

Future of Business

Building momentum
for long-term value

Four Futures Insights Report, EY Finland
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Leading into the future

The world is changing - there are no non-radical futures. During the past few years companies have been facing unexpected turbulence and disruptions in their operative environment. Economic uncertainty, geopolitical shifts as well as technological developments are shaping the markets faster than ever. There is no one clear path to secure long-term competitiveness, resilience and growth.

At the same time, beyond the short-term noise, there is one more business critical megatrend shaping societies around us and radically affecting companies' ability to create long-term value. Scientifically proven and ever accelerating climate change, which continues to have severe impacts on how companies operate their business from sourcing to sales, from portfolio management to people management. Physical climate risks have realized and dependencies on non-renewable assets have created market volatility, while new opportunities for renewable raw materials and clean technologies have emerged.

Companies need to balance between managing short-term disruptions while building foundations for long-term growth. Working across the organizational functions, leveraging science-based strategic foresight and ensuring that climate change related facts and data are harnessed to determine company's direction of travel in long term is strategically valuable. EY Four Futures concept has helped companies reveal untouched strategic blind spots, reimagine future value creation and find unexpected collaboration opportunities.

The Future of Business report summarizes a point of view on how several Finnish companies see climate change affecting their future operative environment and value creation. The choices we make today determine which future we move toward. Everyone needs to adapt, but who can capture the commercial upsides? Can Finnish companies be in the frontline leading change? The time for bold leadership is now.



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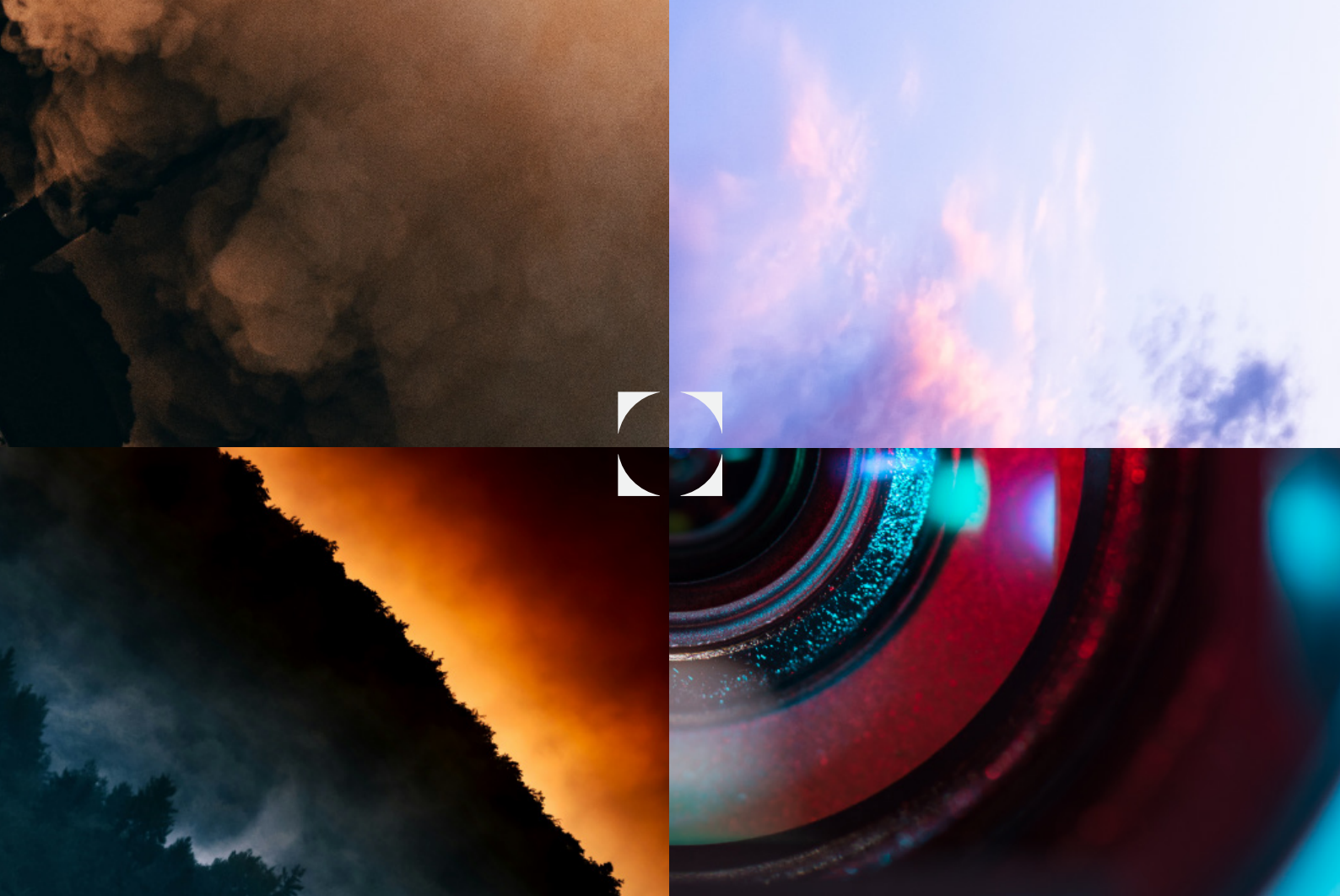
About this report

