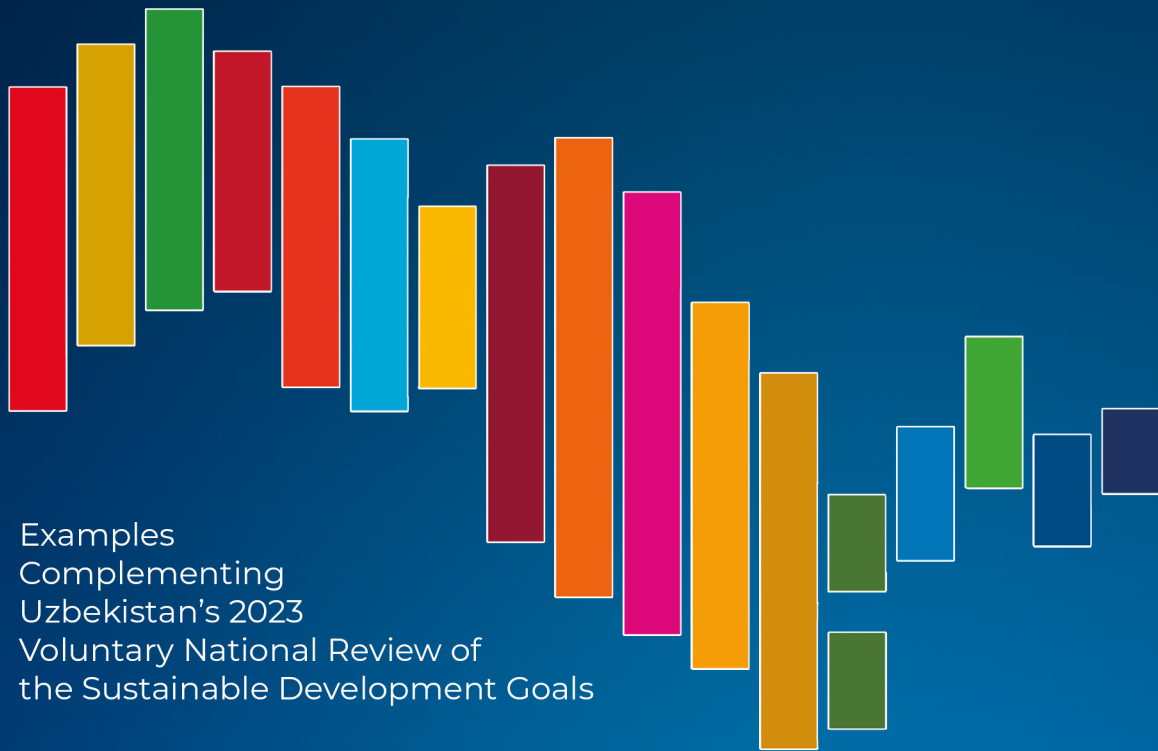


Fuelling Sustainable Growth:

Case Studies of the Private Sector's Contribution to the Sustainable Development Goals





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Examples Complementing Uzbekistan's 2023 Voluntary National Review of the Sustainable Development Goals

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LIST OF ACRONYMS

CAMA	Capital Markets Development Agency
CSR	Corporate Social Responsibility
EBRD	European Bank for Reconstruction and Development
ESG	Environmental, Social and Governance
FEZ	Free Economic Zone
FMCGs	Fast-moving consumer goods
GDP	Gross Domestic Product
GERD	Gross Expenditure on Research and Development
IDR	Issuer Default Rating
IMF	International Monetary Fund
MEF	Ministry of Economic Development and Finance
MEPR	Ministry of Economy and Poverty Reduction
MIIT	Ministry of Investment, Industry and Trade
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PPP	Public-Private Partnership
SAMA	State Assets Management Agency
SDG	Sustainable Development Goal
SEZ	Special Economic Zone
SMEs	Small and Medium-sized Enterprises
SRA	Strategic Reform Agency
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNRCO	United Nations Resident Coordinator's Office
UNSDCF	United Nations Sustainable Development Cooperation Framework
VNR	Voluntary National Review
WTO	World Trade Organization

Acknowledgements

This report has been meticulously prepared under the guidance of the United Nations Resident Coordinator's Office (UNRCO) in Uzbekistan, with invaluable contributions from key RCO personnel.

The comprehensive development of this report, encompassing diligent data collection, and rigorous analysis, was coordinated by Sara Scardavilli (Individual Contractor). Collaboratively, Sara Scardavilli and Rusyan Jill Mamiit (Development Coordination Officer for Partnerships and Development Finance at the UNRCO in Uzbekistan) assumed joint responsibility for the composition and finalization of this report.

