

TRAINING ON CORPORATE SUSTAINABILITY (I)

EMBEDDING SDGS IN CORPORATE SUSTAINABILITY PRACTICE

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Richmond Business School

What are SDGs? – back to basics

- ▶ Sustainability Development Goals are 17 aspirational goals set-up by the UN Compact in 2015.
- ▶ They aim to procure a better world by tackling poverty, inequality, negative environmental impact and building stronger institutions.
- ▶ They are aimed to be achieved by 2030.
- ▶ Businesses affect people, economy and environment and hence they can be important agents for change.
- ▶ Sustainable development in the business environment: to ensure the corporate continuity without depleting the needed resources (economic, social, environmental) for future generations.

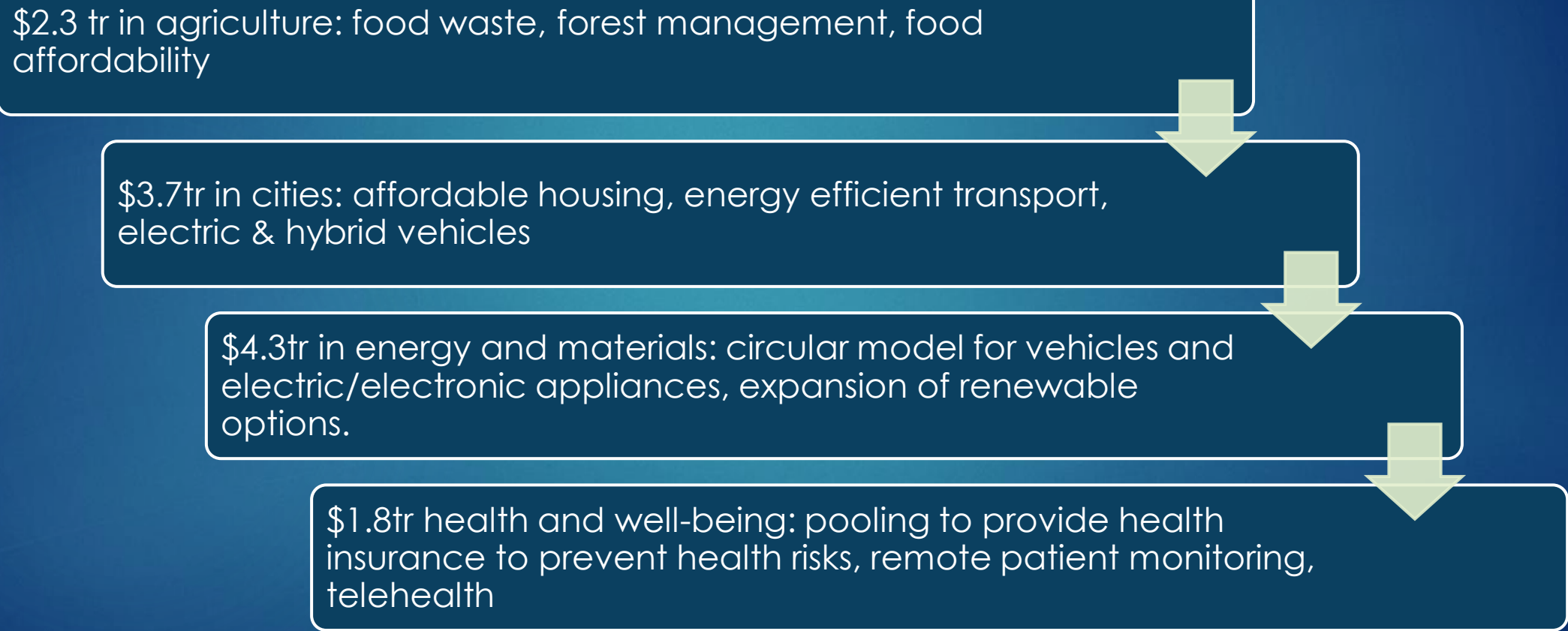
The SDGs

- ▶ 17 goals, 169 targets and 232 unique indicators:
 - ▶ People
 - ▶ Planet
 - ▶ Prosperity
 - ▶ Peace
 - ▶ Partnership
- ▶ Based on 10 principles



Why? – Unlock \$12tr of market opportunity

\$2.3 tr in agriculture: food waste, forest management, food affordability



\$3.7tr in cities: affordable housing, energy efficient transport, electric & hybrid vehicles

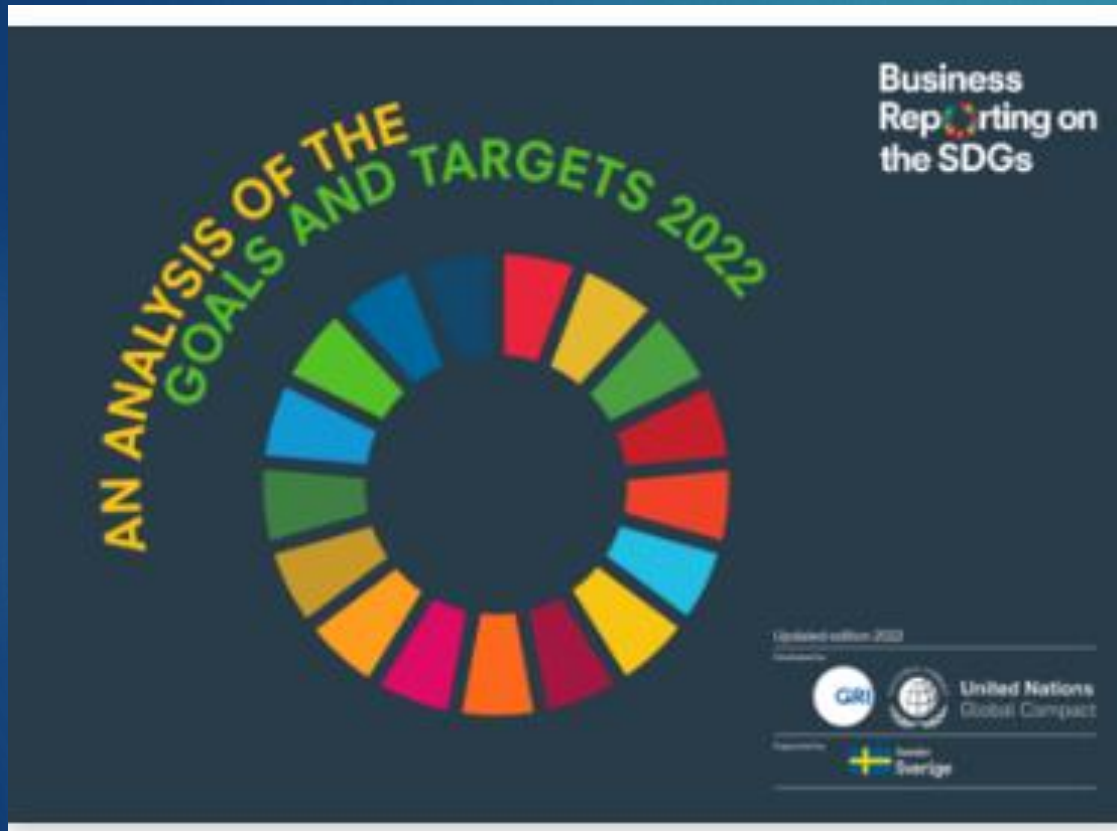
\$4.3tr in energy and materials: circular model for vehicles and electric/electronic appliances, expansion of renewable options.

