

An aerial photograph of a port area. On the right side, there are several stacks of colorful shipping containers (red, blue, green, orange) arranged in neat rows. A red truck is visible on a paved road in the lower right quadrant. The left side of the image is a solid dark teal color, which serves as a background for the text.

# Creating a sustainable future

The role of the accountant in implementing the Sustainable Development Goals





# Chartered Global Management Accountant (CGMA)

CGMA is the most widely held management accounting designation in the world. It distinguishes more than 150,000 accounting and finance professionals who have advanced proficiency in finance, operations, strategy and management. In the U.S., the vast majority are also CPAs. The CGMA designation is underpinned by extensive global research to maintain the highest relevance with employers and develop competencies most in demand. CGMA designation holders qualify through rigorous education, exam and experience requirements. They must commit to lifelong education and adhere to a stringent code of ethical conduct. Businesses, governments and nonprofits around the world trust CGMA designation holders to guide critical decisions that drive strong performance.

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# Association of International Certified Professional Accountants

The Association of International Certified Professional Accountants (the Association) is the most influential body of professional accountants, combining the strengths of the American Institute of CPAs (AICPA) and The Chartered Institute of Management Accountants (CIMA) to power opportunity, trust and prosperity for people, businesses and economies worldwide. It represents 650,000 members and students in public and management accounting and advocates for the public interest and business sustainability on current and emerging issues. With broad reach, rigour and resources, the Association advances the reputation, employability and quality of CPAs, CGMAs and accounting and finance professionals globally.

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# Executive summary

Business has a fundamental role to play in delivering against the United Nations' 17 Sustainable Development Goals (SDGs) and their 169 associated targets. The skillsets, organisational role and ethical commitment of management accountants across the world place members of the profession at the forefront of planning and implementation.

The SDGs are set to help businesses face up to several key challenges in the years ahead – managing reputational risk, responding to 'megatrends' like globalisation and digitisation, and meeting investor demand for greater reporting transparency.

They will do this in a number of ways: encouraging businesses to meet SDG requirements through improved innovation capabilities; emphasising the importance of ethical behaviour throughout the value chain; focusing more tightly than ever on best practice in governance and stewardship; driving the formation of strategic partnerships; and basing corporate reports on the six 'capitals' of integrated reporting.

These are all areas where management accountants, at every level, have a key role to play, from proposing the business case for pursuing appropriate SDGs to Board-level alignment of sustainability initiatives with corporate activities.

Overall, management accountants should approach the SDG journey in a spirit of determination to **help drive opportunity, prosperity and trust** and ultimately create a sustainable future for all.

# Introduction: changing the world for the better

“A shared focus on economic, environmental, and social goals is a hallmark of sustainable development and represents a broad consensus on which the world can build.”

Professor Jeffrey Sachs, Colombia University

It was in 2015 that the United Nations took the enormously ambitious step of setting its 17 Sustainability Development Goals (also known as the SDGs or Global Goals).

Ambitious because of their overarching aim: to bring together governments, business, civil society and individual citizens right across the world to end poverty, hunger, conflict and inequality, ensuring prosperity and opportunity for everybody.

All while protecting the planet.

The SDGs are vast in their scope. They apply to all countries, making no distinction between ‘developed’ and ‘developing’ economies. They are also the responsibility of organisations of all kinds, all sizes and all purposes.

Businesses have a particularly critical role to play in driving the global change and societal improvement that the UN is demanding. For business has the global influence and economic power needed to make the difference where it matters most – in the communities where people live and work.

## Benefits for business

The Goals highlight the importance of the mutually interdependent ecosystems in which markets, countries and communities co-exist<sup>i</sup>. It’s in emerging economies that realising the Goals can have the biggest impact.

They will help to create new opportunities that enable local markets to grow. They will strengthen the overall global economy, boosting trade worldwide and encouraging businesses to find new partners. And the move from short-term horizons to longer-term outcomes has the potential to fuel sustainable prosperity for all.

## The role of management accounting

As a result, enterprises of all sizes, at all points of the value chain and in all markets across the world, have a role to play and benefits to gain from actively engaging with the SDGs.

Management accounting has a fundamental role to play in helping business to maximise the opportunities involved for doing lasting good and driving business growth.

That’s because the profession’s very nature makes it a powerful force for supporting and implementing strategies and programmes aligned to the Goals, as well as tracking, analysing and reporting outcomes and impacts.

Being able to present information of this sort means organisations can strengthen stakeholder confidence in them by demonstrating their ethical and sustainability performance.

But the gains go much further than that. Enlightened leaders have clearly acknowledged that there can be no such thing as a sustainable business without a sustainable economy and shared prosperity that’s dependent upon job creation, competitiveness and security of natural resources.

This is relevant in every market globally, as leading corporates in the United Kingdom indicated in a letter to the Prime Minister in support of the Goals in 2016<sup>ii</sup>.

It is also a fundamental truth on which we all must together build the sustainable global economy of the future.

This CGMA guide will:

- ▶ give you an overview of the background to the SDGs
- ▶ outline how the business community is responding
- ▶ and frame the contribution you can make in helping to make them reality.

It also offers signposting to further resources on the specifics of the Goals and how to assess and enhance engagement. In addition, it gives you examples of how organisations in different sectors and geographies are already creating shared value.

Overall, it should be useful to you whether you:

- ▶ have no experience of working with the SDGs and want to consider how your activities and the information you work with will enhance pursuit of the goals
- ▶ have some experience of the SDGs and are considering what partnerships could contribute to innovative solutions and what programmes to finance
- ▶ have significant SDG experience and wish to engage your Board in discussions about integrated thinking and how sustainability initiatives should be embedded within your business model.

“The specific professional skills of accountants – including in governance, risk management and control business analysis, and decision support, which involves measuring, reporting and providing assurance on financial and non-financial data – will become increasingly in demand as the SDGs gain traction.”

**The 2030 Agenda for Sustainable Development – A Snapshot of the Accountancy Profession’s Contribution, IFAC<sup>iii</sup>**

# What are the Sustainable Development Goals (SDGs)?

The 17 SDGs were developed to address social and economic – development issues including poverty, hunger, health, education, climate change, gender equality, water, sanitation, energy, environment and social justice.

They differed from their forerunners – the eight UN Millennium Development Goals (MDGs) set in 2000 – in some important ways<sup>iv</sup>.

Their focus was on social issues in developing countries and success was limited to areas such as impacting poverty, HIV and malaria.

Above all, the private sector was not involved in establishing them. Over the next decade it was increasingly recognised that, because economic growth is dependent on a thriving business at different levels, the Goals were unlikely to be met without the input of the private sector.

