



MOVING TO 2030: the Sustainable Development Goals & the International Moving Industry

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Disclaimer

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WELCOME

from the FIDI President

IMAGINE...

A world we are proud to leave for our children, grandchildren, great grandchildren... and all future generations.

A world where equal opportunities are a given and where diversity is celebrated.

A planet where nature and progress do not endanger each other.

Imagine all the people sharing all the world.

This will not happen like magic, but making the world a better and more sustainable place is possible, and it depends on each person to do her/his part. **And it is not too late to start.**

The objective of this report is to **turn ideas into reality through concrete actions.** Our moving industry can do its part to participate in the most important change of our century. This report will show you that with a few, simple actions, we can do a lot.

By breaking down what looks like complex ideas that can seem overwhelming into simple, pragmatic steps and best practices that everybody can start implementing in their own company, at their own pace, **FIDI is creating a roadmap that we can all follow, together.**

I urge you to take the time to read it, share it with your teams, business partners, your family, and your friends. By creating awareness and helping the people around you take part in building a better tomorrow for mankind, **we can participate in shaping a long-lasting, beautiful future for humanity.**

You may say I'm a dreamer.....but I am not the only one...

Laura Ganon
FIDI President

“The objective of this report is to turn ideas into reality through concrete actions. Our moving industry can do its part to participate in the most important change of our century”

Executive Summary

In the last decades, millions of people were lifted out of poverty and received healthcare, education and other basic services for the first time. The progress that was made is impressive, but remains unfinished. Our shared world continues to face multiple interrelated crises; whether it is the need for climate action, elimination of hunger, the pursuit of peaceful cooperation between nations, the fight against inequality, or global recognition of basic human rights.

The United Nations' response to all these challenges are the Sustainable Development Goals (SDGs). The SDGs are a collection of 17 interrelated goals that form a **blueprint to achieve a better and more sustainable future for all.** These goals were agreed upon by all UN-member countries and were developed by a broad coalition of representatives from the civil society, public institutions and the private sector.

Given the wide scope of the 17 SDGs, the goals cannot be achieved without active participation of the private sector. Since the SDGs' inception many private sector organisations and federations have actively been engaging with the goals, integrating them in their operations and corporate frameworks. **At FIDI Global Alliance, we also want to do our part.** Not only as a voluntary act of charity or out of commercial interest, but **because the international moving and relocation industry stands to benefit from a better and more sustainable future.**

The "Moving to 2030" report is our industry's first effort to see how we, as a community of international moving companies and relocation stakeholders, **can do our part in the global effort** to achieve the SDGs' ambitious goals. The objective of this document is to provide moving and relocation businesses with a good understanding of the Sustainable Development Goals and how they apply to the businesses' operations and work environment. It provides businesses with the rationale of why it is important to engage with the SDGs, as well as an industry specific overview of all the goals and how business can contribute. This is not an exhaustive or definitive list, but **a solid stepping stone on which the international moving and relocation industry can materialise tangible contributions to global efforts.** We hope this report will help each individual business; and so together we will set a new benchmark for a moving world.

Introduction

“Saving the world” used to be the typical task for your average superhero. But as the 2021 IPCC report¹ highlights, we all - individuals, businesses, governments - need to step in to stop our planet from burning.

As corporate actors of a very global industry, **international moving companies have to contribute their fair share, too.** And it’s not just a question of “doing good”; even if you don’t believe in the climate crisis or are doubtful about the effect that your actions can have, **working towards greater sustainability is becoming an unavoidable business imperative².** With a younger, more engaged generation reaching the market, consumers and employees are increasingly looking for greater purpose in the products and services they buy and in the work they do. Legislation and compliance requirements are also upping the pressure on companies to prove that they are playing their part in building a more sustainable future. This means that **any business wanting to survive and thrive in the near future will have to embrace sustainability as core to its business strategy.**

Tackling this complex issue of sustainability might seem overwhelming at first. But it doesn’t need to be, as the examples in this report will show. Just like any successful business plan, **the key to a successful sustainability strategy is to take it step-by-step:**

1. first, measure and take stock of your current situation;
2. secondly, identify key action points and priorities, with short- and long-term goals;
3. third, communicate about your plans to all your stakeholders, including your colleagues, suppliers and clients;
4. and then start all over again: review, plan, act, communicate.

The 17 UN Sustainable Development Goals (UN SDGs), together with the 10 UN Global Compact Guiding Principles³ for businesses, **can serve as a framework** to identify and structure what your business can do to support a sustainable future for our world. You can use them as a guiding light, as inspiration for your own actions. Of course, not all of them are applicable to your activities, your business set-up or your local context; but you will realize that they are all somehow interlinked. You will also see that you will have to cooperate with all the other stakeholders of the international relocation supply chain, and your clients, to be able to work towards the UN SDG - because **solving this task needs all of us working together.**

¹ Read the last IPCC report summary here:

https://report.ipcc.ch/ar6wg2/pdf/IPCC_AR6_WGII_SummaryForPolicymakers.pdf

² <https://online.hbs.edu/blog/post/corporate-social-responsibility-statistics>

³ <https://www.unglobalcompact.org/what-is-gc/mission/principles>

Getting to know the Sustainable Development Goals

In September 2015 world leaders from 193 countries gathered at the United Nations in New York, where they agreed on an agenda to transform our world for the better by 2030 through the Sustainable Development Goals⁴. But what are the Sustainable Development Goals, and why are they so important?

What are the SDGs ?

The Sustainable Development Goals, or SDGs, are the world's plan to eliminate hunger, end poverty, tackle climate change, reduce inequality, and other objectives to improve our planet and human society. The plan centres around 17 goals which the world aspires to achieve **by the year 2030**. The goals are as follows:



Figure 1: The 17 SDGs

Each of these 17 goals is split up further into specific targets and indicators to measure progress between 2015 and 2030. A full list can be found in [Annex 1](#).

The SDGs' presentation as 17 goals might be deceptive though, as **they are not 17 separate goals**. The goals and their corresponding 169 targets touch upon virtually every aspect of our society and are therefore very much interlinked. For example, the goals for clean water and clean energy (SDG 6 and 7) cannot be seen independently from the goal to achieve climate action (SDG 13). All SDGs are linked to each other, and therefore should not be seen as a menu from which to pick just a few, but rather as a **'comprehensive blueprint** for eliminating extreme poverty, reducing inequality and protecting the planet. It lays down a concrete

⁴ Also known as the Global Goals or Agenda 2030

call to action for people, planet and prosperity, thereby encouraging us to take bold and transformative steps, which are urgently needed to shift the world on to a sustainable and resilient path.’⁵

What came before: the Millennium development goals

The SDGs were not a completely new concept when they were adopted in 2015. Prior to 2015, the United Nations had the Millennium Development Goals (MDGs): 8 goals agreed upon in the year 2000 to be achieved by 2015. These goals mainly focused on relieving the most pressing human needs, such as eradicating extreme poverty, reducing child mortality, combating HIV/AIDS and improving the health of pregnant women⁶. These were issues the developing world in particular was struggling with. **The MDGs provided an international alliance and a common framework to collectively address these issues.**



Figure 2: The 8 Millennium Development Goals

Looking back, the MDGs spurred unprecedented efforts that brought lifesaving medicines and vaccines to millions of people and helped slash the share of people living in extreme poverty in half. **The UN even calls the MDGs the most effective global anti-poverty push in history**⁷. Despite the progress however, few of the MDGs' targets were fully achieved. Some would argue though that in order to push the world to take bold actions, the MDGs were deliberately designed to be too ambitious. The same is being said about the SDGs today.

Despite their relative success, the MDGs were not without shortcomings. The goals were particularly criticised for the untransparent process in which they were developed, as the MDGs were thought up by a small group of UN officials. This raised serious questions about their legitimacy. The UN drew lessons from this shortcoming: preparatory work on the SDGs started two years beforehand and included a massive consultation session to which

⁵ UNSSC Knowledge Centre for Sustainable Development, The 2030 Agenda for Sustainable Development <https://sdgs.un.org/2030agenda>

⁶ Just as the SDGs, the MDGs also focused on environmental sustainability, gender equality and a global partnership, but the reality is that most of the attention of the MDGs went to those issues which were perceived as most pressing.

⁷ A full overview of the progress booked on the MDGs can be found in the UN's The Millennium Development Goals Report 2015 ([link](#))

stakeholders from all involved countries were invited to participate. Governments, civil society, private sector and other groups were consulted, leading to a larger number of goals, but also a more comprehensive approach to tackling the world's challenges.

What is so special about the SDGs?

Resolutions, strategies and frameworks are drafted on an almost daily basis by the UN and its subsidiaries. So what makes the SDGs so special? First of all, **the SDGs have been signed by all 193 member countries of the UN.** This is a remarkable accomplishment in itself: despite deep political, cultural and social differences between some countries and regions in the world, the SDG agreement containing the blueprint for a better world has been signed by all UN member countries. This is an unprecedented achievement, as it means the global community of nations has for the first time a shared vision on what is needed to reach a better tomorrow.

