4

Context of the SDGs in the Business World

4.1. Scientific Research

Academic research on the implementation of the SDGs in the business sector in Portugal remains scarce, a conclusion identified in the first year of the project and reiterated in subsequent years. Nevertheless, a few new studies addressing this topic have been found, and their analysis has been incorporated into this report.

This section is based on an analysis of some of the studies identified in Year 1, Year 2, and Year 3 of the project and aims to share conclusions that help outline a portrait of the Portuguese context and the business sector regarding the implementation of the SDGs. First, a summary of the conclusions drawn in Year 1 and Year 2 is presented, followed by the new studies identified in Year 3.

4.1.1. Key Findings from Year 1 and Year 2

Integration of the SDGs by Companies

Santos and Bastos (2021) investigated the motivation and methods used by Large Portuguese Companies in adopting the SDGs. They found that the SDGs are an ethical commitment, a tool for facilitating dialogue with stakeholders, and a guide for directing their actions and demonstrating their contribution to Sustainability. Additionally, strategic management models (where the SDGs are integrated into corporate strategy) and operational management models (where the implementation of the SDGs directly affects operations) were identified as the most relevant for SDG integration.

SDG Reporting

Regarding reporting, two studies detected an increase in the incorporation of the SDGs in the Sustainability report between 2015 and 2019 (Bose & Khan 2022; Hummel & Szekely 2021). Bose and Khan (2022) concluded that SDG reporting is higher in shareholder-oriented countries than in stakeholder-oriented countries and that companies in developing countries reported the SDGs more than companies in developed countries. Portugal recorded the highest SDG reporting score among the 15 European countries in the sample, followed by Spain and Italy.

The communication of SDG implementation in Portugal is more prominent in Large Companies, in organizations that are part of the UN Global Compact network, and in companies that make the Sustainability report available on their website (Fonseca & Carvalho, 2019). Among the 17 SDGs, the five most reported are, in this order, SDG 12 — Responsible Consumption and Production, SDG 13 — Climate Action, SDG 9 — Industry, Innovation, and Infrastructure, SDG 8 — Decent Work and Economic Growth, and finally, SDG 17 — Partnerships for the Goals (Fonseca & Carvalho, 2019; Fonseca *et al.*, 2023), results very similar to those found by Hummel and Szekely (2021).

Influence of Gender Diversity on SDG Reporting

In Portugal, two studies on Large Companies found no evidence that the presence of women on the Board of Directors or Executive Management contributes to a better corporate positioning concerning Sustainability / SDGs (Monteiro *et al.*, 2022; Zani & Beltrão, 2024).

4.1.2. Key Findings from Year 3

Sustainability in Companies

Gomes *et al.* (2023) studied the implementation and management of Sustainability strategies in SMEs. The authors observed that the nine SMEs analyzed adopted sustainable measures and practices and developed environmentally responsible solutions. Although they acknowledge the need for improvements, such as water use, greater energy efficiency, and waste reduction, the authors also recognize the financial constraints that may prevent the full implementation of these measures.

Matos and Perello-Martin (2024) studied the potential of the circular economy to minimize or mitigate environmental risks in the freight transport industry. The authors concluded that the circular economy can offer both environmental and financial solutions, such as reusing vehicle materials, using renewable energy, and increasing cargo capacity, among others. They also highlight the importance of engaging all stakeholders in the journey toward Sustainability, emphasizing the need for a collective effort.

Social Sustainability

Nogueira *et al.* (2024) studied the relationship between labor practices, Social Sustainability, and corporate performance from the worker's perspective. The analysis of responses from 574 Portuguese workers detected a positive relationship between Social Sustainability and corporate performance. Labor practices related to skills development, worker engagement, and equal opportunities influence Social Sustainability, which, in turn, affects corporate performance. These results emphasize the importance of valuing employees and investing in their training and development.

Two additional studies were identified as noteworthy, as they can drive or guide companies toward new pathways that promote the achievement of the SDGs (Pigola *et al.*, 2021; Sareen & Nordholm, 2021).

Artificial Intelligence

Artificial intelligence (AI) has become essential for analyzing the growing volume of data available, detecting patterns, and making predictions.

In a study conducted by Pigola *et al.* (2021), surveys were used to investigate the preferences of academics and professionals from various sectors, with different levels of experience and knowledge, regarding the use of artificial intelligence technologies to achieve the SDGs in Portugal and Brazil. Initially, the study identifies the ranking assigned to the SDGs within each economic, social, and environmental dimension to understand their assigned priority level in both countries as contributions to Sustainable Development.

