



The future of
sustainability
reporting
operating model
across financial
services

EY survey results

March 2026



The better the question.
The better the answer.
The better the world works.



Shape the future
with confidence

Why are insurers, asset managers and banks rethinking their sustainability reporting operating models now? The answer lies in a convergence of regulatory requirements and strategic opportunity.

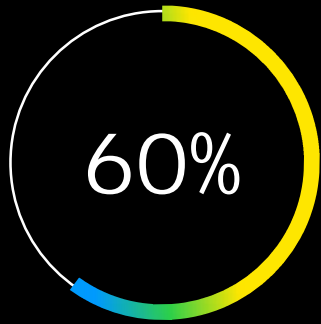
The EU Omnibus Simplification Package, the rise of artificial intelligence (AI) and the challenging political landscape, has left the financial services industry unsure of what is coming next.

EY surveyed 25 financial services firms about their approaches to sustainability reporting, including their relevant capabilities under development, governance structure, processes and technologies.

As firms take stock, five forces emerge as primary drivers influencing how sustainability reporting is executed and embedded into core business operations.

-
- Contents**
1. **Governance and responsibilities**
 2. **Sustainability disclosures team**
 3. **Use of data and technology**
 4. **Five key drivers shaping operating model change**
-

Governance and responsibilities



of respondents have a **hybrid reporting model** – where central governance exists, but local units have autonomy in their organization.

- The survey results show there is no consistent governance reporting model for sustainability reporting approval. Although the majority opt for a hybrid model with group-level oversight, local units tend to have autonomy for local reporting execution, with approval gained through local governance forums.
- In addition, sustainability reporting preparation is moving away from sustainability specialists into business as usual (BAU) functions, such as finance, and risk and compliance. Similarly, the sustainability disclosure controls framework is increasingly aligning with finance. In certain sectors, due to the numerous reporting requirements, more automated solutions are being implemented.
- Specialist skill sets continue to be highly valued by organisations for driving sustainability strategy and creating long-term value (e.g. supporting front office initiatives to commercialize sustainability). Nature and human rights expertise are emerging areas of recruitment focus, fueled by anticipated regulatory developments and commercial opportunities.

Which function prepares the different types of sustainability-related disclosures?

