

MAY 2018

Collaboration for Impact

Maturity and integration of sustainability
in European sector associations





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Foreword - CSR Europe

WHY WE BELIEVE IN SECTOR PARTNERSHIPS

Collaboration is vital to pursue the systemic changes needed in society and within business to achieve the Sustainable Development Goals. We believe, and there is a growing body of evidence, that sector and multi-stakeholder partnerships have the potential to raise the integration of sustainability on the agenda, which will lead to new business opportunities and enhanced competitiveness.

To find out more about the levels of maturity and integration of sustainability within sector associations, we worked with PwC to survey and interview a sample of 16 European sector organisations from 11 different industry sectors.

The key findings of this research were presented at our May 2018 Brussels SDG Summit.

The findings from this study are a call to action to drive market transformation at sectoral levels. After our Summit, we will extend the dialogue to:

- sector and industry leaders on practical ways to take action around SDGs; and
- European Union (EU) institutions to explore how they can support industry leadership to accelerate the uptake of SDGs by the sectors.

We are very grateful to the sector associations for participating in the survey, to PwC for performing the research and to TBM for printing the study on sustainable Limex paper.

STEFAN CRETS

Executive Director
CSR Europe





Foreword - PwC

When all 193 UN Member States agreed to adopt the Sustainable Development Goals they didn't just establish a framework for governments. They also created a blueprint for business to achieve sustainable success.

In fact, the support of business in meeting the goals is critical to achieving the SDGs. Yet, while there is a clear business case for why business should want to engage with the goals – both from an inclusive business opportunity perspective as well as a risk management and brand reputational viewpoint - there remains a great deal of uncertainty within the business world about how it should best engage.

This is where sector organisations can play a leading role. They can act as an educator and a convener, and they can play a pivotal role in increasing the understanding and awareness of their members by creating the platforms that will allow for organisations within each sector to work together on the solutions to the many challenges that the SDGs present.

Sector organisations also can use their position of influence to engage with the policy makers – of the EU, the UN Member State governments and beyond – so that corporate and sector action can be backed up by policy that will enable change.

This research aims to discover the extent to which these things are happening now, to highlight examples of what is already being done, and to make recommendations on where sectors need to focus in order to make achievement of the goals a reality.

LOUISE SCOTT

Director, Global Sustainability
PwC





Results at a glance

SUSTAINABILITY IS EMBEDDED ACROSS SECTOR ASSOCIATIONS, BUT MATURITY LEVELS VARY AND THERE SEEMS A HESITATION TO HELP MEMBERS

1

2

SECTORS SEE A WIDE RANGE OF RISKS AND OPPORTUNITIES ASSOCIATED WITH THE 17 SDGS

3

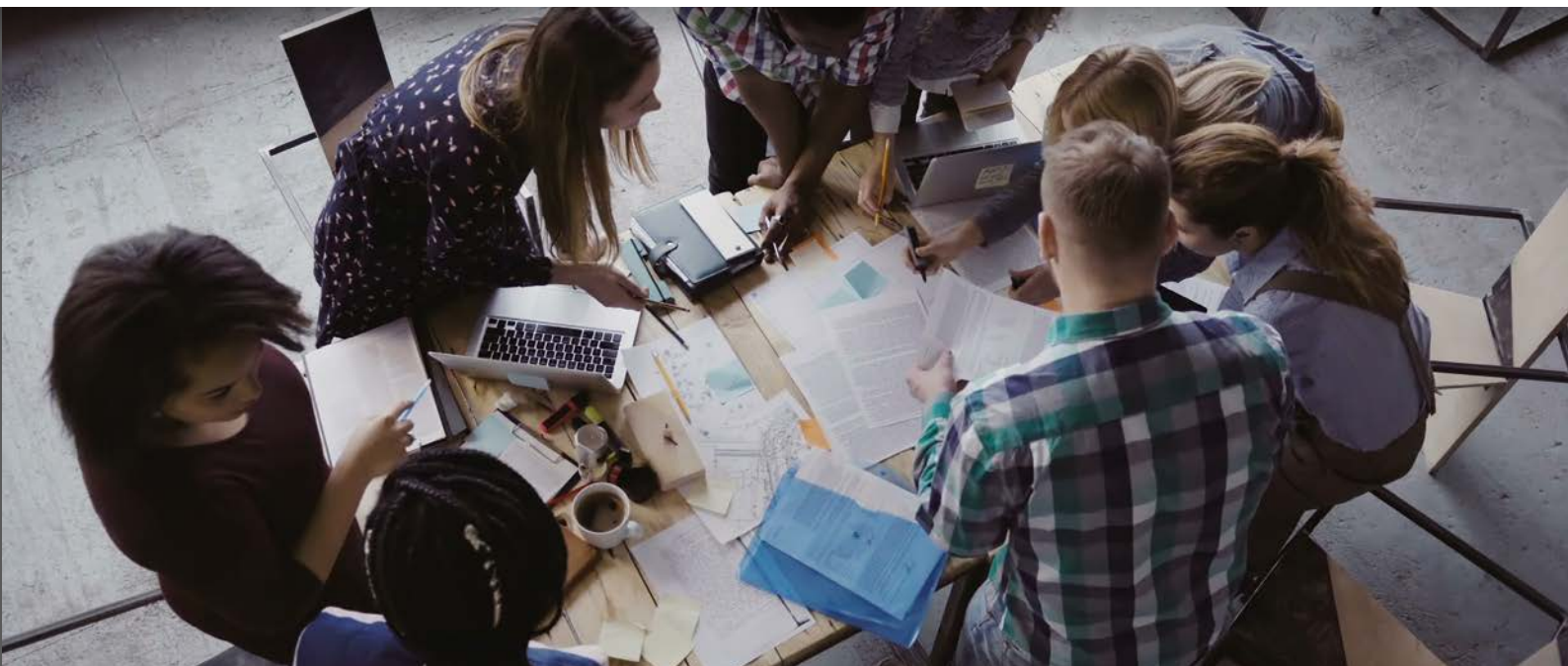
THERE IS A REAL GAP BETWEEN BOARD VISION AND ACTIVITY LEVELS, PARTICULARLY THOSE FOCUSED ON IMPACT

4

THERE ARE FOUR KEY AREAS SECTOR ORGANISATIONS CAN IMPROVE UPON IN ORDER TO CLOSE THE GAP AND INCREASE SDG ENGAGEMENT, MAINLY IN PRACTICAL WORK AND IMPLEMENTATION



Introduction



ASSESSING THE MATURITY AND INTEGRATION OF SUSTAINABILITY IN EUROPEAN SECTOR ASSOCIATIONS

Collaboration is the key to sustainable business success. That is the lesson business has learned over the past two decades as sustainability has risen up the corporate agenda. That collaboration can take many forms. It can be as simple as bringing employees together within companies or it can involve small groups of sector specific companies working together in task forces and sustainable coalitions.

That spirit of collaboration will be critical in helping society, government and business achieve the United Nations Sustainable Development Goals (SDGs). Every nation in the world has signed up to the SDGs which are set to be a key driver of global economic growth in the future, and represent a blueprint for growth that can happen without compromising the environment or placing an unfair burden on societies. Indeed, latest research from the Business and Sustainable Development Commission puts a projected value to business of the achievement of the SDGs at \$12 trillion a year by 2030 in business savings and revenue, creating an estimated 380 million new jobs.

Achievement of the SDGs represents a big inclusive business opportunity. At the same time, the challenges that the SDGs are aiming to address could represent even greater risks for business. The SDGs can be seen as a lens through which to view strategic decisions of the future and an organisation's overall approach to sustainability.

Wide ranging business engagement and support is critical if the SDGs are to be achieved. In order to bring about the change at scale that will be necessary, businesses will need to embed sustainability into their strategy and core operations. Sector associations – built around community and collaboration – have a big role to play in this transition.

To help understand how associations can meet that potential for leadership on sustainable business, PwC and CSR Europe have combined resources to produce a new piece of research detailing how a sample of 16 member European associations are fostering sustainability thinking and action among their members.

Four key themes emerged from the research:

1. **Sustainability is present across sector associations**, but maturity levels vary and there seems a hesitation to help members
2. **Sectors see a wide range of risks and opportunities** associated with the 17 SDGs
3. **There is a real gap between board vision and activity levels**, particularly those focused on impact
4. **There are four key areas that sectors can improve upon to increase SDG engagement** - which are to improve education on sustainability, to increase collaboration within and between sectors, to increase the level of regular communications and to share knowledge on best practice and approaches to sustainability and the SDGs.

In this report we explore the findings in depth to help sector associations understand how they can build on the sustainability work they have started so that all their members can understand the risks posed by the SDGs and maximise the opportunities they offer.



Key Theme 1

SUSTAINABILITY IS PRESENT ACROSS SECTOR ASSOCIATIONS, BUT MATURITY LEVELS VARY AND THERE SEEMS A HESITATION TO HELP MEMBERS

To accurately evaluate the sustainability commitment and action of all 16 sector associations in the survey we looked at four aspects of their sustainability maturity (see p25 for a detailed description of the research methodology).

The first was the strategic integration of sustainability into the sector organisation through elements such as assessing the extent to which frameworks such as the Global Reporting Initiative (GRI) and the International Integrated Reporting Council (IIRC) were used to guide engagement on sustainability topics; whether the association had a working group or taskforce on sustainability; and whether the association is reporting on sustainability either in a stand alone publication or as part of the annual report.

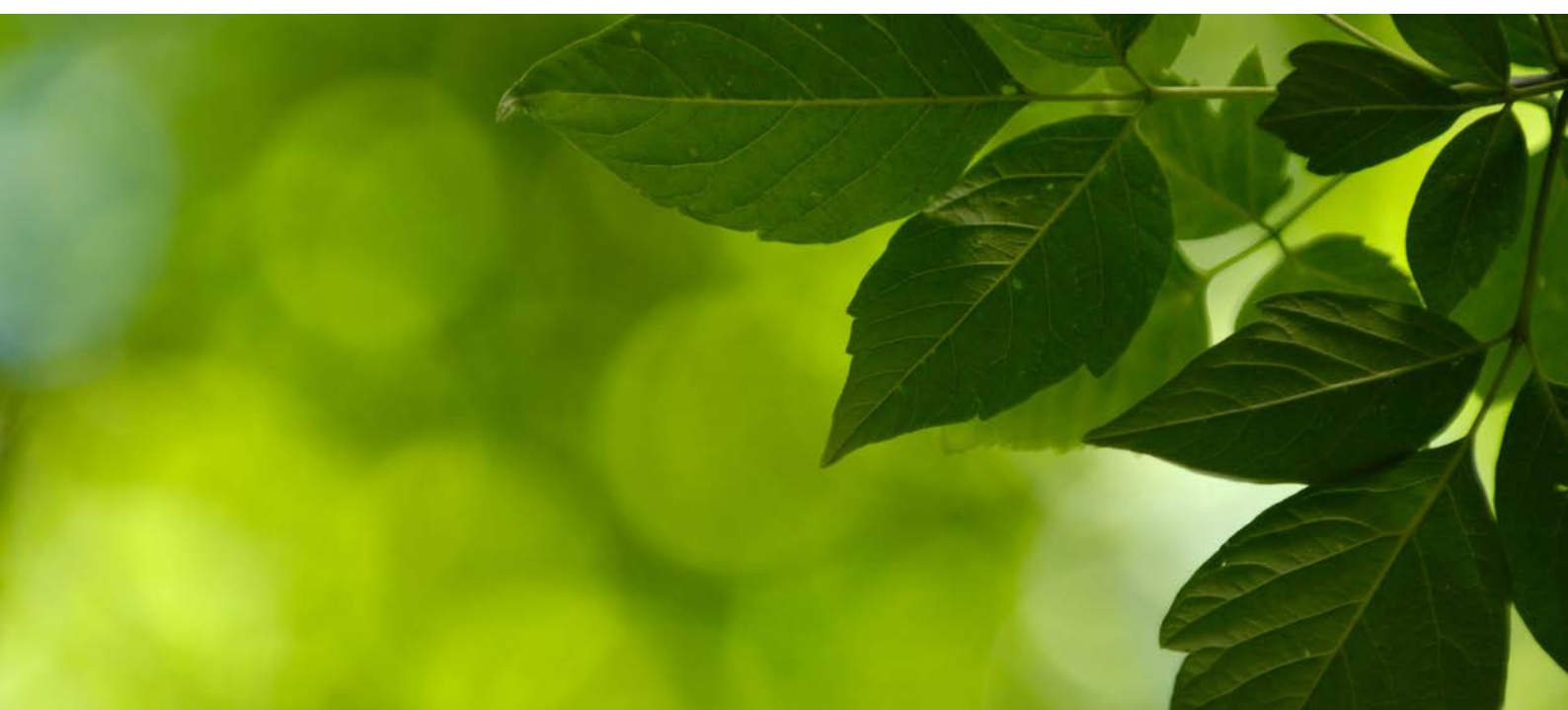
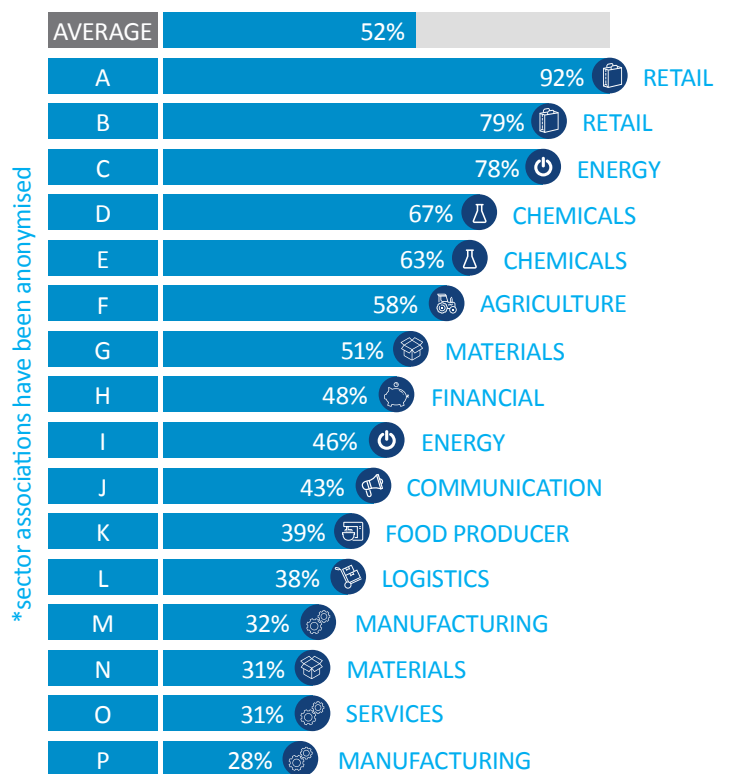
The second aspect of maturity was how active the associations were around sustainability and/or the SDGs. This was evaluated based on the degree to which sustainability was a key element of organised activities and events, and what sort of learning or knowledge sharing activities were arranged for members.