At its inception, Rusyan Jill Mamiit conceptualized the undertaking and, in conjunction with Zarif Jumaev (Economist at the UNRCO in Uzbekistan), played a pivotal role in refining the methodology. Further bolstering this effort, Shokhrukh Pulatov (Country Manager in Uzbekistan for the UN Global Compact), and Luca Urciuolo (Intern at the UNRCO in Uzbekistan), provided invaluable support during the data collection phase.

The judicious refinement of this report was enriched through the constructive insights and feedback contributed by esteemed members of the UNRCO. Notably, Consuelo Vidal Bruce (Resident Coordinator), Rusyan Jill Mamiit and Zarif Jumaev provided invaluable input, enhancing the report's overall quality. Additionally, the UN Global Compact, represented by Shokhrukh Pulatov, extended their review to further refine the report's coherency and accuracy.

Westminster International University of Tashkent (WIUT) also provided an invaluable contribution towards the fruition of this publication. WIUT's generous support facilitated the printing of this work. WIUT also hosted the event centered around the themes presented in this report. Through these generous gestures, WIUT continues to show its commitment to fostering knowledge and dialogue in advancing the Sustainable Development Goals.

Foreword by the UN Resident Coordinator

It is my great pleasure to present this report, which sheds light on the remarkable contribution of Uzbekistan's private sector towards achieving the country's Sustainable Development Goals (SDGs).

To gain insights into the private sector's understanding of sustainable development and its efforts in advancing sustainability, the UN in Uzbekistan conducted a survey involving diverse business entities. The survey findings reveal that participating companies have made significant contributions to advancing the SDGs and national sustainable development targets in Uzbekistan. The examples presented in this report demonstrate how companies are aligning their actions with their commitment to sustainable development, emphasizing the importance of Corporate Social Responsibility (CSR), Environmental, Social and Governance (ESG) practices, and Public-Private Partnerships (PPPs).

The report also highlights the perspectives of private sector entities towards key stakeholders, with companies recognizing the United Nations' vital role in creating an enabling environment for businesses to align their operations with sustainable development principles. The findings of this report underscore the private sector's awareness of the business benefits of sustainability, and their eagerness to contribute to the SDGs. They also provide valuable guidance for fostering a stronger partnership between the private sector and sustainable development efforts. By showcasing the sustainability efforts of companies, and highlighting their potential role in achieving the SDGs, this report aims to encourage the adoption of CSR and ESG practices, and sustainable business approaches among businesses in Uzbekistan.

The UN in Uzbekistan would like to express our sincere appreciation to all private sector entities that have participated in the survey and shared their valuable insights. Their commitment and dedication to sustainable development is truly commendable. Also, my office, the Resident Coordinator's Office, together with the 25 members of the UN Country Team in Uzbekistan, express our profound appreciation to the Government of Uzbekistan for its commitment and dedicated endeavours, not only in enabling an environment for the private sector's expansion, but also in nurturing a fertile ground for fostering sustainable development.

I trust that this report will serve as a catalyst for renewed commitment to the 2030 Agenda and the SDGs. Together, let us harness the power of the private sector to build a more sustainable and inclusive future for all.



Consuelo Vidal Bruce
United Nations Resident Coordinator
a.i. in Uzbekistan

EXECUTIVE SUMMARY AND KEY FINDINGS

This report presents cases that highlight the contribution of Uzbekistan's private sector towards achieving the country's Sustainable Development Goals (SDG) targets.

The private sector plays a crucial role in sustainable development, given its significant impact on the global economy, including national GDPs and job creation. This influence is particularly noteworthy in developing countries, where it contributes an average 60 percent of GDP, and accounts for 90 percent of jobs¹. Private sector activities have implications for the economic, social and environmental aspects of sustainability. They often involve the implementation of Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG) initiatives, which align with the guiding principles of the SDGs.

Numerous studies have demonstrated that implementing CSR and environmental practices not only contribute to sustainability but also enhance long-term profitability and performance. Despite these benefits, companies face several challenges in adopting sustainable practices. These include a lack of awareness regarding sustainable development and the private sector's potential contribution to the SDGs, limited regulatory tools that can incentivize SDG adoption, and the complexity of requirements for implementing sustainable measures.

The private sector holds significant importance in Uzbekistan's national economy, particularly through the presence of Small and Medium-sized Enterprises (SMEs). As of 2022, SMEs employ nearly 75 percent of the national population and contribute over 50 percent of its GDP. Recognizing the private sector's pivotal role, the Government aims to further expand its involvement in the economy. This requires transferring 20 percent of public services to the private sector and increasing the private sector's share in SDG initiatives to 80 percent by 2026².

