

ECONOMIC AND PRIVATE SECTOR

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HELPDESK REQUEST

**How is business involved with
and engaging in identifying
priorities for the post-2015
development agenda?**

Chris Hearle

Oxford Policy Management

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Abbreviations

BAfA	Business Action for Africa
BCTA	Business Call to Action
BEA	Business Engagement Architecture
BITC	Business in the Community
C4C	Caring for Climate
CEO	Chief Executive Officer
DEG	Deutsche Investitions- und Entwicklungsgesellschaft
GDP	Gross Domestic Product
GSK	GlaxoSmithKline
HLPF	High-Level Political Forum
ICT	Information and Communication Technology
MDG	Millennium Development Goal
OPM	Oxford Policy Management
PPP	Public-Private Partnership
PRI	Principles for Responsible Investment
PwC	PricewaterhouseCoopers
SDG	Sustainable Development Goal
SDSN	Sustainable Development Solutions Network
SME	Small- to Medium-sized Enterprise
TIMM	Total Impact Measurement and Management
UN	United Nations
USD	United States Dollar
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum

1 Outline of the Query and Approach

The Millennium Development Goals (MDGs) are eight international development goals that were established following the Millennium Summit of the United Nations (UN) in 2000. All 189 UN member states at the time and at least 23 international organizations committed to help achieve the MDGs by 2015. Criticism has been made that the private sector was not consulted during the formulating of the goals (BCTA 2012, UN Global Compact and WBCSD 2013), and none of the goals explicitly mentioned business, economic development or job creation.

In 2012 Rio+20 was held; the third international conference on sustainable development. The outcome document of Rio+20 "The Future We Want" called for the creation of a new set of "Sustainable Development Goals" (SDGs) which are meant to build upon the MDGs and converge with the post-2015 agenda (see United Nations 2012). The Rio+20 outcome document also mandated the creation of an intergovernmental High-Level Political Forum (HLPF) to provide political leadership, guidance and recommendations on sustainable development. The UN is aiming to integrate the various work streams stemming from the post-MDG and post-Rio processes.

Many in both the North and the South are voicing the need for a greater focus on growth and private sector investment this time round (Lucci 2012). Business has been active in several processes and initiatives that have been influencing the post-2015 development agenda and this paper will map their engagement. Specific questions that this paper aims to answer are:

- How is business involved with identifying priorities for the post-2015 development agenda?
- Which business are producing think pieces and lobbying strategies, and on what issues?
- Who are the most prominent business leaders on post-2015?

Opinions from businesses and business associations were sought for investment climate, rule of law, climate and energy, tax administration and domestic revenue mobilisation, tax transparency, company ownership, property and land rights, job creation and economic growth. However, thoughts on these very specific topics have been challenging to find and therefore the report is more general in nature. A diverse range of sources were searched for, although priority was given to Southern voices.

Internet searches were carried out using combinations of the search terms 'business', 'post-2015', 'post-2015 development agenda' and 'private sector'. The focus has been on business and on business associations; the latter, although not labelled as 'business', represent the concerns and interests of the business world. Philanthropic foundations, UN institutions and governments are also supporting business actors in their involvement in the post-2015 development agenda, however their work has been less influential. Therefore their activities have not been elaborated upon in this report but can be found in Pingot (2014).

This paper is structured as follows. Firstly the activities of the HLP will be described and, in particular, the HLP consultations that have been carried out and the work of the key private sector representatives on the panel. Secondly, a narrative on the UN

Global Compact will be provided and the institutions that are subsumed under the Compact will be elaborated upon. Thirdly, the Sustainable Development Solutions Network will be explained before fourthly, an insight into business associations and how they are engaging with the post-2015 development agenda is given. Lastly, the work/position papers of three different firms—Unilever, GlaxoSmithKline and PricewaterHouseCoopers—will be provided.

2 UN High Level Panel

Secretary-General Ban Ki-moon established the HLP in July 2012 to provide advice on the global development framework beyond 2012. The panel, composed of 27 individuals, includes leaders from civil society, the private sector and government. Business has been represented by Paul Polman, CEO of Unilever, and Betty Maina, CEO of Kenya's Association of Manufacturers.

2.1 Consultations with Business

In June 2013, the HLP released its report on 'A New Global Partnership: Eradicate Poverty and Transform Economies through Sustainable Development' (see UN 2013). The report followed a series of consultations with stakeholders in New York, London, Monrovia and Bali (as well as online consultations). Extensive outreach to the private sector was conducted by Paul Polman of Unilever for the HLP, including ten thematic consultations and twelve country meetings. In its report, the HLP notes that it consulted the CEOs of 250 companies in 30 countries, with annual revenues exceeding USD8 trillion (UN 2013).

During the consultations, businesses spoke of their potential contribution to a post-2015 development agenda such as by providing good and decent jobs and growth, by delivering essential services, by improving access to clean and sustainable energy and by assisting adaptation to climate change. They are also willing to share accountability for the next agenda. According to consulted businesses, to engage firms more effectively 'better business climates' need to be provided which might include progress towards a fairer international trading system; improved regional, national and rural infrastructure; a greater emphasis on agricultural development; support for women entrepreneurs; and tackling the finance gap for small and growing businesses. Representatives in the business lobby argue that a true exit strategy from aid should be a vibrant domestic and international private sector—one that will create the vast number of jobs and entrepreneurship opportunities instead (Torres-Rahman in Benson 2013).

Two specific consultations that have been organised by the HLP are outlined below:

2.1.1 Accra post-2015 Africa-Europe Entrepreneurs' Dialogue

At the Accra post-2015 Africa-Europe Entrepreneurs' Dialogue that took place from 24th-26th June 2013, African and European entrepreneurs came together to exchange views on entrepreneurial spirit, sustainable business opportunities and creating new partnerships for growth and job creation in Africa. This meeting was held at the initiative of 2 HLP members, former President of the Federal Republic of Germany Horst Koehler and Betty Maina, and was organised by Deutsche Investitions- und Entwicklungsgesellschaft (DEG), a subsidiary of the German government-owned KfW banking group.

The first key finding was that government has an important role to play—namely to create an enabling environment for business. This includes a decentralised system of financial services that ensures access to finance in particular for start-ups and SMEs;

the provision of adequate infrastructure and a reliable energy supply; the elaboration and development of structured industrial policy that promotes value addition and builds on Africa's natural resources, especially agriculture; and closer market integration within Africa for increasing competitiveness by overcoming the restrictions of local markets and reducing barriers with regard to taxes, cost of border procedures and customs.

National governments also need to create an enabling environment for doing business by strengthening the rule of law and ensuring accountable and transparent decision processes. Likewise, the international community of states has to intensify its efforts, be it to create a resilient global financial system that serves the real economy, an open and fair trading system, fighting climate change, as well as stopping illicit financial flows. Europe should play an active role in this matter. A fairer access to the domestic markets of industrialised countries and true regional integration are vital for African businesses to thrive. The negotiations of the Doha Round should be taken up again and concluded as soon as possible. Tax evasion in Africa has to be efficiently reduced by policies in both sending and receiving countries.

The second key finding was that women and youth play a central role in realising growth and prosperity. What is urgently needed is to provide more access to and improved quality of education, and also to enhance vocational and entrepreneurial skills. Educational institutes, governments and private businesses should encourage innovation and entrepreneurial spirit among the youth.

2.1.2 Roundtable Discussion, London

As part of the High-Level Panel meetings that took place in early November 2012 in London, Panel members and representatives from the business community took part in a roundtable discussion on the role of the private sector in the Post 2015 agenda. Key issues and recommendations from this meeting were:

Creating the enabling environment for private sector growth

Critical issues are:

- Infrastructure – access to roads, land and energy.
- An education system that produces a skilled, trained and entrepreneurial workforce.
- Supporting women to overcome barriers such as limited legal rights and poor access to finance and land.
- Rule of law and enforcement of regulation
- Moving beyond aid: Foreign Direct Investment in developing countries is four times higher than aid spending – and should be leveraged for development.
- Responsible business practices such as tax transparency and sustainability must be encouraged.

- Innovation and new technology must be encouraged in the South – and not only transferred from the North. Universities will be crucial in this.
- New jobs and livelihoods will be vulnerable and at risk from climate change and resource scarcity.

The role of Public-Private Partnerships

Governments, civil society and business must work together to end poverty. Key issues include:

- In order to have an impact, new, bigger, cross-sectoral partnerships are needed. For example around linking food, water and energy – and not addressing issues individual within each sector.
- Quicker ways of sharing results and lessons learned must be found.
- Business should focus on creating shared value.
- Better ways of leveraging private sector finance with aid spending need to be sought.
- Partnership requires skills, trust, mutual respect and common success criteria.
- UN agencies must set the example and develop an enabling system for effective partnerships.

How to achieve scale?

- Business must be inclusive. The bottom of the pyramid, local companies and rural women must be targeted by government, business and within partnerships.
- Certification schemes can bring scale. However it is critical to ensure smallholder farmers can participate in these schemes.
- Scale requires collecting and investing in evidence, data and connecting with policy making.
- To bring projects to scale, business must integrate them into the operating model.
- The best signal is the signal of the market place. Civil society, governments and business must work together to create a demand for sustainable and ethical goods and services.
- Business must move beyond corporate social responsibility (CSR) to addressing poverty as part of core business.

In order to ensure the fullest contribution from business for the post-2015 agenda, the HLP should consider:

- How to inspire business to understand its contribution to ending poverty.

- Translate the post-2015 agenda into language business can understand and frame development challenges as core business concerns. 'Going to zero' goals are goals business can understand.
- Inspire business to understand their responsibility to move beyond traditional CSR to genuinely inclusive, sustainable and long-term business models.
- Encourage increased and better targeted financial flows from private finance.
- Inclusivity: encourage business to target the very bottom of the pyramid and unlock the economic potential of women, particularly rural women.
- Support in-country hubs of public-private partnership brokers and practitioners.
- Hold lagging businesses to account.
- Ideas for incorporating business in new development goals:
 - New goals must work within planetary boundaries. Natural resources are public goods that need protection. Business needs the right framework to do this which provides a level playing field to all.
 - Create a goal on the 'enabling environment' which would include a focus on smart regulation and encourage business to invest in development through subsidies and incentives.
 - Ensure a clear role for partnerships and the private sector in supporting delivery of the goals.
 - Recognised that cross-business/sector partnerships are required to address interlinked and complex development challenges.
 - Focus actions with shorter time scales.

2.2 Key People

2.2.1 Betty Maina, CEO of the Kenyan Association of Manufacturers

Betty Maina is the Chief Executive Officer (CEO) of the Kenyan Association of Manufacturers, and also one of two representatives from the private sector on the HLP. Maina and Paul Polman have been in consultations with entrepreneurs and managers to understand what they would like included in the post-2015 agenda. Maina argues for a move beyond the current understanding of CSR into a new socially and environmentally sensitive business model. She advocates for action at various levels: the rethinking of corporate reporting standards, the fine tuning of global and national regulations, the strengthening of consumer education and association and the nurturing of stronger business ethics (Maina 2013).

Maina spoke at the Meeting of the National Focal Points on Policy Coherence for Development that was held from 4th-5th March 2014 in Paris, France and hosted by the Organisation for Economic Co-operation and Development. In her speech, a transcript

of which is available online (see Maina 2014), she states that the private sector cannot grow in isolation and that the State has to play its role in delivery of a sound business environment. This is characterised by the delivery of public goods—security, rule of law, infrastructure and healthy and capable human resources. However the private sector is able to assist, which is why business is to be seen as a key partner in national, regional and global development.

According to Maina, businesses stated that economic growth and job creation were keys to development. Business in the twenty-first century has to grow differently. Firstly, future growth has to respect the limits of the planet's dwindling resources such as water, energy, land and many minerals; secondly the challenge of climate change has to be tackled as it undermines growth and hits the poor hardest; and thirdly the benefits of economic growth need to be shared more evenly. The countries where inequalities are greatest and where people get left behind are also most prone to instability and conflict. Business cannot succeed in societies that fail.

Maina made the opening plenary statement at the LEAD Symposium on the post-2015 Development Agenda on 28th November 2012. Whilst in this speech she summarizes the view of the panel as a whole, Maina does elaborate on her own opinion:

'In my view this would mean that the new framework would involve a departure from the almost exclusive focus on social outcomes of the current MDGs into a more holistic and integrated compact of social, economic and environmental concerns. This would also be consistent with a more sophisticated understanding of poverty within the broader context of vulnerability (not only poverty in all its forms but also in a dynamic interpretation that would value resilience over insecurity).

