



FORM 4: NEW WORK ITEM PROPOSAL (NP)

Circulation date: 15.09.2022	Reference number: (to be given by ISO Central Secretariat)
Closing date for voting: 08.12.2022	
Proposer <input checked="" type="checkbox"/> ISO member body: Danish Standards Foundation <input type="checkbox"/> Committee, liaison or other ¹ :	ISO/TC /SC <input checked="" type="checkbox"/> Proposal for a new PC
Secretariat DS	N

A proposal for a new work item within the scope of an existing committee shall be submitted to the secretariat of that committee.

¹ The proposer of a new work item may be a member body of ISO, the secretariat itself, another technical committee or subcommittee, an organization in liaison, the Technical Management Board or one of the advisory groups, or the Secretary-General. See ISO/IEC Directives Part 1, [Clause 2.3.2](#).

The proposer(s) of the new work item proposal shall:

- make every effort to provide a first working draft for discussion, or at least an outline of a working draft;
- nominate a project leader;
- discuss the proposal with the committee leadership prior to submitting the appropriate form, to decide on an appropriate development track (based on market needs) and draft a project plan including key milestones and the proposed date of the first meeting.

The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

IMPORTANT NOTE

Proposals without adequate justification risk rejection or referral to originator.

Guidelines for proposing and justifying a new work item are contained [in Annex C of the ISO/IEC Directives, Part 1](#).

- The proposer has considered the guidance given in the Annex C during the preparation of the NP.

Resource availability:

- There are resources available to allow the development of the project to start immediately after project approval* (i.e. project leader, related WG or committee work programme).

* if not, it is recommended that the project be first registered as a preliminary work item (a Form 4 is not required for this) and, when the development can start, Form 4 should be completed to initiate the NP ballot.

Proposal (to be completed by the proposer, following discussion with the committee leadership)

Title of the proposed deliverable

English title

Management System for UN Sustainable development goals – Requirements for any organization

French title (if available)

(In the case of an amendment, revision or a new part of an existing document, include the reference number and current title)

Scope of the proposed deliverable

The adoption of a management system is a strategic direction for an organization that can help to improve its overall performance and provide a sound basis for sustainable development initiatives.

The potential benefits to an organization of implementing this proposed MSS are:

- a) Facilitating opportunities to enhance stakeholder satisfaction
- b) Enhance the opportunity to become a preferred partner
- c) Increase credibility enhancing the chance for getting eg. better external financing
- d) Addressing risks and opportunities associated with its context and objectives
- e) Avoid SDG-washing
- f) Enhance confidence
- g) Enhance the organization's performance
- h) Fulfil compliance obligation
- i) Achieve selected SDG objectives
- j) Increase success
- k) Create trust and confidence to relevant existing and future stakeholders.

The wide range of ISO Management System Standards provide significant value and benefits the international community in different areas including quality, environment, health and safety, energy and many more.

However, these standards focus on an isolated part of contribution to the UN SDGs and do not give the organizations a framework for defining a sustainability strategy, purpose, and direction.

The MSSs help organizations improve their performance by specifying required steps to be implemented to achieve goals, policies, and objectives. ISO MSSs also helps create an organizational culture based on improvement and performance enhancement using data analysis, assessments, and process insights.

The purpose of this standard is to provide *one* framework for all organizations to work actively and effectively with a selection of UN's Sustainable Development Goals relevant to their business and thereby not all 17 *but only* the ones that are relevant for the context of the organization and its stakeholders enabling an organization to enhance its performance on sustainable development.

Proposed scope:

This International Standard specifies requirements for a Sustainable Development Goals Management System when an organization:

- a) Needs to demonstrate and enhance its work and performance towards the UN SDGs.
- b) Seeks to manage its responsibilities in a systematic manner that contributes to the pillars of sustainability.

Consistent with the SDG policy of the organization, the intended outcome of an SDG management system is to:

- c) Enhance the organization's performance.
- d) Fulfil compliance obligations.
- e) Achieve selected SDG objectives.

- f) Increase success.
- g) Create trust and confidence to relevant existing and future stakeholders.

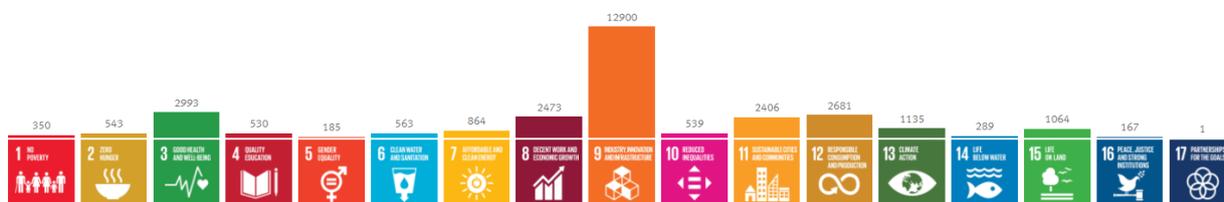
This proposal employs the process approach, PDCA and risk-based thinking.

PLEASE NOTE that Danish Standards propose to make an initial scope- and title clarification period where scope, title and other unresolved issues can be discussed before starting the drafting process.

Purpose and justification of the proposal

IMPACT AT A GLANCE

ISO contributes to all of the SDGs. Here you can see the number of ISO standards that are directly applicable to each Goal.



It is clear, that ISO has successfully developed a portfolio of standards having impact on the SDGs and it is also clear that yet, there is not one management system standard enabling a strategic and systematic approach for a business to work with business-critical SDGs.

Please note, the ISO MSS-TF has approved the justification study of this SDG MSS without any concerns.

This MSS aims to help organizations define select relevant SDGs, establish objectives, set the requirements, and achieve the intended outcomes of its SDG management system, which provides value for the society, the organization itself and interested parties. If deployed by a significant share of organizations already certified or complying to an existing MSS, it will have a huge impact on contribution to SDGs

While other MSSs provide confidence in an organization’s products, services, environmental issues, and compliance this MSS will provide a framework for organization’s ability to define and deliver according to a sustainable strategy based on the SDGs and thereby create the foundation for transparent and fact based non-financial SDG- and ESG-reporting.

This proposal is considered to be a horizontal management system standard and not a vertical standard relevant for a specific discipline. This means it will set requirements for organization to define and establish a sustainable development strategy, clear criteria for selecting relevant SDGs and define relevant measure, monitoring activities, follow-up, and improvement to ensure proper deployment and performance improvement.

Even though the SDGs originally were to target governments and countries, many organizations have over the recent years found the SDGs necessary to include in their strategy to stay successful and sustainable and to timely respond to more demanding market needs.

The UNDP Global Impact Standards have been developed to support all type of enterprises in implementing the SDG and the UN Impact Standards are suggested to be an important base document for the ISO SDG MSS. Other relevant documents and organization will of cause also be considered and invited to join the work. A clear benefit of making an ISO standard based on existing supporting SDG documents is that an ISO document will combine existing framework the organizations know and use and will make the requirements of these document certifiable. Hence an ISO MSS will be beneficiary to those organization required to document their SDG work.

Start-ups, SMEs and rapid growing organizations and companies might see this MSS as an opportunity to differentiate themselves and use this as a guidance document for their first management system to be deployed as this standard is meant to respond to the current SDGs as well as future SDGs, which are expected to be further developed beyond 2030 according to the UN

Furthermore, this international standard will demonstrate a particular relevance to small and medium sized enterprises, as these companies often find it hard to address the SDGs in their daily management and priorities. To be able to develop, produce and distribute the company's products and services, it is necessary to create a high level of trust and confidence. An SDG management system standard will help the SMEs adapt to the thinking, gear their organization, and help the organization to properly address and demonstrate commitment and contribution to the UN Sustainable Development Goals.

We acknowledge the need for this standard as the sustainability agenda will continue to be as relevant in the future as the strategic focus on sustainability and documentation hereof will be an important business driver.

We also acknowledge the market requires verifiable standards and it is evident that national schemes have been and are being developed by Certification Bodies and private entities emphasizing the need for having an international management standard suitable for accredited certification or to be used partly by organizations to correspond to relevant stakeholder's needs.

According to ISO Directives the High Level Structure (Annex SL) will be the structure of the SDG MSS and even though we acknowledge the difficulties in making a certifiable standard not too generic and still applicable for all types of organization, we are confident that the ISO HLS and the involvement of various stakeholders eg. accreditation bodies, certification bodies and private certification schemes will provide a highly usable global standard to cover the markets needs for a certification scheme on SDGs.

Included in the SDG MSS it is suggested to make an Annex listing the relevant documents supporting the organization in attaining the aims of the SDG MSS. Depending on the stakeholders this list could also be I a separate guidance document if this would be more useful for the organizations.

Larger organizations having deployed a management system have the thinking in place and could easily integrate requirements from this MSS into their existing management system.

The international standard is applicable for any organization regardless of size, type and nature and aims to apply to the sustainable development aspect of the activities, products, and services that the organizations determine has an impact on the 17 UN SDGs. Please note that the document is not supposed to state specific performance criteria.

The aim is to create connection between organizational strategies and practices towards the SDGs and give organizations a business advantage while bringing the aim of the SDGs to practice. The document will provide simple tools for how the individual organization can create processes to work with the SDGs adapted to the organization's strategy. The requirements will be generic and flexible so that each individual organization defines its scope, objectives, and possible improvements based on a high level of data integrity and valid data.

The document will be developed following the structure developing management system standards (HLS) according to ISO Directives.

In ISO's close cooperation and relationship with the UN, this work is particularly important as it will support ISO's commitment to the SDGs and the entire ISO community's commitment to bringing the SDGs closer to the companies and organizations.

Furthermore, this work will support the ISO Strategy 2030 by being relevant, timely and meeting the global challenges and market needs by supporting small and large organizations in working seriously and systematically with the sustainable development goals.

Consider the following:

Is there a verified market need for the proposal?

What problem does this document solve?

What value will the document bring to end-users?

See [Annex C](#) of the ISO/IEC Directives, Part 1 for more information.

See the following guidance on justification statements in the brochure 'Guidance on New work': <https://www.iso.org/publication/PUB100438.html>

Please select any UN Sustainable Development Goals (SDGs) that this document will support. For more information on SDGs, please visit our website at www.iso.org/SDGs."

