

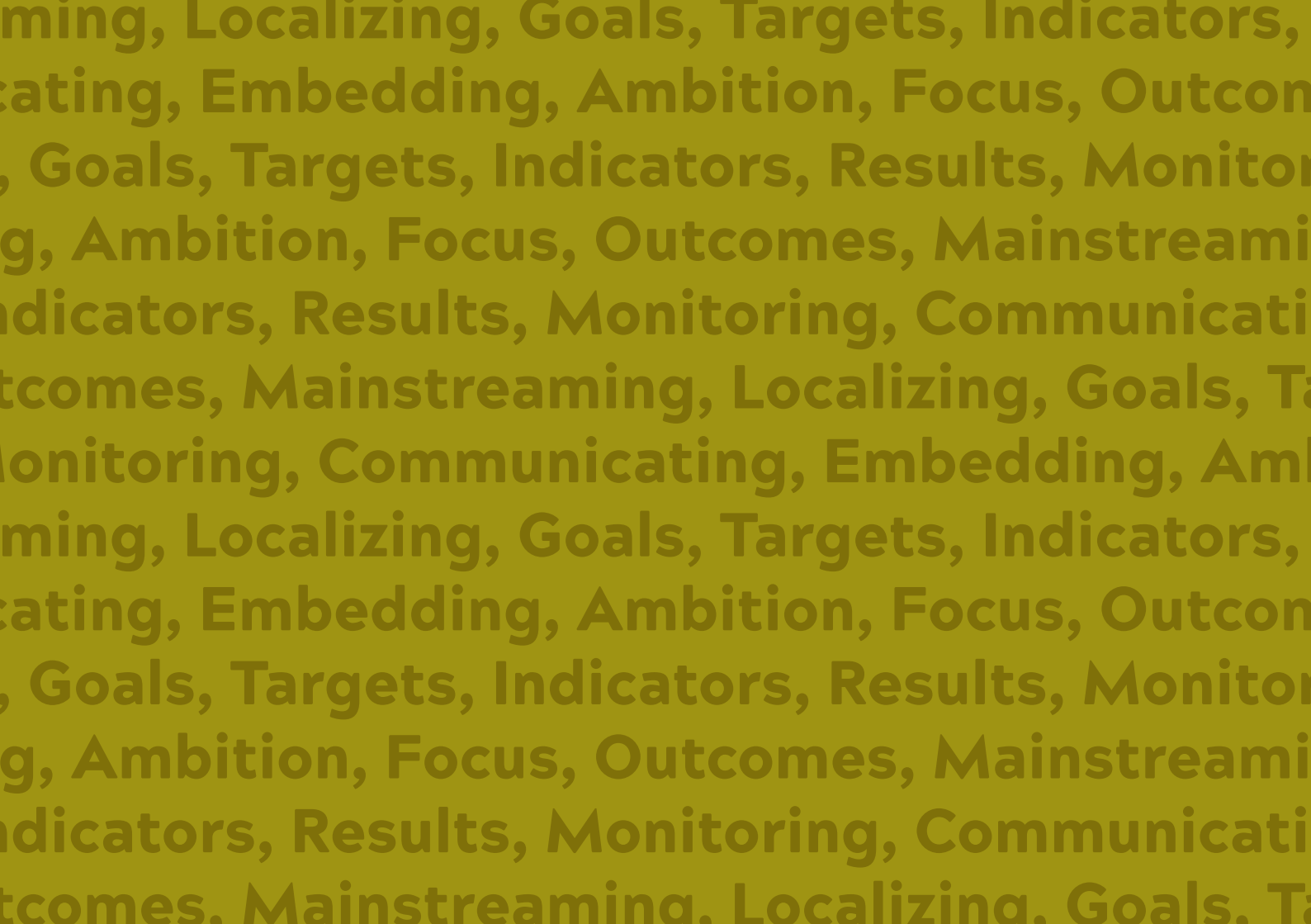


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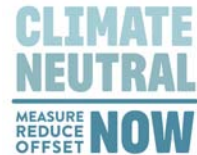
# Mainstreaming the Sustainable Development Goals

05

A results framework for galleries, libraries, archives and museums



**How can the Sustainable Development Goals and targets be used to plan, deliver, monitor and communicate sustainable development action?**



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**Curating Tomorrow** is a consultancy for museums and the heritage sector, helping them draw on their unique resources to enhance their contributions to society and the natural environment, the Sustainable Development Goals, climate action and nature conservation. Curating Tomorrow also applies the museum-based skill of curating to thinking about and addressing real-world challenges, not necessarily involving museums or museum collections.



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McGhie, H. A. (2021). *Mainstreaming the Sustainable Development Goals: a results framework for galleries, libraries, archives and museums*. Curating Tomorrow, UK.

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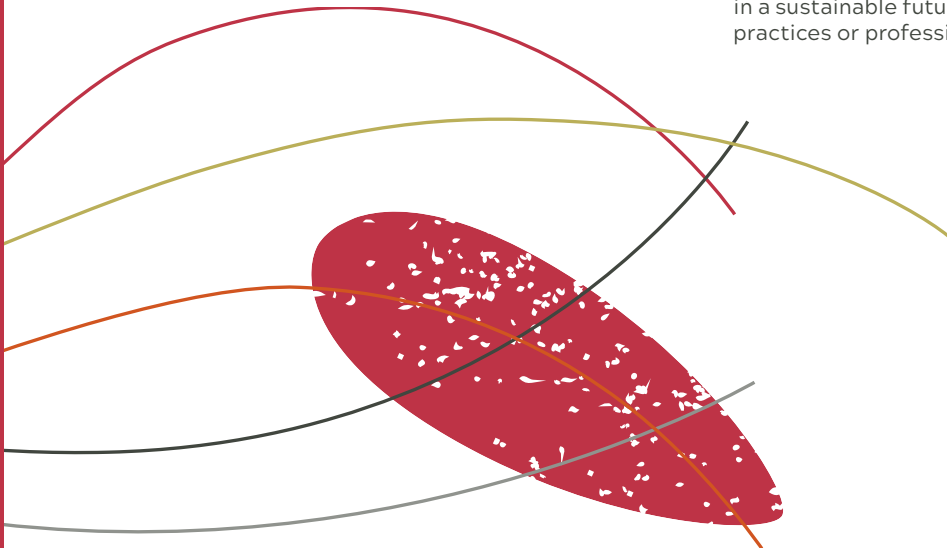
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## What is this?

**This resource has been developed to help galleries, libraries, archives and museums (GLAM) mainstream sustainable development into their planning and operations, by using the Sustainable Development Goals (SDGs) and their targets.**

It complements another guide, 'Museums and the Sustainable Development Goals: a how-to guide for museums, galleries, the cultural sector and their partners' (2019). Sustainable GLAM can help create a sustainable future, working in partnership with communities, specialists and other sectors, and there will be no place in a sustainable future for unsustainable institutions, practices or professions.



## ‘Mainstreaming’ means:

- **empowering everyone who works in galleries, libraries, archives and museums** to connect their work to the Sustainable Development Goals, and to use them as they are intended to be used
- **empowering everyone who makes use of galleries, libraries, archives and museums** to take part in sustainable development and the SDGs
- **directing existing and new actions towards the SDGs**, by embedding them in policies and plans, and removing trade-offs and any activity that impedes sustainable development
- **focusing on real results** that help achieve the SDGs and a better future
- **fostering a culture of transparency**, that directs activity towards sustainable development, and reports and communicates progress, and challenges, open and honestly to a wide range of stakeholders
- **working effectively with others**, including other GLAM, GLAM networks, external partners, NGOs, community groups, and people as individuals
- **strengthening coherence**, including vertical coherence for participation, planning and reporting purposes, and horizontal coherence between individuals, departments, GLAM, and with other sectors, to align GLAM activity to support sustainable development more effectively

## Who is it aimed at?

**This resource is aimed at GLAM and those who work with them who want to help shape a better, sustainable future. It can be applied to a whole institution, or be used by individual GLAM workers.**

It can also be applied to groups of GLAM, and even to the entire GLAM sector: the approach works at all scales. It doesn't matter if you are in a leadership or management position, a curator, librarian, archivist, conservator, educator, work in finance, work in a café or shop, work with buildings, waste and energy, or any other role: everyone has a unique and distinctive part to play in supporting activity for a sustainable future through their work.

# Agenda 2030 and the Sustainable Development Goals

The concept of sustainable development largely grew from the work of the Brundtland Commission (1987), and was defined as “sustainable development is development [activity] that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

The most important current programme to support sustainable development is **Agenda 2030**, agreed by the world's governments in 2015, following a huge consultation exercise, and set to run until 2030.

Agenda 2030 is “a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom.” Agenda 2030 aims to “free the human race from the tyranny of poverty and want and to heal and secure our planet.”

The Agenda has the following key characteristics: 1. Universality, it applies to all countries; 2. Leave no-one behind, meaning that activity has to prioritize those who are most disadvantaged; 3. Interconnectedness and indivisibility: the goals form an integrated set rather than a picklist or menu; 4. Inclusiveness, so that every member of society can play a part, and be provided with opportunities to do so, as is their right; and 5. Multistakeholder partnerships as a basis for activity.

The Agenda seeks to create a world where more people attain their human rights, and also recognizes the importance of the Right to Development, which sets out that people are entitled to participate in activities that will affect them: Agenda 2030 is not a top-down Agenda, but a radical pivoting towards multistakeholder collaboration and participation, in pursuit of common goals, tailored and recognizing local contexts and cultural differences, and recognizing that “all cultures and civilizations can contribute to, and are crucial enablers of, sustainable development”.

The Agenda is largely achieved through a set of 17 Sustainable Development Goals (SDGs for short). They are supported by 169 targets that, if addressed, have been agreed to make the biggest contributions to securing a sustainable future.

The 17 SDGs and their 169 targets are the results framework for Agenda 2030; they were developed through an extensive consultation exercise and adopted by the world's governments in 2015 as a blueprint for sustainable development locally, nationally and internationally. Being the result of a huge consultation exercise, they are not the United Nations' SDGs or governments SDGs: they are everyone's, with a strong public mandate that public institutions should listen to and work towards, and create opportunities for society to participate in their achievement. Agenda 2030 and the SDGs are not quite synonymous, and the SDGs emphatically must be understood in the context of the vision, aims and principles of the overall Agenda 2030.

The Agenda and SDGs already incorporate all major international agreements, including human rights, the Paris Agreement, Convention on Biological Diversity and more. Working to support them is a very effective way of supporting multiple agendas, and achieving the harmony that is a goal of sustainable development.



## The over-arching aims of Agenda 2030 and the SDGs that support it can be summarized as ‘5 Ps’:

**People:** to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.

**Planet:** to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations.

**Prosperity:** to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social, and technological progress occurs in harmony with nature.

**Peace:** to foster peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without peace and no peace without sustainable development.

**Partnership:** to mobilize the means required to implement the 2030 Agenda through a revitalised Global Partnership for Sustainable Development, based on a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people.

These 5 Ps can't be distributed between particular SDGs, as each goal relates to several (at least) of the 5 Ps. In the same way, the SDGs can't be divided into social, economic or environmental goals: SDGs typically cover two or three of these dimensions. It is very undesirable to consider particular SDGs as relating to only one of the 5 Ps, as social, environmental and economic challenges are interconnected.

Agenda 2030 and the SDGs can be thought of as a huge, enormously complex puzzle that we solve, or resolve, through sustainable development action. True sustainability lies at the centre of the five dimensions.

For more information on the background to Agenda 2030 and the SDGs, see [‘Museums and the Sustainable Development Goals’](#), which sets out how museums can contribute to the SDGs, and how they will benefit by doing so.



## How this resource works

**Working to create a sustainable future through focussed sustainable development activity is much easier than people often think. All it requires is a bit of planning, backed up by a commitment to achieve a particular goal or aim, followed up with relevant action. This resource consists of Sustainability Statements to help you do this. The Statements are intended to help you to understand the SDGs, set priorities and goals, integrate them into your activity, and report and communicate your efforts.**

In 'Museums and the Sustainable Development Goals', a six-step plan and Seven Key Activities are set out to help museums to support the SDGs through their work, as a blueprint for action for sustainable development. The same principles apply across the GLAM sector.

### The six-step plan is really very simple

1. Understand the SDGs to be an interconnected and interdependent set of goals (rather than a set of separate boxes) to address the world's biggest challenges;
2. Decide what part you want to play in them, or should be playing (as a leader, follower, partner, etc.);
3. Have a rough overall understanding of how your GLAM (or your own work) contributes to all 17 SDGs, both positively and negatively, and also which particular ones are its focus (as your strengths);
4. Explore the Seven Key Activities, to understand how particular GLAM tasks and activities relates to particular SDGs and targets (you might be working on a particular project, programme or in a particular area of work);
5. Choose one or more of the Seven Key Activities and develop a focussed action plan using the SDG targets as a guide, to plan intended sustainable development outcomes. Then deliver the plan, and communicate your progress. Remember to try to enhance positive contributions and also eliminate negative impacts in and through your activity. Your plan might be for a single activity, department, area of work, topic, or for the whole organisation or groups of GLAM.

Lastly, 6. Review and renew your action plan regularly.

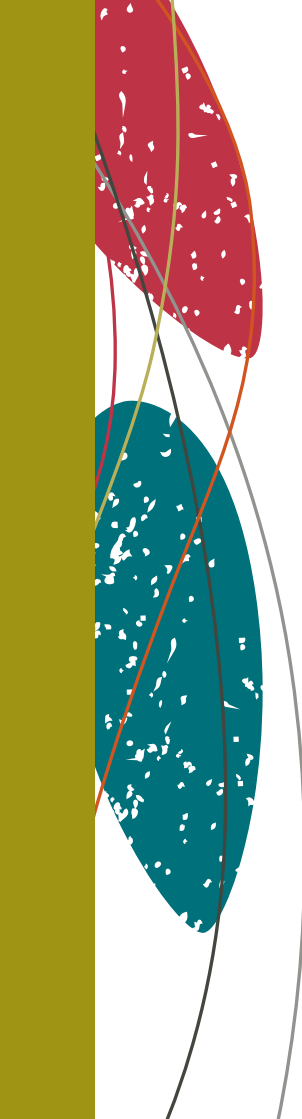
That's it: dead simple!



## The Seven Key Activities are:

1. Protect and safeguard cultural and natural heritage, both in museums and more generally
2. Support and provide learning opportunities in support of the SDGs
3. Enable cultural participation for all
4. Support sustainable tourism
5. Enable research in support of the SDGs
6. Direct internal leadership, management and operations to support the SDGs
7. Direct external leadership, collaboration and partnerships towards the SDGs

This resource expands on the Seven Key Activities. You are still encouraged to refer to and use the six-step plan set out above and in Museums and the Sustainable Development Goals. For each Key Activity, the relevant Sustainable Development Goal targets have been selected. These targets are largely the same as those listed in Museums and the Sustainable Development Goals, but some additional targets have been added to take account of the consequences and challenges of the COVID-19 pandemic, and the serious impact this has had worldwide, notably on developing countries, and poor and marginalized/under-served communities: this really requires greater focus and support, notably from the rich Global North countries.



**For each of these SDG targets, a series of statements are presented to help mainstream activity for that target into your activity. These are:**

**1. Commitment:** the first step in addressing Sustainable Development targets is making a specific commitment to help achieve their success. It doesn't have to be a written commitment, but a reflection of what you are trying to achieve.

*Does the commitment match with your current activity or your intentions? Have you set an ambitious target, or an easy one?*

**2. End goal:** when you aim to have achieved success with your commitment.

*Have you set an end goal to match your intention? When should it be? Is your goal real, or is it only an aspiration?*

**3. Measurement and awareness:** if you can measure it, you can manage it.

*What are the elements and activities that are involved in achieving your commitment?*

**4. Plans in place/being delivered and communicated:** if there is no plan linked to your commitment and goal, it is very unlikely that you will achieve them.

