

# RISING LEADERS ON THE SUSTAINABLE DEVELOPMENT GOALS

## Findings from a Global Survey for Business Schools



“Decarbonizing the economy and laying the foundations for sustainable growth are musts if we are to guarantee fair and solid economic growth in the future, in line with the Sustainable Development Goals.”

– José Ignacio Sánchez Galán,  
Chairman and CEO, Iberdrola

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# INTRODUCTORY LETTER

## Chairman José Ignacio Sánchez Galán, Iberdrola

The world is currently facing a number of unprecedented challenges described and codified by the United Nations Sustainable Development Goals (SDGs). The consensus on the need to address these broad societal challenges is increasingly unanimous. And yet, significant difficulties remain. In 2019, for the third year in a row, global warming topped the list of major global risks identified by the World Economic Forum in Davos. Citizens too are urgently calling for effective action in this regard. As a recent European Investment Bank survey showed, 78% of European citizens and 63% of Americans are concerned or alarmed by the consequences of the high concentration of greenhouse gases in our atmosphere. Poverty and inequality persist in regions around the world, and a May 2019 report from the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services warns us that up to 1 million species of plants and animals are now at risk of extinction, creating billions of dollars in possible economic damage.

Despite the scale of this endeavor, there are some remarkable reasons for hope. Through this study, it is evident how new generations are ready to tackle the climate situation, showing an even greater awareness than other social and political agents. Moreover, a rising tide of business leaders, government ministers and civil society champions embrace sustainable development as a core value of the 21st century. I would like to acknowledge the partners behind this survey for seeking greater clarity on awareness and priorities, and the Global Network for Advanced Management in particular, for attracting and cultivating tomorrow's leaders in the fight to achieve the SDGs. I am particularly keen that the deans of the 30 schools in the Global Network and global business leaders do even more in this regard.

So, let's get to work and start this task today. Business models need to be rethought. We only have one planet and climate change has clearly demonstrated the need to act now if we are determined to safeguard it. Decarbonizing the economy and laying the foundations for sustainable growth are musts if we are to guarantee fair and solid

economic growth in the future, in line with the Sustainable Development Goals set by the United Nations in its 2030 Agenda. We need to demonstrate that comprehensive action to address climate change is compatible with new business models that increase economic and social welfare.

The commitment to sustainability represents a core element of Iberdrola's purpose and values. Consequently, we have fully incorporated SDGs into our corporate governance system and business strategy. As an electric utility, we are focused on the supply of affordable, safe and sustainable energy (Goal 7) and on the adoption of measures to combat climate change (Goal 13). Twenty years ago, we pioneered industry efforts to reduce greenhouse gas emissions, promote renewable energies and opted for more efficient technologies with the aim of achieving a profound transformation towards a more sustainable energy model. As a result, our emissions intensity is today approximately 65% lower than the electricity industry average.

Companies must understand that their ability to contribute to the SDG agenda goes far beyond their usual activities. We at Iberdrola are fully aware of this fact, and we promote and monitor our impacts on all 17 SDGs. Quality education (Goal 4) is a perfect example of this. New generations are called upon to transform the challenges of the present into a brighter future, and Iberdrola has been committed for years to their training and specialization in this endeavor. Tangible examples of this commitment are the collaborations we have with renowned universities across the world, some of which are represented in this global survey. Through these initiatives we strengthen the university-industry link, promote young talent, and develop innovative solutions to the challenges in the energy sector. To quote the report, at Iberdrola we seek to engage in "large-scale cooperative behavior ... an essential ingredient in our ability to overcome large-scale challenges, like achieving the SDGs." For example, Iberdrola brings its message of sustainability to the next generation of leaders through its International Scholarship Program for Master's Studies, giving young professionals access to the most

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prestigious international universities in areas such as engineering, smart grids, energy and environment, big data, cybersecurity, and more. Partnerships for the goals (Goal 17) should be a top priority for all stakeholders, as it is widely recognized that partnership between sectors is essential to meeting the SDGs' 2030 Agenda.

Achieving the SDGs, especially success in the fight against climate change, presents unavoidable challenges, but these challenges may also bring significant opportunities that we must not hesitate to act on. Climate action and the transformation of the energy sector is the most tangible example of how reshaping economic activity can bring sustainable value to society and the environment. Iberdrola is committed to leading the energy transition through collaboration with governments, industry partners, our communities and tomorrow's leaders, so that all can immediately contribute to the creation of cleaner, more inclusive and equitable business models.



Chairman José Ignacio Sánchez Galán, Iberdrola

# EXECUTIVE SUMMARY

In 2015, United Nations member states adopted the 17 Sustainable Development Goals (SDGs), which outline “a shared blueprint for peace and prosperity for people and the planet.”<sup>1</sup> Meanwhile, companies worldwide increasingly recognize that they should — even must — play a central role in the pursuit and attainment of sustainability.

In considering the intersection between the SDGs and business, Schlange & Co. and the Yale Center for Business and the Environment, in partnership with the Global Network for Advanced Management and with financial support from the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, surveyed more than 26,000 individuals from 174 countries to measure engagement with the SDGs. This research included respondents from a global survey distributed publicly around the world, from 30 business schools across six continents, and from a control group of preselected panels.

The survey found that just under half of respondents reported awareness of the SDGs. Moreover, comparison with the control sample of respondents actively sought out for participation indicates that people interested in the SDGs were more likely to complete the survey (i.e., respondents “self-selected”), and the actual awareness of the SDGs in both universities and the general public is likely to be significantly lower.

When asked about the SDGs of most concern to themselves and their families, respondents consistently pointed to quality education and health as top priorities. Climate change was also prevalent as a priority although its relative importance was much more variable among regions, ranging from high prioritization in North America and Europe to relatively low prioritization in South America and Africa. This result supports insights from the United Nation’s MY World 2030 Survey that found health and education to be two of the top three identified SDG priorities.<sup>2</sup> While both our global and business school surveys found education, health and climate to be top priorities for respondents, there is insufficient data to describe the priorities, barriers and solutions at the country level.

Respondents indicated that they take sustainability into account in their personal actions: buying goods and services (56% of respondents); food and nutrition (52%); transportation and mobility (48%); and voting (48%). This trend signals opportunity for both business and governments seeking to respond to people’s preferences and appears to support findings from a 2017 report by the Business and Sustainable Development Commission indicating that achieving the SDGs could open up an estimated \$12 trillion in market opportunities.<sup>3</sup>

One key finding of the report relates to Goal 5, which targets gender equality. This was one of only two SDGs that demonstrated significantly different responses between females and males (the other was clean and affordable energy). Globally, over 31% of female respondents ranked gender equality as an SDG of immediate concern compared to about 15% of male respondents. Male respondents also reported a higher degree of improvement in this SDG than female respondents. These discrepant perceptions must be addressed given the role of gender parity in both economic and environmental well-being.

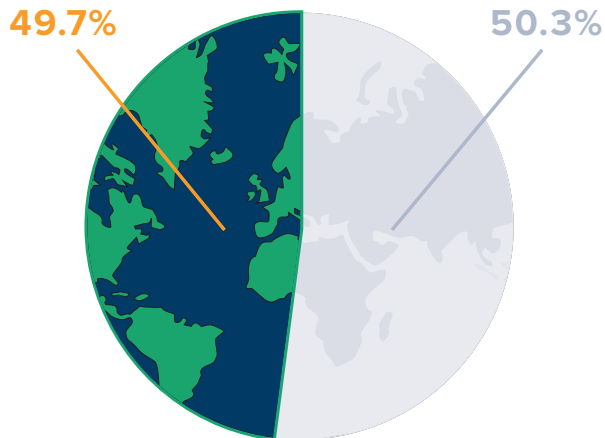
Finally, respondents most frequently listed government as the primary agent of change they expected to take action on all 17 of the SDGs, and particularly in securing clean water and sanitation, climate action, quality education, and good health and well-being. However, businesses, academic institutions and nongovernmental organizations were identified by respondents as critical agents of change at rates only slightly behind governments. The results indicate the importance of collaborative action among sectors of society, guided by government action.

