2013 PRME SUMMIT – 5ᵀᴴ ANNUAL ASSEMBLY
New Ways of *Developing* Leaders for *The Future We Want*

PARTICIPANT GUIDE

> This guide is intended to facilitate your participation in the 2013 PRME Summit. We ask that you carefully read and reflect on this material before coming to Bled so that you will be fully prepared to play an active role during the event.

Setting the Context: The 5th Annual Assembly of PRME

The 2013 PRME Summit on 25-26 September in Bled, Slovenia will be the 5ᵗʰ Annual Assembly of the PRME initiative. Building on the progress made during the 2012 Rio+20 Earth Summit as well as previous PRME Global Forums and Summits, the 2013 PRME Summit will provide us with an opportunity to 1) follow up on commitments and celebrate achievements and 2) focus on appropriate *action steps* as we move forward, working on the creation of a research-based, teaching-oriented, and institutionally-grounded agenda that will support the *development of leaders for the future we want*. As the UN's Post-2015 Development Agenda is in the process of being created and implemented, the Summit provides an important opportunity to better position the PRME initiative to deliver the voice of business schools and higher education to this process, while also reflecting on how the Post-2015 conversation challenges us to adapt our institutions. See the Appendix for a draft outline and summary of the Global Compact report to the UN Secretary General on the commitment of business to the Post-2015 Development Agenda.

The UN Post-2015/Sustainable Development Goals Agenda

As a general context for our discussions, the Summit will begin with reflections on the UN Post-2015 development agenda, which will be formally discussed at the United Nations just prior to our meeting in Bled. At Rio+20, governments agreed to develop 'Sustainable Development Goals' to replace the Millennium Development Goals (MDGs), which are due to expire in 2015. These goals, which are intended to guide policy and strategy globally among governments, the private sector and civil society through 2030, are in response to four critical shifts that are predicted to make the next fifteen-year period different from the MDGs (2000-2015) that raise significant questions for sustainable development: a drastically higher human impact on our planet (i.e. population); rapid technological change; increasing inequality and, despite progress on extreme poverty, persisting poverty; and growing diffusion and complexity of governance.

Within this broad context, specific global targets are likely to focus on such areas as hunger, food, nutrition, education, gender equality, health, water, sanitation, energy and climate. These targets will help to define the shape of key markets for years to come – raising significant implications for business and business schools. At the UN Global Compact Leaders Summit 2013 on 19-20 September, an 'architecture' outlining business leaders' perspectives on how to maximise the business contribution to achieving the Sustainable Development Goals will be unveiled, and this will be include a call to business schools in general and PRME in particular to work to reform curricula to develop informed, committed and skilled business leaders who can lead companies to more sustainable outcomes.

The Summit will draw together key participants from business schools, management-related academic institutions, and universities who have a unique role to train current and future generations to lead this process. For the first time in the history of PRME, the Summit will also bring together nearly 100 students from all over the world, representing **Challenge:Future Global Youth Think-Do-Tank**, creating an opportunity for immediate feedback on the proposals and actions they submitted to the 2013 Challenge:Future Youth Competition. As a global sector, management education must make considerable change and move from being reactive to the forefront of innovation and progress for sustainable development.

Overview of the Summit

The 2013 PRME Summit will officially commence on 25 September at 17:00.

As part of the pre-programme events, the PRME Working Groups on Poverty will hold a Workshop on Tuesday afternoon, 24 September.

The pre-programme will continue the morning of Wednesday, 25 September with parallel meeting of different PRME Working Groups and projects (potentially there will also be side meetings of PRME Regional Chapters), leading to the opening of the 2013 PRME Summit and the CEEMAN Annual Conference on 27 September.

