THE BISCAY MODEL

Aligning tax policy with the United Nations Sustainable Development Goals

A CONCEPT NOTE BY THE UCL INSTITUTE FOR INNOVATION AND PUBLIC PURPOSE

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The Biscay Model. Aligning tax policy with the United Nations Sustainable Development Goals. A concept note by the UCL Institute for Innovation and Public Purpose.

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Written by

Mariana Mazzucato, Kate Roll, David Aeron-Thomas, Martha McPherson and Miren Aintzane Lorca de Urarte.

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About the Institute for Innovation and Public Purpose

The mission of the UCL Institute for Innovation and Public Purpose (IIPP) is to change how public value is imagined, practised and evaluated in order to tackle societal challenges. The Institute encourages economic growth that is innovation-led, sustainable and inclusive.

Growth has not only a rate but also a direction: IIPP confronts this directionality head on. Finding solutions to global challenges requires purposeful organisations to collaborate in fundamentally new ways — across the state, businesses and civil society.

IIPP rethinks the role of the state in these collaborations. Rather than just acting as a market fixer, the state can co-create value. A mission-oriented approach sets inspirational goals and draws on dynamic tools — from procurement to prize schemes — to nurture bottom-up experimentation and change. IIPP's research and teaching advances the new economic thinking and practical tools needed to make this a reality.

IIPP is a department within University College London (UCL), which was founded in 1826 to solve grand challenges; IIPP is part of The Bartlett faculty, known internationally for its radical thinking about space, design and sustainability.

Forward by IIPP Founding Director Professor Mariana Mazzucato and The President of the Government of Biscay Unai Rementeria

The challenges of this current time – the climate emergency, inequality, and the Covid-19 pandemic – require action that is bold and innovative. These are challenges that require ambition, vision and collaboration in our policy-making.

This is exactly what we have set out to do in this joint work between the UCL Institute for Innovation and Public Purpose and the Government of Biscay. This partnership has taken on the essential question of how to employ fiscal policy tools to address the United Nations (UN) Sustainable Development Goals (SDGs) – the 17 Goals that envision a world that is fairer, greener, and healthier.

The model presented in this Concept Note provides a blueprint for aligning tax policy with the SDGs. More than suggesting a marginal improvement to legislation, this model provides a foundation for shifting the system and rethinking the relationship between the state, organisations and the economy. This marks the first attempt globally to bring together taxation and the SDGs.

Beyond its novelty, the model is notable for a three key reasons. Firstly, it sets a direction towards de-financialisation and sustainability, using the tax system to help shift investment and activity towards the SDGs. Secondly, it provides an example of how taxation and fiscal policies can be used to support important missions like the SDGs. And, thirdly, this sets out a means of assessing contributions to the SDGs, building on previous efforts that have focussed primarily on reporting.

Biscay is the largest of the three Historical Territories of the Basque Country and its capital, Bilbao, the main city of Bay of Biscay, Atlantic Arch of Europe. One of its distinguishing features is its unique capacity to collect all taxes and establish tax laws, providing a safe environment focused on tax certainty and political stability, being proud of its zero-uncertainty policy. Biscay is focused in three main transitions: energy, digital and health and wellbeing, and provides the best living lab to develop tax system alignment with SDGs.

The SDGs speak to the greatest challenges of our day. By definition, the problems that they highlight are complex and even 'wicked.' And while no single approach can solve these challenges, work needs to begin, urgently. The Biscay Model marks an important step forward in our efforts to achieve the 2030 Agenda and the better world that it represents.

Professor Mariana Mazzucato and The President of the Government of Biscay Unai Rementeria outside the Guggenheim Museum Bilbao

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The Biscay Model: a concept note

The Biscay Model is a path-breaking approach to bringing together tax policy and sustainability. The model provides a recommendation from the UCL Institute for Innovation and Public Purpose for aligning regional tax policy with the 2015 United Nations (UN) Sustainable Development Goals (SDGs). This concept note introduces the model.

The tax powers of the Biscay Government enable it to do something revolutionary: to become the first local or regional authority to implement fiscal policies that are aligned with the UN Sustainable Development Goals. Recognising this opportunity, the Biscay Economic Activity Review (BEAR) project is a collaboration between the Biscay regional tax authority and the Institute for Innovation and Public Purpose (IIPP), University College London (UCL). Its purpose is to embed the values of the United Nations Sustainable Development Goals into fiscal policy.

This is the right place and right time and for this work. In addition to its tax powers, the region also has a celebrated history of innovation, including through cooperatives. And, the last year, marked by the Covid-19 pandemic, has underscored the interconnection between health, the natural world, and the economic inequality. This brings urgency to building back better. This special place and extraordinary time provided the context for this new model.

Finally, the model is an example of what a region can achieve when mutualistic interactions between public and private are strategically designed. As such, this work adds to a call for governments worldwide to be more proactive and think more expansively about the tools they have to drive sustainable development.

1 About the Biscay Model and the BEAR project

This concept note lays out the rationale and design for a composite index approach, hereafter the Biscay Model, to support the Biscay tax authorities to compare contributions to the SDGs across participating organisations and provide tax incentives accordingly. The concept note focuses on corporate actors, although it is envisioned that this provides a foundation for changes across the tax system.

The proposed index is composed of 28 contribution areas (CAs); these CAs are grouped by three regional strategic priorities, namely demographic change, climate emergency, and economic resilience, which are linked to ten focal SDGs. The index is designed to recognise different contribution levels (e.g. awareness, action and achievement) within each CA. The demonstration of these activities will, where possible, be to established reporting standards.

This document is divided into eight sections; the next section reviews the core ideas behind the model and how they differ from approaches to date. This is followed by a review of the SDGs in Spain and the Biscay region, providing context, and a review of the three key priority areas. Next comes the description of the model, including its organising principles, framework and building blocks. The note then concludes. End materials include a glossary and five appendices.

The model provides a tangible, actionable way for the many stakeholders of a region to work together to co-shape a regional economy towards a sustainable direction. This concept note also serves as a reference for other regions that are exploring innovative and sustainable approaches to taxation, and sets forth a vision for what collaborative approaches can achieve.

2 Breaking new ground

In bringing together the SDGs and fiscal policy, the project breaks new ground in a number of important ways.

From punishment to reward: The model creates rewards for contributions to the SDGs – rather than focusing on penalising bad behaviour. Historically, taxes have been designed and implemented to correct 'market failures,' address negative externalities and discourage harmful practices. Yet taxation can go beyond addressing negative externalities and encourage progress on societal challenges.

Tilting the playing field: The model enables 'market-shaping': the state is not just levelling the playing field, but actively tilting it in the direction of sustainable outcomes. The model incentivises activities that contribute towards the SDGs and a more sustainable region, maintaining a focus on progressivity and justice, while raising funds. This approach re-centres and celebrates the role of the state as a key innovation actor and market-shaper.

Inclusive approach: The model is designed to be inclusive, specifically recognising the importance of micro and small enterprises (MSEs), not only large corporate actors. By contrast, much of the academic literature and practitioner work on sustainability in the private sector has focused on large, international, publicly traded companies. It also seeks to be inclusive by focusing on awareness and behaviour change — in addition to the achievement of targets — to encourage engagement with the SDGs.

