

SDG INDUSTRY MATRIX



Transportation

New Sustainable Development Goals to make our world more:
Prosperous • Inclusive • Sustainable • Resilient

Produced jointly by:



United Nations
Global Compact

and





NEW GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENT



In September 2015, 193 member States of the United Nations met in New York to adopt 17 new Sustainable Development Goals ('SDGs') to make our world more prosperous, inclusive, sustainable and resilient.



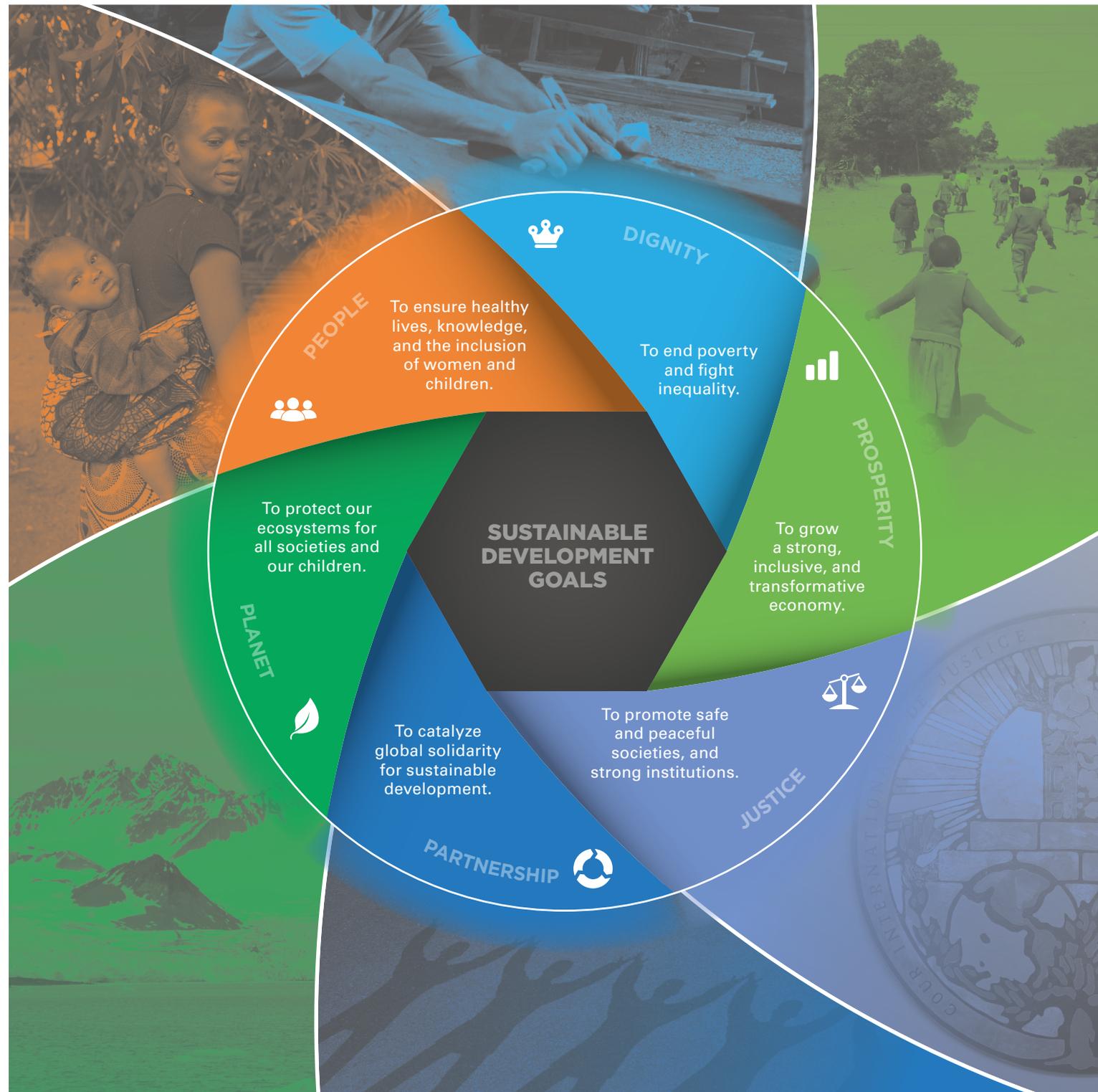
GLOBAL GOALS 2015 - 2030

The SDGs are an ambitious plan of action for people, planet and prosperity. They are universal, applying to all nations and people, seeking to tackle inequality and leave nobody behind. They are wide ranging including ending poverty and hunger, ensuring sustainable consumption and production, and promoting peaceful and inclusive societies.

The agreement on a new sustainable development agenda expresses a consensus by all Governments that the SDGs can only be achieved with involvement of the private sector working alongside Governments, Parliaments, the UN system and other international institutions, local authorities, civil society, the scientific and academic community – and all people. Hence, Governments in the Post-2015 declaration “...call on all businesses to apply their creativity and innovation to solving sustainable development challenges”.

Each and every SDG provides an opportunity for business and two are worth highlighting as cross-cutting themes:

- SDG 12 focuses on production and consumption and includes a specific target on “adopting sustainable business practices and reporting”;
- SDG 17 includes two targets on multi-stakeholder partnerships to ensure this attracts sufficient focus.





SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 SUSTAINABLE DEVELOPMENT GOALS

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SDG INDUSTRY MATRIX

A

PURPOSE

The SDG Industry Matrix aims to inspire and inform greater private sector action to drive inclusive, sustainable prosperity.

Recognising that the opportunities vary by industry, the Matrix provides industry specific ideas for action and industry specific practical examples for each relevant SDG. It profiles opportunities which companies expect to create value for shareholders as well as for society.

The SDG Industry Matrix has been jointly conceived and led by the United Nations Global Compact and KPMG International Cooperative ('KPMG') to convert the interest stimulated by the Sustainable Development Goals into strategic industry activities which grow in scale and impact. This could be through sparking new innovative approaches, prompting companies to replicate successful activities in new markets, catalysing new collaborations and increasing participation in existing collaborations.

B

OPPORTUNITY

Through the lens of "shared value" the private sector can identify opportunity in addressing social and environmental challenges.

In the context of the SDGs, "shared value" represents the coming together of market potential, societal demands and policy action to create a more sustainable and inclusive path to economic growth, prosperity, and well-being¹. The SDGs provide an opportunity for companies to create value for both their business and society through:

- Developing products, services, technologies and distribution channels to reach low-income consumers;
- Investing in supply chains which are ethical, inclusive, resource-efficient and resilient;

- Improving the skills, opportunities, well-being and hence productivity of employees, contractors and suppliers;
- Increasing investment in renewable energy and other infrastructure projects.

Several trends are making these opportunities more compelling:

- **Demographics:** The population in developing regions is projected to increase from 5.9 billion in 2013 to 8.2 billion in 2050 whilst the population of developed regions will remain around 1.3 billion people;
- **Income growth:** Between 2010 and 2020, the world's bottom 40% will nearly double their spending power from US\$3 trillion to US\$5.8 trillion;
- **Technology:** Rapid innovation is catalysing improved market analysis, knowledge sharing, product and service design, renewable energy sources, distribution models and operational efficiencies. Technology is also lowering market entry costs for non-traditional actors and start-ups with innovative 'disruptive' business models;
- **Collaborations:** Governments, businesses, international financial institutions, the United Nations, civil society and academia are developing new ways of working with each other in pursuit of compatible objectives.

1. 'Unlocking the Power of Partnership: A Framework for Effective Cross-Sector Collaboration', KPMG International

SDG INDUSTRY MATRIX (CONTINUED)

C

METHODOLOGY

The SDG Industry Matrix has been compiled through a participatory three step process:

1. KPMG and the United Nations Global Compact drew on their respective industry insights to populate a preliminary draft with examples and ideas for action;
2. The United Nations Global Compact circulated the draft to its network of private sector participants, business associations and UN agencies requesting them to submit further examples and ideas for action;
3. KPMG and the United Nations Global Compact co-convened a multi-stakeholder working roundtable (one per industry, each in a different continent) to agree the final SDG Industry Matrix content, including the most significant opportunities to profile in the 'Industry Focus Highlights' section.

Opportunities for Shared Value which are applicable to all industries are in *italics*

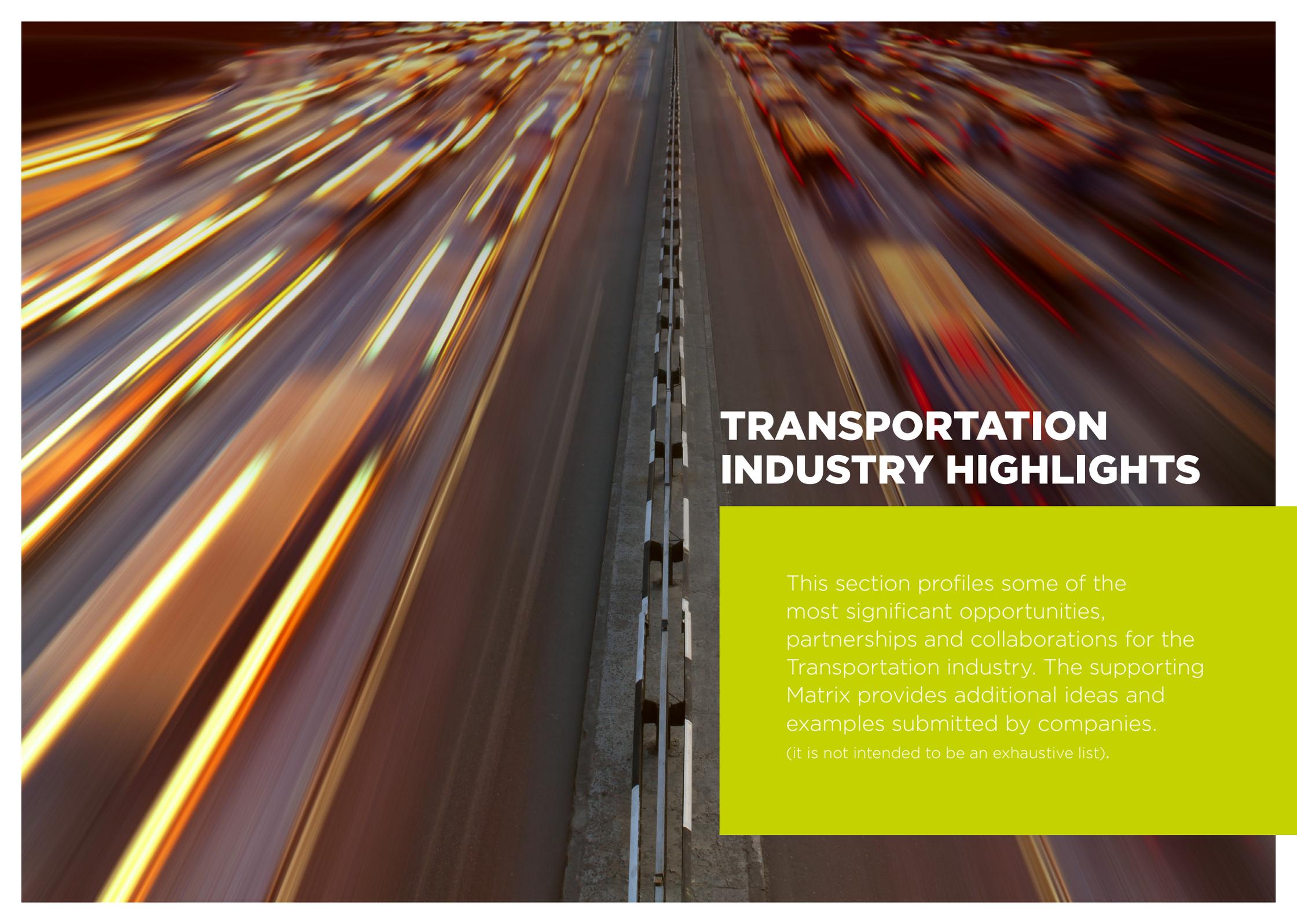
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SYNERGIES

The SDG Industry Matrix draws on the commitment that companies have already expressed to the UN Global Compact's ten principles.