	Tuesday 24 September	Wednesday 25 September	Thursday 26 September	Friday 27 September	Saturday 28 September
9:00-10:30		8:30 – 13:00 PRME Working Groups Meetings In parallel:	9:00 – 9:45 Roundtable Discussion on Innovation 9:45 – 10:15 Feedback Plenary on Innovation	9:15 – 9:45 Green Economy and Society: Competitiveness and Social Cohesion • Janez Potočnik, European Commissioner 9:45 – 11:00 Company Priorities in Dynamic Societies: Where we stand and Future Actions	Free time, possibility to organise sightseeing trip
10:30-11:00		9:00 – 10:30 PRME Steering Committee Meeting	10:15 – 10:45 Coffee		
11:00-12.30		11:00 – 13:00 CEEMAN Board Meeting	10:45 – 11:30 Themed Plenary on Implementation 11:30 – 12:15 Roundtable Discussion on Implementation 12:15 – 12:45 Feedback Plenary on Implementation	11:00 – 11:30 Coffee 11:30 – 12:30 Responsible Leadership Education in Dynamic Societies and Its Impact on Management Practices 12:30 – 13:00 Leadership Lessons from Arts, Science and other fields and their impact on Management Practices	
12:30-14:00			12:45 – 14:15 Lunch	Lunch	
14:00-15:30	15:00 – 16:30 PRME Working Group Meetings	15:00 – 16:30 CEEMAN Annual Meeting	14:15 – 15:00 Themed Plenary on Impact 15:00 – 15:45 Roundtable Discussion on Impact	(Break-out sessions) • Educational Programs & Methods • Research and Publications • Institutional Management Practices • Partnership Arrangements	
15:30-16:00		16:30 – 17:00 Break	15:45 – 16:15 Coffee	15:30 – 16:00 Coffee	
16:00-17:30	17:00 – 18:30 PRME Working Group Meetings	17:00 – 18:15 2013 PRME Summit Opening and Themed Plenary on Inspiration	16:15 – 17:00 Feedback Plenary on Impact 17:00 – 17:45 2013 PRME Summit Keynote Listeners and Conclusion	16:00 – 16:45 Plenary discussion on feedback 16:45 – 17:45 How can we make the future we want – Closing	
17:30-20:00		18:15 – 19:00 Themed Plenary on Innovation 19:00 – 20:30 Welcome Reception and Challenge:Future Gala & Awards Ceremony	21st CEEMAN Annual Conference 18:00 – 21:00 Opening Keynote • Borut Pahor, President of Slovenia • James Quincey, President of the Europe Group of the Coca-Cola Co. 21:00 – 22:00 Cocktail reception and dinner at IEDC	19:30 – 23:00 Gala Dinner and 20th CEEMAN Anniversary celebration	

Programme Goals and Design

The programme will involve four core sessions – focusing on *Inspiration*, *Innovation*, *Implementation*, and *Impact* – with moderated plenary presentations and panels followed by guided roundtable discussions to facilitate participation, ensure that the voice of diverse stakeholders is heard, and capture the voice of the PRME community. The final session will summarise the full scope of the event and develop a set of *recommendations* for developing the leaders we need for *the future we want*.

The programme is designed to facilitate deep conversations that build on interactions from past PRME meetings, with an emphasis on action and implementation, drawing out next steps for individual participants, PRME signatories, and PRME as an initiative.

Building on the conversation at the 2012 PRME Global Forum at Rio+20, which focused on the role of management and leadership education for the future we want, the 2013 PRME Summit will focus on ways to *develop* the next generation of responsible managers and leaders, starting with the following challenge question:

How can we, as individuals, our institutions, and the PRME initiative, facilitate individual and systemic change within higher education as the community mobilises action toward achieving the UN Post-2015 commitment to sustainable development?

Goals of the Summit

While the overall aims of the 2013 PRME Summit are to take stock of the PRME initiative to date, to ensure that the voice of signatories and key stakeholders are heard as genuine owners of the initiative, to generate traction and outreach, and to provide overall direction to the initiative, the specific goals of this year's Summit are to generate:

1. Reflections on the gap between the leaders we want and where we currently are, drawing out the main challenges and opportunities that will provide the management education community with a foundation for moving forward.