Public value focus: The model seeks to shift reporting on company activity around sustainability to focus more on the interaction between the public and private sectors and towards wider considerations of 'public value'. Public value is value that is created collectively for a public purpose,[1] reflects public priorities, and is co-created through the cumulative involvement of public and private actors. This is distinct from ESG approaches, which have contributed to investing behaviour, but have had limited impact on how companies work with governments.

Practice-based theorising: IIPP uses 'practice-based theorising,' which means it works closely with public sector organisations to test and learn from new approaches. This work then enriches our research and teaching. The Biscay Region, in being the first to implement this model is thus a 'living lab' for a new way of thinking about taxation and sustainability. This approach brings together policy and legislative expertise, academic research and insights from regional companies, to test and experiment with entirely new policy.

[1] Mazzucato and Kattel (2019) Getting serious about value. Available at: https://www.ucl.ac.uk/bartlett/public-purpose/sites/public-purpose/files/iipp_policybrief_07_getting_serious_about_value.pdf.

3 The SDGs in context: Spain and the Basque Country

Established in 2015, the UN member states adopted the SDGs as an expression of global priorities across 17 areas, ranging from life below water to quality education. The goals have been broadly embraced as an agenda for 2030, and they have become the focal point for understanding national, regional and, increasingly, corporate progress towards a more sustainable future. Distinct from the preceding Millennium Development Goals which focused on low-income countries, the SDGs apply to all nations.

Spain is recognised as a world leader in sustainable development. The Global Index Score (GIS) in 2020 ranked Spain in 22nd place out of 166 countries for SDG performance – an improvement since 2016 (30th place). While the country is well-positioned globally, it is ranked just above the average at the European level. No SDG has been fully achieved in Spain, and SDG2 (Zero Hunger) and SDG13 (Climate Action) have been identified as areas of particular concern. In addition, Spain is within the worst 25 countries in terms of the Spillover Index,[2] which assesses how one country's actions affect other countries' abilities to achieve the SDGs. This underscores the urgency of addressing the SDGs at both the regional and, ultimately, national levels.

3.1 The Basque Country SDG performance and priorities

The Biscay region is part of the Spanish Basque Country, which is well-ranked within Spain[3] and even leads on a number of SDG indicators at the European level. The region has been at the forefront of efforts for sustainable, equitable growth and wellbeing for its inhabitants. It is celebrated for both having the second highest per capita GDP in Spain[4], as well as low levels of inequality[5]. The success of these initiatives can be observed in terms of the region's strong performance across the SDGs. Appendix I summarises the Basque Country's relative performance against each of the 17 SDGs.

The SDGs are a policy priority. In 2015 the region approved a climate change strategy for 2050, which includes a set of emissions, clean transportation, and renewable energy targets (Table 1).[6,7] In addition, since 2018, the Basque Country has had an agenda to contribute towards the

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[2] Schmidt-Traub, G., Hoff, H. and Bernlöhr, M. (2019) International spillovers and the Sustainable Development Goals (SDGs). SDSN policy brief. Available at: https://irp-cdn.multiscreensite.com/be6d1d56/files/uploaded/International-spillovers-and-the-SDGs.pdf.

[3] Observatorio Sustentabilidad, AIS Groups, Fundación Ciudadanía and Gabinete de Historia Natural (2019) Ier Estudio en España de los 17 ODS en las 17 CCAA. Agenda 2030 en España 2019 [1st Study in Spain of the 17 SDGs in the 17 Autonomous Communities. Agenda 2030 in Spain 2019].

[4] Instituto Nacional de Estadística (2021). Contabilidad Regional de España [Regional Accounting of Spain]. Available at: https://ine.es/dyngs/INEbase/es/operacion.htm?c=Estadistica_C&cid=1254736167628&menu=resultados&idp=1254735576581#.

[5] Jurado-Málaga. (2015). Disparidades entre las comunidades autónomas españolas en el período 2007-2012. VII informe sobre exclusión y desarrollo social en España. Fundación Foessa [Disparities between the Spanish autonomous communities in the period 2007-2012. VII report on exclusion and social development in Spain. Foessa Foundation]. Available at: http://www.foessa2014.es/informe/uploaded/documentos_trabajo/15102014141722_6189.pdf.

[6] Climate Change Strategy of the Basque Country to 2050 (2015): https://www.euskadi.eus/contenidos/documentacion/klima2050/en_def/adjuntos/KLIMA2050_en.pdf.

[7] Basque Government. (2014). Environmental Framework Programme of the Basque Country 2020.

achievement of the SDGs. In a monitoring report released in 2020, 17 legislative initiatives, 100 significant actions and over 93 commitments were identified in the Basque Country for contributing to the SDGs.[8]

Table 1: Basque Country climate policy targets

GHG reduction targets: • 2030: 40% GHG reductions from 2005 baseline • 2050: 80% GHG reductions from 2005 baseline
Renewable energy targets: • 2030: 20% renewable energy based on consumption • 2050: 40% renewable energy based on consumption
Clean transportation targets: • 2030: 27% alternative energy sources • 2050: 100% alternative energy sources

[8] Contribución Vasca a la Agenda 2030 para el Desarrollo Sostenible: https://www.euskadi.eus/agenda-2030/.

4 Biscay priority areas

Despite these important efforts, the Biscay region faces a series of specific challenges. In the light of both national and regional performance on the SDGs, as well as regional needs, the Biscay Government has identified three priority areas to feed into the model: demographic shifts, the climate crisis and economic resilience (henceforth the 'three Biscay priorities') for contributing towards the achievement of the SDGs. These are the key organising categories for the Biscay Model.

- **Demographic shifts:** The challenge of demographic shifts encompasses concerns around population ageing and care, gender equity, low birth rates and migration. More specifically, attention is required to maintain a financially sustainable pensions programme; to encourage female- and family-friendly work; and to provide quality employment that is attractive to young workers and entrepreneurs.

- **Climate crisis:** The climate challenge in the region specifically relates to both the need to protect and restore natural areas, as well as to address climate risks through the reorientation of the economy towards more sustainable production. Biscay is addressing the need to reduce greenhouse gas emissions; this may be achieved through a shift towards less energy-intensive industry, or the shift towards renewable energy sources and away from the current reliance on fossil fuels.

- **Economic resilience:** Finally, the economic resilience priority speaks to efforts to shift the Biscay economy to be greener, more inclusive, and focused on innovation and entrepreneurship to drive economic growth. The region seeks to attract talent, including from under-represented groups in order to build a more diverse and dynamic workforce, and build networks with other centres for innovation. This is of particular focus and concern following the economic challenges caused by the Covid-19 pandemic.

Rather than seeking to address all 17 SDGs or all areas of government action, this project starts from these three priority areas and their associated SDGs, and explores the ways in which companies can make substantive contributions in these areas. By focussing on three priorities, this better links the model to the region's needs and reduces its complexity. However, this means that were other regions to adopt a similar programme, they would also begin by identifying regional priorities, thereby increasing relevance and reducing some complexity.

These three priorities correspond — although not perfectly — with targets within ten of the 17 SDGs. More specifically, for the first priority, SDG3 (Health), SDG4 (Quality Education) and SDG5 (Gender); for the second priority, SDG7 (Energy), SDG12 (Sustainable consumption), SDG13 (Climate) and SDG15 (Life on land); and for the third priority, SDG8 (Decent work), SDG9 (Infrastructure and R&D) and SDG11 (Cities).

