Business has a critical role to play in helping to achieve the UN Sustainable Development Goals (SDGs). What does corporate reporting tell us about the current level of business engagement with the goals?

SDG Reporting Challenge 2017
Exploring business communication on the global goals

62%
of companies mentioned the SDGs in their reporting

79%
of companies that prioritised the goals chose SDG13 (Climate Action)

28%
of companies assessed set quantitative targets and linked these to their societal impact for at least one KPI

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Foreword

It is now two years since 193 nations of the world unanimously committed to support and attempt to achieve the 17 United Nations Sustainable Development Goals (SDGs) by 2030. In that time I have been part of many meetings and attended many events devoted both to promoting the goals and bringing the private and public sectors together with a common purpose of sustainable success.

Malcolm Preston
PwC UK
Global Sustainability Leader

The enthusiasm for the goals is undeniable. After all, it is becoming increasingly clear that the issues addressed by 17 SDGs will have an overarching impact on all of business and greater society. Failure to address the goals will bring severe financial risks in every part of the world. A concerted effort to meet them, on the other hand, will be a key driver of economic growth – an estimated US$12 trillion a year in business savings and revenue by 2030 according to the Business and Sustainable Development Commission.[1]

The opportunity, then, for all of business is clear. Yet despite all the upbeat conversations around the goals, do companies really understand what meeting the goals requires or the role they should play in the process?

To help answer that question, PwC recently undertook a comprehensive piece of research to evaluate the business world's commitment to the goals and what tangible action companies were taking to meet them. Our approach focused on the corporate and sustainability reporting of 470 companies around the world because those public statements offer an accountable and demonstrable way of evaluating sustainability commitments. To aid this painstaking research, PwC created an online data collection and benchmarking tool that allowed us to collate the research and allow individual company benchmarking.

The focus of our research was twofold. First we wanted to get a clear sense of which SDGs companies were prioritising and why. Second we wanted to learn how they were reporting on the goals. Were companies simply paying lip service to the goals they aspired to address or were they making tangible progress that they could measure, account for and report on?

The results are eye-opening and suggest that business has some important questions to address if it is going realise the potential offered by the goals. As detailed in the report, 62% of the companies we studied currently discuss the SDGs in their reporting. Only 37% have prioritised individual SDGs however. The other 25% continue to discuss the goals in general terms. That leaves 38% of companies who still haven't addressed the goals at all (or not to the degree where they feel the need to report on them).

In this report you'll learn which of the SDGs most companies choose to prioritise and why different sectors favour some SDGs over others. We also explore which SDGs companies feel confident to report on in depth and which they lack the necessary metrics to speak about.

Taken as a whole the research will make every business sit up and ask: Are we actually prioritising the SDGs that are truly relevant to our business including across its entire value chain? And do we know the metrics and KPIs we need to understand accurately the impact of our business in its widest sense, and to measure and report on the work we are doing?

When companies can answer and respond to those questions, the SDGs and the future path of business will be on the right track.

1 Business and Sustainable Development Commission, Better Business, Better World, http://report.businesscommission.org/

"The SDGs provide businesses with a new framework to translate global needs and ambitions into business solutions. By carefully considering how they can impact the SDGs and developing effective solutions, companies will be able to better manage their risks, unlock opportunities in growth markets, anticipate consumer demand, and strengthen supply chains – all while helping to move the world towards the delivery of the sustainable and inclusive future that the SDGs represent.

From a reporting perspective, while many companies already communicate on the topics covered by the SDGs, aligning disclosure with the goals and identifying progress made on targets set against the SDGs, provides an opportunity for businesses to sharpen their existing reporting and to place more focus on the impacts of their activities. Integrating the language of the SDGs into reporting also enables companies to ensure that they are engaging in a common dialogue with stakeholders, and allows them to clearly articulate the contributions they are making towards this vital global agenda."

Peter Bakker, President, World Business Council for Sustainable Development (WBCSD)

"The Sustainable Development Goals (SDGs) are the global agenda for creating a world in which we can all thrive without exhausting our planet's precious resources. Private sector engagement is essential if we hope to achieve these all important goals. In partnership with the UN Global Compact, and with support from PwC, GRI has established "Business Reporting on the SDGs" – an action platform designed to facilitate corporate reporting on the SDGs. The report you are now reading highlights the urgent need for more corporate reporting aligned with the SDGs. But reporting is not the goal. It is a means to an end. And the end we seek is sustainable development."

Tim Mohin, Chief Executive, GRI

Overview

How do we make the United Nations' Sustainable Development Goals central to our business? That is the question every company should be asking given how important a role the goals are likely to play in the coming decade.

Every United Nations member country unanimously committed to support the 17 SDGs and to achieve them by 2030. In fact, the SDGs have been described as the closest thing the world has to a strategy for future success – they will drive policy and regulation of every government. So it will be important for business to set its own strategies in a way that aligns with each country's priorities. By doing so companies can demonstrate they are helping government and so ensure a continued positive licence to operate that could be lost if they are seen to be hindering achievement of the goals. And stay ahead of policy and regulatory interventions that governments will inevitably invoke to drive towards achievement of the goals.

But the issues that the goals cover – including tackling climate change, eradicating poverty and hunger, protecting biodiversity, guaranteeing decent work and good health for all and reducing inequality in all its forms – speak also to the concerns felt by a global society that is increasingly holding the corporate world to account for its actions and impact on the world.

These issues can't be easily ignored as the World Economic Forum's (WEF) latest annual assessment of Global Risks[2] makes clear. Four of the five most significant risks identified by WEF – extreme weather events, natural disasters, water crises, failure of climate change mitigation and adaptation – link clearly to issues that the SDGs are designed to address. Failure to address these risks could cause widespread corporate failure.

Even as WEF sounds the alarm, other research shows that achieving the SDGs can be a key driver of economic growth – an estimated US$12 trillion a year by 2030 and up to 380 million jobs (covering more than 10% of the forecast global labour force in 2030) according to the Business and Sustainable Development Commission (BSDC)[3], a collection of 36 leaders from business, finance, civil society, labour and international organisations.

The SDGs, then, are both an articulation of the world's most pressing environmental, social and economic issues, and also provide a universal framework that business can use to improve its performance on sustainable development. In short, making the SDGs a success is critical for the health of global business.

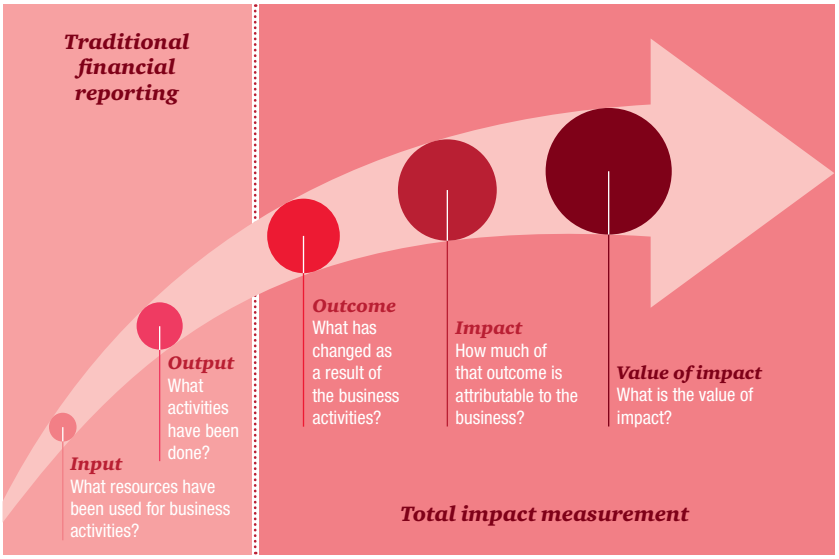
2 WEF, The Global Risks Report 2017, www.weforum.org/reports/the-global-risks-report-2017

3 Business and Sustainable Development Commission, Better Business, Better World, http://report.businesscommission.org/

Why should business engage?

1. **Maintain positive licence to operate –** by setting strategy that is in alignment with government priorities
2. **Regulatory change –** stay ahead of policy interventions designed to drive SDG achievement
3. **Risk management –** to mitigate the risks associated with the failure to achieve the SDGs
4. **Big opportunity –** there are significant business growth opportunities in products and services that address the SDG challenges
5. **Reputation –** acting in a way that respects the communities in which business operates and preserves the ecosystems on which it relies makes business sense as well as being the right thing to do

Figure 1: The progression from traditional financial reporting to total impact measurement



Source: PwC, Measuring and managing total impact: A new language for business decisions[4]

Knowing what and how to measure SDG success

As the official window into a business' operations and performance, reporting will play an important role in articulating its progress on SDG alignment. Corporate financial reporting remains the ultimate level of formal accountability for the majority of internal and external stakeholders. Meanwhile, the last decade has seen a steady increase in non-financial reporting and, with it, a rise in stakeholder interest in the sustainability aspects of an organisation's performance and how it is approaching its wider responsibilities.

The SDGs provide a global business and sector-wide opportunity to help companies integrate their corporate and sustainability reporting. They can do this by highlighting for businesses the broader context in which they operate and the challenges that need to be addressed. The SDGs are a set of goals to be achieved within a specific time frame, and their achievement can be thought of as a series of outcomes. In this way, the SDGs can provide a framework to help transition from a focus purely on the outputs of a business (i.e. products made, services delivered, returns made for shareholders) to one in which the end outcomes and their impacts (such as their use of natural resources, employment opportunities created, energy used, or waste products released) become much more fully considered. Some impacts will be positive and some negative, but the key is first to understand and acknowledge them. This progression from traditional reporting to impact measurement is illustrated in Figure 1.

Ultimately the SDGs can put a financial value on the success of sustainable action both within the organisation and in larger society. To achieve this, business needs a reporting approach that takes into account both the importance of specific SDGs to the business and how to meaningfully measure progress against them. To what degree is this already happening? And what work still needs to be done?

To answer these questions, PwC undertook the SDG Reporting Challenge – a global research project analysing the corporate and sustainability reporting of more than 470 companies from 17 countries and 6 broad industry sectors, and representing US$9.4bn in revenue. The Challenge had a dual purpose: understand the SDG priorities of individual companies and analyse the quality of reporting on the SDGs they prioritise.

To facilitate the research, and allow the detailed analysis required, we created an online assessment tool to ensure both efficient data collection from all available sources and to allow individual company benchmarking. (see Research methodology, 1.7 Performance Indicators, pg. 29)

In this report we consider the global findings of the research. We've also produced a series of individual country reports that provide more in-depth insight on findings in those countries.

