



Building resilience and value through sustainability managed services

Key insights from the KPMG Managed Services Outlook Survey 2026

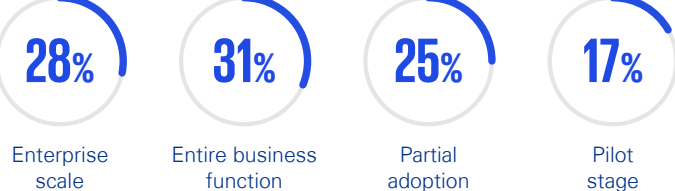
KPMG surveyed 1,224 senior leaders from large organizations globally as part of the KPMG Managed Services Outlook Survey 2026, with research conducted by IDC.¹ This infographic highlights ESG and sustainability-related findings from the survey.

As sustainability requirements become more complex, organizations are looking for practical ways to build resilience, improve operational performance and strengthen the data, reporting, and governance capabilities needed to support sustainability activities at scale

Key insights

Sustainability managed services are moving beyond pilots.

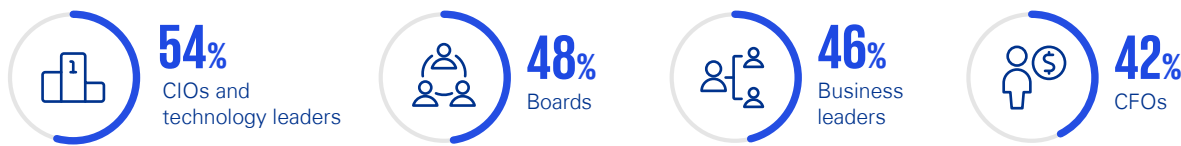
ESG and sustainability managed services maturity



Key takeaway

Nearly one in four surveyed organizations² are already using managed services providers for ESG and sustainability services. Among this group, 83% have progressed beyond pilot stage, suggesting current users are moving from experimentation toward more structured delivery models that can help embed sustainability activities into day-to-day operations and support growing reporting, compliance, and performance expectations.

Who has the greatest influence on managed services adoption?



Key takeaway

Managed services adoption decisions are influenced by stakeholders from across the organization. As sustainability becomes more integrated with business transformation, risk management, and value creation objectives, organizations may benefit from aligning technology, finance, business, and governance leaders around a shared approach to scaling sustainability capabilities.

Managed services are supporting sustainability outcomes.

Relevant managed services outcomes include:



Key takeaway

Organizations increasingly see managed services as a way to reduce the burden of sustainability reporting while improving access to trusted data and insights.

As sustainability expectations grow, transparency and trusted data are becoming increasingly important. Managed services can help organizations strengthen reporting capabilities, support stakeholder confidence and establish a more resilient operating model. Greater transparency may also help support investor confidence as reporting expectations continue to evolve.

Common barriers to managed services adoption.

Considerations for organizations applying managed services to ESG and sustainability activities



Key takeaway

Security and compliance risks, integration complexity, and cost pressures are leading barriers to managed services adoption overall.

For organizations applying managed services to ESG and sustainability activities, these considerations may influence how they design operating models, strengthen data and reporting processes, and scale delivery in a way that is efficient, controlled, and resilient.

Sustainability is embedded within transformation agendas.



Key takeaway

Managed services are increasingly being used to support new business priorities and transformation initiatives, including sustainability and AI.

Initiatives such as sustainability are becoming increasingly integrated with broader business and transformation priorities, rather than being managed as standalone programs.

How organizations are addressing sustainability complexity.

Organizations are responding by focusing on:



Key takeaway

As sustainability expectations continue to evolve, organizations are looking for practical ways to scale capabilities while maintaining flexibility, controlling costs and managing risk. Many are turning to Managed services to help support these objectives.

What the findings tell us.

As sustainability requirements become more complex, organizations are looking for practical ways to strengthen resilience, improve operational performance, and scale sustainability activities more effectively. The findings suggest that scalable operating models, trusted data, and specialist expertise can play an important role in supporting sustainability objectives.

But how can organizations achieve this while balancing cost, risk, and complexity?

KPMG Sustainability Managed Services.

KPMG supports organizations in managing sustainability requirements and enhancing reporting capabilities, with a focus on operational efficiency, resilience, and business insight.

KPMG Sustainability Managed Services can support you to:

- Scale sustainability capabilities efficiently without increasing internal headcount
- Streamline reporting and compliance across evolving regulatory requirements
- Improve data quality and transparency through efficient data governance
- Enhance decision-making with actionable sustainability insights
- Adopt a flexible, predictable operating model aligned to your organization's needs

Supporting sustainability objectives at scale.

KPMG combines

people, process, and technology

to help organizations go beyond compliance, driving resilience and value.

[Learn more about KPMG Sustainability Managed Services](#)

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1. Source: IDC Resource Map Document, sponsored by KPMG, Accelerating AI with human-led managed services, doc #US54410626, June 2026.
2. Based on 276 of 1,224 surveyed organizations that reported using managed services providers for ESG and sustainability services.