

The Corporate SDG Journey

Revealing the true colours of business performance



DE PURY PICTET TURRETTINI & CO. LTD



In partnership with:



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A wooden boardwalk made of weathered planks winds through a vast, green grassy field. The path curves gently to the right in the distance. The sky is bright blue with scattered white clouds. The overall scene is peaceful and natural.

INTRODUCTION

The SDG imperative

This report provides a framework — The Corporate SDG Journey — to support business leaders as they integrate the Sustainable Development Goals (SDGs) into their organisations. Companies creating real value from the SDGs, both for business and for society, are those aligning all aspects of their business with the Goals. The Corporate SDG Journey can help leaders to plot a path towards that outcome.

The world is undergoing enormous and rapid transitions, and how we respond will shape our societies and ecosystems for future generations. The planet is heating fast, exacerbating natural disasters; we are destroying biodiversity at an alarming rate; progress towards gender equality is painfully slow; most of the world's population still lack access to essential health services, and 3 billion people do not have basic hand washing facilities at home¹. On top of all this, the COVID-19 pandemic has reminded us of stark inequalities. We need to move at an unprecedented pace if we are going to protect our ecosystems and our societies.

Ensuring a positive and prosperous future will require us to make large-scale, systemic changes to how we produce and consume. The United Nations Sustainable Development Goals (sometimes referred to as 'the Goals') adopted in 2015 following extensive consultation between the public, private and civil society sectors, provide an integrated framework for this future. The 17 Global Goals can seem dizzying in their ambition and scope: providing education, health, and clean water for all, ending hunger, poverty, and gender inequality (and that's just the first six).

To make progress, a holistic approach is needed. Solving climate change means little if biodiversity loss is not halted. Reducing poverty will not have the anticipated benefits if gender inequality continues to pervade our societies. The SDGs, understood correctly, allow us to see the connections and dependencies between the issues.² Whilst individual companies and industries are best placed to create positive change towards particular goals, the framework of the SDGs allows them to work in concert with other institutions in the public sector and civil society towards a shared and holistic vision.

“Through the blueprint laid down by the UN Sustainable Development Goals, we know what we need to do. And while time is not on our side, we have a window to act.”

Prelude to Unilever's 2020 Commitments on Climate and Nature

1. The United Nations. (2020) The Sustainable Development Goals Report 2020. Sustainable Development Goals. <https://unstats.un.org/sdgs/report/2020/The-Sustainable-Development-Goals-Report-2020.pdf>
2. Le Blanc, D (2015), Towards Integration at Last? The Sustainable Development Goals as a Network of Targets. *Sust. Dev.*, 23, 176– 87. doi: 10.1002/sd.1582.

But the Goals can only be achieved if businesses play their part. Every daily decision made in businesses about which products and services to develop, which energy sources to use, who to employ and promote, how much to pay, how to allocate capital and which politicians and policies to support, affects global progress towards the SDGs. Whilst governments and international institutions are primarily responsible for achieving the SDGs, without the cooperation, innovation and commitment of business, the sustainable future we all seek cannot be achieved.

Many businesses are already engaging with the SDGs. However, today, there is a large gap between intent and implementation. Aligning the private sector with a sustainable future means placing this aspiration at the very core of companies' mission, strategy and operations. Whilst challenging, companies that anticipate the major transitions in our societies and act upon them stand to gain. Promoting sustainable development helps companies reduce risk, attract top talent, drive growth, find new markets and customers, build more reliable supply chains, and enhance their reputation, among other benefits.³ More profoundly, if we do not address our planet's most urgent challenges, the systems on which we all depend may degrade or collapse.

But the changes that companies go through to reach this new way of succeeding are profound. They will not happen overnight. Many business leaders who understand the need to retool their organisations to address global challenges still struggle to know how exactly to do it. Plotting the path to get there is the challenge we address in this report.



Melchior de Muralt

Managing Partner, de Pury Pictet Turrettini & Co Ltd

Introducing the Corporate SDG Journey

We have many years of experience working closely with companies which are aligning their strategies and business models with the SDGs. Amongst Cadmos, Kite Insights, KOIS, and BHP - Bruggen and Partners (BHP), we have worked with leaders from firms in a wide variety of sectors — from construction to cosmetics, technology to beverage companies — to help them improve their environmental and social impact against SDG-based criteria. Since 2006, de Pury Pictet Turrettini & Cie and BHP have undertaken nearly a thousand economic, social and governance company assessments, resulting in over two hundred tangible positive impacts which have helped companies contribute to the SDGs. Naturally, we have seen commonalities in how companies change internally to create impact and how they create value for their shareholders at the same time.

Building on these decades of experience, for this study, we examined the reporting of more than 100

3. Eccles, R.E and Klimenko, S. (2020). The Investor Revolution: Shareholders are getting serious about sustainability. Harvard Business Review. <https://hbr.org/2019/05/the-investor-revolution>

leading companies, reviewed the literature on business engagement with the SDGs and interviewed sustainability professionals to explore the question of how companies are aligning themselves with the SDGs. We looked to these sources to better understand what actions businesses are taking, what different areas of the business experience as they implement changes, and what value they are deriving from their actions.

We found that aligning with the SDGs is a journey. It involves both moments of sudden change and times when patience is needed to allow new processes and ideas to percolate through an organisation. To move from current levels of corporate engagement with the SDGs to one where they form the corporate blueprint for systemic change, companies need to push on from their current position.

The Corporate SDG Journey plots the different stages of a company's maturity in aligning themselves with the achievement of SDGs. This is a living study and framework, which will be regularly updated and revised based on new practices and examples as they emerge. Ultimately, it will help companies identify their own path towards becoming a force for positive systems-level change.

About this report and the authors

*This study was inspired by the Cadmos Funds of de Pury Pictet Turrettini & Co Ltd. (PPT) and conducted with their long term engagement and stewardship partners, **Kite Insights** in partnership with **KOIS** and **BHP - Brugger and Partners**. It was informed by a large-scale review of corporate reporting on their actions to implement the SDGs and complemented with interviews with senior leaders in corporates and experts in NGOs and industry associations that work to support corporate implementation of the SDGs.*

Over the past 14 years, PPT have undertaken over 1000 economic, social and governance company assessments, and conducted 600 engagement meetings;

resulting in over 210 separate positive impacts. In 2006, PPT launched the Cadmos Engagement Funds based on its proprietary Buy & Care(R) investment strategy. PPT was a pioneer of impact investing, co-founding the first ever microfinance fund, Blue Orchard, in 2001, which is now a leading investment manager, who provided access to finance to over 200mn people and microentrepreneurs in emerging and frontier markets. 1.3 million micro-entrepreneurs globally.

***BHP – Brugger and Partners** support PPT in its engagement of portfolio companies; conducting company assessments and, with portfolio managers, presenting and discussing*

results aimed at contributing to the continuous improvement of ESG integration.

***KOIS** offer impact investments, blended finance models, and opportunities to connect businesses with social projects.*

***Kite Insights** offer a unique capacity to build collaborations and coalitions and inform the social impact strategies of corporates.*

***Peace Nexus** supports businesses to be a force for good in conflict and post-conflict zones.*

***Earthworm Foundation** promotes a better relationship between business and nature; fostering biodiversity protection and better soil health.*

The SDGs as a framework for global action



The Sustainable Development Goals are ambitious by design, bringing together objectives to tackle challenges facing our societies, planet and ecosystem. They were conceived to align governments, companies, campaigners, and citizens, and encourage them to examine their individual roles in the context of a wider global effort to better our economies and societies. But addressing them is also a multi-trillion-dollar opportunity for business in terms of new products, services, markets, and efficiencies.



The goals are valuable for a number of reasons.



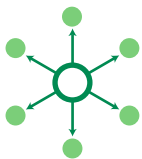
Sustainable development is the key to a world where business can continue to operate and thrive.

Businesses that incorporate social impact into their operations support the development of economies. A study by the University of Oxford Sustainable Finance Programme found that firm-level social performance in any country is positively associated with macroeconomic performance in terms of GDP per capita. In emerging economies, there is a correlation between positive macroeconomic performance and environmental and governance performance of corporates too.⁴ More broadly, achieving the SDGs will help to ensure a just and stable society that operates within planetary boundaries where businesses can thrive.



The SDGs enable us to think holistically about solutions.

The SDGs are so valuable in part because they offer a comprehensive framework through which corporates can identify opportunities for action and define and align their contribution with the actions of governments, international organisations and civil society. The scale of the change they envisage makes it easier to imagine systemic change. Many alliances and associations now exist to help businesses action their commitment to the SDGs, enabling synergies and partnerships that are greater than the sum of their parts.



The SDGs are a shared set of ambitions that enable collaboration and comparison between private, public and civil society actors.

Each year, more companies express their social, environmental, and governance work in terms of their contributions to the SDGs. The SDGs are a benchmark by which companies are judged by investors, insurers, banks, governments, consumers, and the public. For example:

- » In banking, the UNEP Finance Initiative's Principles for Responsible Banking uses the SDGs as the framework against which to assess investment and financing decisions. The Principles have been signed by 130 banks from 49 countries with more than \$47 trillion in assets.
- » The World Benchmarking Alliance is developing benchmarks to measure performance on individual SDGs so that financial institutions, companies, governments and civil society can assess individual companies' progress. For example, their Food and Agriculture Benchmark will assess sustainable production, healthy diets, nutrition and social inclusion.
- » The SDGs provide a path towards a just, equitable and green recovery post-COVID-19. Already, businesses have called upon governments to use the SDGs to build back better.⁵

4 Zhou, X., Caldecott, B.L., Harnett, E., & Schumacher, K. (2020), The Effect of Firm-level ESG Practices on Macroeconomic Performance. University of Oxford Smith School of Enterprise and the Environment. Working Paper 20-03.

5. <https://www.unglobalcompact.org.uk>

Are we on track to meet the SDGs?

The SDGs were envisioned as a fifteen-year project, between 2015 and 2030. Five years in, we can take stock of current progress.

The 2020 United Nations Sustainable Development Goals Report shows that, in aggregate, progress has fallen far short of what is necessary. There has been progress in certain areas, such as maternal and child health, access to electricity and women's representation in government. However, the situation has worsened in others, such as food insecurity, the degradation of the natural environment and economic inequalities.

There has been progress on reducing poverty, but it is currently much too slow to end poverty by 2030. The global poverty rate in 2019 was estimated at 8.2%.

There has been little progress on reducing hunger: 11% of the global population remains undernourished, the same percentage as in 2015.