5 The Biscay Model principles

Tax instruments require codes to be simple and widely applicable, and benchmarks or standards to be defined. In light of these requirements the Biscay Model has been created around a set of five design principles:

- Firstly, the initiative seeks to be simple and inclusive, enabling participation by a wide range of companies in terms of size and sector.

- Secondly, the approach is ipsative and focused on driving continuous performance improvements across priority areas, rather than exclusively on whether a standard has been reached.

- Thirdly, the model is context-driven and focuses on Biscay's three priorities (demographic shifts, climate change and economic resilience), rather than seeking to capture all 17 SDGs.

- Fourthly, wherever possible, the model is linked to existing targets, practices and reporting standards.

- Finally, this work uses the lens of systems change and therefore seeks opportunities to enable broader shifts across government and society. This corresponds with IIPP's focus on shifting systems to become greener and more inclusive.

These principles have guided the design of the model and it is envisioned that even as the model evolves that these principles would remain at the centre.

6 The Biscay Model framework

The proposed model is a composite index. The index enables tax authorities to bring together diverse sets of actions and assess the degree to which an entity is contributing to the SDGs, according to the Biscay Model, which can be used as the basis for differential tax treatment.

In an index model, reports are gathered against each of the index's areas on a regular basis. These reports are then assessed regarding performance, which is translated into points. These points are then tallied to create an overall score and this score is used to determine whether a company has met a performance threshold. This allows the authority to classify the company or entity and draw comparisons.

In practice, an entity would be assessed through the following sequential steps:

1. **Negative screen**: To avoid rewarding companies that are acting contrary to the spirit of the SDGs, a negative screen approach will be used. An example could be excluding munitions manufacturers.

2. **Awareness**: The company reports its performance on the contribution areas. Reporting standards and procedures are under development. We envision reporting to be annual.

3. **Assessment**: Company reporting will be assessed to determine how many points should be awarded in each contribution area. Increasing numbers of points will be awarded for awareness (reporting), action (progress toward a goal) and achievement (meeting a goal).

4. **Awarding**: The tax authorities will calculate the total number of points (overall score) and determine whether the company is eligible for a favourable tax treatment.

Over time, we envision a role for participating companies in sharing their best practices and insights, whether through forums or case studies; this would enable greater learning amongst participants and increase impact.

6.1 About indices and composite indicators

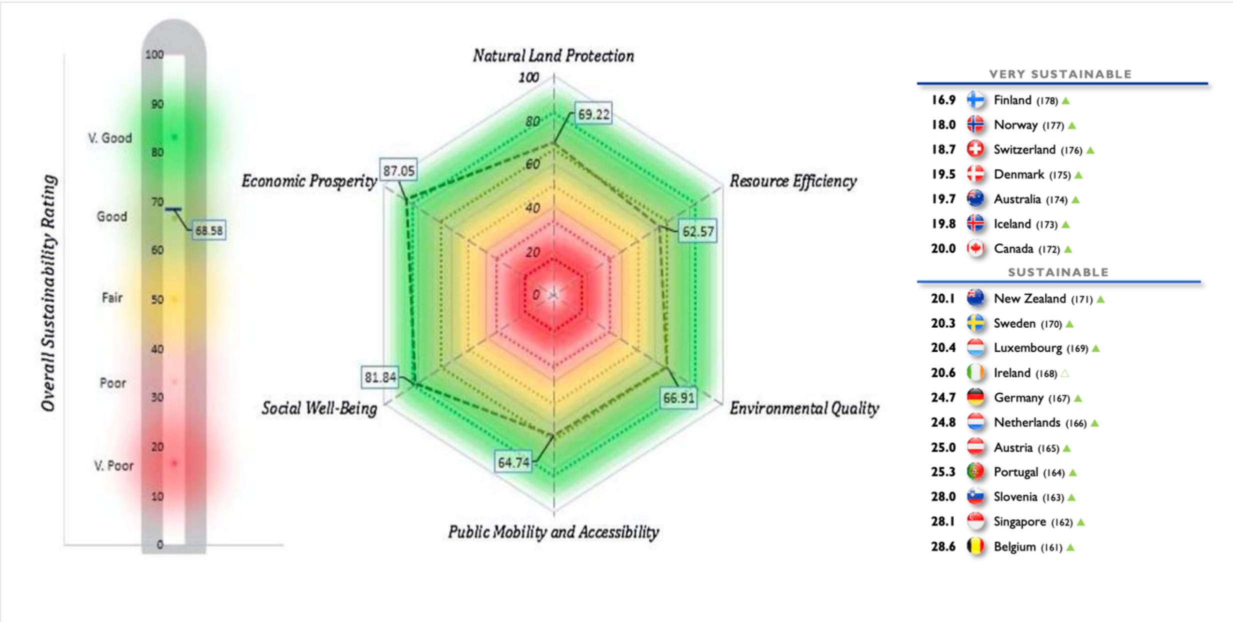
Index models and composite indicators are tools that are increasingly used to compare national or regional performance on such challenging and multi-faceted issues as competitiveness, human development and sustainability. As summarised by the OECD, these tools have the advantage of summarising complex realities; being simple to interpret; and enabling comparison, among other benefits.[9]

Composite indicators also provide some flexibility; while the index can create a ranking, policymakers retain the important task of defining and, over time, redefining the lines separating poor, acceptable and good performance. The designers of the index may also choose to weight different items in the index differently, enabling the index to emphasise certain indicators that are particularly salient.

[9] OECD Handbook on Constructing Composite Indicators: Methodology and User Guide (2008). Available at: http://www.oecd.org/sdd/42495745.pdf.

In addition, of particular importance for public policy, composite indicators are useful for communicating issues in a way that is simple to understand. Most commonly, these indices are used to create rankings, which can be depicted using a 'thermometer' image, 'spider's web' image or ranked list. See Figure 1 for examples from a neighbourhood sustainability assessment tool and the fragile state index. A similar visual representation or dashboard could be developed for the Biscay Model.

Figure 1: Examples of communicating through composite indices[10,11]



[10] Haider et al., 2018.

[11] Fragile State Index 2019. Available at: https://fundforpeace.org/wp-content/uploads/2019/04/9511904-fragilestatesindex.pdf.

7 Model building blocks

In order to assess contribution to the SDGs in this model, we have started by examining and researching the following areas:

- **Negative screening**: What activity would be excluded?
- **Contribution areas**: In what areas can companies contribute to achieving the SDGs?
- **Company effort**: What type of efforts constitute a contribution?
- **Scoring**: How will this be scored?
- **Scoring criteria and targets**: How do we set meaningful targets?
- **Measurement and certification**: How will the activities be measured and certified?
- **Calculating the index:** How do we combine the CA scores as an index?

7.1 Negative screening

While the initiative is designed to be inclusive and inspire participation across sectors, we recognise that it is important to exclude some companies whose business models or activities are particularly detrimental to the SDGs; this is known as negative screening. Negative screening is an area that has been debated and researched extensively within the investment industry.

In the proposed model, Biscay would include an element of negative screening based on an internationally recognised and respected approach; we recommend the system used by the Norwegian Government Pension Fund Global (NGPFG). The NGPFG is internationally respected, has US$ 1.1 trillion invested and has published guidelines for negative screening.