Presented here is a range of global and regional findings exploring how business students and people around the world prioritize the SDGs, and how they believe the goals might be achieved. However, much remains unknown and this survey highlights the need for further investigation. We hope that these results will offer insight into potential

personal actions, collaboration models and regional priorities that create change and lead toward peace and prosperity for the planet.

- 1 “Sustainable Development Goals,” Sustainable Development Goals Knowledge Platform, accessed September 25, 2019, <https://sustainabledevelopment.un.org/sdgs>.
- 2 “Results,” MY World 2030, United Nations, accessed August 21, 2019, <http://about.myworld2030.org/results/>.
- 3 Nazila Vali, “More Than Philanthropy: SDGs Are a \$12 Trillion Opportunity for the Private Sector,” *Our Perspectives*, United Nations Development Programme, August 25, 2017, <https://www.undp.org/content/undp/en/home/blog/2017/8/25/More-than-philanthropy-SDGs-present-an-estimated-US-12-trillion-in-market-opportunities-for-private-sector-through-inclusive-business.html>.

**FINDING #1:** Fewer than half of respondents were aware of the SDGs.



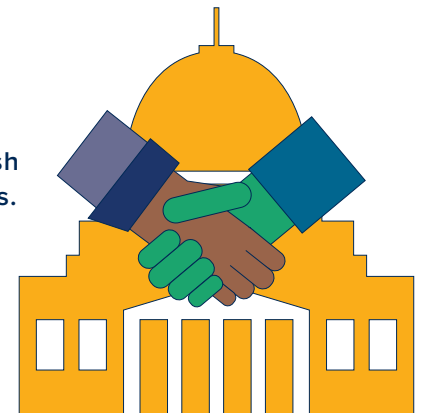
**FINDING #2:** Quality education and good health were consistently ranked as top priorities. Climate action was also a top priority, but showed more regional variability.



**FINDING #3:** There was a significant divide along gender and regional lines when assessing the importance of gender equality.



**FINDING #4:** Action is needed across all segments of society, especially governments, to push forward on the SDGs.



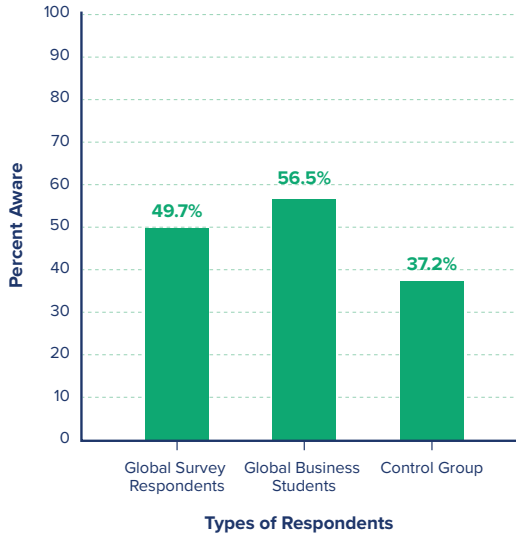
**FINDING #5:** Respondents are using the voting booth and short-term economic decisions to move on sustainability.



# FINDING #1

Fewer than half of respondents were aware of the SDGs.

## AWARE OF THE SDGS



The Sustainable Development Goals (SDGs) framework is not well recognized around the world. The average awareness of the SDGs across the entire survey group (26,374 respondents) was just under 50%. Business students showed a higher level of awareness than the general public, but still, less than 60% had heard of the goals. Moreover, the real level of awareness may be even lower as our control survey of 3,006 respondents that did not self-select for survey participation showed an awareness level of only 37%.

Contrast this with the 98% awareness of the term “sustainability” or the almost universal awareness of the term “climate change” measured in a previous survey.<sup>4</sup> The results indicate that while people are largely aware of the issues described by the 17 SDGs, they are not familiar with the SDG framework itself. This presents both an opportunity and challenge for governments, businesses and academic institutions. While the SDGs have been largely valuable to these institutions to frame and focus effort and disclosure, this value may not resonate with people around the world.

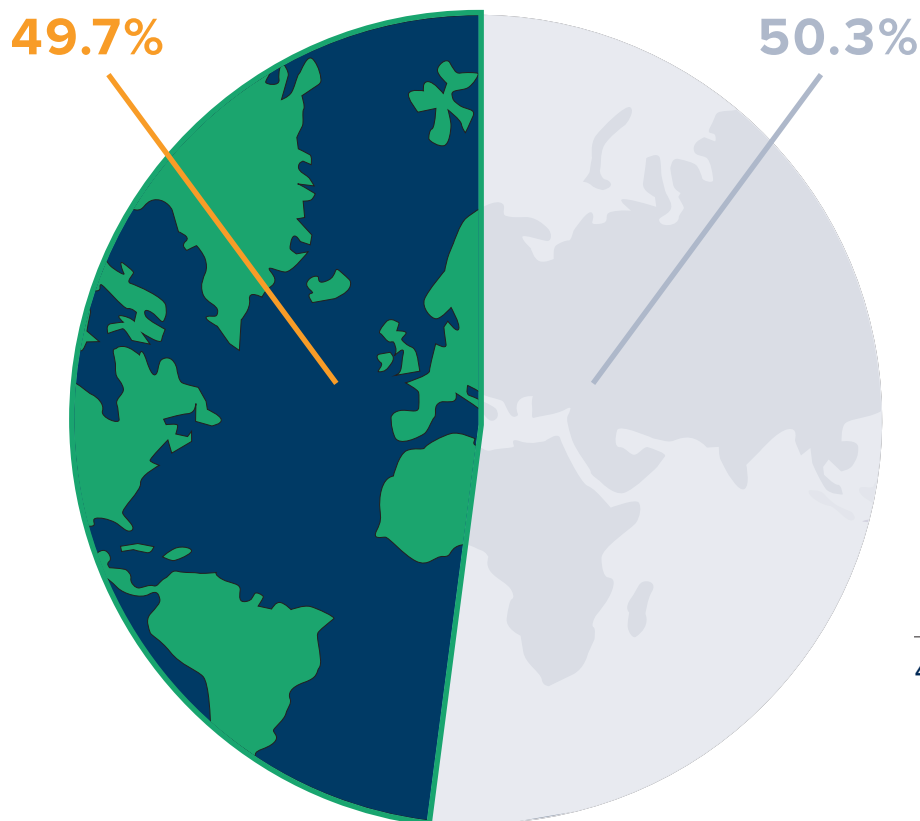




In practical terms, this means that businesses wishing to demonstrate more sustainable strategies cannot rely on their customers to understand when they describe their efforts to, for example, “address climate change in line with Goal 13.” Academic institutions have an opportunity to educate on the value of the SDGs as a framework to drive more focused solutions. Governments and civil society organizations have the opportunity to align their efforts to the most pressing social and environmental needs.

As the United Nations SDG knowledge platform points out, the SDGs are a “shared blueprint for peace and prosperity” so that “no one is left behind.”<sup>5</sup> Making progress toward the 17 goals will require the collective action of people around the world, including raising awareness of the SDG blueprint so that we can move together in the proper direction.