The SDG Industry Matrix builds on the recognition that all companies, regardless of their size, sector or geographic footprint, have a responsibility to comply with all relevant legislation, uphold internationally recognized minimum standards and to respect universal human rights. The UN Global Compact website includes key tools and resources which can help companies meet their minimum responsibilities and guide them to take supportive actions beyond these minimum responsibilities to advance social and environmental goals.

The SDG Industry Matrix is also complemented by the SDG Compass (produced by the Global Reporting Initiative, the United Nations Global Compact and the World Business Council for Sustainable Development), which guides companies on defining strategic priorities, setting goals, assessing impacts and reporting.



TRANSPORTATION INDUSTRY HIGHLIGHTS

This section profiles some of the most significant opportunities, partnerships and collaborations for the Transportation industry. The supporting Matrix provides additional ideas and examples submitted by companies. (it is not intended to be an exhaustive list).

Opportunities for shared value

The Transportation industry is major direct contributor to employment and national and global GDP. In addition, the efficient mobility of people, goods and materials is a vital enabler of sustainable social and economic development, connecting people to basic services, jobs, markets and each other. The biggest opportunities for shared value – i.e. where we see the coming together of market potential, societal demands and policy action - are grouped around the following themes:

INCLUSIVE MOBILITY

Expand affordable access to reliable mobility services for people and goods, thereby expanding market opportunities:

- Provide affordable public transport with good intermodal connectivity, including rural areas and low income urban neighborhoods
- Manufacture low cost, durable vehicles and bicycles which are suitable for poor rural roads (e.g. bamboo bicycles)
- Expand 'mobility-on-demand' business models including bicycle sharing, car sharing and membership rental services
- Expand transport solutions, including access to autonomous vehicles, for people who are elderly and/or disabled
- Develop innovative transportation solutions, including pooled freighting services, which facilitate cost-effective movement of goods
- Extend freight transport to underserved areas, for example, developing inland marine access points

RESOURCE EFFICIENCY

Accelerate adoption of renewable energy and improve resource efficiency in production, service provision and customer use:

- Expand intelligent transport systems for multi-modal traffic control and intelligent route modelling to reduce congestion
- Improve public transport systems (e.g. bus rapid transport) so people have access to a range of resource efficient transport options
- Increase the energy efficiency of vehicles, vessels, rail rolling stock and aircraft and accelerate the transition to transport powered by renewable energy (including development of next generation biofuels)
- Support commercial driver and mechanic training and technology which optimize the energy performance of trucks, buses and other vehicle fleets
- Develop strategies to encourage more use of sea, rivers, canals and railways for freight movement
- Increase the proportion of energy used in production and service provision which is from renewable sources
- Achieve zero defect production in order to minimize resource wastage and costly product recalls
- Replace Hydrofluorocarbons with natural refrigerants for transportation of food, vaccines, pharmaceuticals and other products requiring refrigeration

Opportunities for shared value

(CONTINUED)

Multi-stakeholder partnerships and collaborations will become increasingly important in realising these shared value opportunities.

SAFETY AND SECURITY

Collaborate with Governments and other stakeholders to improve travel safety and security:

- Reduce injuries, fatalities and losses from road traffic and railway accidents through the improved design, maintenance and operation of vehicles and trains (including autonomous vehicles), improved infrastructure, and road safety programs
- Identify and mitigate cyber security risks including those arising from connected vehicles which could compromise vehicle safety and handling
- Develop robust strategies to mitigate the risk of transport related crime including terrorism, piracy and willful damage
- Design public transport systems which reduce the vulnerability of women and girls to sexual violence and abuse whilst travelling
- Raise the ability of drivers and passengers to recognize and report instances of human trafficking
- Increase the resilience of transportation systems to natural disasters and develop the disaster response capacity of transportation hubs

TRANSPORT INFRASTRUCTURE

Inform Government transport policies and help design, build and operate effective and efficient transportation infrastructure:

- Expand intelligent transport systems for multi-modal traffic control and intelligent route modelling to reduce congestion
- Improve links between urban, peri-urban and rural areas
- Support the development of transport corridors
- Improve efficiency of transit borders, customs, immigration, port handling and airports
- Strengthen multi-modal transport solutions
- Promote infrastructure which maximises economic, social and environmental benefits – including the needs of vulnerable persons – whilst avoiding or mitigating any negative risks
- Increase infrastructure project preparation capacity and project execution
- Support assessments of the climate risks intrinsic in existing transportation systems and enhance resilience of existing and future infrastructure

Multi-stakeholder partnerships and collaborations

The SDG Industry Matrix includes several examples of collaborations which advance sustainable development. Of these, some of the largest include:

UN SECRETARY-GENERAL'S HIGH-LEVEL GROUP ON SUSTAINABLE TRANSPORT

This Advisory Group was established for a three-year period beginning in August 2014 to work with Governments, transportation providers (aviation, marine, ferry, rail, road, and urban public transport), businesses, financial institutions, civil society and other stakeholders to promote sustainable transport systems and their integration into development strategies and policies.

UIC LOW-CARBON SUSTAINABLE RAIL TRANSPORT CHALLENGE

This initiative aims to reduce transportation greenhouse gas emissions through: technical development and improved management leading to greater efficiency; de-carbonization of energy consumption (reducing dependence on fossil fuels and improving energy security); better use of existing rail assets (infrastructure and rolling stock); investment to develop new rail networks; benchmarking and reporting to drive improved performance; and better informing transport policy.

INTERNATIONAL TRANSPORT FORUM

This forum acts as a platform for discussion and pre-negotiation of policy issues across all transport modes. It analyzes trends, shares knowledge, and promotes exchange among transport decision-makers and civil society. ITF's Annual Summit is the world's largest gathering of transport ministers and the leading global platform for dialogue on transport policy. ITF's resolutions, recommendations and reports have informed transport policy decisions on issues as diverse as railroad regulation and road safety, accessibility and environmental standards, and market liberalization for international road haulage services. A number of business associations and companies across the transport sector participate in the Forum.

SUSTAINABLE MOBILITY PROJECT 2.0 - WORLD BUSINESS COUNCIL ON SUSTAINABLE DEVELOPMENT

This project, initiated in 2013, is a multi-stakeholder partnership of 15 leading automobile makers and other companies from the transportation sector and six cities. The project fosters collaboration between cities and industry leaders and helps identify transportation priorities and measures to enhance the transport systems in the participating cities. This three-year partnership aims to accelerate progress towards delivering universal access to safe and low-impact mobility for both goods and people.

GLOBAL PARTNERSHIP FOR SUSTAINABLE TRANSPORT

Proposed by the International Road Transport Union (IRU) at a side event at the 2nd UN Conference on Landlocked and Developing Countries in November 2014, the GPST aims to provide an international platform and a framework for multilateral dialogue on policy options and possible measures to enhance sustainable transportation systems, in particular in developing countries.

PARTNERSHIP ON SUSTAINABLE, LOW CARBON TRANSPORT

This partnership of over 90 organizations focuses mainly on land transport in developing countries, including freight and passenger transport, both motorized and non-motorized. The policies proposed by SLoCaT are universal but the geographical scope of the Partnership currently focuses on Asia, Latin America, and Africa.

Multi-stakeholder partnerships and collaborations (CONTINUED)

UNEP PARTNERSHIP FOR CLEAN FUELS AND VEHICLES

Established in 2002, the PCFV brings together 72 organizations representing developed and developing countries, the fuel and vehicle industries, civil society, and leading world experts on cleaner fuels and vehicles, to combine their resources and efforts to achieve cleaner air and lower greenhouse gas emissions from road transport by applying fuel-quality improvements and proven vehicle technologies in use in leading global auto markets. This includes a campaign to reduce the use of leaded gasoline and sulfur diesel as well as to enhance emission efficiency of vehicles.

BUSINESS FOR SOCIAL RESPONSIBILITY – CLEAN CARGO WORKING GROUP

This global business-to-business initiative with over 45 ocean freight carriers, is dedicated to improving the environmental performance of marine container transport through measurement, reporting, evaluation and best practice sharing. Through developing tools for measuring, evaluating, and reporting the environmental impacts of global goods transportation, including CO2 emissions, the Group helps ocean freight carriers track and benchmark their performance, contributing to cleaner and more sustainable consumption.

GLOBAL GREEN FREIGHT ACTION PLAN

This Action Plan aims to facilitate collaboration among governments, the private sector, and civil society to enhance the efficiency of global goods movement in ways that significantly reduce climate, health, energy, and economic impacts. The Action Plan encompasses an evolving set of actions aimed at engaging stakeholders in support of three main objectives: aligning and enhancing existing green freight efforts; developing new green freight programs; and incorporating measures to control black carbon emissions into green freight programs.

INTERNATIONAL CIVIL AVIATION ORGANISATION'S CARBON OFFSETTING AND REDUCTION SCHEME FOR INTERNATIONAL AVIATION (CORSIA)

In October 2016 Government, industry and civil society representatives agreed on a new global market-based measure to control carbon emissions from international aviation. Implementation of the CORSIA will begin with a pilot phase from 2021 through 2023, followed by a first phase from 2024 through 2026. These voluntary phases will be followed by all States coming on board from 2027 to 2035 (with some exemptions for Least Developed Countries, Small Island Developing States, Landlocked Developing Countries and States with very low levels of international aviation activity).

BUSINESS FOR SOCIAL RESPONSIBILITY – FUTURE OF FUELS

This initiative helps companies understand the impacts of transportation fuel and how they can work together to create a system that is sustainable, resilient, and affordable. Its mission is to identify and promote transportation fuel pathways that enhance the sustainability of available and emerging fuel choices.

SUSTAINABLE SHIPPING INITIATIVE

This coalition of shipping leaders from around the world brings together maritime sector companies with the aim of creating a sustainable and successful shipping industry by 2040. It has developed a web-based tool that helps cargo owners and charterers to select the non-financial risk management rating scheme that is most suited to their needs and it provides guidance on how to use ratings schemes for optimum effect. The coalition has examined what the ideal rating scheme might look like for the shipping industry and how that could impact the industry.