Recognising Biscay's unique needs and resources, we recommend that Biscay initially adopts a simplified version of the NGPFG and sets the negative screen as follows to identify companies that:

- manufacture certain types of weapon (nuclear or cluster munitions);
- base their operations on coal; or
- produce tobacco.

Over time Biscay will be able to build on this approach and develop its own approach suitable for the region. This could be developed through stakeholder engagement, including engagement with citizens.

Appendix 2 sets out an overview of the fund, its approach to responsible investment and screening, and an extract from the *Guidelines for observation and exclusion from the Government Pension Fund Global* — the legal description of the criteria.

7.2 Contribution areas

The Biscay Model index is composed of 28 contribution areas, which are summarised in Table 2 and set out in more detail in Appendix 3. Their development was based on the following principles, as well as those articulated for the model as a whole:

- Relevant to advancing on regional priorities;
- Central to the SDGs;
- Reportable/measurable by micro and small enterprises;
- Based on recognised standards; and
- Applicable to multiple sectors.

The creation of the contribution areas may be understood as a process – moving from regional goals, to SDGs, to specific contribution areas, and then refined for local needs – that could be recreated in other locations and SDG priorities. This is visualised in Figure 2.

Table 2: The contribution areas

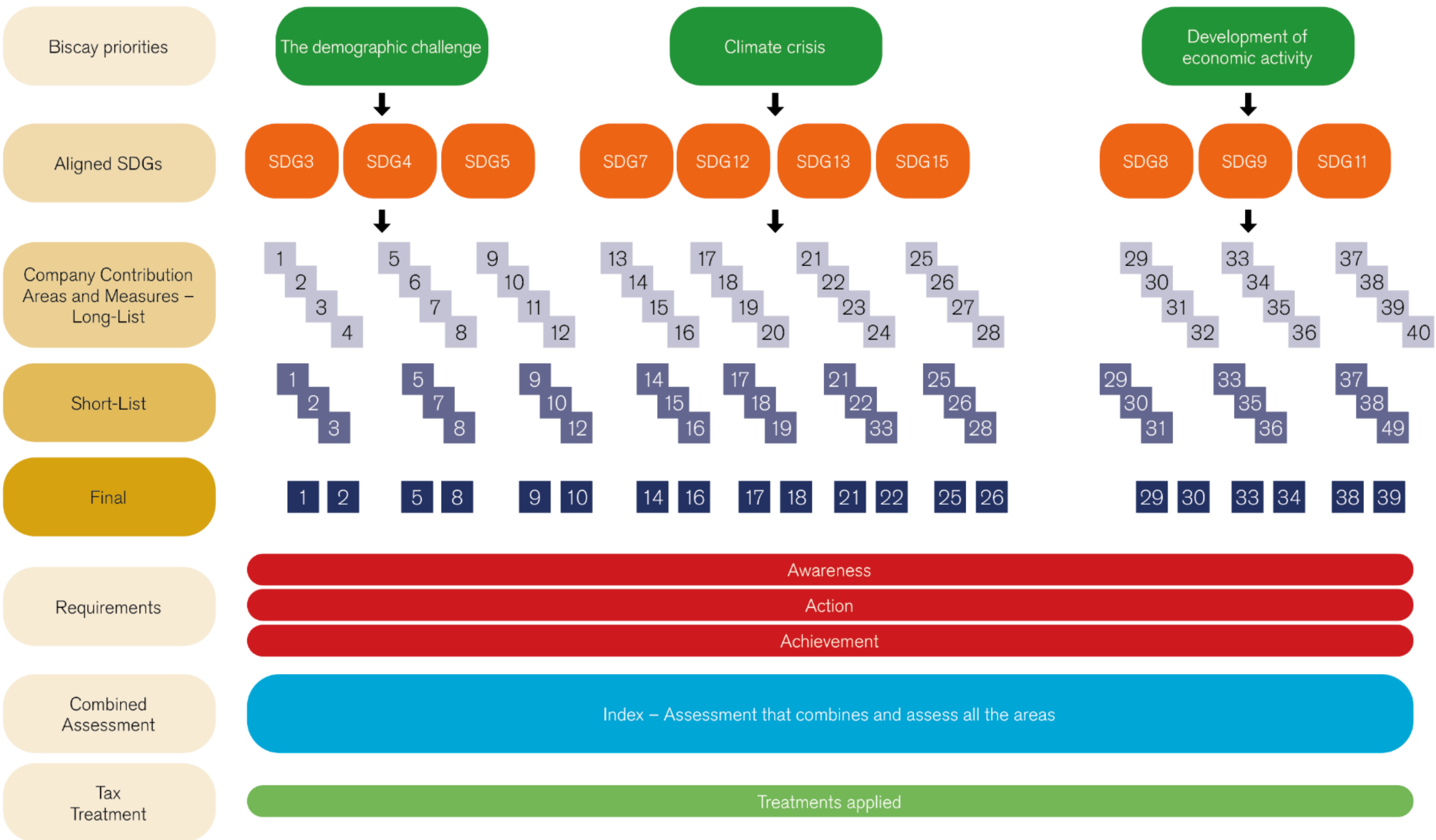
Biscay priority	Relevant SDGs	Contribution areas
Demographic change	SDG3 – Health and wellbeing	1 Health and wellbeing; 2 Flexible and supportive workplaces; 3 Quality employment; 4 Provision for later years
	SDG4 – Quality education	5 Professional development; 6 Quality education
	SDG5 – Gender equality	7 Women in leadership; 8 Employment quality; 9 Workplace violence and harassment
Climate emergency	SDG7 – Affordable and clean energy	10 Decarbonisation – renewable energy; 11 Energy efficiency; 12 Decarbonisation – greenhouse gas emissions
	SDG12 – Responsible consumption and production	13 Material use; 14 Circular economy
	SDG13 – Climate action	15 Resilience to the climate crisis
	SDG15 – Life on land	16 Recovery of degraded areas
Economic resilience	SDG8 – Decent work and economic growth	17 Increase in entrepreneurship; 18 Innovating; 19 Partnerships and collaborations; 20 Attracting and retaining talent
	SDG9 – Industry, innovation and infrastructure	21 Investing – non-financial organisations; 22 Investing – financial organisations; 23 Investing – groups; 24 Knowledge and digital economy; 25 Resilience – new markets; 26 Responsible economic resilience
	SDG11 – Sustainable cities and communities	27 Access to housing; 28 Develop infrastructure

The contribution areas capture the key ways in which a corporation can advance the ten selected SDGs. These ten focal SDGs (see Table 2) reflect the three Biscay priority areas. The SDGs are highly interconnected and we recognise that additional SDGs may also relate to these priority areas; this framework thus marks an important starting place.

While each of the ten focal SDGs has a large number of targets and indicators, these are not appropriate for sub-national or private sector actors and must be modified. This translation process has been advanced significantly by the work of the UN Global Compact's Global Reporting Initiative (GRI) publication, *Business Reporting on the SDGs: An Analysis of Goals and Targets* (2017), which presents a framework for corporate disclosures and actions linked to all 169 SDG targets.

