

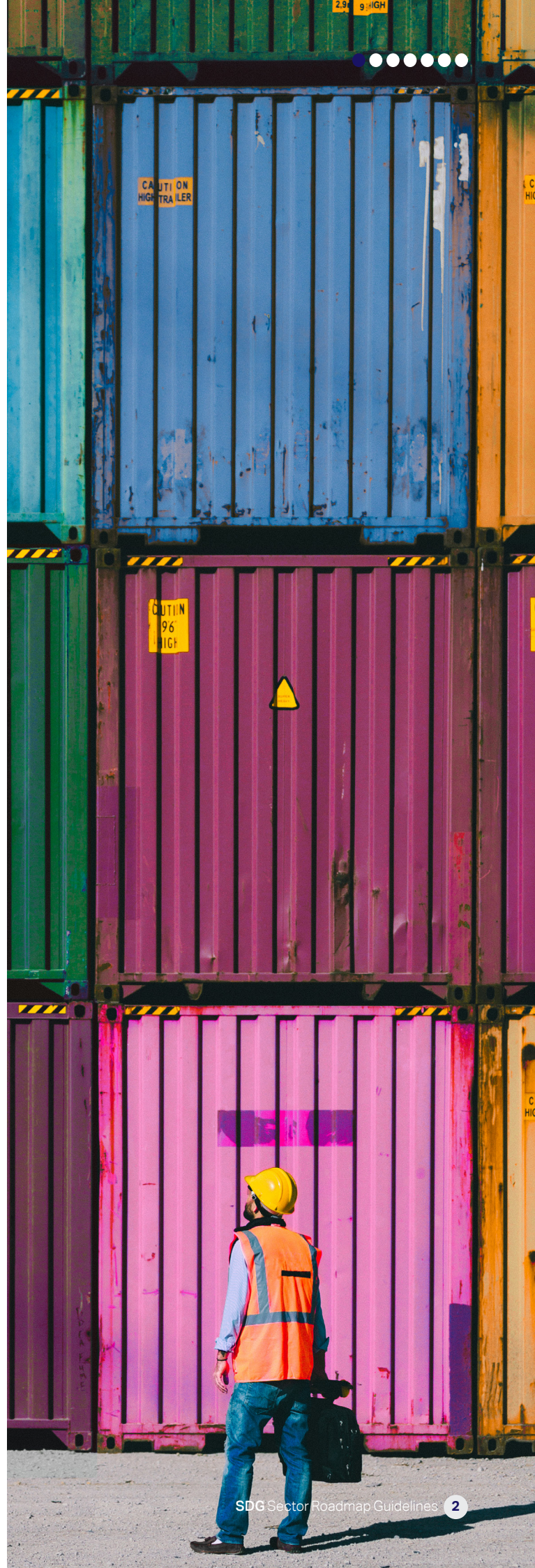
# SDG SECTOR ROADMAPS

How to leverage the power of sectoral collaboration to maximize business impact on the Sustainable Development Goals



# Contents

①	Foreword	3
②	Executive summary	4
③	The purpose of a roadmap	6
④	Roadmap overview	8
⑤	Roadmap framework	11
	Step 1: Establish current position	13
	Step 2: Identify key impact opportunities	16
	Step 3: Call to action	18
⑥	Practical application summary	21
⑦	WBCSD & the SDGs	23



## 1

# Foreword

## **The Sustainable Development Goals (SDGs) provide the private sector with a lens through which to translate global needs and ambitions into business solutions across the value chain.**

Companies can better manage their risks, unlock opportunities in growth markets and establish an enduring license to operate through careful consideration of how they can impact the SDGs. These are elements that we have explored in depth in our [CEO Guide to the SDGs](#).

There is now mounting appreciation across the global business community that the goals have the potential to unleash innovation, economic growth and development at an unprecedented scale. The Business & Sustainable Development Commission's flagship *Better Business, Better World* report points to US\$12 trillion of additional market value that could be unlocked by 2030 if the SDGs are successfully implemented, creating 380 million jobs in the process.

However, achieving the SDGs and harnessing the potential they represent is beyond the reach of any single company. We will only reach the transformative ambitions of the SDGs through pioneering collaboration, with sector peers coming together to plot a new course focused on a common SDG vision for their industries. The *Better Business, Better World* report underlines this and makes a clear recommendation for companies to collaborate on the development of detailed "roadmaps" to guide their industry's shift to sustainable development in line with the SDGs.

This of course is easier said than done and it can be hard to conceive of how to get such an initiative underway. These guidelines provide practical and detailed support to sectors as they embark upon efforts to establish a roadmap and a collective vision for how their industry can drive forward the SDG agenda on the road to 2030.

While each industry will undoubtedly face its own unique challenges and opportunities, this foundational guidance is broadly applicable across a wide range of sectors and also at national, regional and global levels.

The SDGs embrace the vision of a sustainable and inclusive future anchored in peace and prosperity. The challenge before all of us now is to understand our role in achieving this agenda and to establish tangible actions that we can take at a company-level and collectively to make this future a reality move towards a world where and more sustainable business is more successful.



