

## **Twelve key strategies to achieve the SDGs based on the COVID-19 experience: Toward a green and inclusive recovery**

The COVID-19 pandemic has highlighted the importance and urgency of creating sustainable systems in society. It has particularly shown that humanity will not be able to attain prosperity in the twenty-first century unless it can move beyond an excessive focus on economic growth to achieve balanced growth on the three dimensions of economic, social and environmental sustainability. With that realization, the UN Sustainable Development Goals (SDGs)--which articulate our shared future in 2030 and integrate those three dimensions in a comprehensive and balanced way--provide a good guide for global development in the context of the COVID experience.

Introduced below are 12 key strategies that were identified using the SDGs as a guide for the world to move forward. They are the essential results of discussions on the theme of “How should the SDGs change based on COVID-19 experience?” by the xSDG Consortium, a research consortium facilitated by the xSDG Laboratory of the Keio Research Institute at SFC. These discussions were conducted in fiscal 2020 through a series of online workshops with consortium partners, including researchers, companies, staff from central and local governments, and more. The list of partner companies and organizations at the end of this paper shows their diversity. Each of them, from their own perspective, is sincerely considering how the SDGs can be achieved. Their diversity and dedication is the greatest strength of this paper.

The perspective they all kept in mind was that a sustainable society can be achieved if the 17 goals and 169 targets are addressed all together.

A strategy built upon these points can be used to demonstrate leadership in each sector in order to realize a sustainable post-COVID world.

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## Strategy 1. Use online and digital technologies

The range of uses of the Internet and digital devices has increased significantly during the COVID-19 pandemic and it is clear that they can contribute to the achievement of the SDGs. For example, during the pandemic, the use of online and digital technologies by restaurants and other businesses has risen dramatically for delivery services and e-commerce.<sup>1</sup> To achieve the SDGs after the pandemic, it will be crucial to further establish and advance these technologies while also addressing any associated trade-offs.<sup>2</sup>

### Key points for achieving the SDGs

1. Bridge the digital divide: The introduction of new technologies could lead to new disparities.<sup>3</sup> Strategies are needed to avoid creating a digital divide.<sup>4</sup> At the policy level, it is essential to implement at least the minimum guarantees to avoid creating a digital divide, such as by lending tablet computers or devices to households. For companies, public and private sector partnerships could create new opportunities to mitigate educational disparities that might arise due to a digital divide.
2. Develop sustainable business models: Business models need to be developed that use the Internet and do not rely on face-to-face interactions, in order to normalize the use of these technologies.<sup>5</sup> New approaches to operations and business activities will be needed to ensure the growth of companies that adopt new work styles. To do so, such approaches should be viewed from the perspective of the SDGs' 17 goals and 169 targets. For example, the required energy should be procured from renewable energy.

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<sup>1</sup> ILO (2020): World Employment and Social Outlook 2021: The role of digital labour platforms in transforming the world of work.

<sup>2</sup> Bertelsmann Stiftung and Sustainable Development Solutions Network (2020): Sustainable Development Report 2020, 12-13pp.

<sup>3</sup> World Economic Forum (2021): The Global Risks Report 2021, 7-8pp.

<sup>4</sup> WTO (2020): E-Commerce, Trade and the COVID-19 Pandemic,

<sup>5</sup> Deloitte Tohmatsu Consulting LLC (2020): "Price be nimble, price be quick: Revenue management in the COVID-19 era"

<https://www.deloittedigital.com/content/dam/deloittedigital/us/documents/offerings/offering-20200519-customer-covid-nimble-pricing.pdf>

In addition, it will be necessary to address poverty issues that may arise due to employment mismatches. For example, such measures should be considered in employment strategies in new business models. Policies will need to integrate a “digital transformation” (DX) and a “sustainability transformation” (SX).

3. Include digital technologies in international cooperation: Expand the possibilities for utilizing digital technologies in international and multilateral cooperation. Technical assistance, interactions and networking can also be done remotely.