The ranking and consequent order of priorities obtained were as follows: SDG 9 — Industry, Innovation, and Infrastructure; SDG 3 — Good Health and Well-being and SDG 2 — Zero Hunger in the economic dimension; SDG 17 — Partnerships for the Goals and SDG 16 – Peace, Justice, and Strong Institutions in the social dimension; and SDG 15 — Life on Land, SDG 14 — Life Below Water, and SDG 13 — Climate Action in the environmental dimension.

Next, the preferred technologies for achieving the SDGs using Artificial Intelligence were identified: AI monitoring for detecting illegal fishing and other harmful activities (SDG 14 — Life Below Water), AI Big Data (SDG 4 — Quality Education), virtual reality for SMEs (SDG 10 — Reduced Inequalities), IoT (Internet of Things) support for emergency response in cities (SDG 11 — Sustainable Cities and Communities), and digital platforms for integrating data into agricultural and food production (SDG 2 — Zero Hunger).

This study may help guide governments, companies, or other entities in choosing and implementing artificial intelligence-based technologies to accelerate progress toward the SDGs.

Energy Transition

Portugal has played an active role in the implementation of renewable energy sources, including hydropower, wind, and solar energy. According to Sareen and Nordholm (2021), the latter saw significant growth between 2014 and 2020. However, the authors reported that while large-scale solar energy plays an important role in Portugal's energy transition, this has not been reflected in the socioeconomic dimension, as benefits have been concentrated in large energy companies and have not been equitably distributed among all citizens. Additionally, several barriers exist to decentralized solar energy production, and both small- and large-scale production tend to benefit only the middle- and upper-class population.

4.2. Other National and International Studies

To identify the extent to which the SDGs have been addressed outside the academic environment, a survey of different published materials was conducted, including e-books, studies, guides, reports, research papers, and platforms (websites that consolidate information on a given topic and/or industry).

It was found that the SDGs were scarcely mentioned in communications from major global consulting firms in 2023 and 2024. In 2023, three studies addressing the topic were identified:

(1) *Reimagining the Agenda,*
(2) *Mission 2030: A False Start? The First of its Kind: An Analysis of the Stoxx 600's Contributions to the SDGs,* and
(3) *AI for Social Good: Improving Lives and Protecting the Planet.*

Reimagining the Agenda

The report by the United Nations Global Compact and Accenture opens with a clear message: we are significantly off track in achieving the SDGs, and a shift in trajectory is urgently needed. The pandemic, geopolitical conflicts, and climate change have caused a setback in the progress that had previously been made. For many CEOs, *business as usual* is no longer viable, and the current climate of disruption and uncertainty requires new solutions. In this context, the report suggests that Sustainability should be the new business model. By following this approach, companies will enhance their resilience, competitiveness, and growth.

The report presents essential measures that CEOs should consider to strengthen resilience in strategy, supply chains, teams, and management. For example, in strategy, this could involve building sustainable business models and adopting nature-based solutions; in supply chains, increasing diversification and transparency; and in management, fostering strategic partnerships and promoting Sustainability policies.

Governments also play a fundamental role in promoting these business models. It is essential to establish regulations and public policies that encourage sustainable and responsible practices. Therefore, governments must define clear targets and guidelines to steer companies toward achieving the SDGs.

Mission 2030: A False Start? The First of its Kind: An Analysis of the Stoxx 600's Contributions to the SDGs

Impak Analytics prepared a report on the contribution of the 600 European companies listed in the STOXX 600 index to the Sustainable Development Goals (SDGs). This index covers 17 countries, including Portugal. The analysis is conducted in an aggregate manner and by the industrial sector through the *impak SDG Alignment* (iSA) tool. The iSA applies a methodology that allows for the assessment of companies' contributions to the SDGs using a *double materiality approach*. This approach analyzes both the positive and negative impacts of companies by examining their products, services, practices, and policies throughout their

operations and supply chains. The iSA uses public data and external research to compare companies' activities with material topics specific to each sector. The tool links a company's activities to an SDG target, thereby establishing its contribution — whether positive or negative. It then calculates the percentage of business activities that generate revenue and contribute directly to the SDGs. This process provides insights into a company's alignment and capital allocation toward the SDGs, demonstrating the effectiveness of corporate economic strategies in directing investments toward fulfilling the *2030 Agenda* and offering a comprehensive view of the impact of their operations and the status of SDG alignment.

