



SDG Sector Roadmaps

Guidelines to inspire sectors to drive transformation in support of the Sustainable Development Goals



Foreword | 3

① Executive summary | 5

② Introduction | 7

③ The purpose of an SDG roadmap | 10

④ The foundations of a successful SDG sector roadmap | 12

⑤ Roadmap framework | 15

⑥ Practical application summary | 29

⑦ Additional resources | 32

Foreword



Foreword

Our world is facing three unprecedented global challenges in the form of a climate emergency, nature loss, and rising inequality. As risks associated with these challenges continue to build, we need business leaders to rally behind a bold and urgent transformation agenda.

The United Nations' Sustainable Development Goals (SDGs) provide the private sector with a unique lens through which to translate global needs and ambitions into tangible business solutions. By strategically integrating the SDGs into their business models, companies will be better placed to manage risks, unlock opportunities in potentially historic growth markets and establish an enduring license to operate on the road to 2030 and beyond.

The SDGs should also be at the forefront of our thinking as we plan our long-term response and

recovery from COVID-19; they provide us with a ready-made universal framework to help realize our collective ambition of building back better.

Against this backdrop, WBCSD continues to prioritize efforts to make the SDGs more directly actionable for business. Our recent landmark publication [Vision 2050: Time to Transform](#) presents nine transformation pathways that are fully aligned with the SDGs and the goals of the Paris Agreement.

At a more granular level we also believe it is critical for different sectors to come together to collectively explore and articulate the opportunities that their industry has to drive transformative impact in support of the SDG agenda. We will only be able to tackle the unprecedented challenges that we face as a global society through pioneering collaboration, with sector peers coming

together to plot a new course focused on a common vision for their industries.

Through our work on SDG sector roadmaps, in close collaboration with ERM, WBCSD has now brought together over 70 companies across seven sectors to develop industry roadmaps, creating important reference points that have helped to accelerate and optimize SDG impact across multiple industries.

This report represents an update to our SDG Sector Roadmap Guidelines, originally published in 2018, and leverages case studies and insights from WBCSD members and partners to inspire more sectors to develop their own roadmaps that can pave the way for transformation in support of sustainable development in the critical decade ahead.



Peter Bakker
President and CEO, WBCSD

ERM has been privileged to work with WBCSD since 2017 on the SDG Sector Roadmap program, including the development of roadmaps for seven sectors. In this crucial Decade of Action – the decade in which the world needs to act together, with urgency, to address the pressing issues of climate change, nature loss and inequality – sector roadmaps are a powerful example of how the

private sector can navigate the immediate challenges they are facing and begin to build greater resilience as they plan for the road to 2030. With sustainability now at the center of many business models and strategies, SDG roadmaps can be used as a tool to help sectors lead, innovate, and challenge their approaches to shape a more sustainable future.



Keryn James
Chief Executive Officer, ERM

① Executive summary



① Executive summary

SDG Sector Roadmaps: Leveraging the power of sectoral collaboration to drive transformation in line with the SDGs

WBCSD first published guidelines to develop SDG Sector Roadmaps in 2018 as part of a collaborative piece of work with ERM. This was in response to the Business & Sustainable Development Commission's recommendation that players in all sectors should produce detailed roadmaps to further guide their industry's shift to sustainable development, in line with the Sustainable Development Goals (SDGs). Sector roadmaps do not replace the need for an individual company to embark on its own transformative journey, however, achieving the level of ambition set by the SDGs requires collective action from across a sector's value chain.

We are now over one third of the way through the timeframe set for the realization of the SDGs and there is widespread recognition that the world is not on track to achieve the Goals by 2030. Even before the outbreak of COVID-19, progress on many of the SDGs was not being made

at the scale of pace required, and the pandemic has knocked us even further off course. At this juncture, the SDGs, and the blueprint for shared prosperity for people and planet that they represent, are more important than ever before. They provide us with a critical framework around which to structure our efforts to build back better in order to tackle some of the most pressing challenges facing our society.

WBCSD and ERM have now worked with over 70 companies across seven sectors to develop a range of SDG sector roadmaps since 2018. All of these roadmaps have been built on the application of WBCSD's SDG Sector Roadmap Guidelines which have at their heart a three-step framework outlined below. These guidelines allow companies and stakeholders from within a sector to build a robust plan of action that focuses on opportunities where impact can be maximized.

Building on the practical application experience that has been built up through working with multiple industries over the course of the last few years, WBCSD is now pleased to be making available a refreshed and refined set of guidelines which also include case studies and examples of practical application by leading companies and industry associations globally. We invite business leaders from all sectors to use the SDGs and these roadmap guidelines as a practical tool to achieve the transformative change we need to make the SDGs a reality over the course of the critical decade ahead.

Figure 1: Key steps in developing an SDG sector roadmap



② Introduction



② Introduction

The critical need for sectoral collaboration at the start of a decade of action

THE SUSTAINABLE DEVELOPMENT GOALS: PROGRESS AND OUTLOOK

Unanimously adopted by United Nations (UN) member states in September 2015, the 17 Sustainable Development Goals (SDGs), and the 169 targets that underpin them, provide a shared blueprint for peace and prosperity for people and planet, offering a uniquely comprehensive, universal and transformative agenda for action.

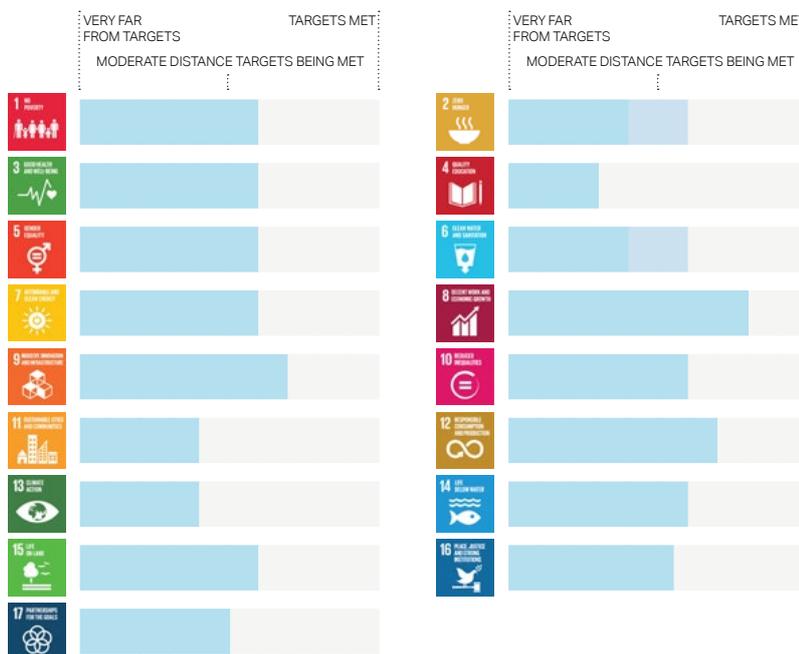
In the years since their launch, the SDGs continue to provide an important unified framework for driving and measuring progress when it comes to tackling some of the most pressing challenges facing our society. Unfortunately, despite a number of important

advances across this agenda, on the whole progress has not been made at the rate or scale required to put us on course to realizing the ambitions of the SDGs by 2030. In many cases this lack of progress stems from the fact that we are currently seeing incremental change when exponential change is needed. What is more, in several areas, trends are still heading in the wrong direction. The UN's 2019 Global Sustainable Development Report highlights four areas in particular where implementation of the SDGs has not yet been able to reverse pre-existing deterioration in areas such as climate change, biodiversity loss, rising waste production, and mounting inequality.

