



# Managing for Impact

**An introduction to the SDG Impact Enterprise Standards**

SDG Guidebook for Thai Listed Companies  
27 October 2023



# Framing today's session:



Pillars of SDG  
Impact at UNDP  
Sustainable  
Finance Hub



Business case for  
sustainability and  
the SDGs



The changing  
perspectives on  
how business is  
done



Introducing the  
SDG Impact  
Standards



Building a new  
language for  
capitalism



Call to Action and  
Next Steps



Embedding sustainability in 'business as usual' for all capital flows

## SDG Impact Standards

Designed to enable better management decision-making, promote impact integrity and avoid impact washing

**How** to contribute meaningfully to the SDGs



## SDG Investor Maps

Designed to provide market intelligence on potentially SDG-enabling investment themes and opportunities,

**Where** should capital flow to contribute to the SDGs?

# The business case for sustainability and the SDGs



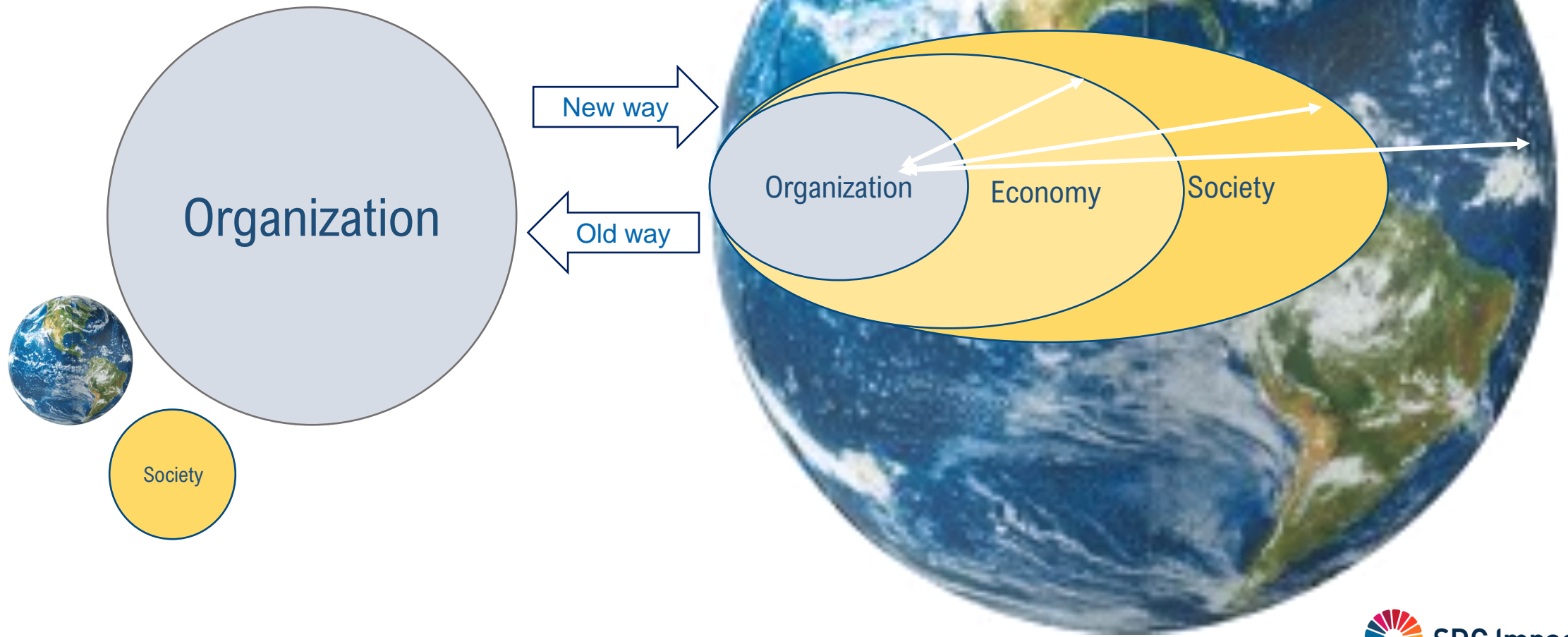
- Fostering **innovation**
- Driving **competitive advantage** through **stakeholder engagement**
- Improving **risk management**
- Improving **financial performance**
- Building **customer loyalty**
- Attracting and engaging **employees**

Sustainability is becoming a **major business disruptor** and **competitive differentiator** – creating both **risks** and **opportunities**.



