

The Sustainable Development Goals (SDGs): The Value for Europe

A Whitepaper by Frost & Sullivan and GlobeScan on behalf of CSR Europe



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SPECIAL ACKNOWLEDGEMENT - FRANS TIMMERMANS, FIRST VICE-PRESIDENT OF THE EUROPEAN COMMISSION



The Sustainable Development Goals (SDGs) provide not only a vision for the world but they also comprise a positive and feasible agenda for us to protect our people and our planet and secure a brighter future for this and the next generations.

This is a message that businesses are beginning to internalise. They increasingly understand that to thrive in a new, connected and globalised world, they must play a key role in the successful implementation of the SDGs. The CSR Europe's insightful publication presents clear evidence to back this up, demonstrating the plentiful growth opportunities arising from the SDGs. But it is not just the hard "business case" that is convincing more and more CEO's to adapt their businesses and put them on sustainable footing. It is also a growing sense that as parents as citizens, they too want to contribute to a better world simply because it is the right thing to do.

Political leaders and policy-makers need to support them and create an enabling environment where they can incorporate global sustainability goals locally. This European Commission is strongly committed to the effective implementation of the SDG agenda as most recently expressed in our Communication on "Next steps for a sustainable European future" and I am proud of that.

The CSR Europe's publication offers inspiration and guidance for the Commission in pursuing our objectives. As such it is a great contribution to our dialogue on the SDGs in the platform with multiple stakeholders that I will have the honour to chair. To be sure, there are no silver bullets or shortcuts to a sustainable world; we are building for decades. But let us lock arms and push because as rightly said in the publication, delivering the vision of the SDGs will not be possible if organisations seek to go alone. Only together can we truly change the world.



Frans Timmermans

First Vice-President of the European Commission, in charge of Better Regulation, Interinstitutional Relations, the Rule of Law and the Charter of Fundamental Rights - and responsible for sustainable development

FOREWORD BY FRANCESCO STARACE, CEO ENEL S.P.A.



We know the world is facing a series of interconnected challenges: non-inclusive growth, inequality, climate change among the largest.

As the leading businesses of Europe, we are in a unique position – together with our major stakeholders we have the visibility, the knowledge and the insight to recognise the ways in which our current growth trajectory can be part of the problem and we know where we can and must take action in order to be part of the solution.

Most importantly, we have the power to take the right decisions.

The UN's Sustainable Development Goals are a guiding light for us to end poverty, hunger and unequal opportunity, to address climate change and to ensure prosperity. If we do not take action on these goals now, the future is quite clear – equality will not be achieved, generations will lose opportunity and our planet will face huge climate related damaging consequences.

From a business perspective, the SDGs are also a roadmap to shareholder value. The agendas are completely aligned. SDG engagement is therefore part of all of our future business models in one way or another.

The Sustainable Development Goals will help us to open up new revenue streams, build supply chain resilience, recruit and retain talent, gain investor and partner interest, build trust within our stakeholder base and ensure our future growth.

Join us in addressing the most urgent problems faced by society, industries, cities, countries and businesses – through innovation, cross-sector collaboration and business transformation.

Take inspiration from this very useful publication and - importantly - use it to help you take action.



Francesco Starace

Group Chief Executive Officer, Enel S.p.A.

INTRODUCTION

We all know that achieving the desired impact of the UN Sustainable Development Goals (SDGs) will require changes in attitudes and behaviours as well as innovation, education and clear leadership. But there will also be a huge role to be played by technology, new products and services, new business models to generate sustainable value for consumers and societies, and an accelerated focus on partnership and collaboration.

In support of the UN SDGs agenda 2030, and as privileged interlocutor of the European Commission, CSR Europe is setting the foundations for being the European Business Hub for the SDGs. Our ambition is clear, to inspire, engage and support over 10,000 enterprises already active in our 41 CSR National Partners Organizations. Together we are also eager to collaborate with the European Institutions and other stakeholders to accelerate the integration of the SDGs in all European Union policies.

It is against this background that CSR Europe has partnered with Frost & Sullivan and GlobeScan to explore how European companies can grasp business growth opportunities arising from the SDGs. It's time to ignite a serious discussion about how companies of all shapes and sizes can play a major role in driving a more sustainable, prosperous and inclusive society while also meeting their corporate goals of generating value and achieving competitive advantage.

The Whitepaper will bring together Frost & Sullivan's visionary research on the global transformational trends shaping our future, as well as GlobeScan's and CSR Europe's most recent survey of European business experts to explore the current state of play with companies and the SDGs.

We will look at the global picture for sustainability and specifically highlight the role Europe can play in unlocking the commercial value of sustainable business while contributing to achieving a more innovative, prosperous and inclusive society.

STAKEHOLDERS AND COLLABORATION

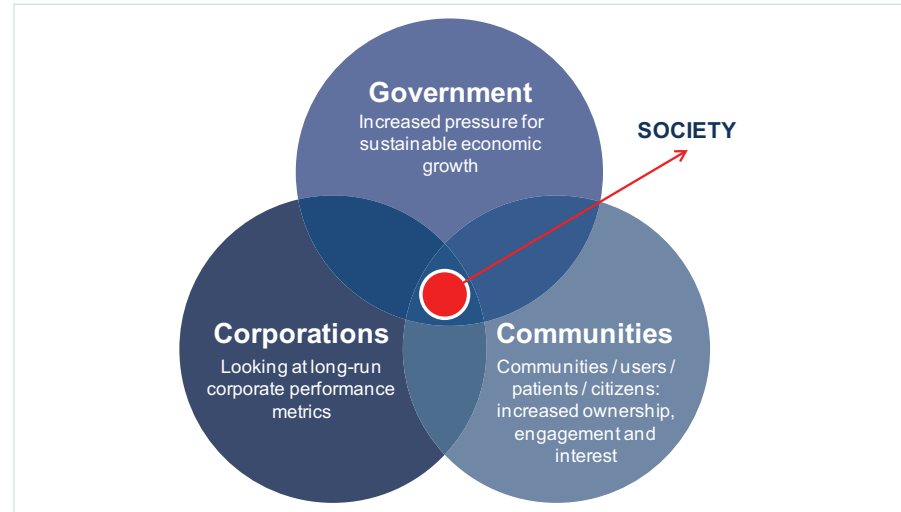
We also know that delivering on the vision of the SDGs will not be possible if organisations seek to go it alone. The seventeenth SDG (Partnering for the Goals) is a clear recognition of this fact and it sits neatly across all the other goals to demonstrate that success depends on all stakeholders contributing. Although governments are ultimately responsible for implementing the goals, it's clear they won't be achieved without the proactive support of businesses and that those same businesses stand to benefit from the consequent opportunities.

Ten years ago in 2007, Frost & Sullivan’s annual survey of CEOs around the world highlighted that 69% of business leaders saw investment in sustainability as an area of competitive advantage while 67% saw it as a growth opportunity for the company. By 2016 the same annual survey showed that these numbers had both increased beyond 75%, but perhaps most interestingly of all strategic partnerships emerged as the most focused growth strategy over the next 3 years.

Approximately 48% of CEOs believe that they will rely on strategic partnerships to drive their organisation’s growth in the next 3 years. Technology advancement and new business models –especially the digital transformation of their business ecosystem – is expediting the need for new alliances and partnerships. Companies are already re-thinking their attitudes to partnership and collaboration and recognising the need for stakeholders to come together to navigate an increasingly complex future.

We believe it will be the convergence of these trends that will offer the strongest opportunity for success in the SDGs. The recognition of both the business benefits of sustainable development combined with the recognition of a need for partnership and collaboration will open new avenues of value creation for all stakeholders.

Key Stakeholders for SDG Success



Source: Frost & Sullivan

Indeed the SDGs have the potential to deliver value to the full spectrum of stakeholders: Positive transformational change to communities; accelerated advancement for Governments; enhanced efficiency and sustainability to corporations; significant advances to personal quality of life to society and individual citizens.

Companies based in Europe have a chance to lead the global agenda. They have access to the latest technologies, the principles, skills and creativity to make this possible. Public-private partnerships can also play an important role in supporting SDG focus, for both collaborative working and collaborative project financing. Also in this area Europe has a long experience of multi-stakeholder collaborations. Strengthening these global partnerships and platforms will become increasingly important for understanding and fostering collaborative innovation worldwide.

There are also many emerging opportunities for IT and mobile services (m-services) to play a role in collaboration by enabling stakeholders to work competently, effectively and efficiently, with partners, anytime and anywhere. The trend is towards a business environment in which communications – both real-time and non-real time – are integrated to optimise stakeholder processes and increase productivity.

And when we talk about corporations, SDG engagement is certainly not just about large international firms. Small and medium enterprises (SMEs) and start-ups have a huge role to play, especially in Europe where the concentration of SMEs is among the highest in the world. According to the European Commission, SMEs account for 99% of all businesses in the EU and upwards of 70% of total employment.

Europe is also rapidly catching up with the USA and Asia in terms of attitudes to innovation, corporate venturing and support for start-ups, many of whom bring an inherently positive approach to collaboration, co-creation, sustainability and equality. We're seeing entrepreneurship accelerate across Europe and hubs of innovation emerging in dynamic cities such as Berlin, Amsterdam and Barcelona.

The dynamic and nimble European SMEs – although not always singled out for direction from governments – have a massive amount to gain by engaging proactively with the SDGs, especially in areas such as working conditions, climate action, responsible consumption and production, health & wellbeing, industry innovation, and equality.

As SMEs seek to grow, the SDGs offer an opportunity for them to identify new growth opportunities, areas of competitive advantage, improved corporate values and talent acquisition and retention.

In the subsequent sections of this paper we aim to connect the high level vision of the SDGs with business reality on the ground and identify tangible opportunities for all types of businesses to make a difference.

