

United Nations Global Compact Cities Partnership: Derby Baseline Assessment

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Executive summary

The City of Derby made a commitment to the United Nations Global Compact (UNGC) in 2017, and is so far the sole UK city to join. This report draws on a City-wide consultation carried out in 2018 and 2019 involving a survey, focus groups, and interviews with key stakeholders, aimed at gauging opinion as to how Derby can best shape its commitment to the UNGC. This is a summary of the consultation findings.

The overall indications from the consultative exercise are that *awareness* across the business, public, and voluntary and community sectors in Derby is very limited. Nevertheless, once they had been introduced to it there was considerable *enthusiasm* for it from major stakeholders in Derby's economy, polity, and wider society, and definitely an enthusiasm for it from sections of the voluntary and community sector consulted.

A key consensual factor emerging was that a few priority areas should be chosen to take the Derby UNGC project forward. Duplication of effort should be avoided in favour of coordinated action. Priorities for Derby coalesced around four broad themes: equalities and diversity; education; environment; health and well-being.

There were suggestions made in the consultative exercise for specific initiatives and policy tools to advance the project and promote compliance with its goals; as such, these may be ideas that the UNGC leadership could consider for implementation. Combating *modern slavery and human trafficking* was viewed as a key issue for action. This was a priority for the City Council, the Office of the Police and Crime Commissioner for Derbyshire, Derbyshire Constabulary, and the NWG Child Sexual Exploitation. At least one contributor to the consultative process called for a *public awareness campaign* in the City on the UNGC to generate awareness, understanding, and support for the project. Another contributor thought that links should be forged with other UNGC cities around the world. This would allow Derby to learn from these other cities in how they have implemented their contribution to the UNGC, but also to network with them and forge economic, political, and social connections for Derby.

Across the business, public, and voluntary and community sectors, there was agreement that taking Derby's UNGC project forward will require a governance structure, and a consensus emerged that this should be comprised of:

- A 'champion' or leadership figure
- Leadership or strategic board
- Delivery board, executing tasks and managing a small number of priority projects

Many in the consultative exercise cautioned that the envisaged leadership board should not become just another 'talking shop' confined to 'box ticking'. The other potential challenge facing Derby's UNGC project is the competing preordained economic, political, and social agendas in the City. Many of these different agendas overlap, however and, alongside that, there is certainly the will to take forward the UNGC in Derby. A reconciliation of competing City agendas would smooth the path of implementation for the UNGC and would maximise the prospects for a beneficial outcome.

1 Introduction

1.1 Derby and the UN Global Compact

The City of Derby made a commitment to the United Nations Global Compact (UNGC) in 2017, supported by the City Council, the University of Derby, the Police and Crime Commissioner for Derbyshire, the Bishop of Derby, and the Derby and Derbyshire Modern Slavery Partnership. Derby is a pioneer in this, so far the sole UK city to join under the Global Compact's Cities Programme. The City of Derby's letter of commitment to the UNGC is available through a link provided in Appendix 1.

The Global Compact is a non-binding United Nations pact aiming to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. A principle-based framework, it upholds ten principles in the areas of human rights, labour, the environment, and anti-corruption (see Appendix 2), and seeks to advance broader societal goals through fostering a commitment to seventeen UN Sustainable Development Goals (SDGs): No Poverty; Zero Hunger; Good Health and Well-Being; Quality Education; Gender Equality; Clean Water and Sanitation; Affordable and Clean Energy; Decent Work and Economic Growth; Industry, Innovation and Infrastructure; Reduced Inequalities; Sustainable Cities and Communities; Responsible Consumption and Production; Climate Action; Life below Water; Life on Land; Peace, Justice and Strong Institutions; Partnerships for the SDGs (see Appendix 3). Under the Compact, companies are brought together with UN agencies, labour groups, and civil society. A link to further details of the UNGC is provided in Appendix 4.

This report draws on a City-wide consultation process carried out by the Social, Cultural and Legal Research Centre at the University of Derby between November 2018 and February 2019, aimed at gauging opinion as to how Derby can best shape its commitment to the UNGC: the economic and social contexts that form the backdrop for the project; what the priorities should be; how the project can be taken forward.

1.2 Economic context

A note on the structure of the Derby local economy is important, because the economic context has a direct bearing on the design of Derby's UNGC project. The Derby economy is somewhat different in profile to many other cities. It has an economic activity and employment rate just under the East Midlands and Great Britain average and the unemployment rate is marginally higher than the average. A quarter of the economically inactive population in the City would like a job (see Table 1). Sickness and looking after family are more prominent reasons for economic inactivity in Derby than the rest of the region and the country (1).

But the real difference is that, reflecting the industrial structure of Derby's economy, a greater proportion of employee jobs are in manufacturing than elsewhere in the region or in the country overall, and this underpins differences in the earnings profile, with male full time wages for workplaces in Derby being considerably higher than in the rest of the East Midlands or Great Britain (see Table 2). Overall employment in the largest top tier manufacturing firm in the City has declined considerably over the long-term but this has been offset somewhat by new employment in other top

Table 1: Key Labour Market Indicators September 2017 to October 2018

	Derby	East Midlands	Great Britain
Employment rate	73.5	74.9	75.1
% economically inactive	23.5	21.8	21.5
% ...economically inactive who want a job	25.1	22.0	21.4
Employment rate males	79.4	79.6	79.8
Employment rate females	67.4	70.1	70.5
% of Households that are workless	16.5	15.2	14.5
% with NVQ4+	31.9	32.1	38.6
% with NVQ3+	51.3	52.0	57.2
% with NVQ2+	69.3	70.9	74.7
% with NVQ1+	81.8	83.6	85.4
% with other qualifications	9.2	8.2	6.9
% with no qualifications	9.0	8.2	7.7
Full Time Gross Weekly Pay	£579.0 (residents) £671.3 (place of work)	£529.9 (residents) £515.9 (place of work)	£571.1 (residents) £570.9 (place of work)
Full Time Gross Weekly Pay, Male	£618.3 (residents) £767.7 (place of work)	£574.9 (residents) £558.1 (place of work)	£612.2 (residents) £611.8 (place of work)
Full Time Gross Weekly Pay Female	£507.5 (residents) £558.2 (place of work)	£460.0 (residents) £446.8 (place of work)	£510.0 (residents) £509.8 (place of work)