As a result, businesses, particularly those with significant operations in developing economies, were soon engaging with the MDGs<sup>v</sup>.

This was a change in corporate focus that has accelerated greatly in the last few years. Now, enlightened businesses across the planet see the value in finding solutions to development challenges by engaging through core business activities which would benefit both the company and its stakeholders.

*“In the rush to transform business models and systems for the future, integrity and values will have a huge role to play.”*

UN Global Compact<sup>vi</sup>

## SUSTAINABLE DEVELOPMENT GOALS



Source: UN, 2018



When it came to setting the SDGs, the largest global consultation in history was launched to gauge opinion on what they should include, embracing governments, international organisations, academia, civil society, businesses and individuals around the world<sup>vii</sup>.

The scale reflected the urgency. With the world's population set to exceed 8.5 billion by 2030, growing demands on resources will in turn heighten risks of insecurity, poverty and disadvantage.

Add to this the rapid advances in digital technology and artificial intelligence, bringing with them new risks and impacting the way we work.

## The role of the private sector

Given its insights at a market level and its growing contribution to innovating development solutions, the private sector was actively involved in multiple ways to establish the Goals.

And, following their adoption in September 2015 by all 193 UN Member States, the role of businesses continued to be just as important: working with stakeholders, creating jobs, enabling access to healthcare, innovating new technology and leading the development and responsible use of resources like energy and water.

See Appendix 1 for examples of how organisations across the world are making a difference through SDGs.





# The business case for the SDGs

It's now widely accepted that long-term business success is closely interlinked with corporate sustainability.

This is not just at a macro level, covering areas like market growth, productivity gains and stable operating environments.

It also helps to strengthen individual business internally: reducing risks, enhancing regulatory compliance, driving cost savings, investing in innovation and helping companies engage with customers, staff and the wider community.

**“Any progress on the SDGs in a given country will have a tremendous impact on the business environment. If there is a reduction in poverty in a particular country, you are increasing the consumer base for your product. The same is true of work on such as education and gender balance. If a business is very active upfront on these issues, there will be a positive effect in terms of brand reputation.”**

**Subhash Gupta FCMA, CGMA, former CFO for the United Nations Population Fund (UNPFA)<sup>viii</sup>**

## **Challenge: addressing reputational risk**

Society is continuously demanding more transparency and accountability. As a result, reputation and trust have seldom been more fragile, both for governments and businesses. This will be an ongoing challenge for businesses globally, with a constant need to earn and retain trust.

Recent GGMA research found that 80% of finance leaders recognised that embedding ethical standards is an important driver of reputation<sup>x</sup>. Attention on ethical lapses and reputational failures in business is increasing. And, along with rising pressure from society (regulators, consumers, lobbying groups, NGOs, communities and relevant government departments), this scrutiny is set to intensify.

From a societal (and in turn customer and employee viewpoint) campaigning groups like Global Citizen have growing influence, with a particular appeal to millennials<sup>x</sup>. The ‘authenticity divide’ (that between what is stated and what is done) will become more apparent as transparency is increasingly enabled by advances in technology.

Today, it's not just that leaks and stories can spread globally in seconds via the internet and social media. Algorithm-driven programmes can easily analyse publicly available data and find any misalignments that hide unethical activity.

**“Sustainability is fast becoming the lens through which a business is judged by its customers, workforce, society, governments and even its investors.”**

## **PwC sustainability practice**

The importance of reputational factors are underlined by PwC research showing that public concerns with wider sustainability issues are likely to grow globally: the ‘front-facing’ parts of the business such as marketing, product development and customer service ignore consumers at their peril. “78% of citizens reported that they would be more likely to use the goods and services of an organisation who had signed up to the SDGs. This increased to 90% for citizens from Latin America.<sup>xi</sup>”

So it's not surprising that the world's business leaders are recognising a mandate to solve societal challenges as a key element in the search for competitive advantage. In 2016, the United Nations Global Compact–Accenture Strategy CEO Study surveyed 1,000 CEOs who were already signatories to the UN Global Compact. Of these, 87% agreed that the SDGs represent an essential opportunity to rethink approaches to sustainability. Nearly half, 49%, said that businesses will be the most important actor in their delivery<sup>xii</sup>.

**“89% of Global CEOs said commitment to sustainability is translating into real impact in their industry, and 87% believe the SDGs provide an opportunity to rethink approaches to sustainable value creation.”**

UNGC–Accenture CEO study, 2016

### Challenge: countering the impact of megatrends

As ongoing CGMA work on Business Models Framework references, the need both to understand and create new models is largely driven by so-called ‘megatrends’ like globalisation and digitisation<sup>xiii</sup>.

These megatrends are making new models possible and old ones redundant at an accelerating rate.

This is where the CGMA Business Model Framework fits in. As well as enhancing organisations’ potential for creating long-term value, this tool can also help them address the risks and opportunities involved in pursuing the SDGs. Analysing information and providing it to stakeholders as evidence of progress towards meeting the Goals can help organisations to realise trust in their stated values and intentions.

### Case study: Impacting Climate Action through innovation:

#### Carpooling – there’s an app for that

Inspired by mobile apps that are disrupting the transportation industry, a team at the United Nations proposed a GPS-based, fleet-sharing application that both allows staff from different UN agencies to book a UN vehicle and then provides back-office data on each booking. Pool managers assign drivers, monitor vehicle performance and pick up passengers as needed. The UN car-sharing scheme was piloted in Laos in 2016 by the six largest UN agencies. In one country office, they made savings of 36% in fuel costs (equal to US\$10,000), and reduced their carbon footprint by 9,900kg CO<sub>2</sub>. Should the idea be scaled up globally, further significant costs savings and cuts in carbon emission will be made.

See more at: [undg.org/silofighters\\_blog/car-sharing-in-united-nations-in-laos-theres-an-app-for-that/](http://undg.org/silofighters_blog/car-sharing-in-united-nations-in-laos-theres-an-app-for-that/)

### Challenge: countering the impact of policy change

As governments around the world work towards delivering the Goals, new policies, regulation, incentives and taxes are likely to be introduced. These will have a clear impact on business strategies and operations.

In turn, this impact will drive new corporate behaviours and related governance models – and these will depend on information and analysis of effectiveness.

The Goals have multiple engagement points, and companies and organisations of all sizes will find many ways of engaging with and supporting them. And, when they come to reflect on the Goals and their priorities, many may find they’re already taking relevant actions that can be further aligned and built on through collaboration and innovation.