- GOAL 1:** No Poverty
- GOAL 2:** Zero Hunger
- GOAL 3:** Good Health and Well-being
- GOAL 4:** Quality Education
- GOAL 5:** Gender Equality
- GOAL 6:** Clean Water and Sanitation
- GOAL 7:** Affordable and Clean Energy
- GOAL 8:** Decent Work and Economic Growth
- GOAL 9:** Industry, Innovation and Infrastructure
- GOAL 10:** Reduced Inequality
- GOAL 11:** Sustainable Cities and Communities
- GOAL 12:** Responsible Consumption and Production
- GOAL 13:** Climate Action
- GOAL 14:** Life Below Water
- GOAL 15:** Life on Land
- GOAL 16:** Peace and Justice Strong Institutions
- N/A **GOAL 17:** Partnerships to achieve the Goal

Preparatory work

(An outline should be included with the proposal)

- A draft is attached
- An outline is attached
- An existing document will serve as the initial basis

The proposer or the proposer's organization is prepared to undertake the preparatory work required: Yes No

If a draft is attached to this proposal

Please select from one of the following options (note that if no option is selected, the default will be the first option):

- Draft document can be registered at Working Draft stage (WD – stage 20.00)
- Draft document can be registered at Committee Draft stage (CD – stage 30.00)
- Draft document can be registered at Draft International Standard stage (DIS – stage 40.00)

- If the attached document is copyrighted or includes copyrighted content, the proposer confirms that copyright permission has been granted for ISO to use this content in compliance with [clause 2.13](#) of the ISO/IEC Directives, Part 1 (see also the [Declaration on copyright](#)).

Is this a Management Systems Standard (MSS)?

- Yes No

NOTE: if Yes, the NP along with the Justification study (see Annex SL of the Consolidated ISO Supplement) must be sent to the MSS Task Force secretariat (tmb@iso.org) for approval before the NP ballot can be launched.

Indication of the preferred type to be developed

- International Standard
- Technical Specification
- Publicly Available Specification

Proposed Standard Development Track (SDT)

To be discussed between proposer and committee manager considering, for example, when the market (the users) needs the document to be available, the maturity of the subject etc.

- 18 months* 24 months 36 months 48 months**

* Projects using SDT 18 are eligible for the 'Direct publication process' offered by ISO /CS which reduces publication processing time by approximately 1 month.

** Only for JTC 1

Draft project plan (as discussed with committee leadership)

Proposed date for first meeting: Please note that the project plan will depend on the PCs decision on the need to start the work with a scope and title clarification discussion. The proposed date of the first meeting will be as soon as possible after the approval of the new PC and the new work item proposal

Proposed dates for key milestones:

Circulation of 1st Working Draft (if any) to experts: 2023-09-01

Committee Draft ballot (if any): 2023-12-01

DIS submission*: 2024-11-01

Publication*: 2025-11-15

* Target Dates for DIS submission and Publication should preferably be set a few weeks ahead of the limit dates (automatically given by the selected SDT).

For guidance and support on project management, descriptions of the key milestones and to help you define your project plan and select the appropriate development track, see: go.iso.org/projectmanagement

NOTE: The draft project plan is later used to create a detailed project plan, when the project is approved.

Known patented items (see ISO/IEC Directives, Part 1, [clause 2.14](#) for important guidance)

Yes No

If "Yes", provide full information as annex

Co-ordination of work

To the best of your knowledge, has this or a similar proposal been submitted to another standards development organization?

Yes No

If "Yes", please specify which one(s):

A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized

This technical work differs from already existing committees by focusing exclusively on the fulfillment and documentation of the organization's objectives regarding its work with the SDGs.

This of course goes across sectors and supply chains and will deal with all types of organizations

The work will be based on facilitating, guiding, and documenting the organizations processes in meeting the SDGs.

The aim is to create connection and corporation between organizational strategies and practices towards the SDGs and give organizations a business advantage while bringing the aim of the SDGs to practice.

It would be beneficial to create a framework of IEC/ISO standards that would support the organizations in selecting methods and approached to fulfill the requirements of the SDG MSS. This could include both existing ISO/IEC documents as 26000, 14001,45001, 50001and future ISO IEC documents. This could be done in an Annex listing relevant standards for fulfilling the SDG MSS depending on the committee's decisions.

We suggest that a new project committee be established for the purpose of this work as no existing committee covers the work with management of all the SDGs now.

A listing of relevant existing documents at the international, regional and national levels

National certification documents

UN Global compact guidelines

UNDP SDG Impact Standards

UN Department of Economic and Social Affairs – Sustainable development. Guidelines and training

World Business Council on Sustainable Development

DNV SDG Certification Scheme

BVC SDG Certification Scheme

ISO standards supporting the.

UN SDG no.1:

ISO 20400 Sustainable procurement – Guidance

UN SDG no 2

ISO 22000 Food safety management systems – Requirements for any organization in the food chain

UN SDG no 3:

ISO 45001 Occupational health and safety management systems – Requirements with guidance for use

UN SDG no 4:

UN SDG no 5:

ISO 30415 Human resource management – Diversity and inclusion

UN SDG no 6:

ISO 14000 series Environmental management systems – Requirements with guidance for use

UN SDG no 7:

ISO 50001 Energy management systems – Requirements with guidance for use

UN SDG no 8:

ISO 45001 Occupational health and safety management systems – Requirements with guidance for use

UN SDG no 9:

ISO 56001 Innovation management – Fundamentals and vocabulary

UN SDG no 10:

ISO 26000 Guidance on social responsibility

UN SDG no 11:

ISO 37101 Sustainable development in communities – Management system for sustainable development – Requirements with guidance for use

UN SDG no 12:

ISO 20121 Event sustainability management systems – Requirements with guidance for use

ISO 14020 series, Environmental labels and declarations – General principles

ISO 20400 Sustainable procurement – Guidance

UN SDG no 13:

ISO 14000 series Environmental management systems – Requirements with guidance for use

UN SDG no 14:

ISO 14000 series Environmental management systems – Requirements with guidance for use
ISO 14020 series, Environmental labels and declarations – General principles

UN SDG no 15:

ISO 14000 series Environmental management systems – Requirements with guidance for use
ISO 14055 Environmental management – Guidelines for establishing good practices for combatting land degradation and desertification – Part 1: Good practices framework
ISO 38200 Chain of custody of wood and wood-based products

UN SDG no 16:

ISO 37000-series Governance of organizations – Guidance

UN SDG no 17:

ISO 44001 Collaborative business relationship management systems – Requirements and framework

Other relevant standards

ISO/TS 37151 Smart community infrastructures – Principles and requirements for performance metrics

ISO 22313 Security and resilience – Business continuity management systems – Guidance on the use of ISO 22301

ISO 22395 Security and resilience – Community resilience – Guidelines for planning recovery and renewal

ISO 22095 Chain of custody – General terminology and models

Please fill out the relevant parts of the table below to identify relevant affected stakeholder categories and how they will each benefit from or be impacted by the proposed deliverable		
	Benefits/impacts	Examples of organizations/companies to be contacted
Industry and commerce – large industry	<ul style="list-style-type: none"> • Base its work on guidance and requirements provided by an International brand which is accepted world-wide • HLS structure known from other MSS • Lower costs • Focus and effectiveness • Strengthening management focus on sustainability issues • Increase of brand image • Reputation and positioning • Documentation for the SDG achievements • Creation of “sustainable” networks and solutions • Increased credibility as business partner 	Global companies such as LEGO, Siemens, the Coca-Cola company and Unilever.
Industry and commerce – SMEs	Cf. above and in supplement; Guidance on the understanding of the SDGs and on how to prioritize and maximize the effect of the efforts made to support the achievement of the goals.	International SME organizations such as ISSME, OECD and SBS (Regional)
Government	<ul style="list-style-type: none"> • Raise awareness on the sustainability issues • Support the work on the national SDGs • Support national organizations and their sustainable transformation • Documentation for the SDG achievements 	National government representatives

<p>Consumers</p>	<ul style="list-style-type: none"> • Maximizing trust by avoidance of SDG-washing • Raise awareness on sustainability issues • Ability to make a choice of products or services provided by a sustainability conscious company 	<p>Consumers International and national consumer organizations</p>
<p>Labour</p>	<ul style="list-style-type: none"> • Professional Qualification • Maximizing work satisfaction and pride 	<p>ILO and national labour organizations</p>
<p>Academic and research bodies</p>	<ul style="list-style-type: none"> • Bring latest research and development into standards and business transformation 	<p>National universities and research institutions</p>
<p>Standards application businesses</p>	<ul style="list-style-type: none"> • Provision of an internationally accepted common standard and brand to base its certificates on • MSS structure well known and used worldwide 	<p>IAF and certification bodies</p>
<p>Non-governmental organizations</p>	<ul style="list-style-type: none"> • Maximizing trust by avoidance of SDG-washing • Enhanced focus on SDG agenda 	<p>UN Global Compact</p>
<p>Other (please specify)</p>	<p>TO NSBs and ISO:</p> <ul style="list-style-type: none"> • Engagement in solutions to support SDGs • Timely reaction by the standards community to actively support UN in its efforts to secure a sustainable future • International recognition 	<p>ISO and all NSBs</p>

<p>Liaisons</p> <p>A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable.</p> <ul style="list-style-type: none"> • UN Global Compact • UNGP SDG Impact • World Business Council on Sustainable Development • IAF • All relevant ISO management system committees (e.g. ISO/TC 207 Environmental management, ISO/TC 176 Quality management and quality assurance, ISO/TC 301 Energy management and energy savings, ISO/TC 283 Occupational Health and safety, ISO TC 309 Governance of organizations, ISO PC 337 Guideline Guidelines for the promotion and implementation of gender equality) as well as other relevant PC and TC in IEC and ISOISO TMB JTCG (Tag 13) • ISO/CASCO <p>The listed liaisons are examples and does not represent a full list of relevant liaisons.</p>	<p>Joint/parallel work</p> <p>Possible joint/parallel work with</p> <p><input type="checkbox"/> IEC (please specify committee ID)</p> <p><input type="checkbox"/> CEN (please specify committee ID)</p> <p><input type="checkbox"/> Other (please specify)</p>
<p>A listing of relevant countries which are not already P-members of the committee</p> <p>A new PC is proposed</p> <p>NOTE: The committee manager shall distribute this NP to the ISO members of the countries listed above to ask if they wish to participate in this work</p>	
<p>Proposed Project Leader (name and e-mail address)</p> <p>Jacob Faergemand Bureau Veritas Certification A/S (former chairman of ISO/TC 34/SC 17), jacob.faergemand@dk.bureauveritas.com</p>	<p>Name of the Proposer (include contact information)</p> <p>Kasper Mühlbach, kahm@ds.dk Danish Standards Foundation</p>
<p>This proposal will be developed by</p> <p><input type="checkbox"/> An existing Working Group (please specify which one:)</p> <p><input checked="" type="checkbox"/> A new Working Group (title: a new PC is proposed) (Note: establishment of a new WG must be approved by committee resolution)</p> <p><input type="checkbox"/> The TC/SC directly</p> <p><input checked="" type="checkbox"/> To be determined</p>	

Supplementary information relating to the proposal

- This proposal relates to a new ISO document;
- This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;
- This proposal relates to the re-establishment of a cancelled project as an active project.
- Other:

Maintenance agencies (MA) and registration authorities (RA)

- This proposal requires the service of a **maintenance agency**.
If yes, please identify the potential candidate:
- This proposal requires the service of a **registration authority**.
If yes, please identify the potential candidate:

NOTE: Selection and appointment of the MA or RA is subject to the procedure outlined in the [ISO/IEC Directives](#), Annex G and Annex H, and the RA policy in the ISO Supplement, Annex SN.