**Peter Bakker**  
President & CEO, WBCSD

2

# Executive summary

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

# Executive summary

**Leading businesses have long been engaged in efforts to integrate sustainability at the core of corporate strategy, decision-making and governance. The Sustainable Development Goals (SDGs) now provide a comprehensive framework to support business in understanding global needs and developing appropriate business solutions.**

The ambitious and time-bound agenda that the SDGs represent goes beyond business as usual. Realizing the goals, and leveraging the business opportunities that they represent, will require collaboration between a critical mass of companies across industries and entire economic systems.

In its landmark *Better Business Better World* report, the Business and Sustainable Development Commission makes a compelling case for companies to come together with sector peers to develop SDG roadmaps. These roadmaps enable sectors to articulate a common vision for how their industry can contribute to the achievement of the SDG agenda and establish a collective pathway to accelerate and

optimize that level of contribution on the road to 2030. This in turn helps the sector to collectively strengthen its license to operate, manage operational and regulatory risks, and open up new growth markets.

This guidance document provides an easily accessible three-step framework to develop an SDG sector roadmap in a systematic and replicable way. The framework leads companies through a process of establishing their sector's current level of interaction with the SDGs throughout the value chain; identifying the sector's most significant opportunities for impact; and establishing key action items and monitoring systems in order to chart a course towards the sector's 2030 vision. This framework was developed with extensive technical and strategic input from sustainability experts with global cross-sector experience in tackling SDG issues. It has also been refined with experience gained through the piloting of these guidelines with a coalition of leading WBCSD member companies and industry associations from the chemical sector have been early pioneers of the methodology.

The methodology put forward in the report lays the foundation for a successful SDG roadmap development process that can be tailored to any sector or sub-sector regardless of scale or geographic coverage. In addition, it provides enough flexibility to account for the innovation, technology and partnerships that will shape SDG solutions through to 2030.



**Players in all sectors will benefit from developing detailed "roadmaps" to guide their sector's shift to sustainable development in line with the Global Goals**



*Better Business, Better World* report, Business & Sustainable Development Commission

**Figure 1: Key steps in developing an SDG sector roadmap**



3

# The purpose of a roadmap

Articulating and enabling a common SDG vision at the  
sector level

# The purpose of a roadmap

**A roadmap provides a strategic plan that translates a vision into actionable goals and activities. An SDG sector roadmap enables leading companies to collaborate and articulate a common approach for how their industry can maximize its potential to contribute to achieving the critical SDG agenda through business solutions. This in turn will help the sector to collectively strengthen its license to operate, manage operational and regulatory risks, and open up new growth markets.**

Individual companies can then also leverage the roadmap to focus their own strategic approach to the SDGs and make informed decisions as to where they can have the greatest impact on the SDG goals and targets that are a priority for their sector.

A sector roadmap could be initiated by an industry association or a group of companies with a common interest. It is essential that any sector roadmap has sufficient representation from a broad and inclusive list of companies that are part of the sector as defined by the roadmap.

The audience for each roadmap produced may differ slightly from sector to sector, but fundamentally the work should be aimed first and foremost at providing practical guidance and inspiration to the sector itself. However, roadmaps will also be a useful reference point for wider stakeholders such as policymakers, investors and civil society who seek to deepen their understanding of the potential of particular sectors to contribute to the SDG agenda and the maturity of their efforts.

This document is designed to inspire sectors to develop their own roadmaps for identifying the common solutions, opportunities and partnerships needed to help achieve the SDGs.

Figure 2: The 17 United Nations Sustainable Development Goals



# 4

# Roadmap overview

Key components and considerations to advance a meaningful  
SDG sector roadmap



# Roadmap overview

**An SDG sector roadmap should seek to inspire and provide guidance to those within the sector and its wider value chain.**

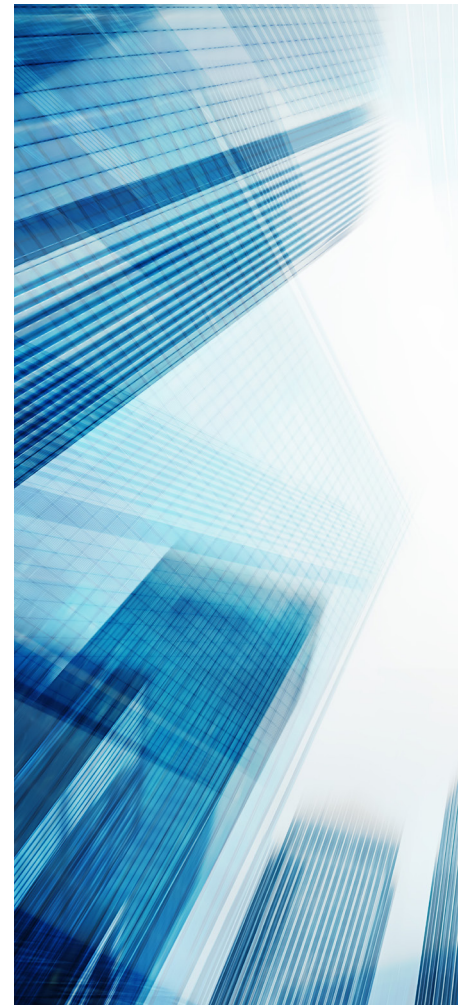
Ultimately any roadmap produced by the sector should incorporate a series of core components and exercises to advance the initiative in a meaningful way:

## Key components

1. State a clear vision of where the sector aspires to be and what the sector aims to achieve in relation to the SDGs by 2030 and beyond. This should be ambitious yet realistic. It should be informed by the sector’s current position and its level of ambition to contribute to the SDGs, and reached via consensus with stakeholders.