GLOBAL FRAMEWORK FOR AVIATION ALTERNATIVE FUELS

This was launched in 2009 as part of the International Civil Aviation Organization's strategy to support solutions that reduce aviation's contribution to climate change. It provides a continuously updated database about activities and developments in the field of alternative fuels for aviation, as well as useful documentation and links, to support information sharing and dissemination for the benefit of the aviation fuels community.

EMBARQ

A multi-stakeholder platform that catalyzes and helps implement environmentally, socially and financially sustainable urban mobility solutions to improve quality of life in cities. Founded in 2002, EMBARQ operates through a global network of offices in Brazil, China, India, Mexico, Turkey, and the United States. The initiative collaborates with local and national authorities, businesses, and civil society to reduce pollution, improve public health, and create safe, accessible, and attractive urban public spaces.

Multi-stakeholder partnerships and collaborations (CONTINUED)

URBAN ELECTRIC MOBILITY INITIATIVE, UN HABITAT

This aims to phase out conventionally fuelled vehicles and increase the share of electric vehicles in the total volume of individual motorized transport in cities to at least 30% by 2030.

GLOBAL ROAD SAFETY PARTNERSHIP

Since 1997 this coalition of companies, civil society organizations and development agencies has engaged in policy advocacy and partnership activities to enhance road safety and reduce fatal road accidents. The Global Road Safety Facility, a public-private partnership initiative of the World Bank Group launched in 2006, provides funds and technical assistance for global, regional, and country-level activities designed to accelerate and scale up the efforts of low- and middle-income countries. The partnership builds up managerial and technical capacity to prepare and implement cost-effective road safety programs. This platform also engages in partnerships with companies in Africa to promote road safety campaigns along key transportation corridors in the continent.

WORLD OCEAN COUNCIL

An international cross-sector alliance of companies from oil and gas, shipping, fisheries, aquaculture, seabed mining, renewable energy, ocean technology, tourism, maritime law, investment and other areas, are collaborating on "Corporate Ocean Responsibility", such as ocean governance and policy, marine planning, marine pollution, special ocean regions, biodiversity, ports and coastal infrastructure, and expanding the role of industry in ocean data collection in support of sustainable development.

TRIDENT ALLIANCE

This is a coalition of ship owners and operators who share a common interest in robust enforcement of maritime sulphur regulation as a means to ensure fair competition and are willing to collaborate to help bring it about. The Trident Alliance partners with other stakeholder groups, who share the interest in robust enforcement, to work on specific initiatives that support this objective. The organisation's focus is on communication to raise awareness of the issue, supported by compliance transparency measures and initiatives to foster innovation in enforcement technology.

GLOBAL BUSINESS COALITION AGAINST HUMAN TRAFFICKING

A coalition of companies across the transportation sector joined forces with a U.S. government agency to fight against human trafficking, which disproportionately affects women. The initiative raises awareness about the issue in the transportation industry and educates the transportation workforce about ways to identify and report human trafficking cases. To promote dialogue and interaction among transportation workers, the initiative launched a web-based workspace where they can share resources and materials. It benefits the industry by protecting its reputation.

TIRE INDUSTRY PROJECT

This Project, formed in 2005, includes companies representing approximately 65% of the world's tire manufacturing capacity. Working under the umbrella of the World Business Council for Sustainable Development, the Project aims to identify and address the potential health and environmental life cycle impacts of tires. During the past two years, the Tire Industry Project has focused on five key issues: potential impacts of tire and road wear particles that are 2.5 microns in size; potential life cycle health and environmental impacts of new nanomaterials; development of a product category rule for conducting life cycle assessments; development of common reporting indicators; and management of end-of-life tires.

GLOBAL INFRASTRUCTURE BASEL FOUNDATION

GIB promotes the development and financing of sustainable and resilient infrastructure globally, working with multiple stakeholders ranging from city representatives to project developers and infrastructure financiers. GIB has developed a range of tools, services and supporting activities to support its vision. These centre around SuRe® - the Standard for Sustainable and Resilient Infrastructure which integrates key sustainability and resilience criteria into infrastructure development and upgrade. It provides guidance on how to manage those aspects from both a risk management and a benefit creation perspective, starting as early as possible in an infrastructure project's life cycle. Developed by GIB in collaboration with Natixis, the standard is the result of a multi-stakeholder process involving experts from infrastructure development, construction, finance, public, academia and civil society sectors around the world.

Business and Industry Associations Action

Many associations are undertaking initiatives and projects designed to assist their member associations and companies to enhance their alignment with sustainable development priorities by improving their risk mitigation strategies. These are some of these examples:

INTERNATIONAL ASSOCIATION OF PUBLIC TRANSPORT

The UITP represents public transportation authorities and advocates for sustainable mobility. It launched the Sustainable Development Charter through which 115 signatory organizations have committed to advance environmental, social, and economic performance.

INTERNATIONAL UNION OF RAILWAYS

The UIC facilitated the launch of the “Declaration on Sustainable Mobility & Transport” to demonstrate the railway industry’s commitment to sustainable mobility and development priorities. The Declaration, launched in 2010 and signed by over 50 railway CEOs, has helped align the railway sector to meet the challenges of sustainable development. In 2014, UIC worked with its members to develop the “UIC Low Carbon Rail Transport Challenge.”

INTERNATIONAL AIR TRANSPORT ASSOCIATION

The IATA advocates to governments and air transport operators for the improvement of Air Traffic Management (- reducing flight time by even one minute globally can save 4.8 million tons of carbon emissions per year). It also works with member organizations to align voluntary initiatives to reduce the aviation sector’s carbon footprint.

AIR TRANSPORT ACTION GROUP

The ATAG has been instrumental in promoting three significant global climate action goals to be achieved across the aviation industry covering improvements in fuel efficiency (1.5% annual improvement through to 2020), a reduction in CO2 emissions (50% reduction in net carbon emissions by 2050 compared to 2005 levels), and carbon-neutral growth. ATAG’s work encompasses a four-pillar strategy spanning technology (e.g. lightweight materials, fuel-efficient engines and alternative fuels), operational efficiency (e.g. landing procedures), infrastructure (e.g. airspace design and operations) and market-based approaches (e.g. a global market-based measure for aviation emissions).

INTERNATIONAL ROAD TRANSPORT UNION ACADEMY

Committed to actively supporting the UN Decade of Action for Road Safety, the IRU Academy has developed road-safety programs. These include the Crash Prevention Program which increases risk awareness and encourages best practice in road-safety among commercial drivers, and the Safe Loading and Cargo Securing Program.

INTERNATIONAL ASSOCIATION OF PORTS AND HARBORS

The IAPH launched an initiative that brings together over 60 ports around the world to reduce greenhouse gases and serves as a learning and dialogue platform for port authorities and operators. The initiative formed several working groups to develop guidance and tools, helping port authorities and operators to improve their carbon emission tracking mechanisms.

INTERNATIONAL CHAMBER OF SHIPPING

The ICS is a global trade association for ship owners and operators representing over 80% of the world’s merchant fleet. The International Maritime Organization International Safety Management (ISM) Code contains mandatory standards for both internal and external audits of shipping companies’ Safety Management Systems. ICS has produced numerous technical publications on issues such as navigational and operational safety and pollution-free tanker operations.

INTERNATIONAL FEDERATION OF FREIGHT FORWARDERS ASSOCIATIONS

Within FIATA, a specialized body known as the Advisory Body Vocational Training (ABVT) has been a major contributor to the development of vocational training in the freight-forwarding industry. As at September 2015, the ABVT had validated 57 FIATA Diplomas in Freight Forwarding programs in 53 countries, of which 15 are higher diplomas in supply chain management programs. These equip local citizens with the necessary skills for job creation and better standards of living.



SDG INDUSTRY MATRIX FOR TRANSPORTATION

The following pages outline opportunities – under each of the 17 SDGs – for companies to create value for their business whilst creating a more sustainable and inclusive path to economic growth, prosperity, and well-being. It also profiles practical company examples submitted through the consultation process.

SDG 1

End poverty in all its forms everywhere

OPPORTUNITIES FOR SHARED VALUE

- Provide core expertise and funding to develop innovative **rural transportation projects** that are climate-resilient and socially inclusive.
- Partner with local governments to offer **affordable transport services** and flat fares to rural areas and low-income urban neighborhoods.

LEADING BY EXAMPLE

- **Bamboo Bikes Ltd**, a small enterprise in Ghana, manufactures bamboo bicycles which provide the regional rural population with a durable low cost transport solution. Bamboo is stronger and dampens more vibration than steel or carbon. It is also biodegradable and has less environmental impact than other materials used to build bicycles. The initiative trains unemployed local people, especially women, with little or no education in the manufacture and assembly of bamboo bicycles. (The innovative use of bamboo in the manufacture of bicycle frames in Ghana originated from the Millennium Cities Initiative, based at the Earth Institute of Columbia University in the United States, and supported by KPMG International.)
- **Mobius Motors**, a Kenyan automaker, has been established to produce low-cost multi-purpose vehicles, suitable for poor rural roads, and affordable for many small-scale entrepreneurs. The Mobius vehicle is a low-cost, functional, and durable vehicle, designed and built for the African

market, and it can be tailored to a client's needs for passenger or goods transport. (The majority of roads in rural and peri-urban areas of sub-Saharan Africa are degraded, making transport difficult and ultimately restricting mobility. The most common vehicles across regions such as East Africa are imported from more developed countries such as Japan, UAE, and India, and are primarily designed for areas with good road infrastructure. High import duties and high maintenance costs as a result of bad roads make these vehicles relatively expensive.)

- **Renault**, a French car manufacturer, launched a social enterprise to help remove the mobility obstacles preventing low-income job seekers from accessing employment. Through a program called "Solidarity Garage," Renault, in partnership with welfare and employment agencies, facilitates transport of vulnerable populations and enables them to use and maintain their vehicles optimally. The garages provide affordable maintenance and cheaper cars.



1 NO POVERTY



Photo: Edwin Huffman/World Bank

SDG 2

End hunger, achieve food security and improved nutrition and promote sustainable agriculture



2 ZERO HUNGER

OPPORTUNITIES FOR SHARED VALUE

- Accelerate technological innovation to increase efficiency, reduce the cost and reduce the environmental footprint of **transporting food products**.
- Expand the use of **low-pressure tires for heavy agricultural machinery** to preserve soil lightness and hence protect agricultural yields.
- **Advise farmers in extended supply chains** (e.g. rubber tappers) how to increase their productivity, storage, logistics and sustainability.

LEADING BY EXAMPLE

- **CMA CGM Group**, a global shipping company, uses innovative transportation refrigeration technology to transport fruits and vegetables from developing economies with minimum environmental footprint. The technological innovation enables smallholder farmers to export their products more economically. In addition, the technology enables effective distribution of perishable food products to rural areas, even when limited infrastructure results in long journey times.
- **CSX**, an international transport company, together with a non-profit organization helps local farmers improve food delivery services in order to increase access to fresh and healthy foods to low-income families and individuals in the United States.
- **Michelin**, a global tire company, has developed low-pressure tires for heavy agricultural machinery in order to preserve soil lightness and stop its incremental compaction over time. This leads to a proven increase in agricultural yields and reduced pollution from agricultural land.
- **Pirelli & C. SpA** has developed a partnership with its Supplier Kirana Megatara, one of the major rubber processors in Indonesia, to support natural rubber farmers (second-tier in Pirelli's supply chain) through quality training aimed at enhancing rubber tree productivity as a base to not only enhance farmers' earnings, but also to prevent deforestation risks linked to low productivity. Moreover, the program involves the distribution of scholarships to support education for the farmers' children. Today, around 6000 farmers are involved in the program.