But not only world governments were involved in the process. **The SDGs were born out of what is arguably the most inclusive process in the history of the United Nations,** reflecting substantive input from all sectors of society and all parts of the world. Its comprehensive nature also means **the goals are universally applicable** in developing and developed countries alike. Unlike the MDGs which mainly applied to developing countries, the SDGs also call on developed countries to act. Take for example economic inequality (SDG 10), an issue relevant to both developing and developed countries.

In the international relocation industry, an increasing number of corporate clients are embracing the UN SDGs. Aligning your efforts to the same framework will help you “talk the same language”.

Too late to act?

Since 2015, the SDGs have provided the world with a framework to eradicate poverty and combat climate change. Its end date of 2030 is edging closer, and it might look like we are too late to start acting - but that does not have to be the case.

The comprehensive nature of the SDGs means that it applies to all sections of society. Some goals affect our personal lives, others touch upon government and public services, while even others involve the private sector. Because the SDGs are so all encompassing, it is very easy to contribute to them - and you probably already are, without knowing. Take for example FIDI's existing Anti-Bribery & Anti-Corruption Charter: when this was approved in 2015 as a mandatory membership requirement, we at FIDI were not aware that this is a tangible contribution to SDG 16, in particular to target 16.5: “Substantially reduce corruption and bribery in all their forms”. It is not too late to act for FIDI and our members, as we are already contributing to the SDGs.

We are confident that when you read this report you will come to a similar conclusion. In many ways you are already contributing to the SDGs. Don't hesitate to share your best

practices with your partners and with us; sharing knowledge and ideas will help us drive change.

In the chapters to come, we will outline some of the ways FIDI and its Affiliates can continue contributing, or even upscale their contributions to the SDGs. Such upscaling has become increasingly urgent, as the Covid-19 pandemic has eradicated years of progress on the SDGs. Poverty has risen, inequality has grown, global health has suffered and less children have been going to school⁸. Simultaneously, the climate crisis is continuing unabated. The SDGs need all the help they can get to get on track for 2030.

Why are the SDGs important for the international moving industry?

Businesses cannot thrive in a world of poverty, inequality, unrest and environmental stress. This is why much has been written already on how businesses can contribute to the SDGs. Yet this report brings extra value because it is the first time that a comprehensive report focuses especially on **how we, as a community of international moving and relocation companies, can do our part in the global effort to achieve these ambitious and far-reaching goals.**

For this we looked both at our moving and relocation industry as a whole, but also at what you as an individual company can do to make a difference.

FIDI's unique value is that we bring together a wide range of different organisations from all over the globe, using the FAIM Standard as a strict minimum benchmark of quality.

This not only gives us a global responsibility, but also a global voice. A voice larger than any individual organisation has on its own. With our FAIM Quality Certification we already raised the standard for quality international moving and relocation services. With this report, written in close collaboration with representatives from FIDI members from all over the world, we plant another flag in the ground. Quality is no longer an isolated matter. As flag bearers of the international moving and relocation industry we recognise that our actions have an impact on our planet and the global community. So we have to act upon this - and the SDGs offer us an internationally recognised framework to do exactly this.

The SDGs are unique in the way that they offer a universal framework, recognised all over the world by organisations and people from different backgrounds. They thereby offer you a common language with all these other players. When, after reading this report, you decide to start using the SDG framework, you will very soon notice that it helps you connect with other stakeholders throughout your supply chain, your customer base and in every geographical area where you might be active. Not only governments are very active users

⁸ For a full overview of the current state of affairs, see the UN's Sustainable Development Report for 2021 ([link](#))

and contributors to the SDG framework; it is also noteworthy to understand that many young people are well educated on the SDGs. If you are ever engaged in a dialogue with future leaders, you will notice recurring references to the SDGs. **Making use of this gives you a big advantage over competitors who are unaware of this ‘global language’.**

Another keyword linked to the SDGs is partnerships. **Working towards the SDGs is not something you can or should do on your own.** The international relocation industry, with its long and very fragmented supply chain, is a good example. FIDI is working towards defining an industry roadmap with other industry associations and key stakeholders such as suppliers, corporate clients and RMCs, to ensure that we bundle our efforts and work towards the same goals.

You can take advantage of the power of synergy by establishing partnerships in your specific context. Clients, governments, multinationals, all of them are looking out for partners to help them contribute to the SDGs. **Great opportunities lay ahead for those who dare to take the initiative. So don’t hesitate to reach out.**

How can individual moving & relocation companies approach the SDGs?



Figure 3: [The UN SDGs clustered in the “5 Ps”](#)

While the SDGs are all very much interlinked and should be pursued as a whole, **the 17 goals can be clustered into different categories.** For example, the SDGs are often **clustered in the so-called 5Ps:** People (SDG 1 to 6), Prosperity (SDG 7 to 10), Planet (SDG 11 to 15), Peace (SDG 16), and Partnership (SDG 17). They are also frequently **approached as a wedding cake**⁹, where the SDGs related to the ecological aspects (SDGs 6, 13, 14 and 15) form the basis. SDGs related to social (SDGs 1, 2, 3, 4, 5, 7, 11 and 16) and economic (SDGs 8, 9, 10 and 12) aspects of our world are then approached as embedded parts of the biosphere.

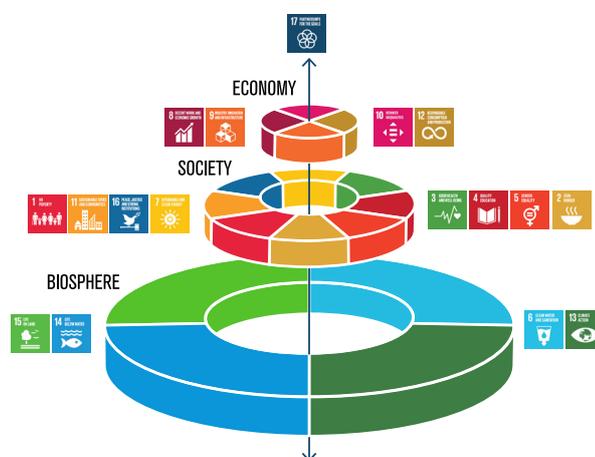


Figure 4 [The UN SDGs as a wedding cake](#)

⁹ Developed by the Stockholm Resilience Centre.

sectoral approach to the SDGs where social, economic and ecological development are seen as separate parts.

The FIDI approach

Finally, you could **approach the SDGs more from the business point of view**, rather than from a holistic world perspective. In this report, we explored what such an approach could look like from the perspective of the international relocation industry. Together with the FIDI sustainability focus group, the authors of this study **identified three areas of the day-to-day business of an international moving and relocation company that can be affected by SDG actions**:

1. work environment
2. operations
3. public image

From our discussions, it quickly became apparent that **it is impossible to label an SDG as exclusively impacting one of these fields**, as most of the goals are cross-cutting. This is the logical result of the holistic and interlinked nature of the SDGs, as well as the wide scope of some of the goals. To overcome this, the authors of this study worked further on the scoring of **each SDG, giving them a number on a scale of five in each area. These scores reflect how relevant the SDG is within each of these three fields.** While the SDGs that are primarily related to your operations and work environment are undoubtedly the ones where you can make the most transformative change, this report will demonstrate that you can in fact contribute to all SDGs. To some goals however, your contribution will be mostly from a public image point of view, supporting other actors who are the frontrunners in overcoming those challenges (e.g. supporting local food bank charities under SDG 2).

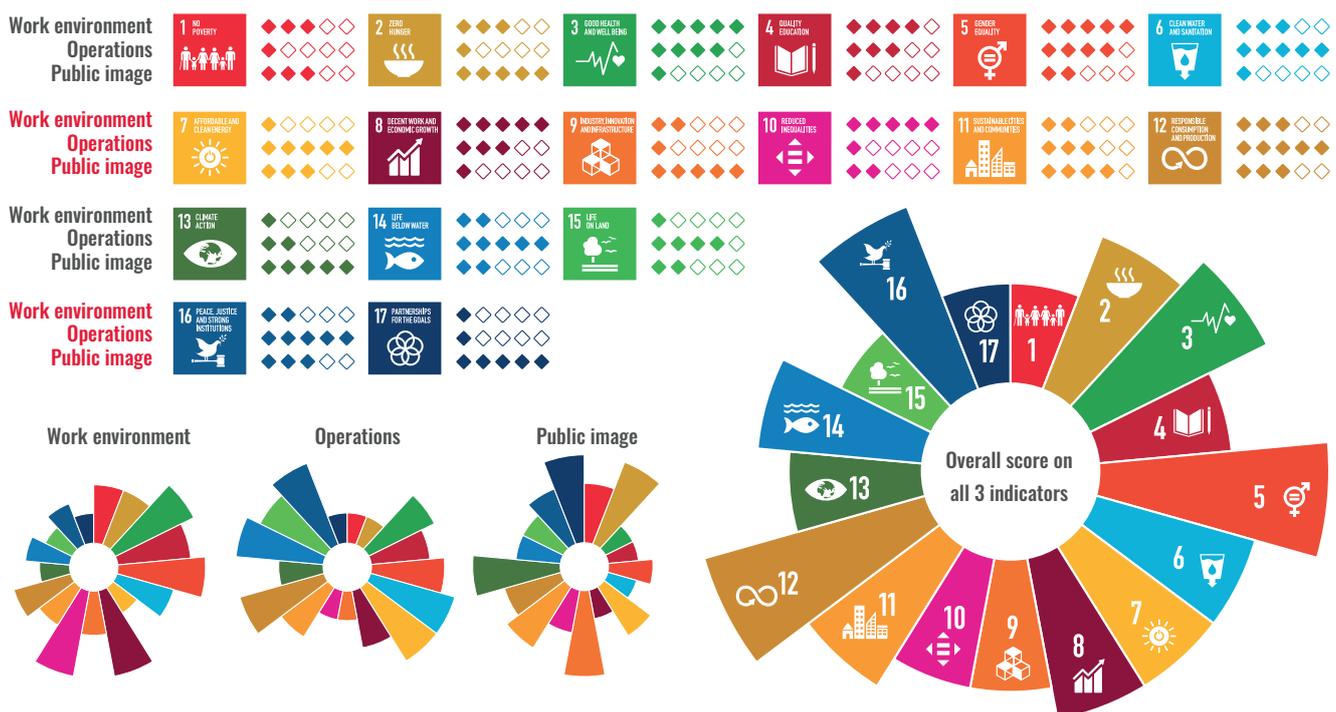


Figure 5: The UN SDGs categorization developed by the FIDI sustainability focus group & Moonshot

