SDG ACTION MANAGER

Developed by B Lab and UN Global Compact

Technical Guide

v 1.0 2020

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Track progress.
Transform the world.

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Introduction

Developed by B Lab and the United Nations Global Compact, the SDG Action Manager is a web-based impact management solution to enable businesses to take action on the Sustainable Development Goals through 2030.

This document provides a technical overview of the SDG Action Manager and its methodology, including its structure, key design principles, content, and development process.

Source: The United Nations

The 17 Sustainable Development Goals (SDGs) not only identify where we have to be in 2030 to create the sustainable world we seek, but are also a unique opportunity for all sectors of the economy to rally around a common global agenda to end poverty, protect the planet, and ensure a shared and durable prosperity for all.

As part of this collective call to action, businesses have gained a new "north star" for a world in constant change, and they recognize the significant business opportunity that the SDGs offer, as well as the risk of not addressing the core social and environmental issues of our time. The 2016 UN Global Compact Accenture CEO Study found that, of 1,000 CEOs surveyed, 87% agree that the SDGs provide an essential opportunity for business to rethink approaches to sustainable value creation.[1] Similarly, a survey by Ethical Corporation in 2017 found that 60% of corporations were integrating the SDGs into their business strategies.[2]

And yet, four years after they were ratified, there's still work to do. In the 2019 UN Global Compact Accenture CEO Study, just 21% of respondents indicated business is playing a critical role in contributing to the Global Goals, and only 48% are integrating sustainability into their business operations.

> **"With less than 4,000 days remaining until the 2030 target, business leaders are not content with current progress and are calling for their sectors and peers to step-up and turn commitment into action."[3]**
>
> **– Lise Kingo, CEO and Executive Director of the UN Global Compact[3]**

These challenges require leadership,action, and the resources to support them. Businesses want to understand where they stand against the SDGs currently, how they compare to their peers, and how they can take direct and meaningful action to improve. And while a number of business focused initiatives have been developed

to support business contributions to the SDGs, there is not, as of yet, a tool designed to provide all types of businesses an opportunity to learn about, manage, and directly improve their actions and performance to the sustainable development agenda.

Developed by B Lab and the United Nations Global Compact, the SDG Action Manager is a web-based impact management solution to enable businesses to take action on the Sustainable Development Goals through 2030.

The SDG Action Manager brings together B Lab's B Impact Assessment and the Ten Principles of the UN Global Compact, as well as their joint content expertise, to enable meaningful business action through dynamic self-assessment, benchmarking, and improvement. It is informed by existing SDG business initiatives and the work and feedback of a range of stakeholders, including experts in corporate sustainability, civil society, UN, and academia;[4] and it is inspired by the Certified B Corp community and participating companies of the UN Global Compact.

Launched in January 2020, the SDG Action Manager is available in English, French, Italian,Portuguese, and Spanish. This document provides a technical overview of the SDG Action Manager and its methodology, including its structure, key design principles, content, and development process.

To learn more about the Sustainable Development Goals themselves, and how businesses have the opportunity to contribute, review the following:

- Integrating the SDGs into Corporate Reporting - A Practical Guide
- An Analysis of the Goals and Targets
- The Blueprint for Business Leadership on the SDGs report
- The SDG Compass

Why Should a Business Use the SDG Action Manager?

Find your starting point: Learn which SDGs matter most to you based on your company profile, and how to take action today.

Understand and share your impact: Get a clear view of how your operations, supply chain, and business model create positive impact, and identify risk areas for each SDG.

Set goals and track improvement: We have 10 years to achieve the SDGs. Stay motivated and visualize your progress on the dashboard.

Collaborate across your company: Invite colleagues to join the SDG Action Manager, contribute expertise, and see real-time progress and performance.

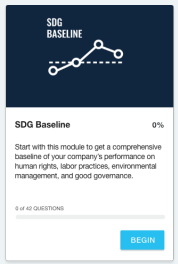
Learn at every step: Determine high-impact action based on thought-provoking yet actionable assessment questions, benchmarks, and improvement guides.

Trailblaze together: Join a global movement of companies working to build a better world for people and our planet by 2030.

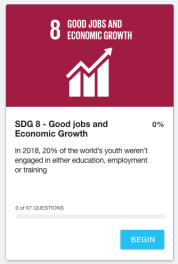
Overall Structure

The SDG Action Manager is structured as a series of distinct modules, beginning with a "Baseline Module" that provides a starting point for users, expanding to Modules for each of Sustainable Development Goals 1-16.[5] Each module is structured into subsections, and features a series of questions designed to offer concrete actions for businesses to improve their impact, a performance framework to track their progress and internally benchmark against others, and supplemental resources to assist in their implementation.

The baseline + module approach has been designed to optimize engagement and improvement among businesses while also acknowledging important interconnections and principles within the Sustainable Development Goals. The combination of the two - a comprehensive baseline approach and in depth assessment on specific SDGs, creates a balanced structure that can provide the most meaningful insights for all.



Baseline Module: Designed to be comprehensive and rooted in the Ten Principles of the UN Global Compact as well as the Sustainable Development Goals, the Baseline Module covers cross-cutting principles across all SDGs and demonstrates a general commitment to them, focusing on topics such as human rights, labor practices, environmental management systems, and good governance.



SDG Specific Modules: Rooted in the underlying targets of each Sustainable Development Goal, SDG specific modules feature questions designed to go deeper into the many different ways businesses can make concrete contributions to the individual SDG. It is structured by Business Model, Internal Operations, Supply Chain, Collective Action, and Risk Level to cover the many different aspects of businesses that can contribute positively to the Global Goals.

In order to provide clarity on how specific practices tie to the SDGs, as well as concrete insight into business performance, it is necessary to have a structure that ties actions and performance directly to individual SDGs. Recognizing the need for broad business engagement in order to achieve them, it is also necessary to create meaningful onramps towards performance management and improvement for all businesses, including allowing users the opportunity to focus their efforts on those areas that are most relevant to them.

50% of companies aim to prioritize between 1-5 SDGs

According to a survey conducted as part of the development of the SDG Action Manager.

How does the SDG Action Manager reflect the holistic and interconnected nature of the Sustainable Development Goals?

While acknowledging the need for a structure that clearly links actions and performance to individual SDGs, the overlapping and interconnected nature of the Global Goals is embedded in the Baseline + Module structure of the SDG Action Manager. Where actions and questions are relevant across all or multiple SDGs, they may appear in the baseline or in each module, and only need to be answered once. This still allows performance to be assessed and managed to specific SDGs while creating interconnections across modules. Users are also able to identify how each question is mapped to every relevant SDG and its underlying targets throughout the platform.

Simultaneously, it is also necessary to acknowledge that while there are 17 distinct SDGs, they are interconnected and holistic. Having companies focus on select SDGs, particularly those that are easy, creates the possibility of "SDG washing" in which the most material opportunities for a business to contribute and improve its impact are lost. While the SDG Action Manager, as a voluntary impact management tool, cannot completely avoid these risks, the module approach has been designed to mitigate them by enabling honest reflection and insights while still creating a usable tool for businesses to take action.

By offering a baseline module that provides a comprehensive introduction not only to key business issues related to the Sustainable Development Goals but to social and environmental issues broadly, all users will get a general understanding of their performance across many cross-cutting and foundational issues, while still seeing connections from those practices to the SDGs.