2. An agreed concrete plan of action on how to move forward in our efforts to *develop* the leaders we want:

   o Individual participants and institutions to start, continue and/or lead initiatives within their own organisations;

   o Groups of schools and their stakeholders to collaborate together on projects; and

   o PRME as an initiative to further enhance its value as a learning and action network.

3. A concluding statement (1) highlighting the contributions and commitments of the management education sector toward leadership for sustainable development and achieving the post-2015 SDGs over the next decade, and (2) outlining support required from governments and industry to enable this action. The Summit Outcomes Document will be presented to the wider PRME community including its Steering Committee and the UN Global Compact and its signatory companies.

Participants are encouraged to come to the Summit prepared to work with strategy and implementation issues within their own organisations, in most cases their business schools or departments of management, and for PRME as an initiative.
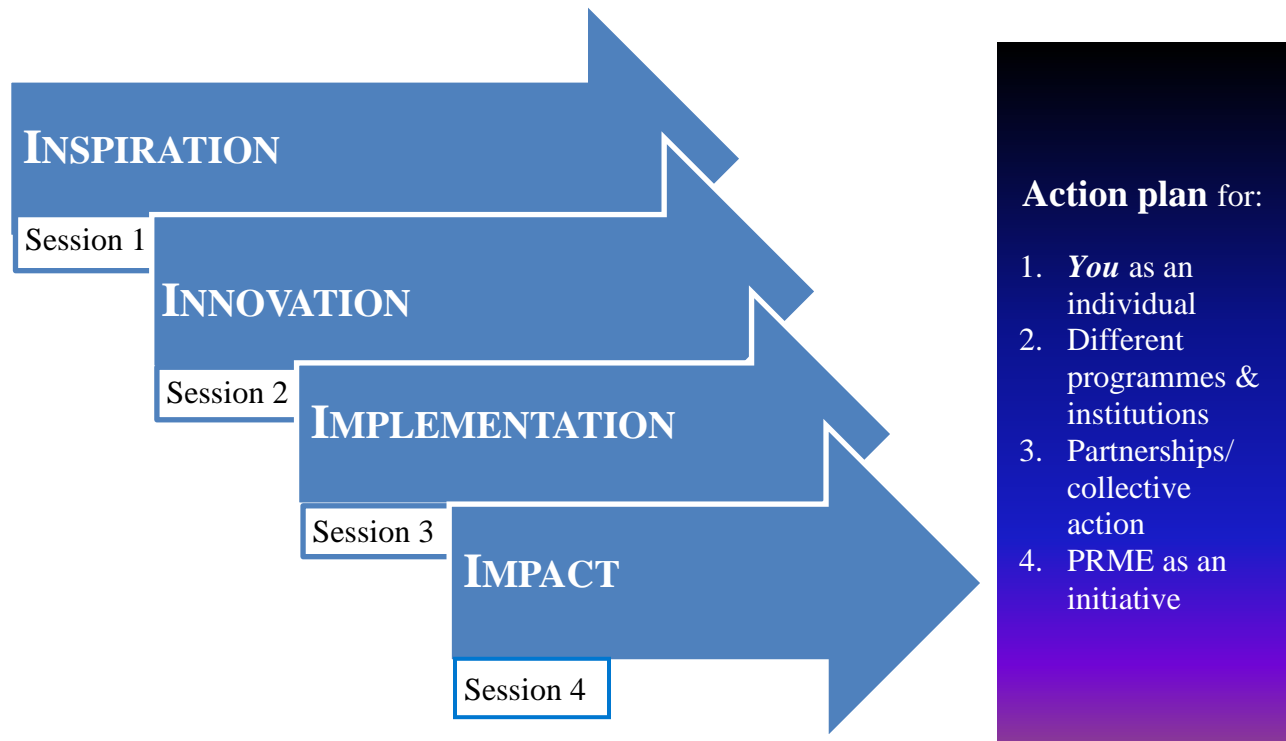
INSPIRATION