The study reveals that only 4% of the combined total revenue of the STOXX 600 companies contributes directly to the SDGs. Additionally, only 15% of the listed companies contribute positively to the SDGs, and, on average, 29% of these companies' revenues are aligned with the SDGs. The remainder of the companies contribute neutrally or negatively, with approximately two-thirds of companies failing to mitigate their negative impact.

The report shows that 98% of the analyzed companies are exposed to material corruption risks, affecting SDG 16: *Peace, Justice, and Strong Institutions*. More than 70% of companies contribute negatively to SDG 13 — *Climate Action*, SDG 12 — *Responsible Consumption and Production*, and SDG 8 — *Decent Work and Economic Growth*. In terms of mitigating negative impacts, the SDGs where companies show the most effort to mitigate are SDG 10 — *Reduced Inequalities*, SDG 13 — *Climate Action*, SDG 8 — *Decent Work and Economic Growth*, SDG 5 — *Gender Equality*, and SDG 17 — *Partnerships for the Goals*. In contrast, the most neglected SDGs in terms of mitigating negative impacts are SDG 2 — *Zero Hunger*, SDG 6 — *Clean Water and Sanitation*, SDG 11 — *Sustainable Cities and Communities*, SDG 3 — *Good Health and Well-being*, and SDG 1 — *No Poverty*.

The study suggests that factors such as a lack of awareness, complex supply chains, and *cherry-picking* of topics that companies choose to address may result in them failing to take action or inadequately mitigating their negative impacts.

Among the companies that contribute positively to the SDGs, the most notable contributions are to SDG 3 — *Good Health and Well-being*, SDG 12 — *Responsible Consumption and Production*, SDG 7 — *Affordable and Clean Energy*, and SDG 9 — *Industry, Innovation, and Infrastructure*, with most of these companies' revenues allocated to these targets. No significant positive contribution was identified for SDG 4 — *Quality Education*, SDG 5 — *Gender Equality*, SDG 8 — *Decent Work and Economic Growth*, SDG 14 — *Life Below Water*, SDG 15 — *Life on Land*, and SDG 16 — *Peace, Justice, and Strong Institutions*.

These results can be explained by the industry distribution within the study (for example, 22% of companies belong to the industrial sector), the relative ease of contributing with concrete actions to certain SDGs, and market demand (for example, products related to clean energy and responsible consumption).

AI for social good: Improving lives and protecting the planet

Artificial intelligence, as indicated in the previous section, emerges as a way to drive or accelerate progress toward the SDGs.

The *McKinsey & Company* report highlights how artificial intelligence can be applied, presenting a database developed by the authors with 600 case studies, each depicting a problem for which AI-based solutions are proposed. More than 80% of these cases have been used at least once. At present, SDG 3 — *Good Health and Well-being* has the highest number of cases, followed by SDG 16 — *Peace, Justice, and Strong Institutions*, SDG 15 — *Life on Land*, SDG 4 — *Quality Education*, and SDG 13 — *Climate Action*. Interestingly, when asked which SDGs artificial intelligence could contribute to most significantly, 60 experts highlighted SDG 3 – *Good Health and Well-being*, SDG 4 — *Quality Education*, SDG 7 — *Affordable and Clean Energy*, SDG 11 — *Sustainable Cities and Communities*, and SDG 13 — *Climate Action*. Additionally, funding for artificial intelligence has been primarily allocated to developed countries rather than poorer nations, where the impact could be greater.

The report also presents an assessment of the risks associated with using artificial intelligence to promote the SDGs, highlighting the lack of equity (resulting from biases in algorithms) and the potential for malicious use of this technology (for example, in the dissemination of misinformation, fraud, or hate speech).