470
companies analysed

17
countries

Representing
$9.4bn
in revenue

4 PwC, Measuring and managing total impact: A new language for business decisions, https://www.pwc.com/gx/en/services/sustainability/publications/total-impact-measurement-management/total.html

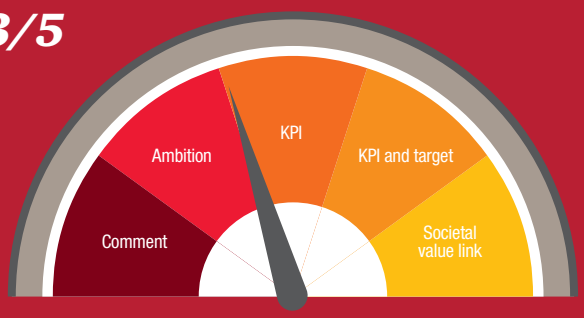
Results at a glance

The SDGs are on the business radar
37% have selected priority SDGs and a further 25% mentioned the goals in their reporting

Companies are prioritising SDGs they think are most relevant to their business but they don't align with those of citizens

Average reporting quality:
most SDG reporting is still at a qualitative level only

2.03/5



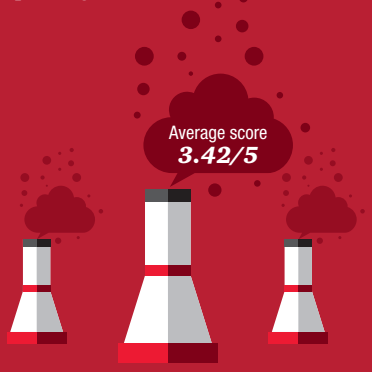
Companies that set priorities have better quality reporting

2.29/5
Average score for companies that **prioritised** the SDGs

1.88/5
Average score for companies that **didn't prioritise** the SDGs

Companies have better quality reporting on indicators which are more mature, predating the SDGs

Top 3 reporting indicators:



GHG emissions reduction

Representation of women in management positions

Energy efficiency

Prioritising the SDGs

The SDGs were created to provide a comprehensive yet simple blueprint for successful sustainable development, leaving no-one behind. For governments that means assessing their national position on each goal and putting in place measures to achieve them. Companies, however, seem to see their commitment differently.

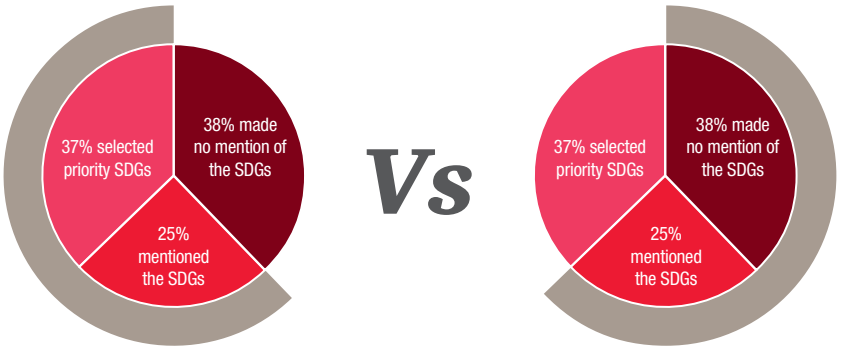
As our research shows, the majority of businesses have chosen to prioritise just a small number of SDGs – either by focusing on those where they can have the greatest positive impact or by identifying those goals, if not achieved, that they believe have the greatest material impact on their own business. In the case of some goals, both might be applicable.

Plenty of talk but little action?

More than a third (37%) of the companies we surveyed selected specific SDGs as priorities in either their corporate or sustainability reporting. A further 25% mentioned a commitment to the SDGs but did not go into detail on specific goals. So a combined 62% of companies have acknowledged their commitment to the goals.

However, there's another way to look at those figures. More than a third (38%) made no mention of the SDGs whatsoever in their reporting. Add in the quarter of companies who offer SDGs pledges yet fail to prioritise the goals that are material to them and you then have 63% who aren't offering any meaningful level of engagement with the goals (see Figure 2: The SDGs are on the business radar).

Figure 2: The SDGs are on the business radar



62% of companies mentioned the SDGs in their reporting

63% aren't offering any meaningful level of engagement with the goals

Source: PwC, SDG Reporting Challenge 2017
Base: All companies analysed (470)

Does the fact that more than one third of companies surveyed still haven't articulated their commitments demonstrate a lack of interest in working towards the goals? More likely, given the size of the SDG mission, it simply reflects the challenges companies face internally to identify which goals are most relevant to their business and then prioritise how to approach them. Or it could be that many businesses, regardless of whether they have a sustainability strategy or not, still don't understand the potential value of aligning their strategy to the SDGs.

Prioritising the goals isn't as straightforward as it might appear. It seems obvious that companies would focus on the goals that are most relevant to their business. But how do companies really know which ones are most relevant?

Answering that question requires an in-depth sustainability analysis of business operations, sourcing and supply chain – one that many companies (especially smaller or privately held organisations) have not undertaken in the past and maybe are currently under-resourced to conduct. It also requires a longer-term vision of, and approach to, business growth strategy and planning than some companies are used to employing. To have that longer term perspective requires an understanding of the risks that a company could face if the underlying issues that the SDGs represent are not solved, and also of the opportunities that adapting products and services towards the innovations and solutions could offer.

Without doing this assessment, many companies don't yet have a clear perspective on the goals that have a material relationship to their business – either in terms of growth opportunities or where companies are having any negative impact on the issues covered by the goals. And it is important to have a local rather than global approach when considering how to adapt your strategy to the goals – as the goals that are most in need of attention may well be very different in your various countries of operation. For example, our research shows that the most prioritised goals for Dutch businesses are SDG8 (Decent Work and Economic Growth), SDG13 (Climate Action) and SDG4 (Quality Education). However, by focusing on those goals, companies may be missing the goals that are performing the worst for the Netherlands and hence are most in need of addressing by the Dutch government: SDG15 (Life on Land), SDG2 (Zero Hunger) and SDG5 (Gender Equality) – a completely different set of priorities!

Good practice on SDG prioritisation

Case study: Smith & Nephew – United Kingdom

Smith & Nephew's sustainability goals derive from – and drive – their group business strategy, so that the entire organisation moves all aspects of sustainability (social, environmental and economic) forward at once. In their 2016 Sustainability report the company aligns their strategy to the importance of various social, environmental and economic aspects of sustainable development.

Using a structured approach, they identify priority SDGs and underlying targets where they believe they can make the most significant contribution: SDG3 (Good Health and Well-being), SDG8 (Decent Work and Economic Growth), SDG10 (Reduced Inequalities), SDG12 (Responsible Consumption and Production) (Targets 3.8, 8.7, 8.8, 10.2, 12.2, 12.4, 12.5) and set out long term aspirational goals with targets to be achieved by 2020. They then mapped the company's sustainability goals against these SDGs, identifying which of the programmes underpinning these goals have social, environmental or economic impact and disclosed their performance against these targets to date. In addition to these priority SDGs, Smith & Nephew also identified two secondary SDGs to align to their aspirational goals and targets, but which will not be factored into their core strategy. These are: SDG6 (Clean Water and Sanitation) (Target 6.4) and SDG7 (Affordable and Clean Energy).[5]

5 Smith & Nephew, A future focus, Sustainability Report 2016, http://www.smith-nephew.com/global/assets/pdf/corporate/smith_nephew_sustainability_report_2016_interactive.pdf

Some goals are considered more important than others

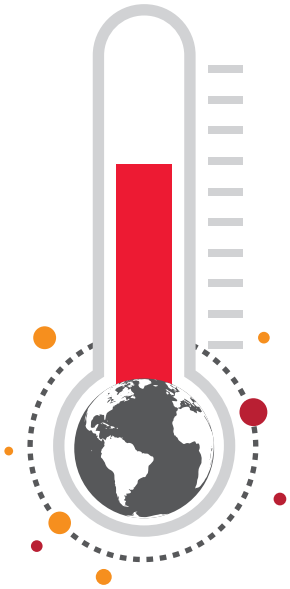
SDG13 (Climate Action), SDG8 (Decent Work and Economic Growth) and SDG12 (Responsible Consumption and Production) are the three most frequently selected goals by those companies that prioritised one or more.

SDG2 (Zero Hunger), SDG1 (No Poverty) and, in last place, SDG14 (Life Below Water) are the goals considered least often by those companies.

What then is the decision-making process behind prioritising one goal over another? Are companies really thinking holistically about their priorities in terms of both their core existing operations and the business opportunity and impact or could it be that, at present, they are just re-badging existing sustainability and CSR programmes to match an SDG priority?

Certainly there's a clear indication that some SDGs are being prioritised because they are considered low-hanging fruit – i.e. they have obvious alignment to existing business strategy or companies already have relevant reporting structures in place to report and measure their success in that area.

Climate Action is a good example. Of the 37% of companies that prioritised SDGs in their reporting 136 (79%) said they were taking action on climate change – more than on any other of the goals. Is that because the corporate world believes climate change is the most important sustainability issue they face? Perhaps. But more likely those companies already have mechanisms in place to measure their greenhouse gas emissions (one of the key elements that must be reduced in order to halt the effects of climate change) due to longstanding reporting commitments to third-party sustainable business standards such as the Carbon Disclosure Project (CDP) and the GRI, and recent regulatory measures such as the EU directive on non-financial reporting and individual stock exchange requirements. With a process of emissions reporting in place and years of prior data to call on, SDG13 almost becomes a de facto priority for major companies – an easy win in business jargon.

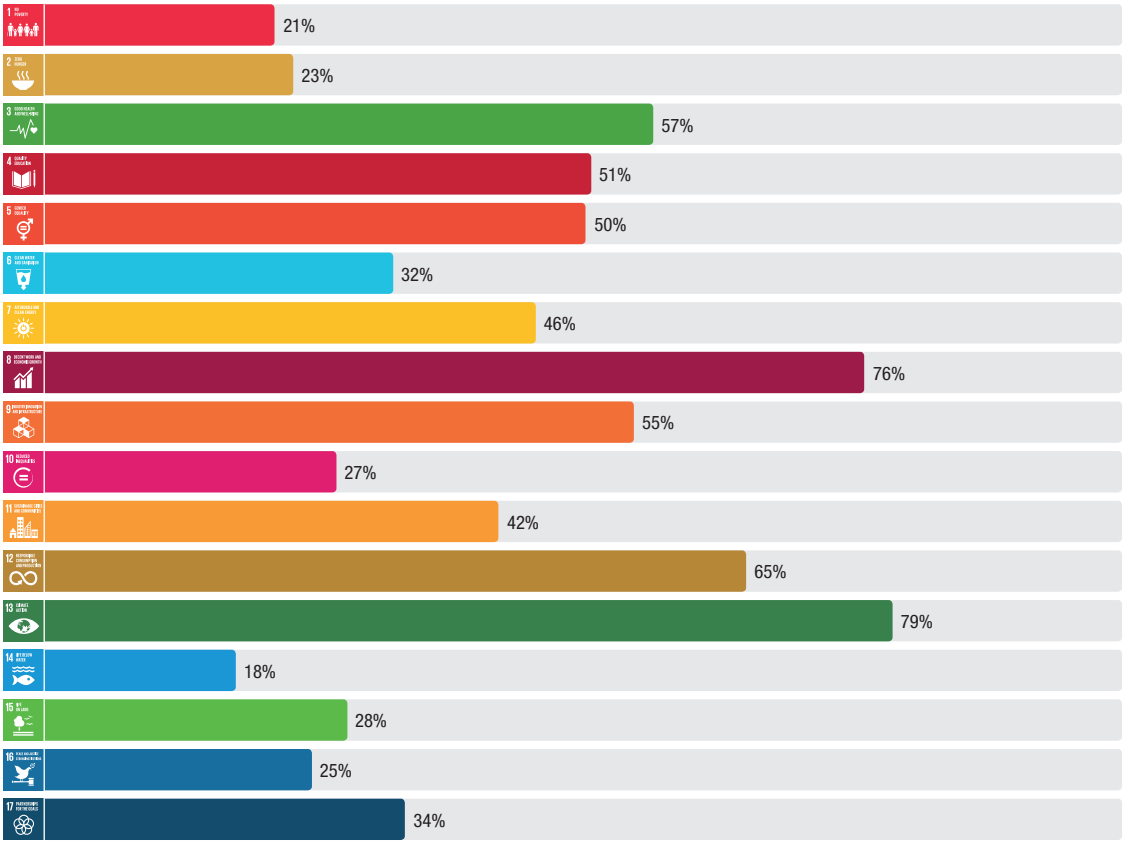


79%

of companies that prioritised the goals chose SDG13 Climate Action

The second most prioritised goal, SDG8 (Decent Work and Economic Growth) also looks like an easy win. It ranks in the top two priorities across every industry sector. What company wouldn't commit to making decent work and economic growth a top priority? Likewise the goal that companies made their third most important priority, SDG12 (Responsible Consumption and Production), has a broad enough sustainability impact – it influences the strategy and planning of both consumer-facing and business-to-business companies – that nearly the entire business community can claim to identify with its objectives and feel confident of playing a positive role. Interestingly it is also the goal that is most interlinked to the other goals – and so by having an impact upon SDG12, companies are likely to also positively impact a number of other goals at the same time. It would be interesting to understand if companies that chose those goals as their highest priority could articulate what underlying targets are of particular importance to them.