*Do you have, or are you developing or delivering, plans that help achieve your commitment (you would choose which statement applies to you)? How do your current plans need to change to meet the commitment to support a particular SDG target? Are your plans SMART, that is Specific, Measurable, Achievable, Relevant, and Time-bound? If they aren't, change them so they are. If you are delivering plans, how are you doing? Are you on track? Are you communicating your activities, to ensure transparency and accountability?*

## Using the interactive pages

For each line, you select the statements that most closely relate to what you are already doing, or what you want to do. The statements run from left to right. The statements are worded to help you get started with what action is needed to help you implement them, if you aren't already implementing them, and/or to clarify what difference they are trying to make. Ideally, for a particular activity you would have made a commitment with an end goal; you'd know what to measure and monitor; have a plan in place that you are delivering to achieve your commitment; and you would be communicating your progress to others. For each line, you can choose which Sustainability Statements apply to your work, and use the picklist below each statement to monitor your progress.



You can use the traffic light system to show whether you are **behind (red)**, **have work to do (amber)**, or **work has been completed and/or is being monitored (green)**.



You can save the completed file with a date, and revisit it periodically and resave it or save under a different file name, to keep up to date with your progress.

To take an example, you may already be delivering a plan that helps achieve a particular target, but you may not have set a commitment or an end date linked to this. You will be more likely to succeed, hold yourself to account, and be able to communicate your intentions transparently if you make the commitment to support particular targets and include them in your plans. So, you can look for your existing activities, and then make the commitments and set end dates that will help underpin those plans.

Alternatively, you can use the statements to help you make a new commitment, set an end date, understand what you can measure/report, develop and deliver a SMART plan, or incorporate it into your other plans. The statements are not intended to be prescriptive, reductive or simplistic, nor are they the only possible interpretation of particular SDG targets: they are just interpretations of the targets to relate them to GLAM. Remember that sustainability is about considering people and planet and prosperity together, and the SDGs are to be viewed in their entirety and focussing on connections between them rather than as separate boxes.

You can use the Sustainability Statements, amended to suit your own circumstances, in your planning, reporting and communication. Where the statements say 'in our context', you would amend the statement to specify who, what and/or where the statement relates to, depending on the places, communities and/or topics that you are concerned with.

If you are looking at applying this resource at an organisational level, try to see your organisation in as many of the activities as possible: a GLAM is operating to optimal capacity when all of the main sections (the Seven Key Activities) are being addressed through its activity. Don't just choose the ones you are already good at or that are obvious. The statements are intended to be a helpful guideline, and additional SDG targets may also apply to your work. The intention is not to end up with many plans, one for each target, but to ensure that the targets and action to support them are incorporated into your plans. That is how they will be mainstreamed.

If you are looking at applying this resource at an individual or team level, identify the sections that are most closely related to your work, but please do also try to consider how your work may negatively impact on other aspects of GLAM work, as shown in the other sections.

You could use this resource to develop an understanding of particular targets with your stakeholders, to create your commitment and other statements, to build accountability, transparency and shared ownership of planning decisions.

If you're not sure how to get started, just choose one or two of the targets, plan the activity to support them, do it, and review it. Working to support sustainable development quickly becomes second nature: it is exciting, and you'll be amazed how many people are trying to address the same challenges. The SDGs and their targets help make it easier for people to understand and talk about their particular sustainability challenges, and what they are doing to achieve them, and to see why it matters that we try to make a difference in our work. Participating in sustainable development is full of opportunities, helps build staff morale and motivation; participation strengthens your organization's purpose and can help support its own future. Playing your part in sustainable development strengthens connections with stakeholders, and builds transparent, effective and transformative public service.

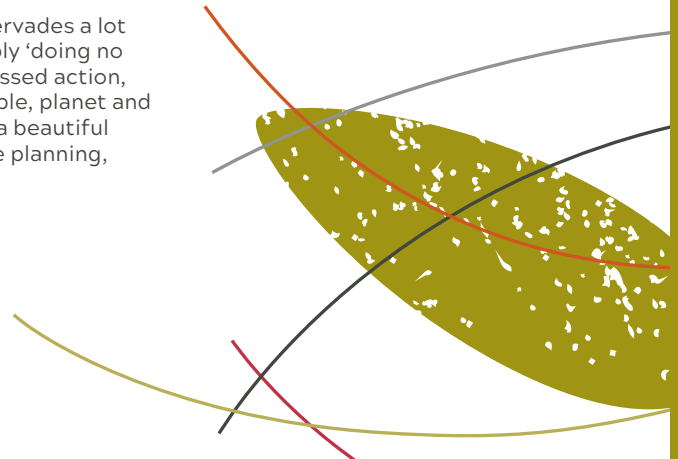
You can use this resource along with the [JCCROM Our Collections Matter toolkit](#), which provides a set of suggested indicator activities for each SDG target, and links to good-quality tools to help embed sustainable development action into GLAM and other collections-based institutions. You can also use tools in the [Local 2030 website](#), or in the [SDG Helpdesk](#), which contain many excellent resources.

## Why use commitments, end-dates and Sustainability Statements?

A lot of current discussion on sustainability is about focussing on reducing negative impacts, but often without a clear endpoint, goal or date for achievement. This means that GLAM may only be talking about being 'less unsustainable' (although you are really only ever sustainable or not), or more 'eco-efficient', rather than working towards true sustainability.

Sustainability does not just mean minimizing damage, or trying to 'do no harm'. It means contributing positively to the future, in the full sense of considering people, planet and prosperity, together. Put another way, it is simply not enough to have a goal of 'don't make things worse', or 'try not to do too much damage'. We have to make them better, and sustainable development is how we do it.

Sustainable development gets away from the vagueness that pervades a lot of discussion on sustainability, or the belief that it is about simply 'doing no harm'. Sustainable development is about clear, committed, focussed action, to achieve a more harmonious balance of considerations of people, planet and prosperity. It means taking part in creating a better future. It is a beautiful idea, that everyone can help make a reality through some simple planning, followed up with activity.



## What are the benefits?

These Sustainability Statements can help you to:

- 1. Understand the social, environmental and economic challenges** in your context (community, place and/or topic area), and ask how you can help address them.
- 2. Ask yourself what your organisation is committed to**, and understand those commitments in sustainable development terms, and how they align with the Sustainable Development Goals and targets.
- 3. Set concrete goals and plan impactful actions** to support sustainable development more effectively.
- 4. Increase ambition**, to secure a sustainable future.
- 5. Identify strengths, weaknesses and capacity gaps** in terms of how you support sustainable development.
- 6. Have discussions among staff** on how individuals and teams contribute to sustainable development and the SDGs, both positively and negatively.
- 7. Align management decisions and the allocation of resources** (whether money, staff or time) to support sustainable development and the Sustainable Development Goals.
- 8. Build activity** that supports sustainable development and the Sustainable Development Goals into institutional, team and individual work programmes, plans and reviews.
- 9. Identify partnership opportunities** to support sustainable development.
- 10. Monitor and evaluate your commitments, and communicate your activity:** the statements can help you develop plans and monitor progress; and tell your story to stakeholders, in sustainable development terms. You can use the Sustainability Statements that relate most closely to your activity to build a simple sustainability plan to work through and/or a sustainability report, which could be communicated to your stakeholders and to wider society.

## Avoiding common 'sustainability pitfalls'

**These Sustainability Statements can also help you avoid the following common mistakes with GLAM and sustainability:**

**1. Cherry-picking:** it is too easy for organizations to choose the aspects of sustainability that they are already good at, or picking one or several aspects (e.g. particular Sustainable Development Goals or targets) without considering how they are connected to others, and not addressing the aspects of sustainability that are in need of real attention.

**2. Getting stuck in definitions:** sustainable development is focussed activity to help secure better (more sustainable) outcomes. It is an active process that helps to focus on action and get beyond vague use of the term sustainability, or getting stuck with how sustainability is defined.

**3. Business as usual:** it can be tempting for organizations to use the SDGs to state what they are already good at, rather than using the SDGs as a roadmap to advance contributions to sustainability. This is understandable when they are advocating, but it isn't helpful when they are aiming to contribute to sustainable development. The SDGs involve a commitment to positive change and transformation, not a commitment to stasis: sustainable development is about 'making a difference better', or 'making a better difference'.

**4. Green-washing/SDG-washing:** making public statements about what an organization is doing for the environment, sustainability or the SDGs, that are not backed up with plans or action. Green-washing is neither ethical or sustainable, as it risks reputational damage if/when unsubstantiated claims are found out.

**5. One-dimensionality:** it is common to hear people talk about how a particular project addresses social sustainability, or environmental sustainability. Sustainable development has to consider all three aspects - people, planet and prosperity - to avoid trade-offs.

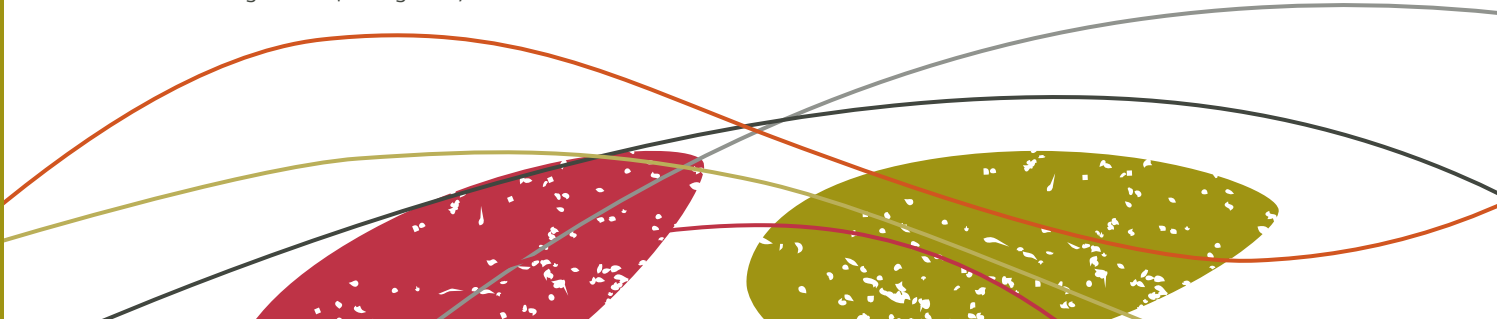
**6. Accepting the unacceptable:** justifying the negative impact of an activity in one aspect of sustainability against positive contributions in another. Justifying the negative environmental impacts of GLAM against their positive social impacts falls into this category. That is a zero-sum game. Sustainable development is about taking actions that work to secure win-win-win outcomes for people, planet and prosperity; that is, it is a non-zero-sum game.

**7. Using 'sustainability' to justify unsustainable GLAM growth,** for example by erecting new buildings to exhibit environmental themes, but not addressing the negative environmental impact of the building itself (eg. carbon footprint of materials and construction), let alone making sure it contributes positively to environmental sustainability.

**8. Unclear terminology:** the terms 'ecological', 'green', 'sustainable', 'environmental' and 'eco-' can be over-used to become meaningless. Clear use of terminology will help to tell a convincing or compelling story.

**9. Using 'sustainability' in a competitive way, for example by aiming to be the 'best', 'first', 'biggest' or 'most sustainable'.** Sustainability will develop as more and more people and organizations work to support sustainable development activity. It needs everyone to play their part, and to play it together. Competitiveness among GLAM hinders their ability to work together effectively. Acknowledging that Partnership is one of the 5 Ps for a reason - that it is crucial for sustainable development - can help GLAM to work together in genuine partnership with one another and with other organisations, to create sustainable development value.

**10. Thinking of the Sustainable Development Goals as an 'add-on' activity (or thinking of them as a project):** the SDGs help you plan existing and new activity to make your contributions to a sustainable future more effective.





# Approaches to Mainstreaming

The UN has suggested nine activity areas to help mainstream the SDGs, from local to country settings/levels. These are: 1. Raising awareness; 2. Multistakeholder approaches; 3. Tailoring SDGs to national/local context; 4. Horizontal policy coherence [i.e. alignment with other sectors] ; 5. Vertical policy coherence [i.e. globalizing the Agenda]; 6. Budgeting for the future; 7. Monitoring, reporting and accountability; 8. Assessing risks and fostering adaptability; and 9. Mainstreaming the SDGs in countries in complex situations.<sup>1</sup>

There are many possible approaches to mainstreaming sustainable development and the SDGs in a GLAM setting, which support one or more of the nine activity areas outlined above. A few examples could include:

**1. Mainstream by SDG or by challenge:** choose a particular SDG or challenge (or combination of a few SDGs) and incorporate it across all Seven Key Activities as a focussed plan, until it is embedded in people's working practices. Choosing SDGs or challenges that relate to the biggest challenges in your context (town, region or country) will, of course, achieve the most beneficial or worthwhile results. If you choose this approach, it is important that you also consider the positive and negative impacts of activity on other SDGs, to ensure you are not creating trade-offs.

For example, No Poverty (SDG 1) could be mainstreamed through (1) collections development, documentation or interpretation relating to poverty and ending poverty; (2) developing educational programmes focussed on poverty and/or tackling poverty; (3) ensuring everyone can take part in GLAM activities of all kinds, as a form of poverty reduction, including those activities dedicated to poverty and ending poverty; (4) support sustainable tourism, which sees economic benefits flow to the poorest in society; (5) support research activities that support poverty reduction; (6) reduce poverty through your GLAM's everyday decisions, for example through supporting only Fair Trade or procurement and employment practices that eliminate exploitation, including through low paid work and unpaid work; and (7) participating effectively in cross-sector and international partnerships that help reduce poverty, by sharing expertise, knowledge, financial benefits, and other forms of sharing and value generation.

<sup>1</sup> UNDG (2017). Mainstreaming the 2030 agenda for sustainable development: reference guide to UN country Teams. UNDG, New York. [Available here](#)

**2. Mainstream by connecting with existing external initiatives:** Mainstreaming works by connecting the local and the global, or at least with initiatives beyond the institution. This also helps to ensure that people have opportunities to participate in sustainable development - as is their right - through effective institutions that provide relevant opportunities.

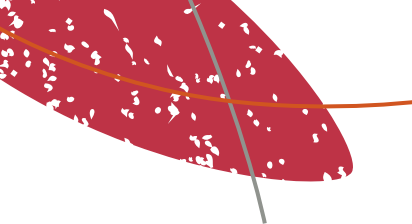
For example, connect with International Observance Days, International Years and International Decades, or with other national events and commemorations. Many of these have educational and cultural aspects already contained within them, but the cultural sector is often unaware of them. Use the six-step plan and Seven Key Activities to support these dates and years. For example, 2021-30 is the Decade of Delivery for the SDGs, International Decade of Ocean Science for Sustainable Development, Fourth International Decade to Eradicate Colonialism, the International Decade of Ecosystem Restoration, and more.

Mainstreaming can help ensure the aims of these Decades are successful, and they are an excellent opportunity for GLAM to 'play their part', enhance their relevance, and increase their individual and collective impact.

**3. Mainstream by project:** take an existing or upcoming project and understand its sustainable development potential, benefits and costs, and make a plan to maximize the benefits, and reduce and eliminate the negative impacts, using the six-step plan and Seven Key Activities as a guide to planning, delivery and communication. Consider how it can help mainstreaming through the other suggested mainstreaming activities in this list.

**4. Mainstream through partnership:** related to the previous three approaches, you can mainstream activity that supports the SDGs by working with other GLAM or other sectors on the same challenge or a set of challenges, tailored to local circumstances. As with linking to external initiatives, partnership creates greater results by working as an economy of scale: pooling resources is not only effective, but you can do more together than you can alone, and the most effective partnerships create results that can't be created alone.

**5. Mainstream through policy, planning and resource allocation:** taking a whole-organisation approach helps to avoid trade-offs between activities in different parts of the organisation. Underpinning all activity with policies that prioritize and support sustainable development approaches and activities, providing resources for these, and eliminating unhelpful practices and policies that have negative impacts, is an important foundation for mainstreaming.



**6. Mainstream through working practices, training and employment:** Make sustainable development everyone's job, and a basis for employees' individual development, review and progression. Ensure there are clear boundaries and responsibilities so that everyone is clear on their particular role and responsibility, and that there is clear leadership. Ensure everyone understands their positive and negative impacts on the SDGs, and that they are empowered, motivated, supported, skilled and expected to play their part. Include sustainable development in recruitment processes and job adverts, to attract people committed to sustainable development who will be able to contribute effectively to the organisation's contributions to sustainable development. Use it to frame discussions and in staff meetings.