“From a strategic perspective, understanding the SDGs provides companies with an insight into how the policy and regulatory environment in which they operate will evolve over the coming years, and can therefore help them to develop more resilient business models. Actively aligning business strategies with the SDGs can also enable companies to maintain and strengthen their license to operate.”

**Subhash Gupta, FCMA, CGMA former CFO for the United Nations Population Fund (UNPFA)<sup>xiv</sup>**

Professional accountants, with their oversight of information and data and input to strategy, can be pivotal in enabling this.

“What is most important is to understand the impact of aligning the Goals to the business model – how will the business respond from a strategic perspective? The goal is behavioural change – and reporting is part of that change, but it is not an end in itself.”

**Richard Howitt, CEO of the International Integrated Reporting Council<sup>xv</sup>**

## **Challenge: meeting investor demand for transparent reporting**

Effective and transparent reporting frameworks are important tools for enabling investors to assess which businesses are leading the way on responsible business practices.

Investors are now seeking information on how organisations are integrating Environmental, Social and Governance (ESG) concerns and support to the SDGs into their operations and performance. Several sustainability-linked indices exist already, and these are likely to develop with performance aligned to the SDGs. The Principles for Responsible Investment (PRI) initiative 2017 had over 1,700 signatories and \$US 68.4 trillion in assets under management in 2017<sup>xvi</sup>. It seeks to help signatories align their investment decisions and practices with the SDGs.

Aviva is a leading investor and early signatory to the PRI. The insurer is collaborating with a number of stakeholders to further the PRI's recommendations relating to the SDGs<sup>xvii</sup>.

Among these is a proposal for ranking companies by their sustainability behaviour. This would use a combination of best-practice benchmarks, leading to a performance league table ranking companies against these benchmarks.

Initiatives such as the Future-Fit Business Benchmark are likely to be used increasingly as growing numbers of stakeholders seek clearer narratives and evidence around organisations' performance<sup>xviii</sup>. As a result, business leaders too will need to ascertain how they can best respond. That means there will be a stronger push towards the harmonisation of common reporting standards – professional accountants need to keep abreast of these and implement them wherever possible.



# Why management accountants are well placed to add value?

“The expectation on businesses is at an all-time high. Management accountants are critical in helping them to integrate the Goals into governance, management and reporting as well as in facilitating greater connectivity between social and environmental benefit and economic benefit.”

**Stathis Gould, Head of Professional Accountants in Business Service Delivery, IFAC**

The skills of accountants in areas including governance, risk management and control, business analysis and decision support will become increasingly in demand as the SDGs gain traction.

With a time frame to 2030, the SDGs cover social, economic and environmental issues. As they affect us all, their achievement needs the support and input of all<sup>xix</sup>.

Professional accountants have many skills and areas of expertise they can draw on to help organisations align with the Goals that are most relevant to them. The potential scope is broad – the 17 Goals are made up of 169 targets, each of which has its own multiple success indicators.

The areas accounting professionals can influence range widely, from developing new programmes of activity to evidencing major successes, highlighting risk and proposing alternative courses of action.

“If business isn’t sustainable then society is at risk. And if society isn’t sustainable then business is at risk.”

**Mark Wilson, Group Chief Executive Officer, AVIVA**

## A fast-growing focus on ESG

As integrated thinking and reporting is increasingly adopted, there are new reasons for CFOs and their teams not only to identify and understand the implications of wider ESG information but also to apply such analysis in decision-making.

Stakeholder attention to wider sustainability issues is growing so fast that ESG issues may not yet be a focus within data collection or integrated into strategic programmes.

That needs to change.

The demand for such data is set to increase significantly: internally, to help guide strategy and related decision-making; and externally by regulators, investors and wider society when seeking evidence of accountability.

Management accountants apply professional tools and techniques in measuring, reporting and analysing data as well as supporting governance. That means they can also track impact and progress against the Goals. A key initial step, as PwC shows, is to ascertain which Goals are most material to the organisation’s success.

“By upholding high standards of professionalism and acting ethically, CGMA designation holders play a key role in supporting leadership and other colleagues in setting, communicating and embedding an ethical performance culture.”

**Barry Melancon, CPA, CGMA, CEO of the Association of International Certified Professional Accountants**

## Codes and competencies

Professional accountants have their professional codes ([cgma.org/aboutcgma/code-of-ethics.html](https://cgma.org/aboutcgma/code-of-ethics.html)) to uphold. The CIMA, AICPA and the aligned CGMA professional codes are all built on the same principles: integrity and objectivity; professional competence and due care; confidentiality and professional behaviour.

“We accountants are good at taking quantitative data and finding the ‘what’, but we need more often in finance and with sustainability to go beyond that, to test ourselves and to be the extra level of governance in an organisation. So, x appears to be true: why might that be the case? This could be particularly important in the sustainability area in which accountants are often less comfortable, but where a lot of sustainability value is to be found: in quantitative data. We need to involve ourselves in, for example, labour audit reports. We might have the numbers (of garments, of fish, of £ per unit sold), but dig deeper and question more and we will find ourselves at the centre of data trails that will be hugely important for a range of stakeholders. We need to be better at bringing our sustainability passions into the workplace. We partner for departmental reporting, projects, etc. Partnerships are SDG 17. We should partner for a better future, too.”

**Michael Rogerson, ACMA, CGMA – Senior Consultant, OEE Consulting**

## Answering the ‘why’ question

This factor further supports the SDGs – compliance ensures that accountants and their colleagues uphold integrity and professional behaviour, so ensuring they act in the public interest.

Current work on developing the Codes includes an increased focus on the integrity of non-financial information and its presentation. Alignment with relevant SDGs and tracking relevant data can provide evidence on how organisations are performing.

We have also identified the key areas within the business where professional accountants can identify alignment with the Goals and assess impact:

## Key areas of benefit

### 1. Leading through technology and innovation

At least US\$ 12 trillion in business opportunities: a report by the Business & Sustainable Development Commission (January 2017) suggests the SDGs could generate US\$ 12 trillion in business savings and revenue across four sectors by 2030: energy, cities, food and agriculture, and health and wellbeing. It also estimates alignment of business strategy to the SDGs could lead to the creation of 380 million new jobs linked to these four sectors in the next 10 or 15 years<sup>xx</sup>.

The role of the management accountant is all about enabling, shaping and telling the story of how organisations create and preserve value. Introducing the SDGs to the story reminds us that value goes beyond shareholder value. It also creates shared value for a range of stakeholders and society at large.

Accountants' end-to-end view of an organisation's business model and their access to technological systems makes them perfectly placed to introduce the conversations and report on the opportunities and delivery of value that the SDGs bring.