For the Biscay Model, in addition to identifying relevant contribution areas through reference to the UN Global Compact's work and that of other reporting initiatives, other CAs have been developed jointly between the research team and the Biscay tax authorities. These additional CAs capture the specific needs of the region, as related to the ten focal SDGs, and also address areas in the SDGs that are less developed, for example around ageing. These CAs have now been refined through joint work with the Biscay tax team and were subject to public consultation, which led to further improvements.

Figure 2: Process for selecting contribution areas



7.3 Company effort

In the Biscay Model, and based on the initial design principles, we are interested in driving both awareness and improved performance, the latter measured in both actions and achievements, within each contribution area. This approach is ipsative; this means that the model is designed to encourage improvement over time not just to reward outstanding performance.

Table 3 outlines the difference between these different types of effort that would be recognised within each contribution area. This emphasises recognising and rewarding not only the achievement of a target, but also the important initial steps, such as reporting and thereby building awareness, that lay the foundation for further action.

Table 3: Company effort

Effort	Description	Evidenced by
Awareness	Despite the growing prominence of the SDGs, many companies are unaware of the goals and how their actions may be contributing to — or impeding — their achievement. The model supports companies to demonstrate awareness of their impact on the SDGs.	Awareness is signalled through annual corporate reporting, which provides baseline data.
Action	The model drives action and behavioural change across identified areas. The focus is on encouraging companies to start contributing to the achievement of the SDGs, no matter their starting point.	Action is captured through demonstrating progress towards the SDGs, for example an increase in the use of renewable energy.
Achievement	Finally, the model recognises achievement and companies whose practices are in line with international sustainability standards or with the performance of international leaders.	Achievement is captured through demonstrating the achievement of a defined target.

7.4 Scoring

A company will be 'scored' and awarded points for its contribution to the SDGs in reference to the three levels of effort described above: awareness, action and achievement.

Firstly, if a company discloses the required information for that CA in that year, it has fulfilled the requirements for 'awareness' and scores one point, for example. If the company's report shows progress towards a target and this progress meets a defined threshold for 'action', this would be awarded a greater number of points – two points, for example. In some cases, the reported performance will meet the target for 'achievement' and this would be awarded three points, for example.

The number of points awarded for each level of action and the thresholds for action and achievement remain under development. One possible approach is illustrated in Table 4.

Table 4: Scoring system

Comment	Points
Already met or exceeded the 2030 target	3
Improving towards the 2030 target	2
Reporting; no or insufficient action towards target	1
No reporting	0

Yearly tracking and reporting serve three purposes: raising awareness internally through collecting the information, setting the baseline (for future progress tracking) and enabling organisations to compare themselves with others. Public reporting or information sharing on areas that are non-sensitive would be likely to increase the efficacy of this approach; we recommend this where possible.

7.5 Scoring criteria and targets

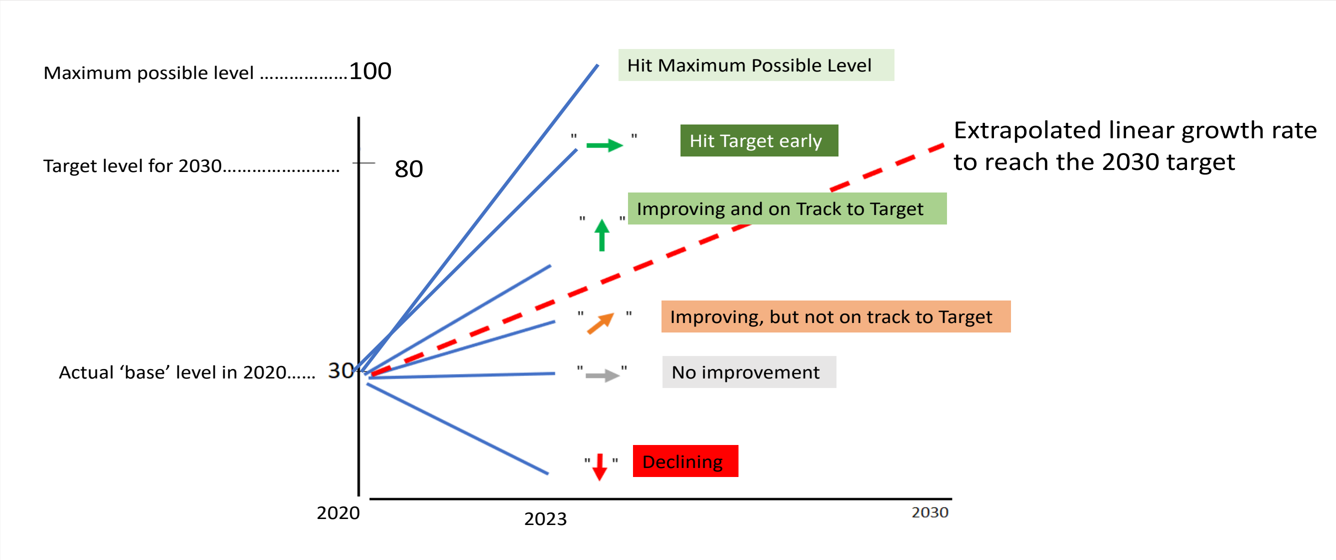
For each contribution area, scoring criteria and targets are needed to assess whether or not a company has made sufficient progress to receive points for either 'action' or 'achievement'. This remains under development.

Targets will be set to align the model with international standards, and provide a benchmark and direction for company activity. Within each of the contribution areas or indicators, the model will need to (a) define the standard for acceptable reporting; (b) define what action is necessary to advance towards the target; and (c) define the threshold for meeting the target (see bottom right square, Table 2). Wherever possible, the model should refer to existing standards for acceptable reporting and existing commitments.

Target levels of performance could be set with reference to current levels of performance (regional, national, EU, OECD or global), either average, top 10% performers or other measures. The more distant targets (e.g. 2030) could also be set with reference to current target levels set by governments or leading companies.

We provide two examples of how to define what should be counted as a contribution to a target. In the example, Figure 3, if the company is being assessed in 2023, its performance would be compared with its progress towards the 2030 target. If the company's performance in 2020 was '30' and the target performance for 2030 was '80', then a range of possible performances can be mapped. This also begins to illustrate a methodology for determining what level of improvement should be rewarded.

Figure 3: Modelling progress to a target



The company's trajectory, whether 'on track', 'improving but not on track' or 'no improvement', could be translated into scores. Table 5 uses the analysis in Figure 3 to determine whether the company has achieved the target, is on track, is reporting but is not on track, or there is no reporting. Work on the refinement of the scoring system and the identification of targets and actions is on-going.

Table 5: Scoring system, with performance

2023 Performance	Comment	Points
>80	Already met or exceeded the 2030 target	5
40-79	Improving towards the 2030 target	2
<39	Reporting; no or insufficient action towards target	1
	No reporting	0

7.6 Measurement and certification

The company's performance will need to be measured and certified so that the points or scores can be calculated. Some example ways in which performance could be defined and measured for the CAs are set out in Appendix 3.

We look forward to exploring these options and their consequences.

7.7 Calculating the index

The company's index score is the sum of the individual CA points. Companies will be eligible for a favourable tax treatment if they exceed a set level of total points in one year.

Weighting is an important tool that allows governments to adjust which levels and areas they want to promote more strongly over time. How the levels are weighted between awareness, action and achievement can shift, as well as change the overall value of the index. A weighting mechanism could look something like Table 6.

