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Supply Chain Compass:
Spotlight on sustainability 2026

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Introduction

Sustainability remains an evolving priority for supply chain leaders in 2026. The latest [Supply Chain Compass research](#) revealed that 66% of executives are “actively working to reduce their supply chain’s impact.” Additionally, 56% agree that there is “an onus on supply chain operators to help solve problems like inflation and climate change.”

It’s encouraging to see that two-thirds of supply chain executives are actively working on their sustainability strategies, and there are strong indicators that sustainability is becoming increasingly operationalized through supply chain and operations teams rather than as a standalone effort.

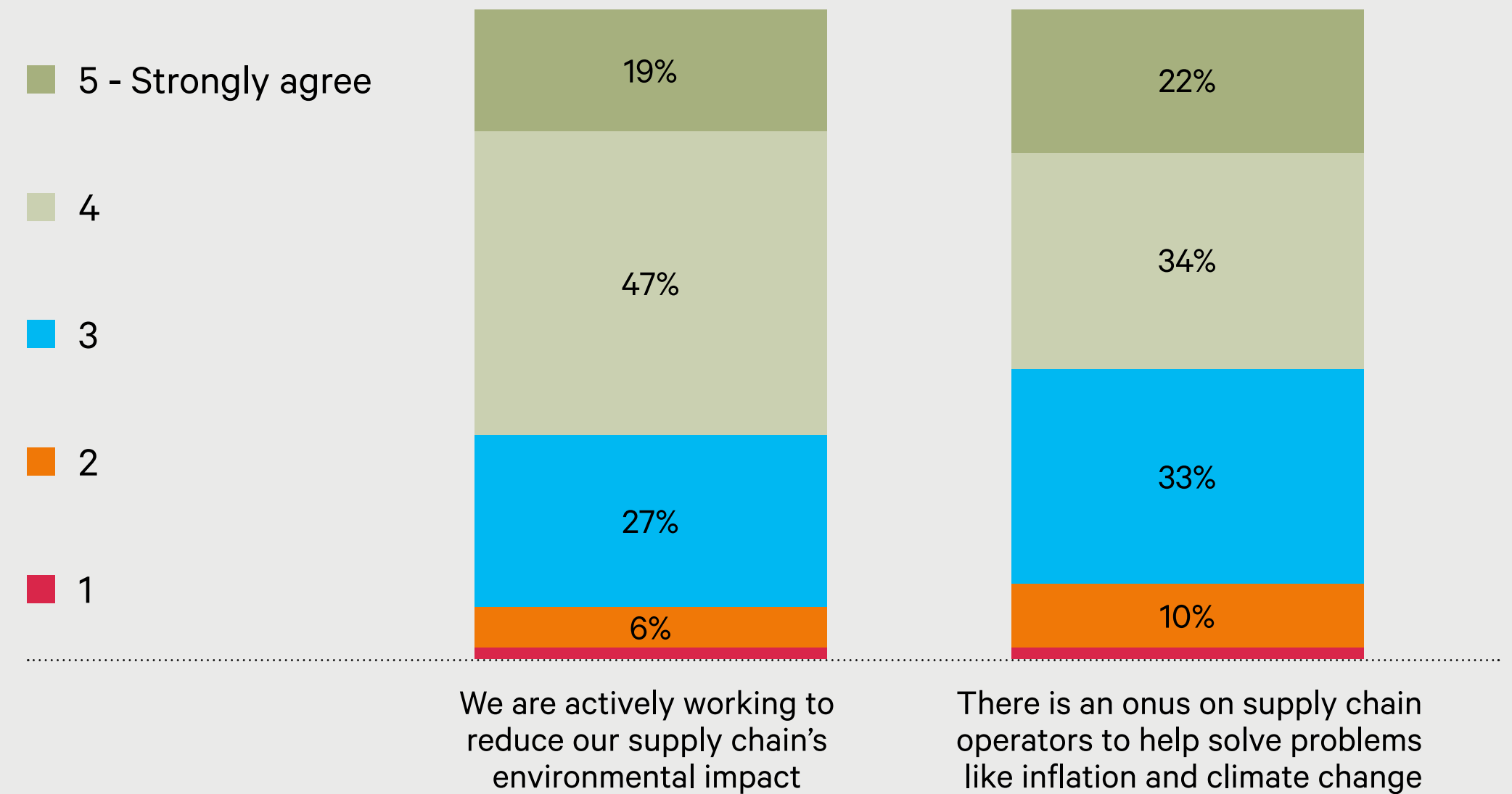
Despite a drop in explicit prioritization from 24% last year to 12% this year, sustainable strategies still drive the top priorities among survey respondents. Executives indicated that operational efficiency, productivity, and faster decision-making were the top priorities—all of which enable more sustainable operations and reduce the supply chain’s environmental impact. It could be said that sustainability hasn’t dropped in priorities but rather expanded in its definition and implementation.

