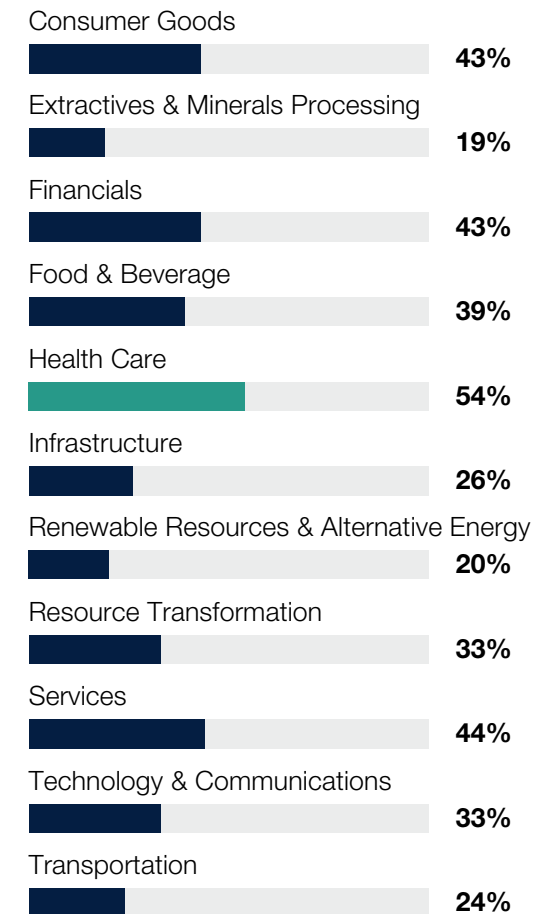


# Employee Gender Representation

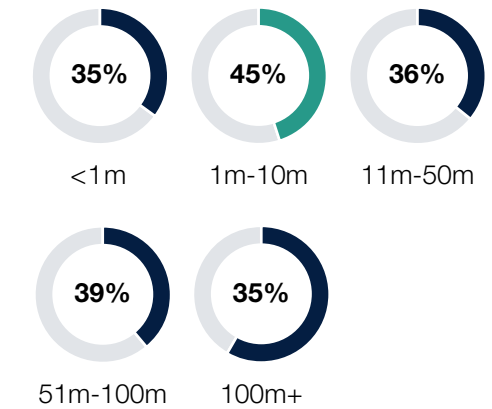
## Percent Female Employees by Continent (2023 and 2024)



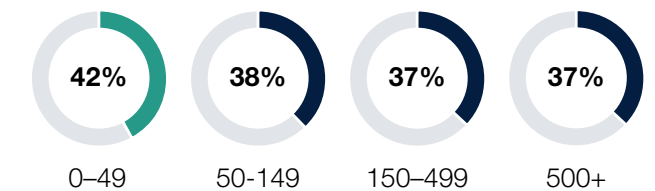
## Percent Female Employees by Sector



## Percent Female Employees by Revenue



## Percent Female Employees by Employee Count





## Key Findings

For both years, YPO members who answered this question reported an average of 39.1% permanent female employees and a median of 40%. Smaller organizations (less than 50 employees) and those in the health care sector had higher percentages of female employees than other company sizes and sectors.

Extractives and minerals processing, and renewable resources and alternative energy, had the lowest female employee representation.

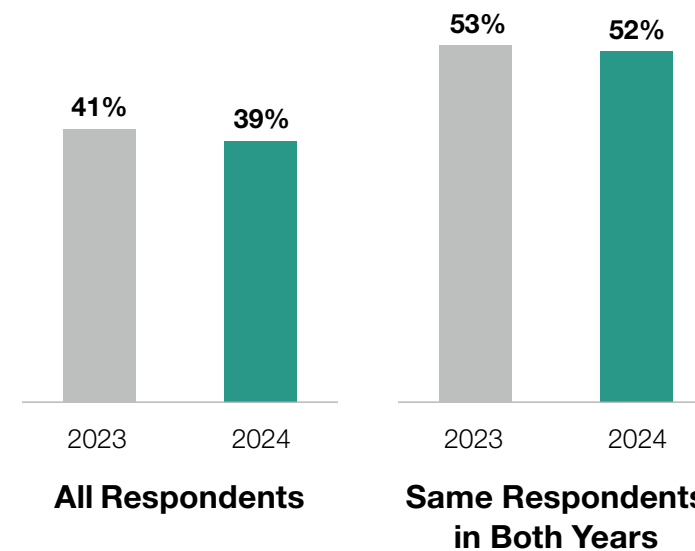
The sample sizes may be too small to draw definitive conclusions, but the YPO members responding to the 2024 Survey showed lower employee female representation than those responding in 2023. Seven of the sectors fell below the global reference value. As this data suggests, many organizations still have much work to do.