\$1.8tr health and well-being: pooling to provide health insurance to prevent health risks, remote patient monitoring, telehealth

The SDGs



Detailed resources



E-Handbook on the Sustainable Development Goals Indicators



United Nations

What they look like

SECTOR APPROACH

Business Theme	Available Business Disclosures	Units	Source	Sector Information	Industry Information
GHG Emissions	Greenhouse Gas Emissions	N/A	SASB EM-MM-110a	EM Extractives & Minerals Processing	EM-MM Metals & Mining
	Greenhouse Gas Emissions	N/A	SASB EM-EP-110a	EM Extractives & Minerals Processing	EM-EP Oil & Gas – Exploration & Production
	Greenhouse Gas Emissions	N/A	SASB EM-MD-110a	EM Extractives & Minerals Processing	EM-MD Oil & Gas – Midstream
	Greenhouse Gas Emissions	N/A	SASB EM-RM-110a	EM Extractives & Minerals Processing	EM-RM Oil & Gas – Refining & Marketing
	Emissions Reduction Services & Fuels Management	N/A	SASB EM-SV-110a	EM Extractives & Minerals Processing	EM-SV Oil & Gas – Services
	Greenhouse Gas Emissions	N/A	SASB FB-AG-110a	FB Food & Beverage	FB-AG Agricultural Products
	Air Emissions from Refrigeration	N/A	SASB FB-FR-110b	FB Food & Beverage	FB-FR Food Retailers & Distributors
	Fleet Fuel Management	N/A	SASB FB-FR-110a	FB Food & Beverage	FB-FR Food Retailers & Distributors
	Greenhouse Gas Emissions	N/A	SASB FB-MP-110a	FB Food & Beverage	FB-MP Meat, Poultry & Dairy
	Fleet Fuel Management	N/A	SASB FB-NB-110a	FB Food & Beverage	FB-NB Non-Alcoholic Beverages
	Fleet Fuel Management	N/A	SASB HC-DI-110a	HC Health Care	HC-DI Health Care Distributors
	Greenhouse Gas Emissions & Energy Resource Planning	N/A	SASB IF-EU-110a	IF Infrastructure	IF-EU Electric Utilities &

Examples



- ▶ Land use
- ▶ Biodiversity
- ▶ Energy management
- ▶ Water management
- ▶ Ingredient sourcing
- ▶ Supply chain management
- ▶ Product lifecycle
- ▶ Waste management
- ▶ Marketing and labelling



- ▶ Access and affordability
- ▶ Customer welfare
- ▶ Labour
- ▶ Product safety
- ▶ Environment - pollutants
- ▶ Selling practices and product labelling
- ▶ Critical incident risk management

Steps for incorporating SDGs into business strategy



Understanding



Understanding the company's **impact** on the economy, society and the environment including human rights

Relating businesses' impacts to the **SDGs**

Decide on the priority SDGs – iterative process



Understanding the company's impacts



- ▶ Selection as to the impacts that represent the **most significant impacts - materiality**
- ▶ A **double perspective - balance**
 - ▶ Assessing risks on people and the environment
 - ▶ Positive contributions through the development of new products, services, processes
- ▶ Consideration regarding own operations and the **business relations**
- ▶ Identify **gaps** on the knowledge

Understanding – engagement with stakeholders

Understanding

Strategy
Forming

Integrating

Reporting

Focus on both negative/positive impacts

Direct and proxy stakeholders – trade unions or workers representatives

Cross-department working groups

Engagement with stakeholders – an example

Understanding

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Stakeholder engagement

IFF is committed to engaging with our stakeholders to understand their expectations of us. We use their feedback to inform our strategies and to proactively respond with solutions that continue to create value for all.

Stakeholder Group	Examples of How We Engage	Examples of Key Topics and Concerns Raised in 2021	Learn More
Communities	- Volunteer and charitable activities that are organized, hosted and implemented locally by sites around the world - Initiatives through our Responsible Sourcing program to support the sustainable development of communities where our ingredients are grown	Environmental responsibility; Health, wellness and educational opportunities; income diversification; guidance on sustainable agriculture and ecosystem health.	Community & biodiversity programs, page 59
Customers	- Industry events, expos, meetings, roundtables or presentations - Partnerships and joint projects, including accompanying communications (e.g., press releases and social media) - Questionnaires, surveys or sustainability performance reviews on environmental and social performance	Product-related carbon footprinting / life cycle assessment; Environmental sustainability and GHG emissions; Responsible sourcing, supply chain transparency, ingredient traceability and human rights; Product responsibility and safety, quality & labeling (e.g., GMOs).	Customer engagement, page 25
Employees	- Regular communications, including emails, newsletters, videos, town halls, the intranet, CEO blog and social media - Employee engagement campaigns, surveys, webinars e-learning courses and trainings	Culture and values; career development and workplace benefits; diversity, equity & inclusion; safety, health and wellbeing.	Equity & Wellbeing, page 62
Investors	- Regulatory filings, disclosures and press releases - Quarterly meetings and conference calls to maintain an open dialogue on our strategies, performance, matters of corporate governance and executive compensation	Expanded ESG disclosures on value creation, performance metrics and long-term strategy for topics such as the transition to a net zero economy and talent management, including expanding diversity, equity & inclusion	Transparency & Accountability, page 81
Governmental and non-governmental organizations	- Participation in trade associations, industry groups and multilateral organizations that amplify the business voice and represent industry interests - Interaction and advocacy with governmental agencies and legislators to ensure clear understanding of business needs, inform regulatory decisions and align on policy interpretation	Business ambitions for contributing to the UN SDGs; commitment to human rights; product labeling and substance registrations; benefits and safety of our products, e.g., shaping approval pathways for novel products made with new technologies such as modern biotechnology	Regulatory Affairs & Public Affairs, page 86 External Initiatives, Memberships & Associations, page 95
Suppliers	- Questionnaires, audits or disclosures via third-party platforms to assess supplier performance - Participation in joint initiatives and global networks to support the sustainability performance of industry supply chains - Outreach, such as training/guidance, audits or questionnaires - Collaborative partnerships and shared value programs to strengthen local communities and supply chains	Promoting regenerative ecosystems and achieving zero deforestation for strategic raw material supply chains; tracking and reporting GHG emissions; managing supply chain disruptions or restrictions	Responsible Sourcing, page 47

Source: IFF Do More Good Report 2022

Stakeholder engagement

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TRAVEL WITH PURPOSE

ESG Strategy and Framework

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ESG In Guest Experiences

LightStay

Hilton Global Foundation

GOAL TRACKER

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SOCIAL IMPACT

GOVERNANCE

APPENDIX



HILTON 2022 ESG REPORT 11

Responsible travel begins with stakeholder engagement

Hilton engages with both internal and external stakeholders to seek their expertise, set expectations, and align priorities for the development of ESG programs. Through these relationships, we identify the best opportunities to deploy ESG strategic initiatives across the operations of our 7,000+ hotels.