Publication Themes 2023-24

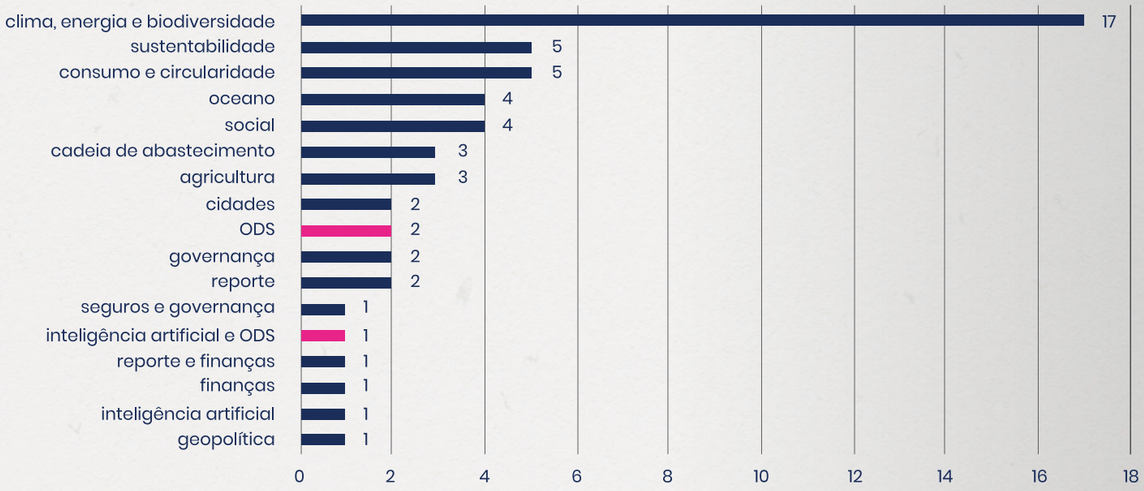

Figure 4.2.1 — Themes of the publications 2023-2024
Source: Authors

Expanding the research to the broader theme of Sustainability, it was found that some of the most relevant Portuguese institutions involved in this area, as well as major global consulting firms (*Accenture, Bain & Company, Boston Consulting Group — BCG, Deloitte, Ernst & Young, KPMG, McKinsey & Company, and PwC*), published 55 reports in 2023 and 2024. From this total, the most prominent publications addressed the topics of *climate, energy, and biodiversity* (31%), *Sustainability and consumption and circularity* (9% each), and *social and oceans* (7% each).

The table containing all identified publications, along with their respective institutions, type, topic, year, and access links, can be found in the Annex of this chapter.

It was also observed that the major global consulting firms included in this survey have dedicated sections on their websites specifically for Sustainability. This fact reinforces the importance and urgency of the topic. However, there are few publications specifically dedicated to the SDGs — only three, representing 5% of the reviewed publications.

4.3. Expert Interviews and Evolution in the Implementation of the SDGs

To deepen and enrich the understanding of SDG implementation in Portuguese companies, interviews were conducted with various professionals considered experts in Sustainability and/or SDGs (Table 4.3.1). These interviews not only expanded the scope of the study but also provided a more comprehensive view of the opportunities, challenges, and perceptions within the Portuguese business context. The analysis of the collected information aimed to complement the observations made in Years 1 and 2 of the project, offering an updated perspective on the progress achieved.

Name	Organization
Filipa Pantaleão	BCSD Portugal
Ana Simão	*Center for Competence in Planning, Policy, and Foresight of Public Administration (PlanAPP)*
Inês Costa	Deloitte
Lídia Farropas	*Directorate-General for Economic Activities (DGAE)*
Norma Franco	Ernst & Young
Rita Seabra	IAPMEI
Carolina Plácido Miranda	*Ministry of Foreign Affairs of Portugal (MNE)*
Ana Cláudia Coelho	PwC
Sérgio Gomes da Silva	*General Secretariat of the Presidency of the Council of Ministers (PCM)*
Susana Pereira	*General Secretariat of the Presidency of the Council of Ministers (PCM)*
Carlos Pereira	*General Secretariat of the Presidency of the Council of Ministers (PCM)*

Tabela 4.3.1.

The interviewed experts work directly with companies across various economic sectors, including both Large Companies and Small and Medium Enterprises (SMEs). Their insights helped shape an understanding of Sustainability practices, the challenges faced by companies, and their strategies for integrating the SDGs. This holistic approach is essential to identifying trends, best practices, and areas that require greater attention and support in advancing corporate Sustainability.

The implementation of the SDGs in Portuguese companies presents a varied landscape, reflecting the diversity of the business sector. This section analyzes the challenges and strategies adopted by companies in integrating Sustainability and the SDGs based on the perspectives of the interviewed experts.

Aggregated Analysis of Interviews

A total of 11 semi-structured interviews were conducted via the Zoom platform, each lasting an average of 30 minutes. The interviews were recorded and analyzed in an aggregated manner.