Just under half of respondents indicated awareness of the SDGs.



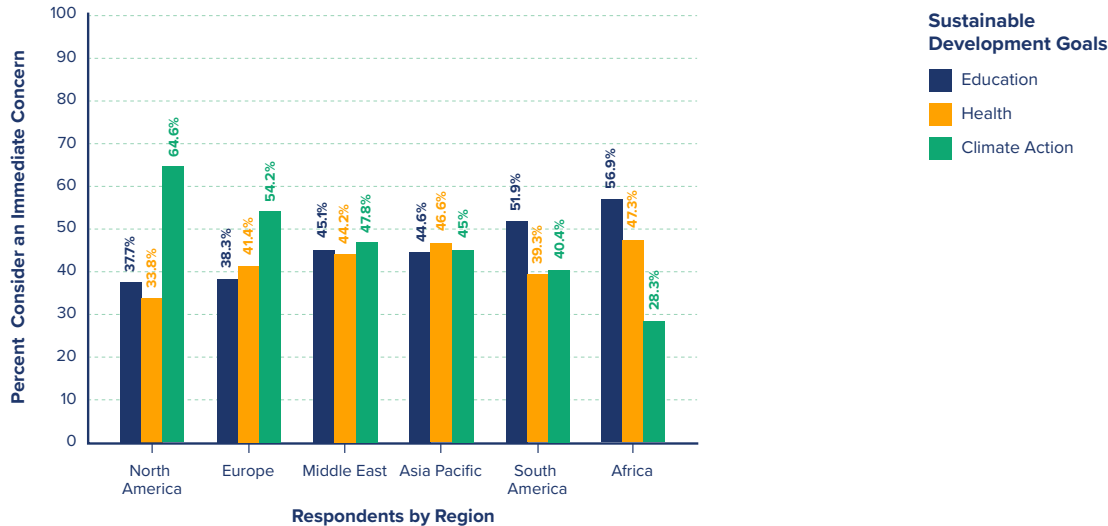
<sup>4</sup> Laura Franceschini et al., “Rising Leaders on Environmental Sustainability and Climate Change: A Global Survey of Business Students,” Yale Center for Business and the Environment, Global Network for Advanced Management, and World Business Council for Sustainable Development, 2016, [http://cbey.yale.edu/sites/default/files/Rising%20Leaders%20on%20Environmental%20Sustainability%20and%20Climate%20Change%20Nov\\_2015.pdf](http://cbey.yale.edu/sites/default/files/Rising%20Leaders%20on%20Environmental%20Sustainability%20and%20Climate%20Change%20Nov_2015.pdf).

<sup>5</sup> “Sustainable Development Goals,” Sustainable Development Goals Knowledge Platform.

## FINDING #2

Quality education and good health were consistently ranked as top priorities. Climate action was also a top priority, but showed more regional variability.

### PRIORITY SDGS BY REGION



When survey participants were asked which six of the 17 Sustainable Development Goals (SDGs) are of immediate concern to them and their family, the most pressing were:

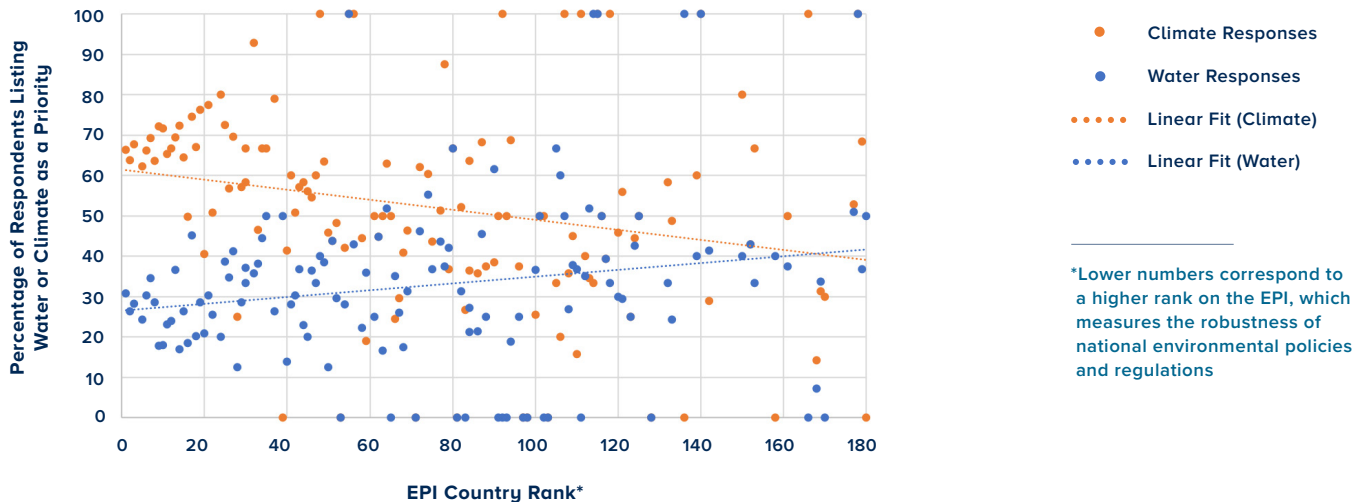
1. **Quality education**
2. **Good health and well-being**
3. **Climate action**
4. **Decent work and economic growth**
5. **Clean water and sanitation**
6. **Affordable and clean energy**

On a regional level, quality education, good health and well-being, and climate action were almost universally ranked among the top three priorities. Interestingly, climate action was the only one of these top three that respondents classified as “getting worse.” Climate action also showed the greatest regional variability in its prioritization. For example, climate action ranked eighth in Africa with only 28% of respondents choosing it as one of their top six

priorities. Africa was also the only region in which Goal 1 — no poverty — was identified as one of the top six priorities. This makes sense in the context of the region: Despite declines in extreme poverty across most of the world, sub-Saharan Africa is witnessing the opposite. Assuming business as usual, nine out of ten poor people will live in Africa by 2030.<sup>6</sup>

In contrast, respondents from Europe and North America showed high levels of concern for climate action at rates of 54% and 64% respectively, identifying climate action as a top six priority. We hypothesize that concern for climate action may be a “luxury” available only when more immediate concerns, such as economic well-being and clean water and air are allayed. Some evidence supports this hypothesis. When mapping a country’s SDGs of concern<sup>7</sup> against that country’s rank on the Environmental Performance Index, which measures the strength of government policies and regulations to protect the environment, those living in countries with a strong EPI rank tend to be concerned about climate while those with a low EPI rank

## CLEAN WATER (BLUE) AND CLIMATE (ORANGE) PRIORITIES PLOTTED AGAINST EPI SCORE



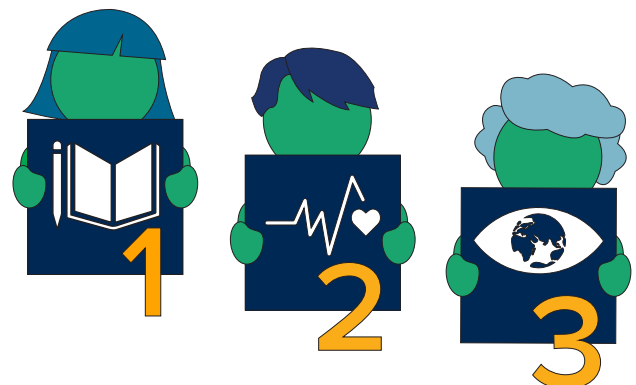
show greater interest in clean water.<sup>8</sup> A similar relationship emerges when setting a nation's GDP per capita against its SDGs of concern: Countries with high GDP per capita prioritize climate action while countries with low GDP per capita prioritize quality education.<sup>9</sup>

The results are largely consistent with the top six MY World 2030 survey results on SDG priorities.<sup>10</sup> While the MY World 2030 respondents also identified health, decent work, education and clean water as top priorities, poverty and gender equality were also identified. Climate action and clean energy rank eighth and 13th respectively in the MY World 2030 results. The discrepancy may be attributable to evolution in concerns from the start of the MY World 2030 survey in 2015, or to differences in regional

representation (the MY World 2030 respondents are concentrated in Mexico, while the respondents in this survey were predominantly in Europe and North America).