She views it essential that a conversation is opened within the business community and the wider set of development actors on a new inclusive socio-economic framework for market that might need to address to following pillars:

- i. Respect for human dignity and rights;
- ii. Labour intensity and quality of jobs;
- iii. Equity and gender equality;
- iv. Responsiveness to youth aspirations;
- v. Market access, fairness of trade terms and ownership of productive resources;
- vi. Balance between market and care economies (and therefore women's productive and reproductive life);
- vii. Resilience in terms of social protection and safety nets;
- viii. Sustainable ecological footprint;
- ix. Rule of law, transparency and accountability.

Maina proposes that the new post-2015 framework should deliver on four levels:

1. It should catalyse the emergence of novel thinking on how to transform market institutions and business practices.
2. It should generate conditions for economic empowerment and business development that could lead to “sustainable growth with equity”. This might require interventions at three levels:
 - Provide increased investment in human capabilities (health, nutrition and education to generate a closer fit with market opportunities);
 - Generate an enabling environment for entrepreneurship and private sector activities, including greater emphasis on:
 - Regulations governing labour and apprenticeship;
 - Regulatory frameworks and public service infrastructures that lower transaction costs and provide respect for property rights;
 - Physical infrastructure that facilitate movement of goods and people;
 - Affordable energy provision;
 - Financial stability;
 - Openness and fairness of trade regimes;
 - Developing “catalysts” for private sector development such as:
 - Enterprise incubation laboratories;
 - Product-cluster collaborative mechanisms for production, distribution and commercialization;
 - Market-access support programmes;
 - Finance instruments that support small entrepreneurship;
 - Preferential regimes for social entrepreneurship and youth enterprises.
3. Promote new public –private sector partnerships (PPPs) for the delivery of key social services and public goods that finds an appropriate balance between business efficiency and effectiveness, and the public and ethical nature of the services being delivered.
4. Identify new institutional mechanisms for the full inclusion of business among the policy dialogues on development strategies. These mechanisms would also need to ensure proper access to small and medium scale enterprises (SMEs).

In another article, Maina co-authored with Stefano Prato to propose aspects to be addressed by the new framework (see Maina and Prato 2013). She argues that it should address four different policy domains: the reaffirmation of the MDG commitment to expand human capabilities and promote well-being; the promotion of inclusive, equitable and sustainable economic development; the responsible

management of global commons; and the promotion of legitimate, transparent and accountable institutions. The pursuit of inclusive, equitable and sustainable economic development calls for a new partnership between state, civil society and the private sector and a new set of policies which will aim to:

1. Promote an enabling environment for responsible business to flourish: legal frameworks, macro-economic stability, fairness of trade terms and efficient public services but also a new corporate business code and clear norms for corporate transparency and accountability;
2. Foster economic transformation: This is particularly important for Africa. Transformation means rebalancing the economic centre of gravity towards the domestic market; promoting economic diversification and increases in manufacturing value against today's diminishing returns of primary commodities; and stimulating the development of new supply-chains/value chains that can increase economic pluralism and the job-intensity of local/national productions;
3. Inclusiveness of the margins: Provide increased connectivity and integration between the formal and the informal economy by extending business development services, social protection, scaling-up opportunity (knowledge, finance, connectivity to supply chains and product clusters) and catalysing innovation in business models for small scale production and its financing;
4. Investment in infrastructures: Promote further investment in infrastructure with an emphasis both on the industrial/trade sectors (energy, roads, etc.) but also on the needs of SMEs and the informal sector (transport, mobility, connectivity);
5. Energy: Provide clean and affordable energy;
6. PPP: Promote PPP in technological innovation and research and explore new tripartite arrangements (state-private sector-civil society) for the provision of social services;
7. Gender equality and women's empowerment: Women's empowerment requires addressing the fundamental issues of care within society and seeks innovative ways to explore a new set of social provisions that address the increasing tension between women's productive and reproductive/care roles.

Maina and Prato recognise the centrality of private enterprise in the pursuit of the development agenda:

- Private sector as a development partner at the design, implementation and monitoring stages: such a partnership calls for a new corporate code of conduct and a stronger commitment to transparency and accountability;
- Focus on economic empowerment and agency: The framework should stress the importance of combining investment in human development and political participation with a much stronger emphasis on the economic empowerment of the poor and marginalized. This involves the shift from an approach that aimed to 'lift' people out of poverty to one that emphasises the creation of conditions that can provide capabilities, enabling environment and catalytic

support for people to take charge of their lives and therefore 'lift themselves' out of their condition of marginalization;

- Multi-stakeholder dialogue: The new agenda also calls for sustained dialogue between the state, civil society and the private sector to both shape and define the new agenda and monitor its implementation. According to the authors, it is therefore necessary to strengthen business associations at various levels and identify new institutional mechanisms for the full inclusion of the private sector in the ongoing policy dialogues on development strategies. However, such mechanisms would also need to ensure proper access to SMEs and therefore seek to bridge current deficits in representation of smaller economic actors in global and national decision shaping and making.

2.2.2 Paul Polman

Paul Polman, the CEO of Unilever, is the second member on the HLP that has a business background and has been tasked with representing the views of the private sector. He is also a member of the SDSN Leadership Council and the board of the Global Compact.

Polman has called for business to play its part in building transformational partnerships with governments and civil society. However he has also called for businesses to raise their own standards in terms of corporate governance and transparency. Companies need to account not just for their financial performance but also for their social and environmental impacts; and have to move beyond shareholder value to stakeholder value (Polman 2013a).

Writing in *The Guardian* newspaper (see Polman 2013b), he believes that the post-2015 agenda should be built on the 'big' social targets like hunger, water, health and education, which were set out in the original MDGs. In four respects, however, he argues that the post-2015 agenda needs to be different from its predecessor:

- Empower people economically: it should it should recognise the best way of bringing people out of poverty is through economic development. So the new agenda must place a strong incentive on governments to create the right conditions for business to flourish. It must engage the private sector not just in setting but in delivering the agenda. Increased pressure on public sector finances makes it unwise to rely too much on overseas development assistance funding to tackle all the issues that matter within the time available.
- Adapting to climate disruption: the post-2015 agenda must ensure that the gains made on poverty eradication are irreversible. This will require environmental challenges confronting the world to be tackled. It is the poor who suffer first and worst from environmental disasters. Unless environmental issues are tackled in parallel with the social and economic ones then any progress made will be short-lived.
- Good governance: the post-2015 development agenda should recognise that eradicating poverty is difficult to achieve in the absence of functioning institutions. Ultimately, it is well-governed and accountable institutions

which ensure peace and security, enforce the rule of law, deliver effective public administration and tax collection, guard against corruption and provide transparent markets.

- Tackle inequality: the post-2015 agenda should address inequality as a thread that runs throughout all goal areas. It should also be present in the metrics that are subsequently used to monitor progress.

The underlying principle, Polman argues, is that a post-2015 development agenda needs to reflect all three dimensions of sustainability—the social, the economic and the environmental. He also believes that the post-2015 agenda should be built on a small number of (mostly) measurable goals, with clear recommendations as to who is responsible for delivering it and how. Any new framework should go beyond a mere set of priorities, to become a clear plan of action for the world.

3 UN Global Compact

Following the Rio+20 Corporate Sustainability Forum in June 2012, the UN Secretary-General has assigned the UN Global Compact a position on a par with the HLP, in contributing directly to the recommendations that he will submit to Member States. Global Compact is positioned to help channel business input to post-Rio, post-2015 sustainable development. This gives member companies a significant channel for influence (Pingeot 2014). In addition, the Compact supported the work of the HLP's business representatives and promotes the active participation of its LEAD initiative members in the post-2015 discussions.

According to the Global Compact, the following are areas in which business expertise may be of use to UN Member States as well as to society at large in determining the shape of future SDGs: rule of law; jobs; food, water and energy; social issues; health; peace and fragile nation states; financial reform; and measuring success and sharing responsibility (UN Global Compact 2012).

In 2013, the UN Global Compact had nearly 8,000 business signatories (UN Global Compact 2013). The Compact is encouraging and aiding companies to enter into new markets with sustainable products and innovative business models, and thus in the process, meeting unmet economic, environmental and social needs (UN Global Compact 2013). It stresses the need for collaboration and co-investment to be at the core of a new leadership paradigm. Firms need to move beyond first-mover approaches and embrace partnerships and collective action that unite business peers, as well as other stakeholders.

There are ten principles of the United Nations Global Compact. They are outlined in the below table.

Table 1: The Ten Principles of the United Nations Global Compact	
Human Rights	
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2	make sure that they are not complicit in human rights abuses
Labour	
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4	the elimination of all forms of forced and compulsory labour;
Principle 5	the effective abolition of child labour; and
Principle 6	the elimination of discrimination in respect of employment and

	occupation.
Environment	
Principle 7	Businesses should support a precautionary approach to environmental challenges;
Principle 8	undertake initiatives to promote greater environmental responsibility; and
Principle 9	encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

Source: UN Global Compact (2013a)

3.1 Report to the UN Secretary-General

The Global Compact feeds directly into the post-2015 process through its report to the Secretary General. The report, entitled 'Corporate Sustainability and the United Nations Post-2015 Development Agenda,' provides perspectives from UN Global Compact participants on global priorities, how to engage business towards SDGs and how business can contribute to advancing and achieving these goals in a post-2015 context (see UN Global Compact 2013e). The report is the culmination of a globe-spanning series of consultants, surveys and focused discussions held in 2012 and 2013 with companies that are committed to responsibility and sustainability. The report contains business perspectives and recommendations in 3 areas:

1. Determining the core of a post-2015 agenda, including suggested SDGs and targets, categorised around the following issues:
 - The Poverty Apex: The hallmarks of this campaign should be sustained economic growth that is inclusive and more equitable; more and better jobs; and access to credit and entrepreneurship opportunities, especially among the poor.
 - Human Needs and Capacities: Progress and unmet challenges in the core MDG areas of education, health and advances in the standing of women and girls need to continue past 2015—all closely related to poverty and its eradication.
 - The Resource Triad: the resource triad of water and sanitation, energy and climate and agriculture and food bring together the three pillars of sustainable development.
 - Enabling Environment: Good governance and respect for human rights, settings of peace and stability, and more modern and greener digital and

physical infrastructure are enabling factors important enough to be elevated to worldwide goals.

2. Outlining how to engage business and investors towards sustainable development goals, including:
 - Global corporate sustainability movement based on universal principles and accountability measures.
 - Accountable corporate commitments aligned with global development goals
 - Global issue platforms
 - Industry sector initiatives
 - Implementation mechanisms and networks that facilitate partnerships and collective action
 - Business-led sustainability networks at the country-level
 - Initiatives on private finance
3. Recommending ways that governments can advance inclusive and sustainable markets, including through multilateral cooperation and trade, pricing incentives, procurement and transparency, financing for inclusive markets, state-owned enterprises, and encouraging and supporting responsible business practices.

3.2 Business Call to Action: Anti-Corruption

The Global Compact has appointed Ayotola Jagun, Chief Compliance Officer, Oando PLC, Nigeria and Sharon J. Zealey, Chief Ethics and Compliance Officer, The Coca-Cola Company as co-chairs of the UN Global Compact Working Group on the 10th Principle against Corruption. The working group's main goal is to support the alignment of the various anti-corruption initiatives and facilitate cooperation among all actors while avoiding duplication of efforts. The Working Group has several sub-working groups. These are on risk assessment, public-private collaboration, sport sponsoring and hospitalities, and the oil and gas sector. Two additional sub-working groups, on water and corruption, and investment and corruption, are in development.

During the 11th Meeting of the UN Global Compact Working Group on the 10th Principle against Corruption, it was agreed and emphasised that governance and accountability must be at the core of the future development agenda, and are both central pillars of corporate sustainability (UN Global Compact 2013a).