Source: Economic Activity and qualifications data are from ONS Annual Population Survey, % of those aged 16-64 who live in the area. Earnings data is from the ONS survey of hours and earnings, residents and workplace analysis, median earnings in pounds for employees living/working in the area.

tier manufacturers and, as that has occurred, the skill and wage profile of those employers has risen (2). This is one of the specific local factors which augments national trends in rising inequality in the City, and Derby is now designated as a 'social mobility cold spot' by the government, reflecting lower educational attainment and substantial attainment gaps in the City, on some measures (3). As in other cities, inequalities in economic conditions are of course related to wider inequalities in health and well being, and there is a strong correlation between levels of unemployment and healthy life expectancy within the City, for example (see Figure 1).

Table 2: Employment Profile by Standard Industrial Classification

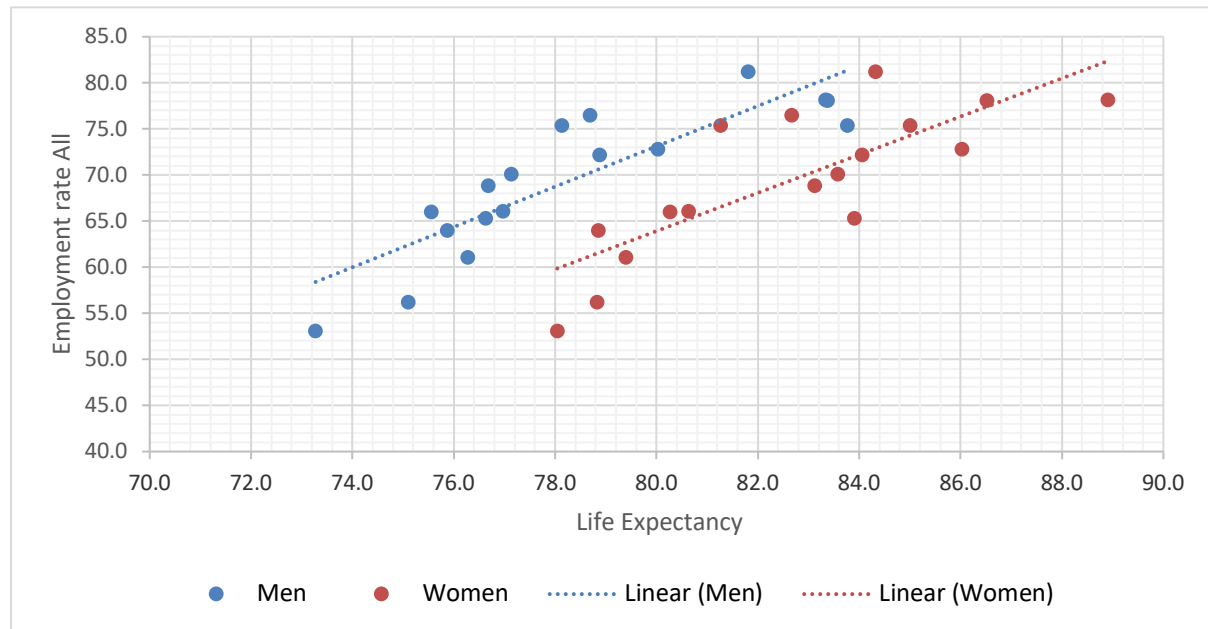
		Derby	East Midlands	Great Britain
	(employee jobs)	(%)	(%)	(%)
Total employee jobs	130,000	-	-	-
Full-time	91,000	70	68	67.5
Part-time	39,000	30	32	32.5
Employee jobs by industry				
B : Mining and quarrying	100	0.1	0.2	0.2
C : Manufacturing	27,000	20.8	13.8	8.2
D : Electricity, gas, steam and air conditioning supply	200	0.2	0.9	0.5
E : Water supply; sewerage, waste management and remediation activities	1,000	0.8	0.7	0.7
F : Construction	4,500	3.5	4.3	4.8
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	17,000	13.1	16	15.2
H : Transportation and storage	6,000	4.6	5.5	4.7
I : Accommodation and food service activities	8,000	6.2	6.9	7.5
J : Information and communication	4,500	3.5	2.8	4.4
K : Financial and insurance activities	1,500	1.2	1.7	3.5
L : Real estate activities	2,250	1.7	1.2	1.7
M : Professional, scientific and technical activities	9,000	6.9	6.4	8.4
N : Administrative and support service activities	9,000	6.9	9.8	9.1
O : Public administration and defence; compulsory social security	5,000	3.8	3.6	4.3
P : Education	12,000	9.2	8.7	8.9
Q : Human health and social work activities	21,000	16.2	13.6	13.3
R : Arts, entertainment and recreation	2,000	1.5	2	2.6
S : Other service activities	1,500	1.2	1.6	2

Source: ONS Business Register and Employment Survey

While the presence of high quality global manufacturers in the City has been a major strength for its economy, ongoing economic change resulting from developments in international competitiveness and in the worldwide distribution of manufacturing employment nevertheless presents a significant challenge, and this is likely to be exacerbated in the event of trade disruption resulting from the Brexit process and wider recent trends in trade politics. It is estimated that over £23,000 per job of the City's overall economic output is dependent on exports, for example, much higher than the national average (4). On the more positive side, Derby is well placed geographically in the UK economy, and relatively cheap land prices and the potential of new infrastructure developments such as HS2 mean that there are opportunities to take advantage of more rapid transport connections to London and to the UK's other major cities (5). *Derby City Local Plan 2017* promises to take advantage of these opportunities, but it will be important for these plans to be fully realised in order to maximise advantages and mitigate challenges. A further potential boost for the Derby economy is presented by the

establishment of Midlands Engine, a coalition of councils, combined authorities, local enterprise partnerships (LEPs), universities, and businesses across the East and West Midlands aimed at economic development. Midland Engine’s priority aims of stimulating new technologies, international trade, and innovation is particularly relevant to Derby’s economy (6)

Figure 1: Relationship between Employment Rate and Life Expectancy by Ward



Source: ONS Life Expectancy Data and ONS Annual Population Survey.