### **Key targets to help achieve the SDGs**

- 4.1 (Access to free, equitable and quality primary and secondary education)
- 6.a (Support developing countries in water- and sanitation-related activities and programmes)
- 8.1 (Sustain per capita economic growth)
- 11.c (Support least developed countries in building sustainable and resilient buildings utilizing local materials)
- 12.a (Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production)
- 14.7 (Increase economic benefits to developing countries from sustainable use of marine resources)
- 14.a (Transfer marine technology to developing countries)
- 17.16 (Enhance global partnership)
- 17.17 (Encourage public, public-private and civil society partnerships)
- 17.18 (Enhance capacity-building support to developing countries to increase data availability)

## Strategy 2. Accept telework and diverse work styles

With the use of online and digital technologies, a diversity of work styles has been introduced in a variety of industries. The rise of telework also contributes to the diversity of work styles. On the other hand, it will also be important to ensure that various disparities do not arise between occupations or industries that can accommodate teleworking versus those that cannot (e.g., essential workers).

### Key points for achieving the SDGs

1. It will be important to accommodate diverse work styles through measures such as infrastructure improvements as more people are encouraged to go online, and the introduction of new arrangements or systems to improve the environment for working from home. In addition, in cases where office space is to be reduced by promoting telework, it may also be necessary to provide incentives for promoting telework. It will be important to create synergies tied with strategies for promoting and securing opportunities for women. This could include finding ways to ensure that workers have options to choose between occupations suited for (or not suited for) remote work, depending on the person's stage of life. It will also be important to start with what is feasible and create an environment where business dealings and selling activities can be done online, and to offer choices (e.g., relocating versus not relocating for work, hours of work, the option of remote work, and options other than having working hours fixed at eight hours a day).<sup>6</sup> To promote options such as these, it will be important to develop new approaches to evaluate performance in ways that reflect changes in work styles. In terms of policy, one approach might be to offer financial support (e.g., financial measures such as tax incentives), mainly for small and medium-sized enterprises that may not have the finances to make the shift to working from home or remote work.
2. It will be important to create systems to alleviate poverty and leave no one behind, by promoting diverse work styles and by creating decent work for

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<sup>6</sup> Ministry of Health, Labour and Welfare (2020): Report of study group on the future of telework (in Japanese) <https://www.mhlw.go.jp/content/11911500/000711687.pdf>

all and creating flexibility in human resources in response to changes in employment patterns.

### **Key targets to help achieve the SDGs**

- 5.1 (End all forms of discrimination against all women and girls everywhere)
- 5.4 (Recognize and value unpaid care and domestic work)
- 5.5 (Ensure women's opportunities for leadership)
- 8.5 (Achieve decent work)
- 9.2 (Significantly raise industry's share of employment and gross domestic product, in line with national circumstances)
- 12.8 (Sustainable development and lifestyles in harmony with nature)
- 13.1 (Strengthen resilience and adaptive capacity to natural disasters)

### **Strategy 3. Adapt quickly to changes in urban structure**

The rise of telework is also bringing about changes in urban structure. We are beginning to see people relocating away from major centers while still employed by companies based in city centers, people moving out of major cities due to attitudes changed by the pandemic, companies relocating their head offices, and people relocating themselves due to reduced office space or relocated offices. These changes will have major impacts on how several of the SDGs can be achieved, including Goal 11 (Sustainable Cities and Communities).

#### **Key points for achieving the SDGs**

1. Consider new designs for urban, peri-urban and rural areas from economic, social and environmental perspectives: Changes in the flows of people will be a major catalyst transforming the relationships between (and design of) urban, peri-urban and rural areas. For example, the establishment of satellite offices and provision of shared offices away from major urban centers may change the design of cities. On the policy dimension, it is necessary to design urban, peri-urban, and rural areas in response to changes that incorporate telework, which until now was almost non-existent. Also, for work that does not need to be done in urban centers, encouraging employees to relocate could produce cost savings (e.g., reduced housing subsidies) for companies and lead to better work-life balance and financial efficiency for individuals.
2. Seek synergies to significantly expand renewable energy: Changes in office space could also have synergistic effects with the use of energy. Decentralized work arrangements could be a boon for decentralized energy. For example, the purchase of renewable energy and power generation from the installation of solar panels could help offset a company's greenhouse gas emissions, and also provide sources of power during disasters. The use of renewable energy could be significantly increased if a system were created in which a company joins RE100 or a similar initiative and not only promotes renewable energy procurement, but also a portion of the electricity used at home by its teleworkers could be counted as the company's own consumption. Policies could also help accelerate achievement of the SDGs by supporting this kind of behavior, and

