



Introduction

As we move into 2025, businesses must be readily available to adapt to changes with the rapidly changing world. With purpose on the rise and quick scaling, 2025 will be the year for businesses with meaningful success. The revolution allowed people to consider what's truly important. Needless to say, businesses driving sustainability attract partners, clients, and top talent.

Societal and environmental initiatives are new measures to review businesses other than their financial performance. This shift has made organizations focus on becoming impact-driven businesses that value environmental balance beyond profit and believe in sustainability.

Overview of Impact-Driven Businesses

Impact-driven businesses take the profit motive from their end goal away and work with the principle of being purposeful to make the world a better place. Environmental, Social, and Governance (ESG) frameworks are there to guide and support such organizations. These frameworks scrutinize the process with the agenda for the companies and gauge how they integrate these responsibilities into their operations.

The significance of ESG-aligned enterprises starts with environmental stewardship to focus on conserving natural resources and minimizing carbon footprint to foster a sustainable future. Also, it becomes a social responsibility to support communities while ensuring transparency at every level to incorporate governance excellence.

The impact-driven businesses follow ethical practices to cope with the growing global demands for sustainability. This marks the paradigm shift for the businesses to being purpose-driven from profit-centric. This success is measured by the positive impact it makes on the planet as well as on its stakeholders.

Purpose and Scope of the Report

2025 is the most awaited year with all the novel innovations taking over the market and AI is the most demanded for now. These developments are bringing new opportunities for impact-driven businesses to redefine their strategies. As sustainability is not a choice anymore but a necessity, this report serves as a tool for the organizations willing to move down this path of making the world a better place to bring more positive impact.

This report answers the following questions:

1. Why do we need the world to be a better place with impact-driven businesses?
2. What are ESG goals and how can businesses align their operations to it without compromising profit?
3. What new 2025 is going to bring as a part of this change?
4. Why does the world need impact-driven businesses now more than ever?

This report is a roadmap for entrepreneurs worldwide so policymakers can easily adopt sustainable practices and make informed decisions. This document will work as a practical

guide for enterprises, to work on their complex systems with actionable insights.

Structure of the Report

This report starts by explaining to readers the foundational principles of impact-driven businesses and continues with the progressive actions to turn strategies into successful stories. This is how the report moves forward:

- Understanding the global forces gives a road to impact-driven businesses.
- Breaking down the measures to understand different areas of impact into social, environmental, and economic dimensions.
- Understanding the new dimensions 2025 can bring to leverage technology and ensure success.
- Highlighting the obstacles at the start but how complexity management can result in managing the challenges and yield more.
- Understanding the importance of collaborations in delivering a more positive impact.
- Understanding the practical approaches to leverage technology and integrate it into the core strategies.
- Moving forward with the existing frameworks like the UN Sustainable Development Goals (SDGs).
- Understanding the role of stakeholders to drive positive change.
- Know the future innovation and recommendations to keep the business competitive in the future.

In conclusion, this report will help the readers understand the importance of impact-driven strategies while fostering sustainable change throughout organizational operations.

A Call to Action

As AI has already stomped industries, new technologies, and innovations can bring unheard opportunities and challenges. It would be exciting and challenging all together. Now, the responsibility lies with every business to mold its purpose toward collaborative growth and success. Let this report be the first step to make the year 2025 a movement towards making businesses not only economically, but also socially a better place. Together, we can foster a culture of profit and purpose to set the stage for an impactful world.

The Rise of Impact-Driven Businesses

Being impact-driven is not a choice anymore, but an emergency with the increasing pressure for organizations to address global challenges. There are three major drivers to this to lead this transformation:

Key Drivers of Change

1. Consumer Demand for Ethical Practices

Consumers are educated and well aware of the situation worldwide. They believe in ethical consumption. Buyers prefer companies that believe in transparent practices. About 73% of global consumers have said that they are willing to give up their favorite products for the ones with a positive impact on the environment. Millennials are more developed with their educational knowledge and Gen Zs have a strong social media grip. Together they believe in ethical factors to purchase sustainable products.

Saudi Arabia is one of the biggest examples to evidence this shift. Vision 2030 is an initiative to diversify the economy and bring sustainable development to the country. Consumer expectations to have environmentally responsible products are at the heart of this vision. Almarai is a leading dairy firm in the country focusing on renewable energy for production. Another example can be seen with the Saudi Green Initiative which helps consumers understand the importance of sustainability to take the country ahead in the global race.