Sustainability Practices

Portuguese companies are increasingly pressured to align their operations with Sustainability guidelines, driven by regulatory requirements such as the *Corporate Sustainability Reporting Directive (CSRD)*. This pressure has led companies to seek services related to *double materiality* analysis, carbon footprint measurement, and compliance with the *EU Taxonomy for Sustainable Activities*. However, the integration of the SDGs often takes a secondary role due to the focus on immediate regulatory obligations.

Challenges in Implementation

1. Lack of Resources: Many SMEs face significant difficulties in implementing Sustainability practices due to a lack of financial and human resources to meet current requirements. The complexity of required reports and the need for detailed financial data also represent substantial barriers. Although SMEs are not legally required to report this year, they are already receiving such requests from their clients (Large Companies), as they are part of their value chains.

2. Regulatory Complexity: The multiplicity of guidelines and the requirement for detailed reports make compliance challenging, even for larger companies. "*Companies are under great pressure due to the complexity and detail required by the reporting directive.*" The use of criteria such as *European Sustainability Reporting Standards (ESRS)*, defined within the CSRD framework, is perceived as qualitative and demanding, complicating its adoption.

3. Prioritization of the SDGs: Although companies recognize the importance of the SDGs, many end up prioritizing other regulatory and market requirements for compliance reasons. This issue is particularly evident in Large Companies, where compliance with the reporting directive and concerns about their carbon footprint take precedence. SMEs, however, are progressing at different speeds, with varying levels of knowledge and implementation. Interestingly, they appear to be much more aware of the SDGs, with the *Observatory* being identified as a key resource in providing them with access to this knowledge.

Identified Best Practices

1. Continuous Training: The promotion of workshops and training sessions has proven to be an effective practice in raising awareness among companies about the importance of the SDGs and how to integrate them into their operations. Training enables employees to understand the long-term benefits of sustainable practices and how they can implement these concepts into their strategy and operations.

2. Self-Assessment Tools: The development of self-assessment tools allows companies to evaluate their practices and identify areas for improvement. These tools are particularly useful for SMEs, which often lack the resources to hire external consulting services.

3. Strategic Partnerships: Partnerships between Large Companies and SMEs have proven to be promising for the transfer and sharing of knowledge and sustainable practices. Large Companies can provide support and guidance to SMEs, helping them implement Sustainability practices more effectively. Additionally, groups among SMEs have been created, such as the "*Women Leader Network*," which connects companies that are more advanced in their Sustainability journey with SMEs that are in earlier stages and have less knowledge, with the goal of offering support.

4. Quantification of Benefits: Investing in the quantification of the intangible benefits of Sustainability is essential to encourage companies to invest in these areas. Direct and indirect assessment methods demonstrate the value of Sustainability initiatives to shareholders and other stakeholders. For example, one company highlighted that "*materiality analysis is one of the tools that identifies and prioritizes the most relevant topics for the company and its stakeholders. It is an effective tool for demonstrating both the financial and non-financial benefits of sustainable practices.*"

The implementation of the SDGs in Portuguese companies is progressing, according to the experts interviewed, but at an unequal pace between Large Companies and SMEs. Large Companies have a greater ability to align their operations with the SDGs, but they still face challenges in quantifying benefits and integrating the SDGs into their long-term corporate strategies. SMEs, on the other hand, face more pronounced difficulties due to a lack of resources and regulatory complexity, even indirectly, as they are part of the value chain of Large Companies subject to these requirements.

To overcome these challenges, it is essential to continue promoting continuous training, developing practical tools, and fostering strategic partnerships. The quantification of intangible benefits should also be a priority to demonstrate the value of sustainable practices. For example, the use of impact assessments or methodologies such as the *Impact Weighting Account* can help companies measure and communicate the social and environmental benefits of their activities, in addition to traditional financial results. These approaches provide a more holistic view of the value generated by Sustainability initiatives, facilitating decision-making and attracting investments.

Companies that have already adopted sustainable practices demonstrate that, although the path is complex, the benefits are significant for both society and the business itself. Among the benefits mentioned in the interviews are improved operational efficiency, long-term cost reduction, risk mitigation, and enhanced reputation. Additionally, integrating the SDGs into corporate strategies fosters innovation, attracts investments, and strengthens customer and employee loyalty.

Collaboration among different entities, such as Large Companies, SMEs, consulting firms, and governmental organizations, as well as adaptation to new regulatory requirements, is essential for more robust progress in implementing the SDGs in the business sector in Portugal. These joint efforts not only drive Sustainability but also contribute to the advancement of the *2030 Agenda*, ensuring more balanced and sustainable development for all.