The UN Global Compact collected these views and suggestions into a Call to Action statement that has been fed into the recommendations forwarded to the UN Secretary-General for his report to Member States and to the HLP. The statement, supported by the World Bank Institute and Transparency International, urges Governments to promote anti-corruption measures and implement related policies to establish systems of good governance. To address corruption means to focus on the

tenets that prevent it from arising: transparency, accountability, rule of law and participation. Specifically, it asks Governments to take action on the following:

- Fully implement and enforce the tenets of the UN Convention against Corruption by strengthening anti-corruption policies, laws and enforcement mechanisms to create a level playing field and incentivize good behaviour;
- Make a commitment to reducing corruption risks from procurement and contract processes of large-scale projects that are designed to support sustainable development;
- Commit to engaging in competitive and transparent procurement process through public advertising of all government procurement cases;
- Commit to transparency in disclosing payments made by the private sector; and
- Support corporate efforts to disclose anti-corruption implementation, enhance corporate governance and innovative collective action and PPP initiatives.

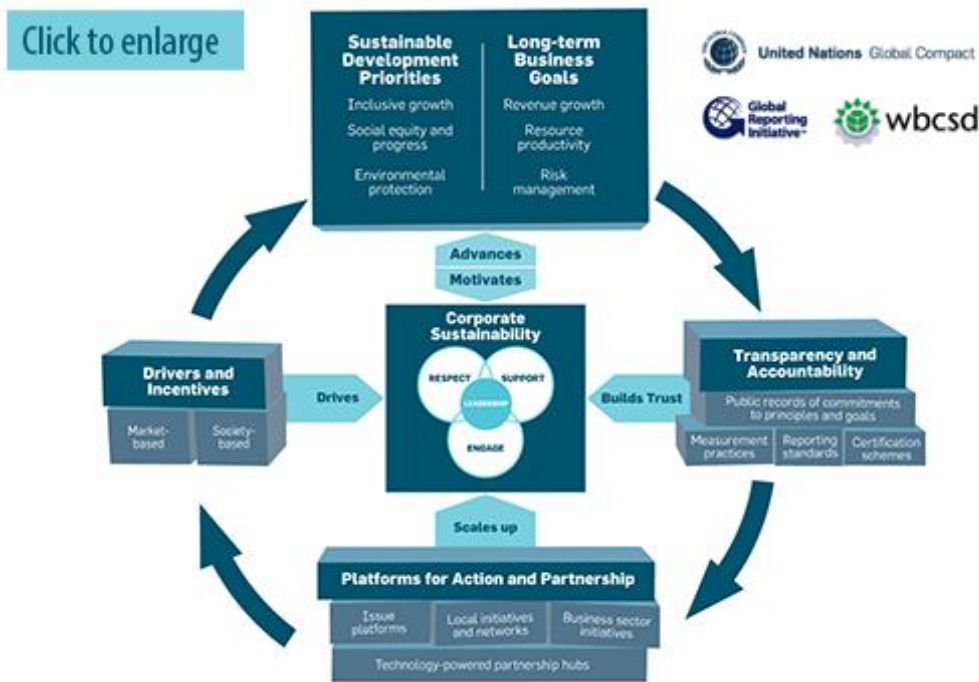
UN Global Compact and its partners are encouraging companies to bring corporate sustainability to the next level by addressing corruption in all its forms and ensure a strong reference to anti-corruption in the Post-2015 Development Agenda. Companies can add their names to the Call to Action by email.

3.3 Business Engagement Architecture

The post-2015 Business Engagement Architecture (BEA) is the culmination of over a decade of experience by the UN Global Compact in engaging business on corporate sustainability globally. It draws on insights gathered during a series of globe-spanning consultations on the post-2015 development agenda and was developed in collaboration with Global Compact LEAD companies.

The post-2015 BEA illustrates the main building blocks necessary to enhance corporate sustainability as an effective contribution to sustainable development, creating value for both business and society (UN Global Compact 2013). Each of these building blocks must be further strengthened and connected through a collective effort if they are to help take corporate sustainability to scale and turn business into a transformative force in the post-2015 era. Individual companies, corporate sustainability organisations, governments, investors, business schools, civil society, labour and consumers all have a role to play in scaling up business action, and should be able to identify those areas in which they need to do more. The BEA document includes a list of priorities for companies, investors and service providers, governments, civil society and business schools in realizing the architecture. Figure 1 displays the Business Engagement Architecture, and below this is an explanation for the categories featured on the diagram. To keep the Architecture dynamic and relevant, it will be important to periodically review the achievements made by the business community, identify gaps and redefine priorities and strategies with respect to all the main building blocks.

Figure 1: Post-2015 Business Engagement Architecture



Source: <https://www.globalreporting.org/information/events/Pages/Is2013.aspx>

Drivers and Incentives: the 'business case' for corporate action on sustainability issues has been significantly strengthened over the last decade, driven by developments in a number of areas. These include the strengthening of society-based drivers, reflecting changing norms and expectations of responsible business transmitted through community groups, governments and business education initiatives, for example. Similarly, market-based drivers have been strengthened as sustainability increasingly impacts a company's ability to attract and retain customers, investors, employees and business partners. A new global development agenda could provide opportunities to further enhance the interplay of drivers that are fostering business leaders genuinely motivated to formulate and implement new-era corporate sustainability strategies.

Sustainable Business Goals and Long-term Business Goals: businesses can contribute to the advancement of sustainable development goals by implementing corporate sustainability strategies that advance inclusive economic growth, social equity and progress, and environmental protection. Those same strategies and practices are increasingly understood to contribute to revenue growth, resource productivity and the mitigation of operational, legal and reputational risks. The Architecture argues that as a consequence, businesses that integrate sustainability into their strategies and operations are increasingly finding themselves in positions of long-term strength. Enhancing this understanding of the overlap between public and private interests is key to motivating more companies to engage and take action.

Transparency and accountability: the Architecture must incorporate a set of robust accountability measures in order to make business commitments transparent and to ensure that progress towards them is real. The availability of public repositories for

commitments, relevant standards and certification schemes, and appropriate reporting mechanisms will be important in order to transparently and accurately track progress.

Platforms for Action and Partnership: the Platforms for Architecture and Partnership can help optimise and scale-up corporate sustainability efforts as well as contribute to corporate participation in the broader multi-stakeholder efforts to achieve the UN goals. These supporting elements include various forums and platforms that enable companies and other stakeholders to work together—by geography, sector and/or issue. Country-level sustainability networks and initiatives are growing rapidly (the UN Global Compact now counts 100 such Local Networks and 65 WBCSD Regional Networks exist), offering engagement opportunities and facilitating collective action at the local level while many sustainability challenges play out.

Corporate Sustainability: Central to the Architecture is a new corporate sustainability philosophy and orientation rooted in 3 dimensions—(i) respecting universal principles; (ii) taking action to support broader UN goals; and (iii) engaging in partnerships and collective action at the global and local levels. Maximising the business performance in these three domains will require a level of corporate leadership and governance not yet realised. The new global orientation for business also encompasses an expanded definition of corporate sustainability to mean a company's delivery of long-term value in economic, social, environmental and ethical terms.

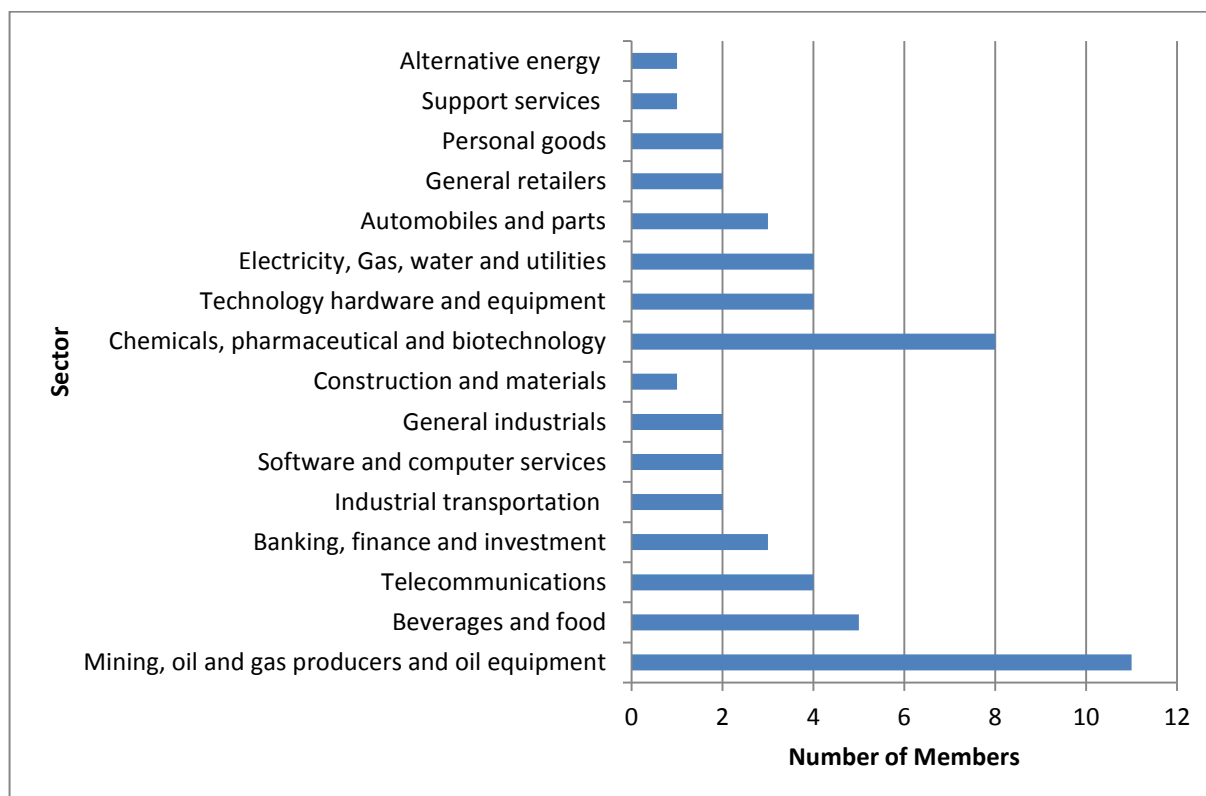
3.4 LEAD

In early 2011, the Compact brought together an advanced grouping of 56 major corporations (including Bayer AG, Heineken, Lafarge, Tata, Coca-Cola and Vale) that have aggressively integrated sustainable development principles into their practice and have maintained long-term engagement with the UN. A breakdown of participants in the Global Compact LEAD group by sector shows that the mining, oil and gas industries are well represented, with companies including Total, Vale and EPI (see

Figure 2). A full list of members can be found on the UN Global Compact website.¹

¹ See http://www.unglobalcompact.org/HowToParticipate/Lead/lead_participants.html

Figure 2: Members of Global Compact LEAD by sector



Source: adapted from Pinget (2014)

Table 2 outlines the location of the headquarters of LEAD member companies. As can be seen, US, German and Chinese companies are prominent.

Table 2: Headquarters of Global Compact LEAD member companies

Country	Number of member companies	Country	Number of member companies
United States	6	Germany	6
China	5	Denmark	4
Japan	3	United Kingdom	3
Spain	3	Italy	3
Korea	2	India	2
Switzerland	2	France	2
Colombia	1	Egypt	1
South Africa	1	Netherlands	1
Israel	1	Indonesia	1
Nigeria	1	Belgium	1
Kenya	1	Russia	1
Ukraine	1	Canada	1
Brazil	1	Norway	1

Source: adapted from http://www.unglobalcompact.org/HowToParticipate/Lead/lead_participants.html

LEAD—a programme for advanced corporate sustainability practices—has developed a task force to review what themes a new set of global sustainable development

objectives should contain, how they could be shaped as goals and targets and how business can best be involved (UN Business 2013). The initiative gives LEAD participants access to international fora and political processes (Pingeot 2014). For example, LEAD organised a luncheon attended by the UN Secretary-General at the World Economic Forum Annual Meeting in January 2013.

Figure 3 reflects recommendations on issue prioritization and framed the themes into four over-arching categories: The Poverty Apex, Human Needs and Capabilities, the Resource Triad and the Enabling Environment.

Figure 3: Post-2015 Issue Area Priorities



Source: <http://ictsd.org/i/news/bioresreview/183651/>

At the apex is the overarching vision of moving away from poverty and toward a level of worldwide prosperity. The next level addresses social and human-need factors that are also closely related to poverty and its eradication. The resource triad expands on MDG7, to include areas which are highly connected, meet primal human needs—and all are integrally tied to the causes and effects of climate change. At the base of the pyramid, the issues include a broader array of enabling factors that set the foundation for successful action in the levels above; conversely without a solid base, the entire structure will crumble.