2. Investor Focus on ESG (Environmental, Social, Governance)

As sustainability is not a choice now but a necessity, investors are more driven towards firms with ESG metrics. Companies with ESG at the core outperform competitors not only in market valuation but also in risk mitigation. As of 2022, more than \$35 trillion in assets investments have been used as sustainable funds.

The MENA region is one of the top performers in the global ESG race. Saudi Arabia has so many examples of green financing and ESG investments:

- NEOM, a futuristic city, based entirely on renewable energy sources, is an example of sustainable initiatives in the country that too with the Public Investment Fund (PIF).



This one initiative has made regional investors like Saudi Aramco's venture capital arm explore companies compliant with ESG and deal with them for carbon capture solutions. Sustainability goals directly align with financial returns for impact-driven organizations.

3. Role of Global Challenges

Climate change, technological disruption, and social inequality have been catalysts for impact-driven businesses for quite a long time now. Sustainable development is a strategic opportunity more than a moral imperative for the firms.

- **Climate Change:** Climate change has been quite a show for people now and they demand urgent action to react to these extreme weather events and the dearth of resources. With the Vision 2030 and
- **Social Inequality:** Social inequality was a problem long ago but some regions still face this. Companies promoting diversity and inclusion gain



more trust from their customers. Change in women's participation in Saudi Arabia's workforce has been a cornerstone. From 17% in 2016 to 37% in 2023, the female workforce rate in the region has doubled. Companies like STC (Saudi Telecom Company) have even implemented programs to support women in leadership roles.

- **Technological Disruption:** Technological advancement has been more drastic than ever. AI at the top has both opportunities and risks for the markets. Impact-driven businesses need to leverage these technologies to their benefit while addressing challenges.
Consider ACWA Power for example. This leading renewable energy developer firm in Saudi Arabia uses AI to optimize renewable resource usage. NEOM on the other hand is focused on smart city development with AI-driven solutions.
- **Health Crises and Pandemics:** The COVID-19 pandemic taught everyone about responsible business. Health crises were dangerous like never before. Companies in Saudi Arabia like Sabic went the extra mile and provided essential medical supplies to all the employees. Such ideology helps

companies gain employee trust and that converts into good products and services for clients.

- **Economic Uncertainty and Market Volatility:** Inflation, economic downturns, and financial instability have long been challenges for businesses. What's changing now is how companies and governments are responding. Instead of focusing solely on layoffs during downturns, businesses are embracing more sustainable solutions that support employees while ensuring long-term viability.
In the MENA region, fluctuations in oil prices remain a constant concern. However, initiatives like the National Transformation Program (NTP) are driving efforts to reduce dependence on fossil fuels, paving the way for more diversified and resilient economies. This shift towards sustainability reflects a broader trend: businesses and governments are aligning their strategies with long-term goals that prioritize environmental and social impact. By 2025, these impact-driven approaches—fueled by supportive government policies, private-sector innovation, and a collective focus on societal well-being—are set to transform markets, enabling firms to thrive with motivated and secure employees.



Defining Impact on Business

As the world is changing with global priorities and sustainability, enterprises are emerging as impact-driven businesses to balance profit and world good. These businesses are engaging Environmental, Social, and Governance (ESG) objectives within the core business operations.

What Does It Mean to Be Impact-Driven?

Impact-driven businesses work like any other business, just with a few changes in the operations to make them more purpose-driven and safe. They believe in creating long-term value and returns focusing on social responsibility, work ethics, sustainability, and safety in decision-making.

What do impact-driven businesses do?

- **Accountability:** Frameworks like the UN Sustainable Development Goals (SDGs) or the Global Reporting Initiative (GRI) are designed by the government to help impact-driven businesses be accountable and follow a format to measure and report their impact.
- **Innovation:** With AI being the talk of the town, many technologies are emerging to support global challenges. Impact-driven businesses are using these to focus more on optimized resource adoption.

The world's largest oil producer Saudi Aramco invests in renewable energy and reports ESG to support its Vision 2030 goals and balance profit with environmental sustainability.

Economic, Social, and Environmental Dimensions

1. Economic Dimension

Impact-driven businesses believe in growing as a whole and not alone. They align their profit goals with purpose. Companies focus on resource optimization and waste reduction to improve the economic value of their countries.