This report builds on the insights, discussions and reflections gathered throughout the Four Futures vision workshops organized for Finnish companies from various industries during autumn 2025. More than 500 individuals from different corporate functions such as board, management, finance, strategy, risk, sustainability and R&D participated in the sessions.

The report distills key observations focusing on the most relevant risks, opportunities and strategic considerations identified by participating organizations. Furthermore, the report seeks to shed light on the emerging signals from Finnish industries on how climate change as a business driver is perceived to affect long-term value creation and strategic actions needed today. This is not a scientific publication, but rather reflects practical perspectives from business leaders, enriched by EY experience and analysis, and aims to increase awareness of business relevance of climate change.

Furthermore, the report is intended to serve as a broader societal contribution and a point of view on how global warming is radically affecting societies and to widen the ongoing discussion about the future value creation for Finnish businesses. While grounded in corporate perspectives, the insights are relevant to a wide range of audiences, including public sector leaders, policymakers, and individuals interested in how businesses and society will evolve over the coming decades.

Ultimately, the report invites all readers, regardless of their background, to reflect on their role in shaping a resilient, competitive and sustainable future.



Introduction to EY Four Futures

The Four Futures experience is a concept for strategic foresight developed by experienced EY global sustainability and business professionals in preparation for the climate summit COP 28 in Dubai to show decision-makers around the world the potential consequences of the climate crisis. It is based on leading research from the International Panel on Climate Change (IPCC), Stockholm Resilience Center, the International Monetary Fund, and reports published by the UN and IPCC. The experience is also based on the Four Futures framework developed by Jim Dator, leading futurist and professor at the University of Hawaii.

EY Four Futures brings climate science to life through an interactive, multisensory “black-box” installation. It showcases four distinct future scenarios on how societies and business environment might look like in 2055. The main variables of the scenarios are projected global warming of 1.5°C, 2°C, 3°C and 4°C and projected population growth, while the scenarios are enriched with other science-based parameters including global trade,

politics, health, technology, natural resources and societal conditions. The framework explores futures along two dimensions, outcomes ranging from best to worst case, and the degree of system change. The degree of system change spans from continuity within today’s economic model to radical transformations that reshape how we live, work and govern.

In just a few years, more than 25,000 visitors have taken part in over 2,100 immersive sessions and subsequent workshops across 26 countries facilitated by EY sustainability and business professionals. These sessions explore how different future scenarios may shape the operating environment for businesses in the decades ahead. The Helsinki Four Futures installation offers Finnish organizations a valuable opportunity to confront these futures up close and reflect on the long-term consequences of today’s decisions. Over 170 organizations and more than 500 decision-makers have already explored Four Futures in Helsinki, showing a clear appetite for future-focused, sustainability-driven strategy.

The Four Futures Scenarios

Global warming over pre-industrial level on trajectory until 2100

BAU

(Business-As-Usual)

projected warming **+3°C**

The world continues its current trajectory with incremental progress, insufficient to prevent worsening climate impacts. Society adapts to a “new normal” of growing volatility, rising emissions and increasing inequality. It is the possible outcome if we do not change the current system.