The third aspect considered the extent of each association's involvement in policy work on sustainability and/or the SDGs. It took into account awareness and involvement with current trends and expectations in the EU Commission, screening of policy papers for sustainability impacts and attending organised events of the UN or EU Commission.

Finally, the fourth aspect focused on impact oriented action i.e. the extent to which the sector association engaged in impact oriented projects from each sector or engaged in multi-sector impact oriented projects linked to the SDGs.

In general there was a considerable gap between sector associations. One leading organisation scored as high as 92% based on all four aspects of maturity while the lowest ranking organisation scored just 28% (as highlighted in the chart below). Overall, the sample reached an average maturity level of 52%.

Figure 1: Sustainability maturity in European sector organisations* - average maturity level of 52% but with wide variations between associations





What explains this wide range of maturity levels? Three overarching points emerge from the research.

IT'S NOT JUST ABOUT CONSUMER CLOUT

The fact that the top two scoring organisations both represent members involved in the retail space would suggest that growing consumer pressure (as documented by a growing body of research¹) is driving these sectors to be proactive.

The next four associations that scored above average in our survey represent the energy, chemicals and agriculture sector. These more business-to-business focused sectors also experience some indirect sustainability pressure because of the expectations of the consumer goods companies they supply. But it's clear that there are other factors at work that are making these major industrial (and carbon-heavy) sectors embrace sustainability. These likely include greater greenhouse gas regulation for the energy and chemical industries but also proactive moves by the agriculture sector to address looming sustainability risks such as climate-change driven soil erosion, water scarcity and employee well-being – many millions of whom are subsistence farmers working in environmentally fragile environments.

THE NEED TO RALLY THE INVESTMENT COMMUNITY

Increasingly the investment community is becoming aware of both the risks and opportunities sustainability (and the SDGs) present. Impact investing continues to grow while the call to arms to business by high-profile advocates for sustainable investment strategies – whether they be Bank of England governor Marc Carney or Blackrock CEO Larry Fink – is making more companies realise sustainability is no longer a niche concern. That said, the one major European financial services association surveyed still scored under the average percentage in terms of sustainability maturity. In its case, efforts had been made to structurally embed sustainability into the association, and some policy work tied to the SDGs was taking place, but little actual activity had been undertaken to mobilise the membership and even less real impact work was being undertaken.

FOUNDATIONS HAVE BEEN LAID BUT THAT'S JUST THE START OF WHAT'S NEEDED

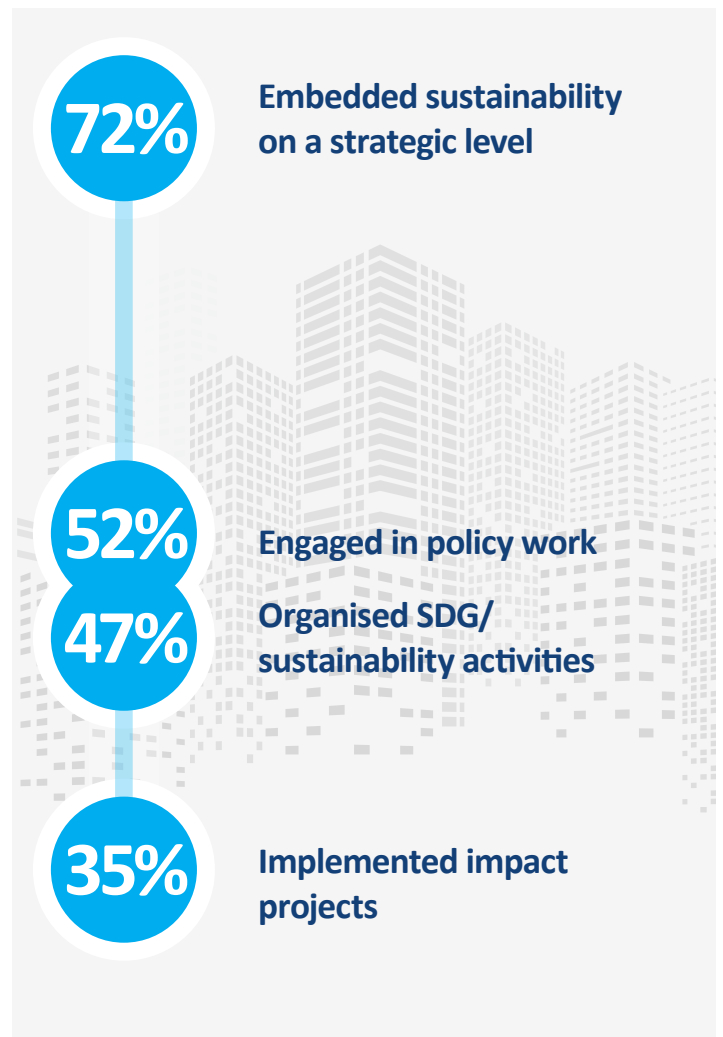
Despite the wide gap among surveyed industry associations, one encouraging sign was that the highest maturity scores aligned to the degree to which sustainability has been

integrated into sector organisations' strategies – a crucial foundation for other action to build on. Out of all four aspects of sustainability maturity measured, the associations scored the highest in this strategic translation category, with an average score of 72%.

There is plenty more work to be done though. With only 47% average scores around sustainability activity and only 35% maturity scores for impact activity, it seems the integration of sustainability into association strategy is yet to translate into activities, policies or action.

The fact that associations from the same or similar industry sectors have very different levels of sustainability and SDG maturity suggests that they currently lack a common purpose. How can that be improved throughout industry sectors?

Figure 2: Maturity analysis of sector organisations



1. <http://www.conecomm.com/research-blog/2017-csr-study>



EUROPEAN ALUMINIUM: A SECTOR SUSTAINABILITY ROADMAP TOWARD 2025

Common challenge:

Aligning corporate action on sustainable development to a common goal that sets a clear agenda and long-term vision for an entire industry.

Response:

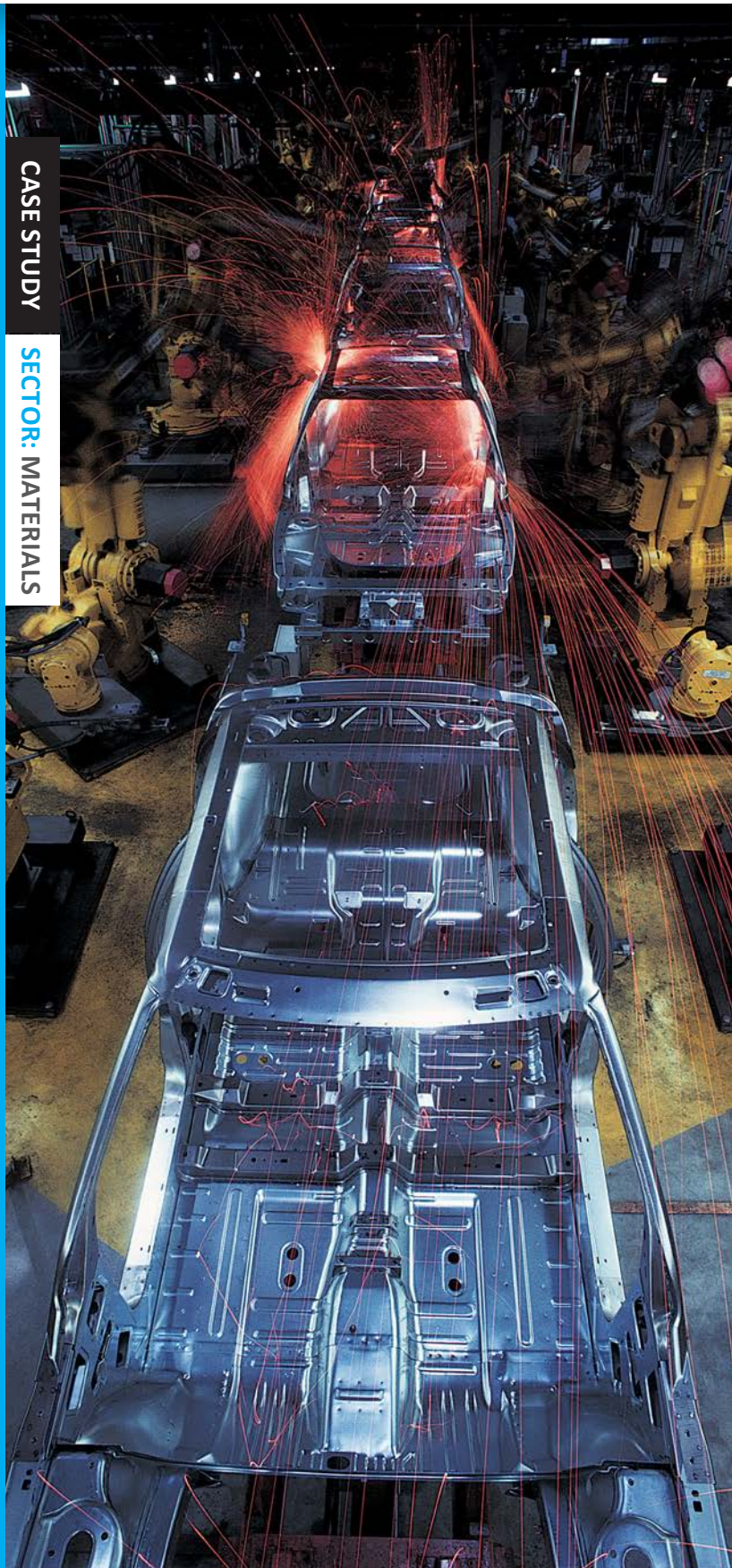
European Aluminium, the voice of the European aluminium industry, has defined with its members an ambitious sustainability roadmap for 2025.

The 2025 roadmap sets out a long-term vision for the aluminium industry and defines a clear agenda for the aluminium companies through shared commitments. With this roadmap, the members of European Aluminium align behind a shared roadmap to foster responsible production of aluminium, innovation in the use of aluminium and to further improve the socio-economic contribution that aluminium and the wider industry have on our society.

The 2025 roadmap defines a clear vision, concrete targets and action points for the industry to deliver and aligns corporate initiatives in the field of sustainable development. Defining a sector roadmap can be a great accelerator for corporate and sectoral action as it set out a shared commitment that can only be achieved together. Hence, collaboration within the industry and among members can be fostered and visibility towards stakeholders on the industries sustainability vision can be strengthened.

To learn more about the 2025 Roadmap, refer to:

<https://european-aluminium.eu/media/1034/sustainability-roadmap.pdf>



CASE STUDY

SECTOR: MATERIALS





Key Theme 2

SECTORS SEE A WIDE RANGE OF RISKS AND OPPORTUNITIES ASSOCIATED WITH THE 17 SDGS. BUT ARE THEY ASKING THE RIGHT QUESTIONS?

We asked the sector associations to evaluate a number of sustainability topics based on their assessment of the potential risks, opportunities and rewards posed. We also asked questions based on the topic categories individually and also as categorised in relation to the SDGs. We wanted to identify which topics and SDGs associations saw as priorities.

SUSTAINABILITY OFFERS MORE REWARD THAN RISK

Sector associations on the whole tend to see more opportunities than risks when evaluating sustainability topics. Of all the specific sustainability topics that we put before sector associations only three were considered both a big risk and also an opportunity for business. They were: “climate”, “due diligence in the value chain of members, particularly with regard to decent work and child labour and bribery” and “environment and biodiversity” - were considered both a big risk and also an opportunity for business.