Conrad Tulum Riviera Maya

INTERNAL STAKEHOLDERS: SETTING THE DIRECTION

Internal stakeholders include our Hilton Leadership, Team Members, owners and developers, who hold one another accountable for progress toward our Travel with Purpose 2030 Goals.

HILTON LEADERSHIP comprises the CEO and Executive Committee, the board of directors, and the Nominating & ESG Committee. These groups receive at least quarterly status updates and share strategy directives with regional business leaders and internal stakeholders, as appropriate.

OWNERS AND DEVELOPERS collaborate and share feedback on relevant Travel with Purpose programs and help pilot new sustainability initiatives, whether during design and construction, renovation, or in operations.

TEAM MEMBERS advance our community impact efforts by volunteering in the communities we serve, particularly during our annual Travel with Purpose Week. By utilizing LightStay, Team Members have an integral role in tracking and reviewing the progress toward our shared goals. To help drive accountability, portions of Team Members' annual performance objectives may be tied to ESG-related goals.

TRAVEL WITH PURPOSE CHAMPIONS are internal champions from our hotels and corporate offices, who advise on regional context and make a special commitment to advancing our shared goals in the many destinations in which we operate.

**EXTERNAL STAKEHOLDERS:
TOGETHER ON THE JOURNEY**

We work directly with our travel and tourism industry peers, NGOs and international organizations, investors, guests and policymakers to develop mutual solutions and action plans on critical ESG topics.

INVESTORS receive transparent, third-party assured ESG data in our Form 10-K, Proxy Statement, Annual Report, and ESG disclosures. During investor calls, we answer questions about our progress toward 2030 Goals and explain our efforts to mitigate climate change and social risks.

SUPPLIERS help us to identify innovative, local and sustainable sourcing options, foster a diverse supply chain, and conduct due diligence to assess human rights and other ESG factors.

POLICYMAKERS, including legislators, regulators and key government officials, connect with our Government Affairs team to inform decision making on industry and ESG-related issues.

GUESTS, including over 150 million Hilton Honors members, help to shape our ESG programs by providing regular feedback through surveys and focus groups.

LOCAL AND INTERNATIONAL NONPROFIT PARTNERS connect with Hilton and the Hilton Global Foundation to advise and collaborate on social and environmental efforts around the world.

INDUSTRY PEERS help us to co-create travel and tourism commitments related to human rights, carbon, water, food waste, and other critical topics.

CORPORATE CUSTOMERS advance their own ESG goals by collaborating with Hilton on sustainability and social impact initiatives for their business travel, meetings and events.

COMMUNITY MEMBERS engage with local Hilton leaders and our nonprofit partners to share the issues of greatest importance to them, allowing us to align our programs and innovations with their needs.

Source: Hilton ESG Report 2022

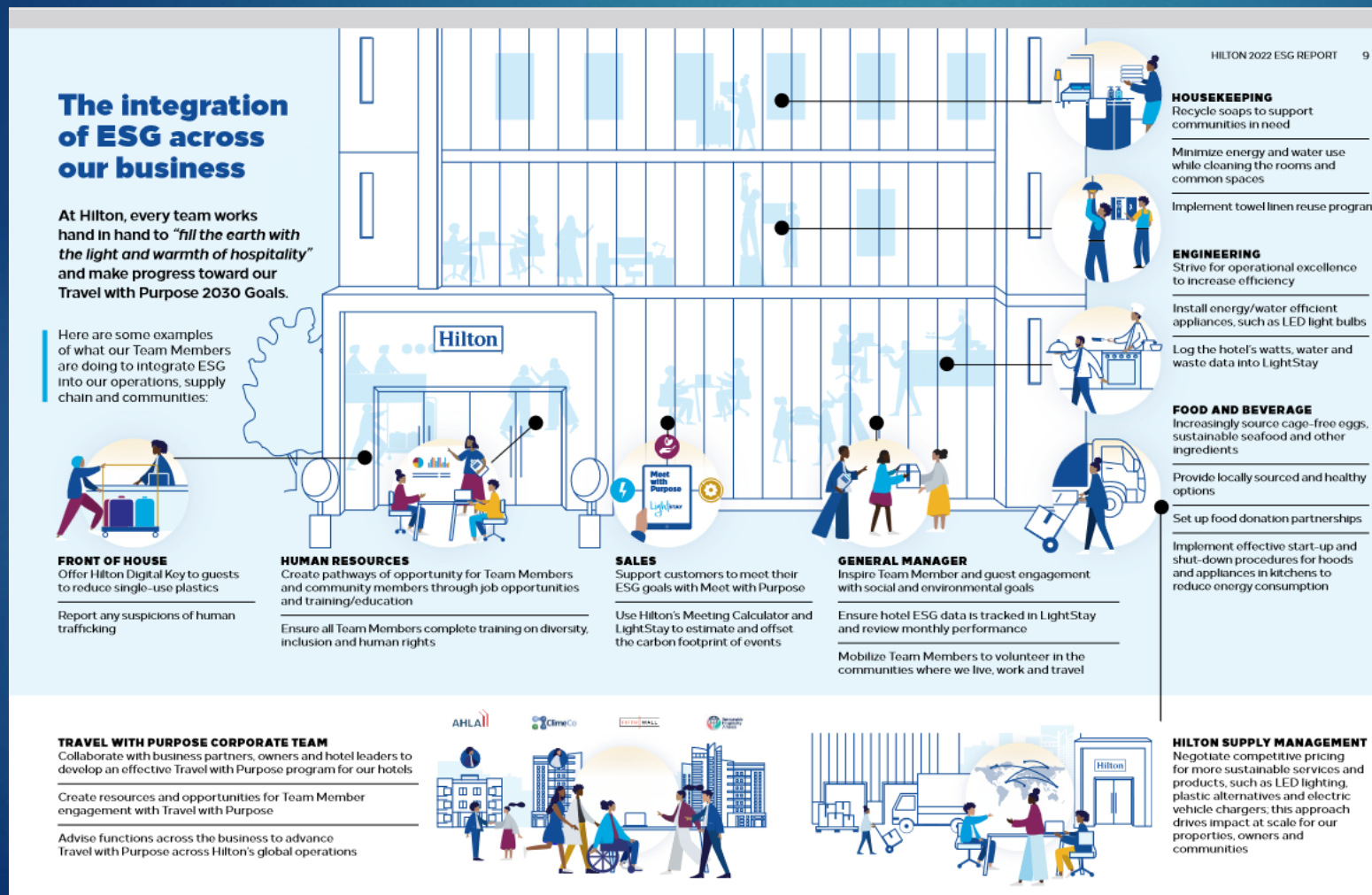
Mapping impacts – example – a functional approach