That's not all – they also have access to control infrastructure and information. Through the lens of the SDGs, this enables their organisations and stakeholders to make better decisions and implement sustainable solutions: decisions that cover organisational and societal future value for the short and long terms.

An ongoing Association research project into the future of finance is revealing that technology is revolutionising the capacity and capability of the finance function. It's showing us a future where technology frees finance professionals from explaining actuals to focusing on the future. In other words, a future where finance works with the rest of the organisation to develop and deploy sustainable organisational solutions.

In this context, the SDGs are an increasingly important factor for finance professionals to consider.

A 2016 Deloitte report into finance in the digital world focused on the technology disruption that finance functions were experiencing<sup>xxi</sup>. It listed seven technologies that modern finance functions must have on their radar, under the headings 'Core Modernisation' (specifically focused on updating financial systems and existing capability) and 'Exponentials' (focused on delivering new capabilities to the finance function):

#### Core Modernisation

Cloud  
Process robotics  
Visualisation

#### Exponentials

Advanced Analytics  
Cognitive Computing  
In-Memory Computing  
Blockchain

Underlying these tools is the Internet of Things (IoT), enabled by the embedding of cheap and ubiquitous sensors in everyday objects. These send and receive data via networked connections to fuel the modernisation and exponentials tools with real-time information.

Changing technological capabilities of this sort are helping organisations improve performance, enabling the finance function to serve its customers more effectively. All are helping the finance professional to tell the SDGs' value story and use them as a lens to inform decision-making and future organisational priorities.

Blockchain technology, meanwhile, is being trialled in support of Goal 14: Life below water, helping to track sustainable fishing from the boat catch to supermarket shelf<sup>xxii</sup>. A digital platform, the blockchain stores records of value transactions through a distributed, peer-to-peer network. As the records are immutable on a blockchain, the ledger is verifiable and auditable.

Visualisation technology turns raw data into accessible insight, turning traditional spreadsheet metrics into pictures and infographics. It can also help speed up processes when using SDG data for prototyping and scenario planning. Recognising this, in 2017 the Task Force on Climate-Related Financial Disclosures (TCFD) advocated the use of scenario analysis in assessing climate-related issues to inform organisational strategy<sup>xxiii</sup>. This will make the reporting of climate-related information more consistent, comparable and reliable, leading to more informed business and investment decision-making for all.

Overall, technological innovation is enabling organisations to combine internal data with publicly available sources and use analytical tools to make sense of their impact on the world's resources. It is also helping them tell a broader, more engaging SDG narrative to a wider range of audiences.

Technology and innovation will mark out leaders and survivors for the foreseeable future. All new accountants should endeavour to build knowledge of these developments, as they apply to wider sustainability issues as both a personal and organisational asset.



### Case study: Mars – innovating via data towards zero hunger

Scientists from global food giant Mars are carrying out research into nutrition, genomics and genetics, exploring the positive impact particular foods and agricultural practices could have on human health.

Mars is a founding member of the African Orphan Crops Consortium – an effort to improve the nutritional content, yield and resilience of the 101 most important crops in Africa. Primarily grown by women in rural areas for their families, these crops have been neglected by R&D. Improving African agriculture has the potential to eradicate the stunting caused by malnutrition, which costs Africa nearly US\$ 125 billion a year.

So, the Consortium is sequencing, assembling and annotating the genomes of the crops, putting all the data into the public domain to help plant breeders to develop higher yielding, more nutritious, resilient and resistant crops. See how Mars collates, assures and reports on data related to its sustainability efforts.

See more at: [mars.com/global/doing-our-part/principles-in-action](https://mars.com/global/doing-our-part/principles-in-action)

## 2. Driving ethical behaviour across the value chain

Outsourcing is growing, and global supply chains are increasingly complex and far-reaching. As well as providing opportunities, today's extended supply chain has significant implications for organisations' ethical, governance and risk management policies and practices.

So, when considering how best to support the SDGs within a strategy, organisations need to consider all businesses and activities within their supply and wider value chains. Much impact can be made via partnerships and programmes of work targeting shared Goals, as well as by assessing and addressing risks embedded in the chain.

Organisations also need to be mindful of the potential impact their procurement practices can have on suppliers. Ongoing downward pressure on cost and efficiency can force suppliers to contravene standards. Instead, taking a longer-term approach can instil good practices, particularly in small and medium enterprises (SMEs) that can add value in the long term. Doing so can improve their operations and quality and effectiveness of supply. Moreover, such engagement directly impacts on potential risk – a supplier-related scandal can have huge impact on the purchaser. Identifying suppliers with trusted reputations and sustainability credentials can limit risk.

### Case study: Ecological Fibers Inc – SME green pioneer

Massachusetts-based Ecological Fibers Inc is an SME with a green heritage dating back to the 1970s, when it had the courage to make sustainability issues the cornerstone of the business.

Today it is the world leader in manufacturing premium-quality, environmentally sound cover and bindery materials for the book, stationery, packaging and security-document industries. Ecological Fibers has looked at sustainability in all its forms and has proven that what began as an ethical principle has also been sound business sense, showing that putting ecological issues first is not only good for the environment but also good for business<sup>xxiv</sup>.

The company's work underpins many of the SDGs relating to resource use and responsible consumption, an alignment that is central to its enduring business model.

Risk assessment around human rights and corruption, for example, is often material to an organisation's strategy in aligning with the SDGs. These risks can be most prevalent within the value chain.

When it comes to human rights, professional accountants have two key roles:

- ▶ working with relevant business functions to develop KPIs to help the organisation determine how it respects human rights in all its activities
- ▶ establishing and agreeing on management-reporting systems addressing non-financial issues such as human rights within the chain.

In terms of countering corruption, accountants have a role in:

- ▶ identifying red flags in the wider supply chain and partner network
- ▶ ensuring due diligence is in place before entering contracts
- ▶ monitoring and then reporting regularly on prevention and mitigation activity – prevention doesn't end when the contract is signed.

A recent study of companies that are implementing leading practices within their supply chains showed that not only are they performing successfully commercially, they also are improving local economic conditions and limiting environmental impact. This in turn is impacting a number of the SDGs. ***Beyond Supply Chains – Empowering Value Chains*** points to how responsible products generate up to 20% more revenue, while reducing supply chain costs between 9%-16%. Brand value is also estimated to increase by 15-20%<sup>xxv</sup>.

### Case study: Unilever

With more than 76,000 suppliers<sup>xxvi</sup> in their chain, the opportunities and risks for Unilever in identifying issues related to the SDGs are daunting. In 2010, the company embarked on its Sustainable Living Plan. Much of what is contained within its ambitious and ongoing initiative reflects and complements the attainment of the SDGs. Through its implementation, Unilever's costs have been reduced, risks have been mitigated and brands with a social mission are growing faster than the company average<sup>xxvii</sup>.