Session 1

INNOVATION

Session 2

IMPLEMENTATION

Session 3

IMPACT

Session 4

Action plan for:

1. *You* as an individual
2. Different programmes & institutions
3. Partnerships/ collective action
4. PRME as an initiative

Figure 1: The Flow of Four Sessions

At the conclusion of the Summit, there will be time to compare and reflect on your own arc of inquiry – moving from your beginning thoughts through analysis and reflection, to what you have learned in the programme – leading to new strategies and action plans for us all.

Meeting Methodology

As in previous years, our goal is to maximise the interaction of participants at the Summit and to build an action-oriented programme across the four main sessions:

- **Moderated Themed Plenary Sessions** to open the respective issues (Inspiration, Innovation, Implementation, Impact) and bring in different perspectives (45 min)

- **Individual perspectives captured in:**
  - **Written case stories**, available for review in advance of the event
  - **Video case stories**, created on-site, and available for viewing after the event

- **Guided Roundtable Discussions** to hear the voice of all key stakeholders (45 min)

- **Moderated Feedback Plenary Sessions** with roundtable discussion outcomes (15 min)

- The concluding block will summarise the discussions and suggest a set of *recommendations* (45 min) with the strategic input of *Keynote Listeners*

The Moderated Themed Plenary Sessions on Innovation, Implementation, and Impact will be followed by a **45-minute guided roundtable discussion, with focused feedback to the plenary to ensure knowledge sharing among participants.** Focusing on developing the leaders we want, this feedback should consist of **specific outcomes** and **concrete action plans** that capture envisioned, new and current efforts in individual programmes, within a partnership of institutions and/or other partners, and for PRME as an initiative. A summary of the proposed action plans will be presented at the closing session, with feedback directly informing the outcomes documents, including the official proceedings. Participants will have the opportunity to select focused roundtable discussions in Sessions II-IV.

Case Stories

In addition to the introductory panels and Plenary Session comments, the Roundtable Discussions will also draw on various Summit *resource materials*, including the **Collection of Inspirational Case Stories** (available at unprme.org) that were submitted by participants and/or their institutions and competitively accepted for the programme. Participants are encouraged to read these Case Stories, which will be available prior to the Summit, to facilitate the discussion.

Video Case Stories

A new element this year will be **video case stories**, which are an opportunity for participants to communicate about their **contribution to responsible management education** through inspirational videos that detail concrete action (organizational, research, teaching) at their business and management schools. A call for video contributions will invite proposals, which will undergo a peer review process. Those accepted will be recorded on site during the Summit. The purpose is to provide a platform for a more diverse, multi-vocal range of contributions to the work of the Summit, in a style that is easy to access and useful in promoting sustainability values in management education.

Keynote Listeners

Keynote *Speakers* are invited to deliver a particularly important message, to inform and inspire a large audience, to focus a comforting sense of being a crowd of like-minded individuals from around the world, and to reinforce collective identity. The audience of Keynote Speeches may take ideas and insights away for later use but, at the time, they will be relatively passive.

The idea for Keynote *Listeners* is quite different. The aim is to pick up the key notes arising from the conference, and to work them into broader political and collective agendas. In this sense, the role of Keynote *Listeners* is to listen actively and respond to ideas arising from the gathering of leadership experts and scholars, to relate these to the emerging foci for the 2013 PRME Summit, and to help accurately reflect these ideas into the outcomes document. Unlike traditional keynote speakers at a conference, these individuals will not give prepared presentations, but instead respond to the Summit's discussions, helping to facilitate on-going sharing and dissemination of the discussion.

> We appreciate your willingness to engage actively in the 2013 PRME Summit and to work with colleagues of the PRME community to develop managers and leaders for the future we want!