- A global reference value for female employees is 40.1%<sup>4</sup>. The 2X Challenge, by 2X Global, sets a global target of 50%<sup>5</sup> female employee representation.

<sup>4</sup> [The World Bank, World Development Indicators Database](#)

<sup>5</sup> [2X Global, 2X Challenge](#)

### Average Percent Employee Gender Representation Year-over-Year



**2023 to 2024.** The 2024 respondents reported lower female employees than 2023 respondents.

**A US technology and communications firm had over 50% female employees, including in engineering.**

## Spotlight



“I’m always surprised I’m advocating for this; it seems so obvious that children need the skills to make choices, stay in school and to invest in themselves, their families and their communities.”

**Dr. Geetha Murali**

2025 Global Impact Award Honoree  
Chief Executive Officer, Room to Read  
San Francisco, California, USA

**Geetha Murali** is the CEO of Room to Read, a global nonprofit dedicated to childhood literacy and gender equality. She leads a global team of 1,200 staff across 60 offices and thousands of additional stakeholders, overseeing operations, fundraising and the nonprofit’s growing influence in policy and education reform. The organization was founded in 2000 with a simple but ambitious goal: Give children in communities facing deep educational, economic and gender inequities a real chance to learn and thrive. The organization has benefited more than 50 million children across 28 countries including India, Tanzania, the United States and Indonesia.

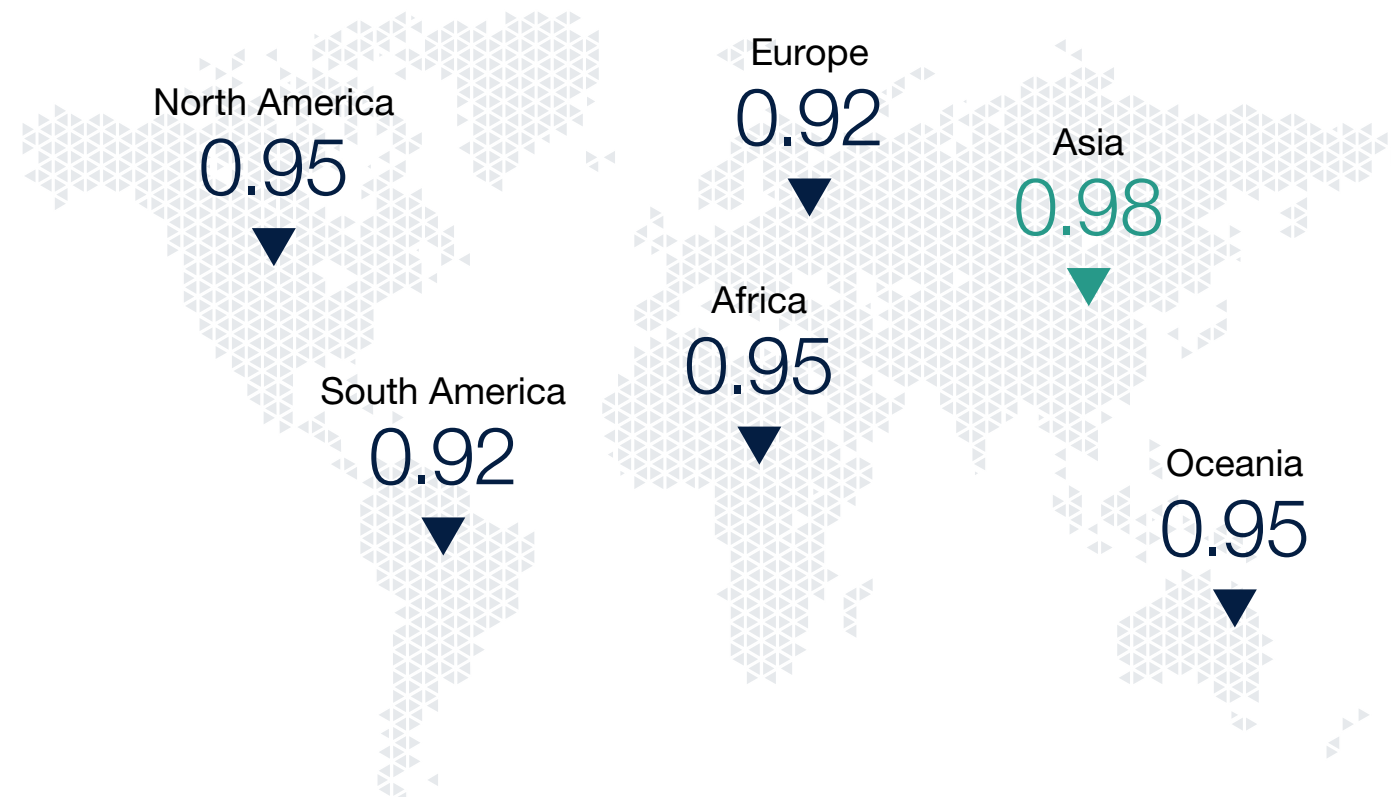
Room to Read’s literacy programming combines the science of reading with the magic of loving to read to help children become independent readers and lifelong learners, while its gender equality programming supports adolescents, particularly girls, to develop life skills that help them overcome gender inequality, with a focus on family and community engagement as well as mentorship.