Mapping impacts – A value chain approach – a second approach



Example: Value Chain at a Hotel Company



Source: Hilton ESG Report 2022

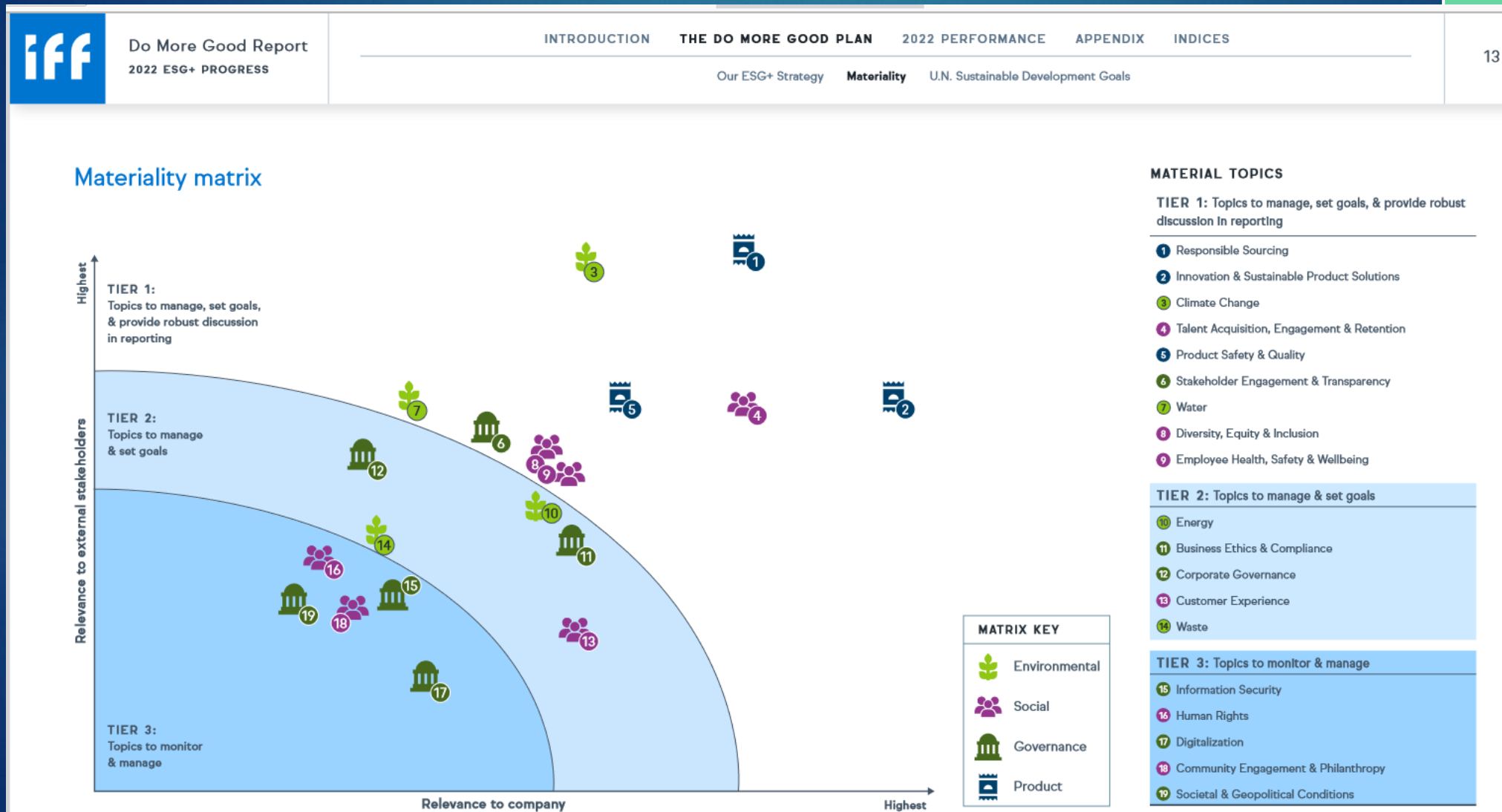
A materiality matrix

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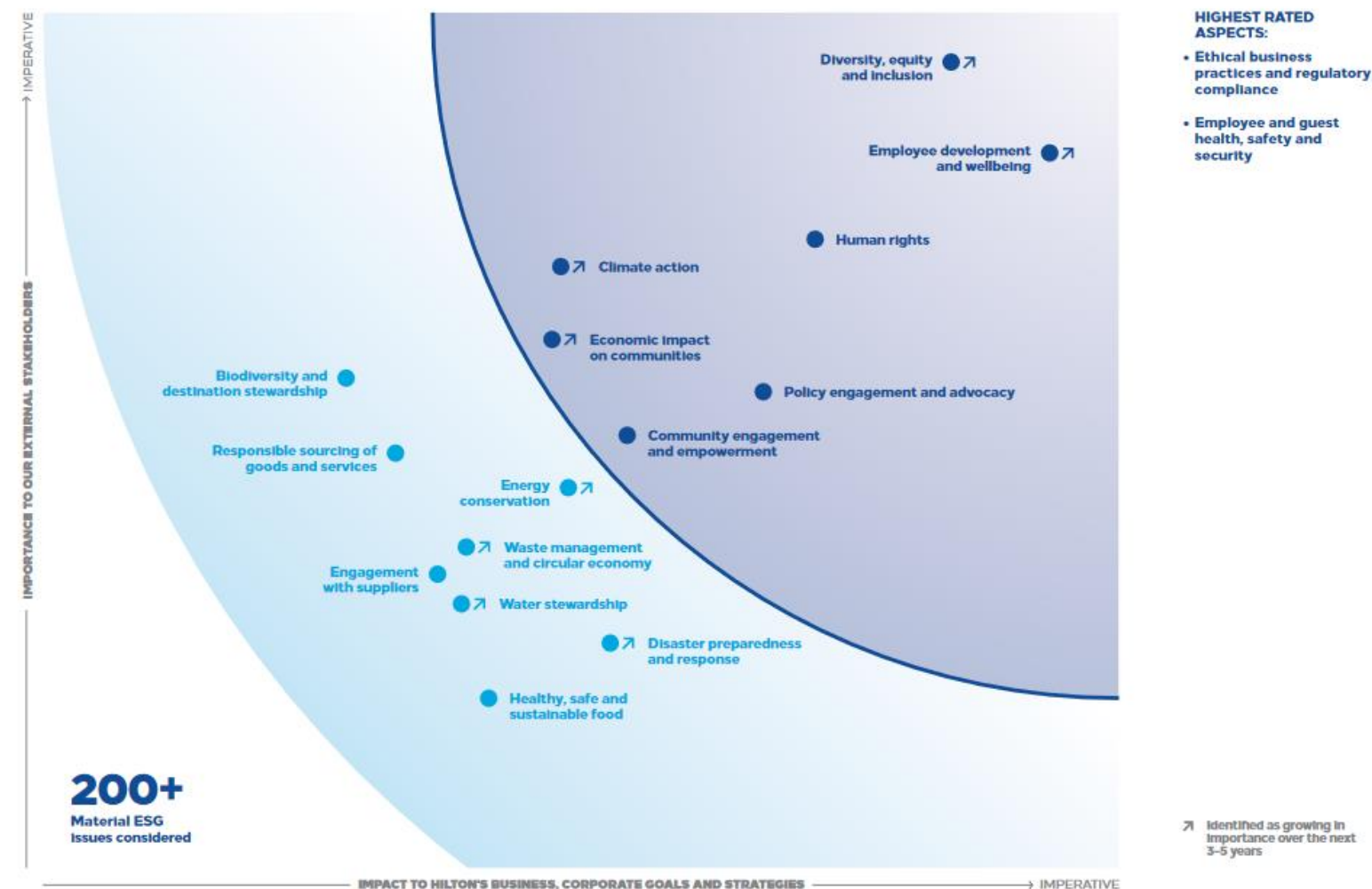
Reporting