1.3 Consultation methodology

As part of the consultative project, a City-wide consultation via an electronic survey was distributed to 67 organisations in the City and generated 18 responses; two focus groups were carried out with 12 participants from Derby’s business, public, and voluntary and community sectors; and nine one-to-one interviews were held with key stakeholders in the business, public, and voluntary and community sectors. Small and large businesses in the manufacturing and service sectors were represented throughout this consultative exercise, as were voluntary and community sector organisations with a nation-wide reach and smaller local organisations. In relation to the public sector, there was an input through the focus groups and interviews from the City Council, Derbyshire Community Health Services NHS Trust, the Office of the Police and Crime Commissioner for Derbyshire, Derbyshire Constabulary, and the University of Derby.

2 Consultation Findings

This section presents an overview of the consultative findings drawing on the three mechanisms employed: the survey; the focus groups; and the interviews.

2.1 Awareness

In all of the three strands of the consultative exercise, the survey, the focus groups, and the interviews, respondents were asked if they were *aware* of the UNGC prior to this research in Derby being carried out. The results of this appeared superficially contradictory, with a significant number of the *interviewees* expressing a lack of awareness, and yet those completing the *questionnaire* demonstrating a high level of awareness, 89% of the latter indicating that they were aware of the Compact and, even, 56% saying that they were also aware of the City of Derby's commitment to the UNGC. Yet, elsewhere, there were major indications that there was widespread lack of awareness of the UNGC. Even people who had been working in the voluntary and community sector for years had not heard of it, nor had many in other roles in the public and business sector. One interviewee from the voluntary and community sector said, for example, 'who in the City knows anything about it? That's the big question. Speaking from a voluntary sector perspective, how many organisations actually know about this?' Another indication, seemingly, of wider lack of awareness was that one third of respondents to the questionnaire *did not know* whether the organisation that they represented had or had not made a commitment to the UNGC.

The reason for this apparent contradiction is fairly simple. Most of the survey respondents had been contacted prior to this by a leading advocate of the Derby UNGC project who had introduced them to the Compact and to Derby's commitment to it. However, the overall indications are that awareness across the broader spectrum of people involved in the business, public, and voluntary and community sectors in Derby is very limited.

2.2 Commitment from stakeholders

Despite the lack of awareness discussed above, once respondents had been introduced to the Derby UNGC project there was considerable enthusiasm for it, expressed across the range of those consulted in the focus groups and interviews, representing key stakeholder interests in Derby's economy, polity, and wider society:

- In relation to **Derby's economy**, for example, all three of the City's very large manufacturing companies expressed an active willingness to participate, and the seriousness of their commitment was emphasised by the fact that their input came from very senior executives in each of those businesses.
- In terms of its **polity**, the City Council, as initiator of the project, is keen to have a driving seat, and very willing to be a conduit for partnerships formed to take it forward.
- In relation to **Derby's wider society**, the University is enthusiastic to be involved at leadership and at operational levels. Derbyshire Constabulary, also, would welcome a role that allows it to stretch far beyond its merely policing functions, a role which reflects its belief that it is a 'social responsibility' organisation. It would be happy to make an input at leadership, delivery, and project level in a UNGC initiative which was meaningful and delivered a genuine benefit that would otherwise not have been achieved. The Office of the Police and Crime

Commissioner is extremely keen to press ahead with the project, and very committed to a leadership and operational role.

There was definitely an enthusiasm for the UNGC among sections of the voluntary and community sector consulted. Some thought that it might provide a stimulus to the charitable work already being carried out in Derby in relation to vulnerable groups: food banks and food distribution to people in need; helping the homeless, whether they are rough sleepers or people living in hostels or in bed and breakfast hotels; assisting people facing mental health issues; combating modern slavery, human trafficking, or child sexual exploitation. The main fear expressed, especially but not exclusively in the voluntary and community sector, was that yet another ‘talking shop’ would be created, or that the entire project would be hijacked by someone or some organisation trying to use it to push a pre-ordained political agenda. Nevertheless, there was a sense among many of those consulted that the Compact could provide a *focus* for all the good work that is already going on in the City towards achieving the SDGs, that it might act as a catalyst to reshape the ‘vibe’ of the City, and that it could help to promote Derby as a self-confident, thriving, sustainable City.

This enthusiasm among focus group participants and interviewees was mirrored in the survey responses, where there was *universal* interest in making an organisational commitment to help meet the goals of the UNGC. A third of respondents reported that they would be ‘extremely interested’ in doing this, and nearly another third reporting that they would be ‘very interested’. *All* expressed some level of interest in making a contribution towards the goals. The survey did not seek information on what those organisational commitments might be but this could be determined in the next stage of implementing the UNGC.

The general enthusiasm was encapsulated in a comment by a key public sector figure, who said, ‘This would give us a chance to do something in Derby that no one else is doing and which is a real force for good and will help to project the name of Derby in a way that we haven’t done before. So I think it’s exciting.’