Figure 1 below highlights how progress across the 17 SDGs remains significantly off-track.

This lack of progress has been underlined and indeed exacerbated by the unfolding of the COVID-19 pandemic. The crisis has laid bare multiple risks and fragilities across our economic, social and environmental systems, underlining in merciless fashion how far away we are from achieving our goals. The pandemic has also had severe negative impacts on our efforts to realize a broad cross section of the SDGs. Analysis recently published by the Sustainable Development Solutions Network (SDSN) underlines an expectation that the pandemic will drive highly or moderately negative impacts on at least 13 of the 17 SDGs.

Figure 1: Overview of SDG progress (extrapolated from UN DESA SDG progress charts 2020)



At this critical juncture as the world plans its long-term response and recovery from COVID-19, the SDGs, and the pathway to prosperity for people and planet that they represent are more important than ever before. The SDGs provide us with a ready-made universal framework to help realize our collective ambition of building back better.

THE CASE FOR SDG SECTOR ROADMAPS

From a business perspective, the SDGs provide a powerful lens through which the private sector can translate evolving global needs and ambitions into business solutions. However, it can be challenging to interpret how this framework of 17 goals and 169 targets converts into business action on the ground.

For its part, WBCSD continues to prioritize efforts to make the SDGs more directly actionable for the private sector. As part of these efforts, we perceive

great value in bringing leading representatives from individual sectors together to align around the precise actions that will enable their industry to maximize its contribution to the realization of the SDGs.

In its 2017 [Better Business, Better World report](#), the Business & Sustainable Development Commission made a compelling case for companies to come together with sector peers to develop SDG roadmaps that chart a course towards collective progress on the SDG agenda. With a view to translating this concept into practice, in 2018 WBCSD published a set of guidelines on how to develop an impactful SDG sector roadmap. These guidelines provide an easily accessible three-step framework that is robust, systematic and can be tailored to any sector or sub-sector regardless of scale or geographic coverage.

Since the launch of these guidelines, over 70 companies

across seven sectors have now worked with WBCSD to apply this framework to develop their own SDG roadmaps, creating important reference points that have helped to accelerate and optimize SDG impact across a number of industries including the chemical, Indian cement, forest, US agriculture, electric utilities, oil and gas and tire sectors.

Drawing on the experience and learnings acquired through the development of these roadmaps, WBCSD is now taking the opportunity to update these guidelines, refining the approach and bringing it to life with a number of case studies and examples of practical application. As we enter a critical make-or-break "Decade of Action" to deliver the SDGs by 2030, we hope that these updated guidelines can inspire even more sectors to develop roadmaps that identify the common solutions, opportunities and partnerships needed to help achieve the ambitions of the SDGs.



WBCSD's sector road-mapping process offered the chemical industry a unique opportunity to join forces, allowing us to seek positive and significant contributions to the 2030 Agenda. Solvay was pleased to come together with our peers from the sector to pilot the SDG Sector Roadmap Guidelines back in 2017. The process created a safe space for us to exchange insights and best practice and to enhance our knowledge and strategic thinking around the SDGs. The result was a practical guidance document that charts a course for the industry's transformation on the road to 2030.

Dominique Debecker
Deputy Chief Sustainability Officer, Solvay

③ The purpose of an SDG roadmap



③ The purpose of an SDG roadmap

Articulating and enabling a common SDG vision at the sector level

A roadmap provides a strategic plan with time-bound actions needed to meet an agreed vision or goal. An SDG sector roadmap enables companies from within a sector to collaborate with stakeholders from across the value chain to articulate a common approach for how their sector can maximize its potential to contribute to the SDG agenda through business solutions.

An effective SDG sector roadmap should:

- State a clear vision of where the sector aspires to be and what it aims to achieve in relation to the SDGs by 2030. This vision should be ambitious and challenge the sector to go beyond business as usual.

- Identify opportunities to maximize impact and explore actions that organizations within the sector can take to advance these.
- Issue an urgent call to action to mobilize the entire sector and its stakeholders to drive sustainable solutions to promote prosperity while protecting the planet.
- Be informed by the sector's current position and developed with input from a broad range of stakeholders.

ROADMAP AUDIENCE

The roadmap audience will differ from sector to sector, but fundamentally, the aim is to provide practical guidance and inspiration to the sector itself. Roadmaps are also a useful reference point for wider stakeholder groups such as policymakers, investors and civil society who seek to deepen their understanding of how particular sectors contribute to the SDG agenda and the maturity of their efforts.



Working collectively with our peers from the Forest Solutions Group (FSG) on the development of the Forest Sector SDG Roadmap challenged us to apply a broader lens, consider different perspectives, and explore the interactions our industry has across a broad cross-section of sustainable development issues. The roadmap provides a much-needed overview of where and how our sector should focus our efforts to maximize our contribution to the 2030 Agenda.

Gladys Naylor
Group Head of Sustainability, Mondi

④ The foundations of a successful SDG sector roadmap



④ The foundations of a successful SDG sector roadmap

Laying the groundwork for companies and stakeholders to work together to develop an impactful roadmap

A sector roadmap can be initiated by a group of companies with a common interest or by other groups such as industry associations. To ensure success, it is essential that the group developing the roadmap has sufficient representation from a broad and inclusive range of companies that are part of the sector as defined by the roadmap.

IDENTIFYING WORKING GROUP ROLES AND RESPONSIBILITIES

The group of companies and stakeholders who come together to develop the roadmap (the working group) should identify their collective areas of expertise, as well as potential gaps in their knowledge. The working group

should also consider the degree to which they are representative of the sector in its entirety in terms of business activities and geographical coverage. To ensure that a robust working group is in place, the following questions should be considered.