NEOM is a \$500 billion project of Saudi Arabia working on sustainable profits by eco-tourism and smart city development using renewable energy. The contribution of this project to

the country's GDP is expected to reach \$48 billion by 2030.

2. Social Dimension

Countries don't change until their people and businesses induce policy changes. Companies with diversity, equity, and inclusion (DEI) implementation all over their operations encourage fair wages and community development. This is the kind of social development every company should go through.

STC (Saudi Telecom Company) DEI implementation is one example of how companies can implement programs to empower women employees. STC has increased 30% of their female workforce with this program.

3. Environmental Dimension

Businesses with impact-driving vision understand the importance of environmental protection. They reduce their bio-footprint by using renewable energy and neutralizing carbon.

Saudi Arabia's Green Initiative to plant 10 billion trees has empowered companies like ACWA Power to reduce their fossil fuel dependency and focus more on solar and wind projects.

Metrics and Benchmarks for Measuring Impact

There are ways for businesses to track and measure their progress in being transparent.

Environmental Metrics: Track and measure the reduction in water wastage, carbon emissions, and waste management.

Social Metrics: Improving gender equality for work and pay both, working for the community, and investing in social projects.

Economic Metrics: Analysing the Return on investment (ROI) from sustainable projects and understanding the revenue return from ESG-compliant initiatives.

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Challenges and Barriers

As good as the working sounds for impact-driven businesses for a sustainable future, as difficult it is for them initially to balance operations while complying with regulatory frameworks. They focus on a sustainable future with a noble objective. Still, they face myriad challenges in their path. They need to address every hurdle and align their goals with Environmental, Social, and Governance (ESG) for long-term agility.

Balancing Profitability with Purpose

One of the common and most significant challenges businesses face is to balance their short-term profit with the pressure of sticking to long-term goals. For impact-driven businesses, it becomes tough as the impact goals cannot be compromised. Social responsibility to implement sustainable practices requires upfront investments. Such huge investments don't yield immediate returns. Consider companies willing to shift to renewable energy sources, they have to bear the operational costs for the initial years until they start gaining financially.

A practical tip to find a solution to this conflict is for businesses to go for blended value strategies. Consider NEOM for example. The substantial initial investment the firm made in its smart city project required effort and patience. It shifted the focus on renewable energy and technological innovation to compensate for that financial investment to yield both long-term economic and environmental benefits.

Regulatory and Compliance Challenges

Governments around the world are focused on strengthening ESG-related regulations. This rapid revolution makes the process more challenging for the businesses that want to draw impact while operating across multiple jurisdictions. Impact-



driven firms need to remain agile for all the international standards like the Task Force on Climate-Related Financial Disclosures (TCFD) and Global Reporting Initiative (GRI) and comply accordingly without compromising on local mandates.

The Capital Market Authority (CMA) has direct links with the prime minister of any country. The CMA has recently introduced ESG disclosure for all the companies that are publicly listed. Companies need a great data management system with proper coordination between their departments to comply with ESG disclosure.

Operational and Supply Chain Complexity

MNCs with global supply chains deal with the most challenges to integrate sustainability. The complexity lies with ESG compliance amongst suppliers in different regions that have varying regulatory standards. What's arduous is tracking processes and reducing waste while ensuring ethical development across borders.

Sabic, Saudi Arabia's chemical leader with a global presence has come up with a Carbon Circulatory Program to monitor chemical emissions across all its supply channels while creating a closed-loop system for materials. Technology has the upper hand in this generation. It's conspicuous with real-time tracking.



Strategies for Success in 2025

Now that it is clear how Impact Driven Businesses work and what challenges they face, it is important to understand the depth of strategies to align all the objectives with the mission. As 2025 is all about reinvigoration, businesses need to move swiftly with seamless integration of sustainability and social responsibility into the core operations. Let's get into the actionable strategies to achieve long-term success and sustainability:

Integrating Impact into Core Business Strategy

Core Business Strategy

The foremost thing businesses need to do is to embed impact objectives into all their operations and missions. Businesses need to gain social trust. Sustainability should not be a peripheral or circumferential initiative but an integral component of the purpose.