The climate crisis is worsening, with 2019 the second warmest year on record. The 2010s was the warmest decade on record. Meanwhile, ocean acidification and land degradation are accelerating, many species

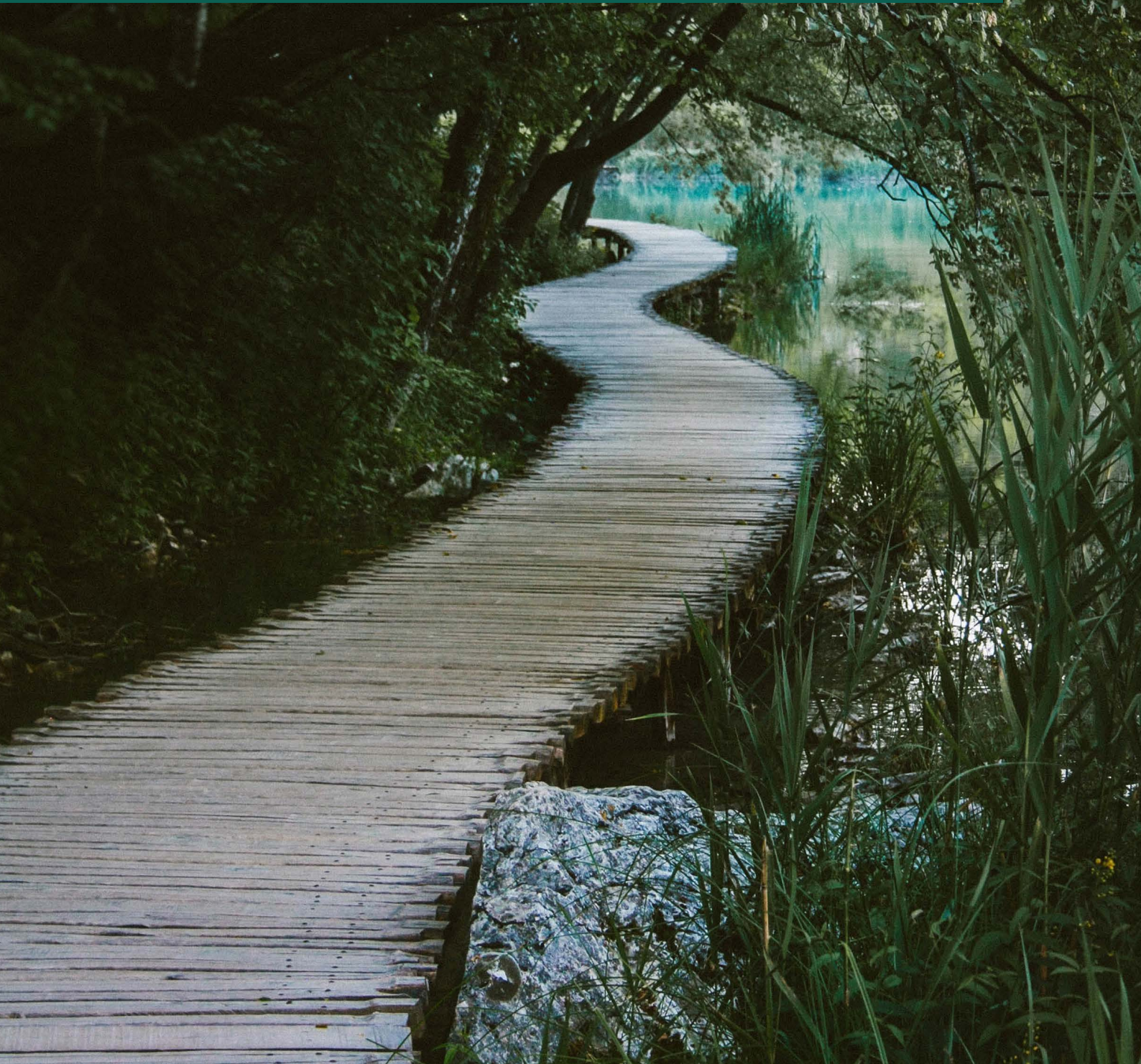
remain at risk of extinction, and unsustainable consumption and production patterns remain a systemic challenge.

Most urgently, the COVID-19 pandemic is a large setback for many of the goals. The UN estimates that 71 million people are likely to be pushed back into extreme poverty in 2020. This would represent the first rise in global poverty since 1998.

Although there has been progress in some areas since 2015, the world is currently not on track to meet the Sustainable Development Goals by 2030.

Source: United Nations (2020) The Sustainable Development Goals Report 2020.
Available here: <https://unstats.un.org/sdgs/report/2020/The-Sustainable-Development-Goals-Report-2020.pdf>

The SDGs as a framework for business success



Progress on the Sustainable Development Goals relies just as much on private sector leadership as on governmental leadership.

The private sector has a vital role to play...

- » **Deciding how to allocate resources** — Companies decide which products and services to develop; whether to use sustainable energy sources or fossil fuels, who to employ and promote; how much to pay; what to invest in, which suppliers to use, and what procurement conditions to set. Taken together, these decisions determine how just, fair, and responsible our societies are, and whether humanity's footprint on earth is heavy or light. For example, by implementing recycling and take-back programmes, in 2019-20, Schneider Electric has avoided 120,000 tonnes of unnecessary primary resource consumption.⁶
- » **Allocating capital flows** — Private investors have the power to allocate capital for purposes which make the SDGs harder or easier to achieve. For example, GPIF, a \$1.4 trillion Japanese Pension fund, has decided only to award new mandates to managers with ESG credentials.⁷ Decisions such as this will be increasingly common as more banks and investors sign up to the UNEP Finance Initiative's Principles for Responsible Banking.
- » **Influencing public debate** — Through communications, campaigns, and statements, private sector leaders, companies and corporate coalitions can influence the public beyond consumer behaviour..
- » **Shaping consumer priorities and preferences** — The private sector has significant influence over public perceptions, priorities, and preferences for goods and services through advertising and branding. A survey of global consumers found that 88% want to see brands help them make decisions that are better for people and planet.⁸
- » **Influencing government policy, priorities, and decisions** — By donations, lobbying, choices on tax, and private influence, companies and their leaders influence governments directly.

“The world’s largest 1,000 companies can make or break our progress towards the Global Goals. The most powerful lever of change hinges on whether — and how — leaders embed purpose and profit in their business plans and investment strategies.”

*The Gates Foundation,
‘Harnessing Private Sector Purpose
to Achieve the Global Goals’*

...but SDG-related projects, programmes and publicity are not enough.

Although some businesses are engaging with the SDGs, their engagement is not yet moving the needle, for two main reasons.

Firstly, for many companies, there is still a large gap between intent and implementation. Too many still

6. Schneider Electric (2020) Schneider Electric Sustainability Report 2019-2020. <https://sdreport.se.com/en/circular-economy-sdg-contribution>
7. The Gates Foundation. (2020) Harnessing Private Sector Purpose to Achieve the Global Goals. Leaders' Quest. https://leadersquest.org/content/documents/Final_Gates_report.pdf
8. Futerra and The Consumer Goods Forum (2018) The Honest Product. The Consumer Goods Forum. <https://www.theconsumergoodsforum.com/wp-content/uploads/2018/10/CGF-Futerra-Transparency-and-the-Honest-Product.pdf>

think about SDG-related work in terms of how it can contribute to the firm's image.

- » Although 72% of companies mention the SDGs in their corporate and sustainability reporting, only 27% actually mention it as part of their business strategy.⁹
- » Most banks (57%) that have made commitments relating to the SDGs or sustainability still do not explain their accounting methodology.¹⁰
- » Only 23% of companies say they have meaningful KPIs and targets around the SDGs.¹¹

Secondly, many companies approach their work towards the SDGs as projects and programmes. There is an implicit bargain underpinning this idea: the company can continue operating with a twentieth century model because it has set up programmes which contribute to the SDGs. This mindset sees SDG-related work as an add-on rather than a driving force of the business. With this approach, achievement of the Sustainable Development Goals drifts out of reach and denies businesses the opportunity to take hold of a ready-made pathway to new ways of operating.

Business leaders must release their grip on the assumption that small scale programmes, projects, and initiatives can achieve meaningful progress towards the SDGs. In fact, meaningful progress relies on the company itself becoming the core private sector driver of systemic change.

“Doing good work for the planet creates new markets and makes more money.”

Rose Marcario, CEO, Patagonia

For those that achieve it, the rewards of deep alignment with the SDGs are great.

There are plentiful reasons for companies to embrace this more systemic approach: achieving the Global Goals could create US\$12 trillion of value by 2030 in terms of business savings and revenue, according to the Business and Sustainable Development Commission.¹² Areas such as food waste, affordable housing, energy efficient building, electric and hybrid vehicles, renewable energy, better disease management, degraded land restoration, and many more, all contribute to the pool of opportunity. Possible benefits include:

Stronger financial performance — In investor presentations in early 2020, Unilever revealed that its sustainable living brands outperformed all other products in the company. Statements of

Meaningful progress towards the SDGs relies on the company itself becoming a driver of systemic change.

9. Scott, L. and McGill, A. (2018) From promise to reality: Does business really care about the SDGs? PwC | SDG Reporting Challenge 2018. P.3 <https://www.pwc.com/gx/en/sustainability/SDG/sdg-reporting-2018.pdf>

10. Avery, H. (2019) Sustainable finance's biggest problems, by the people who know best. Euromoney. <https://www.euromoney.com/article/b1j97rjr74vd00/sustainable-finances-biggest-problems-by-the-people-who-know-best?copyrightInfo=true>

11. Scott, L. and McGill, A. (2018) From promise to reality: Does business really care about the SDGs? PwC | SDG Reporting Challenge 2018. P.5 <https://www.pwc.com/gx/en/sustainability/SDG/sdg-reporting-2018.pdf>

12. Better Business, Better World. (2017) Business & Sustainable Development Commission. <http://businesscommission.org/news/release-sustainable-business-can-unlock-at-least-us-12-trillion-in-new-market-value-and-repair-economic-system>

ambition to become more sustainable also present powerful signals to investors that companies are planning for the long-term: “Companies that experienced positive press and announcements on climate change saw share price outperformance of 1.4 percentage points per year over the MSCI World Index over the past two decades — outperformance of 26 per cent,” according to a recent Deutsche Bank study.¹³ So far, during the COVID-19 pandemic, companies with better ESG performance have fared better.¹⁴

Access to new markets, product growth and new customers — An SDG focus can unveil or help develop new markets and innovations. Through a commitment to promote access to finance and banking and improve gender equality, a major bank developed mobile and travelling banking offerings that served the needs of previously unserved communities. The bank promoted prosperity and development whilst creating an entirely new set of customers and offerings. In 2016, Patagonia gave away its Black Friday sales to grassroots environmental organisations. The company was able to raise \$10 million and signed up 24,000 new customers on the same day.¹⁵

Greater supply chain resilience — Companies like L’Oréal and Solvay with extensive agricultural supply chains have invested in programmes that promote climate-smart practices and community development, increasing the resilience of their supply chains to climate change whilst creating stronger communities. Firms such as Schneider and Pfizer, which proactively help their suppliers improve their performance against SDG-related benchmarks, also build stronger relationships with suppliers. This helps build trust, cooperation, and loyalty into supply chains whilst ensuring their resilience and productivity in the future.