The SDG Action Manager has been developed as a management and measurement tool in recognition of the educational value of the platform and the need not for external reporting or verification (which already exists in the market), but for concrete opportunities to enable action and improvement. There will be no verification of a company's performance as part of the SDG Action Manager and hence the platform will not make claims on "absolute" quantified contributions to any given SDG.

As a result, the distinct purpose and design elements of the SDG Action Manager can complement many frameworks and tools already existing or in development, including those developed by many of the Advisors of the SDG Action Manager like the Global Reporting Initiative and World Benchmarking Alliance. More detail about Advisors and development process for the SDG Action Manager is available in the Development section of this document.

The B Impact Assessment and the SDG Action Manager

The B Impact Assessment is a tool that companies use to manage their impact on their workers, community, customers, and the environment. High verified performance on the BIA is one of three requirements for a company to be eligible to earn B Corporation Certification.

Developed by B Lab and the UN Global Compact, the SDG Action Manager incorporates the Ten Principles of the UN Global Compact and the Sustainable Development Goals (SDGs) to enable businesses to identify risks areas, track improvement, access resources, and manage their impact on the SDGs throughout their operations, supply chain, business model, and collective action. The SDG Action Manager will enable users to integrate the BIA's comprehensive, stakeholder-based view, with a more focused look at their performance on the Sustainable Development Goals.

Recommended Modules

Once users complete the required Baseline Module, they will unlock access to all other modules and be able to opt into those that are most relevant to them. In order to provide guidance to users on how best to prioritize the SDGs, and help optimize usage of the platform to focus on SDGs with the most material opportunities for impact given their particular context, users will receive guidance on what modules to select.

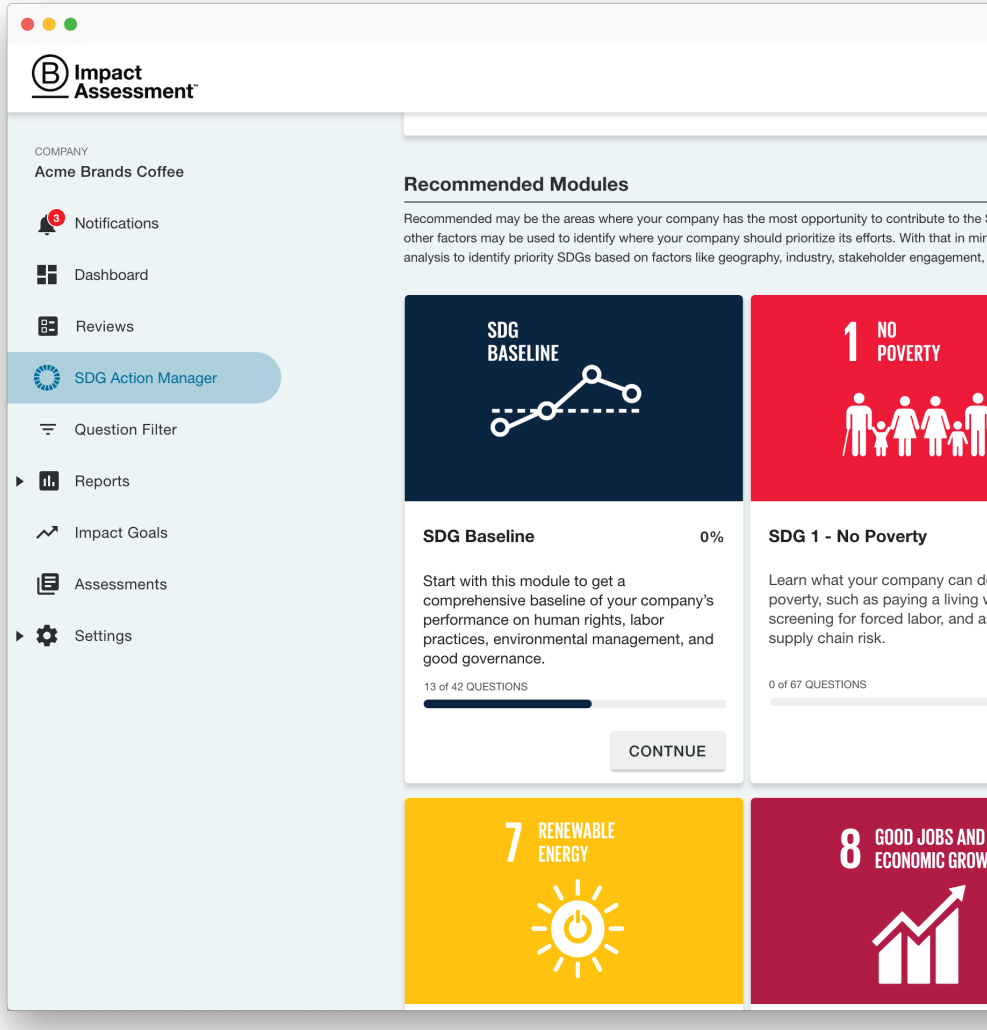
World Benchmarking Alliance Industry to SDG Mapping

Source: World Benchmarking Alliance Industry to SDG Mapping

Overall Structure

First, users will have a dashboard that includes a list of "suggested SDGs" based on industry that the company indicated they belong to during registration. Industries are based on internationally recognized ISIC codes, while suggestions are based on market analysis conducted by the World Benchmarking Alliance[6] to identify key SDGs for different sectors.

While the World Benchmarking Alliance has provided one set of guidance on where a company can have the greatest impact on the SDGs, many different aspects of a company's context may be used to identify and prioritize SDGs. For this reason, in addition to the general suggestions based on the World Benchmarking Alliance, companies can also undertake their own context specific analysis to identify priority SDGs based on factors like geography, industry, stakeholder engagement, etc., and can also be used to recognize various interconnections between the SDGs themselves. The SDG Action Manager will include a resource that will provide guidance on this prioritization in addition to the recommendations based on the research of the World Benchmarking Alliances.



Module Design

Each module is comprised of a series of approximately thirty questions tailored to a company and designed to provide a holistic set of practices and indicators for its designated topic. The Baseline and SDG Specific Modules are broken down in more detail in the next section, but there are also common design principles across them all as well, including the following:

Tailored Content

In addition to suggesting SDG specific modules based on a company's industry, questions within modules are tailored to a company based on their size, sector, and geographic market, in accordance with the structure of the B Impact Assessment. In addition to these standard methods of customization, select modules also offer industry specific questions where an industry was identified as having a particularly unique and significant opportunity to contribute to the particular issues being covered.

In all cases, tailored content is designed to make each module as relevant as possible to individual companies, while still maintaining continuity for benchmarking and overall comparability. Inevitably, not all questions will feature practices that are possible, or even relevant, for every individual company, but it is necessary to feature a broad array of questions, including those that may be particularly aspirational for any given user, to acknowledge the many opportunities and actions that businesses can take to contribute to sustainable development. Users are encouraged to focus on those areas of action that are of most relevance to their particular context.