additionally, providing incentives to install power storage systems. Combined with this, it will become increasingly important to limit any rise in household energy consumption due to telework, so it will be necessary to encourage the use of energy-efficient equipment and aggressively promote behavioral changes that promote of energy efficiency.

#### **Key targets to help achieve the SDGs**

- 3.6 (Halve the number of deaths and injuries from road traffic accidents)
- 7.2 (Increase substantially the share of renewable energy)
- 8.9 (Devise and implement policies to promote sustainable tourism)
- 11.1 (Ensure access for all to adequate, safe and affordable housing and basic services)
- 11.a (Support positive links between urban, peri-urban and rural areas)

## **Strategy 4. Adapt quickly to changes in industrial structure**

Industrial structure will change as urban structure changes. In the midst of the pandemic, e-commerce and home delivery businesses have boomed while the food service industry has been hit hard. New progress can be expected in poverty alleviation strategies and industrialization as existing industries innovate and new business models are created (e.g., take-out businesses) in response to the pandemic.

### **Key points for achieving the SDGs**

1. Foster new industries and transition the workforce: New business opportunities will arise from the development and growth of industries in response to variety of changes in the business and labor environment. There are also signs we may see more collaboration between companies and industries than before the pandemic. It is also the role of policy to monitor these trends and provide learning opportunities to enable students to acquire the knowledge and skills needed in new industries, and to provide subsequent support to find employment. These topics are covered in the SDGs, including Goal 4 and Goal 8. It will also be important to review the safety nets of society as a whole, including welfare systems, to respond to this new era.
2. Create scenarios and transition the workforce into priority sectors to adapt to a changing labor environment: In both the public and private sectors, it will be important to identify/visualize sectors where labor shortages or surpluses will occur due to the pandemic, and to develop scenarios for transitioning into priority sectors. To support companies, including those that are bringing their business online, it will be important to further improve the protection of personal information and other aspects of the infrastructure needed for going digital.

### **Key targets to help achieve the SDGs**

- 1.1 (Eradicate extreme poverty)
- 1.b (Support accelerated investment in poverty eradication actions)
- 8.2 (Achieve higher levels of economic productivity through diversification)



8.6 (Reduce the proportion of youth not in employment, education or training)  
9.2 (Promote inclusive and sustainable industrialization)

## Strategy 5. Transform mobility

The frequency and types of trips will change as a result of the large-scale adoption of flexible work hours (flexitime) and telework, as well as changes such as increases in telework due to “workations” (work + vacation), and home relocation.<sup>7</sup> If such patterns increase in the wake of the pandemic and the changes become more firmly established, the impacts of those changes will also affect mobility needs.

### Key points for achieving the SDGs

1. Adopt infectious disease protocols for public transportation: Each mode of transport should continue to comply with guidelines to control COVID-19. It is also important to adapt with an expansion of contactless customer service. Such infectious disease protocols and barrier-free measures need to be achieved together. This means developing public transportation while also advancing infectious disease protocols and without leaving anyone behind. It will also be necessary to reexamine business models based on local needs so that synergies can be achieved with climate change countermeasures and energy-related goals.
2. Maintain infectious disease protocols and resilient public transport infrastructure: The issue of dealing with local public transport, which has become unprofitable due to reduced ridership, is an important challenge for achieving Goal 11. It will be important to switch to alternative transportation and to introduce mechanisms and policies to use renewable energy to meet the increasing energy demand needed for individual modes of mobility. For example, as the demand for deliveries increases with the growth of e-commerce and home delivery businesses, the wall between freight and passenger transport is lowering, cargo and passengers are both being carried, and local renewable energy businesses are growing. Because of this, the use of a German type of municipal utilities (known as Stadtwerke), which utilize profits from renewable energy sales to subsidize unprofitable services, may also help to sustain public transportation. When doing so,