Source: The Comprehensive Business Case for Sustainability, Harvard Business Review (2016)

# A change in perspective



# How is a shift in perspective landing in the world of regulations?

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- 1** **Building of Sustainability**  
Focused industrial taxonomies/classifications
  - 2** **Increase in sustainability**  
disclosure/reporting standards
  - 3** **Strengthening of government**  
policy and legislation

## These shifts are likely to lead to:

- Increased accountability, transparency
- A red line under impact-washing related challenges.
- Scrutiny on board oversight and governance issues
- Increase in ESG-related litigation
- ESG-related

# Supporting the private sector to be future fit:

## PHASE 1: MANAGEMENT STANDARDS



Under development:  
Fifth set of standards  
based on SDG Impact  
Standards and relevant  
ISO Standards



## PHASE 2: ASSURANCE SCHEME



Independent Scheme Manager

ISO conformity assessments based on:



17065

IS 53001



17021



## PHASE 3: SDG IMPACT SEAL

## TRAINING/EDUCATION/ CAPACITY BUILDING

UNDP-DUKE IMM for the SDGs - free Coursera online self-directed training course

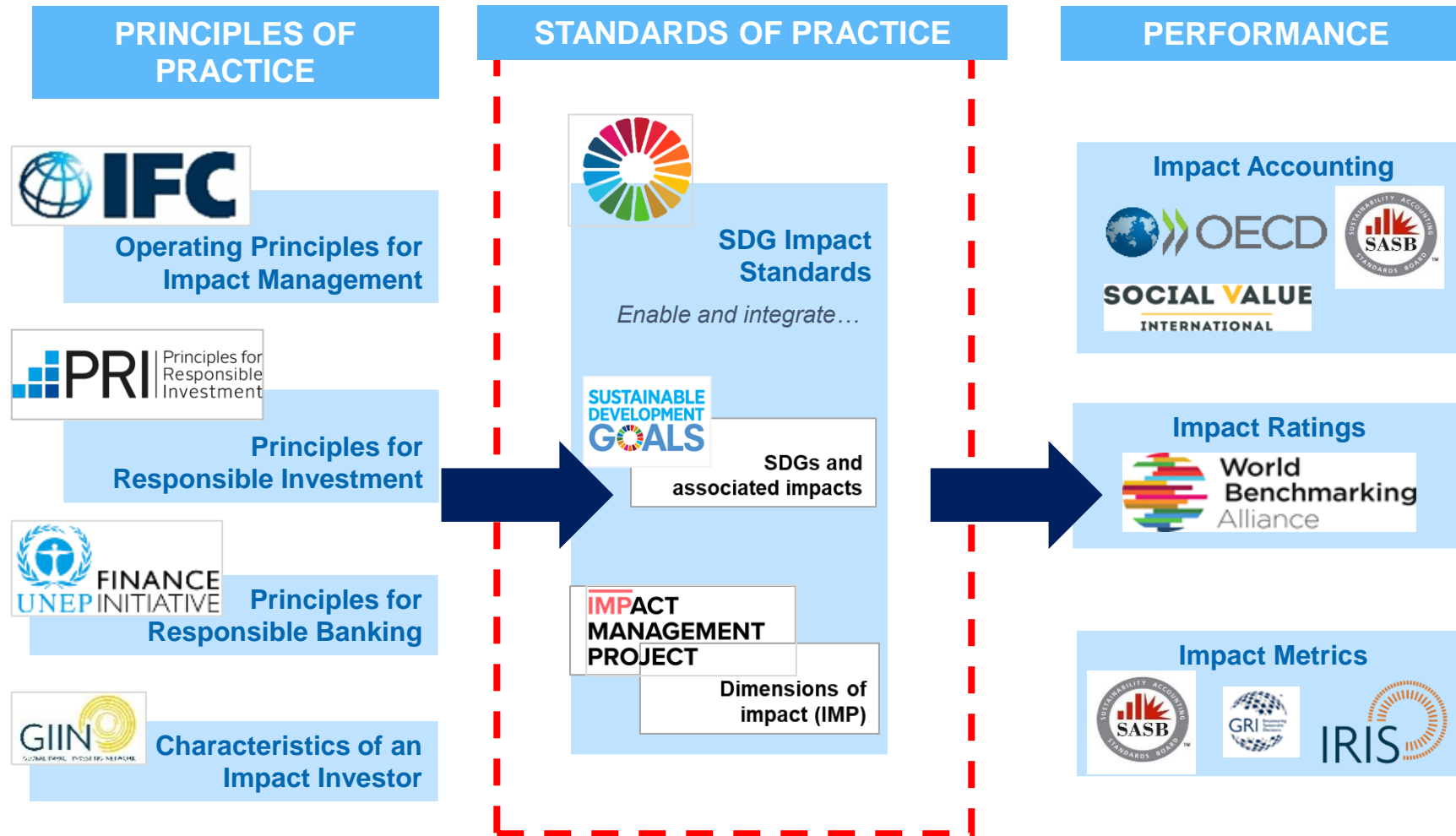
Training on the SDG Impact Standards led by accredited trainers

Train-the-Trainer Program Training, accreditation and regular CPD events

Assurer Training and Accreditation Program

Guidance documents and self-assessment tools

# SDG Impact Standards address a key market gap:





# What are we trying to achieve?

We are aiming for an approach that is....