The Government of Uzbekistan recognizes the private sector's vital role in driving economic development and creating employment opportunities. To support and promote the private sector, the Government has implemented various policies and initiatives at different levels. These efforts encompass the introduction of new laws and strategic documents, the establishment of agencies and institutions, and the implementation of targeted initiatives enhancing the role of the private sector in Uzbekistan.

At the policy level, the Government has enacted new laws and strategic documents to create a favourable environment for private sector growth. These include the National Development Strategy 2017-2021, which has been replaced by the more recent National



Photo: Artel Electronics Press Service
Caption: Artel Electronics took part in the Tashkent exhibition of ornamental trees under the motto “Yashil Makon”.

Development Strategy 2022-2026, also known as the New Uzbekistan Development Strategy. Additionally, the Government drafted an Entrepreneurial Code in 2022, although it has not yet been approved. Other legislative measures enacted to support the private sector include the Law ‘On Investment and Investment Activities’ passed in 2021, and the revised Tax Code in 2020. Furthermore, Presidential Decrees such as the one ‘On Measures to Further Reduce and Simplify Licensing and Licensing Procedures in the Field of Entrepreneurial Activity’ in 2018 and the decree ‘On Improving Business Conditions’ of the same year have served to streamline processes and enhance the business environment.



- 1 United Nations Development Programme. (4 July 2022). *Changing with the times: fostering adaptability within the private sector*. Retrieved 12 June 2023, from [here](#).

International Labour Organization. (n.d.) *The ILO, the private sector, and employment promotion*. Retrieved 13 June 2023, from [here](#).
- 2 Asian Development Bank (25 March 2022). *Private Sector Development Remains Critical to Uzbekistan Reforms – ADB President*. Retrieved 12 June 2023, from [here](#).



Photo: Silverleaf

Caption: Silverleaf is the first cotton cluster in Central Asia to employ women as tractor operators. In March of 2020, Silverleaf created the Silverleaf Women's Fund for Innovation & Development, an initiative to promote women's independence through education, entrepreneurship, microfinancing, and technology.

The Government has also established new agencies and institutions to facilitate private sector development. These include the Strategic Reform Agency (SRA), the Ministry of Investment, Industry and Trade (MIIT), the Ministry of Economic Development and Finance (MEDF), the State Assets Management Agency (SAMA), and the Capital Markets Development Agency (CAMA). Additionally, the Agency for the Development of Small Businesses and Entrepreneurs operating under the Ministry of Economy and Poverty Reduction (MEPR) was established. To ensure effective coordination and combat corruption, the Government has created the Republican Inter-Agency Commission. Furthermore, a dedicated business ombudsman position has been established under the Presidential Administration to address and resolve business-related issues.

In terms of initiatives, the Government has implemented various programs to promote private sector growth and investment. The State Fund for Business Development supports individuals and enterprises in establishing new businesses or expanding existing ones, with a particular focus on the sectors that drive economic growth. The Government has also established 36 Special Economic Zones and 22 Free Economic Zones to attract investments and promote industrial development in specific areas. These zones provide incentives and benefits to businesses operating within their boundaries. Additionally, the Government has prioritized Public-Private Partnerships, with an increasing portfolio that comprises 154 projects totalling US\$13.99 billion allocated for the period 2022-2026. These initiatives aim to foster collaboration between the public and private sectors,

EXECUTIVE SUMMARY AND KEY FINDINGS

leveraging resources and expertise to drive sustainable economic development.

Notwithstanding recent developments and policies, the private sector in Uzbekistan faces several challenges that hinder its ability to innovate and contribute more actively to sustainable development. These challenges include low research and development (R&D) expenditure, fragmented policies at local and national levels, and limited access to financial resources for small and micro enterprises seeking to modernize, innovate and operate sustainably.

To gain insights into the private sector's understanding of sustainable development and their efforts towards achieving sustainability, a survey was conducted involving 12 diverse business entities. The survey, conducted from March to June 2023,

aimed to collect data on their sustainability practices and interactions with stakeholders in the context of the SDGs. This report presents examples from the private sector, which were not initially included in the Voluntary National Review of the Sustainable Development Goals in Uzbekistan. By showcasing the sustainability efforts of these companies and highlighting their potential role in achieving the SDGs, the report seeks to encourage the adoption of CSR and ESG practices, and sustainable business approaches among Uzbekistan's businesses.