Do note that this labelling is not the result of a strict scientific exercise, and **the exact relevance of each SDG on the three different areas will depend on many factors**, such as your company's business set-up, core activities and local context. The scoring merely intends to give an indication of how relevant each SDG can be to an international moving company in general and how you could approach them. As such, **the scoring should be seen as a way to guide you during the start of your journey to engage (more) on the SDGs.**

In this report, we will group the SDGs based on this clustering approach. This can serve as a guide to read the next chapter, knowing where you can make the biggest difference.

How can FIDI support its Affiliates to implement the SDGs?

FIDI can facilitate outreach, learning, policy dialogue, collective action and partnerships. Like the UN Global Compact Local Networks¹⁰, FIDI can focus on four types of activities that drive business engagement for the Global Goals:

- 1. AWARENESS-RAISING:** Helping companies understand the opportunities offered by the 2030 Agenda, and how the sustainability issues relate to the international moving and relocation industry;
- 2. CAPACITY-BUILDING:** Giving FIDI Affiliates, partners and broader stakeholders the tools and knowledge to understand and implement strategies towards the UN SDGs;
- 3. RECOGNIZING LEADERSHIP:** Providing inspiration through the sharing and promotion of good business practices;
- 4. MULTI-STAKEHOLDER PARTNERSHIPS:** Creating the spaces and opportunities for stakeholders across the international relocation industry to come together and align their efforts towards a more sustainable future.

¹⁰ publications/MGGLB+Brochure+2019.pdf (d306pr3pise04h.cloudfront.net)

Goal per Goal: What you can do

It is time to dive into the details! The following chapters outline, for each SDG, some of the possible actions moving and relocation businesses can take to contribute to that specific goal. The international moving industry, however, isn't starting from scratch, so each SDG also contains some of the best practices already being implemented by some companies. Hopefully, the listed actions and best practices inspire you and your business to act and contribute to the SDGs global commitment. Note though, that the examples given here are not exhaustive. The SDGs are a global and holistic approach to building a better world. Listing all potential actions to be taken in this regard would be beyond the scope of any report.

Each chapter starts by repeating the SDG's score on the three fields affecting the moving industry's business dealings: **Work Environment, Operations and Public Image**. The score reflects how relevant the individual SDG is to the respective field.

SDG1 : No poverty



Work environment	◆◆◆◇◇
Operations	◆◇◇◇◇
Public image	◆◆◆◇◇

The Sustainable Development's first goal seeks to bring an end to poverty in all its forms and in all regions of the world. Achieving this would be one of the biggest accomplishments in human history.

Governments and their anti-poverty measurements play a dominant role in eliminating poverty. Nonetheless, the private sector's responsibilities are not to be underestimated.

For the moving industry the primary focus should be on SDG 1's target regarding social protection¹¹. The right to social security is enshrined in article 22 of the Universal Declaration of Human Rights, and inadequate access to social protection is associated with chronic poverty. Substantial progress on this front has already been made: in 2012 only 27% of the world population was covered by social security systems¹². This has increased to 47% in 2020¹³. Most national social protection systems are marked by some combination of individual, business and public contributions, thereby making this a shared responsibility - including international moving companies.

Besides social protection, **businesses should also understand and recognise poverty as a multi-dimensional and complex issue with at its core a violation of fundamental human rights.** Having in place a policy to meet the corporate responsibility to respect human rights (see SDG 16) is also a commitment to reduce poverty. **Looking at poverty as a complex**

¹¹ Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

¹² ILO, World Social Protection Report 2014/15, Building economic recovery, inclusive development and social justice, Geneva, 2014

¹³ UN Economic and Social Council, Progress towards the Sustainable Development Goals 2021

issue beyond a lack of money paves the way to support employees beyond their salaries and social protection. For example, on top of salary advances, employers can provide their employees with microloans and financing options unavailable to them at banks which generally do not cater to the poorest. Additional benefits, both monetary and non-monetary, can help employees and their families: lunches paid by the employer, reimbursement of children's school bills, transport to place of employment, parental leave, etc.

What can you do?

- Recognise and respect employees' rights to social protection.
- Provide working conditions which do not undermine employees' (and therefore a family's bread winner) health in the short, medium and long term.
- Offer insurance to employees and their families to complement public social protection, thereby protecting them against, or sometimes even pulling them out of poverty.
- Think beyond salaries and social insurance as levers out of poverty: offer your staff the possibility of microloans and additional (financial or other) benefits.
- Make sure your company pays its fair share of taxes that enable states to fund social services and social protection systems (see also SDG 16).

Best practice example

Pauline Collins, Voerman Group (Netherlands/UK): we have a works council who represent the employees of the Voerman Group in relation to

- working conditions;
- to promote and make sure that the regulations of the collective labour agreement, the legal provisions and the health and safety rules/conditions will be enforced;
- to promote and make sure that all employees are treated equally;
- to combat any form of discrimination;
- to promote work consultation within the organisation.

At Voerman Group, we are bound by the rules and guidelines of the collective labour agreement for the sector.

SDG2 : Zero hunger



Work environment ◆◆◆◇◇
Operations ◆◇◇◇◇
Public image ◆◆◆◆◆

The second SDG aims to end hunger and malnutrition. Thanks to the Millenium Development Goals, great progress has been made in this fight throughout the world. Unfortunately, the Covid-19

pandemic led to the deterioration of the situation globally, after years of progress. The UN estimates that the number of undernourished people rose to around 768 million in 2020 - equivalent to 10% of the world's population and an increase of around 118 million since 2019.

Knowing that hunger remains a global problem makes the topic of food waste even more pertinent, including food waste in business canteens or when travelling.

It is clear that the measures taken to fight poverty (see SDG 1) also help to alleviate most forms of hunger.

What can you do?

- As a socially responsible employer, one of your primary concerns should be the accessibility for your employees and their families to healthy and affordable food.
- Take action to fight hunger within the local communities where you are active. For example through financial sponsorship of a charity fighting poverty and/or distributing food to the needy.
- Alternatively you could give incentives to your employees to volunteer at such an organisation. The latter tends to not only improve your public image but also increases job satisfaction and loyalty towards the employer.

Best practice example

Max Neumann, from Streff (Luxembourg): At Streff, we support the local “Banque Alimentaire” (food bank) with free warehousing space. In our warehouse we store various products with long shelf life which the food bank either receives from donors all around Luxembourg or which the food bank buys from the financial donations it receives. We furthermore support the many volunteers of Banque Alimentaire in case of some special logistical challenges when they distribute the products to people in need.

Abhilash Nair, from ISS Relocations (U.A.E.): ISS Relocations is associated with different charitable organisations in the region. We encourage our customers, co-workers, and well-wishers to come forward and contribute various unused household effects, such as clothes, furniture, food items, which otherwise would have gone to waste. Our packing crew collect leftover items during the packing

process and after packing them, the crew prepare a detailed inventory of the collected items separately. These items are consolidated on a monthly basis at our warehouse and then handed out to the charity organizations with a receipt.

Move for Hunger (USA): In the US, many moving companies and RMCs have supported Move For Hunger, which is a great example of how the moving industry can work together to help address a national and global issue. The NGO, established in 2009, mobilises moving and relocation companies to provide their customers, clients, and residents with the opportunity to donate their food when they move. To date, Move for Hunger has distributed over 22 million meals to people facing hunger in the USA.

SDG3 : Good health & well-being



Work environment	◆	◆	◆	◆	◆
Operations	◆	◆	◆	◆	◇
Public image	◆	◇	◇	◇	◇

SDG 3 aspires to ensure healthy lives and promote well-being for all at all ages. This includes ending epidemics like tuberculosis and other communicable diseases by 2030. The Covid-19 pandemic

has unfortunately halted or even reversed much of the progress made on this front. While the role of businesses in improving vaccination rates differs widely between countries and regions (with some countries having legal restrictions on mandating vaccination and other countries not even having access to vaccines), all businesses can work on the air quality and sanitation facilities in their offices to prevent the spread of diseases.