Table 6: Weighting options within a CA

	A	B	C
Achievement: Meets or exceeds the 2030 target	3	10	10
Action: Sufficient improvement toward the 2030 target	2	5	9
Awareness: Reporting; no or insufficient action towards target	1	1	1
No reporting	0	0	0

Furthermore, the weighting between the CAs can shift the incentives to focus on different CAs. There are three basic options for weighting the CAs:

1. All CAs are weighted equally; the only differences are between the levels (awareness, action, achievement). This is the simplest option.

2. All priority areas are weighted the same; that means that all the CAs within one priority area would differ from all of those in another. This means that priority areas with more CAs do not dominate the index.

3. Most CAs are weighted the same, but certain priority CAs are over-weighted; this means that achievement in one CA, for example, could allow the company to meet the number of points needed to receive the tax benefits.

We look forward to exploring these options and their consequences, including the impact on SDG behaviour.

8 Looking forward

This document has laid out the context and significance of this joint programme, noting the importance and path-breaking nature of the initiative. This is a first attempt to bring taxation in line with SDG priorities and, as such, to 'tilt the playing field' towards the types of economic activity and investment that are critical for the Biscay region — and the globe — to create a more sustainable and inclusive future.

The proposed model is an index which, by working at the intersection of the Biscay priorities and the SDGs, has developed a set of indicators that capture a company's contribution towards these joint goals. By rewarding awareness, action and achievement in these areas, the model is designed to be inclusive towards micro and small enterprises and focused on continuous improvement — not just rewarding the companies that have already achieved a more sustainable way of working. Scoring companies on their efforts will allow comparability and the visualisation of performance.

Looking forward, while much has been done on model design and the definition of the company contribution areas, work remains in a number of areas, including public consultation and defining 2030 targets. The team from IIPP will remain involved as this model is translated into legislation and continue to work with the Biscay partners to help design its implementation.

We present this report as a recommendation for the Biscay regional authorities as they create this ground-breaking law, and we look forward to observing its progress and outcomes.

9 Glossary

Theme: The overall activity being considered, for example 'Women in leadership'. These themes reflect the Sustainable Development Goals.

Contribution area (CA): The specific activity that a company can undertake to contribute to the theme, for example, 'Having a diverse leadership team that represents equally the genders of Biscay society'.

Contribution level: Within each CA, the model rewards three different levels of contribution. At the lowest level that is reporting; this is followed by action towards the target; and achievement of the target, the highest level.

Measurement: How the company's contribution can be measured, for example 'Composition of the highest governance body and its committees by gender'.

Targets: The performance level for the measure that all organisations should aspire to. Targets for 2030 will be developed using benchmarking against national and international best practice. These 2030 targets will be the level of performance that Biscay would like organisations to be aiming towards.

Index: The framework for numeric and cumulative assessment of a company's contribution towards the SDGs, based on all of the CAs and their associated measurements.

Global Index Score (GIS): The SDG Index tracks country performance on the 17 SDGs, with equal weight given to all 17 goals. The score signifies a country's position between the worst (0) and the best or target (100) outcomes.

Global Reporting Initiative (GRI): A global organisation that sets standards for sustainability reporting. GRI follows an independent, multi-stakeholder process, and has the world's most comprehensive sustainability reporting standards. Its standards are available as a free public good.

Sustainable Development Goals (SDGs): Established in 2015, the UN member states adopted the SDGs as an expression of global priorities across 17 areas. The goals have been broadly embraced as an agenda for 2030, and they have become the focal point for understanding national, regional and, increasingly, corporate progress towards a more sustainable future. Distinct from the preceding Millennium Development Goals, which focused on low-income countries, the SDGs apply to all nations.

10 Appendices

10.1 Summary of the SDG achievement and challenges in the Basque Country[12]

SDG	SDG achievement	Challenges in terms of indicators
1: Poverty	Best	Low intensity of employment and no access to own cars
2: Hunger	Acceptable	Soil erosion, female underweight, proportion of organic areas, and low proportion of organic agriculture and cattle raising
3: Health and wellbeing	Acceptable	Health expenditure as percentage of GDP, delays in medical treatment and spending on pharmaceuticals
4: Quality education	Best	Low employment of recent graduates from tertiary education, and PISA performance in reading and sciences
5: Gender equality	Acceptable	Wage gap, unemployment gap, sectoral distribution, vertical segregation and gap of non-full-time employment
6: Clean water and sanitation	Best	Reuse of residual waters, sludge extraction and the price of water
7: Clean and affordable energy	Significant scope for improvement	Transition towards clean energy (photovoltaic, wind and hydroelectric) in both supply and demand
8: Decent work and economic growth	Best	Youth employment and entry to the labour market of recent graduates
9: Industry, innovation and infrastructure	Best	Inclusion of human capital in the technological industry

[12] Source: Based on Observatorio Sostenibilidad, AIS Group, Fundación Ciudadanía and Gabinete de Historia Natural, (2019).

10: Reduced inequalities	Best	Disposable income between 2009 and 2015
11: Sustainable cities and communities	Acceptable	Accessibility to housing, sexual violence, and childhood and ageing representation in big cities
12: Responsible consumption and production	Acceptable	Recycling and circular economy indicators
13: Climate action	Best	Political action against climate change
14: Life below the water	Acceptable	Marine-protected areas
15: Life on land	Scope for improvement	Area of protected land, environmentally inadequate road networks and threats against fauna
16: Peace, justice and strong institutions	Best	Civil commitment with peace, justice and strong institutions
17: Partnerships for the goals	Acceptable	Refugee reception

10.2 Negative screening and the Norwegian Government Pension Fund

About the fund
The aim of the oil fund is to ensure responsible and long-term management of revenue from Norway's oil and gas resources in the North Sea so that this wealth benefits both current and future generations. The fund's formal name is the Government Pension Fund Global.

The fund's value is approximately US$ 1.1 trillion. The fund has a small stake in more than 9,000 companies worldwide, including the likes of Apple, Nestlé, Microsoft and Samsung. On average, the fund holds 1.5 percent of all of the world's listed companies. On 13 December 2019 the fund had US$ 13 billion invested in 77 companies in Spain.

Responsible and sustainable investment
The fund takes into account the long-term prospects of companies, including their sustainability and their corporate governance. The fund works with companies to improve their corporate governance (and has published guidelines on what it expects companies to do); actively looks for companies that contribute to society in a positive way; and does not invest in companies that have a significant negative contribution to society.

Negative screening/ethical exclusions
The Norwegian Parliament has decided that the fund should not be invested in companies that contribute to violations of fundamental ethical norms, manufacture certain types of weapon, base their operations on coal or produce tobacco. The Ministry of Finance has issued guidelines and set up an independent Council on Ethics to assess companies and make recommendations on exclusion and observation. Finally, the fund itself may decide to divest from companies that impose substantial costs on other companies and society as a whole, and so are not considered sustainable in the long-term.