The results have direct implications for governments seeking to address climate change. They suggest that building public support for climate change solutions may be more difficult if more direct environmental and socio-economic issues are not simultaneously addressed.

SDGs of greatest concern are quality education, good health and climate action.



<sup>6</sup> Francisco Ferreira, "World Bank Report: Poverty Rates Remain High in Africa," interview by Friederike Müller-Jung, DW, accessed September 25, 2019, <https://www.dw.com/en/world-bank-report-poverty-rates-remain-high-in-africa/a-45926382>.

<sup>7</sup> In this case we exclude business school and company respondents to eliminate potential biases in economic well-being.

<sup>8</sup> "Global Metrics for the Environment," Environmental Performance Index, accessed September 25, 2019, <https://epi.envirocenter.yale.edu/>.

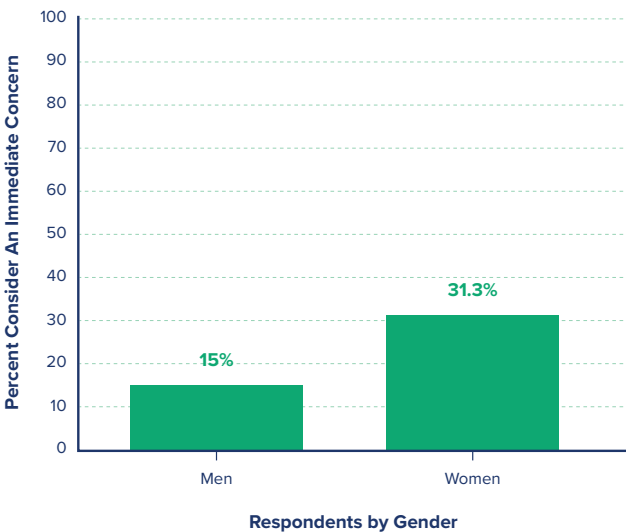
<sup>9</sup> The U.S. is an exception, prioritizing education though it has a high GDP per capita.

<sup>10</sup> "Results," MY World 2030.

## FINDING #3

There was a significant divide along gender and regional lines when assessing the importance of gender equality.

### NUMBER OF RESPONDENTS RANKING GENDER EQUALITY AS A TOP 6 PRIORITY



Sustainable Development Goal 5 targets gender equality, and was one of only two SDGs to elicit significantly different responses between females and males (the other was clean and affordable energy). Globally, over 31% of female respondents ranked gender equality as an SDG of immediate concern, compared to approximately 15% of male respondents. Male respondents also perceived significantly more improvement in this SDG than female respondents.

There were important regional variations concerning gender equality. Respondents, both male and female, from Australia, Europe and North America included gender equality as one of the most important SDGs, ranking it among the top six in those regions. This appears to reflect related national trends that identify gender disparity as a critical social issue. States in Australia started legislating around equal pay as early as 1958, with federal rules coming into play in 2009.<sup>11</sup> The U.K. added protections for equal pay in the Equality Act of 2010, and, since 2017, new

reporting regulations have required employers with more than 250 employees to disclose the pay gap within their organization.<sup>12</sup> Europe also demonstrates leadership in paid maternity leave.<sup>13</sup> In comparison, gender equality was not rated one of the six most important SDGs for any of the other regions.

The MY World 2030 results also indicate a gap in the perceived importance of gender equality between men and women, though the gap is significantly smaller. According to MY World 2030, 52% of women rank gender equality as a priority SDG, compared with 45% of men. Moreover, gender equality was ranked higher overall among MY World 2030 respondents, at fourth most important.

Gender equality remains a persistent challenge around the world. The World Economic Forum’s (WEF) 2018 Global Gender Gap Report suggests that there is a 32% global gender gap. This figure is meant to capture the magnitude of gender-based disparities in indicators covering political empowerment, economic participation and opportunity, educational attainment, and health and survival.<sup>14</sup> On average, the only indicator demonstrating marginal improvement since the WEF began collecting data is economic participation and opportunity. Though the WEF segments regions differently than this study, it provides a worthwhile point of comparison. According to the report, gender parity scores by region are:

<sup>11</sup> Talene M. Carter, Martyn Redfern and Lewis Gayle, “Pay Equity Across the Globe,” WillisTowersWatson, October 9, 2018, <https://www.willistowerswatson.com/en-US/Insights/2018/10/finex-observer-pay-equity-across-the-globe>.  
<sup>12</sup> “Explaining the Gender Pay Gap Reporting Regulations,” Mercer, accessed September 25, 2019, <https://www.uk.mercer.com/our-thinking/explaining-the-uk-gender-pay-gap-reporting-regulations.html>.  
<sup>13</sup> “Parental Leave Systems,” OECD Family Database, Organization for Economic Cooperation and Development, accessed September 25, 2019, [https://www.oecd.org/els/soc/PF2\\_1\\_Parental\\_leave\\_systems.pdf](https://www.oecd.org/els/soc/PF2_1_Parental_leave_systems.pdf).  
<sup>14</sup> “The Global Gender Gap Report,” World Economic Forum, 2018, [http://www3.weforum.org/docs/WEF\\_GGGR\\_2018.pdf](http://www3.weforum.org/docs/WEF_GGGR_2018.pdf).

## GLOBAL GENDER GAP

REGION	GENDER GAP
Western Europe	24%
North America	27%
Eastern Europe and Central Asia	29%
Latin America and the Caribbean	29%
East Asia and the Pacific	32%
<b>Global Weighted Average</b>	<b>32%</b>
Sub-Saharan Africa	34%
South Asia	34%
Middle East and North Africa	40%

Source: "The Global Gender Gap Report," World Economic Forum 2018

Importantly, beyond the moral imperative to address this gender gap, solutions present both economic and environmental benefits. In the United States alone, gender parity in the labor force could add \$2.1 trillion to the economy by 2025.<sup>15</sup> And Project Drawdown, which presents "100 solutions to reverse global warming," ranks the education of girls and family planning as the sixth and seventh most important solutions, respectively, on its list.<sup>16</sup>

Of course, widespread acknowledgement of the issue is necessary before effective action can be taken.

Over 31% of female respondents ranked gender equality as an SDG of immediate concern, compared to approximately 15% of male respondents.