Collapse

projected warming **+4°C**

It is a severe worst-case scenario where climate tipping points, ecosystem breakdown, and social instability feed into each other. Supply chains fail, resources become scarce, and geopolitical conflict escalates. Institutions weaken, societies fragment, and quality of life falls sharply.

Constrain

projected warming **+2°C**

The world approaches collapse, but governments intervene with strict controls to prevent total breakdown. Freedom of movement, consumption, and markets are heavily restricted. States ration resources, impose strong regulations, and invest in emergency climate interventions.

Transform

projected warming **+1.5°C**

A globally coordinated transition enables governments, businesses, and society to jointly redesign the economic system, decoupling growth from resource use and improving long-term wellbeing through sustainable consumption, innovation, and regulation.

In general, the EY Four Futures concept includes a 30-minute immersive experience followed by a 90-minute vision workshop to envision how climate change affects individual company's ability to create value and build resilience in long-term and what actions are needed today. The Four Futures workshops are targeted to a diverse group of stakeholders, including board members, executives, and public sector leaders, spanning key corporate functions such as sustainability, finance, strategy, risk management, and business unit leadership.

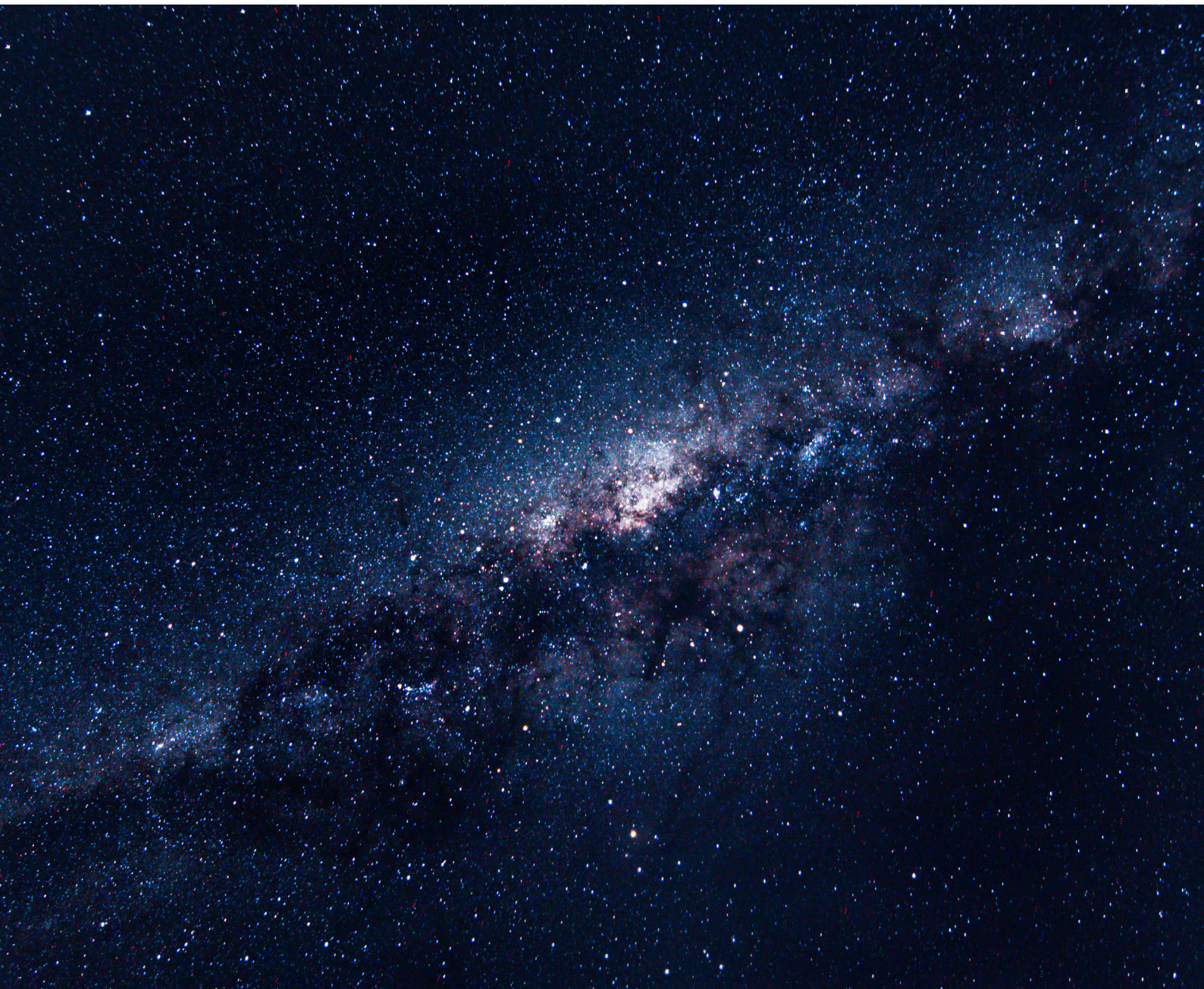
The purpose of introducing Four Futures to business leaders and influencers is to increase sense of urgency and spark action, as well as support leaders in refining today's strategic choices that will shape the next generation of their businesses. By translating climate and socioeconomic data into vivid, relatable narratives, the experience bridges the gap between information and action, helping leaders feel, not just understand, the criticality of climate change toward societies and businesses.