In 2023 the organization trained more than 72,500 teachers and librarians, as well as more than 4,800 government officials in literacy-related topics and more than 150 government officials in gender and girls’ education to build skills that support productive education systems.



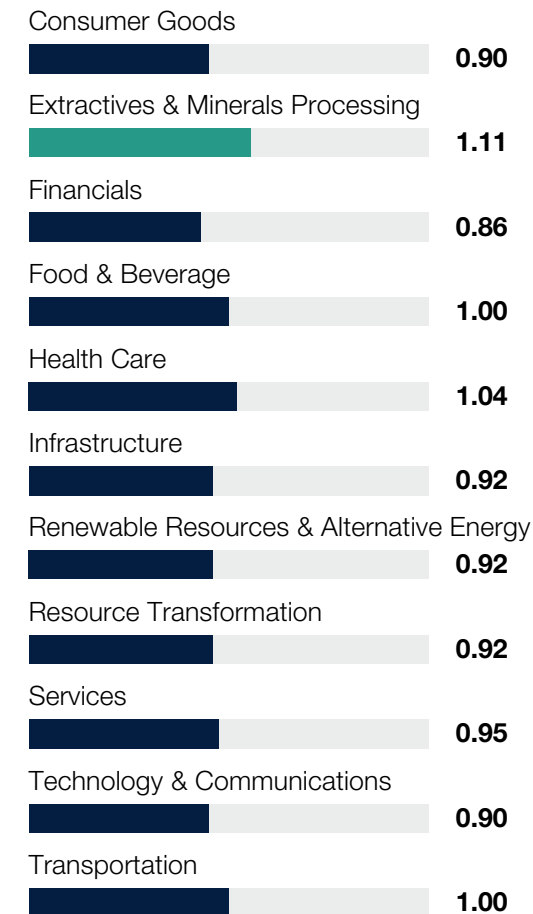
# Wage Equity

## Gender Wage Equity Ratio by Continent (2023 and 2024)

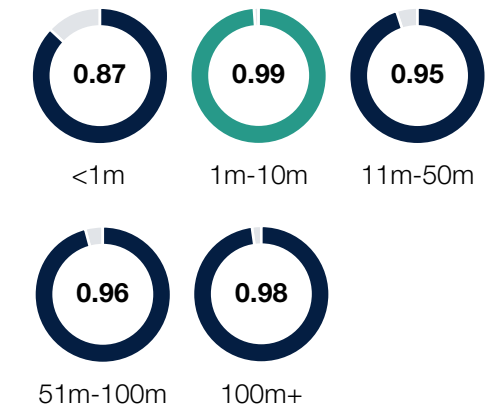


A ratio of 1.0 signifies equal pay between men and women employees, without accounting for factors like seniority.