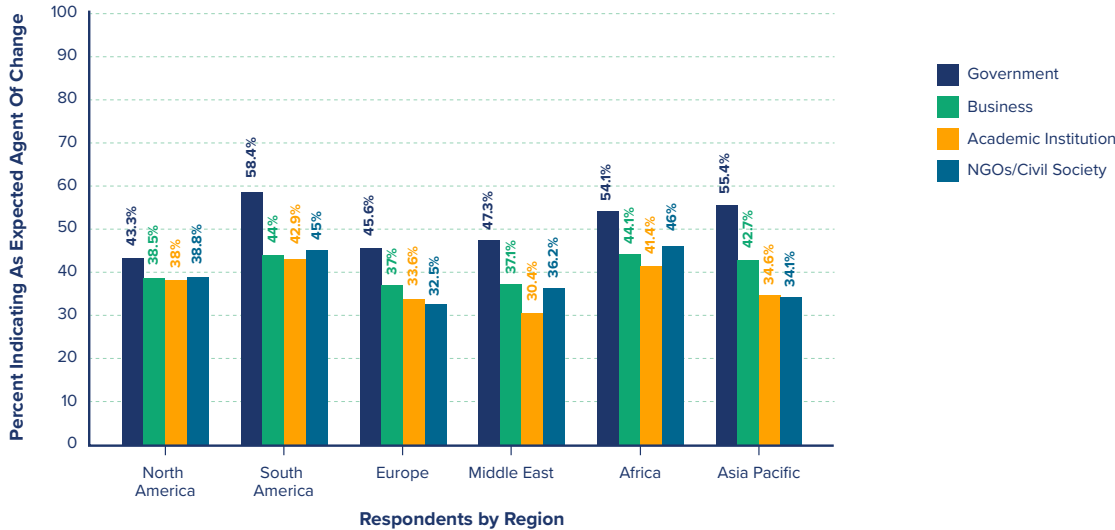
<sup>15</sup> "Parity" encompasses rates of participation and sectors in which women are employed. See: Kweilin Ellingrud et al., "The Power of Parity: Advancing Women's Equality in the United States," McKinsey Global Institute, April 2016, <https://www.mckinsey.com/featured-insights/employment-and-growth/the-power-of-parity-advancing-womens-equality-in-the-united-states>.

<sup>16</sup> At the time of publication, only 80 of the 100 solutions had been ranked.

# FINDING #4

## Action is needed across all segments of society, led by governments.

### EXPECTED AGENT OF CHANGE BY REGION



In response to the question, “Who do you expect to push forward the implementation of the SDGs in your country?” respondents consistently selected government at higher rates than the private sector, research institutions, NGOs and the media. More specifically, 51% of respondents globally identified the government as an agent of change, compared to business (41%), academic institutions (37%) and NGOs (41%).

The preference for government action was driven by responses in South America (58%), Asia (55%) and Africa (54%), as opposed to North America (43%) and Europe (46%). This suggests that people look slightly more toward governments in geographies where governments have a greater degree of control over the economy. Among respondents who prioritize clean water and sanitation, climate action, quality education, and good health and well-being, the government shoulders a comparatively larger burden of expectation. The private sector is close to government in importance for the respondents who

chose the other 13 SDGs, and equal in importance when it comes to responsible consumption and production (Goal 12). Academic institutions and NGOs consistently lagged behind government and business in perception as likely agents of change.

This suggests that respondents see an active role all segments of society (including business, academic institutions and NGOs), led by governments, in achieving the SDGs. The broad selection of agents suggests that partnership between these agents should be a priority.

The importance of partnerships between business and government was underscored by additional survey results. A subset of respondents who identified themselves as working in either government or industry were asked to identify the important partners that their organization needed to make progress toward the SDGs. Both industry and government employees identified business organizations as an important partner. Company employees then

## IMPORTANT PARTNERS AS IDENTIFIED BY EMPLOYEES

### % IDENTIFYING A PARTICULAR PARTNERSHIP AS IMPORTANT

PARTNERSHIPS	COMPANY EMPLOYEES	GOVERNMENT EMPLOYEES
Businesses	65%	73%
National Political Actors	46%	56%
International Political Actors	32%	47%
Education and Research Organizations	33%	63%
Civil Society (e.g., NGOs and NPOs)	30%	63%
Media	21%	54%

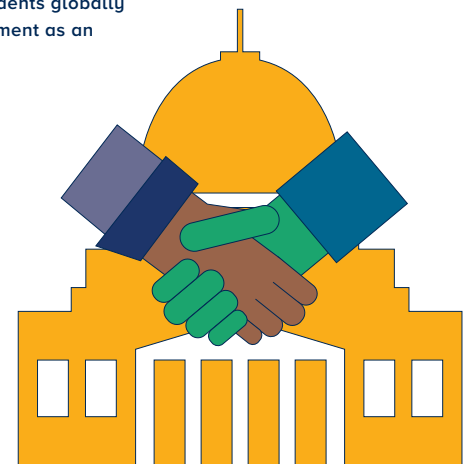
showed a clear second choice of national government partners while government employees named a range of other prospective partners including other national governments, academia, civil society organizations and the media. The results highlight the importance of business as a partner in the SDGs, but also awareness of the importance of partnerships outside of one's own segment of society.

In contrast to these results, when asked to prioritize Goal 17, "partnerships for the goals," global respondents ranked it last among the SDGs at less than 7% despite the fact that it is widely recognized that partnership among sectors is essential to meeting the SDGs' 2030 Agenda.<sup>17</sup>

When it comes to business school respondents, this lack of emphasis on partnerships is notable for two related reasons. First, research institutions are considered most valuable as agents of change on Goal 17, building partnerships. Second, the fundamental value of partnership is supported by some of the world's leading scholars, from Nicholas Christakis to Yuval Harari, who suggest that

large-scale cooperative behavior is both a defining feature of our species and an essential ingredient in our ability to overcome large-scale challenges, like achieving the SDGs. It is thus worth considering the role that academic and research institutions might play in reinforcing the importance of partnerships for achieving the SDGs. MBA students, globally, appear to undervalue an important asset in the fight for sustainability, and business schools are singularly situated to cultivate the embrace of cross-sectoral cooperation.

51% of global respondents globally identified the government as an agent of change.

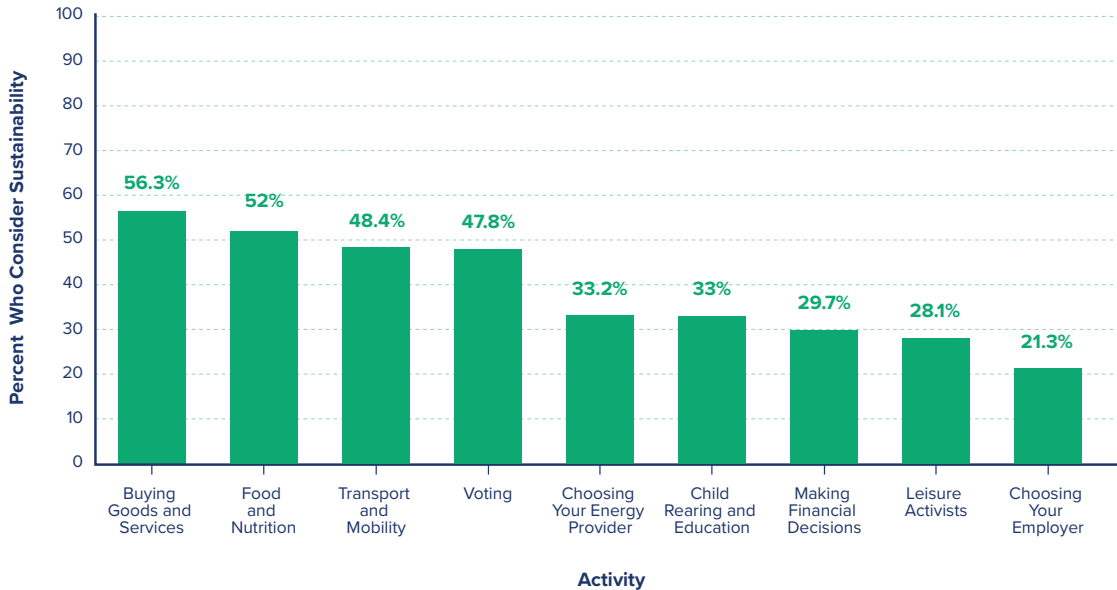


<sup>17</sup> This outcome could simply result from how the survey question is framed: "Which of the following SDGs are of immediate concern to you and your family?" This phrasing points respondents to identify from the 16 SDGs that describe a problem rather than the one (Goal 17) that is oriented toward a solution.