PART I: HOW THE SDGS CREATE COMMERCIAL OPPORTUNITY BY FROST & SULLIVAN

The Sustainable Development Goals (SDGs) are the catalyst for the change needed to ensure the future is what we need it to be. Given the fundamental nature of the SDG objectives, the opportunities for European companies are not only to be part of creating a sustainable and just world, but to also identify market opportunities, drive growth, lead in innovation and create new business.

This section will address the commercial opportunity created by the steps businesses can take to address the SDGs. The analysis will take into account 4 SDGs selected by Frost & Sullivan to demonstrate a spectrum of the varied and diverse challenges the SDGs seek to address.

By selecting a purposeful cross section we will show the universal commercial gains to be achieved by all SDGs. The insight will demonstrate the elements of opportunity within each SDG and bring examples of the scale of opportunity they offer. Using methodical analysis, qualitative and quantitative research along with existing case studies each of the four SDGs will be dealt with in turn leading to a clear conclusion about the steps businesses can take to realise the global opportunity the SDGs present. It should be clear from the story exactly what benefits proactive businesses can chase.

Identifying Opportunities from SDGs

Firstly it is important to remember the significant overlap and convergence between the SDGs themselves. None of the goals will be achievable in isolation, but this also means the business opportunities from the goals can converge and broaden both the social and commercial impacts.

This is a great opportunity for European companies to widen the impact of their innovations. For example SDG 4: Quality Education will – if applied universally – have a direct impact on addressing hunger; poverty, gender inequality, decent work, and many other areas of inequality. And SDG 11: Sustainable Cities & Communities will create opportunities for infrastructure development in energy, transport, water, waste and healthcare, as well as being a hotbed of innovation for technologies that embrace connectivity to make cities more collaborative, inclusive, navigable, informed, safe and enjoyable.

It is also important to note that the opportunities for European companies will not be limited to European markets. Although many of the SDGs have varying importance in different parts of the world, they are all globally applicable and successful companies will be those that can think and act at local, regional and global level. Our aim in this paper is to give a regional flavour to global opportunities.

The four SDGs we have chosen to examine in more detail in this paper reflect a diverse sample of goals to show that opportunities exist everywhere, as well as being four examples of SDGs that we see as particularly relevant for European companies to take a global lead. We will later be drilling into these SDG opportunities in detail and also identifying key opportunity areas within and across the SDGs.

Selection of SDGs for Business Impact Assessment



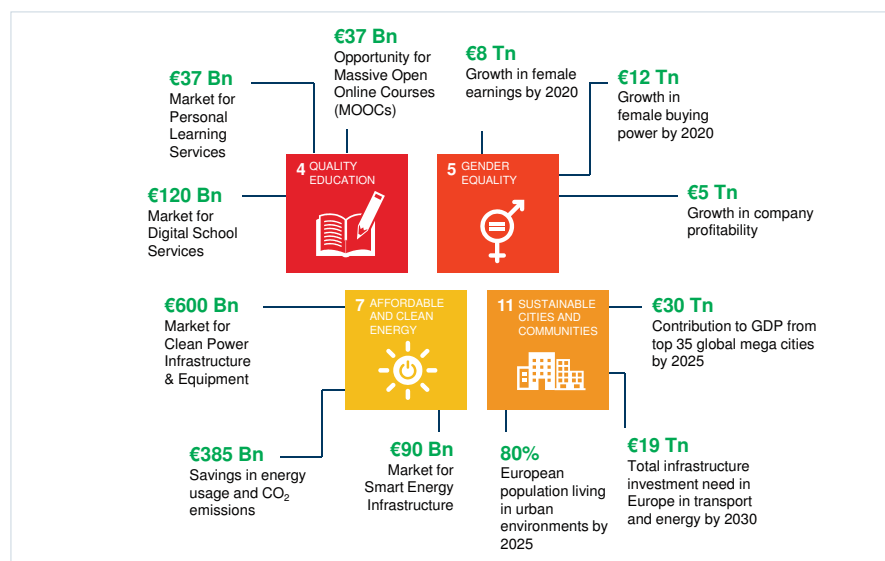
Source: Frost & Sullivan

When we think of the highest impact areas of business opportunity for engaging and innovating around the SDGs, we've identified six powerful themes for generating value:

- Direct market opportunities created by addressing the SDGs
- Brand enhancement and competitive advantage
- New business models, enhanced by technology, and focused on sustainable outcomes
- Improved customer experience and engagement
- Internal operational efficiencies, process improvements and potential resource and cost savings
- Action on social responsibilities and obligations

For companies, this means that in essence the benefits from engaging with the SDGs include outward facing wins such as new sales, new customers and value propositions, and inward facing wins such as cost savings, enhanced processes, improved environmental impact, better talent acquisition, and a more motivated and balanced workforce. Our work to find examples of economic opportunities within just four chosen SDGs shows that numbers quickly escalate into the trillions of Euros. This is quite staggering and in many ways quite difficult for businesses to comprehend so perhaps at this stage it's enough to simply say the opportunity is huge. And put alongside the sustainability benefits for humanity, the argument for businesses to engage is overwhelming.

Economic Business Opportunities from Selected SDGs



Source: Frost & Sullivan

There are also, of course, other bodies of work that have made similar conclusions. One excellent example is the report and data provided by the Business and Sustainable Development Commission (BSDC) which has also outlined a huge range of business opportunities across the SDGs (for example see [http://s3.amazonaws.com/aws-bsdc/SDGs sectors.pdf](http://s3.amazonaws.com/aws-bsdc/SDGs%20sectors.pdf)).

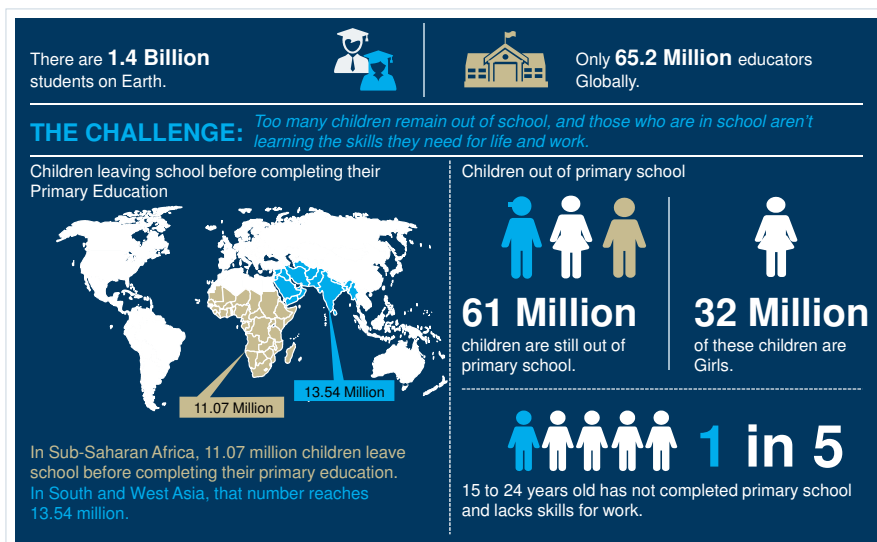
In the following sections we will drill into each of our four chosen SDGs to explore what the business opportunities really mean for European businesses.

SDG4: Quality Education

In addition to the more recent SDGs, 'Education for all' has been a global campaign since 2000 when UNESCO set in motion the movement with over 160 countries pledging to achieve six education related goals by 2015. Two years have passed since the desired timeline and sadly only a third of the countries have achieved six goals with many still struggling to provide basic education. 58 million children are out of school and over 100 million without a primary education. In addition to the problem of access, the quality of education has also suffered with poor teacher-student ratios (1 to 47 in Pakistan) and low conversion rates to higher education (30% dropout from secondary school globally).

As we look into the future, there is more of an assured confidence that the goal of inclusive, quality education can be achieved with the technology now on offer. We can expect technology to relieve economies of key challenges such as shortage of teachers and lack of infrastructure through new online teaching methods, new modes of content delivery, and new approaches to student development. This is where engaging with SDG 4: Quality Education can deliver benefits to innovative European companies while addressing a critical societal challenge.

State of Global education, 2017



Source: Frost & Sullivan

The education sector is moving away from purely classroom-based learning towards e-learning with massive open online courses, remote and on-demand learning. Students are no longer confined to one geographic location when accessing resources and lectures, particularly at higher levels of education. Mass Open Online Courses (MOOCs) and free web resources have opened several new avenues for personal and professional development. Decentralisation of qualifications will accelerate this trend, with private sector institutions from MOOC platforms to Social Media (eg LinkedIn) accrediting courses that are highly regarded, thus creating real competition for public sector education.

Africa, for example, with its growing youth bulge, will need to cope with increasing numbers of students and costs in delivering education. E-learning is the best possible solution for democratising higher education in Africa and ensuring that access to quality higher education is not limited by infrastructure or tools. Innovators from anywhere in the world – including Europe – can help address this.

These online models with their ubiquity are changing the relationship between learning and classrooms. Learning is being reversed or “flipped” with most lectures being delivered online and the classroom time being utilised for more practical exercises. Flipped classrooms with online courses will become a standard model for schools worldwide representing a huge opportunity in online platforms for education. Frost & Sullivan expects the total opportunity in offering MOOC platforms to schools and universities globally to become a €37 billion opportunity by 2025.

Another key technology revolution that will specifically improve education access of the marginalised is ‘mobile’. It is phenomenal to see how certain countries like India have leapfrogged to become one of the biggest mobile economies in the world.

Quality of Education, Samsung

Major electronics manufacturer Samsung has launched digital tools that are revolutionising the education space. Bundled together as the Samsung SMART Classroom, the digital tools are helping bridge the gap between traditional teaching methods and technology. In doing so, Samsung has firmly placed itself in support of the digital thrust to maximise advances in analytics, to improve the teaching and learning process in schools nationwide. Samsung's Smart Classrooms and Digital Academies programmes have reached more than 100K students and teachers since 2013 by not only providing devices but also educational content, by teaching digital skills and by offering access to smart technology, ICT training and employability programmes across more than 20 European countries.