As part of a sustained series of discussions on prospects for a post-2015 UN development agenda, representatives of the 56 Global Compact LEAD companies have proposed a set of worldwide goals to extend and amplify the MDGs (see

Table 3). This correlates well with Figure 3.

Table 3: A Design for Sustainable Development Goals

No.	Description of Goal
1	End poverty and increase prosperity via inclusive economic growth
2	Quality education for all
3	Achieve women and girls' empowerment
4	Universal health coverage
5	Good nutrition for all through sustainable food and agricultural systems
6	Water and sanitation for all
7	Sustainable energy for all
8	Build peaceful and stable societies
9	Modernise infrastructure and technology
10	Good governance and realisation of human rights

3.5 Private Sector Forums

The UN Private Sector Forums provide a number of opportunities for private sector commitments across a variety of topics to be recognised as important contributions to advancing the post-2015 development agenda. The Global Compact Office pledges to recognise and highlight commitments made—in publications, media materials, and through other communication channels and vehicles. All commitments to action are reviewed by the UN Global Compact before they are made publicly available. During the implementation of their commitment, companies will be required to publicly disclose, on an annual basis, progress made towards realizing the commitment (UN Global Compact 2013).

3.5.1 2013 UN Private Sector Forum: Africa

The UN Global Compact called for commitments to action from the private sector in support of the UN Private Sector Forum: Africa. By making a commitment to action in support of UN goals and issues, companies can demonstrate leadership towards promoting the post-2015 development agenda (UN Global Compact 2013b). To make sure that all commitments constitute a significant contribution to the themes of the UN Private Sector Forum and that there is transparency around their implementation, they must meet the following minimum criteria:

1. Advance one or more UN goals/issues as they relate to Africa;
2. Include time-bound target(s) that can be measured for success; and
3. Include an agreement to publicly disclose, on an annual basis, progress made to realise the commitment throughout its duration.

The private sector Forum at the UN Global Compact Leaders' Summit 2013 featured high-level roundtable discussions focused on four themes: Employment and Inclusive Growth, Education, Women's Empowerment, and Innovative and Sustainable Finance. The Rapporteurs are included in the table below:

Table 4: Rapporteurs from the Private Sector Forum, UN Global Compact Leaders' Summit 2013

Education		
Mr. John Fallon	CEO	Pearson
Ms. Sarah Brown	Chair	Global Business Coalition for Education
Employment and inclusive growth		
Mr. Jørgen Haslestad	CEO	Yara International
Mr. Charles Brewer	Managing Director, sub-Saharan Africa	DHL Express
Innovative and Sustainable Finance		
Mr. Elias Masilela	CEO	Public Investment Corporation
Mr. Jim Ovia	Founder Founder and Chairperson Founder	Zenith Bank Visafone Communications Youth Empowerment and ICT Foundation
Women's Empowerment		
Ms. Elizabeth Vazquez	CEO and Co-founder	WEConnect International
Mr. Maarten Scholten	General Counsel	Total

Source: UN Global Compact (2013c)

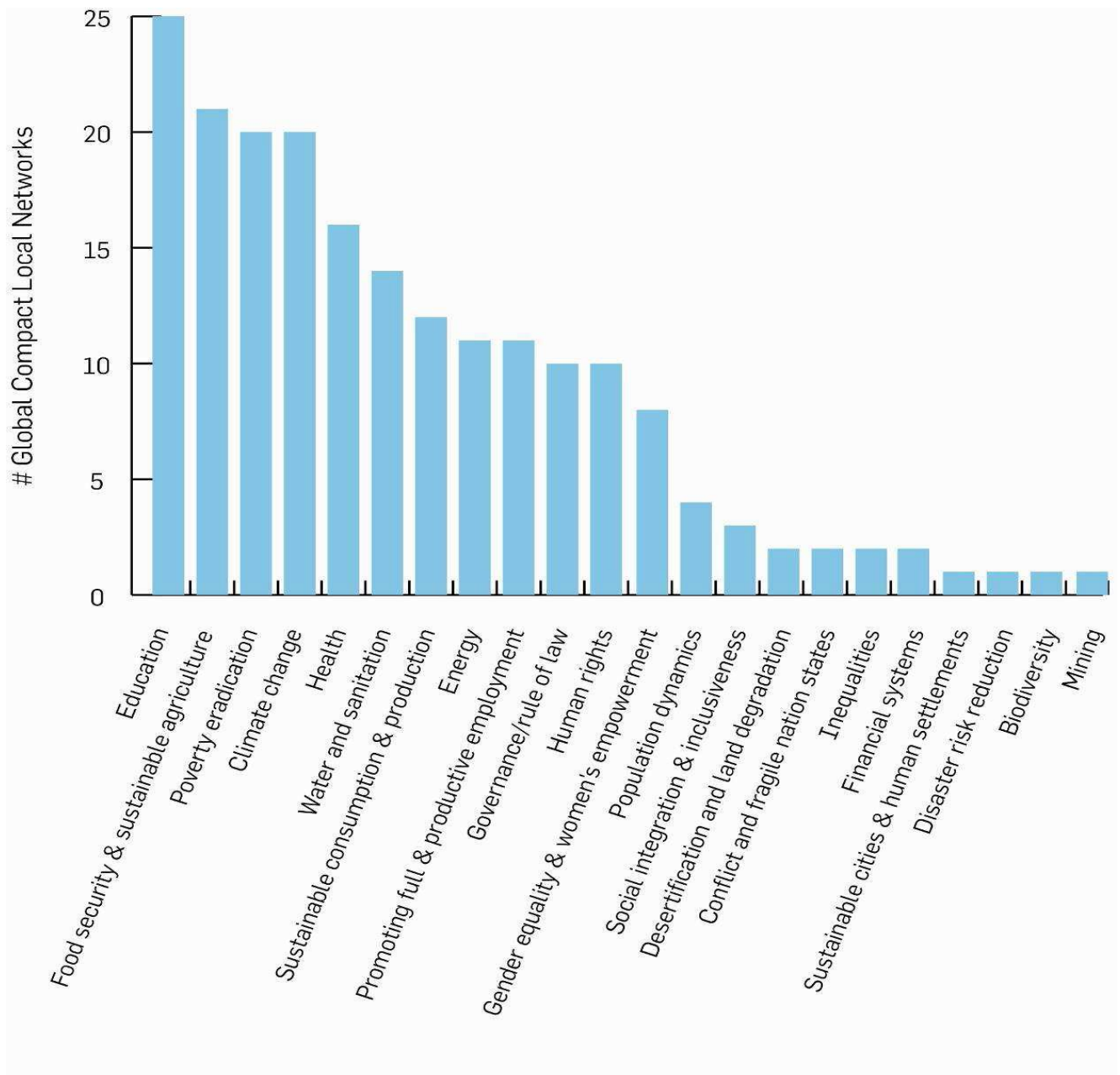
The event was designed to maximise interaction, increase understanding of efforts underway and generate a range of ideas and commitments from the private sector to build a sustainable future with a specific focus on African markets and societies (UN Global Compact 2013c). The event concluded with the announcement of new commitments to action.

3.6 Local Networks

A major resource the Compact brings to bear on the post-2015 process is the participation of Local Networks based in more than 100 countries. Many of these networks are holding consultations, providing regional and national shadings and the viewpoints of small and medium enterprises as well as multi-nationals. These national networks are also on call to assist with United Nations Development Programme/United Nations Development Group-organised country consultations and take part in regional meetings that are being organised in association with Unilever for

input to the Secretary-General’s HLP. Global Compact Local Networks were asked, during consultations, how a new UN agenda for development should address poverty. The results from these consultations can be seen in Figure 4. Top priority areas are education, food security/sustainable agriculture, poverty eradication, climate change, health and water and sanitation. Most of these mirror the existing MDGs apart from food security/sustainable agriculture and climate change [the latter which was subsumed under the ‘ensure environmental sustainability’ Goal (MDG 7)]. Categories which, according to the Local Consultations, should receive less attention are mining, biodiversity, disaster risk reduction, sustainable cities and human settlements, financial systems and inequalities.

Figure 4: Which areas of action should be the top priority for the world in the years ahead?



Source: UN Global Compact (2013e)

3.7 Private-public policy engagement

The Global Compact is formatting its portfolio of activities to be able to engage in areas of strategic advancement at the UN. Private-public policy engagement formats for dialogue on issues of common concern such as water management, corruption reduction through good governance, and business-in-agriculture guidelines. There are particular focal points of activity around women's empowerment, human rights, and business conduct in conflict zones and peacekeeping operations.

3.8 Caring for Climate

The world's largest corporate leadership platform on climate change issues, with nearly 400 companies involved, Caring for Climate (C4C) fosters collective action on low-carbon solutions. It is attempting to develop a global action hub on climate and energy. This online platform identifies targeted action areas in various geographic locations and creates concrete opportunities, for business and other stakeholders to collectively implement green solutions, scale up climate finance, create jobs and deliver sustainable energy systems on a large scale (UN Global Compact 2013d).

3.9 Principles for Responsible Investment

The UN-backed Principles for Responsible Investment (PRI) have been consulted on post-2015 prospectus. PRI members, collectively holding USD35 trillion in assets, represent a valuable pool of experience in incorporating sustainable development factors in investment decisions.

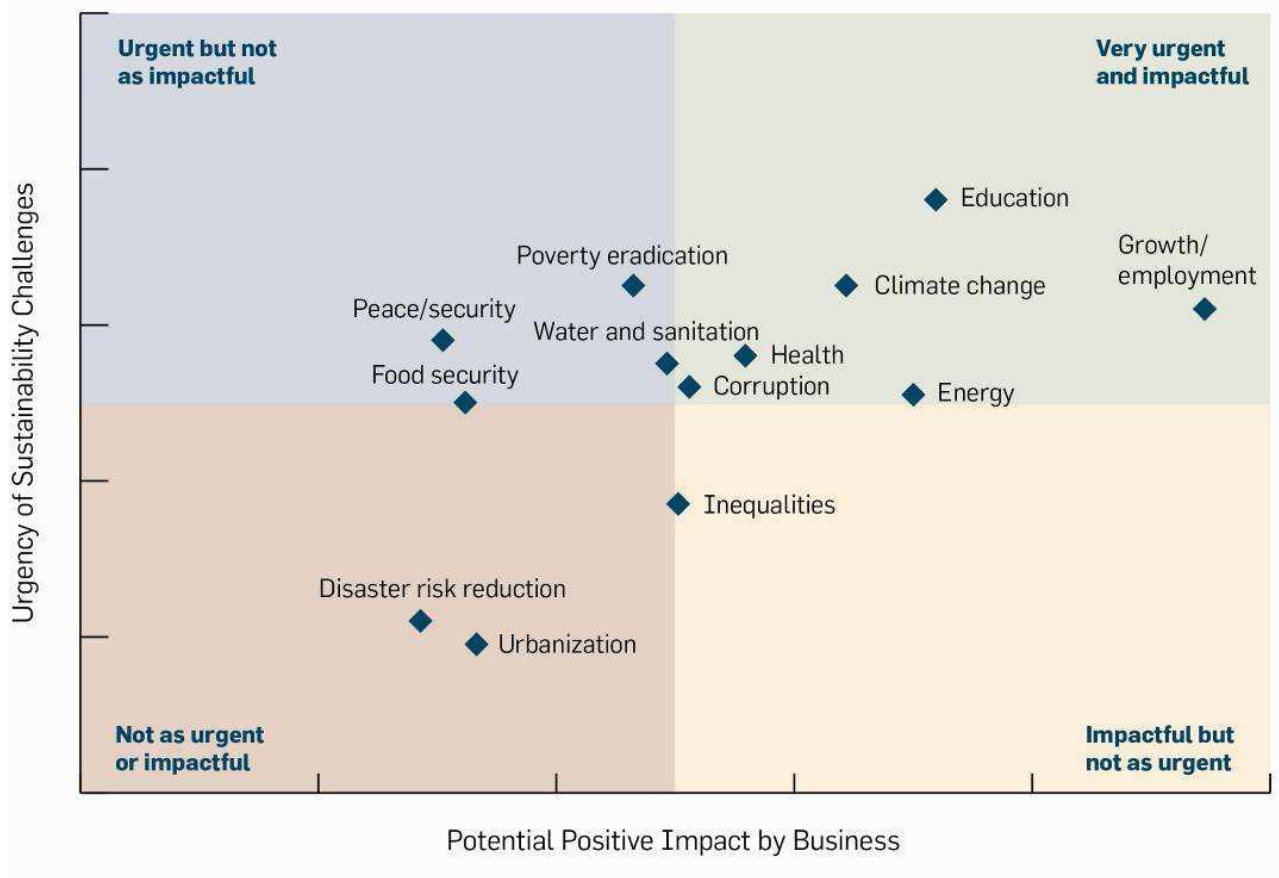
3.10 Gathering Thematic Input

Events linked to specific thematic areas (such as women's empowerment, water, anti-corruption) have included post-2015 development consultations on their agenda. The Global Compact has collaborated with other associations of socially and environmentally committed businesses to aggregate input to the post-2015 thought process.