The vision should consider industry dynamics, sector and company maturity in terms of sustainability, value chain characteristics, and geographic scope and scale.

2. Demonstrate how the sector interacts with the wider SDG agenda and which of the SDGs it can impact the most.
3. Identify key impact opportunities where, by working together, the companies involved can have the most significant impact on achieving the SDGs while unlocking business value.
4. Explore actions that organizations within the sector can begin to take to move towards advancing these opportunities and make sure potential value is achieved.
5. Understand common barriers and identify impact accelerators within the sector and across its value chain.
6. Engage with key stakeholders across the sector’s value chain.



**Figure 3: Key components of an SDG sector roadmap**



## Key enablers

Central to the effectiveness of the roadmap are efforts to advance the key enablers of partnerships and collaboration, data aggregation and innovation.

### Partnerships and collaboration

As highlighted by SDG 17 (Partnerships for the Goals), partnerships are critical to unlocking the full potential of the sustainable development agenda. New and innovative collaborative models must be continually identified and tested to effectively bring competitors together alongside other industry, government and civil society actors.

A sector initiative to develop a roadmap is an essential partnership between companies and will itself engender innovative new forms of collaboration. To effectively develop and advance a roadmap, companies and their partners need to explore: aligned cross-sector visions, how to scale change, shared value chain dependencies and opportunities,

the pooling of knowledge and resources related to data collection and monitoring, and the co-creation of solutions and innovation.

### Data aggregation

Reliable and timely data is a key component to successfully implementing the SDGs. Data is needed to understand the sector's starting point and potential to contribute towards a goal, and to monitor progress. In all likelihood, the required data may not currently exist for all goal targets and indicators. Even when it does exist, it may have various formats (i.e., qualitative, quantitative or monetary), levels of quality, accessibility or regional gaps. The sector roadmap must address data needs through actions related to capacity building, identifying new collection methods and championing innovative partnerships.

### Innovation

In many instances the business solutions needed to achieve the SDGs may either not yet exist or be in the very early stages of development. Technological innovation and the scaling of new products and processes continue to transform industries and present new and exciting opportunities. Sector roadmaps should seek to support the necessary conditions for such innovation to thrive and remain flexible enough to incorporate it.



5

# Roadmap framework

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

# Roadmap framework

**A robust roadmap should adhere to a structured approach incorporating a series of core activities. The process for developing an SDG sector roadmap entails three key steps:**

1. Establishing the sector’s current position with respect to its impact on the SDGs across its value chain.
2. Identifying key impact opportunities through which

the sector can make the most transformative contribution to the SDGs collectively.

3. Calling the sector to action 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 4.

The remainder of this document covers each step in more detail and provides templates and tools to help bring the process to life.



**Figure 4: Key steps involved in an SDG sector roadmap**



	<b>1 Establish current position</b>	<b>2 Identify key impact opportunities</b>	<b>3 Call to action</b>
<b>OBJECTIVE</b>	Understand the sector’s level of impact for SDGs across the value chain	Conceptualize where the sector can make the largest contribution to the SDGs collectively	Inspire the sector and others to take action to reach the SDGs
<b>MAIN ACTIVITIES</b>	1.1 Map SDGs and current level of impact across the sector value chain	2.1 Identify key impact opportunities to drive progress towards realization of the SDGs	3.1 Identify barriers, potential solutions and impact accelerators for the sector
	1.2 Prioritize SDGs for the sector	2.2 Assess sector apportionment	3.2 Identify short-, medium- and long-term actions to advance SDG opportunities
			3.3 Monitor, measure and report progress
<b>OUTCOME</b>	Priority SDGs for the sector to address	Key impact opportunities for the sector	Action plan for the sector



## Step 1: Establish current position

### Understand the sector's level of SDG impact across the value chain

#### 1.1 Map SDG impacts across the value chain

Many companies may have already undertaken an analysis to map the SDGs that are material to their business; however, there is also value in undertaking such an exercise at the sectoral level to compare and contrast findings and interpretations as to how the sector interacts with the goals.

Mapping will determine where and how a sector can contribute to the SDGs at the target level across its value chain. Results will be different for different sectors, but the analysis conducted should include in-depth consideration of how the sector can contribute to the SDGs through innovations in products and services, through efforts to minimize negative impacts and as an enabler for other sectors.

Mapping the 17 SDGs and the 169 targets for a sector is a complex task. It should be done collaboratively with the right expertise, covering environmental, social and economic issues from across the sector.

In addition, engagement with relevant stakeholder groups is also necessary to ensure the results will be accepted by industry and civil society. Topics such as regional needs, future impact of technology, regulatory and policy changes, shifts in market behavior and global megatrends are integral to the process.