But SDG 3 goes beyond epidemics and pandemics. **It aims to achieve universal health coverage** and includes goals on neonatal mortality, substance abuse and reproductive and maternal health. As detailed under SDG 1, medical protection is a shared responsibility between individuals, governments and businesses. International moving companies have close relationships with their employees and employees' families and can thus make a real difference when it comes to educating and creating awareness. They can also implement support schemes for families to deal with pregnancy, illnesses, death and important family events (e.g. weddings).

Health is of course about more than physical well-being. International moving companies can play a big role in their employees' mental health, through interventions in terms of work environment and pressure, coaching and management styles, and help with medical support if necessary.

Finally, SDG 3 impacts the main operational activities of international moving companies directly through its goals on reducing deaths, injuries and illnesses caused by dangerous working conditions, road traffic accidents, hazardous chemicals and air, water and soil pollution.

What can you do?

- Collaborate with clients and suppliers on the topic of vehicle safety. Alert governments when and where unsafe traffic situations occur and partner with local governments in support of safe walking and cycling infrastructure near company facilities.
- Include safety standards in procurement, using more sustainable and safe machinery, vehicles and packaging material.
- Provide a proactive employee wellness programme to prevent and reduce growing non-communicable diseases caused by working conditions (air quality, sanitation, education, vaccination, etc.), to support families (breastfeeding area, parental leave, sick leave etc.) and to ensure employees' physical and mental health (first aid and rescue skills, collaborations with subscription based solidarity health centres, insurance etc.).
- Ask your company's leadership to actively monitor physical and mental health and to support staff in overcoming difficulties.
- Engage in multi-stakeholder partnerships to tackle communicable diseases such as HIV/AIDS for long distance drivers.

Best practice example

Eleni Kortesi, from Orphee Beinoglou (Greece): Orphee Beinoglou maintains a corporate blood bank and organizes voluntary blood donation programmes annually, to meet the needs of our company's employees and their families.

Dan Graebel, from Graebel Companies (USA): At Graebel, we have a Volunteer Paid Time Off policy where employees can take paid time off from work to support their local community, or the global community through organisations of their choosing.

SDG4 : Quality education



Work environment ◆◆◆◆◇
Operations ◆◆◆◇◇
Public image ◆◇◇◇◇

The biggest progress of the Millennium Development Goals was arguably made in the field of education. The SDGs build on this progress through **SDG 4 which seeks to ensure free, inclusive and**

quality education for all.

The difference with the MDGs is that the SDGs also **focus on lifelong learning, and therefore become relevant to employers worldwide.** Improving employees' skill sets provides companies with a double win: their employees gain new skills to better their livelihoods, while businesses thrive thanks to the availability of new and more knowledgeable talent. **Investing in "on the job" and other lifelong learning modalities provides a business with tailor-made**

and specific expertise upon which to build its commercial endeavours. Gaining in-house expertise can provide businesses with the edge to thrive in the increasingly competitive global moving and relocation industry.

Nonetheless, **the most crucial education happens in the years prior to employment.**

Obviously early childhood, primary and secondary education levels would benefit if parents employed by companies can afford tuition (link with SDG 1 and 8). This does not per definition mean that businesses need to pay for this out of their own pocket, as many countries provide subsidies for different levels of education. An employer's role can be limited to just supporting its employees to access the right subsidies or tax benefits.

More direct contributions can be made through **active collaborations with educational institutions.** Universities, vocational training centres and other educational institutions are often eager to collaborate with private businesses to inject their courses with real life experiences. Simultaneously, businesses benefit from an inflow of trained employees and the innovative environments educational institutions provide. Especially moving and relocation companies located in transport hubs (like harbour cities) could contribute and benefit from these efforts. There is no need to invent these collaborations from scratch, as many educational institutions already engage in partnerships with private businesses. In many cases these partnerships are shepherded by local or regional governments, creating a so-called triple helix model (collaboration between government, educational institutions and businesses). Another common form of partnerships is through contributions in the form of scholarships or apprenticeships.

Education is not the exclusive domain of governments and universities. Through lifelong learning initiatives and partnerships, international moving companies can contribute to SDG 4, while simultaneously benefitting their operations.

What can you do?

- Support access to childcare for employees with children by providing on-site daycare, including childcare and back up care spaces or services, financial assistance for childcare, and flexible work options.
- Provide referrals and information or assist employees to access tax benefits for childcare.
- Develop a lifelong learning strategy, offering employees a path of professional growth within the organisation. This can include vocational training, internship programmes, bursaries and further education opportunities.
- Provide incentives for employees to obtain extra qualifications or continue their education.
- Contact the local chamber of commerce or local government business desk to enquire about collaborations with local educational institutions.
- Engage with educational institutions to develop or support programmes for vocational training, employment skills and educational development, and improve teaching technical skills through providing innovative solutions – complementing rather than substituting government and public sector action.

Best practice example

Laura Ganon, from Fink Mobility (Brazil): We offer several courses and training to our employees, to ensure constant professional development opportunities. Our staff is always encouraged to seek continuous learning for improvement; we also offer refresher training for packers, drivers and forklift operators, in addition to foreign language courses, compliance, data protection, DE&I, Environmental and Social Responsibility.

We always include an environmental awareness speaker at our Annual Training Programme. The most recent lecture was by Christianne Maroun, M.S, from the Federal University of Rio de Janeiro and specialist in climate change.

SDG5 : Gender equality



Work environment ◆◆◆◆◆
Operations ◆◆◆◆◇
Public image ◆◆◇◇◇

The fifth SDG promotes gender equality worldwide and the empowerment of women and girls in all spheres of society. This also includes women's role in businesses. The case for women's inclusion in

businesses has never been stronger: research continues to prove that a diverse workforce helps companies increase profitability, competitiveness, and sustainability. Companies with gender diverse boards have a higher return on equity, while high performance companies are more likely to be gender diverse companies¹⁴. **Gender equality therefore is not only a question of fairness, but also a sound business decision.**

A first and easy step to make as a business in pursuit of SDG 5 is **embedding the principle of gender equality in policies.** Once policies are in place, they need to be acted upon, which is the hard part. Gender sensitive recruitment can ensure a business becomes more gender diverse, while guaranteeing equal access to training opportunities (also see SDG 4) ensures both women and men are given the levers to thrive within a business. With respect to social protection (see also SDG 1), maternity leave should be accommodated in such a way that it does not jeopardise women's careers. Promoting paternity leave might be of equal importance to signal gender equality off the work floor.

The #metoo movement of the last few years has shown that gender equality on the work floor also remains an issue in countries that pride themselves on their advances in the topic. Businesses can establish a zero-tolerance policy towards all forms of violence in the workplace, including sexual harassment. This should include raising awareness amongst employees about what constitutes harassment and providing training on how to manage and

¹⁴ The benefits of a gender diverse company are manifold and fall beyond the scope of this document. For a comprehensive overview, please visit the [International Finance corporation's report called "Investing in women: New evidence for the business case" from 2017.](#)

prevent it. Institutionally, it involves putting the processes in place to prevent and prohibit gender-based discrimination, including taking corrective action when incidences occur.

Female leadership should be seen as a catalyst for gender equality, not as an outcome.

Women in leading positions act as an inspirational example to both women and men.

Women in leadership positions will also be more inclined and have the authority to address gender and diversity imbalances in the workplace. Installing a mentoring programme which pairs women across hierarchies is a common way of fostering female leadership. FIDI as an association can play an important role in this regard as a facilitator, bringing together women from different backgrounds to act as mentors and mentees.

Women empowerment can also be promoted outside of the work floor. Procurement processes can be reassessed to include criteria for women-owned enterprises, thereby strengthening gender equality beyond the business. In regions where gender-based violence or female genital mutilation are common, businesses can sensitise both women and men on these subjects. Again, such actions should not be seen purely as “charity”. Female employees affected by these issues can carry lifelong psychological and physical harm, thereby affecting their performance as employees.

Inequality between men and women often have deep cultural, historical and sociological roots, and therefore might seem impossible to address in some regions. Nonetheless, by providing a more gender equal environment on the work floor, businesses become a safe haven for those suffering from discrimination, and thereby already make a contribution.

What can you do?

- Implement policies and processes that guarantee gender equality and freedom from gender-based harassment. This includes mechanisms to report incidences of gender discrimination.
- Create a “safe space” in your company, where staff can report and talk about discrimination anonymously.
- Implement gender-sensitive recruitment and retention practices.
- Provide specific training to employees to establish a common understanding on acceptable employee behaviour and harassment.
- Remove the stigma over maternity and paternity leave.
- Invest in female leadership, through for example a mentor programme.
- Provide employees with information in case they are affected by gender based violence or female genital mutilation. In particular, which institutions can they approach outside the business.

Best practice example

Ana Paula Lima, from Netmove (Brazil): At NetMove we advance women's leadership within the company and their career development. All departments have women in leadership positions.

Kathrin Crispoca, from Intramar (Colombia): At Intramar, over 80% of our senior management are women. We actively promote the career of women in both administrative as well as operational departments throughout the company - we have female packers who are greatly appreciated by clients and colleagues for their outstanding work.