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<sup>7</sup> OECD (2020): OECD Policy Responses to Coronavirus (COVID-19): Cities policy responses, 44pp.

transportation must respond to the diversification of work styles and needs (e.g., there may be fewer business trips but workers who have relocated further away may travel regularly to offices in the city center).

3. Create sustainable tourism: Triggered by the COVID-19 pandemic, strategies for new forms of tourism are emerging, such as microtourism, “workations,” and online tourism (viewing a location without physically going there).<sup>8</sup> The tourism industry needs to identify how it can move forward and meet changing customer needs, and needs to take measures to stimulate domestic tourism demand in ways that are tied to local economic development, such as the promotion of “workations.”

### **Key targets to help achieve the SDGs**

- 3.6 (Halve the number of deaths and injuries from road traffic accidents)
- 3.9 (Reduce the number of deaths and illnesses from air pollution, etc.)
- 6.6 (Protect and restore water-related ecosystems)
- 8.5 (Achieve decent work)
- 9.1 (Develop sustainable and resilient infrastructure)
- 9.2 (Significantly raise industry’s share of employment and gross domestic product, in line with national circumstances)
- 11.2 (Provide access to safe, affordable, accessible and sustainable transport systems)

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<sup>8</sup> Japan Tourism Agency (2020): “Policy plan to prevent pandemic spread and restore tourism demand” (in Japanese), 3-7pp.

## Strategy 6. Redesign supply chains

The disruption of supply chains due to the COVID-19 pandemic<sup>9</sup> has also created opportunities to reconsider supply chains, as reported by the UN Secretary-General in the Sustainable Development Report 2020.<sup>10</sup> For Japan, this could create opportunities to stimulate local production for local consumption, reconsider regional dynamics, and drive regional development. We would like these opportunities be utilized to redesign supply chains so that they can contribute to the achievement of the SDGs, in combination with the use of programs such as the “Regional Revitalization SDGs in Finance” scheme under the Japan’s Cabinet Office.

### Key points for achieving the SDGs

1. The reconsideration of supply chains could have synergies with many SDGs, including local production for local consumption, improved food self-sufficiency, job creation, and reduced risk of infectious diseases. Designing systems to reduce the number of points in a supply chain by even a little can lead to a reduction in the risk of infectious diseases, and a transformation in food systems can also promote smart agriculture. In addition, measures such as cold storage to reduce excess food can be expected to have synergies with the reduction of food loss. Meanwhile, when changing arrangements with suppliers, it is also important to keep in mind the need to avoid adverse impacts (e.g., wiping out small-scale overseas suppliers, and the contraction of sales channels). Thus, it is important to maintain a multi-dimensional approach with the 17 SDGs in mind when reconsidering supply chains.
2. Producers and other businesses engaged in direct sales could also see benefits such as a reduced carbon footprint.
3. Reduce plastics use, which increased due to the pandemic: Utilize of various strategies, including recycling. Also, consider biomass-derived plastics (bioplastics).

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<sup>9</sup> Bill & Melinda Gates Foundation (2020): COVID-19 A Global Perspective 2020 Goalkeepers Report, 4-5pp.

<sup>10</sup> Bertelsmann Stiftung and Sustainable Development Solutions Network (2020): Sustainable Development Report 2020, 12pp.