Source: IFF Do More Good Report 2022

Another Materiality Assessment

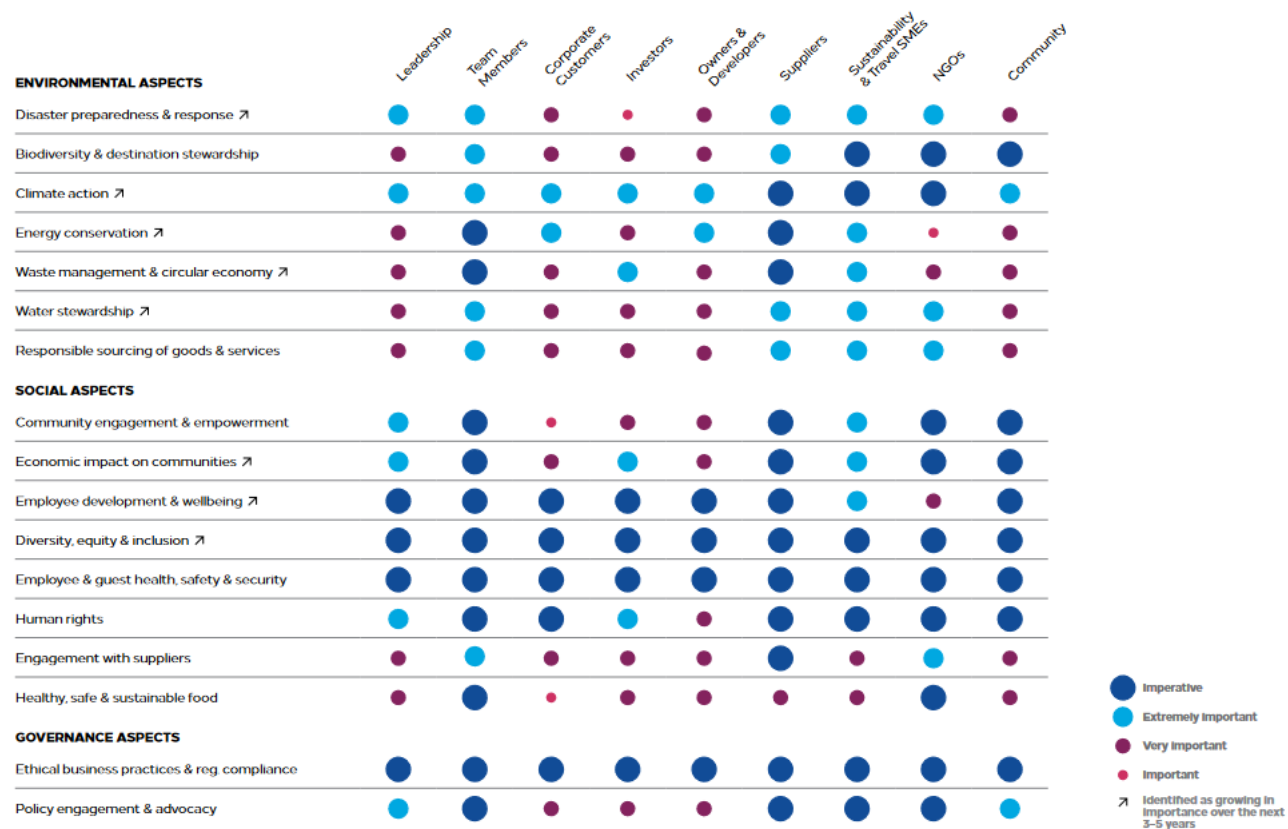
Results: Materiality Matrix



Source: Hilton ESG Report 2022

Materiality Assessment

Results: Stakeholder Priority Map



Source: Hilton ESG Report 2022

Prioritizing impacts



Prioritizing

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CARING FOR THE PLANET

We are advancing environmental action so that destinations around the world are vibrant for our guests, colleagues and communities.

FOCUS AREAS & GOALS

Climate Change and Water Conservation

- Accelerate efficiency measures and increase the use of renewable energy and gray water

Waste and Circularity

- Minimize waste and increase recycling and composting

Responsible Sourcing

- Increase responsible sourcing of products like coffee, seafood, animal proteins and more

Thriving Destinations

- Help protect biodiversity and advance climate resilience



CARING FOR PEOPLE

We care for the wellbeing of our colleagues, guests, customers, owners and communities and are creating a culture of opportunity for all.

FOCUS AREAS & GOALS

Diversity, Equity & Inclusion

- Foster environments where all individuals are welcome

Colleague Development

- Support colleagues to learn and grow

Wellbeing

- Support our colleagues' physical, mental and emotional wellbeing

Human Rights

- Respect the fundamental human rights of all people and help prevent human trafficking within and across our industry

Community Engagement and Volunteerism

- Strive to make communities in which Hyatt hotels operate healthier, thriving places to live, work and gather



CARING FOR RESPONSIBLE BUSINESS

We embrace our responsibility to create fair, ethical and transparent business practices.