The survey findings revealed that the efforts of participating companies have contributed to advancing all 16 SDGs adopted by Uzbekistan, as well as 49 national SDG targets. Among the SDGs, SDG 8 (Decent Work and Economic Growth), SDG 4 (Quality Education), SDG 17 (Partnerships for the Goals), SDG 3



Photo: Korzinka

Caption: Korzinka presented books on environmental issues at EduCO FEST

(Good Health and Wellbeing) and SDG 5 (Gender Equality) received the most support. Companies contribute to these targets through their core and non-core business activities, and external initiatives. These contributions may involve the implementation of innovative practices throughout the business cycle or dedicated initiatives targeting employees, vulnerable populations, or communities in regions where the companies operate. While the presented case studies do not fully demonstrate the extent of the private sector's contribution to sustainable development in Uzbekistan, they serve as examples of how private sector entities are gradually aligning their actions with their commitment to support and advance sustainable development.

The survey findings shed light on companies' understanding of sustainable development and the private sector's role, as well as their perspectives on key stakeholders. Companies demonstrate a strong awareness that enhancing sustainability is beneficial for business. They perceive sustainability as a valuable lens through which to assess the best path forward, recognizing that a commitment to sustainability can strengthen their competitive edge. Additionally, a significant portion of the surveyed companies (58 percent) acknowledge that sustainability is a priority criterion for their target clientele, particularly at the international level.

Businesses identify legal and bureaucratic regulations as the main obstacles faced when aligning their operations with sustainable development. Around 75 percent of the companies believe that reducing these barriers would be an optimal approach for the Government to support the private sector. Moreover, 67 percent call on the Government to advocate for increased opportunities in Public-Private Partnerships (PPPs). Access to financial services is also highlighted as being a critical area for improvement, especially for micro and small enterprises. Establishing effective mechanisms for integrating sustainable development principles throughout the business cycle is another key concern.

Private sector entities recognize the vital role of the United Nations in creating an enabling environment for businesses to align their operations with sustainable development principles. Around 82 percent of the companies advocate for the United Nations to leverage its expertise to provide opportunities for private sector employees to enhance their vocational and technical skills. Furthermore, 67 percent emphasize the importance of intensified awareness-raising efforts to showcase the private sector's potential in advancing the Sustainable Development Goals (SDGs) and enhancing international cooperation among companies.



Photo: Press-service Uzbekistan GTL

Caption: Uzbekneftegaz collaborated with the Khokimiyat of Kashkadarya region, the Athletics Federation of Uzbekistan, the Agency for Youth Affairs, and the Ministry of Sports Development to bring the community together through sports and environmental awareness with the theme “Save Aral.”.

Companies identified Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) approaches as cornerstones of their efforts to promote sustainability within their businesses. In addition, some of the business entities consider Public-Private Partnerships (PPPs) to be opportunities to move towards greater sustainability. They also recognize the potential of private sector-led multi-stakeholder networks to leverage successful experiences and useful insights. The surveyed companies emphasize the importance of promoting gender equality and eliminating discrimination (67 percent), as well as advancing labour rights and fostering decent work (50 percent).

Overall, this report highlights companies’ awareness of the business benefits of sustainability, and their recognition of the need for regulatory reforms, increased opportunities through PPPs, and improved access to financial services. The private sector acknowledges the United Nations’ important role in creating an enabling environment, and sees CSR and ESG practices, and PPPs as being key avenues for advancing sustainable development. The findings emphasize the importance of promoting gender equality, labour rights, and international cooperation among companies. These insights provide valuable guidance for fostering a stronger partnership between the private sector and broader sustainable development efforts.

BACKGROUND

The 2030 Agenda for Sustainable Development (Box 1 and Figure 1)³ has an intrinsic multi-stakeholder nature “with the participation of all countries, all stakeholders and all people,” recognizing it will not be possible to achieve sustainable development without the active participation of all relevant stakeholders⁴.

The private sector plays a crucial role as one of the key stakeholders in the global economy. Its impact is particularly significant in developing countries, where it contributes a substantial portion of Gross Domestic Product (GDP). In fact, the private sector’s involvement often accounts for a minimum of 60 percent of the GDP in these nations⁵.

BOX 1.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It calls for joint efforts towards building an inclusive, sustainable and resilient future for people and the planet.

The **2030 Agenda for Sustainable Development** and its Sustainable Development Goals (SDGs) provides a shared framework to promote peace and prosperity for people and the planet, now and in the future. Currently, there are 17 SDGs with 169 targets.

Sustainable Development Goals



The **United Nations Sustainable Development Cooperation Framework (UNSDCF)** serves as a compass, steering UN initiatives to effectively address the SDGs while fully aligning with the country’s distinct national priorities.

To underscore the significance of the private sector in sustainable development, it is essential to examine three dimensions of sustainability, being economic, social and environmental. Notably the private sector plays a critical role that transcends economic growth and job creation. They emerge as catalysts not only for prosperity, but also for fostering social progress and environmental sustainability. Private enterprises are significant contributors to job creation, particularly in developing countries, where they account for over 90 percent of the global job market⁶.