SDG6 : Clean water & sanitation



Work environment	◆	◆	◆	◇	◇
Operations	◆	◆	◆	◆	◆
Public image	◆	◇	◇	◇	◇

Without water there can be no life. **The sixth SDG aims to ensure the availability and sustainable management of water and sanitation for all.** Relevant targets for moving companies are

recycling and safe reuse of water, increasing water-use efficiency and reducing pollution by eliminating dumping and minimising the release of hazardous materials in water. In the [FIDI 39 Club report 'It's up to you: how to become environmentally sustainable in the moving business'](#) you will find concrete measures your company can take in order to ensure water usage is limited, never wasted and reused to a maximum throughout your value chain. By implementing these guidelines for environmental sustainability you will naturally contribute to SDG 6. Also think about providing your employees and subcontractors with clean drinking water and hygienic sanitation facilities. Especially on the road this can prove to be a challenge. Work together with your employees who are confronted with this in order to map where these problems are most likely to occur and how to tackle them - or at least how to mitigate the discomfort.

Best practice example

Kevin E. Rich, from New World (USA): To reduce waste, pressure-assisted and low-flow lavatories are installed in all New World facilities. That's an average of 150,000 gallons (almost 700,000 litres) of water per year saved.

Laura Ganon, from Fink Mobility (Brazil): We adopted rainwater harvesting techniques by means of special gutters for reuse in toilets, fleet washing, garden irrigation and others.

SDG7 : Affordable & clean energy



Work environment	◆	◇	◇	◇	◇
Operations	◆	◆	◆	◆	◆
Public image	◆	◆	◆	◇	◇

SDG 7 pursues affordable, reliable, sustainable and modern energy for all. As energy is the dominant contributor to climate change, action on SDG 7 massively helps to advance SDG 13 (Climate Action) as

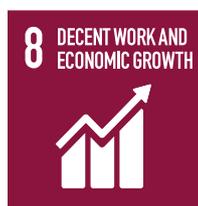
well and will boost the public image of your company. But combustible fuels are not just bad from a climate change perspective. The resulting air pollution caused 4.3 million deaths in 2012, with women and girls accounting for 6 out of every 10 of these¹⁵. Therefore, SDG 7 also impacts the work environment and brings the achievement of SDG 3 closer.

The [FIDI 39 Club report ‘It’s up to you: how to become environmentally sustainable in the moving business’](#) sets out many concrete measures moving companies can implement to improve their energy efficiency and to green their heating, cooling, lighting and transport. These will lead to the achievement of SDG 6’s concrete targets to increase the share of renewable energy, to double the global rate of improvement in energy efficiency and to promote investment in energy infrastructure and clean energy technology.

Best practice example

Max Neumann, from Streff (Luxembourg): At Streff, we have just recently upgraded our solar panel system on the roof and side walls of our storage facility. With this new system (currently 70% operational) we are able to produce 700 kW peak. Within the first two months of the year, which are not ideal due to less sun hours and cold temperatures, we already produced 40.000 kWh.

SDG8 : Decent work & economic growth



Work environment	◆	◆	◆	◆	◆
Operations	◆	◆	◆	◇	◇
Public image	◆	◇	◇	◇	◇

This goal promotes sustained inclusive and sustainable economic growth, full and productive employment and decent work conditions for all. As a company and employer this evidently touches

your everyday business. This goal is one of the most important and most critical goals both for the business community as well as labour representatives, most notably the labour unions. On the one hand it embraces economic growth as a means to improve living conditions and well-being. On the other hand it does not simply follow the ‘growth-at-all-costs’ paradigm that has proved to be unsustainable (e.g. the climate crisis, depletion of natural resources, growing inequality, child labour and slavery, etc.).

¹⁵ <https://www.un.org/sustainabledevelopment/energy/>

This is why it is crucial to note that **SDG 8 qualifies what kind of economic growth we need and how we should get there**. Growth is not a goal on its own. Growth needs to be created through the creation of full employment and decent work for all. The goal stresses a pattern of growth that is sustained over a long period; one that is inclusive by tackling structural inequalities and ensuring that the rewards of growth are fairly distributed so that growth works for all, not just for the few; and finally, **a pattern of growth that is sustainable - in other words, one that does not compromise the welfare of future generations** simply for short term gain, and one that reconciles the environmental, the social and the economic dimensions of development.

To learn more about how to grow in an environmentally sustainable way we refer you to [the FIDI 39 Club report on this topic](#). Here we will focus on the social aspects of this SDG.

In this regard the relevant targets set by the UN include decent work for all women and men, including young people and persons with disabilities. But also equal pay for work of equal value, measures to eradicate forced labour, end modern slavery and protect labour rights. **As an employer you should offer safe and secure working environments, for all workers, including migrant or temporary workers and those in precarious employment.** Treatment of workers should at a minimum adhere to national labour legislations (see also SDG 16). Special attention can also be given to the fight for youth employment.

SDG 8 seeks to eradicate forced labour and end child labour in all its forms. The International Labour Organisation estimates that today some 21 million people are victims of forced labour, of whom some 5.5 million are children. Keeping these numbers in mind, **every company should always be aware of its responsibilities to fight the existence of forced labour and child labour**, especially when working with third parties in countries where less strict labour regulations apply. Recently FIDI Affiliates have been reporting an increase in corporate RFPs referencing this issue specifically. One RFP for example states: “The supplier will demonstrate how they will identify and manage the risks of modern slavery in the delivery of the contract including in the supply chain.” Yet another example of how working on the SDGs will not only help you to become more socially responsible as an organisation, but also be a key part of your selling proposition.

What can you do?

- Implement training and hiring programmes that focus on local employees.
- In partnership with local, regional and/or national governments, train and strengthen the income generating ability of partners in your value chain.
- Integrate diversity and inclusiveness into supply chain management practices to provide opportunities to women and minority workers.
- 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 your own company as well as among subcontractors employees.

Best practice example

Iramar Aleman, from J.J. Mari (Venezuela): Many of our employees come from the most disadvantaged areas of Caracas and struggle to cover the costs linked to education. For the past 6 years, we have been running a bursary system for our employees and their children, through which we cover up to 100% of education costs (including material, after-school activities, etc.). Through this programme, we also cover university fees for our employees (up to 100%, depending on their personal situation and their final results). This project helps our business in many ways: our staff remains very committed and loyal to us, and the newly acquired knowledge sparks new ideas and initiatives that help our company progress.

Laura Ganon, Fink Mobility (Brazil): At Fink, we have a well-established “Young Apprentice Programme”, through which we prepare young people from disadvantaged backgrounds for placement in the job market.

SDG9 : Industry, innovation & infrastructure



Work environment ◆◆◆◆◆
Operations ◆◆◆◆◆
Public image ◆◆◆◆◆

Goal 9 aims to build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation. Good and resilient infrastructure (e.g. roads, harbours, etc.) are crucial for our

business as international movers. A lot of the infrastructure we use, however, is not built or managed by ourselves. So how can we contribute to this SDG? As stakeholders we should enter in dialogue with local governments and other players to ensure the right choices are made. On how to do this as a moving company you can learn more in the [FIDI 39 Club report](#) on how to become an environmentally sustainable mover, where we tackle this in depth.

What can you do?

- Open up (part of) your infrastructure to others after working hours. You might have big meeting rooms that are never being used after working hours or large open spaces in your warehouses that could be opened up for other activities during certain parts of the day or year.
- Think outside the box and test collaborations with part-time art education schools in the neighbourhood, local talk or discussion groups, after-school care etc.

Best practice example

Jessica Deutschmann, Gosselin (Switzerland) & FIDI 39 Club President: Gosselin's Belgium office is currently building new premises close to its HQ in Deurne, Belgium. This environmentally friendly building will include an area for small start-ups, an "ideas incubator" of sorts, where innovative ideas can be discussed, brainstorm sessions can be held and that will be easy accessible for young entrepreneurs. This way, Gosselin wants to stimulate young entrepreneurs to be innovative and creative and to give them the option to follow their professional dreams.

SDG10 : Reduced Inequality



Work environment ◆◆◆◆◆
Operations ◆◇◇◇◇
Public image ◆◆◇◇◇

SDG 10 is all about reducing inequalities within and among countries with the aim of ensuring that no one is left behind. Covid-19 has deepened existing disparities and put a spotlight on economic

inequalities and fragile social safety nets. While some of these issues relate to wider economic and geopolitical problems where international moving companies are not in the driving seat, the industry can do a lot to advance the economic and social position of its workforce, their families, local communities and stakeholders of its supply chain partners.

SDG 10 includes a target on equal opportunity. While gender inequality is the domain of SDG 5, **this SDG broadens the focus to other common causes of exclusion such as age, disability, race, ethnicity, origin, religion or economic or other status.** Another important target is about fiscal, wage and social protection policies. Social protection policies have already been treated under SDG 1, 3 and 8. Nonetheless, **businesses remain a main driver of fair wage policies.** Advancing income growth of the bottom 40% of the population at a rate higher than the national average is a specific target. International moving and relocation companies should ensure that their more vulnerable employees, such as cleaning and kitchen staff, are well-paid and receive equal benefits. Those most vulnerable will likely work for supply chain partners. Companies should set clear criteria for collaboration. Rather than ending collaborations with certain partners, companies could use their leverage to influence partners' employment conditions.