2.3 Existing work

A widespread view, expressed throughout all areas of the consultation, was that there was a great deal of work *already* being carried out in Derby which contributed to the aspirations of the UNGC. Many organisations represented at the focus groups and through the interviews shared the belief that they and other organisations in the City were already supporting the SDGs through their existing activities. ‘This is Derby’, an initiative launched by Derby County Community Trust (DCCT) in September 2018, which employs arts, culture, sport, and leisure to develop the non-cognitive abilities of children and young people aged 5-18 years old from vulnerable groups, was raised as an example. This partnership initiative, led by DCCT but incorporating Artcore, Baby People, Derby Theatre, Déda, Derby Museums, East Midlands Caribbean Carnival Arts Network, Sinfonia Viva, QUAD, Derby and Derbyshire Music Partnership and Derby City Sports Forum, is managed through the Broader Horizons sub-group of the Derby Opportunity Area Board and was made possible by a £1 million grant from the Department for Education, with DCCT acting as the lead (7).

Many other examples were raised during the consultation exercise. The business forums hosted by the East Midlands Chamber was one such, in particular the Transport and Logistics Forum, a bi-

monthly gathering of those involved in this business sector, which has looked at issues around modern slavery and human trafficking. Similar forums are held on Construction and Property, HR, Manufacturing and Engineering (8). Yet other examples were Rolls Royce's STEM Education Outreach Programme (9) and Toyota Manufacturing UK's (TMUK) work with the YMCA (see later in the report) (10).

All the above work is undoubtedly laudable and is undeniably making a beneficial impact on some people's lives in Derby. It might be retrospectively rationalised as being related to the UNGC project. Nevertheless, the cited projects were not initially conceived or influenced with reference to UNGC in terms of their motivation, and any links between them and the Compact are coincidental rather than conscious. In essence, the activities mentioned above would be happening *whether or not the City had signed the UNGC*. The beneficial work briefly outlined above, and much other beneficial work taking place that is not recorded here, can be seen as reflecting a series of multi-dimensional priorities for the City, some of which are imposed by external organisations. 'This is Derby', for example, referred to earlier, was driven by the Department for Education under its Essential Life Skills programme. Where the UNGC may offer additionality going forward is in providing an umbrella organising framework to unify a range of disparate initiatives across the City. To do this though it would need widespread support from a range of actors. The evidence collected above suggests that this is possible and might form the basis of the next stage of UNGC activity in the City.

2.4 Priorities for the City of Derby

A key consensual factor emerging from the consultation was that a few priority areas for action should be chosen to take the Derby UNGC project forward. Duplication of effort should be avoided in favour of coordinated action.

Priorities emerging from the consultation exercise coalesced around four broad themes: equalities and diversity; education; environment; health and well-being. For example, when asked about the SDGs they considered to be top priority, survey respondents ranked No Poverty, Zero Hunger, Good Health and Well-Being, Quality Education, and Gender Equality as their top five. Interviewees and focus group participants, however, often spoke of priorities in a more thematic way, and the themes they mentioned cut across the range of the 17 SDGs (with a clear relevance to all of them, depending on how each is defined and interpreted), so priorities for the City of Derby are listed here as cross cutting themes.

2.4.1 Equalities and diversity

The relatively low level of social mobility, and the contrast between those benefiting from relatively well-paid employment in the City and those with far less economic security, was raised as a priority issue for Derby in the consultation exercise. While the success of Derby's economy was to be applauded, in particular its relatively high wages and high employment level, it was not a success for everybody. There is, as noted above, 'official' recognition of this that has emerged from the Social Mobility and Child Poverty Commission and from the Department for Education (11). As recognition of the extent of Derby's social and economic divide, one focus group participant drew attention to Derby City Council Director of Public Health's Annual Report 2017/8, which was entitled *How the other half live* (12). The analysis of relatively low social mobility and relatively high inequalities was recognised at a City Council-led symposium held in May 2018 which led to the launch of the *Derby*

Partnership. Organisations within the Partnership have agreed to set up a Task Force with the shared goal of: *Working Together, Closing the Gap* (13).

It was also recognised in the consultative exercise by some of Derby's very biggest businesses that they employ relatively few women, people from the African-Caribbean community, and people from the LGBT community (although how anyone can be certain on the latter must be open to question); and there was widespread agreement, including from the companies themselves, that there was a need to find ways to enhance recruitment from these groups, for mutual benefit. Although there are no publicly available figures which break down recruitment to big businesses in Derby, there is data which demonstrates the lack of women at the very top in some organisations located in the City, and their pay differential with men. Derbyshire Constabulary, for example, has the largest gender pay gap of any force in England and Wales, with women's median hourly rate 28.8% lower than men's. In the highest paid, top quartile, 30.5% of employees are female, and in the lower quartile, the lowest paid, 69.5% were women (14). The Constabulary has stated, however, that it is making strenuous efforts to overcome this imbalance and is 'determined to close the gap' (15). Rolls Royce plc has only 15% of its top pay quartile populated by women, and Bombardier Transportation only 9.4%, though the median gender pay gap is lower than that reported above, at 7.1% in 2018 for Rolls Royce, and at 7% for Bombardier (16). Overall, the gender pay gap is higher in Derby than it is in the rest of the East Midlands or in the rest of the country. Female full time gross pay in Derby lags the male rate by 27%, but in the East Midlands as a whole it lags it by less than 20%, and the figure for Great Britain is below 17%.

Alongside this perspective that some groups of people were not being recruited in high levels Derby's larger organisations, a view was expressed by one focus group participant that the LGBT community in Derby had only limited support and facilities, and that enhancing these was important for the City as a whole. The annual Derby Pride, for example, is a relatively small event; although it benefits from some sponsorship from one of Derby's big manufacturers, it requires additional support from other businesses in the City to really boost it. Organisers of the event are keen to make links with companies. Enhancing the support and facilities for the LGBT community, this participant believed, would raise the profile of the City, and bring business benefits too, such as attracting talented people to pursue careers in the area.