Corporate Social Responsibility (CSR) activities and Environmental, Social and Governance (ESG) activities have been key drivers in advancing business sustainability (Box 2). Initiatives under CSR and ESG often overlap with the SDGs. The complementarity of CSR and ESG initiatives with SDGs allows for a meaningful private sector engagement, which can effectively contribute to sustainable development. CSR is recognized as being “fundamental to sustainability, economic competitiveness, and innovation, and it is strongly linked with the successful implementation of SDGs.”⁷ It is also considered “a prerequisite to contributing to the SDGs”⁸ because it requires and, at the same time, “allows” companies to tackle social and environmental issues in their operation, resulting in environmental improvements⁹.

The effective promotion of sustainability can lead to positive business impacts. A 2018 study conducted by Taylor, Vithayathil and Yim¹⁰ found that CSR’s support for environmental activities leads to increased sustainability, which in turn helps improve companies’ profits. An earlier study reported that companies implementing social and environmental actions recorded lower

Figure 1. Timeline of the 2030 Agenda for Sustainable Development



financial losses and greater growth over a 15-year period, compared with companies that did not implement such activities¹¹.



3 Sources used to develop Figure 1 include:

United Nations Uzbekistan. (24 September 2020). *United Nations Sustainable Development Cooperation Framework 2021-2016 for Uzbekistan*. Retrieved 13 June 2023, from [here](#).

United Nations. (25 September 2015). *Unanimously Adopting Historic Sustainable Development Goals, General Assembly Shapes Global Outlook for Prosperity, Peace*. Retrieved 13 June 2023, from [here](#).

United Nations. (n.d.). *The Sustainable Development Agenda*. Retrieved 13 June 2023, from [here](#).

United Nations Uzbekistan. (n.d.). *Our work on the Sustainable Development Goals in Uzbekistan*. Retrieved 13 June 2023, from [here](#).

4 G.A. Res. 70/1, ¶ 1, U.N. Doc. A/Res/70/1 (21 October 2015).

5 United Nations Development Programme. (4 July 2022). *Changing with the times: fostering adaptability within the private sector*. Retrieved 12 June 2023, from [here](#).

6 International Labour Organization. (n.d.) *The ILO, the private sector, and employment promotion*. Retrieved 13 June 2023, from [here](#).

7 Rashed, A., & Shah, A. (2021) *The role of private sector in the implementation of sustainable development goals*. *Environment, Development and Sustainability* 23, pp. 2931–2948. Retrieved from [here](#).

8 Schönherr, N., Findler, F., & Martinuzzi, A. (2017). *Exploring the interface of CSR and the sustainable development goals*. *Transnational Corporations* 24(3), 33-47.

9 Thorklason, T., de Zegher, J. F., & Lambin, E. F. (2018). *Companies’ contribution to sustainability through global supply chains*. *Proceedings of the National Academy of Sciences of the United States of America* 115, 2072-2077.

10 Taylor, J., Vithayatil, J., & Yim, D. (2018). *Are corporate social responsibility (CSR) initiatives such as sustainable development and environmental policies value enhancing or window dressing?* *Corporate Social Responsibility and Environmental Management* 25(5), 971-980.

11 Ortiz-de-Mandojana, N., & Bansal, P. (2016). *The long-term benefits of organizational resilience through sustainable business practices*. *Strategic Management Journal* 37(8), 1615-1631.

BOX 2.¹²

Originally conceived in the 1940s, the concept of **Corporate Social Responsibility (CSR)** has undergone a remarkable evolution. What began as a well-intentioned practice has now transformed into an imperative for achieving business success. When first introduced, CSR primarily aimed to generate employment, stimulate economic growth, and foster ethical conduct within businesses. This included fair treatment of employees and customers, along with a growing commitment to community and environmental betterment.

Today, the scope of CSR extends far beyond traditional notions of charity or philanthropy. It has evolved into a strategic cornerstone of effective business management, offering multifaceted benefits. By embracing CSR as an integral part of their operations, businesses can potentially unlock enhanced access to capital and markets, amplify profitability, curtail operational costs, bolster productivity, fortify brand image and reputation, cultivate unwavering customer loyalty, and even facilitate sound decision-making.

The contemporary understanding of the **Environmental, Social and Governance (ESG) framework primarily took form in the mid-2000s, with a significant milestone** being the 2004 United Nations report titled 'Who Cares Wins'. This report marked the initial introduction of ESG into the modern discourse. In addition to the ESG's sustainability principles, it also encompasses quantitative assessments of environmental, social and governance factors, evaluating associated risks and opportunities. This comprehensive approach contributes to enhancing the overall valuation of businesses. Notably, ESG involves conducting audits against a set of measurable objectives, establishing its inherently quantitative nature.