Finally, **one of the key aspects of SDG 10 is the empowerment and social, economic and political inclusion of all.** International moving and relocation companies can be active partners of their local communities, thereby advancing the chances and opportunities of local youth and vulnerable citizens.

What can you do?

- Pay staff a fair wage and encourage other companies within your sphere of influence to do the same.
- Create opportunities for lower paid workers to develop their skills and gain access to improved employment opportunities, both within and outside of the company.
- Adopt equal opportunity policies prohibiting discrimination in all forms and encourage others in the value chain to do the same.
- Appoint a person of confidence within the organisation to deal with issue of discrimination and unfair wages. Ensure that this person receives the tools, access and resources to follow-up on problems and to identify frequently occurring problems that need more structural responses (e.g. training of staff in countering both active and passive forms of discrimination, training of managers of mostly male teams to adapt cultural habits also to women, etc.)

Best practice example

Ben Ivory, Graebel (USA): Graebel began their formal Diversity, Equity & Inclusion programme in 2018, and while acknowledging that there is still room to grow, the company has important strides in the past couple of years, appointing a dedicated DEI leader and DEI Global Council. Some of the highlights include launching a special DEI App, incorporating the company's DEI mission and vision into their recruiting, interviewing and new hire orientation programmes, as well as sharing DEI awareness with their supplier partners. Formal, comprehensive training is now mandatory for all executive employees.

SDG11 : Sustainable cities & communities



Work environment ◆◆◆◆◆
Operations ◆◆◆◆◆
Public image ◆◆◆◆◆

By 2030, the end date of the SDGs, 6 out of 10 people in the world will be living in cities¹⁶. **SDG 11 aims to promote inclusive, safe, resilient and sustainable cities.** The goal seeks to make cities more liveable,

and therefore an attractive host for both people and businesses. Assuming many – if not most - moving companies' operations and customers are based in urban or urbanised areas, it is a given that moving companies can also contribute to this goal.

¹⁶ UN, Progress towards the Sustainable Development Goals. Report of the Secretary-General, High-level political forum on sustainable development, convened under the auspices of the Economic and Social Council, 2016.

With regards to transport, the essence of the moving industry, businesses could seek to at least meet, and preferably exceed, the environmental standards for their transport over land. This ambition should extend to its transport by water and air¹⁷. Promoting among employees the use of public transport, bicycles or other transport modes can also contribute to relieving a city's congestion and pollution problems.

The potential for moving companies under this goal, however, might lie more in partnerships with local urban authorities. In many countries, cities have core competencies for policy areas underlying the SDGs, such as water, housing, transport, infrastructure or land use. As a result, many cities and local governments have adopted the SDGs in their operational and strategic frameworks. Cities look at their citizens, businesses and civil society to support their SDG activities. You could inquire about your city's or local transport authority's SDG commitments and see where potential synergies lie. As an expert in transport, moving companies can lend for example their expertise to cities and local governments to help improve transportation links and infrastructure.

Finally, **SDG 11 also seeks to provide more accessible green and public spaces**. Not all cities across the world have enough funds to maintain their parks or public spaces, and therefore seek sponsorships from local businesses. Both local sponsorships as well as collaborations with the local government, offer moving companies a chance to work on the SDGs and elevate their brand visibility among their communities and local legislators.

The urban area is where the future lies for most of us. The moving industry can contribute to achieve the type of city envisioned by SDG 11.

What can you do?

- Ensure that your company's fleet of vehicles meet, and preferably exceed, environmental standards.
- Promote modes of transport among employees which reduce congestion and pollution.
- Enquire about the local government or transport authority's commitments to the SDG and seek synergies with moving companies' expertise.
- Engage in sponsorships of parks or public spaces.

Best practice example

Niemi Pavlelut (Finland): Niemi partnered with Neste and Volvo to develop their fleet of electric and solar-powered trucks.

Pauline Collins, from Voerman Group (The Netherlands/ UK): At Voerman Group we encourage our employees to cycle to work (Dutch culture) and our intention is to provide bikes for our employees on a similar agreement to leasing a car. We also encourage the use of public transport by reimbursing the full monthly subscription fee.

¹⁷ It speaks for itself that most moving businesses don't own their own fleet of ships or planes, nonetheless they can impact these transport modalities through their procurement processes as argued under SDG 14.

SDG12 : Responsible consumption & production



Work environment ◆◆◆◆◆
Operations ◆◆◆◆◆
Public image ◆◆◆◆◆

Goal 12 seeks to ensure sustainable consumption and production patterns.

The goal aims to address problems such as unsustainable management and use of natural resources, environmentally

damaging management of chemicals and waste, and the need to reduce waste generation. All these problems are addressed in the previously mentioned [report on 'how to become an environmentally sustainable mover'](#). This goal is also linked to SDGs 14 and 15 since waste often ends up in nature.

Best practice example

Eleni Kortesi, from Orphee Beinoglou (Greece): Orphee Beinoglou is registered in the National Register of Waste Producers of the Hellenic Recycling Agency and participates in an approved collective alternative waste management system. This way, we contribute to the preservation and efficient use of natural resources, while at the same time reducing the total environmental impact of our operations to a minimum.

Aline Gerson, from Gerson & Grey (Brazil): Inspired by the environmental compensation model based on reverse logistic, promoted by the NGO Eu Reciclo, Gerson & Grey implemented the 'Gerson & Green' Program in line with the unique Brazilian recycling targets, by which companies must acquire recycling certificates aiming to reach at least 22% of the mass of all packaging placed on the market. Gerson & Grey has adhered to this model, and seeks to reduce the environmental impact of its operations by maximizing the use of its packaging supplies, and their potential reuse.

SDG13 : Climate action



Work environment	◆	◇	◇	◇	◇
Operations	◆	◆	◇	◇	◇
Public image	◆	◆	◆	◆	◆

While your efforts towards SDGs 7, 8, 9, 11, 12, 14 and 15 will directly reduce your carbon footprint and improve the carbon capturing capacities of our land and seas, **SDG 13 focuses more on the governance**

aspects of climate change, as well as on improving resilience and adaptive capacity to climate-related hazards.

International moving and relocation companies can play an active role on this front by educating and raising awareness of their staff and stakeholders. As active participants of their local communities, individual companies can also help improve the institutional capacity of local and regional governments to work on climate change (see also SDG 11). Industry associations like FIDI, IAM, OMNI, EuRA and WERC can play that same role on a global level. Finally, international moving and relocation companies can become active participants in existing collaborations around climate change (see also SDG 17) or even set up new ones. For example, FIDI and its Affiliates could participate in UN Global Compact initiatives like ‘Blue Road to COP 26’, a multi-stakeholder work stream to advance ocean-based climate solutions that led to the publication of key actions and recommendations for business leaders to accelerate an equitable decarbonization of maritime transport.

What can you do?

- Partner up with your clients and suppliers to advise your local/national governments what kind of supporting policies are currently missing for you to move from incremental to transformative change on sustainability.
- Educate your staff, suppliers and clients on the challenges of and solutions needed for the green transition. You can find many examples on how to do this in the FIDI 39 Clube report [‘How to become environmentally sustainable in the moving business’](#).

Best practice example

Kevin E. Rich, New World (USA): The unceasing emphasis we place on our Green for Good environmental conservation efforts creates an “internal climate” encouraging ideas, actions, and the sharing of information within our organization. New World is also enrolled in the US EPA Smart Ways programme, alongside other fellow FIDI Affiliates like Graebel and Paxton International.

SDG14 : Life below water



Work environment ◆◆◇◇◇
Operations ◆◆◆◆◆
Public image ◆◆◇◇◇

Goal 14 seeks action to conserve and sustainably use the oceans, seas and marine resources for sustainable development. This

includes action to reduce marine pollution, manage and protect

marine and coastal ecosystems and address the impacts of ocean acidification. Today over 80% of the world's goods are transported by boat, and seaborne transport is expected to increase over the coming years¹⁸. Seeing that a lot of the international moving happens over seas and other bodies of water¹⁹, this goal goes straight to the heart of the sector's business²⁰.

Global shipping's impact on sea life has been widely recognized, and as a result there are multiple conventions regulating discharges of pollutants and waste from ships. Though few international moving companies operate their own fleet, they can still have a substantial impact on how the shipping industry adapts to SDG 14 through their procurement policies. Companies can choose to only conduct business with transport companies that adhere or even exceed environmental standards on marine shipping. Preference could be given to providers with more energy efficient vessels or better waste treatment technologies. They can also enter into a dialogue with their local port and harbour authorities to reduce the risk of marine pollution and contamination²¹.

Biodegradable or recyclable packing material can ensure waste from international moving does not end up polluting waterways. Contributing to clean-up activities in the ocean space, for example the collection of plastic and other waste, is a great way for a company to participate. Across the world local NGOs organise frequent beach and river clean-ups. These provide a great team building activity and are a way to show your communities that you care about the environment.

The moving industry goes hand in hand with international shipping, giving individual companies leverage to meaningfully contribute to this SDG.