For example, by identifying, assessing and addressing human rights concerns throughout its operations and supply chains, Unilever is contributing to several SDGs. These include reduced inequalities, gender equality, decent work and economic growth, good health and wellbeing and peace, justice and strong institutions. By working with their suppliers, others in the sector and with government and non-governmental representatives, they are achieving and furthering progress towards the Goals.

Roger Seabrook, FCMA, CGMA, Vice President of Finance, Marketing, and Sustainability at Unilever, outlined the importance of respecting human rights and assessing the company's impact in a recent CGMA briefing: "It is fundamental for the way we do business, for our operations, our value chain, and the communities where we operate. Only when we look at our entire footprint are we able to see and implement the appropriate standards that you would expect of Unilever."

See more at: [cgma.org/resources/reports/business-and-human-rights.html](https://cgma.org/resources/reports/business-and-human-rights.html)

## The pivotal role of the SME

The vast majority of private sector businesses globally are small and medium-sized enterprises. As such, they are critical to global economic activity in all markets, contributing up to 60% of total employment and up to 40% of national income (GDP) in emerging economies<sup>xxviii</sup>.

SME activity will have a huge influence on the realisation of the Goals. They will need to consider how to incorporate responsible business practices into their business model<sup>xxix</sup>. These will include considering how they are contributing to the Goals, combined with sustainability reporting, to ensure they retain positions within the global value chain.

As part of the chain, they can in turn tap into managerial and technical expertise, as the need to meet international product-quality certifications and environmental and social standards will increase. Larger organisations will seek such assurances, and SME competitiveness will become more reliant on trust in SME governance. SMEs in turn can expect access to markets, investment, technology, know-how and capacity building as those up-stream seek to build inclusive value chains.

## 3. Tightening the focus on governance and stewardship

“A strong accountancy profession comprising highly trained ethical accountancy and finance professionals serves the public interest by facilitating economic activity, development and decision-making by responsible and effective government and business leadership.”

### International Federation of Accountants (IFAC)

Effective governance, based on the rule of law, is needed when pursuing outcomes relating to the SDGs. Goal 16 – Peace, Justice and Strong Institutions – has particular targets that relate not only to business but to the accounting profession. These include 16.5 – Substantially reduce corruption and bribery in all their forms – and 16.6 – Develop effective, accountable and transparent institutions at all levels.

At a corporate level, there is a need to stay updated on standards and regulation that impact the business. These include international standards for accounting and tools like the International Integrated Reporting Framework. Laws are strengthening in areas like human rights, anti-corruption and data protection. In broader sustainability issues, regulation like the EU Directive on disclosure of non-financial and diversity information impacts many large companies<sup>xxx</sup>.

National regulation levels the playing field for companies that lead in practices like zero tolerance for bribery or paying fair wages. Others will have to catch up. Legislation is recognised as the primary driver for creating standards that all need to respect.



“Finance professionals play an important role in ensuring that the company’s business model is sustainable. Besides exposing irregularities and corrupt practices, they play a key role in highlighting and challenging any potentially damaging business models, processes and practices that could lead to a culture of corruption.”

**Peter van Veen, Director of the Business Integrity Programme, Transparency International UK**

To act as ethical stewards, effective finance functions should be aware of regulation, compliance and related reporting. There is a growing focus on how the business shapes, develops and maintains a strong corporate culture through its multiple relationships internally and externally.

#### **4. Driving increased stakeholder management and partnership**

“As we think about our role in protecting Planet Earth, we also have to think more broadly about how we lead business to change this dialogue and to act in a more collective way.”

**Barry Melancon, President, The Association of International Certified Professional Accountants**

Partnership working (Goal 17) is an overarching Goal that is recognised as fundamental to pursuing the SDGs. Partnerships will be made up of multiple stakeholders from across and outside the business. With louder demands for transparency, from employees, regulators, investors and civil society, many stakeholders will have an interest in the organisation’s performance. So it is vital to be responsive to multiple views and proactively seeking feedback. Most organisations recognise the need to collaborate, even if this means disrupting accepted practices. The challenges faced are broad and global, and partnering is needed at many levels and even across industries.

Many companies will work and benefit from alliances with partners from the private, public or civil society. They may even collaborate with direct competitors to achieve a mutually beneficial goal that they could not reach alone.

“Stewardship builds trust: management accounting professionals are trusted to be ethical, accountable and mindful of the organisation’s values, governance requirements and social responsibilities.”

**CGMA Global Management Accounting Principles<sup>xxxi</sup>**

Collective Action against corruption is one example of this. Companies come together in a market, whether competitors or not, to make a stand against corrupt practices and level the playing field for mutual gain and the public interest. Many industry- or issue-based groups have been formed in the last decade to focus on responsible business. This incorporates action on the SDGs where shared learning and action has more power.

### Case study: MAS Holdings – achieving Goals in changing business mindsets<sup>xxxii</sup>

MAS Holdings, formed in 1987 and with 2017 revenue of \$1.7 billion, is South Asia's largest apparel and textile manufacturer, serving some of the world's biggest brands. It also has a global reputation for its ethical standards and sustainable working environment.

At its MAS Fabrics Matrix plant, a dedicated knitting facility for Nike Flyknit, its commitment to renewable energy is evidenced by Sri Lanka's largest rooftop solar plants, with 3,900 solar PV panels. This initiative contributes to a number of the Goals, including 9, 12, 13 and 17.

It is expected to generate around 1,280 MWh annually, approximately 16% of the plant's electricity consumption at full capacity, with an expected annual carbon saving of around 700 metric tons CO<sub>2</sub> equivalent. Active partners included Sri Lanka's Ceylon Electricity Board, the Public Utilities Commission of Sri Lanka and Sustainable Energy Authority. Their involvement demonstrates the importance of indirect benefits in terms of reduced resource consumption, as well as lower foreign-currency spending on fossil-fuel imports.

With a payback of nearly eight years, the project on its own was not the most lucrative investment option. However, the strong commitment of MAS to reducing the energy footprint ensured the Board's approval. Financing was made through a credit line via the International Finance Corporation. By revisiting the concept of costs and rehashing the standard ROI measurement, they can see the value drivers beyond revenue growth. 41% of MAS runs on renewable energy and the culture of self-driven change and constant innovation is something the company will carry into the future.

See more on MAS Holdings: [masholdings.com](http://masholdings.com)

When creating or engaging in partnerships, you must balance the needs of different stakeholders involved in the decision-making process. Recognising conflicting interests improves stakeholder management and is an important consideration when prioritising stakeholder groups.