FOCUS AREAS

Working with Other Businesses

- Collaborate with owners, operators, suppliers and beyond, ensuring consistent value alignment

Fair and Ethical Business

- Demonstrate integrity in our business dealings

Risk Management

- Identify, evaluate, prioritize and control risks to our business

Data Privacy and Security

- Manage and mitigate cyber security and privacy risks through industry-leading best practices

Reporting

- Provide meaningful information relating to our business

World of Care supports progress toward the UN Sustainable Development Goals, a global agenda to end poverty, protect the planet and enhance prosperity for all.



03

Source: Hyatt World of Care Highlights 2022

football clubs, introduces a quality process into its business, particular attention to local, the measurability of results reporting.

2022

Today it contributes actively to the achievement of the objectives indicated in the United Nations 2030 Agenda for Sustainable Development.

Through its values, football represents an important vehicle for diffusion, popularisation and the involvement of young generations, who can amplify and reinforce key messages and contribute to guiding an evolution in behaviour.

Juventus recognises sport and football as one of the industries with the greatest social impact, as indicated in the 2030 Agenda. As a club, it can and wishes to play an important role, by reinforcing initiatives and activities able to have a positive impact in the fields of education, inclusion and the environment and to make an active contribution to guiding this change through the achievement of the following

SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 10 REDUCED INEQUALITIES 13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS

Source: The Impact of Juventus 2022

From materiality to SDG priorities

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THE DO MORE GOOD PLAN: IFF'S ESG+ STRATEGY

OUR PURPOSE		APPLYING SCIENCE AND CREATIVITY FOR A BETTER WORLD			
Our pillars		+ Sustainable Solutions	Environmental: Climate & Planetary Health	Social: Equity & Wellbeing	Governance: Transparency & Accountability
Our focus areas		- Accelerating environmentally and socially conscious innovation - Driving climate action through life cycle assessment and circular design principles - Unlocking long-term value creation with our customers through collaboration	- Striving to lead on urgent climate action, ultimately aspiring to net positive emissions - Reducing our operational footprint through water stewardship and zero waste to landfill - Raising the bar on responsible sourcing	- Empowering employees and unleashing their uniqueness, potential and talent - Ensuring the health, safety and wellbeing of our workforce - Strengthening local communities	- Adhering to the highest ethical standards - Committing to transparency - Holding our leaders accountable
Our priority material topics	Tier 1	● Innovation & Sustainable Product Solutions	- Climate Change - Water - Responsible Sourcing	- Talent Acquisition, Engagement & Retention - Diversity, Equity & Inclusion - Employee Health, Safety & Wellbeing - Responsible Sourcing	- Product Safety & Quality - Stakeholder Engagement & Transparency
	Tier 2		- Energy - Waste	Customer Experience	- Business Ethics & Compliance - Corporate Governance
	Tier 3			- Human Rights - Community Engagement & Philanthropy	- Information Security - Digitalization - Societal & Geopolitical Conditions
Our 2030 goals		- All new innovations to have a sustainability value proposition that supports people and planet - Enable customers to save 50 times more CO₂e than generated at IFF's own manufacturing sites - Partner with customers to achieve their ESG goals	50% reduction in absolute Scopes 1 and 2 GHG emissions below 2021 levels by 2030; Net Zero (Scopes 1 and 2) by 2040; Net Positive (Scopes 1, 2 and 3) by 2050 - Verify zero waste to landfill for all major manufacturing facilities - Promote regenerative ecosystems and achieve zero deforestation for strategic raw material supply chains, beginning with palm and soy	40% people of color in management roles in the U.S. and 50% women in management roles, companywide - Incident-free workplace and world-class safety performance - Support animal welfare and launch a human rights program for business-critical suppliers 10 field initiatives to support farmers' livelihoods	- Increase transparency of annual disclosures in line with stakeholder expectations - Launch ESG metrics tied to executive compensation - Expand oversight for ESG governance at the Board of Directors level



Source: IFF Do More Good Report 2022

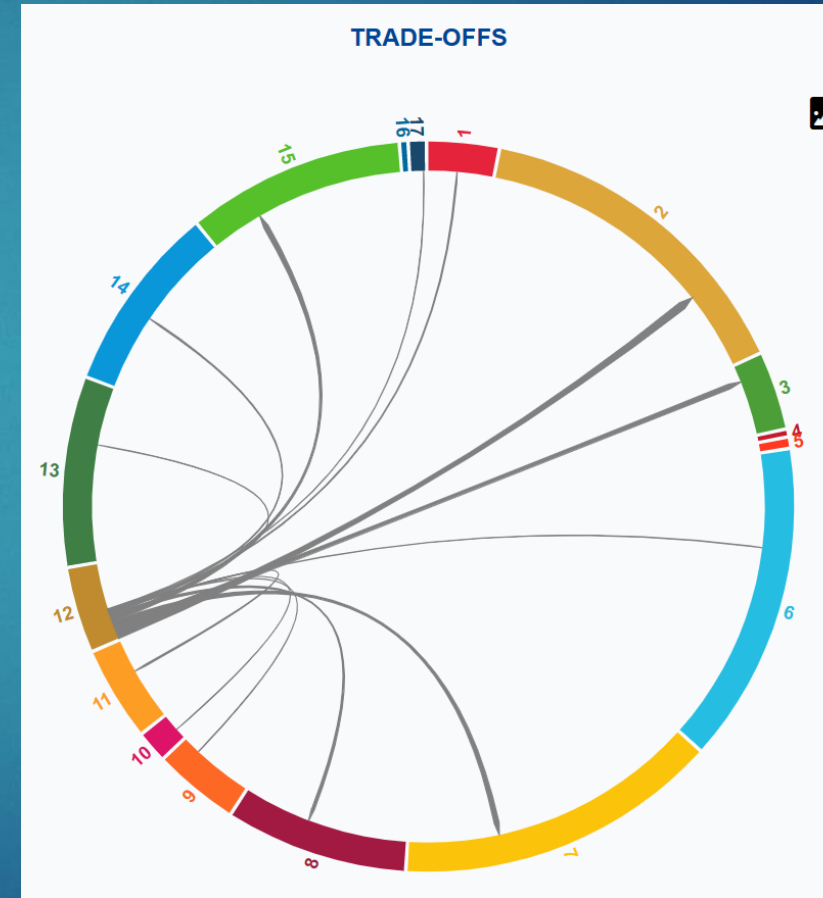
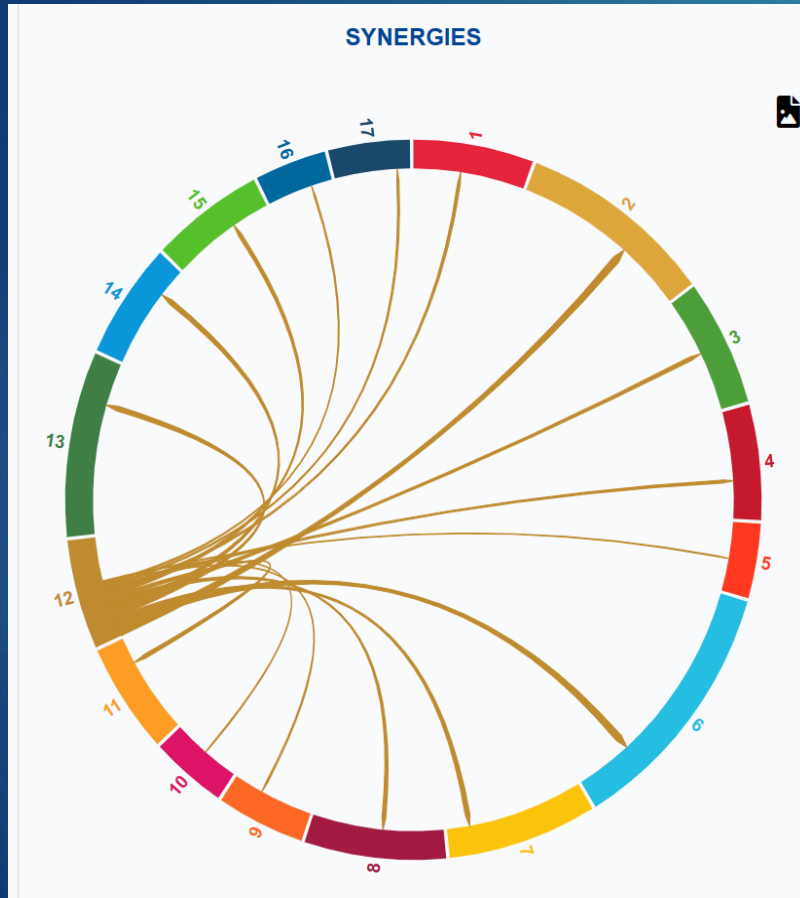
Understanding trade-offs and synergies