# FINDING #5

Respondents are using the voting booth and short-term economic decisions to move on sustainability.

## PERSONAL ACTIONS WHERE SUSTAINABILITY IS CONSIDERED



Finally, we found that behavior and concern for sustainability is primarily reflected in respondents’ short-term consumer transactions and voting. Globally, the majority (52%) of respondents select goods, services and food with an eye toward sustainability while slightly less (48%) consider sustainability when choosing between transportation options. Voting was also identified as an important area for considering sustainability among 48% of respondents. Approximately one in three consider sustainability when making financial decisions, deciding on their children’s education or choosing an energy provider.

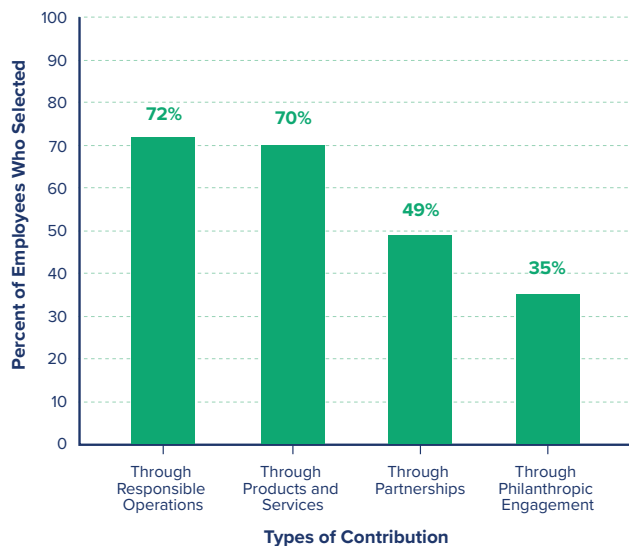
The results suggest that sustainability considerations are more prevalent in shorter-term transactions such as buying goods and voting, even where those transactions have longer-term implications. Consideration of sustainability is comparatively less significant in longer-term, contractual arrangements. This emphasis on short-term decisions

seems to contrast with previous findings from our global business school survey on climate and the environment, in which 84% of business students stated that they “would choose to work for a company with good environmental practices.”<sup>18</sup>

The influence of sustainability on short-term consumer decisions suggests that action on sustainability presents a substantial economic opportunity. A 2017 report by the Business and Sustainable Development Commission suggests that achieving the SDGs could open up an estimated \$12 trillion in market opportunities.<sup>19</sup> A 2018 report released by the Global Commission on the Economy and Climate finds that action on climate could deliver \$26 trillion in economic benefits by 2030.<sup>20</sup> Today’s consumers represent part of this opportunity and leaders should be ready to capture this value.



## HOW COMPANIES ARE ACTING ON SDGs: AN EMPLOYEE'S VIEW



The emphasis on voting is a clear sign for governments that sustainability can be a powerful message for citizens. The SDGs, if governments are effective in raising awareness, could become a strong framework to demonstrate government action driven by the sustainability expectations of the public.

Looking beyond the actions of individuals, we asked employees about the actions of their companies to further the SDGs. Most employees perceive that their companies are actively contributing to the SDGs through the company's operations and products or services, suggesting that they see the SDGs as aligned with their employer's core business and more than a "side activity."

Respondents are using the voting booth and short-term economic decisions to move sustainability.



<sup>18</sup> Franceschini et al., "Rising Leaders."

<sup>19</sup> Vali, "More Than Philanthropy."

<sup>20</sup> "Unlocking the Inclusive Growth Story of the 21st Century: Accelerating Climate Action in Urgent Times," Global Commission on the Economy and Climate, 2018, <https://newclimateeconomy.report/2018/>.

# METHODOLOGY

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Three distinct surveys have been aggregated in the presented results. The first was administered as a global survey, open to any respondent around the world between September 2018 and June 2019. This global survey was distributed through more than 250 so called “multipliers,” i.e. individuals, organizations and networks from business, academia, politics and public administration, civil society, etc., that supported the global survey by inviting their employees, members, partners or social media followers to participate.<sup>21</sup> Further, the global survey was advertised through social media channels and social media influencers. The global survey was administered by Schlange & Co.

The second survey was administered to students, alumni, staff and faculty of the 30 business schools in the Global Network for Advanced Management (GNAM). The survey was distributed within each school through official administrative channels such as by a senior staff administrator, faculty member, or dean. Administrators were given a series of template recruitment emails to send out to their students. The GNAM survey was open from October through November 2018. The GNAM survey was administered by the Yale Center for Business and Environment.

The third survey was administered to preselected panels of respondents in Germany and globally through the research firm Appinio. Respondents of the Appinio survey were compensated for their time. This served as a control against potential self-selection bias in the respondent population. We also attempted to reduce self-selection bias in the GNAM survey by using email templates that only specified the general nature of the survey’s interest in asking about the business school experience.

All of the surveys included background questions including region, gender, age, and — depending on the survey — occupation, university, and level of education. Approximately 15 substantive questions (with subquestions) on Sustainable Development Goals awareness, perception of progress, agents of change and decision-making were also administered. All surveys, except the control, were administered online using the third-party platform Qualtrics. Respondents were informed that the aggregate results of the study would be published and distributed globally and that no personal identification data would be disclosed or used in the research. Respondents were not compensated for their participation in the global or GNAM surveys.

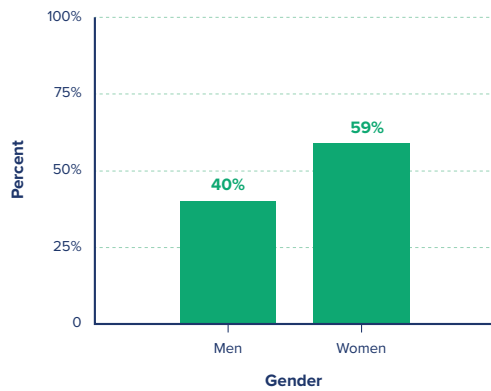
The descriptive findings cited in the report are derived from 26,374 responses (18,079 from the global survey; 3,679 from the GNAM survey; 4,616 from the Appinio surveys) and represent a subset of the questions from the full battery. The total set of survey responses was cleaned to remove invalid responses (e.g. repeat entries or duplicate IP addresses) and responses that were missing key demographic information (e.g. region, gender, age, etc.). Due to rounding or de minimis categories, percentages may not add up to 100% in every instance.

Funding for the global survey and subsequent data analysis was provided by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety.

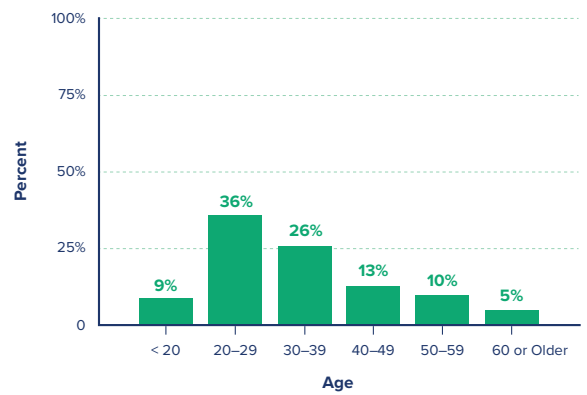
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<sup>21</sup> The multipliers of the global survey can be found at: “What is the Global Survey?” Global Survey on Sustainability and the SDGs, accessed September 25, 2019, <https://www.globalsurvey-sdgs.com/#about>.