Figure 3: Company prioritisation of the SDGs



Source: PwC, SDG Reporting Challenge 2017
Base: Companies with priority SDGs (173)

Very few of the companies analysed appear to set their strategic priorities at the target level, choosing instead to focus at the goal level. Is it that those companies have, in reality, only undertaken a superficial analysis of the SDGs , or have they just chosen not to discuss the relevant targets that underpin their prioritised goals?

Now, though, consider the goals that rank lowest in terms of prioritisation. SDG14 (Life Below Water) might appear non-material to companies not involved in fishing, oil and gas production or global shipping. Yet nearly every company creates waste products – liquids, solids or gases – that find their way into the oceans in general and our water supplies in particular.

That can take the form of agricultural run-off polluting inland rivers. Target 14.1 of the Life Below Water goal aims, by 2025, to "prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution." Target 14.3, meanwhile seeks to "minimise and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels."

SDG14 also becomes material to every company that uses plastic products or packaging, much of which still ends up in landfill or the oceans, indeed a recent report by the Ellen McArthur Foundation found that, by 2050, there will be more plastic in the sea than fish.[6]

So by not identifying SDG14 as a priority, are those companies, that do in fact have an impact in all of those areas, showing that they've not really considered the SDGs to any sort of depth – instead, is their assessment at quite a superficial level? Or are they choosing to cherry pick only those SDGs where they have a positive impact? Or both?

SDG16 (Peace, Justice and Strong Institutions) is another SDG that may seem tangential to most businesses unless you're in the arms trade or security services. Yet one of the key targets of that goal is

6 Ellen MacArthur Foundation, The New Plastics Economy: Rethinking the future of plastics, https://www.ellenmacarthurfoundation.org/publications/the-new-plastics-economy-rethinking-the-future-of-plastics

74%

of citizens said that they're be more likely to use the goods or services of organisations that are engaging with the SDGs

16.5 which aims to "substantially reduce corruption and bribery in all their forms." That's a governance priority for all global companies not least because anti-corruption and bribery is a condition of compliance in many parts of the world. So it is interesting to see it is not deemed a priority.

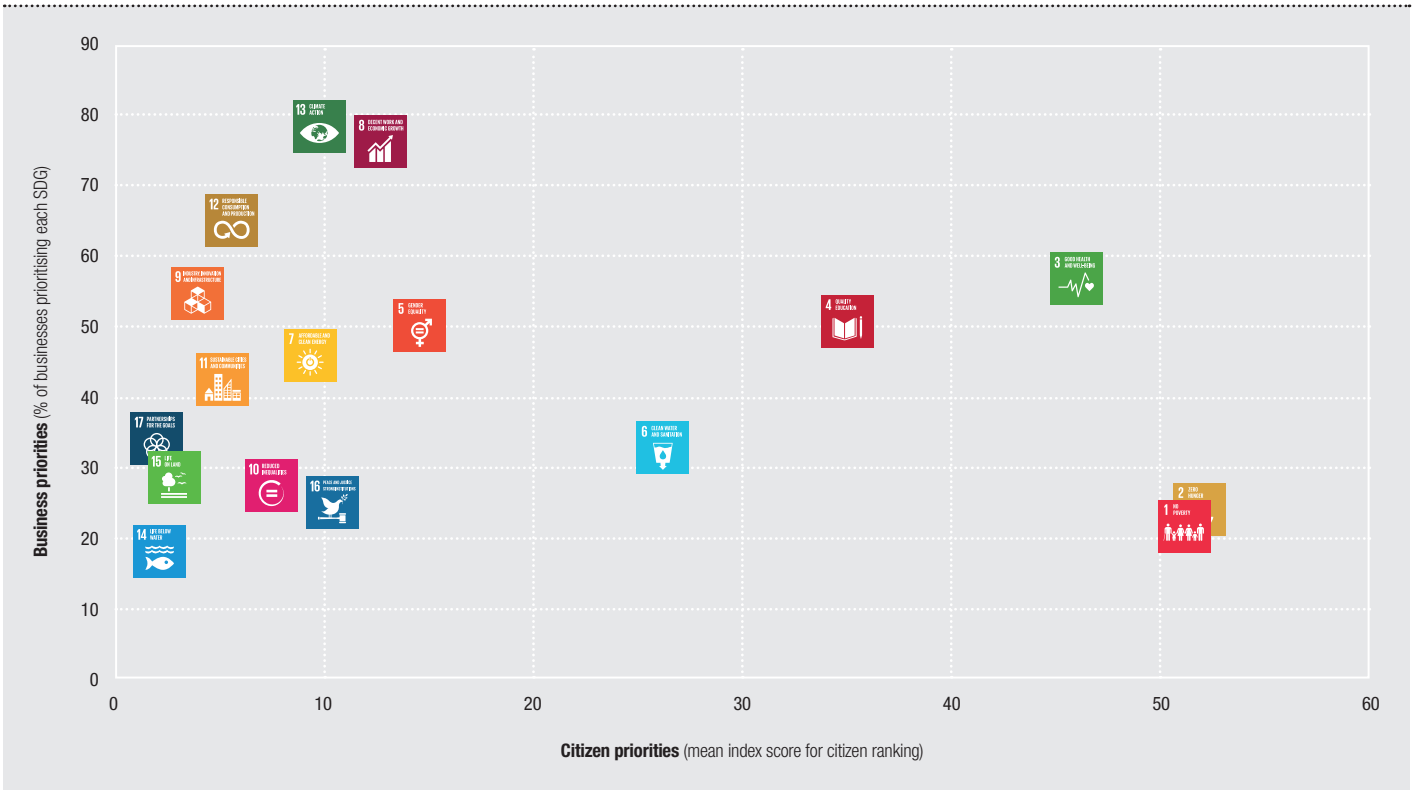
In order for business to really engage with the SDGs, it's important to look deeper than the goal level – to really understand each goal you need to study each underlying target, and consider the actions that you could take to help achieve that target. For example, SDG6 "Clean water and sanitation", becomes much more pertinent when you consider, say, target 6.2 "achieve access to adequate and equitable sanitation and hygiene for all" or target 6.4 "substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater".

Is business on the same page as citizens and government?

When it comes to sustainability and corporate reporting there is a tendency to consider external impacts and opportunities simply from the point of view of the organisation, without taking into account greater society.

Take SDG1 and 2 (No Poverty and Zero Hunger). These goals are not listed as priorities by most of the companies surveyed yet were the top ranking SDGs for citizens in our 2017 SDG Survey. Consumer opinion is an increasingly important factor in setting corporate sustainability goals, though it isn't a consideration many companies currently account for in sustainability reporting. This may be a missed opportunity, especially when you consider that 74% of citizens told us they'd be more likely to use the goods or services of organisations that are engaging with the SDGs.

Figure 4: Business and citizen priorities



Source: PwC, SDG Reporting Challenge 2017

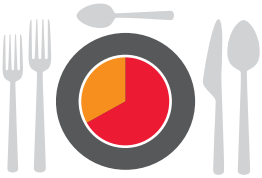
Base: Companies with priority SDGs (173); All citizen respondents (2563)

In fact, there seems to be quite a disconnect between what business is seeking to prioritise and what our research tells us citizens are viewing as most important to them.

It's worth considering SDG2 (Zero Hunger) in more detail. When you look underneath the goals to the targets that sit beneath, you can see that there is much more to "zero hunger" than access to safe and nutritious food and ending malnutrition – SDG2 is also about small holder farmers rights, sustainable and resilient agriculture and preserving genetic diversity. For that to happen there will need to be business models and companies that not only promote biodiversity friendly production and sustainable harvesting, but also improve resilience to environmental hazards and resource scarcity across business operations and supply chains, including investing in environmental protection and risk management. In a world that needs to generate 35% more food to feed the forecast population of 8.3 billion by 2030[7], every business can play a role.

Do citizens fully grasp the details involved in meeting the targets for Zero Hunger? Most probably not. Yet in making it their top concern are citizens taking a holistic, 360 degree view of the issue that, so far, most companies don't seem to have grasped?

Many companies would probably say that they can best address the issues of poverty and hunger – those of SDG1 and SDG2 – by their clear commitment to SDG8 (Decent Work and Economic Growth). Thus the holistic and interconnected nature of the goals becomes very apparent – as does the preference for business to focus on areas where their contribution can be more easily measured through traditional output related metrics – such as number of jobs created, or contribution to economic growth, rather than focusing on the end societal impacts – for example, the total household income of its employees or those in its supply chain, in relation to the local living income.



67%

of citizens surveyed ranked SDG2 Zero Hunger in their top 5

Only 23%

of companies that prioritised the SDGs chose SDG2 Zero Hunger

Perhaps of greater immediate importance to companies than consumer attitudes is the view of the governments where they choose to do business. Compliance to governmental policy and regulation is an issue no company can afford to ignore. Reporting on some of the SDGs (or targets/indicators) is already a legal requirement in some countries including France, Germany and Italy due to the implementation of the EU Directive on Non-financial and Diversity Information. These requirements will only increase as governments start introducing policy and legislation to ensure their own country is contributing to the achievement of the goals. The lessons around climate change commitments show how regulation can scale very quickly.

Organisations will need to consider the SDG priorities for each of their countries of operation, so that they can set a strategy that aligns with the goals that are most in need of being addressed in each country. In such a way, corporate and government priorities will be aligned and business will be best placed to adhere to new SDG regulations that emerge and maintain their licence to operate.

7 National Intelligence Council: Global Trends 2030: Alternative Worlds. https://globaltrends2030.files.wordpress.com/2012/11/global-trends-2030-november2012.pdf

Sector specific priorities

It will come as little surprise that, when companies do prioritise specific SDGs, they do so based on a sense of alignment with the activities of their sector and individual operations.

All of the healthcare, pharmaceutical and life sciences companies who prioritised the SDGs, selected SDG3 (Good Health and Well-being).

Companies in the retail and consumer sector (a broad group admittedly) see obvious alignment with SDG12 (Responsible Consumption and Production), SDG8 (Decent Work & Economic Growth), SDG3 (Good Health & Well-Being) and SDG13 (Climate Action). The sector also cites SDG 2 (Zero Hunger) as a priority – driven by the highly evolved sustainability targets of food producers and retailers.

Figure 5: Top prioritised SDGs by industry

Source: PwC, SDG Reporting Challenge 2017
Base: Companies with priority SDGs (173)

SDG7 (Affordable and Clean Energy) poses some interesting questions about how robustly companies are aligning the goals to their specific strategy and operations however. This goal only ranks in the top five for one sector – Energy, Utilities and Mining – even though it is of obvious importance for other sectors, Industrial Products (IP) in particular. Of the IP companies that did prioritise the SDGs (43%), under half selected SDG7 (19%).