Case study:

Unilever

The Unilever Sustainable Living Plan aims to decouple growth from Unilever’s environmental footprint while increasing the company’s positive social impact. Specifically, it seeks to improve health and wellbeing for 1 billion people while reducing emissions by 50%. The plan is underpinned by nine commitments and targets spanning social, environmental and economic performance across the value chain, informed by the Sustainable Development Goals.

To that end, it distinguished products with the most environmental and social impact from the rest as ‘Sustainable Living Brands,’ which contribute to those ambitions. While all of Unilever’s brands are on a journey towards sustainability, the Sustainable Living Brands are those that are furthest ahead.

In 2019, Unilever revealed that its Sustainable Living Brands grew 69% faster than the rest of the business and delivered 75% of the company’s growth.

13. Past the tipping point with customers and stock markets. (2019) Deutsche Bank. https://www.db.com/newsroom_news/2020/past-the-tipping-point-with-customers-and-stockmarkets-en-11454.htm

14. Mooney A. (2020) ESG passes the Covid challenge. The Financial Times. <https://www.ft.com/content/50eb893d-98ae-4a8f-8fec-75aa1bb98a48>

15. Beer, J. (2018) How Patagonia Grows Every Time It Amplifies Its Social Mission. Fast Company. <https://www.fastcompany.com/40525452/how-patagonia-grows-every-time-it-amplifies-its-social-mission>

“From a business perspective, the SDGs are also a roadmap to shareholder value. The agendas are completely aligned. SDG engagement is therefore part of all of our future business models in one way or another”.

*Francesco Starace,
CEO, ENEL*

Enhanced reputational value — A strong commitment to sustainable development and other social and environmental issues, including race and equality, are increasingly expected by consumers and drive their purchasing decisions. In one 12-month period between 2018 and 2019, 44% of Brits bought more products from companies that address climate change, double the proportion of people that did not. The trend is similar in the US.¹⁶

Talent attraction and retention — Numerous studies demonstrate that young and top talent want to work at businesses that are doing good for the world. Millennials are 5.3 times more likely to stay at a company when they have a strong connection to their employer’s purpose, while non-millennials are 2.3 times more likely to stay¹⁷. Over half of graduates who join Unilever say they did so because of its Sustainable Living Plan, launched in 2010. Unilever today claims to be the number one employer of choice in the 40 markets where it hires.

Access to finance and investors — Increasingly, strong ESG performance can support businesses to lower their borrowing costs and attract long-term investors. For example, by issuing green bonds to raise money for environmental projects and other initiatives which improved its SDG-related performance, Verizon was able to lower its borrowing costs substantially.¹⁸

A greater social license to operate — Participation in groups and coalitions can boost firms’ social license to operate and access to markets. For example, when the government of India set a renewable energy target of 100 gigawatts of solar capacity by 2022, companies such as IBM and Coca-Cola formed a coalition called the Green Power Market Development Group to buy more renewable energy in the country in support of the national target. Not only did the coalition help accelerate progress towards the target, member companies also improved relations with the Indian government.

16. Past the tipping point with customers and stock markets. P.12 (2019) Deutsche Bank. https://www.db.com/newsroom_news/2020/past-the-tipping-point-with-customers-and-stockmarkets-en-11454.htm

17. Schuyler, S. and Brennan, A. (2016) Putting purpose to work: a study of purpose in the workplace. PwC | Putting Purpose to Work. <https://www.pwc.com/us/en/about-us/corporate-responsibility/assets/pwc-putting-purpose-to-work-purpose-survey-report.pdf>

18. Scaggs, A. (2019) Verizon’s ‘Green Bond’ Stretches the Boundaries of What’s Green. ESG Investors Bought It Anyway. Barron’s. <https://www.barrons.com/articles/verizon-first-green-bond-issue-51549485919>

Case study:

Ørsted

Ørsted is a Danish multinational power company. Under its former name, Danish Oil and Natural Gas, it was responsible for one third of Denmark's carbon dioxide emissions. Coal and other forms of non-renewable energy accounted for about 85% of its business.

However, unease within the company about its emissions prompted change. In September 2008, the CEO wrote in an op-ed, "We must create a completely different energy system, where the majority of the world's energy comes from the infinite amounts of naturally occurring energy sources, such as wind and sun."

Tough financial times in 2012 forced the company to double down on its transformation efforts. It continued to divest from unsustainable energy models and hired new leaders with experience in areas like wind power. In the years that followed, Ørsted has become a driving force in scaling up wind power and a catalyst for wider change in the industry.

This green transformation has also driven enormous business success. Between April 2018 and 2019 alone, the company's shares climbed more than 30%. The company outperformed its peer group and the major European stock market indices. The profitable

transformation has propelled the company's stock market value to about US\$30 billion, making it one of Europe's most valuable energy companies. By 2025, the company says it will generate enough green energy to supply 30 million people, up from 12 million today. In 2010, Ørsted was one of the most fossil fuel intensive energy companies in Europe and in 2020, the company was ranked by "the Corporate Knights Global 100 index", the most sustainable company in the world.

A photograph of a wooden boardwalk path winding through a dense, sun-dappled forest. The path is made of light-colored wooden planks and curves gently through the trees. The foliage is vibrant green, and the sunlight filters through the canopy, creating a serene and natural atmosphere.

The corporate SDG journey

A roadmap for businesses

Moving from piecemeal social impact initiatives to alignment with the SDGs in a company's mission, strategies, and day-to-day decision-making and operations is a journey. It takes time and sustained effort, but the rewards are great. Companies that have deeply embedded the SDGs are those that are creating the greatest value from them — for their business and for society and the environment.

The Corporate SDG Journey is based on our practical experience of how companies move towards embedding impact. It sets out the four stages through which most businesses will pass on their way to aligning themselves with the SDGs. Businesses at the early stage may just be beginning to acknowledge the goals in their sustainability strategies. Those that are just a little more advanced see the SDGs as a way to build at least qualitative value such as an enhanced reputation, easier talent attraction and more effective risk mitigation. Those at the next stage have made social impact an integral part of their business model, while SDG leaders put the goals at the heart of the company's mission strategy and operations. (A full breakdown of these stages is in Appendix A below).

Cadmos, Kite Insights, KOIS, and BHP have decades of combined experience of investing in, consulting for, and advising companies on how to rethink, retool, and reorganise to contribute more substantially to the SDGs.

The Corporate SDG Journey is based on our collective professional experience and engagement, combined with a review of the practices of more than 100 corporates and expert interviews. In all these experiences and actions, we have seen the same pattern: aligning with the SDGs builds value.

Our objective is to understand how companies align different aspects of their business with the SDGs, and how this alignment interacts with the value they create as a result of their engagement with the Global Goals. As we continue to work with corporates to support their social impact strategies and activities, we will continue to update and add to the SDG Journey to stay at the leading edge of current business practices.

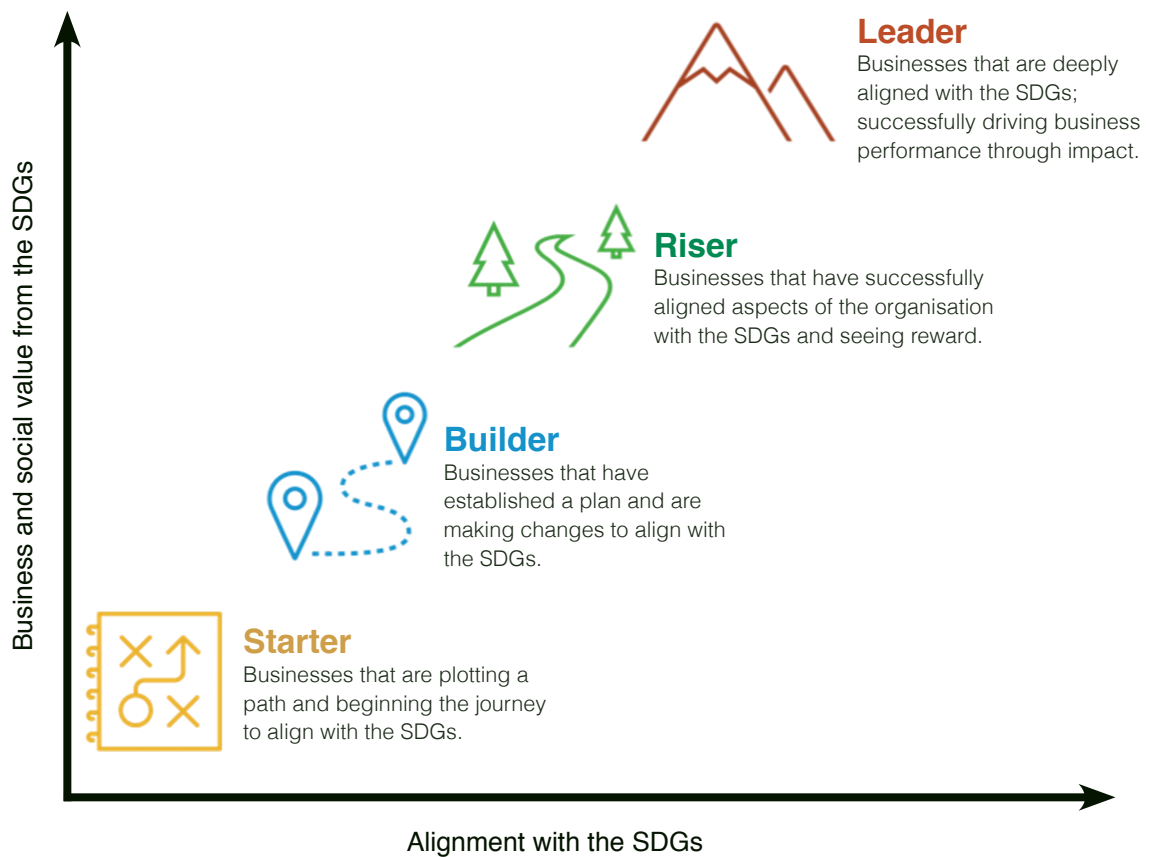
The four stages of the Corporate SDG Journey

The Corporate SDG Journey is designed to offer organisations a roadmap. It enables leaders and stakeholders to reflect on achievements, assess next actions and set new targets.

The roadmap is divided into four stages through which most businesses will pass on their way to aligning with the SDGs.

