

Operationalizing the SDGs - from advocacy to action

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Subsequent to global adoption of the United Nations (UN) 17 Sustainable Development Goals (SDGs) in September 2015, much of the conversation has focused on advocacy to establish a sense of urgency and to mobilise commitment from a broad and diverse base of stakeholders to their implementation. Recognising the role that business should play in contributing to achievement of the goals, a range of groups and industry bodies across sectors have mapped the SDG themes and related performance metrics to sector interests and areas of impact. But while advocacy and the securing of commitment is necessary at the outset of what is really a shift in the collective intent and direction of our world é an early move from thinking and talking to doing is needed, as we seek to turn intentions into reality.

Against this background, AngloGold Ashanti and the University of Cape Town established a partnership in December 2016 which, amongst other things is focusing on demonstrating how the SDGs can be achieved through embedding them into the business strategy. In this way, outcomes which make sense and drive value to both business and society are achieved.

The partnership connects AngloGold Ashanti with the Faculty of Engineering, the Faculty of Law, the Graduate School of Business and the Hasso Plattner Institute of Design Thinking. The lead agency within the partnership is the Minerals to Metal Signature Theme of the Department of Chemical Engineering. While retaining independence within the partnership, the combination of partners will leverage off the two aspects of rigorous theory development and real world implementation, as we seek to collectively enhance our impact.

In demonstrating operationalization of the SDGs, the partnership is utilising the AngloGold Ashanti Strategic Framework which lends itself to ease of operationalization. This establishes a prototype for application in any company, across any sector. The key aspects of the architecture within the AngloGold Ashanti framework are a clear understanding of the sustainability challenges facing the business (material issues); a set of business aspirations which are congruent with the SDGs; and the use of strategy mapping and balanced scorecard (developed by Kaplan and Norton) as tools to enable a coherent set of actions.

The primary steps we have applied in designing the approach to operationalization and its subsequent implementation are:

- The company material issues are mapped to the 17 SDG themes é where a material issue has mapped to multiple SDGs this provides an indication where there may be opportunities for leverage;
- The SDG themes on which the company will focus are prioritised against the company's 2030 aspiration which is congruent with the concept of the SDGs é aspirations have been

developed for the sustainability disciplines of Safety; Health; Environment; Community & Government Affairs; and Security & Human Rights;

- Each discipline then selects the most relevant metrics from the prioritised SDG themes and incorporates them into the company's sustainability strategy map and balanced scorecard. These have been designed to enable all disciplines within the sustainability portfolio to address the company sustainability challenges in an integrated way; and
- Within the balanced scorecards, company actions to achieve targets set are incorporated and performance is tracked.

Beyond its contribution to the base design and implementation, the partnership continues to play an active role in identifying innovations to enhance and accelerate performance. Further work envisaged through the partnership is the development of a model to weight / determine company and industry relative contributions to national performance.