#### 1.1.1 Outline a value chain model

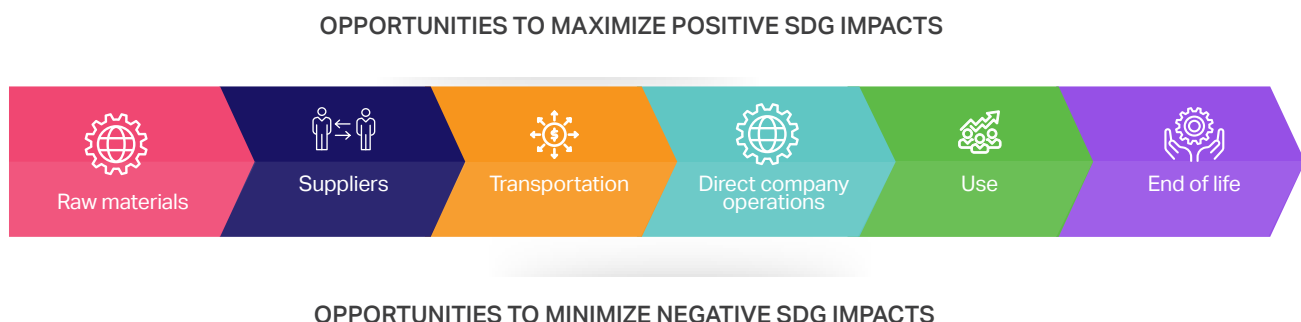
As a first step, a representative group of sector champions should share their high-level views on how each part of the value chain is aligned with the SDGs, taking into account external sources, and then draft a streamlined value chain model that is relevant to and representative of the broader sector (for example, see Figure 5). After testing and revising the model within the larger group of sector stakeholders, it is ready to be used in the next step of the process which focuses on identifying impacts along the value chain.

#### 1.1.2 Identify current level of SDG impact

As a foundational part of the road-mapping process, it is important for the sector to establish a collective understanding of how it is currently interacting with the goals and the impacts that it is generating. For each of the 17 goals, this step should look to determine:

- The SDG targets under the goal that are most relevant to the sector's activities;
- Current or planned initiatives, partnerships and products that relate to particular SDG targets;
- What value chain stages are most relevant for the sector in the context of that particular SDG;
- The type of impact the sector has on the goal (direct or indirect);
- What geographies are most relevant for the sector and goal;
- The sector's current alignment with the goal (i.e., is the sector already heavily involved in activities to contribute to the goal); and
- The sector's current level of positive and negative impact on the goal.

Figure 5: Sample value chain map





A wealth of publicly available reference materials on how business action can address the SDGs is available (see WBCSD’s [SDG Business Hub](#)). This can be leveraged to provide additional guidance.

SDG mapping at a sector-level is likely to produce an extensive list of relevant SDG targets. To manage the scale and complexity of this step, assessing the current level of positive and negative impact may be qualitative, determining impacts as low, medium or high.

Each sector is diverse and includes companies with different commitments and approaches to sustainability. Establishing a sector’s current alignment with the goal and level of impact will help to identify SDG themes common to the majority of the sector rather than what may be unique to one organization.

### 1.1.3 Assess potential

The final step in the mapping process is for the sector to assess the opportunity in terms of its potential to impact each goal and generate business value moving forward. This will then inform the subsequent prioritization step.

To assess the level of potential the sector has to drive change for each of the SDGs mapped, consider where current programs can be scaled or replicated, or where innovation and new partnerships are needed to address sustainability challenges. 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 these factors evolve over time.

The broad range of SDG targets means that the sector may benefit from working together with key stakeholders in order to determine the SDG targets where the sector has the most potential to maximize positive impacts and minimize negative impacts.

This assessment of potential for the sector will also most likely be a qualitative assessment, determining the potential impact as low, medium or high.

A simple SDG mapping template can be used to summarize the results collected during steps 1.1.1 to 1.1.3. Figure 6 provides an example.

Figure 6: Sample SDG mapping template

	SDG 1	SDG 2	SDG 3	SDG 4
<b>Relevant SDG targets</b>	1.1, 1.4, 1.5	2.1, 2.3	3.5, 3.6, 3.9	4.3, 4.4
<b>How can the sector contribute</b>	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
<b>Relevant value chain stage</b>	Upstream, core operations	Operations	Operations	Multiple
<b>Direct or indirect impact</b>	Both	Direct	Direct	Direct
<b>Key geographies</b>	Africa, Latin America	Africa	Global	Global
<b>Current level of positive impact</b>	H	L	M	M
<b>Current level of negative impact</b>	L	L	H	L
<b>Sector’s potential to contribute</b>	M	M	H	L
<b>Potential to add business value</b>	L	M	M	H

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

## 1.2 Prioritize SDGs for the sector

While the SDGs represent a highly inter-connected agenda that needs to be considered holistically, when establishing a roadmap it is important for the sector to prioritize the goals where it has the most leverage and ability to:

- Have a significant influence or impact through business solutions;
- Act as a driver for transformation at scale; and
- Shape new markets that will generate business value.

Prioritization may be qualitative and can be achieved by mapping the sector's current level of impact against the opportunities where the sector has the most potential to contribute towards the SDGs.