**7. Mainstream through monitoring, evaluation, reporting and communication:** align activities with the SDGs and targets, so that outcomes are defined in terms of their contributions to goals and targets. Communicate activities openly and transparently in terms of the SDGs and targets, highlighting both positive developments, and negative impacts to be addressed, to provide a full picture of the GLAM's contribution to sustainable development, rather than a selective picture.

**8. Mainstream through experience, familiarity and everyday usage:** one of the most important ways the SDGs and sustainable development can be mainstreamed is by making them everyday practice, where the SDGs and sustainable development just become part of people's ways of operating and interacting, in a relaxed, comfortable way, and where they are properly understood in the context of the vision of Agenda 2030. As an example of this - a true story - after a series of webinars for museum workers and the SDGs, participants would bring them up in everyday discussion, and even joke about them, in terms of how particular activities contributed to particular goals and targets. Familiarity builds confidence, which builds ambition and achieves bigger, better results, in enjoyable ways.

This is not a prescriptive list, but a set of suggestions for you to choose from, adapt or add to depending on your circumstances and challenges.

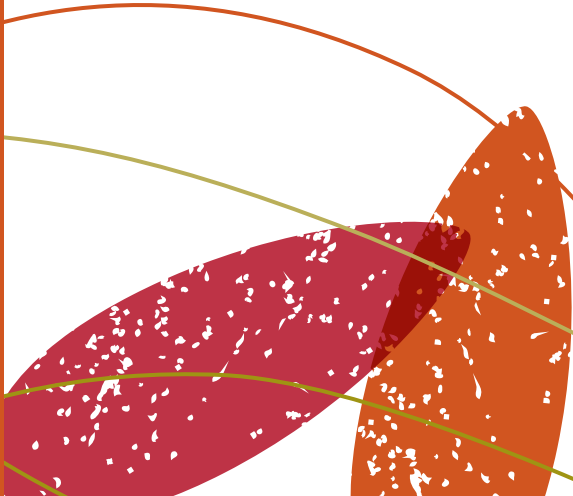
The choice of which activities get supported and mainstreamed is obviously crucial, and should both 1. Aim to support those who are currently 'left behind' and 2. Be done in ways that are transparent and accountable. Ideally, you would be mainstreaming the SDGs through all of the above methods, and more: the SDGs would be woven into the fabric of planning, resourcing, delivery, monitoring, reporting, collaboration and external communication.

## Sustainability reporting

Sustainability reporting has been defined as “the practice of measuring, disclosing, and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development... A sustainability report should provide a balanced and reasonable representation of the sustainability performance of a reporting organization - including both positive and negative contributions.”<sup>2</sup>

Sustainability reporting, or corporate social responsibility reporting, has been around for decades, mostly in the commercial sector, but any kind of organization can report its sustainability activity, and there are good reasons for doing so. GLAM can adopt sustainability reporting principles, to make their sustainability claims credible. These reporting principles can be applied in core reporting documents, whether a separate sustainability report is produced or not. This helps to promote public trust and build stakeholder confidence. It also helps to drive ambition and action, and to build collaboration among staff and between GLAM and other partners.

<sup>2</sup> GRI (2011). Sustainability Reporting Guidelines, 2011. Global Reporting Initiative, Amsterdam.



The largest sustainability reporting initiative is run by the Global Reporting Initiative (GRI), and a number of excellent resources exist to support businesses to integrate the SDGs into sustainability reporting. These can be applied to all kinds of organizations, including GLAM. Preparing a GRI-compliant report involves a considerable investment of time and resources, but the principles can be easily used by anyone wanting to increase their transparency and be held to account, by openly and honestly present their contributions to sustainable development.

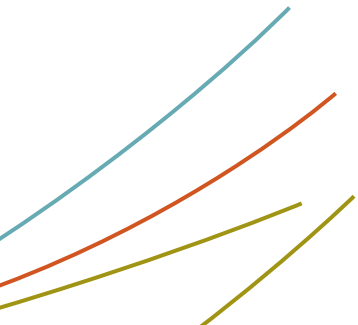
GRI uses the following principles, that can be taken up by GLAM in their reporting on their actions to help achieve sustainable development, whether they report to GRI or not (and what is suggested here is not a 'short-cut' to GRI, but to encourage more GLAM to make a start towards full sustainability reporting):

**1. Materiality:** that is, reporting on what matters, also referred to as 'principled prioritization', reporting on the most salient sustainability impacts, both positive and negative.

**2. Stakeholder inclusiveness:** stakeholders are clearly identified and their views sought on what an organization should be working towards, in terms of meeting the needs and aspirations of stakeholders, and in the standard of service provided.

**3. Sustainability context:** the report should present the organizations activity in the wider context of sustainability.

**4. Completeness:** the report should include content to adequately reflect an organization's positive and negative impacts in all of social, environmental and economic dimensions, so that stakeholders can adequately understand the organization's sustainability performance.



## A sustainability report, roughly compliant with the principles of GRI, will include the following:

Foreword:	Signed statement from the most senior member of staff, or the Board of Trustees
Organizational profile and governance:	Brief description of the organization, including its mission and governance structure.
Strategy and analysis:	A strategic summary that outlines how the GLAM relates to sustainable development challenges and how these are incorporated into its vision, strategic plan, operational plans and reporting system.
Reporting parameters:	Scope, boundaries (reporting parameters, e.g. sector, locality, time period), and methodology of preparing the report
Environment Society Economy	The core subject matter. This will identify relevant goals, targets and indicators, and report on progress with addressing these. Both positive and negative contributions to each aspect of sustainability should be reported.
Conclusions	A summary of the key findings of the report. This can discuss what has been achieved and what has not, and set the priorities for future activity.

**There are lots of resources available to support sustainability reporting.  
Among the most useful resources are:**

**Business Reporting on the SDGs: An Analysis of the Goals and Targets (GRI and UNGC, 2017)**

This report links existing reporting requirements (disclosures) from sustainability reporting with particular SDGs and targets, and suggests activities to undertake. However, as GRI reporting is primarily aimed at the commercial sector, there are many areas relevant to GLAM work for which suitable sustainability information requirements do not exist. The present resource can be used to supplement existing sustainability reporting, and to help make it more relevant to GLAM and similar institutions.

**Integrating the Sustainable Development Goals into Corporate Reporting: A Practical Guide**

**(GRI and UNGC, 2018)** This report is primarily aimed at organizations that are already undertaking sustainability reporting.

**Approaches and Methodologies for Civil Society Reporting on the SDGs and the 2030 Agenda: TAP Network Spotlight Reporting Guidelines (TAP Network, 2021)**

**SDG Compass**

**B Impact Assessment tool**

## Understanding your main sustainability impacts

The Seven Key Activities in ‘Museums and the Sustainable Development Goals’ can help you to identify your main contributions to sustainable development, both positively and negatively. Obviously, these are important areas to focus on, ensuring that you address your main negative impacts, and starting with the biggest impacts first.

Remember, it is important to acknowledge both positive and negative contributions to sustainable development and address these accordingly. You should also consider your impacts in relation to the challenges faced in your context (town, region or country), to ask whether your activity is contributing to meeting the biggest challenges there, and if it isn't, how could it contribute more effectively to overcoming those challenges.





Key Activity	People	Planet	Prosperity
<b>1. Protect and safeguard the world's cultural and natural heritage, both within GLAM and more generally</b>	Is cultural heritage well protected and being developed (enhanced) effectively; is it appreciated, understood and accessible in your context? Is it used or experienced in ways that themselves support sustainable development?	Is natural heritage well protected, being developed (enhanced) effectively; is it appreciated, understood and accessible in your context? Is it used or experienced in ways that themselves support sustainable development?	Are cultural and natural heritage recognized and developed both as a non-economic form of collective wealth, and as a basis of fulfilling lives and productive livelihoods?
<b>2. Support and provide learning opportunities in support of the SDGs</b>	Are people empowered to understand and contribute to sustainable development positively, through knowledge, attitudes and skills?	Do programmes empower people to play a part in protecting the environment, through their lifestyle choices and support for nature conservation?	Do programmes empower people to develop knowledge, attitudes and skills linked to fulfilling lives and productive employment?
<b>3. Enable cultural participation for all</b>	Are special efforts made to remove barriers to participation so that everyone has equal opportunity to access, participate in, and contribute to cultural life, and putting the 'farthest behind' first?	Are special efforts made to remove barriers to participation so that everyone has equal opportunity to access, experience and protect the natural environment, and putting the 'farthest behind' first?	Are special efforts made to remove barriers to participation so that everyone has equal opportunity to lead fulfilling and productive lives, with fair access to education, skills and employment, and putting the 'farthest behind' first?

Key Activity	People	Planet	Prosperity
4. Support sustainable tourism	Are tourism activities contributing positively to host and visiting communities, promoting understanding and tolerance?	Are the positive and negative environmental impacts of tourism being managed appropriately? Are emissions from visitor travel being eliminated?	Are tourism activities contributing appropriately to GLAM economies, and to local economies, in fair, sustainable ways, that benefit local businesses and communities, and that create jobs and income for small producers?
5. Enable research in support of the SDGs	Is the research potential of GLAM to support positive social outcomes being realized, whether locally or globally?	Is the research potential of GLAM to support positive environmental outcomes being realized, whether locally or globally?	Is the potential of research activities to develop new jobs, products or services being realized? Are the benefits of research shared fairly?
6. Direct internal leadership, management and operations towards the SDGs	Do leadership, management and operations support people in fair employment, and address negative social impacts of all operations?	Are leadership, management and operations directed towards supporting activities that are positive for the natural environment and removing negative environmental impacts?	Are leadership, management and operations directed towards sustainable business models and economic activities (procurement, finance, pensions, etc.) that secure GLAMs' long-term futures, and that promote sustainable development and the green economy?
7. Direct external leadership, collaboration and partnerships towards the SDGs	Are leadership, collaboration and partnerships directed towards addressing social challenges effectively?	Are leadership, collaboration and partnerships directed towards addressing environmental challenges effectively?	Are leadership, collaboration and partnerships directed towards securing a vibrant, prosperous future for GLAM, their communities, wider society and nature?

**Agenda 2030 considers two additional dimensions of sustainability: Peace and Partnership. These are slightly different from the other three dimensions, but are also critical.**

**Peace** can be considered as being about governance and effective institutions (most strongly linked to activities 6 and 7 in the table above, but relating to all 7); it is also an essential enabling condition for sustainable development, and a primary goal of sustainable development activity. Building peace supports sustainable development, and sustainable development helps bring about peace. You can ask yourself how your GLAM is contributing to peace in its local and broader contexts, how transparent and effective it is, and also how effective it is as an institution for the long-term.

**Partnership** is a means of implementation for sustainable development activity: better partnerships help create better outcomes, and create new opportunities, results and sustainable development value. As with Peace, Partnership is most closely associated with a particular Key Activity (number 7), but is relevant to all of the Key Activities.



# Making high-level commitments to sustainable development

**High-level commitments articulate how your organization sees GLAM contributing to sustainable development. These outline your vision of the role of GLAM as actors in sustainable development, and your own commitment.**

Your vision statement or your vision for sustainability may focus first on your vision of the world beyond your GLAM, whether your town, country or the world, as appropriate, for example:

**Our vision is of a world at peace, where people and nature flourish together.**

Starting with the external world as you want to see it is a stronger foundation than starting with a description of your vision or mission for your own GLAM, as it is more outcomes focussed, and helps readers understand the different that you are trying to make in the world and for them.

Alternatively, your vision statement may focus on how you see GLAM contributing to sustainable development, and be something like:

**We believe that GLAM can support society's development, working with people as individuals and in communities, and with specialists, to build a sustainable future benefitting people, planet and prosperity, together.**

This sustainability vision statement should be accompanied by or incorporate a mission statement that outlines your commitment to contributing to sustainable development, for example:

**We are committed to supporting society to build a future where people and nature flourish together, drawing on our collections, working in partnership with people as individuals and in groups, and focusing on tangible real-world benefits and impacts.**

Whatever approach you use, it is important that the statement or statements make it really clear who does what, where and why. The 'how' can come later, in your list of priorities or objectives, or it can be incorporated into your mission statement along with these other elements.

## Using the Seven Key Activities to make high-level commitments:

**The Seven Key Activities from ‘Museums and the Sustainable Development Goals’ can be turned into headline Sustainability Statements and commitments, that summarize how you will contribute to sustainable development.**

- We are committed to ensuring that cultural and natural heritage is effectively protected and safeguarded everywhere, both in our GLAM and in our wider context.
- We are committed to ensuring that everyone in our context has the necessary information, knowledge, attitudes and skills to contribute to a sustainable future, for the benefit of themselves, others and nature.
- We are committed to ensuring that everyone in our context has equal access to participate in cultural life, accessing their own culture and that of others, and contributing to the cultural life of the community and humanity. We are committed to ensuring no-one is ‘left behind’.
- We are committed to contributing towards sustainable tourism, that benefits communities, economies and the environment, and eliminates the negative impacts of tourism.
- We are committed to ensuring that the research potential of our resources - for example our collections and programmes - is unlocked to contribute effectively towards a sustainable future.
- We are committed to directing our everyday decisions, budgeting, operations, procurement and management towards creating a sustainable future.
- We are committed to working across sectors and across borders of all kinds, directing our partnerships and collaborations towards creating a sustainable future for all.



# The Sustainability Statements

The table on the following pages shows which sections in the Sustainability Statements include references to targets within particular SDGs.

Please note, this does not mean that those SDGs are only relevant to those Key Activities, or vice versa.










The SDGs are interconnected, and action for one should also aim to support other goals wherever possible; for example, action for SDG 4 helps support all other goals.

You can always ask yourself 'how can this goal/target be better supported through a particular Key Activity?', or 'how can I better support multiple SDGs through this Key Activity?'

Sustainable Development Goal	Full description	Key aims and challenges	See Key Activities
 <p><b>1</b> NO POVERTY</p>	End poverty in all its forms everywhere	Expand support for the poor and address the root causes of poverty. Developing countries will need special support.	
 <p><b>2</b> ZERO HUNGER</p>	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Ensure everyone has access to safe, nutritious food on a regular basis and a healthy diet; and that agriculture is resilient and operates in harmony with nature.	
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	Ensure healthy lives and promote well-being for all at all ages	Ensure universal access to sexual and reproductive health services, prevent infectious diseases, and tackle public health issues.	
 <p><b>4</b> QUALITY EDUCATION</p>	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Everyone has good-quality education that enables them to participate fully in society, achieve their potential, and live in harmony with other people and with nature.	
 <p><b>5</b> GENDER EQUALITY</p>	Achieve gender equality and empower all women and girls	Eliminate all forms of sexual discrimination, violence and harmful practices against women and girls, and uphold sexual and reproductive health and rights, so they are able to participate fully in public, economic and political life.	

Sustainable Development Goal	Full description	Key aims and challenges	See Key Activities
<b>6</b> CLEAN WATER AND SANITATION 	Ensure availability and sustainable management of water and sanitation for all	Ensure everyone has a reliable, safe water supply and good quality sanitation, managed in harmony with nature, in the context of climate change and competition for water.	      
<b>7</b> AFFORDABLE AND CLEAN ENERGY 	Ensure access to affordable, reliable, sustainable and modern energy for all	Ensure everyone has access to electricity, clean fuels and technologies for cooking, and increasing the use of renewable energy everywhere.	      
<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	Promote sustained, inclusive and sustainable economic growth	Protect employee rights and promote safe and secure working environments for all workers, especially those in precarious employment. Support the development of economies where everyone benefits, and that operate in harmony with nature.	      
<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Develop good-quality, sustainable and resilient infrastructure. Foster innovation and research that will advance sustainable development.	      
<b>10</b> REDUCED INEQUALITIES 	Reduce inequality within and among countries	Reduce inequalities in income and opportunity between and within countries, linked with gender, age, disability, ethnicity or other shared characteristic.	      