SESSION I: INSPIRATION

Session Description*: To set the stage of the 2013 PRME Summit, this session will highlight inspirations for developing the leaders we want, and what we can learn from other fields, such as philosophy, history, science, sports, and culture and the arts.*

- **NOTE**: Although this initial session will not have a focused roundtable discussion session, we ask that you think about what might be "captured" from other fields that can help us develop a generation of responsible managers and leaders for the future we want, and that can facilitate the creation of new and innovative approaches to management education.

SESSION II: INNOVATION

Session Description: *How we might unlock the next level of management education and leadership development? What role should we, as individuals, our institutions and partnerships, and the PRME initiative play? What role could/should PRME Champions play in this respect?*

- **Guiding Question**: What innovative approaches are currently being used within the PRME community in developing the leaders we want? What might be done? What are possible collective actions that will facilitate these efforts?

INITIAL THOUGHTS & IDEAS	CONCLUDING THOUGHTS & IDEAS

SESSION III: IMPLEMENTATION

Session Description: *How can we ensure and facilitate a wider and deeper implementation of PRME, sustainable development and responsible leadership among business schools and their stakeholders worldwide? What role could issue area PRME Working Groups play to facilitate this? And PRME Chapters and PRME Champions?*

- **Guiding Question**: What action plans are you prepared to take as an individual, in your organisation, and what could PRME do to support your initiative?

INITIAL THOUGHTS & IDEAS	CONCLUDING THOUGHTS & IDEAS

SESSION IV: IMPACT

- **Guiding Question**: What can we do as individuals, management development institutions, their associations, including through partnerships with our stakeholders, to ensure a deeper and persistent impact on the new role of business, responsible leadership and sustainable development?

INITIAL THOUGHTS & IDEAS	CONCLUDING THOUGHTS & IDEAS

APPENDIX: Post-2015 Development Agenda

A. Read the full report from the Global Compact to the UN Secretary General
Corporate Sustainability and the United Nations Post-2015 Development Agenda

B. Report Summary

As Governments and the United Nations look ahead to 2015 and the deadline of the Millennium Development Goals, the United Nations Global Compact has been asked to bring business and investor perspectives and actions to the post-2015 global development agenda. The post-2015 era provides an historic opportunity to scale up and align business efforts in order to contribute to United Nations priorities at unprecedented levels.

In a globe-spanning series of consultations, surveys and focused discussions held over the past year, thousands of companies committed to responsibility and sustainability have offered their views. It is hoped that these inputs from business will help the world body in its deliberations on an agenda to follow up the ongoing successes and challenges of the Millennium Development Goals (MDGs) – particularly as it relates to the role of the private sector in contributing to the achievement of global goals. Businesses consulted by the UN Global Compact are energized by the prospect of a newly articulated set of world priorities, and by the interest shown by both United Nations Member States and the United Nations Secretary-General in the viewpoints of the private sector.

This report contains business perspectives and recommendations in three areas:

1. **Determining the core of a post-2015 agenda**, including suggested **sustainable development goals and targets**, categorized around the following issues:

    * **The Poverty Apex**: An end to extreme poverty and a strong start on extending prosperity to the majority of the world's people are now achievable. The hallmarks of this campaign should be sustained economic growth that is inclusive and more equitable; more and better jobs; and access to credit and entrepreneurship opportunities, especially among the poor.
    * **Human Needs and Capacities**: Progress and unmet challenges in the core MDG areas of education, health and advances in the standing of women and girls need to continue past 2015 – all closely related to poverty and its eradication.
    * **The Resource Triad**: The resource triad of water and sanitation, energy and climate, and agriculture and food bring together the three pillars of sustainable development. Each meets basic human needs, has the capacity to power sustainable economic growth and is directly related to climate change.
    * **Enabling Environment**: Good governance and respect for human rights, settings of peace and stability, and more modern and greener digital and physical infrastructure are enabling factors important enough to be elevated to worldwide goals.