Potentially challenging topics like “resource efficiency”, “the future of work” and “gender balance and equal pay” were identified as definite opportunities. As were “communicating sustainability”, “education and vocational training” and “monitoring and reporting on social and environmental impact” - an indication of the potential for further integrating sustainability awareness, policies, and action into the fabric of sector associations.

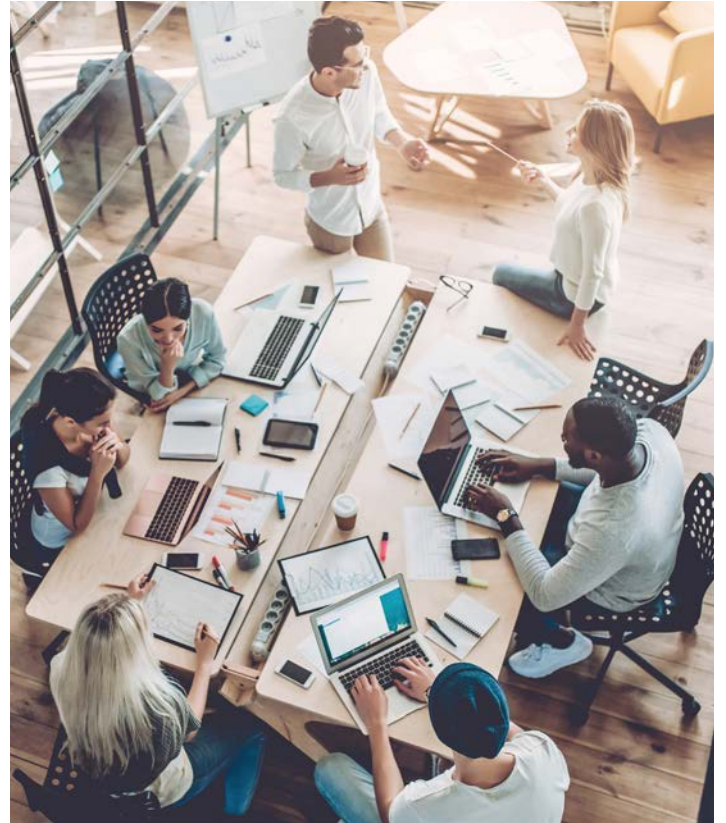
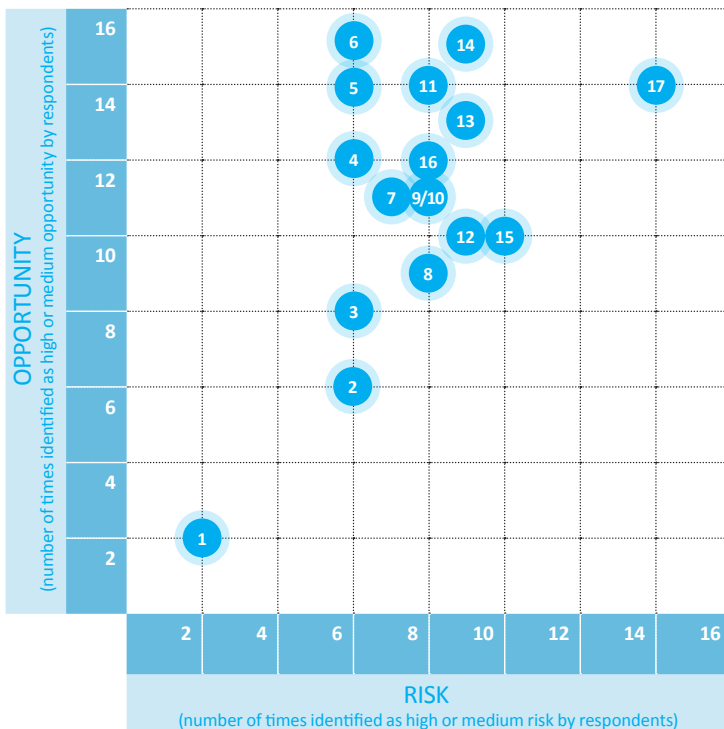


Figure 3: Ranking of sustainability opportunities and risks



1. Others
2. Due diligence in the value chain of their members
3. Responsible tax behaviour and transparency
4. Monitoring and reporting of impacts
5. Education and vocational training
6. Communicating sustainability impact to stakeholders
7. Responsible public procurement
8. Business and Human rights
9. Waste and circularity
10. Diversity in business
11. The future of work
12. Social exclusion and poverty
13. Gender balance and equal pay
14. Resource efficiency and renewable energy
15. Environment and bio diversity
16. Ethical sourcing / sustainable sourcing
17. Climate



THE SDG LANDSCAPE

When asked to consider the SDGs, Climate Action (SDG 13), Industry and Innovation (SDG 9) and Affordable and Clean Energy (SDG 7) were seen as most important both for risks and opportunities.

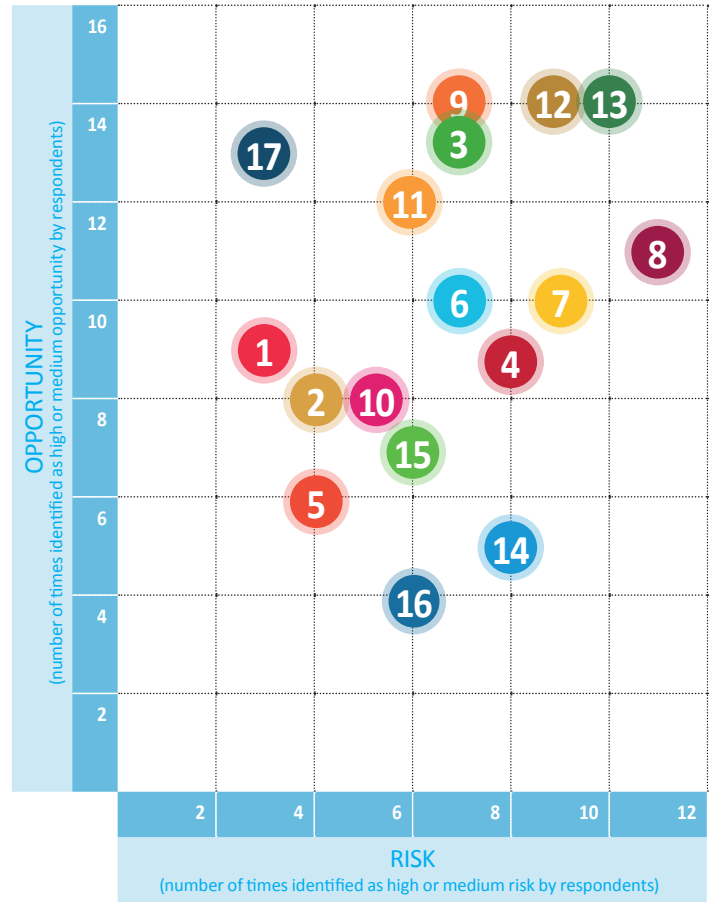
Currently, associations put far less emphasis on goals such as protecting life on land (SDG 15) even though the recent swell of concern around plastic in our oceans has no doubt alerted associations to the risks for life below water (SDG 14).

In general associations appear just as enthused about embracing individual SDGs as they do sustainability topics as the chart to the right shows.

However, that enthusiasm isn't being converted into strategic decision making. When you compare how associations prioritise sustainability topics with the way they prioritise the SDGs, there is a mismatch.



Figure 4: SDGs ranked by opportunity and risk



However, when it comes to identifying the most important SDG the associations seem to have other priorities. No Poverty (SDG 1) appears to be the top priority at present (even though it is deemed a fairly low risk) as is Responsible Consumption and Production (SDG 12) – a broad goal that addresses many individual sustainability issues such as waste, sourcing, and supply chain that sectors already focus on.

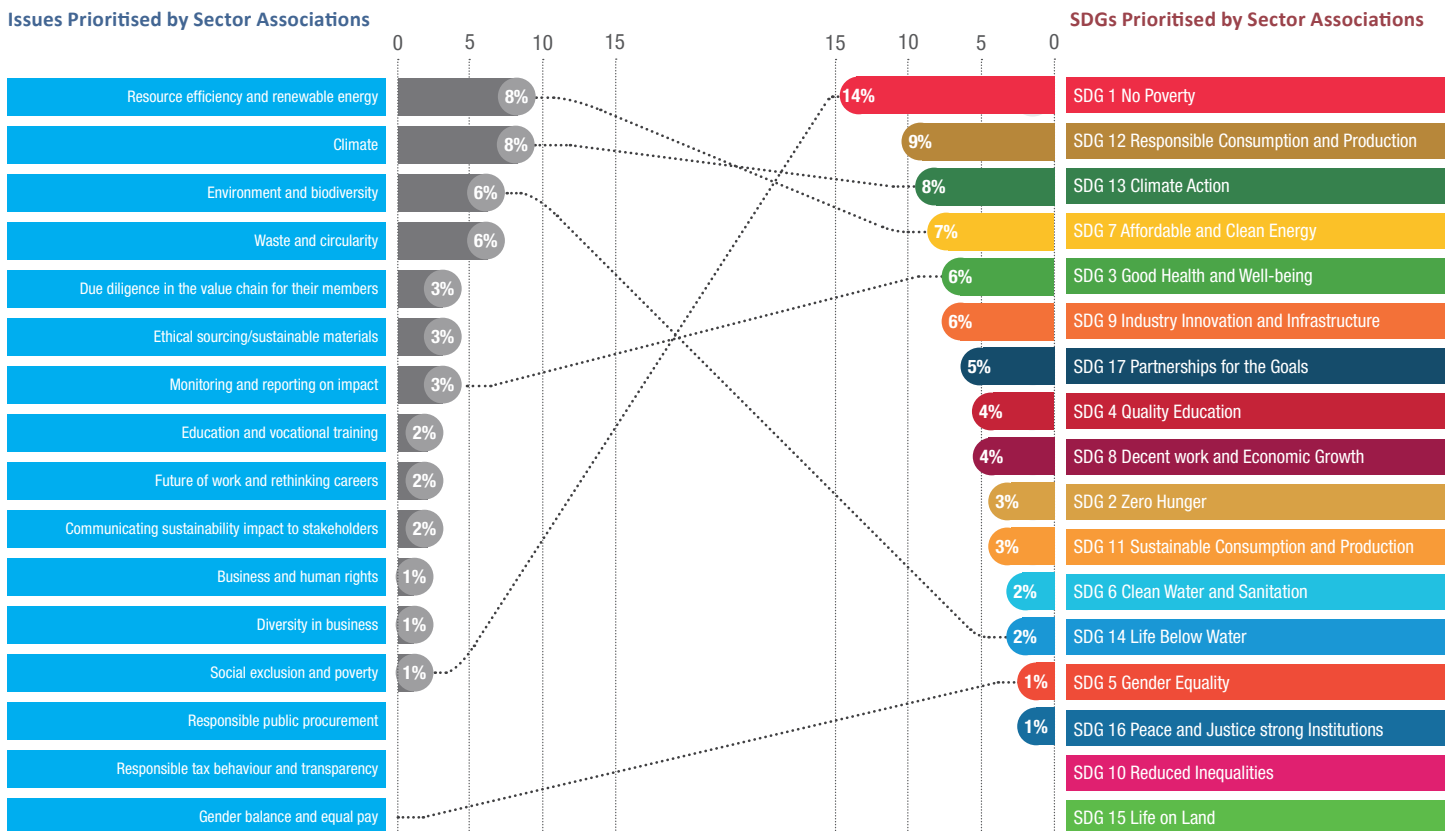
Figure 5: SDGs were identified as presenting risk and opportunities to sector associations





When associations were asked to assess their top priority sustainability topics and top priority SDGs, they provided differing answers to similar topics (as the chart below shows).

Figure 6: Consistency of prioritisation of issues and SDGs



This apparent lack of connected thinking is further highlighted when you consider how individual companies prioritise the SDGs. In PwC's recent SDG Reporting Challenge², just 21% of businesses said No Poverty (SDG 1) was a priority. The disconnect continues in other SDGs - 57% of individual companies prioritise Good Health and Wellbeing (SDG 3) but only 38% of associations do, while 76% of businesses prioritise Decent Work and Economic Growth (SDG 8) versus just 25% of associations.

How associations prioritise the SDGs becomes even more confusing when you consider citizens' views about which goals matter most to them. The SDG Reporting Challenge also surveyed the public's understanding of the SDGs. Citizens' top 6 priorities were SDG 1 through to SDG 6, in roughly that

order. Top priorities for citizens - Zero Hunger (SDG 2), Quality Education (SDG 4) and Gender Equality (SDG 5) were all ranked poorly by associations (19%, 25% and 6% noted as a priority, respectively), while association favourites - Climate Action (SDG 13) and Affordable and Clean Energy (SDG 7) - were in the bottom half of citizen priorities.

So what can we deduce from the discrepancies between the risks and opportunity assessment of the SDGs and wider sustainability reporting? As with the business community in general it seems clear that sector associations don't have a sufficient, in depth understanding of the issues to which the SDGs are related and, as a result, which SDGs are most material to their members both in terms of risk and opportunity.