3.11 Annual Implementation Survey

The Global Compact, through its annual Implementation Survey, has collected feedback from over 1,700 companies covering over 100 countries regarding their perspectives on how businesses can contribute towards global development priorities (Global Public Policy Institute 2013). In the 2012 UN Global Compact Annual Implementation Survey, companies were asked to identify which global priority issues they believe to be the most urgent, as well as which issues their company could have the greatest possible impact on the future. The rests from these results have been formulated into a chart, which can be seen in Figure 5 below. Urgent sustainability challenges in which business can have an impact are growth/employment, education, climate change, energy and health. Disaster risk reduction and urbanisation are seen to be the least urgent issues and where businesses have the least positive potential impact. The source (UN Global Compact 2013e) does not provide any explanations of how businesses think that they can impact each one of these categories.

Figure 5: Urgency of Sustainability Challenges and Potential for Business Impact



Source: UN Global Compact (2013e)

4 Sustainable Development Solutions Network

The Secretary-General launched the Sustainable Development Solutions Network (SDSN) in August 2012 as an initiative to mobilise scientific and technical expertise from academia, civil society and the private sector in support of sustainable-development problem solving at local, national and global scales. The SDSN is supposed to help overcome the gap between technical research and policymaking and works with UN agencies as well as other organisations. It is one of the official 'work streams' in the post-2015 process and the source of one of the four official reports considered by the Secretary-General for his MDG/Post-2015 report in 2013.

The SDSN has 12 Thematic Groups of experts who work to identify common solutions and highlight best practices. One of the SDSN Thematic Groups focuses on 'Refining the Role of Business by Sustainable Development'. This Thematic Group is led by Peter Bakker of the World Business Council for Sustainable Development and Klaus Leisinger of the Novartis Foundation; a full list of members has not yet been made public at the time of writing.

In January 2013, the Group's leadership submitted a background paper to the High-Level Panel (see Leisinger and Bakker 2013). According to this paper, the business working group will take the following elements into account:

1. How to incentivise and support sustainable economic development;
2. How to ensure that future economic growth and technological progress aim to be socially inclusive, achieving poverty eradication, youth unemployment reductions and more equal societies;
3. How to achieve environmental sustainability, aimed at development low carbon solutions, reducing stress on all Planetary Boundaries as well as scaling up resource productivity and agricultural improvements;
4. How to ensure good governance, which is essential for sustainable development. This applies to national and international governments as well as to corporate governance.

Peter Bakker and Klaus Leisinger also co-authored a background paper for the HLP on the 'key challenges to 2030/2050' (see Leisinger and Bakker 2013).

Business representation in the SDSN is not limited to the Thematic Group on the role of business. The background paper prepared by the group for the HLP stresses that business will play a role in almost all of the 12 identified thematic working groups. Representatives of large corporations are present in other Thematic Groups and in the network's Leadership Council. With 21 representatives of corporations and business associations in the Leadership Council (including Anglo American, Citigroup, Siemens and Unilever), the SDSN's findings are heavily shaped by views of the corporate sector—though the SDSN was actually launched to mobilise global scientific and technological knowledge (Pingeot 2014).

There are several companies that are participants of the SDSN Leadership Council and the Global Compact LEAD Group. These are the Italian oil and gas producer ENI, German conglomerate Siemens, Anglo-Dutch food and personal goods producer Unilever and Brazilian mining company Vale. Many SDSN participants are also members of the Global Compact, including Anglo American, Citi, EDF and Ericsson. Some companies are particularly active in certain processes. For instance, 3 individuals associated with AngloGold Ashanti are participating in the SDSN: Richard Duffy (Executive Vice President—Continental Africa, AngloGold Ashanti, South Africa) is part of the SDSN Leadership Council, and David C. Noko (Executive Vice President: Social and Sustainable Development at AngloGold Ashanti) and Sheila Khama (a member of the sustainability panel of AngloGold Ashanti) are members of the SDSN Thematic Group on 'Good Governance of Extractive and Land Resources'.

5 Business Associations

A number of business associations are involved in consultations around the post-2015 processes. Although business associations are often incorporated as “non-profit” organisations, they do represent the interests of their corporate members. There is considerable overlap between the members of these associations and individual corporate participants in post-2015 processes. For instance, EDF, Veolia, Siemens, BASF, Bayer, Eni, DSM, Unilever, China Ocean Shipping, China Petrochemical Group, Infosys Technology, Petrobras, Vale and Accenture are all members of the WBCSD and also involved in UN processes. Anglo American and Unilever are two of the ten ‘supporters’ of Business Action for Africa and ‘global partners’ of the International Business Leaders Forum include Accenture, BG Group, Nestlé and Unilever.

5.1 Business Call to Action

In March 2013, a group of these organisations submitted a joint letter to the HLP—which outlines recommendations as to the role of business in the Post-2015 Development Agenda. Companies called for:

- The inclusion of an overarching vision to eradicate extreme poverty—with one integrated approach reflecting all three pillars of sustainability—social, economic and environmental—with one set of combined goals;
- Keeping focus on delivery of the current MDGs and the integration of a set of SDGs which are easy to understand and measurable with a clear differentiation between what we want to deliver and how we will deliver this;
- The setting of precise targets, with regular milestones and clear accountabilities to evaluate progress; and
- The promotion of scalable and transformational partnerships for development as a critical enabler. However partnerships are a means of delivery and not a goal in itself (under the current MDG8) and their success depends to a large extent on creating an environment in which collaboration can thrive.

Signatories of the letter believe that for the post-2015 Goals to contribute to delivering the global development agenda it will be essential that they help stimulate businesses of all sizes around the world to grow and flourish in a responsible and sustainable manner. Key in this would be recognition of:

- The need for good governance, rule of law and well-functioning national institutions, notably to protect real and intellectual property and land rights as well as reducing corruption and informality.
- The need to foster economic growth and trade and investment, promote entrepreneurship and the establishment of new enterprises.
- The importance of access to finance (particularly for SMEs) transport, energy and healthcare infrastructures as well as to information and communication technologies.

- The crucial need to invest in education for all and to build human capital.
- The need to strengthen food and nutrition security.
- The empowerment of women as important contributors to economic development.
- The role of more inclusive business models—as sustainable business solutions that increase access to goods, services, and create new sources of income for low-income communities.

5.2 World Economic Forum

The World Economic Forum (WEF) is an independent international organisation engaging business, political, academic and other leaders of society in order to shape international policies. It is non-profit and funded by membership, partnership and participation fees. The Forum has around 1,000 member companies with a 'leading role in shaping the future of [their] industry or region, a solid projected growth potential and a turnover of a minimum of USD5 billion'.² This participation criterion suggests that the WEF is a platform meant exclusively for big business.

The WEF has identified the post-2015 agenda as an important theme in current international politics, raising it as one of the central issues in its Global Agenda Outlook 2013. At its Annual Meeting in 2013, the WEF organised a panel discussion on 'the global development outlook' with several prominent figures in the international sustainability debate, including Secretary-General Ban ki-Moon, Bill Gates and members of the HLP David Cameron and Queen Rania of Jordan. A session entitled 'Shaping the Post-2015 Development Agenda' also featured Jeffrey Sachs of the SDSN and Peter Bakker of the WBCSD.

The WEF has also established a Global Agenda Council, which is working under the title of 'Poverty and Sustainable Development 2013'. The council is designed to 'formulate policy recommendations on how best to transition from the MDGs to beyond the 2015 targets for poverty eradication and sustainable development as well as inform the work of HLP on the post-2015 development agenda. It also aims to define a vision for the post-2015 agenda.

5.3 Business in the Community

Business in the Community (BITC)'s International Leadership Team is encouraging business to participate in developing the post-2015 Development Agenda. BITC held a roundtable discussion on 11 March 2013 and in addition are also offering their members the opportunity to respond to research questions on what Goals should be present and how the role of business should be addressed. To date around 40 businesses have been consulted with a combined turnover of over USD1000 billion, and some 2,000,000 employees (BITC 2013). The size of company ranges from 3 employees to 300,000 and in some cases reaching over 2 billion customers worldwide every day. Sectors represented included: Accountants and Consultants, Financial,

² See: www.weforum.org/faq

Legal and Professional Services, Retailers, Food and Beverage providers including household and personal goods, Mining, Oil and Gas, Telecommunications, Pharmaceuticals, Tobacco and Information and Communication Technology (ICT). BITC32 submitted a summary of business views into the UN consultation process through the UN High Level Panel meeting in Bali in March 2013 and are continuing to engage business and share the views of members widely and feed into consultation processes.

The initial research findings of BITC are (see BITC 2013 for more information):

1. Importance of recognising the current role of business in development and the opportunity for deeper engagement.
2. Shift in perspective to recognizing the positive role of business, the need to articulate the understanding of the mutual opportunity and mutual benefit this agenda presents for development business and develop dialogue with business on business skills, core competencies, innovation and risk sharing.
3. Business bring scale, key competencies, capability and sustainability
4. Recognition of the complementary rules of business and government. Governments can support the contributions of businesses through proper pricing, effective investment, trade, legal and regulatory frameworks and effective governance, including elimination of corruption and risk sharing.
5. Transformational partnerships are key to accelerating the pace of change. The power and potential of business to affect positive change through partnership with others including through the supply chain is a recurring theme and one that needs to be captured in the new framework.
6. Deliver the UN MDGs and the new framework needs to build on the successes, the 'building blocks' and the learnings of the MDGs framework. In the new framework, updated and new Key Performance Indicators and timelines will need to be developed.
7. The new framework needs to be holistic. The UN MDGs and SDGs need to be integrated.
8. It is important to distinguish between Objectives and Enablers in the new Goals.
9. New Objectives to be included in the framework on nutrition; education to be extended beyond primary to include secondary education, skills and employability; access to clean water; sustainable energy; and other environmental issues such as biodiversity, climate change, water scarcity, waste/recycle/resource use.
10. Enablers to be included in the new framework: enterprise in individuals, SMEs and corporations; investment in the supply chain particularly small holder farmers; financial inclusion and financial literacy for individuals and SMEs; ICT and digital conclusion; and good governance and transparency.

5.4 International Business Leaders Forum

In 1990 a group of international business leaders met at the invitation of HRH The Prince of Wales to launch The Prince of Wales Business Leaders Forum [later called the International Business Leaders Forum (IBLF)] – the first non-profit global entity to focus on the role of business in society. It is supported by corporations both at multi-national and national levels. Throughout its history it has engaged with senior business leaders to help catalyse collective action and drive business engagement in development challenges.

The CEO of IBLF has provided 3 recommendations on the role of business in achieving development goals post-2015 (see Melford 2012):

1. The development of a global network of highly-skilled, brokering or intermediary organisations or hubs which are capable of bringing together the different sectors and facilitating robust, effective partnerships much more systematically. IBLF proposes that MDG8 be re-invented with a specific remit to establish in all developing countries an effective, performance managed local network brokered to focus on specific, measurable, locally relevant targets which are identified priorities for all sectors of society in that country – including business. According to Melford, this will draw in more companies because of the local relevance, and will ensure the effort is focused on the relevant issues.
2. Collaboration competencies need to become like financial competencies: a standard part of every Masters in Business Administration, every masters in international development and every organisation's professional training.
3. Companies and institutions need to be internally more 'fit to partner'; to have the leadership, strategy, incentives, systems and capacities to be a good partner.