Sustainable Development Goal	Full description	Key aims and challenges	See Key Activities
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<p>Develop cities, towns and communities that are sustainable as places for people and communities to live and work in, and in harmony with nature, in the context of rapid social change and a changing climate.</p>	
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns</p>	<p>This Goal is key to achieving a wide range of other Goals, embracing the challenge of producing and consuming less, encouraging reuse and reducing waste, reducing pollution and using natural resources in sustainable ways.</p>	
 <p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts</p>	<p>This Goal will require both 1) the incorporation of measures to fight climate change into national planning, strategies and policies and 2) greater public awareness and education on reducing climate impacts and finding ways to live with climate impacts.</p>	
 <p>14 LIFE BELOW WATER</p>	<p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>	<p>Enhance scientific research, and reduce the impacts of human activity on the oceans and marine life.</p>	
 <p>15 LIFE ON LAND</p>	<p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>	<p>Sustainably manage land-based habitats and natural resources such as forests, restore damaged landscapes and halt the spread of deserts. Safeguard biodiversity and ecosystems.</p>	


Sustainable Development Goal	Full description	Key aims and challenges	See Key Activities
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Ensure everyone has access to justice and information. Transparent and accountable institutions are necessary for achievement of this and other goals.	
	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Partnerships within and between communities, sectors and countries are essential to achieving the SDGs.	

# What do you want to do?


1. **Protect and safeguard the world's cultural and natural heritage, both within GLAM and more generally**
2. **Support and provide learning opportunities in support of the SDGs**
3. **Enable cultural participation for all**
4. **Support sustainable tourism**
5. **Enable research in support of the SDGs**
6. **Direct internal leadership, management and operations towards the SDGs**
  - a. Employment (including recruiting, staff training, staff safety, and across the supply chain)
  - b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)
  - c. Commercial activities and procurement
  - d. Ethical and responsible leadership and management
  - e. Disaster management and Risk Reduction
7. **Direct external leadership, collaboration and partnerships towards the SDGs**


**1.**


**Protect and safeguard  
the world's cultural and  
natural heritage, both  
within GLAM and more  
generally**

1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div> <div>TARGET 2-5</div>  </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 2.5</b> “By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to maintaining the genetic diversity of cultivated plants and related wild species, and to fulfilling any obligations arising from the Nagoya Protocol on access and benefits sharing (ABS).	We have set an end date by which 1. the genetic diversity of cultivated plants and related wild species in our context will be maintained, and 2. to have access and benefits sharing agreements and procedures in place as soon as possible should they relate to us.	We know which cultivated plants, domesticated animals and wild relatives are relevant to our context, and which are under threat. We know how collections and collections-related processes (research, acquisition, commercial activities) may relate to the Nagoya Protocol, in terms of both genetic material and traditional knowledge.	We are developing/ delivering a SMART plan to 1. preserve genetic diversity of cultivated plants, domesticated animals and wild relatives, and related traditional knowledge, in our context, and 2. to develop and implement access and benefits sharing agreements and procedures in line with the Nagoya Protocol.

[see also Commercial activities section; access and benefits sharing are also the subject of SDG 15.6]


1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally		<b>TARGET DESCRIPTOR</b>  <b>Target 11.4</b> “Strengthen efforts to protect and safeguard the world’s cultural and natural heritage”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to safeguarding and developing cultural and natural heritage, with a focus on our specific context (locality, subject matter).</p>	<p>We have set an end date for cultural and natural heritage in our GLAM and beyond to be identified, assessed, and managed effectively.</p>	<p>With partners, we have identified the forms of tangible and intangible cultural and natural heritage in our context (communities, place, subject area etc.), risks to these and requirements of these, and review this assessment regularly.</p>	<p>With partners, we are developing/delivering a SMART plan to protect, safeguard and develop tangible and intangible cultural and natural heritage effectively, with clear division of responsibilities among partners, in the context of a rapidly changing natural environment.</p>


1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div> <div>TARGET 11.B</div>  <div>IMPLEMENT POLICIES FOR INCLUSION, RESOURCE EFFICIENCY AND DISASTER RISK REDUCTION</div> </div>	<b>TARGET DESCRIPTOR</b> <p><b>Target 11.B</b> “By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels”</p>	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to ensuring cultural and natural heritage are safeguarded through effective planning with partners.</p>	<p>We have set an end date for cultural and natural heritage - both in GLAM and more widely - to be factored into local plans for social inclusion, resource use, climate change management and disaster management, all of which contribute to Disaster Risk Reduction.</p>	<p>With partners, we have identified the ways that cultural and natural heritage relate or could relate to local plans for social inclusion, resource use, climate change management, and disaster management, so they contribute effectively to sustainable development and Disaster Risk Reduction.</p>	<p>With partners, we are developing/delivering a SMART plan to integrate considerations of cultural and natural heritage into local plans for social inclusion, resource use, climate change mitigation and adaptation, and disaster management, both to protect cultural and natural heritage and to ensure it contributes to sustainable development and Disaster Risk Reduction effectively.</p>


1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div> <div>TARGET 13.1</div>  <div>STRENGTHEN RESILIENCE AND ADAPTIVE CAPACITY TO CLIMATE RELATED DISASTERS</div> </div>	<div>TARGET DESCRIPTOR</div> <p>Target 13.1 “Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that cultural and natural heritage are resilient and able to adapt to climate change and natural disasters in our context.</p>	<p>We have set an end date by which cultural and natural heritage in our context (place, locality, and in our GLAM) are resilient and able to adapt to climate change and natural disasters, and our own negative impacts on these have been addressed.</p>	<p>We know the potential impacts of climate change and natural disasters on cultural and natural heritage in our context, including on our collections, and also our own negative impacts on cultural and natural heritage through our various activities.</p>	<p>We are developing/ delivering a SMART plan to build the resilience of cultural and natural heritage, both in our GLAM and more widely, enabling it to absorb, adapt and transform, drawing on Disaster Risk Reduction approaches.</p>





1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally		<b>TARGET DESCRIPTOR</b>  <b>Target 14.2</b> “By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to ensuring that marine and coastal ecosystems are properly protected, restored and used in sustainable ways.</p>	<p>We have set an end date by which we will have incorporated the protection, restoration and sustainable management of marine and coastal ecosystems across our activities.</p>	<p>We know which of our activities contribute negatively to marine and coastal ecosystems, and which activities and resources could help promote their protection, restoration and sustainable management.</p>	<p>We are developing/ delivering a SMART plan to mainstream the protection, restoration and sustainable management of marine and coastal ecosystems across our activities.</p>

1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div> <div>TARGET 15.5</div>  <div>PROTECT BIODIVERSITY AND NATURAL HABITATS</div> </div>	<div> <div>TARGET DESCRIPTOR</div> <p>Target 15.5 “Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species”</p> </div>	<div> <div>Progress</div> </div>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to preserving biodiversity and natural habitats.</p>	<p>We have set an end date by which natural habitats and threatened species are properly protected in our context (place, subject area).</p>	<p>We know which species and habitats are threatened in our context and through our activities. We know what steps we can take to reduce pressures on habitats and biodiversity.</p>	<p>We are developing/ delivering a SMART plan to preserve and restore biodiversity and natural habitats in our context, prioritizing threatened species and habitats, building the resilience of species and habitats to climate and environmental change, as well as eliminating our own contribution to these threats, and working with partners.</p>

1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div> <div>TARGET 15.7</div>  <div>ELIMINATE POACHING AND TRAFFICKING OF PROTECTED SPECIES</div> </div>	<div>TARGET DESCRIPTOR</div> <p>Target 15.7 “Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to ensuring that our collections-related activities do not contribute to the illegal wildlife trade.	We have set an end date to comply with existing legislation on endangered species, and to ensure collections of protected species do not enter the market.	We know how any new collecting must comply with existing legislation. We know which species in our collections are subject to existing legislation, and which may be targeted by thieves (eg. ivory of all kinds, rhino horn, bird skins and eggs, rare shells, tiger bones).	We are developing/ delivering a SMART plan to ensure compliance with existing legislation (CITES etc.) for existing and new collections, and to ensure collections at risk of being traded illegally are protected from theft.

1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div>TARGET 15.A</div>  <div>INCREASE FINANCIAL RESOURCES TO CONSERVE AND SUSTAINABLY USE ECOSYSTEMS AND BIODIVERSITY</div>	<div>TARGET DESCRIPTOR</div> <p>Target 15.A “Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to enhancing financial support to conserve and sustainably use biodiversity and ecosystems.	We have set an end date by which we will have enhanced financial support to conserve and sustainably use biodiversity and ecosystems.	We know which biodiversity and ecosystems require financial support, and how we can enhance and develop activities to provide financial support, through partnerships, focussed activities that raise money for conservation, and through procurement and merchandise.	With partners we are developing/delivering a plan of activities that provide financial support to conserve and sustainably use biodiversity and ecosystems.

1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div>TARGET 15·B</div>  <div>FINANCE AND INCENTIVIZE SUSTAINABLE FOREST MANAGEMENT</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 15.B</b> “Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to enhancing financial and other forms of support to conserve and sustainably use forests, and to provide resources to developing countries to support forest conservation.</p>	<p>We have set an end date by which we will have enhanced support to conserve and sustainably use forests, and we will have provided resources to developing countries to support forest conservation.</p>	<p>We know which forest-related projects, activities and areas require financial and other forms of support, notably in developing countries, and how we can provide support through partnerships, focussed activities that raise money and through procurement and merchandise.</p>	<p>With partners we are developing/delivering a plan of activities that provide financial and other forms of support to conserve and sustainably use forests, notably in developing countries.</p>


1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div> <div>TARGET 15.C</div>  <div>COMBAT GLOBAL POACHING AND TRAFFICKING</div> </div>	<div>TARGET DESCRIPTOR</div> <div>Target 15.C “Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities”</div>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to enhancing financial and other forms of support to combat poaching and trafficking of protected species, and supporting sustainable/responsible tourism that helps conserve nature.</p>	<p>We have set an end date by which we will have enhanced financial and other forms of support to combat poaching and trafficking of protected species, and we will have supported sustainable/responsible tourism that helps conserve nature.</p>	<p>We know which protected animals and plants are at risk of being poached and trafficked, and which activities can provide financial and other forms of support, through partnerships, focussed activities and sustainable/responsible tourism that raise money and through procurement and merchandise.</p>	<p>With partners we are developing/delivering a plan of activities that provide financial and other forms of support to combat poaching and trafficking of protected animals and plants, notably in developing countries.</p>


1. Strengthen efforts to protect and safeguard cultural and natural heritage, both within GLAM and more generally	<div> <div>TARGET 16.4</div>  <div>COMBAT ORGANIZED CRIME AND ILLICIT FINANCIAL AND ARMS FLOWS</div> </div>	<div>TARGET DESCRIPTOR</div> <p>Target 16.4 “By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that our collections and other assets are legally owned, and that we combat organized crime.</p>	<p>We have set an end date by which 1. the future of any stolen/ illegally acquired collections and human remains will have been determined, and 2. that we are protected from organized crime.</p>	<p>We know 1. which collections and human remains may have been stolen/ illegally acquired (ie. in contravention with national laws and international Conventions and Declarations, and also considering Indigenous and cultural rights), from whom and who their representatives are, and 2. how we are at risk from organized crime.</p>	<p>We are developing/ delivering a SMART plan to work with communities and their representatives regarding any collections and human remains that were stolen/ illegally acquired, to determine their long-term ownership and custodianship. We have a SMART plan in place to ensure collections and collecting do not support organized crime.</p>


## 2.

**Support and provide  
learning opportunities  
in support of the SDGs**





2. Support and provide learning opportunities in support of the SDGs	<div> <div>TARGET 1-5</div>  <div>BUILD RESILIENCE TO ENVIRONMENTAL, ECONOMIC AND SOCIAL DISASTERS</div> </div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 1.5</b> “By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to supporting educational programmes that help build the resilience of poor people and those in vulnerable situations to face climate impacts, and other shocks and disasters.</p>	<p>We have set an end date by which those exposed to climate impacts, and to other shocks and disasters, have been empowered to reduce the impact of those events on their lives and property.</p>	<p>We know who is particularly exposed and vulnerable to climate impacts and to other shocks and disasters, and what educational and awareness-raising activities are required to reduce their exposure and vulnerability to those threats.</p>	<p>We are developing/ delivering a SMART plan to support those who are exposed and vulnerable to climate impacts and other shocks and disasters, through targeted education and awareness-raising programmes.</p>

2. Support and provide learning opportunities in support of the SDGs	<div> <div>TARGET 3.D</div>  <div>IMPROVE EARLY WARNING SYSTEMS FOR GLOBAL HEALTH RISKS</div> </div>	<b>TARGET DESCRIPTOR</b>  Target 3.D “Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that everyone in our context is prepared for national and global health risks, through education and awareness-raising programmes.</p>	<p>We have set an end date by which everyone in our context will be prepared for national and global health risks through education and awareness-raising programmes.</p>	<p>We know which national and global health risks people are likely to face, and which groups are especially vulnerable to particular risks, and what education and awareness-raising programmes would provide people with the knowledge, attitudes and skills to face such risks.</p>	<p>We are developing/ delivering a SMART plan to provide everyone in our context with the knowledge, attitudes and skills required to face existing and likely national and global health risks.</p>

2. Support and provide learning opportunities in support of the SDGs	<div>TARGET 4.7</div>  <div>EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP</div>	TARGET DESCRIPTOR	Progress
<p><b>Commitment</b></p> <p>We are committed to ensuring that everyone in our context has the knowledge, attitudes and skills needed to participate in sustainable development, including understanding risks to themselves and others, and what can be done to address them.</p>	<p><b>End goal</b></p> <p>We have set an end date by which everyone in our context will have the knowledge, attitudes and skills needed to participate in sustainable development.</p>	<p><b>Measurement and awareness</b></p> <p>We know what knowledge, attitudes and skills people need to participate in sustainable development, in our contexts, and how we can support them to do so.</p>	<p><b>Plans in place/progress with plans</b></p> <p>We are developing/ delivering a SMART plan to ensure everyone in our context has the knowledge, attitudes and skills needed to participate in sustainable development, including particular measures to empower any minorities or marginalized/under-served people and groups.</p>

2. Support and provide learning opportunities in support of the SDGs		<b>TARGET DESCRIPTOR</b>  <b>Target 11.5</b> “By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to reducing the impact of hazards and disasters on people and communities, notably poor people and people in vulnerable situations, through education and awareness-raising programmes.</p>	<p>We have set an end date by which everyone in our context, notably poor people and people in vulnerable situations, has knowledge, attitudes and skills to reduce their exposure and vulnerability to hazards and disasters.</p>	<p>We know who is exposed to hazards and disasters, and which groups are especially vulnerable to these, and what knowledge, attitudes and skills will help to reduce the impact of hazards and disasters.</p>	<p>We are developing/ delivering a SMART plan to provide everyone in our context with relevant knowledge, attitudes and skills to face hazards and disasters, reducing their exposure and vulnerability, and developing their capacity and resilience, to reduce disaster risk.</p>

2. Support and provide learning opportunities in support of the SDGs	<div>TARGET 12·8</div>  <div>PROMOTE UNIVERSAL UNDERSTANDING OF SUSTAINABLE LIFESTYLES</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 12.8</b> “By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that everyone in our context has the relevant information and awareness for sustainable development and lifestyles in harmony with nature.</p>	<p>We have set an end date by which everyone in our context will have the relevant information and awareness for sustainable development and lifestyles in harmony with nature, through educational programmes for all ages and abilities.</p>	<p>We know what information and awareness are required for sustainable development and lifestyles in harmony with nature in our contexts, and the particular needs of different groups of learners.</p>	<p>We are developing/ delivering a SMART plan to ensure everyone in our context has the relevant information and awareness for sustainable development and lifestyles in harmony with nature, through educational opportunities for all ages and abilities that build knowledge, attitudes and skills.</p>


2. Support and provide learning opportunities in support of the SDGs	<div> <div>TARGET 13-3</div>  </div>	<div>TARGET DESCRIPTOR</div> <p>Target 13.3 “Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that everyone in our context, as individuals and in sectors, has relevant knowledge, attitudes and skills to address climate change and deal with its impacts.</p>	<p>We have set an end date by which everyone in our context will have the relevant knowledge, attitudes and skills to address climate change and deal with its impacts.</p>	<p>We know what knowledge, attitudes and skills are required to address climate change and its impacts in our context, and the particular needs of different groups of people.</p>	<p>We are developing/ delivering a SMART plan to ensure everyone in our context has the relevant knowledge, attitudes and skills to contribute to climate mitigation and adaptation, and be prepared to face climate impacts to reduce losses.</p>