- Does the working group encompass the necessary knowledge and expertise in terms of the workings of the sector and how its activities interact with the SDGs?
 - Do the representatives of the working group offer an adequate coverage of key internal functions and/or business units?
 - Does the group represent appropriate coverage of relevant geographies and key markets?
- Does the group have access to strategic insight into the future of the sector?
 - Is the group able to make the necessary commitments to contribute regularly throughout the roadmap process?

The group should define roles, responsibilities, milestones and a project plan. It may also consider the creation of a roadmap “champion(s)” or working group co-chairs to navigate decision-making and lead the group. A roadmap facilitator to support the group and take overall responsibility for driving the project forward should also be considered. This could be an individual from a company, an external organization such as WBCSD, an industry association or a third party expert or consultancy.

Case study: Convening the sector to help realize the ambitions of the SDGs

[Accelerating action: an SDG Roadmap for the oil and gas sector](#) is an initiative led by IPIECA, the global oil and gas industry association for advancing environmental and social performance, in collaboration with WBCSD.

The role of IPIECA as an industry association was both as facilitator in convening the industry and supporting the process, as well as being representative of the broader sector. This roadmap includes actions for IPIECA as well as suggestions for action for companies within the sector to help guide, inform and influence decision-making within their businesses.

It is hoped that the roadmap will be used to inspire collaboration within the industry, convening the sector to help realise the ambitions of the SDGs and the Paris Agreement.



MAPPING EXTERNAL STAKEHOLDERS AND CONSIDERING ENGAGEMENT APPROACH

As part of the roadmap process, the working group should consider engagement with external stakeholders as a way to fill knowledge or representation gaps and to challenge the group in terms of ambition on key topics. External stakeholders may include customers, NGOs, policymakers, institutions, supply chain actors, industry associations or academic experts amongst others.

The following factors should be considered when prioritizing external stakeholders:

- Level of knowledge of and influence on the sector;
- Level of interaction with the sector;
- Coverage of relevant geographies and key markets;
- Understanding of sustainability topics and priority SDGs relevant to the sector; and

- Capacity of the stakeholder to contribute a critical and objective voice.

Regular engagement with external stakeholders ensures that roadmap inputs and outputs are sufficiently challenged, align with other ongoing initiatives, and that different perspectives are taken into account. It also increases transparency, lends legitimacy to the process and lays the groundwork for acceptance of the roadmap by both industry and civil society.

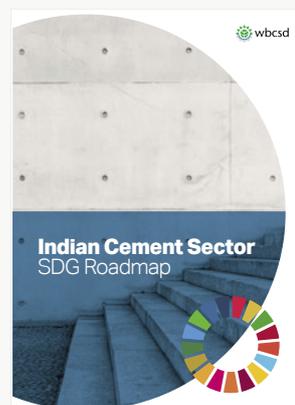
Case study: Meaningful stakeholder engagement

Stakeholder engagement is a critical engagement to the road-mapping process and should aim to capture and integrate the differing views, interests and concerns of various parties into the creation of the final roadmap.

The [Indian Cement Sector SDG Roadmap](#) interacted directly and closely with a range of stakeholders who were encouraged to contribute actively at every stage of the road-mapping process. Inputs from stakeholders played an integral role in helping the sector to identify its priority SDGs and key opportunities for impact.

To ensure a diversity of perspectives the working group for the roadmap engaged with various stakeholders ranging from intergovernmental organisations (e.g. the United Nations Industrial Development Organization (UNIDO)), policy-maker think tanks (e.g. National Institution for Transforming India (NITI Aayog)), industry-led non-profits (e.g. CII-ITC Centre of Excellence for Sustainable Development and CII Green Business Centre) through to research and development organizations (e.g. National Council for Cement & Building Materials) and international financial institutions (e.g. IFC).

NITI Aayog, UNIDO and the Swiss Agency for Development and Cooperation (SDC) also contributed forewords to the final report, providing their feedback on the process and sharing their expectations for the sector with regard to the SDG agenda, helping to enhance the legitimacy and impact of the final resource.



WBCSD's Tire Industry Project's roadmap development process provided an important platform for engagement with a wide range of different stakeholder groups as we sought to translate the SDGs into a robust action agenda for our sector. The final roadmap will serve as an impactful engagement tool for the tire sector, supporting our efforts to advance sustainable development throughout the value chain.

Ana Arce

Global Lead, Sustainability Promotion and Stakeholder Engagement, Bridgestone

5 Roadmap framework



5 Roadmap framework

Recommendations and step-by-step guidance relating to the sector road-mapping process

A robust roadmap should adhere to a structured framework incorporating three key steps:

1. **Establish current position:** Establishing the sector's current position with respect to its impact on the SDGs across its value chain.
2. **Identify key impact opportunities:** Identifying key impact opportunities through which the sector can make

the most transformative contribution to the SDGs collectively.

3. **Call to action:** Calling the sector to action to implement the roadmap, while also engaging others who can help deliver success.

The objectives, main activities and desired outcomes under each of these three steps are summarized in Figure 2. The remainder of this section describes each step in more detail and provides examples to bring the process to life.

Figure 2: Key steps involved in an SDG sector roadmap



OBJECTIVE	1 Establish current position	2 Identify key impact opportunities	3 Call to action
MAIN ACTIVITIES	1.1 Outline a value chain map	2.1 Develop a list of potential impact opportunities	3.1 Develop key performance indicators (KPIs)
	1.2 Identify how the sector's activities interact with the SDGs and assess potential to minimize negative and maximize positive impacts	2.2 Shortlist and refine the impact opportunities	3.2 Define a baseline
	1.3 Prioritize SDGs for the sector	2.3 Identify short-, medium- and long-term actions to advance SDG impact opportunities	3.3 Implement a monitoring and communications plan
OUTCOME	Priority SDGs for the sector to address	Key impact opportunities for the sector and tangible actions to achieve them	Clear and compelling call to action, outlining important next steps to translate the roadmap from theory into practice



STEP 1: ESTABLISH CURRENT POSITION

Understand the sector's level of SDG impact across the value chain and which of the SDGs it can impact the most.

Since the introduction of the SDGs in 2015, many companies have explored and mapped the SDGs that are material to their business; however, there is additional value in undertaking such an exercise at the sectoral level. Companies participating in a sector roadmap process can leverage their existing company insight on SDG interactions to help in the further development of sector-level insight. Through working with others in the sector, companies are able to compare and contrast findings

and interpretations as to how the sector interacts with the SDGs, bring new ideas, and build a sense of co-creation.