It’s impossible to deny that businesses feel intense pressure to meet their revenue goals and face increasing pressures from geopolitical events and other supply risk. Despite competing pressures, many large enterprises (\$500m+) aren’t abandoning sustainability efforts. In fact, 47% of companies said they created dedicated sustainability teams, while adding responsibility for sustainability to operations, supply chain and logistics teams. This suggests that sustainability has evolved from an initiative to a part of company culture and overall business plan.

Overall, the research indicates many reasons to be positive about the future of sustainability in the supply chain. Core groups are committed to keeping sustainability integrated in the broader strategy of successful supply chains. Executives are also supporting those efforts through AI and other technology investments. In the following pages, we dive into those core strategies and other valuable sustainability insights from our comprehensive research for the Supply Chain Compass.

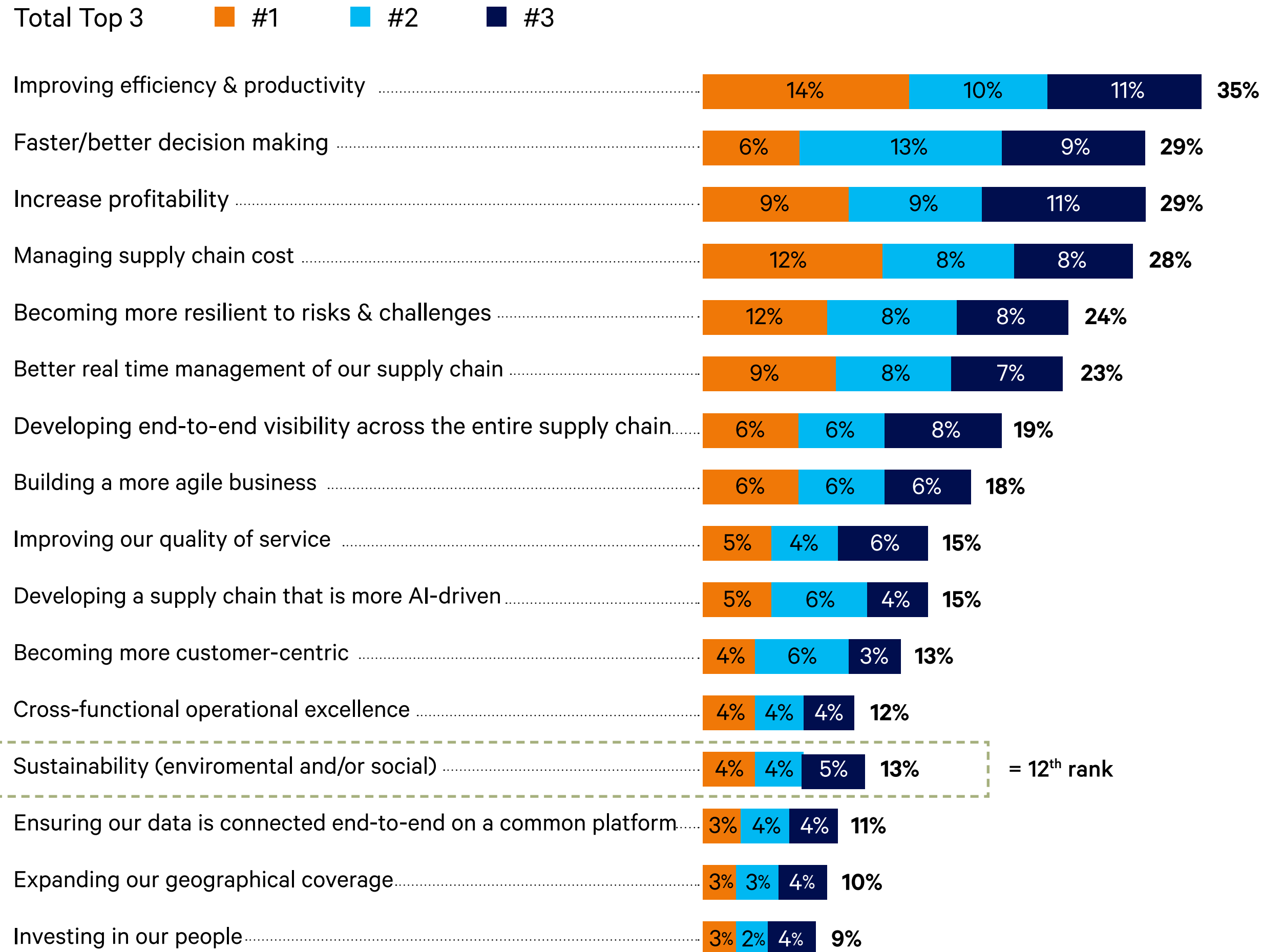


Attitudes towards sustainability

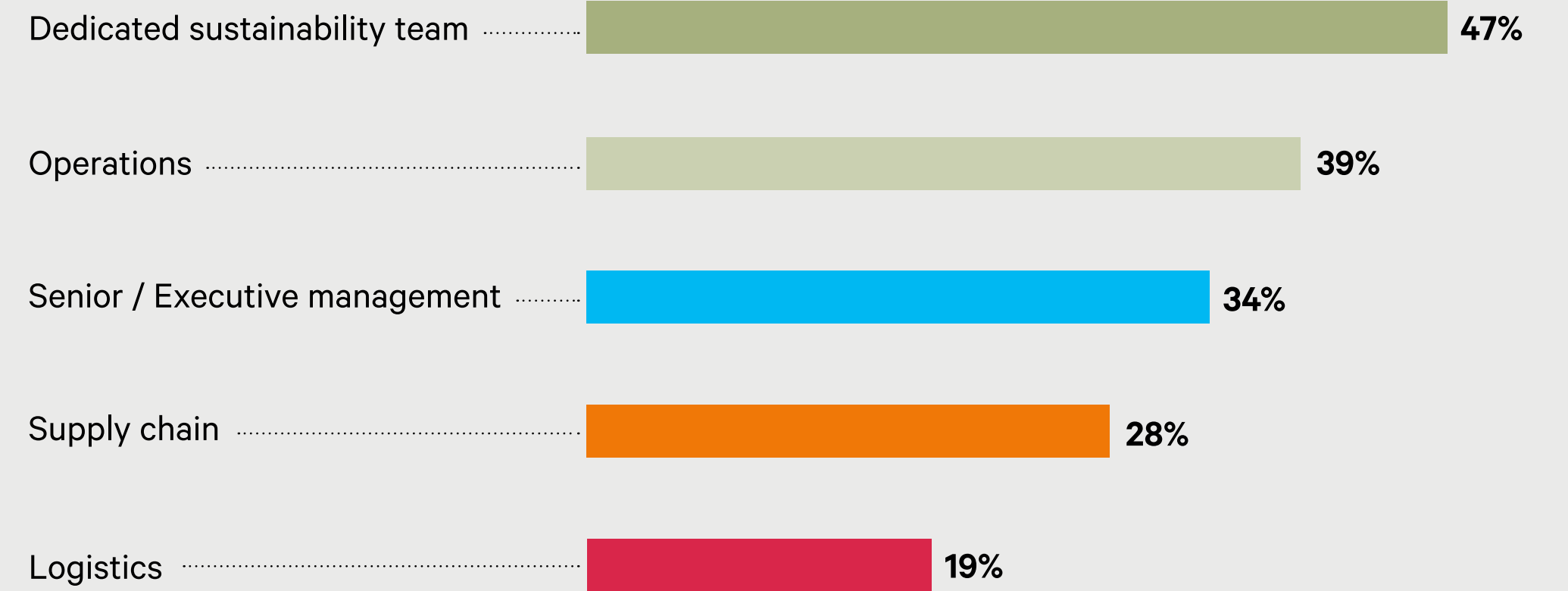




Organizational priorities



Internal teams responsible for managing sustainability



Research overview

Blue Yonder partnered with B2B International, an independent market research agency owned by dentsu, to run the Supply Chain Compass research for the second year in a row.

In autumn 2025, we spoke to 678 senior supply chain professionals, working in some of the world's largest organizations (all with annual revenue over \$500m), across three key industries: Retail, Manufacturing, and Logistics.

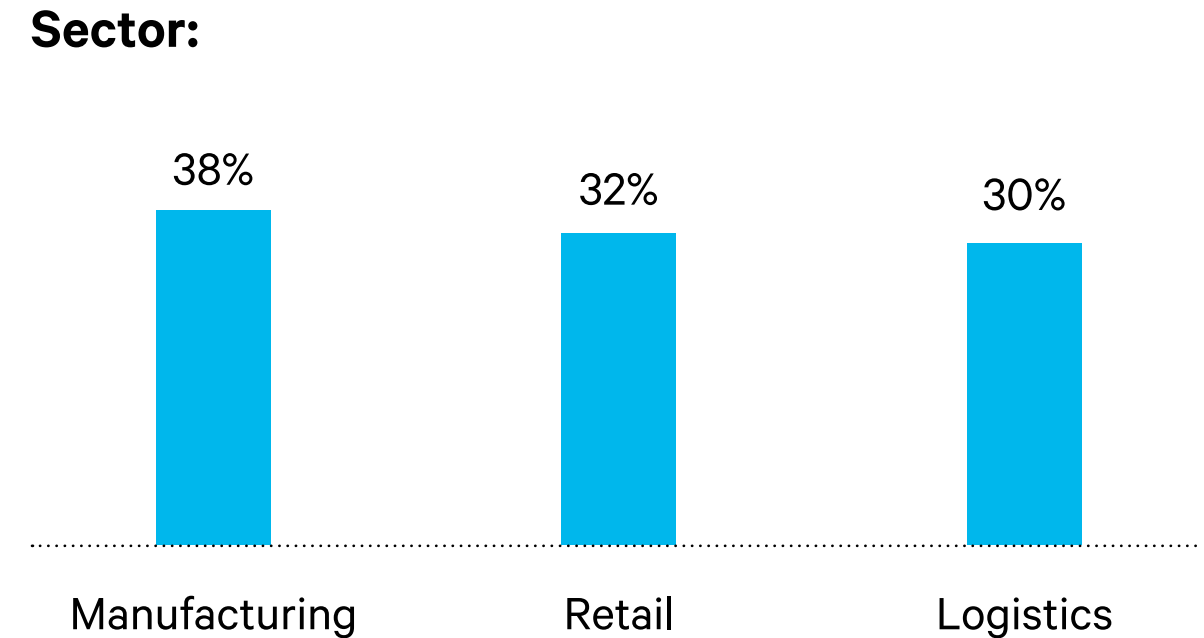
The research explored behaviors and attitudes of senior supply chain professionals across North America and Europe.