The Corporate SDG Journey

As corporates embed the SDGs more deeply into their business, the degree to which they are able to generate both business and social value increases.



- » Businesses at the **starter** stage are at the beginning of the Corporate SDG Journey. At this stage, they have begun to engage with the 17 Goals, for example by explicitly acknowledging them in their sustainability strategy and targets or by mapping their existing social impact initiatives against them. Their SDG initiatives are not tied to the core activities of the business, however, and the company does not have specific targets to advance them. Most activities are small-scale and responsibility for them lies with a few senior leaders. As a result, limited social or business value is created by the company's engagement with the SDGs.
- » Businesses at the **builder** stage have begun to take action on the SDGs in earnest via formalised commitments and statements of intent. The company sees advancing them as a way to build at least qualitative value and leaders are invested in doing so. The SDGs are named as a central pillar of their sustainability and responsibility ambitions. The company has specific targets and measurement techniques in place. It has started to identify ways to apply its core competencies to the advancement of the SDGs and is already creating at least some positive social, economic or environmental impact.
- » Businesses at the **riser** stage have made social impact an integral part of their business model. Many new products and services are designed on the basis of their social, economic and environmental impact. It has clear, measurable business goals explicitly related to the SDGs. There are clear lines of accountability against them and remuneration is linked to their success. The company is vocal about its commitment to positive impact and the SDGs. Parts of the company have succeeded in generating value by prioritising and systematically advancing them, but not all.
- » For companies at the **leader** stage, the SDGs are core to the company's mission, strategy and ways of operating. The company is recognised as a force for positive systems-level change. Partnership and collaboration are fundamental components of the business' activities; supporting stakeholders to improve their own sustainability performance, and participating in inter-industry and international initiatives that promote the SDGs. The company harnesses partnerships and innovative financial models to drive scalable impact programmes which utilise the core skills and expertise of the business. It operates with a business model in which its financial success drives positive social, environmental and economic outcomes.

Mapping businesses along the Corporate SDG Journey

At each stage of the Corporate SDG Journey, businesses display different characteristics across four key areas: Strategy, Commitment, Engagement and Implementation.

Here we offer examples of questions to help business leaders think through where they are on the SDG journey and identify areas of focus and short-, medium- and long-term actions to align their businesses with the SDGs. These questions and examples can also be used to prepare for discussions with investors or other stakeholders who want to know about the business' progress against the SDGs.

Strategy

Premise and vision

Premise and vision concern the basis upon which the company chooses to engage with the SDGs and their vision for how they will contribute to their achievement. It also concerns the degree to which leadership in the organisation understand, engage with and actively support their company's contribution to the SDGs and other elements of continuously improving corporate social and environmental responsibility.

At the **starter** stage, the company acknowledges that it is desirable to make the SDGs part of its goals, but its commitments are rarely tied to business success or high on senior leaders' agendas.

Questions for business leaders

? Have you identified where achieving sustainable development would create business opportunities for your organisation?

? Have you examined your mission and purpose to ensure that they include your organisation's contribution to societies, economies and the environment?

? Do senior leaders participate in industry-wide and inter-industry coalitions and other initiatives with the purpose of advancing sustainable development and sustainability?

As a company enters **builder** stage, engagement with the SDGs is driven by a basic, qualitative business case. The company identifies which SDGs are most material to the business.

At the **riser** stage, the company understands how the SDGs are a key driver of business value. This is reflected in parts of the company's strategy and vision. C-suite leaders are well versed in social and environmental challenges and align their internal and external engagement and advocacy with promotion of relevant SDGs for their business.

Companies at the **leader** stage explicitly see themselves as part of a systems-level change towards development, with a well-articulated vision, based on the SDGs, to that effect. The SDGs are a key driver of the company's strategy and senior leaders are incentivised to realise achievable and reviewable SDG aligned goals. The company is a key part of external coalitions that can help to drive systemic change.

Business case

The business case concerns the company's rationale for contributing to and engaging with the SDGs in terms of risk mitigation and opportunity creation.

Companies at the **starter** stage understand that sustainable development and the aversion of crises like climate change create a better environment for business. For most, the central business case for engagement with the SDGs lies in risk mitigation and reputation enhancement.

Businesses at the **builder** stage have a stronger understanding of where the company can have an impact. Engagement with the SDGs is seen as a driver of qualitative value - reputation, talent attraction and risk mitigation - as well as quantitative value in terms of gains from responsible resource management and related cost efficiencies.

Companies at the **riser** stage tie the SDGs much more directly to quantitative business value, which might include factors such as supply chain resilience and access to new markets and consumers. They are working to build the SDGs into their core business model.

At the **leader** stage, sustainable development and impact underpin the company's model of success; products and services are directly connected to the Goals. The company employs measures of value such as natural capital to measure the value it creates in terms that are broader than just financial returns. The company articulates a long-term vision for how addressing social, economic and environmental needs will enable the business to succeed and strengthen its competitiveness.

Questions for business leaders

? Has your organisation undertaken risk and materiality assessments to understand where environmental and social risks and impacts exist within your supply chain?

? Is the remuneration of senior leadership tied to ambitious social impact targets?

? Does your organisation use additional measures in cost analysis, such as carbon pricing or measures of natural capital/ecosystem services?

? Does your vision extend beyond limiting negative externalities and impacts towards being a driver of positive systems change?

Case study:

Patagonia

In 2019, US outdoor clothing brand Patagonia was named a UN Champion of the Earth, the UN's top environmental honour, in the entrepreneurial vision category. It was awarded for its dynamic policies that put sustainability at the heart of its successful business model.

Nearly 70 per cent of Patagonia's products are made from recycled materials, including plastic bottles, and the goal is to use 100 per cent renewable or recycled materials by 2025.

The company recently updated its mission statement to: "We're in business to save our home planet" and has aligned its strategy and business plan with positive environmental impact, as well as a number of social causes.

Commitment

Targets, measurement and reporting

Targets, measurement and reporting concern the goals the company sets for how it will contribute to the SDGs, at what scale, speed and with what degree of ambition. Importantly, it includes the ways the company measures and reports on the contributions it makes to advancing the SDGs, including metrics, cadence of updates and clarity of communication.

At the **starter** stage, where specific SDG-related targets do exist, they are largely qualitative and not timebound, and the company discloses limited information on its social impact.

A company at **builder** stage measures its positive contributions but not its negative contributions. It sets quantitative targets for all priority SDGs but not for specific functions within the company. The impact of initiatives, such as partnership with NGOs, are not included consistently in public reporting.

Questions for business leaders

- ?** Does your business report on its social impact using SDG sub-indicators and other leading level reporting standards (e.g. [GRI](#))?
- ?** Does your organisation measure the negative impacts of your activities on the SDGs, as well as the positive impacts?
- ?** Does your reporting provide time-series and historic data on corporate performance against key sustainability and other impact indicators?
- ?** Has your organisation signed up to science-based targets for key challenges like climate change and biodiversity loss?

A company at **riser** stage reports on SDG progress using SDG sub-indicators, seeks external certification of its reporting, and measures its positive and negative impacts over time. It has specific, measurable targets for 2030 both for its own functions and its key suppliers and partners. It uses leading external reporting frameworks and standards to certify its contribution to the SDGs.

At the **leader** stage, the company reports against SDG sub-indicators each year and is committed to science-based targets such as [the RE100](#). Targets extend beyond the company's own impacts to include aspects such as influence over other industry players. Impact is measured at a product and business-unit level before being aggregated in reporting, with the aim of guiding decision-making. The company benchmarks its SDG-related initiatives against peers and uses high quality external certifications and standards.

Performance management and incentives

Performance management and incentives concern the ways in which the company manages, tracks and incentivises action towards the SDGs within its workforce and with its core partners.

At the **starter** stage, leadership remuneration and performance management on ESG issues are limited to compliance with legal standards.

As companies enter the **builder** stage, responsibility for the SDGs begins to be formalised as a responsibility for senior leaders and cascaded to regional divisions. The company might have a supplier code of conduct or sourcing guidelines outlining its expectations on SDG-related metrics for key partners and suppliers, including favourable terms for companies with superior social and environmental impact.

In the **riser** stage, responsibility for the company's SDG commitment are more widely distributed across the organisation. The company links executive remuneration and incentive structures to SDG-related KPIs and sets different targets for different parts of the business.

A company at the **leader** stage has clear incentives for SDG-aligned practices within the organisation. It searches for leaders and executives with sustainability literacy, authentic commitment and experience as a matter of course. Even some junior level staff have responsibilities and KPIs associated with the social impact goals, such as supporting company policies regarding recycling and energy usage, and suppliers also have incentives and support tied to SDG outcomes.

Questions for business leaders

? How widely is responsibility for the SDGs dispersed within your organisation; are lower levels of management also incentivised to contribute towards sustainability?

? Do incentive structures encourage leaders to exceed or meet social impact and sustainability targets early, and are there consequences for failure to meet targets?

? Are suppliers required to meet sustainability standards in order to work with your company?

? Are they offered incentives for providing more sustainable, efficient or impactful solutions?

Case study:

Danone

In recent years, Danone has implemented reporting mechanisms connected to the SDGs and partially linked employee incentives to performance against them.

Under its 'One Planet. One Health' vision, the company set short, medium, and long-term goals based on science-based targets across a range of SDGs. It has set itself the objective of becoming carbon neutral by 2050 and a range of shorter-term emissions targets as well.

To define its goals, Danone created a Materiality Matrix. It identified an exhaustive list of sustainability topics that were directly or indirectly connected to its business and stakeholders. They then analysed where the company could have the greatest impact, prioritised key issues, identifying 14 key topics based upon two metrics: impacts on business success and importance to external stakeholders. The company's resulting goals are both tailored to the business and tied to the SDGs.

Employee incentives are partially based on these objectives, communications emphasise these commitments, and the company has created an online dashboard where consumers and investors alike can easily access this information.

Engagement

Communication, partnership and collaboration

Communication, partnership and collaboration relates to how the company interacts with external organisations, including NGOs, governments, research institutions and social enterprises, and the models of partnership employed in doing so. It also covers the ways the company communicates to external stakeholders including consumers, investors, broader society and other groups.

Questions for business leaders

? Does your organisation communicate its sustainability commitments with reference to specific SDGs and related sub-indicators, and recognise other international conventions like the UN Declaration on Human Rights?

? Does your organisation have a vision for how it can influence its stakeholders to join your organisation in promoting the SDGs?

? Do you share stories and practices that you have developed to promote and advance the SDGs, including challenges and lessons learned, with peers in your industry and beyond?

? Has your organisation created best-practice principles for social-impact partnerships for the SDGs, including the development of scalable partnership models (e.g. social enterprises)?