**Driving data driven decisions-**  
*Integrating impact data into how organizations make decisions*

**Useful for decision making** – *it will never be perfect. Absolute truth and accuracy doesn't exist and will not be possible*

**Includes negative as well as positive impacts** – *it is not limited to measuring progress towards your goals*

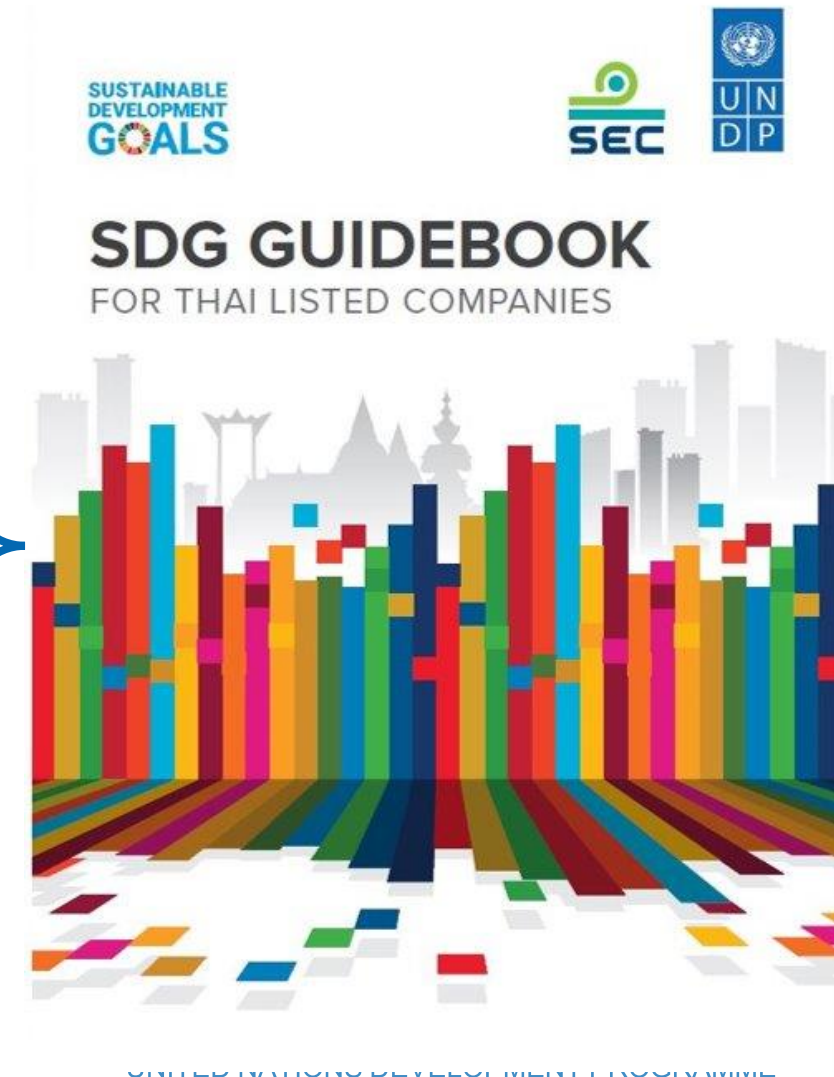
**Based on meaningful stakeholder engagement** – *it should amplify the voices of people who experience the impact*

**Convergence between reporting and management:**  
*Each without the other is insufficient on its own*

# Landing the Enterprise Standards in the Thai context:



**Integrate IMM frameworks and tools into business practices and decision-making of companies**



# The 12 SDG Impact Enterprise Actions



# SDG Guidebook for Thai Listed Companies: Good decisions lead to good reporting



IMM Steps according to the SDG Guidebook		High level alignment with components of SDG Impact Standards	
Step 1	<b>Understanding impact and IMM</b> , including what is sustainability, what is impact and what is impact measurement and management; defining your company's commitment to sustainability	Strategy	
Step 2	<b>Identifying and engaging with stakeholders</b> , including conducting stakeholder mapping and understanding how to engage with stakeholders along the value chain	Strategy	
Step 3	<b>Prioritizing impacts</b> , including conducting materiality analysis, mapping and prioritizing SDGs along the business value chain, and setting goals; specifying the five dimensions of impact for each goal	Strategy	
Step 4	<b>Planning for impact</b> , including developing an impact value chain, selecting indicators and setting baselines and targets	Management approach	
Step 5	<b>Measuring impact and integrating impact into business practices</b> , including monitoring results and collecting data; integrating SDGs and impact into business practices and decision-making; managing impact risks; and reinforcing the company's commitment to impact through governance practices	Management approach	Governance
Step 6	<b>Reporting progress on impact in line with the One Report</b>	Transparency	



# Where do we go from here?

## CALL TO ACTION

- Embedding impact in business as usual
- Create a common language to redefine capitalism for players in the capital markets ecosystem
- Poise Thai companies for impact success as they integrate management practices to support reporting/compliance initiatives.

## NEXT STEPS FOR UNDP

- Build awareness through dissemination and knowledge sharing
- Technical training on IMM framed in the SDG Guidebook for listed companies
- One Report data as a formidable database to showcase Thai examples with authentic impact narratives