5.5 World Business Council for Sustainable Development

The World Business Council for Sustainable Development (WBCSD) is a business CEO-led organisation whose stated goal is to promote sustainable development in the global business community through thought leadership, advocacy and its networks. The regional network of the WBCSD covers about 60 other similar business-led organisations, which promote corporate sustainability. WBCSD has contributed to HLP dialogues. According to WBCSD,

'[as] member companies and CEOs want to see action and positive change in sustainability, it is imperative to be part of change that reflects the three dimensions of sustainability through economic, environmental and social considerations. The success of a post-2015 agenda will require robust means of implementation with a multitude of stakeholders, to include a constructive partnership with the private sector' (WBCSD 2013)

5.6 Business Action for Africa

Business Action for Africa (BAfA) was launched in 2005 as an international platform for harnessing the collective energy of business in support of Africa's development.

BAfA are a free-to-join network of businesses, business organisations and development partners.

BAfA was the lead author in the report entitled 'Building a Post-2015 Development Framework to Achieve Sustainable Prosperity in Africa' (the other authors are the Harvard Kennedy School and The Partnering Initiative) (see Business Action for Africa et. al. 2013). The key question that the report sets out to answer is how best to harness business-led development partnerships in the delivery of a new development vision and framework. Drawing from a variety of Africa-focused partnership case studies of companies that BAfA organisations work with, the report aims to highlight the structures and processes that drive effective cross-sector collaboration, which according to BAfA, should be further promoted and solidified as part of a Post-2015 framework. It uses 15 case studies to do this: Abbott, Actis, Anglo Zimele, Chevron, The Coca-Cola Company, De Beers, Diageo, ExxonMobil, Microsoft, Nestlé, Pearson, SABMiller, Shell, Standard Chartered and Yara.

The report offers 5 recommendations for the post-2015 development agenda:

1. International to national policy and integrated solutions: while international development meetings and processes are promoting a cross-sector approach to development, more work needs to be done nationally and locally by governments to identify the potential contribution of partnerships in their own context. This can be done by mapping their development priorities against the interests, resources and capabilities of all sectors in their country or region including the private sector.

More broadly, a key priority for both businesses and development partners is to better understand and measure impact of business models and operations, and to integrate the results into business performance management, where they can drive action and inform and shape cross-sector collaboration.

In addition, many of sub-Saharan Africa's development challenges are interconnected, for example, water stewardship, food production and energy generation. As such, greater emphasis needs to be placed on tackling these issues collectively to ensure effective and sustainable solutions.

2. Country-level mechanisms and platforms to make partnerships happen: public and private sector leaders at the country-level or within key sectors should aim to establish multi-stakeholder platforms to drive partnership action, to make the case for the development and business benefits of collaboration, and to co-generate innovative ideas. Such platforms are essential to translate global partnerships into country-level action.
3. Promoting partnership good practice: International good practice standards need to be built into partnerships, potentially through access to specialist support to help them develop as quickly and robustly as possible.
4. Ensuring organisations are 'fit to partner': organisations need to adapt the way they are set up and operate to ensure they are 'fit to partner': which includes

the right internal systems and processes, as well as staff capacities and culture to support, rather than inhibit, collaborate working.

5. **Strengthening partnership skills:** the level of partnership literacy—the skills and understanding required for effective partnering—needs to be scaled up across all sectors. Specialist training courses, online and in person, should be made much more accessible; and business schools and public policy schools should include partnering within their standard curricula to help mainstream the concepts.

5.7 Business Fights Poverty

According to the Business Fights Poverty (BFP) website, BFP 'is the world's largest community of professionals passionate about harnessing business for social impact. We connect practitioners to the latest knowledge and peer insights, and to a vibrant community of stakeholders in business, government and civil society - helping them deliver their innovations at scale.'³ On the BFP website there is a 'Post-2015 zone' where articles, case stories are assembled.

On 8 May 2013, Business Fights Poverty and the Overseas Development Institute convened an event in Cape Town, South Africa to explore the role of the private sector in shaping and delivering the post-2015 development agenda. Over 100 senior representatives of companies investing and doing business in Africa, participated to understand how best to harness business as an engine for economic development. Business Action for Africa, the International Business Leaders Forum and the UN Business Call to Action were supporting partners.

The main speakers at the event (entitled Business, the MDGs and Beyond) included Andy Wales, Senior Vice President, Sustainable Development at SABMiller and Fathima Dada, President, Schools International Business Unit, Pearson.

5.7.1 Fathima Dada, Pearson

Fathima Dada stated that Pearson have provided input to the HLP, and are also participating in a number of relevant initiatives, such as Education First, the Business Coalition for Education and the Global Compact on Learning.

She advocates for the inclusion of infrastructure and fiscal and regulatory environments. In the education sector, she emphasises the need to look much more at quality outcomes rather than access.

More could be done in terms of getting better at sharing monitoring and implementation best practices. Many of the MDGs are linked such as the influence of hunger and malnutrition, so she highlights the need for the interconnections to be considered in the post-2015 framework to allow users of the Goals to think about school feeding programmes for example.

With regards to education indicators, the OECD PESA test is a useful measure of numeracy, literacy and the scientific level of 15 year olds, and now includes economic

³ See <http://community.businessfightspoverty.org/about>

indicators that link back to the education system. However, very few developing nations participate in these tests. Even though the OECD has funding to implement it in some developing countries, the will to roll it out is lacking. The private sector, particularly companies in the testing space, can help to bridge this gap.

The role for business is to help government think about how to take best practice to scale in terms of how to achieve the goals, and to set and monitor the indicators. It needs to be decided about whether indicators are global or local—in any case, indicators have to be meaningful at the country level.

The post-2015 SDGs have to be popularised immediately from their inception. This should be done through advocacy and communication to strengthen people's understanding and engagement with them.

5.7.2 Andy Wales, SABMiller

According to Andy Wales, there is a risk in the way that the business agenda gets added to the post-2015 development agenda. He argues that it ends up being more weighted towards the 'do no harm' agenda than towards 'enabling growth'. In his view, both are needed. Businesses need to know what their impact on growth is, integrating better decision-making throughout the value chain. Having the right transparency steps in place is also needed; reporting helps to ensure businesses 'do no harm' but that is not the agenda that will inspire businesses.

It would be beneficial if the High-Level Panel came back with a document that said 'Goal 1: Enabling Growth', as economic growth spurred progress towards the socially-orientated MDGs (education, health and so on) in many countries. A goal looking at enabling growth needs to be very well-designed. First, it would need to incentivise business to invest and design their value chains in smart ways. Second, it should include something about transparency; progressive business should not be afraid of that. Third, it could include something about the different types of partnerships we need to see between businesses and other stakeholders. Finally, it is important to think about the resource side of things, the water-food-energy nexus. For a company like SABMiller this underpins growth; if they do not get the right balance between those resources correctly, growth would suffer very quickly. He sees an opportunity for businesses to be quite smart about the impact they can have through their value chain. Partnerships that are integrated into the value chain, rather than being philanthropic are the things that business can do more of and goal around enabling growth could perhaps help to incentivise this.

Andy Wales would like to see a focus around enabling growth, and creating quality jobs. International policy needs to be connected with national policy. It is necessary for a connection between access and enabling the growth in water supply, food, energy, education and skills.

6 UN Global Compact and the World Business Council for Sustainable Development

The UN Global Compact and the World Business Council for Sustainable Development with the support of the World Economic Forum and the HLP have written a joint report to the High-Level Panel of the Post-2015 UN Development Agenda (see UN Global Compact and WBCSB 2013). The paper acknowledges that in recent years, increasing numbers of companies have come to understand that there are both commercial and ethical imperatives in relation to the global sustainable development agenda, driven by natural resource constraints and environmental degradation, sustainable economic growth, human rights and human welfare, governance and morality and ethics.

Consultations have been held with the international business community about the post-2015 agenda and the nature of any new SDGs. The following list outlines their main thoughts:

- SDGs should fully reflect and effectively balance the triple pillars of sustainable development—economic, environmental, and social— while also being global in applying to all nations.
- SDGs should include a clear dimension related to equitable economic growth, especially one emphasizing economic sustainability and inclusiveness. It is recognized that development objectives cannot be achieved without economic growth does not ensure sustainable development. Therefore, any SDG related to economic growth should strongly address employment, while also seeking to upgrade the quality of jobs.
- SDGs should adequately address the nexus of water/sanitation; energy; food/hunger; and the effective management and maintenance of biodiversity, ecosystems and ecosystem services through possible stand-alone goals in each area.
- SDGs should continue to address universal access to health care and education. Business leaders feel strongly that sustainable development cannot be achieved without addressing health and education, especially universal primary education. Education is a pathway to decent, qualified and productive employment, without which an economy cannot grow and prosper.
- Additional SDGs—including possible goals related to good governance and human rights—should be identified based on their ability to generate ‘multiplier effects’ in terms of impact.
- SDGs should be customised for different business sectors, while at the same time promoting a universal framework of integrated reporting encompassing financial, natural and social capital.
- In terms of the timeframe of SDGs, many business leaders feel that a 15-year term is appropriate , with prominent 5-year reviews involving all stakeholder groups.

The following section lists the ideas and recommendations in relation to 'the how' of implementing new development objectives and goals:

- Widespread business adoption and implementation of corporate sustainability frameworks, especially the UN Global Compact and its ten principles.
- Expansion (and creation) of business orientated initiatives that address specific sustainability issues—especially those that are values- and principles-based, accountable, and multi-stakeholder in nature. Such initiatives have been developed in areas including climate change, meeting basic needs (access to energy, water, food, shelter, health services etc.), water stewardship, sustainable agriculture, women's empowerment and anti-corruption.
- Further development of country-level business networks and efforts that are working to advance sustainable development and build capacity within a national context.
- A greater emphasis on sector-based best practices and approaches, including encouraging industry trade associations to adopt the tenets of corporate sustainability. Increasingly, cross-sector issues (like water, land use change) need to be recognised and addressed through collaborate approaches seeking multi-benefit, synergistic outcomes.
- Further development of promising implementation platforms such as: online match-making 'project action hubs'; specialised sustainability funds; and social enterprise incubators.
- Wider corporate sustainability disclosure, including 'integrated reporting' and accounting frameworks that value financial, natural and social capital.

Finally, with respect to public policy, business recommends the following general actions:

- Pursue international and national strategies that incorporate business through enhanced public-private partnerships and other collaborate arrangements.
- Create greater incentives—including donating 'reputational capital' through recognition and other efforts—for business to adopt and implement corporate sustainability commitments.
- Re-align markets by pricing negative externalities, and include these factors in measurement of economic growth and societal well-being.
- Promote more widespread and comprehensive corporate sustainability disclosure.
- Reformulate procurement and investment policies to align with corporate sustainability practices, while requiring that all such policies and related contracts between government and business be transparent.

7 Individual Companies

7.1 Unilever

Unilever, and in particular its CEO Paul Polman, stand out as one of the most prominent firms in the corporate community around the post-2015 process. Unilever participates in the Global Compact LEAD Group, and is a member of the WBCSD (of which Paul Polman is the vice-chairperson) and the World Economic Forum.

The paper 'Private Sector Outreach: A summary of Unilever's programme of private sector outreach on the Post-2015 Development Agenda' can be found online (see Unilever 2013). Unilever consulted with over 300 companies that were known to be active on specific issues of relevance to HLP and worked closely with the UN Global Compact and all the major international business associations. Companies were asked to provide input on ten topics: education, energy, finance, food security, forests, health, infrastructure, nutrition, SMEs and water. Outcomes and recommendations from these thematic consultations can be found in Unilever (2013).

Unilever also organised roundtable meetings in 12 countries: Brazil, Colombia, France, India, Liberia, Mexico, Russia, Spain, South Africa, the Netherlands and the UK. The chairs, participants, outcome and recommendations from each of these country consultations can also be found in the summary document by Unilever. These roundtables were often co-chaired by HLP members sitting alongside the local Unilever CEO. In all instances they included representatives from government and civil society as well as business. In China, Unilever solicited written opinions via a think tank. In Indonesia, the event was hosted and facilitated by the local chapter to the UN Global Compact.

In addition to Unilever's direct contact with individual companies (done at a CEO to CEO level), it has worked closely with a range of international business organisations, all of whom consulted with their members around the world.