Photo: Sebastian Szyd/World Bank

SDG 3

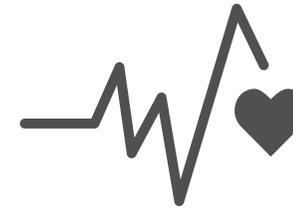
Ensure healthy lives and promote well-being for all at all ages

OPPORTUNITIES FOR SHARED VALUE

- Collaborate with governments and other stakeholders to reduce deaths and injuries from **road traffic accidents**.
- Offer services and products that improve **accessibility of medical services** for rural and disadvantaged populations.
- Provide a proactive **employee wellness program** to prevent and reduce growing non-communicable diseases caused by industry specific working conditions.
- Engage in multi-stakeholder partnerships to tackle **communicable diseases** such as HIV/AIDs for long distance drivers.
- Partner with local governments in support of **safe walking and cycling infrastructure**.
- *Improve **working conditions** for employees across the value chain (including providing support for breastfeeding mothers) and provide employees and their families with **healthcare** services and insurance.*
- *Improve **safety and resilience of staff** – and other people in the value chain where feasible – in locations with high disaster risk by developing robust **disaster risk mitigation** and preparedness plans (including emergency first aid and rescue skills) and providing them with physical and psychosocial support after disaster events.*

LEADING BY EXAMPLE

- **Tata Motors** set up commercial vehicle driving centers in partnership with public institutes such as Urjanchal Driving school in Madhya Pradesh to promote road safety issues in India. Tata Motors provides training content, advises aspiring agencies on establishing and running driver training schools, monitors the quality of training, and assists in networking with potential employers for trainees.
- **Hyundai Motors**, a global automaker, in partnership with a public health non-profit organization, provides mobile medical vehicles to enhance medical service access to rural populations in developing countries such as Uzbekistan, Ethiopia, Democratic Republic of Congo, Nigeria, Ghana, Rwanda, etc. These vehicles are designed to allow doctors to perform basic internal medical examinations for those who lack access to healthcare facilities. A mobile health-clinic vehicle is increasingly recognized as a valuable alternative for health-care services to vulnerable populations.

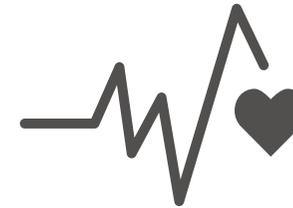


3 GOOD HEALTH AND WELL-BEING



Photo: Sebastian Szyd/World Bank

- **TPA Sp. z o.o.**, designed the technology and lights for a 'glow in the dark' solar powered bicycle trail in Poland. The asphalt contains synthetic particles called 'luminophores' which at night emit power captured from sunlight, creating an electric blue hue which lasts up to 10 hours. The glowing bicycle path aims to reduce bicycle and pedestrian accidents at night.

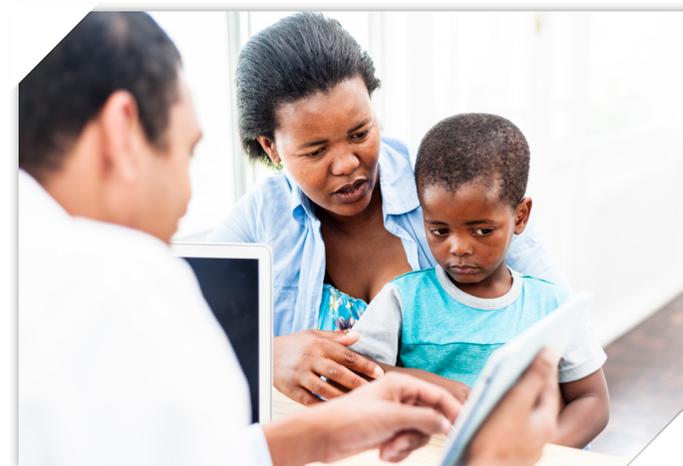


3 GOOD HEALTH AND WELL-BEING

- **CSX**, a U.S. railway and transport company, has partnered with a medical school to develop a robust wellness program for its workers including 24-hour fitness, nutrition coaching, health screening, and distribution of walking/exercise monitors to tackle obesity and sleep apnea. (Research reveals that transportation workers risk shorter life spans because their working environments often result in lack of movement and poor diet.)
- **FedEx** collaborated with EMBARQ Mexico to develop a training program manual for Mexico City’s Metrobús drivers. The manual is an amended version of the FedEx Safety First program and is now being replicated in other Mexican cities. Elsewhere, EMBARQ Brazil is developing a pocket safety manual for drivers that will draw on both the FedEx Safety First program and the EMBARQ Mexico training manual.
- **Trucking Wellness** is a public-private partnership of the National Bargaining Council for the Road Freight and Logistics Industry in South Africa, supporting an HIV/AIDs prevention and treatment initiative. Various development interventions target long-distance drivers because this group is particularly vulnerable to the risk of HIV/

AIDS. These interventions benefit transportation companies by improving staff health and well-being, therefore reducing absenteeism.

- **Jaguar Land Rover’s** Advanced Research Centre is working on a suite of groundbreaking new technologies that aim to prevent future road accidents. In 2014, it began introducing autonomous emergency braking systems across its whole model range. Using stereo cameras located above the rear-view mirror, the system helps to identify an imminent risk of colliding with another vehicle – avoiding or reducing the severity of impact. Research projects include 360° Urban Windscreen which uses transparent roof pillars (and cameras outside the vehicle) to give the driver a 360° view outside the vehicle so that pedestrians, cyclists and other vehicles are visible, even in blind spots.



According to the World Health Organisation, road traffic injuries are the leading cause of death among young people, aged 15–29 years. The 2030 Agenda for Sustainable Development includes an ambitious target to halve the number of global deaths and injuries from road traffic accidents.

SDG 4

Ensure inclusive and equitable quality education and lifelong learning



4 QUALITY EDUCATION

OPPORTUNITIES FOR SHARED VALUE

- Promote and invest in **STEM education** (i.e. Science, Technology, Engineering and Mathematics) for girls, boys, women and men to secure access to employees with skillsets which meet future business needs in countries of operation (e.g. engineers, technology experts and data analysts).
- Collaborate with other companies and educational institutions to provide **vocational training** in order to develop a diverse talent pipeline including women, men and vulnerable persons (such as persons with disabilities, indigenous persons, and racial and ethnic minorities).
- Collaborate with governments and educational institutions to integrate **road safety into school curricula**.
- Support local governments to identify optimal **locations for educational institutions**, such as close to mass transit lines.
- *Collaborate with other businesses, NGOs and governments to improve learning in countries within the company's value chain (thereby making a long term investment in a diverse talent pipeline and improved economy).*

LEADING BY EXAMPLE

- **Jaguar Land Rover's** 'Inspiring Tomorrow's Engineers' program promotes learning and engagement in STEM subjects in collaboration with schools and colleges to inspire young people to consider engineering and manufacturing careers. Over 2.5 million young people have participated in the program which comprises three main elements: (i) School STEM Team Challenges (including Rover 4x4 in Schools, Jaguar Maths in Motion and Jaguar Primary School Challenge) which bring science and technology subjects to life, providing pupils in 11 countries with hands-on projects that enable them to explore different aspects of the automotive industry in a stimulating and exciting way. In

addition to raising awareness about engineering and automotive technologies, the projects also help young people develop communication, team-work, project management and ICT skills.

- (ii) Education Business Partnership Centres which manage school visits and work placements at the company's UK sites.
- (iii) Careers outreach activities where the company engages with young people, teachers and parents outside its plants to help inform career choices.



UN Photo Library



4 QUALITY EDUCATION

- **Fluor**, an international construction firm, runs a vocational training school for unemployed and disadvantaged people in South Africa. Since its inception almost 35 years ago, more than 30,000 people have been trained in marketable trade skills and have secured employment as fitters, welders, electricians, pipefitters, and other building trades. The training program provides Fluor with access to a diverse talent pipeline.
- **Volvo Group**, together with the U.S. Agency for International Development and the Swedish International Development Cooperation Agency, entered into a partnership to provide vocational training schools for 4,500 young people in ten countries between 2013 and 2018, primarily in Africa and South East Asia. This initiative supports Volvo Group's planned geographic expansion and it addresses the challenge of existing educational systems which do not develop the skills that are needed by the industry. The first schools have been launched in Ethiopia, Morocco, and Zambia including a training school in Settat (Morocco) to develop mechanical skills which can be directly applied in the heavy-equipment industry.
- **MAN SE** has a global partnership with SOS Children's Villages (a not-for-profit organization) to support long-term and sustainable education projects for children and young people. The partnership began in 2008 with MAN's sponsorship of the SOS Vocational Training College in Kality (Ethiopia) and MAN's ongoing assistance has financed several vocational programs including engine service and maintenance, and drive-system and automotive mechanics (-as well as the construction of an additional college building). As another example, at the SOS Vocational Training Center in Nuremberg (Germany), MAN is sponsoring the education of socially disadvantaged young people as they qualify to become industrial mechanics, machine operators, electricians, carpenters, and cooks. The center provides support to almost 400 disadvantaged young people from more than 30 different countries as they start their working lives.



Photo: Alex Baluyut/World Bank

SDG 5

Achieve gender equality and empower all women and girls



5 GENDER
EQUALITY

OPPORTUNITIES FOR SHARED VALUE

- Design **safe passenger transport solutions and practices** that reduce women's vulnerability to sexual violence and abuse whilst they are travelling.
- Engage in policy initiatives and partnership efforts that help to prevent and identify **human trafficking and sexual exploitation** which disproportionately affect women.
- **Integrate the needs of women and girls** into transportation and infrastructure policymaking and decision-making, both at company level and also informing government level policies and investments.
- Develop evidence based strategies to attract and retain a higher proportion of **female workers** in the sector, considering organizational culture, health and safety and other issues.
- *Increase the share of **women on company Boards** and in senior roles, and invest in policies and programs which support the development of women in the workforce and encourage organizations in the value chain to do the same.*
- *Integrate the **Women's Empowerment Principles** into core business operations and value chain to ensure a comprehensive approach to achieving gender equality, and encourage peers to do likewise.*

LEADING BY EXAMPLE

- **Delhi Transport Corporation (DTC)**, in collaboration with several non-governmental and civil society groups, designed and implemented measures to enhance safe travel for women in DTC buses. On many routes, DTC has introduced women-only bus services. In addition, helpline numbers were put on display in buses and around bus stops, helpline booklets were distributed through ticket counters, and a helpline service was launched for distressed women. Since 2007, trainings have been undertaken in cooperation with Jagori, a women's

rights initiative in India, to sensitize approximately 3600 DTC bus drivers and conductors about gender safety.