2. Outlining how to **engage business and investors towards sustainable development goals**, including:

    * Global corporate sustainability movement, based on universal principles and accountability measures
    * Accountable corporate commitments aligned with global development goals
    * Global issue platforms
    * Industry sector initiatives
    * Implementation mechanisms and networks that facilitate partnerships and collective action
    * Business-led sustainability networks at the country level
    * Initiatives on private finance

3. **Recommending ways that Governments can advance inclusive and sustainable markets**, including through multilateral cooperation and trade, pricing incentives, procurement and transparency, financing for inclusive markets, state-owned enterprises, and encouraging and supporting responsible business practices.

C. Initial Outline for Global Compact Submission to the UN Secretary-General

I   Why business is ready to contribute to the Post-2015 Development Agenda

- In a highly interconnected world society, no legitimate business can thrive without:
    - healthy, educated work forces
    - natural resource access and a benign natural environment
    - women's full potential that is available on the job and in society
    - social stability, via inclusion and equity
    - fair and efficient governance and stable, certain regulation
    - corruption reduced or eliminated as an add-on transaction cost
    - global rules for global business; multi-lateral cooperation
- The current dynamics of technology and globalization tend to accelerate this identification, and the overlap of shared interests is expanding.
- Specific and immediate motivating factors include: product and service innovation, cost savings, reinforced consumer confidence and loyalty, and a social and legal license to operate.
- Therefore, a primary overlay exists between the business agenda and the UN. There remain distinct realms of public and private sector activity, but an overlapping "sweet spot" of shared value.
- A long-term perspective on business activity, framed by strong values such as the UN principles upheld by the Global Compact, creates value for shareholders and society.

II   How sustainable business is evolving in the context of the MDGs

- A moral imperative to do good for society has taken root among corporate and finance leaders, and may soon flourish. At the same time, these leaders are in need of re-building public trust.
- Technological innovation and spread of business activity in the South have brought down costs and poverty rates and increased capacity for health and human fulfilment. The MDGs victory on extreme poverty largely can be chalked up in the business column. Areas of significant MDG achievement closely linked with the private sector:
    - Reduction in the rate of extreme poverty from 47 per cent of the developing world in 1990 to 24 percent in 2008, and probably 23 per cent in 2010.
    - Achievement of target of cutting rate of those without access to clean water cut in half, with private-public partnerships playing role
    - Rapid progress in telecommunications in the developing world
    - Techniques for more efficient energy use, less waste and alternative sources.
- Corporate sustainability has moved from a philanthropic after-thought to a risk management priority in many businesses, to core precept in a growing minority.
- Innovation has been a key to business success and to societal advancement both, and will continue to be so whether in areas of social relations, sustainable production and consumption patterns, climate change responses, health, and food production.

APPENDIX: Post-2015 Development Agenda

III What should be at the core of the post-2015 agenda?

- Businesses want goals that can frame and validate their own sustainability actions, and help to set priorities.

a. Poverty Reduction through Jobs and Economic Opportunity

- A billion remain poor, but for the first time in history, an end to extreme poverty is in sight. This requires a shift from a top-down approach aimed to "lift" people out of poverty to one that emphasises creating an enabling environment and providing catalytic support to allow people to take charge of their lives and "lift themselves" out of marginalization.
- The condition of poverty overlaps with other social needs and its existence in an extreme form is an affront to human dignity; on the economic side, poverty represents a main impediment to the benefits markets and entrepreneurship can deliver. Not incidentally, its key role is almost certain to be endorsed by UN Member States.
- There is a need to create more jobs, better quality jobs and broader-based opportunities for entrepreneurship
- Promoting economic opportunity activates the potential for accelerating change across the socio-economic-environmental nexus.
- LDCs and African nations have prioritised investment, infrastructure and of ODA as a means to leverage economic growth.

b. Other Development Priorities following from Poverty Reduction

- In order to end poverty, and not derail current progress, several other components of sustainability need to be corrected.