While both CSR and ESG serve as frameworks for evaluating sustainability in businesses, they differ in their nature and focus. CSR leans towards a more qualitative orientation, centred on communicating the values and objectives of businesses. In contrast, ESG extends this role, offering a quantitative yardstick for assessment, particularly relevant to investors. Moreover, CSR is predominantly an internal tool, shaping a company's internal values and ethical compass, whereas ESG provides a standardized evaluation mechanism with a specific focus on external investor perspectives.



12 Sources used to develop this box include:

Association of Corporate Citizenship Professionals (ACCP). (n.d.). *Corporate Social Responsibility: A Brief History*. Retrieved 4 August 2023, from [here](#).

United Nations Industrial Development Organization. (n.d.). *What is CSR?* Retrieved 12 June 2023, from [here](#).

Byrne, D. (4 August 2023). *What is the history of ESG?* Corporate Governance Institute. Retrieved from [here](#).

O'Neill, S. (4 August 2023). *What is the difference between CSR and ESG?* Corporate Governance Institute. Retrieved from [here](#).

Peterdy, K. (6 June 2023). *ESG (Environmental, Social and Governance)*. Corporate Finance Institute. Retrieved from [here](#).

BACKGROUND

While studies show that many companies already include components of social and environmental sustainability and others implement at least one voluntary sustainable practice,¹³ the lack of knowledge about sustainable development among private companies remains an apparent challenge¹⁴. The scarcity of regulatory tools¹⁵ to incentivize adoption of sustainability principles such as environmental protection, climate change adaptation or ending discrimination against women and vulnerable groups, and the complex requirements needed to shift to more sustainable practices,¹⁶ are among the main challenges faced by the private sector worldwide.

To address some of these challenges, the United Nations actively participates in the effort to strengthen the private sector's participation in sustainable development at all levels. Through its agencies, funds and programmes, the United Nations implements initiatives to promote private sector engagement in support of the SDGs and involves business entities in working towards the attainment of sustainable development. An example initiative is the UN Global Compact, the largest corporate sustainability initiative in the world launched in 2000 by the then UN Secretary-General Kofi Annan.

“

The timely achievement of the Sustainable Development Goals is at serious risk. To reverse our course, a fundamental change of financing and investment is needed to place sustainability at the core of the global economic and financial system. Private sector leadership will be more important than ever.

”



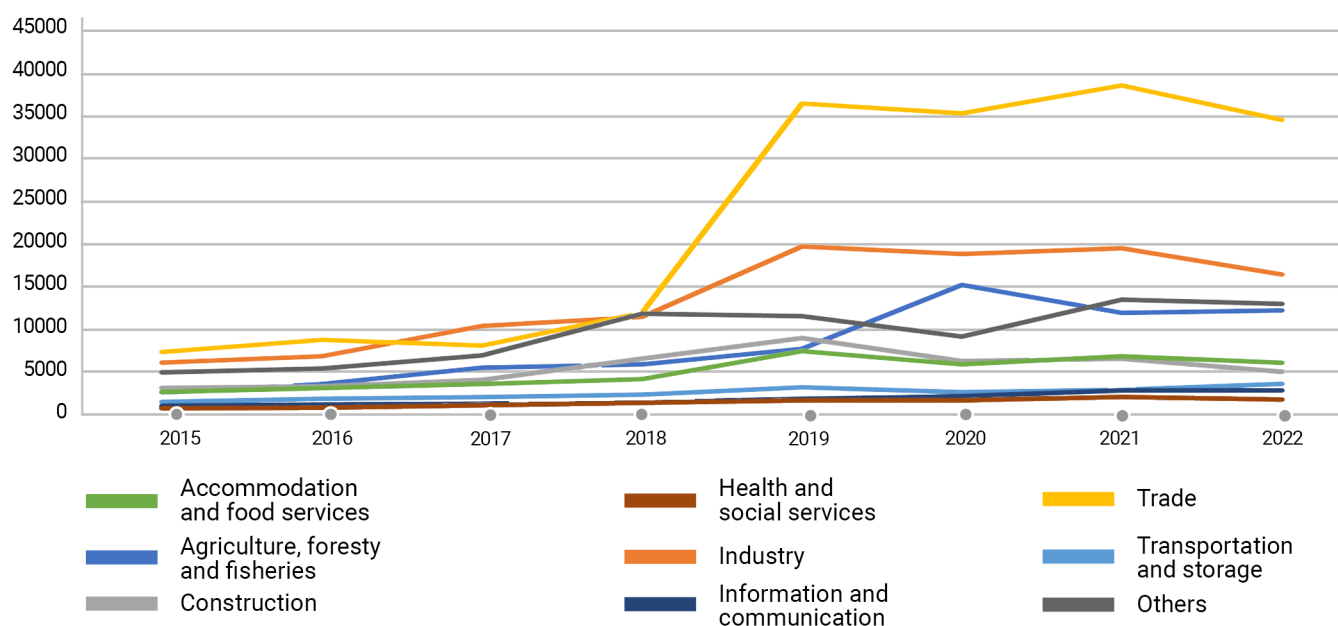
Antonio Guterres
United Nations Secretary-General