Tailored Content in the SDG Action Manager

Company Size	Sector	Geographic Market
0 employees	Service with Minor Environmental Footprint	Developed Markets - United States
1-9 employees	Service with Major Environmental Footprint	Developed Markets - Global
10-49 employees	Wholesale/Retail	Emerging Markets
50-249 employees	Manufacturing	--
250-999 employees	Agriculture	--
1000+ employees	--	--

Additional tailored questions are added for specific industries within SDGs most relevant to them, including:

Industry	Modules
Physical products that include packaging	SDG 14
Food, Beverage & Agricultural Products	SDG 1, 2, 3, 6, 9, 10, 12, 13, 14, 15
Banking & Financial Services	Baseline + SDG 1, 10, 13
Microfinance	SDG 1
Extractives	Baseline + SDG 6, 16
Pharmaceuticals 3	SDG 3
Information & Communications Technology	SDG 4,5,9
Media	SDG 4
Oil & Gas	SDG 7,13
Tourism	SDG 12

Balanced Content

While most of the underlying targets of the SDGs feature indicators that are quantitative in nature, the SDG Action Manager has a balance of qualitative and quantitative questions, with some variability depending on the module. Providing both qualitative and quantitative practices and indicators allows for balanced coverage across different themes and topics, as certain issues themselves lend themselves to more quantitative or qualitative measures. A focus on one over the other would create a risk of inadvertently missing or insufficiently covering certain topics (for example, while environmental performance can be more easily quantified, human rights performance may not. It also allows for the modules to differentiate performance among all companies, not just those that track the specific quantitative data requested.

Furthermore, while quantitative questions provide more concrete measures of actual performance, qualitative practices are often more action-oriented and can provide the most educational value in guiding a company towards improving their contributions and performance. While qualitative measures are therefore prevalent in modules, the scoring of questions is more heavily weighted towards quantifiable indicators of "impact."

Standards and Research Based Content

All content within the modules of the SDG Action Manager have been based on at least one of the following:

- The standards of the B Impact Assessment, now in its sixth version, which is independently governed and has been informed by expert stakeholders and more than 60,000 users
- Other standards, assessments, and/or reporting frameworks related to business action and performance on the SDGs
- Supplemental expert input and research on specific topics through the development process of SDG Action Manager

In many cases, question content is identical to questions from the BIA, allowing users who complete content on either the BIA or the SDG Action Manager to make progress on the other.

In other circumstances, BIA questions have been tailored to more specifically capture performance relevant to a specific SDG, making it technically unique but nonetheless based on and rooted in the underlying principles of the BIA. Approximately 35% of questions in the SDG Action Manager are questions directly from the BIA, while approximately 20% are based off of, but not identical to, questions from the BIA.

Sample of Resources Consulted for New Content of the SDG Action Manager:

- Danish Institute for Human Rights Global Compact Self-Assessment
- Global Reporting Initiative's "Analysis of the Goals and Targets"
- SDG Compass
- WEPS Gender Gap Analysis Tool
- Access to Nutrition Index
- Corporate Human Rights Benchmark
- KPMG and United Nations Global Compact's SDG Industry Matrix
- Access to Medicine Index
- CDP Climate Change Questionnaire

Positive Impact and Risk Focused Content

When evaluating a company's performance, even internally, it is necessary to consider not only the potential positive practices and contributions to an SDG, but also how it may be negatively contributing or hindering its achievement. While the Baseline Module, because it is comprehensive and rooted in the UN Global Compact Ten Principles already has an inherent focus on "doing no harm" - each SDG specific module features a section focused on risk that covers sensitive industries, practices, and outcomes that might negatively contribute or inhibit its achievement.

Supplemental Resourced Content

In addition to the question content of the SDG Action Manager, each module includes guidance on how to answer the questions, definitions of key terms, and links to resource guides that help companies take action and improve their performance, largely based off of the United Nation Global Compact's Resource Library. Over time, additional resources will be added to the SDG Action Manager, including samples of company best practices.

In addition to resources and information, users will also have the ability to set and track improvements on specific questions, and access to their own performance on each completed module that will let them understand their own performance and benchmark to others. Based on user needs and feedback, additional features and resources will continue to be refined and added over time in order to make the SDG Action Manager easier to use and more impactful.

The Baseline Module

In the Baseline Module of the SDG Action Manager, users answer a series of questions about how companies can proactively manage issues related to their fundamental responsibilities to respect the dignity of individuals, rule of law, and the natural ecosystems that are at the foundation of our life and society.

In order to provide comprehensive coverage of the most core topics related to these responsibilities, the module has been rooted in the globally recognized Ten Principles of the UN Global Compact. Topics include questions about commitments to human rights, positive labor practices, environmental management systems, and good governance.

The UN Global Compact Ten Principles

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

v3: 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;

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;

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.

*The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

To learn more: www.unglobalcompact.org/what-is-gc/mission/principles

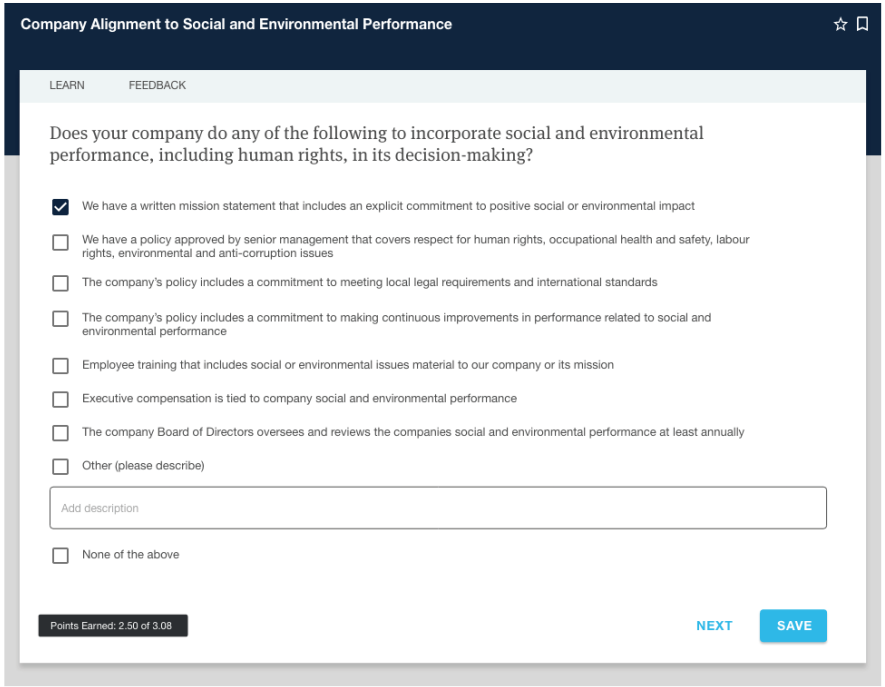
In addition to the Ten Principles, the baseline module also features a set of introductory questions that cover practices related to how a company can embed social and environmental performance (including human rights) into their company, including specific ways to align those actions with the Sustainable Development Goals themselves. Recognizing the comprehensive and interconnected nature of the Sustainable Development Goals, these introductory questions and the questions based on the Ten Principles provide a comprehensive overview of performance on the SDGs as well. Questions are themselves mapped to specific SDGs and targets to allow users to understand these interconnections.

Based on the structure of the UN Global Compact Ten Principles, the Baseline Module is broken down into the following sections:

Introduction

Offers a general overview of a company's engagement on social and environmental issues, including topics like stakeholder engagement and governance, supply chain management, tax and government affairs practices, and integration of the Sustainable Development Goals.