2. Support and provide learning opportunities in support of the SDGs	<div> <div>TARGET 16·10</div>  <div>ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS</div> </div>	<div>TARGET DESCRIPTOR</div> <div>Target 16.10 “Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements”</div>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring people have access to information on sustainable development matters including matters that will affect them, and on cultural and natural heritage, to support their knowledge, attitudes and skills.</p>	<p>We have set an end date by which information relevant to sustainable development, and on cultural and natural heritage has been made available to everyone in our context.</p>	<p>We know what information should be made available regarding sustainable development matters, and on cultural and natural heritage, to everyone in our context, and effective methods of communication to reach different groups.</p>	<p>We are developing/ delivering a SMART plan to ensure everyone in our context has access to information on sustainable development matters, and on cultural and natural heritage.</p>

# 3.


**Enable cultural  
participation for all**





3. Enable cultural participation for all	<div>TARGET 1·4</div>  <div>EQUAL RIGHTS TO OWNERSHIP, BASIC SERVICES, TECHNOLOGY AND ECONOMIC RESOURCES</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 1.4</b> “By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that everyone, notably impoverished and marginalized/under-served people, has equal access to cultural activities, services and cultural heritage.</p>	<p>We have set an end date by which everyone will have equal access to cultural services and cultural heritage, notably impoverished and marginalized/under-served people and groups.</p>	<p>We know which social groups are currently excluded and marginalized because of our current practices, why and how, and in relation to which cultural activities, services and cultural heritage.</p>	<p>We are developing/ delivering a SMART plan to remove barriers to access cultural activities, services and cultural heritage, to ensure everyone has equal access to these, notably impoverished and marginalized/under-served people and groups.</p>

3. Enable cultural participation for all	<div>TARGET 3•4</div> <div>  </div> <div>REDUCE MORTALITY FROM NON-COMMUNICABLE DISEASES AND PROMOTE MENTAL HEALTH</div>	<div>TARGET DESCRIPTOR</div> <div>Target 3.4 “By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being”</div>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to supporting people’s physical and mental health and well-being in our context.</p>	<p>We have set an end date by which physical and mental health challenges in our context have been addressed, and potential well-being benefits drawing on GLAM are being fully realized.</p>	<p>We know the physical and mental health challenges in our context, how we can help address these, and who key partners are. We know how our GLAM can promote and support well-being of the wider population, and of particular social groups.</p>	<p>Working with partners, we are developing/delivering a SMART plan to address physical and mental health challenges, and to promote and support positive well-being across the wider community, and of particular social groups.</p>

3. Enable cultural participation for all	<div>TARGET 4-5</div> <div>  </div> <div>ELIMINATE ALL DISCRIMINATION IN EDUCATION</div>	<div>TARGET DESCRIPTOR</div> <div>Target 4.5 “By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations”</div>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring women and girls, and those belonging to minorities and other disadvantaged social groups have equal access to education at all ages.</p>	<p>We have set an end date by which educational opportunities of all kinds are equally available, accessible, acceptable and appropriate to all, including women and girls, disabled people, Indigenous peoples, children in vulnerable situations, and minorities.</p>	<p>We know how different social groups are excluded from education, and for what reasons. We know how our various users and workforce experience exclusion from education, and what measures would be accessible, acceptable and appropriate to different excluded or under-served groups.</p>	<p>We are developing/ delivering a SMART plan to reduce and remove barriers to education for excluded or under-served groups, including for women and girls, disabled people, Indigenous peoples, children in vulnerable situations, and minorities.</p>

3. Enable cultural participation for all	<div>TARGET 4.A</div>  <div>BUILD AND UPGRADE INCLUSIVE AND SAFE SCHOOLS</div>	<div>TARGET DESCRIPTOR</div> <p>Target 4.A “Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring our GLAM is child, disability and gender sensitive, and provides safe, non-violent, inclusive and effective learning environments, to support high-quality education and lifelong-learning experiences for all.</p>	<p>We have set an end date by which education facilities are child, disability and gender sensitive, and provide safe, non-violent, inclusive and effective learning environment for all.</p>	<p>We collect information to understand how our existing learning environments are considered to be safe, non-violent, inclusive and effective learning environments for all. We know what actions are required to address any existing issues. We understand who may not feel safe or included in current facilities, and what steps would be required when new facilities are developed.</p>	<p>We are developing/ delivering a SMART plan to understand how our existing learning environments are considered to be safe, non-violent, inclusive and effective learning environments. We are working to address any known issues, and to enhance existing or new learning environments.</p>


3. Enable cultural participation for all	<div>TARGET 5.1</div> <div>  </div> <div>END DISCRIMINATION AGAINST WOMEN AND GIRLS</div>	<div>TARGET DESCRIPTOR</div> <div>Target 5.1 “End all forms of discrimination against all women and girls everywhere”</div>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring women and girls have equal access and opportunities to participate in cultural and educational activities, and in wider society.</p>	<p>We have set an end date by which women and girls have equal access and opportunities to participate in cultural and educational activities, and in wider society.</p>	<p>We know how women and girls are discriminated against in different social and cultural groups, and how that affects their access to and participation in cultural and educational activities, and in wider society.</p>	<p>We are developing/ delivering a SMART plan to eliminate discrimination against women and girls, to ensure equal access and opportunities to participate in cultural and educational activities, and in wider society.</p>


3. Enable cultural participation for all	<div> <div>TARGET 10.2</div>  <div>PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION</div> </div>	<div>TARGET DESCRIPTOR</div> <p>Target 10.2 “By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that all people are fully empowered to participate in social, economic and political life on an equal basis.</p>	<p>We have set an end date by which everyone in our context will be fully empowered to participate in social, economic and political life.</p>	<p>We know how different social groups are excluded from social, economic and political life, and what we can do to contribute to their fuller participation, working with partners and across all activities</p>	<p>We are developing/ delivering a SMART plan to empower everyone in our context to participate fully in social, economic and political life, working with partners and across all activities.</p>


3. Enable cultural participation for all	<div>TARGET 10-3</div>  <div>ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 10.3</b> “Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that our policies support cultural participation for all, and that we promote laws and policies that support cultural participation, equal opportunities and a culture of peace and tolerance more widely.</p>	<p>We have set an end date by which all relevant policies will support cultural participation for all, and that we promote laws and policies that support cultural participation, equal opportunities and a culture of peace and tolerance more widely.</p>	<p>We know which social groups are excluded from our GLAM's activities and how they are excluded, and how policies concerning collecting, programmes and partnerships can support cultural participation for all. We know which laws and policies support cultural participation, equal opportunities and a culture of peace and tolerance, and how to promote them more widely.</p>	<p>We are developing/ delivering a SMART plan to review and update policies to support cultural participation for all across the range of our activities. Our plan includes the promotion of laws and policies that support cultural participation, equal opportunities and a culture of peace and tolerance more widely.</p>

3. Enable cultural participation for all	<div>TARGET 10.7</div>  <div>RESPONSIBLE AND WELL-MANAGED MIGRATION POLICIES</div>	<div>TARGET DESCRIPTOR</div> <p>Target 10.7 “Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that migrants - including immigrants, refugees and asylum seekers, and emigrants - are empowered to participate in social, economic and political life on an equal basis with others.</p>	<p>We have set an end date by which relevant policies relating to migration will have been supported, communicated and implemented.</p>	<p>We know the issues that immigrants, refugees, asylum seekers and emigrants face in relation to cultural participation, participation in public affairs, and accessing public services. We know what public services are required by different groups to meet their needs and requirements.</p>	<p>We are developing/ delivering a SMART plan that addresses the needs of each of immigrants, refugees, asylum seekers and emigrants, to ensure they are empowered to participate in social, economic and political life on an equal basis with others, and to access public services that are appropriate and acceptable to their needs and requirements.</p>



3. Enable cultural participation for all	<div>TARGET 11-7</div>  <div>PROVIDE ACCESS TO SAFE AND INCLUSIVE GREEN AND PUBLIC SPACES</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 11.7</b> “By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that everyone in our context, notably women and children, older people, disabled people, minorities and others with particular access requirements, has ready and equitable access to safe and welcoming green and public spaces, including GLAM.</p>	<p>We have set an end date by which everyone in our context will have ready and equitable access to green and public spaces that are safe and welcoming.</p>	<p>We know who is currently excluded from green and public spaces - including our GLAM - and why, and what they require to both feel and be safe and welcome.</p>	<p>We are developing/ delivering a SMART plan to ensure that everyone has access to safe, inclusive and welcoming green and public spaces.</p>

3. Enable cultural participation for all	<div>TARGET 16.10</div>  <div>ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS</div>	<div>TARGET DESCRIPTOR</div> <p>Target 16.10 “Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that everyone has access to information to support their participation in cultural life, and to understand both their own rights and other people's rights.</p>	<p>We have set an end date by which everyone will be empowered to access information to support their participation in cultural life and other rights, and to understand other people's rights.</p>	<p>We know what information people require to understand both their own rights and other people's rights to participate in cultural life, and in what forms that information is best provided to different groups and minorities.</p>	<p>We are developing/ delivering a SMART plan to empower everyone to access information that will enable them to participate in cultural life, and to understand both their own rights and the rights of others.</p>


3. Enable cultural participation for all	<div> <div>TARGET 16.B</div>  <div>PROMOTE AND ENFORCE NON-DISCRIMINATORY LAWS AND POLICIES</div> </div>	<div>TARGET DESCRIPTOR</div> <div>Target 16.B “Promote and enforce non-discriminatory laws and policies for sustainable development”</div>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that non-discriminatory laws and policies are widely understood and enforced, to help empower everyone to participate fully in cultural life.</p>	<p>We have set an end date by which non-discriminatory laws and policies will be widely understood and enforced, to support participation in cultural life.</p>	<p>We know which laws and policies support non-discrimination, and what steps are required to ensure they are widely understood and enforced.</p>	<p>We are developing/ delivering a SMART plan to promote and enforce non-discriminatory laws and policies, and to develop new ones where necessary, working with partners.</p>

3. Enable cultural participation for all	<div>TARGET 17-17</div>  <div>ENCOURAGE EFFECTIVE PARTNERSHIPS</div>	TARGET DESCRIPTOR	Progress
<p><b>Commitment</b></p> <p>We are committed to participating in and supporting partnerships that empower people to participate in cultural life.</p>	<p><b>End goal</b></p> <p>We have set an end date by which partnerships will be fully operational to support sustainable development and people's participation in cultural life.</p>	<p><b>Measurement and awareness</b></p> <p>We know which potential partners may help us empower more people to participate in cultural life, how to partner with them, and what additional resources may be accessible through partnership.</p>	<p><b>Plans in place/progress with plans</b></p> <p>We are developing/ delivering a SMART plan to establish partnerships that empower more people to participate in cultural life.</p>

# 4.

## Support sustainable tourism


4. Promote sustainable tourism	<div>TARGET 8-9</div>  <div>PROMOTE BENEFICIAL AND SUSTAINABLE TOURISM</div>	<div>TARGET DESCRIPTOR</div> <p>Target 8.9 “By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to implementing policies and plans to promote sustainable tourism.</p>	<p>We have set an end date by which both the positive and negative impacts of tourism have been managed and developed effectively.</p>	<p>We know what positive impacts sustainable tourism could have, and we know what negative impacts have to be reduced and managed, notably to contribute to climate action. We know what local cultural activities and products could be developed and supported, creating jobs, supporting livelihoods, and promoting understanding and appreciation of local culture.</p>	<p>We are developing/ delivering a SMART plan, drawing on guidelines on sustainable tourism, to maximize the positive benefits of tourism at the same time as minimizing tourism’s negative impacts, providing employment opportunities, and creating opportunities that promote local culture and products, while protecting the environment.</p>


4. Promote sustainable tourism	<div>TARGET 12·B</div>  <div>DEVELOP AND IMPLEMENT TOOLS TO MONITOR SUSTAINABLE TOURISM</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 12.B</b> “Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to being able to understand and manage the social, economic and environmental impacts of tourism, to support sustainable tourism.</p>	<p>We have set an end-date by which we will have developed and implemented effective tools to monitor the full benefits and impacts of tourism, and to have supported sustainable tourism.</p>	<p>We know how social, economic and environmental benefits and negative impacts of tourism can be identified and measured, and what tools will be most suitable and aid comparability.</p>	<p>We are developing/ delivering a SMART plan to develop and implement tools to monitor and manage both positive and negative social, economic and environmental impacts of tourism, to support sustainable tourism.</p>


# 5.

**Enable research in  
support of the SDGs**




5. Enable research in support of the SDGs	<div>TARGET 9.1</div>  <div>DEVELOP SUSTAINABLE, RESILIENT AND INCLUSIVE INFRASTRUCTURES</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 9.1</b> “Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are determined to provide a GLAM and collection that is a useful, resilient and sustainable infrastructure for research purposes, supporting a wide range of social, environmental and economic benefits.</p>	<p>We have set an end-date by which our GLAM will be resilient and sustainable as a research infrastructure.</p>	<p>We know how our GLAM and collection can support research that supports the SDGs, how it needs to develop, and the risks it faces from a variety of sources.</p>	<p>We are developing/ delivering a SMART plan to strengthen our GLAM’s usefulness and resilience as a sustainable research infrastructure.</p>

5. Enable research in support of the SDGs	<div>TARGET 9.5</div>  <div>ENHANCE RESEARCH AND UPGRADE INDUSTRIAL TECHNOLOGIES</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 9.5</b> “Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that our GLAM and collection supports scientific research effectively, as part of a global network, supported by appropriate numbers of staff with appropriate skills and training.</p>	<p>We have set an end-date by which any out-of-date facilities or equipment will be replaced, research-useful collections will be findable and searchable online, and we will have appropriate numbers of appropriately skilled and trained staff</p>	<p>We know which research resources are under-used or inaccessible for scientific research purposes, what digital and other activities are necessary to unlock their potential, what numbers of staff are required to support effective use of collections for scientific research, and what staff skills are required.</p>	<p>We are developing/ delivering a SMART plan to upgrade research facilities, to digitize collections and make collections information available online in aggregators to enhance their scientific use and discoverability, and to employ or develop staff to support scientific research effectively.</p>

5. Enable research in support of the SDGs		<b>TARGET DESCRIPTOR</b>  <b>Target 9.A</b> “Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to supporting the development of sustainable research and research infrastructures in the Global South by working in partnership.</p>	<p>We have set an end-date by which any research-useful collections information will have been shared with Global South countries, to promote discoverability and use.</p>	<p>We know which collections and collections information may be research-useful, through partnership dialogue with Global South countries and sectors, and what actions are required to make them discoverable and usable for research purposes.</p>	<p>We are developing/ delivering a SMART plan to make research-useful collections and collections information discoverable, accessible, sharable and usable for research in Global South countries and sectors.</p>

5. Enable research in support of the SDGs		<b>TARGET DESCRIPTOR</b>  <b>Target 11.4</b> “Strengthen efforts to protect and safeguard the world’s cultural and natural heritage”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to supporting research that helps to protect and safeguard the world’s cultural and natural heritage.</p>	<p>We have set an end-date by which we will be maximizing our contribution to, and involvement in, research to protect and safeguard cultural and natural heritage.</p>	<p>We know which forms of heritage are under threat in our context, and how we can support their safeguarding, through collections and collections-based research, research partnerships including citizen science, heritage science that helps manage change in collections, publishing and making research results available, and supporting research communication.</p>	<p>We are developing/ delivering a SMART plan to undertake and support research that protects and safeguards cultural and natural heritage, both in our GLAM and more widely, and in partnership with others, including the public, prioritizing forms of cultural and natural heritage most closely associated with our context (place, topic).</p>

5. Enable research in support of the SDGs	<div>TARGET 12·A</div>  <div>SUPPORT DEVELOPING COUNTRIES' SCIENTIFIC AND TECHNOLOGICAL CAPACITY FOR SUSTAINABLE CONSUMPTION AND PRODUCTION</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 12.A</b> “Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to supporting Global South countries to strengthen their scientific capacity for sustainable consumption and production.</p>	<p>We have set an end-date by which we will be effectively supporting science in and with Global South countries for sustainable consumption and production of resources.</p>	<p>We know how we can support Global South countries to enhance their scientific capacity, through dialogue and partnership, and how we can collaborate for sustainable consumption patterns.</p>	<p>We are developing/ delivering a SMART plan to enhance scientific capacity in Global South countries, to achieve sustainable patterns of consumption and production.</p>

## 5. Enable research in support of the SDGs

### TARGET 17·6



KNOWLEDGE SHARING  
AND COOPERATION FOR  
ACCESS TO SCIENCE,  
TECHNOLOGY AND  
INNOVATION

### TARGET DESCRIPTOR

**Target 17.6** “Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism”

### Progress

#### Commitment

We are committed to participating effectively in North-South, South-South and triangular co-operation (as appropriate), to support science, technology and innovation, and enhance knowledge-sharing that supports research and researchers everywhere.