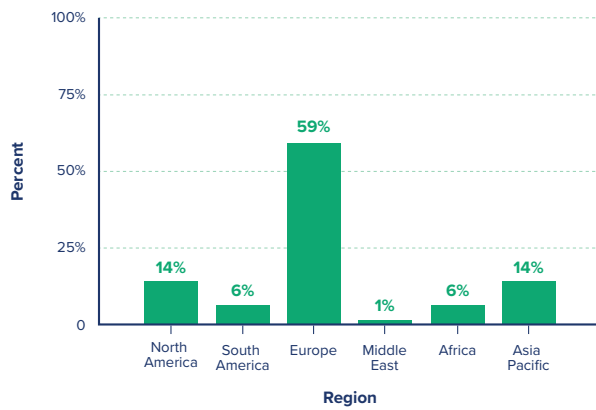
### RESPONDENTS BY GENDER



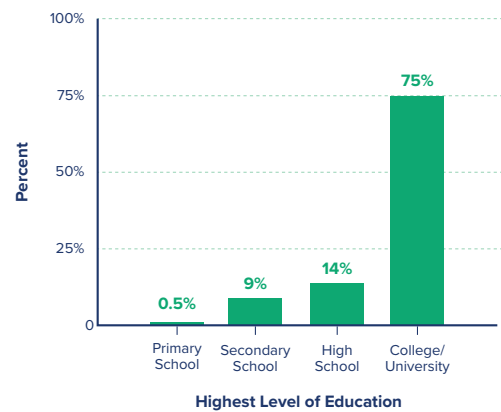
### RESPONDENTS BY AGE



### RESPONDENTS BY REGION



### RESPONDENTS BY EDUCATION



TOTAL NUMBER OF RESPONSES: 26,374

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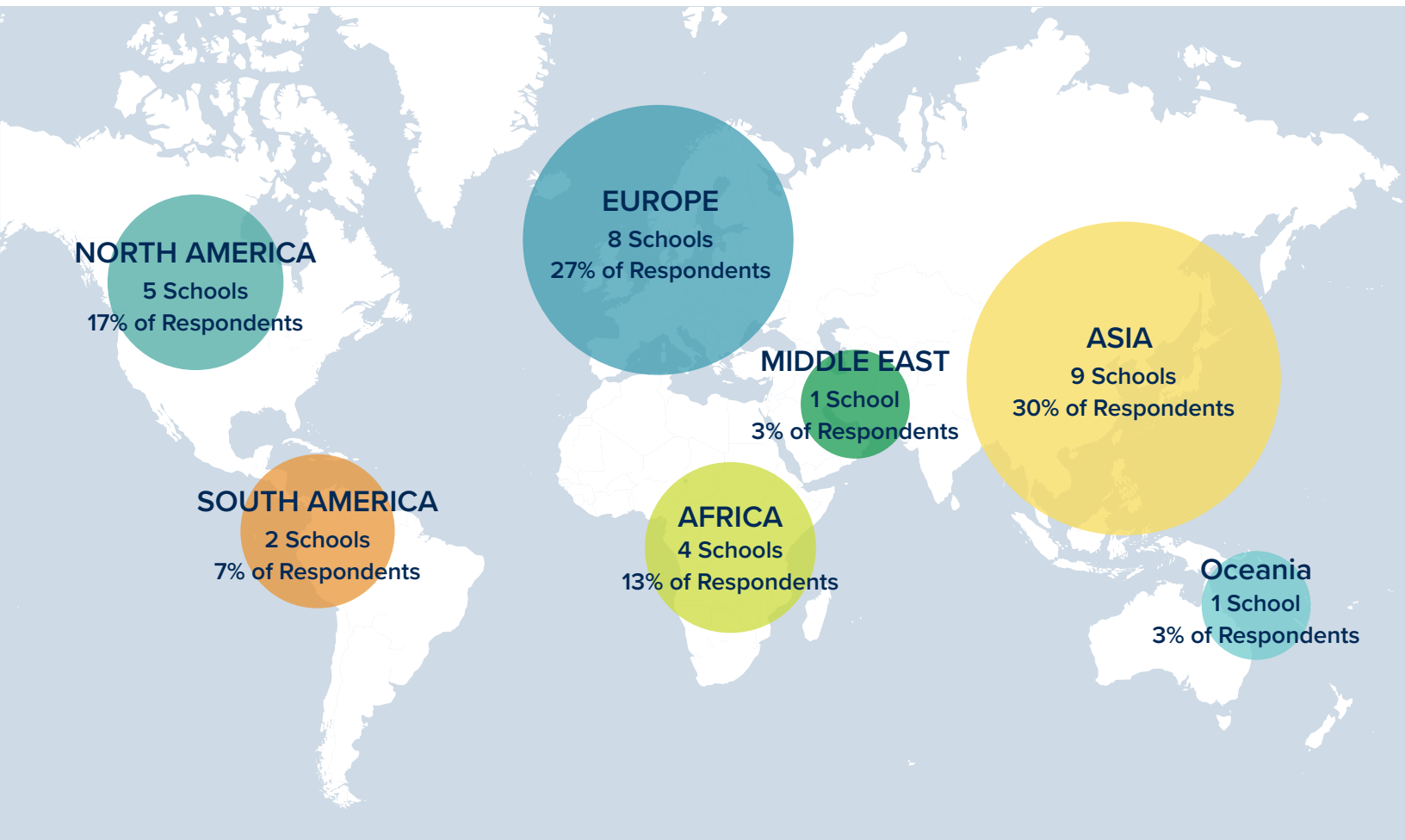
# PARTICIPATING SCHOOLS

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Launched in 2012, the Global Network for Advanced Management includes 30 leading business schools from diverse regions, countries, cultures, and economies. For students, faculty, and alumni in Global Network member schools, the network is a powerful platform for collaboration – whether learning in a classroom or virtual setting, multiplying professional connections, or creating new initiatives to examine issues of global interest.

**Asian Institute of Management** (The Philippines)  
**SDA Bocconi School of Management, Bocconi University** (Italy)  
**EGADE Business School, Tecnológico de Monterrey** (Mexico)  
**ESMT Berlin** (Germany)  
**FGV Escola de Administração de Empresas de São Paulo** (Brazil)  
**Fudan University School of Management** (China)  
**Haas School of Business, University of California Berkeley** (USA)  
**HEC Paris** (France)  
**Hitotsubashi University Business School, School of International Corporate Strategy** (Japan)  
**Hong Kong University of Science and Technology Business School** (China)  
**IE Business School** (Spain)  
**IMD** (Singapore, Switzerland)  
**INCAE Business School** (Costa Rica, Nicaragua)  
**Indian Institute of Management Bangalore** (India)  
**Koç University Graduate School of Business** (Turkey)  
**Lagos Business School, Pan-Atlantic University** (Nigeria)  
**National University of Singapore Business School** (Singapore)  
**Pontificia Universidad Católica de Chile School of Business** (Chile)  
**Business School, Renmin University of China** (China)  
**Saïd Business School, University of Oxford** (United Kingdom)  
**UBC Sauder School of Business** (Canada)  
**Seoul National University Business School** (South Korea)  
**Strathmore Business School** (Kenya)  
**Technion-Israel Institute of Technology** (Israel)  
**UCD Michael Smurfit Graduate Business School** (Ireland)  
**University of Cape Town Graduate School of Business** (South Africa)  
**University of Ghana Business School** (Ghana)  
**Universitas Indonesia Faculty of Economics** (Indonesia)  
**UNSW Business School** (Australia)  
**Yale School of Management** (USA)