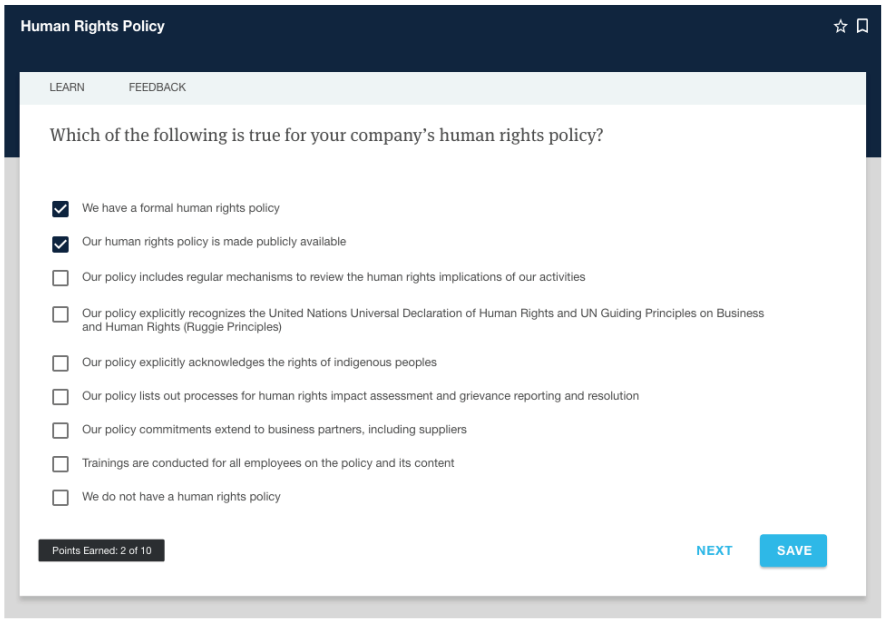
Sample Introduction Question:



Human Rights

Covers topics related to Principles 1 and 2 of the UN Global Compact: to support and respect the protection of internationally proclaimed human rights and to ensure that they are not complicit in human rights abuses.

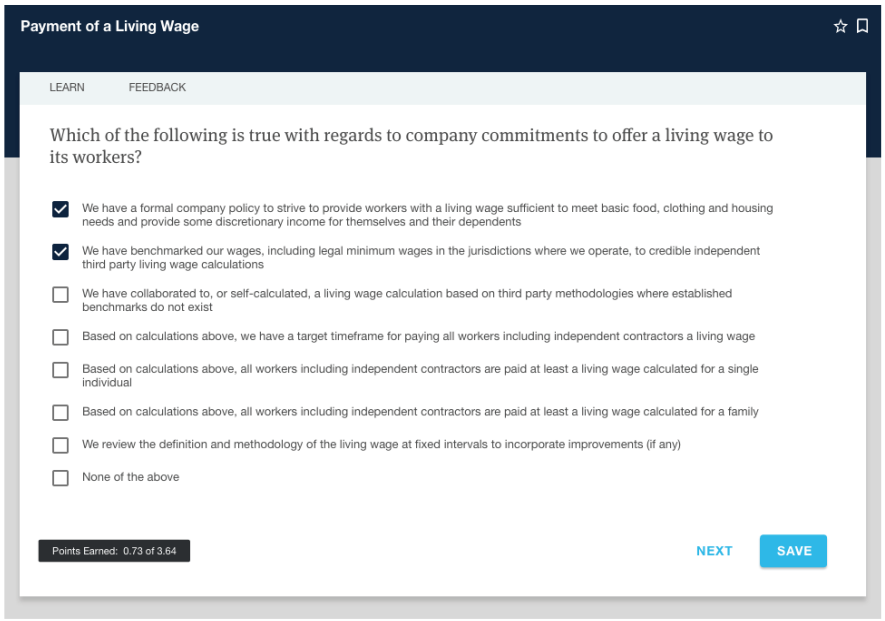
Sample Human Rights Question:



Labor

Covers topics related to Principles 3 through 6 of the UN Global Compact: to uphold freedom of association, abolish forced and child labor, and eliminate discrimination in employment.

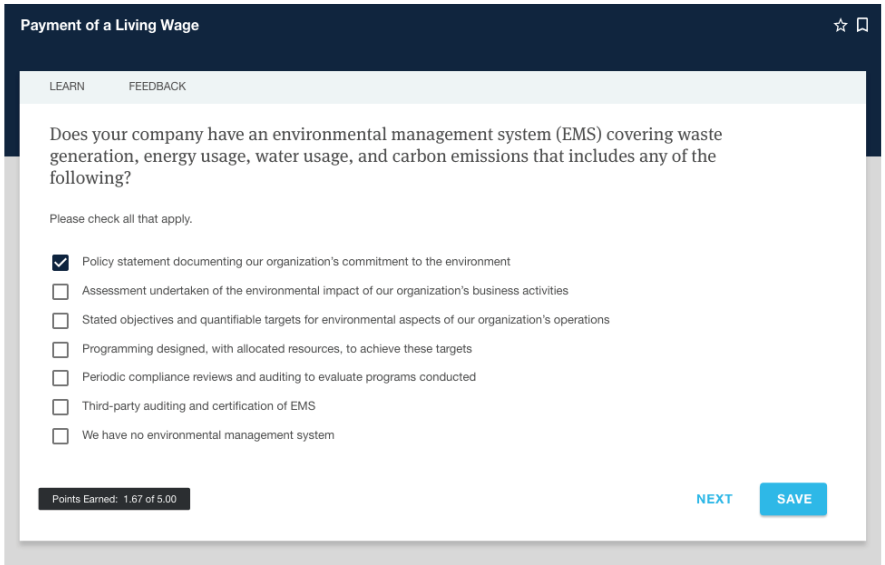
Sample Labor Question:



Environment

Covers topics related to Principles 7 through 9 of the UN Global Compact: to take a precautionary approach to environmental challenges, undertake initiatives to promote greater environmental responsibility, and encourage the development and diffusion of environmentally friendly technologies.

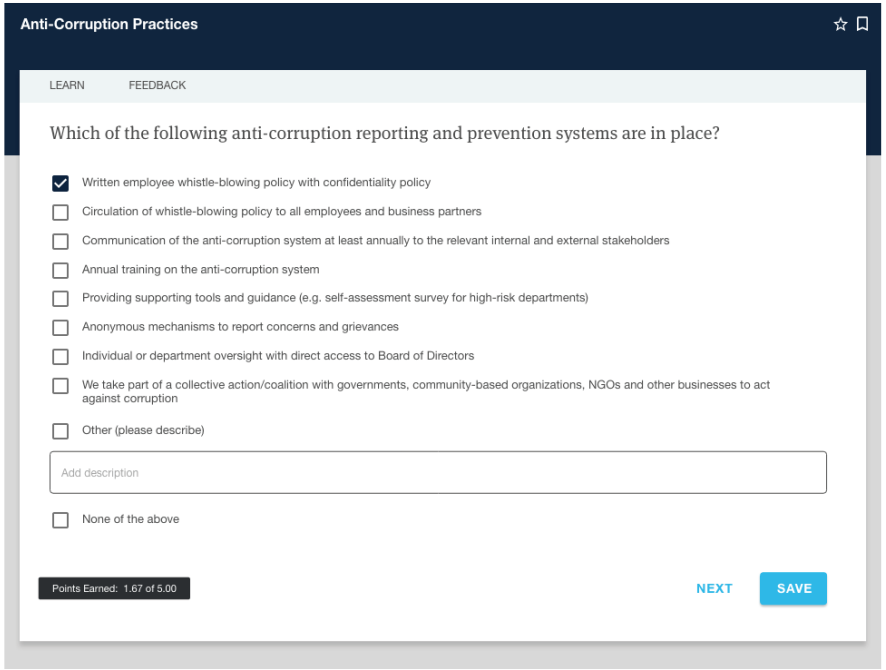
Sample Environment Question:



Anti-corruption

Covers topics related to Principle 10 of the UN Global Compact: to work against corruption in all forms, including extortion and bribery.