### **Key targets to help achieve the SDGs**

- 2.1 (Ensure access to safe, nutritious and sufficient food)
- 2.3 (Double the productivity and incomes of small-scale food producers)
- 2.4 (Ensure sustainable food production systems and implement resilient agricultural practices)
- 12.1 (Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns)
- 12.3 (Reduce food losses)
- 12.5 (Reduce waste generation through prevention, reduction, recycling and reuse)
- 17.11 (Significantly increase the exports of developing countries)

## **Strategy 7. Adapt to lifestyle and business realities that have transformed along with changes in values**

The COVID-19 pandemic has changed individuals' sense of values. People are reexamining the importance of family-centered living and basic aspects of life.<sup>11</sup>

### **Key points for achieving the SDGs**

1. Indicators need to be developed based on changed values due to the COVID-19 pandemic, for use in performance evaluation of both business and government.
2. Changes in values can also trigger progress toward a society that recognizes the diversity needed to achieve various SDGs.

### **Key targets to help achieve the SDGs**

- 5.4 (Recognize and value unpaid care and domestic work)
- 5.5 (Ensure women's opportunities for leadership)
- 5.c (Adopt and strengthen legislation for the promotion of gender equality)
- 8.5 (Achieve decent work)
- 9.2 (Promote inclusive and sustainable industrialization)
- 11.3 (Enhance participatory, integrated and sustainable human settlement planning and management)
- 17.19 (Build on initiatives to develop measurements of progress on sustainable development, and support statistical capacity-building in developing countries)

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<sup>11</sup> Cabinet Office (2020): Survey on changes in lifestyle attitudes and behavior under the impacts of the COVID-19 pandemic (in Japanese).

<https://www5.cao.go.jp/keizai2/manzoku/pdf/shiryo2.pdf>

## **Strategy 8. Promote renewable energy and integrate climate measures into operations and policies**

Energy demand will increase as economies recover after the COVID-19 pandemic. While supporting this recovery, it will also be important to encourage the transformation from low carbon to decarbonization. If energy market prices rise rapidly again like they did in early 2020 and affect small power producers, there could be concerns about that affecting the growth of renewable energy. It is necessary to avoid this kind of vicious cycle, to promote renewable energy,<sup>12</sup> and to make climate change countermeasures go mainstream.

### **Key points for achieving the SDGs**

1. Shift to generating renewable energy instead of purchasing it: Make the shift from purchasing renewable energy to the stage of producing electricity in-house with solar power or other means; also, by developing decentralized power systems, promote the development of resilient infrastructure. The government should introduce and strengthen incentives to promote this. It is also important to adopt measures for power procurement that will not be affected by market price fluctuations. It is also important for companies to clarify their goals through participation in initiatives such as RE100, and to adopt systems that will encourage teleworkers to procure renewable energy for the electricity they use at home.
2. Develop technologies for greater power storage capacity, etc.<sup>13</sup>
3. Reduce the environmental impacts of operations: Use the digital transformation to calculate, visualize, and report energy consumption.

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<sup>12</sup> United Nations (2020): UN Comprehensive Response to COVID-19 to save lives, protect societies, recover better, 6pp.

<sup>13</sup> Shunpei Takemori, Hiroaki Nakanishi, Takeshi Niinami, Noriyuki Yanagawa, "Toward transformation for the future (sustainability and innovation investment): To prevent the recurrence of the low growth of the post-Lehman period," presented to 6th meeting of 2020 of the Council on Economic and Fiscal Policy, Document 4-1 (in Japanese)

[https://www5.cao.go.jp/keizai-shimon/kaigi/minutes/2020/0427/shiryo\\_04-1.pdf](https://www5.cao.go.jp/keizai-shimon/kaigi/minutes/2020/0427/shiryo_04-1.pdf)

(last accessed February 28, 2021)

### **Key targets to help achieve the SDGs**

- 7.1 (Ensure universal access to affordable, reliable and modern energy services)
- 7.2 (Increase substantially the share of renewable energy)
- 7.3 (Double the global rate of improvement in energy efficiency)
- 13.2 (Integrate climate change measures into national policies, strategies and planning)
- 13.3 (Improve capacity on climate change)



## Strategy 9. Integrate face-to-face and digital education

The COVID-19 pandemic has dramatically changed the educational environment. For their 2020 spring sessions, many schools, including elementary and junior high schools, introduced online education, and many universities and other institutions are still offering online education. However, the shift online revealed that a “digital divide” exists, as well as other problems with access to education. Realizing a learning environment where no one is left behind has become an important issue even in developed countries.