India is a dichotomy of 1 billion mobile subscribers and poor school to student ratio. Most Indians are 25 kilometres away from an educational institution, mostly in the remote areas where access to education is limited. Consequently, the concept of m-learning (the use of mobile devices to deliver education anytime anywhere) is emerging as a boon for India's education sector, especially in the field of adult learning. India is expected to be the 10th largest consumer of mobile learning products and services, the global market for which will grow to become a €9 billion opportunity by 2025.

While online education and m-learning will address the issue of access, other technologies such as personalised education and cognitive learning will improve quality of learning. Again, technologies such as virtual reality (VR) will make learning more experience based in addition to being informative. VR content offers students the ability to tour exotic, foreign, or otherwise inaccessible worlds and environments without having to leave the classroom—and the VR content library, especially in the education space, continues to expand.

For example, Google Expeditions allows educators to choose from over 200 virtual expeditions, including virtual trips to the Amazon rainforest, coral reefs, and the surface of Mars. Content creators and hardware vendors in education will need to invest to catch up with entertainment media in terms of engagement and interactivity. The market for AR & VR in the education sector will grow six times representing an addressable opportunity of €14 billion by 2025.

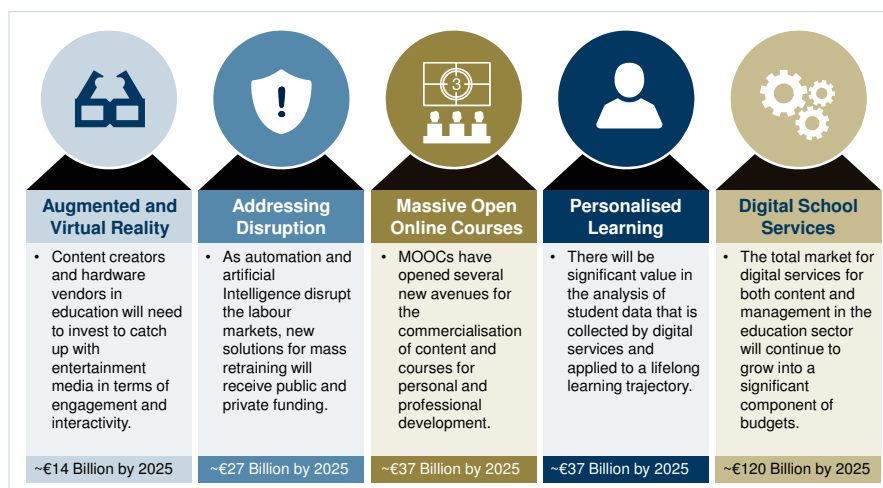
Arguably one of most influential advancements for education in the digital age will be technology that capitalises on extremely large volumes of educational big data based on which it is able to offer personalised education. Specifically, Artificial Intelligence technologies, built through the processing of massive amounts of data, use algorithms and statistical probability to make intelligent, ultra-fast decisions that react to environmental inputs.

Prescriptive analytics, which uses AI-enabled software, will not only collect and analyse data, making predictive assertions about how that data is affecting educational institutions and students, but it will also be able to prescribe courses of action.

This will result in more personalised educational approaches that react in real-time to a student's input, ultimately reducing failure rates; it will lead to better assessments of risk factors for dropping out of school, pinpointing precise factors or moments of confusion in the learning process that lead to student frustration; and it will improve financing and financial aid strategies for a school's operating budget as well as for students through better metrics tracking.

Moreover, this list of possibilities about where AI and prescriptive analytics will take education is not remotely exhaustive. Most educational institutions, especially primary and secondary schools, acknowledge that they are currently behind the curve in adopting prescriptive analytics and AI technologies, meaning that solution providers have significant room to develop education-specific products that showcase the radical potential of Big Data, AI, and prescriptive analytics in an education setting.

Five Growth Opportunities in Digital Education



Source: Frost & Sullivan

Clearly, education is not immune to the digital transformation currently impacting most industries. In this case it is a welcome transformation as it will enable faster access to quality education and overall improved learning. Especially in adult learning and the lifelong need for education, the pervasive and adaptive nature of digital education will create newer opportunities. We can expect governments globally to incentivise digital education services and help address skill deficits through MOOCs and independent, on-demand learning throughout people's lifetime. And what's more, the opportunity in enabling this social movement is massive – Frost & Sullivan estimates the consolidated market opportunity in the five main growth areas in education to be over €235 billion by 2025.

Again, Europe is in an excellent position to contribute to and reap the benefits of these global challenges. The attention given by CSR Europe in its Pact for Youth campaign (www.csreurope.org/pactforyouth) to strengthen and increase the number of business-education partnerships demonstrates the potential of these efforts, not only to ensure the skills sets needed for business but also to develop new ways of unlocking the value.

Danone's Ecosystem Fund

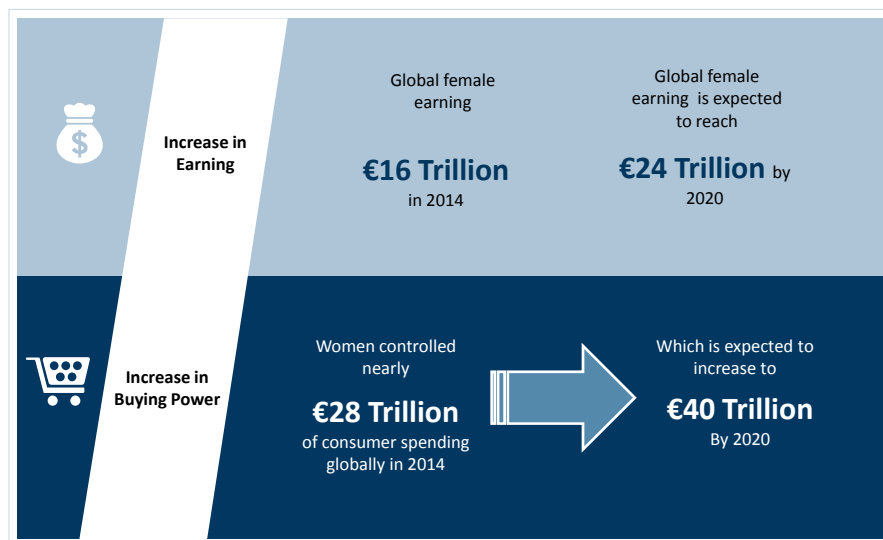
The Danone Ecosystem Fund supports the partners of Danone's 'ecosystem' (small agricultural producers, small suppliers, local distributors) to effect necessary social changes. The Fund is designed to support initiatives with sustainable purpose such as employment, skills and employability, and entrepreneurship. The organisation soon recognised that by promoting Women Empowerment it enabled them to make strides in the issue of development in its entirety. Danone drew on the facts to set their vision - 70% of the poor people in the world are women, even though they account for 50% of the world's population. Although women perform 67% of the hours worked in the world, they only earn 10% of the world's income. The progress Danone has made in women empowerment is too much to reference here – at least half of the Ecosystem projects tackle Women Empowerment issues – helping tens of thousands on women with access to education, employment, and freedom from violence, access to finance and many types of social and societal support. As the organisation helps the world and particularly its own ecosystem – its own future business becomes more secure by the day.

SDG 5: Gender Equality

European leaders and innovators are always looking for the next frontier of growth - whether it's an emerging market, digital transformation or a new service industry. Perhaps a more unexpected and consequently untapped source of growth is the so called 'gender dividend'. This is the growing body of evidence that by addressing female consumers and harnessing the power of females within private industry, businesses will yield significant returns. Equality and empowerment for women and girls is not just the right thing to do but essential to achieve our most promising and sustainable future.

By 2025, women will change the workforce landscape with an average participation rate of more than 40 percent – an additional 250 million women workers. This will close the gender gap in labour participation rates by 25 percent, which, in turn, will have a huge economic impact across both developing and developed nations. Equal male and female employment rates would boost the economy of European nations by 5% - 9%.

Purchasing Power of Women



Source: Frost & Sullivan

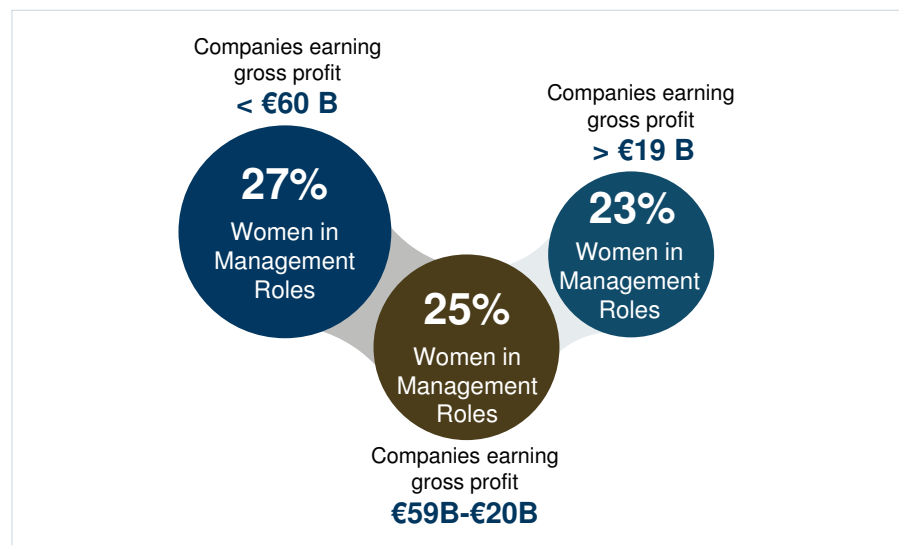
Looking globally, Norway and China are heading toward achieving gender parity in the workforce, with the former having the highest percentage of women (42 percent) on boards in 2016, followed by the latter (31 percent). However, globally and cross industry the number of women chairing boards still remains low at 4 percent, even though the number of women on corporate boards has risen to 12 percent. It has been found that companies with at least one woman board member perform 10 percent better than companies without women board members. Furthermore, companies with more than 30 percent women in management positions have seen a 25 percent increase in profit rates on average. Culturally, companies that are inclusive in their opportunities for women and well balanced in terms of their workforce make up – reap benefits in terms of talent attraction and retention, motivation levels, diversity and attracting new customers.