1.1 Outline a value chain map

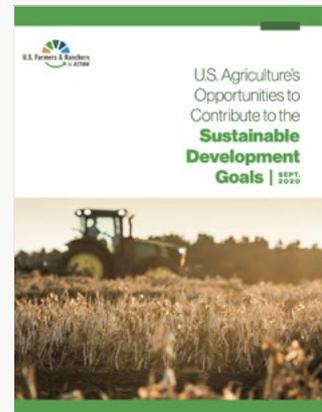
The working group, or a sub-group, should conduct a high-level value chain analysis to map out the sector's main activities from raw material sourcing to manufacturing and production, to distribution, downstream marketing and sales – including use and end-of-life of products.

The value chain map should be representative, as much as possible, of the sector as a whole, especially for sectors where companies can have significantly different business models depending on what stage of the value chain they operate at. The value chain map defines the scope and boundaries of the roadmap and informs step 2 of the road-mapping process, which focuses on identifying impact opportunities.

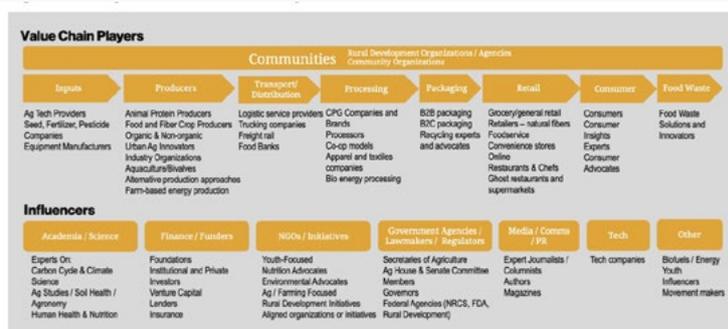
Case study: Outlining the sector's value chain

The agriculture sector has a complex and diverse value chain spanning farmers, producers, traders, processors, retailers, consumers and end-of life processors – with each stage representing in itself significant diversity and variety in terms of the actors involved. In developing its [U.S. Agriculture's Opportunities to Contribute to the Sustainable Development Goals](#) report, the US Farmers and Ranchers in Action (USFRA) group undertook a thorough value chain mapping exercise that helped to ensure that opportunities for impact along the value chain were considered as the roadmap progressed.

The roadmap also identified key influencers at each stage of the value chain, helping to lay the foundations for impact at scale.



US agriculture value chain and influencers



1.2 Identify how the sector's activities interact with the SDGs and assess potential to minimize negative and maximize positive impacts

Identifying SDG interactions

As a foundational part of the road-mapping process, it is important for the sector to establish a collective understanding of how it currently interacts with all 17 SDGs through its core activities. Mapping the 17 SDGs, and the 169 targets that sit beneath them, against a sector's activities is a complex task. It should be done collaboratively with the right expertise, covering environmental, social and economic issues from across the sector.

The mapping process should seek to identify the following:

- The nature of the sector's interaction with each SDG and SDG target (i.e. direct/indirect; positive/negative; low/medium/high);
- The value chain stages that are most relevant for the sector's interaction with each SDG;
- The most relevant geographies when it comes to the sector's SDG impacts; and
- The extent to which sector initiatives are already underway to drive positive SDG impact.

Each sector is diverse and includes companies at different stages in terms of sustainability maturity. Establishing a sector's current level of alignment with each SDG and its impacts

upon each goal will help to identify themes common to the majority of the sector rather than what may be unique to one organization.

To complete this step, various sources may be used, most commonly a combination of questionnaires/spreadsheets completed by the working group, as well as a range of external literature, for example any relevant industry reports and analysis conducted by inter-governmental bodies or NGOs. External stakeholder engagement can also feed into this process via interviews or more direct participation.

WBCSD's [SDG Business Hub](#) hosts a large collection of reference materials on how business action can contribute to the realization of the SDGs, and this can be leveraged for this step.



Applying the framework set out in the SDG Sector Roadmap Guidelines enabled USFRA to work with its stakeholders to identify and articulate how U.S. agriculture can contribute to each SDG and which key SDGs are considered most important to the US agriculture systems. Our roadmap serves as a powerful engagement tool with stakeholders along the food and agriculture value chain.

Erin Fitzgerald

Chief Executive Officer, US Farmers & Ranchers in Action (USFRA)

Assessing potential to minimize negative and maximize positive impacts

Once a clear understanding of the sector's current level of SDG interaction emerges, the working group should then assess the level of potential the sector has to drive change for each of the SDGs, at a target level where possible. This should consider where current programs can be scaled or replicated, or

where innovation and new partnerships have the potential to address sustainability challenges. The group should factor in anticipated changes in technology, new products, business models and sector dynamics through the SDG time horizon of 2030. Note that this step, and others, may need to be reviewed and updated periodically as some factors evolve quickly.

This assessment of the sector's potential to drive change will most likely be a qualitative assessment, determining the potential impact, for example, as low, medium or high.

A simple SDG mapping template can be used to summarize the results collected as part of step 1.2. This is laid out illustratively in Figure 3.

Figure 3: Sample SDG mapping template

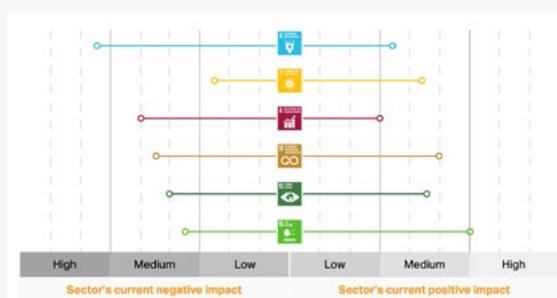
	SDG 1	SDG 2	SDG 3	SDG 4
Relevant SDG targets	1.1, 1.4, 1.5	2.1, 2.3	3.5, 3.6., 3.9	4.3, 4.4
How can the sector contribute	Invest in local communities; enhance access to energy; contribute to resilience of vulnerable communities to climate risks	Share infrastructure to enhance agricultural productivity	Reduce operational risks; protect workers and community from diseases	Invest in workforce education and talent pipeline programs
Relevant value chain stage	Upstream, core operations	Operations	Operations	Multiple
Direct or indirect impact	Both	Direct	Direct	Direct
Key geographies	Africa, Latin America	Africa	Global	Global
Current level of positive impact	H	L	M	M
Current level of negative impact	L	L	H	L
Sector's potential to contribute	M	M	H	L
Potential to add business value	L	M	M	H

High **H** Medium **M** Low **L**

Case study: Assessing positive and negative SDG impact

Companies involved in the development of the [Forest Sector SDG Roadmap](#) conducted in-depth discussion and analysis around the sector's current levels of negative and positive impact across the SDGs. Presenting the level of impact in terms of current degrees of negative and positive impact contribution provided strong foundations for the roadmap participants to start to consider where they could bring positive impacts to scale and take more steps to address current negative impacts that the sector needs to mitigate.