Areas of General Agreement

- There was a strong support for the vision of eradicating poverty. Many companies felt that the best way of achieving this was through economic development and job creation.
- There was a unanimous view that there should be only one set of targets. No company wanted to separate poverty goals from environmental ones. All wanted the goals to cover the three dimensions of sustainability—the social, the economic and the environmental.
- All companies felt that business could play an important role not just in designing the new goals but also in helping to deliver them. In this respect companies were keen to have precise targets, regular milestones and clear accountability.
- Many companies spoke of the importance of PPPs as a key delivery mechanism.

The companies that were involved in each consultation are listed below:

Table 5: The Leaders and Members of each of the ten thematic consultations

	Leaders	Companies
Water	Peter Brabeck, Chairman, Nestlé	Cisco, Embraer, GDFSuez, Innovation Wings, Investor AB, Milkpak, Nestlé, Netafim, Zurich Insurance Group
Food	Indra Nooyi, CEO, PEPSICO Daniel Servitje, CEO, BIMBO	Cargill, Dupont, Grupo Bimbo, Monsanto, Nestlé, PepsiCo, Syngenta, Yara.
Nutrition	Feike Sijbesma, CEO, DSM	Brittannia Foods, DSM
Health	Sir Andrew Witty, CEO, GSK	CSK, Pfizer
Infrastructure	Ginni Rometty, Chairman and CEO, IBM Peter Loscher, CEO, Siemens	Bolloré Logistics, IBM, Siemens
Forests	Peter Bakker, President, World Bank Council for Sustainable Development (WBCSD)	WBCSD's Forest Solutions Group—25 companies, 2 observers, including Ahlstrom, AkzoNobel, Empresas, International Paper, Kimberly-Clark, Metsa Group, Mondi Group, Procter & Gamble, SCG Paper, StoraEnso, Weyerhaeuser.
SMEs	Brent Wilton, Secretary-General, IOE Jin-Yong Cai, CEO, IFC	(None)
Finance	Peter Sands, CEO, Standard Charter Antony Jenkins, CEO, Barclays Piet Moerland, Chairman, Rabobank	Bank of America, Bank of New York Mellon, Banking Environment Initiative, Barclays, Deutsche Bank, PwC, Rabobank, Santander, and Standard Chartered.
Energy	Doug McKay, Vice President International Organisations, Shell	Shell
Education	John Fallon, CEO, Pearson	Pearson

7.2 GlaxoSmithKline

GlaxoSmithKline (GSK) has released a position statement on the post-2015 development agenda (see GSK 2013), urging that the private sector should be viewed as equal partners in the discussion of what issues will be prioritized, how they will be delivered and what will be measured. They also recommend for better measurement tools, and more partnerships amongst all elements of society—government, non-governmental organisations and the private sector.

To ensure that the voice of the private sector is incorporated into the post-2015 development agenda, GSK proposes four key areas for action:

1. Acknowledging the contribution of the private sector but it also recognizes that there are areas where the private sector needs to improve, such as engaging local businesses in the development agenda and improving transparency of the way we operate in terms of sharing pricing and financial goals.
2. Creating shared value: the private sector can offer expertise, resource and wealth creation in the communities in which they operate, all of which are leveraged towards creating shared value. According to GSK, explicit alignment of companies' objectives and incentives with the development agenda is critical to the creation of shared value.
3. Establishing innovate partnerships, including public-private partnerships and cross-sectoral business partnerships.
4. Providing governmental and donor support: some of the key issues the private sector faces include regulatory harmonisation, international reference pricing, anti-diversion, robust IP, accelerating uptake of new products and increasing vaccine coverage. Some solutions could include easing commercial entry barriers, addressing taxes and duties still imposed on medicines, and encouraging access to quality-assured medicines through private market support and advocacy in the developing world.

To ensure that the post-2015 agenda is effective, GSK proposes five key framework recommendations:

- Health as an integral element and an integrated goal: MDGs 4, 5 and 6 have been helpful but they must be expanded to address (i) the shift in disease burden towards non-communicable diseases; (ii) diseases that primarily affect poor people; and (iii) systemic triggers that bring about either health or disease.
- Focusing on shorter-term targets: GSK supports long-term goals such as 15 years as per the current MDGs, however, these need to be broken down into shorter-term targets.
- Maintaining momentum on:
 - Securing political support

- Filling funding gaps: more can be done to leverage the private sector to find different ways of raising funds using international capital markets and new financial products.
 - Encouraging wider collaboration across industries
 - Focusing on ongoing issues such as HIV, malaria, TB, polio and the slow uptake of newer vaccines.
- Coherent assessment framework: integrated reporting of validated, disaggregated data that brings together financial, economic, social and environmental impact measurements.
 - Improving data: GSK proposes the development of an open-source health delivery database to contribute to better outcomes and transparency in this area. All new programmes should be put on electronic data platforms. GSK would readily commit to setting up a multi-disciplinary private sector network to support improved healthcare outcomes.

7.2.1 Andy Wright

Andy Wright is the Director of Neglected Tropical Disease Programmes at GlaxoSmithKline and has written on the nexus between business and the post-2015 development agenda. He offers 3 recommendations for consideration in the post-2015 debate (see Wright 2013):

- Set clear and specific ways to measure progress
- Regularly report meaningful measures of progress that would allow for comparisons
- Set both long and shorter-term goals

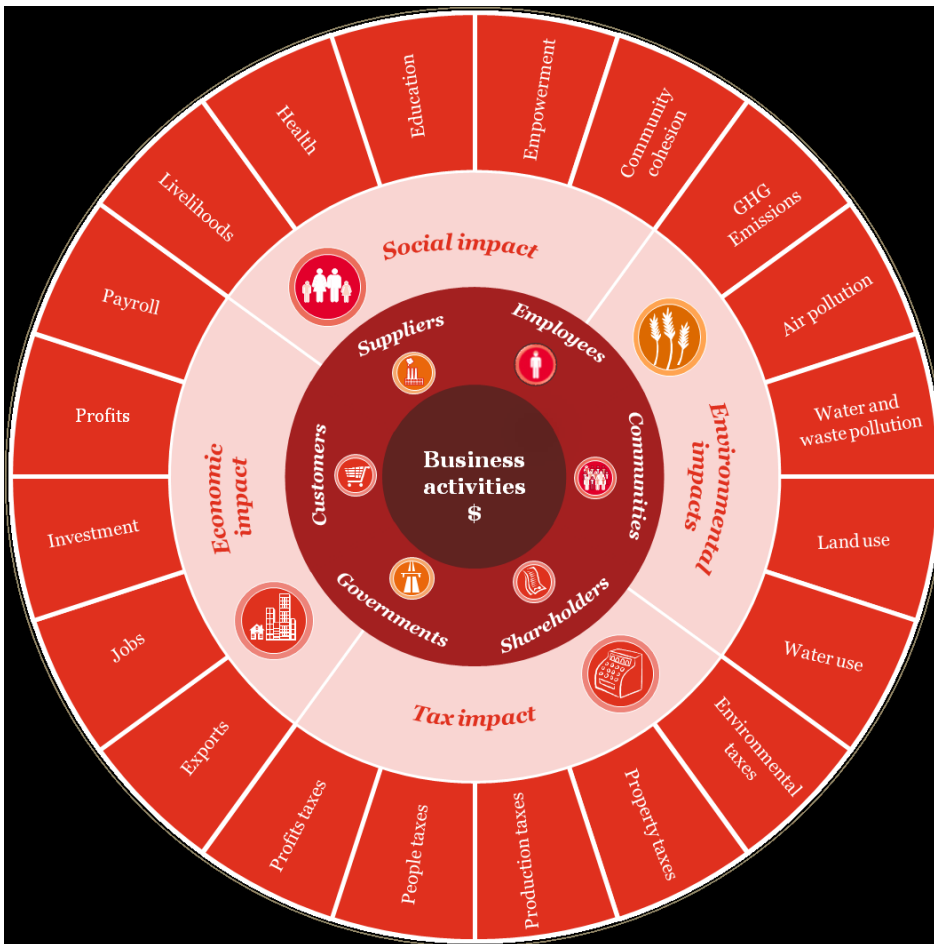
7.3 PricewaterhouseCoopers

PricewaterhouseCoopers (PwC) has submitted a background research paper entitled “Measuring total Impact: A New Language for Business Decisions” (see PwC 2013). It seeks to spur measurement value beyond the narrow GDP, taking into account the creation/depletion of the social and environmental capital needed to generate that GDP. PwC argues that this would allow boards to better understand the potential impact of these strategies and investment choices and optimise the trade-offs between the various social, environmental and economic impacts of these decisions. It would also facilitate an understanding of the relationship between businesses’ inputs and activities, their outputs and their longer term outcomes and associated impacts. This would inform their strategic and operational business decisions.

PwC has conceptualized a new ‘language’ of decision making—Total Impact Measurement and Management (TIMM)—to provide the business equivalent of new ways to evaluate national output and well-being. According to PwC, this ties in with the work of the HLPF in drawing up a new and measurable global framework for post-2015 development, which includes environmental sustainability and inclusive economic and social development. TIMM seeks to create a holistic understanding of

how a business' activities impact on a broad range of stakeholders, as can be seen in Figure 6.

Figure 6: Total Impact Measurement and Management



Source: PwC (2013)

PwC is engaging with businesses and their stakeholders to learn more about their perceptions of TIMM, its potential place within their decision making and how this could be strengthened. This includes how to make TIMM more accessible and usable. Research will include surveys, pilots, round tables and other engagement with businesses and their stakeholders.

8 Summary and Conclusion

The literature that has been found regarding business engagement with the post-2015 development agenda can be summarised in the below table:

Table 6: Summary table

	Economic outcomes	Definition indicators of	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
UN HLP	Good and decent jobs, and economic growth		<ul style="list-style-type: none"> • Delivering essential services • Improving access to energy • Assisting in adaptation to climate change • Sharing accountability 		<ul style="list-style-type: none"> • Fairer international trading system • Improved infrastructure • Agricultural development • Support for women entrepreneurs • Tackling finance gap for SMEs
Accra post-2015 Africa-Europe Entrepreneur's Dialogue			Should encourage innovation and entrepreneurial spirit among the youth	More access to and improved quality of education and enhanced vocational and entrepreneurial skills for women	<ul style="list-style-type: none"> • Decentralised system of financial services that ensures access to finance • Adequate infrastructure • Reliable energy supply • Structured industrial policy • Closer market integration within Africa • Strengthening rule of law • Transparent

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
					<ul style="list-style-type: none"> • decision processes and accountability • Resilient financial system serves real economy • Open and fair trading system • Fighting climate change • Stopping illicit financial flows and tax evasion • Fairer access to domestic markets of industrialised countries • Regional integration
Roundtable Discussion, London	Innovation and new jobs	<ul style="list-style-type: none"> • Work within planetary boundaries • Create a goal on the enabling environment for business • Ensure clear role for PPPs and private sector • Cross-business/sector partnerships • Shorter time scales 	<ul style="list-style-type: none"> • Creating shared value • Be inclusive • Certification schemes • Collection of evidence and connect with policy making • Move beyond CSR 	<ul style="list-style-type: none"> • Bigger cross-sectional partnerships and PPPs • Quicker ways of sharing results • Better ways of leveraging private sector finance with aid spending. • Working with civil society and government to create demand for sustainable and ethical goods and services • Inclusive, 	<ul style="list-style-type: none"> • Infrastructure • Education • Supporting women • Rule of law • FDI should be leveraged • Technology

	Economic outcomes	Definition indicators of	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
				sustainable and long-term business models • Hold lagging businesses to account	
Betty Maina	<ul style="list-style-type: none"> • Economic growth and job creation • Increased connectivity and integration between formal and informal economy • Stronger emphasis on economic empowerment of the poor and marginalised • Benefits of economic growth to be shared more evenly • Economic centre of gravity is local market • Economic diversification, stimulating development of new supply- 	<ul style="list-style-type: none"> • More holistic and integrated compact of social, economic and environmental concerns • More sophisticated understanding of poverty within broader context of vulnerability • Expand human capabilities and promote well-being and combine with political participation • Inclusive, equitable and sustainable economic development • 9 pillars- (1) respect for human rights; (2) labour intensity and job quality; (3) equity and gender equality; (4) responsiveness to youth aspirations; (5) market access, fairness of trade 	<ul style="list-style-type: none"> • Move beyond CSR to new socially and environmentally sensitive business models • Respect limits of planet's dwindling resources • Development partner at design, implementation and monitoring stages • Strengthen business associations 	<ul style="list-style-type: none"> • Enterprise incubation laboratories • Product-cluster collaborative mechanisms • Market access support programmes • Finance instruments for small entrepreneurship • Preferential regimes for social entrepreneurship and youth enterprise • New PPPs • To be included among policy dialogues on development strategies 	Sound business environment and security, rule of law, healthy and capable human resources, macroeconomic stability and peace, increased investment in human capabilities, regulations governing labour and apprenticeship, regulatory frameworks and infrastructures that lower transaction costs and provides respect for property rights, physical infrastructure, energy, open and fair trade regimes, efficient public services, gender equality and women's empowerment, clear norms for corporate transparency and accountability.