It seems surprising that many of the energy intensive companies do not appear to be prioritising SDG7, even though we know that many will have advanced programmes aiming to improve their rates of energy efficiency (which is SDG target 7.3). Is this further evidence of a lack of depth of engagement with the SDGs at the target level?

Connecting the value chain dots

For many of the SDGs there appears to be a correlation between the proximity of a goal to the direct operations of an organisation and whether or not it is prioritised. SDGs 6 (Clean water and Sanitation), 10 (Reduce Inequalities), 14 (Life Below Water) and 15 (Life on Land) all impact the supply chain (or in the case of 14, often at the end of life), but not so much in direct operations, and have low levels of prioritisation in our survey.

It may be that companies think they are covering these issues through SDG12 (Responsible Consumption and Production) – but they could get increased granularity by looking at the linkages (and reporting them) with these other goals (and their underlying targets). At the same time, while companies should be able to control their own operations, how well do they know what is happening with suppliers all the way along their supply chain? Business is increasingly being held to account for what happens at that level – so issues arising in your supply chain could become a massive reputational issue.

Moving forward organisations should avoid "cherry picking" or randomly selecting which goals they're going to focus on. Digging deeper into the targets of the different SDGs will reveal just how connected to the business they are and how they will affect performance over the short and longer term. That insight requires a more robust and sophisticated level of reporting on the SDGs than currently exists.

Figure 6: Industrial products companies prioritising SDG7 (Affordable and clean energy)

Source: PwC, SDG Reporting Challenge 2017

Base: Industrial products companies analysed (123)

How progress on the SDGs is being measured

While some businesses have already started to make commitments and align with the goals, others are just beginning the process of prioritising which SDGs are most material to the organisation, embedding them into strategy, setting targets for success and measuring progress.

Integrating SDG evaluation into reporting is essential if companies are to fully understand how they are meeting the goals and benchmark against them.

How is business faring so far?

To ascertain the degree to which companies were reporting on their SDG commitments, we looked in depth at the corporate and non-financial reporting of the 470 companies. Many companies have chosen priority SDGs which they identify as most relevant to their operations, strategy and/or stakeholders. We assessed each company on the quality of their reporting on 2 indicators for each SDG (for the full list of indicators, see Research methodology, 1.7 Performance Indicators, p. 29).

Reporting quality scoring method

Not reported	0
Descriptive comment	1
Description of ambition	2
Quantitative KPI	3
Quantitative KPI and target	4
Quantitative KPI, target and link to societal value	5

Good practice on reporting quality and performance

Case study: CRH plc – United Kingdom

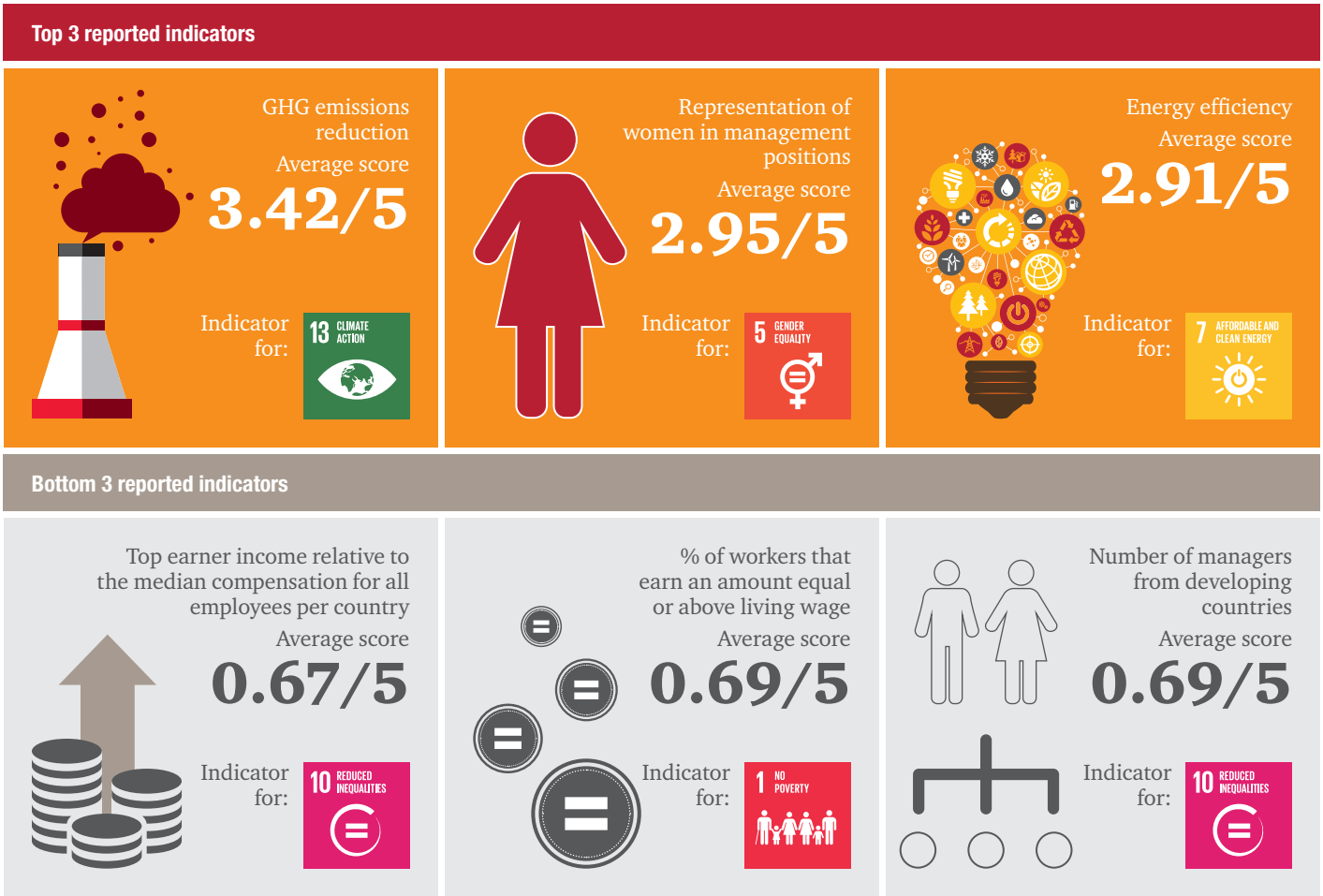
CRH plc's consolidated 2016 Sustainability report demonstrates good practice on reporting quality to measure performance through setting targets and tracking progress. The company has set group-level priorities and targets, which are delivered locally in 31 countries worldwide.

Within the report, CRH plc elaborates on actions towards the targets including measuring their efforts through key performance indicators. They have a commitment to waste reduction and their 2020 target is to ensure 95% of relevant companies have waste reduction/recycling programmes.

As part of their commitment, they aim to contribute to the circular economy by recycling the by-products of their production process where possible. They report that in 2016, they diverted 1.7m tonnes of by-products from waste streams, thereby reducing the amount of waste sent off-site by 48%. They also acknowledge that they have room for improvement, as the total amount of waste increased by 48% from the previous year. Overall the company reports that 77% of all waste was recycled in 2016.[8]

8 CRH, Perspectives on Sustainable Build Materials, CRH Sustainability Report 2016, http://crh.com/docs/current-sustainability-report/2016-sustainability-report.pdf

Figure 7: Quality of reporting



Source: PwC, SDG Reporting Challenge 2017
Base: All companies (470)

Our goal was to evaluate the usefulness and consistency of the reporting being conducted. We wanted to know if companies were collecting and reporting the type of SDG information and KPIs they could use to really measure and take action to make further improvement in line with the goals.

The overarching answer to that question is no, or at least not yet. 28% of the companies we assessed set quantitative targets and linked these to their societal impact for at least one KPI. Generally speaking, reporting is more often qualitative. When we looked at the top 10 companies, based on our 0 to 5 marking criteria, the majority do mention the SDGs but less than half have selected priorities to back up their commitments. At present many of the more sustainability-focused companies (judging by quality of reporting) still haven't aligned that reporting to an SDG framework.

Reporting the easy win

Of those companies that do prioritise and report on specific SDGs, the most detailed reporting tends to be related to operations and indicators where companies already have a decent track record of reporting – often because of regulation or existing measurement frameworks such as GRI or CDP. These include greenhouse gas emissions reduction, waste reduction and energy efficiency. Other easily quantifiable indicators, such as the representation of women in management positions are also well reported on.

At the bottom end of our reporting quality scale are indicators like the gap between the income of a company's highest paid employee (usually the CEO) and the wage of an average employee, the percentage of workers that earn an amount equal or above living wage and the number of managers from developing countries. All three indicators should not be that hard to quantify, but are issues that companies have not been challenged on before and/or have preferred not to focus on out of reputational concerns.

No established metrics to report against

The analysis of SDG reporting raises another question – are companies selecting the right metrics and KPIs to report against to show their impact against the SDGs? Or are they looking to shoehorn more general sustainability work into reporting on specific targets? Given that there is no official framework for business to report against the SDGs, they can be forgiven for doing this. And if stakeholders wish to compare performance between companies or sectors, they will need companies to use comparable metrics – so the need for agreed performance metrics for the SDGs could never be stronger.

Further, if companies actually want to fully understand the detail behind each goal they will need to delve down into the targets that sit beneath the 17 goals.

The UNGC and GRI recently published an "Analysis of the Goals and Targets"[9], which seeks to do just that. It suggests business actions that could help to achieve each individual target and sets out the available business disclosures that could be used to measure progress.

Take the targets for SDG13 (Climate Action). As written for governments they focus upon strengthening "resilience and adaptive capacity" to climate-related hazards and integrating climate change measures into national policy. This is because, for governments, SDG13 complements the UNFCCC Paris Agreement, which covers the commitments for emissions reductions at a country level.

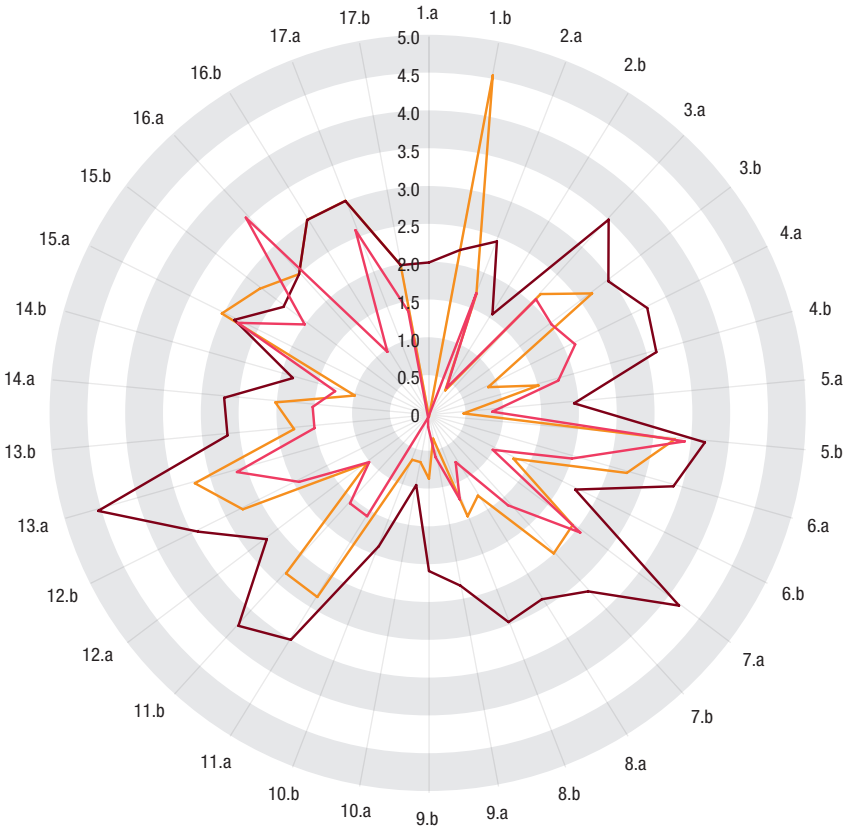
For companies, one of the key actions they can take on climate change is to reduce their greenhouse gas (GHG) emissions. As such the metrics they have at hand to measure their impact on SDG 13 are GHG emission data, material climate risk information and setting an internal price for carbon. However, these measures are not expressly covered as part of SDG13.