Private sector landscape in Uzbekistan

Uzbekistan's private sector is a key contributor to the national economy's development. Despite the most recent pandemic and ongoing political conflict in neighbouring regions, the number of new and active business enterprises has been growing rather consistently, with a decrease registered only in 2020 (due to COVID-19) and in 2022 (due to the Ukraine-Russia Conflict). Among all sectors, trade (both wholesale and retail) is the strongest in terms of the number of new companies established, with at least 36 percent of all new enterprises in Uzbekistan being in this sector since 2019 (Figure 2).¹⁷ Cognizant of the private sector's role in Uzbekistan's economic health and overall

- 13 Thorklason, T., de Zegher, J. F., & Lambin, E. F. (2018). *Companies' contribution to sustainability through global supply chains*. Proceedings of the National Academy of Sciences of the United States of America 115, 2072-2077.
- 14 Moldavska, A. (2017). *Defining organizational context for corporate sustainability assessment: Cross-disciplinary approach*. Sustainability 9(12), 1-25.
- 15 Fleming, A., Wise, R. M., Hansen, H., & Sams, L. (2017). *The sustainable development goals: A case study*. Marine Policy 86 (July), 94-103.
- 16 Ibid.
- 17 Statistics Agency under the President of the Republic of Uzbekistan (Uzstat) (2023). *Iqtisodiyot tarmoqlari kesimida yangi tashkil etilgan korxonalar va tashkilotlar soni* [data set]. Retrieved 12 June 2023.

Figure 2. Number of new enterprises in Uzbekistan, per sector



Source: Uzstat, 2023

development, the Government aims to transfer 20 percent of its public services to the private sector, and extend the share of the private sector in the national GDP to 80 percent by 2026¹⁸.

Small and Medium-sized Enterprises (SMEs) make up the largest portion of the Uzbek private sector in terms of both GDP share and employment. Even though their share in the GDP has been gradually decreasing, in

2022 Uzbek SMEs still made up almost 52 percent of the country's GDP and employed 74.4 percent of its citizens (Figure 3).¹⁹ The Government of Uzbekistan looks at SMEs as drivers for the creation of new jobs and enhanced economic development across all regions of the country. As such, SMEs have also been working with international organizations to accelerate their development. For example, in 2021 the Asian Development Bank approved a US\$100 million loan to

Figure 3. Share of small business and private entrepreneurship in import-export, GDP and employment (by percentage)



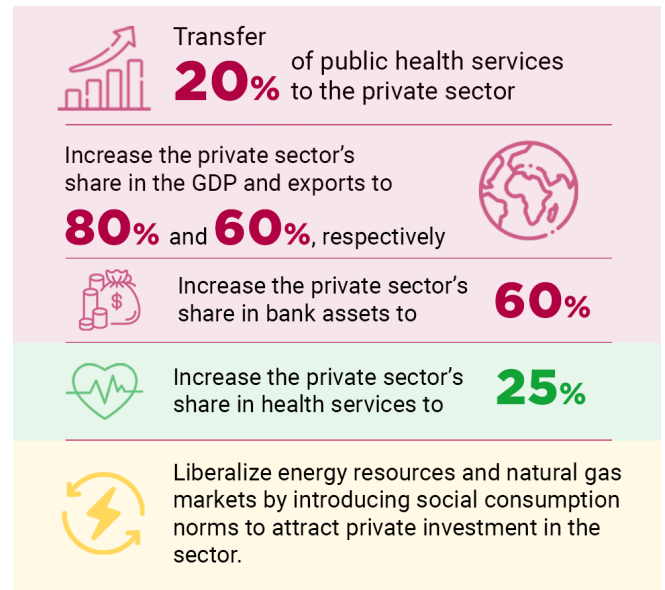
Source: Uzstat, 2023

BACKGROUND

develop SMEs in Uzbekistan.²⁰ Most recently, the Government also approved a new policy that allows chambers of commerce to waive membership fees for SMEs, so they can access services and opportunities to further develop their businesses.²¹