2. PwC, SDG Reporting Challenge, www.pwc.com/sdgreportingchallenge



Key Theme 3

THERE IS A REAL GAP BETWEEN BOARD VISION AND ACTIVITY LEVELS, PARTICULARLY THOSE FOCUSED ON IMPACT

The maturity gap between sector associations’ good intentions and them taking meaningful action becomes apparent when we consider how a strategic and structural commitment to sustainability and the SDGs actually translates into member activities.

Sector associations scored an average 72% maturity for their embedding of sustainability on a strategic level but only 52% when it came to transferring that commitment into policy work, and just 35% on turning policy into impact through specific projects.

SUCCESS WITH STRATEGIC INTEGRATION

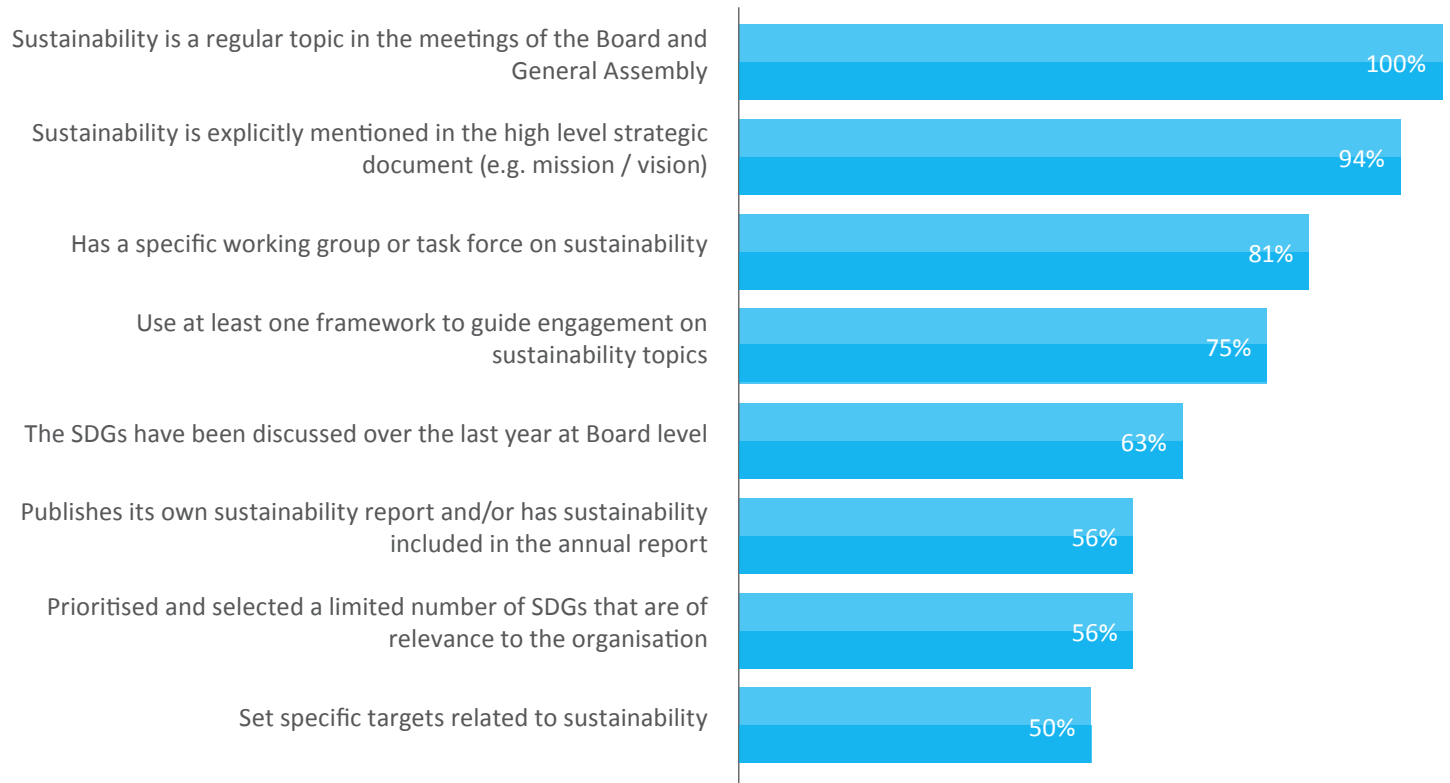
Sustainability is formalised as part of most of the responding associations. As the chart below shows, all respondents discuss sustainability at board level and score 94% for the extent to which they incorporate sustainability into their mission or vision. Also, respondents scored 81% on the levels of specific working groups or task forces on sustainability and score 75%

on how they are following frameworks from the likes of the UN Global Compact or the IIRC.

In terms of SDG commitment, we compared the group of associations with above average sustainability maturity to those with below average sustainability maturity. All associations with above average maturity levels had prioritised the SDGs compared to only 30% of those with less overall maturity. And 83% of the more mature associations had engaged their boards on the SDGs compared to only 50% of those in the less mature group.

It seems clear then that having a prior understanding and commitment to sustainable business helped associations grasp the potential of the SDGs. Those that didn’t are still playing catch up.

Figure 7: Maturity scores for specific steps associations are taking to integrate sustainability into their organisations





INTERNATIONAL ASSOCIATION FOR SOAPS, DETERGENTS AND MAINTENANCE PRODUCTS (A.I.S.E.): SPEAKING WITH ONE VOICE FOR THE INDUSTRY

Common challenge: Measuring and assessing the industry's impact on sustainable development using the coherent metrics and speaking with one industry voice to stakeholders.

Response: A.I.S.E. publishes annually an Activity and Sustainability Report in which the industry discloses to its stakeholders the sustainability impact of the industry and how the industry is delivering on its sustainability vision.

The report incorporates key sustainability data that members of the A.I.S.E. Charter for Sustainable Cleaning consistently report on an annual basis. The data that is reported by members allows A.I.S.E. to consolidate and assess the sustainability impact and to disclose to stakeholders the progress made towards the industry's sustainability vision. The regular data gathering, based on comparable and consistent information, allows the industry to quantify the progress made and can facilitate to drive joint action by the members.

A.I.S.E. has increased corporate participation in the data reporting for the Activity and Sustainability Report since 2005 from 8 to 103 members that provide information consistently on aspects such as CO₂ emissions, water consumption, waste and occupational health and safety. The data that A.I.S.E. reports is independently verified by third party assurance providers.

Take a look at A.I.S.E.'s latest Activity and Sustainability Report under:

https://www.aise.eu/documents/document/20170616104451-aise_ar16-17_def-150.pdf

CASE STUDY

SECTOR: CHEMICALS



CASE STUDY

SECTOR: ENERGY

INTERNATIONAL PETROLEUM INDUSTRY ENVIRONMENTAL CONSERVATION ASSOCIATION (IPIECA): MAPPING THE INDUSTRY CHALLENGES AND OPPORTUNITIES AGAINST THE SDGS

Common challenge: Identifying which SDGs matter most to the industry and translating the SDGs into concrete and meaningful corporate action.

Response: IPIECA has established a comprehensive overview of the challenges and opportunities that the SDGs bring to the oil and gas industry. The overview published in the SDGs Atlas provides a comprehensive and easy to use guidance on what the SDGs practically mean for the oil and gas industry and explores existing corporate initiatives and actions with case studies and best practices.

The Atlas provides helpful guidance and inspiration to companies wishing to further explore how the SDGs translate into their business and what actions can be taken. Aside from providing an extensive knowledge database to members, the IPIECA fosters collaboration and joint action by bringing together those companies that have identified pragmatic ways to contribute to the achievement of the SDGs and those that are looking for inspiration.

The SDG Atlas has been prepared by IPIECA with its member companies, in partnership with the UN Development Program and the International Finance Corporation. Collaborating with key stakeholders in developing sector guidance and driving SDG initiatives is essential to align with stakeholder expectations and to work towards the achievement of the SDGs.

To access the SDG Atlas, please refer to:

<http://www.ipieca.org/resources/awareness-briefing/mapping-the-oil-and-gas-industry-to-the-sustainable-development-goals-an-atlas/>





FOODDRINKEUROPE: SDG KNOWLEDGE PLATFORM OF HOW EUROPE'S FOOD AND DRINK INDUSTRY TAKES ACTION TO CONTRIBUTE TO THE IMPLEMENTATION OF THE SDGS

Common challenge: Facilitating an ongoing and easy knowledge transfer on industry initiatives, practical implementation tools, including best practices, on their commitment and actions towards implementing the SDGs.

Response: FoodDrinkEurope has established with its members a 'living' knowledge platform to communicate and share initiatives where the industry and its members can make a difference in contributing to the achievement of the SDGs. The SDG platform provides an introduction into the 17 SDGs and highlights the underlying SDG targets where the industry can drive the biggest change.

The platform is easily accessible to the members and the wider public through a website that is continuously updated by FoodDrinkEurope and its members with new achievements, practical solutions and guidance. With this platform, FoodDrinkEurope provides an easy to use and concise overview of its concrete actions and initiatives, implementation tools for the industry members to learn from and get inspired on how to translate the SDGs into corporate action including best practices.

While this platform allows the industry to foster collaboration across the value chain, it also provides a platform for the industry to showcase how the food and drink industry is contributing towards achieving the SDGs.

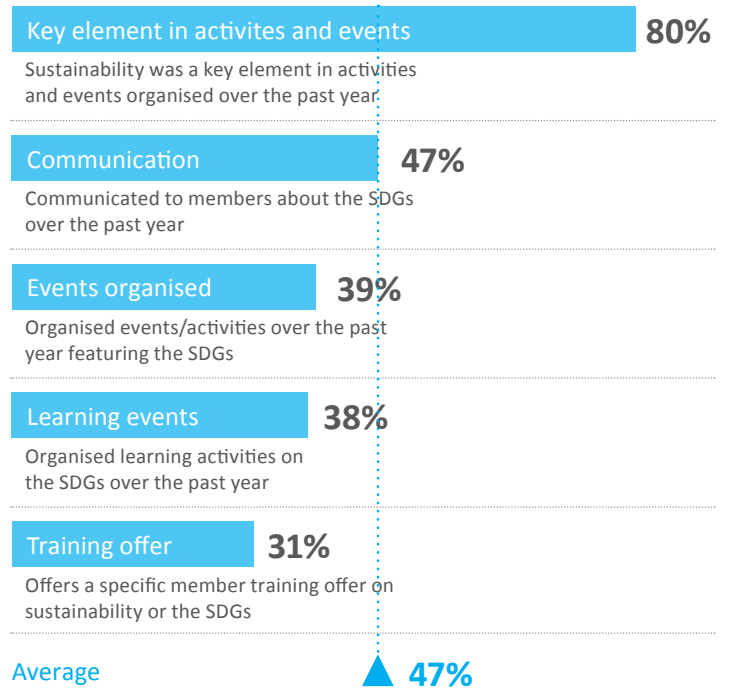
To get direct access to the knowledge platform, access this link:

<http://sdg.fooddrinkeurope.eu/#>

ENGAGING THE MEMBERSHIP

We used five parameters (as illustrated below) to assess the extent of sector bodies' activity levels around sustainable development.

Figure 8: Maturity of activity levels around sustainability and the SDGs



The average maturity score of 80% indicates that there is a high level of inclusion of sustainability as a key element in association activities and events. But how structured and useful those activities are for members is unclear. Even though 31% of the respondents overall offered sustainability or SDG training to their members, none of those were from the group of respondents with below average overall maturity.

There is a clear need to raise the profile of the SDGs and sustainability in general among association members. This is indicated by a maturity score of 47% for communication. And while some have communicated regularly about the SDGs in the past year, half of the associations did so in just 10% of their communications or not at all.

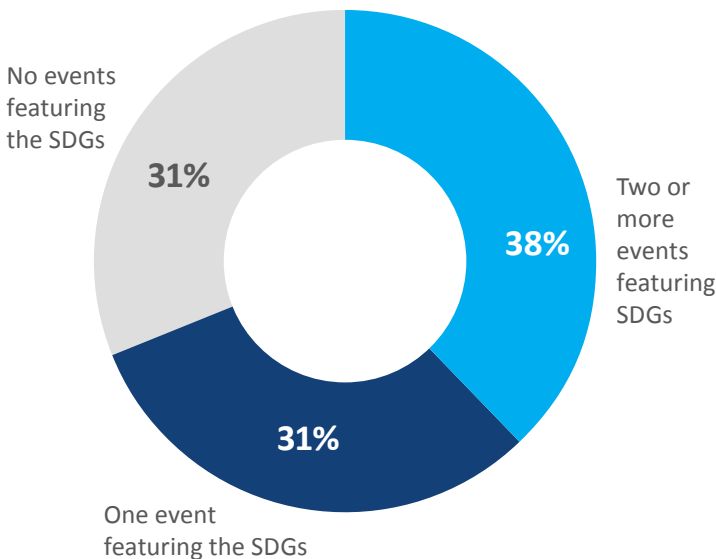




But it is when you look at the organisation of activities that the gaps between the associations become greater. Looking at events for example, just over a third (38%) of respondents had hosted more than one event featuring the SDGs, another third (31%) had hosted one event featuring the SDGs, while a final third hadn't run any SDG events at all. All of those organisations that ran more than one SDG event had taken steps at the sector level to prioritise specific SDGs.