Sodexo – “When women do better, we all do better”

In the case of Sodexo – the organising is harnessing the power of mission and vision for positive impact. The company takes gender to the very heart of its leadership strategy. The leadership explicitly links a gender balance to its creativity, growth and performance. In fact, the company has ensured it has evidence to support its mission – in its Gender Balance study of 50,000 managers, the conclusion of the research revealed that teams with a male-female ratio of between 40 percent and 60 percent deliver the best on financial performance, employee engagement and client retention. A key strategic element of Sodexo’s approach is to understand the limitations of quotas – a wholly necessary parameter to focus efforts but not an end in itself. For Sodexo the empowerment of women is recognised as not just a moral imperative but a support for future growth, in the words of Sophie Bellon, Sodexo’s chairwoman – “A company, as with any collective endeavour, is not capable of evolving sustainably while excluding half of the human population”

The rise of women to positions of executive leadership is compelling European leaders to re-examine their business approaches and understand where and how they themselves can tackle the gender dividend and gain strategic benefits. Empowering women and girls is critical for building sustainable business. Women control around €18 trillion of global consumer spending and approximately 80% of key consumer purchasing decisions. Women make up 45% of Europe’s total workforce - in the UK, women earning six figure salaries are growing at three times the rate of men.

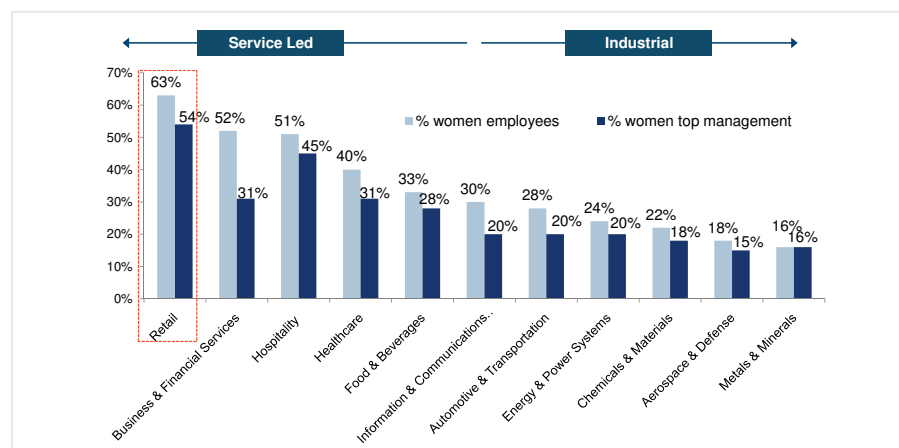
Female Leadership Improves Profit



Source: Frost & Sullivan

As the world works towards parity in opportunity and employment - the female economy is emerging as a potent force, with the global female income expected to reach €22 trillion by 2020; this is more than the revenue generated by the economies of China and the United States. This is likely to cause a massive change in consumption and shopping behaviour in key industries, and open new opportunities in consumer goods and services businesses. Companies that best adapt to this new buyer segment will be ideally poised to grow in the next decade.

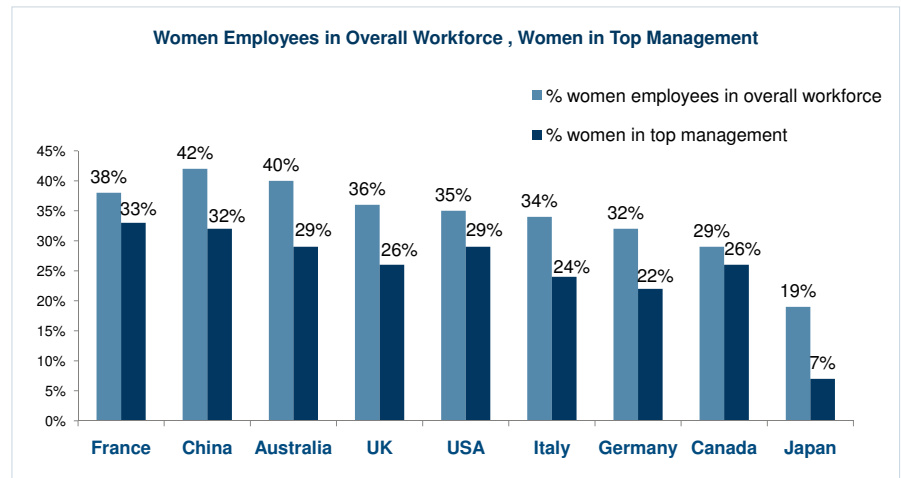
Service Industries Leading in Capturing the Gender Dividend



Results based on data collected from 227 companies across the globe.

Source: Frost & Sullivan

Europe Benchmarked : Industry Diversity Index



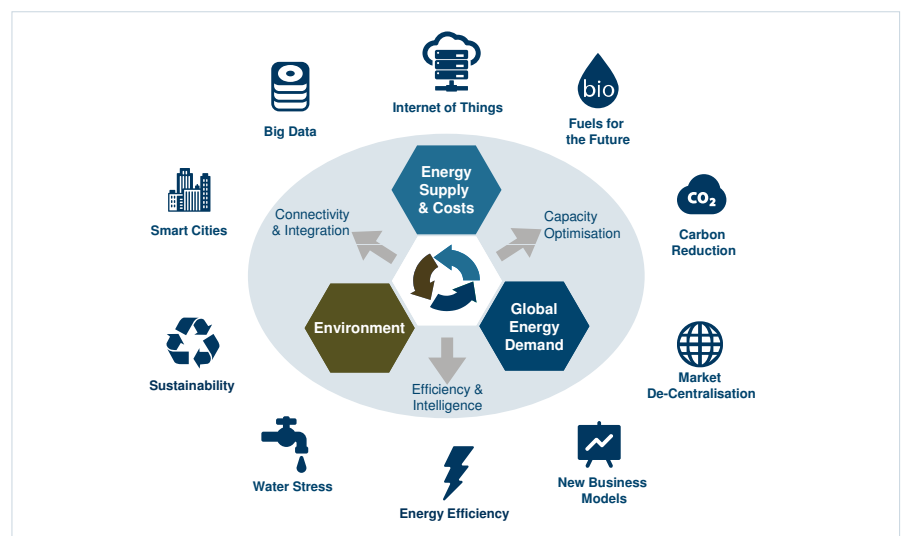
Source: Frost & Sullivan

As we begin to recognise the growing body of evidence supporting the opportunity in the empowerment of women – we will see a continued change in the coming years led by certain nations, industries and individual companies. That change and consequent reward would arrive sooner through positive action by all. We have the evidence, the tools and impetus - and a bright future for women and girls.

SDG 7: Affordable and Clean Energy

Energy is a key enabler of economic growth, a driver of industrial output and business, and also a crucial ingredient to bringing progress in sectors such as transportation and healthcare. Energy is also a critical factor in guaranteeing access to clean water, sanitation and education in developing countries, as well as bringing essentials such as warmth, light and safety to people’s homes. In essence, the security and efficiency of energy is one of the most essential components of improving the lives of individuals while also securing a sustainable and dynamic future for society.

Top 10 Factors Defining the Future of Energy

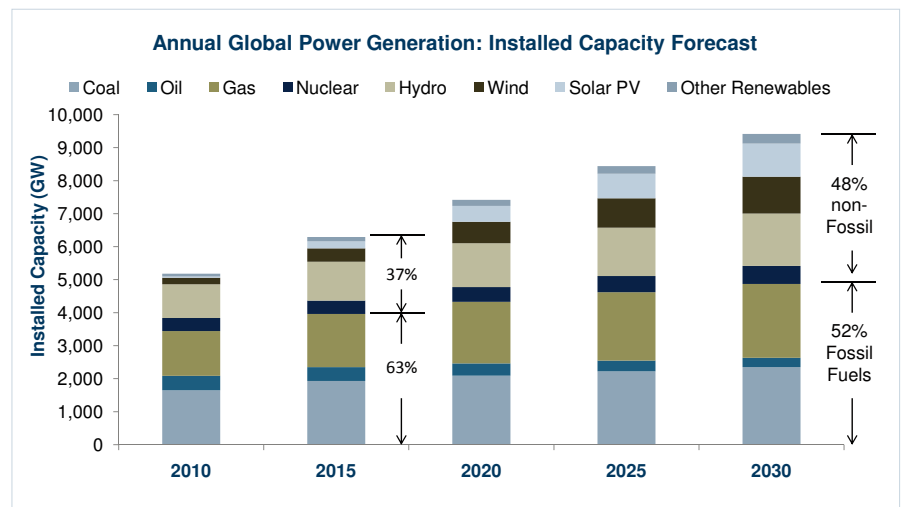


Source: Frost & Sullivan

The three headline trends in the energy industry today (the three Ds – Decarbonisation, Decentralisation and Digitalisation) are driving a full scale disruption and transformation of the sector; meaning there are both challenges and opportunities ahead for companies playing in this space. Decarbonisation is driving growth in renewable energy and energy efficiency; Decentralisation is driving innovative new business models such as virtual power plants (VPPs), demand response, distributed generation and microgrids; and Digitalisation is increasing customers' control over their energy usage to save money and raise energy efficiency.

