

# 'THE WAY FORWARD - LIVING WAGE A LINKING PIN TO THE SOCIAL SDG'S'.



# The way forward: why?



# A little history: 'Negative' versus 'positive' frames

## "Negative frames"

Human Rights  
(1948)



"Universal Declaration of Human Rights"

- No slavery
- No torture
- Don't discriminate

## "Positive frames"

Human Duties-Responsibilities  
(1998)



"Universal Declaration of Human Duties and Responsibilities"

- Treat all people in a humane way
- Strive for dignity and self-esteem of others
- Promote good, avoid evil in all things

# Balance between 'negative' and 'positive' frames

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## "Negative frames"

Human Rights  
(1948)



"Minimum Wage"  
COP/Paris Agreement



'Race to the Bottom'  
Crises/wake-up Calls  
Apocalyps Fatigue  
Protestocracy  
Trade-offs

# Balance between 'negative' and 'positive' frames

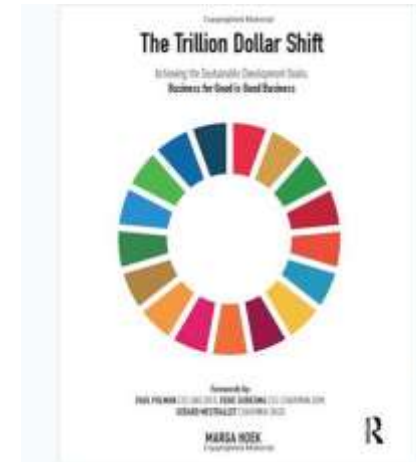
"Negative frames"	"Positive frames"
Human Rights (1948) ↓ "Minimum Wage" GDP/Person	Human Responsibilities-duties (1998) ↓ "Living/Decent wage" GDP
'Race to the Bottom' Crises/wake-up Calls Apocalyps Fatigue Protestocracy Trade-offs	'Race to the Top' Common Goals Common sense Hybrid Governance Collaboration

Question: what triggers the biggest effects?

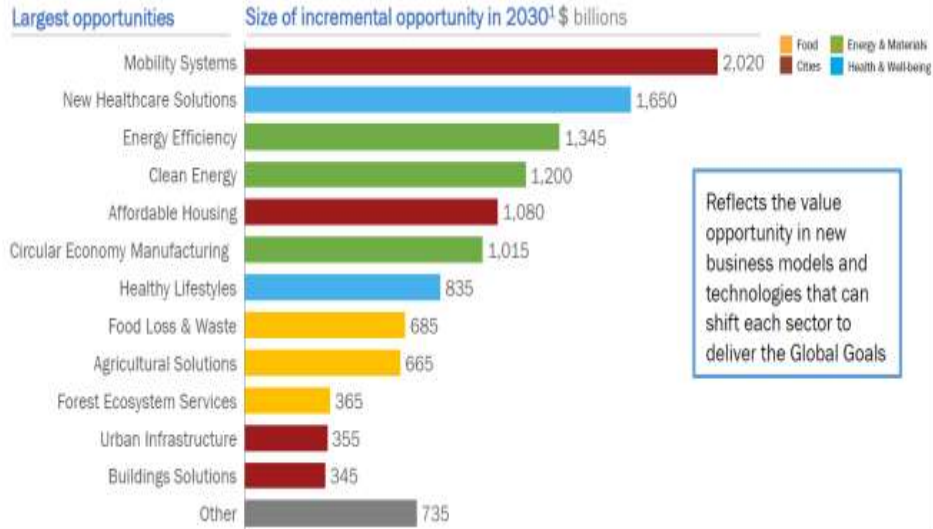
# Logic of positive frame: corporate Opportunities

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- \$ 12.000.000.000 annual investment opportunity
- Getting out of a reactive mode (scandals; fights)
- Attract 'impact investments' (LW platform)
- Employee engagement raises
- More resilient value chains
- Anticipate government regulation; reporting
- "Future proof enterprises"



# Future proof enterprise: SDGs



# Progress goes too slow...

*"Our world as we know it and the future we want are at risk. Despite considerable efforts these past four years, we are not on track to achieve the Sustainable Development Goals by 2030. We must dramatically step up the pace of Implementation" (Guterres)*