Business Reporting on the SDGs: An Analysis of the Goals and Targets

The Analysis of the Goals and Targets is the first target-level tool for business to comprehensively understand their possible contribution and impacts on each SDG target. It contains a list of established business disclosures, including qualitative and quantitative indicators from existing reporting frameworks to help identify the most material SDG issues to one's business and improve corporate reporting by using the available indicators under the relevant targets.

9 UNGC and GRI, Business Reporting on the SDGs: An Analysis of the Goals and Targets

Figure 8: Comparison of average reporting quality score for companies in France, Norway and UK



Source: PwC, SDG Reporting Challenge 2017

Base: France (64), Norway (43), UK (52)

Summary of selected business indicators

1.a	Living wage
1.b	Supporting poor communities
2.a	Sustainable sourcing
2.b	Programmes to end hunger
3.a	Health and well-being policy (value chain)
3.b	Promote health and well-being
4.a	Learning policies (value chain)
4.b	Education programmes
5.a	Gender pay gap
5.b	Women in management positions
6.a	Fresh water consumption reduction
6.b	Waste water treatment
7.a	Energy efficiency
7.b	Renewable energy
8.a	Fair labour practices
8.b	Vision for long term value creation
9.a	R&D investment
9.b	Inclusion of small business in supply chain
10.a	Managers from developing countries
10.b	Top earner income relative to median income for all employees
11.a	Waste reduction
11.b	LTA rate reduction
12.a	Material footprint
12.b	Reuseable waste
13.a	GHG emissions reduction
13.b	Addressing future risks of climate change
14.a	Impact on acquatic ecosystems
14.b	Address future risk from acquatic ecosystem depletion
15.a	Impact on terrestrial ecosystems
15.b	Address future risk from terrestrial ecosystem resource depletion
16.a	ESG issues included in governance system
16.b	Policy to promote fair business
17.a	Total tax contribution
17.b	Investment in multistakeholder partnerships

The role of governments

One of the oldest debates in the world of sustainable development is whether companies or government should take the lead. When it comes to the SDGs, governments were seen as having prime responsibility in our citizen survey, with 45% of respondents ranking government first (compared with only 6% for business). The National governments of 65 countries have already submitted Voluntary National Reviews (VNR) of country-led national and sub-national progress, and a further 48 have signalled their intent to do so in 2018.

Our reporting analysis found no consistent pattern as to whether having a VNR prompted stronger sustainability reporting but some individual country analysis suggests a government-level commitment can have an effect.

On a country-by-country comparison our research found that France has a more mature reporting quality than all other European countries in the survey across 13 of the 17 SDGs. France has had regulations in place requiring companies to disclose a CSR report since 2002. In 2015, with the article 173 of the Energy Transition Law, it became mandatory for pension funds, insurance companies and other investors in France to disclose how they consider environmental, social and governance issues. They must set targets to measure progress and explain if they are not achieved. We doubt it is a coincidence that France has a strong regulatory reporting regime and the best quality corporate reporting in our survey.

The UK Modern Slavery Act, passed in 2015, has increased transparency in business supply chains, as indicated by the high score for indicator 1b (report on the company's programmers to support poor communities around its facilities) in Figure 8. And in 2003, the Norwegian government passed a law requiring at least 40% of company board members to be women, with regulatory measures for non-compliance.

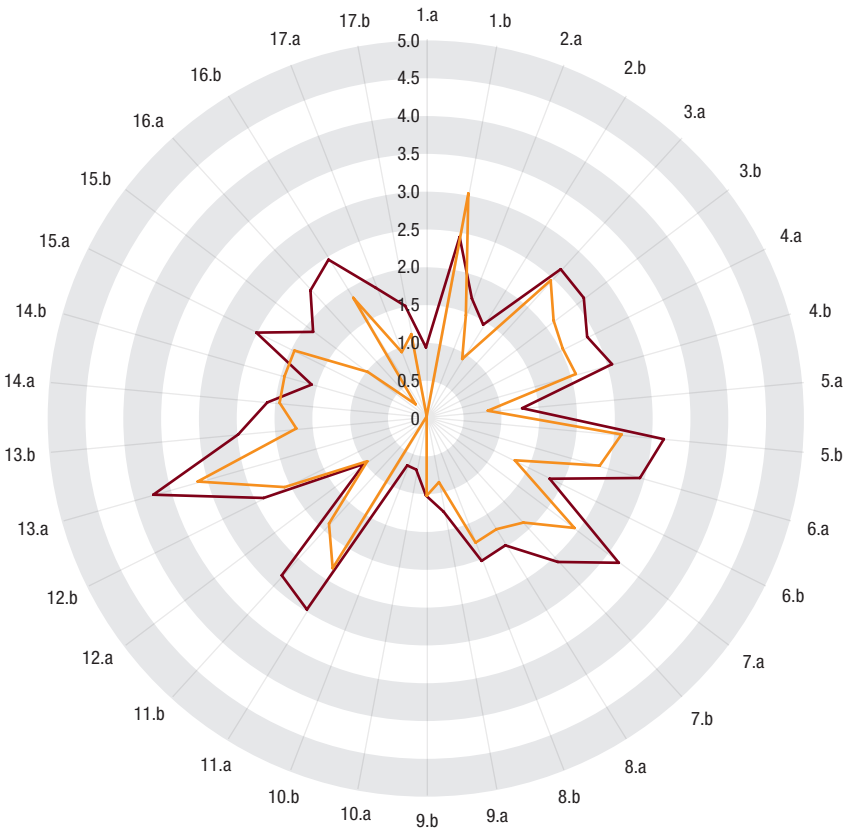
65

national governments have already submitted a Voluntary National Review (VNR)

45%

of citizens think governments have prime responsibility for making the SDGs work

Figure 9: Companies that set priorities tend to have better reporting



Source: PwC, SDG Reporting Challenge 2017
Base: All companies (470)

2.03/5

Average reporting quality score. Demonstrates that most reporting is still at a qualitative level.

2.29/5

Average score for companies that prioritised the SDGs.

1.88/5

Average score for companies that didn't priortise the SDGs.

In search of a consistent reporting framework

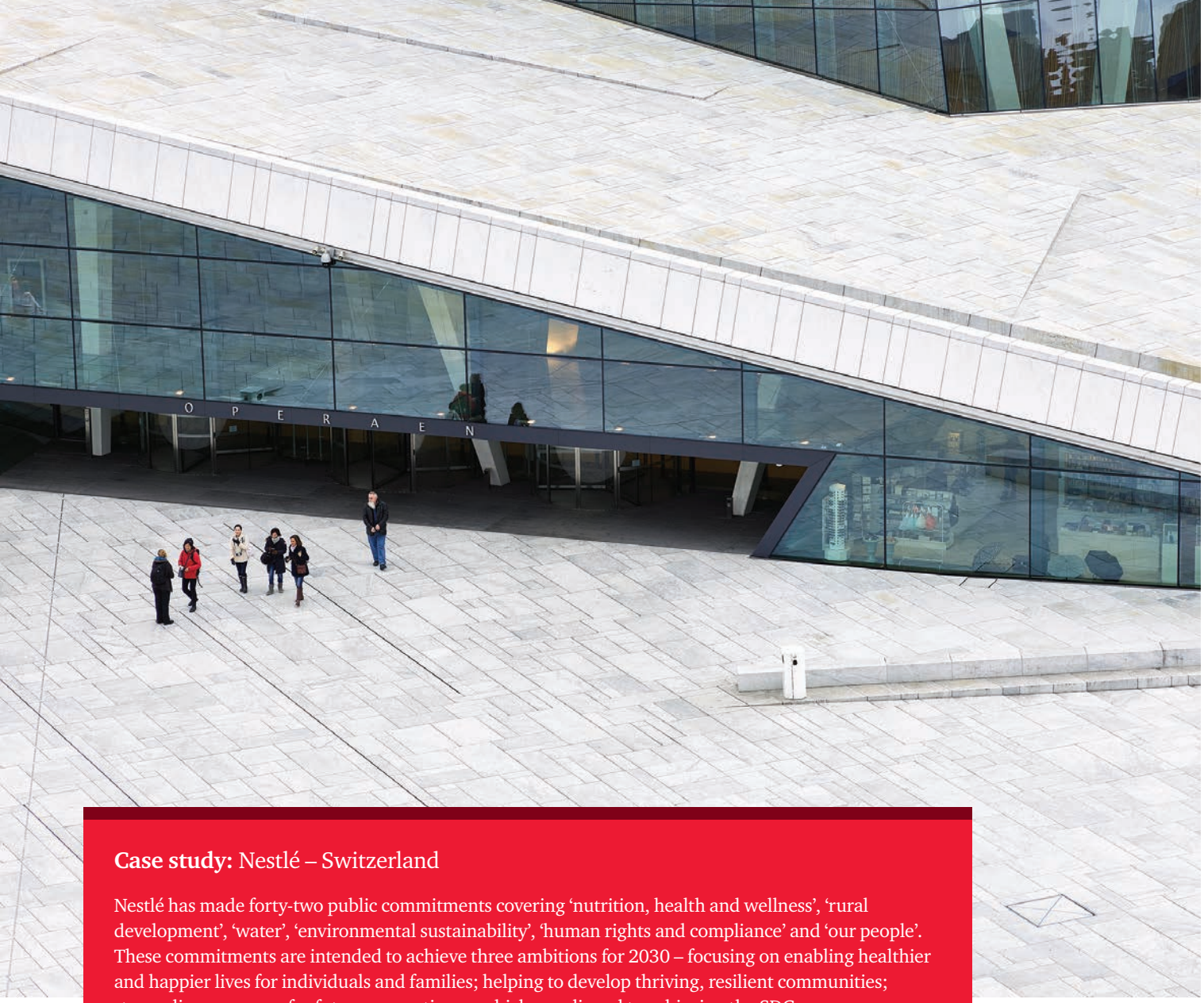
Based on our examination of two business indicators for each SDG it seems there is little consistency in reporting quality within individual goals. Take SDG5 (Gender Equality). Of the two indicators we looked at, the average reporting quality score for indicator 5b (representation of women in management positions) was over double that of indicator 5a (ratio of basic salary and remuneration of women to men).

Even SDG 13, the highest ranked in terms of reporting quality, shows inconsistent results when studied at the level of each of the two indicators. While greenhouse gas emissions reduction was the best reported (with an average score of 3.42 out of 5), the second indicator we looked at – reporting on the company's programme to address future risks from climate change – scored significantly worse (with just 2.03 out of 5).

Overall the reporting quality across all of our selected indicators suggests that business reporting on sustainability indicators is still at the qualitative or anecdotal level, rather than moving on to focus on setting and reporting on measurable targets and considering the link to the outcome on society.