Extract from the guidelines for observation and exclusion

Section 2: Criteria for product-based observation and exclusion of companies

1) The fund shall not be invested in companies which themselves or through entities they control:
    a) produce weapons that violate fundamental humanitarian principles through their normal use
    b) produce tobacco
    c) sell weapons or military material to states that are subject to investment restrictions on government bonds as described in the management mandate for the Government Pension Fund Global, section 3-1(2)(c).
2) Observation or exclusion may be decided for mining companies and power producers which themselves or through entities they control derive 30 per cent or more of their income from thermal coal or base 30 per cent or more of their operations on thermal coal.
3) In assessments pursuant to subsection (2) above, in addition to the company's current share of income or activity from thermal coal, importance shall also be attached to forward-looking assessments, including any plans the company may have that will change the share of its business based on thermal coal and the share of its business based on renewable energy sources.
4) Recommendations and decisions on exclusion of companies based on subsections (2) and (3) above shall not include green bonds issued by the company in question where such bonds are

recognised through inclusion in specific indices for green bonds or are verified by a recognised third party.

Section 3: Criteria for conduct-based observation and exclusion of companies
Companies may be put under observation or be excluded if there is an unacceptable risk that the company contributes to or is responsible for:

a) serious or systematic human rights violations, such as murder, torture, deprivation of liberty, forced labour and the worst forms of child labour
b) serious violations of the rights of individuals in situations of war or conflict
c) severe environmental damage
d) acts or omissions that on an aggregate company level lead to unacceptable greenhouse gas emissions
e) gross corruption
f) other particularly serious violations of fundamental ethical norms.

Available at: https://www.nbim.no/en/ (accessed 2 November 2020).

10.3 Contribution areas and measurements

This appendix sets out themes, example contribution areas, example measurements and reference to the relevant SDG targets for all of the ten SDGs addressed in this model. There are 28 contribution areas included.

The example measurements draw, where possible, on existing measurement methods, including the Global Reporting Initiative (GRI), which is explained in Appendix 4.

Appendix 5 shares the relevant SDG targets in more detail.

Contents

1. Biscay priority area 1: The demographic challenge
2. Biscay priority area 2: Climate crisis
3. Biscay priority area 3: Development of economic activity

Biscay priority area 1: The demographic challenge

Biscay's first priority area, the demographic challenge, includes consideration of the ageing population, gender equality, low birth rates, migration, sustainability of pension programmes and a positive economy for young people. It is best aligned with SDG3, SDG4 and SDG5.

SDG3 – Ensure healthy lives and promote wellbeing for all at all ages

Ref	Theme	Example contribution area	Example measurement method	SDG targets
1	**Health and wellbeing**	Promoting positive physical and mental health and wellbeing, through policies, systems in place and training and policies, systems and training on bullying Promoting health in the general population through products and services	Having a policy. Delivering training. Percentage of employees that have received training in the last year Identifying products and services that promote health in the general population	3.4, 3.8, 8.5
2	**Flexible and supportive workplace**	Providing arrangements and policies that enable employees to balance their working and home lives, through, for example, the ability to work part-time or flexibly, child-care, and parental leave	Having a policy that covers the minimum standard. Percentage of employees eligible for these arrangements that take them up	3.4, 5.4, 5.5, 8.5, 8.8
3	**Quality employment**	Support young people (those under 30) and those over 45 into the workplace	Number of internships and training periods (of a set quality) offered to students and leavers (school and university) as a percentage of total number of employees	8.6

4	**Provision for later years**	Companies set up, contribute to and actively promote pension arrangements for their employees	Having a pension plan. Percentage of employees eligible for pension arrangements that take them up/or percentage of company contributions	3.8

4 QUALITY EDUCATION

SDG4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Ref	Theme	Example contribution area	Example measurement method	SDG targets
5	**Professional development**	Support and encourage professional development.	Number of networks encouraged and supported. Percentage of employees (by gender) who take up professional development or join development networks	4.3, 4.4
6	**Quality education**	Support and encourage collaborations with universities	TBC	4.3, 4.4

Ref	Theme	Example contribution area	Example measurement method	SDG targets
5 GENDER EQUALITY		SDG5 – Achieve gender equality and empower all women and girls		
7	**Women in leadership**	Developing a diverse leadership team that represents equally the genders of Biscay society	Composition of the highest governance body and its committees by gender. GRI Standard 102-22	5.5
8	**Employment equality**	Having jobs and employment that are gender-equal	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. GRI Standard 405-2	5.5
9	**Workplace violence and harassment**	No tolerance of gender-based workplace violence and harassment	The business has an explicit, well-publicised policy of zero tolerance towards gender-based violence and harassment. The business has a confidential complaint procedure The Women's Empowerment Principles: Reporting on Progress (aligned with GRI G4) Training for employees. Total percentage of governance body members, employees and business partners who have received training on the organisation's anti-gender violence and harassment policies and procedures [OWN Adapted from GRI (205-2) and GRI (205-3)]	5.2

Biscay priority area 2: Climate crisis

Biscay's second priority area, climate crisis, includes consideration of environmental welfare; social welfare; the recovery of degraded areas; climate footprint reduction; green reorientation of the economy; and recovery of water and rivers. It is best aligned with SDG7, SDG12, SDG13 and SDG5.

SDG7 – Ensure access to affordable, reliable, sustainable and modern energy for all

Ref	Theme	Example contribution area	Example measurement method	SDG targets
10	**Decarbonisation – renewable energy consumption and production**	Switch to renewable energy	Total fuel consumption within the organisation from renewable sources, in joules. Contrast with fuel consumption from non-renewables. Electricity, heating, cooling, steam consumption. GRI 302.1 Standard Identify electricity separately – as it is easier to decarbonise electricity than other forms of energy Renewable energy generation	7.2
11	**Energy efficiency**	Reduce energy consumption	Energy intensity. To aid transparency should report by business unit or facility; location; source; activity. Can provide by product, services or total company sales. Sales preferred as universally applicable. GRI 302.3 standard	7.3

12	**Decarbonisation – greenhouse gas emissions**	Reduce carbon footprint	Metric tonnes of CO2 equivalent (Scope 1 and 2). GRI 305.1 and 305.2 Standard	7.3, 13.2

SDG12 – Ensure sustainable consumption and production patterns

Ref	Theme	Example contribution area	Example measurement method	SDG targets
13	**Material use (INPUT)**	The company is aware of and reduces the amount of raw material it uses to deliver products and services	Ratio of sales per ton of material. Total weight or volume of materials that are used to produce and package the organisation's primary products and services during the reporting period, by: a. Non-renewable materials used; b. Renewable materials used. Tons GRI Standard 301-1	12.1, 12.2, 8.4, 9.4
14	**Circular economy – material use (OUTPUT)**	The company contributes to the circular economy by reducing its waste and diverting waste from landfill	Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: a. Preparation for reuse; b. Recycling; c. Other recovery operations. GRI 306.4 (2020) Expressed as a % of total waste generated The reporting organisation shall report the following information: a. Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste. GRI 306.3 (2020)	12.1, 12.2, 12.5, 9.4

SDG13 – Take urgent action to combat climate change and its impacts

Ref	Theme	Example contribution area	Example measurement method	SDG targets
15	**Resilience to the climate crisis**	The company has assessed the risks and opportunities open to it from climate vulnerability and climate resilience activity	Recognition of the risks and opportunities posed by the climate crisis that have the potential to generate substantive changes in operations, revenue or expenditure, including: a. A description of the risk or opportunity and its classification as either physical, regulatory, or other; b. A description of the impact associated with the risk or opportunity; c. The financial implications of the risk or opportunity before action is taken; d. The methods used to manage the risk or opportunity, including business model change; e. The costs of actions taken to manage the risk or opportunity; f. GRI Standard 201.2. See also CDP 2017 Climate Change CC5.1 for Risks and Opportunities.	13.1, 13.2