This exercise was based on a qualitative analysis on behalf of the participating companies, external research and stakeholder interviews.



1.3 Prioritize SDGs for the sector

While the SDGs represent an inter-connected agenda that needs to be considered holistically, when establishing a roadmap it is important for the sector to prioritize the Goals and targets where it has the greatest potential to drive transformation at scale.

One of the key factors for a robust prioritization process is to ensure that the working group considers the sector's opportunities to mitigate negative impacts as well as generate positive ones. The UN Global Compact and GRI's guidance on Integrating the SDGs into Corporate Reporting refers to this as "principled prioritization". It calls on companies to simultaneously map their most salient negative impacts on people and planet and link these to the SDGs, while also exploring their potential to develop new products and services to drive SDG progress.

By tackling negative impacts, particularly in the sphere of human rights, companies have the potential to break down some of the most significant barriers to development and positively impact the lives of millions of the most vulnerable individuals in society.

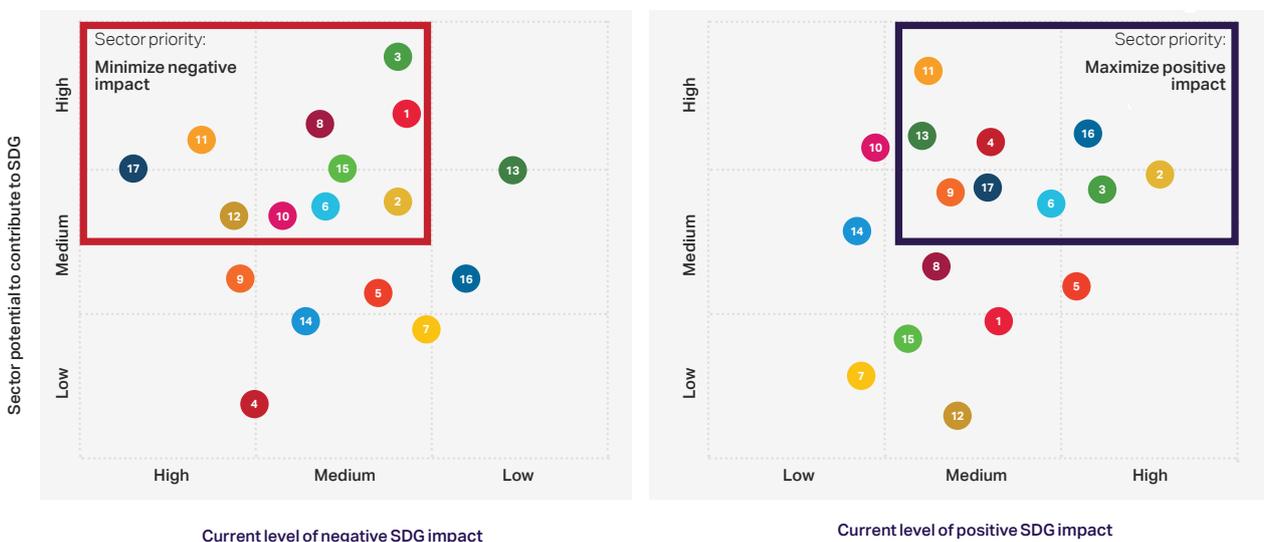
A matrix that presents the sector's SDG mapping output can help to visually present and identify areas where the sector has the most potential to maximize positive impacts and minimize negative impacts. Figure 4 presents a sample matrix where the x-axis scales from high current negative impact (i.e. where the sector currently has adverse issues that need to be managed) to high current positive impact (i.e. where the sector currently has positive impact) and the y-axis indicates the sector's potential to contribute to the SDG. The SDGs falling into the upper left- and right-hand quadrants of the matrix suggest where the sector could have the most material contribution.

There may also be outliers that require inclusion; for example, if an SDG is identified where the sector has a high negative impact but does not feel it has great potential to contribute towards change. This is an example that may require the sector to explore partnerships to identify future solutions.

Where possible, the qualitative assessment of current and potential levels of impact (e.g. low, medium, high) can be supported by quantitative metrics to allow for the production of a more detailed analysis.

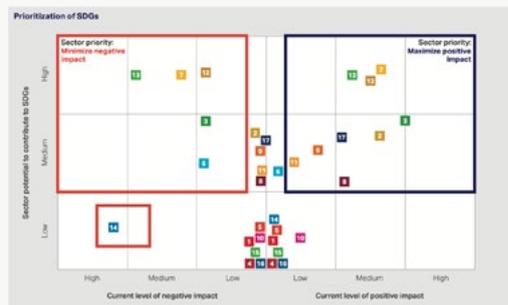
When it comes to prioritization, sectors may also find it useful to divide the SDGs into different categories of relevance. This more nuanced approach to prioritization (rather than the more binary method of labelling each of the goals as priority or not) is in keeping with the holistic nature of the SDG agenda and helps to defend against allegations of SDG cherry-picking.

Figure 4: Sample sectoral SDG materiality matrix



Case study: Prioritizing the SDGs at a sector level

The [Chemical Sector SDG Roadmap](#) identifies 10 SDGs as priority for the sector, but also describes how the sector interacts with all 17 Goals. The priority SDGs were selected after mapping the potential for the sector's activities to contribute to all goals either by minimizing adverse aspects or maximizing positive impacts. The approach also acknowledged the interdependencies across the SDG, and that contributions linked to a goal will have effects on other goals, both positive and negative, direct and indirect. Outlining the process taken and acknowledging the complexity of SDG interlinkages allows stakeholders to understand the logic behind the prioritization process.



The SDG Roadmap process provided us, as leading companies from the electric utilities sector, with an opportunity to think beyond how our own organizations interact with the SDGs, and instead shift our focus on to how the sector as a whole can deliver lasting impact at scale.

Eduardo Moura
Director Sustainability, EDP



STEP 2: IDENTIFY KEY IMPACT OPPORTUNITIES

Conceptualize where the sector can make the most transformative contribution to the priority SDGs

The outcomes from step 1 will provide a view as to which SDGs and underlying targets should be the priority focus areas for the sector. The sector should now look at how it can best leverage its attributes and address the sector's most material impacts in order to contribute to each prioritized SDG.

2.1 Develop a list of potential impact opportunities

When it comes to identifying impact opportunities, as a starting point, the sector should draw upon the information collected through step 1 while also referring to existing reports and initiatives that have already conducted valuable analysis of potential sector opportunities. Sector

and stakeholder roundtable sessions, or workshops, should also be held to collect inputs and perspectives.