- Annex(es) are included with this proposal (provide details)

The justification study and a drafted outline

Additional information/questions

Please note the outline misses significant content especially in chapter 8, which will be created and added by the committee.

The first working draft will be based on the ISO HLS structure, other relevant ISO management system standards and the SDGs.

Copenhagen, April 11, 2022

Dear ISO/TMB, Dear Stefan Marinkovic

Please find enclosed the revised justification study for a proposed new Management System Standard for SDG Management. This justification study was produced in accordance with the ISO rules and principles as described in the Supplements of ISO Directives Part 1.

We propose that the standard should be developed under a new PC for SDG management as no relevant existing TC or PC exists.

Therefore, we have prepared the enclosed justification study addressing the relevant questions of the indicated principles of MSS standards for approval by ISO/TMB (and/or ISO TMB/MSS).

We also enclose a Form 04 which we understand should also follow the proposal. Furthermore, we have enclosed a brief outline of the standard.

To ensure all potential questions/concerns are answered before approval we would like to invite you to a Q&A-session.

Yours sincerely,
Maibritt Agger
Head of department, Standardization

Danish Standards Foundation

Basic information on the MSS proposal

1 What is the proposed purpose and scope of the MSS?

The adoption of a management system is a strategic direction for an organization that can help to improve its overall performance and provide a sound basis for sustainable development initiatives.

The potential benefits to an organization of implementing this proposed MSS are:

- 1) Facilitating opportunities to enhance stakeholder satisfaction
- 2) Enhance the opportunity to become a preferred partner
- 3) Increase credibility enhancing the chance for getting eg. better external financing
- 4) Addressing risks and opportunities associated with its context and objectives
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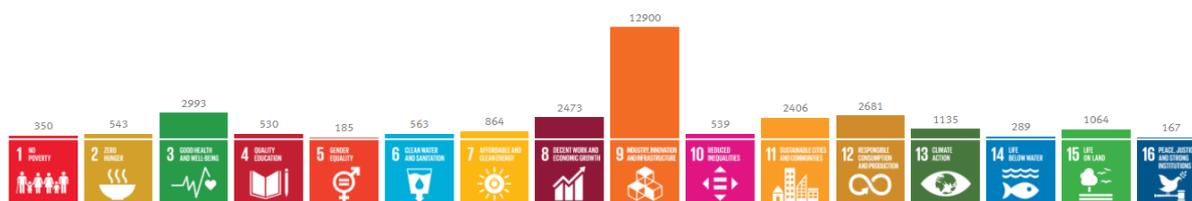
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Furthermore, this international standard will demonstrate a particular relevance to small and medium sized enterprises, as these companies often find it hard to address the SDGs in their daily management and priorities. To be able to develop, produce and distribute the company's products and services, it is necessary to create a high level of trust and confidence. An SDG management system standard will help the SMEs adapt to the thinking, gear their organization, and help the organization to properly address and demonstrate commitment and contribution to the UN Sustainable Development Goals.

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Proposed scope:

This International Standard specifies requirements for a Sustainable Development Goals Management System when an organization:

- a. Needs to demonstrate and enhance its work and performance towards the UN SDGs.
- b. Seeks to manage its responsibilities in a systematic manner that contributes to pillars of sustainability.

Consistent with the SDG policy of the organization, the intended outcome of an SDG management system is to:

- a. Enhance the organization's performance.
- b. Fulfil compliance obligations.
- c. Achieve selected SDG objectives.

	<p>d. Increase success. e. Create trust and confidence to relevant existing and future stakeholders.</p> <p>This proposal employs the process approach, PDCA and risk-based thinking.</p> <p>We suggest a new project committee to be established for the purpose of this work as no existing committee covers the work with management of all the SDGs currently.</p> <p>Is the document supposed to be a guidance document or a document with requirements?</p> <p>The document is intended to be a certifiable document with requirements but may be used by organizations not having a demand or a wish to be certified as a guidance document or to establish a management system.</p> <p>Organizations may choose to deploy a part of this MSS to systematically improve sustainability management.</p> <p>Claims of conformity to this International Standard, however, should not be acceptable unless all its requirements are incorporated into an organization's sustainability management system and fulfilled with no exclusions.</p> <p>The MSS may include annexes putting some of the clauses and background thinking into perspective. If relevant, a guidance document may be developed after publication of the MSS in line with 9002, which followed 9001, 55002, which followed 55001, etc.</p>
2	<p>Is there one or more existing ISO committee or non-ISO organization that could logically have responsibility for the proposed MSS? If so, identify.</p> <p>There is no overarching, international management standard that directly targets the work with the SDGs using one management system standard.</p> <p>Consequently, no existing ISO committees or non-ISO organizations could take the responsibility for the proposed MSS.</p>

3	<p>Have relevant reference materials been identified, such as existing guidelines or established practices?</p> <p>Yes, UN Global Compact guidelines e.g., SDG Action Manager as well as regional certifiable standards such as DS 49001 Social responsibility.</p> <p>Furthermore, guidance standards such as ISO 26000 Social Responsibility provides guidance to those who recognize society and environment being critical factors. ISO 26000 is used and is seen as an important ISO guideline and collection of good practices. Having followed ISO 26000 will give the organizations aiming for a certification within this proposed standard a solid base and a significant opportunity to refine their management system.</p> <p>Several private certification organizations have already developed their own certification documents and competence certification schemes, for instance cradle-to-cradle certifiedTM, Bureau Veritas' SDG Verification Scheme and DNV's Global Compact Verification scheme amongst others. This stresses the need for a global, recognized standard in this field as these schemes do not follow an acknowledged structure as the HLS and therefore cannot be easily integrated with other existing MSS. Furthermore, locally developed schemes may result in untransparent, non-accredited "certifications" leaving customers, investors, regulators etc. in doubt of the validity behind certification marks, and they are therefore of limited value.</p> <p>Other schemes are becoming market standards addressing a part of the SDGs. These include e.g., B Corp Environmental and Social Certifications, EcoVadis Sustainability Assessments and Science based Targets.</p> <p>Furthermore, other kinds of guidelines exist – e.g., the UN Department of Economic and Social affairs have developed guidelines, learning, training, and practice.</p> <p>The UN Global Compact have developed the Sustainable Development Goals which were adopted by all United Nations Member States in 2015. UN Global Compact have not developed a certifiable scheme or standard and the Danish UN Global Compact supports the idea of developing a standard which can serve as a tool for companies who wish to contribute to the achievement of the 17 Goals and document their work.</p> <p>Also, different SDG-lenses have been developed by e.g., DNV and EFQM providing tools for selecting the most relevant SDGs and assess the level of maturity as well.</p>
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4	<p>Are there technical experts available to support the standardization work? Are the technical experts direct representatives of the affected parties from the different geographical regions?</p> <p>There are many technical experts in this field both regarding management systems and the sustainable development goals and good practice within sustainability. It is expected that a wide range of stakeholders from many parts of the world will participate in this work.</p> <p>Twenty companies are committed to support the development of this SDG MSS either financially by experts or both. (See BV's survey Appendix X).</p> <p>The technical experts will e.g., represent many sizes, types, maturity levels and locations of the organizations and some experts will represent the standardization community.</p>
5	<p>What efforts are anticipated as being necessary to develop the document in terms of experts needed and number/duration of meetings?</p> <p>It is important that a variety of countries (developed/developing, from different continents etc.) participate in this work to ensure that the standard will be deployed everywhere and will provide a useful tool for organizations all over the world wishing to contribute with proof of impact to the SDGs.</p> <p>The known HLS structure will be used, and the goals have already been developed, thus, the framework and process are the main focus of the work.</p> <p>It is anticipated that three annual meetings will be needed and that some of the meetings will be held online.</p> <p>The first meeting could be planned for Q4-2022 or Q1-2023.</p> <p>Individual working groups will very likely have a significant meeting frequency in order to provide relevant definitions, phrasing of clauses etc. to enable consensus.</p>
6	<p>Is the MSS intended to be a guidance document, contractual specification or regulatory specification for an organization?</p> <p>The MSS is intended to be a voluntary, certifiable standard (Type A document) for working systematically with evident contribution to the SDGs.</p>

Principle 1: Market relevance

7	<p>In total the affected parties can be clustered as follows:</p> <ul style="list-style-type: none"> ▪ Large, medium-sized, and small companies, purpose-driven and with an international focus (supply chain – down- and up-stream). But interest is also shown from smaller companies that are strategically committed to show performance against the SDGs. ▪ Public organizations/institutions striving to fulfil overall targets set by the governments ▪ Industries who are met with market demands ▪ MSS Consulting companies focused on sustainability ▪ MSS Certification bodies and accreditation bodies ▪ Authorities ▪ Research ▪ Non-governmental organizations ▪ Trade associations ▪ Investors ▪ Stakeholders already being relevant to ISO 26000 and DS 49001 Social Responsibility Management System are seen just as relevant for this MSS. ▪ End-users demanding transparency in products and organization's reports (e.g., ESG reporting) ▪ Business Improvement Officers ▪ Boards ▪ Sr. Management Teams ▪ QEHS-managers/directors ▪ Sustainable directors/managers ▪ Business Development Advisors ▪ Marketing Departments <p>Close to 10,000 stakeholders from some of these categories, different industry sectors and countries have completed the questionnaire in Q4 2021 to obtain information about the need for this MSS. This survey was conducted in corporation between DS, DNV, BV and FORCE Certification.</p> <p>Based on these responses - where more than 100 organizations stated positive comments about the importance and benefits of this standard - it is expected it will be broadly applicable and relevant across these categories.</p>
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8 What is the need for this MSS? Does the need exist at a local, national, regional or global level? Does the need apply to developing countries? Does it apply to developed countries? What is the added value of having an ISO document (e.g. facilitating communication between organizations in different countries)?