Does business need more guidance on how and what to report on the SDGs? And does this also suggest that business is yet to really make the link that building the SDGs into business strategy in a more holistic way could open up new opportunities and improve the chances of addressing the underlying business risks that the failure to solve the SDGs represents?

Whatever the reason for the reporting shortfalls, when the highest ranked SDG related indicator in the research scores on average less than 3.5 out of 5, there is obvious room for improvement before companies can demonstrate to stakeholders exactly how they're performing based on the SDGs they consider priorities.



Case study: Nestlé – Switzerland

Nestlé has made forty-two public commitments covering 'nutrition, health and wellness', 'rural development', 'water', 'environmental sustainability', 'human rights and compliance' and 'our people'. These commitments are intended to achieve three ambitions for 2030 – focusing on enabling healthier and happier lives for individuals and families; helping to develop thriving, resilient communities; stewarding resources for future generations – which are aligned to achieving the SDGs.

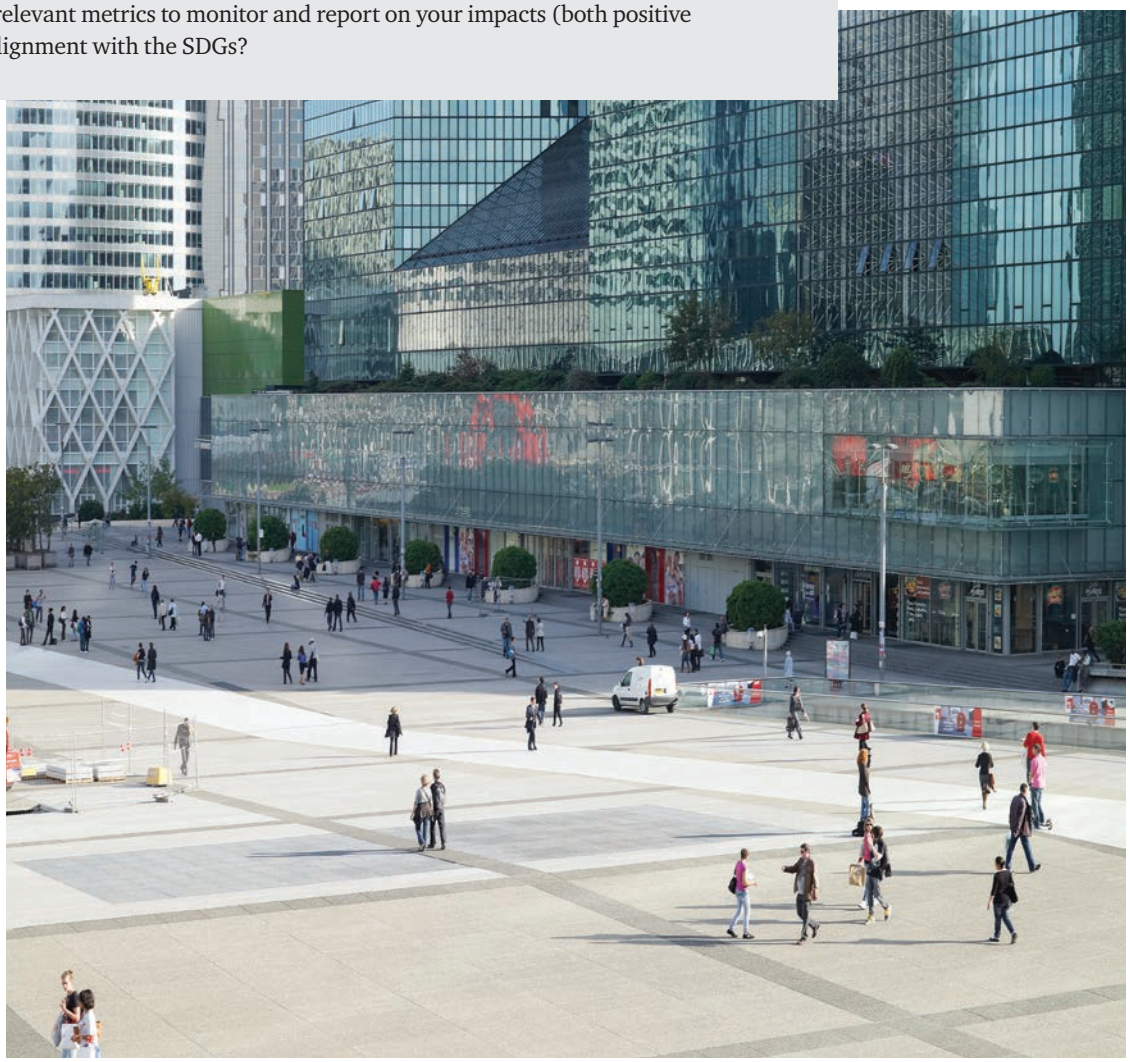
Most notably, Nestlé has joined the Champions 12.3, a coalition of government, industry and non-governmental organisation influencers, dedicated to accelerating progress on the SDGs by halving food waste by 2030. Nestlé was instrumental in raising this ambition and guiding the Consumer Goods Forum to adopt this target in members' own operations by 2025.

The measurement of food loss and waste is, however, a major challenge. To overcome this, Nestlé steered the development of a major global and recognised protocol, the Food Loss and Waste Protocol, to coherently measure food loss and waste throughout the food chain. They have now piloted the Food Loss and Waste Accounting and Reporting Standard in their dairy supply chain in Pakistan. The Pakistani dairy sector was chosen because of its complexity and the high volumes involved. Working with external consultants, Nestlé mapped the value chain from farms to consumers, analysing all potential causes of wastage, with losses quantified and extrapolated across the supply chain. The total milk loss in the supply chain was estimated to be 1.4%, significantly lower than expected.[10]

10 Nestlé, Creating Shared Value and meeting our commitments 2016, http://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle-csv-full-report-2016-en.pdf

Five questions business needs to address now

1. How is your business prioritising the SDGs? Are you aligning your activities to incorporate the SDGs into both core operations and growth strategy?
2. Have you considered the SDGs that are important to all stakeholders, including governments?
3. Have you considered the SDGs at the target level? Do you risk missing significant areas by focusing at the goal rather than target level?
4. Can the SDGs help you raise the bar on your sustainability strategy and reporting?
5. Are you using the most relevant metrics to monitor and report on your impacts (both positive and negative) on your alignment with the SDGs?



Conclusion

Based on our research it seems clear that the majority of companies already know that the SDGs will shape the future of business. Indeed, we believe that when companies incorporate the goals into growth strategies, core operations, value chains and policy positions, they will benefit from new opportunities and markets, realise big efficiency gains and also enhance their reputations in the eyes of governments and society.

Yet at present it's also clear that most companies still lack the expertise to make the goals work for their business and a framework through which to evaluate what success looks like.

Moving forward companies need to think carefully about what their SDG priorities should be. A broader, interconnected and systemic approach at the target level is needed, to fully understand how companies can help meet the goals and the value they can deliver to business. That should also take into account local and regional factors – understanding the SDG priorities for each of the countries in which they operate, and also being mindful of what is important to the citizens in the communities in which they operate.

Once priorities have been set, companies need measureable, outcome-focused objectives that lead to improved focus and performance. KPIs need to be more outcome focussed – that will mean thinking more holistically about the impact of a company's activities on the economy, on the environment and on society and to develop programmes that address those broader sets of impacts, rather than focusing on a more simplistic measurement of their outputs.

Armed with SDG aligned KPIs and metrics, companies can then develop meaningful reporting that accounts for both the financial and societal value and the impact of their activities. By doing so they will grasp the full potential that the SDGs offer for their own business and the world.

Research methodology

470
companies analysed

17
countries

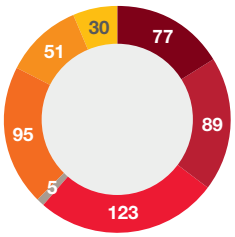
Representing
$9.4bn
in revenue

1.1 Overview and company selection

We analysed the published sustainability information of 470 companies from 17 countries. Companies were selected for inclusion by PwC's sustainability teams in each country, based on their local market knowledge, focusing on companies that have an existing sustainability strategy or sustainability targets, or that had identified their sustainability-related risks and opportunities.

We looked at publicly available information in annual reports, sustainability reports and company websites, using data from the year ended 31 December 2016. On the basis of this information, we identified what each company was disclosing in relation to the prioritisation of different SDGs and assessed how companies report on the SDGs that they have identified as a priority, as well as assessing their disclosures on a number of key sustainability indicators. This has enabled us to benchmark performance against that of their peers.

Industry breakdown



- Energy, Utilities & Mining
- Financial Services
- Industrial Products
- Private Equity
- Retail & Consumer
- Technology, Media & Telecom
- Transport & Logistics

Total 470

1.2 SDG prioritisation

Many companies have chosen priority SDGs which they identify as most relevant to their operations, strategy and/or stakeholders. We identified which SDGs had been prioritised by the companies in our sample. For companies that did not select priority SDGs, we used a default set of five priorities based on their industry sector. We did this using PwC's SDG Selector tool: https://dm.pwc.com/SDGSelector/.[11]

1.3 Reporting quality

For each of the priority SDGs (either self-selected or default), we assessed the company on 2 indicators. The full set of 34 indicators are set out in 1.6 Selected business reporting indicators, p.28. To score companies on the 34 indicators, we used a 0-5 scale.

Scores were awarded based on the following observations:

Not reported	0
Qualitative remark	1
Qualitative ambition	2
Quantitative KPI	3
Quantitative KPI and target	4
Quantitative KPI, target and link to societal value	5

11 The SDG selection used was according to the greatest 'Industry Impact' in the SDG selector.

1.4 Performance

To understand the progress companies are making towards the SDGs, we collected data on 15 commonly reported KPIs and company information on revenue and employees. The KPIs selected are set out in 1.7 Performance indicators, p.29.

To define our criteria, we took the following into account:

- To promote comparability across different companies, we selected indicators that hold relevance for all sectors.
- With our indicator set, we aim to represent a broad selection of the globally determined 169 targets that underpin the 17 SDGs.

We tried to include indicators that focus on the direct impact of companies, more indirect impacts through the supply chain and the overall global responsibility of business.