Sample Anti-corruption Question:



SDG Specific Modules

In the specific modules of the SDG Action Manager, users will be able to dive deep with specific questions highlighting key practices and measures that they can take to help achieve that particular SDG.

The 17 SDGs are elaborated into 169 targets which themselves have a number of underlying indicators. Some of these targets are not directly applicable to businesses owing to their scope, but all business relevant targets for each SDG are incorporated in some way, along different aspects of a business's impact (supply chain, internal operations, business models) and different types of questions (such as policies, practices, outputs and outcomes). In identifying questions for each module, a balance has been struck between depth and breadth of coverage for each target, but also with an emphasis on targets of universal relevance and materiality across businesses. Within the platform, users will be able to access a complete mapping of each question to individual targets.

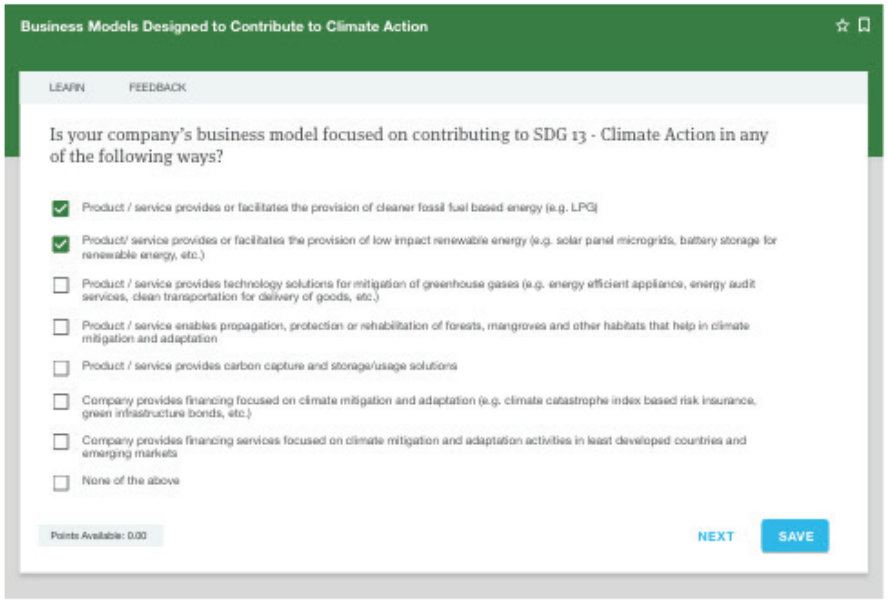
While the SDGs are comprehensive, they were not created primarily for businesses and the SDG targets themselves may have their limitations. Basing the content of the SDG Action Manager exclusively and explicitly on the underlying targets would limit the potential ways in which businesses can contribute to the broad theme of the SDGs that "no one will be left behind,"[7] and so the Action Manager features questions that not only explicitly address specific targets of the SDGs, but also cover topics that are closely aligned with the overall intent of the SDGs as identified by advisors and contributors.

Each SDG specific module is organized as follows, representing the different overarching aspects of a business action on the SDGs:

Business Model

This section provides an overview of how a company's business model may be oriented toward contributing to the SDG, including how a company can analyze how its business relates to the goal and whether it has explicitly designed products or services to achieve it.

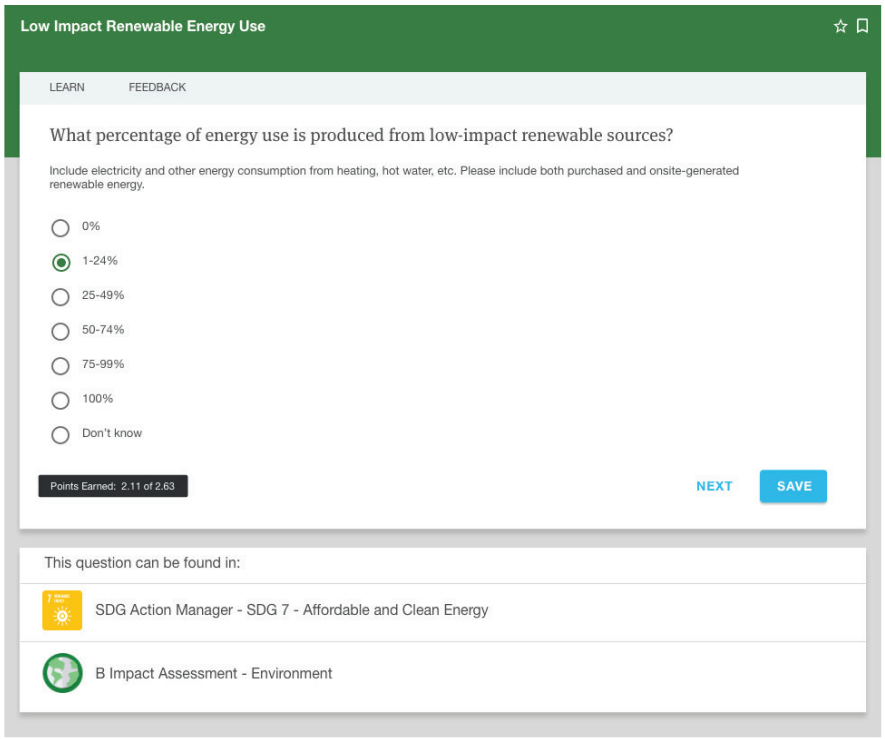
Sample Business Model Question:



Internal Operations

This section covers topics related to how the company can contribute to the SDG within its own operations, including practices related to its own facilities, workforce, etc.