You could describe partnership with wider stakeholders as a 'complicated joint venture'. You'll need various things in place to drive it through: an organisation to take the lead, clarity on the shared agenda and Goals, professional facilitation, the involvement of your talent and related leadership (great ideas need great minds) and realism about outcomes. These are all aspects that lead to positive results<sup>xxxiii</sup> and allow shared learning and growth.

Partnering with governments to improve infrastructure such as an airport or toll road, or to improve access to education, for example, also supports the future functioning of the business and its ability to generate profit.

Many management accountants are practised in business partnering, lending skills and insight to broader partnership and stakeholder management. This really matters at two key stages: when prioritising and aligning the Goals to the company's strategy; and executing plans, including working with others, possibly from industry associations, collective-action groups or partnerships with a focus on specific outcomes and projects.

#### 5. Building corporate reporting around integrated thinking

**"Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle."**

#### UN Sustainable Development Goal 12, target 6

The integration of sustainability information into companies' reporting cycles is a specific target of Goal 12 – Responsible Consumption and Production. This is highly relevant to management accountants. Through cost accounting and management reporting, the organisation's operations and financial conditions (including sustainability reporting<sup>xxxiv</sup>), their domain includes management, analysis and insight drawn from financial and non-financial information.

In its sixth annual monitoring and analysis of sustainability reporting by S&P 500 Index companies, the Governance & Accountability Institute found that 82% published a sustainability or corporate responsibility report in 2016.

This was up from just 20% in 2011, showing how rapidly the move towards sustainability information is growing. With the SDGs, it will grow further still<sup>xxxv</sup>.

As the journey towards achieving the SDGs matures, governments will seek to measure and monitor progress across all the Goals. Businesses seeking to align their strategies with specific Goals will need to assess and evidence their impact on the SDGs. To do this, they will need to collate and report upon new data. The emphasis on non-financials will increasingly provide a fuller picture of corporate performance. By collecting, analysing and reporting, organisations will not only be communicating against their strategies and progress on the Goals – they will also be gaining insight and new learning which feeds back into the business, its strategies and operations. Ultimately, this will influence the business model itself.

The challenge is recognised at a macro level. In 2017, at the thirty second session of the inter-governmental working group of experts of international standards of accounting and reporting (ISAR), part of the UN Conference on Trade and Development, delegates were told that enhanced corporate reporting will be critical to achieving the SDGs<sup>xxxvi</sup>. Part of this means improved non-financial reporting. And, to enhance trust, financial and non-financial information will need to be externally assured.

With data providing evidence of success of the SDGs, PwC foresees a data revolution to meet the demand<sup>xxxvii</sup>. This will drive a growing need from businesses and governments for tools and insight into how best to align current metrics with the SDGs. In addition, there will be a need to develop new sources of indicators and management information.

Advances in digital technologies, including analytics, will play a role. This is likely to involve investments of time and money, so the search is on for innovation, expertise and the insight needed to interpret the data and enhance further value.

Currently, there are numerous ways that businesses may report, including annual, sustainability or integrated reports on their wider ESG impacts. The indicator metrics and frameworks used vary greatly, making it difficult to make comparisons. Steps are being made towards harmonising indicators: the UN Global Compact and GRI, supported by PwC guidance from 2017, provide an inventory of possible disclosures per SDG at target level.

Integrated reporting is an effective mechanism for monitoring the allocation to pursuing the SDGs of the six different ‘capitals’ – human, social and relationship, intellectual, natural, manufacturing and financial. Organisations can apply integrated thinking across strategy-setting, decision-making and managing risk and opportunities. Alongside using the framework for reporting, this can help them better understand and communicate their contribution to the SDGs<sup>xxxviii</sup>.

“Integrated Reporting provides a framework for organisations to tell their ‘story’ on how they are creating and preserving value through their business model. This includes how they are addressing the SDGs through their purpose and values, supply chain, and in the development of their talent.”

#### the UN Global Compact

***Business Reporting on the SDGs: An analysis of the Goals and targets*** is part of a three-year initiative aimed at helping business to report on their contribution in an effective way<sup>xxxix</sup>. This was produced in recognition that there is no single methodology used in ESG reporting, and many companies are using standards that predate the SDGs. The GRI Standards are currently the most widely used sustainability-reporting framework, with thousands of corporates and many global stock exchanges, market regulators and countries referring to them in related policies<sup>xl</sup>.



## Top SDG focus areas for management accountants, by Subhash Gupta, CGMA, FCMA

As CFO for the United Nations Population Fund (UNPFA) until 2016, Mr Gupta was responsible for global operations support and accountable for \$1 billion of project-delivery resources<sup>xli</sup>. His work around encouraging SDG implementation across the world continues.

### Governance

Poor governance is one of the main barriers to economic transformation. This must change. All management accountants, from entry level to the CFO, can apply their Code to this end, driving transparency and accountability and enabling and coordinating efforts in relation to the Goals.

### Partnerships

Partnerships are essential to the realisation of the Goals and business's long-term objectives. Finance professionals have the ability to demonstrate that action through partnerships delivers added value. They can also identify ways to add further value through robust systems of accounting and reporting.

### Climate action

By analysing and supporting initiatives related to carbon emissions and the use of natural resource, including disclosure and reporting, finance professionals should seek ways to reduce costs while lowering emissions.

### Supporting innovation and infrastructure

Finance professionals need to drive public and private-sector governance and financial management to promote innovation and infrastructure. To secure the sustainability of the organisation, they need to identify and evaluate opportunities for investment in new technologies and infrastructure.

### Financial reporting

By working towards and reporting against a set of globally recognised accounting, audit and ethical standards, finance professionals will make information more widely accessible, understood, compared and trust-enhanced.

## Case study: SME – how start-ups and SMEs can be leaders in innovation

“As cities expand we have the chance to reimagine the way in which food, technology, energy and waste shape our lives and the built environment”

**Arthur Kay, founder, Bio-Bean**

Many SMEs use their agility and innovation to contribute to the SDGs. Today's start-up could be tomorrow's global leader. One example is Bio-Bean, whose work contributes to several of the Goals.

Founded in 2013, it is the first company anywhere to industrialise the process of recycling waste coffee grounds into advanced biofuels and biochemical. More than 500,000 tonnes of waste coffee grounds can be produced in the UK alone. Disposal in landfill is costly and potentially damaging to the environment. Instead, the company collects waste from coffee shops, offices, transport hubs and factories to create feedstock and clean fuels like their revolutionary coffee logs.