An internationally high-valued ISO-branded conformity certification supports organizations to prove their internationally recognized work and contribution to SDGs and thereby a better world.

This includes (not limited to):

- More efficient use of resources
- Improved sustainable strategy approach
- Creation of a sustainability approach, awareness, and culture
- Influence of different stakeholders incl. end-users, suppliers, partners, to enhance their sustainability focus

No standard exists which addresses the SDGs as a whole and where the intention is to help organizations - large and small - to properly incorporate the SDGs into their business thinking, strategic objectives and embed them into the organization's Key Performance Indicators and deliverables.

This is something the world needs, as we are going into the decade where the global effort to demonstrate proof of contribution to the SDGs should really take off. Here, we need all parts of the business sector to contribute, and we see a lack of commitment and real integration, especially among the small and medium enterprises, where the barriers are perceived insurmountable, so they request the help which a standard can provide.

Therefore, the need is global, and it applies to all countries, both developing and developed.

The organizations are currently experiencing a need for concrete tools for working focused, prioritized, and structured with the SDGs. There is a widespread uncertainty among organizations - both small and large - about which goals they should work with, how they do it in practice, how they prioritize their efforts and not least, how they document their work and report in a credible way to avoid SDG-washing.

The standard would also make it possible to benchmark the efforts and ensure continuous improvements, and it would provide a best practice way of working with the SDGs.

As there is clearly a concrete need for tools and a demand in the market, several certifications are already offered. However, these certifications are neither based on official international standards

	<p>nor have they been developed by a broad range of stakeholders, moreover they do not create a uniform and comparable documentation for the organizations and thereby compromising trust and confidence to such schemes.</p> <p>This technical work differs from already existing committees by focusing exclusively on contribution to and documentation of the organization's objectives regarding its work with the SDGs.</p>
<p>9</p>	<p>Does the need exist for a number of sectors and is thus generic? If so, which ones? Does the need exist for small, medium or large organizations?</p> <p>The need is generic and not sector specific. It applies to all types of organizations and all sizes. We anticipate that the MSS will be particularly suited to and applicable for small and medium sized companies, thus filling a void for these types of companies to work systematically with SDGs.</p> <p>Currently a structured stakeholder analysis has been carried out among 9000+organizations all addressing the need for this MSS.</p> <p>The smallest organization has 10 FTEs and the largest 2000+ FTEs. Most of the organizations showing interest typically employ 10-1000 FTEs.</p>
<p>10</p>	<p>Is the need important? Will the need continue? If yes, will the target date of completion for the proposed MSS satisfy this need? Are viable alternatives identified?</p> <p>The need is very important if we wish to make sure that all the efforts put into achieving the SDGs are optimized as much as possible. This will both help the organizations to work more efficiently and with a larger impact – and thus, it will contribute to the sustainability of the globe.</p> <p>The development of the standard should be initiated as soon as possible, as the standard is needed now. The SDGs are targeted to 2030, but we are sure that all the issues addressed in the Goals are not solved by then and therefore, the SDGs will continue to be relevant and will exist beyond 2030 in some format, and consequently, the relevance of this standard will continue.</p> <p>See the importance outlined in Question 1 and 9.</p>

11 **Describe how the need and importance were determined. List the affected parties consulted and the major geographical or economical regions in which they are located.**

DS, BV, DNV and FORCE Certification performed a thorough stakeholder analysis during the second half of 2021, to assess interest and key aspects to be taken into consideration. Moreover, we have insights from Bureau Veritas to get hands-on knowledge and concrete challenges considered, when creating a certifiable SDG MSS.

- DNV involved 5300 organizations
- DS involved 4000 organizations
- BV involved 100 organizations
- FORCE Certifications involved 30 organizations

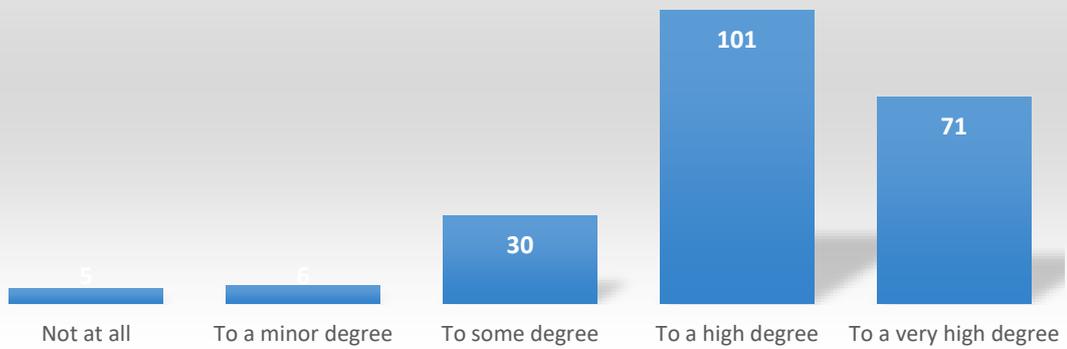
Interviews with larger organizations show that they see this proposed standard may help SMEs in the supply chain demonstrating a factual and systematic approach for contributing to the SDGs and thereby more easily becoming/continuing to be a valuable business partner. This builds upon the experiences of the successful deployment of ISO 14001 in the late 90s.

229 organization responded to the surveys and , more than 100 companies/organizations stated their particular interest or have been contacted in writing to give input and feedback for the justification process. Of these, 20 are companies who develop, market, and sell products and services globally. Another 20 are so-called small and medium enterprises. These are mainly Danish companies, but the working assumption is that the relevance for the SME sector across regions is similar as 98% of organizations/companies in Europe are SMEs.

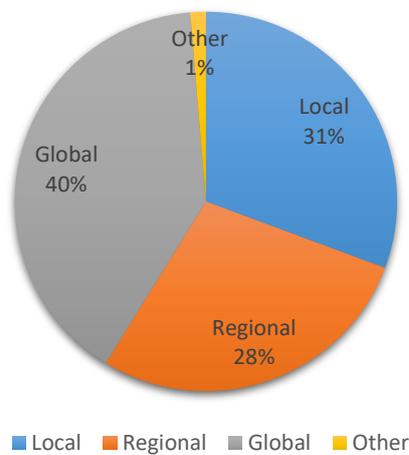
At first these numbers seem to be low, but are representative for the interest and deployment of eg. ISO 9001; In Denmark app 2000 organizations out of 320.000 are certified to SO 9001.

Please see additional results of the surveys below:

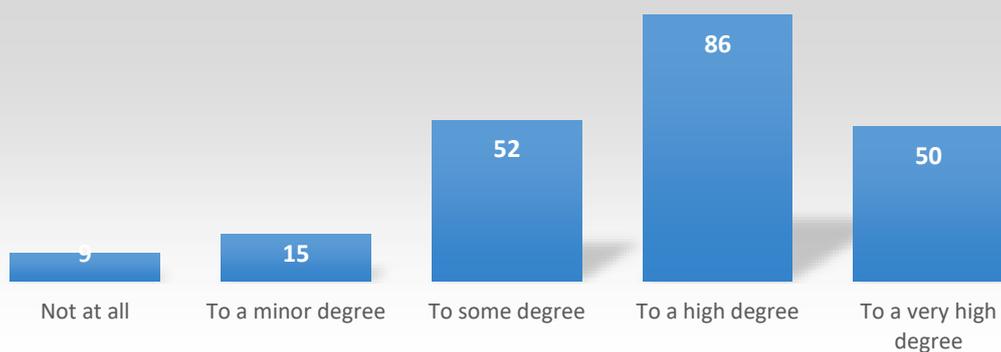
Do you see the SDGs becoming more relevant for your business in the future?



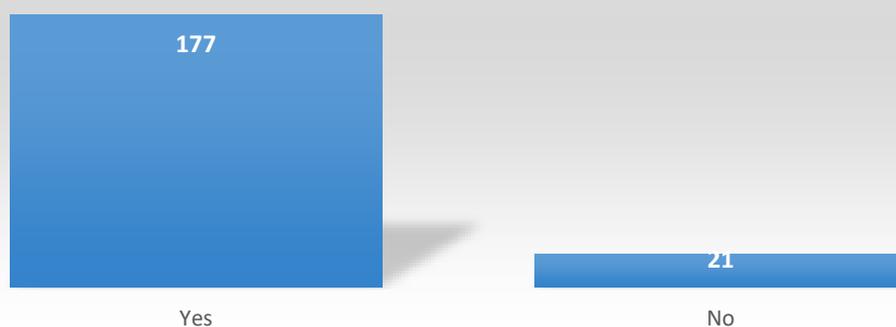
Geography of surveyed organizations



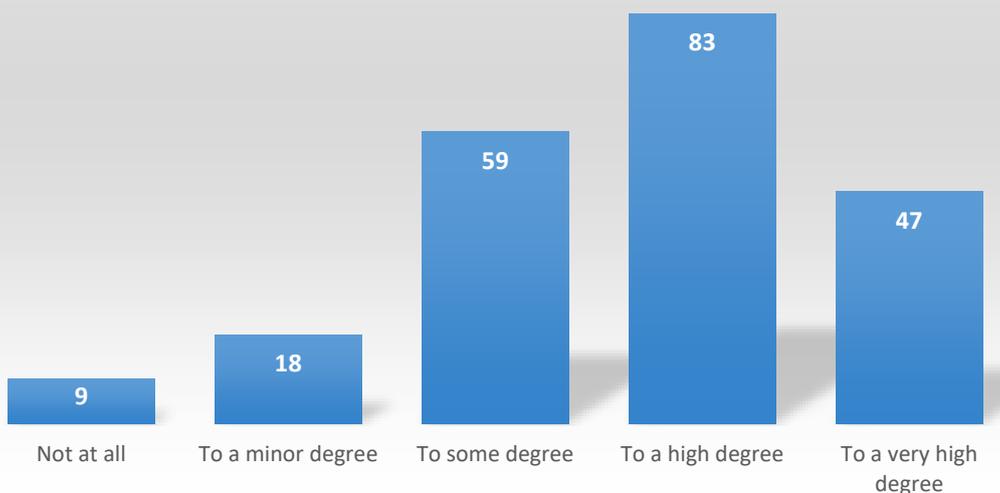
Do you experience increasing demands from customers for transparency and trustworthiness in relation to sustainability issues regarding products/services and through the supply chain?