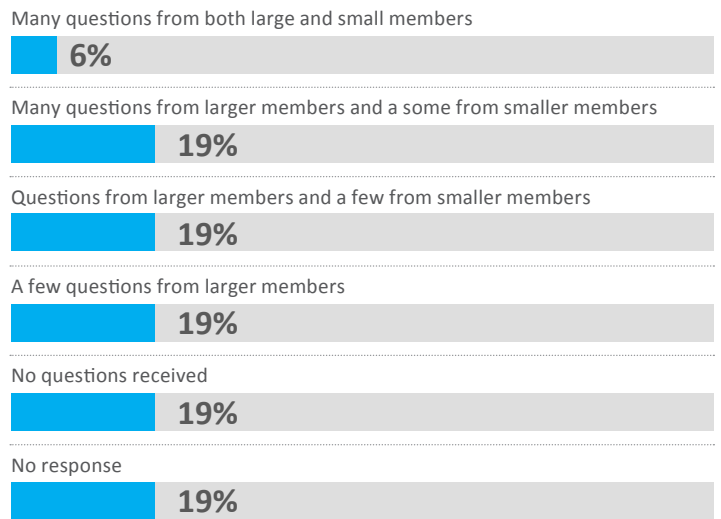
Figure 9: SDG organised events

Q: Did you organise an event/activity during the past year that featured the SDGs?



Association member engagement around the SDGs needs improvement across all sector associations and one section of the membership – SMEs – needs particular attention. Only 37% of respondents stated that SMEs are engaging with the SDGs within their sector. Yet associations are being asked about the SDGs by all types of members – with only 19% receiving no questions at all.

Figure 10: Extent of member questions raised on the SDGs



If the SDGs are going to become a real call to arms to engage members around sustainability, associations will need to show greater leadership around SDG awareness – offering more focused events, providing hands-on training and raising the interest and capabilities of SMEs.

SHAPING MEANINGFUL POLICIES

Going hand in hand with making the SDGs more relevant to the membership is the formulation of sustainable development policies.

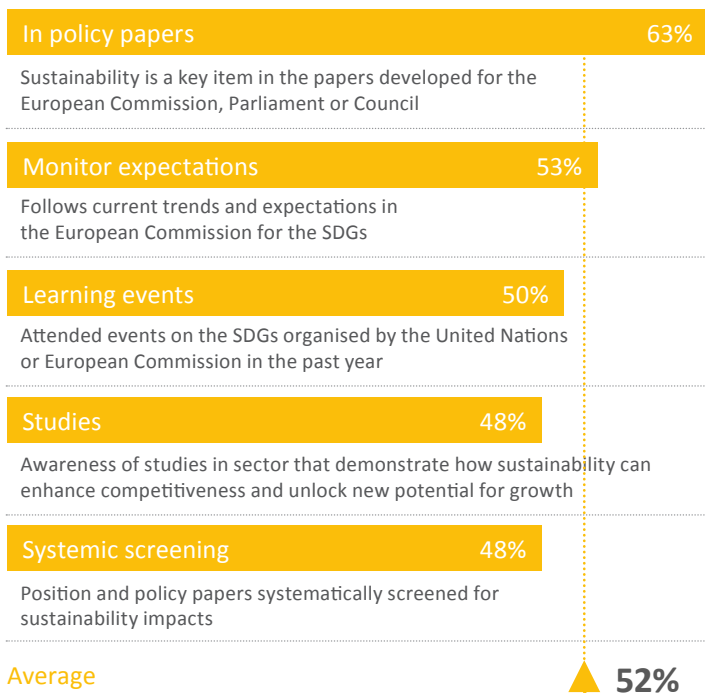
To study the maturity of associations in the area of policy, we used five variables (see Figure 11 below) to assess sector associations' engagement with policy makers on topics related to sustainable development. These covered their participation in policy dialogues and exchanges, their awareness and use of relevant policy papers from EU institutions and others, and leadership of their own policy initiatives.





The average maturity score was 52% - 20 points below the 72% scores for the strategic integration of sustainability and an indicator of how difficult it can be to translate strategy into policy.

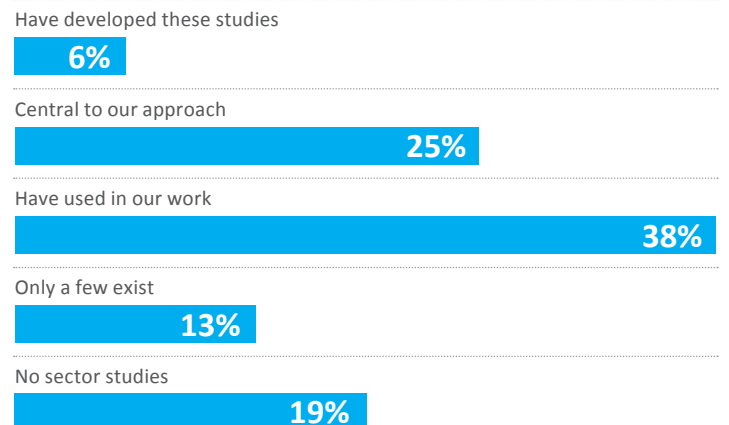
Figure 11: Level of maturity of policy work on sustainability/SDGs



When asked about the awareness and use of studies on sustainable growth and development, respondents only scored a 48% maturity rating. While it's an encouraging sign that only 19% of associations reported no awareness to such studies, the leading organisations made sure such studies are a central element of their work, or even creating them themselves in some instances.

Figure 12: Sector studies on the competitive value of sustainability

Q: Are you aware of any study in your sector that demonstrates how sustainability can enhance competitiveness and unlock new potential for growth?

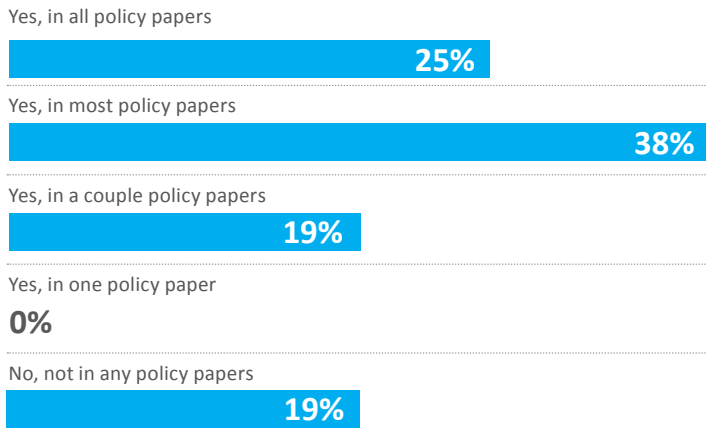




When engaging with the European Commission, Parliament or Council 10 out of 16 respondents said sustainability is a key item in the policy papers they develop most or all of the time, but that still leaves a sizeable group that mentioned sustainability only once or twice (19%) or that didn't mention it at all (19%).

Figure 13: Sustainability in policy papers

Q: Is sustainability a key item in the policy papers you develop for the European Commission, Parliament or Council?



In general, only 19% of respondents have implemented a systematic approach that guarantees a sustainability impact screening for all policy papers and positions.

Moving forward, mastering the SDGs will not be a task of governments, the private nor the public sector alone. While sector organisations are building sustainability into their policy efforts, more can be done both to ensure their members understand and engage with policymakers around sustainability issues.

THE IMPACT GAP

The final aspect of sustainability maturity we assessed was the degree to which associations are engaging within their sectors or with other sectors on impact oriented projects.

We allocated higher maturity scores to those engaged in multiple projects or in projects specifically linked to the SDGs.

Given the current discrepancies between associations' commitment to sustainability (specifically the SDGs) and the way they engage their members and shape policies it is not a surprise to find that impact remains a real challenge. On average the maturity level in this area was just 35%.



Figure 14: Maturity score for impact projects

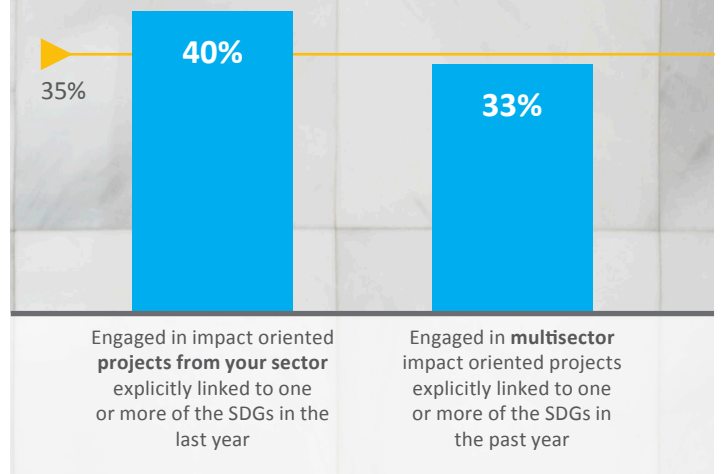
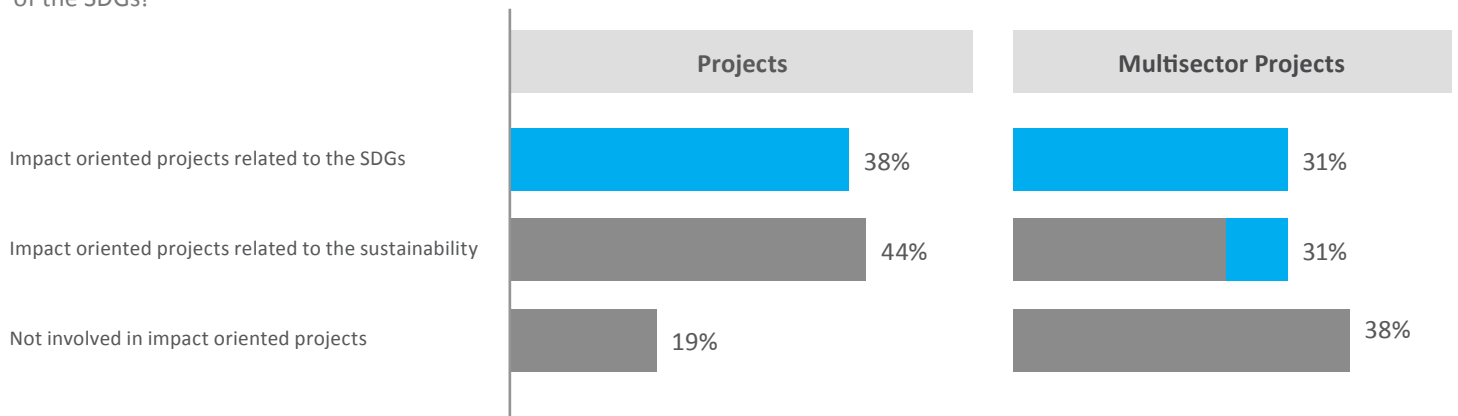




Figure 15: Associations engaging in impact projects

Q: Did you engage in the last year in impact oriented projects from your sector / multisector projects explicitly linked to one or more of the SDGs?



● Above average maturity ● Below average maturity

That said, 38% of associations had engaged in impact oriented projects related to the SDGs in their own sector. A slightly larger percentage were involved in projects related to sustainability but not necessarily the SDGs.

Even as associations improve their commitment to impact projects they tend to have a fairly insular point of view about what they should be involved in. A full 38% hadn't worked on any impact-oriented projects beyond their sector in the past year.

Moving forward, given the way the SDGs touch all of business, far more multi-sector collaboration will be needed. And, whether it is individual sector or multisector action, the gap between the structural integration of sustainability/SDGs and real impact has to be addressed quickly if it isn't to threaten the economic success of industry sectors and the achievement of the SDGs.



SECTOR: LOGISTICS

EUROPEAN ASSOCIATION FOR FORWARDING, TRANSPORT, LOGISTICS AND CUSTOMS SERVICES (CLECAT): ALIGNING ON A CONSISTENT APPROACH TO MEASURE THE INDUSTRY'S SUSTAINABILITY IMPACT THROUGHOUT THE SUPPLY CHAIN

Common challenge: Facilitating joint action through consistent and comparable data to measure the sustainability impact of an industry.

Response: Measuring and assessing an industry's contribution to sustainable development can be difficult to measure in the absence of consistent and comparable data.

With the Framework of the Global Logistics Emissions Council (GLEC), the freight forwarding and logistics industry has established a universal method for the logistics emission accounting in the industry. Built on the Greenhouse Gas Protocol and other acknowledged standards, the framework combines existing frameworks into an industry-focused guidance that provides the industry with clear principles to measure the greenhouse gas footprint of the freight forwarding and logistics industry across the global supply chain.

This GLEC framework is already widely applied in the industry and allows the industry and companies to base their decision making on consistent and comparable information. While accurate and comparable information supports the decision making and measurement of progress, the GLEC framework furthermore allows the industry to speak with a more unified voice that can drive joint action.

Access the GLEC Framework and more information through:

<http://www.smartfreightcentre.org/glecframework/glecframework>



Key Theme 4

FOUR KEY AREAS SECTOR ORGANISATIONS CAN IMPROVE UPON IN ORDER TO CLOSE THE GAP AND INCREASE SDG ENGAGEMENT

Through their responses sector associations have demonstrated they understand the importance of making sustainability and the SDGs a central business priority and part of their structure and strategy. It's also clear that they are keen to better engage their members on these issues and goals, and that they are aware of the need to create policies and put those policies into action.