Robust Environmental Goals

- A stronger or more specific environmental component is needed; otherwise the fight against poverty will be smothered by collapsing planetary boundaries.
- In this sense, the post-2015 agenda will be a continuation of the MDGs, but under the rubric of sustainable development. This route will avoid an artificial division between combating poverty and protecting environment.

Water-energy-food nexus and the link to climate change

- Meeting primal human needs is key area of business activity & interest, as highlighted in Rio.
- The combination of poverty and resources aligns closely with the imperatives of "end poverty in our time" and "respect planetary boundaries". This trio of themes contain within them social, economic and environmental elements – people need access, they are major gears in the economy and business activity, and they have enormous environmental consequences. There was a suggestion that each of the selected goals could contain within them social, economic and environmental targets.

Inclusive Growth, including Employment Opportunities for Vulnerable Groups

- Inclusiveness is particularly important in terms of jobs or entrepreneurship opportunities for the poor, as well as broader access to investment opportunities.
- Jobs for youth especially important to Africa.
- Cross-cutting issues of human rights, equity, and inclusion need to be taken into account when promoting jobs

MDG mainstays: Health, Education and Advancement of Women

- These areas continue to maintain broad public & political support

Good governance and combating corruption

- Important enabling factors include infrastructure development and hi-tech opportunities. Such factors could possibly be considered goals or as enabling factors. Business sees progress on these fronts as crucial to maximizing their role.
- Good governance comprised of rule of law, an enabling political environment for economic development, wise regulation with a minimum of bureaucracy, and transparency.
- These "state duties" are not to be shifted over to the private sector by default.

c. Goal-Framing (time frame, measurability, and accountability)

- Quantitative targets are key for motivation, assessment of progress, and testing validity.
- To be successful, every goal needs to be measureable, time-bound, and have ownership.
- Time Frame:
    - o Best time frame: 15-year goals interspaced with 5-yr assessments.
    - o One proposal is to organise sustainable development objectives around a state of urgency – for example, what needs to be done in areas like water and sanitation in the next two or three years. This idea morphed into a concept of short-term or interim goals merging into the long-term.
    - o Working from long-term back to short-term is a common proposal of goals spanning 15 or 20 years, but with partial targets set for five or ten-year increments.
- Mechanisms for national targets (adjusted for capacities & starting points) are advisable.

IV Architecture of implementation

a. Importance of Private Sector Engagement in Development Agenda

- The Post-2015 Development Agenda should mark a new paradigm in development thinking by fully recognizing the centrality of the private sector in the pursuit of the development agenda.
- In the case of the MDGs, outreach to the private sector was lacking early on and developed slowly. The MDG concept initially came across largely as the province of nations and governments. Worse, many involved in the process were determined to exclude business. But a more positive attitude on the part of the public sector and civil society is developing. The effort is multi-sectoral and will require collaboration between the private and public sectors, including civil society/NGOs.
- The business community – especially the "responsible business community" as embodied in initiatives such as the UNGC – has for the past 10 years tested and implemented numerous efforts aimed at advancing corporate sustainability goals, and, in particular, efforts that contribute to broad development objectives. The international business community has never been in a stronger position to contribute in ways that help produce transformative change.
- Equally important, however, is the view that many of the pioneering efforts and related delivery modalities need to find much wider adoption with respect to the general global business community.
- A key proposition for the 2015 development agenda is therefore to introduce mechanisms that create markets that are more inclusive and sustainable.

b. Building inclusive and sustainable markets from within

Accountability to goals and targets

- Targets should be voluntarily undertaken by specific firms rather than imposed on them. One suggestion is that Global Compact LEAD businesses might take an exemplary step in this direction. One possibility is that different industry sectors might have responsibility for different goals or thematic areas.