In 2025, the Four Futures concept was introduced in Finland for the first time. Next chapters in the report will highlight the key insights and experiences from the Finnish audience that had a chance to experience the concept.

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Impressive, thought-provoking and emotional. I wish everyone could experience the same. We need more of this kind of communication about climate change.”

Four Futures participant



Evoking emotion is the first step towards enhanced action

As part of the Four Future concept, initial impressions and reflections are captured immediately following the experience. For the Finnish audience, the experience proved to be deeply impactful, often far more emotional than expected. While the underlying science and long-term trajectories for climate change are familiar, the immersive format makes the scale and urgency of the challenge feel immediate and personal. Even for those aware of the seriousness of climate change, experiencing the scenarios unfold leaves them momentarily speechless. One thought-provoking aspect is how actions taken today shape the world left for future generations.

Finnish business decision-makers foresee that the world is on a pathway moving toward the scenario where the trajectory predicts +3°C global warming (Business-as-Usual). This development is seen as the most realistic pathway, even as there is a strong desire to move toward the Transform scenario aligned with the 1.5°C ambition. At the same time, there is a clear recognition that elements of multiple futures are already materializing. Signs of Constrain are visible in increasing government intervention and tightening regulatory environments, while aspects of Collapse are observed in areas where critical tipping points are already crossed. For example, coral reef systems effectively passed a major tipping point in 2025 as global warming is estimated to have reached approximately 1.2°C.¹

A strong theme in early reflections is a sense of collective anxiety. The feeling that “the fight against global warming is already lost” emerges repeatedly, linked to accelerating warming, geopolitical instability and weakening international cooperation. Concerns arise around whether global development is moving in the wrong direction in terms of climate ambition, collaboration, human rights and the transition away from fossil fuels. The experience makes visible a growing fear that action is not happening fast

enough, and that existing economic, geopolitical and social instability may be pushing the world toward more severe outcomes rather than away from them.

Another recurring theme relates to personal and organizational agency. The relevance of individual and corporate choices is questioned in a context where global forces, such as major political developments or emissions from large economies, appear overwhelmingly influential. Questions such as whether current actions still matter or whether the situation remains salvageable surface repeatedly. While there is recognition of the ability to influence outcomes, this is often accompanied by a sense of limited control in the face of systemic challenges.

Despite this heaviness, the experience also clarifies why participants feel action remains both necessary and meaningful. Even in moments of uncertainty, it reinforces the understanding that decisions shape future trajectories and that businesses have a critical role in influencing outcomes, particularly in safeguarding wellbeing, rights and societal stability in turbulent conditions. It also prompts reflection on strategic priorities, leadership responsibilities and the broader capacity to influence others.

Taken together, the reflections reveal a combination of shock, realism and determination. The scenarios are increasingly understood not only as sustainability pathways but as broader future states that fundamentally shape the operating environment of every organization. While these futures may manifest differently across regions, their implications, including migration, societal stability and global supply chains, extend directly to Finland and globally operating businesses. The experience reinforces both the scale of the challenges ahead and a shared recognition that meaningful, and especially collective, action remains possible and essential.