Product and Service Design

For product-based businesses, impact-driven businesses need to focus on resource efficiency and reducing carbon footprint at the core. Manufacturing isn't easy but saving nature while reducing wastage can earn a bigger step towards sustainability. For service-driven businesses, cater to conscious consumers. Customers are literate and smart now more than ever. Understand their viewpoints and cater to what they exactly need without harming the planet.

To cater to sustainable tourism in Saudi Arabia, the Red Sea Global (RSG) project in the country is using renewable energy and has banned single-use plastics at the core of operations. This is just an example of the kind of strategies businesses need to draw more economic opportunities while being impact-driven.

Leveraging Technology for Impact



AI and Data Analytics

AI is a compelling technology. Correct usage can lead you to harness the power with an abundance of results. AI and data analytics together can lead impact-driven businesses to see between the lines and monitor every task to measure their impact on ESG initiatives. There are abundant AI-driven tools available in the market to analyze supply chain emissions. Using the power at the best can help predict long-term impact sustainability.

King Abdullah Petroleum Studies and Research Center (KAPSARC) is the biggest example of leveraging technology at its best. The firm in Riyadh uses data analytics to understand the modeling of energy efficiency scenarios. Saudi Arabia is closer to their Vision 2030 with the data analytics information and transition to a low-carbon economy.

Digital Transformation for Sustainability

Digital transformation for sustainability is a new concept to use digital technologies with ethical considerations and transform the environment sustainably. Blockchain is known for its transparent solutions. Using it can promote transparency in operations and promote renewable energy. This is the best technology one can use to have transparent supply chains.



The world's largest desalination company, ACWA Power in Saudi Arabia is the first mover into green. This renewable energy leader uses AI-driven predictive methods for maintenance tasks to minimize waste throughout all their wind and solar energy projects.

Collaborations and Partnerships

Sustainability is a global solution and it requires the globe to lend a hand. It's a collective process. From the common man to the government, everyone needs to work on their individual tasks to come up with a collaborative result. Larger problems require a large ecosystem combining communities,

governments, NGOs, and businesses.

NGOs can help impact-driven businesses with expertise in resource management and community initiatives. Collaborating with government alliances helps with the problems to be taken care of the most. Consider the MENA government for example. Saudi Arabia's Public Investment Fund (PIF) is an initiative to invest in green projects. Businesses stepping into impact-driven missions in Saudi Arabia can focus on green projects to gain investment opportunities for their private-sector partnerships.

Local communities and their involvement ensure addressing real needs and developing trustworthy relations. NEOM is a great example where businesses can see the involvement of local communities in ecological sustainability and cultural preservation.



Measuring and Reporting Impact

Stepping towards impact-driven strategies is the first step. It is equally important to measure and report everything with detailed information. Commitment to sustainability and social responsibility requires robust mechanisms. There should be Key Performance Indicators (KPIs) to understand the impact of these initiatives and strategies or it will be next to useless.

Key Performance Indicators (KPIs)

KPIs play a very important role in understanding the business operations and aligning them with the vision. As it is all about sustainability, the businesses entering the area need to make these KPIs specific, measurable, and aligned with the global ESG frameworks. The following KPIs should be on the list:

- **Environmental Metrics:** Amount of renewable energy being used, measuring waste reduction, and carbon emission rates.
- **Social Metrics:** Balanced gender ratio of the workforce, investments done for community development, and employee retention rates.
- **Governance Metrics:** Operations complying with ESG regulations, transparent reporting, and diversity in the board.

One ideal example is Saudi Aramco. The KPIs of the company are outstanding. They are focused on sustainability and one of their KPI is reducing their carbon intensity by 2035 by 15%. The firm uses advanced AI and data analytics to monitor their measures and continuously observe accountability.

Adopting Global Standards

Sustainability standards are global. Whether you are an international business or not, sticking consistently to globally recognized frameworks gives you transparency and consistency across regions. The Global Reporting Initiative (GRI) and the UN Sustainable Development Goals (SDGs) are the two most recognized standards to provide guidelines to all businesses.

The GRI standards offer structure to the organizations to let them report ESG metrics and make the process transparent. The UN SDGs help businesses align their goals with sustainable initiatives like SDG5 (Gender Equality), SDG7 (Affordable and Clean Energy), SDG11 (Sustainable Cities and Communities), SDG12 (Responsible Consumption and Production), and more.