At the **starter** stage, companies undertake limited communication regarding their commitment to social impact and only refer to the SDGs in general terms, if at all.

Companies at the **builder** stage are likely to be participating members of inter-industry or industry-specific association to address the SDGs. The company has entered some partnerships with NGOs and other organisations that seek to address the SDGs, providing some level of expertise or employee capacity.

Riser companies use their influence to encourage and promote more sustainable decisions amongst their customers. They might be a thought leader on a specific area of social impact or SDG and be an important member of some inter-industry or industry-specific coalitions and initiatives that support the advancement of the Goals.

Leader companies are recognised thought leaders and advocates for the SDGs in the areas most material to their business. They use innovative partnership models, perhaps creating new social enterprises or partnering with existing ones. Their lobbying and advocacy practices are aligned with advancing the SDGs. They are an active or founding member of leading associations that address private sector contributions to the SDGs.

Internal engagement

Internal engagement concerns how the company engages its internal stakeholders, including employees and suppliers, in its ambitions and actions to advance the SDGs.

At the **starter** stage, employees receive little information regarding their company's overall commitments and legal obligations, for example in onboarding documents. Limited opportunities are available to employees who wish to skill-up with regards to sustainability.

Companies at the **builder** stage offer employees updates on SDG-related commitments in regular communications and the Supplier Code of Conduct includes requirements on sustainability and responsibility, including commitments to improve over time.

Riser companies provide training to senior executives on how SDGs are relevant to the business and provides resources to suppliers to support them in aligning their practices and policies with the SDGs.

Both management and employees at **leader** companies receive regular training and communications on the company's social impact achievements and ambitions. Opportunities are made available to employees who are keen to further develop their skills and understanding via employee suggestion systems and voluntary task forces. Senior leadership meet regularly to discuss progress towards SDG-related targets and adjust them if achieved early, and 'floating roles' are created so that opportunities to improve social impact can be explored across areas of the business.

Questions for business leaders

? Do you provide training to your employees on issues such as climate change, development and diversity?

? Do C-suite and board leaders meet at defined intervals to discuss and receive reports on the social and environmental impact of the organisation?

? Are employees given opportunities and mandates to contribute to your organisation's SDG agenda in ways that harness their core skills and competencies?

Case study:

Kering

Kering have invested heavily in engaging the wider fashion and apparel ecosystem and set ambitious targets guided by the SDGs. For example, the company has partnered with the Cambridge Sustainability Institute to produce a primer report on protecting biodiversity in the fashion industry and regularly shares other resources and lessons it has learned.

In its supply chain, the company has launched a 'Supplier Index of Sustainability,' ensuring high standards for raw materials and processes are implemented by all suppliers by 2025, which raises the bar on traceability, animal welfare, chemical use and social welfare.

Kering's leaders have also been vocal in engaging their partners and employees, even at the CEO level. For example, in 2018, CEO Francois Henri Pinault said, "more than ever, I am convinced that sustainability can redefine business value and drive future growth. As business leaders, we all have a crucial role to play, and I worked with the CEOs of our Luxury Maisons to embed sustainability across our activities while developing this next important phase of our sustainability strategy."

The company is widely recognised as a thought leader on sustainability.

Implementation

Business integration and transformation

Business integration and transformation covers the ways in which the SDGs are aligned with the operations and mandates of different parts of the business, where responsibilities are assigned and how efforts are connected. It also covers the forms of programme and intervention that the company creates to advance the SDGs, including new innovations or changes to business models.

At the **starter** stage, a company's commitment to social impact is not well aligned with key tenets of the company's operations and practices across the business. SDG-related practices are piecemeal in their formulation and implementation.

Companies at the **builder** stage have undertaken a materiality assessment to understand what areas of the business have the greatest potential negative or positive impacts on the SDGs, but the company has not defined a transformation agenda to further align itself with the SDGs.

Questions for business leaders

? Have you identified parts of your business/portfolio with the largest impacts, and the greatest potential for social good?

? Have you set up a funding pool within the company to support the investigation of how your company could provide new products, services, initiatives, or cross-industry collaborations to support the SDGs?

? Do functions like Sustainability and Diversity and Inclusion regularly interact with one another in order to explore synergies and new ideas?

? Could you create a cross-functional team to support different parts of the business in designing and creating solutions and initiatives that promote social impact?

Riser companies seek to create a culture where employees are actively encouraged to bring forward ideas and help accelerate the company to contribute verifiably to its prioritised SDGs. Achieving social impact is a key objective of R&D efforts.

In companies at the **leader** stage, the SDGs are integrated as a core long-term objective and business priority of each department. The company has developed agile ways of furthering sustainability ambitions, for example using teams or individuals decoupled from traditional reporting structures to identify SDG-related opportunities and report them to senior leaders. Achieving SDG-related goals is consistently factored into decision-making regarding new investments and activities in the organisation and targets are consistently achieved.

Resourcing and financing

Resourcing and financing cover how the company assigns resources to its SDG efforts and supports its SDG efforts with investment and support.

Companies at the **starter** stage might offer grants or other payments to external organisations such as NGOs and charities to support their interventions.

At the **builder** stage, companies have a more organised approach to supporting their SDG-related ambitions. Longer-term partnerships with NGOs and other initiatives may be established and the company may be providing opportunities to their employees to allocate some of their time and expertise to social and environmental challenges.

A company at **riser** stage gives innovation or R&D functions specific SDG budgets, and pledges funding, secondments, or employee time to support SDG-focused initiatives and one-off projects that the business is undertaking.

A company at the **leader** stage invests systematically in R&D to improve the SDG-related impacts of its new and existing products and services. It uses innovative funding and partnership models to create scalable projects that address the SDGs, whilst financial assets and pension funds are aligned with responsible investing standards.

Questions for business leaders

- ?** Are parts of your business able to call upon additional resources when required to achieve specific sustainability objectives?
- ?** Are your investments and financial obligations, such as company pensions, aligned with social and environmental impact goals?
- ?** Is your company employing innovative models of finance to fund projects and partnerships that address the SDGs (e.g. blended finance, impact bonds and cooperative models)?
- ?** Are R&D departments given the mandate and resources to innovate for social and environmental impact (for example, by reducing the carbon intensity or water usage of products)?

Case study:

Schneider Electric

Schneider Electric have rapidly upped their ambition with regards to the SDGs in recent years, undertaking a series of commitments and practical measures across the business to meet their commitments. For example, the company expedited their 2030 goal of carbon neutrality in their extended ecosystem to 2025, committed to net-zero operational emissions by 2030 and a net-zero supply chain by 2050. In addition, the company committed to providing support to their suppliers and partners to make and meet similar commitments to social impact.

Schneider Electric have made a series of operational changes to support these ambitions. They have pledged EUR10 billion in innovation and R&D spending to contribute to meeting their SDG-related goals by 2025 and set out a programme to upskill employees and the general workforce to accelerate their strategy. For example, Schneider Electric South America has spearheaded training programmes within underserved communities, driving business expansion into new markets and reducing the company's carbon emissions. The company has also established sustainability teams in each of their regional offices to manage their sustainability strategy, setting clear KPI's to meet the company's wider targets.

Between 2019 and 2020, Schneider Electric delivered Access to Energy training to more than 400,000 underprivileged people, and logged 15,000 volunteering days from its employees.

CONCLUSION

Revealing the true colours of performance



Achieving the Sustainable Development Goals remains an urgent task. Natural disasters affect more people each year, a symptom of accelerating climate change. Each year, more than 31,000 species face extinction and 10 million hectares of forest are destroyed. Three quarters of the world's parliamentarians are still men. Nonetheless, the more companies and governments align with the Goals, the greater the chance we can achieve them.

This report is not designed to prescribe specific targets for companies to do that. There are many other tools to do so (see Appendix B). But for any company setting out to advance the SDGs, it offers a checklist with which to plot a company's journey in aligning its purpose, strategy and practices with the SDGs, and a framework against which to measure progress along on that journey.

The societal and planetary imperatives are urgent, and in the coming years, we hope to see more companies move from talk to action. We hope to see more companies aligning their purpose and practices with the SDGs, and adopting a systemic approach which aligns business success with planetary and societal health.

This is not only our ambition; it is our mission.

Since 2006, the Cadmos Funds have helped companies in their endeavours to continuously improve their sustainability business case and practices. Over the last 14 years, we have seen the culture change. More companies are interested in their impact on their societies and the planet. More companies want to accompany positive returns with a positive footprint. We hope that the next stage will see further moves towards companies being drivers of positive, systemic change.

We share that hope with our partner organisations: BHP - Bruggen and Partners, KOIS, Kite Insights, Peace Nexus, and Earthworm Foundation. The SDGs are commonly depicted in a diagram with many colours. We would like to think that advancing the Goals helps business both contribute to progress and show its true colours as partners for meaningful change.

If it does, it will only prove what we have always believed — that building strong companies and generating wealth goes hand-in-hand with building just and fair societies, promoting development, and passing on a healthy planet to future generations.

Portfolio companies of the Cadmos Funds are invited to connect with these partners and explore tangible steps to progress along the Corporate SDG Journey.

Checklist for business leaders

Strategy

Premise and vision

- ? Have you identified where achieving sustainable development would create business opportunities for your organisation?
- ? Have you examined your mission and purpose to ensure that they include your organisation's contribution to societies, economies and the environment?
- ? Do senior leaders participate in industry-wide and inter-industry coalitions and other initiatives with the purpose of advancing sustainable development and sustainability?

Business case

- ? Has your organisation undertaken risk and materiality assessments to understand where environmental and social risks and impacts exist within your supply chain?
- ? Is the remuneration of senior leadership tied to ambitious social impact targets?
- ? Does your organisation use additional measures in cost analysis, such as carbon pricing or measures of natural capital/ecosystem services?
- ? Does your vision extend beyond limiting negative externalities and impacts towards being a driver of positive systems change?

Commitment

Targets, measurement and reporting

- ? Does your business report on its social impact using SDG sub-indicators and other leading level reporting standards (e.g. GRI)?
- ? Does your organisation measure the negative impacts of your activities on the SDGs, as well as the positive impacts?
- ? Does your reporting provide time-series and historic data on corporate performance against key sustainability and other impact indicators?
- ? Has your organisation signed up to science-based targets for key challenges like climate change and biodiversity loss?

Performance management and incentives

- ? How widely is responsibility for the SDGs dispersed within your organisation; are lower levels of management also incentivised to contribute towards sustainability?
- ? Do incentive structures encourage leaders to exceed or meet social impact and sustainability targets early, and are there consequences for failure to meet targets?
- ? Are suppliers required to meet sustainability standards in order to work with your company? Are they offered incentives for providing more sustainable, efficient or impactful solutions?