### 1.2.1 Assess materiality

A materiality matrix will allow the sector to prioritize the mapping exercise results and visually present areas where the sector has the most potential to maximize positive impacts and minimize negative impacts over the life of the roadmap. Figure 7 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 goals 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 for current and potential level of impact (low, medium, high) can be supported by quantitative metrics to allow for the production of a representative chart.

Figure 7: Sample sectoral SDG materiality matrix



## Step 2: Identify key impact opportunities

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



### 2.1 Identify key opportunities to impact the SDGs

The outcomes from step 1 will provide a view as to which SDGs are 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 to contribute to each goal prioritized. As a starting point, the sector should draw upon information collected through step 1 and existing reports, such as the *Better Business, Better World* report and *SDG Industry Matrix* that have already conducted valuable analysis of potential sector opportunities. The sector should also hold sector and stakeholder roundtable sessions to provide input on potential opportunities to contribute to the SDGs.

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.

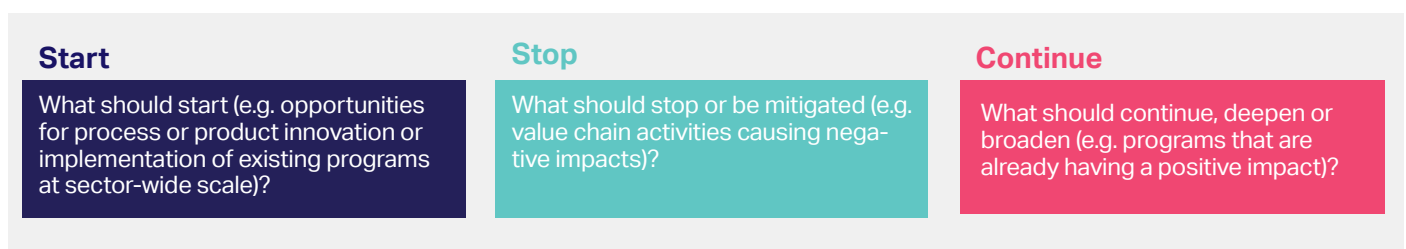
As part of the process to identify opportunities to contribute to the SDGs, the sector should take stock of its current programs and activities (identified in step 1) and assess the degree to which these are aligned with the ambitions of the SDG agenda. This can be done through a start/stop/continue approach as outlined in Figure 8.

It is recommended that the sector 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. Developing a list of criteria that all shortlisted opportunities must meet can help to do this. Example criteria are provided in Figure 9.

While many more opportunities are likely to exist and could be explored, the sector should focus on where it can best leverage its abilities to drive and enable transformative change that can be implemented at scale. The sector should capture additional opportunities beyond those shortlisted and include them as part of medium- to long-term horizon planning, with future updates provided as applicable. Having identified a shortlist of opportunities, it may also be useful to break these down further into specific themes or categories to make the process more manageable and to more efficiently leverage field-specific expertise within the working group.

This step provides an opportunity for mature companies within the working group to influence peers who have perhaps made less progress to date, allowing the sector to more effectively replicate and scale proven best practices.

Figure 8: Start/stop/continue approach





**Figure 9: Suggested criteria to shortlist key impact opportunities**

- Is this topic a core issue for the sector?
- Is it critical that the sector take the lead in addressing this specific sustainability challenge? Or is it more appropriate for others to steer this effort?
- Does this contribute towards the prioritized SDGs identified in step 1? If so, which one(s)?
- Does this offer potential for a step-change with regards to impact contribution?
- Is this representative of all or most sector value chains? If not, are there sub-sectors that are most relevant?
- Is this applicable globally? If not, to which geographies is it most relevant?
- Is this complementary to other industry sustainability initiatives? If so, which ones? Will sector stakeholders support this?
- Will sector customers support this?
- Is this already being done? If so, is this a step change?
- Does this shift or create new impact burdens (e.g., rebound effect)?

## 2.2 Assess sector apportionment

Establishing the scale of sector apportionment is important in stress-testing the results of the identification of key impact opportunities. It can also help to avoid the risk of “over claiming” the sector’s role in contributing to the SDGs and to build the roadmap’s credibility. The concepts of deadweight, displacement, attribution and drop-off are used in social return on investment analysis. These help to assess if an outcome would happen without any activity, would displace another outcome, would happen due to the contribution of those involved or would deteriorate over time.

The sector should make reasonable estimates of potential occurrences of each of these variables when estimating the ability for the sector opportunity to contribute to an SDG.

The output of this can be used to further focus the sector’s unique role in the opportunity and identify what other sectors, partners and stakeholders are needed to drive change. In addition, it can be used to ensure that the impact opportunities shortlisted include ones where the sector can take a leading role.

It is recommended that this be done through semi-structured interviews with sector stakeholders to build consensus and supported by quantitative data where available. Key questions that can be considered are presented in Figure 10.

**Figure 10: Sample sector apportionment questions to consider**

Sector apportionment assessment questions			
Deadweight	Displacement	Attribution	Drop-off
Would this happen without any activity from the sector?	Will this displace any other positive outcome or create a negative rebound effect?	Will the sector lead this action?	Will the impact of this deteriorate before 2030 or soon after?