1. Lenton, Timothy; Willcock, Simon; Abrams, Jesse; et al. (2025). Global Tipping Points Report 2025.



How Finnish companies envisioned the future in 2055

Reflections from the Four Futures scenarios highlight that climate change will significantly shape the global business environment over the coming decades, as illustrated in the immersive experience set in the year 2055. Looking approximately 30 years ahead, the discussions explore how organizations operate under fundamentally different conditions shaped by geopolitical instability, accelerating technological and artificial intelligence (AI) development, rising pressures in developing countries, and the growing scarcity of critical natural resources such as water, soil and food. This long-term perspective makes it clear that while no single scenario is likely to materialize in isolation, organizations should prepare for a combination of forces that redefine how value is created, protected and sustained.

In many organizations, strategy planning typically focuses on a one-to-five-year horizon, and even a 10-year view is not common. A 30-year perspective therefore challenges conventional planning and raises a fundamental question for leadership. If long-term shifts are not actively considered, strategy risks prioritizing short-term performance while leaving the business exposed to structural change that reshapes markets, costs, customers and operating models. In practice, this means long-term vision becoming a competitive capability, and organizations that only focus on the short-term face higher

risk of reactive decision-making and higher costs, when disruption accelerates.

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The current strategy will not be enough to help us to reach the 1,5°C scenario.”

Four Futures Participant

In an envisioned future, organizations operate in an environment shaped by increasing geopolitical and economic instability, accelerating technological and AI development, escalating climate impacts, particularly in developing countries, and tightening constraints on natural resources. Access to critical raw materials is expected to become more competitive, less predictable and more costly. For organizations, this means they must adopt more strategic and sustainable resource management practices to ensure business viability. They need to invest in resource-efficient technologies, and develop resilient sourcing strategies to mitigate risks associated with resource scarcity and price volatility. In addition, there is increasing pressure on extractive natural resources



such as minerals, which are also becoming scarce. While climate change may not directly impact the existence or availability of these resources, regulatory constraints and extraction limits can significantly influence how much can be sourced, adding another layer of uncertainty to resource management.

These dynamics link closely to broader global shifts. By 2055, it is expected that social unrest reaches an all-time high globally. Climate pressures, geopolitical instability and declining living conditions in certain regions are expected to increase migration flows toward Europe over the coming decades, having direct implications for business. On one hand, migration places pressure on infrastructure, public services and regulatory systems. On the other, it reshapes labor markets, talent availability and customer base. Over a 30-year horizon, organizations should reconsider where the workforce is located, what skills are available, and what capabilities are required to lead increasingly diverse and international organizations. This implies changes not only in recruitment and workforce strategy, but also in leadership, organizational culture and ways of working.

The workforce is also facing more health challenges, with rising incidences of illnesses such as asthma and COVID-like diseases linked to climate change. This is impacting how work is performed and require changes in workforce management, including HR and general management practices. Leadership and culture must evolve to manage this diversity and foster agility. Employees need to embrace continuous learning and new technologies like AI to support innovation and resilience. They also play a key role in advancing sustainable practices and circular economy models. Overall, adaptability, technological proficiency,

and a sustainability mindset are essential for personnel to help organizations navigate ongoing disruption and maintain competitiveness.

Market dynamics also evolve significantly. Customer bases become more diverse and international, while expectations around transparency and trust continue to rise. Furthermore, willingness to pay a premium for sustainable products remains limited, creating a structural tension. With ongoing innovation making sustainable products more accessible, sustainability is increasingly seen as standard practice rather than a differentiator. Consequently, the concept of a “green premium” is rapidly disappearing, as customers expect sustainable products without additional cost. In practice, this could force organizations to rethink how value is created in sectors such as financial services, media and retail, products and services adapt to multicultural and multilingual audiences, requiring changes in content, communication and service design.

As climate change is degrading natural resources, it is anticipated that fossil fuels will be subject to increased taxation, while renewable energy sources will receive support through tax incentives. Pricing mechanisms for public goods and natural assets will also encourage sustainable production and consumption. As a result, across both consumer and industrial sectors, organizations anticipate a shift toward modular, service-oriented offerings, where products are designed for longevity, reuse and adaptability. This includes circular design in consumer goods and lifecycle-based service models in industrial equipment. Across sectors, both product and process innovation are consistently highlighted as essential for maintaining competitiveness in a rapidly changing environment.