The topics covered included organizational strategic priorities, supply chain disruptions, attitudes towards technology, AI, sustainability, and business confidence. This report focuses on the relevant sustainability responses.



678 interviews with supply chain professionals

Sector:

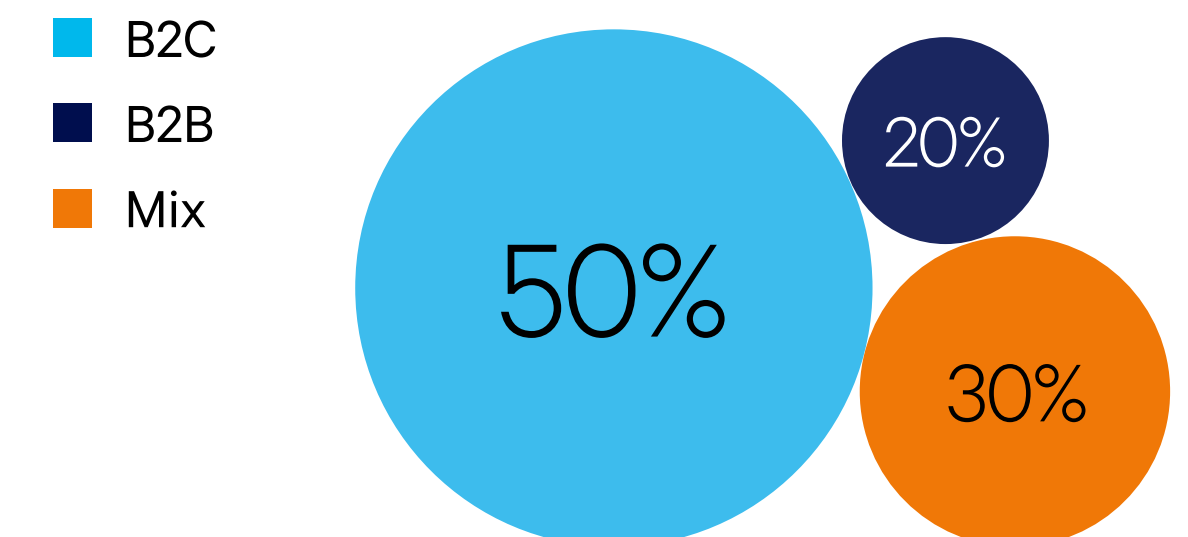


Manufacturing	
Industrial	45%
Food & bev. / CPG	17%
Automotive	16%
Life sciences	13%
Tech / semi conductor	11%
Wholesale distributor	5%

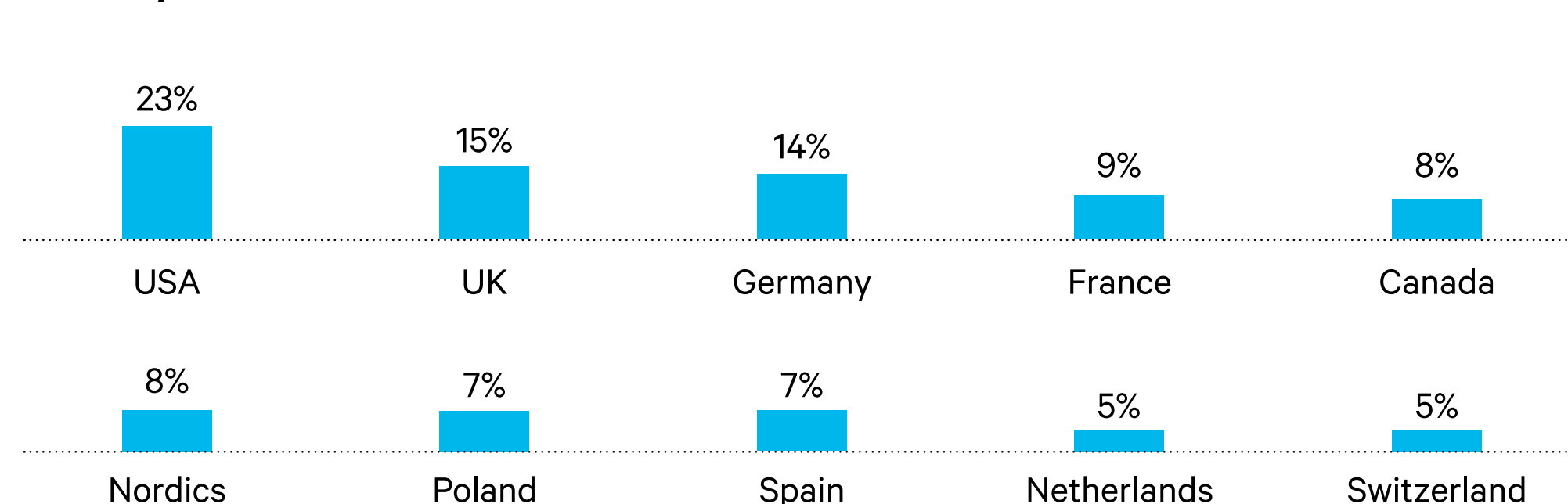
Retail	
Softlines	56%
Groceries / CPG	28%
Hardlines	20%
Convenience	104%