## Step 3: Call to action

Inspiring the sector and engaging others who can help deliver success

### 3.1 Identify barriers, potential solutions and impact accelerators

To fully realize the potential of the top impact opportunities identified in step 2, it is important to identify existing barriers that may prevent the sector from fulfilling this potential and the solutions that will help to overcome them.

Identifying barriers for each opportunity is the first step in overcoming them and will support the development of a more detailed action plan. Many solutions will also have the potential to be impact accelerators, whereby they will not only overcome a barrier but scale SDG contribution.

Common barriers that may arise include: complexity, lack of buy-in, insufficient resources, limited availability of data, insufficient monitoring systems or lack of leadership. The key questions to pose to the group are summarized in Figure 11.

Figure 11: Questions to identify barriers and solutions

Barriers, solutions and accelerators		
What are the barriers to this action being implemented?	What are solutions to overcome the barriers?	Are there any accelerators to make implementation happen faster or at greater scale?



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

The sector needs to agree upon, implement and track a series of short-, medium- and long-term actions to deliver on the opportunities identified in step 2. Actions will typically consist of new sector-wide activities or initiatives that a number of companies in the sector agree to integrate into existing business operations.

The sector can use engagement sessions, including workshops and in-depth meetings with subject matter experts, to identify these actions, resources and timelines. The sector can then prioritize the actions based on likelihood to contribute to the SDGs.

Actions should have a clear link to one or more specific SDG targets and be measurable, replicable and scalable.

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 medium-term targets.

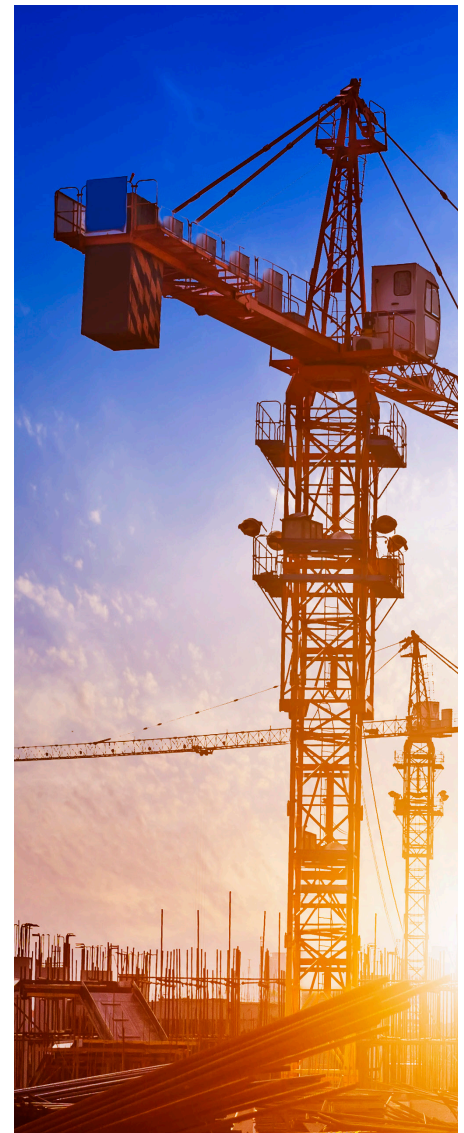
It is recommended that the questions in Figure 12 be used to challenge draft actions during the development process.

The extent and scale of individual actions will not be the same for all sectors and will be based on the sector's level of maturity in terms of the SDGs.

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.

The template in Figure 13 provides an example of how identified actions can be categorized, prioritized and effectively communicated.

Participating companies might wish to consider linking actions to implement the key impact opportunities to their own company-specific performance objectives, alongside existing SDG commitments that may have already been made.



**Figure 12: Suggested questions to challenge actions during development**

Action detail				
Is this a short- medium- or long- term action?	Will this action have a low, medium or high level of SDG impact?	What level of sector effort is required to implement and realize this action?	What types of partners are needed to make this action have impact?	In what region(s) could this action have the greatest impact?

### 3.3 Monitor, measure and report progress

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

The sector can assign a champion to be responsible for implementing an appropriate monitoring and communications plan to report progress. It is recommended that the sector align such a plan with any existing and commonly used tools, processes and systems.