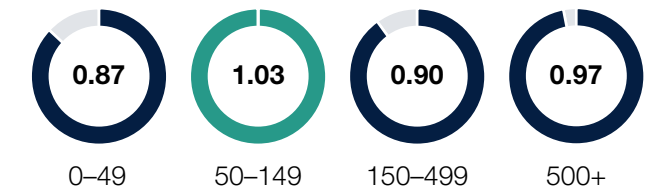
## Gender Wage Equity Ratio by Sector



## Gender Wage Equity Ratio by Revenue



## Gender Wage Equity Ratio by Employee Count







## Key Findings

For both years, YPO members who answered this question reported an average gender wage equity ratio of 0.94 and a median ratio of 1.0.

Smaller respondents (less than 50 employees) tended to have lower gender wage equity ratios than larger organizations. Respondents in the financials sector had the lowest gender wage equity ratio, and respondents in the extractives and minerals processing and health care sectors had the highest ratios. The food and beverage and transportation sectors showed equal pay between men and women.

Wage equity will likely continue to be an area of focus for companies in response to pay transparency requirements of different jurisdictions.

**Pay transparency** refers to efforts to reduce pay gaps by openly sharing salary ranges and compensation practices to address inequities.

- ▶ A global reference value for wage equity is 0.78<sup>6</sup>.

<sup>6</sup> International Labour Organization, Global Wage Report 2018/19 [\[link\]](#)





# Organizational Legacy and Impact

In this section, you will find:

48

Introduction

49

Legacy

50

Impact Barriers

## Introduction

YPO members believe business is a force for good in the world beyond generating prosperity and wealth, and the relationships and experiences forged throughout YPO membership aim to support and inspire members to lead and scale more purpose-driven, future-ready businesses.

A UK healthcare organization helped 1,000+ elder adults enjoy telling their stories and leaving a legacy for their families.

## Spotlight



**“It’s not purpose or profit; it’s purpose AND profit.”**

### Yariv Cohen

2025 Global Impact Award Honoree  
Co-Founder and CEO,  
Ignite Energy Access  
Abu Dhabi, United Arab Emirates

**Yariv Cohen** is the co-founder and CEO of Ignite Energy Access, a climate tech social enterprise that operates across 10 countries in sub-Saharan Africa. Ignite develops, finances and facilitates a decentralized and sustainable infrastructure of solutions for deep-rural communities — those commonly referred to as “last mile.” This includes clean cooking solutions and innovative solar-powered electricity, irrigation systems and internet access. Since Cohen first launched Ignite in 2014, more than 2.5 million people have been impacted by the company’s efforts, thanks to more than 3,500 agents on the ground helping to produce 13.5 megawatts of electricity.

Ignite creates affordable solar home systems, allowing their customers to reduce their energy expenses by as much as 75%. Affordable and consistent energy in homes, of course, includes lighting, but it also includes a way to charge mobile phones and power small-scale appliances, opening up more opportunities for entrepreneurship and self-sufficiency. To date, they’ve helped save USD61 million on energy expenditures.

Cohen and his team also created solar-based irrigation systems designed for easy deployment and mobility. These systems, which serve entire collectives of farmers, ensure constant irrigation across fields, increasing yields by 300% and harvesting seasons by up to 50%. Now the systems produce 17 million liters of water daily.