SDG 15 - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Ref	Theme	Example Contribution area	Example Measurement method	SDG targets
16	**Recovery of degraded areas**	Company reduces its consumption of products where sourcing has had a damaging effect on the environment; and introduces conservation measures	Assess supply chain for the impact of the production of the raw materials, and assess suppliers too. The reporting organisation shall report the following information: Percentage of new suppliers that were screened using environmental criteria. GRI Standard 308.1 (and others)	15.5, 8.4

Biscay priority area 3: Development of economic activity

The Biscay region's third strategic priority is to develop its economic activity, in particular:

- new green futures for industries, leading the energy transition
- diversifying the energy-reliant tax base
- building on expertise in mobility applicable to production and supply chain logistics and distribution
- attracting and retaining companies and talent

The region has a historic reliance on carbon-intensive industries, including construction, steel, mining, automotive and traditional fossil fuel energy. It wants to move away from these towards the low-carbon industries of the future and those that enable them, such as digital technology. This priority is best aligned with SDG8, SDG9 and SDG11.

8 DECENT WORK AND ECONOMIC GROWTH	**SDG8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**			
Ref	**Theme**	**Example contribution area**	**Example measurement method**	**SDG target**
17	**Increase in entrepreneurship**	New entrepreneurial companies or projects started up; encouraging entrepreneurial activity within the organisation	Number of new entrepreneurial companies invested in; launch of spinoff (intra-enterprise) pilots with start-ups – scaled in relation to the size of existing business Having an open innovation plan. % of staff time offered to pursue new business ventures	8.2, 8.3

18	**Innovating**	Using technology to develop new ways to manufacture or deliver services or procure	Number of Research & Development projects: a) taking part in; b) invested in by public money; c) financed through 64 bis. All scaled in relation to the size of existing business	8.2
19	**Partnerships and collaborations**	Developing partnerships and collaborations (with, for example: public private partnerships; innovation networks; communities of practice; research partnerships with universities; technology centres)	Number of partnerships and collaborations maintained during the year – scaled in relation to the size of existing business	8.3
20	**Attracting and retaining talent**	Attracting and retaining diverse and broad talent	% of new employees in the year that satisfy the criteria (and stay for a qualifying period)	8.8

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

SDG9 – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Ref	Theme	Example contribution area	Example measurement method	SDG target
21	**Investing: non-financial organisations**	Re-investing in ‘priority’ areas	In relation to sales, profits or retained profits percentage of retained profits invested in ‘priority’ areas	9.4, 9.5

22	**Investing: financial organisations**	The investment sector, e.g. banks, investors, advisers etc. facilitating investment in 'priority' areas.	Percentage of activity ($ sales) related to 'priority'	9.4, 9.5
23	**Investing: groups**	Investing in 'priority' areas.	Percentage of activity ($ investments) related to 'priority'	9.4, 9.5
24	**Knowledge and digital economy**	Taking full advantage of the knowledge and digital economies – in manufacture, service delivery or procurement	Percentage of activity (manufacture, service delivery or procurement) that is delivered or enabled digitally; for example, using the principles of Interconnection, Information Transparency, Technical Assistance or Decentralised Decisions	9.5
25	**Resilience - New Markets**	Develop new products, new markets or new business models that enable the organisation to adapt to changing circumstances	Number of new products, markets or business models started up or explored. Could be expressed as a percentage of activity	9.5
26	**Responsible economic resilience**	Fostering the use of inputs from responsible producers in order to build a resilient economy	% of inputs from responsible producers	9.5

SUSTAINABLE CITIES AND COMMUNITIES **SDG11 – Make cities and human settlements inclusive, safe, resilient and sustainable**				
Ref	**Theme**	**Example Contribution area**	**Example Measurement method**	**SDG target**
27	**Access to housing**	Making property accessible to younger people and those on lower incomes	TBC	11.1
28	**Develop infrastructure**	Develop infrastructure that enables productive activities	TBC	11.3, 9.1

10.4 The Global Reporting Initiative and the SDGs

Considering that the private sector plays a crucial role in achieving the Sustainable Development Goals (SDGs), the Global Reporting Initiative (GRI) seeks to help companies of all sizes to improve their performance in making progress towards the SDGs. It also sets up a framework on how to report it. It claims to be a first step in standardising the way companies report their contributions to the SDGs effectively and comparably. To accomplish this, it compiles a list of established disclosures that companies can use to communicate their performance. At the same time, it identifies the gaps where there are no available disclosures and unveils areas where new disclosures need to be created. Additionally, it includes possible actions for each SDG target that companies could adopt to progress towards the fulfilment of the SDGs.

We are actively using the GRI document in the BEAR project to identify areas, indicators and company´s actions towards the SDG. Based on Biscay's three priorities and their associated SDGs, we aim to identify indicators at company level that can serve as the new reporting requirements in Biscay. However, our work has not focused on a direct implementation of GRI standards in this project. Instead, we have critically reviewed other proposals on company's reporting, such as that made by the World Economic Forum (WEF)[13], adapted indicators to the Biscay context and, in particular, we also propose a set of indicators that work for every size of company.

GRI official website: https://www.globalreporting.org/.

An official introductory video from GRI about its standards and sustainability reporting: https://www.youtube.com/watch?v=6LkrhalWIMc&t=44s.

GRI standards are available in Spanish: https://www.globalreporting.org/how-to-use-the-gri-standards/gri-standards-spanish-translations/.

[13] World Economic Forum (2020). Toward Common Metrics and Consistent Reporting of Sustainable Value Creation. Available at: https://www.weforum.org/whitepapers/toward-common-metrics-and-consistent-reporting-of-sustainable-value-creation.

10.5 Full list of SDG targets relevant to this initiative

This appendix outlines, for each of the ten SDGs considered in this initiative, the relevant UN targets that we have captured in our approach.

SDG3 – Ensure healthy lives and promote wellbeing for all at all ages

3.4: By 2030, reduce by one third, premature mortality from non-communicable diseases through prevention and treatment, and promote mental health and wellbeing.

3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

SDG4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

10.5.1.1 4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

10.5.1.2 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

SDG5 – Achieve gender equality and empower all women and girls

5.1: End all forms of discrimination against all women and girls everywhere.

5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

5.4: Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

SDG7 – Ensure access to affordable, reliable, sustainable and modern energy for all

7.2: By 2030, increase substantially the share of renewable energy in the global energy mix.

7.3: By 2030, double the global rate of improvement in energy efficiency.

SDG8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro and small sized enterprises, including through access to financial services.

8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.

8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training.

8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

SDG9 – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.
9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per one million people and public and private research and development spending.

SDG11 – Make cities and human settlements inclusive, safe, resilient and sustainable

11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.
11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

SDG12 – Ensure sustainable consumption and production patterns

12.1: Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.
12.2: By 2030, achieve the sustainable management and efficient use of natural resources.
12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

SDG13 – Take urgent action to combat climate change and its impacts

13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
13.2: Integrate climate change measures into national policies, strategies and planning.

SDG15 – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

15.5: Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

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