However, in a world where global energy demand will grow by over 2% per year up to 2020 and a colossal total of 55% by 2040, further innovation is required. Over 1,2 billion people lack access to electricity, and air pollution causes in excess of 7 million deaths per year as a result of emissions exposure. As the demand for energy continues to grow, smarter and more society oriented innovation is required to overcome these increasing challenges of electrification, energy efficiency and decarbonisation to facilitate continued economic growth and improve people's quality of life.

Global Power Generation: Evolution of Installed Capacity by Fuel Type



Note: All figures are rounded. The base year is 2016.

Source: Frost & Sullivan

All of the three Ds represent areas where Europe has taken the lead in the past and has a great opportunity to do so in the future. The EU has pioneered ambitious targets for renewable energy generation, energy efficiency, smart technology roll out, and reductions in energy consumption and is currently proposing 40% energy efficiency targets for 2030. Europe has the highest rates of renewable energy generation in the world, but the opportunities for integration, optimisation and customer engagement are only just beginning to reveal their full potential. Innovative European companies also stand to make a huge impact in the rest of the world.

Enel – Open Power

Open Power embodies Enel's vision for its role in our future sustainable world. For people around the world energy is essential – the security of energy is critical to the safety of themselves, their families and their communities. This is the first element of Enel's mission – people are first. Energy provision should not be complex, onerous and unaffordable. Enel's strategic plan to up to 2019 is centred on sustainable goals – driven by the UN's mandate for a sustainable future. Decarbonisation, decentralised energy management - supporting our future against climate change – has been recognised by Enel as world-changing objectives they can influence through their corporate strategy. In addition to transparent and responsible customer engagement the company is focussed on sustainably responsible investors and supply chain as well as the creation and maintenance of an organisational culture in which their employees feel proud and motivated to pursue sustainable goals. In the world of business – vision gets us halfway to action and Enel is leading its organisation and industry to a sustainable future.

In Germany, for example, over 30% of electricity is generated from renewables and this will increase to close to 60% within the next 10 years. This growth in renewables – from both centralised and distributed sources – will put huge pressure on grid infrastructure and this can only be efficiently accommodated through digital transformation of the energy utilities.

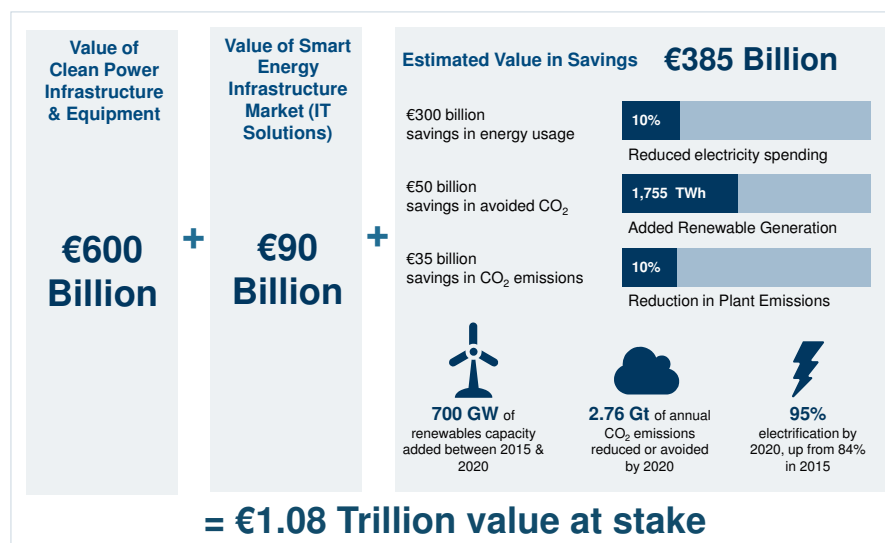
Leading European companies can drive change while tapping into these opportunities. ENEL, E.On and Innogy are European examples of world-leading energy utilities that are at the forefront of the innovation agenda. Siemens, Schneider Electric and ABB are examples of companies generating growth by leveraging digital technology to deliver energy efficiency and cost savings for customers. Vesta, Gamesa, Nordex and Acciona are European companies that have risen to become global leaders in renewable energy. And on top of that we have the enormous list of opportunities for companies to provide the products, technologies and services that make up the value chains of these industries.

Start-ups and SMEs also have a great opportunity to make an impact in these areas. Some great examples can be seen among the 150+ European start-ups that pitched their innovations at the Business Booster event in November 2016, hosted by Innoenergy (the innovation engine for Europe's energy industry supported by the EC). Investors were particularly attracted to sustainable energy solutions, with the biggest prize of the event going to Solaris Offgrid for its modular home system and innovative business model to take renewable energy to homes in sub-Saharan Africa. Now, to highlight some powerful examples of the economic and business benefit that can be derived from addressing SDG 7, Frost & Sullivan has considered three main areas: the value of the power infrastructure and equipment for delivering clean energy; the value of smart energy infrastructure (ICT solutions) for bringing digital intelligence and efficiency; and the value of the benefits to customers and society.

So firstly we have looked at the infrastructure and equipment facilitating the cleaner and more efficient generation, transmission, distribution and consumption of energy. This includes investment in things like renewable energy technology, air pollution control and smart grid technology. Frost & Sullivan's ongoing primary research in these areas shows an expected market size of €600 billion in 2020.

Secondly, we have looked at the investment in ICT infrastructure and solutions that facilitate the smarter management of energy in grids, cities and buildings. Frost & Sullivan estimates that this will be worth €90 billion a year by 2020, which is approximately 12% of the total €750 billion that we project to be the total ICT spending by the energy sector at that date.

Innovation in Energy – The Value at Stake



Source: Frost & Sullivan

Thirdly – to consider the value of the benefits to customers and society – we have looked at the global economic value of savings that can be achieved through a very reasonable 10% saving in electricity usage; the value of optimising the generating efficiency of existing assets by an estimated 10%; and lastly the value of reduced CO₂ emissions from the displacement of a projected 1,755 TWh of fossil fuel power with renewable energy by 2020.

In monetary terms, these three combined areas of impact show that an incredible €1,08 trillion is at stake annually by 2020 in terms of market opportunity and benefits to businesses, customers and society.

And this is without even trying to quantify some of the enormous benefits such as the social, environmental, health and economic improvements that will be felt around the world by addressing the need to bring electrification to the 1.2 billion people that currently lack access to electricity. Or the improvements in air quality, safety, reliability and security of energy supply that will enable both individuals and businesses to operate more efficiently and sustainably.

So in our future of integrated, renewable and intelligent solutions for energy – with a less centralised and more customer-centric approach – the opportunity is clear across the whole energy value chain for companies to play a key role in delivering affordable, reliable, sustainable and modern energy for all.

SDG 11: Sustainable Cities and Communities

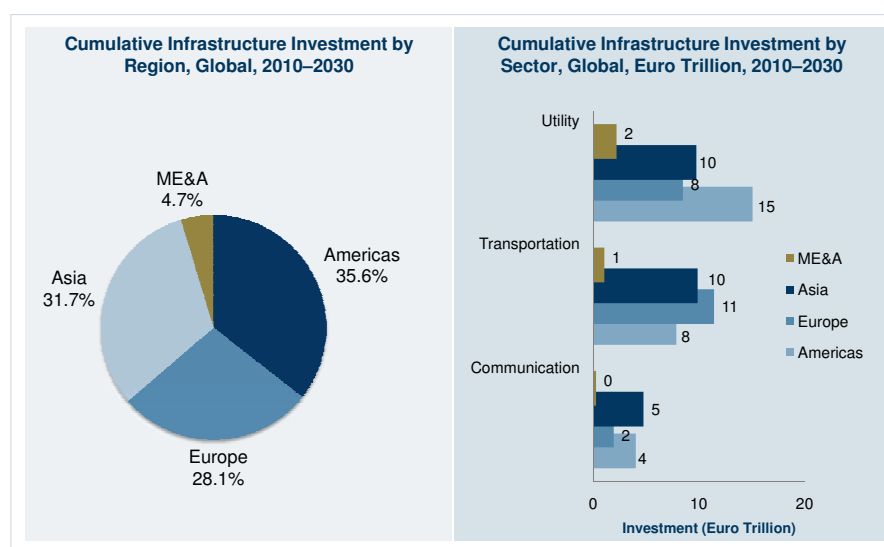
Providing for smart and sustainable solutions is vital for cities. Urban migration along with city expansion is resulting in resources becoming scarce. Frost & Sullivan estimates project that, by 2025, the global urban population is expected to breach the 4.6 billion mark, which will roughly account for 58% of the total population.

Across the developed regions, including Europe, our analysis shows that there will be unprecedented growth in urban population accounting for nearly 81% of the total population by 2025. This will result in cities expanding to form Mega cities. By 2025, the number of mega cities is likely to more than double to reach 35 mega cities and are positioned to contribute €30 trillion to the global economy.

Such urban growth is expected to put tremendous pressure on existing resources and basic forms of utilities - sanitation, mobility, healthcare, energy, etc. Municipalities, city officials, governments and private organisations will need to understand the impact and flow of urbanisation, and its spatial patterns to identify future challenges that are expected to arise from city expansion. In that sense, the implications of urbanisation are varied and numerous and cities will need to deploy new initiatives to become more green, more sustainable and more efficient. Such a scenario entails more demand for smart solutions within a city by investing in infrastructure necessary to make this transformation.

There is currently an infrastructure investment deficit witnessed globally. Our analysis shows that global investment needs is expected to multifold by 2030. An investment of €77 trillion is required to provide for sufficient basic infrastructure across three major areas – Utilities, Transportation and Communication. Approximately €35 and €30 trillion will be invested to meet utility and mobility needs with them covering 70% of the overall cumulative estimated investments up to 2030.