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Source : Europa website – see resources

Decisions regarding SDGs



Strong potential for positive impacts



Potential direct/indirect positive impact



Responsibility to mitigate potential negative impact

Integrating



Setting measurable objectives and targets in line with the identified relevant SDGs



Awareness on trade offs – negative impact on Human Rights not subject to offset – they need to be comparable.



Selection of indicators – both qualitative and quantitative.



Geographical breakdown – different levels in different areas

Reporting SDGs



Using recognised international frameworks – transparency and comparability



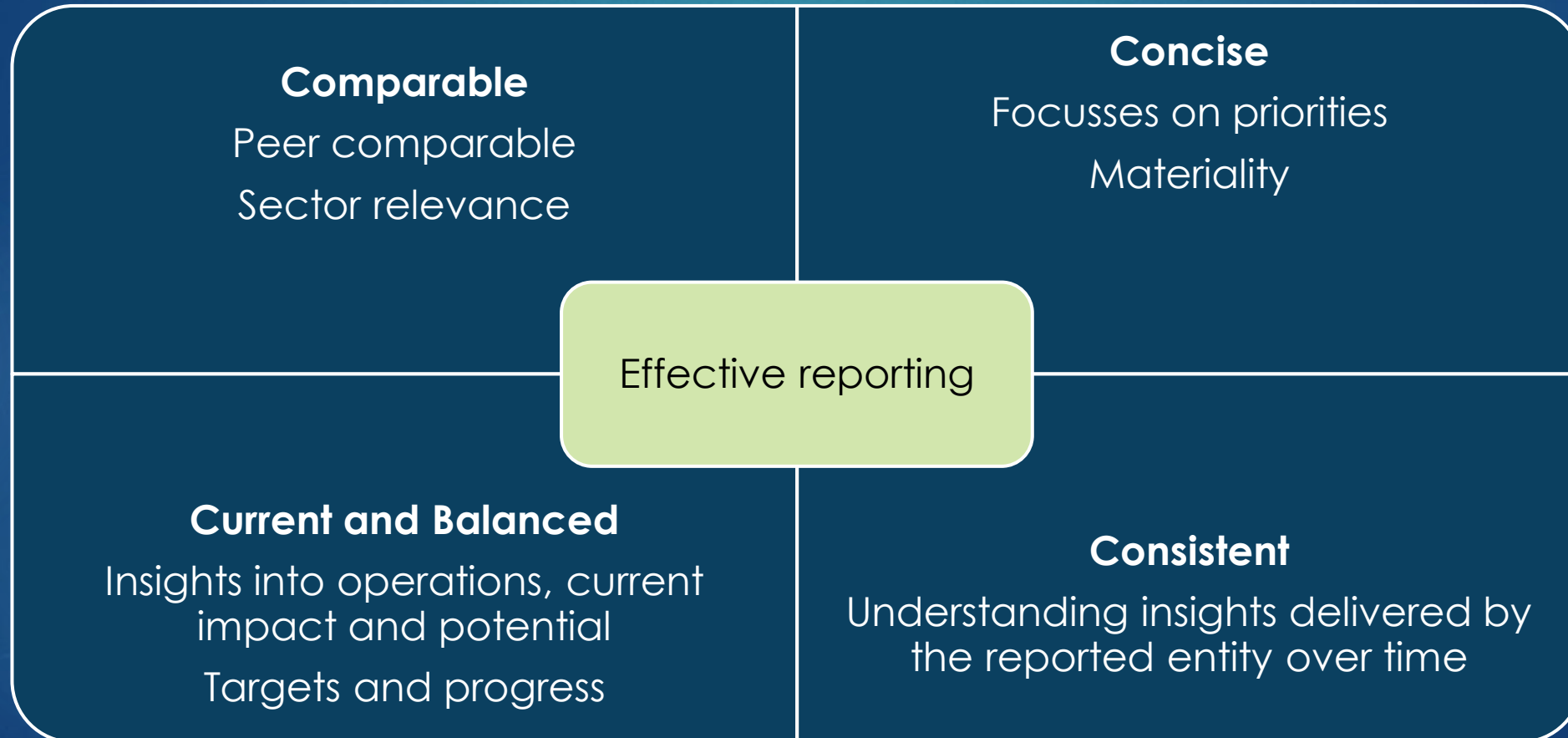
Internal and external reporting

Internal reporting to the Board – Embed into the strategy



Embedded into the reporting cycle

Reporting – Key guidelines



Reporting

- ▶ Refer to recognise frameworks
 - ▶ Eg SDG13 and TCFD
- ▶ Verifiability through assurance and certifications
- ▶ Regular quality checks
- ▶ Stakeholder relevant – user driven:
 - ▶ Governments - public availability for their own reporting on sustainability
 - ▶ Investors – financially relevant information
 - ▶ Civil society – Support and critical insight
 - ▶ Consumers – Demand for sustainable products
 - ▶ Employees – Corporate culture
 - ▶ Academic community – research support



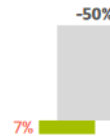
ESG performance highlights



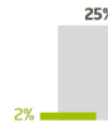
Climate change

2022 2030 Target

Ocean: **-50%** reduction in carbon intensity (EEOI) by 2030 (2020 baseline)