Logistics	
3PL	64%
Carrier	42%
4PL / 5PL	28%

Customer base:

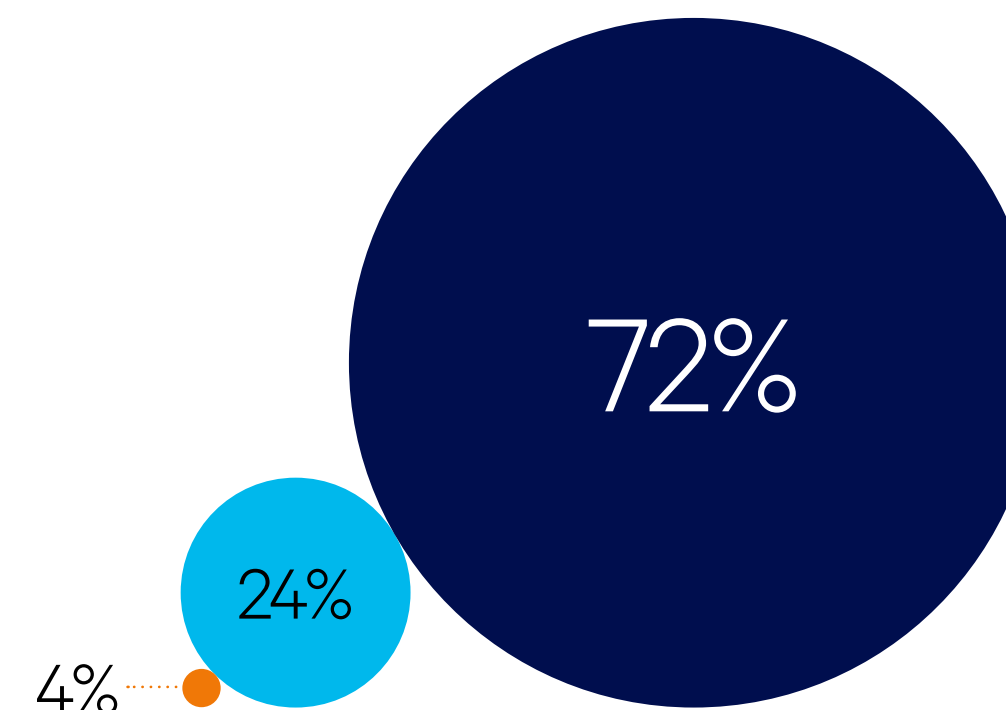


Country:

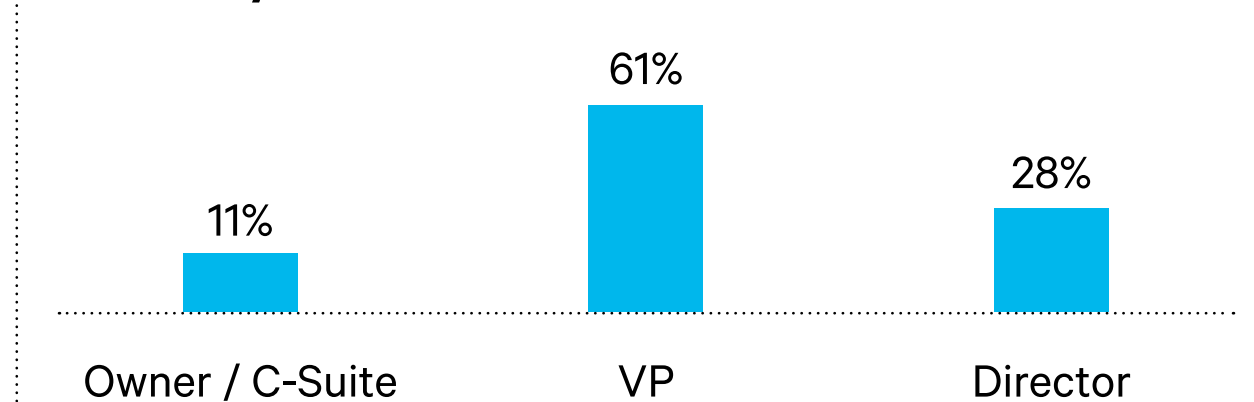


Customer base:

- Millennial
- Gen X
- Baby boomer



Seniority level:



Revenue level:

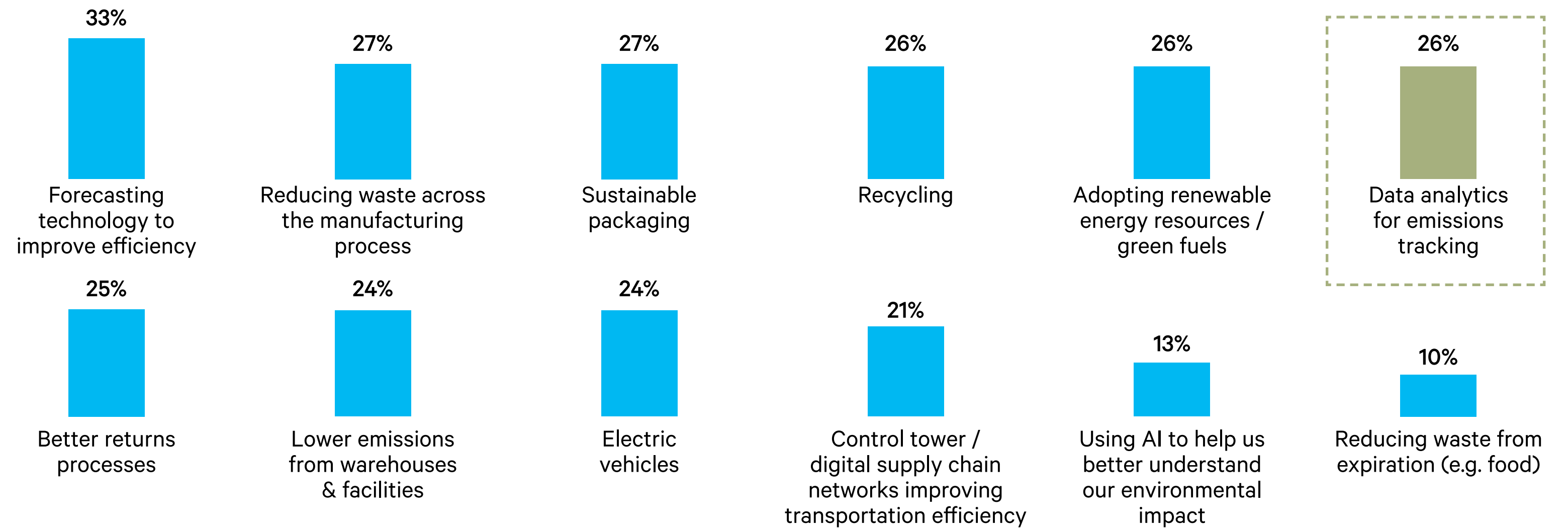
All have revenue of at least \$500m

Data is the key to unlocking financial benefits from sustainability efforts

Today's supply chain leaders are rethinking everything, including how they approach sustainability. Rather than defaulting to traditional tactics, companies are looking for emerging technologies and strategies to improve their sustainability efforts. As with many other business goals, data is the key to unlocking the best results.

26% of leaders said a focus on data and traceability is the primary action to further sustainability efforts, as well as carbon footprint and energy management. The respondents know that data and transparency across the supply chain can be used to validate claims, enhance credentials, and satisfy sustainability audits.

Opportunities for sustainability improvements



Q. FROM THE LIST BELOW, WHERE DO YOU SEE THE GREATEST OPPORTUNITIES FOR SUSTAINABILITY IMPROVEMENTS IN SUPPLY CHAINS? BASE: 678

“Integration of digital technologies and collaborative industry efforts is making significant impact for example, IOT based fleet management and AI route optimization are cutting fuel use.” ”

DIRECTOR OF SUPPLY CHAIN, LOGISTICS, USA

To that end, executives indicated that forecasting technology (33%) is both a sustainability opportunity and an asset to revenue goals. The data show that better supply/demand planning and quicker access to data are key to reducing environmental impact from warehouses and transportation.

While leaders may not know exactly what these new strategies will look like, very few are worried about greenwashing accusations. 1 in 4 think current targets do not go far enough, proving an ownership of responsibility. Additionally, 1 in 4 also think the right sustainability initiatives will be disruptive to their current processes, a reality that can't be ignored across all business initiatives.