Resilience emerges as an additional defining dimension of value creation. The ability to adapt quickly to disruption increasingly differentiates organizations. In practice, this requires diversification of supply chains, stronger scenario planning and greater operational flexibility. This is due to the fact that certain routes and logistics pathways are increasingly becoming unusable or unreliable as a result of natural disasters and other environmental impacts, which disrupt traditional transportation and supply networks. To illustrate, the 2026 Strait of Hormuz crisis led to the closure of the strait to maritime traffic, causing significant disruptions in the global markets.

Therefore, organizations need to build robust systems that can withstand and quickly recover from such disruptions to maintain continuity and competitiveness. Furthermore, due to scarcity of critical resources, organizations need to innovate supply chain operations to optimize resource utilization and enhance sustainability. This involves adopting advanced technologies, such as digital tracking and analytics, to improve transparency and efficiency, as well as developing alternative sourcing strategies and circular economy practices to minimize dependency on limited resources and mitigate supply risks. Whether we become more self-sufficient in the future or continue to depend on the influence of a few powerful nations will also color our future scenario in a certain way and determine how organizations approach risk management and strategic planning.

Furthermore, especially in the energy sector, the transition from fossil-based systems toward electrification and renewable energy sources fundamentally reshapes value chains, investment cycles and infrastructure needs.

Energy systems are increasingly decentralized, requiring new capabilities in grid management, storage and flexibility. Volatility in energy markets, combined with regulatory pressure and geopolitical dependencies, is expected to drive long-term capital allocation decisions under high uncertainty. Also, access to critical minerals and rare earth elements has become a central constraint, linking energy transition directly to resource competition and supply chain resilience.

These reflections point to a more multidimensional understanding of value. Operating models must evolve significantly due to long-term trends like climate change, geopolitical instability, technological advances, and resource scarcity. Organizations need to shift from short-term planning to a longer-term perspective, embracing flexibility and adaptability. Key changes include diversifying supply chains, strengthening scenario planning, and adopting sustainable practices such as circular economy principles and service-based business models. Workforce and leadership models will become more international and multicultural, requiring new recruitment and management approaches. Financial performance remains central, but it is increasingly shaped by an organization's ability to adapt, innovate, secure access to resources, and maintain trust. As the operating environment shifts toward the conditions explored in the 2055 scenarios, value creation moves from enhancing within stable systems to navigating and responding to ongoing disruption. Organizations that anticipate change, invest in innovation, build resilience, and continuously evolve their business models are likely well positioned to capture emerging opportunities and sustain long-term competitiveness.



Envisioned future shaping today's strategic priorities

Preparing for an uncertain future requires more deliberate and forward-looking action today. Many organizations today are moving beyond incremental adjustments toward building capabilities that can withstand a wider range of disruptions. For example, strengthening climate-related risk assessment as part of core financial and strategic planning, rather than treating it as a separate exercise. Governance structures are being reviewed and adjusted so that long-term risks and dependencies are reflected in investment decisions, capital allocation and business case development. Furthermore, climate scenario-based thinking is embedded more systematically into strategy processes, for example, through stress testing supply chains against geopolitical instability or resource scarcity. A critical question becomes: What happens if a significant portion of supply is no longer available?

Moreover, due to increased amount of migrated workforce, organizations rethink workforce strategies in practical terms by expanding international recruitment, investing in reskilling and upskilling, and preparing for more diverse and distributed workforces. Leadership capabilities evolve accordingly, requiring stronger cross-cultural management, new organizational models and more flexible ways of working. Prioritizing continuous learning and upskilling equips employees with the skills needed

to navigate complex and evolving work environments. Fostering cultural awareness and inclusivity is essential for managing diverse, international teams, while health challenges linked to climate change and pandemics require organizations to rethink workplace safety, well-being programs and flexible work arrangements to maintain a healthy, resilient and productive workforce.