Saudi Arabia's Green Initiative is an example of alignment with the SDGs by the UN. The Vision 2030 of the region focuses on increasing renewable energy by 50% and reducing greenhouse gas emissions by 2030. ACWA Power and other such companies are a big part of these projects. They stay compliant with the GRI standards and maintain transparent reporting.

The Role of Third-Party Audits

Third-party audits are the assessments conducted by third parties that are irrelevant and uninvolved in the customer-supplier relationship. This eliminates biases in the assessment if any. Third-party audits help assess a company's processes as per industry standards and check the accuracy of reported data and operations at each and every level of the organization. This analysis not only helps impact-driven businesses identify gaps but also helps with recommendations while increasing credibility in the market.

Benefits of Third-Party Audits:

- Stakeholders trust the unbiased investigation.
- Identified gaps and improved processes.
- Strong internal governance.
- Identified areas of improvement.
- More accountability.
- Increased credibility.
- Stronger position in global competition.

The Public Investment Fund (PIF) in Saudi Arabia has third-party auditors to gauge their operations and strategies in compliance with global standards. The company is not only committed to Vision 2030 but also to gaining the trust of its customers as a hallmark for the company.



The Role of Stakeholders

Stakeholders can make or break any organization. They create, they handle, they manage, and they run an organization. Driving sustainability is not a one-man task. It needs all the stakeholders to come together and contribute to embedding sustainability into core operations.

Leadership and Governance

Stakeholder involvement starts at the leadership level. Leaders need to have a strong vision to drive impact-driven business. Visionary leaders embrace sustainability and work on ESG principles across each organizational level. There is no way to drive sustainability without a committed board and unaligned business strategies.

NEOM's leadership is a specimen of how governance leads to innovation that drives transformation. Building a smart and sustainable city is the vision of a leader. The team together committed to come up with tech-driven solutions as a stem and clear leadership to involve green building practices for an aligned vision 2030.

Engaging Employees

A workforce is not employees who work for the business, they work with the business to transform strategies into actions. Leaders create a vision while the workforce translates that vision into impact goals. A company that fosters a culture of collaboration drives a happy and satisfied team and this team turns dreams into realities. Many impact-driven businesses work on initiatives like volunteer opportunities and green training programs. Not only this, but they also offer performance initiatives to their engaged employees for their contribution to ESG goals.

Saudi Aramco is an amazing example of taking your team together towards a huge goal. The firm has launched



an initiative called "Empower Saudi Talent" which provides the team with the necessary skills to make them learn and contribute towards energy transition. Just like the firm that just entered in the race, employees are also new to the transition process. Impact-driven businesses need to understand that providing the right learning opportunities creates empowered teams to support businesses in broader sustainability objectives.

Empowering Consumers

Like everyone else, consumers are also new to ethical and sustainable practices. The new generation has already started moving towards organic products. Similarly, businesses need to educate and incentivize consumers towards new products and services with the impact of sustainability initiatives. With transparent reporting and eco-labeling, companies can gain the faith of consumers. Many impact-driven businesses also organize awareness campaigns to encourage sustainable and responsible consumption.

Consider the Saudi Green Initiative for example that educates the public about sustainability, the efforts to restore the earth, the importance of renewable energy, and community participation. Jarir Bookstore is a retailer but they practice eco-friendly processes to work with recycled products and appeal the same to a conscious customer base.



Future Directions and Recommendations

Impact-driven businesses are the future but the challenges have a huge way ahead. Climate change, social inequality, uncertain financial conditions, and more create barriers along the way. It's now or never! Businesses must anticipate future trends and form actionable strategies to be a part of a sustainable economy.

Emerging Trends for 2025 and Beyond

Technological Advancements: AI has just started! It is about to evolve soon. Blockchain and other technologies are the supporting stumps for AI. Together they will revolutionize anything and everything. Enable them now for resource management to real-time tracking and see your business transform.

Corporate Governance: Have a diverse board with a diverse opinion. A broad mindset at the leadership level can open the doors to new ideas for ESG expertise. This can lead you to create a standard of corporate performance like never before.

Global Connection: Sustainability is a global need. A global problem needs a global solution. Enroll frameworks like the GRI and the UN SDGs to have granular benchmarks for growth.