AI use is spreading to small groups leading sustainability efforts at their company

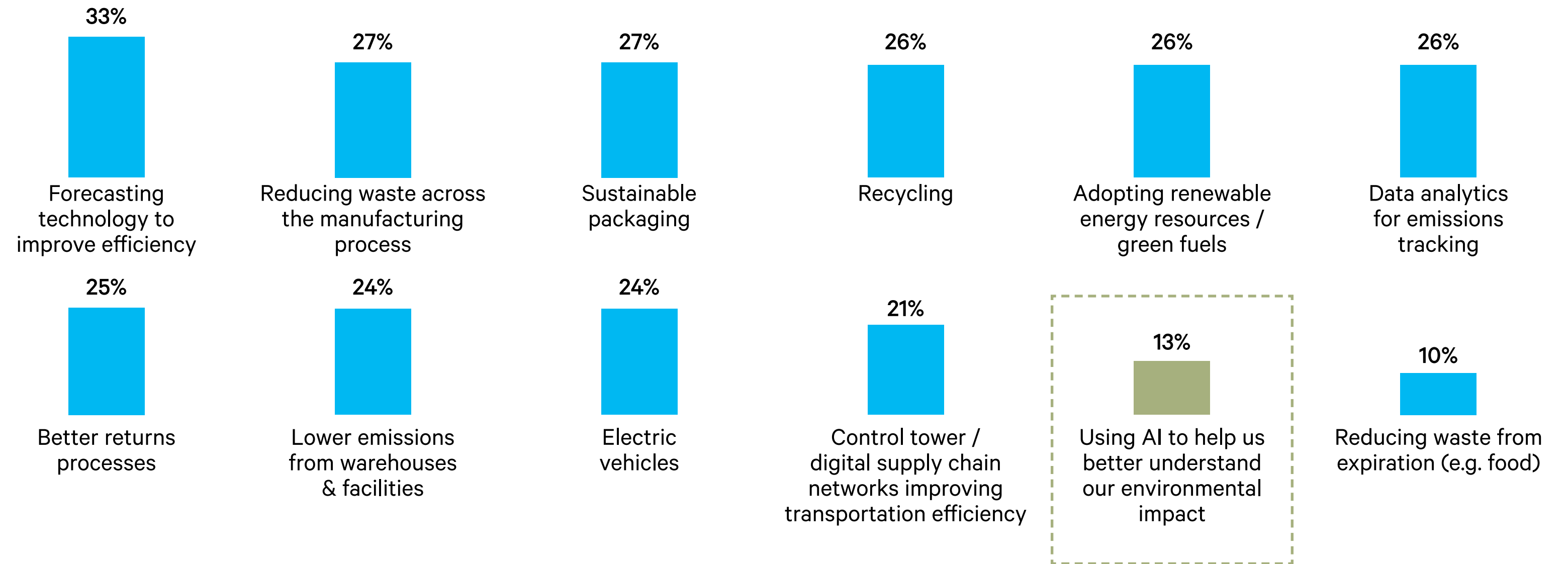
In the main Supply Chain Compass 2026, we saw that the adoption and implementation of AI tools continues to grow. As companies get comfortable with AI capabilities, they can start to apply it in new ways, deriving added value from their investments.

As such, it makes sense that a select group of innovative leaders has seen the connection between AI and sustainability strategies. 11% of respondents believed AI could enable sustainability benefits, and 13% said enhanced traceability is a key benefit of AI.

While these numbers don't reflect the majority, there is every reason to believe they will continue to increase year over year as the adoption and use of AI grow—a trend we're already seeing compared to last year's numbers. Until now, the link between sustainability and AI has been a delicate one, at best.



Sustainability improvement opportunities



AI to unlock sustainability

Better planning & predictability	29%
Better risk management	26%
Better / faster decision making	23%
Increased productivity	23%
Better execution	20%
Faster responsiveness	19%
Better inventory management	19%
Proactivity rather than reactivity	15%
Faster / better co-ordination & collaboration up and down the supply chain	15%
Lower costs (e.g. logistics, operations, people)	13%
Enhanced traceability across the supply chain	13%
Improved response to disruption	13%
Less waste	12%
Access to new / quicker information	12%
Sustainability benefits	11%
Speed of fulfilment (inbound & outbound)	10%
Growing the network of available partners to trade/ collaborate with	9%
More efficient admin / contract / procurement processes	8%
Happier, more motivated workforce	5%

Closing thoughts

Sustainability and the supply chain share a similar obstacle: they both touch nearly every part of society and largely go unnoticed by the public in daily life. It isn't until major events occur that people start paying attention to how they function.

As such, it's difficult to clearly define what supply chain strategies are designed to improve sustainability and which aren't. A natural result of supply chain leaders focusing on efficiency, accuracy, and agility is better sustainability strategies. But, keeping sustainability as a byproduct, rather than a priority, may be too little too late.