Cumulative Global Infrastructure Investment Needs, 2010 – 2030



Key: ME&A = The Middle East and Africa

Source: World Bank, Standard & Poor, Frost & Sullivan

From a regional standpoint, Europe stands third behind the Americas and Asia in terms of investment needs during this period. Utility and Transportation will be the major areas where Europe needs to spend with an approximate value of €8 and €11 trillion accounting for 24% and 39% of the global infrastructure spending on these areas. Such major investments are in alignment with the EU’s objective of transitioning towards smart means with a majority of pilot projects and innovation within the smart city space being witnessed in Europe.

In fact, globally, Europe is well positioned to have the largest share of smart city project investments for the next 10 years or so.

Integrating smart solutions within a city provides cost savings at every level right from water management, energy savings, effective waste management solutions to effective mobility strategies.

Key Smart City Impacts

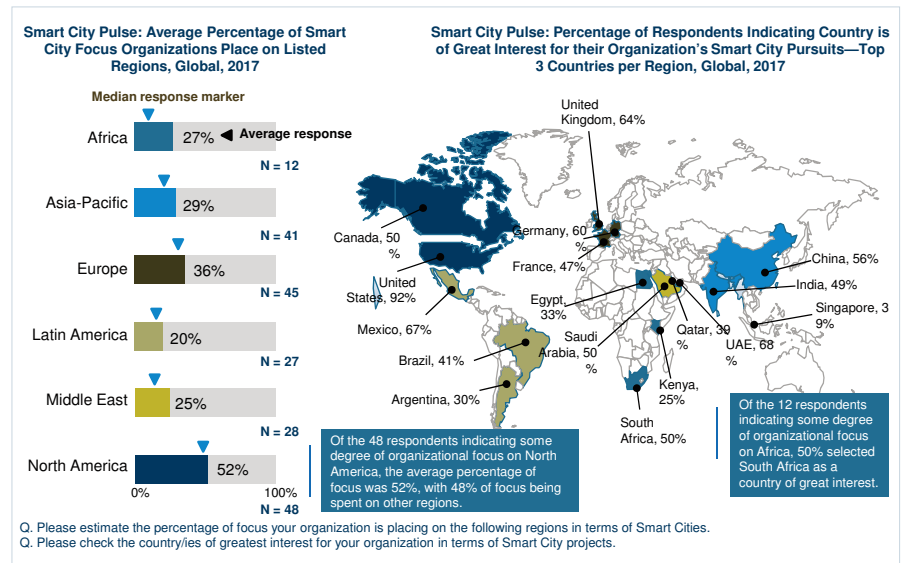
<p>Improved energy savings By installing General Packet Radio Service systems (GPRS) and Radio-frequency identification (RFID) sensors all across the cities, Santander (Spain) reduced its energy cost by 25%.</p>	<p>Improved ecological footprint Smart cities can reduce energy consumption and greenhouse gas emissions, and improve waste management.</p>
<p>Improved water savings Dubuque in Iowa saved 7% in average water consumption per household by implementing smart water solutions.</p>	<p>Improved waste management By using smart waste technologies, Santander (Spain) reduced its energy waste management cost by 20%.</p>
<p>Improved transportation By implementing smart transport solutions, cities stand to gain up to €790 Billion per year by 2030.</p>	<p>Improved Operational Efficiency Smart city machines will enable better services to citizens by managing operations without human intervention (intelligent lighting).</p>
<p>Improved safety Helps improve the response time for firefighters, police departments, emergency respondents, traffic control and sanitation workers.</p>	<p>Improved quality of life A key focus of smart city projects is to raise quality of life for citizens living in highly urban areas.</p>

Source: Frost & Sullivan

For instance, many cities across the world are looking to integrate smart city solutions to manage energy use better. Copenhagen is one such example with its smart city initiatives that facilitate real world testing through living labs and smart city development. The Copenhagen Solutions Lab has come up with the EnergyBlock initiative for decentralised energy and blockchain solutions. One of its major goals is to build a green sustainable ecosystem. The city is looking to explore alternative of energy sources within an urban environment. Currently Copenhagen generates well over 20% of its energy through renewable means and it aims to reach 100% by 2050.

While the Americas and Europe are well known for their smart city investment, the next area for smart city opportunity can be expected in the Asia Pacific (APAC) region, representing strong opportunities for European companies to export their expertise.

Key Smart Cities in Focus, 2017



Source: Frost & Sullivan

By 2025, the APAC region is expected to witness 10 smart cities with more than 50% of these being in China. Singapore, for instance aims to have 80% of all its building meet its minimum Green Mark Certified energy efficiency standards by 2030.

With growing urban populations, citizens are likely to be more demanding in the future. Apart from providing for smart solutions, future smart cities will also require to invest in (a) Data Excellence; and (b) IOT platforms. This will result in creating new business opportunities for European companies.

(a) Data Excellence – Cities will need to have a robust data excellence model that will allow them to manage data well in order to make the right decisions for the betterment of the cities on the whole. Cities will increasingly consider data as a critical asset that will entail new innovative types of services and solutions. Data management centres for cities will go beyond just master data, to extend more focus on analytical data and other aspects pertaining to data quality comprising security, privacy and compliance.

For instance, Copenhagen collaborated with Hitachi to develop a shared data hub. This fostered innovation and improved the quality of living within Copenhagen as it aims to move towards carbon-neutral city by 2035. The solution looks to formulate a city wide marketplace known as the Copenhagen city data exchange that will allow the city to access different sets of data. The city data exchange collates information from various private and public data owners, synthesises the information to enhance the efficiency of the city. This further streamlines analytics allowing it to eliminate big data silos. In the long run, this will result in integrating data from multiple sources. Such level of data integration will allow Copenhagen to largely improve its city operations and provide improved services without having the need to increase capex on infrastructure and data synthesising.

Another case of the city's data excellence solution could well be attributed to the Copenhagen's intelligent transport system project (CITS). Copenhagen is using data derived from smartphones to establish long-term traffic trends. CITS, for instance, uses WiFi installed on city lights to record the positions, speed, and direction of movement for road users. This will allow the city to distinguish pedestrian, bicycle, and vehicular traffic based on traffic flow and varying speeds. Through the CITS dashboard, the city will be able to manage traffic better, by identifying traffic patterns, and long-term trends. It also yields insights related to traffic influencers such as construction and inclement weather. The system will be used to better monitor traffic in real time and to run traffic simulations that will allow the city to optimise traffic by 11% to 32%, thereby reducing emissions, and improving traffic safety.

(b) IOT platforms – Another area of opportunity for firms is to invest in open platforms. Currently the market comprises of innovative firms that provide smart solutions in silos. The future will see a more integrated approach with firms expected to provide aggregated smart city solutions. For instance, Cisco's smart city solutions comprise a cloud based platform that allows its users to build a customised dashboard on the API's of its platform to provide real time data on different parameters – water, parking, vehicle, lighting, waste, security, traffic, vehicle, residential and industrial. The Amsterdam smart city in collaboration with Cisco is a classic case of an open networked model that is built around a smart + connected digital platform. Cisco has now developed a platform that it terms as a smart + connected digital platform that is operated on a cloud which is hosted either by the city or by the service provider on premise or even remotely. This cloud platform will communicate activity to a multitude of sensors and to other applications and consolidates the data, then aggregates the data and reports the end output to city officials or to anyone else including the citizens of the city. This is basically done real time and that is where the future opportunities are likely to lie when it comes to providing smart city solutions.

PART 2: SURVEY OF EUROPEAN BUSINESS LEADERS BY GLOBESCAN

In April 2017, CSR Europe, in partnership with GlobeScan, a strategy and insights consultancy, completed a survey among European business experts to explore the current state of play with companies and the SDGs. We drew insights from 160 European business leaders from various countries and sectors.

Sectors included:	Countries included:
Advisory/consultancy, energy, ICT, banking/finance, retail, pharmaceutical, automatic, construction, food & beverage, services, chemicals, construction, manufacturing, real estate, communications/media, mining.	Albania, Austria, Belgium, Bulgaria, Czech, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Lithuania, Macedonia, Malta, The Netherlands, Portugal, Romania, Serbia, Slovenia, Spain, Sweden, Turkey, Ukraine, United Kingdom

In Summary

According to the business leaders we surveyed, there is a strong business case to integrate the SDGs into business planning and corporate strategy. Not only are the Global Goals viewed as highly aligned with corporate values and sustainability strategies of companies surveyed, they are also viewed as an important catalyst for new business opportunities and multi-stakeholder collaborations.

However, the full integration of the SDGs into business planning has a long way to go. Awareness of the SDGs remains limited to top management and those in CSR or sustainability functions. For companies to help drive fulfilment of the Global Goals and fully leverage the business benefits, it will be important for companies to more deeply engage their middle management and employees to raise awareness and interest in the SDGs and unlock innovation.

The survey identifies a number of reasons why uptake of the SDGs remains low among some companies including: a lack of stakeholder demand for action on the Global Goals, a limited understanding of how the SDGs relate to the company's core business, a sense that the Goals are too complex and insufficient government commitment and support for businesses to commit to the SDGs.

Overall, however, the research demonstrates that there is a strong appetite among business leaders surveyed to partner and collaborate to address the SDGs. This signals that there is a great opportunity for governments and multi-lateral institutions to show more leadership and proactively engage with the business community to provide more guidance and support on how to adopt and align with the SDGs. There is also an opportunity to communicate about the SDGs more widely, both within and outside of the business community.

“Make sure that top management understands that there is a real business case in the 2030 Agenda and the SDGs”

“Companies need trustworthy partners that allow them and their employees to take concrete actions on the SDGs. We have to start going from values to actions.”