Engagement

Communication, partnership and collaboration

- ? Does your organisation communicate its sustainability commitments with reference to specific SDGs and related sub-indicators, and recognise other international conventions like the UN Declaration on Human Rights?
- ? Does your organisation have a vision for how it can influence its stakeholders to join your organisation in promoting the SDGs?
- ? Do you share stories and practices that you have developed, including challenges and lessons learned, with peers in your industry and beyond?
- ? Has your organisation created best-practice principles for partnership, including the development of scalable partnership models (e.g. social enterprises)?

Internal engagement

- ? Do you provide training to your employees on issues such as climate change, development and diversity?
- ? Do C-suite and board leaders meet at defined intervals to discuss and receive reports on the social and environmental impact of the organisation?
- ? Are employees given opportunities and mandates to contribute to your organisation's SDG agenda in ways that harness their core skills and competencies?

Implementation

Business integration

- ? Have you identified parts of your business/ portfolio with the largest impacts, and the greatest potential for social good?
- ? Have you set up a funding pool within the company to support the investigation of how your company could provide new products, services, initiatives, or cross-industry collaborations to support the SDGs?
- ? Do functions like Sustainability and Diversity and Inclusion regularly interact with one another in order to explore synergies and new ideas?
- ? Could you create a cross-functional team to support different parts of the business in designing and creating solutions and initiatives that promote social impact?

Resourcing and financing

- ? Are parts of your business able to call upon additional resources when required to achieve specific sustainability objectives?
- ? Are your investments and financial obligations, such as company pensions, aligned with social impact goals and environmental sustainability?
- ? Is your company employing innovative models of finance to fund projects and partnerships that address the SDGs (e.g. blended finance, impact bonds and cooperative models)?
- ? Are R&D departments given the mandate and resources to innovate for social and environmental impact (for example, by reducing the carbon intensity or water usage of products)?

APPENDIX A

The Corporate SDG Journey

As we continue our consultation and exploration of The Corporate SDG Journey, this matrix will be regularly updated and revised based on new practices and examples from real business examples.

		STARTER	BUILDER	RISER	LEADER
		<p>Businesses beginning their journey to align with the SDGs. Specific focus on the SDGs within the company's sustainability and responsibility strategy is limited, and sustainable development is not a priority for the business and its leaders.</p>	<p>Businesses stepping up their ambition to contribute to the SDGs. The SDGs are a named and central pillar of sustainability and responsibility ambitions. Advancing the SDGs is seen as a means of advancing at least qualitative value for the company, and leaders are invested in the company's SDG agenda.</p>	<p>Businesses integrating the SDGs into their business model. Parts of the company have succeeded in generating value for itself by advancing the SDGs, as well as social, economic or environmental impact. The company is vocal about its ambition to increase its positive social impact and articulates this as part of the business strategy.</p>	<p>Businesses deeply aligning with the SDGs. The SDGs are a pillar of business strategy and decision-making in the company. SDG-related programmes and partnerships are scalable and achieving real change. The company is recognised for its commitment to positive impact.</p>
STRATEGY	<p>PREMISE AND VISION</p> <p>The basis upon which the company chooses to engage with the SDGs and their vision for how they will contribute to their achievement. The degree to which senior leadership in the organisation understand, engage with and actively support their company's contribution to the SDGs and other elements of social and environmental responsibility.</p>	<p>Commitment to the SDGs is implied in broader articulations of social and environmental responsibility.</p> <p>The company has a stated ambition to positively contribute to social, economic and environmental challenges in society.</p> <p>The company may specifically recognise the SDGs in sustainability and responsibility commitments.</p> <p>C-suite leaders have made statements on the importance of the SDGs to their industry and to businesses.</p> <p>Senior leadership positions with responsibility for social and environmental responsibility are present across business units and other sub-divisions in the company.</p>	<p>The company has identified priority SDGs that are most material to the company and where it can have the greatest impact and how.</p> <p>The company has articulated the way in which failure of the world to meet the SDGs would present a risk to their business.</p> <p>There is a general understanding within the company of the business case behind their SDG strategy and that this can be a source of competitive advantage.</p> <p>C-suite leaders have communicated an intention to the company's contributions to the SDGs.</p> <p>Responsibility for the SDGs resides primarily with functions like sustainability and marketing.</p> <p>C-suite leaders have delegated responsibility to improve the SDGs to various teams in the company.</p> <p>Senior leadership statements to the company's employees and partners include vocal support of the company's commitment to the SDGs.</p>	<p>The company acknowledges a wider societal role within its vision and purpose, as well as articulating specific SDGs to focus on.</p> <p>The company's stated vision and SDG-related objectives reflect a holistic understanding of the SDGs that recognise the links and interdependencies between SDGs.</p> <p>The company's SDG strategy is aligned with climate action and recognises interactions between sustainable development and climate change.</p> <p>C-suite leaders and lower levels of management have undertaken training regarding the SDGs, their importance to the business and core aspects of sustainable and responsible business practices.</p> <p>C-suite leaders actively sponsor projects and initiatives aimed at advancing the SDGs internally. Senior leaders, including sustainability leaders, regularly contribute to industry groups and other associations and convenings that address sustainable development and business' role in advancing the SDGs.</p>	<p>The company articulates its ambitions regarding the SDGs in terms of addressing systemic change towards sustainable development that extend beyond its own stakeholders.</p> <p>The overall vision/mission/purpose make recognition of a broader societal role for the company.</p> <p>The company has a deep understanding of the implications and demands of the SDGs for their broader industry and sees itself as having a large role to play in working with other key industry players to address them.</p> <p>The SDGs are approached as a means through which the company can translate global needs and ambitions into business solutions.</p> <p>C-suite leaders have clear targets to improve the company's contribution to the SDGs, with specific targets for their departments, and their remuneration is linked to performance against these targets. C-suite leaders are regular participants in convenings and high-level groups that seek to advance businesses' contributions to the SDGs.</p>
	STRATEGY	<p>BUSINESS CASE</p> <p>The rationale for contributing to and engaging with the SDGs in terms of risk mitigation and opportunity creation.</p>	<p>The company is interested to learn more about the qualitative and quantitative business case for embedding the SDGs.</p> <p>The company understands that sustainable development is good for the business.</p>	<p>A qualitative business case is in place outlining the benefits of embedding the SDGs for the company, e.g. reputational benefits, attracting new talent etc.</p> <p>A quantitative business case is in place regarding value in terms of gains from resource and related cost efficiency.</p> <p>The company understands which SDGs are most material to the operations and continuity of the business.</p> <p>There is high level of awareness of the business case for embedding the SDGs amongst C-suite leaders.</p>	<p>A quantitative and qualitative business case is in place outlining the benefits of embedding the SDGs for the company, e.g. access to new markets, growth opportunities, efficiencies.</p> <p>The SDGs are recognised as a powerful potential source of growth for the company and included in the business strategy of the company.</p> <p>Identification of specific business opportunities from the SDGs</p> <p>The company has a clear roadmap in place to integrate the SDGs into its core business model.</p> <p>The company identifies new markets or stakeholder groups it can reach due to business alignment with the SDGs.</p>

		STARTER	BUILDER	RISER	LEADER
COMMITMENT	<p>TARGETS, MEASUREMENT AND REPORTING</p> <p>The goals the company sets for how it will contribute to the SDGs, at what scale, speed and with what degree of ambition, and the ways that the company measures and reports on the contributions it makes to advancing the SDGs, including metrics, cadence of updates and clarity of communication.</p>	<p>The company releases an annual sustainability/responsibility report.</p> <p>The company includes in its annual report, or as a separate social and environmental sustainability report, an annual summary of its activities related to the SDGs and/or sustainability topics.</p> <p>Social impact data is collected on an ad-hoc basis and stored locally.</p> <p>The company has limited quantitative targets associated with social and environmental impact.</p> <p>The company has set qualitative targets to improve its social and environmental impact.</p> <p>The company's commitments to social and environmental impact are not time bound.</p>	<p>The company measures its positive contributions to the SDGs, but not the negative impacts it might have on the SDGs.</p> <p>The company reports on an annual basis on progress towards meeting SDG targets at a goal level, not specific target level.</p> <p>A narrow set of leading indicators (e.g. # of projects that address the SDGs) are reported, where data is available.</p> <p>The company uses externally created reporting frameworks and impact definitions in its sustainability reporting.</p> <p>The company has set quantitative targets for all priority SDGs that are assessed and reported upon on an annual basis.</p> <p>The company has set targets for the overall company's impact towards the SDGs, but not for specific business units or functions within the company.</p>	<p>The company reports on an annual basis on progress towards targets using SDG sub-indicators and private-sector specific frameworks.</p> <p>Progress towards meeting SDG targets is shared transparently on the company website, alongside specific initiatives that have driven this progress.</p> <p>The company seeks external certification for its reporting, for example through third-party auditing.</p> <p>The company measures both its positive and negative impacts on the SDGs.</p> <p>The company utilises leading reporting frameworks and standards to report upon the its contribution to the SDGs (e.g. GRI Standards for Sustainability Reporting)</p> <p>The company has set specific, measurable targets for 2030 that are of a scale that is aligned to the SDGs being achieved.</p> <p>The company has set targets to support the advancement of the SDGs beyond its own direct impact; including its key suppliers and other partners/ecosystems that it interacts with.</p> <p>The company has set function and business-unit specific targets for the SDGs.</p>	<p>Reporting includes clear historic data of at least three years, in a comparable format to current metrics, on key indicators of performance against targets for the SDGs.</p> <p>The company supports efforts to achieve industry alignment on reporting against the SDGs and other elements of sustainability and responsibility.</p> <p>The company has an established methodology in place to capture the impact of specific products/ services on the SDGs.</p> <p>The company's measurement and reporting of impact includes externalities that may positively or negatively affect their contribution to the SDGs.</p> <p>The company tracks progress as it relates to its industry as a whole, measuring itself in relation to a wider ecosystem.</p> <p>The company has an iterative process to meeting sustainability targets, updating them if targets are met early.</p> <p>The company has set clear and ambitious quantitative targets that go beyond those of industry competitors, with a clear articulation of how the company intends to be delivered on their commitments.</p> <p>The company is a signatory/user of leading external commitments/ frameworks e.g. science-based targets, RE100.</p>
	<p>PERFORMANCE MANAGEMENT AND INCENTIVES</p> <p>The ways in which the company manages, tracks and incentivises action towards the SDGs within its workforce</p>	<p>The company has an interest in knowing about SDG-related metrics in the supply chain, but collecting data is not a priority.</p> <p>Leadership remuneration and performance management are not tied to social impact performance beyond compliance with legal standards.</p> <p>Senior leaders have been assigned responsibility for social and environmental responsibility.</p>	<p>The company has outlined a preference towards suppliers aligned to their SDG positioning, outlining expectations in a supplier code of conduct.</p> <p>Roles are assigned within each sub-section/sector/region of the company to manage its contributions to the SDGs.</p>	<p>Executive remuneration and incentive structures are put in place, with clear KPIs linked to sustainability and responsibility.</p> <p>The company sets differentiated targets to different regions/ parts of its operations which are currently under / overperforming performing in terms of contribution to the SDGs.</p> <p>Suppliers are required to meet a certain level of sustainability standards.</p> <p>A specific committee/role is created to manage the company's contribution to the SDGs/ sustainability (without other responsibilities (e.g. communications, marketing).</p>	<p>The company implements clear incentives/disincentives to accelerate SDG-aligned practices, for example internal carbon pricing.</p> <p>Sustainability experience/literacy is a key desirable skill in executive searches and appointments of leaders.</p> <p>SDG-related initiatives, KPIs and performance are systematically benchmarked and verified with cross-industry peers.</p> <p>The company systematically seeks and achieves external certifications for claimed contributions to the SDGs.</p>