Still, there is much work to be done before sector associations as a whole can be seen to be the sustainability leaders they need to be if the SDGs will be achieved. Focusing on four key areas could deliver real progress.

1. IMPROVE EDUCATION

There is a pressing need to educate all of business and society about the SDGs. Even though they have been in existence for over two years most non-sustainability professionals still lack a decent grasp of what the goals entail – never mind the different targets for success that sit below them.

Sector associations have the potential (and arguably also a responsibility) to improve understanding of key sustainability issues and hence increase levels of engagement by their members. At present though, only 31% of associations provide a specific learning offering relating to either sustainability or the SDGs.

It's not because of a lack of available information. There has been a huge amount of material developed over the two and a half years since the goals were ratified that individual associations could offer to their members.

If sector associations were to work together there could be even more opportunities to share general sustainability learning approaches with each other. That could help different associations create tailored approaches and case studies relevant for each sector.

Based on the survey research it seems that those associations with the highest overall sustainability maturity ratings were also the ones most proactive at creating learning offerings, and they also have the highest level of questions from members on sustainability. Could it be that members of these associations are demanding better SDG information or is that, by initially sharing relevant information about the goals, the associations are creating demand in their members?

2. INCREASE COLLABORATION FOR IMPACT

Collaboration and partnership is a central theme of the SDGs. Not only is SDG 17 dedicated to creating the type of partnerships that will deliver the goals but a key element of all the SDGs is that they are a holistic set of interconnected goals by design.

As a result, focusing and delivering on one goal (or target within the goal) will likely have implications on a number of other goals.

Take an example such as from the film *Carbon for Water*³ where women in West Kenya face long treks each day to gather firewood to boil water. Affordable and Clean Energy (SDG 7) solutions like clean cookstoves can have secondary effects on Climate Action (SDG 13), through reducing deforestation, on Clean Water and Sanitation (SDG 6) and on Gender Equality (SDG 5), among other benefits.

In the survey just 33% of associations had engaged in multisector impact oriented projects explicitly linked to one or more of the SDGs. By working together on multisector impact projects, the associations could unlock real solutions to the challenges the goals represent and encourage their members to take an active role. ating demand in their members?

3. COMMUNICATE BETTER

When investigating the level of communication from sector organisations to their members on the SDGs, we found that 51% of associations were either mentioning them in only 10% of communications or not at all. A first step in improving education is to improve awareness levels through communication.

Yet increasing the volume of SDG communication will only be successful if the content and message is useful to the audience – such is the amount of media noise everyone in business now consumes. What is the SDG information members have to know about and how often must they be updated in order to encourage engagement and real action without creating information overload?

4. SHARE KNOWLEDGE AND RESOURCES

Nearly 70% of associations organised activities in the past year to exchange on best practice and develop learning on how to approach the SDGs. And yet, when we asked what was holding back businesses from prioritising SDGs for action respondents highlighted a lack of resources, information and capabilities.

Just as associations need to improve their education offerings for members, so it seems that they also need to work on providing the type of knowledge and resources that are relevant to the membership. Notably, individual CEOs and company leaders could contribute greatly by sharing their own challenges and successes in meeting the SDGs – associations tells us that CEOs taking the lead within a sector to rally others with a vision and clear goals is a top driver in advancing sustainability awareness and action. Working with outside expert organisations to develop new tools or adapt existing tools is another way associations can increase resources for members.

3. <https://www.youtube.com/watch?v=Dj211ANhHDQ>



Recommendations to improve impact through collaboration



DEVELOP ROBUST SECTORIAL SDG ROADMAPS FOR SECTORS

Stakeholders across all sectors should support efforts to develop robust sectorial SDG roadmaps **to guide their sector’s shift** to sustainable development. These roadmaps can galvanise sector transformations to address SDG risks and opportunities.

The World Business Council for Sustainable Development (WBCSD) recently published guidance on this issue for companies. They recognise that **achieving the SDGs is beyond the reach of any single company** and that business will only reach the transformative ambitions of the SDGs through pioneering collaboration, with sector peers coming together to set a vision for their industry that can then guide future actions. This guidance gives a structured approach for companies and sector organisations to follow.

The key steps to create a sector roadmap are shown in Figure 16 below.

Additionally the UN Global Compact have published a series of sector matrices for seven different industry sectors, which highlight industry specific examples and ideas for corporate actions to help the advancement of the SDGs. These matrices give help and inspiration on what is possible and working in practice.

TOP CEOS TO SET VISION AND RALLY OTHERS

Sector associations should encourage CEO’s from leading companies to rally others by setting out a vision and clear goals, and should support members with training and learning opportunities. **Associations have a unique ability to offer their members a platform and the encouragement and guidance to create the vision.**

Our research found that the sector organisations overwhelmingly felt that if top CEOs were to take the lead within their sector and rally others, then this would have the most impact on the sector in terms of the advancement of the SDGs.

And this reflects a long-held belief of the CSR Europe leadership team that a “come along” attitude rather than a “follow us” style, is what sets apart true sustainability leaders. Those true leaders will invest in sector or value chain initiatives and will try to move along with other companies to make change happen.

The risk of the “follow us” attitude is that the company itself might become complacent, and blind to new expectations or changing conditions. Being a “leading” company is never a solid state. Also, other ambitious companies don’t like to be followers - they will instead seek to differentiate themselves in their own way. So leaders that simply invite others in the sector to follow their good example, will

Figure 16: Key steps in developing a SDG sector roadmap





fail to move the whole sector, and instead may risk its fragmentation. Thus the “follow me” might benefit a company in the short-term, but will fail to create enough impact in the longer term to enable systematic changes in the sector. By failing to appreciate that systemic change can only be achieved through sectoral or value chain collaboration, the “leader” will limit their own ability and scope of their own sustainability impacts.

The sustainable business success of the leader also depends on the opportunity to benefit from systemic transformations in its own value chain: you might want to use sustainable natural rubber in your cars or sustainable cobalt in your batteries, but if the supply is simply not there you will fail in your ambition.

So, real sustainability leadership therefore should not be framed as “follow us”, but rather as “come along”. In this way of thinking, **true sustainability leaders invest in sector or value chain initiatives and try to move along with other companies to make change happen.** They understand that if you want to overcome social and economic challenges on the ground, you need to collaborate with others; an effort that goes beyond a mere sharing of due diligence instruments. Such leadership does not try to dominate the sustainability story in a sector, but provides opportunities, initiatives and good examples to its peers and in its value chain to make real impact.

True Sustainability Leaders, interested in genuine change to secure their own future sustainability performance, understand that the social, political, economic, institutional barriers and limitations are not easy to overcome. They know they must work with others to develop and implement a set of common principles, due diligence systems and – most importantly – invest in the sustainable management capacities of their supply chains.

INITIATE CROSS SECTOR COLLABORATION

Cross sector collaboration and recognition of the interlinkages between the goals are fundamental to reinforcing action.

The 169 targets that underpin the SDGs are “integrated and indivisible” with countless connections existing among the goals and targets. Some are dependent upon one another while others have trade-offs between them. For example, if SDG 2 – the food security goal - is attained by expanding cropland over natural areas and by boosting the input of fertilisers, pesticides and water, then it will be hard to realise targets for water and biodiversity that relate to other SDGs.

In order to effectively move forward to implement the goals, it is necessary to understand and act on these interconnections. That will involve stakeholders from across different industry groups working together to understand these knock-on consequences and how to create solutions that minimize any negative impacts.

A recent CEO study released by UNGC, in which they investigated the views of leaders across 35 different UN agencies, looked at the role of

cross-sector partnerships. This study builds on research carried out in 2016, which examined business opportunities to engage with the SDGs. The 2016 study found that 85% of the over 1,000 CEOs surveyed saw cross-sector partnerships as being critical to realising the goals. And in their latest research, this was unanimously reinforced - with **100% of the UN leaders surveyed stating that greater collaboration across sectors is critical to SDG attainment.** However, the report also identifies a gap, as only 28% of respondents believe their respective UN organisation or agency is doing enough to engage the private sector.

ENCOURAGE POLICY TO DRIVE SECTOR ACTIVITY

There is an important role for policymakers to encourage and enable sector activity, through guidance and policy initiatives.

During the research for this report, each sector association was asked what they considered to be the key challenges that the EU and national governments could support, and what concrete actions would they like to see. The following consistent themes were identified for how sector associations would like to see support from policy makers:

- Support and invest proactively in industry-based solutions and platforms to advance more sustainable supply chains
- Integrate sustainability and the SDGs through the entire multidimensional EU policy making process
- Develop better policy coherence and coordination at national, EU and UN level to avoid inconsistencies and create a more enabling environment for business and joint actions to meet the common goals
- Create a strong policy momentum to express fair recognition and strong visibility for sustainability/SDGs champions.

Based on the expectations of the sector associations and the role of CSR Europe as a member of the multi-stakeholder platform on SDGs, the time has come for the EU to accelerate the pace of implementing the 2030 Agenda.

To facilitate this progress CSR Europe will work with EU institutions to explore how they can support industry leadership to accelerate the uptake of SDGs by the sectors. CSR Europe will also discuss with the European Commission the feasibility to develop an **SDG Industry Roadmap (2019-2024)** to help shift industry sectors onto a more sustainable footing and support their strategy, actions plans and collaboration in relation to the SDGs. A regular European SDG Industry Benchmark to assess and compare the level of integration and maturity of sectors’ contribution to the SDGs should be developed to support this transition. To achieve market transformation, the SDG Industry Roadmap should include practical measures and support on learning, sharing, capacity building and new sector and cross sector collaboration platforms.

4. <http://sdg.iisd.org/news/un-leaders-identify-gaps-and-best-practices-for-cross-sector-partnerships/>



SECTOR: CHEMICALS

CASE STUDY

EUROPEAN CHEMICAL INDUSTRY COUNCIL (CEFIC): A PRAGMATIC APPROACH TO ALIGN SECTORS BEHIND A SHARED SDG ROADMAP

Common challenge: Finding a pragmatic approach to practically align the industry behind a joint roadmap towards the achievement of the SDGs.

Response: Cefic and representatives from the chemical industry have contributed to a project led by the World Business Council for Sustainable Development (WBCSD) to pilot a framework that guides sector organisation on their SDG road-mapping. The framework provides a pragmatic approach to align corporate action through a SDG roadmap that aligns corporate initiatives, supports in setting a sectoral vision and can facilitate in telling a coherent story to stakeholder on how an industry impacts and contributes to the SDGs.

The Framework provides clear guidance for organisation that wish to align initiatives on SDGs into a strategic roadmap. The framework guides organisations to 1) understand the sectors impact on the SDGs, to 2) prioritise where the sector can make the most significant contribution to the SDGs and 3) investigate how the sector and others can be inspired to define joint action.

The Framework can provide guidance to companies and sector organisation of all industries that wish to define a robust SDG roadmap. With the support of Cefic, the Framework has been piloted by the chemicals industry and key companies from the industry to explore and refine the framework through practically applying it.

To access the SDG Framework, please refer to:

<https://www.wbcsd.org/Programs/People/Sustainable-Development-Goals/SDG-Sector-Roadmaps/Resources/SDG-Sector-Roadmaps>



Methodology

METHODOLOGY

The conclusion and recommendations outlined in this report are the result of research CSR Europe and PwC conducted between March and April, 2018.

The research focused on European industry sector associations, centering on sectors that well represent the European market economy as a whole. The insights published in this report represent the results from a survey concluded with 16 sector bodies and interviews with 18 sector organisations.

HOW WE GATHERED AND PROCESSED THE DATA

To gain quantitative insights, a survey was conducted with industry sector organisations to assess their current engagement with the SDGs. The survey sought to evaluate the maturity of their engagement and to build an understanding of how they assess the risk and opportunities surrounding sustainability and the SDGs. Please refer to the next section for a full overview of the survey questions.

The survey responses were analysed to identify the maturity of the sector organisations' engagement with the SDGs in relation to four aspects of maturity:

1. Structural integration: Assessing how respondents have integrated sustainability and the SDGs into their strategies and operations
2. Activity levels: Assessing how sector bodies practically engage with the SDGs
3. Policy inclusion: Assessing how they embed the SDGs into their policy and position papers
4. Impact focus: Assessing the degree of their focus on creating impact

Respondents were allocated both an overall maturity score and a component score for each of the four aspects of maturity.

Beyond maturity of sustainability approach, the survey also sought to better understand the views of sector associations on the risks and opportunities facing sustainable growth. A series of questions were included asking respondents to rank the scale of risk and opportunity they perceived around sustainability topics and the SDGs.

To gain further qualitative insights, telephone interviews with sector bodies were conducted throughout April. Some of these lessons have been incorporated as case studies into the report. The interviews with 18 industry sector organisations focused on:

1. How they translate the SDGs into their own initiatives and actions
2. The practical challenges they face
3. Good practice recommendations
4. Insights into their expectations from policymakers.

HOW WE ANALYSED THE DATA

Analysis of the survey data led to the insights and recommendations presented in this report.