In our research, we see that sustainability remains a core practice of modern supply chains; however, there are significant differences in the ways companies are thinking about their strategies. Recognizing that sustainability cannot succeed in isolation, we see companies transitioning to

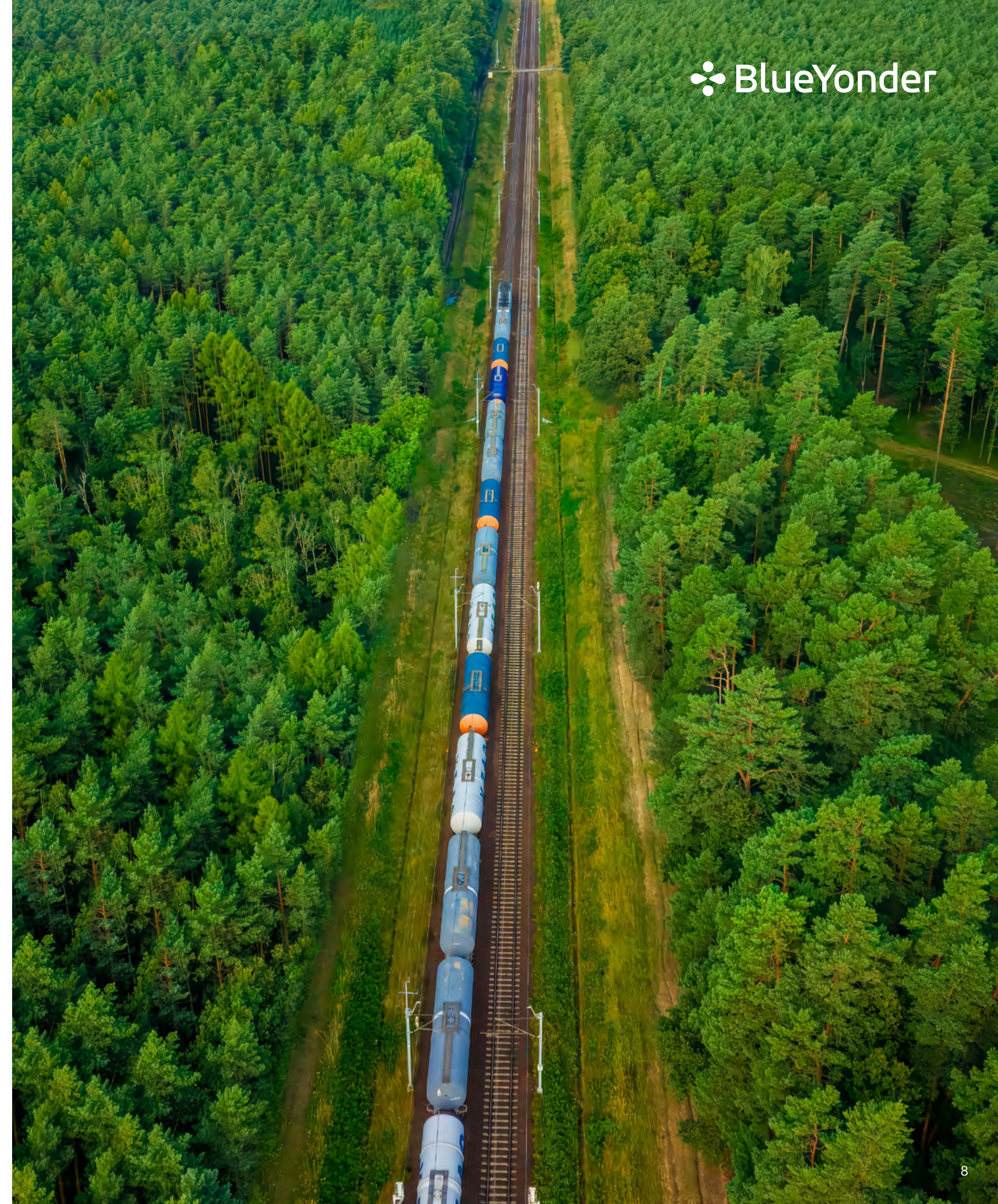
more operationalized sustainability strategies. Additionally, large organizations with more than \$500 million in revenue are investing in dedicated sustainability teams rather than adding the responsibility to a CEO's already long list of priorities.

Companies want to do the real work of sustainability, not just appease customers or meet regulations. Leaders are finding ways to make sustainable initiatives part of their business strategy, rather than an ancillary idea. And perhaps most importantly, efficiency in all its forms remains the top priority for supply chain executives.

Whether we achieve sustainable supply chains through dedicated sustainability teams or end-to-end technologies that make us more efficient and less wasteful isn't important. What matters is making the best choices for ourselves and our future.

Saskia van Gendt

CHIEF SUSTAINABILITY OFFICER, BLUE YONDER



Learn how Blue Yonder can help you achieve your supply chain priorities at blueyonder.com

Blue Yonder is the AI company for supply chain. As the world leader in end-to-end digital supply chain transformation, Blue Yonder offers a unified, AI-driven platform and multi-tier network that empowers businesses to operate sustainably, scale profitably, and delight their customers—all at machine speed. A pioneer in applying AI solutions to the most complicated supply chain challenges, Blue Yonder’s modern innovations and unmatched industry expertise help more than 3,000 retailers, manufacturers, and logistics service providers confidently navigate supply chain complexity and disruption.

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