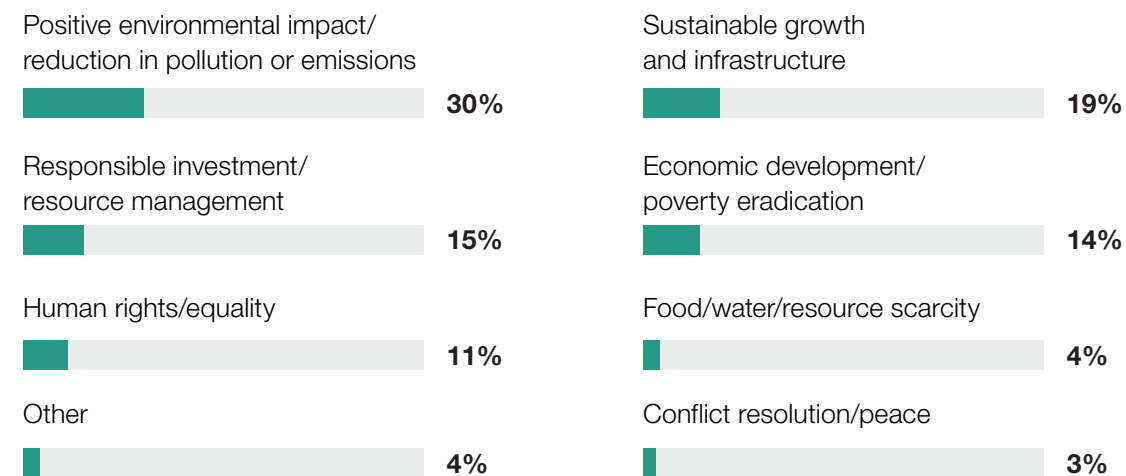
Beyond lighting up homes and an increase in agricultural productivity, Ignite provides families with solar-powered internet connectivity, unlocking educational and economic opportunities that can uplift entire communities and foster economic growth.





## Legacy

The 2024 respondents are highly motivated to leave a positive legacy, but the areas of impact differed among respondents. Respondents more often ranked environmental type impacts as their highest priority.



## Key Findings

Respondents in the United States were most likely to rank responsible investment/resource management as their most important impact area (24%) in contrast to most other countries. The sample size was too small to analyze the highest ranked response by company size, sector and geography.







## ◆ Impact Barriers

The 2024 respondents identified several barriers to achieving greater impact within their organizations. The identified barriers, in the order of prominence, included:



## Key Findings

In addition to resource constraints (i.e., having the people and technology necessary to achieve their impact goals), the findings suggest that many YPO members think regulatory demands may be counterproductive to achieving impact in line with their desired legacy. As more governments worldwide introduce mandatory ESG reporting requirements, impacted organizations are confronting the mix of divergent and/or overlapping regulations with confusion, anxiety and fatigue. Potential regulatory changes in many jurisdictions, like the anti-ESG sentiment in the United States and the expected rollback of the CSRD in the European Union, only add more uncertainty. A list of some of the primary sustainability standard setters is included in the Resources section of the Appendix.

Larger companies (more than 500 employees) ranked data collection and management (35%) and resource constraints (35%) as their most significant impact barriers over regulatory compliance (24%) and cultural and organizational resilience (6%). The sample size was too small to analyze the responses that were highest ranked by sector and geography.



# Appendix

52

About This  
Report

53

Data  
Methodology

55

Resources





# About This Report

This report presents an overview of the findings from YPO's 2023 and 2024 Impact Report Surveys. The data covered in the 2023 Survey and 2024 Survey pertained to the reporting period from 1 January to 30 June, 2023, and 1 January to 30 June, 2024, respectively, with insights on programs and initiatives outside that reporting period to provide relevant impact information.

The key performance indicators chosen for the Surveys were designed to be applicable across industries, company sizes and geographies to ensure a comprehensive and holistic evaluation of members' impact and sustainability performance. They also align with specific global environmental, social and governance and impact frameworks to facilitate benchmarking across various sectors.

The 2024 Survey was revised to reflect learnings from the first year of data collection and reporting and incorporates several new qualitative KPIs, which are identified with an icon throughout this report.

The Survey results in this report reflect self-reporting by members and their knowledge of their enterprise. YPO does not attest to the accuracy of the data provided by its members.

Survey participation varied among YPO members, with a smaller response rate in 2024 compared to previous year. Additionally, response rates differed across questions, meaning that findings should be interpreted as directional rather than definitive.

Any comparisons to global reference values throughout this report are for context only. No conclusions can be made about how the entire universe, or even a majority of YPO members compare against that value.