#### End goal

We have set an end date by which we will be participating effectively in international collaborations and partnerships that support science, technology and innovation, and enhance knowledge sharing that supports research and researchers.

#### Measurement and awareness


We know what resources may contribute to global research and research partnerships, and by what means knowledge can be created, disseminated, aggregated and shared internationally and cross-regionally.

#### Plans in place/progress with plans


We are developing/ delivering a SMART plan to develop effective international and cross-regional partnerships, to support co-operation on science, technology and innovation, and to support the creation, dissemination, aggregation and sharing of knowledge.


# 6.


**Direct internal  
leadership, management  
and operations to support  
the SDGs**


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>a. Employment (including recruiting, staff training, staff safety, and across the supply chain)</p>	<p><b>TARGET 4.4</b></p>  <p><b>INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 4.4</b> “By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring existing staff have necessary skills for employment, work and enterprise, and that we support trainees and emerging professionals. We are committed to ensuring staff, trainees and emerging professionals are empowered to contribute to sustainable development effectively.</p>	<p>We have set an end date by which staff will have development plans for ongoing skills development, and for development plans for trainees and young professionals. These development plans include sustainable development perspectives.</p>	<p>We know what skills existing staff will need to develop to maintain and enhance their skill sets, and what skills are needed by trainees and emerging professionals.</p>	<p>We are developing/ delivering a SMART plan to develop existing staff skills to support their professional development and to empower staff to contribute to sustainable development, and another plan supporting trainees and emerging professionals to be ready for effective employment.</p>





<b>6. Direct internal leadership, management and operations towards the SDGs</b>  a. Employment (including recruiting, staff training, staff safety, and across the supply chain)	<div> <div>TARGET 4·5</div>  <div>ELIMINATE ALL DISCRIMINATION IN EDUCATION</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 4.5</b> “By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to ensuring women and girls, and those belonging to minorities and other disadvantaged social groups have equal access to education and training, before and after they enter the workforce.	We have set an end date by which educational attainment relating to employment and training will be the same for all groups of people.	We know how different social groups are excluded from education and training, and for what reasons. We know how our various users and workforce experience exclusion from education and training, and what steps we need to take to reduce and remove any barriers.	We are developing/ delivering a SMART plan to reduce and remove barriers to educational and training opportunities relating to employment for women and girls, and those belonging to minorities and social groups that are disadvantaged by the educational and training system.


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>a. Employment (including recruiting, staff training, staff safety, and across the supply chain)</p>	<p><b>TARGET 4-7</b></p>  <p><b>EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 4.7</b> “By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring that staff have appropriate knowledge, attitudes and skills to promote and participate in sustainable development through their work.</p>	<p>We have set an end date by which all staff will have the knowledge, attitudes and skills needed to promote and participate in sustainable development effectively.</p>	<p>We know what knowledge, attitudes and skills staff need to promote and participate in sustainable development effectively, and how we can support them to develop these.</p>	<p>We are developing/ delivering a SMART plan to ensure all staff, trainees and new recruits have the knowledge, attitudes and skills needed to promote and participate in sustainable development effectively.</p>


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  a. Employment (including recruiting, staff training, staff safety, and across the supply chain)	<div> <div>TARGET 5-1</div>  <div>END DISCRIMINATION AGAINST WOMEN AND GIRLS</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 5.1</b> “End all forms of discrimination against all women and girls everywhere”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to eliminating all forms of discrimination against women and girls before and during employment.	We have set an end date by which discriminatory practices will have ended.	We know how women and girls are discriminated against in terms of employment, both in terms of access to work and during employment.	We are developing/ delivering a SMART plan to identify and eliminate discriminatory employment practices that disadvantage women and girls.

<b>6. Direct internal leadership, management and operations towards the SDGs</b>  a. Employment (including recruiting, staff training, staff safety, and across the supply chain)	<div> <div>TARGET 5-5</div>  <div>ENSURE FULL PARTICIPATION IN LEADERSHIP AND DECISION-MAKING</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 5.5</b> “Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to ensuring women have equal opportunities for leadership at all levels of decision-making.	We have set an end date by which women will have equal opportunities for leadership at all levels of decision making.	We know what barriers women face in leadership and progression. We know how women are disadvantaged by our current recruitment and development practices. We know what actions are required to reduce and remove these barriers.	We are developing/ delivering a SMART plan to identify and eliminate any barriers that prevent women from accessing equal opportunities for leadership at all levels in the organization.


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  a. Employment (including recruiting, staff training, staff safety, and across the supply chain)	<div> <div>TARGET 5.C</div>  <div>ADOPT AND STRENGTHEN POLICIES AND ENFORCEABLE LEGISLATION FOR GENDER EQUALITY</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 5.C</b> “Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to ensuring that policies promote gender equality and the empowerment of women and girls at all levels.	We have set an end date by which all policies will incorporate gender equality considerations and the empowerment of women and girls wherever relevant.	We know which policies do and don't include gender equality perspectives and do or don't empower women and girls, and what new policies are required to strengthen existing policies.	We are developing/ delivering a SMART plan to review existing policies in terms of how they promote gender equality and the empowerment of women and girls, and to develop new policies where required.


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  a. Employment (including recruiting, staff training, staff safety, and across the supply chain)	<div> <div>TARGET 8-5</div>  <div>FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 8.5</b> “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to providing productive and decent employment opportunities, including for local communities, young people and disabled people, with fair and equal pay, and with no exploitation in our GLAM or across our supply chain.	We have set an end date by which we will have increased employment opportunities, including for local people, young people and disabled people, where everyone is paid fairly and equally for work of equal value, and any casual or exploitative practices are removed.	We know whether we have capacity gaps. We know which social groups are under-represented in our work force, and why. We know how we make use of casual, low-paid and unpaid forms of labour. We know who is exploited in our supply chain. We know about any pay discrepancies.	We are developing/ delivering a SMART plan to identify and fill capacity gaps, to identify pay disparities and under-representation of social groups in the workforce, and to take affirmative steps to remove discrepancies and any unfair or exploitative employment practices (both in our GLAM and in our supply chain).


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>a. Employment (including recruiting, staff training, staff safety, and across the supply chain)</p>	<p><b>TARGET 8-6</b></p>  <p><b>PROMOTE YOUTH EMPLOYMENT, EDUCATION AND TRAINING</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 8.6</b> “By 2020, substantially reduce the proportion of youth not in employment, education or training”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to developing and supporting initiatives that support young people's employability.</p>	<p>We have set an end date by which we will have developed employability and skills development programmes for substantially more young people.</p>	<p>We know how young people are excluded from employment, education and training, and from which social groups, and what skills they require and that we can help them develop.</p>	<p>We are developing/ delivering a SMART plan to provide substantially more young people with opportunities to develop skills for work.</p>


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  a. Employment (including recruiting, staff training, staff safety, and across the supply chain)	<div> <div>TARGET 8·7</div>  <div>END MODERN SLAVERY, TRAFFICKING AND CHILD LABOUR</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 8.7</b> “Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to ensuring that exploitation, forced labour and modern slavery have no place in our supply chain.	We have set an end date by which we will know that there is no exploitation, forced labour or modern slavery in our supply chain.	We know which products and services in our supply chain may involve exploitation, forced labour and modern slavery, and what steps are required to remove them from our supply chain in favour of alternative products and suppliers who treat workers properly.	We are developing/ delivering a SMART plan to identify exploitation, forced labour and modern slavery in our supply chain, and to establish steps and milestones to remove these practices, products and/or suppliers from our supply chain.



<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>a. Employment (including recruiting, staff training, staff safety, and across the supply chain)</p>	<p><b>TARGET 8·8</b></p>  <p><b>PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 8.8</b> “Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring all employees and potential employees are treated fairly, legally and equally; that they work in safe environments; are in decent, secure work; and that we eliminate precarious employment.</p>	<p>We have set an end date by which all workers' employment rights are protected and upheld, and working conditions are stable and safe, to provide decent work.</p>	<p>We know which labour rights we are upholding, and which we are not, or we are eroding. We know how safe the working environment is, in terms of health and wellbeing. We know how particular social groups face particular employment risks. We know what constitutes decent work.</p>	<p>We are developing/ delivering a SMART plan to provide decent, secure and safe work, for our own workers and workers in our supply chain, with special consideration of those in poorer countries or exploitative industries, vulnerable/under-served social groups, and/or in more casual employment.</p>

<b>6. Direct internal leadership, management and operations towards the SDGs</b>  a. Employment (including recruiting, staff training, staff safety, and across the supply chain)	<div> <div>TARGET 10·3</div>  <div>ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 10.3</b> “Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to ensuring that our working practices do not unfairly discriminate against anyone.	We have set an end date by which negative and/ or discriminatory working practices will have been eliminated.	We know which social groups are excluded from employment and training, and why; which policies and practices contribute to this exclusion; and what actions are needed to address this situation.	We are developing/ delivering a SMART plan to identify barriers to employment and progression for different social groups, to review existing employment policies and practices, and to remove any barriers.

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>a. Employment (including recruiting, staff training, staff safety, and across the supply chain)</p>	<p><b>TARGET 10·4</b></p>  <p><b>ADOPT FISCAL AND SOCIAL POLICIES THAT PROMOTES EQUALITY</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 10.4</b> “Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring our policies foster an environment based on equality for all social groups</p>	<p>We have set an end date by which we will have a set of fiscal, wage and social protection policies in place, and that help achieve greater equality for different social groups in employment.</p>	<p>We know which social groups are disadvantaged in employment, and why, and which fiscal, wage and social protection policies are needed to secure greater equality.</p>	<p>We are developing/ delivering a SMART plan to identify which social groups are disadvantaged by current employment policies, and why, and to develop new policies to achieve greater equality in employment, and ensure we provide decent, safe and secure employment.</p>

<b>6. Direct internal leadership, management and operations towards the SDGs</b>  a. Employment (including recruiting, staff training, staff safety, and across the supply chain)	<div> <div>TARGET 13-3</div>  </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 13.3</b> “Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to ensuring all staff can contribute effectively to climate change mitigation, adaptation, impact reduction and early warning.	We have set an end date by which all staff are contributing effectively to climate change mitigation, adaptation, impact reduction and early warning, in line with international and national climate goals.	We know what groups of staff require what knowledge, attitudes and skills to contribute to climate change mitigation, adaptation, impact reduction and early warning; and what activities produce the most greenhouse gases and require priority attention.	We are developing/ delivering a SMART plan to empower staff to contribute effectively to climate change mitigation, climate adaptation, impact reduction and early warning, in line with international and national climate goals.

## 6. Direct internal leadership, management and operations towards the SDGs

b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)

### TARGET 6.3




IMPROVE WATER  
QUALITY, WASTEWATER  
TREATMENT AND SAFE  
REUSE


### TARGET DESCRIPTOR

**Target 6.3** “By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally”

### Progress


Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to ensuring that we do not pollute water sources, whether through waste water, chemical or physical pollutants.	We have set an end date by which we will have eliminated any practices that harm water quality, including release of harmful chemicals and material pollution.	We know which activities are responsible for affecting water quality, and in which ways, and what steps are required to eliminate all harmful practices.	We are developing/ delivering a SMART plan to identify practices that harm water quality, that quantifies the amounts of pollutants, identifies mitigating measures, and that is implementing these to a goal of zero pollution of water sources, prioritizing the most harmful pollutants.


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)	<div> <div>TARGET 6.4</div>  <div>INCREASE WATER-USE EFFICIENCY AND ENSURE FRESHWATER SUPPLIES</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 6.4</b> “By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to making efficient use of water, to minimize our impact on the environment.	We have set an end date by which we will have achieved water efficiency, minimizing our environmental impact, and to harvest water ourselves.	We know how we currently make use of water, where it is used inefficiently, and opportunities to minimize waste and maximize reuse.	We are developing/ delivering a SMART plan to understand our use of water, explore options to reduce water use and to minimize wastage, and to reuse waste water and harvest water.


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)	<div> <div>TARGET 7-2</div>  <div>INCREASE GLOBAL PERCENTAGE OF RENEWABLE ENERGY</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 7.2</b> “By 2030, increase substantially the share of renewable energy in the global energy mix”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to only using renewable energy sources in our operations.	We have set an end date by which all energy used will be renewable in our own operations, and as far as possible across our supply chain and by our users.	We know which aspects of our operation use non-renewable energy (heating, vehicle fuel etc.), and what alternative sources of energy they could be replaced with, and how. We know how non-renewable energy is consumed across our supply chain and by our users, and what steps can be taken to move to renewables.	We are developing/ delivering a SMART plan to replace non-renewable energy with renewables in our operations, and across our supply chain and by our users, to a goal of zero non-renewables.

<b>6. Direct internal leadership, management and operations towards the SDGs</b>  b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)	<div> <div>TARGET 7-3</div>  <div>DOUBLE THE IMPROVEMENT IN ENERGY EFFICIENCY</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 7.3</b> “By 2030, double the global rate of improvement in energy efficiency”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to using energy efficiently.	We have set an end date to double energy efficiency.	We know which processes and operations use energy inefficiently, and what steps are required to increase efficiency, and to measure any change in efficiency.	We are developing/ delivering a SMART plan to identify inefficient usage of energy, and improve energy efficiency.





<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)</p>	<p><b>TARGET 8·4</b></p>  <p><b>IMPROVE RESOURCE EFFICIENCY IN CONSUMPTION AND PRODUCTION</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 8.4</b> “Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to maximizing resource efficiency, ensuring that any expression (of buildings or activities) is not at the cost of the environment.</p>	<p>We have set an end date by which we will have maximized resource efficiency and circular use of resources, and when we will have reached our optimum size.</p>	<p>We know where we could use resources more efficiently, and what opportunities exist to shift wastes from one process into other processes to promote circularity.</p>	<p>We are developing/ delivering a SMART plan to identify inefficiencies in our use of resources to reduce wastage, to identify processes that could make use of existing wastes, to upgrade our processes to minimize and ultimately prevent environmental degradation, and to shift towards net positive environmental gains.</p>


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)</p>	<p><b>TARGET 9.4</b></p>  <p><b>UPGRADE ALL INDUSTRIES AND INFRASTRUCTURES FOR SUSTAINABILITY</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 9.4</b> “By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to updating buildings, vehicles and other forms of infrastructure, to make efficient use of resources, and use renewable energy and environmentally sound technologies, towards a goal of zero waste.</p>	<p>We have set an end date by which buildings, vehicles and other aspects of infrastructure will make efficient use of resources, and use renewable energy and environmentally sound technologies.</p>	<p>We know which buildings, vehicles and other aspects of infrastructure require upgrading to be more efficient.</p>	<p>We are developing/ delivering a SMART plan to identify inefficient use of resources in buildings, vehicles and other aspects of infrastructure, and to upgrade and retrofit these to efficient systems, renewable energy sources and environmentally sound technologies, towards a goal of zero waste.</p>


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)</p>	<p><b>TARGET 11-2</b></p>  <p><b>AFFORDABLE AND SUSTAINABLE TRANSPORT SYSTEMS</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 11.2</b> “By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring that people can visit our GLAM using safe, affordable, accessible and sustainable transport systems, notably using public transport, to minimize greenhouse gas emissions from transport.</p>	<p>We have set an end date by which we will have maximized opportunities for people to visit our GLAM using safe, affordable, accessible and sustainable transport methods, notably public transport.</p>	<p>We know what partnerships and actions are required to increase the availability of safe, affordable, accessible and sustainable transport, notably public transport, for people to visit our GLAM.</p>	<p>We are developing/ delivering a SMART plan to increase the availability of safe, affordable, accessible and sustainable transport systems, notably public transport, to increase use of sustainable transport and reduce greenhouse gas emissions.</p>

<b>6. Direct internal leadership, management and operations towards the SDGs</b>  b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)	<div> <div>TARGET 12·2</div>  <div>SUSTAINABLE MANAGEMENT AND USE OF NATURAL RESOURCES</div> </div>	<b>TARGET DESCRIPTOR</b>  Target 12.2 “By 2030, achieve the sustainable management and efficient use of natural resources”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to ensuring that we use natural resources responsibly, efficiently and sustainably.	We have set an end date by which natural resources will only be used in sustainable (renewable) ways.	We know which activities use natural resources unsustainably and/or inefficiently.	We are developing/ delivering a SMART plan to move towards and achieve the sustainable management and use of natural resources across our activities.