- **www.Women'sTaxi.org** is a global network of women-oriented taxi companies and initiatives, founded in 2013 by Ms. Nominadri S. of Mongolia. The website brings together government sponsored, privately funded, and female entrepreneurial businesses that provide the Women4Women Taxi Service, provided by female drivers solely dedicated to serving female patrons. All companies listed



Photo: Shehzad Noorani/World Bank



5 GENDER EQUALITY

on the webpage are conscious of the rights of all women to safe transport and strive to provide services that are sensitive to the concerns women face in the male-dominated taxi industry. Today, women-only taxi services are offered in cities in Iran, India, Lebanon, Malaysia, Mexico, Mongolia, Pakistan, Russia, South Africa, United Arab Emirates, the United Kingdom, and the United States. Moreover, Women4Women Taxi services empower women to challenge the gender norms of the transport industry and to become competitors in a skilled and sustainable trade.

- **Lufthansa**, Germany's air carrier, works towards increasing the representation of women pilots by challenging perceptions that it is a male role. In cooperation with Hamburg Aviation, the company organizes a series of outreach events including the Women in Aviation exhibition which showcases the professional careers of women in aviation. Lufthansa also offers family-friendly policies such as part-time opportunities to support work/life balance.

- **Transnet**, a large transport company in South Africa, launched an enterprise development program in partnership with a global car manufacturer to empower female entrepreneurs in the engineering sector. The program enhances women's engineering skills so they can perform repairs and maintenance, equipment supply, plumbing and installation for Transnet and other companies.
- **Aurizon**, an Australian rail freight, adopted a Diversity Policy and established a Diversity Council to increase the number of women in senior and middle management and reduce attrition. Programs such as the CEO Office Rotation, Senior Development Program, Mentoring Program, Networking Opportunities, a Women's Conference, and the annual International Women's Day Business Lunch were developed.



Photo: Gennadiy Ratushenko/World Bank

SDG 6

Ensure availability and sustainable management of water and sanitation for all



6 CLEAN WATER AND SANITATION

OPPORTUNITIES FOR SHARED VALUE

- Improve **water stewardship technology** to reuse water, minimize harmful waste into the water system, and reduce water consumption to maintain and operate vehicles, vessels and aircrafts.
- Consider water risks and the value of water related ecosystem services (including water supply) as part of **investment evaluation and performance criteria**.
- Engage in **collective action** approaches to water stewardship and disclosure, such as the CEO Water Mandate and the Water Action Hub, which are platforms to unite companies, Governments, NGOs, and other stakeholders on a range of critical water projects in specific river basins around the planet.
- Sign the **WASH pledge** of the World Business Council for Sustainable Development which calls on companies to **implement access to safe water, sanitation and hygiene at the workplace**.

LEADING BY EXAMPLE

- **Salini Impregilo**, a global construction firm, is part of a consortium responsible for the expansion of the Panama Canal. It integrates water stewardship strategies to reduce water consumption from the Gatun Lake during the design and construction process. A system of water-saving basins has been designed to recover and partially re-utilize water. This resulted in a 60% reduction in water drawn from Gatun Lake, and transit that would have required the use of approximately 500 million liters of water can now take place with approximately 200 million liters.
- **Express Transindo Utama**, an Indonesian passenger transport company, has reduced the quantity of groundwater used for washing taxis (as part of its commitment to the CEO Water Mandate).

Absorption wells with a natural filtering system were built at the company vehicle pools to treat wastewater and prevent the build-up of standing water. The water collected in these wells can be reused during the dry seasons. Biopores were filled with organic waste to enhance absorbability of water and growing conditions for plants and trees around the taxi sites.

- **DP World**, a global shipping container handling company, worked with its supplier to embark on waste reduction campaigns in Thailand, Vietnam, the Republic of Korea, and Argentina to raise awareness of waste management policies of both companies among its employees, contractors, and customers.



Photo: Edwin Huffman/World Bank



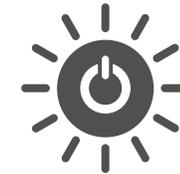
6 CLEAN WATER AND SANITATION

- **Daimler AG** has introduced a “zero discharge” policy in its new plant in Chennai in southern India. It channels water through a complex system of pipes, pumps, filters, and evaporators in a closed loop and it is continually reconditioned, with no water leaving the plant via a sewer line. The plant also aims to keep the natural water cycle intact as far as possible, with most of the water required for production coming from company-owned wells. To make up for the water taken from the wells, Daimler has connected the downpipes from the roofs to dry wells, so that unpolluted rainwater is fed directly back into the groundwater, with artificial ponds for monsoon season and special retainer systems to protect groundwater in the event of a fire.
- **Ford** reduced its total global water use by 62% between 2000 and 2014, or more than 10 billion gallons (equivalent to the water used for 1 billion five-minute showers). It also exceeded its global goal to reduce water use per vehicle by 30% two years ahead of its 2015 target. It accomplished this by cutting the water it uses in everything from cooling towers to washing parts to paint operations. Ford has invested in numerous water-reduction technologies and process improvements. These include membrane biological reactors and reverse-osmosis processes to recycle water from on-site wastewater treatment plants in more arid regions; as well as Minimum Quantity Lubrication which uses a ‘dry-machining’ process to lubricate cutting tools with a very small amount of oil (rather than the conventional “wet-machining” process that required large amounts of metal-working fluids and water to cool and lubricate the tools).



SDG 7

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



7 AFFORDABLE AND CLEAN ENERGY

OPPORTUNITIES FOR SHARED VALUE

- Collaborate across the industry and with Governments to improve the **intermodal and trans-modal transfer systems** in order to increase energy efficiency.
- **Upgrade fleets** to enable use of alternative, less carbon-intensive fuels and drive the use of renewables.
- Partner with manufacturers to improve the **design and energy performance** of vehicles, vessels, and aircraft.
- Collaborate with industry bodies, the energy sector, academia and Governments to make coordinated investments in research and development of **next generation biofuels**, thereby increasing the speed at which they become commercially viable.

LEADING BY EXAMPLE

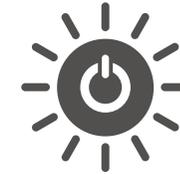
- **The New York State's Metropolitan Transportation Authority (MTA)**, a public benefit transport corporation in the U.S., launched an alternative fuel vehicle program for its bus fleet of approximately 5,710 buses. The company purchased hybrid electric buses, switched all its diesel buses to ultra-low-sulfur diesel fuel and diesel particulate filters, and initiated a diesel engine repowering program. This helped the city run one of the largest green fleets in the world operating on hybrid electric and compressed natural gas buses.
- **Kandi EV CarShare**, a car-sharing program of Kandi Technologies Group in Hangzhou (China), operates only Kandi EV all-electric cars, which are available to customers in automated garages that

run like vending machines.

The rental price is about US\$ 3.25 per hour. Leasing is available from US\$ 130 to US\$ 160 per month including insurance, maintenance, and electric power through swapping batteries at the program garages. Kandi Technologies plans on making 100,000 cars available to the residents of Hangzhou over the next years. In 2014, Kandi EV CarShare also expanded to other Chinese cities, including Shanghai, Chengdu, Guangzhou, Wuhan, Changsha, and Nanjing. In 2015, Kandi Technologies Group signed a manifesto for the strategic development of "Car-Share 4.0" to promote connected electric vehicles with five other companies.



Photo: Dominic Sansoni/World Bank



7 AFFORDABLE AND CLEAN ENERGY

- **Airbus Group** is supporting the development of sustainable fuels made from biomass feedstock that, through their lifecycle, emit less CO₂ than conventional fossil fuels. The Group has been working with a broad range of partners – universities, farmers, airlines, refineries and standard-setting organizations – to act as an agent of change, helping to develop value chains that produce ‘drop-in’ sustainable fuels that today’s aircraft can burn without modification. Airbus aims to be a catalyst, sparking the search for production of affordable sustainable fuels, in sufficient commercial quantities to help the aviation industry reach its goals for minimizing greenhouse gas emissions. Airbus currently has development partnerships in place in Spain, Qatar, Brazil, Australia, Malaysia and China.
- In 2014, **Jaguar Land Rover** opened a new Engine Manufacturing Centre in the UK with a roof-mounted solar array which at the time of construction was the largest privately owned array in Britain. The building has 22,622 panels (6.2MWp) which are designed to supply 30% of the site’s energy needs (equivalent to the energy required to power 1,600 homes), thereby reducing the plant’s CO₂ footprint by over 2,400 tonnes per year. Jaguar Land Rover is planning to invest £36 million over the three years to 2017 in improving energy performance through an integrated approach of efficiency, process change and renewable energy.



SDG 8

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



8 DECENT WORK AND ECONOMIC GROWTH

OPPORTUNITIES FOR SHARED VALUE

- Implement training and hiring programs that focus on **local employees**.
- In partnership with local, regional and/or national Governments, train and strengthen the **income generating ability of suppliers** in the value chain.
- Integrate **diversity and inclusiveness** into supply chain management practices to provide opportunities to women and minority-owned businesses.
- Provide targeted **internships** for young people from disadvantaged backgrounds in order to promote social mobility whilst also enhancing company performance through increased workforce diversity.
- Develop the **skills of lower paid workers** to give them improved professional opportunities, both within and outside of transportation sector.

LEADING BY EXAMPLE

- **Pirelli**, a manufacturer of tires, has entered into an innovative agreement with the Government of Egypt so support its expansion plans in Egypt. The €2 million agreement between Pirelli Egypt and the Social Fund for Development will launch a new franchise of 35 tire service centers for commercial and passenger tires. The service centers will be operated by young entrepreneurs who will be coached by Pirelli and financed by the Fund. This will support the expansion of service centers across Egypt whilst also helping to reduce youth unemployment.
- **China Ocean Shipping Company (COSCO)** has improved working conditions for migrant workers

because legal procedures (such as the household registration hukou system) make it difficult for migrant workers to obtain housing, healthcare and education. COSCO issues migrant workers with contracts ensuring protection of their rights and interests. The contracts include strong health and safety management mechanisms, education and training. COSCO has also built eleven libraries, three activity centers, and over a hundred cultural and sports venues specifically for migrant workers.

In most OECD countries and emerging markets, the transportation industry employs directly between 6% and 9% of the work force.



Photo: Edwin Huffman/World Bank



8 DECENT WORK AND ECONOMIC GROWTH

- **Konkan Railway Corporation**, a railway operator in India, is partnering with the State Tourism Department to train taxi and auto rickshaw drivers in order to make them more marketable to tourists across various train stations. This aims to strengthen the tourism industry in the region as well as help these drivers and small taxi operators improve their income base. The collaboration also contributes to a more positive experience for railway passengers.
- **Royal Caribbean Cruises Ltd.**, in partnership with the Pan-American Development Foundation, supports the development of local artisans' businesses. Throughout the Caribbean and Latin America, this partnership helps artisans become third-party certified as sustainable vendors. Royal Caribbean Cruises invites the artisans to market their products to customers on their cruise ships, which also enhances the customer experience.
- **Union Pacific**, a U.S railway company, supports diversity across its supply chain including procurement of fuel, engineering services, railroad maintenance and construction materials, rolling stock maintenance and technology.

Its spending with diverse suppliers grew an average of 5.7% annually from 2008 to 2015. Further, about 30% of its suppliers reported purchasing goods or services from diverse suppliers in support of the railway company's supplier diversity initiative.