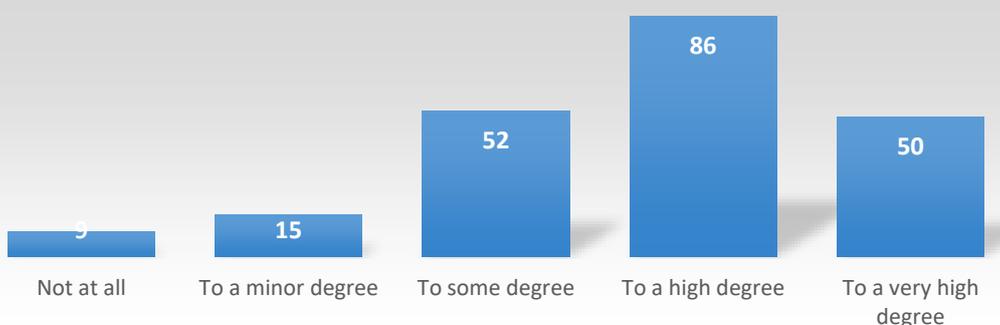
Do you see any advantages of having an ISO standard helping organizations establish a management system addressing the most important SDGs for their businesses?



Do you experience increasing demands from customers for transparency and trustworthiness in relation to sustainability issues regarding products/services and through the supply chain?



Do you experience increasing demands from customers for transparency and trustworthiness in relation to sustainability issues regarding products/services and through the supply chain?



Large business organizations have been involved in an initial hearing process. A further interaction with a broader range of business organizations is envisaged at the development stage of the standard.

Last, but not least, dialogue with UN Global Compact has been initiated. UN Global Compact supports the idea of developing a standard which can serve as a tool for companies who wish to contribute to the achievement of the 17 Goals and document their work. In particular, the idea of having a global standard, developed by ISO, as a global reaching, consensus-based organization with national members, is in line with the UN Global Impact approach.

Liaison should be established with the following parties:

- UN Global Compact
- IAF
- All relevant ISO management system committees (e.g., ISO/TC 207 Environmental management, ISO/TC 176 Quality management and quality assurance, ISO/TC 301 Energy management and energy savings, ISO/TC 283 Occupational Health and Safety)
- ISO TMB JTCG (Tag 13)
- ISO/CASCO

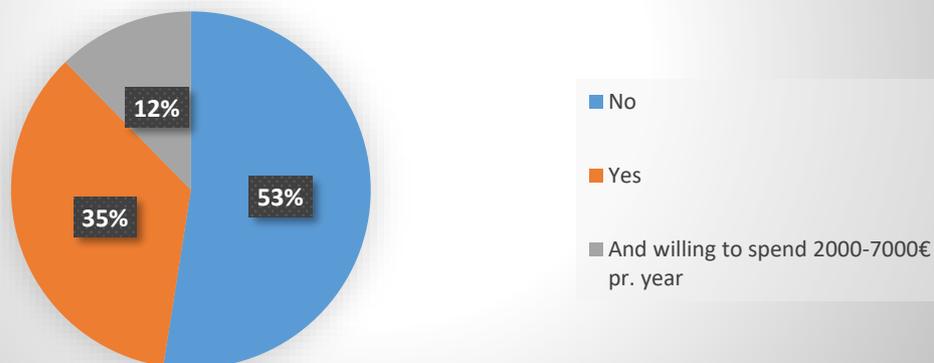
12 **Is there known or expected support for the proposed MSS? List those bodies that have indicated support. Is there known or expected opposition to the proposed MSS? List those bodies that have indicated opposition.**

Expected support: large, medium-sized, and small companies, certification bodies, trade organizations, the UN Global compact, NGOs.

Expected opposition: Organizations might see a certification standard being another cost without adding value. Other organizations might find, in particular, ISO 26000 sufficient even though recent case studies find it to be slightly outdated.

DS believes that the best way to measure the real support of the standard is to distribute a Form 04 with a proposal to establish a new PC for the work.

Would you or someone in your company consider being a part of a technical committee under Danish Standard to facilitate the development of the standard?



13	<p>What are the expected benefits and costs to organizations, differentiated for small, medium and large organizations if applicable?</p> <p>Describe how the benefits and the costs were determined. Provide available information on geographic or economic focus, industry sector and size of the organization. Provide information on the sources consulted and their basis (e.g. proven practices), premises, assumptions and conditions (e.g. speculative or theoretical), and other pertinent information.</p> <p>As the UN Global Compact is the backbone of the MSS, this new framework will be particularly well fitted to support a wide range of organizations, as they, according to their individual circumstances, set the requirements for their SDG goals and performances.</p> <p>Therefore, we see a general and broadly founded benefit for all types of organizations.</p> <p>The benefits and costs listed below have been identified through a consultative process with a broad range of stakeholders and insights from e.g., BVC.</p> <p>BENEFITS</p> <p>To companies of all sizes and lines of business</p> <ul style="list-style-type: none"> ▪ Basing their work (certification) on guidance and requirements provided by an international brand which is accepted world-wide ▪ Lower costs, higher revenue, or a combination according to ISOs studies of benefits of implementing management system standards ▪ Focus and effectiveness ▪ Strengthening management focus on sustainability issues ▪ Increase of brand image ▪ Reputation and positioning ▪ Promoting SDG responsibility in the value chain ▪ Lower insurance ▪ Stimulation of innovation ▪ HLS structure known from other MSS ▪ Sharing of best practices <p>To employees (labor):</p> <ul style="list-style-type: none"> ▪ Professional Qualification and education ▪ Sustained awareness ▪ Maximizing satisfaction and pride ▪ Connected to a business purpose and set of values and being a part of a culture where sustainability is core ▪ Anti-discrimination ▪ Equality
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- Human rights

To suppliers/business partners:

- Documentation for the SDG achievements
- Creation of “sustainable” networks and solutions
- Increased credibility as business partner
- Creating trust and transparency through validated sets of data

To customers/consumers:

- Maximizing trust by avoidance of SDG-washing
- Raise awareness on sustainability issues
- Ability to make a choice of products or services provided by a sustainability conscious company

To certification bodies:

- Provision of an internationally accepted common standard and brand to base their certificates on
- MSS structure well known and used worldwide

To NSBs and ISO

- Engagement in solutions to support SDGs
- Timely reaction by the standards community to actively support UN in its efforts to secure a sustainable future
- International recognition

COSTS (to companies/users)

- Investments in development of a management system
- Implementation of controls
- Certification body fee
- Training

Statements from surveyed organizations support the need for this proposal:

GEO A/S:

“Having a common international standard for sustainability work (SDG17) makes it easier for us companies to follow the standard's instructions and show stakeholders how we work with the area and that we work seriously with it. The system that is already in the three main standards (ISO 9K, 14K, 45K), which we are today certified in, is a good way to work - that is, to map, set goals and follow up (plan, do, check, act). A kind of unification in the area will be an advantage for industry and companies. An ISO standard will be stronger than nothing”.

Karsten Kobbernagel, QHSE Manager, GEO

Ingeniørforeningen IDA:

IDA believes it is a good idea to make an ISO standard for several reasons:

- It will create awareness internationally and give companies around the world a tool to work systematically with sustainability. Seems like the Nordic countries are far ahead on that agenda, but it is probably a matter of a short time before the rings in the water spread.
- With an internationally recognized standard, there is a chance that the global goals, through requirements in supply chains, will be extended to companies in countries that have greater sustainability issues than the Nordic region.
- An accredited international standard will, all other things being equal, be a safer investment in terms of certification. If several certification agencies, for example, make a world goal certification, it can create doubt because they may be different, and there is a risk that it will be diluted if consulting firms come up with their own “certifications” (We have, for example, received a “world goal diploma” from a consulting house because our Meeting Center had sent three employees on a world-class course with them).

Conversely, if only one agency does a certification, it may not be known enough to provide noticeable “credit” to customers / members / partners. At the same time, Ingeniørforeningen IDA wants to raise a few points of attention:

- The world goals were set in 2015 and run until 2030. In terms of ISO, I have a feeling that a standard will not be created overnight, and I think it is important to work at a high pace if the standard is to have relevance.
- And perhaps also that a future security is considered, if possible.

SDGs are the offshoots of the 2015 goals, and I wonder if the UN will set new development goals

after 2030, so if the methodology in the standard can be relatively easily transferred to new goals, it will be an even stronger tool (Also for the UN, which will automatically get its new goals in companies and organizations with the certification).

Lone Daugaard Jepsen, Sustainability Manager, Ingeniørforeningen, IDA

Cryberg A/S:

We would like to recommend that a standard for SDG17 certification is made. We miss a frame/requirement for good practice in our continuous work with sustainability according to the 17 SDG's and sub-goals. We know the frames of the existing management standards and would be nice if this new standard can be linked to the HLS set-up.

Torben Holmelund, Cryberg

MAN ES:

We have focus on development of new technology aiming using CO2 neutral fuels instead of fossil fuels combined with setting up systems for recycling loops and retrofit possibilities and thus our business will have possibility for obtaining benefits by getting accredit certification to make our efforts visible and documented by external audit /reviews.

By using ISO standard as a dynamic tool based at HLS and existing management systems the 'connection between defined SDG - and operational settings - measurements/monitoring will be visible and possible to use with defined KPI and targets for improvements.

Lars Hyttel, Senior Environmental Manager

METSO Outotec WRE:

There are different Danish guidelines, but we need an ISO standard covering this difficult area.

Susanne Rask, QEHS Manager

Technolution A/S:

Again, it gives the industries possibility to acknowledge compliance and frameworks. It improves the - already - requirements for e.g., 14001 and 45001 and the mindset of global responsibility.

Marianne Lind, Quality Manager

Hero Gears:

The advantage is that our key stakeholders can see that we are working systematically with a real contribution to the SDGs, and that our data is credible and verified by third parties. This will retain current customers and attract new ones, which means it will become an important sales parameter.