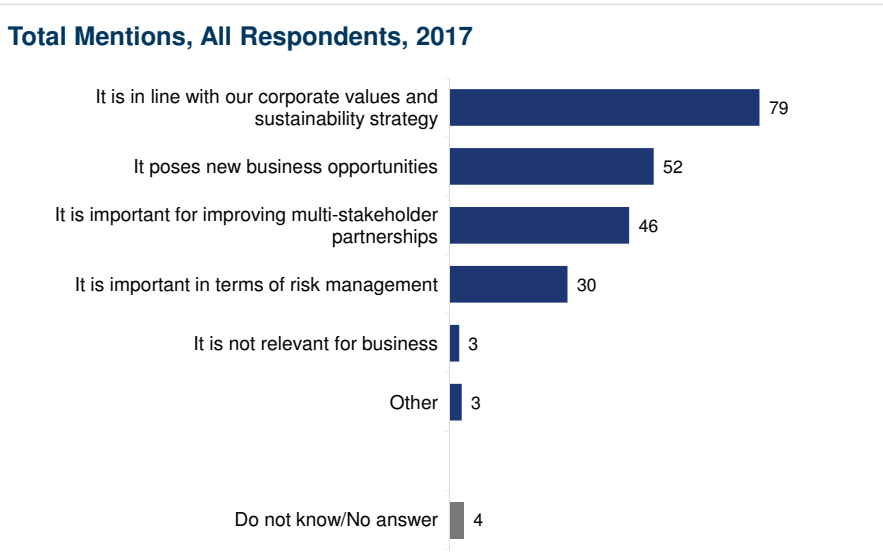
When asked to rank each SDG in order of its priority to their company, business leaders on average rated Goal 8 (Decent work and Economic Growth), Goal 3 (Good Health and Well-being) and Goal 12 (Responsible Consumption and Production) highest. In contrast, Goal 14 (Life Below Water), Goal 10 (Reduced Inequalities) and Goal 6 (Clean Water and Sanitation) ranked lowest.

Vast Majority of Business Leaders Believe it Is Important for Companies to Address the SDGs

The SDGs are seen as a useful mechanism for both innovation and collaboration and for reinforcing the existing sustainability strategies of businesses. Over nine in ten business leaders surveyed believe it is important for companies to address and engage in the SDGs. When we ask why the SDGs are important to business, almost 8 out of 10 say that engaging in the Global Goals is in line with their corporate values and sustainability strategy. This shows that there is a strong alignment between business strategy and the SDGs, providing a solid basis for a business case to support their implementation.

Meanwhile, just over half (52%) of business leaders surveyed believe that incorporating the SDGs in their business plans can unlock new business opportunities, while 46% report that it can improve multi-stakeholder partnerships. Much fewer (30%) believe that the SDGs help companies with risk management.

Why is it important for your corporation to address and engage in the SDGs?



Source: CSR Europe & GlobeScan

“Awareness building and one-on-one meetings with top and middle management are important.”

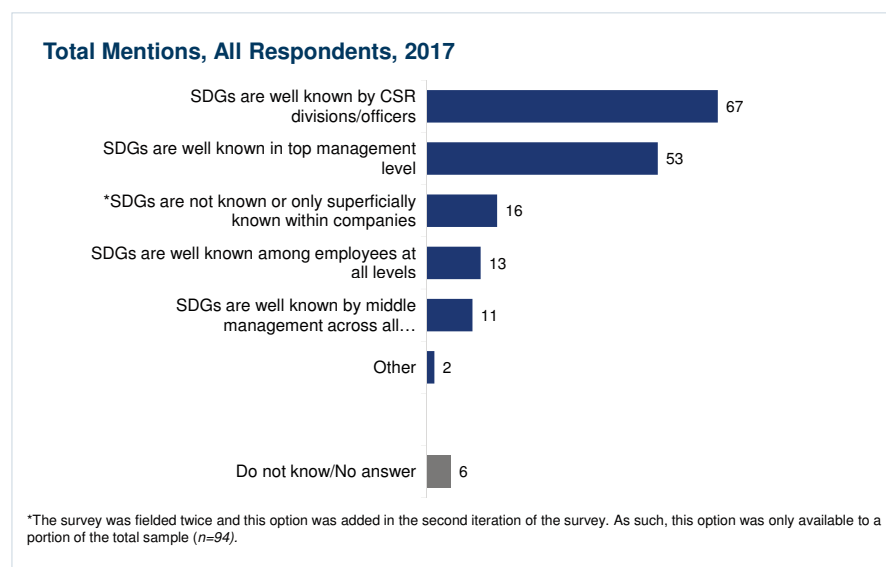
“Be more visible to the common employee.”

Awareness of SDGs Is Restricted to Top Management and CSR/Sustainability Functions

While majorities of business leaders surveyed report that their CSR/sustainability functions and their top management are aware of the SDGs, only 11 per cent believe that the SDGs are well known among middle management.

For progress on the SDGs to be fully realised, it is important that the Global Goals become imbedded in organisations from top to bottom. There is an opportunity to engage the entire company around SDGs, how they are in alignment with the business' corporate values and how they inform long-term planning. Middle management, in particular, is an essential group that can have the most impact and influence on the adoption of the SDGs. Businesses would benefit from developing innovative internal platforms to communicate and engage with managers and employees across the enterprise, especially in germane functions such as innovation/R&D, strategy and supply chain.

What is the level of awareness of the SDGs within your corporation?



Source: CSR Europe & GlobeScan

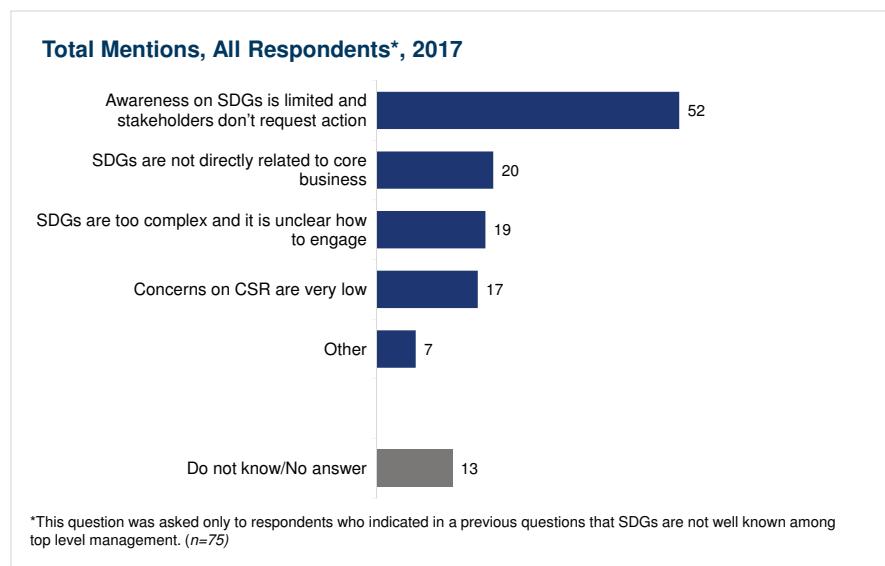
Limited Stakeholder Demand Is Hindering Broader Executive Engagement on the SDGs

Nearly half of the companies surveyed (47%) say that their top managers are not aware of or are engaged in the SDGs. One of the top reasons given for the lack of acknowledgement of the SDGs relates to a lack of demand from stakeholders. Other reasons for low executive engagement with the SDGs are that they are not currently seen to be directly related to the core business, that they are seen to be too complex or that CSR concerns are very low within the company.

“Raise public awareness and create more demand from NGOs or Government or local authorities”

Many business leaders in the survey see Government as the key stakeholder group that can help address these challenges. If governments were to demand more reporting or action around the SDGs, or to help provide a framework for business to prioritise and operationalise the SDGs, it would drive more executives to become more engaged.

Why doesn't top management acknowledge the SDGs?



Source: CSR Europe & GlobeScan

Businesses Are Calling for More Support to Tackle the SDGs

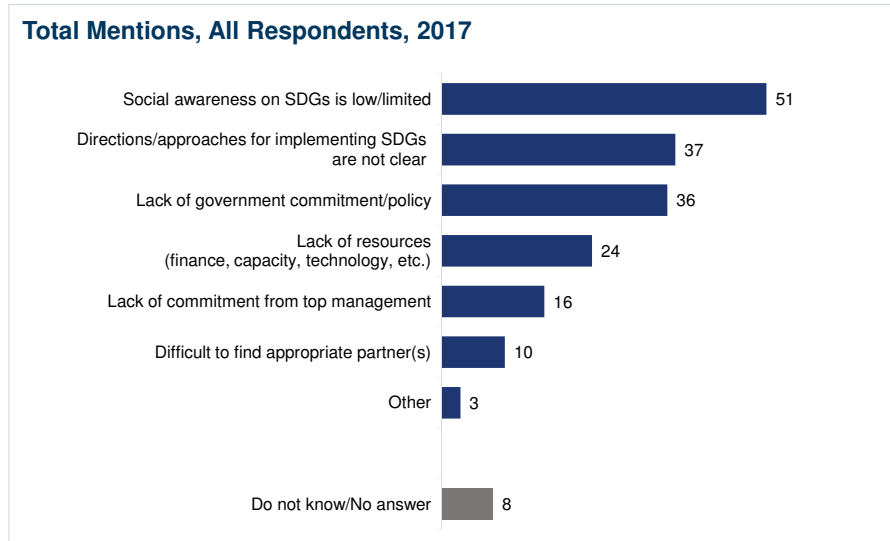
Over half of business leaders (51%) report that low social awareness is the biggest obstacle that business leaders face when trying to engage with the SDGs. Other challenges include a lack of clarity on directions or approaches to implement the SDGs (37%), lack of government commitment or policies (36%) and lack of resources (24%).

This shows that many business leaders need greater support in terms of how to approach the Global Goals. There is also a need to create more mass engagement around the SDGs. Once again Government is mentioned as potentially playing a key role here. However, business leaders also suggest that more partnerships and the sharing of best practice and case studies are important for helping to create a roadmap that can inspire businesses to tackle the SDGs.