- **Artisans d'Angkor** is a social enterprise, managed by **VINCI Airports** in partnership with the Cambodian Government. It was formed to ensure the continuity and development of Khmer crafts, and it offers employment for around 20 underprivileged communities in the Siem Reap region. Craftsmen and women receive a contractual level of income and full social welfare coverage. The enterprise operates 42 shops in Siem Reap province and has outlets in Siem Reap and Phnom Penh airports. It reported revenue of almost €8 million in 2014 whilst providing work to 1,200 employees, including 800 artisans working in 48 rural workshops. Each year, the profit is reinvested in training and developing the business.



Photo: Anvar Ilyasov/World Bank

SDG 9

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

OPPORTUNITIES FOR SHARED VALUE

- Increase **whole-life infrastructure efficiency** by using more sophisticated data analytics, embedded sensors and appraisal systems.
- Build **cross-sector partnerships** to unlock complementary investments in sustainable, resilient transportation infrastructure and technology.
- Integrate rigorous social and environmental **impact assessments and mitigation strategies** into the development of major infrastructure project proposals (for example using SuRe®, the Standard for Sustainable and Resilient Infrastructure) and encourage governments to give due consideration to social and environmental factors.

LEADING BY EXAMPLE

- In partnership with its member association in Turkmenistan, the **IRU** launched the Model Highway Initiative (MHI) to advocate for the creation of operational and transit corridors and address the difficulties of landlocked countries in accessing regional and global markets. MHI combines the creation of modern roadside infrastructure, institutional reforms, and the establishment of a Regional Infrastructure Fund. In 2014, the Government of Turkmenistan decided to create a pilot stretch of the Model Highway from Ashgabat to the port of Turkmenbashi. The World Bank, the Asian Development Bank, the Black Sea Trade and Development Bank, and the European Bank for Reconstruction and Development support the MHI.
- **Bechtel**, in partnership with a Turkish company, was selected to construct a highway in Kosovo. During construction, this consortium incorporated

the reduction, reuse, and recycling of waste into the project. The project included reducing fuel consumption during earthworks excavation, recycling waste oil to provide heating fuel for the local business community, and increasing awareness of various recycling options related to road industries (e.g. tires and batteries).

- **MAN SE** installed photovoltaic systems on the roofs of its vehicle production halls in Pinetown, South Africa, thereby creating its first carbon-neutral commercial vehicle plant. Its southern MAN Truck & Bus site now runs solely on regenerative energy, saving 860 tons of carbon dioxide emissions per year. The photovoltaic system measures 6,300 square meters and generates up to 810,000 kWh of electricity a year. It supplies sufficient energy on site to transfer a surplus into the local power grid. In addition, skylights and new insulation reduce

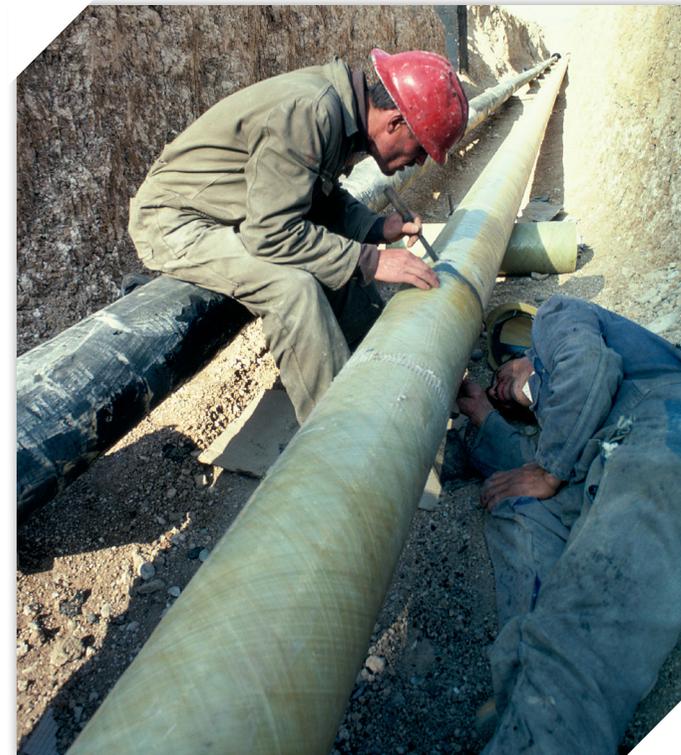


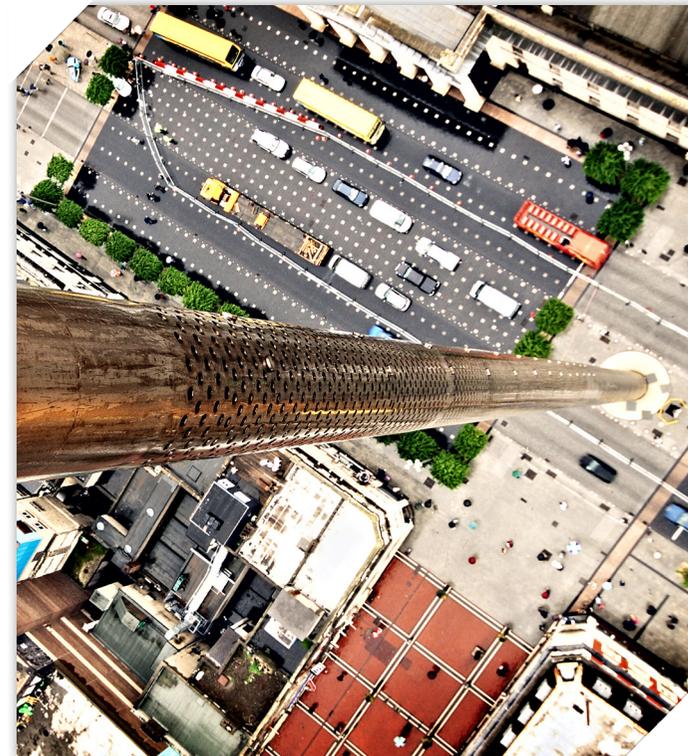
Photo: Yosef Hadar/World Bank



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

energy consumption, rainwater tanks save water, and wastewater is recycled. On a local scale, these measures are an important step forwards in MAN's global climate strategy which reduced carbon dioxide emissions by 19% between 2008 and 2014, saving 105,000 tons of carbon dioxide.

- **GMR Group**, in a joint venture consortium with Airports Authority of India and Fraport, was (in 2006) awarded the concession to operate, manage, and develop the Indira Gandhi Airport in New Delhi, India. The new terminal that opened in 2010 was the first in the world to be awarded the Leadership in Energy & Environmental Design (LEED) New Construction Gold Certification. The terminal features a parking structure and a departure lounge lit completely by daylight during the daytime, 1,200 energy-efficient LCD screens, 300 rainwater harvesting stations, and storm drains that control erosion.
- **Skanska**, a global construction company, participated in a public-private partnership to reconstruct 21 miles of interstate highway, 15 major interchanges, and over 140 bridges in the U.S.. It achieved the highest level of environmental certification (Envision™ Platinum) and spent US\$ 1.5 million inviting stakeholder input and installing community art created by local artists.
- **Uganda Freight Forwarders Association** advocates for greater involvement of the transportation and logistics sector in economic development policy discussions. It also contributes to strengthening the industry standards of freight forwarders in East Africa by training over 4,000 custom and transportation officials.
- **Wallenius Wilhelmsen** Logistics, a privately owned Norwegian/Swedish shipping company, designed, built, and is operating Melbourne's MIRRAT terminal, Australia's largest Roll On Roll Off seaport committed to helping its customers achieve supply chain efficiency with reduced environmental impact, now and into the future. It is sustainable by design, awarded a 6 Star Design Green Star rating, and incorporates a wide range of environmental attributes including use of recycled and sustainable construction materials, energy management systems, LED lighting to reduce energy usage by 30%, 2 million litres of onsite rainwater retention capacity, and a 100kW solar array to provide over 90% of power to the administration building.



SDG 10

Reduce inequality within and among countries



10 REDUCED
INEQUALITIES

OPPORTUNITIES FOR SHARED VALUE

- Collaborate with Governments, the World Bank and other stakeholders to develop transport solutions – including intermodal connectivity and transport corridors – for **States where the need is greatest**, in particular least developed countries, African countries, small island developing States and landlocked developing countries.
- Develop **universal transport accessibility** in all States including people who are young, elderly, disabled, in rural areas and/or on low incomes.
- Pay staff a **living wage** and encourage other companies within sphere of influence to also pay living wages.
- Create opportunities for lower paid workers to develop their **skills** and gain access to improved employment opportunities, both within and outside of the transportation industry.
- Adopt **equal opportunity** policies prohibiting discrimination in all forms and encourage others in the value chain to do the same.

LEADING BY EXAMPLE

- **Ford** launched its supplier diversity development program in 1978 with the goals of supporting minority and women owned businesses, creating business opportunities for diverse suppliers to grow into profitable enterprises, and further strengthening the Ford supplier network to reflect the company's workforce and customer base. Ford's diverse suppliers play an important role in the company's revitalized and expanding portfolio of high-quality, safe, fuel-efficient products equipped with smart technologies. In 2015, Ford purchased goods and services worth: US\$8.2 billion from minority-owned suppliers, US\$1.1 billion from veteran-owned companies and US\$2.3 billion from women-owned businesses.
- **General Motors (GM)** has 12 Employee Resource Groups which provide a forum for employees to share common concerns and experiences, gain professional development support and engage in local communities. These Groups include the African Ancestry Network, Asian Indian Affinity Group, Chinese Employee Resource Group, GM Hispanic Initiative Team, Native American Cultural Network, and People With Disabilities. All Employee Resource Groups work towards making GM a workplace of choice and they provide insights that help GM better understand diverse and emerging consumer markets. Each Employee Resource Group has a business plan tied to talent acquisition, talent development, community outreach and business support.



Photo: Tran Thi Hoa/World Bank

- **Maersk**, in partnership with a non-profit organization working to accelerate poverty reduction in East Africa through trade growth, supported companies in the region to gain easier entry to world markets. One project involved the digitization of various documentation requirements for shipping a product from East Africa to a European market. This helped to reduce product delivery time and increase efficiency of Maersk's service to customers in developing markets.

SDG 11

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



11 SUSTAINABLE CITIES AND COMMUNITIES

OPPORTUNITIES FOR SHARED VALUE

- Collaborate with Governments and other stakeholders to improve **road, rail, air and marine safety**.
- Engage in partnerships and collective action with industry peers and city planners in support of sustainable **public and private transportation** solutions to enhance the **mobility and accessibility of vulnerable persons** including low-income families, women, children, older persons, and persons with disabilities.
- Collaborate with national and regional planners to help improve transportation **links between urban, peri-urban and rural areas**, thereby opening up new socio-economic opportunities such as increased access to jobs and markets.
- Recognizing mobility as a service and people's aspiration for personal freedom and efficiency, develop technology and collaborations with other transport providers which facilitate **integrated origin to destination transport solutions**.
- Share anonymized data with Governments (e.g. data about rides which reveals the flows and trends of private traffic) to **inform public policies** which help to manage urban growth, reduce traffic congestion, reduce greenhouse gas emissions and improve air quality.