		STARTER	BUILDER	RISER	LEADER
ENGAGEMENT	<p>COMMUNICATION, PARTNERSHIP AND COLLABORATION</p> <p>How the company partners and collaborates with external organisations, including businesses in its supply chain, NGOs, governments, research institutions and social enterprises, including the models of partnership employed and their ambitions, as well as how the company communicates and otherwise engages with external stakeholders including consumers, investors, broader society and other groups.</p>	<p>Key publicly available materials and corporate websites make reference to international sustainability, development and human rights frameworks such as the UNDHR, UNGPHR, UNGC, Paris Agreement and SDGs without reference to specific commitments or aspects.</p> <p>Individual leaders participate in regional and global events that have a sustainable development/ business responsibility focus.</p> <p>The company provides financial and/or in-kind support to NGOs/ charities that address the SDGs.</p>	<p>The SDGs are a core part of the company's annual sustainability and responsibility reporting.</p> <p>Programmes that are underway to address relevant SDGs are clearly detailed on the company website.</p> <p>The company has joined some inter-industry or industry-specific associations that address the SDGs.</p> <p>Employees are encouraged to donate time and/or resources to selected causes or organisations that are explicitly connected to the SDGs.</p> <p>The company undertakes a series of projects to address challenges faced in the communities in which it operates, partnering with community groups in order to deliver them.</p> <p>The social impact of the company and the SDGs are mentioned in consumer facing communications (e.g. website, social media, CSR/ IA reports)</p>	<p>The company consistently reports all matters related to sustainability, and economic and social responsibility with reference to relevant SDGs.</p> <p>The company engages in specific communications about its engagement with the SDGs e.g. reports, letters to stakeholders, 'state of the industry' pieces.</p> <p>The company leverages its own network and channels of communication to advocate for corporate action on the SDGs.</p> <p>The company allocates a portion of its marketing and communications spend to communicating its contributions to the SDGs/sustainability and responsible business practices with the public.</p> <p>The company is a sponsor of research and advocacy that seeks to advance the SDGs and private sector engagement with the SDGs.</p> <p>The company partners with social enterprises and employs other, self-sustaining business models to establish scalable and lasting projects that advance the SDGs.</p> <p>The company participates in multiple industry working groups and convenings to accelerate the implementation of the SDGs.</p> <p>The company engages in partnerships that utilise the core expertise and capabilities of the business and its employees to address social, economic and environmental challenges associated with the SDGs.</p> <p>The company is engaged in long-term, formalised partnerships with charities/NGOs to address the SDGs (e.g. through multi-year investments and resource allocation as opposed to one-off grant payments.)</p>	<p>The company is a member and contributor to leading associations, NGOs/think tanks and nonprofit organisations leading thinking on private sector support for the SDGs.</p> <p>The company and its leaders are recognised thought leaders on the subject of business engagement with the SDGs.</p> <p>Suppliers and/or private-sector partners of the business with limited commitment to the SDGs are offered opportunities to learn from the company as part of their business relationships.</p> <p>The company actively seeks to engage with policymakers and drive policy towards meeting the SDGs and set clear industry standards.</p> <p>The company actively seeks investors and finance that invest for the long term and promote social and environmental impact.</p> <p>The company has an established methodology and set of resources that are made available to parts of the business seeking to enter partnerships that address the SDGs.</p> <p>The company partners with academic institutions to advance specific practices and provide data to global research.</p> <p>The company has engaged in the creation of specific products/ solutions in partnership with others that help accelerate their SDG positioning.</p> <p>The company makes formal commitments to develop and share best practice with industry peers/coalition members.</p> <p>SDG17 is specifically acknowledged in the company's strategy as a key component of the company's contribution to meeting the SDGs.</p>
	<p>INTERNAL ENGAGEMENT</p> <p>How the company engages its internal stakeholders, including employees and suppliers, in its ambitions and progress in addressing the SDGs.</p>	<p>The company's ambition to have a positive social and environmental impact is well communicated internally.</p> <p>On-boarding and company training include information on the company's social, economic and environmental responsibility commitments and key activities.</p> <p>The company is exploring trainings on the SDGs and related social responsibility concepts, but this is not yet consistently offered.</p>	<p>All new employees receive information around the company's core values and commitments to the SDGs/sustainability and responsibility as part of their onboarding process.</p> <p>Executives are updated on at least a quarterly basis regarding the company's SDG/social responsibility strategy.</p> <p>Supplier codes of conduct include requirements with regards to sustainability and responsibility, including commitments to adhere to global standards, local laws, and to seek positive improvements in performance over time.</p>	<p>Senior managers and executives have all received training on the SDGs and their relevance to the business.</p> <p>The company provides incentives to important suppliers to align their practices and policies with the SDGs.</p> <p>The company communicates successes and lessons learned internally to inform the action of different parts of the company.</p>	<p>There is strong buy-in from all parts of the company that the SDGs are a business-mandate and a key function of the company's success (i.e. no 'silent majorities').</p> <p>Employees can access internal resources and trainings that articulate the nature and reasoning of the company's commitments to the SDGs, the expected benefits of advancing the SDGs to the company and how functions/individuals can get involved.</p> <p>Senior leadership meet at least on a biannual basis to discuss SDG strategy and progress.</p> <p>The company has voluntary task forces and/or 'floating roles' to explore and promote opportunities for greater sustainability and social impact in different parts of the company.</p>

		STARTER	BUILDER	RISER	LEADER
IMPLEMENTATION	<p>BUSINESS INTEGRATION AND TRANSFORMATION</p> <p>The ways in which the SDGs are integrated into the operations and mandates of different parts of the business, where responsibilities are assigned and how efforts are monitored and connected. The forms of programme and intervention that the company creates to advance the SDGs, including new innovations or changes to operational and business models.</p>	<p>The company has limited-to-no innovation or transformation activities in place that are related to the SDGs.</p> <p>Social, economic and environmental responsibility are mostly integrated into function and individual objectives in terms of compliance with national and international standards and regulations.</p> <p>Social impact is solely managed by the sustainability department or another department such as communications or marketing.</p> <p>Company risk assessments include the impact of failure to meet sustainable development and climate targets in the wider world.</p>	<p>The company has a process in place to identify specific SDG-related challenges in its most direct communities, and to develop solutions or partnerships to address these.</p> <p>Innovating for the SDGs is actively encouraged by managers.</p> <p>The company has consulted external organisations on how best to integrate and manage its integration of the SDGs into the business.</p> <p>The company has undertaken a materiality assessment to understand what areas of the business have the greatest potential negative/positive impacts on key elements of social and environmental impact.</p>	<p>R&D activities are given a mandate to utilise the SDGs as a framework through which to identify opportunities, employing measures such as impact KPIs and shadow pricing.</p> <p>Employees are actively encouraged to bring forward ideas and help accelerate company efforts to meet SDG targets.</p> <p>The company creates programmes that utilise the core expertise and capabilities of the business and its employees to address social, economic and environmental challenges associated with the SDGs.</p> <p>All functions have a responsibility to support sustainable development and the SDGs in their mandate.</p> <p>The company has an iterative strategy in place to meet the SDGs, conducting yearly materiality assessments and engaging with various internal stakeholder groups to inform this.</p>	<p>Employee-led groups are established within the company to undertake programmes that address the SDGs, with the company actively supporting and promoting these.</p> <p>The company has dedicated SDG funds available to support internal innovation programmes and R&D.</p> <p>The company's R&D activities take into account both operational and embedded social and environmental impacts of its products/services.</p> <p>The SDGs are integrated as a core long-term objective and business priority of each department, with an articulation of what their role is in supporting the company's overall contribution to the SDGs.</p> <p>The company systematically attempts to build capacity within the organisation around the SDGs through corporate training programmes, collaborative working sessions etc.</p> <p>The company has sustainability teams/individuals that are decoupled from traditional reporting structures and able to move through parts of the business quick to identify sustainability opportunities and report them to senior leaders.</p>
	<p>RESOURCING AND FINANCING</p> <p>How the company assigns finance and other resources to its SDG efforts, including what models of investment and support are provided to projects and general efforts to integrate the SDGs in the company.</p>	<p>The company may provide one-off funding to support internal SDG-advancing initiatives, but no specific budget is allocated towards this.</p> <p>The company participates in fundraising efforts to support charities addressing the SDGs.</p>	<p>The company or its foundation have grant-based and/or other funding programmes that cyclically support NGOs and other organisations that are taking action on the SDGs.</p> <p>The company has pledged company resources (funding, employee time etc.) towards initiatives that address specific SDGs, which are managed by the sustainability or equivalent department.</p>	<p>R&D and/or innovation functions are given specific budget and mandate to address the SDGs.</p> <p>The company has pledged company resources (funding, secondments, employee time, etc.) to business units and other non-sustainability parts of the business, to support work that addresses the SDGs, which are managed by strategy and/or leadership functions, in partnership with sustainability leaders.</p> <p>The company is involved in the creation, management and financing of social innovation funds.</p>	<p>Partnerships and programmes regularly are formulated to encourage scale, using innovative business models and funding structures including blended finance and/or ringed-off 'social enterprise' programmes.</p> <p>Employees are offered the opportunity to spend a proportion of their time addressing social, environmental or economic issues that are aligned with the SDG-related priorities of the company.</p> <p>The company invests in socially responsible funds and ventures that are aligned with the SDGs (e.g. impact bonds).</p>

APPENDIX B

Resources for business

This collection of resources and tools are intended to support business leaders at each stage of the Corporate SDG Journey, complimenting the overarching goals and next steps that can be identified through use of the framework.