Framed as part of the circular economy, Bio-Bean recognise its activity has potential not only to improve resource efficiency, but also to create meaningful jobs, encourage collaboration, provide clean energy sources and protect biodiversity.

# What are the next steps?

As has been outlined, management accountants globally play a critical role:

- ▶ by aligning sustainability activities with strategy and linking them to business drivers and the business model (see Appendix two on how to build the SDGs into your organisational culture and thinking)
- ▶ by providing decision makers with information about sustainability factors, they can be integrated into business planning and reporting
- ▶ by such integration they contribute to the advancements of the SDGs and the monitoring and evaluation of their impact.

Global professional services firm PwC prioritised the SDG areas it felt were most relevant to their business, applying the same criteria as when advising clients. These include rating where their sector has the greatest impact or opportunity to contribute to the SDGs, those SDGs which are most important for the UK to address, and the nature of the firm's business. See more about how the firm prioritised the Goals and how it is working towards them at [pwc.co.uk/sdg](https://pwc.co.uk/sdg)

For information and tools on prioritising SDGs, see: [pwc.com/globalgoals](https://pwc.com/globalgoals)

## How PwC prioritised the SDGs against their business activities

### Our SDG prioritisation<sup>1</sup>

	Impact	Opportunity	UK priority	Other <sup>2</sup>	Overall
1. No poverty					Low
2. Zero hunger					Low
3. Good health and well being	●				Medium
4. Quality education	●			●	High
5. Gender equality	●	●		●	High
6. Clean water and sanitation					Low
7. Affordable and clean energy		●	●		Medium
8. Decent work and economic growth	●	●	●		High
9. Industry, innovation and infrastructure					Low
10. Reduced inequalities				●	High
11. Sustainable cities and communities					Low
12. Responsible consumption and production		●	●		Medium
13. Climate action	●	●			Low
14. Life below water			●		Low
15. Life on land			●		Low
16. Peace, justice and strong institutions				●	Medium
17. Partnerships for the goals				●	N/A <sup>3</sup>

<sup>1</sup> Based on S&CC SDG selector.

<sup>2</sup> Other considerations relating to our services and programmes

<sup>3</sup> For more information see [www.pwc.co.uk/SDG](https://www.pwc.co.uk/SDG)

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## Your next steps

If you have no experience of working with the SDGs:

- ▶ Find out if your employer's activities are aligned to the Goals
- ▶ Consider how your activities and the information you work with could help to pursue relevant SDGs
- ▶ If your employer is not actively aligning, suggest it to your manager and work out how you can contribute to the business case.

If you have some experience of working with the SDGs:

- ▶ If your employer is already aligning activities to the Goals, consider where there is further scope for innovation and partnership, and how impact can be assessed and scaled.
- ▶ If your employer is not yet aligned, create a business case focusing on those few goals that are most material to your activities, drawing in data from relevant teams to evidence impact already made
- ▶ Identify partners from inside and outside your sector to gain insight and further inclusivity.

If you have significant experience of working with the SDGs:

- ▶ Consider your overall business model and how it addresses wider stakeholder expectations
- ▶ Engage your board in discussions about integrated thinking and how sustainability initiatives can best enhance corporate activity
- ▶ Widen your talent pool by bringing in appropriately experienced and skilled individuals to add value via your strategy.

# Appendix

## Appendix one

How are businesses and organisations making a difference?

1. **No poverty** – Mars's The Livelihoods Fund for Family Farming will help businesses deliver large-scale social and economic benefits to smallholder farmers, supporting more profitable, sustainable work for farming communities
2. **Zero hunger** – Royal DSM works to improve nutrition via initiatives like the Nutrition Improvement Program and Africa Improved Foods, as well as through partnerships such as with World Food Programme
3. **Good health and wellbeing** – through innovation and partnership, GSK continues to take strides in fighting malaria, through the development of a vaccine candidate, and improving access to antiretroviral treatment for HIV
4. **Quality education** – the CIMA qualification and CGMA designation provide quality education, training and continuing professional education to thousands globally, who in turn contribute to their economies and societies
5. **Gender equality** – the AICPA Women's Initiative Executive Committee educates and supports individual women and organisations in the equal engagement of women and men in leadership of the accounting profession across the USA
6. **Clean water and sanitation** – Diageo works with WaterAid to provide the Water of Life programme in Africa, focusing on communities with the greatest need that are located near or within areas where Diageo operates or sources agricultural raw materials
7. **Affordable clean energy** – M-KOPA in Kenya enables off-grid communities to leap from using unreliable non-renewable energy to affordable and sustainable practices
8. **Decent work and economic growth** – through IFAC's member bodies, the accountancy profession is strongly linked to prosperity and improved living standards. Accountants have a significant role to play in strengthening the institutions and architecture that will improve people's lives, particularly in developing economies
9. **Industry innovation and infrastructure** – Airbus is using technological innovation to help address critical issues such as sustainable mobility, production infrastructure, cyber security and climate change
10. **Reduced inequalities** – in its Annual Report, PwC encourages transparency by publishing performance against grade pool targets for diversity and ethnicity, alongside indicators of social mobility for graduates
11. **Sustainable cities and communities** – the mobile industry, in line with the GSMA Humanitarian Connectivity Charter and endorsed by the United Nations OCHA, has 103 mobile network operators across 76 countries that are committed to ensuring network resilience and supporting subscribers in crises and humanitarian disasters
12. **Responsible consumption and production** – Unilever not only widely innovates around sustainable production, impacting greenhouse gas emissions, water use and waste and packaging, but has been reporting on its sustainability performance since 1996
13. **Climate action** – Tata Motors is innovating around zero pollution, developing a fleet of fuel-cell buses, based on the hybrid platform series which can provide clean public transportation in cities where hydrogen infrastructure will be available
14. **Life below water** – Dell has created the first commercial global ocean plastics supply chain, and will reuse plastic collected from beaches, coastal areas and waterways as packaging for its products
15. **Life on land** – recognising that market-based financing from the private finance sector has great potential for nature conservation, Credit Suisse has strengthened its activities to enable the long-term protection of natural value and a financial return for investors
16. **Peace, justice and strong institutions** – the accountancy profession's ethical, governance and professional standards enable practitioners to positively influence organisations in the public and private sectors by following their Codes of Ethics and supporting pan-profession Initiatives
17. **Partnerships for the Goals** – through co-branded CGMA and Transparency International UK (TI), the Association produces guidance for members and a wider global audience on prevention of fraud and corruption



## Appendix two

### Build the SDGs into your organisational culture and thinking

The resource section of this document (page 25) offers in more detail actions you can take in relation to your industry, role and organisation's maturity in sustainability engagement.