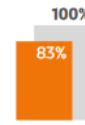
Ocean: Min. **25%** of cargo transported with green fuels by 2030



Safety and security

2022 2023 Target

100% of Learning Teams completed following a High Potential Incident by 2023



Human capital

2022 2025 Target

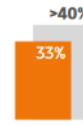
Employee Engagement Survey score in the top quartile of global norm by 2025



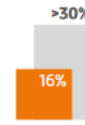
Diversity, equity and inclusion

2022 2025 Target

>40% women in management and leadership by 2025



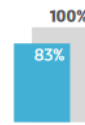
>30% diverse nationality (non-OECD) of executives by 2025



Business ethics

2022 2023 Target

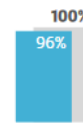
100% employees (in scope) trained in the Maersk Code of Conduct by 2023



Sustainable procurement

2022 2024 Target

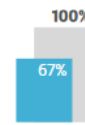
100% of suppliers (in scope) committed to the Supplier Code of Conduct by 2024



Data ethics

2022 2023 Target

100% of employees (in scope) trained on data ethics by 2023



See full ESG performance data overview on pp. 58-63

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Reporting on progress

Certification examples - ISOs

Source: Hilton Annual Report 2022

Certification to ISO



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Source: ISO website

Certifications for SMEs once SDGs are assessed



Developed by



[? Get Help](#)

Strategy - pillars



Business opportunities through innovation – revision business model



Risk Management and internal policies



Strengthen stakeholders' engagement



Regulatory and policy requirements

Practical steps through incorporating SDGs on strategy



- ▶ Mission and vision
- ▶ Values – Internal committee – external independent party
- ▶ Legal commitment on by-laws

Through SDGs into commitments

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Source: IFF Investor Relations website



ABOUT
US

PORTFOLIO

SCIENCE &
CREATIVITY

RESPONSIBILITIES

Careers Media Investors

OUR PURPOSE

ABOUT

One Shared Goal: Our
World, for the Better

We are committed to doing better for our people, customers, and communities. Our purpose and our vision apply across everything we do and everywhere we work.

Mission, Vision, Values



One shared goal: Our world, for the better

OUR PURPOSE

APPLYING SCIENCE AND CREATIVITY FOR A BETTER WORLD

- We push past traditional boundaries
- We are a force for a better and more sustainable future
- We imagine new possibilities to expand our customers' opportunities

OUR VALUES

Empowerment

We make informed decisions, take action and have the courage to hold ourselves accountable for the outcomes

Expertise

We collaborate, applying our collective skills and diverse backgrounds to solve problems and achieve higher levels of performance

Innovation

We harness our creativity to deliver essential solutions for our partners and the communities we serve

OUR VISION

BE THE PARTNER FOR ESSENTIAL SOLUTIONS

- We play a vital role in the global food, beverage, beauty, household and personal care and pharmaceutical supply chains
- We co-create sensorial experiences that delight and go beyond the expectations of consumers everywhere
- We combine unmatched innovation, agility and leading-edge insight to meet customer needs

Integrity

We are inclusive, treat each other with respect and work in a fair, honest and ethical way

Responsibility

We protect the health and safety of our people and preserve the communities where we work

IFF is headquartered at 521 West 57th Street, New York, New York, U.S.A. Detailed information about the scale of our organization, operational structure, markets served and geographical footprint is available in our 2022 Annual Report and U.S. Securities and Exchange Commission Form 10-K (collectively, "2022 Annual Report").

Source: IFF Do More Good Report 2022



Our Purpose

We care for people so they can be their best.

Our Vision

A world of understanding and care.

Our Mission

To deliver distinctive experiences for our guests.

Our Values

Empathy, experimentation, inclusion, integrity, respect, and wellbeing are our shared core values.

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Values
integrating
SDGs

Some challenges



SDG –picking – selecting the easiest



SDG – washing – focus on positives rather than challenges

Useful resources

- ▶ *Climate change and water conservation | hyatt world of care.* Available at: <https://about.hyatt.com/en/world-of-care/caring-for-the-planet/climate-change-and-water-conservation.html> (Accessed: 15 November 2023).
- ▶ *2022 Sustainability Report - Maersk.* Available at: https://www.maersk.com/~/media_sc9/maersk/corporate/sustainability/files/resources/2022/maersk-sustainability-yearly-report_2022.pdf (Accessed: 15 November 2023).
- ▶ *Better Business, Better World - Sustainable Development Knowledge Platform.* Available at: <https://sustainabledevelopment.un.org/content/documents/2399BetterBusinessBetterWorld.pdf> (Accessed: 14 November 2023).
- ▶ *Blueprint for Business Leadership on the sdgs (no date) SDG Blueprint | Blueprint for Business Leadership on the SDGs.* Available at: <https://blueprint.unglobalcompact.org/> (Accessed: 14 November 2023).
- ▶ *Home - E-handbook on SDG indicators - UN statistics wiki (no date) United Nations.* Available at: <https://unstats.un.org/wiki/display/SDGeHandbook/Home> (Accessed: 14 November 2023).
- ▶ *Integrating the sustainable development goals into corporate reporting: A practical guide: UN global compact (no date) Integrating the Sustainable Development Goals into Corporate Reporting: A Practical Guide | UN Global Compact.* Available at: <https://unglobalcompact.org/library/5628> (Accessed: 14 November 2023).

Useful resources

- ▶ Juventus.com (no date) *Statements and reports - Juventus Football Club S.p.A., Juventus.com.* Available at: <https://www.juventus.com/en/club/investor-relations/statements/reports> (Accessed: 15 November 2023).
- ▶ *SDG Action manager tool* (no date) *SDG Action Manager Tool.* Available at: <https://www.bcorporation.net/en-us/programs-and-tools/sdg-action-manager/> (Accessed: 15 November 2023).
- ▶ *SDG interlinkages visualization tool - goal level* (no date) *KnowSDGs.* Available at: <https://knowsdgs.jrc.ec.europa.eu/interlinkages/goals> (Accessed: 15 November 2023).
- ▶ *SDG Sector Roadmaps Guidelines* (no date) *World Business Council for Sustainable Development (WBCSD).* Available at: <https://www.wbcsd.org/Programs/People-and-Society/Sustainable-Development-Goals/SDG-Sector-Roadmaps/Resources/SDG-Sector-Roadmaps-Guidelines> (Accessed: 14 November 2023).
- ▶ *Strategy & reporting* (no date) *IFF.* Available at: <https://www.iff.com/responsibilities/strategy-reporting> (Accessed: 15 November 2023).
- ▶ *Travel with purpose: Environmental, social and governance at Hilton (2023) Travel With Purpose | Hilton ESG.* Available at: <https://esg.hilton.com/> (Accessed: 15 November 2023).



► Any questions?