

Boardroom Questions

The Global Goals for Sustainable Development: 2015-2030

KPMG International

What does it mean for businesses?



The Global Goals are an opportunity for businesses to grow and profit by collaborating with others to create a world which is more prosperous, inclusive, sustainable and resilient

“The world has never before been united by a set of global goals on poverty, inequality, injustice and climate change”

Mark Wilson, CEO, Aviva

“Businesses must capitalize on their supply chains, innovation skills, global networks and grassroots interaction to drive development.”

Paul Polman, CEO, Unilever

Global imperative

- The impacts of extreme poverty such as **hunger, disease, unemployment and conflict** are becoming ever more apparent
- **Weak governance, lack of infrastructure and rising inequalities** are limiting economic and social development
- **Natural resource depletion and environmental degradation** are contributing to water, food and energy crises

Why is this happening now?

- There is growing **consensus** from government, private sector and civil society actors that **it is in our collective interest to collaborate to improve the state of our world**
- 193 member States of the United Nations met in September 2015 to adopt **17 new Global Goals** and 169 targets for the sustainable development of humanity and our planet over the fifteen year period **to 2030**

Why these Global Goals may be relevant for your organisation

- The Global Goals, which are universal, apply to **all nations and people**: seeking to tackle inequality and leave nobody behind. Therefore companies operating in different countries need to understand any potential impact to their operational models
- The integration of relevant Goals into business strategies and **sharing of knowledge, expertise, technology and financial resources** to progress ‘the global partnership’ to meet the Global Goals, may require a **strategy review**
- Goals are wide ranging including ending poverty and hunger, ensuring sustainable consumption and production, and promoting peaceful and inclusive societies which may result in organizations **reviewing their procurement and people policies**
- The UN is leading a significant focus on the ‘means of implementation’ including **data, finance and accountability mechanisms**

Potential opportunities for growth



- New and expanding **multi-stakeholder partnerships** offer opportunities for innovation and growth
- Companies acting responsibly and driving inclusive sustainable development can enhance their **reputation with customers, clients, investors and other stakeholders**
- More enabling environments open up **new markets**

Potential impact for business in getting it wrong



- **Competitive disadvantage** as companies driving sustainable development gain first access to new markets and opportunities
- Lack of security of **access to natural resources** including land, water and energy
- **Brand and reputational damage** could lose support from customers, clients, investors and governments



Boardroom Questions

- 1 How can we strengthen our **value creation strategy** so that by applying a 'shared value' lens we identify the **business opportunity** in addressing economic, social and environmental challenges (thereby increasing our contribution to the Global Goals)?
- 2 Have we considered whether our **procurement and employment** strategies are aligned to the Global Goals?
- 3 How are we managing our company's exposure to **water, energy, food, climate and social risks**?
- 4 Have we issued a statement on human rights and developed a strategy to 'do no harm' and also proactively **uphold human rights** across our sphere of influence?
- 5 What opportunity do the **emerging middle classes** in high growth markets represent for our business?
- 6 How will progress towards the Global Goals affect **market opportunities** and the competitor landscape?
- 7 How can we innovate to reach **customers/clients on low incomes** in our home country and/or overseas?
- 8 How do we collaborate with other organizations in our industry to develop and **adopt good practice principles and standards** to drive positive change?
- 9 How are we fostering a **culture of innovation and collaboration** to seize new multi-stakeholder partnership opportunities?
- 10 Does our **workforce** have the diversity, skills and attributes to innovate and succeed in our changing world?
- 11 Do we have the right **systems and processes** in place to more effectively tell our value creation story?

What actions could the Board consider?



Protect and enhance our **organization's reputation** by acting responsibly in pursuit of inclusive, sustainable prosperity



Conduct a thorough **refresh of our stakeholder, risk and value creation analyses** to ensure our strategy reflects the changing social, environmental and policy landscape



Assess opportunities to **collaborate** with other businesses, governments, civil society, the United Nations, development banks and academia in order to **drive innovation and shared value**



Review, and where necessary improve, **systems to measure**, manage and report the company's contribution to growing inclusive, sustainable prosperity – through integrated or supplementary reporting



Ensure we have the **values, resource, knowledge and capability** to implement the actions above

What are KPMG member firms doing?

- KPMG firms are working with businesses, governments, the United Nations and civil society to increase inclusive, sustainable and resilient prosperity and effective, accountable service delivery
- KPMG advocates for business support for the Global Goals through initiatives such as the Sustainable Development Goals Industry Matrix (in partnership with the United Nations Global Compact) and the Zero Hunger Declaration
- KPMG's corporate citizenship strategy applies KPMG's skills, resources and influence in pursuit of the Global Goals

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