The large businesses in the City that were represented in the focus group discussions reported how they were already trying to address diversity issues. One company was involved in outreach to schools, for example; another cited how his company insists on a 50/50 boy-girl split for school visits to their plant, in recognition of the need to breakdown the widespread perception that engineering and similar businesses are somehow a male preserve.

2.4.2 Education

As noted above, Derby's school education system has faced challenges, particularly in relation to attainment levels and gaps, and there was a concern expressed throughout the consultative exercise that there was a need to enhance the quality of education in Derby, which in itself would eventually feed through into promoting greater social mobility. One focus group participant pointed out that as a City with Opportunity Area status, Derby is judged by the Department for Education to be one of '12 areas facing the biggest challenges to social mobility' (17). The Department for Education uses a Social

Mobility Index to 'compares the chances of a child from a disadvantaged will do well at school and get a good job in areas across the country', and on this index Derby ranked 303rd out of 324 districts in England (18).

2.4.3 Environment

The issue of the need to deal with air pollution, and to make environmental improvements more generally, was raised widely within the consultation exercise. Derby was identified in 2015 as one of the six cities in England facing the most significant challenges on NO₂ emissions, for example, alongside Birmingham, Leeds, London, Nottingham and Southampton, in which 'additional measures' to those being seen in other cities would be required, and an expectation that the situation would be addressed in the shortest possible time (19). Derby is one of five cities required to introduce a Clean Air Zone, which is where a local authority has introduced measures to improve air quality, by 2020. As of 2019, Derby City Council is in discussions with stakeholders to develop further details of the Clean Air Zone (20).

2.4.4 Health and well-being

Across the consultative exercise, health and well-being was seen as a priority and as the key to achieving wider goals relating to equalities, access to facilities, educational development, and engagement. Again, and as noted earlier, the condition of people's health and well-being is not determined in a silo. Wealth, and lack of wealth, are directly related to prospects for a healthy longevity (see Figure 1) and, indeed, all the above four themes are inextricably interwoven. Greater equalities and diversity leads to better inclusion, higher quality education leads to greater social mobility, a cleaner environment will lead to better health and well-being overall, and better health and well-being will allow people to live more fulfilling lives.

2.5 Specific Projects, Policies, and Interventions

So far, the consultative exercise has identified: a limited awareness, but considerable enthusiasm from key players in the City for the UNGC, and a strong commitment to take it forward; and a series of broad areas which are priorities for the City. The next stage is about developing specific projects, policies, and interventions to take the Derby UNGC project forward. This section outlines suggestions made by respondents in the consultative exercise for specific initiatives and policy tools to advance the project and promote compliance with its goals; as such, they may be ideas that the UNGC leadership could consider for implementation.

2.5.1 Modern slavery and human trafficking

Within the themes identified earlier as priorities - equalities and diversity, education, environment, and health and well-being - modern slavery and human trafficking emerged as a key issue where activity should be focused. This was a priority for the City Council, the Office of the Police and Crime Commissioner for Derbyshire, Derbyshire Constabulary, and the NWG Child Exploitation. It was also recognised as a major issue by the large scale manufacturing businesses in Derby who were committed to eliminating it from any link in their supply chains. What further activity to combat modern slavery beyond that currently taking place might be implemented remains uncertain. However, an initiative on modern slavery and human trafficking would link to at least two of the themes identified earlier as being important for Derby: equalities and diversity; and health and well-being. Someone being

subjected to modern slavery, and who may have been trafficked, is experiencing the obverse of equality and the condition is obviously not conducive to health and well-being.

2.5.2 Public awareness campaign

There is little awareness of the UNGC beyond a small group of committed advocates within the City. At least one contributor to the focus group discussions called for a public awareness campaign in the City on the UNGC 'to generate community understanding, support and awareness', although there was not widespread spontaneous support for this. This particular participant thought that there was a need to educate society about modern slavery and human trafficking, as there was a general lack of knowledge about how this may be impinging on people's lives without them knowing it.

Should this public awareness campaign proposal be taken forward, there are many existing networks within the City that might be used to facilitate it. One, for example, could be Marketing Derby's network of 40,000 business members. Another is Community Action Derby, which has 4,000 voluntary and community sector organisations listed in its Community Directory Derbyshire (21). The potential for securing success in securing recognition among the target audience for the UNGC, however, would have to be carefully considered before such a public awareness campaign was embarked upon, as it would require resources (i.e. it would take money) and some would consider there to be little chance of making a major impact. A better option might be, either, to run an awareness-raising campaign *exclusively* on modern slavery, which is an emotive issue and likely to generate interest, or, to run an awareness campaign aimed more or less solely at representatives of organisations in the voluntary and community, public, and business sectors, rather than the general public. If people are asked to consider the UNGC because it is connected to their job, there is a bigger chance of achieving success.

2.5.3 Corporate recruitment

There were suggestions within the focus groups that one method of positively addressing equality and social mobility issues within the City would be through corporate recruitment policies. Implementing changes to corporate recruitment policies might have a considerable impact on the demographics of the locally-employed labour force, and begin to broaden its diversity. It was proposed in the focus group discussions, and widely supported within that forum as a potential policy tool, that specific attention by companies and other employers in Derby could be given to: gender balanced interview panels; the style in which job adverts are written, with an emphasis being given to designing adverts that are more likely to get a response from a wider range of people than are normally attracted, including women, people from ethnic minority backgrounds, and people facing challenges of one kind or another. One example of where this is already taking place is at TMUK, based at Burnaston. For four years, TMUK have worked with young people from the YMCA in the Working Assets Programme (WAP), a 6 month programme offering young people who have faced challenging circumstances an opportunity to develop their skills in the motor industry. It aims to prepare young people for the world of work; and create opportunities for them to secure a job, apprenticeship, or a place on a vocational programme (22).