### Key points for achieving the SDGs

1. It is necessary to promote the digitalization of education in ways that avoid creating a digital divide.<sup>14</sup> Also, it is necessary to promote the use of electronic devices and the acquisition of skills for information and communications technologies at the individual level,<sup>15</sup> and to enhance their educational and auxiliary functions for learners at various levels.
2. Create a universal, online and offline hybrid educational environment: To accomplish this, it is necessary to create an environment where no one is left behind, through infrastructure development, including access to high-speed Internet.<sup>16</sup>

### Key targets to help achieve the SDGs

- 4.1 (Access to free, equitable and quality primary and secondary education)
- 4.4 (Acquisition of technical and vocational skills)
- 4.a (Education facilities that are disability and gender sensitive)
- 8.6 (Reduce the proportion of youth not in employment, education or training)

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<sup>14</sup> SDGs Promotion Roundtable (2020) “Recommendations by members of the SDGs Promotion Roundtable to overcome the COVID-19 pandemic with the SDGs and to create a sustainable society” (in Japanese).

<sup>15</sup> Bertelsmann Stiftung and Sustainable Development Solutions Network (2020): Sustainable Development Report 2020, 9- 12pp.

<sup>16</sup> OECD (2020): OECD Policy Responses to Coronavirus (COVID-19): Cities policy responses, 12pp.

## **Strategy 10. Develop while maintaining proper distances and relationships between nature and humans**

Some reports suggest that COVID-19 was caused by large changes in the distance between ecosystems, nature, and humans.<sup>17</sup> Therefore, in terms of efforts to prevent infectious diseases, the aim for post-COVID society should be to realize a world in which people, society, and ecosystems can all be healthy (the “One Health” approach).

### **Key points for achieving the SDGs**

1. Biodiversity assessment: It is necessary to build mechanisms for the sustainable use of mountain ecosystems based on green recovery policies, participate in natural ecosystem conservation activities, and to strictly observe good practices such as carrying out garbage and maintaining outdoor etiquette.
2. Implement land use policies and development based on compliance with the Washington Convention and the establishment of appropriate relationships between ecosystems and human activities, and introduce evaluation systems for all of this.

### **Key targets to help achieve the SDGs**

- 3.3 (Eradicate infectious diseases)
- 14.1 (Prevent and significantly reduce marine pollution of all kinds)
- 14.2 (Sustainably manage and protect marine and coastal ecosystems)
- 14.3 (Minimize the impacts of ocean acidification)
- 15.4 (Conserve mountain ecosystems)
- 15.5 (Protect threatened species)
- 15.7 (Address both demand and supply of illegal wildlife products)

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<sup>17</sup> Yasuo Takahashi (2020) “Message from the IPBES Global Evaluation Report and Prospects for the Post-Aichi Targets for Biodiversity,” Institute for Global Environmental Strategies (in Japanese).

## **Strategy 11. Verify and adapt business continuity plans (BCPs)**

Efforts to avoid the next pandemic and the next disaster should continue, but when it comes to risk management, it is important to consider these events as being inevitable, and to be well prepared. This should also be seen as a test to improve sustainability by directly applying the lessons learned from this pandemic. We need to see disasters as a real risk, even events that are said to happen only once in a hundred years, and to develop business continuity plans (BCPs) accordingly.