LEADING BY EXAMPLE

- **UR:BAN** is a joint initiative involving 31 companies, universities, research institutes and cities. Its objective is safe and efficient urban traffic which flows freely. UR:BAN has a budget of €80 million (50% funded by the German Federal Ministry for Economic Affairs and Energy) to develop driver assistance and traffic management systems which will enhance mobility in urban areas. As part of the UR:BAN research project, MAN SE (a manufacturer of commercial vehicles, engines and mechanical engineering equipment) is looking into ways of making commercial vehicles safer and more efficient for city driving. It aims to analyse traffic movement

using innovative systems and new technologies, and determine driving strategies to optimize fuel consumption, identify dangerous situations and protect drivers from possible human error.

- The Human Factors in Traffic sub-project involves MAN researchers exploring how vehicles can most efficiently provide information from assistance systems to the driver in busy urban traffic and how the cockpit can be designed to display exactly the right information to the driver in any given traffic situation.



- In the Networked Traffic System sub-project, MAN is developing a Green Wave assistant. This aims is to optimize the use of green traffic light phases on main inner-urban routes in order to save on fuel and time.
- In the Cognitive Assistance sub-project, MAN is developing an all-round visibility system to meet the complex requirements of buses and trucks in urban traffic.

- **Doppelmayr Garaventa Group** is an Austrian company that manufactures cable cars, gondolas, surface tows for ski and amusement parks, urban people movers and material handling systems. In 2014, the company opened the Providência ropeway which provides 20,000 residents in Morro da Providência - one of Rio de Janeiro's oldest shantytowns- with a fast and convenient connection to the metro and local train network. Before the ropeway was built, the only available means of transportation were motor taxis and mini-buses which were privately organized and took a long time to drive up the narrow lanes along the mountain slopes. In 2015, the ropeway enabled access to clinics which treated on average over 1,200 patients a month.
- **FedEx**, a global logistics company, embarked on a project with EMBARQ (a think tank) to identify sustainable public transport solutions in cities in Mexico, Brazil, and India. The three-year project reached out to over 1,600 transport officials and drivers, contributing to a reduction of 20,000 tons of

carbon dioxide emissions. In addition, the program helped urban transport operators provide enhanced and more efficient services.

- **Daimler Buses** (which has a strong presence in Western Europe and Latin America) supplies products such as city and intercity buses, coaches and bus chassis and it focuses on innovative and environmentally sustainable vehicles. Daimler offers advice and implementation of sustainable urban transport systems such as the Bus Rapid Transport (BRT) system to city planners and public transport operators. (BRT is a popular sustainable mobility concept that provides dedicated bus lanes to deliver an efficient and environmentally sustainable transport service to urban residents.)
- **Scania**, a global manufacturer of trucks and buses for heavy transport applications, supplies buses and equipment for the BRT System that will be implemented in Accra, Ghana. These high capacity buses seek to address the severe traffic congestion in the city. (The use of BRT solutions is rapidly spreading across Africa, with many cities facing the same challenges as Accra.)
- **Accell Group**, a bicycle manufacturer, introduced an electrically-assisted bicycle to facilitate the mobility of people with physical limitations and to enable people to cover long distances by bicycle.
- **General Motors** launched Maven, a new brand and business model dedicated to car sharing. Maven provides seamless and intuitive mobility access



11 SUSTAINABLE CITIES AND COMMUNITIES

and options in addition to and as an alternative to vehicle ownership. Services are customized to regional customer needs and include city and residential programs. Maven City offers car sharing to anyone with the Maven smartphone app who lives in or visits a city where Maven vehicles are available. Maven+ is the residential offering, open to residents who live in one of the buildings with which Maven has partnered. Maven eliminates the friction points involved with car ownership in city environments. Pricing is simple and transparent, and includes insurance and fuel.

- **Australia Post Group** launched a campaign in 2015 to urge residents to take extra care when reversing from driveways. This was in response to over 120 incidents (including one fatality) in the year which involved postal workers being struck by reversing vehicles. The campaign included posters and a letterbox drop which was coordinated during Safe Work Australia Week to approximately 450,000 addresses in hotspots for reversing car incidents.

SDG 12

Ensure sustainable consumption and production patterns



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

OPPORTUNITIES FOR SHARED VALUE

- Build **zero-defect** automotive grade machines (avoiding resource intensive recalls) in factories throughout the world.
- Improve **operation and management of vehicle fleets, vessels, rail rolling stock and aircraft** to maximize the energy efficiency of transport.
- Collaborate with Governments to increase accessibility and affordability of **public transport** networks.
- Participate in **car pooling and taxi ride sharing** schemes to reduce the number of car and taxi journeys.
- Build a **freight eco-system** which connects freight road agents to improve the efficiency of freight movement, thereby reducing the carbon footprint of road freight.
- Minimize the use of non-renewable mineral resources through the use of **reused, recycled, repurposed and renewable** material content.
- Substantially **reduce waste** generation throughout companies' life cycle, in part through the adoption of new and innovative technologies.
- Replace Hydrofluorocarbons with **natural refrigerants** for refrigerated transportation of food, vaccines, pharmaceuticals and other products requiring refrigeration.

LEADING BY EXAMPLE

- **Bombardier Transportation, Alstom Transport, Deutsche Bahn, Knorr-Bremse, SNCF, and Nederlandse Spoorwegen** launched the Railsponsible initiative aimed at improving sustainability and transparency throughout the entire rail procurement supply chain. Among others,

the initiative supports common supplier assessment campaigns to monitor the sustainability performance of their suppliers. EcoVadis and Business for Social Responsibility facilitate this platform.



Photo: Curt Carnemark/World Bank

- **Michelin** is collaborating with UPS, Route Monkey, Total and Nestle on WBCSD’s Road Freight Lab. The Lab explores the untapped and unmapped potential for emissions reduction through optimization and collaboration between road freight transport companies. (Meeting the climate challenge requires a 48% decrease in absolute emissions from freight by 2050, based on 2010 levels, whilst meeting a predicted four-fold increase in demand.) In the first phase, the Lab aims to design an information and technology platform that enables small and medium-sized enterprises to share data and assets in order to increase asset efficiency and usage. In the second phase, the Lab will bring together companies, government and customers in two locations to demonstrate the developed inter- and intra-city road freight solutions. This collaboration also aims to raise awareness among policy-makers of the potential of these solutions.
- **Michelin** pioneered radial tire technology in the 1950s and green radial tires in the 1990s. Green radial tires have proven to be 20–30% more efficient than radial tires. Tire rolling resistance represents a significant portion of all resisting forces that a vehicle must overcome to roll down the road: around 15% for a passenger car and as much as 30–35% for a truck. These numbers directly translate into energy consumption and related externalities. Reducing tire rolling resistance by 20% translates to a 3% reduction in vehicle energy consumption for a passenger car and 6% for a truck.
- **Maersk Line**, the world’s largest container shipping company, set an ambitious reduction target of 60% less CO2 emitted per container moved by 2020, measured against a 2007 baseline. Combined with an expected increase in container volume of 80% by 2020, this target will result in approximately 200 million tons less CO2 emitted from 2007 to 2020. By the end of 2015, Maersk Line had reduced emissions by 42% per container.
- **BYD ebus**, a Chinese electric vehicle manufacturer, offers a city bus with no tailpipe emissions and very low noise levels. The bus is powered by lithium iron phosphate batteries and has a range of 250 km on a single charge in urban conditions. It can recharge in five hours and chemical materials contained in the battery can be safely recycled.
- **Scania** provides training to its drivers across multiple markets and the improved driving techniques can raise fuel-efficiency levels by about 10%, save costs, reduce emissions, cut wear and tear on tires and parts, and help the powertrain consume less lubricating oil.
- **BMW**, a global automaker, utilized the Carbon Disclosure Project’s Supply Chain Program to help its suppliers to record, monitor, and analyze their resource consumption and identify areas of improvement. This is helping to increase transparency of its suppliers’ performance against the commitments they have made in agreements with this company. For example, 78% of BMW’s suppliers improved their disclosures compared to the previous year and, consequently, 37% of its reporting suppliers improved performance.
- **Air France and KLM**, in an effort to minimize waste from in-flight service, implement rigorous recycling programs and integrate eco-design approaches for key onboard items. For example, textiles (e.g. used uniforms, carpets, etc.) are recycled into fibers used to manufacture new carpets for cabins and insulation materials for cars. Plastics are mostly reused in the production of new materials such as serving trays and drawers. Non-recycled items such as food waste are recovered to produce energy.
- **Di Chung Joint Stock**, a taxi-sharing company in Vietnam, founded a social enterprise to spread a ride-sharing culture. It established a vehicle-sharing site which helps citizens in Vietnam overcome barriers to vehicle sharing and offers an affordable solution to low-income families. It also works with a transport company to provide a standardized ridesharing service via a business-to-customer platform. In 2014, the efforts helped save over 2 million liters of gas and prevented 6.6 million tons of carbon dioxide emissions.
- **Virgin Train**, a railway company, introduced Fairtrade drinks on all trains and introduced sustainable menu options to First Class guests (i.e. locally sourced food, free-range poultry, outdoor reared meat, and sustainable fish stock). The company also requested that food suppliers on all its trains agree on a series of sustainability (i.e. locally sourced food, free-range poultry, outdoor reared meat, and sustainable fish stock). The



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

company also requested that food suppliers on all its trains agree on a series of sustainability incentives including reduction of energy consumption, packaging waste reduction, recyclable on-board packaging, and offering of healthy, seasonal products.

The transportation industry generates 24% of global carbon dioxide emissions from fossil fuel combustion

SDG 13

Take urgent action to combat climate change and its impacts



13 CLIMATE ACTION

OPPORTUNITIES FOR SHARED VALUE

- Develop **disaster response capacity** of transportation hubs (e.g. airports and ports) in countries at high risk of extreme climatic events.
- Inform public policies on **urban design and transportation infrastructure** (including multi-modal enabling transport corridors) to accelerate the transition to more sustainable cities and transport networks.
- Engage with governments and other stakeholders to **reduce transit delays** at land border checkpoints, ports and airports.
- Invest in **resilient systems**, institutions and climate-smart technology to reduce, mitigate or adapt to climate-induced change.
- Integrate climate risks into **investment analysis and decision making**.
- *Take steps to **measure, reduce and report** climate exposure and progress on actions to confront climate change, continuing to increase the level of transparency and consistency of reporting across the industry sector.*
- *Build on the work of the 'Caring for Climate' partners – the UN Global Compact, UNEP and the UNFCCC - to leverage sphere of influence to **encourage other companies**, people and Governments to disclose their environmental impacts, reduce their environmental footprint and decouple growth from energy use.*

LEADING BY EXAMPLE

- **Deutsche Post DHL Group's** (DHL) GoGreen program aims to improve carbon dioxide efficiency by 30% by 2020 compared with 2007 levels. The company operates a fleet of about 11,200 vehicles with alternative drive trains, fuels and technologies. For long-haul transport, the company is implementing alternative fuels such

as liquefied natural gas, as well as lightweight and aerodynamic trailers. For urban delivery, the company is increasingly focusing on transport by foot, bike and electric vehicles. This includes more than 400 electric vehicles for urban areas, which not only avoid carbon dioxide emissions while being powered with renewable electricity, but also



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remove noise and air pollution from metropolitan areas such as Manhattan (U.S.), where the company upgraded its DHL Express fleet to electric and hybrid vehicles in 2011. For postal and parcel delivery in Bonn (Germany), DHL is moving to an all carbon dioxide-free delivery concept in 2016. By 2014, 116 electric delivery vehicles were already deployed in the city of Bonn, including the StreetScooter, a custom-designed electric delivery van the company developed in cooperation with a German university.