There would be other ways, of course, of taking further a plan to broaden recruitment to local labour forces which might include specific Jobcentre Plus activities, especially those targeted at the long term unemployed, but one mechanism specifically identified by one of the focus group participants was the existing City Hearts project. The galvanising attraction of City Hearts is that it would help those who

are most marginalised from the 'legitimate' labour market, such as ex-offenders, sex workers, in a non-coercive and supportive way. City Hearts is a nationwide charity (though it has only a limited presence in Derby) which helps women with life controlling issues, such as addiction or abuse, and victims of human trafficking in the UK (23). The focus group heard that City Hearts had been involved in a pilot scheme in which the Co-Op made a commitment to giving a work placement to anyone identified by City Hearts. Of those taking up placements, apparently 60% went on to full-time employment in the pilot scheme. City Hearts now partner with other businesses as well, such as John Lewis. The initiative has now gone beyond the pilot scheme stage, and has demonstrated its practical usage in assisting relatively marginalised people. A scheme based on this model could be deployed to assist Derby achieve its equalities and diversity, education, and health and well-being priorities as part of its UNGC commitment, or through simply negotiating with City Hearts as to whether operations in Derby can be expanded.

2.5.4 Link to other UN Global Compact cities

There was one suggestion within the consultation exercise that links should be forged with other UNGC cities around the world. This would allow Derby to learn from these other cities in how they have implemented their contribution to the Compact, but also to network with them and forge economic, political, and social links for Derby.

2.5.5 E-bikes

There was also a suggestion from one stakeholder in the consultation that e-bikes might be developed even more strongly in the City to contribute both to benefiting the environment and benefitting the health and well-being of the individual.

3 Taking Derby's UN Global Project forward

Across a fairly extensive consultation process, many ideas were generated on what the priority themes should be for the Derby UNGC project. The next key issue is how to take the project forward. Across the business, public, and voluntary and community sectors, there was a consensus that taking it forward will require three elements: a governance structure; a leadership element; and partnership working.

3.1 Governance

There was widespread agreement in the consultation exercise that some form of governance structure would have to be created to advance Derby's UNGC project. The consensus that emerged was the structure should be comprised of a leadership or strategic board, led by a 'champion' or leadership figure who could galvanise others; and some form of delivery board, under which sits a few, selected, projects which have been deemed priorities. The main caveat entered into proceedings by a number of representatives was that these bodies must not be 'talking shops' involved in 'box ticking,' as this would turn existing otherwise committed people away who would think that they had 'seen it all before', nullifying the whole project. In summary, then, the envisaged governance structure would incorporate:

- A 'champion' or leadership figure
- Leadership or strategic board
- Delivery board, or possibly 'operational hubs', executing tasks and managing a small number of priority projects

Two respondents in the consultative exercise proposed that an *existing* body could fulfil the role of this leadership or strategic body function. One of these, from the voluntary and community sector, proposed that the Compact lead should be taken by the existing *Leadership Board of Derby City and Neighbourhood Partnerships*, which brings together representatives from the public, private, and voluntary and community sectors across Derby to deliver the Derby Plan, and it is assisted in this by Outcome Boards which focus on the five sectors of children, families, and learners; culture; community safety; economic development; and health and well-being (24). Another, from the business sector, proposed that the *Derby Renaissance Board* should be placed in the driving seat, given that included in its membership are the leader and chief executive of the City Council, principal of Derby College, Vice-Chancellor of the University of Derby, as well as representatives from Derby's three largest manufacturing companies, Rolls-Royce plc, Bombardier Transportation, and TMUK. Beneath this, he suggested, should be an operational or delivery board, along the lines described earlier.

3.2 Leadership

It was clear in the consultation exercise that establishing the right *leadership* for implementing Derby's support for the UNGC was viewed to be a key factor in determining its success. A figurehead, or a 'champion', was often mentioned as one of the potential ingredients of success, someone who had the ability to influence people and galvanise the mission, but also someone whose commitment was there for the long haul.

In the focus group discussions, it was suggested that one of Derby's big three manufacturing companies should be represented by a senior figure in this leadership, given their potential to influence others; a further suggestion was that leadership figures should come from all walks of life, including 'captains of industry', as well as appropriate people drawn from education, community groups, religious groups and other suitable areas.

A more specific proposal for the composition of the leadership or strategic board came from the Office of the Police and Crime Commissioner for Derbyshire, from which it was proposed that a leadership board should be comprised of: the Chief Executive and/or leader of Derby City Council; the Vice-Chancellor of the University of Derby; and the Police and Crime Commissioner. The Chief Constable of Derbyshire Constabulary, because of what the Commissioner said was the force's expertise in combating modern slavery and human trafficking, should also be on the leadership or strategic board; as should Derby's business sector, possibly represented through the East Midlands Chamber of Commerce; and its voluntary and community sector. The Office of the Police and Crime Commissioner for Derbyshire suggested that this body should meet once or twice a year, and that projects would be delivered through operational hubs.

As briefly mentioned earlier, other stakeholders in the consultative process also volunteered to support Derby's UNGC project. The City Council, as the initiator of the project, is obviously supportive, willing to work with partners across the themes encapsulated within the 17 SDGs and the 10 principles; and willing to act as a conduit to those partners and a driver for the initiative.

Derbyshire Constabulary thought that the force had a real leadership role to play, helping to define what the Derby UNGC project looked like, being actively involved at project delivery level as well, and being flexible in terms of their resource input. They nominated the Divisional Commander responsible for Derby, Divisional Commander Jim Allen, who has considerable experience of policing modern slavery, to be involved in the leadership of the project. The Constabulary believe that the sense of legitimacy that they would bring to the project, and their high status in the community, meant that their involvement would help to encourage others to support Derby's commitment to the Compact, especially in the business and commercial sector. The note of caution from the police point of view was that the UNGC needed to be something 'greater than the sum of its parts', that something is delivered that was not being delivered before. That would make the project worthwhile.