¹⁸ Global Compact (2019) Global Goals, Ocean Opportunities

¹⁹ Technically speaking, freshwater habitats like rivers and lakes fall under SDG 15. Because the recommendations for oceans, rivers and lakes are all relatively similar the report will cover freshwater habitats under SDG 14.

²⁰ Obviously, the planet's oceans, rivers and lakes are a lot more than just transport links. We rely on them for the water we drink and the fish we eat. Over one third of the world's population lives along the ocean's coast, and the ocean's vast surface shapes our climate. However, given the scope of this document, we will limit ourselves to the role the ocean and waterways play in the international transport and moving industry

²¹ Note that under "SDG 11: Sustainable Cities", attention is also given to cities' natural and cultural heritage. Given that most harbours are situated within cities, they often compete for space with the city's heritage sites. This can also be a topic of dialogue between the moving company and the harbour authority.

What can you do?

- Include adherence to environmental regulations to procurement procedures for water based transport.
- Hold your local port or harbour accountable for their contributions to SDG 14.
- Partner up with other clients of your fleet operator to put pressure on them to slow-steam, install energy efficiency technology or change their fuel to green hydrogen or ammonium.
- Ensure waste from international moving (e.g. packaging materials) does not end up in the oceans or cannot hurt oceanic life.
- Participate in local clean-ups of waterways or other local initiatives.

Best practice example

Swapnaja Rasam, from Writer Relocations (India & UAE): As part of Writer Relocation’s sustainability programme, the company’s office in India organised a beach cleanup drive in October 2021. This was a great team-building exercise and all together we collected hundreds of kilos of trash.

SDG15 : Life on land



Work environment	◆	◇	◇	◇	◇
Operations	◆	◆	◆	◆	◇
Public image	◆	◆	◇	◇	◇

Climate change at times might seem overwhelmingly complex and difficult to tackle. Recent research however shows that one of the best ways to get rid of CO2 in our atmosphere is surprisingly easy:

plant a tree!²² Trees capture CO2 from the atmosphere and store the carbon in their leaves, stems and roots, eventually increasing the carbon stored in soil. **Reforestation is one of the main topics of SDG 15 which seeks to protect, restore and promote the sustainable use of the ecosystems on land.** This includes managing forests, combating desertification, halting land degradation and stopping the loss of biodiversity.

Small scale reforestation efforts happen frequently across the world, often facilitated by local governments or local NGOs. Supporting these efforts offers a great way for moving and relocation businesses to tangibly engage in reforestation, while doubling as a great team and brand building exercise. Businesses that seek to integrate reforestation more structurally in their operations can opt for carbon offsetting, which is frequently done through reforestation efforts. **However, offsetting should only be seen as a temporary measure to compensate for those emissions that cannot yet be reduced.** The first step is to reduce emissions wherever possible immediately and to plan the next steps. Then, in the period before reaching net-zero, you can offset the remainder of your emissions to ‘virtually’ already

²² Bastin JF, Finegold Y, Garcia C, Mollicone D, Rezende M, Routh D, Zohner CM, Crowther TW: The global tree restoration potential, Science, 5 July 2019

reach near zero. While highly needed, reforestation is also reversible. Therefore it cannot be considered directly equivalent, tonne-for-tonne, to emission reductions.

Businesses' waste poses a significant threat to local ecosystems. The moving industry is marked by substantial waste in the form of packing materials. By taking responsibility for waste generated and harmful chemicals used in own operations, moving businesses can reduce the strain on their local ecosystems.

Biodiversity is not only threatened by a destruction of habitats; **poaching and illegal trafficking of protected species poses a real threat as well.** Moving and relocation businesses can be a strong ally in combating these practices by refusing and reporting any such goods.

Related to the loss of biodiversity are the negative impacts alien and invasive species can have. Companies should be acutely aware of the local regulations and guidelines on invasive species, to ensure they don't enable the introduction of any. For example, [three types of threats of invasive pests](#) transferred via freight containers and their cargoes are now recognised by many governments as a serious risk to fragile ecosystems and biodiversity, and [international legislation is currently being developed](#) to mitigate this risk.

What can you do?

- Implement carbon offsetting of business activities through reforestation.
- Introduce optional carbon offsetting for customers.
- Ensure proper waste management and the use of environmentally friendly packaging material.
- Refuse the transport of any poached or endangered animal.
- Have local knowledge of invasive species and guidelines to deal with them.
- Support local reforestation efforts.

Best practice example

Ana Paula Lima, from NetMove (Brazil): At NetMove we support a reforestation project that acts in the restoration of Permanent Preservation Areas in the Atlantic Forest and other biomes.

SDG16 : Peace, justice & strong institutions



Work environment ◆◆◆◆◆
Operations ◆◆◆◆◆
Public image ◆◆◆◆◆

SDG 16 seeks to promote peaceful and inclusive societies, justice for all, and effective, accountable and inclusive institutions at all levels. SDG16 is critical for businesses and businesses are

critical for SDG 16. Businesses thrive in peaceful environments with efficient institutions, where operating costs are predictable and working environments are stable. The lack of such an enabling environment can generate costs and financial, legal and reputational risks. From the perspective of the international moving industry, a country's governance is therefore an important externality. However, businesses can also exert considerable influence on a country's governance system: companies can promote peace, justice and inclusion; for example by preventing exploitation, adhering to labour standards or curbing corruption.²³

The most obvious contributions moving businesses can make is by complying to domestic and international laws and regulations. This includes preventing exploitation, adhering to labour standards (see SDG 8) and environmental regulations (see SDG 11, 13, 14 and 15). **More general though, businesses should adopt and maintain the core principle of “do no harm”,** meaning they strive to not have an adverse effect on the countries, regions or communities where they operate. This includes a global respect for human rights²⁴. Special attention here should be given to security personnel in charge of patrolling the business' compound.

Promoting the rule of law also implies a zero tolerance for corruption. According to TRACE, a non-profit dedicated to anti-bribery, international shipping is prone to international corruption, and studies have shown that corruption adds substantial costs to international transport²⁵. As mentioned under chapter 3, FIDI and its businesses are already contributing to SDG 16 through its Anti-Bribery and Anti-Corruption charter. Corruption is not limited to the moving industry though, it is a problem spanning across countries and industries. FIDI could therefore step up its anti-corruption efforts through alliances with other sectors' efforts, such as the Maritime Anti-Corruption Network²⁶. Individual businesses can put in place zero-tolerance policies with regards to bribery, including clear consequences for those employees engaging in these activities.

²³ From the [“SDG 16 Hub”’s website.](#)

²⁴ See also the mention of this recognition of human rights by companies as a part of the moving industry's potential contributions to SDG 1.

²⁵ A study for Southern Africa for example showed that bribes can represent up to a 14% increase in total shipping costs for a standard 20ft container (Sequeira and Djanko, 2008, On the Waterfront: An Empirical Study of Corruption in Ports).

²⁶ The Maritime Anti-Corruption Network (MACN) is a global business network working towards the vision of a corruption-free maritime industry enabling fair trade to the benefit of society at large. The organisation and its members are working to eliminate all forms of maritime corruption by: raising awareness of the challenges faced; implementing MACN Anti-Corruption Principles; co-developing and sharing best practices; collaborating with Governments, NGOs and civil society to identify and mitigate the root causes of corruption; and, creating a culture of integrity within the maritime community.

Moving businesses might unknowingly be contributing to the illegal trafficking of substances, people, arms, endangered species (see SDG 15), stolen assets or other illicit goods. Businesses should have the right processes in place to detect and report these activities. Note that some customers might not even be aware that they are trafficking illegal items, as items' legality might differ across the world²⁷. The employees involved in both the pre-moving survey and actual packing should therefore be well aware of potential illegal items.

Finally, employees are also citizens, and citizens have the right to participate in governance. Businesses can play an important role in facilitating their employees' participation, for example by providing them with time off to cast their votes in elections. Elections can be polarising though, and therefore create potential for employee conflicts²⁸. Businesses can act as interlocutors, mediating a constructive dialogue between the different points of view. This way, rather than suppressing discussions, businesses play an active role in promoting peaceful expression of opinion and listening to others - hallmarks of a strong democratic system of governance.

What can you do?

- Adhere to national and international laws and regulations.
- Introduce “do no harm” as a core business principle.
- Collaborate with relevant public and private stakeholders to promote transparency and a zero-tolerance approach to corruption and bribery.
- Train employees on detecting illicit goods and have processes in place to detect and report illegal trafficking.
- Provide employees with the opportunity to participate in local and national elections.
- Foster a culture of open and peaceful discussion on the work floor.

Best practice example

Eleni Kortesi, Orphee Beinoglou (Greece):

The respect and compliance with national and international legislation, the fight against corruption, fraud and other illegal activities are part of the governing principles of our company. As such, specific procedures have been developed and relevant measures are in place, aiming to enforce transparency, as well as prevent and fight corruption.

²⁷ For example, alcoholic beverages or animal rugs are typically legal in some places while strictly prohibited in others.

²⁸ This can also be the case for other societal or political events.