Iben Christensen, Hero Gears

Danish Energy Management:

For the reasons listed in the reply to the previous question I see great advantages and opportunities in developing a standard that can not only assist establishing a management system for addressing the most important SDGs for a certain business, but a standard should enable a fair and clear comparison with similar kind of businesses so that it can stimulate and motivate an organization to become better or a leader in achieving SGs within the sector it belongs.

Due to critical and high importance of the achievements of certain SDGs (e.g., climate actions.) some sectors/businesses may eventually see that a verification may become a requirement for reasons of competitiveness. Products and services from organizations that are perceived to be a burden to sustainable development are already seeing increasing levels of demands and requirements before these can participate in competitive tenders. An international standard in this context would be very beneficial.

Karsten Holm, Advisor

	<p>DAFA A/S:</p> <p>To prevent greenwashing and work effectively and targeted towards SDGs</p> <p>Jan Thuesen, Quality and Environmental Manager</p>
14	<p>What are the expected benefits and costs to other affected parties (including developing countries)? Describe how the benefits and the costs were determined. Provide any information regarding the affected parties indicated.</p> <p>It is anticipated that the developing countries will benefit from this standard as new investment will follow more sustainable production and the standard will affect the whole value chain.</p> <p>The benefits were determined through several structured stakeholder interviews and dialogues e.g.:</p> <ul style="list-style-type: none"> ▪ competitive advantage. ▪ better reputation. ▪ higher ability to attract and retain workers or members, customers, clients, or users. ▪ the maintenance of employees' morale, commitment, and productivity. ▪ creation of a responsible and caring culture ▪ the view of investors, owners, shareholder, sponsors, and the financial community. ▪ relationship with companies, governments, media, suppliers, peers, customers, and the local and regional community in which the organization operates. <p>Costs associated with implementation and, if needed, following certification depend on the maturity level of the organization, existing systems, and competence in the organization. However, training and certification costs are expected to be similar with current price levels in the different markets.</p>

15	<p>What will be the expected value to society?</p> <ul style="list-style-type: none"> ▪ Minimizing environmental and social impacts ▪ Meeting the needs of both present and future generations ▪ Creation of more jobs locally as companies using this document will become more attractive as suppliers and workplaces ▪ Community involvement ▪ Social investment ▪ Creation of wealth and income ▪ Anti-corruption ▪ Avoidance of SDG-washing
16	<p>Have any other risks been identified (e.g. timeliness or unintended consequences to a specific business)?</p> <p>There is a risk, that some industries/sectors as well industry associations representing these, might see this standard as several additional requirements they must fulfill and thereby increase costs.</p> <p>There is a risk that more local schemes will be developed over the coming 2 to 3 years making the numbers and purposes of schemes unclear to various stakeholders and timeliness for this document is key.</p>

Principle 2: Compatibility

<p>17</p>	<p>Is there potential overlap or conflict with (or what is the added value in relation to) other existing or planned ISO or non-ISO international standards, or those at the national or regional level? Are there other public or private actions, guidance, requirements and regulations that seek to address the identified need, such as technical papers, proven practices, academic or professional studies, or any other body of knowledge?</p> <p>There is no overarching, international certifiable management standard that directly targets the work with the entire set of SDGs.</p> <p>There are already other types of Management system standards that can be applied for the purpose of addressing a single goal – e.g., Management System Standards as ISO 14001 Environmental Management, ISO 45001 Occupational Health and Safety Management and ISO 50001 Energy Management, and in addition there are several method standards and measurement standards, such as ISO 14067 Measurement methods for products' CO2 footprint etc.</p> <p>ISO Social Responsibility can be used for guidance for establishing managing approaches to being socially responsible.</p> <p>The document will contain simple tools for how the individual organization can create processes to work with the SDGs adapted to the organization's strategy. The requirements will be generic and flexible so that each individual organization defines its scope, objectives, and possible improvements. The document will be developed as an HLS document to ensure that it can be integrated with other ISO Management Systems.</p>
<p>18</p>	<p>Is the MSS or the related conformity assessment activities (e.g. audits, certifications) likely to add to, replace all or parts of, harmonize and simplify, duplicate or repeat, conflict with, or detract from the existing activities identified above? What steps are being considered to ensure compatibility, resolve conflict or avoid duplication?</p> <p>The MSS will be based on the HLS structure and will not conflict with other standards. To the contrary it will provide a common approach to work with the SDGs and if specific focus is chosen on e.g., working conditions, ISO 45001 can be applied, for focus on environmental issues, ISO 14001 can be applied etc. In this way the standards will supplement each other in a harmonized way.</p> <p>The importance of developing this standard under the ISO framework must not be considered to ensure compatibility and credibility.</p>

19	<p>Is the proposed MSS likely to promote or stem proliferation of MSS at the national or regional level, or by industry sectors?</p> <p>It is likely to stem the proliferation of MSS and other schemes as this standard is going to cover the need at all levels and in all (industry) sectors.</p>
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Principle 3: Topic coverage

20	<p>Is the MSS for a single specific sector?</p> <p>No, it is for all sectors.</p>
21	<p>Will the MSS reference or incorporate an existing, non-industry-specific MSS (e.g. from the ISO 9000 series of quality management standards)? If yes, will the development of the MSS conform to the ISO/IEC Sector Policy (see ISO/IEC Directives, Part 2), and any other relevant policy and guidance procedures (e.g. those that may be made available by a relevant ISO committee)?</p> <p>No, the MSS will however be based on the HL structure and conform to all relevant policies and procedures.</p>
22	<p>What steps have been taken to remove or minimize the need for particular sector-specific deviations from a generic MSS?</p> <p>The inclusion of a high diversity of experts in the National Mirror Committees will minimize the need for sector specific standards.</p> <p>Inviting liaisons from other relevant TCs will also minimize the risk of sector specific standards being developed in parallel.</p> <p>It will be a generic standard like ISO 9001 and therefore there will be no need for sector-specific deviations.</p>

Principle 4: Flexibility

23	<p>Will the MSS allow an organization competitively to add to, differentiate or encourage innovation of its management system beyond the standard?</p> <p>The document can be used in whole or in part to systematically improve management of sustainable developments goals. It can also be used to inspire to innovation of processes or products – e.g., by encouraging to new ways of circularity of products, energy efficiency or CO2 reductions. References to other relevant ISO standards such as ISO 26000, ISO 14067, ISO 14064 etc. may be included.</p> <p>The MSS will be developed to be generic and scalable like other MSSs. Claims of conformity to this International Standard, however, are not acceptable unless all its requirements are incorporated into an organization’s SDG management system and fulfilled without exclusion.</p>
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Principle 5: Free trade

24	<p>How would the MSS facilitate or impact global trade? Could the MSS create or prevent a technical barrier to trade?</p> <p>The standard will be voluntary and not create a technical barrier to trade. To the contrary, it could inspire global trade by providing common tools for contributing to the achievement of the SDGs and by encouraging to innovation of global sustainable solutions and support creation of transparent value chains.</p>
25	<p>Could the MSS create or prevent a technical barrier to trade for small, medium or large organizations?</p> <p>No technical barriers are created by the development of this document.</p> <p>It may be used to remove technical barriers when an organization chooses to become certified.</p>
26	<p>Could the MSS create or prevent a technical barrier to trade for developing or developed countries?</p> <p>The MSS could inspire to innovation of products and solutions also enhancing the quality of life for the developing countries. By creating a focus on the improvement of sustainability in the whole value and supply chain it would prevent technical barriers to trade for developing countries.</p>

27	<p>If the proposed MSS is intended to be used in government regulations, is it likely to add to, duplicate, replace, enhance or support existing governmental regulations?</p> <p>It is not intended to be used in government regulations; however, some governments/municipalities/public organizations might see this document as an opportunity to strengthen the supply chain and refer to it in public tenders.</p>
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Principle 6: Applicability of conformity

28	<p>If the intended use is for contractual or regulatory purposes, what are the potential methods to demonstrate conformance (e.g. first party, second party or third party)? Does the MSS enable organizations to be flexible in choosing the method of demonstrating conformance, and to accommodate for changes in its operations, management, physical locations and equipment?</p> <p>Methods for demonstrating conformance are flexible and may include e.g., first, second and/or third-party audits. The document may be used for contractual or regulatory purposes.</p>
29	<p>If third-party registration/certification is a potential option, what are the anticipated benefits and costs to the organization? Will the MSS facilitate combined audits with other MSS or promote parallel assessments?</p> <p>Benefits from third-party certification:</p> <ul style="list-style-type: none"> ▪ Avoidance of SDG-washing/greenwashing ▪ Trustworthiness by customers, partners, government, suppliers etc. ▪ Focus and effectiveness in the organization ▪ Strengthening management focus on sustainability issues ▪ Increase of brand image, reputation, and positioning ▪ Internal benchmark provided for continuous improvements ▪ Supporting the development of a responsible culture ▪ Assessment of the ongoing performance <p>Costs from third-party certification:</p> <ul style="list-style-type: none"> ▪ Investments in development of a management system ▪ Implementation of controls ▪ Certification body fee <p>This MSS may be a part of the existing audit programme(s) and could also facilitate joint audits.</p>

Principle 7: Exclusions

30	<p>Does the proposed scope of the MSS include product or service specifications, test methods, (product or service) performance levels, or other forms of guidance or requirements directly related to products or services produced or provided by the implementing organization?</p> <p>No, the proposed scope only includes management system requirements and does not include any guidance or requirements directly related to the products and services produced or provided by the implementing organization.</p> <p>The proposed standard will contain requirements for a management system to enable governance, organizational structures, procedures etc. to ensure effective management of the organization creating a culture focusing on the sustainability strategy.</p>
----	--

Management System for UN Sustainable development goals –
Requirements for any organization

WD/CD/DIS/FDIS stage

Warning for WDs and CDs

This document is not an ISO International Standard. It is distributed for review and comment. It is subject to change without notice and may not be referred to as an International Standard.

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To help you, this guide on writing standards was produced by the ISO/TMB and is available at <https://www.iso.org/iso/how-to-write-standards.pdf>

A model manuscript of a draft International Standard (known as “The Rice Model”) is available at https://www.iso.org/iso/model_document-rice_model.pdf

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Project Committee *ISO/PCXX Management Systems for UN Sustainable Development Goals*

This **second/third/...** edition cancels and replaces the **first/second/...** edition (ISO #####:#####), which has been technically revised.