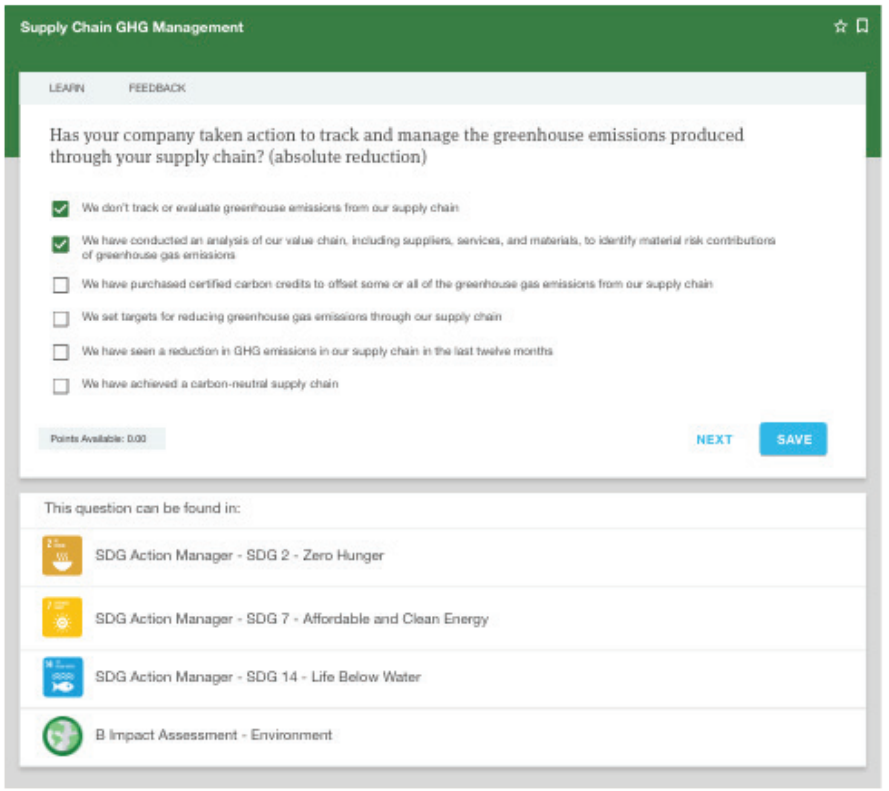
Sample Internal Operations Question:



Supply Chain

This section covers topics related to how the company manages its supply chain's contributions to the SDG, including supplier screening practices and supplier support.

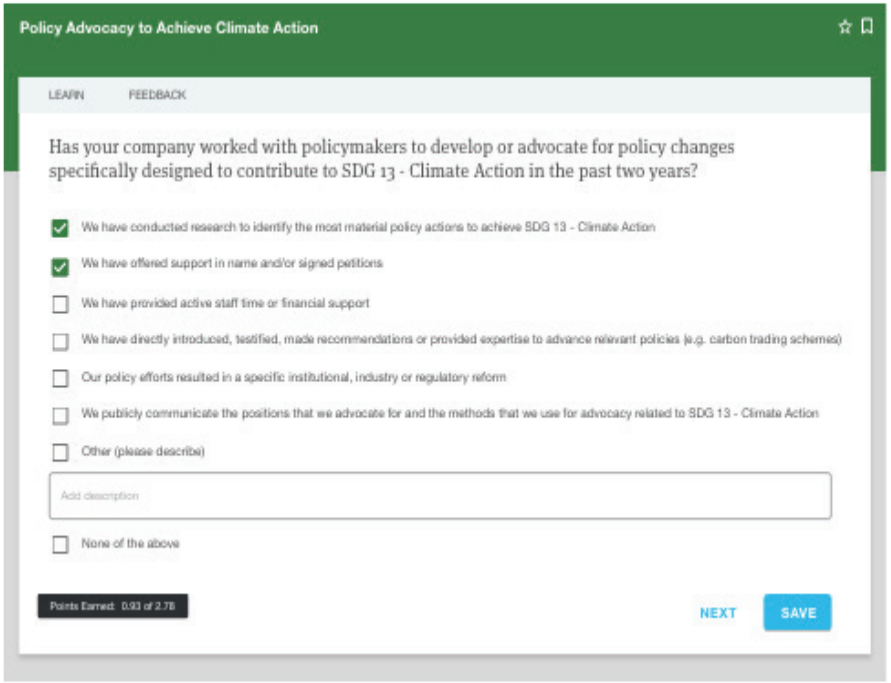
Sample Supply Chain Question:



Collective Action

This section recognizes the broader opportunities a company can engage in outside its business model, operations, and supply chain to contribute to the SDG at the industry, regulatory, or societal level. Topics include advocating for positive regulatory reforms, industry collaborations, and community investments.

Sample Collective Action Question:



Risk Level

This section covers potential issues that may negatively affect or inhibit the SDG. Scored separately from the other sections, this is intended to indicate risk and potential priority areas to mitigate. Users receive an overall flag rating based on specific practices, industries, or even lack of information related to the SDG, and can receive a Green, Yellow, Orange, or Red Flag as described in the section on scoring below.

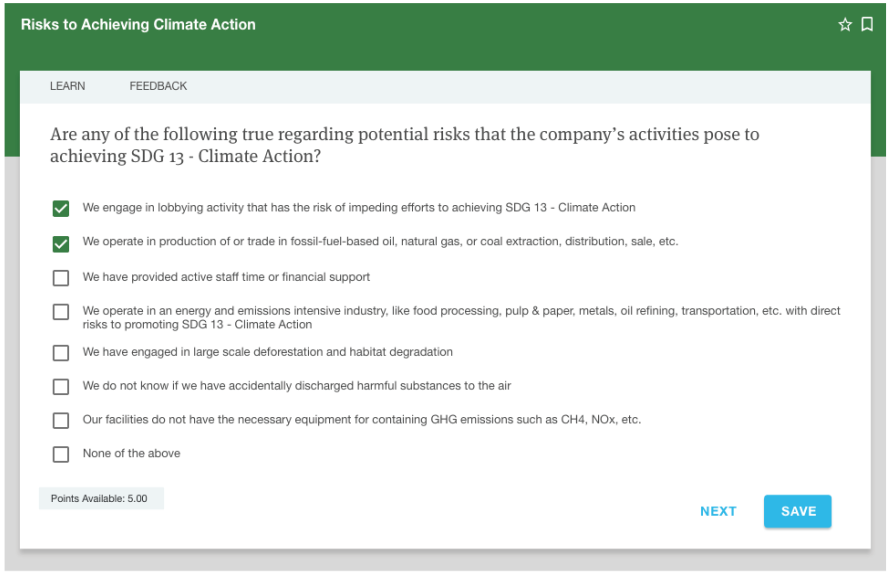
While the SDG Action Manager does not provide external reporting or verification, the risk section is particularly important in understanding the holistic performance of a company and prioritizing areas of improvement. It is designed to offer a candid reflection of risk for the Technical Guide to the company's own internal usage, and does not assume actual negative impact based on the answers.

Each risk level section includes questions designed to flag potential risks in the following categories:

- Industries (for instance, tobacco and its potential impacts on SDG 3 - Health and Wellbeing)
- Practices (for instance, the use of prison labor and its risks related to SDG 8 - Decent Work and Economic Growth)
- Outcomes (for instance, environmental spills that may negatively impact SDG 14- Life Below Water)
- Lack of Information (for instance, not having information available to identify whether the company's supply chain has forced labor in it)
- Lobbying (for instance, being part of an industry association that prevents regulatory action that may contribute to SDG 13 - Climate Action)

Following an indication of any of these risk areas, questions are asked to understand thecontext of the issue, their scope / frequency (is it a large part of the overall impact of the business or a small part?) as well as the management systems a company may have in place to help mitigate the potential risks.