4.4. Conclusion

Through the triangulation of information conducted in this chapter — i.e., the analysis of three distinct data sources: scientific articles, market-produced materials (consulting firms), and interviews with experts in Sustainability and SDGs — it is possible to draw some conclusions.

The perception among experts that the integration of the SDGs into corporate strategy is becoming secondary due to regulatory obligations, market demands, and a stronger focus on ESG topics may explain the lack of scientific articles and specific publications on the SDGs. Another factor that may be influencing this is companies' interpretation that the SDGs were developed for states, governments, and/or public entities, which could make their adaptation to the corporate environment more challenging.

Another common point is the training of employees in topics related to Sustainability and the SDGs. Both the experts and one of the scientific articles mentioned (Nogueira *et al.*, 2024) highlight the relevance of this action in advancing the *2030 Agenda*.

Finally, it is interesting to observe that the topics covered in the publications listed in *Figure 4.2.1 — Themes of 2023-2024 Publications* are directly related to the SDGs. For example, "*climate, energy, and biodiversity*" encompasses SDGs 13, 7, 14, and 15, while "*consumption and circularity*" is directly related to SDG 12. This demonstrates the broad reach of the SDGs, which, although not always explicitly mentioned, are embedded in all the themes of the identified publications — once again highlighting the holistic and universal nature of this framework, which different sectors of society can adopt in pursuit of a more prosperous future for all.

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Annex

Institution	Title of the Publication	Year	Type	Topic	Source
BCSD	Guia Empresarial sobre Rastreabilidade na Cadeia de Valor: roteiro para implementação	2024	Guide	supply chain	https://bcsdportugal.org/wp-content/uploads/2024/02/Guia-de-Rastreabilidade-na-Cadeia-de-Valor-2024.pdf
BCSD	Guia Empresarial de Riscos e Oportunidades Climáticas	2024	Guide	climate, energy and biodiversity	https://bcsdportugal.org/wp-content/uploads/2024/02/BCSD-Portugal_Guia-Empresarial-Riscos-e-Oportunidades-Climaticas_fev.2024-2.pdf
BCSD	Diversidade, Equidade e Inclusão no meio empresarial português	2023	Study	social	https://bcsdportugal.org/wp-content/uploads/2024/01/EY_BCSD-Portugal_-DEI-no-Tecido-Empresarial-Portugues_VFF.pdf
EY	Global Insurance Outlook	2024	Report	insurance and governance	https://www.ey.com/pt_pt/insurance/global-insurance-industry-trends
EY	Global Climate Risk Disclosure Barometer	2023	Report	climate, energy and biodiversity	https://www.ey.com/en_gl/insights/climate-change-sustainability-services/climate-risk-barometer-survey
EY	Sustainable Value Study	2023	Research	climate, energy and biodiversity	https://www.ey.com/en_gl/insights/sustainability/how-can-we-accelerate-climate-action
EY	Geostrategic Outlook	2024	Report	geopolitics	https://www.ey.com/en_gl/insights/geostrategy/2024-geostrategic-outlook
EY	If cities are designed for people can they be shaped by them	2023	Research	cities	https://www.ey.com/en_gl/insights/government-public-sector/six-ways-cities-can-be-more-resilient-and-sustainable
EY	The green transition. A trilogy of perspectives exploring how governments can accelerate a green and just transition	2023	E-book	climate, energy and biodiversity	https://www.ey.com/en_gl/insights/government-public-sector/can-a-universal-carbon-price-be-fair-for-everyone
Deloitte	Deloitte Corruption & Fraud Survey Portugal	2023	Research	governance	https://www.deloitte.com/content/dam/Deloitte/pt/Documents/Financial-Advisory/Deloitte-Fraud-Corruption-Survey-2023.pdf
Deloitte	CxO Sustainability Report	2023	Report	sustainability	https://www.deloitte.com/global/en/issues/climate/content/deloitte-cxo-sustainability-report.html
Deloitte	Investor trust in sustainability data	2024	Research	reporting and finance	https://www.deloitte.com/pt/pt/issues/climate/earning-trust-with-investors-through-better-sustainability-data.html
Deloitte	Financing the Green Energy Transition	2023	Research	climate, energy and biodiversity	https://www.deloitte.com/pt/pt/issues/climate/financing-the-green-energy-transition.html
Deloitte	Fighting Fire with AI	2023	Research	climate, energy and biodiversity	https://www.deloitte.com/pt/pt/issues/climate/fighting-fire-with-ai.html
Deloitte	Innovation in hydropower. Accelerating environmentally sustainable hydro expansion	2024	Research	climate, energy and biodiversity	https://www.deloitte.com/pt/pt/issues/climate/greenspacetech-research.html
Deloitte	Systems Change for a Sustainable Future	2023	Report	climate, energy and biodiversity	https://www.deloitte.com/pt/pt/issues/climate/systems-change-for-a-sustainable-future.html
PwC	Blue Economy Barometer	2023	Platform	ocean	https://blueeconomybarometer.pwc.pt/