In addition, trust, transparency and social cohesion become increasingly critical in an environment shaped by misinformation, AI-enabled manipulation, and fragmented public discourse. Maintaining trust requires more deliberate action, including stronger transparency in communication, improved credibility and traceability of data, and clear links between sustainability commitments and measurable outcomes. Organizations identified a need to adjust pricing strategies, product portfolios, and communication approaches in response to changing purchasing power and shifting demand, while also identifying opportunities to lead through responsible innovation and services that support resilience and wellbeing.

Sustained investment in organizational capabilities remains essential. Skill development, adoption of technology including AI and automation, data quality, cybersecurity,

and internal collaboration play a decisive role in navigating disruption. Organizations increase investments in digital capabilities, build internal data platforms, and integrate AI into both operations and decision-making. At the same time, breaking down internal silos becomes critical to enhance cross-functional collaboration between strategy, finance, operations and sustainability teams. Innovation, both in products and processes, continues to act as a key driver of long-term competitiveness.

In the energy system, preparedness for disruption becomes especially visible. Organizations assess how long fossil fuels remain available, how pricing evolves under geopolitical tension, and how quickly alternatives can scale. To ensure disruption readiness, companies take action to secure alternative energy sources, strengthen emission trading systems, accelerate electrification and develop circular solutions, including reuse of materials as well as localized production of energy and inputs, to reduce dependency on singular energy sources and enhance system flexibility. Energy supply chains are particularly vulnerable to disruptions caused by natural disasters and geopolitical crises, making diversification and operational flexibility essential. Together, these efforts enable resilient, sustainable and adaptable energy systems capable of withstanding increasingly frequent climate-related and geopolitical disruptions.

Furthermore, preparedness for the envisioned future cannot be built in isolation with conventional means. Stronger collaboration with suppliers, customers, governments and ecosystem partners is important to address challenges such as resource instability, migration pressures and geopolitical fragmentation. To prepare for the future, companies are now seeking new collaborative models across value chains, more active data sharing, and closer engagement with regulators and public sector actors. Organizations in transport and logistics are increasingly exploring regionalized operating models, diversifying routes and building robust contingency plans to maintain continuity amid disruptions caused by natural disasters, geopolitical events and other crises. Fuel and energy access remain critical factors affecting costs and service reliability, which is why companies are investing in technologies such as electric vehicles, alternative fuels and energy-efficient fleet management systems. Supply chain

resilience must also be strengthened through digital tools such as AI-driven route optimization, real-time tracking and predictive analytics. Similarly, organizations in heavy industry and manufacturing are moving toward flexible, data-driven operations that improve visibility across supply chains, supported by investments in predictive planning tools and stronger collaboration with partners to better anticipate and respond to disruptions. Because these sectors often depend heavily on scarce and volatile resources, sustainable resource management and the adoption of efficient technologies is essential for long-term viability. Continuous innovation in products and processes through modular designs, circular economy principles and lifecycle-based models is also vital for maintaining competitiveness and advancing sustainability goals in this challenging environment.

As discussed, long-term competitiveness depends also on the ability to adapt production models, secure access to renewable and non-renewable resources, and continuously innovate products and services. Public services, health and infrastructure sectors play a critical role in maintaining societal stability through long-term investments in infrastructure, workforce and data-driven governance. To ensure viability and avoid operational disruptions, organizations in these sectors must also adopt sustainable resource management practices, invest in resource-efficient technologies and develop resilient sourcing strategies that secure stable access to critical resources while mitigating risks from price volatility and shortages. Leveraging data-driven systems for proactive and integrated decision-making is further enhancing their ability to anticipate challenges and optimize resource use effectively. This includes resilient infrastructure that supports the scaling of renewable energy, enhanced healthcare for climate-related impacts and new diseases, and workforce training for change management, innovation and social interaction.

The conclusion is clear, organizations that embed long-term thinking into decision-making, stress test their dependencies, gradually invest in resilience and innovation, and strengthen collaboration across ecosystems are better positioned not only to withstand disruption, but also to actively shape their role in a rapidly changing operating environment.

What we learned about companies' readiness for change

The current state of organizational readiness reveals a clear imbalance. Companies are increasingly aware of long-term risks and structural shifts in their operating environment, yet many are not structurally equipped to convert this understanding into growth, investment and innovation. Many times, the gap is not one of awareness, but of execution.