# Corporate challenge: it goes too slow.... Why?



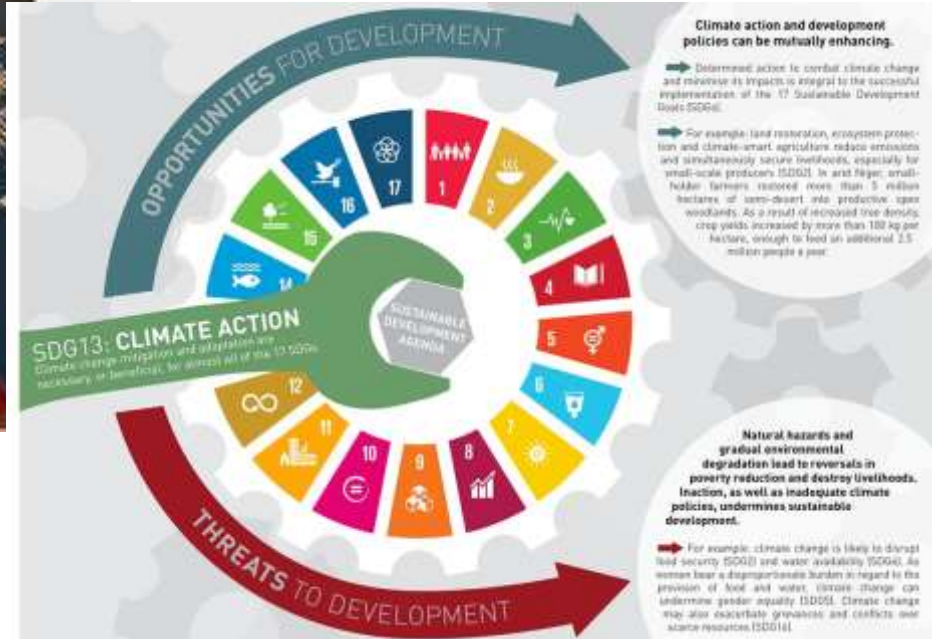
World Business Council for  
Sustainable Development

- [1] Sufficient support
- [2] But engagement and ownership is not yet part of core business
- [3] limited selection SDGs → cherry-picking → **negative frames prevail**
- [4] lack of understand in of the business case → **irrelevant KPIs**
- [5] clearer policies (by governments)
- [6] further integrating SDGs in corporate strategies
- [7] ineffective partnering strategies

# Consequence challenge: “SDG washing”



SDG washing:  
 [1] real – SDGs as PR exercise (blue-washing)  
 [2] unintended – SDG embrace but only reactive (VUCA) rather than proactive (doing good)



Responsible Business Hub finds High Risk of ‘SDG Washing’

# The way forward: how?



# In search of positive change → SDG Agenda



“We aim to improve the lives of 3 billion people a year by 2025 and have 95% of Philips revenue linked to the SDGs.”







“to make all home furnishing materials renewable, recyclable or recycled and turn waste into resources. Develop reverse material flows for waste material, ensure key part of range of products are easily recycled and take a stand for a closed loop society.” (SDG 7, 12, 13)



**Rabobank**

‘growing a better world together’  
(SDG 2)

# In search of triggering nexus effects....

Company	SDG priority (major action)	Alignment with...
	SDG 3, 12 and 13	Strategy and innovation: Innovation hub strategy (pilots in Africa); Community Life Centres; NGOs in health
	All SDGs, but in particular 2, 3, 5, 6, 12 and 13	Sustainable Living Plan; supply chain and marketing: sourcing of raw materials and the use of brands by consumers;
	SDG 2, 3, 7, 12 and 13	Internal and value chain; general partnering approach to 'accelerate contributions to the other 16 SDGs'.
	SDG11, SDG17, plus: SDG7, 12 and 13	Generic and supply chain strategy

# The nexus..... Prioritized intervention nodes



Source: Shift/WBCSD (2018), p. 13 and 49

# The Challenge for Living Wage and WIF

- [1] Get it accepted as 'node' or 'KPI' for measuring progress
- [2] help companies in establishing 'intelligence' in three steps:
  - ❑ Scope 1: within their own operations
  - ❑ Scope 2: within their direct sphere of influence (value chain)
  - ❑ Scope 3: within their indirect sphere of influence (societies)
- [3] Focus on 'frontrunner Core Companies' (maximize spill-over effects)
- [4] Support regulation efforts to use LW indicators for reporting

# More information.....



## Principles of Sustainable Business

Frameworks for corporate action on the SDGs

### Resources

Part I: Why?

Part II: What & Who?

Part III: How?

Open Access

Nexus Challenge

Further Reading



[www.principlesofsustainablebusiness.nl](https://www.principlesofsustainablebusiness.nl)