Public-private and multi-stakeholder partnerships

- Partnership is a powerful and central element. There is a barely tapped potential in innovative public-private partnerships, such as the Global Compact's CEO Water Mandate and Water Hub, and in areas including issue platforms, social enterprises and impact investing. Given the scale of the global project envisioned, dialogue among stakeholders will be crucial.
- In a hopeful development, the survey of Global Compact participants showed a surge in partnership arrangements since 2010, and that the largest increase was in the partnerships with the UN system, which grew by 50 per cent since between 2011 and 2012.

Widening the circle of sustainable businesses – scaling up Global Compact participants

- The taxonomy of business associations – from global groups such as the ICC, GC, WEF, IOE, etc., to more national and local entities – would have a critical role to play in reaching out to their members. As well, such efforts should involve activating trade associations, where possible.
- Activation very clearly needs to take place at the local and national levels as well as in statements from international associations. The Global Compact needs to engage its nearly 100 Local Networks. Pursuit of sustainability not only has been proven to be possible in some countries shaken by severe conflict or violence; it can be a stabilizing factor as well in restoring social solidarity and a sense of progress toward shared goals.
- Leveraging investment portfolios and the influence of sustainable investors to support the post-2015 agenda
- Aligning business school curriculum with sustainability and engaging future business leaders

c. The role of the public sector in creating inclusive and sustainable markets

- The public sector takes on various roles within markets, each of which poses opportunities for sustainability solutions and adjustments.

State-owned enterprises and government as responsible investor

- The dedication to building shared value and linkage to sustainability priorities should, if anything, be higher in the case of the many firms in both developed and developing countries that are owned and managed by governments.

Procurement & Transparency

- Posting on public government websites of procurement deals and ultimately all significant public-private economic transactions would drastically reduce the scope of corruption, improve transparency and build public confidence in society-wide endeavours such as SDGs.

Pricing, incentives and regulation

- A tax on fossil fuels should, for purposes of maintaining popular support, applied without passing on price increases to consumers; de-carbonization of the energy sector; phasing out of fossil fuel subsidies, with a subsidy shift to renewables. There should be an array of positive inducements for business to follow low-carbon and high sustainability paths, through means such as taxes, contract opportunities, zoning, etc., but sanctions (barring outright violations of law) would be inappropriate as this would largely be a voluntary effort by business.
- One suggestion is that in the event of a global accord on SDGs, all Members States should formally adopt national SDG plans, convening business-oriented multi-stakeholder dialogues to assess progress and overcome hurdles. Cheerleading – awards and recognition of outstanding private and public sector entities – is invaluable.
- One creative proposal is for a group such as the Global Compact to award developing countries with positive sustainability profiles as "the best place to do business in." Such a principle adds a twist to the traditional investment procedure, by which inward FDI is vetted by countries to make sure it aligns with overall national interests. Setting standards instead, or in addition to, on national policies and characteristics as a means of competing for high-grade FDI would be another way to encourage a "race to the top."
- More global funds, such as Global Fund to Fight AIDS, TB & Malaria, could be developed, doubling as vehicles for public-private partnerships and also as financing institutions.
- In addition, we look to a global concord similar to Goal 8 of the MDGs, on establishing an environment for world advancement. This concordat should mark a revival of the multi-later spirit that peaked early in this century but has since deteriorated. Hallmarks are openness and global rules of the road in trade, investment and the movement of persons; inter-dependence in establishing global public goods; and a long-term horizon for global objectives.

V Annexes

Three key areas where governments can advance the post-2015 agenda:

- Design a development agenda that facilitates the engagement of business, through concrete timelines, measureable targets, accountability, and transforming markets through scaled-up incentives for corporate sustainability practices.
- Further re-align markets by appropriately pricing natural and social capital so as to incorporate the impact of negative externalities, and include these factors in measurement of economic growth.
- Bring greater transparency to governance and reduce the incidence of corruption by posting of all procurement contracts and transactions between government and businesses or individuals.

Issue-specific recommendations:

- access to water for people, industry, cities and farms
- agriculture and food
- education and jobs
- country conflict and State fragility
- women's equity and human rights
- climate and energy, etc.