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)</p>	<p><b>TARGET 12·3</b></p>  <p><b>HALVE GLOBAL PER CAPITA FOOD WASTE</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 12.3</b> “By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to minimizing food losses in our supply chain, and minimizing food waste to zero.</p>	<p>We have set an end date by which food waste will have been minimized towards zero.</p>	<p>We know how food is lost in our supply chain (e.g. wastage in transit), and how and why particular foods go to waste.</p>	<p>We are developing/ delivering a SMART plan to reduce and minimize loss of food in transit, to reduce and minimize food waste, and to ensure any wasted food is used in other processes rather than going to landfill (e.g. composting, energy production).</p>


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)</p>	<p><b>TARGET 12.4</b></p>  <p><b>RESPONSIBLE MANAGEMENT OF CHEMICALS AND WASTE</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 12.4</b> “By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to properly managing chemicals and other wastes, ensuring we are not responsible for pollution of the environment.</p>	<p>We have set an end date by which all chemical and other wastes involved in our operation are minimized, the remainder are safely managed, and no harmful chemicals or wastes are released into the environment.</p>	<p>We know which wastes we produce, and from what processes, including chemicals, greenhouse gases, soot and other particulates, waste water, physical waste and e-waste.</p>	<p>We are developing/ delivering a SMART plan to identify wastes, identify opportunities to reduce them, and to ensure their safe management to protect the environment and human health.</p>


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)	<div> <div>TARGET 12-5</div>  <div>SUBSTANTIALLY REDUCE WASTE GENERATION</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 12.5</b> “By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to substantially reducing waste, through prevention, reduction, recycling and reuse, towards zero waste production.	We have set end dates to minimize particular wastes, with zero waste wherever possible.	We know which wastes we are responsible for, what alternative materials and processes could reduce wastes, and what could be done to reduce waste generation through each of prevention, reduction, recycling and reuse.	We are developing/ delivering a SMART plan to reduce waste generation through each of prevention, reduction, recycling and reuse, and involving staff training, and aiming for specific zero waste end goals.


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)</p>	<p><b>TARGET 13-3</b></p>  <p><b>BUILD KNOWLEDGE AND CAPACITY TO MEET CLIMATE CHANGE</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 13.3</b> “Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to contributing meaningfully to climate action by reducing our greenhouse gas emissions in real terms, and to reach net zero emissions.</p>	<p>We will have minimized our greenhouse gas emissions and achieved net zero, at least in line with international and national commitments, and based on science-based targets.</p>	<p>We measure our greenhouse gas emissions, including across our entire value chain and including visitors’ travel-related emissions. We know which activities are responsible for the highest levels of emissions.</p>	<p>We are developing/ delivering a SMART plan to reduce our greenhouse gas emissions to a goal of minimum emissions and net zero, prioritizing activities that are responsible for the highest levels of emissions. Our plan includes staff training, and all aspects of GLAM work, including across our supply chain and visitors’ travel-related emissions. Off-setting, if used, is used to accelerate reductions, not to replace them.</p>





<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>b. Responsible use of resources (energy efficiency, renewable energy, sustainable use of resources, approach to waste and waste management)</p>		<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 14.1</b> “By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring that we are not responsible for polluting the seas and oceans.</p>	<p>We have set an end date by which we will have eliminated waste reaching the seas and oceans as a result of our activities, including plastic, other marine debris and nutrient pollution.</p>	<p>We know which forms of pollution of seas and oceans we are responsible for, including plastic, other marine debris, and nutrient pollution.</p>	<p>We are developing/ delivering a SMART plan to reduce and eliminate waste reaching the seas and oceans as a result of our activities, including reduction in plastic, other marine debris, and nutrient pollution.</p>


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>c. Commercial activities and procurement</p>	<p><b>TARGET 8.1</b></p>  <p><b>SUSTAINABLE ECONOMIC GROWTH</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 8.1</b> “Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to contributing to the economy in sustainable and ethical ways, through the provision and development of goods and services used locally, regionally, nationally and internationally as appropriate.</p>	<p>We have set an end date by which we will be contributing effectively to sustained, inclusive and sustainable economic development.</p>	<p>We know how we contribute to each of 1. revenue generated, 2. value added to suppliers in different countries, 3. employee wages, 4. taxes, 5. investments, and how to increase the value of these in sustainable and ethical ways.</p>	<p>We are developing/ delivering a SMART plan to increase our contribution to the economy, in ways that do not conflict with commitments to cultural participation and inclusion, but help achieved sustained, inclusive and sustainable economic development for the country.</p>

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>c. Commercial activities and procurement</p>	<p><b>TARGET 8-2</b></p>  <p><b>DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 8.2</b> “Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to contributing to the economy, through supporting research and development and innovation within and beyond our GLAM, and used locally, nationally and exported internationally.</p>	<p>We have set an end date by which we will have achieved a set increase in economic value added per employee.</p>	<p>We know which aspects of activity can be developed to support research and innovation with a view to economic value creation, and what skills and information staff and potential partners require to support innovation and development of new goods and services.</p>	<p>We are developing/ delivering a SMART plan to identify opportunities for economic value creation, and to provide staff and potential partners with skills and information to foster enterprise and innovation to develop new goods and services. Our plan does not conflict with our commitments to cultural participation and inclusion.</p>


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  c. Commercial activities and procurement	<b>TARGET 8-3</b>    <b>PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES</b>	<b>TARGET DESCRIPTOR</b>  <b>Target 8.3</b> “Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to promoting and developing policies that support job creation, enterprise, creativity and innovation, and that support the development of micro-, small- and medium-sized enterprises.</p>	<p>We have set an end date by which existing relevant development-oriented policies will be incorporated into our policies and working practices, to foster decent job creation, enterprise, creativity and innovation, and support the development and growth of micro-, small- and medium sized enterprises.</p>	<p>We know which existing policies support decent job creation, enterprise, creativity and innovation, and which enterprises we could help to grow. We know what potential exists for us to support these policies to support their implementation and achievement.</p>	<p>We are developing/ delivering a SMART plan to identify existing development-oriented policies, and to incorporate them into our policies and working practices, in order to support decent job creation, enterprise, creativity and innovation, and to support the development and growth of micro-, small- and medium sized enterprises.</p>

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>c. Commercial activities and procurement</p>	<p><b>TARGET 8-7</b></p>  <p><b>END MODERN SLAVERY, TRAFFICKING AND CHILD LABOUR</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 8.7</b> “Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring that exploitation, forced labour and modern slavery have no place in our supply chain.</p>	<p>We have set an end date by which we will know that there is no exploitation, forced labour or modern slavery in our supply chain.</p>	<p>We know which products and services in our supply chain may involve exploitation, forced labour and modern slavery, and what steps are required to remove them from our supply chain in favour of alternative products and suppliers who treat workers properly.</p>	<p>We are developing/ delivering a SMART plan to identify exploitation, forced labour and modern slavery in our supply chain, and to establish steps and milestones to remove these practices, products and/or suppliers from our supply chain.</p>

<b>6. Direct internal leadership, management and operations towards the SDGs</b>  c. Commercial activities and procurement	<div> <div>TARGET 12.7</div>  <div>PROMOTE SUSTAINABLE PUBLIC PROCUREMENT PRACTICES</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 12.7</b> “Promote public procurement practices that are sustainable, in accordance with national policies and priorities”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
We are committed to ensuring that all procurement and purchasing supports sustainable development.	We have set an end date by which all procurement and purchasing supports sustainable development.	We know which purchasing and procurement practices currently support sustainable development, and which do not, and what effective purchasing and procurement for sustainable development looks like.	We are developing/ delivering a SMART plan to implement procurement and purchasing practices that support sustainable development, maximizing positive social, environmental and economic contributions while reducing and eliminating negative social, environmental and economic impacts.


<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>c. Commercial activities and procurement</p>	<p><b>TARGET 15-6</b></p>  <p>PROMOTE ACCESS TO GENETIC RESOURCES AND FAIR SHARING OF THE BENEFITS</p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 15.6</b> “Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed.”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring that we fulfil any obligations arising from the Nagoya Protocol on access and benefits sharing (ABS), to ensure benefits arising from use of genetic resources and/or traditional knowledge are fairly shared.</p>	<p>We have set an end date by which access and benefits sharing agreements and procedures will be in place as soon as possible should they relate to us.</p>	<p>We know how collections and collections-related processes (research, acquisition, commercial activities) may relate to the Nagoya Protocol, in terms of both genetic material and traditional knowledge, and which originating communities are associated with these.</p>	<p>We are developing/ delivering a SMART plan to develop and implement access and benefits sharing agreements and procedures in line with the Nagoya Protocol.</p>


[access and benefits sharing is also the subject of target 2.5]

<b>6. Direct internal leadership, management and operations towards the SDGs</b>  c. Commercial activities and procurement	<div> <div>TARGET 16·10</div>  <div>ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 16.10</b> “Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to ensuring that commercial activities respect and protect people's and communities' human rights, including intellectual property rights.</p>	<p>We have set an end date by which all commercial activities will respect and protect people's and communities' human rights, including intellectual property rights.</p>	<p>We know which commercial activities, in terms of cultural goods and services, relate to people's intellectual property and other rights. We know what steps are required to ensure people are suitably consulted and/or recompensed for any commercialization linked to their rights, and that any commercialization does not infringe on people's rights.</p>	<p>We are developing/ delivering a SMART plan to ensure people's intellectual property rights and other rights are respected and protected in relation to any existing, potential or projected commercial activity.</p>





<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>d. Ethical and responsible leadership and management</p>	<p><b>TARGET 12·6</b></p>  <p>ENCOURAGE COMPANIES TO ADOPT SUSTAINABLE PRACTICES AND SUSTAINABILITY REPORTING</p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 12.6</b> “Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to adopting sustainable practices across our activities, and reporting on sustainability activity to stakeholders.</p>	<p>We have set an end date by which we will have mainstreamed sustainable practices across our activities, and implemented sustainability information into our reporting cycle to stakeholders.</p>	<p>We know what activities require what actions to ensure that are contributing positively to sustainable development. We know what information on sustainability performance needs to be integrated into our reporting cycle, covering all of social, environmental and economic impacts, and both positive and negative impacts.</p>	<p>We are developing/ delivering a SMART plan to integrate sustainable practices across our activities; and to integrate sustainability information into our reporting cycle, covering all of social, environmental and economic impacts, and both positive and negative impacts.</p>

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>d. Ethical and responsible leadership and management</p>	<p><b>TARGET 16-3</b></p> 	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 16.3</b> “Promote the rule of law at the national and international levels and ensure equal access to justice for all”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to promoting the rule of law across our activities.</p>	<p>We have set an end date by which the rule of law will have been incorporated across our activities.</p>	<p>We know which activities may not be supporting the rule of law, across our supply chain and across all activities, and what actions are required to address any shortcomings.</p>	<p>We are developing/delivering a SMART plan to strengthen the rule of law, ensuring that 1. conflicts of interest, self-interest, favouritism and unprofessional and unethical behaviour have no place in our organization and are appropriately dealt with, 2. that public-facing activities support a culture of peace and tolerance, and 3. that the rule of law is supported across our supply chain.</p>


<b>6. Direct internal leadership, management and operations towards the SDGs</b>  d. Ethical and responsible leadership and management	<div> <div>TARGET 16-6</div>  <div>DEVELOP EFFECTIVE, ACCOUNTABLE AND TRANSPARENT INSTITUTIONS</div> </div>	<b>TARGET DESCRIPTOR</b>  Target 16.6 “Develop effective, accountable and transparent institutions at all levels”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to ensuring that our GLAM is effective and viable for the long term, accountable and transparent to stakeholders (including wider society).	We have set an end date by which our GLAM will have short-term and long-term plans in place to be effective, accountable and transparent.	We know what risks our GLAM faces, why and when, and have plans in place to ensure that risks can be minimized and/or managed; we know where potential conflicts of interest exist; we know who our stakeholders are and who is involved in the GLAM's governance; we know how to communicate openly and transparently on the full range of our activity.	We are developing/delivering a SMART plan to identify and mitigate short-term and long-term risks to ensure our long-term viability, to identify and wherever possible remove conflicts of interest, to fulfil obligations to stakeholders and those involved in governance, and to produce open and transparent information on the full range of our activity for a range of stakeholders (including wider society).

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>d. Ethical and responsible leadership and management</p>	<p><b>TARGET 16·10</b></p>  <p><b>ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 16.10</b> “Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring the public have access to information associated with our collections and on the full range of our activities, and that our activities respect and protect people’s human rights.</p>	<p>We have set an end date by which the public will have access to information associated with our collections and on the full range of our activities, and that our activities respect and protect people’s human rights.</p>	<p>We have identified which information associated with our collections and activities should not be made publicly available and how this can be justified, and how the remainder can be made publicly available and in what formats. We know how our operations impinge on people’s human rights.</p>	<p>We are developing/delivering a SMART plan to identify which information associated with our collections and activities should not be made publicly available and how this can be justified, and how the remainder can be made publicly available and in what formats. Our plan also identifies how our activities impinge on people’s human rights, and actions to enable more people to attain their rights.</p>

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>d. Ethical and responsible leadership and management</p>	<p><b>TARGET 16·B</b></p>  <p><b>PROMOTE AND ENFORCE NON-DISCRIMINATORY LAWS AND POLICIES</b></p>	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 16.B</b> “Promote and enforce non-discriminatory laws and policies for sustainable development”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring that policies fulfil legal requirements as a minimum, and progressively achieve inclusion and equality of opportunity; eliminate discrimination across our activities; and foster sustainable development.</p>	<p>We have set an end date by which all policies will aim to progressively achieve inclusion and equality of opportunity; eliminate discrimination across our activities; and foster sustainable development.</p>	<p>We know who is discriminated against by particular policies, how they are discriminated against, and what steps are required to address this situation. We know what laws and policies support sustainable development.</p>	<p>We are developing/ delivering a SMART plan to ensure all policies fulfil legal requirements as a minimum, and progressively achieve inclusion and equality of opportunity; eliminate discrimination across our activities; and foster sustainable development.</p>

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>d. Ethical and responsible leadership and management</p>	<p><b>TARGET 17·4</b></p>  <p>ASSIST DEVELOPING COUNTRIES IN ATTAINING DEBT SUSTAINABILITY</p>	<p><b>TARGET DESCRIPTOR</b></p> <p>Target 17.4 “Enhance policy coherence for sustainable development”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring that our policies are mutually supporting and include sustainable development considerations and the SDGs.</p>	<p>We have set an end date by which policies will be mutually supporting and include sustainable development considerations and the SDGs.</p>	<p>We know who needs to be involved in developing policies, when and how, and what structures, policy interactions and effects can support coherence for sustainable development. We know which policies conflict with other policies, and how synergies can be maximized; we know how to include sustainable development considerations and the SDGs into all policies, and which additional policies are required to better support sustainable development.</p>	<p>We are developing/ delivering a SMART plan to incorporate sustainable development considerations and the SDGs into all existing and new policies, and to remove conflicts between existing policies and maximize synergies; this includes the design, implementation, monitoring and reporting of policies and related actions.</p>

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>d. Ethical and responsible leadership and management</p>	<p><b>TARGET 17·19</b></p> 	<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 17.19</b> “By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to monitoring and reporting on our impact, in terms of social, environmental and economic considerations.</p>	<p>We have set an end date by which our full social, environmental and economic impact and value will be communicated in ways that complement gross domestic product.</p>	<p>We know what our impacts are in terms of our social, environmental and economic impact and value, and how they can be measured, monitored and communicated.</p>	<p>We are developing/ delivering a SMART plan to develop and implement a set of indicators of our activity that address all of social, environmental and economic considerations, and to communicate these to stakeholders.</p>

<p><b>6. Direct internal leadership, management and operations towards the SDGs</b></p> <p>e. Disaster management and Risk Reduction</p>		<p><b>TARGET DESCRIPTOR</b></p> <p><b>Target 11.5</b> “By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations”</p>	<p><b>Progress</b></p>
<p><b>Commitment</b></p>	<p><b>End goal</b></p>	<p><b>Measurement and awareness</b></p>	<p><b>Plans in place/progress with plans</b></p>
<p>We are committed to ensuring our GLAM is resilient to hazards and disasters, protecting resources of all kinds from related losses.</p>	<p>We have set an end date by which our GLAM will be resilient to hazards and disasters.</p>	<p>We know what hazards our GLAM is exposed to, and how it is vulnerable to particular risks. We know what measures could enhance our resilience.</p>	<p>We are developing/ delivering a SMART plan to identify hazards, understand exposure and vulnerability to hazards, and undertake actions to strengthen our resilience to hazards and disasters.</p>



## 6. Direct internal leadership, management and operations towards the SDGs

e. Disaster management and Risk Reduction

### TARGET 13-1



STRENGTHEN  
RESILIENCE AND  
ADAPTIVE CAPACITY  
TO CLIMATE RELATED  
DISASTERS

### TARGET DESCRIPTOR

**Target 13.1** “Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries”

### Progress

#### Commitment

We are committed to ensuring that our GLAM is resilient and able to adapt to climate change and related disasters.