The main changes compared to the previous edition are as follows:

— SDG SDGSDGx SDG SDGx

A list of all parts in the ISO ##### series can be found on the ISO website.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

This text has been prepared using the harmonized structure (i.e. clause sequence, identical core text and common terms and core definitions) provided in Annex SL, Appendix 2 of the ISO/IEC Directives, Part 1, Consolidated ISO Supplement - Procedures specific to ISO. This is intended to enhance alignment among ISO management system standards, and to facilitate their implementation for organizations that need to meet the requirements of two or more such standards.

Identical core text and common terms and core definitions are highlighted in the text (clauses 1 to 10) by the use of blue font. Black represents the ISO discipline specific text. Strikeout is used to show agreed deletions within the identical core text and common terms and core definitions. The use of blue text and strikeout is only to facilitate analysis and will not be incorporated after the Draft International Standard stage of development for this document.

Title (Introductory element — Main element — Part #: Part title)

1 Scope (*mandatory*)

This International Standard specifies requirements for a Sustainable Development Goals Management System when an organization:

- a) Needs to demonstrate and enhance its work and performance towards the UN SDGs.
- b) Seeks to manage its responsibilities in a systematic manner, that contributes to pillars of sustainability.

Consistent with the SDG policy of the organization, the intended outcome of an SDG management system is to:

- Enhance the organization's performance;
- Fulfil compliance obligations;
- Achievement of selected SDG objectives;
- Increase success;
- Create trust and confidence to relevant stakeholders and future stakeholders.

2 Normative references (*mandatory*)

Two options of text (remove the inappropriate option).

1) The normative references shall be introduced by the following wording.

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO #####-#, *General title — Part #: Title of part*

ISO #####-##:20##, *General title — Part ##: Title of part*

2) If no references exist, include the following phrase below the clause title:

There are no normative references in this document.

3 Terms and definitions (*mandatory*)

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at <https://www.iso.org/obp>

— IEC Electropedia: available at <http://www.electropedia.org/>

3.1

organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its *objectives* (3.1.3.2)

Note 1 to entry: The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: If the organization is part of a larger entity, the term “organization” refers only to the part of the larger entity that is within the scope of the SDG management system

3.1.1

interested party (preferred term)

stakeholder (admitted term)

person or *organization* (3.1) that can affect, be affected by, or perceive itself to be affected by a decision or activity

3.1.2

top management

person or group of people who directs and controls an *organization* (3.1) at the highest level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

Note 2 to entry: If the scope of the management system (3.1.3) covers only part of an organization then top management refers to those who direct and control that part of the organization.

3.1.3

management system

set of interrelated or interacting elements of an *organization* (3.1) to establish *policies* (3.1.3.1) and *objectives* (3.1.3.2) as well as *processes* (3.1.4) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The management system elements include the organization’s structure, roles and responsibilities, planning and operation.

3.1.3.1

policy

intentions and direction of an *organization* (3.1) as formally expressed by its *top management* (3.1.2)

3.1.3.2

objective

result to be achieved

Note 1 to entry: An objective can be strategic, tactical, or operational.

Note 2 to entry: Objectives can relate to different disciplines (such as finance, health and safety and environment). They can be, for example, organization-wide or specific to a project, product, service or *process* (3.1.4)).

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended result, a purpose, an operational criterion, as an SDG objective or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 4 to entry: In the context of SDG management systems SDG objectives are set by the organization, consistent with the SDG policy, to achieve specific results.

3.1.3.3

risk

effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected — positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Note 3 to entry: Risk is often characterized by reference to potential events (as defined in ISO Guide 73) and consequences (as defined in ISO Guide 73), or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood (as defined in ISO Guide 73) of occurrence.

3.1.4

process

set of interrelated or interacting activities that uses or transforms inputs to deliver a result

Note 1 to entry: Whether the result of a process is called output, product or service depends on the context of the reference.

3.1.4.1

competence

ability to apply knowledge and skills to achieve intended results

3.1.5

documented information

information required to be controlled and maintained by an *organization* (3.1) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media and from any source.

Note 2 to entry: Documented information can refer to:

- the *management system* (3.1.3), including related *processes* (3.1.4);
- information created in order for the organization to operate (documentation);

evidence of results achieved (records).

3.1.5

documented information

information required to be controlled and maintained by an *organization* (3.1) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media and from any source.

Note 2 to entry: Documented information can refer to:

- the *management system* (3.1.3), including related *processes* (3.1.4);
- information created in order for the organization to operate (documentation);

evidence of results achieved (records).

3.1.6

performance

measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to managing activities, *processes* (3.1.4), products, services, systems or *organizations* (3.1).

3.1.6.1

continual improvement

recurring activity to enhance *performance* (3.1.6)

3.1.6.2

effectiveness

extent to which planned activities are realized and planned results are achieved

3.1.7

requirement

need or expectation that is stated, generally implied or obligatory

Note 1 to entry: “Generally implied” means that it is custom or common practice for the organization and interested parties that the need or expectation under consideration is implied.

Note 2 to entry: A specified requirement is one that is stated, e.g. in documented information.

3.1.7.1

conformity

fulfilment of a *requirement* (3.1.7)

3.1.7.2

nonconformity

non-fulfilment of a *requirement* (3.1.7)

3.1.7.2.1

corrective action

action to eliminate the cause(s) of a *nonconformity* (3.1.7.2) and to prevent recurrence

3.1.8

audit

systematic and independent *process* (3.1.4) for obtaining evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

Note 1 to entry: An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines).

Note 2 to entry: An internal audit is conducted by the organization itself, or by an external party on its behalf. Note 3 to entry: “Audit evidence” and “audit criteria” are defined in ISO 19011.

3.1.9

measurement

process (3.1.4) to determine a value

3.1.9.1

monitoring

determining the status of a system, a *process* (3.1.4) or an activity

Note 1 to entry: To determine the status there can be a need to check, supervise or critically observe.

Drafting note: Måske skal det skrives ind i clause 3 hvis vi på forhånd ved at der er nogle definitioner ud over de obligatoriske som vi ved der skal arbejdes med?

3.1.9.2

traceability

ability to follow the history, application, movement and location of an object through specified stage(s) of production, processing and distribution

x.x.x.x

Sustainability

Other relevant definitions to be found at [THE 17 GOALS | Sustainable Development \(un.org\)](https://www.sdg.un.org/goals),
www.sdgs.un.org/goals

4 Context of the organization

4.1 Understanding the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended result(s) of its Sustainable Development Goal (SDG) management system.

4.2 Understanding the needs and expectations of interested parties

The organization shall determine:

- the interested parties that are relevant to the SDG management system ;
- the relevant requirements of these interested parties;
- which of these requirements will be addressed through the SDG management system.
- SDG(s) which are of particular relevance

4.3 Determining the scope of the SDG management system

The organization shall determine the boundaries and applicability of the SDG management system to establish its scope.

When determining this scope, the organization shall consider:

- the external and internal issues referred to in 4.1 ;
- the requirements referred to in 4.2.
- Selected SDGs

The scope shall be available as documented information.

4.4 SDG management system

The organization shall establish, implement, maintain and continually improve an SDG management system, including the processes needed and their interactions, in accordance with the requirements of this document.

To the extent necessary, the organization shall:

- a) Maintain documented information to support the operation of its processes.
- b) Retain documented information to have confidence that the processes are being carried out as planned.

5 Leadership

5.1 Leadership and commitment

The top management shall establish a strategy for how the organization will work with and contribute to the selected SDGs.

Top management shall demonstrate leadership and commitment with respect to the SDG management system by:

- ensuring that the SDG policy and SDG objectives are established and are compatible with the strategic direction of the organization;
- ensuring the integration of the SDG management system requirements into the organization's business processes;
- ensuring that the resources needed for the SDG management system are available;
- communicating the importance of effective SDG management and of conforming to the SDG management system requirements;
- ensuring that the SDG management system achieves its intended result(s);
- directing and supporting persons to contribute to the effectiveness of the SDG management system ;
- promoting continual improvement;
- supporting other relevant roles to demonstrate their leadership as it applies to their areas of responsibility.

NOTE Reference to "business" in this document can be interpreted broadly to mean those activities that are core to the purposes of the organization's existence.

5.2 SDG Policy

Top management shall establish a SDG policy that:

- a) is appropriate to the purpose of the organization;
- b) provides a framework for setting SDG objectives;
- c) includes a commitment to meet applicable requirements;
- d) includes a commitment to continual improvement of the SDG management system.

The SDG policy shall:

- be available as documented information;
- be communicated within the organization;
- be available to interested parties, as appropriate.

5.3 Roles, responsibilities and authorities

Top management shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization.

Top management shall assign the responsibility and authority for:

- a) ensuring that the SDG management system conforms to the requirements of this document;
- b) reporting on the performance of the SDG management system to top management.

6 Planning

6.1 Actions to address risks and opportunities

When planning for the SDG management system, the organization shall consider the issues referred to in 4.1 and the requirements referred to in 4.2 and determine the risks and opportunities that need to be addressed to:

- give assurance that the SDG management system can achieve its intended result(s);
- prevent, or reduce, undesired effects;
- achieve continual improvement.

The organization shall plan:

- a) actions to address these risks and opportunities;
 - b) how to integrate and implement the actions into its SDG management system processes;
- evaluate the effectiveness of these actions.

6.1.1 Selection of relevant SDGs

The organization shall, at planned intervals

- Select and prioritize SDGs which are considered relevant to the organizations, products, services and value chain.
- decide which intended results, the organization must achieve

6.2 SDG objectives and planning to achieve them

The organization shall establish SDG objectives at relevant functions and levels.

The SDG objectives shall:

- a) be consistent with the SDG policy;
- b) be measurable (if practicable);
- c) take into account applicable requirements;
- d) be monitored;
- e) be communicated;
- f) be updated as appropriate;
- g) be available as documented information.

When planning how to achieve its SDG objectives, the organization shall determine:

- what will be done;
- what resources will be required;
- who will be responsible;
- when it will be completed;
- how the results will be evaluated.

6.3 Planning of changes

When the organization determines the need for changes to the SDG management system, the changes shall be carried out in a planned manner.

By planning of these actions, the organization shall consider technological opportunities, financial issues, operational issues and business relevance or relevance for core activities.

7 Support

7.1 Resources

The organization shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the SDG management system.