- **MTA** commissioned the “MTA Adaptations to Climate Change: A Categorical Imperative” report in 2008. It provides a risk-based framework for how the MTA can adapt its facilities and operations to climate change impacts. In 2014, the MTA established a Climate Adaptation Task Force to coordinate all adaptation and resiliency focused activities initiated, developed, and implemented at all MTA operating agencies. The Task Force organizes forums with relevant local and regional public sector agencies and commercial entities for continuous information exchange and knowledge sharing for future projects and programs. In keeping the MTA’s assets sustainable and resilient to future adverse climate change events, the company benefits the community as a whole.
- **Deutsche Post DHL Group** (DHL) and the United Nations Development Programme (UNDP) developed the ‘Get Airports Ready for Disaster’ (GARD) program to better prepare airports to handle the surge of incoming relief goods, should disaster strike. Through GARD workshops, DHL works with authorities to analyze and define the capacities

needed at airports in case of natural disasters and improve the overall coordination across various organizations involved in relief efforts. Leveraging its logistics expertise and partnership with UNDP, DHL has so far completed over 30 GARD workshops at airports around the world. The participants are a mix of staff from airport operations, air traffic control, security, and relevant disaster management agencies.

- **Hyundai** undertakes diverse activities to develop ecofriendly cars and reduce the amount of greenhouse gases created during the manufacturing of vehicles. The company has organized a taskforce to deal with climate change, to support each worksite in achieving its greenhouse gas reduction goals, and to facilitate any necessary investments. The company’s Business Strategy Planning Division, has an office dedicated to reporting important climate change issues directly to executive management, so that these issues can be reflected in company strategy. In addition, Hyundai is reducing greenhouse gas emissions by developing technology that collects carbon dioxide, and by participating in emissions trading in Korea and overseas.



13 CLIMATE ACTION



SDG 14

Conserve and sustainably use the oceans, seas and marine resources for sustainable development



14 LIFE BELOW WATER

OPPORTUNITIES FOR SHARED VALUE

- Adhere to – and seek to exceed - **environmental standards** on marine shipping and ship-breaking.
- Develop and adopt innovative technology, components and treatment systems which **reduce waste** (eg oil, sewage, garbage, ballast water) released into oceans and seas by ships.
- Adopt new **power technologies** for cargo and cruise ships, such as near zero-emission fuel cells, to reduce emissions from idling diesel engines at ports.
- Collaborate with port and harbor authorities to increase **port management efficiency and sustainability** in order to reduce the risk of marine pollution and contamination.

LEADING BY EXAMPLE

- **Damen Shipyards**, a ship design and construction company, has developed a pioneering fully containerized, mobile ballast water treatment (BWT) unit that provides ship owners with a cost-effective alternative treatment method. To reduce the risk of transmitting invasive species that impact marine ecosystems, ships must treat their ballast water but installing BWT systems on board is usually difficult and expensive. As well as avoiding considerable retrofit investments, the mobile solution means ballast water only needs treating at the point of discharge. The first of these customized barges will soon be in service in several Dutch ports.
- **Thordon Bearings**, an innovative engineering company, is helping ship owners eliminate oil and grease discharges from their ships, contributing to sustainable operations and cleaner oceans and seas. (Operational and accidental oil discharges from propeller shafts into the sea are estimated to be 130 million to 240 million liters per year.) This company developed non-metallic propeller shaft bearings that are lubricated with seawater, completely eliminating the use of oil.
- **Disney Cruise Line**, a cruise company, features advanced wastewater purification systems (AWPS) that utilize natural processes to treat and purify onboard wastewater to levels far exceeding international shipping standards. (A global environmental organization reported that an average cruise ship with 3,000 passengers and crew produces about 21,000 gallons of sewage a day, yet 40% of 162 cruise ships use an outdated technology



Photo: Edwin Huffman/World Bank

which does not effectively treat harmful waste from the sewage released to the ocean). Further, Disney Cruise Line uses biodegradable and organic cleaning products wherever possible in order to avoid potentially harmful phosphates and other chemicals associated with traditional cleaners.

- **Swire Group**, a major shipping corporation, is making a significant contribution towards understanding the role of oceans in controlling carbon emissions in the atmosphere. The company

supported the design, assembly, and installation of a scientific data collection system on one of its ships, the MV Pacific Celebes. The system provides data from ocean areas where no or little data exists.

90% of world cargo by volume is transported by sea

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



15 LIFE ON LAND

OPPORTUNITIES FOR SHARED VALUE

- When planning transportation infrastructure projects, adopt land development and state-of-the-art **soil management practices** that protect existing biodiversity, enhance regeneration of biodiversity, and facilitate sustainable natural resource management (whether of land or forests).
- When conducting business in emerging markets, apply the issue-based International Finance Corporation (‘IFC’) **Environmental and Social Performance Standards** and the 63 sector-specific IFC Environmental Health and Safety Guidelines.

LEADING BY EXAMPLE

- **SETRAG**, a joint venture of a railway operator, in collaboration with the International Finance Corporation (IFC), engaged in the refurbishment of the railway in Gabon. Following an assessment of compliance with IFC’s environmental, social, and governance performance standards, it identified the potential impact of the railway on protected areas. It partnered with a leading conservation agency to implement mitigation strategies to ensure minimum impact on biodiversity surrounding the railway.
- **Yamaha**, a motorcycle manufacturer, is maintaining wildlife diversity as well as preserving the environment at its test course site in Japan destined for developing motorcycles. Based on a continuous environmental assessment of the site and surrounding areas, the manufacturer is taking measures such as protecting existing vegetation around the perimeter of the test course.
- **Jaguar Land Rover** is developing ecology strategies for all its sites, recognising that early consideration of biodiversity allows for opportunities to effectively manage and, where possible, enhance biodiversity. For example, it is creating an ecological corridor for wildlife across the bottom of its Engine Manufacturing Centre site in the UK to encourage the natural movement of species from one side of the site to the other. It is also installing bat boxes, habitat piles, dead wood stumps and insect houses to encourage small mammals, invertebrates, amphibians, bats and birds to the site.



Photo: Curt Carnemark/World Bank

SDG 16

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

OPPORTUNITIES FOR SHARED VALUE

- In collaboration with other stakeholders, develop robust strategies to mitigate the risk of **transport related crimes** including terrorism and other willful damage directed towards transport infrastructure.
- Identify and mitigate **cyber-security risks** including those arising from connected vehicles (e.g. remote ignition, automatic brakes, smartphone connectivity) which could compromise vehicle safety and handling.
- Collaborate across the industry to address industry specific **anti-corruption** challenges that undermine individual companies' anti-corruption efforts and compliance measures.
- Engage with a range of local stakeholders, including civil society, to better understand the local context in **high-risk areas** to inform approaches to not only 'do no harm' but also to improve safety and security.
- Ensure **conflict-free minerals** are used in manufacture of vehicles, vessels, aircrafts, components and related technology.
- Develop systems and processes to tackle **human trafficking**, including services and products which support victims of violence.
- Consider joining *Business For Peace* which is a platform of over 130 leading companies from 37 countries dedicated to catalyzing collaborative action to advance peace.

LEADING BY EXAMPLE

- **Truckers against Human Trafficking (TAT)** is a coalition of truck operators and trucking associations which exists to educate, equip, empower and mobilize members of the trucking and travel plaza industry to combat domestic sex

trafficking in the United States. As the eyes and ears of the nation's highways, truckers are in a unique position to make a difference and close loopholes to traffickers who seek to exploit the transportation system for their personal gain. TAT's impact includes



Photo: Curt Carnemark/World Bank



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

1,200 calls made by truckers to the reporting hotline, 400 likely trafficking cases identified involving almost 700 trafficking victims (including over 200 children).

- Toyota Motor Corporation** works together with parts suppliers, automotive industry organizations, and other relevant organizations to ensure procurement and usage that are free from conflict minerals originating in the Democratic Republic of the Congo or adjoining countries and from illegal conduct including human rights infringement. The manufacturer conducts a reasonable country of origin inquiry with due diligence for its products.
- Egyptian Transport and Commercial Services Company SAE (Egytrans)** provides integrated transport and other related services across Egypt. As part of its commitment to the UN Global Compact's 10th Principle against Corruption, it has introduced a number of anti-corruption policies and actions including employee trainings, focus groups, and awareness raising on anti-corruption policies to suppliers. Egytrans also participates in a collective action initiative with industry peers in Egypt.
- Shipping Corporation of India Ltd.** adopted the Integrity Pact Programme for the company's major public procurements. The Integrity Pact was designed and launched by Transparency International (a non-governmental organisation) in the 1990s with the primary objective of helping governments, businesses, and civil society to fight corruption in public contracting. The Integrity Pact is an agreement between prospective vendors/bidders and the buyer, committing the persons/officials of both parties to not exercise any corrupt influence over any aspect of the contract.
- Aramex**, a global provider of comprehensive logistics and transport solutions with its roots in the Middle East, partnered with local organizations to organize an emergency relief campaign in the United Arab Emirates and Jordan to aid the war-afflicted people in Gaza. Aramex used its core logistical expertise and transportation network in aid of the campaign, which aimed to have positive impacts on both the community and company's operations in the region. Over 600 tons of donated aid supply goods were collected, sorted, packed, and delivered to Palestinian families in the Gaza Strip. Medical supplies, dry food, and blankets reached more than 1.5 million Palestinians in the territory.



SDG 17

Strengthen the means of implementation and revitalize the global partnership for sustainable development



17 PARTNERSHIPS
FOR THE GOALS

OPPORTUNITIES FOR SHARED VALUE

- Strengthen the link between **corporate and societal value creation** and align the organization's value creation strategy to the Sustainable Development Goals.
- Adopt **good practice principles and guidelines** which better align business practices with sustainable development.
- Engage in **multi-stakeholder initiatives** advancing sustainable development.
- Establish a robust **impact measurement** framework for corporate, multi-stakeholder partnership and industry level contributions to sustainable development including regular monitoring and transparent evaluation and reporting.
- Collaborate with other transportation companies and stakeholders to provide **industry perspectives** to Governments, policymakers, legislators and regulators on the sustainable development impact of legislative, regulatory and tax frameworks including recommendations for improvement.

LEADING BY EXAMPLE

- Several transportation companies constructively engaged in international led processes including the four intergovernmental negotiations which took place in 2015 (i.e. the World Conference on Disaster Risk Reduction, the World Financing for Development Conference, the Summit to Adopt the Sustainable Development Goals, and the United Nations Climate Change Conference).
- Companies within the transportation industry have collaborated with each other and with additional stakeholders to develop a vast array of partnerships and initiatives, predominantly focused on sustainability. These, together with industry associations, are demonstrating significant leadership in aligning the industry with the pursuit of the Sustainable Development Goals.



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