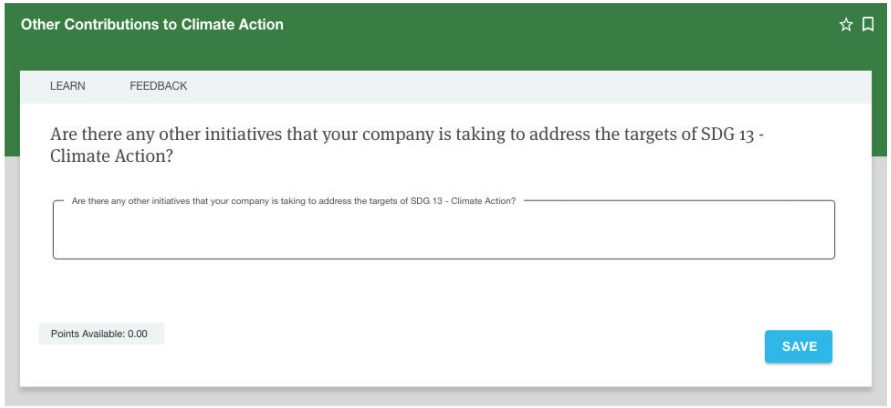
Sample Risk Level Question:



Other

No list of questions regarding possible contributions to an SDG can be complete. This section provides an opportunity for the company to articulate other contributions related to the SDG that may not have been sufficiently covered in the questions above.

Sample Other Question:



Scoring Methodology

In order to take stock of a company's current actions and performance, and to chart and track improvements over time, users have access to their performance for each module providing an overall performance score and a score breakdown by each subtopic within the module to understand the companies respective strengths and potential areas for improvement.

Scoring for each module is presented as a percentage (0-100%), with underlying subtopics presented on a "points" basis (0-25) in order to provide an easily understandable overall score for a given SDG module while also allowing for users to more clearly track and quantify detailed performance and improvements on a deeper level. Each subtopic per module is equally weighted in the overall performance rating for that module.

Subtopics Per Module

Baseline Subtopics	SDG Specific Subtopics
Introduction	Business Model
Human Rights	Internal Operations
Labor	Supply Chain
Environment	Collective Action
Anti-Corruption	Risk Level

Reflective of the positive practices that are featured in the questions, all users begin with a score of zero for each module, and earn credit for the practices and answers that they complete. No answers subtract from the company's score. Questions and answer options are scored individually and aggregated up to sub-topic scores. For any question that is answered as "Not Applicable," the question will not factor into the company's score.

Each question has its own score value which is viewable on the question itself within the platform. Point values are based on underlying "relative weightings" for each question compared to the other questions included in their subtopic. Each question is assigned a weighting based on the question's level of difficulty and its materiality as an indicator of performance, based on the methodology established by the B Impact Assessment - "Equally" weighted questions being equivalent to other equally weighted questions in the subtopic, "heavily" weighted questions being 2x the point value of equally weighted questions, and "less" weighted questions being 1/2x. While relative weightings are not presented explicitly in the platform, point values are and relative weights can be ascertained through them.

In general, questions that are more difficult and/or quantitative indicators of impact are more heavily weighted. Answer options within a question are assigned a percentage value of the points available within the question, similarly based on overall difficulty and materiality of impact. In many cases, a user can earn maximum points for the question even if all answer options are not selected, in circumstances where a subset of answer options have been deemed to be aspirationally "managing" the particular topic covered in the question.

Because of the diverse and aspirational nature of questions, even high performance on any given area may signal a low overall percentage earned. This is reflective of the fact that each SDG is far reaching and ambitious, and that all companies have opportunities to improve their own performance regardless of how well they are doing currently. In addition to the company's own score, users also have the ability to benchmark performance among other peer users, including filters based on the company's purpose, size, sector, and geography.

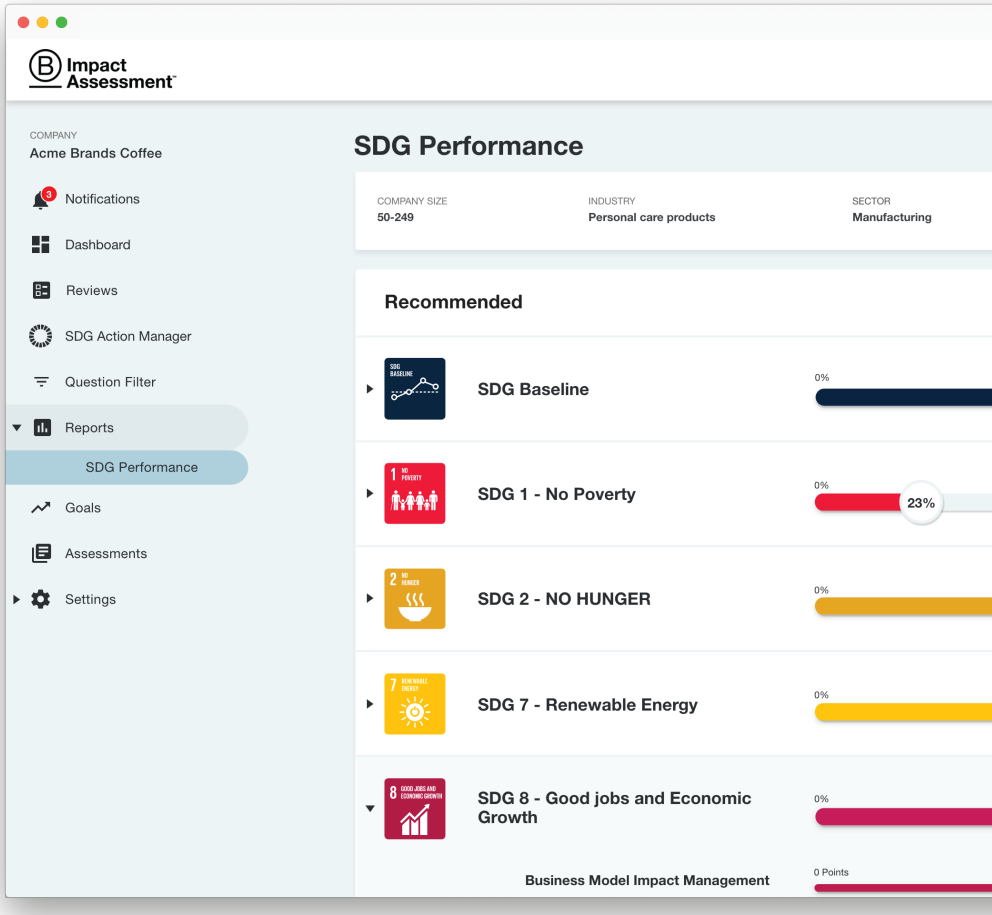
Understanding Overall Performance

Performance on the SDG Action Manager for any specific module is designed to be aspirational, meaning that even high performing companies aren't expected to be able to earn high credit.

For context, appropriate performance benchmarks from the B Impact Assessment are the following out of 200 points:

- **Median Score of Ordinary Businesses: 52 (26%)**
- **Qualifying B Corp Certification: 80 (40%)**
- **2019 Minimum Qualifying "Best for the World"[8] Score: 113 (57%)**

Because the overall content of the Sustainable Development Goals are so far reaching, and because the design of the SDG Action Manager is to allow users to focus on modules of most relevance to them, an overall performance score for the SDGs collectively is not available.