For the maturity assessment, a maturity score for each sector organisation was determined based on the sum of the performance score in the four maturity domains outlined above, applying an equal weighting for each aspect. A maximum maturity score of 10 could be awarded depending on the answers that the organisations provided to the survey. A score of 0 or 1 has been awarded to no/yes answers, a score of 0 to 4 has been awarded for survey questions with 5 alternative answers. There were two exceptions where a "yes" answer was awarded with 4 points. Each of the scores per question were weighted equally and summed to a total score per area. In order to ensure the maximum score is 10 per area, the final score has been divided by the maximum number of points to be achieved per area and multiplied by 10.

For the risk and opportunity analysis, participants were asked to rate given sustainability topics and each SDG on the level of risk (low, medium or high) as well as the level of opportunity for business (low, medium, or high). Answers to these questions were not included in the maturity assessment.



Survey

MATURITY OF SECTOR ASSOCIATIONS REGARDING SDGS

GENERAL QUESTIONS / CONTEXT

Q2.4 Below is a list of sustainability topics and challenges. Please indicate which of these you would identify as a risk (low, medium, high) or an opportunity (low, medium, high) for present and future competitiveness, within now and the next ten years, within the sector.

Q2.5 From the list below, please select the top 3 highest risks.

Q2.6 From the list below, please select the top 3 highest opportunities.

Q2.7 Please also indicate what are the top 3 priorities for the sector.

1. Resource efficiency and renewable energy
2. Environment and biodiversity
3. Climate
4. Waste and circularity
5. Business and Human Rights with a focus on the communities/regions/countries their members operate
6. Due diligence in the value chain of their members, particularly with regard decent to work and child labour bribery
7. Ethical sourcing/sustainable materials
8. Responsible public procurement
9. Monitoring and reporting on social and environmental impact
10. Responsible tax behaviour and transparency
11. Education and vocational training to prevent or overcome the skills gaps
12. The future of work and rethinking careers to address digitalisation, demographic change, globalisation and climate change)
13. Gender balance and equal pay
14. Diversity in business (age, sexual orientation, disability, ethnic background, religion...)
15. Social exclusion and poverty
16. Communicating sustainability impact to stakeholders
17. Others; please specify:

Q2.8 Below is a list of all 17 SDGs. Please indicate which of these you would identify as a risk (low, medium, high) or an opportunity (low, medium, high) for present and future competitiveness, within now and the next ten years, within the sector.

Q2.9 Please select the top 3 highest risks and the top 3 highest opportunities.

SDG 1: No Poverty

SDG 2: Zero Hunger

SDG 3: Good Health and Well-Being

SDG 4: Quality Education

SDG 5: Gender Equality

SDG 6: Clean Water and Sanitation

SDG 7: Affordable and Clean Energy

SDG 8: Decent Work and Economic Growth

SDG 9: Industry, Innovation and Infrastructure

SDG 10: Reduced Inequalities

SDG 11: Sustainable Cities and Communities

SDG 12: Responsible Consumption and Production

SDG 13: Climate Action

SDG 14: Life Below Water

SDG 15: Life on Land

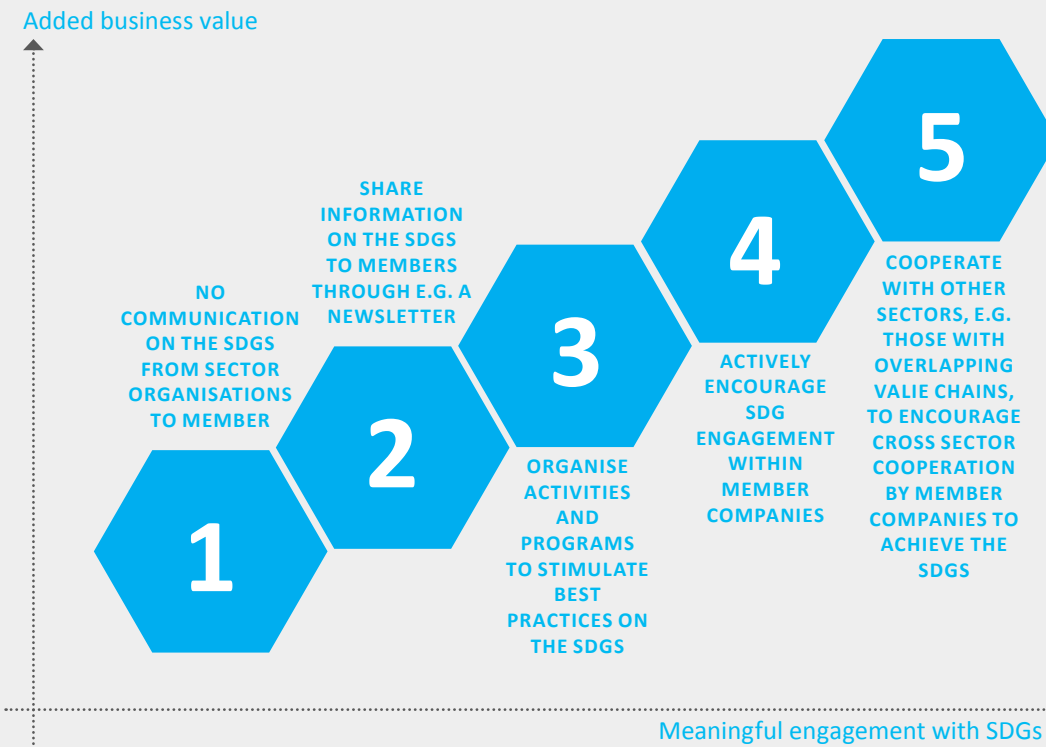
SDG 16: Peace, Justice and Strong Institutions

SDG 17: Partnerships for the Goals



MATURITY SECTOR (SCORING, BASED ON MODEL)

These questions are about what you do as a sector organisation. Please refer to the maturity model below.



Q3.3 What is your assessment of the maturity of your own organisation with regard to stimulation engagement with the SDGs (on a scale from 1 to 5, see maturity model above)?

Q3.4 What frameworks do you use to guide your engagement on sustainability topics?

1. GRI
2. IIRC
3. CDP
4. UNGC
5. Other, please explain:

Q3.5 Does the organisation have a specific working group or task force on sustainability?

- Yes
- No

Q3.6 Does the organisation publish its own sustainability report and/or is sustainability included in the annual report?

- Yes
- No

Q3.7 Was sustainability a key element in activities and events organised by the organisation over the past year?

1. Not at all
2. Mentioned in an event
3. Some events linked to sustainability
4. Core topic in some events, and linked to sustainability in others
5. Core topic in majority of events

Q3.8 Did you organise an event/activity during the past year that featured the SDGs?

1. Not at all
2. One event featured the SDGs
3. More than one event featured the SDGs
4. One event had explicit focus on the SDGs
5. More than one event had explicit focus on the SDGs



Survey

Q3.9 Do you have a specific learning or training offer to your members on sustainability and/or the SDGs?

Yes

No

Q3.10 Did you include the SDGs in your communication to members over the past year?

1. Not at all

2. Mention of the SDGs in about 10% of all communication

3. Mention of the SDGs in about 25% of all communication

4. Mention of the SDGs in more than 50% of all communications

5. Mention of the SDGs in more than 75% of all communications

Q3.11 Over the past year, did you organise activities to exchange on best practice and develop learning on how to approach the SDGs?

Not at all

1 event

2 events

3 events

4 or more events

Q3.12 Are you aware of any study in your sector that demonstrates how sustainability can enhance competitiveness and unlock new potential for growth ?

1. No

2. There are only few

3. We have used them in our work

4. It is a central part in our approach

5. We have developed those studies within our association

Q3.13 Do you follow the current trends and expectations in the European Commission on the SDGs?

1. Not at all

2. Looked into it once

3. Follow newsletters

4. Actively follow trends

5. Explicitly engaged

Q3.14 Is sustainability a key item in the policy papers you develop for the European Commission, Parliament or Council?

1. Not at all

2. Mentioned in a policy paper

3. Mentioned in a couple policy papers

4. Mentioned in most policy papers

5. Mentioned in all policy papers

Q3.15 Do you systematically screen your position and policy papers on the potential sustainability impacts?

1. Not at all

2. Some papers involve screening

3. Multiple papers involve screening

4. Most papers involve screening

5. All papers involve screening

Q3.16 Did you engage in the last year in impact oriented projects from your sector explicitly linked to one or more of the SDGs?

1. Not at all

2. Impact oriented project related to sustainability

3. Impact oriented project related to the SDGs

4. Two impact oriented projects related to the SDGs

5. Two or more impact oriented projects related to the SDGs

Q3.17 Did you over the past year engage in multisector impact oriented projects explicitly linked to one or more of the SDGs?

1. Not at all

2. Impact oriented project related to sustainability

3. Impact oriented project related to the SDGs

4. Two impact oriented projects related to the SDGs

5. Two or more impact oriented projects related to the SDGs

Q3.18 Is sustainability explicitly mentioned in the high level strategic documents (e.g. mission/vision)?

Yes

No



Q3.19 Are the SDGs explicitly mentioned in the high level strategic documents?

Yes

No

Q3.20 Did the organisation prioritise and select a limited number of SDGs that are of relevance to them?

Yes

No

Q3.21 Did the organisation set specific targets related to sustainability?

Yes

No

Q3.22 Is sustainability a regular topic in the meetings of the Board and General Assembly?

1. Not at all

2. Once

3. A couple of meetings

4. Most of the meetings

5. All meetings

Q3.23 Have the SDGs been discussed over the last year at level of the Board of Directors?

Yes

No

Q3.24 Did your staff attend events on the SDGs organised by the UN or by the European Commission over the past year?

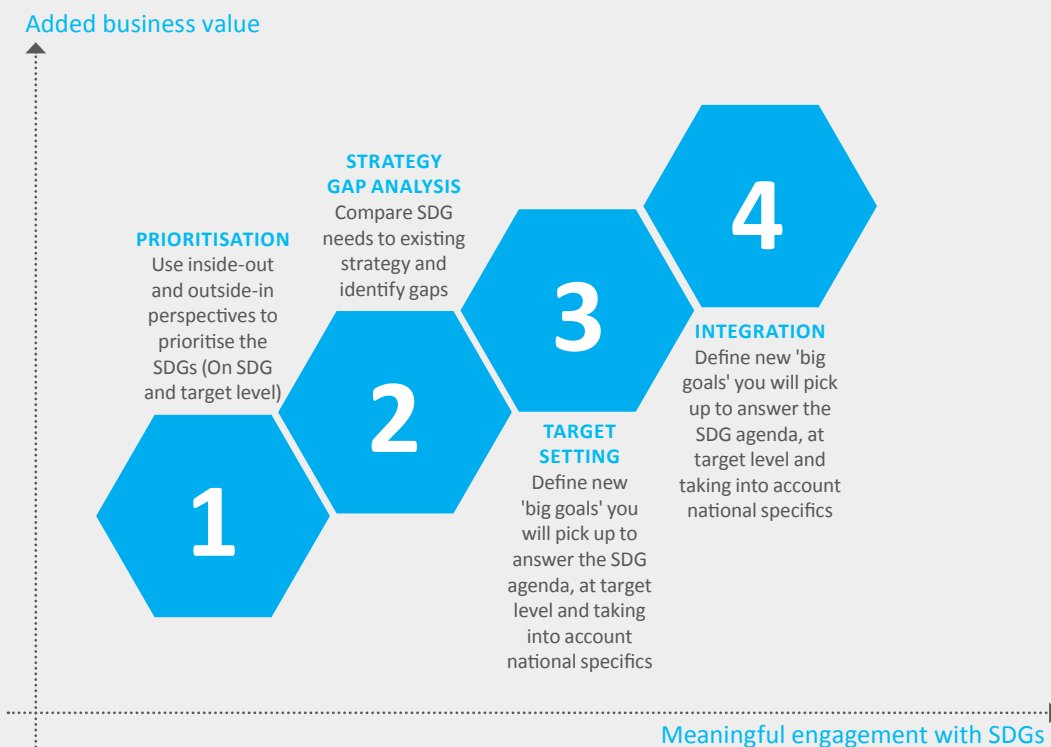
Yes

No

MATURITY COMPANIES IN SECTOR (SCORING, BASED ON MODEL)

These questions are about the companies in your sector organisation. Please refer to the maturity models below.