Opportunities may involve implementing existing programs at scale across the sector or stopping or altering an activity identified as having a negative impact within the sector's value chain. The sector should also consider potential intra- and inter-sector partnerships at all stages of the value chain to combine complementary skills, technologies and resources to bring new solutions to market. This may involve brokering relationships with new organizations or individuals across sectors alongside key government and civil society stakeholders.

To begin to identify opportunities that contribute to the SDGs, the sector should take stock of its current products, processes and partnerships (identified in step 1) and assess the degree to which these are aligned with the ambitions of the SDG agenda. This can be done through a start-stop-continue approach as outlined in Figure 5. It may be useful to collate the list of emerging impact opportunities into themes or categories to make the process more manageable and to identify what subject matter expertise is needed for the next steps.

Figure 5: Start/stop/continue approach



Achieving the SDGs by 2030 requires unprecedented collaboration. Working together with WBCSD to produce the SDG Roadmap for the oil and gas sector has allowed IPIECA to align the industry around the SDGs, to present a shared vision for transformational action and to create a platform for future cross-sector partnerships and alliances to catalyze collective action towards realizing the SDGs.

Brian Sullivan
Executive Director, IPIECA



2.2 Shortlist and refine the impact opportunities

The long list of potential opportunities will need to be shortlisted through an iterative process, with consistent criteria, to identify the most transformative and high impact opportunities.

Figure 6 provides example questions and criteria that can be used to screen or test a long list of opportunities. It is recommended that stakeholder input is gathered at this stage to build consensus and that the selection is supported by quantitative data where available.

Figure 6: Start/stop/continue approach

Is there alignment with the sector's priority SDGs?

- Does the opportunity identified contribute towards the prioritized SDGs identified in step 1? If so, which one(s)?

Is the impact opportunity transformational?

- Does this opportunity go beyond incremental change to offer potential for a step-change with regard to impact contribution?
- Is this already being done? If so, what needs to change to accelerate progress?
- Will this displace any other positive outcome or create a negative rebound effect?
- Will the impact of this opportunity deteriorate before 2030 or soon after?
- Will sector customers and other stakeholders support this?

Is the sector in the driving seat?

- Is this topic a core issue for the sector?
- Would this impact happen without any activity from the sector?
- Is it critical that the sector take the lead in addressing this specific challenge? Or is it more appropriate for others to steer this effort?



Our efforts to develop an SDG roadmap provided the Tire Industry Project with a safe space to unpack the complexities of the SDGs and to explore the key opportunities for our sector to drive positive impact over the course of the critical decade ahead.

Maureen DeSanzo
Director, Global Sustainability, Goodyear

2.3 Identify short-, medium- and long-term actions to advance SDG impact opportunities

The sector needs to identify and agree upon a series of tangible short-, medium- and long-term actions to deliver on the shortlist of impact opportunities identified. This is an essential step that will make the roadmap actionable, and will also lay important foundations that will help the sector when it comes to implementation, monitoring and reporting on progress.

The sector can use engagement sessions, including workshops and deep-dives with subject matter experts, to identify these actions. In many cases the most effective way to identify key actions for each impact opportunity will involve exploring the barriers that are currently limiting impact, and then exploring what would help to overcome them. Common barriers that have been identified in past roadmaps

include: complexity, lack of buy-in, insufficient resources, limited availability of data, insufficient monitoring systems or lack of leadership.

A select group of stakeholders can test draft actions in order to build confidence that the action has the potential to sufficiently contribute to the intended SDGs and has the potential to be measurable, replicable and scalable to the level needed.

Furthermore, in order to ensure that the sector has a clear and pragmatic view on what it will take to make each action that it lands upon a reality, the working group should also consider identifying: the relevant timeframe over which the

action will play out; the potential level of impact associated with the action; whether the sector will lead, influence or accelerate the action; and what partners that will be critical in helping to drive progress. Figure 7 below provides further suggestions on how to categorize, prioritize and communicate each action.



Figure 7: Suggested criteria for application when categorizing, prioritizing and communicating roadmap actions

Timeframe:

- **Short-term actions:** will typically involve process innovation and show results within one to three years.
- **Medium-term actions:** will typically take several years.
- **Long-term actions:** will show results by 2030 and will often be based on the success of reaching interim targets.

Level of potential SDG impact:

- **High impact:** The action will have a pivotal role in making a particular impact opportunity a reality and driving impact on one or a number of SDG targets.
- **Medium impact:** The action will have a significant role in making a particular impact opportunity a reality and driving impact on one or a number of SDG targets.
- **Low impact:** The action will have an indirect or a small but necessary role in making a particular impact opportunity a reality and driving impact on one or a number of SDG targets.

Leadership

- **Lead:** The sector has a high level of control over making the impact opportunity a reality, and can have a significant influence or impact through business solutions.
- **Accelerate:** The sector has moderate control and can accelerate or contribute to existing actions.
- **Influence:** The sector has less control but can contribute by influencing other key stakeholders to take action.

Partners

Potential partners that the sector may identify as being key to progress around particular actions:

Case study: Identifying and categorizing actions

The [Chemical Sector SDG Roadmap](#) developed a list of 18 critical action areas to advance the impact opportunities identified in earlier stages of the road-mapping process.

In order to do this, the roadmap working group conducted a series of deep-dive thematic workshops with subject-matter experts from participating companies and industry associations. Each action identified was thoroughly screened to ensure that it has the potential to drive impact against the SDGs. The working group also identified what level of input from the sector each action would require, the partnerships that would be needed to make it a reality and whether the action in question is something that the sector should seek to achieve in the short-, medium- or long-term.



Sample of Chemical Sector SDG actions:

Impact opportunity	Category	Key action points	Key partners	Low, medium, high level of input from sector	Short-, medium-, long-term timeframe	Associated SDGs	Associated SDG targets and level of potential impact
1. Contribute to sustainable and healthy food supply	Product innovation	i - Scale existing programs aimed at driving step changes in the sustainable production of food and drink products, the reduction of waste, and helping people to eat healthily and sustainably	Farmers, suppliers, downstream customers, food brands, NGOs, WBCSD FReSH program	M	M	2	M 2.1
							H 2.4
							H 12.2
	ii - Increase adoption of circular, low carbon technologies that use unavoidable waste from agrif, bio, food and food packaging value chains to be used as chemical feedstocks	Waste collectors, recycling companies, food companies	M	M	12	H 12.2	
						H 12.3	
						H 12.2	
iii - Accelerate knowledge transfer and best practice regarding fertilizer and pesticide chemistry performance against socio-economic, environmental and health criteria for different seeds and plants to meet regional needs	Farmers, WBCSD Climate Smart and GAA Group	M	S	2	H 2.1		
					H 2.4		
					H 12.2		



The exercise of developing an SDG roadmap for the electric utilities sector created a valuable platform for the exchange of views around crucial sustainability themes for the sector. It enabled us to collectively identify the areas where we can take a leading role and deliver impact across the short-, medium- and long-term. The final roadmap output sets an important global standard for best practice across the sector and has been of value to us at Iberdrola as we look to reinforce our own strategy on the road to 2030.