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
	chains/value-chains	terms and ownership of productive resources; (6) balance between market and care economies; (7) social protection; (8) sustainable ecological footprint; (9) rule of law, transparency and accountability.			
Paul Polman	Economically empowered people	<ul style="list-style-type: none"> • Should be built on 'big social targets e.g. hunger, water, health and education • Environmental indicators in parallel with social and economic ones • Good governance indicator • Inequality as a thread that runs throughout all goal areas • Small number of measurable goals with recommendations as to who is responsible for delivering it and how • Clear plan of action 		<ul style="list-style-type: none"> • PPPs • Raise standards in corporate governance and transparency • Need to account for social and environmental impacts • Move beyond shareholder value to stakeholder value 	<ul style="list-style-type: none"> • Needs to create right conditions for business • Must engage with private sector in setting and delivering agenda
UN Global	Economic growth	<ul style="list-style-type: none"> • Education, health, 	Rule of law, jobs, food,	<ul style="list-style-type: none"> • Ten principles in the 	Advancing inclusive and

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign environment for business
Compact	that is inclusive and ore equitable, more and better jobs, access to credit and entrepreneurship opportunities	women and girls—all related to poverty eradication <ul style="list-style-type: none"> • Resource triad of water/sanitation, energy/climate and agriculture/food. • Good governance and respect for human rights, settings of peace and stability, more modern and greener digital and physical infrastructure. 	water and energy, social issues, health, peace and fragile nation states, financial reform and measuring success and sharing responsibility	areas of human rights, labour, environment and anti-corruption. <ul style="list-style-type: none"> • Global corporate sustainability movement • Accountable corporate commitments aligned with global development goals • Global issue platforms • Industry sector initiatives • Implementation mechanisms and networks that facilitate partnerships and collective action • Business-led sustainability networks at country level • Initiatives on private finance 	sustainable markets through multilateral cooperation and trade, pricing incentives, procurement and transparency, financing for inclusive markets, state-owned enterprises, encouraging and supporting responsible business practices
Business Call to Action: Anti-Corruption		Governance and accountability to be central pillars of corporate sustainability		Anti-corruption risk assessments, PPPs, anti-corruption in sport sponsoring and hospitalities and the oil and gas sector	<ul style="list-style-type: none"> • Strengthen anti-corruption policies • Decrease corruption from procurement and contract processes of large scale projects

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign environment for business
					<ul style="list-style-type: none"> • Competitive and transparent procurement process • Transparency in payments made by private sector • Support corporate efforts to disclose anti-corruption implementation, enhance corporate governance and innovative collective action and PPPs
Business Engagement Architecture			<ul style="list-style-type: none"> • Implementation of corporate sustainability strategies that advance inclusive economic growth, social equity and progress and environmental protection. • Long term goals are revenue growth, resource productivity and risk management. • Corporate partnerships in efforts to achieve goals through forums, platforms 	<ul style="list-style-type: none"> • Through social- and market-based drivers • Set of robust accountability measures • Respecting universal rights • Taking action to support broader UN goals • Collective action • Good governance • Long term value in economics, social, environmental and ethical terms 	

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign environment for business
			and networks		
LEAD	Inclusive economic growth	<ul style="list-style-type: none"> • Prosperity and equity (move away from poverty) • Human needs and capacities (education, gender, health) • The resource triad (food and agriculture, water and sanitation, energy and climate) • Peace and stability, infrastructure and technology, good governance and human rights 			
Local networks		<ul style="list-style-type: none"> • Top priority areas= education, food security/sustainable agriculture, poverty eradication, climate change, health and water/sanitation. • Of least priority= mining, biodiversity, disaster risk reduction, sustainable cities/human settlements, financial systems and inequalities. 			
Private-public			PPP dialogues on water		

	Economic outcomes	Definition indicators	of	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign environment for business
policy engagement				management, corruption reduction, and business-in-agriculture guidelines.		
Caring for the climate				Implement green solutions, scale-up climate finance, create jobs and deliver sustainable energy systems.		
Principles for Responsible Investment				Incorporating sustainable development factors in investment decisions		
Annual implementation survey				Growth/employment, education, climate change, energy and health.		
Sustainable Development Solutions Network					<ul style="list-style-type: none"> • Environmental sustainability (low carbon solutions, scale up resource productivity and agricultural improvements) • Good governance 	Good governance
Business Call to Action	Economic growth, trade and investment, promotion of entrepreneurship and establishment of new enterprises	<ul style="list-style-type: none"> • Overarching vision to eradicate extreme poverty—one with an integrated approach reflecting 3 pillars of sustainability—social, economic and environmental. • Easy to understand 			More inclusive business models	<ul style="list-style-type: none"> • The need for good governance, rule of law and well-functioning national institutions (protection of property and land rights, decreased corruption and

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
		<p>and measure. Clear differentiation between what we want to deliver and how we will deliver this.</p> <ul style="list-style-type: none"> • Setting of precise targets, with regular milestones and clear accountabilities • Partnerships for development as a means of delivery and not a goal in itself 			<p>informality)</p> <ul style="list-style-type: none"> • Access to finance • Transport, energy and healthcare infrastructures and ICT • Education and strengthening human capital • Strengthen food and nutrition security • Women’s empowerment
Business in the Community		<ul style="list-style-type: none"> • Needs to integrate MDGs and SDGs • Distinguish between objectives and enablers • Objectives— nutrition, education (primary, secondary, skills and employability), clean water, energy, biodiversity, climate change, water scarcity, waste/recycle/resource use. • Enablers-enterprise, investment in supply chain, financial inclusion and 	Recognise positive role of business which is complementary to the government	Through transformational partnerships	Proper pricing, effective investment, trade, legal and regulatory frameworks and effective governance

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
		literacy, ICT, and good governance/transparency.			
International Business Leaders Forum			The development of a global network of highly-skilled, brokering or intermediary organisations or hubs which are capable of bringing together the different sectors and facilitating partnerships	<ul style="list-style-type: none"> • Collaboration competencies need to become like financial competencies • Companies and institutions need to have leadership, strategy, incentives, systems and capacities to be a good partner. 	
World Business Council for Sustainable Development		Reflect economic, environmental and social considerations		Partnerships	
Business Action for Africa				<ul style="list-style-type: none"> • Cross-sector collaboration • Better understand and measure impact of business models and operations and to integrate results into business performance management • By tackling the issues of water, food and energy collectively • Private sector leaders to establish 	<ul style="list-style-type: none"> • Identify potential contribution of partnerships in their own context • Public sector leaders to establish multi-stakeholder platforms

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
				multi-stakeholder platforms <ul style="list-style-type: none"> • Promoting partnership good practice • Ensuring organisations are fit to partner • Strengthening partnership skills 	
Fathima Dada, Pearson		<ul style="list-style-type: none"> • Inclusion of infrastructure and fiscal and regulatory environments. • Need to look at quality of education, not just access. • Think about interconnections • OECD PESA test for education indicators • Needs to be decided about whether indicators are global or local—indicators have to be meaningful at country level • SDGs have to be popularised 	<ul style="list-style-type: none"> • The private sector can assist in rolling out the OECD PESA test. • Help government take best practice to scale in terms of how to achieve the goals, and to set and monitor the indicators. 	Sharing monitoring and implementation best practices	
Andy Wales, SAB Miller	Growth, creation of jobs	<ul style="list-style-type: none"> • Goal 1 to be named 'Enabling Growth'. This goal would need to (1) incentivise business to invest 	Enabling growth and 'do no harm'	<ul style="list-style-type: none"> • Transparency • Partnerships that are integrated into the value chain 	

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
		<p>and design their value chain in smarter ways; (2) include something about transparency and (3) about different types of partnerships.</p> <ul style="list-style-type: none"> • Connection between access and enabling the growth in the water-food-energy nexus. 			
<p>UN Global Compact and World Business Council for Sustainable Development</p>	<ul style="list-style-type: none"> • Equitable economic growth, economic sustainability and inclusiveness. • Addressing of employment and upgrading quality of jobs 	<ul style="list-style-type: none"> • Should reflect and balance triple pillars of sustainable development— economic, environmental and social. • Address nexus of water/sanitation, energy and food/hunger, and the effective management and maintenance of biodiversity, ecosystems and ecosystem services. • Universal access to health and education • Good governance and human rights • Should be 		<ul style="list-style-type: none"> • Business implementation of corporate sustainability frameworks • Expansion of business orientated initiatives that address specific sustainability issues • Development of business networks working to advance sustainability development sector-based best practices and approaches • Development of implementation platforms • Wider corporate sustainability 	<ul style="list-style-type: none"> • Strategies that incorporate business through PPPs • Create greater incentives for business to implement corporate sustainability commitments • Re-align markets by pricing negative externalities • Promote corporate sustainability disclosure • Reformulate procurement and investment policies to align with corporate sustainability

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign environment for business
		<p>customised for different business sectors while also promoting universal framework of reporting</p> <ul style="list-style-type: none"> • 15 year term is appropriate with 5-year reviews 		disclosure	practices and ensuring transparency
Unilever	Economic development and job creation	<ul style="list-style-type: none"> • Eradicating poverty • One set of targets that cover 3 pillars of sustainability—the social, the economic and the environmental. • Precise targets, regular milestones and clear accountability. 	Designing and delivering the SDGs.		
GlaxoSmithKline and Andy Wright		<ul style="list-style-type: none"> • Health as an integral element and integrated goal. • Focusing on shorter and long term targets. • Encouraging wider collaboration across industries • Coherent assessment framework • Improving data 	Involved in discussions of what issues will be prioritised and how they will be delivered and measured	<ul style="list-style-type: none"> • Encouraging local business in development agenda • Transparency of pricing and financial goals • PPPs and cross-sectional business partnerships • Ensuring commercial entry barriers 	

	Economic outcomes	Definition of indicators	Role of business in development	How business can better achieve development outcomes	Government action in creating a benign enabling environment for business
		<ul style="list-style-type: none"> • Clear and specific ways to measure progress • Regularly report progress 		<ul style="list-style-type: none"> • Addressing taxes and duties on medicines • Encouraging access to quality assured medicines 	
Pricewater-HouseCoopers		Social, economic, tax and environmental impacts			

It is clear that there is far more consultation with the private sector compared when the MDGs were formulated, nearly 15 years ago. Businesses are eager to be involved, and they can envision the impact they can have on sustainable development. There have been many general calls from businesses, especially on the issue of anti-corruption, the merits of PPPs and for the government to provide an enabling environment for businesses to thrive. However the most useful discussions would be focused on specific sectors or geographies, given the sheer variance between them: the opportunities and challenges of private sector involvement in healthcare, for example, are clearly entirely different to those in water and sanitation for example (Evans 2013). This is what has been lacking in the discussions so far. Furthermore, Southern voices should be explicitly elicited to a greater extent, so that these views can be incorporated into the post-2015 development agenda.

There is scant literature on how successful business has been at incorporating sustainable business goals into the post-2015 development landscape. Whilst lots of different fora have generated lists of issues, the lack of information about whether ideas from business are having any impact could illustrate the difficulty of harmonising two fundamentally different types of process (i.e. the MDGs which are social outcomes driven by public entities and public funding, and accountable to public authorities at national and international levels – and the development impacts of private organisations which are fundamentally driven by commercial objectives and are accountable to shareholders). It is very important to bridge the divide between development and business but trying to achieve this by shoe-horning business into a fundamentally public sector, multilateral process is arguably problematic.

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