7.2 Competence

The organization shall:

- determine the necessary competence of person(s) doing work under its control that affects its SDG performance;
- ensure that these persons are competent on the basis of appropriate education, training, or experience;
- where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken.

Appropriate documented information shall be available as evidence of competence.

NOTE Applicable actions can include, for example: the provision of training to, the mentoring of, or the re-assignment of currently employed persons; or the hiring or contracting of competent persons.

7.3 Awareness

Persons doing work under the organization's control shall be aware of:

- the SDG policy;
- their contribution to the effectiveness of the SDG management system, including the benefits of improved SDG performance;
- the implications of not conforming with the SDG management system requirements.

7.4 Communication

7.4.1 General

The organization shall determine the internal and external communications relevant to the SDG management system including:

- on what it will communicate;
- when to communicate;
- with whom to communicate;
- how to communicate.

7.4.2 Internal communication

The organization shall:

- a) Internally communicate information relevant to the SDG management system among the various levels and functions of the organization, including changes to the SDG management system as appropriate
- b) Ensure its communication process(es) enable(s) persons doing work under the organization's control to contribute to continual improvement.

7.4.3 External communication

The organization shall externally communicate information relevant to the SDG management system, as established by the organization's communication process(es). The organization shall establish, implement and maintain effective communications with relevant stakeholders. This could include, but is not limited to:

- c) Suppliers;
- d) Contractors;
- e) Customers;
- f) Consumers;
- g) Investors;
- h) Shareholders;
- i) NGOs;

- j) Authorities.

Evidence of external communication shall be retained as documented information.

7.5 Documented information

7.5.1 General

The organization's SDG management system shall include:

- a) documented information required by this document;
- b) documented information determined by the organization as being necessary for the effectiveness of the SDG management system.

NOTE The extent of documented information for a SDG management system can differ from one organization to another due to:

- the size of organization and its type of activities, processes, products and services;
- the complexity of processes and their interactions;
- the competence of persons.

7.5.2 Creating and updating documented information

When creating and updating documented information, the organization shall ensure appropriate:

- identification and description (e.g. a title, date, author, or reference number);
- format (e.g. language, software version, graphics) and media (e.g. paper, electronic);
- review and approval for suitability and adequacy.

7.5.3 Control of documented information

Documented information required by the SDG management system and by this document shall be controlled to ensure:

- a) it is available and suitable for use, where and when it is needed;
- b) it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

For the control of documented information, the organization shall address the following activities, as applicable:

- distribution, access, retrieval and use;
- storage and preservation, including preservation of legibility;
- control of changes (e.g. version control);
- retention and disposition.

Documented information of external origin determined by the organization to be necessary for the planning and operation of the SDG management system shall be identified, as appropriate, and controlled.

NOTE Access can imply a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information.

8 Operation

8.1 Operational planning and control

Drafting instruction: This subclause heading will be deleted if no additional subclauses are added to Clause 8.

The organization shall plan, implement and control the processes needed to meet requirements, and to implement the actions determined in Clause 6, by:

- establishing criteria for the processes;
- considering present and future technologies
- implementing control of the processes in accordance with the criteria.

Documented information shall be available to the extent necessary to have confidence that the processes have been carried out as planned.

The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary.

The organization shall ensure that externally provided processes, products or services, that are relevant to the SDG management system, are controlled.

8.2 Traceability and data integrity

- Responsibility considered in the full supply chain -up- and down-stream
- Establish valid and trust worthy data sets

8.3 Product and service development

- Circular economy
- Circular thinking
- ECO-Design
- BAT
- Consideration of third-party markings
- Innovation
- Planning and decision making to be documented
- Consideration and documentation according to customer-needs, end-user-needs and needs of other interested parties.
-

8.4 Supply chain

- Risk assessment of impact on selected SDGs
- Sequence
- Direct and indirect impact
- Circularity and optimized use of resources to be considered.

- Decision must be taken from a sustainability point of view regardless, if this leads to deselection of products and services which do not comply to UN Global compact or the SDGs

8.5 Production and service provision

- Produce products and services according to SDGs

8.6 Release of products and services

- Products and services to be released on a transparent foundation of data (sustainability)
- Authority to be defined and traceability to persons releasing products and services to be evident.
- Markings schemes and PDM documentation to be considered as a part of the release process.

9 Non-conforming products and services – If non-conformance identified, establish actions to maintain reputation and confidence

- Recall-procedure

9.1 Emergency preparedness

9.1.1 General

Top management shall ensure procedures are in place to respond to potential emergency situations or incidents that can have an impact on assessment of the selected SDGs relevant to the purpose of the organization.

Documented information shall be established and maintained to manage these situations and incidents.

9.1.2 Handling of emergencies and incidents

The organization shall:

a) respond to actual emergency situations and incidents by:

- 1) communicating internally;
- 2) communicating externally (e.g. suppliers, customers, appropriate authorities, media);

b) take action to reduce the consequences of the emergency situation, appropriate to the magnitude of the emergency or incident;

c) periodically test procedures where practical;

d) review and, where necessary, update the documented information after the occurrence of any incident, emergency situation or tests.

NOTE Examples of emergency situations that can affect the assessment of the selected SDGs are natural disasters, environmental accidents, bioterrorism, workplace accidents, XXXXXXXX, public health emergencies and other accidents, e.g. interruption of essential services such as water, electricity or refrigeration supply.

10 Performance evaluation

10.1 Monitoring, measurement, analysis and evaluation

The organization shall determine:

- what needs to be monitored and measured;
- the methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results;
- when the monitoring and measuring shall be performed;
- when the results from monitoring and measurement shall be analysed and evaluated.

Documented information shall be available as evidence of the results.

The organization shall evaluate the SDG performance and the effectiveness of the SDG management system.

10.2 Internal audit

10.2.1 General

The organization shall conduct internal audits at planned intervals to provide information on whether the SDG management system:

- a) conforms to:
 - the organization's own requirements for its SDG management system;
 - the requirements of this document;
- b) is effectively implemented and maintained.

10.2.2 Internal audit programme

The organization shall plan, establish, implement and maintain an audit programme(s), including the frequency, methods, responsibilities, planning requirements and reporting .

When establishing the internal audit programme(s), the organization shall consider the importance of the processes concerned and the results of previous audits.

The organization shall:

- a) define the audit objectives, criteria and scope for each audit;
- b) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- c) ensure that the results of audits are reported to relevant managers.

Documented information shall be available as evidence of the implementation of the audit programme(s) and the audit results.

10.3 Management review

10.3.1 General

Top management shall review the organization's SDG management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness.

10.3.2 Management review inputs

The management review shall include:

- a) the status of actions from previous management reviews;
- b) changes in external and internal issues that are relevant to the SDG management system;
- c) changes in needs and expectations of interested parties that are relevant to the SDG management system;
- d) information on the SDG performance, including trends in:
 - nonconformities and corrective actions;
 - monitoring and measurement results;
 - audit results;
- e) opportunities for continual improvement

10.3.3 9.3.3 Management review results

The results of the management review shall include decisions related to continual improvement opportunities and any need for changes to the SDG management system.

Documented information shall be available as evidence of the results of management reviews

10.3.4 Reporting - Transparency

Annually the organization shall report its achievements, results, efforts and performance according to the selected SDGs.

The report shall include:

- a) Description of the SDG management system
- b) Scope of the SDG management system
- c) List of the selected SDGs, to which the organisation is committed.
- d) The SDG policy and objectives
- e) Plans, efforts, achievements and results according to selected SDGs
- f) Plans for continual improvement of the SDG management system and performance

The report must be available as documented information for relevant stakeholders.

11 Improvement

11.1 Continual improvement

The organization shall continually improve the suitability, adequacy and effectiveness of the SDG management system.

11.2 Nonconformity and corrective action

When a nonconformity occurs, the organization shall:

- a) react to the nonconformity, and as applicable:
 - take action to control and correct it;
 - deal with the consequences;
- b) evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - reviewing the nonconformity;
 - determining the causes of the nonconformity;
 - determining if similar nonconformities exist, or can potentially occur;
- c) implement any action needed;
- d) review the effectiveness of any corrective action taken;
- e) make changes to the SDG management system, if necessary.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

Documented information shall be available as evidence of:

- the nature of the nonconformities and any subsequent actions taken;

the results of any corrective action.

Annex A (informative)

Annex title e.g. Example of a figure and a table

A.1 Clause title autonumber

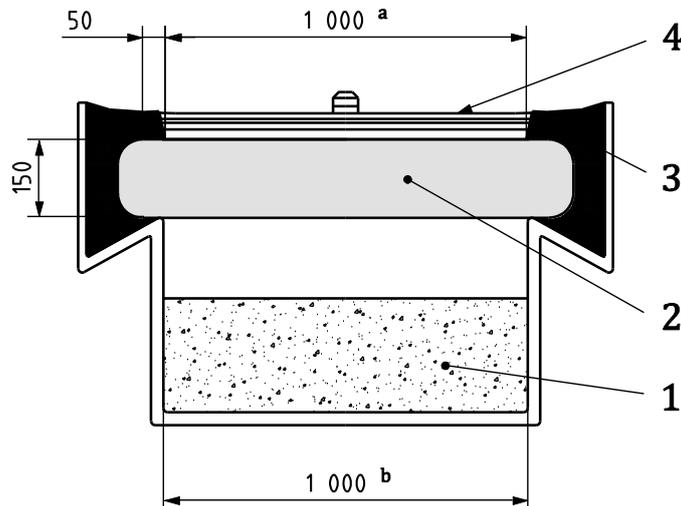
Use subclauses if required e.g. A.1.1 or A.1.1.1. For example:

A.1.1 Subclause autonumber

A.1.1.1 Subclause autonumber

Type text.

Dimensions in millimetres



Key

- 1 desiccant/aqueous saturated salt solution
- 2 test specimen
- 3 sealant
- 4 template

NOTE Figure note.

- a It is the upper exposed area.
- b It is the lower exposed area.

Figure A.1 — Example

Table A.1 — Example

Type ^a	No. series	Pressure	Length	Temperature
		p_1 MPa	l_2 mm	T_1 °C
A	248-i	50	216	50
B	556-i	100 ^b	287	60,5
C	43-ii	200	300	38

NOTE Table note.

^a Table footnote.

^b Second table footnote.

Bibliography

- [1] ISO #####-#, *General title — Part #: Title of part*
- [2] ISO #####-##:20##, *General title — Part ##: Title of part*