The University of Derby also keenly offered to be involved in taking the UNGC project forward at both the leadership and delivery levels. The University's main desire is to be an integral and genuine partner, playing an active role among equal partners.

Marketing Derby, the public-private partnership devoted to attracting jobs and investment to Derby, was also happy to be involved and to allocate staff resources to the project if the work associated with it was related to their employment and investment mission. They have access through their activities to a large part of Derby's business community and could act as a conduit to them when necessary, or deploy this network as a consultation device. The third aspect of their overall position is that the UNGC initiative could potentially form a mechanism for networking with other cities internationally, furthering Derby's potential for investment attraction and innovative connectivity.

3.3 Voice for the voluntary and community sector

There were also offers to become involved from people representing the voluntary and community sector. A priority for three of the interviewees from that sector was that there should be a mechanism, or an assurance of some kind, that the 'voice' of the voluntary and community sector can be heard, and responded to, within whatever governance structure is established to take the project further. One said: 'it needs the grassroots groups' voices there'. Another said that there were organisations in the City carrying out a lot of good work on the ground, such as the night shelter and the food bank, but 'they need to know how they can have a voice'. A further interviewee called for a workshop, involving 200 or 300 people, to discuss which projects to work on and how to take them forward.

3.4 Partnerships for implementation

Throughout the consultation process, there was a consensus that instigating *partnership* working would be a cornerstone to success. The forming of appropriate partnerships was seen as essential to taking forward the Derby UNGC project.

There was agreement from businesses represented at the focus group discussions that partnership was key to the way forward, for example. From their perspective, the overall viewpoint was that the business community sector are not the experts on in this area but they can offer opportunities and support, and partnership would allow skill sets to be brought together to optimise what can be achieved, enabling a dialogue between City and business that could address the central question: what is the City going to do and what does it expect from business?

From the voluntary and community sector perspective, it was heard in the focus group discussions that, while they are *often* looking for other organisations to partner with, they do not always know where to go.

3.5 Implementation tools and measuring success

Specific policy tools and procedures would be needed to ensure effective implementation of priorities, and measurement tools would also be necessary in order to demonstrate progress. As Derby's contribution to the UNGC is implemented, there is a following need to measure its impact, so that local people and local stakeholders can see that progress is being made.

3.5.1 Organisational commitment

An immediate and necessary next step is to use the momentum from the consultation exercise to solicit specific organisational commitments or pledges as part of the UNGC, as aligned to the cross-cutting themes or to individual SDGs. It should be clear whether these are existing commitments, or are new commitments, and whether they are specifically motivated by the UNGC or not. This is crucial to extending the baseline assessment to progress over time in the next audit report. It is recommended that all organisations involved in the research are contacted to invite such commitments, and that those organisations who have already indicated a willingness to provide a commitment have this highlighted in the correspondence. A website and contact form should be established to allow other organisations in the City to make commitments over time. An invitation to do this could be distributed widely by membership and representative organisations such as the City Council, East Midlands Chamber, Marketing Derby, and Community Action Derby.

3.5.2 Good publicity incentives

It was raised in the focus group discussions that there was a need for *incentives* to encourage companies and other organisations to pursue active support of the UNGC. One such incentive is the *good publicity* ensuing to an organisation that follows the sort of ethical code that is enshrined in the UNGC. It was argued that business learns from business and good practice will spread if publicised in a positive way. As a counter point, however, it was noted that some of Derby's biggest companies are operating worldwide, and may not be too sensitive to the way they are perceived locally. Nevertheless, it is possible for local good news stories to be turned into national, or even international, good news stories. If the right material is there, turning it into a story which achieves a high level of publicity should not pose too much of a problem for the public relations professionals who would be charged with the task.

3.5.3 Procurement Leverage

The possibility of employment procurement as a policy implementation tool was raised by one of the focus group participants and two of the interviewees, all representatives of the voluntary and community sector. Essentially, this means that suppliers of any product or service have to comply with certain specifications set by the procuring organisation, which might relate to a variety of issues including, for example, adherence to human rights and to the elimination of modern slavery *throughout* the whole of the supply chain or to, as another example, equal gender representation in the boardroom. Challenges facing any such 'procurement leverage', however, are that costs could increase through buying 'ethical' products or services, and there are also some legal restrictions on, for example, local authority procurement policies.

3.5.4 Measuring success

Measuring progress or success is also important. One suggestion as to how this could be effected from one of the interviewees is that measures could be deployed in five key areas – starting with a baseline measure, and examining progress at yearly intervals. Potentially, such social and economic indicators could relate to the SDG areas that Derby seeks to concentrate on. There are many *existing* social and economic indicators that could be drawn on where appropriate. For example, educational achievement is extensively measured in terms of which examinations have been passed at what level by which age groups, and in terms of overall school performance. There are numerous economic indicators, also, as noted above in the section on economic context, that can be drawn on as appropriate: employment and unemployment levels; economic activity and inactivity rates; gross weekly wages, for example. However, attempting to measure the level of 'hunger' in a city, or the level of 'poverty' is probably a near impossible task. There is no definitional certainty about what constitutes 'hunger' or 'poverty', and even if there was, identifying who is being affected would not be easy, so attempting 'measurement' would probably entail a search for surrogates. It can be assumed, for example, that if fewer people than last year are visiting food banks, than there is less hunger than last year, although there are all kinds of potentially qualifying factors to bear in mind, not the least of which is, who would do the counting?

3.6 Concluding comments

There is considerable enthusiasm across the sections of the public, business, and voluntary and community sectors in Derby represented in this consultative exercise for pursuing the ideals associated with the UNGC, and a reported serious commitment from many key stakeholders, including the City Council, the Office of the Police and Crime Commissioner for Derbyshire, Derbyshire Constabulary, and the University of Derby, to taking the project forward.