Assessment and planning

B SDG Impact Assessment ([Link](#))

The B Impact Assessment measures and manages social and environmental impacts of companies. It helps companies to answer questions on impact standards, best practices, benchmarking against industry peers, and helps companies to set goals.

BiTC Responsible Business Tracker ([Link](#))

The Responsible Business Tracker® is a measurement tool available to all Business in the Community (BITC) members. It enables an assessment of their performance as a responsible business by tracking their progress against BITC's Responsible Business Map, which was built on the UN's Global Goals or Sustainable Development Goals (SDGs).

Business Call to Action Impact Lab ([Link](#))

The Business Call to Action Impact Lab is the leading platform for inclusive businesses to better measure and manage their impact on the Sustainable Development Goals. It covers the full impact management process to support companies in understanding, proving, and improving their impact.

FuturFit Business Benchmark ([Link](#))

FuturFit collates and curates the most credible and robust third-party resources into one unified self-assessment tool — the Future-Fit Business Benchmark — that any business can use to guide, measure and report on real progress.

IAPP Stakeholder Engagement and Planning Assessment Tool ([Link](#))

This stakeholder engagement planning and assessment tool has three integrated elements: four “dimensions” of meaningful stakeholder engagement for the 2030 Agenda; a framework of indicators of meaningful stakeholder engagement; and an assessment guide. The tool responds to the need for a practical way to describe meaningful stakeholder engagement and to identify gaps that need to be filled.

Kumu SDG Stakeholder Mapping ([Link](#))

Kumu makes it easy to organise complex data (including systems mapping) into relationship maps that are beautiful to look at and a pleasure to use.

Linked SDG ([Link](#))

A demo app that automatically extracts key concepts related to sustainable development from text documents and links them to the most relevant sustainable development goals, targets, indicators and series.

PwC SDG Selector ([Link](#))

A tool that helps businesses understand which SDGs are relevant to their business. It helps CEOs understand how their business helps or hinders the SDGs being delivered and identify opportunities.

UN Global Compact 4SDG Action Manager ([Link](#))

The SDG Action Manager provides all types of businesses with an opportunity to learn about, manage, and directly improve their sustainability performance.

Reporting

GRI - Integrating the SDGs into Corporate Reporting ([Link](#))

This report outlines a three-step process to embed the SDGs in existing business and reporting processes.

SDG Hub Guide to Business Reporting on the SDGs ([Link](#))

This guide aims to help companies of all sizes to prioritise SDG targets to act and report on, set related business objectives, and measure and report on progress.

UNCTAD SDG Reporting Toolkit ([Link](#))

The objective of this guidance is to provide practical information on how the SDGs could be measured in a consistent manner and in alignment with countries' needs on monitoring the attainment of the SDG agenda. It is intended to serve as a tool to assist governments to assess the private sector contribution to the SDG implementation and to enable them to report on SDG indicator 12.6.1. It also intends to assist entities to provide baseline data on sustainability issues in a consistent and comparable manner that would meet common needs on many different stakeholders.

Strategy

AtKisson Sustainability Accelerator Toolkit ([Link](#))

Accelerator helps manage and streamline the complex and challenging demands of sustainability work. The Accelerator tools can support companies and their stakeholders during the whole sustainability journey, from initial awareness-raising to training, planning and implementation.

Blueprint for Business Leadership on the SDGs ([Link](#))

Aims to inspire all business — regardless of size, sector or geography — to take leading action in support of the achievement of the Sustainable Development Goals. It illustrates how the five leadership qualities of intentionality, ambition, consistency, collaboration and accountability can be applied to a business's strategy, business model, products, supply chain, partnerships, and operations to raise the bar and create impact at scale. The Blueprint is a tool for any business that is ready to advance its principled approach to SDG action to become a leader.

Economics of Mutuality ([Link](#))

The Economics of Mutuality restores relationships between business, society, and the environment by equipping companies to enhance their performance through meeting critical needs within their ecosystems.

KPMG SDG Industry Matrix ([Link](#))

KPMG International and the UN Global Compact have developed six industry matrices which provide industry-specific practical examples and ideas for action for each SDG. They profile opportunities which companies expect to create value for shareholders and for society.

SDG Compass ([Link](#))

The SDG Compass provides guidance for companies on how they can align their strategies as well as measure and manage their contribution to the realisation of the SDGs.

SDG Helpdesk ([Link](#))

The SDG Helpdesk includes a 'toolbox' that provides access to models, methodologies and guidance to support policymakers in the implementation of the SDGs.

So-Sciences ([Link](#))

So-Sciences provide guidance, connections and tools to spearhead new technologies to solve social and environmental issues.

UNDP Accelerator Labs ([Link](#))

The UNDP Accelerator Lab Network accelerates learning to achieve the SDGs by 2030. They provide strategic advice, expertise and financial resources. They extend the capabilities and reach of the network and help direct it by investing in this joint venture. Partners also benefit from insights into emergent demands around complex development challenges.

UNDP Climate Action Impact Tool ([Link](#))

Innovative online application to assess SDG impacts of projects and programmes. Track mitigation and adaptation actions through a self-guide. Users can track risks and qualitative and quantitative impacts.

UN Global Compact ([Link](#))

The UN Global Compact is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals.

UN Global Compact SDG Ambition ([Link](#))

SDG Ambition, a six-month accelerator programme to challenge and support companies in setting ambitious corporate targets and accelerating integration of the SDGs into core business management.

WBCSD SDG Sector Roadmaps ([Link](#))

SDG sector roadmaps help guide and inspire entire sectors as they seek to optimise their contributions to the SDGs.

World Benchmarking Alliance ([Link](#))

The WBA is working to incentivise and accelerate companies' efforts towards achieving SDG goals. WBA identified seven systems transformations that offer a strategic framework to develop benchmarks and identify keystone companies that are vital to achieving the SDGs. This research paper describes the systems that need to be transformed and why.

Information and Data

Business for 2030 ([Link](#))

This site showcases business' past and continuing contributions to sustainable development through the prism of the SDGs with the goal of stimulating a more productive partnership between the public and private sectors at the UN and at national levels and to demonstrate the need for a proportionate role for business in the negotiations, implementation and follow-up mechanisms of the 2030 Development Agenda at both the UN and at national levels. Business for 2030 is an official Employee Action of the #Global Goals campaign of Project Everyone and is an official Action Network of the UN Partnerships Registry of the Economic and Social Council.

Global Goals Yearbook ([Link](#))

The Global Goals Yearbook is a publication in support of the SDGs and the advancement of corporate sustainability globally. The publication includes good practice examples, positions, and opinions of both corporate and civil society participants. Thus it offers proactive and in-depth information on key sustainability issues and promotes unique and comprehensive knowledge-exchange and learning in the spirit of the United Nations Global Goals.

SDG Business Hub: A why, when and how guide for business ([Link](#))

This report, published by the Silicon Valley Community Foundation (SVCF), is based on the premise that since the SDGs are relatively new, many business leaders are still trying to figure out what the SDGs mean for their companies. The publication aims to increase discussions among businesses about the SDGs and help companies implement plans that contribute to the SDGs.

SDG Knowledge Hub ([Link](#))

The SDG Knowledge Hub is an online resource centre for news and commentary regarding the implementation of the United Nations' 2030 Agenda for Sustainable Development, including all 17 Sustainable Development Goals (SDGs).

SDG Tracker ([Link](#))

The SDG Tracker presents data across all available indicators from the [Our World in Data](#) database, using official statistics from the UN and other international organisations. It is a free, open-access publication that tracks global progress towards the SDGs and allows people around the world to hold their governments accountable to achieving the agreed goals.

SDGs Today ([Link](#))

The data portal offers open access to sustainable development data that are updated regularly (at least once every year).

UNDP SDG Primer ([Link](#))

This SDG Primer aims to establish a common base of understanding and approach for the UN system in supporting the 2030 Agenda. It is primarily meant to inform, in broad terms, the programmes and actions of all UN entities, including their engagement with government and civil society partners.

WBCSD SDG Essentials for Business ([Link](#))

WBCSD has collated useful resources for individual and business level action on the SDGs. The Essentials for Business outlines actions companies can take, including understanding how the company interacts with the SDGs, how it sets goals, and makes business the solution. Resources include the [SDG Compass](#), the Analysis of Goals and Targets (GRI Initiative), and the WBCSD CEO Guide to the SDGs.

Networks and Communities

Global Opportunity Explorer ([Link](#))

The Global Opportunity Explorer is the world's largest collection of vetted and verified sustainable solutions. Aside from mapping a world of cutting-edge innovation and new markets, the Explorer aims to help business leaders, entrepreneurs and investors connect with new partners, projects and markets to foster more partnerships for the SDGs and a greener and fairer world by 2030.

Global Partnership for Effective Co-operation ([Link](#))

The Global Partnership is the primary multi-stakeholder vehicle for driving development effectiveness, with a focus on the Agenda 2030, to “maximise the effectiveness of all forms of cooperation for development for the shared benefits of people, planet, prosperity and peace.” It brings together governments, bilateral and multilateral organisations, civil society, the private sector and representatives from parliaments and trade unions among others, who are committed to strengthening the effectiveness of their partnerships for development.

Local2030 ([Link](#))

Local2030 is a network and platform that supports the on-the-ground delivery of the SDGs, with a focus on those furthest behind. It is a convergence point between local and regional governments and their associations, national governments, businesses, community-based organisations and other local actors, and the United Nations system. Local2030 supports local leaders in collaboratively incubating and sharing solutions, unlocking bottlenecks and implementing strategies that advance the SDGs at the local level.

SDG Action Campaign ([Link](#))

The UN SDG Action Campaign engages with all those committed to sustainable development: United Nations agencies, businesses, local and national governments, creatives, SDG activists working relentlessly to surmount global challenges, and more. Through tailored advocacy and communications, the Action Campaign builds powerful networks that reach millions worldwide, urges decision-makers to act and impel momentum.

UNLEASH ([Link](#))

UNLEASH is a global innovation lab which gathers 1,000 talents annually to collaborate on solutions that meet the United Nations Sustainable Development Goals.

UN Partnerships for the SDGs Platform ([Link](#))

The Partnerships for SDGs online platform is the United Nations’ global registry of voluntary commitments and multi-stakeholder partnerships, facilitating global engagement of all stakeholders in support of the implementation of the Sustainable Development Goals.

The UN Sustainable Development Solutions Network ([Link](#))

The UN Sustainable Development Solutions Network (SDSN) was set up in 2012 under the auspices of the UN Secretary-General. SDSN mobilises global scientific and technological expertise to promote practical solutions for sustainable development, including the implementation of the Sustainable Development Goals (SDGs) and the Paris Climate Agreement.

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