DEMOGRAPHICS OF GLOBAL NETWORK SCHOOL RESPONDENTS



AGE



45% 20–29  
44% 30–39  
9% 40–49  
1% 50–59

GENDER



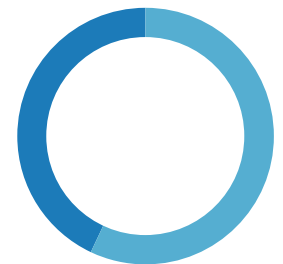
60% male  
39% female

DEGREE STATUS



8% alumni  
92% current students

AWARE OF SDGS



57% yes  
43% no

Regional breakdowns in this report are based on the country that respondents indicated as their “country of residence.” Among students, this could be the country in which their school is based, the country of their permanent residence, or the country of their citizenship.

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Schlange & Co.

The authors would like to thank the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety for funding the survey, report and subsequent dissemination of the findings. We would also like to thank Appinio, the over 250 multipliers, and the Global Network school deans and administrators who helped to publicize the survey and, for their insight and support, David Bach and Camino de Paz.

Additionally, we would like to thank Chris Lewis and Dylan Walsh for editing this report, and Henk van Assen and Meghan Lynch at HvADesign for the graphic design.

# ABOUT



GLOBAL NETWORK FOR  
ADVANCED MANAGEMENT



## The Global Network for Advanced Management

Launched in 2012, the Global Network for Advanced Management is a network of leading business schools from a diverse set of market-oriented economies that have become increasingly connected and interdependent. A common motivation of member schools was to position their faculty, students, staff, alumni and other constituencies so that they can deepen their understanding of differences and commonalities in economies, political systems and culture. Related member schools recognized that leaders in all sectors will be asked to contribute to the solutions of major problems that are typically complex and global.

Representing a shift away from the partnership model of business school collaboration, the Global Network enables the development of innovative programs that leverage the schools' comparative advantages. Taking advantage of network efficiencies, utilizing new technologies, building strong institutional and personal relationships, and operating with a minimum of bureaucracy, the Global Network is having a transformational effect on member schools, management education, and beyond.

[globalnetwork.io](http://globalnetwork.io)

## The Yale Center for Business and the Environment

The Yale Center for Business and the Environment (CBEY) educates and inspires interdisciplinary leaders through business solutions to systemic environmental problems.

CBEY joins the strengths of two world-renowned graduate schools—the Yale School of Management (SOM) and the Yale School of Forestry & Environmental Studies (F&ES)—together with a global network of thought leaders and practitioners working at the interface of business and the environment. Home to the oldest and nationally preeminent joint-degree program in business and the environment,

we address the need for both environmentally minded business leaders and skilled managers in environmental organizations.

CBEY's vision is to build a purpose-driven community that collaborates in diverse networks to:

- CBEYond boundaries, disciplines and challenges and move toward sustainable solutions
- CBEYond current business models by catalyzing innovation and entrepreneurship
- CBEYond traditional financial markets by growing sustainable investment
- CBEYond the degree into active learning communities and vibrant alumni networks

[www.cbey.yale.edu](http://www.cbey.yale.edu)

## Schlange & Co

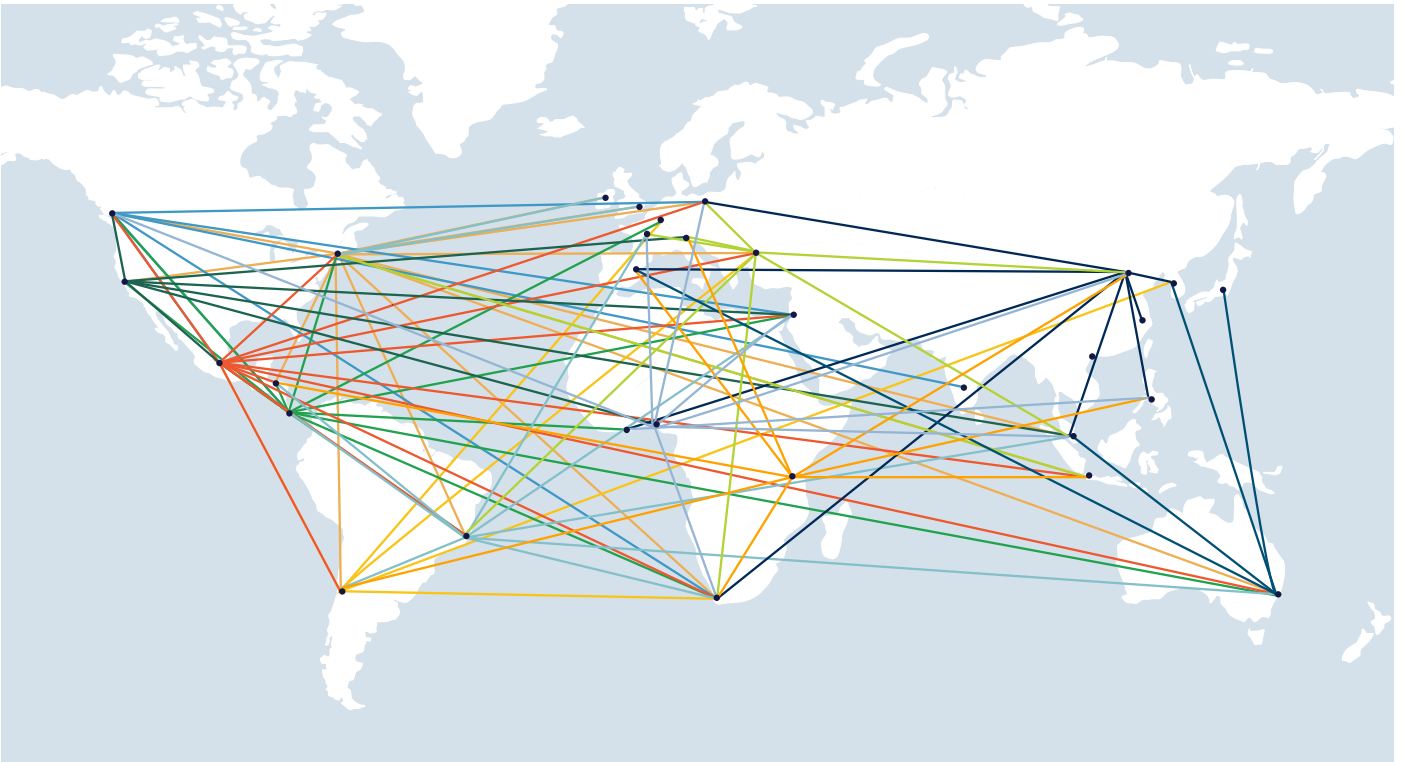
Schlange & Co. (S&C) is an international management consultancy working exclusively in the area of Corporate Responsibility (CR) and Sustainability. S&C has offices in Hamburg, Germany, and in New York, NY. S&C supports companies and public sector organizations with a variety of consulting services including strategy development, organization, responsible sourcing and supply chain management, performance indicators, stakeholder communication, as well as selecting, implementing, and operating CR software, and trainings.

[www.schlange-co.com/en](http://www.schlange-co.com/en)

## Contact

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# NOTES

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