The findings highlight a fundamental tension between the levers required to drive transformation and the internal bottlenecks that prevent organizations from activating them at scale. On one hand, there is growing recognition that long-term competitiveness depends on innovation, building resilient business and operating models and strategic repositioning. On the other hand, core decision-making structures, incentives and operating models continue to be oriented toward short-term performance and risk management.

Organizations demonstrate a clear willingness to strengthen their strategic approach to sustainability, yet this motivation often remains concentrated within certain professional teams rather than embedded across the business. This creates a disconnect where sustainability functions and core business units operate in parallel, limiting collaboration, diluting ownership and reducing overall impact.

Besides, many organizations recognize the need for transformation but lack internal mechanisms to convert insight into action. Sustainability ambitions and targets are frequently defined, but decision-making structures, investment criteria and operating models remain centered on short-term performance. This creates a structural bottleneck: the direction of change is understood, and opportunities are increasingly visible, yet internal processes do not support future-oriented choices or the scaling of new initiatives. Long-term transformation is often acknowledged but not consistently integrated into core strategic planning.

Knowledge distribution within organizations further amplifies this challenge. Experience related to climate

risks, regulatory developments and long-term scenarios is often concentrated among sustainability professionals, while business units operate on shorter planning horizons with limited exposure to these insights. As a result, critical information does not consistently reach those with budget authority or operational responsibility, and sustainability remains advisory rather than a driver of business transformation.

Organizational structures also limit the ability to experiment and learn. Cross-functional collaboration between strategy, finance, operations and sustainability is not systematically embedded, reducing the capacity to explore new opportunities and develop shared understanding of transformation pathways. Without structured mechanisms for collaboration and experimentation, organizations struggle to identify and scale new business models or capabilities.

When these silos are bridged, the quality of insight and decision-making improves significantly. Integrating perspectives across functions helps organizations to connect risks with opportunities, identify new sources of value, and strengthen alignment between strategy and execution. This reinforces the importance of investing in shared language, cross-functional governance and collaborative decision-making structures.

Overall, organizations are motivated but structurally constrained. The primary barriers are not related to awareness or intent, but to fragmented structures, misaligned incentives and limited internal integration. Even though there have recently been a lot of short-time crisis to be solved in the current market situation, preparedness for the inevitable impact of climate change on the operating environment should be prioritized sooner rather than later.

Overcoming the major constraints likely requires strengthening governance, aligning decision-making with long-term value creation, and embedding sustainability into the core of strategy, investment, and business development.

Key questions leaders should be asking now

The Four Futures scenarios highlight that there will be no non-radical futures, and the changes caused by climate change are inevitably ahead of us. Rather than trying to identify the “right” scenario, leaders benefit most from asking the right questions today. The following questions are intended to support reflection, dialogue and decision making across key leadership roles.

- How systematically do we allocate time and resources to assess climate-related scenarios and their implications for our business model?
- How well does our current business model remain competitive if global warming advances faster than expected?
- How does climate change affect our clients’ business and demand for our solutions?
- What are the services in our current portfolio that contribute to climate change mitigation and adaptation? What are the adjacent opportunities?
- How are our current key performance indicators (KPIs) supporting long-term competitiveness while incorporating sustainability considerations?
- What would we do if a critical part of our supply chain was suddenly unavailable, and are we prepared to act at speed?
- How exposed are we to fossil energy availability, pricing and market volatility, and how fast can we shift to alternative solutions?
- Are we allocating enough capital and investment toward research and development to future growth areas such as clean technologies, services or circular offering?
- Have we estimated what these disruptions could mean in terms of costs, risks and new market opportunities?
- To what extent do we leverage climate data in key business processes like enterprise risk management, research and development and innovation, and corporate strategy?
- What capabilities do we need to enforce to adapt to changing climate conditions in our operative environment?

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Explore more EY insights

To deepen your understanding of the themes discussed in this report and explore further insights into sustainability, resilience, and long-term value creation, we invite you to explore the following EY publications:

[EY Global Climate Action Barometer 2025](#)

[Geopolitical Outlook](#)

[Navigating Geopolitical Risks: The Role of ESG](#)

[New economy report from EY: Sustainable business transformation](#)

[CEO Outlook](#)

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