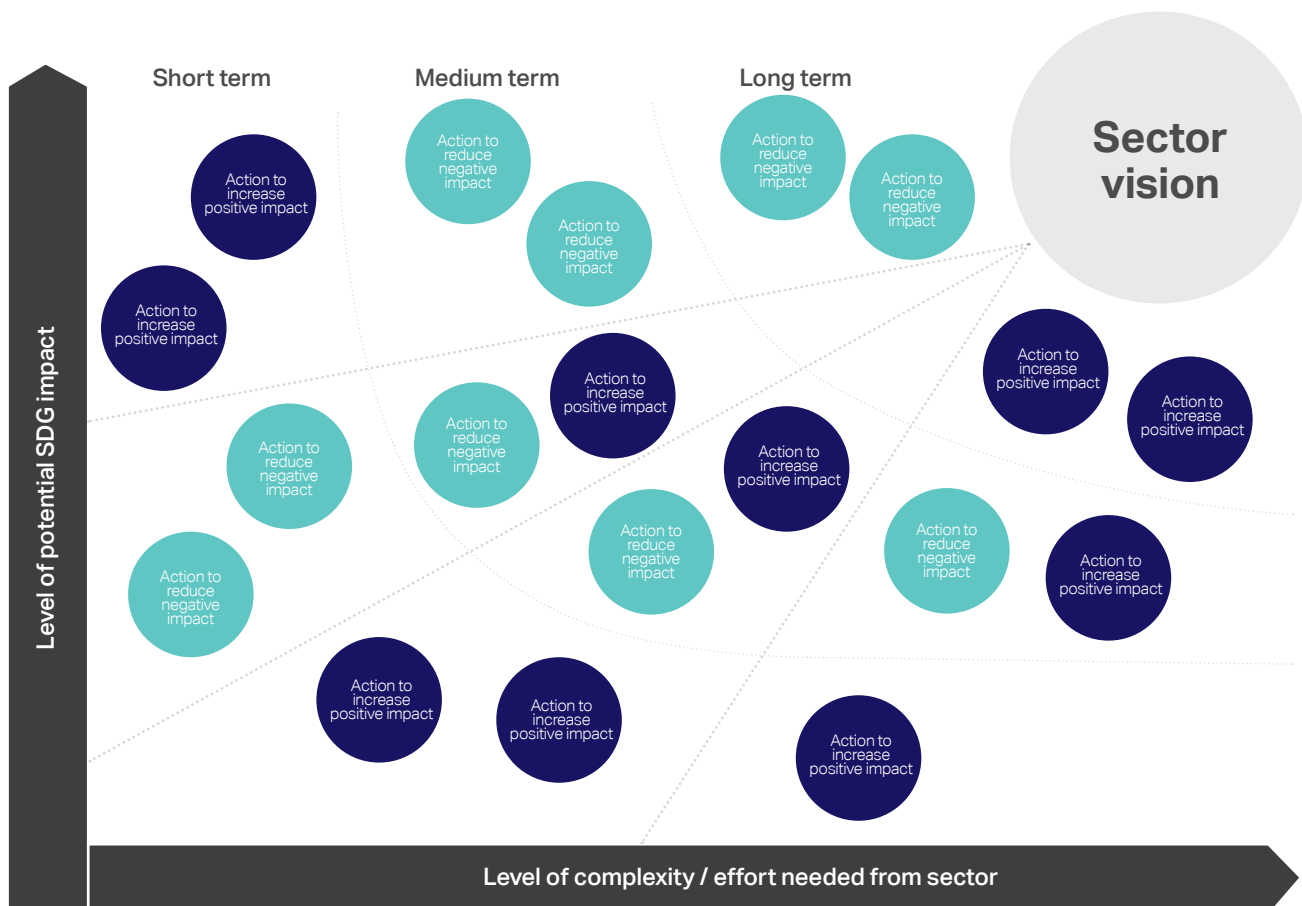
The monitoring process should seek to review progress, identify emerging barriers to delivery, and find opportunities for collaboration and enhanced engagement across the sector and value chain. This in turn will promote action and progress at all levels of the sector. The sector may also wish to define a governance framework, within which decisions will be made, and include regular engagement with those responsible and accountable for delivering on the SDGs within each participating business.

A communications strategy that delivers transparent updates on progress and performance against priority SDGs for the sector should

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 should include, for example, governments, industry associations, consumers, employees and contractors, sector peers, civil society and media. Annual sectoral reporting is recommended alongside more regular monitoring and progress meetings from sector participants. Participating companies may also seek to disclose details of progress in their individual reporting cycles.

**Figure 13: Example roadmap action plan**

The following template organizes the short-, medium- and long-term actions identified by the sector to advance SDG opportunities (step 3.2). From a communications and management standpoint, this template clarifies which actions have been agreed upon by the sector, the relative timing of each (short, medium and long term), the level of sector effort required (i.e., complexity of the task at hand), and the level of potential SDG impact contribution.