Saudi Arabia has its own framework: The Circular Carbon Economy (CCE) framework that has set a global example of leveraging technologies with 3Rs (Reduce, Reuse, and Recycle) and also a fourth R as Remove Carbon Emissions.

Actionable Steps for Businesses

Create a roadmap to lead the team towards your vision. Now create milestones of this roadmap with short, medium, and long-term sustainability goals.

Key points to be taken care of:

- Conduct regular ESG assessments.
- Report everything with utmost priority and transparency.
- Include scientific methods to reduce harmful emissions.
- Form strategies for community development.
- Invest in employee growth and collaboration.

ACWA Power is a representative example of creating a powerful roadmap. Their strategy for 2030 revolves around sustainable goals to focus on renewable energy projects. They work on community initiatives together with that and everything properly aligns with the country's Vision 2030 goals.

Collaborative Global Efforts

Every organization can collaborate with different markets making the business multi-sectoral. Collaborating at different levels for different operations creates a partnership that can tackle complex challenges at a global level. Limited resources and climate change when handled as a team can create new solutions. Private businesses, NGOs, and government, all need to work together, pool resources, and apply expertise to gain impactful results.

The MENA region's green initiative is an ideal role model for collaborative efforts. This initiative fosters this regional collaboration to deal with problems such as carbon emissions, deforestation, and energy utilization.



Conclusion

Summary of Key Insights

Success does not only need luck but a lot of effort. Businesses worldwide need a holistic approach to grow. Being only profit-driven cannot make the business future-oriented. An impact-driven business needs a long-term vision that incorporates innovative technology, stakeholder engagement, positive leadership, global collaboration, government involvement, and community support. Achieving success is easy but earning success is what makes impact-driven businesses stand out. This report outlines strategies to understand the challenges, design the roadmap, clear down the KPIs, and foster partnerships to draw a vision and align the business goals with social and environmental policies.

Call to Action

The time for being profit-driven is gone. Now is the time for purpose-driven businesses. Businesses need to embed sustainability, purpose, and positivity into their DNA. Impact-driven businesses are not self-oriented but future-oriented. They believe in bringing the change and being the change. The MENA region and its Vision 2030 is the biggest example of how the determination to stand out can make you a beacon of transformation. 2025 is the year businesses start sustainable practices and achieve an economically rewarding purpose.

Assimilate the strategies and examples of this report to your business and make 2025 your start to an impact-driven, purpose-driven, and collaborative success.





Invest. *Change.* Grow.

ICG's Expertise

ICG is at the forefront of addressing possible challenges and growth options for impact-driven businesses this year. We are here to help companies transform themselves as Impact Driven by dealing with regulatory challenges and balancing profit. We help businesses with ethical practices, data-driven strategies, and integrating innovation to impact society and the environment positively.

Our expert advisors collaborate with your business to help you design and transform frameworks to be more aligned with purposeful profit. Whether it's incorporating responsible AI to catch up with the trends, scaling responsible operations, or incorporating ESG initiatives, ICG has everything done and sorted to help businesses lead with effectiveness and integrity.

We design unique solutions tailored to different business needs to drive calculated results, such as:

- **Entrepreneurship Program:** We deliver Entrepreneurship Programs to empower impact-driven businesses. We offer full tracks for all levels, resources, strategies, and attune mentorship to help them scale their goals and align deeper with their mission to drive meaning at a higher level.
- **Capability Building:** Our expert advisors will guide you to identify and develop capabilities, educate and improve your employee performance towards sustainability, build a growth mindset, and build financial acumen.
- **Harnessing Ethical AI Solutions:** We use AI to trend efficiently while mitigating associated risks and complying with global standards to ensure ethical solutions in every situation.
- **Optimizing ESG Strategies:** Our expert advisors are well versed in ESG strategies and help businesses align their operations with the ESG goals to have a sustainable business value.
- **Driving Innovation for Impact:** We have technologies involved at every corner of ICG, and we help businesses integrate them to streamline their processes and achieve positive outcomes.

At ICG, we believe growth is not just about numbers—it's about creating lasting value for communities, customers, and the planet. By partnering with us, your business can boldly address the challenges of a rapidly evolving world, harness opportunities, and stay ahead of the curve.

Are you ready to redefine success and make a lasting impact? Let's build the future together.

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Book your free consultation to learn more
about ICG's capabilities and solutions.

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