Mónica Oviedo
Head of Sustainability, Iberdrola



STEP 3: CALL TO ACTION

Inspiring the sector and engaging others who can help deliver success

In order to ensure that a roadmap will have long-lasting impact across a sector and beyond, it is vital that it issues a clear and compelling call to action, outlining important next steps that will ensure that the roadmap will translate from theory into practice. The development of indicators and baselines, as well as implementation and monitoring plans play an important role in this.

3.1 Develop key performance indicators (KPIs)

Developing KPIs is an integral part of ensuring that progress around the actions identified as part of the road-mapping process can be measured, monitored and communicated. KPIs will need to directly address the impact dimension of each action. In some cases it will be possible to leverage existing KPIs that are already commonly used by the sector, making it easier to collect data and ensure comparability. In other cases, it may be necessary to explore new KPIs, a process which can be led by the working

group, potentially in collaboration with other stakeholders.

3.2 Define a baseline

Defining the baseline for each of the roadmap's actions or impact opportunities more broadly will help to monitor progress effectively. This baseline can be a certain point in time, or a certain period of time if the progress needs to be tracked across a longer timeline. The sector should also consider setting aspirational targets on the road to 2030 that will help ensure the realization of the impact opportunities identified.

Case study: From roadmap to action

Following the publication of The Forest Sector SDG Roadmap in 2019, WBCSD's Forest Sector Group (FSG), has identified a number of KPIs to track progress on the roadmap's implementation. The group has also committed to report regularly and transparently on progress that has been made. In 2020 FSG published its [first roadmap implementation report](#) detailing progress made against its roadmap commitments and a number of key KPIs.



3.3 Implement a monitoring and communications plan

Regular monitoring and appropriate levels of assurance of progress is a continuous process that will support strategic alignment, help identify trends, measure progress, inform decision-making and ultimately drive innovation.

The sector should assign a champion(s) to be responsible for implementing an appropriate monitoring and communications plan to report on the roadmap's progress. It is recommended that the sector align such a plan with any existing and commonly used tools, processes and

systems. The plan should be communicated in the roadmap itself, increasing accountability on behalf of the sector.

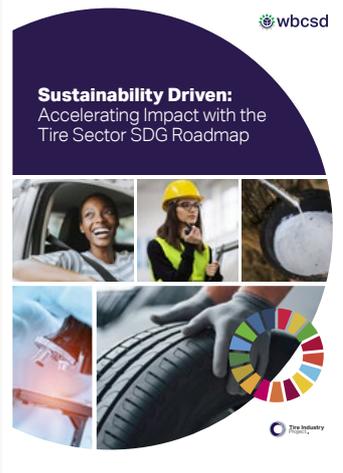
The monitoring process should seek to review progress, identify emerging barriers to delivery, and find opportunities for collaboration and enhanced engagement across the sector and value chain. This in turn will promote action and progress at all levels of the sector.

A communications strategy that delivers transparent updates on progress and performance against the impact opportunities and priority SDGs identified should also be integral to the roadmap process.

This should seek to build support for action within the sector itself, while also engaging regularly and meaningfully with critical internal and external stakeholders. Stakeholders could include governments, industry associations, consumers, employees and contractors, sector peers, civil society and media. The sector should commit to publishing regular roadmap implementation reports to communicate the sector's progress against its defined actions. Participating companies may also seek to disclose details of progress in their individual reporting cycles.

Case study: Elevating examples of best practice

Just as the case studies outlined in this resource are intended to inspire and provide tangible examples for other sectors embarking on SDG roadmaps, some roadmaps, such as [Sustainability Driven: Accelerating Impact with the Tire Sector SDG Roadmap](#), take the opportunity to identify case studies illustrating some of the key actions already being implemented throughout the sector. This can serve to provide inspiration to the sector as a whole of what moving beyond business as usual looks like.



For CMPC and WBCSD's Forest Solutions Group, developing the Forest Sector SDG Roadmap was just the beginning of a journey. Our roadmap has provided an important platform for continued implementation, monitoring and communication of the sector's efforts to contribute to the realization of the ambitions of the SDGs. In 2020 we were pleased to publish FSG's first roadmap implementation report outlining the progress we are collectively making in areas such as working forests, climate, bioeconomy and people and communities.

Nicolás Gordon
Director of Corporate Sustainability, CMPC

⑥ Practical application summary



⑥ Practical application summary

A checklist of all key components for a successful SDG sector roadmap

The following table summarizes the steps and inputs needed to successfully create an SDG sector roadmap.

STAGE	STEP	INPUT
STEP 1: ESTABLISH CURRENT POSITION	1.1 Outline a value chain model	Conduct a high-level value chain analysis to map out the sector's main activities
		Draft a streamlined value chain model that is representative, as much as possible, of the sector as a whole
	1.2 Identify how the sector's activities interact with the SDGs and assess potential to minimize negative and maximize positive impacts	Identify at which stage of the value chain the sector interacts with all 17 SDGs
		Map the nature of the sector's current level of interaction with each SDG and SDG target (i.e. direct/indirect; positive/negative; low/medium/high)
		Identify the most relevant geographies
		Plot the extent to which sector initiatives are already underway to drive positive SDG impact
		Assess the level of potential the sector has to drive change for each of the SDGs (at a target level where possible)
		Consider where current programs can be scaled or replicated, where innovation and new partnerships have the potential to address sustainability challenges
	1.3 Prioritize SDGs for the sector	Plot level of current positive and negative impact against level of potential to contribute to each SDG
		Conduct a "principled prioritization" process to ensure that opportunities to mitigate negative impacts as well as generate positive ones are taken into account
		Display results in a matrix or visual that presents the sector's SDG mapping output to support identification of where the sector has the most potential to maximize positive impacts and minimize negative impacts