We recognise with such a broad and ambitious remit, few organisations can or should aim to contribute to all 17 SDGs. The starting point is to consider how your organisation has a material contribution to make to (or conversely a negative impact on) achieving the SDGs. By contributing to just one goal, others may be strengthened by default, underpinned by partnerships and collaboration (Goal 17) within and across sectors.

Realistically, you cannot make significant progress on one SDG, for example poverty (Goal 1), without progress on others, such as addressing areas of decent work and economic growth (Goal 8) or responsible consumption and production (Goal 12). You are unlikely to be able to achieve this alone – such ambitious targets can only be reached through partnership with others with a commitment to accountability and good governance.

You may find that there are ways you already contributing, possibly via your products and services or your procurement, manufacturing, development, distribution or pricing activities. Conversely, you might be having negative impacts on the Goals most material to your operations. Information and data you can collect in this area will provide valuable material for decision-making and reporting, action-planning and innovation.

Reviewing against the SDGs your organisation's current policies and practices, its overall governance architecture and how things are done will illustrate gaps in relation to environment, health and safety, human rights, labour relation, data and technology, fraud and corruption. It is also important for you to ascertain how such policies are embedded and monitored, and how data is collected and reported on.

The following chart gives you some steps to help your organisation on its SDG journey. There are many standards and frameworks in the public domain that you can use to support your journey to SDG maturity. The general steps here are an amalgamation of frameworks from the 'SDG Compass', the '<IR> and the SDGs', and a PwC report on SDG engagement<sup>xlii, xliii, xliiv</sup>.

You need to recognise that the organisational journey is as much a cultural-change initiative as a pure reporting process. It is also important you recognise that the many frameworks and standards around the SDGs are constantly evolving in response to reporting innovation, changing stakeholder requirements and advancing regulation. There is as yet no agreed universal definition or standard for reporting. This makes the innovative approach of learning and re-learning a good starting position as your organisation becomes more familiar with the SDGs.

Whether you work for an SME starting out to create a first report or a global multinational considering how to scale up its positive impact, the same is true. Your organisation will make a difference.

Be brave, be bold, and embrace your SDG journey.

# Embrace your SDG journey.

## 1. Personal understanding of the SDGs

- Start with your own SDG journey.
- Which of the 17 goals resonate with you personally?
- Understand how the goals impact on each other.

## 2. Start the organisational SDGs conversation

- Which of the 17 Goals resonate with the organisation?
- How do the SDGs link to your organisational Mission, Vision and Purpose?
- Which SDGs can the organisation directly influence?
- Build the cultural engagement with the SDGs across the organisation.

## 3. Build the SDGs into the organisational strategy and business model

- Prioritise the SDGs for your organisation around impact and influence – mapping SDG dependencies.
- Apply the lens of the SDGs to your strategy and decision-making processes.
- Use the SDGs to promote a longer-term sustainable investment vision.

## 4. Build and agree SDG measures and embed capability across the organisation

- Collect data on the SDG priorities for your organisation.
- Understand whether your organisation has a positive or negative impact on the chosen SDGs. (Consider scenario planning.)
- Set targets for each SDG priority (KPIs).
- Build the SDGs into your planning process cycles.

## 5. Engage your supply chain partners and ecosystem with the SDGs

- Build the collective and sustainable competitive play in your supply chain.
- Work with policy makers and regulators to reflect the true cost of the way we all do business.
- Benchmark your SDG journey.
- Join a SDGs network or community

## 6. Report on the SDGs as part of your integrated reporting

- Communicate your progress to stakeholders.
- How is your business model contributing to achieving your chosen SDGs?
- Set out the organisation's future strategy and impact on SDGs.

## 7. Learn and relearn – build the feedback loop into planning and strategy development

- Re-prioritise SDGs based on impact of organisational progress.
- Repeat steps 3 to 6 based on your SDG learning.

# More information and support resources

## Technology and innovation

[Integrated thinking](#)

[Redressing the balance](#)

[Ten key elements to sustainability business practices in SMEs](#)

[Cybersecurity and risk management](#)

## Supply and value chain

[Combating corruption across the value chain](#)

[Accounting for natural capital in the value chain](#)

[Managing responsible business](#)

[Ethics, risk and governance through the extended value chain](#)

[Human rights risks in the supply chain](#)

## Corporate reporting

[AICPA Sustainability Reporting and Assurance Resource Centre](#)

[How management accountants can lead their organisations towards sustainable success](#)

[The big business of sustainability](#)

[Sustainability challenges and opportunities for CFOs](#)

[The bottom line benefits of sustainability](#)

[Best practices for sustainability in SMEs](#)

[The accounting profession and sustainability](#)

[CIMA Communication of Engagement \(CoE\) to the United Nations Global Compact](#)

## Governance and stewardship/partnership

[CGMA Risk Management Tool](#)

[Cybersecurity risk management](#)

[Responding to ethical dilemmas](#)

[Keeping business clean, a guide to countering fraud and corruption](#)

[Global Management Accounting Principles](#)

## Other resources and guidance in embedding SDGs

### United Nations Global Compact resources and links

The UN Global Compact is the world's largest corporate responsibility initiative.

### SDG Compass

An analytical tool developed by the UN Global Compact, Global Reporting Initiative (GRI) and World Business Council for Sustainable Development (WBCSD). The SDG Compass provides guidance for companies on how they can align their strategies as well as measure and manage their contribution to the realisation of the SDGs.

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

This report is a first step towards a uniform mechanism for business to report on their contribution to and impact on the SDGs in an effective and comparable way. It contains a list of existing and established disclosures that businesses can use to report, and identifies relevant gaps, where disclosures are not available. It also lists illustrative actions that businesses can take to make progress towards the SDG targets – UNGC/GRI/PWC

### SDG Business Hub

The SDG Business Hub looks to consolidate the voice of forward-thinking business and to provide easy access to resources, tools, case studies and insight which supports the navigation of this dynamic agenda.

### Embedding the Sustainable Development Goals into business, Business Fights Poverty and Ashridge Executive Education 2017

This report draws on the experience to date of three leading companies, CEMEX, De Beers Group and Pearson, and aligns with the SDG Compass framework.

### KPMG resources around the Goals

KPMG have developed resources in partnership with the UNGC profiling opportunities to create value for shareholders and society.

### PwC resources around the Goals

PwC have developed a number of resources and tools, many in partnership to support embedding the SDGs.

### Accounting for sustainability (A4S)

AICPA and CIMA are both members of the Accounting Body network of A4S. A4S aims to inspire action by finance leaders to drive a fundamental shift towards resilient business models and a sustainable economy. Their knowledge hub holds a range of case studies and guides and reports.



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