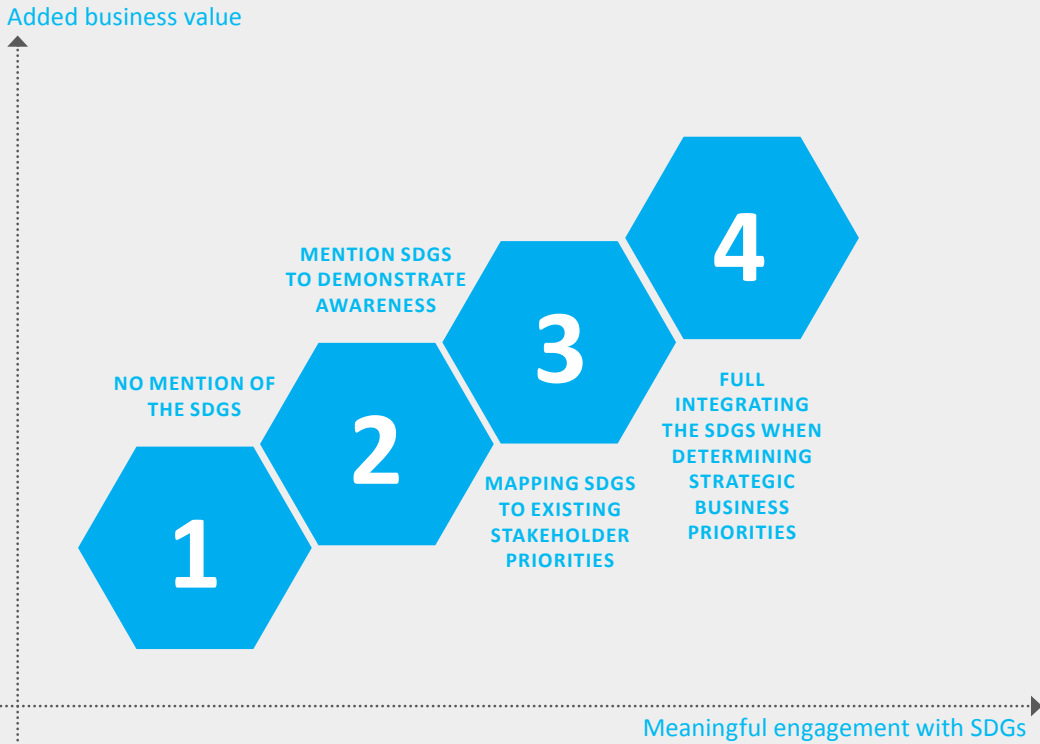
Q4.3 How mature are organisations in the sector with regard to engagement with the SDGs (on a scale from 1 to 4, see Maturity Model Company Engagement with SDGs below)?





Survey

Q4.5 If you have answered '1' (Prioritisation) in the previous question: how mature are organisations in the sector with regard to prioritisation of the SDGs (on a scale from 1 to 4, see maturity model, zooming in on prioritisation, below)?



Q4.6 How widespread is the engagement towards the sustainable development goals ?

1. Not at all
2. Only some companies are engaged
3. Mostly multinationals/frontrunners in sustainability are engaged
4. In addition to multinationals, frontrunners in sustainability, some SMEs are also involved
5. Both multinationals/frontrunners in sustainability and SME are involved

Q4.7 To what extent are companies in the sector changing / aligning their strategy with regard to the SDGs?

1. Not at all
2. Some themes of SDGs are linked to the strategy
3. Mention of the SDGs in the strategy
4. SDGs are linked to the strategy
5. Strategy is fully aligned with the SDGs

Q4.8 If applicable, please indicate what they are doing differently. Please illustrate with examples.

Q4.9 To what extent are companies in the sector measuring (KPIs) and reporting on the SDGs?

1. Not at all
2. Qualitative remark on SDGs
3. Qualitative ambition
4. Quantitative KPI
5. Quantitative KPI and target

Q4.10 If you have answered some measuring and reporting on the SDGs, please elaborate with some examples.

Q4.11 Did you receive any questions from members regarding the SDGs?

1. Not at all
2. Few questions from some larger member companies



- 3. Some questions from multinationals and few questions from SMEs
- 4. Lots of questions from multinationals and some SMEs
- 5. Questions from all types of member companies all the time

Q4.12 Could you indicate some bottlenecks with regard to choosing SDG priorities for companies in your sector?

- 1. Lack of resources
- 2. Lack of information
- 3. Tone at the top
- 4. Lack of commitment in the business
- 5. Changes in executive leadership
- 6. Risk appetite of the governing bodies
- 7. Capability gaps
- 8. Other; please specify:
.....

Q5.1 Which among the 20+ industry sectors would you consider a front runner in the field of Sustainability? Select top 5.

- 1. Chemical
- 2. Petrochemical
- 3. Communication
- 4. Electricity
- 5. Oil & Gas
- 6. Renewable energy
- 7. Mining
- 8. Banking
- 9. Insurance
- 10. Pharmaceutical
- 11. Automotive
- 12. Soaps, detergents & Maintenance products
- 13. Textile
- 14. Tyre & Rubber
- 15. Toys
- 16. Accountants, consultants and auditors
- 17. Accountants

- 18. Employment industry
- 19. Food & Drinks
- 20. E Commerce
- 21. ICT
- 22. Agriculture
- 23. Bioenergy
- 24. Fisheries
- 25. Forestry
- 26. Cement
- 27. Aluminium
- 28. Steel
- 29. Logistics

Q5.2 Please explain briefly.

Q5.3 Among the following measures, select those which you believe would have the most effect on your sector to advance on sustainability and the SDGs as a driver for company's competitiveness and impact on society:

- 1. Top CEOs to take the lead within the sector to rally the others, with a vision and clear goals
- 2. Map what your members already do
- 3. Collaborate with expert organisations to develop tools useful to all members, based on identified strengths and obstacles
- 4. Develop a stakeholder platform to discuss most material or pressing sustainability issues
- 5. Develop a database of best practices
- 6. Other, please specify

Q5.4 Which measures would you welcome from EU/ governments to support/incentivise their sector to accelerate the pace of integration and maturity:

- 1. Policy initiatives to support Sector Guidance on sustainability
- 2. Policy initiatives to support voluntary sector initiatives
- 3. Policy initiatives to incubate practical and impact oriented collaborations
- 4. Regulatory measures (sector or cross-sector)



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LIMEX

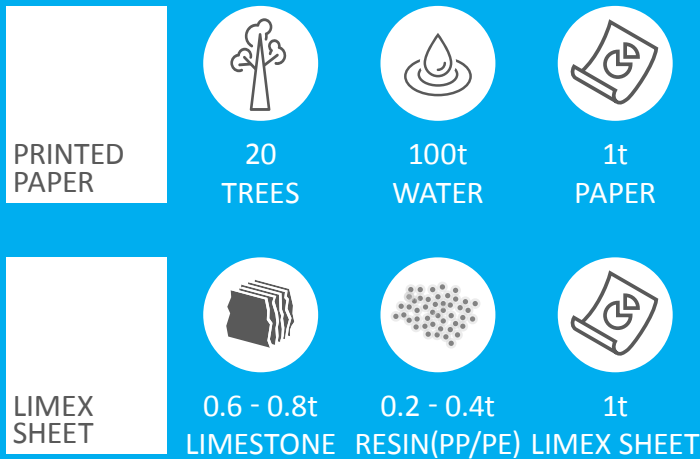
A REVOLUTIONARY NEW MATERIAL THAT CAN CONTRIBUTE TO THE CIRCULAR ECONOMY

This White Paper is printed on LIMEX sheet. Produced by TBM, a Japanese social entrepreneur, LIMEX is a revolutionary new material made out of limestone, a natural resource which is abundant all over the world. LIMEX is an alternative to paper and plastic. As a paper alternative, LIMEX sheet requires no trees and almost no water to be produced. As a plastic alternative, LIMEX drastically reduces the reliance on petroleum as a raw material.

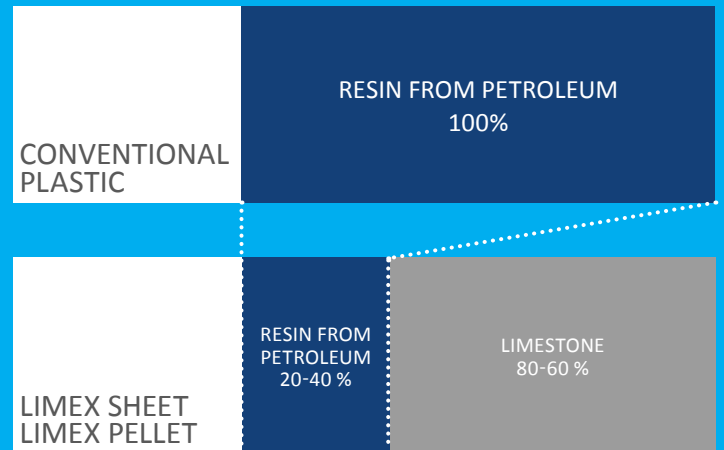
To produce 1 ton of conventional paper requires 20 trees and 100 tonnes of water*. For 1 ton of LIMEX sheet, just 0.6 – 0.8 tonnes of limestone and 0.2 – 0.4 tonnes of polyolefin are used. LIMEX sheets used as an alternative to paper can be ‘upcycled’ to plastic alternatives. In the near future, TBM targets to replace polyolefin with biodegradable materials.

TBM has partnered with the ‘Brussels SDG Summit 2018’ to print this white paper on LIMEX sheet, and TBM will speak at the SDGs Roundtable Programme on SDG 12 (Responsible Consumption and Production). Cooperating with CSR Europe’s network, TBM aims to achieve ‘upcycling’ and use ‘biodegradable materials’ to contribute to a sustainable circular economy in Europe and globally.

AS ALTERNATIVES TO PAPER



AS ALTERNATIVES TO PLASTIC



The ratio above depends on applications

* TBM analysis based on METI (Ministry of Economy, Trade and Industry, Japan) and Japan Paper Association data





OUR FUTURE VISION

LIMEX is a solution that saves natural resources, solving micro-plastic issues and helping economic growth and employment. LIMEX can be made with locally sourced limestone and local facilities and can be supplied to and 'upcycled' to local markets. In the case of single use applications or areas without recycling infrastructure, biodegradable LIMEX can be used so there is no harm to the environment when it is disposed. Using almost no water and no trees, LIMEX production facilities can be located anywhere and can contribute to developing new industry and employment in countries such as Africa and Middle East. More info on <https://tb-m.com/en/>

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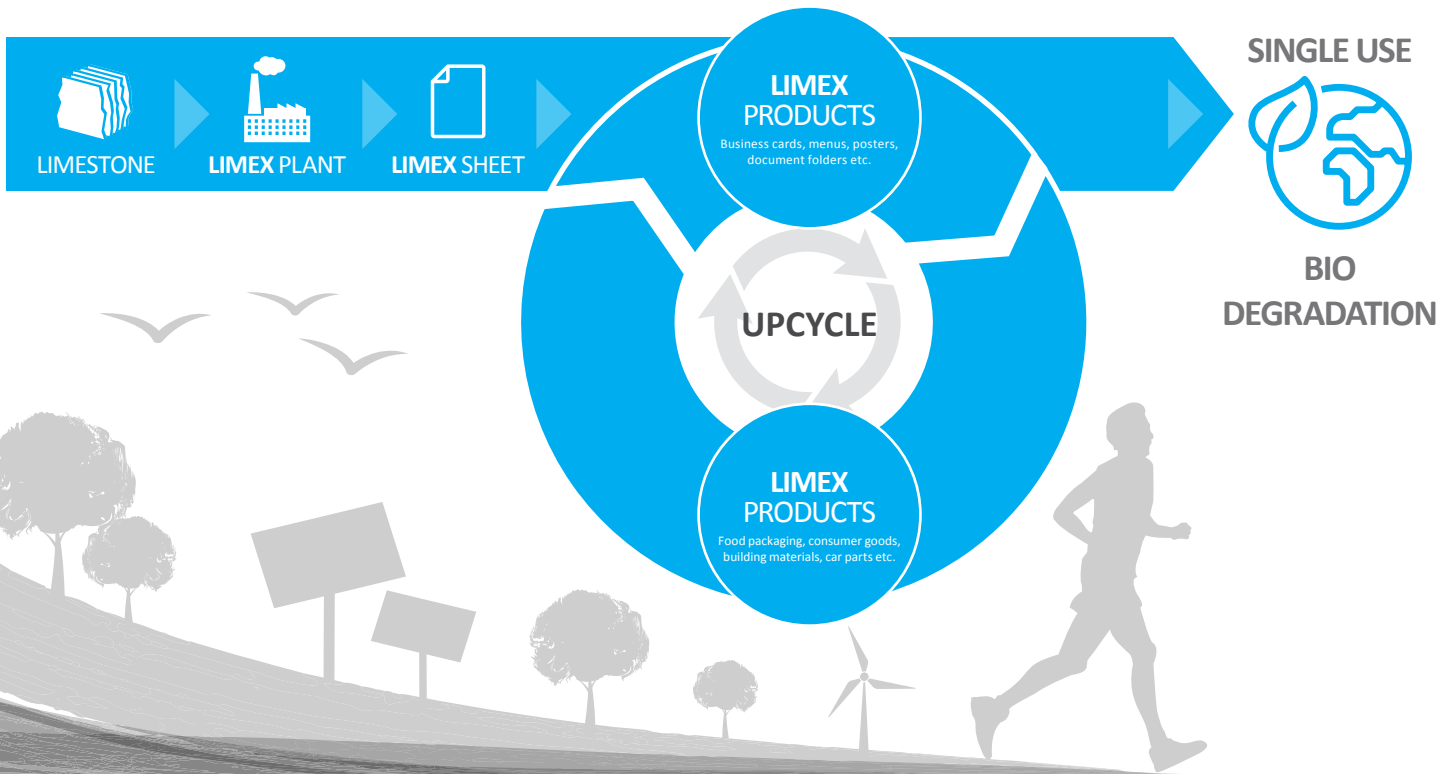
Founded: 2011

Capital: 6.08 billion yen (Including legal capital surplus)

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This report is printed on LIMEX paper, made primarily from limestone. LIMEX can be upcycled, please contact TBM for details. Please dispose as combustible waste as it is not suitable for recycling with normal paper.





DISCLAIMER

This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors.

PwC refers to the Belgium member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.

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