#### End goal

We have set an end date by which we our GLAM will have robust plans and actions in place to strengthen resilience and adapt to climate change and related disasters.

#### Measurement and awareness

We know how our GLAM is at risk from climate impacts and related disasters, and what actions would strengthen resilience and adaptive capacity to these.

#### Plans in place/progress with plans

We are developing/ delivering a SMART plan to understand how our GLAM will be impacted by climate change, and to identify and implement actions to help our GLAM be resilient and adapt to climate change and related disasters.


# 7.


**Direct external  
leadership, collaboration  
and partnerships towards  
the SDGs**

7. Direct external leadership, collaboration and partnerships towards the SDGs	<div> <div>TARGET 1·B</div>  <div>CREATE PRO-POOR AND GENDER-SENSITIVE POLICY FRAMEWORKS</div> </div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 1.B</b> “Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to supporting local, national and international programmes that aim to eradicate poverty.</p>	<p>We have set an end date by which our GLAM will be contributing effectively to the eradication of poverty locally, nationally and internationally.</p>	<p>We know how our GLAM can contribute to poverty eradication locally, nationally and internationally. We know who to work with to help eradicate poverty locally, nationally and globally.</p>	<p>We are developing/ delivering a SMART plan to ensure that our GLAM contributes effectively to poverty eradication locally, regionally and internationally, through effective policies, actions and partnerships, and that it helps support accelerated investment in poverty eradication locally, nationally and globally.</p>

7. Direct external leadership, collaboration and partnerships towards the SDGs	<div> <div>TARGET 3.D</div>  <div>IMPROVE EARLY WARNING SYSTEMS FOR GLOBAL HEALTH RISKS</div> </div>	<div>TARGET DESCRIPTOR</div> <div>Target 3.D “Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks”</div>	<div>Progress</div>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that everyone in our context is prepared for national and global health risks, through effective partnerships with the public health sector and emergency services.</p>	<p>We have set an end date by which everyone in our context will be prepared for national and global health risks, through effective partnerships with the public health sector and emergency services.</p>	<p>We know which local, national and international agencies are involved in managing health risks, and how our GLAM can work in partnership with them to support early warning, risk reduction and management of health risks in our context.</p>	<p>We are developing/ delivering a SMART plan to establish partnerships with and draw on information from agencies involved in health risks, to ensure that our GLAM contributes effectively to early warning, risk reduction and management of national and global health risks.</p>


7. Direct external leadership, collaboration and partnerships towards the SDGs		<b>TARGET DESCRIPTOR</b>  <b>Target 6.B</b> “Support and strengthen the participation of local communities in improving water and sanitation management”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to ensuring that local communities can take part in improving water and sanitation management.</p>	<p>We have set an end date by which local communities will be involved in improving water and sanitation management.</p>	<p>We know what actions are required to ensure local communities can take part in improving water and sanitation management.</p>	<p>We are developing/ delivering a SMART plan to establish partnerships that support local communities to take part in improving water and sanitation management.</p>

<b>7. Direct external leadership, collaboration and partnerships towards the SDGs</b>		<b>TARGET DESCRIPTOR</b>  <b>Target 11.3</b> “By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to ensuring that the planning, management and development of the community is undertaken in participatory and inclusive ways.</p>	<p>We have set an end date by which we will have enhanced the involvement of communities in planning, management and development of the community.</p>	<p>We know which communities and social groups exist in our area, and what local development plans are underway and under development. We know what partnerships and actions will involve people in planning, management and development of the community.</p>	<p>We are developing/ delivering a SMART plan to involve the community in local planning, management and development, to foster a sustainable and inclusive community.</p>

7. Direct external leadership, collaboration and partnerships towards the SDGs		<b>TARGET DESCRIPTOR</b>  <b>Target 11.5</b> “By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations”	<b>Progress</b>
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that people and other sectors in our context are resilient to the impact of potential hazards and disasters, protecting people and resources of all kinds from related losses.</p>	<p>We have set an end date by which people, other sectors and property in our context will be resilient to potential hazards and disasters.</p>	<p>We know what hazards our community, other sectors and property are exposed to, and how they are vulnerable to particular risks. We know what measures could enhance their resilience to reduce the impact of hazards and disasters.</p>	<p>We are developing/ delivering a SMART plan to understand vulnerability and exposure to hazards and disasters in our community, in other sectors, and to property, and to implement actions to strengthen their resilience to reduce disaster risk.</p>

<b>7. Direct external leadership, collaboration and partnerships towards the SDGs</b>	<div> <div>TARGET 11.A</div>  <div>STRONG NATIONAL AND REGIONAL DEVELOPMENT PLANNING</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 11.A</b> “Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to ensuring that our GLAM contributes effectively to economic, social and environmental links between urban and rural areas.</p>	<p>We have set an end date by which our GLAM will have contributed effectively to economic, social and environmental links between urban and rural areas.</p>	<p>We know how our GLAM can help support economic, social and environmental links between urban and rural areas, through involvement in national and regional planning.</p>	<p>We are developing/ delivering a SMART plan to form partnerships and contribute to planning at regional and national levels, to strengthen the links between urban and rural areas for positive economic, social and environmental outcomes.</p>



7. Direct external leadership, collaboration and partnerships towards the SDGs	<div>TARGET 11·B</div>  <div>IMPLEMENT POLICIES FOR INCLUSION, RESOURCE EFFICIENCY AND DISASTER RISK REDUCTION</div>	<div>TARGET DESCRIPTOR</div> <p><b>Target 11.B</b> “By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring our GLAM contributes effectively to wider community plans regarding social inclusion, resource efficiency, addressing climate change, and disaster management and risk reduction.</p>	<p>We have set an end date by which our GLAM will be contributing effectively to wider community plans regarding social inclusion, resource efficiency, addressing climate change, and disaster management and risk reduction.</p>	<p>With partners, we have identified the ways that our GLAM can contribute to local plans for social inclusion, resource use, climate change management, and disaster management and risk reduction.</p>	<p>With partners, we are developing/delivering a SMART plan to ensure our GLAM contributes effectively to local plans for social inclusion, resource use, addressing climate change, and disaster management and risk reduction.</p>

## 7. Direct external leadership, collaboration and partnerships towards the SDGs

### TARGET 13.1




STRENGTHEN  
RESILIENCE AND  
ADAPTIVE CAPACITY  
TO CLIMATE RELATED  
DISASTERS


### TARGET DESCRIPTOR

**Target 13.1** “Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries”

### Progress


Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
We are committed to ensuring all countries can face the challenge of climate change and related disasters, by strengthening the resilience and adaptive capacity of communities and other sectors through effective partnerships.	We have set an end date by which we will be working in effective partnerships that help strengthen communities’ and other sectors’ resilience and adaptive capacity to climate change and related disasters, both locally and in all countries.	We know the potential impacts of climate change and related disasters on people, communities, property, other sectors, and natural environments locally and globally. We know what partnerships and actions are required to strengthen their resilience and ability to adapt to these challenges.	We are developing/ delivering a SMART plan to build partnerships and undertake actions that help strengthen resilience and adaptive capacity to climate change and related disasters, both locally and in all countries.

7. Direct external leadership, collaboration and partnerships towards the SDGs	<div> <div>TARGET 16-7</div>  <div>ENSURE RESPONSIVE, INCLUSIVE AND REPRESENTATIVE DECISION-MAKING</div> </div>	<div>TARGET DESCRIPTOR</div> <div>Target 16.7 “Ensure responsive, inclusive, participatory and representative decision-making at all levels”</div>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring decision-making regarding GLAM activities and developments involves stakeholders in responsive, inclusive, participatory and representative ways.</p>	<p>We have set an end date by which decision-making regarding GLAM activities and developments will involve stakeholders in responsive, inclusive, participatory and representative ways.</p>	<p>We know who and which groups represent our stakeholders for different GLAM activities and developments, and what processes will foster their full inclusion in responsive, inclusive, participatory and representative decision-making.</p>	<p>We are developing/ delivering a SMART plan to empower stakeholders to be involved in decision-making regarding GLAM activities and developments in ways that are responsive, inclusive, participatory and representative.</p>

<b>7. Direct external leadership, collaboration and partnerships towards the SDGs</b>	<div> <div>TARGET 17-6</div>  <div>KNOWLEDGE SHARING AND COOPERATION FOR ACCESS TO SCIENCE, TECHNOLOGY AND INNOVATION</div> </div>	<b>TARGET DESCRIPTOR</b> <p>Target 17.6 “Enhance North–South, South–South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism”</p>	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to participating effectively in North–South, South–South and triangular co-operation (as appropriate), to support science, technology and innovation, and enhance knowledge-sharing that supports research and researchers everywhere.</p>	<p>We have set an end date by which we will be participating effectively in international collaborations and partnerships that support science, technology and innovation, and enhance knowledge sharing that supports research and researchers.</p>	<p>We know what resources may contribute to global research and research partnerships, and by what means knowledge can be created, disseminated, aggregated and shared internationally and cross-regionally.</p>	<p>We are developing/ delivering a SMART plan to develop effective international and cross-regional partnerships, to support co-operation on science, technology and innovation, and to support the creation, dissemination, aggregation and sharing of knowledge.</p>

7. Direct external leadership, collaboration and partnerships towards the SDGs	<div> <div>TARGET 17·9</div>  <div>ENHANCE SDG CAPACITY IN DEVELOPING COUNTRIES</div> </div>	<div>TARGET DESCRIPTOR</div> <p>Target 17.9 “Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to participating in North–South, South–South and triangular co-operation (as appropriate) to support effective and targeted capacity building to implement the SDGs in developing countries.</p>	<p>We have set an end date by which we will be participating effectively in international collaborations and partnerships that build capacity to implement the SDGs in developing countries.</p>	<p>We know how we can contribute to capacity building for the SDGs in developing countries, and with which partners. We know how to provide support in ways that empower, and do not disempower, developing countries.</p>	<p>We are developing/ delivering a SMART plan to build capacity for the SDGs in developing countries, working with partners, and in ways that empower, and do not disempower, developing countries.</p>

7. Direct external leadership, collaboration and partnerships towards the SDGs	<div>TARGET 17-14</div>  <div>ENHANCE POLICY COHERENCE FOR SUSTAINABLE DEVELOPMENT</div>	TARGET DESCRIPTOR	Progress
<p><b>Commitment</b></p> <p>We are committed to ensuring that our policies are aligned with those of existing and potential partners, to enhance support for sustainable development and the SDGs; and that our various policies form a complementary set, and do not involve trade-offs.</p>	<p><b>End goal</b></p> <p>We have set an end date by which policies will be aligned with those of existing and potential partners and wider policy agendas, to enhance support for sustainable development and the SDGs; and by which our internal policies will form a complementary set to support sustainable development and the SDGs.</p>	<p><b>Measurement and awareness</b></p> <p>We know which partners need to be involved, when and how, and what structures, policy interactions and effects can support coherence for sustainable development. We know which policies conflict with other policies and how trade-offs can be eliminated; and how synergies can be maximized to support sustainable development and the SDGs, through better alignment with existing and potential partners' policies and wider policy agendas.</p>	<p><b>Plans in place/progress with plans</b></p> <p>We are developing/ delivering a SMART plan to align our policies with those of existing and potential partners and wider policy agendas, to enhance our contribution to sustainable development and the SDGs. This includes the design, implementation, monitoring and reporting of policies and related actions, to remove trade-offs and conflicts, and maximize synergies. We are also developing/delivering a SMART plan to align our policies with one another to remove any trade-offs or conflicts.</p>

<b>7. Direct external leadership, collaboration and partnerships towards the SDGs</b>	<div> <div>TARGET 17-16</div>  <div>ENHANCE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT</div> </div>	<b>TARGET DESCRIPTOR</b>  <b>Target 17.16</b> “Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries”	<b>Progress</b>
<b>Commitment</b>	<b>End goal</b>	<b>Measurement and awareness</b>	<b>Plans in place/progress with plans</b>
<p>We are committed to participating in a global partnership for sustainable development to support the achievement of the SDGs in all countries, by mobilizing and sharing knowledge, expertise, technology and financial resources.</p>	<p>We have set an end date by which we will be participating effectively as a member of a global partnership for sustainable development, contributing to the achievement of the SDGs locally and globally.</p>	<p>We know what partnerships, knowledge, expertise, technology and financial resources we can mobilize and share in a global partnership for sustainable development, and what actions are required to mobilize these to help achieve the SDGs in all countries.</p>	<p>We are developing/ delivering a SMART plan to mobilize and share knowledge, expertise, technology and financial resource for the achievement of the SDGs in all countries through effective partnerships.</p>

7. Direct external leadership, collaboration and partnerships towards the SDGs	<div>TARGET 17-17</div>  <div>ENCOURAGE EFFECTIVE PARTNERSHIPS</div>	TARGET DESCRIPTOR	Progress
<p><b>Commitment</b></p> <p>We are committed to participating in and supporting a wide range of public, public-private and civil society partnerships, to help achieve the SDGs.</p>	<p><b>End goal</b></p> <p>We have set an end date by which we will be participating in and supporting a wide range of public, public-private and civil society partnerships, to help achieve the SDGs.</p>	<p><b>Measurement and awareness</b></p> <p>We know which current and potential partners, from a wide range of sectors, can support the SDGs, and how partnerships can access additional resources to support this activity. Sponsorship and fundraising are regarded as forms of partnership, and are expected to be in line with sustainable development objectives.</p>	<p><b>Plans in place/progress with plans</b></p> <p>We are developing/ delivering a SMART plan to participate in and support a wide range of public, public-private and civil society partnerships, establish programmes of activity to support the SDGs, and access additional resources to support this activity, ensuring that resources come from sources aligned with sustainable development objectives.</p>



7. Direct external leadership, collaboration and partnerships towards the SDGs	<div>TARGET 17-19</div>  <div>FURTHER DEVELOP MEASUREMENTS OF PROGRESS</div>	<div>TARGET DESCRIPTOR</div> <p>Target 17.19 “By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries”</p>	Progress
Commitment	End goal	Measurement and awareness	Plans in place/progress with plans
<p>We are committed to ensuring that sustainable development is achieved in our context, through a shared understanding of positive action and measurements for social, environmental and economic development among all relevant partners.</p>	<p>We have set an end date by which measurements and indicators for social, environmental and economic development have been agreed and shared among partners, to support sustainable development in our context.</p>	<p>We know how partners relate to different aspects of sustainable development, and what measurements and indicators can complement GDP to support sustainable development.</p>	<p>We are developing/ delivering a SMART plan to include all aspects of sustainable development - people planet and prosperity - in planning, monitoring and communicating activity among partners.</p>

## Other guides in the Curating Tomorrow series