There is also a consensus on the broad priority areas in which Derby should advance its commitment to the Compact, spanning the public, business, and voluntary and community sectors (even if the emphases within each sector varies) which is captured within the themes of equalities and diversity, education, environment, health and well-being. Alongside this, there is agreement amongst a fair number that a relatively small number of specified projects should be concentrated on in order to provide a focus and not dissipate efforts.

There is broad agreement, also, on a governance structure, comprising a 'champion' or leadership figure; a leadership or strategic board; and a delivery board, or possibly 'operational hubs', executing tasks and managing a small number of priority projects. Amongst these priority projects, there is support from some key stakeholders, especially the Office of the Police and Crime Commissioner for Derbyshire, Derbyshire Constabulary, and the City Council, for combating modern slavery and human trafficking, presumably in some way that is currently not being pursued. There is also a widely expressed view that a leadership or strategic board should not become merely another 'talking shop', and that the UNGC overall should deliver some benefit which otherwise would not have been delivered. As the consultative process for this project progressed, the potential challenge of competing preordained agendas in the City became more evident. There is a font of goodwill in the City to do good work to benefit individual vulnerable people, or to enhance people's life chances, to develop the local economy, to clean up the environment, or to carry out other laudable activities. But there are existing policies, and existing agendas, exemplified in the City Council's *Derby City Local Plan 2017* (25), the Derby Opportunity Area's 'This is Derby' initiative, Marketing Derby's job and investment attraction agenda, and now there is the UNGC, bringing with it a new range of stakeholders and priorities. It may well be that this is time to reconcile these different agendas within a single City-wide agenda shared by all key stakeholders in the City, built around the UNGC as a totem. Many of these different City agendas overlap, and there is certainly the will to take forward the UNGC in Derby. A reconciliation of competing City agendas would smooth the path of implementation and probably maximise the beneficial outcome.

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Appendix 1 Derby's letter of commitment to the UN Global Compact

The City of Derby's letter of commitment to the UN Global Compact can be viewed at:

https://www.unglobalcompact.org/system/commitment_letters/113401/original/Global_Compact_Signed_3_February_2017.pdf?1495704479

Appendix 2 UNGC Ten Principles

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Appendix 3: The Sustainable Development Goals (SDGs)

No Poverty

Goal 1. End poverty in all its forms everywhere



- [Why business should support poverty eradication](#)
- [Human Rights Principles and Resources](#)
- [Poverty Footprint](#)
- [Private Sustainability Finance](#)
- [Framework for Social Enterprise and Impact Investing](#)
- [From our library](#)
- [Additional tools: SDG Compass; SDG Matrix](#)

Zero Hunger

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



- [Why business should support food and agriculture](#)
- [Food and Agriculture Business Principles](#)
- [Zero Hunger Challenge](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Good Health and Well-being

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



- [Every Woman Every Child](#)
- [GBCHealth](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Quality Education

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



- [Why business should support education](#)
- [A Framework for Business Engagement in Education](#)
- [Children's Rights and Business Principles](#)
- [Principles for Responsible Management Education](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Gender Equality

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



- [Why business should support gender equality](#)
- [Women's Empowerment Principles](#)
- [Every Woman Every Child](#)
- [Children's Rights and Business Principles](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Clean Water and Sanitation

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



- [Why business should support water and sanitation](#)
- [CEO Water Mandate](#)
- [WWF Water Stewardship](#)
- [WaterAid](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Affordable and Clean Energy

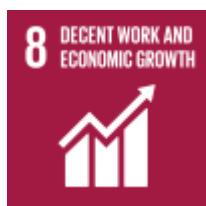
Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all



- [Sustainable Energy for All](#)
- [Caring for Climate](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Decent Work and Economic Growth

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



- [Labour Rights Principles and Resources](#)
- [International Labour Organization \(ILO\)](#)
- [International Organisation of Employers \(IOE\)](#)
- [UNI Global Union](#)
- [A Framework for Business Engagement in Education](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Industry, Innovation, and Infrastructure

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



- [Global Compact's work with Industry Associations](#)
- [International Chamber of Commerce \(ICC\)](#)
- [Equator Principles](#)
- [Global Compact Cities Programme](#)
- [UN-supported Principles for Responsible Investment](#)
- [UNEP Finance Initiative](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Reduced Inequalities

Goal 10. Reduce inequality within and among countries



- [Why business should support social sustainability](#)
- [Human Rights Principles and Resources](#)
- [Women's Empowerment Principles](#)
- [Indigenous Peoples' Rights](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Sustainable Cities and Communities

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



- [Global Compact Cities Programme](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Responsible Consumption and Production



Goal 12. Ensure sustainable consumption and production patterns

- [Why business should support supply chain sustainability](#)
- [Global Compact Management Model](#)
- [Global Reporting Initiative](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Climate Action



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

- [Why business should support action on climate change](#)
- [Caring for Climate](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Life Below Water



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

- [Global Compact Framework for Biodiversity and Ecosystem Services](#)
- [World Ocean Council](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Life on Land



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

- [Global Compact Framework for Biodiversity and Ecosystem Services](#)
- [Forest Stewardship Council](#)
- [Rainforest Alliance](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Peace and Justice Strong Institutions

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



- [Why business should support good governance](#)
- [Anti-Corruption Principle and Resources](#)
- [Peace](#)
- [Rule of Law](#)
- [Transparency International](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Partnerships for the Goals

Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development



- [Why business should engage in partnerships](#)
- [UN-Business Action Hub](#)
- [Water Action Hub](#)
- [From our library](#)
- [Additional Tools: SDG Compass; SDG Matrix](#)

Appendix 4 Further details on the UN Global Compact

Further details of the UN Global Compact are available at: <https://www.unglobalcompact.org/>