We welcome feedback on this report or other aspects of our impact performance. You can contact us at [press@ypo.org](mailto:press@ypo.org). [🔗](#)







# Data Methodology

The YPO 2023 and 2024 Impact Report Surveys aimed to capture diverse perspectives within the YPO membership regarding their social, governance and environmental impact. Offered as an optional supplement to YPO's quarterly Global Pulse online survey, members were informed that their data would contribute to the YPO Global Impact Report. The data collection approach leveraged Proof's data intelligence platform, allowing members to enter, save and update their data during the data collection period.

Although several metrics remained the same across both Surveys, the following metrics were deleted from the 2024 Survey to reduce its length and leave room for higher value qualitative KPIs: Net New Hires, Employee Turnover Rate, Ethics Performance Tracking, Department of Sustainability Leadership Position and Percent Renewable Energy Consumption. This report does not analyze what was learned from those metrics only included in the 2023 Survey. Those metrics are analyzed in the 2023 report. [\[Link\]](#)

To maintain data quality and alignment with industry standards, the Proof platform and survey incorporated detailed definitions for each question, adhering to leading impact and sustainability frameworks. Data validation occurred at two levels: first, in-app validations within the data entry interface prevented the submission of erroneous data, and second, a rigorous validation process identified and removed duplicate entries and outliers, enhancing reliability and accuracy.

Acknowledging the potential limitations, it's important to note that deeper cross-sectional breakdowns by country, organization size and sector may exhibit small sample sizes within the Survey. While efforts were made to encourage broad participation across diverse segments of the YPO membership, the inherent variability in responses across these subgroups should be interpreted cautiously due to the possibility of limited representation in specific categories. Despite these considerations, the Survey results provide valuable insights into overarching trends and patterns, offering a comprehensive perspective on the social and environmental impact initiatives within the YPO community.





| Metric                                       | Description                                                                                                                                                             |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Percent Female Board Members                 | Percent of unique female individuals holding board positions.                                                                                                           |
| Percent Female Managers                      | Percent of unique female employees holding managerial, full-time or part-time roles.                                                                                    |
| Percent Female Employees                     | Percent of unique female employees in full-time or part-time roles.                                                                                                     |
| Gender Wage Equity Ratio                     | Ratio of the total compensation paid to female employees than male employees.                                                                                           |
| Founding Group Gender Composition            | Gender composition of the organization’s founding group who retained an active role in the organization.                                                                |
| Decarbonization Strategy                     | Indicates if the organization had a decarbonization strategy or plan in place.                                                                                          |
| Short-Term Decarbonization Target            | Indicates if the organization had a short-term (i.e., 5- to 10-years) GHG emission reduction target in place, with an indication of whether it is Paris-Aligned or not. |
| Long-Term Net Zero Goal                      | Indicates if the organization had a long-term net-zero goal and the extent to which the goal is fully aligned with a net-zero pathway.                                  |
| Greenhouse Gas Emissions                     | Scope 1-3 greenhouse gas emissions.                                                                                                                                     |
| Social and Environmental Board Committee     | Indicates if the organization had a board committee that oversees decision-making and management of impacts on the economy, environment and people.                     |
| Full-Time Sustainability Leadership Position | Indicates if the organization had a full-time leadership position overseeing impacts on the economy, environment and people.                                            |
| Sustainability Governance Tracking           | Indicates if the organization follows a set of sustainability best practices outlined by the United Nations Global Compact Survey.                                      |
| Organizational Legacy and Impact             | Lists the organization’s legacy and impact goals in ranked order.                                                                                                       |
| Impact Barriers                              | Lists the challenges or obstacles that the organization has encountered as it strives to achieve its legacy and impact goals, in ranked order.                          |




# Resources

Some of the primary environmental, social and governance frameworks, standard setters and reporting standards are explained below.\*

## Carbon Disclosure Project (CDP)

- **Purpose:** Runs a global environmental disclosure system for companies, capital markets, cities, states and regions to manage their environmental impacts.
- **Key Initiative:** Annual questionnaires covering climate change, water security and deforestation.
- **Website:** [www.cdp.net/en](http://www.cdp.net/en) 

## ESG Data Convergence Initiative

- **Purpose:** Drive convergence around a standardized set of ESG metrics alongside a mechanism for comparative reporting to benefit all stakeholders in the private markets.
- **Key Initiative:** Core set of sustainability metrics drawn from existing frameworks and utilizing a standardized format.
- **Website:** [www.esgdc.org/](http://www.esgdc.org/) 