“Provide charters that business could sign up to under each goal. Develop projects that business can support/collaborate on.”

“Come up with examples/cases for each sector where there has already been great progress. For example, pharma industry has been working on ‘access to medicine’ for years, some oil and gas companies are switching to renewables. There are many examples out there already and in principle the target topics of SDGs are not new. Companies need to be inspired with good examples.”

What are the main difficulties/challenges that companies face in engaging with the SDGs?



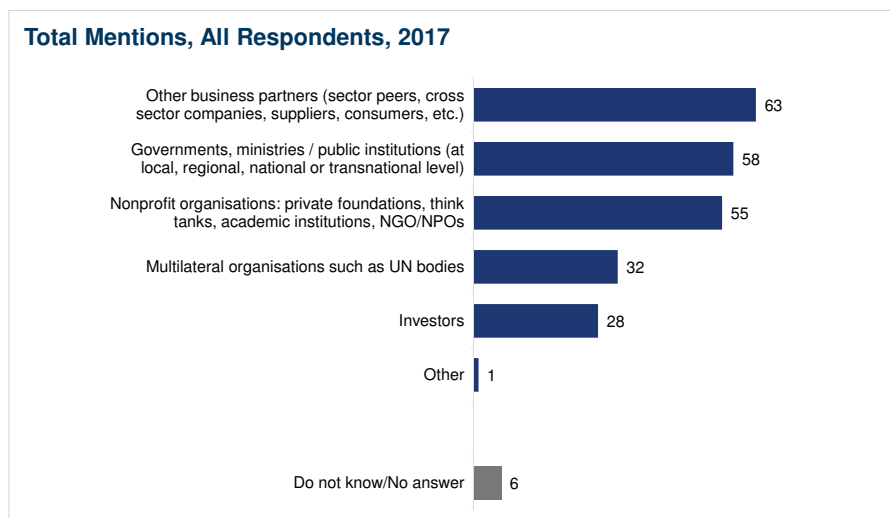
Source: CSR Europe & GlobeScan

An Openness to Partnership and Collaboration

The majority of business leaders surveyed are open to collaborating with business partners (63%), Governments (58%) or non-profit organisations (55%) on the SDGs. About one-third (32%) feel the same way about multilateral organisations such as UN bodies and investors (28%).

These results show that there is a strong appetite for partnership and collaboration to address the SDGs. Now is the optimal time for businesses and other institutions to proactively engage with one another to find solutions and make progress on the SDGs. Multilateral organisations, in particular, have an opportunity here to become more relevant by providing additional tools and useful information to companies in order to help them facilitate and incorporate the SDGs into their business plans.

Who are the most relevant partners for companies to address the SDGs?



Source: CSR Europe & GlobeScan

“For each sector, there are 2-3 material and relevant SDG topics. These could be identified and made available to the companies/public.”

Top ‘Business-Ready’ SDGs Include Decent Work, Health and Responsible Consumption/Production

Many businesses have limited resources and cannot be expected to tackle all of the SDGs. As such, we asked business leaders to rank each SDG in order of priority to their business. The top three SDGs prioritised by business leaders include Decent Work and Economic Growth, Good Health and Well-being and Responsible Consumption and Production. At the other end of the spectrum, SDGs such as Life Below Water, Reduced Inequalities and Clean Water and Sanitation are viewed as the least relevant or actionable.

Gender equality, a fairly important topic in Europe, and one that has been proven to result in greater business success, is ranked among the lowest-priority SDGs. This indicates that business leaders would benefit from receiving more information on the business benefits of each SDG. Nevertheless, all SDGs are linked, and progress on one SDG will inevitably contribute to the advancement of all SDGs.

Ranking of SDGs by Businesses



Source: CSR Europe & GlobeScan

“Some kind of educational road show is needed for CEOs and Board Chairmen to explain, why this [SDGs] is not only a matter for the governments but also crucial for companies and their long-term strategies”

CONCLUDING THOUGHTS

The Sustainable Development Goals came into effect just over a year ago and have already been embraced by many in the European business community. From our survey, it is evident that overall sentiment is positive and many business leaders surveyed view the SDGs as not only aligned to their company's values and commitments, but also how they can lead to corporate benefits. However, there is still a long journey ahead for full integration across all sectors of business.

Progress on integrating the SDGs in business will be hindered unless there is greater collaboration and partnership at all levels. Business leaders are in agreement that they cannot do this on their own. Governments and multilateral institutions can play a strong role here as facilitators for partnerships and collaboration within the business community and across other institutions.

National governments and multilateral institutions should also reach out more proactively to both the general public and businesses to educate and raise awareness of the SDGs. Many business leaders look up to them to engage with public opinion to drive the SDG agenda, not only to increase awareness, but also to create demand and recognition for tackling the Global Goals.

Governments, including local city governments, and multilateral institutions should also develop and circulate more tools and resources (e.g., case studies, best practice, etc.) that businesses can employ to prioritise and operationalise the SDGs. European governments in particular have an opportunity to set policies, funding and regulations that are directly tied to the private sector and the SDGs, which will lead to more accountability on progress.

Meanwhile, businesses need to better communicate internally with all employees, especially middle management, about the benefits and rationale for aligning with the SDGs. The SDGs present an opportunity to foster growth and innovation and there is a need to better integrate these opportunities with business strategy. This rationale should link the SDGs with corporate values, purpose and business strategy. Without a fully engaged workforce it will be difficult to gain momentum and make real and sustained progress.

WHAT BUSINESSES CAN DO TODAY

Change to a more sustainable world has been a global goal for a long time. Our actions as citizens, companies and Governments have long been recognised as fundamental to our freedom, growth and access to a functioning and flourishing planet. This is not new but the timing and opportunity that lies within this scenario has never been as critical to a bright future, and as exciting in terms of magnitude.

We have now arrived at a point where change is no longer advisable or important, but rather critical. This paper has highlighted the link between change and commercial opportunity – as change is now acute, the opportunities are enormous. Cities must become more liveable in order to find efficiency, industries must become more inclusive in order to grow and basic needs of society must become secure in order to ensure our survival. We must leverage the strides technology has taken to enable brand new approaches to almost everything we do. The alternative is a less secure, less prosperous world with little growth and opportunity for current and future generations. Within each SDG there is huge opportunity for the taking. This paper has highlighted just some of them. Businesses of all sizes can unlock the value in each SDG and change the course of their growth as well as the future of our world. A key way in which companies effect change is by working together to tackle large scale issues requiring different capabilities. Therefore, the SDG Incubator has been set up by CSR Europe to incubate collaborative action towards the SDGs through the creation of multi-stakeholder partnerships. The initiative leverages CSR Europe's network of 41 National Partner Organisations. The incubator will support companies in forming impact oriented partnerships, transforming their business models and overcoming systemic barriers and challenges. The opportunity to unlock benefits from the SDGs lies with businesses. The Business and Sustainable Development Commission has outlined key practical steps that will enable businesses to start tackling their opportunities today:

- **Internal champion:** appoint a board member and hold a board session on mainstreaming the SDGs to drive growth, improve productivity and lower risks
- **Measure and share progress:** establish and publish targets that commit your company to transforming its social and environmental footprint in line with the most relevant SDGs
- **Identify sector growth:** engage in 'sector transformations' outlined in the Better Business, Better World report, using the Global Goals as a strategic framework for better growth across your sector
- **Explore your regulatory environment:** review key policy and regulatory positions to ensure that they support SDG delivery
- **Incentivise goals:** link executive and middle management compensation meaningfully to SDG-related corporate performance

Europe has a challenge not only to connect to sustainable growth but also to assure its citizens that their lives will be protected, that their way of living will not deteriorate. Working towards the Sustainable Development Goals will therefore not only bring business or societal benefits but also it will bring benefits to business like safe and resilient cities, protected employees, equal opportunities in education and employment, safe and healthy environments. Although the goals have a target date of 2030, there is in Europe – and the world – the pressing need to deliver these now. Business, governments and civil society need to develop actions with urgency, in order to regain the trust of the citizens and to take care of the social dimensions of growth.

The success of the SDGs very much depends on the way business will innovate, dialogue and engage with policy makers, investors, academia and civil society. We hope that the results of this whitepaper will contribute to the UN Agenda 2030 and the EU Stakeholder platform on the SDGs.

This paper has provided some introductory building blocks to highlight the exciting value within the SDGs. The change and opportunity now lies with you.

This Whitepaper has been developed by Frost & Sullivan and GlobeScan in conjunction with CSR Europe.

ABOUT GLOBESCAN

GlobeScan is an evidence-led strategy consultancy focused on stakeholder intelligence and engagement. Offering a suite of specialist research and advisory services, GlobeScan partners with clients to meet strategic objectives across reputation, sustainability and purpose. GlobeScan's overarching purpose is to help its clients redefine what it means to be in business.

www.globalscan.com

ABOUT FROST & SULLIVAN

Frost & Sullivan, the Growth Partnership Company, enables clients to accelerate growth and achieve best-in-class positions in growth, innovation and leadership. The company's Growth Partnership Service provides the CEO and the CEO's Growth Team with disciplined research and best-practice models to drive the generation, evaluation, and implementation of powerful growth strategies. Frost & Sullivan leverages over 50 years of experience in partnering with Global 1,000 companies, emerging businesses and the investment community from more than 40 offices on six continents.

www.frost.com

ABOUT CSR EUROPE

CSR Europe is the leading European business network for Corporate Social Responsibility. Through its network of around 45 corporate members and 41 national CSR organisations, it gathers over 10,000 companies and acts as a platform for those businesses looking to enhance sustainable growth and positively contribute to society.

www.csreurope.org



The Sustainable Development Goals (SDGs): The Value for Europe