6

# Practical application summary

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

# Practical application summary

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

STAGE	STEP	INPUT
<b>STEP 1: ESTABLISH CURRENT POSITION</b>  	<b>1.1 Map SDG impacts across the value chain</b>	Identify sector champion(s)
		Draft streamlined value chain model
		Identify relevant SDGs at a target level for the sector
		Identify current or planned initiatives, partnerships and products that relate to particular SDG targets
		Identify at which stage of the value chain the sector interacts with each SDG
		Determine if each sector impact is mainly direct or indirect
		Identify what geographies are most relevant for the sector for each goal
		Identify the sector's current alignment with the ambitions of each SDG
		Assess if the sector's current level of positive and negative impact is high, medium or low for each SDG
		Assess if the sector has high, medium or low potential to contribute towards each SDG
	Assess level of potential business opportunities linked to realizing each SDG	
	<b>1.2 Prioritize SDGs for the sector</b>	Plot level of current positive and negative impact against level of potential to contribute to each SDG
	Analyze matrix for trends and points of uncertainty	
	Prioritize SDG targets where the sector can contribute most to minimizing negative impacts and maximizing positive impacts	
<b>STEP 2: IDENTIFY KEY IMPACT OPPORTUNITIES</b>  	<b>2.1 Identify key opportunities to impact the SDGs</b>	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
		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
		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
	<b>2.2 Assess sector apportionment</b>	Assess sector apportionment qualitatively to build confidence that the top opportunities are in line with the intended SDG needs and to identify what other sectors or partners are required to accelerate impact
<b>STEP 3: CALL TO ACTION</b>  	<b>3.1 Identify barriers, potential solutions and impact accelerators</b>	With the input of appropriate stakeholders with the relevant expertise, discuss and agree on key barriers, solutions and impact accelerators for each key impact opportunity
	<b>3.2 Identify short-, medium- and long-term actions to advance SDG impact opportunities</b>	Leverage stakeholder expertise to identify and prioritize a series of actions for each impact opportunity as well as associated timelines and resources required
		Test prioritized list with stakeholders outside of the sector to ensure credibility
		Assign a lead or champion for each action and agree on monitoring plan to track progress
<b>3.3 Monitor, measure and report progress</b>	Assign responsibility for monitoring and reporting, and determine frequency of disclosure	

7

# WBCSD & the SDGs

Harnessing the potential of business to realize the SDG agenda

# WBCSD & the SDGs

**WBCSD provides a platform for its member companies to come together to develop pioneering business solutions that have the potential to contribute to a wide variety of the SDGs. Our work programs focused on Cities and Mobility; Energy and Circular Economy; Food Land and Water; People; and Redefining Value, drive forward innovations across a broad cross-section of economic systems.**

In addition to this, WBCSD's SDGs program area also focuses more holistically on supporting companies as they look to strategically integrate and communicate around the SDG agenda. This incorporates a range of activities which can be categorized into five key streams of work:

- Advocating and supporting business leadership on the SDGs;
- Compiling and disseminating to members updates on emerging SDG-related news and developments while also showcasing business insight, tools and case studies;
- Convening opportunities for peer learning and best practice exchange around SDG integration by the private sector;
- Advancing the development of collaborative platforms and

multi-stakeholder partnerships to harness the potential of business to realize the SDG agenda;

- Injecting a forward-thinking business voice into relevant inter-governmental processes, including at the level of the United Nations.

Recent highlights of this work have included playing an active role in the promotion and dissemination of the work and research of the Business and Sustainable Development Commission; the development of the SDG Compass in collaboration with GRI and the UN Global Compact; the publication of a CEO Guide to the SDGs aimed at galvanizing engagement from global business leaders in relation to sustainable development; and the launch of an SDG Business Hub (an online repository of the latest tools, insight and developments relating to business and the SDGs).

This is now complemented by our work on SDG Sector Roadmaps, of which this document is a first step. Moving forward we will continue to engage and support sectors from within WBCSD's membership and beyond to implement this guidance and advance efforts to maximize SDG impact at the sector level.

For more detail on any of these activities please contact James Gomme ([gomme@wbcsd.org](mailto:gomme@wbcsd.org)) or Uta Jungermann ([jungermann@wbcsd.org](mailto:jungermann@wbcsd.org)).





## AUTHORS

James Gomme and Uta Jungermann from the WBCSD SDG project team led this work. Linden Edgell, Bryan Hartlin, Jo Lloyd and Claire Stevens at Environmental Resources Management (ERM) provided technical support. ERM is a leading global provider of environmental, health, safety, risk, social and sustainability-related consulting services.

WBCSD would like to warmly acknowledge the contributions of a selection of its leading chemical sector member companies and participating industry associations for piloting the SDG sector roadmap methodology and wishes to thank the following individuals for their contributions and thought leadership:

**Bryan Kuppe, Sean Stephan** (ACC)

**Mark Didden** (AkzoNobel)

**Ann Dierckx** (Cefic)

**Lydia Simon** (Covestro)

**Jeff Turner, Simon Gobert** (DSM)

**Stefan Haver, Volker Kerscher**  
(Evonik)

**Kiyoshi Matsuda** (Mitsubishi  
Chemical Holdings)

**Gretchen Govani, Daniel Gambus,**  
(SABIC)

**Dominique Debecker** (Solvay)

**Yoshihisa Takasaki** (Sumitomo  
Chemical)

**Mark Weick, Jihane Ball** (The Dow  
Chemical Company)

## DISCLAIMER

This publication is released in the name of the 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. It does not mean, however, that every member company agrees with every word.

## ABOUT THE WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (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 US\$ 8.5 trillion and 19 million employees. Our Global Network of almost 70 national business councils gives our members unparalleled reach across the globe. WBCSD is 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 nine billion people are all living well and within the boundaries of our planet, by 2050.

[www.wbcd.org](http://www.wbcd.org)

Follow us on [Twitter](#) and [LinkedIn](#)

## Credits

Copyright © WBCSD April 2018

**World Business Council  
for Sustainable Development**

Maison de la Paix  
Chemin Eugène-Rigot 2B  
CP 2075, 1211 Geneva 1  
Switzerland

[www.wbcsd.org](http://www.wbcsd.org)