## European Financial Reporting Advisory Group (EFRAG)

- **Purpose:** Provides technical advice to the European Commission on corporate sustainability reporting standards.
- **Key Initiative:** Development of the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD).
- **Website:** [www.efrag.org/en/sustainability-reporting](http://www.efrag.org/en/sustainability-reporting) 

## Global Reporting Initiative (GRI)

- **Purpose:** Provides widely used standards for sustainability reporting to help organizations communicate their impacts on critical global challenges.
- **Key Initiative:** GRI Standards, which cover topics like climate change, human rights and anti-corruption.
- **Website:** [www.globalreporting.org/](http://www.globalreporting.org/) 

## International Integrated Reporting Council (IIRC)

- **Purpose:** Promotes integrated reporting that combines financial and non-financial performance information.
- **Key Initiative:** Integrated Reporting Framework, which is now part of the IFRS Foundation with the IASB and ISSB resuming responsibility.
- **Website:** [integratedreporting.ifrs.org/](http://integratedreporting.ifrs.org/) 

## International Organization for Standardization (ISO)

- **Purpose:** Develops international standards to support sustainability in business and operations.
- **Key Standards:** Over 25,754 international standards covering almost all aspects of technology, management and manufacturing.
- **Website:** [www.iso.org/home.html](http://www.iso.org/home.html) 

\* The content in this Learn More section is provided by Motive Power  and Proof 





### International Sustainability Standards Board (ISSB)

- ▶ **Purpose:** Develops global sustainability disclosure standards to provide investors with comparable and decision-useful information.
- ▶ **Key Initiative:** Developed IFRS Sustainability Disclosure Standards, which are a consolidation of existing standards from the Climate Disclosure Standards Board (CDSB), the Task Force for Climate-related Financial Disclosures (TCFD), the Value Reporting Foundation's Integrated Reporting Framework and Sustainability Accounting Standards Board (SASB).
- ▶ **Website:** [www.ifrs.org/issued-standards/ifrs-sustainability-standards-navigator/](http://www.ifrs.org/issued-standards/ifrs-sustainability-standards-navigator/)

### Sustainability Accounting Standards Board (SASB)

- ▶ **Purpose:** Develops industry-specific sustainability accounting standards to help companies disclose financially material sustainability information.
- ▶ **Key Initiative:** SASB Standards, which address ESG issues likely to impact financial performance across 77 industries and are a useful tool for implementation of the ISSB standards.
- ▶ **Website:** [sasb.ifrs.org/](http://sasb.ifrs.org/)

### Task Force on Climate-Related Financial Disclosures (TCFD)

- ▶ **Purpose:** Previously provided recommendations for disclosing climate-related financial risks and opportunities, but was disbanded in 2023.
- ▶ **Key Initiative:** TCFD Recommendations, emphasizing governance, strategy, risk management and metrics/targets, which have been incorporated into the IFRS Sustainability Disclosure Standards.
- ▶ **Website:** [www.ifrs.org/sustainability/tcfd/](http://www.ifrs.org/sustainability/tcfd/)

### Task Force on Nature-Related Financial Disclosures (TNFD)

- ▶ **Purpose:** Develops a set of disclosure recommendations and guidance that encourage and enable business and finance to assess, report and act on their nature-related dependencies, impacts, risks and opportunities.
- ▶ **Key Initiative:** TNFD Recommendations.
- ▶ **Website:** [tnfd.global/](http://tnfd.global/)

### United Nations Global Compact (UNGC)

- ▶ **Purpose:** A voluntary initiative encouraging businesses to adopt sustainable and socially responsible policies.
- ▶ **Key Initiative:** Ten Principles covering human rights, labor, environment and anti-corruption.
- ▶ **Website:** [unglobalcompact.org/](http://unglobalcompact.org/)







# Acknowledgment

We thank our partners for their support preparing this impact report. Together, their contributions and participation from our members made this possible. Through this effort, we are able to amplify the positive impact of YPO members globally.

## A special thanks to

- ▶ Florian Kemmerich, Managing Partner at KOIS, Geneva, Switzerland
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- ▶ Fleur Heyns, CEO at Proof, Cape Town, South Africa



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