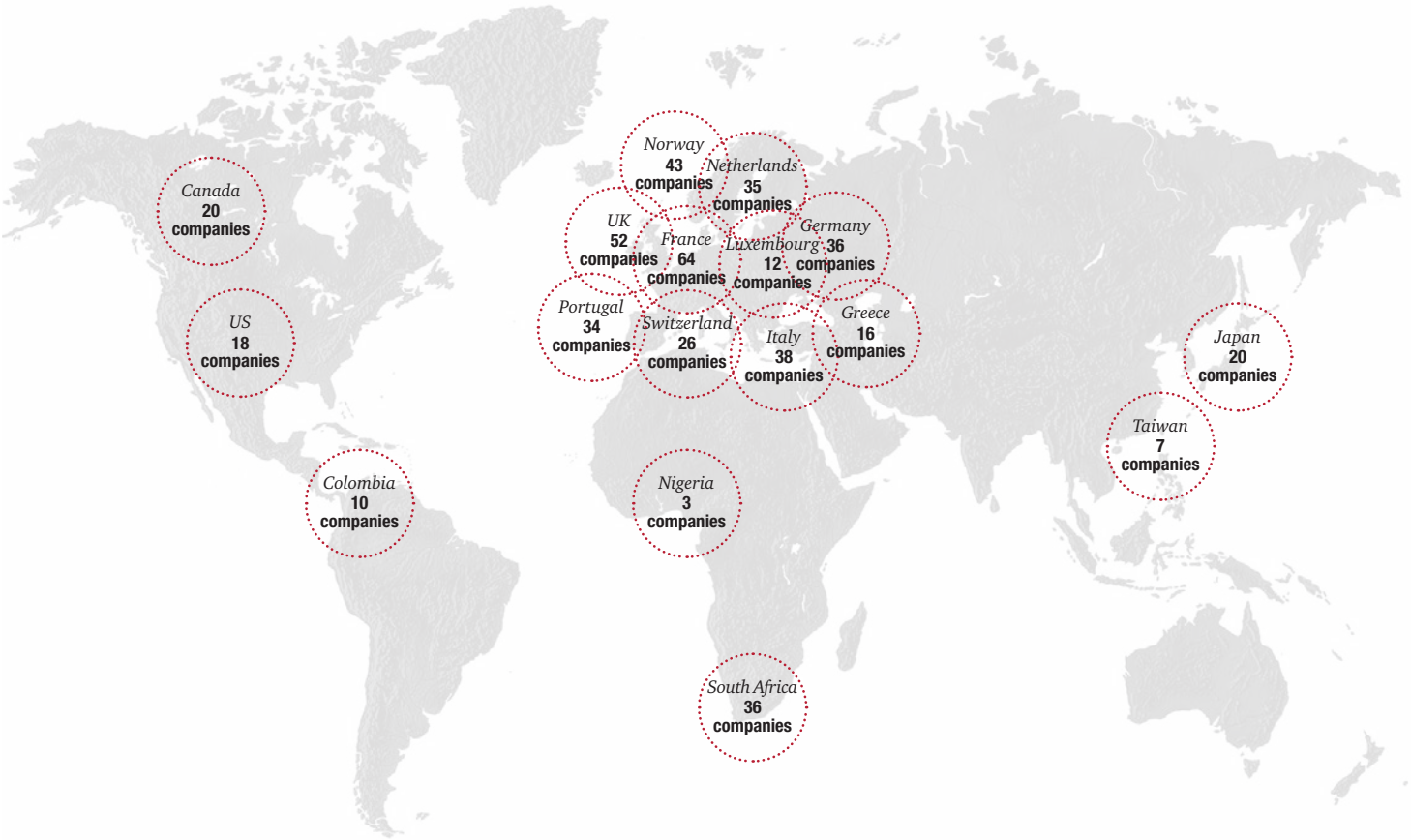
1.5 Citizen views

We also surveyed 2563 citizens from 24 countries to gain a global perspective on what citizens thought about the SDGs. Index scores were developed to provide a combined scoring mechanism for the ranking questions. Rank 1=100; Rank 2=80; Rank 3=60; Rank 4=40; Rank 5=20; Unranked=0

Notes:

- Not all figures add up to 100%, due to rounding of percentages and exclusion of 'neither/nor' and 'don't know' responses.
- The base for figures is 470 (all companies analysed) and 2563 (all citizen responses) unless otherwise stated.

Number of companies analysed per country



1.6 Selected business reporting indicators

SDG	Indicator 1	Indicator 2
1. End poverty in all its forms everywhere	1.a % of workers that earn an amount equal or above living wage	1.b Report on the company's programmes to support poor communities around its facilities
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	2.a % of products sourced from sustainable agriculture	2.b Report on the company's programmes to end hunger everywhere
3. Ensure healthy lives and promote well-being for all at all ages	3.a Report on the company's policy to promote health and well-being of workers along the value chain	3.b Report on the company's programmes to promote healthy lives and well-being for all
4. Ensure inclusive and equitable quality education promote lifelong learning opportunities for all	4.a Report on the company's policy to promote lifelong learning opportunities for workers along the value chain	4.b Report on the company's programmes to promote education on the skills that will support future business needs
5. Achieve gender equality and empower all women and girls	5.a Ratio of basic salary and remuneration of women to men	5.b Representation of women in management positions
6. Ensure availability and sustainable management of water and sanitation for all	6.a Fresh water consumption reduction	6.b Proportion of waste water safely treated
7. Ensure access to affordable, reliable, sustainable and modern energy for all	7.a Energy efficiency	7.b % of energy from renewable sources
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.a Proportion of workers along the value chain with permanent employment contracts and agreements around fair labour practices	8.b Report on the company's vision on long term value creation
9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	9.a R&D investments per country / $ of revenue per country	9.b Report on the company's programmes to support the inclusion of small businesses in the supply chain
10. Reduce inequality within and among countries	10.a # of managers from developing countries	10.b Top earner income relative to the median compensation for all employees per country
11. Make cities and human settlements inclusive, safe, resilient and sustainable	11.a Waste reduction	11.b Long term accident rate reduction
12. Ensure sustainable consumption and production patterns	12.a Material footprint / $ of revenue	12.b % of reusable waste
13. Take urgent action to combat climate change and its impacts	13.a GHG emissions reduction	13.b Report on the company's programmes to address future risks from climate change
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	14.a Impact of the business on aquatic ecosystems	14.b Report on the company's programmes to address future risks from aquatic ecosystem resource depletion
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	15.a Impact of the business on terrestrial ecosystems	15.b Report on the company's programmes to address future risks from terrestrial ecosystem resource depletion
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.a Report on the company's inclusion of environmental, social and governance issues into the corporate governance system	16.b Report on the company's policy to promote fair business (like corruption prevention and whistle-blowing policy)
17. Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development	17.a Total tax contribution / $ of revenue	17.b $ invested in multi-stakeholder partnerships

1.7 Performance indicators

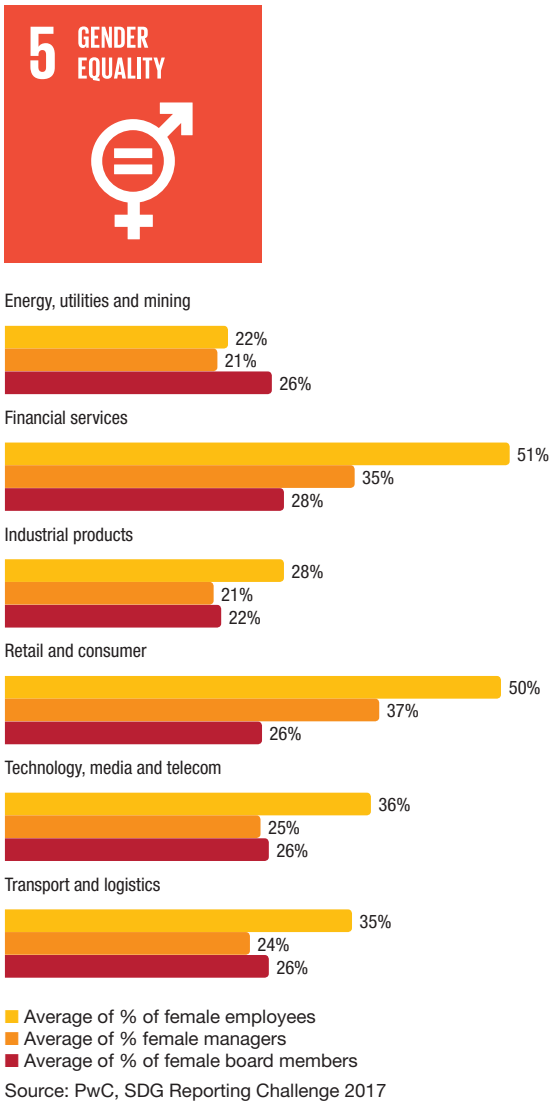
We have collected data on 15 commonly reported KPIs set out below, together with basic company information, for the 470 companies in our sample. This data was collected in an online assessment tool, which now allows us to provide information on how individual companies are performing against that population.

SDG	Indicator
Company info	The company's total revenue
Company info	The company's direct full time equivalent or employees
4 QUALITY EDUCATION	The total number of training hours, on any subject, provided to the company's employees
5 GENDER EQUALITY	The % of female employees within the total workforce
5 GENDER EQUALITY	The % of female employees within the manager layer
5 GENDER EQUALITY	The % of female board members (both executive board and supervisory board)
6 CLEAN WATER AND SANITATION	The total consumption of fresh water
7 AFFORDABLE AND CLEAN ENERGY	The total consumption of energy
7 AFFORDABLE AND CLEAN ENERGY	The % of energy from renewable sources
8 DECENT WORK AND ECONOMIC GROWTH	People survey score
10 REDUCED INEQUALITIES	The total amount spent on employee salaries
10 REDUCED INEQUALITIES	The amount spent on CEO salary
11 SUSTAINABLE CITIES AND COMMUNITIES	The total amount of produced waste
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	The amount of recycled waste
13 CLIMATE ACTION	Direct, scope 1 CO2 emissions conform to GHG protocol (emissions from burning gas, diesel, coal, etc.)
13 CLIMATE ACTION	Indirect, scope 2 CO2 emissions conform to GHG protocol (emissions from electricity, purchased heat, steam, etc.)
13 CLIMATE ACTION	Supply chain, scope 3 CO2 emissions conform to GHG protocol (emissions from upstream and downstream supply chain activities)

Sector based benchmarking

We're able to look at sector performance on each of these indicators. As an example, the percentage of females in the workforce by sector is shown below (see Figure 10: females in the workforce per sector).

Figure 10: Females in the workforce per sector



Source: PwC, SDG Reporting Challenge 2017

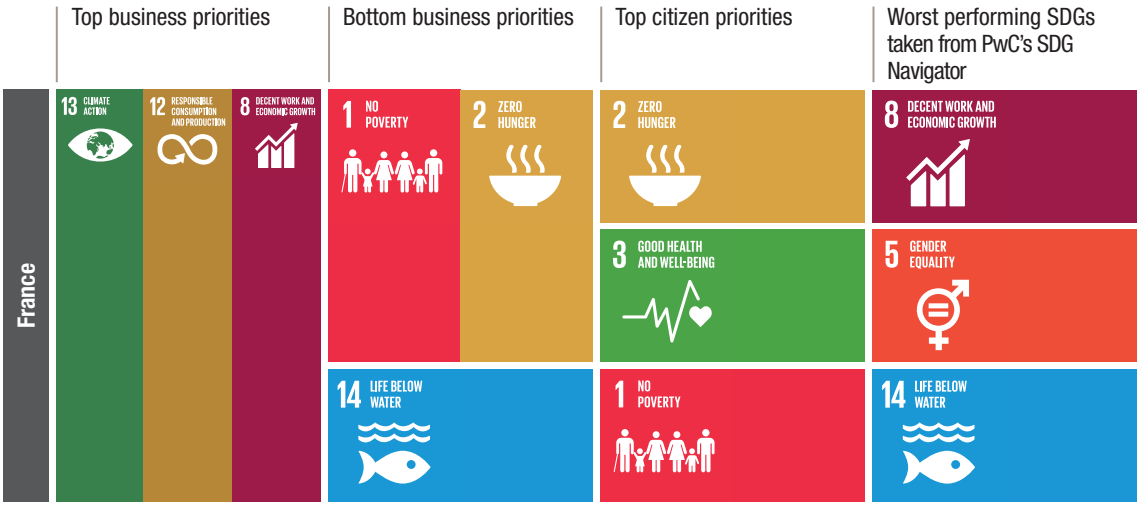
Priorities for each country

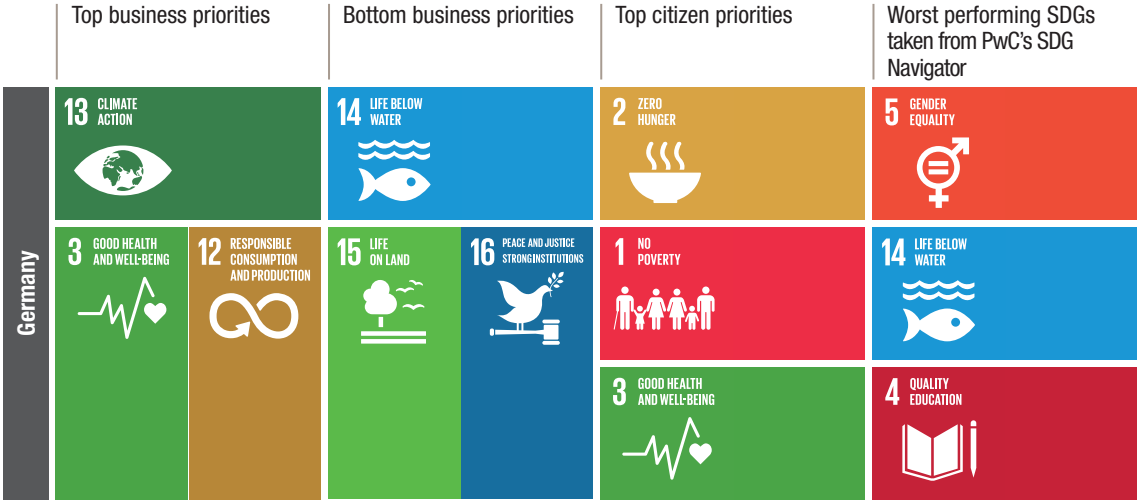
Business will need to consider the SDG priorities for each of their countries of operation. We have explored the business, citizen and government priorities for 14 of the countries we analysed and set out the results below.