STAGE	STEP	INPUT
STEP 2: IDENTIFY KEY IMPACT OPPORTUNITIES	2.1 Develop a list of potential impact opportunities	Review sector-specific reports and internal partner solution knowledge
		Identify stakeholder group for expert input on potential impact opportunities and agree on format of engagement
		Shortlist a manageable number of impact opportunities that: (1) are most likely to minimize negative impacts or increase positive impacts; and (2) can realistically be implemented.
		Apply criteria that all shortlisted opportunities must meet to support this process
		Review the sector's current programs and initiatives identified in the mapping step to understand what should start, stop or continue, considering where the sector will have the most leverage and ability to influence, or the most impact and ability to drive transformation and innovation
	2.2 Shortlist and refine the impact opportunities	Identify the most transformative and high impact opportunities according to set criteria
2.3 Identify short-, medium- and long-term actions to advance SDG impact opportunities	Agree upon a series of tangible short-, medium- and long-term actions to deliver on the shortlist of impact opportunities	
	Use engagement sessions, including workshops and deep-dives with subject matter experts, to identify these actions, as well as robust criteria	
	Discuss and agree on key barriers, solutions and impact accelerators for each key impact opportunity	
	Consider the relevant timeframe over which the action will play out; the potential level of impact associated with the action; whether the sector will lead, influence or accelerate the action	
	Consider the partners that will be critical to support	
STEP 3: CALL TO ACTION	3.1 Develop key performance indicators (KPIs)	Define KPIs that directly address the impact dimension of each action.
		Leverage existing KPIs that are already commonly used by the sector to support comparability, or explore new KPIs within the working group, considering also the support of other stakeholders
	3.2 Define a baseline	Define the baseline for each of the roadmap's actions or impact opportunities to support to monitor progress effectively
3.3 Implement a monitoring and communications plan	Assign a champion(s) to be responsible for implementing an appropriate monitoring and communications plan to report on the roadmap's progress	
	Plan and execute a communications strategy that delivers transparent updates on progress and performance	

⑦ Additional resources



7 Additional resources

Explore WBCSD's work on the SDGs in more detail

SDG Sector Roadmaps

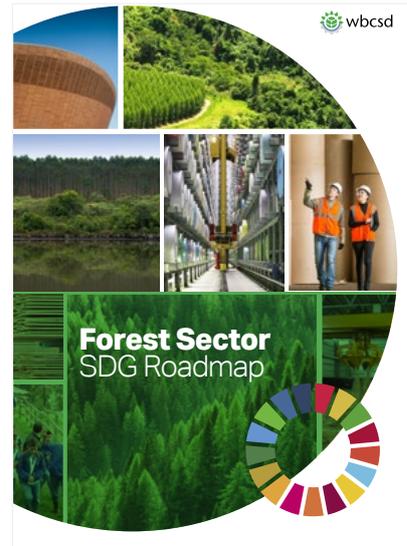
For further inspiration around the concept of [SDG Sector Roadmaps](#) please refer to the following roadmaps that have been produced by the chemical, cement, forest, electric utilities, oil and gas, and tire sectors.



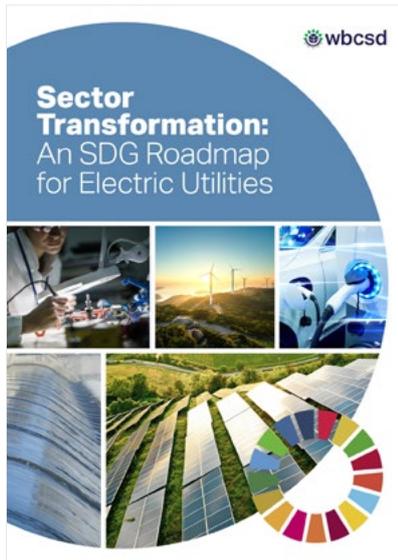
[Chemical Sector SDG Roadmap](#) (2018)



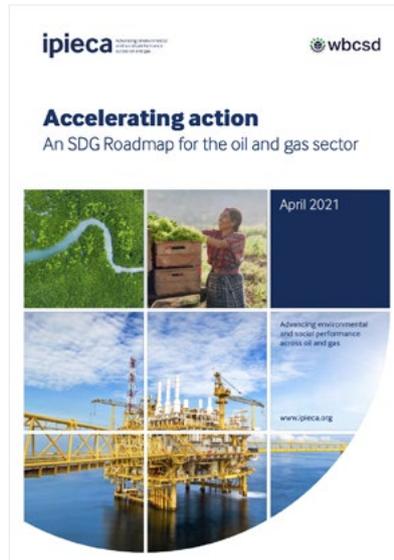
[Indian Cement Sector SDG Roadmap](#) (2019)



[Forest Sector SDG Roadmap](#) (2019)



[Sector Transformation: An SDG Roadmap for Electric Utilities](#)



[Accelerating Action: An SDG Roadmap for the Oil and Gas Sector](#)



[Sustainability Driven: Accelerating Impact with the Tire Sector SDG Roadmap](#)

Other WBCSD resources in support of SDG action

In addition to these guidelines WBCSD has also developed a series of other resources to support business in its efforts to engage proactively with the SDGs and integrate them into business practice. These resources include:



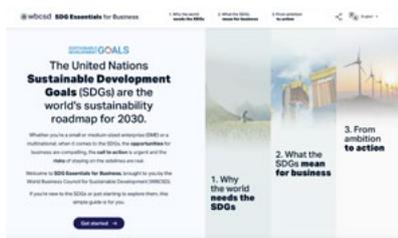
[CEO Guide to the SDGs](#)

Our CEO Guide to the SDGs succinctly lays out the implications of the SDG agenda for the private sector while positioning clear actions that business leaders can take to begin to integrate this agenda into their organizations.



[SDG Business Hub](#)

This online portal captures and packages latest insight, key developments, useful tools and emerging best practice with a view to helping business to effectively navigate the dynamic SDG landscape.



[SDG Essentials for Business](#)

This online learning platform provides a simple but impactful tool to support businesses in raising awareness of the SDGs within their organizations. By spending 10 – 15 minutes navigating this platform, users undergo a crash-course in the SDGs and their relevance to business, setting them up for enhanced engagement with this critical global agenda.



[The Good Life Goals](#)

In collaboration with multiple partners including Futerra and United Nations 10YFP, WBCSD led the development of the Good Life Goals which highlight a series of everyday actions that anyone can take towards realizing the SDGs.

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DISCLAIMER

This publication has been developed in the name of WBCSD. Like other WBCSD publications, it is the result of a collaborative effort by members of the secretariat and senior executives from member companies. A wide range of members reviewed drafts, thereby ensuring that the document broadly represents the perspective of the WBCSD membership. Input and feedback from stakeholders listed above was incorporated in a balanced way. This does not mean, however, that every member company or stakeholder agrees with every word.

ABOUT WBCSD

WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. We help make our member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies.

Our member companies come from all business sectors and all major economies, representing a combined revenue of more than USD \$8.5 trillion and 19 million employees. Our global network of almost 70 national business councils gives our members unparalleled reach across the globe. Since 1995, WBCSD has been uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

Together, we are the leading voice of business for sustainability: united by our vision of a world where more than 9 billion people are all living well and within planetary boundaries, by 2050.

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