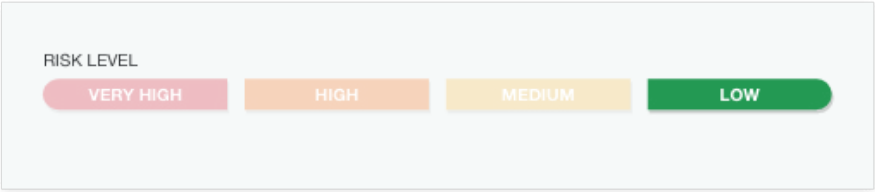


Risk Level

Because of the difficulty in objectively assessing the potential implications of these topics, and recognizing that different users may value or interpret them differently, this section is framed as a potential "risk" and does not assume actual negative or hindering practices. They do, however, signal potential important priority areas for a company to consider when taking action, and are important for honest and meaningful reflection on the part of the company in relation to sustainable development.

Risk Level is evaluated differently than other subtopics, through "flag ratings," rather than quantitatively, both to differentiate this section as an indication of risk rather than actual performance, and also to avoid the implication that positive and negative performance can be meaningfully aggregated. For the SDG Action Manager, "enough" positive practices cannot outweigh potentially negative practices on the whole, and therefore it is important to acknowledge them separately.

Risk Evaluation Per SDG



Based on the results of these questions in the initial severity of the issue, as well as whether the company has identified more than one of the risk categories for a particular SDG, performance is aggregated into the overall risk flag. Taken individually, and based on their scope and management of the issue, the flag ratings produced based on each individual category could be the following:

Risk Type	Possible Flag Ratings
Industry	Yellow - Red
Practice / Outcome	Green - Red
Lack of Info	Green - Yellow
Lobbying	Yellow

Development Process

The SDG Action Manager was originally formally launched by anchor partners B Lab and the United Nations Global Compact in early 2018 with support of a variety of funders. Development began in 2018 and ran through 2019, with launch in January of 2020.

In the second half of 2018, B Lab and The Center for Ethics and Social Responsibility (CESR) at the Leeds School of Business, University of Colorado Boulder, carried out a mapping and gap analysis of the B Impact Assessment to the SDGs. The analysis detailed the ways in which the BIA covers each of the 17 Sustainable Development Goals (SDGs) and the 169 Targets under those goals; as well as the gaps in the BIA relative to the SDGs and Targets. The study yielded if and how each question of the BIA maps to any of the 17 SDGs, 169 SDG Targets, and 1,554 SDG Compass Indicators. The study also yielded whether these linkages are direct or indirect.

Following the mapping, questions from the B Impact Assessment that were mapped to the SDGs were reviewed and selected for each module. Simultaneously, consultations were undertaken with all Content Advisors as input into the overall structure and methodology of the SDG Action Manager. A draft methodology was dispersed to advisors for additional input along with sample modules for the Baseline Module and select SDGs, which included drafts of new questions to supplement questions from the BIA. Revisions were made to each based on input, and drafts were developed for all modules.

Following internal revisions and workshops between B Lab and UN Global Compact on all modules, new drafts were distributed to expert contributors for each SDG in July and August. Feedback was provided for an additional iteration of content prepared for beta testing, along with the production of the online platform, ongoing development of the overall methodology, and resource tagging for supplemental resources, in November 2019. Final revisions to the content per beta tester feedback were made in December 2019, in preparation for the formal launch of the SDG Action Manager in January 2020.

The SDG Action Manager is a living platform, and following launch additional features and details will continue to be revised and added, along with updates to content and methodology as necessary.

Partners & Advisors

Anchor Partners: B Lab and the United Nations Global Compact
Content Advisors: Danish Institute of Human Rights (DIHR); Global Reporting Initiative (GRI); Impact Management Project (IMP); Center for Ethics and Social Responsibility at the Leeds School of Business, University of Colorado Boulder; United Nations Development Programme; University of Geneva; and World Benchmarking Alliance (WBA).

Many more expert contributors from around the globe listed at this link contributed SDG-specific content.

Funding Partners: Canada's International Development Research Centre (IDRC), the Bill & Melinda Gates Foundation, Emmanuel Faber as an individual donor, the Generation Foundation, the Robert Wood Johnson Foundation, the Skoll Foundation, and the UK Department for International Development (DFID).

Because of the difficulty in objectively assessing the potential implications of these topics, and recognizing that different users may value or interpret them differently, this section is framed as a potential "risk" and does not assume actual negative or hindering practices. They do, however, signal potential important priority areas for a company to consider when taking action, and are important for honest and meaningful reflection on the part of the company in relation to sustainable development.

Risk Level is evaluated differently than other subtopics, through "flag ratings," rather than quantitatively, both to differentiate this section as an indication of risk rather than actual performance, and also to avoid the implication that positive and negative performance can be meaningfully aggregated. For the SDG Action Manager, "enough" positive practices cannot outweigh potentially negative practices on the whole, and therefore it is important to acknowledge them separately.

Footnotes

1 - Page 4

The 2016 UN Global Compact Accenture CEO Study found that, of 1,000 CEOs surveyed, 87% agree that the SDGs provide an essential opportunity for business to rethink approaches to sustainable value creation.

www.unglobalcompact.org/library/4331

2 - Page 4

Similarly, a survey by Ethical Corporation in 2017 found that 60% of corporations were integrating the SDGs into their business strategies.

www.ethicalcorp.com/60-companies-are-integrating-sdgs-business-strategy

3 - Page 4

With less than 4,000 days remaining until the 2030 target, business leaders are not content with current progress and are calling for their sectors and peers to step-up and turn commitment into action." said Lise Kingo, CEO and Executive Director of the UN Global Compact.

www.unglobalcompact.org/news/4481-09-24-2019

4 - Page 5

It is informed by existing SDG business initiatives and the work and feedback of a range of stakeholders, including experts in corporate sustainability, civil society, UN, and academia

Advisors to the SDG Action Manager include the Danish Institute of Human Rights (DIHR); Global Reporting Initiative (GRI); Impact Management Project (IMP); Center for Ethics and Social Responsibility at the Leeds School of Business, University of Colorado Boulder; United Nations Development Programme; University of Geneva; and World Benchmarking Alliance (WBA), along with over 50 expert contributors on specific SDGs. More information about the development of the SDG Action Manager is available under "Development Process."

5 - Page 6

The SDG Action Manager is structured as a series of distinct modules, beginning with a "Baseline Module" that provides a starting point for users, expanding to Modules for each of Sustainable Development Goals 1-16

SDG 17 - Partnership for the Goals, does not have its own module. Because of its transversal nature actions relevant to businesses from SDG 17 are embedded throughout the SDG Action Manager in the Baseline and other SDG specific Modules.

6 - Page 9

Industries are based on internationally recognized ISIC codes, while suggestions are based on market analysis conducted by the World Benchmarking Alliance

World Benchmarking Alliance (2019), Measuring What Matters Most , Retrieved from (pg.8)

www.worldbenchmarkingalliance.org/wp-content/uploads/2019/10/WBA-sevensystemstransformations-report.pdf

7 - Page 17

Basing the content of the SDG Action Manager exclusively and explicitly on the underlying targets would limit the potential ways in which businesses can contribute to the broad theme of the SDGs that "no one will be left behind,"

The 2030 Agenda for Sustainable Development

https://sustainabledevelopment.un.org/post2015/transformingourworld

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2019 Minimum Qualifying "Best for the World"Score: 113 (57%)

"Best for the World" is an annual list of the highest performing B Corps, based on the top 10% of performers for the year.

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