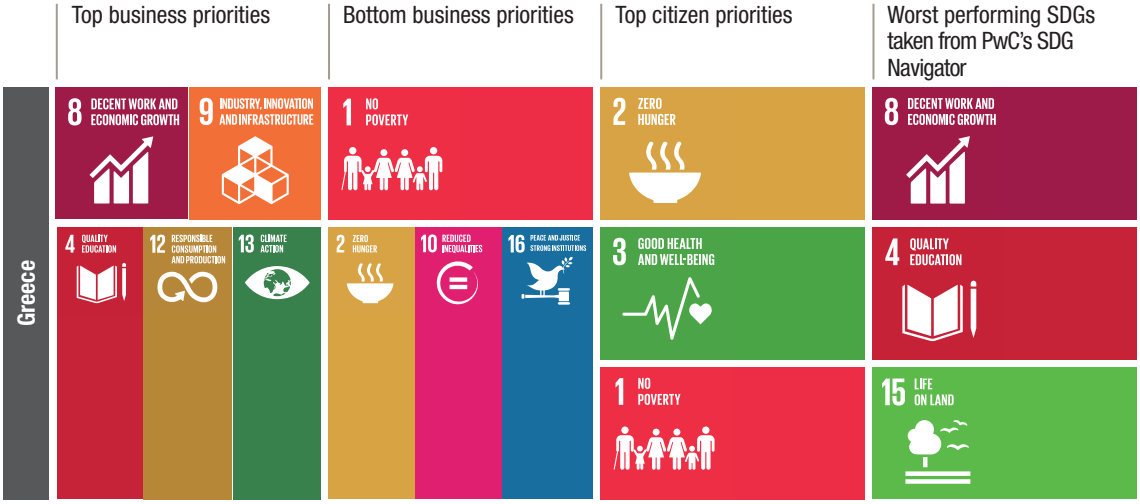
Business priorities are taken from our analysis of company reports. Citizen priorities are based on the SDGs that respondents to our SDG citizen survey said were most important to them. We think it makes sense that the SDGs that are performing worst in a country should be the ones that governments will need to focus on. We used the analysis from our SDG Business Navigator tool[12], which ranks countries based on their actual performance on the official UN indicators, to indicate government priorities.

Figure 11: Analysis of business, citizen and government priorities for each country in our research sample

12 PwC, SDG Business Navigator, https://www.pwc.com/gx/en/services/sustainability/sustainable-development-goals/navigating-global-goals.html


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
France
13 CLIMATE ACTION
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
8 DECENT WORK AND ECONOMIC GROWTH
1 NO POVERTY
2 ZERO HUNGER
14 LIFE BELOW WATER
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
1 NO POVERTY
8 DECENT WORK AND ECONOMIC GROWTH
5 GENDER EQUALITY
14 LIFE BELOW WATER


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
Germany
13 CLIMATE ACTION
3 GOOD HEALTH AND WELL-BEING
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE AND JUSTICE STRONG INSTITUTIONS
2 ZERO HUNGER
1 NO POVERTY
3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
14 LIFE BELOW WATER
4 QUALITY EDUCATION

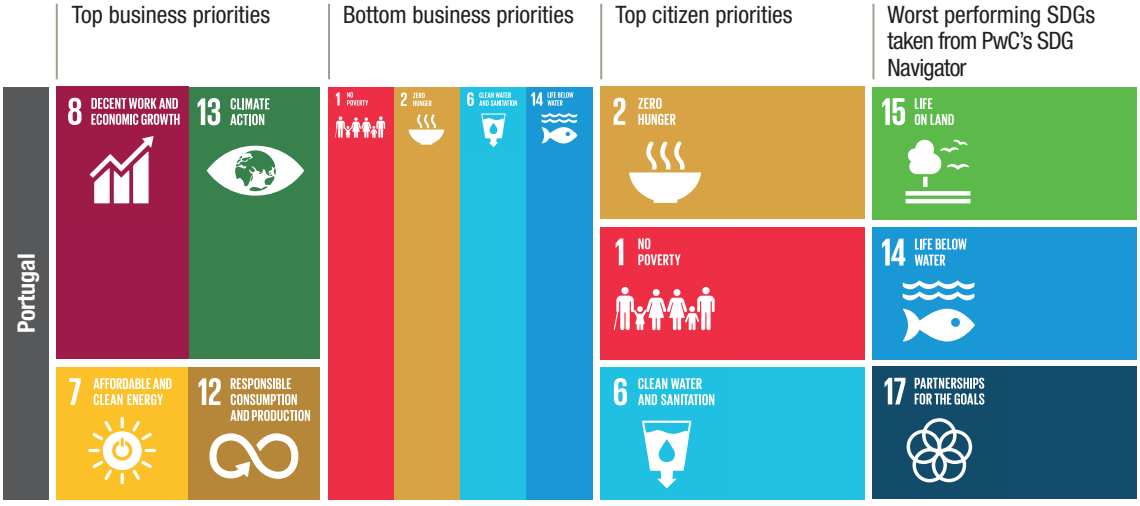

Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
Greece
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
4 QUALITY EDUCATION
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
1 NO POVERTY
2 ZERO HUNGER
10 REDUCED INEQUALITIES
16 PEACE AND JUSTICE STRONG INSTITUTIONS
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
1 NO POVERTY
8 DECENT WORK AND ECONOMIC GROWTH
4 QUALITY EDUCATION
15 LIFE ON LAND


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
Italy
8 DECENT WORK AND ECONOMIC GROWTH
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
7 AFFORDABLE AND CLEAN ENERGY
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
13 CLIMATE ACTION
2 ZERO HUNGER
14 LIFE BELOW WATER
6 CLEAN WATER AND SANITATION
2 ZERO HUNGER
1 NO POVERTY
3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
14 LIFE BELOW WATER
5 GENDER EQUALITY


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
Japan
13 CLIMATE ACTION
3 GOOD HEALTH AND WELL-BEING
2 ZERO HUNGER
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
11 SUSTAINABLE CITIES AND COMMUNITIES
6 CLEAN WATER AND SANITATION
14 LIFE BELOW WATER
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
13 CLIMATE ACTION
1 NO POVERTY
11 SUSTAINABLE CITIES AND COMMUNITIES


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
Netherlands
8 DECENT WORK AND ECONOMIC GROWTH
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
3 GOOD HEALTH AND WELL-BEING
13 CLIMATE ACTION
14 LIFE BELOW WATER
16 PEACE AND JUSTICE STRONG INSTITUTIONS
1 NO POVERTY
15 LIFE ON LAND
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
1 NO POVERTY
15 LIFE ON LAND
5 GENDER EQUALITY
7 AFFORDABLE AND CLEAN ENERGY


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
Norway
13 CLIMATE ACTION
8 DECENT WORK AND ECONOMIC GROWTH
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
1 NO POVERTY
10 REDUCED INEQUALITIES
2 ZERO HUNGER
5 GENDER EQUALITY
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
8 DECENT WORK AND ECONOMIC GROWTH
5 GENDER EQUALITY


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
Portugal
8 DECENT WORK AND ECONOMIC GROWTH
13 CLIMATE ACTION
7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
1 NO POVERTY
2 ZERO HUNGER
6 CLEAN WATER AND SANITATION
14 LIFE BELOW WATER
2 ZERO HUNGER
1 NO POVERTY
6 CLEAN WATER AND SANITATION
15 LIFE ON LAND
14 LIFE BELOW WATER
17 PARTNERSHIPS FOR THE GOALS


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
South Africa
13 CLIMATE ACTION
4 QUALITY EDUCATION
8 DECENT WORK AND ECONOMIC GROWTH
15 LIFE ON LAND
16 PEACE AND JUSTICE STRONG INSTITUTIONS
1 NO POVERTY
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
17 PARTNERSHIPS FOR THE GOALS
3 GOOD HEALTH AND WELL-BEING
1 NO POVERTY
4 QUALITY EDUCATION
6 CLEAN WATER AND SANITATION
14 LIFE BELOW WATER
15 LIFE ON LAND


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
Switzerland
8 DECENT WORK AND ECONOMIC GROWTH
3 GOOD HEALTH AND WELL-BEING
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
13 CLIMATE ACTION
14 LIFE BELOW WATER
1 NO POVERTY
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17 PARTNERSHIPS FOR THE GOALS
2 ZERO HUNGER
1 NO POVERTY
3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
15 LIFE ON LAND


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
UK
8 DECENT WORK AND ECONOMIC GROWTH
13 CLIMATE ACTION
5 GENDER EQUALITY
16 PEACE AND JUSTICE STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
1 NO POVERTY
14 LIFE BELOW WATER
15 LIFE ON LAND
4 QUALITY EDUCATION


Top business priorities
Bottom business priorities
Top citizen priorities
Worst performing SDGs taken from PwC's SDG Navigator
US
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
1 NO POVERTY
2 ZERO HUNGER
7 AFFORDABLE AND CLEAN ENERGY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
1 NO POVERTY
13 CLIMATE ACTION
1 NO POVERTY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

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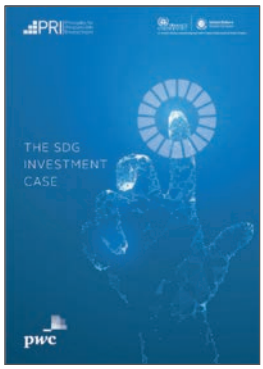
Further reading

Business Reporting on the SDGs: An Analysis of the Goals and Targets
https://www.pwc.com/gx/en/sustainability/publications/assets/sdgs-business-reporting-analysis.pdf



The SDG Investment Case
https://www.unpri.org/about/sustainable-development-goals

Navigating the SDGs: a business guide to engaging with the UN Global Goals
https://www.pwc.com/gx/en/sustainability/publications/PwC-sdg-guide.pdf

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If you'd like to talk through what the SDGs mean for your business and how best to engage with them, please do get in touch.

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