### **Key points for achieving the SDGs**

1. It is important to have proper early warning systems in place and to establish information sharing systems.<sup>18</sup> This is necessary not only multilaterally (between countries) but also at all levels, including national and local government levels, and it can also serve as the basis for building partnerships.
2. Develop evacuation manuals that take infectious diseases into account, and establish related implementation systems. Also, establish disaster cooperation agreements and other arrangements for public-private collaboration.
3. Enhance medical systems: Develop, encourage and deploy telemedicine technologies.<sup>19</sup>

### **Key targets to help achieve the SDGs**

- 1.5 (Build the resilience of the poor and those in vulnerable situations)
- 3.2 (End preventable deaths of newborns and children under five years of age)
- 3.d (Strengthen the capacity for risk reduction and management of health risks)
- 11.5 (Reduce the numbers of deaths and people affected, and substantially decrease direct economic losses relative to global gross domestic product caused by disasters)

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<sup>18</sup> Ministry of Foreign Affairs, "Japanese cooperation to 'Leave No One's Health Behind': Towards achieving Universal Health Coverage (UHC)" <https://www.mofa.go.jp/files/100101479.pdf>

<sup>19</sup> Bertelsmann Stiftung and Sustainable Development Solutions Network (2020): Sustainable Development Report 2020, 9- 12pp.

11.b (Develop and implement holistic disaster risk management in line with the Sendai Framework for Disaster Risk Reduction 2015–2030)

13.1 (Strengthen resilience to climate-related disasters)

## **Strategy 12. Adopt robust protocols for infectious diseases**

By installing proper ventilation systems and ensuring the sustainability of arrangements such as flexible working hours (flexitime) and telework, continue taking countermeasures to deal with influenza and other infectious diseases besides COVID-19.

### **Key points for achieving the SDGs**

1. Have robust guidelines for infectious disease countermeasures: Strengthen risk management capabilities, including the addition of content in BCPs to deal with large-scale outbreaks of infectious diseases.
2. Introduce evaluation criteria (rankings, etc.): Develop procurement criteria that take into account factors such as infectious disease protocols.
3. The use of disposable plastics is expected to increase for a while as a result of infectious disease protocols. Thus, it is necessary to consider alternative measures such as the introduction of biomass-derived plastics and recycled plastics.

### **Key targets to help achieve the SDGs**

- 3.1 (Reduce the global maternal mortality ratio)
- 3.2 (End preventable deaths of newborns and children under five years of age)
- 8.10 (Strengthen the capacity of domestic financial institutions)
- 9.1 (Develop sustainable and resilient infrastructure)
- 11.2 (Provide access to safe, affordable, accessible and sustainable transport systems)
- 12.7 (Sustainable public procurement practices)
- 14.1 (Prevent and significantly reduce marine pollution of all kinds)

- “Twelve key strategies to achieve the SDGs based on the COVID-19 experience”

#### Contributors to strategy development

The xSDG Laboratory uses the term Vision Sharing Partner (VSP) to describe xSDG Consortium members who share a common vision for the future. The “Twelve key strategies to achieve the SDGs based on the COVID-19 experience” were developed in collaboration with members of the xSDG Laboratory, advisors and observers (related ministries and agencies), and persons from companies and local governments who participated as Vision Sharing Partners in the xSDG Consortium. The Vision Sharing Partners who participated in development of the “Twelve key strategies to achieve the SDGs based on the COVID experience” are listed below.

xSDG Laboratory, Keio Research Institute at SFC  
xSDG Consortium and Working group on COVID-19 and the SDGs  
FY2020 Vision Sharing Partners and observers  
(in order of member type and Japanese spelling)  
Underlining below indicates participation  
in the Working group on COVID-19 and the SDGs.

\* VSP-S (S members)

ESRI Japan Corporation      Kokusai Kougyou Co. Ltd.  
Citigroup Global Markets Japan Inc.      Tokyo Gas Co., Ltd.      TREE Inc.  
Japan Airlines Co., Ltd.      Rakuten, Inc.      Ryohin Keikaku Co., Ltd.  
Kanagawa Prefectural Government      Shizuoka City

\* VSP-D (D members)

ANA HOLDINGS INC.      Impress R&D      Shimizu Corporation  
salesforc.com Co.,Ltd.      Daiwa Securities Group Inc.  
Sumitomo Mitsui Banking Corporation  
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Amano Enzyme Inc.      GREAT WORKS KK      KOBAYASHI & CO., LTD.  
Sumitomo Chemical Co., Ltd.      NEC Corporation  
Mizkan Holdings Co., Ltd.      LOTTE CO., LTD.

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