Institution	Title of the Publication	Year	Type	Topic	Source
PwC	The Corporate Sustainability Reporting Directive	2023	Platform	reporting	https://www.pwc.com/gx/en/issues/esg/corporate-sustainability-reporting-directive.html
PwC	Sustainability and ESG oversight: the corporate director's guide	2024	Guide	sustainability	https://www.pwc.com/us/en/services/governance-insights-center/library/assets/pwc-2024-trust-gic-esg-guide.pdf
PwC	Net Zero Economy Index	2023	Report	climate, energy and biodiversity	https://www.pwc.co.uk/services/sustainability-climate-change/insights/net-zero-economy-index.html
PwC	Net Zero Survey Portugal	2023	Research	climate, energy and biodiversity	https://www.pwc.pt/pt/temas-actuais/net-zero-survey/pwc-netzero-survey-portugal-2023.pdf
PwC	Closing the critical nature investment gap	2023	Research	finance	https://www.pwc.com/gx/en/issues/esg/nature-and-biodiversity/closing-the-nature-investment-gap.html
PwC	ESG Empowered Value Chains 2025	2023	Research	supply chain	https://www.pwc.de/en/strategy-organisation-processes-systems/operations/global-esg-in-operations-survey.html
PwC	Building sustainable cities: How urban infrastructure can address energy challenges and shocks	2023	Report	cities	https://www.pwc.com/gx/en/issues/esg/the-energy-transition/sustainable-cities-tackling-climate-change-through-urban-energy-transition.html
Accenture	Our human moment: reinventing consumption	2023	Research	consumption and circularity	https://www.accenture.com/content/dam/accenture/final/accenture-com/document/Accenture-Our-Human-Moment-8-April-2023.pdf
Accenture	Our human moment: cracking the code	2024	Research	social	https://www.accenture.com/content/dam/accenture/final/accenture-com/document-2/Our-Human-Moment-Cracking-The-Code-Report.pdf
Accenture	Reimagining the Agenda	2023	Research	SDG	https://www.accenture.com/content/dam/accenture/final/accenture-com/document/Accenture-CEO-Study-United-Nations-Global-Compact.pdf
Accenture	Accelerating sustainable transformation: Dispelling old myths to seize new value	2023	Report	sustainability	https://www.accenture.com/content/dam/accenture/final/capabilities/corporate-functions/growth-and-strategy/document/Accelerating-Sustainable-Transformation-PDF.pdf
Bain & Company	Bain Report – The visionary CEOs Guide to Sustainability	2023	Guide	sustainability	https://www.bain.com/globalassets/noindex/2023/bain_report_the_visionary_ceos_guide_to_sustainability.pdf
Bain & Company	Machinery & Equipment Report	2024	Report	consumption and circularity	https://www.bain.com/globalassets/noindex/2024/bain_report_machinery_and_equipment_report_2024.pdf
Bain & Company, World Economic Forum and University of Cambridge	Circular Transformation of Industries: The Role of Partnerships	2024	Report	consumption and circularity	https://www3.weforum.org/docs/WEF_Circular_Transformation_of_Industries_2024.pdf
Bain & Company, World Economic Forum	100 Million Farmers: Breakthrough Models for Financing a Sustainability Transition	2024	Report	agriculture	https://www3.weforum.org/docs/WEF_100_Million_Farmers_2024.pdf
Bain & Company, World Economic Forum	Business Leaders Guide to Climate Adaptation and Resilience	2024	Guide	climate, energy and biodiversity	https://www.wbcsd.org/contentwbc/download/18359/253848/1