SDG17 : Partnerships to achieve the goals



Work environment ◆ ◇ ◇ ◇ ◇
Operations ◆ ◇ ◇ ◇ ◇
Public image ◆ ◆ ◆ ◆ ◆

The last sustainable development goal doesn't look out into the world, but looks inward to the goals themselves. **SDG 17 wants to establish global partnerships between stakeholders, including**

businesses, in support of the goals. It is only by forging partnerships that leverage the core competencies of all parties involved that the ambition of the SDGs can be achieved.

Sprinkled throughout the preceding chapters were recommendations for moving and relocation businesses to reach out to their governments, commercial partners, communities and customers. **The SDGs should not be seen as an individual effort by one company, but rather a joint effort across society and supply chains to achieve a more sustainable future.** The international moving and relocation industry hosts a wealth of industry specific expertise, which might prove valuable to a port authority's anti-corruption strategy, an NGO's strategy against child trafficking, or an agricultural company's search for sustainable packaging. Entering into these partnerships doesn't only allow moving businesses to support the SDGs beyond their commercial activities, but might create new opportunities, ideas and collaborations to flourish.

What can you do?

- Enquire with your local government on their SDG commitments. Look at what they are planning and where there would be an added value for your business. If your local government doesn't have an SDG commitment, look at the regional or national government level.
- Consult the SDG commitments from the business' main commercial partners, both up and down the supply chain. How are they approaching the SDGs, and where are collaborations possible?
- Besides commercial partners, businesses have multiple private to semi-public partners with which the business interacts frequently. Think about port authorities, airports, labour unions, train freight companies, toll road operators, etc.
- Employees might be engaged in activities outside of the workplace related to the SDGs. Seek out those initiatives and support them where possible. The same goes for a business' local community.

Best practice example

Jessica Deutschmann, fom Gosselin & FIDI 39 Club President: The FIDI 39 Club, the IAM YP and LACMANext launched the Global Green Initiative in 2019. The idea is to jointly push the international moving industry towards becoming more environmentally aware - one step at a time.

Magali Horbert, from FIDI Global Alliance: At FIDI, we understand that we cannot tackle the complex subject of sustainability alone. That is why we invited different global mobility stakeholders (corporate clients, RMCs, industry associations, DSP companies, moving companies) to the first global mobility roundtable for sustainability during our conference in April 2022. Following this first roundtable, six leading associations from our industry have decided to come together to develop a common framework towards a more sustainable global mobility industry. Together, we intend to lay the foundations of an industry roadmap towards a sustainable future, where all stakeholders are aligned and work towards the same goal.

CONCLUSION

As this “Moving to 2030” report shows, **tackling the UN SDGs is not a superhero task, and small actions do make a difference.** International moving companies can contribute to the goals, within their context and their possibilities, one step at a time.

However, to really embed sustainability in your business strategy, **these small steps need to be part of a plan.** To help define your sustainability strategy, the International Institute for Sustainable Development suggests²⁹ to proceed as follows:

- 1. Identify your sustainability champion(s)** and empower them to develop and implement your company’s sustainability programme. Give them the authority to hold their colleagues accountable - even senior management.
- 2. Map your processes,** including your entire value chain: what activities/ services does your company perform? How do they fit in the broader supply chain of international relocation?
- 3. Identify how your processes link to the UN SDGs:** which activity has a (potential) impact on specific goals?
- 4. Assess your current status:** how are you already supporting some goals? Which internal or external initiatives could affect your company’s contributions to the SDGs?
- 5. Prioritise:** identify which SDGs you will focus on in the short- and long-term; start with the quick wins!
- 6. Set measurable targets and indicators** for each key priority.
- 7. Communicate** about your sustainability strategy, goals and progress to all stakeholders, including your staff, partners and customers. Be transparent about your set-backs and difficulties!
- 8. Review and adapt** your strategy and processes regularly.

The traditional methodology of the FAIM Certification promotes a similar approach: develop processes and procedures; train your staff; communicate your processes to all stakeholders; review and adapt them periodically. **The new FAIM 2022 Standard**, applicable as of January 2023, **introduces an ESG/ corporate sustainability pillar**, whereby all FAIM certified companies will need to prove that they have processes in place to make their company more sustainable. Adopting the UN SDGs as framework, combined with FAIM, will help FIDI affiliated companies to structure and prove their sustainability efforts towards their customers and peers.

One key point highlighted in this report is that **reaching the UN SDGs cannot be done alone.** SDG 17: “Partnerships to achieve the goals” underlines the need for cooperation across stakeholder groups, borders, industries and supply chains. **This is exactly what FIDI has been**

²⁹ <https://www.iisd.org/articles/insight/eight-ways-private-sector-can-apply-sustainable-development-goals>

working towards over the past year: fostering greater cooperation between relocation stakeholders (moving companies, DSPs, RMCs, corporate clients, industry associations) by bringing them together to define a common roadmap towards a more sustainable future, one step at a time. **The FIDI 39 Club has been instrumental in these efforts**, as they have been advocating for greater environmental sustainability for several years. Today, the international relocation industry is finally coming together to align its efforts.

The sustainability journey is long, and we need to take it one step at a time - however, to quote Jessica Deutschmann, President of the FIDI 39 Club, “we need to walk fast”. **By using the UN SDGs as a common framework, we can ensure that we are walking together, and in the same direction.**

ANNEXES

ANNEX 1.

THE SUSTAINABLE DEVELOPMENT GOALS' TARGETS

The targets and indicators for the 17 SDGs were published in July 2017. Each of the 17 goals has multiple targets, these are specific objectives the SDGs want to attain. There are two types of targets: 'outcome' targets and 'means of implementation' targets. The first describe the actual objective they want to achieve, the latter focuses more on steps that need to be taken to achieve the outcome targets. Outcome targets are labelled with numbers (1, 2, 3, ...), Means of Implementation targets are labelled with letters (a, b, c, ...).

The indicators define how the UN will measure the achievement of the target. To limit the size of this annex we only mention the targets here. The full list of targets and indicators can be found [here](#).

Goal 1 : End poverty in all its forms everywhere

1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day

1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters

1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions

1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions



Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round

2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons

2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality

2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed

2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries

2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round

2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility



Goal 3. Ensure healthy lives and promote well-being for all at all ages

3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under 5 mortality to at least as low as 25 per 1,000 live births

3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

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

3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol

3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents

3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes

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

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate

3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all

3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks



Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre primary education so that they are ready for primary education

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

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

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all

4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries

4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States



Goal 5. Achieve gender equality and empower all women and girls

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

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

5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

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

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

5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels



Goal 6. Ensure availability and sustainable management of water and sanitation for all

6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all

6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally



6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate

6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies

6.b Support and strengthen the participation of local communities in improving water and sanitation management

Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all

7.1 By 2030, ensure universal access to affordable, reliable and modern energy services

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

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

7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology

7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support



Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries

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

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

8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10 Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead

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

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

8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

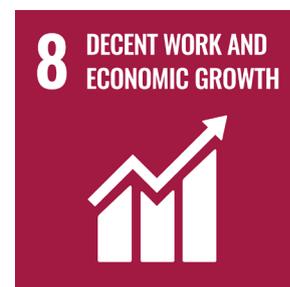
8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all

8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries

8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization



Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries

9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending

9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States

9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities

9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020



Goal 10. Reduce inequality within and among countries

10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status



10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations

10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions

10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organisation agreements

10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes

10.c By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management



11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels

11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

Goal 12. Ensure sustainable consumption and production patterns

12.1 Implement the 10 Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses

12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

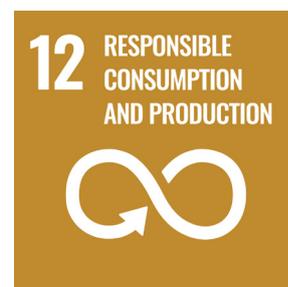
12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production

12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products



12.c Rationalize inefficient fossil fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities

Goal 13. Take urgent action to combat climate change and its impacts

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

13.2 Integrate climate change measures into national policies, strategies and planning

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities



Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution

14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans

14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels

14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least



to levels that can produce maximum sustainable yield as determined by their biological characteristics

14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information

14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation⁴

14.7 By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism

14.a Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries

14.b Provide access for small-scale artisanal fishers to marine resources and markets

14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of “The future we want”

Goal 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

15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world

15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development

15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the



loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species

15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed

15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products

15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species

15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts

15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems

15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation

15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities

Goal 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

16.1 Significantly reduce all forms of violence and related death rates everywhere

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime

16.5 Substantially reduce corruption and bribery in all their forms

16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance

16.9 By 2030, provide legal identity for all, including birth registration



16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

16.b Promote and enforce non-discriminatory laws and policies for sustainable development

Goal 17. Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

Finance

17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection

17.2 Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries

17.3 Mobilize additional financial resources for developing countries from multiple sources

17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress

17.5 Adopt and implement investment promotion regimes for least developed countries

Technology

17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism

17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed

17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology



Capacity-building

17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through north-south, South-South and triangular cooperation

Trade

17.10 Promote a universal, rules-based, open, non discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda

17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020

17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access

Systemic issues

Policy and institutional coherence

17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence

17.14 Enhance policy coherence for sustainable development

17.15 Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development

Multi-stakeholder partnerships

17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Data, monitoring and accountability

17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts

17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries



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