Institution	Title of the Publication	Year	Type	Topic	Source
Bain & Company	The Business of Belonging	2023	Report	social	https://www.bain.com/globalassets/noindex/2023/bain_brief_the_business_of_belonging.pdf
Bain & Company	Building a Resilient Global EV Supply Chain Amid Uncertainty	2023	Report	supply chain	https://www.bain.com/globalassets/noindex/2023/bain_brief_building-a-resilient-global-ev-supply-chain-amid-uncertainty.pdf
Bain & Company	Energy and Natural Resources Report	2023	Report	climate, energy and biodiversity	https://www.bain.com/globalassets/noindex/2023/bain_report_energy_and_natural_resources_2023.pdf
Bain & Company	Paper & Packaging Report	2023	Report	consumption and circularity	https://www.bain.com/globalassets/noindex/2023/bain_report_paper-and-packaging-report-2023.pdf
Bain & Company	Global Private Equity Report	2023	Report	climate, energy and biodiversity	https://www.bain.com/globalassets/noindex/2023/bain_report_global-private-equity-report-2023.pdf
KPMG	Anchoring ESG in Governance	2024	Report	governance	https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2024/02/anchoring-esg-in-governance.pdf
KPMG	Net Zero Readiness Report	2023	Report	climate, energy and biodiversity	https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2023/09/nzrr-2023-report-web.pdf
KPMG	Get ready for the next wave of ESG reporting	2023	Report	reporting	https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2023/01/csrd-thought-leadership.pdf
KPMG	You can't go green without blue	2023	Report	ocean	https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2023/06/you-cant-go-green-without-the-blue-Web.pdf
KPMG	The (blue) wealth of nations	2023	Report	ocean	https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2023/06/the-blue-wealth-of-nations-Web.pdf
KPMG	Blue ecosystems are our natural allies	2023	Report	ocean	https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2023/06/blue-ecosystems-are-our-natural-allies.pdf
KPMG and World Economic Forum	Circular Industry Solutions for a Global Plastics Treaty	2024	Report	consumption and circularity	https://www3.weforum.org/docs/WEF_Circular_Industry_Solutions_2024.pdf
McKinsey & Company	The role of public–private–philanthropic partnerships in driving climate and nature transitions	2023	Report	climate, energy and biodiversity	https://www.mckinsey.com/capabilities/sustainability/our-insights/the-role-of-public-private-philanthropic-partnerships-in-driving-climate-and-nature-transitions#/
McKinsey & Company	Are Latin American financial institutions ready for sustainability?	2023	Report	sustainability	https://www.mckinsey.com/industries/financial-services/our-insights/are-latin-american-financial-institutions-ready-for-sustainability#/
McKinsey & Company	The agricultural transition: Building a sustainable future	2023	Report	agriculture	https://www.mckinsey.com/industries/agriculture/our-insights/the-agricultural-transition-building-a-sustainable-future
McKinsey & Company	The path toward eco-friendly travel in China	2023	Report	climate, energy and biodiversity	https://www.mckinsey.com/industries/travel-logistics-and-infrastructure/our-insights/the-path-toward-eco-friendly-travel-in-china
McKinsey & Company	AI for social good: Improving lives and protecting the planet	2024	Report	artificial intelligence and SDG	https://www.mckinsey.com/capabilities/quantumblack/our-insights/ai-for-social-good#/
Boston Consulting Group (BCG)	Accelerating Climate Action with AI	2023	Report	artificial intelligence	https://web-assets.bcg.com/72/cf/b609ac3d4ac6829bae6fa88b8329/bcg-accelerating-climate-action-with-ai-nov-2023-rev.pdf
Boston Consulting Group (BCG)	The Potential of Regenerative Agriculture in Denmark	2024	Report	agriculture	https://web-assets.bcg.com/91/6d/b62202e6442ba690c15414dcf409/bcg-the-potential-of-regenerative-agriculture-in-denmark-jan-2024-r.pdf
Boston Consulting Group (BCG), World Economic Forum	Winning in Green Markets: Scaling Products for a Net Zero World	2023	Report	climate, energy and biodiversity	https://www3.weforum.org/docs/WEF_Winning_in_Green_Markets_2023.pdf
Boston Consulting Group (BCG)	Inclusion Isn't Just Nice. It's Necessary.	2023	Report	social	https://web-assets.bcg.com/4c/ca/dfd11bc1457a8668048a10606859/bcg-inclusion-isnt-just-nice,-It's-Necessary_Feb-2023.pdf
Impak Analytics	Mission 2030: A False Start? The First of its Kind: An Analysis of the Stoxx 600's Contributions to the SDGs	2023	Study	SDG	https://www.impakanalytics.com/wp-content/uploads/2023/09/Mission-2030_Stoxx600-Contribution-to-SDGs.pdf