The reform process that started in Uzbekistan in 2017 has led to significant steps to improve the legal and regulatory environment for the private sector. As a result, opening a business has become much easier, with bureaucracy shifting towards digitalization, and licensing processes becoming increasingly streamlined. The Government is also preparing to privatize part of its state-owned enterprises with support from IFIs.²² According to the OECD, many of the legislative changes implemented in this period “have addressed long-standing uncertainties and weaknesses in the legal and regulatory environment for business.”²³

The reform process was initially guided by the National Development Strategy for 2017-2021 which defines the Government’s plans to promote liberalization, reduce the role of the state, strengthen governance, and especially increase the role of private sector and foreign investment.²⁴ In 2022, the National Development Strategy for 2022-2026 (the New Uzbekistan Development Strategy) replaced the former strategy. The current strategy adds a set of specific targets to the first strategy, such as a 1.6-fold gain in GDP per capita by the end of the strategy period, an increase in per capita income to US\$4,000 by 2030, a 40 percent boost in industrial production and an increase in the industry’s share of GDP, plus other targets on climate change, sustainability, electricity generation and World Trade Organization (WTO) accession.²⁵ The Government of Uzbekistan, as outlined in the National Development Strategy for 2017-2021, has prioritized expansion of the private sector’s role in the country’s economy. To achieve this objective, the Government has established specific targets, which include:²⁶



- 18 Asian Development Bank (25 March 2022). *Private Sector Development Remains Critical to Uzbekistan Reforms – ADB President*. Retrieved 12 June 2023, from [here](#).
- 19 Statistics Agency under the President of the Republic of Uzbekistan (Uzstat) (2023). *Kichik biznes va xususiy tadbirkorlikning ulushi* [data set]. Retrieved 12 June 2023.
- 20 ADB approves \$100 million loan to promote Uzbekistan SMEs development. (10 December 2021). *The Tashkent Times*. Retrieved 12 June 2023, from [here](#).
- 21 Členstvo v TPP dlja malogo i srednego biznesa stanet besplatnym. (24 January 2023). *Spot*, retrieved 12 June 2023, from [here](#).
- 22 World Bank (24 May 2019). *Support to Public Financial Management and State-Owned Enterprises Reforms to Benefit Uzbekistan’s Citizens and Economy*. Retrieved 13 June 2023, from [here](#).
- 23 Organization for Economic Co-operation and Development (2019). *Insights on the Business Climate in Uzbekistan*. Paris: OECD Publishing.
- 24 Republic of Uzbekistan (2017). *National Development Strategy 2017-2021*.
- 25 Organization for Economic Co-operation and Development (2019). *Insights on the Business Climate in Uzbekistan*. Paris: OECD Publishing.
- 26 Republic of Uzbekistan (2022). *National Development Strategy 2022-2026*.

Together with new laws, the Government also created new institutions, agencies and initiatives, such as the Strategic Reform Agency (SRA), the Ministry of Investment, Industry and Trade (MIIT), the Ministry of Economic Development and Finance (MEDF), the State Assets Management Agency (SAMA) and the Capital Markets Development Agency (CAMA), to support privatization efforts. The Agency for the Development of Small Businesses and Entrepreneurs under the Ministry of Economy and Poverty Reduction (MEPR) as well as the Republican Inter-Agency Commission to coordinate anti-corruption policy and efforts, and a dedicated business ombudsman under the Presidential Administration, are aspects of recent reforms undertaken to ensure inclusive private sector development in Uzbekistan.

In further recognition of the role of private enterprises in Uzbekistan's overall development, the Government also established the State Fund for Business Development which provides financial, technical, and organizational support to enterprises looking to scale up their business and engage in export. The State Fund also caters to citizens looking to establish new small businesses, especially in areas that are drivers of economic growth for Uzbekistan such as agriculture, construction and other sectors determined by the Cabinet of Ministers.²⁷ In 2022, the Government allocated more resources to this Fund to provide more loan opportunities and guarantees for local small businesses.

The Government of Uzbekistan designated areas as Special Economic Zones (SEZ), which aim to cultivate development of the industrial, pharmaceutical, textile, recreational and agricultural sectors among others. SEZs offer tax benefits and promote

BOX 3.

New laws and regulations intended to modernize the Uzbek private sector include:

- The Entrepreneurial Code, drafted in 2022 but not yet approved
- The Law 'On Investment and Investment Activities' (2021)
- The revised Tax Code (2020)
- The Presidential Decree 'On Measures to Further Reduce and Simplify Licensing and Licensing Procedures in the Field of Entrepreneurial Activity' (2018)
- The Presidential Decree 'On Improving Business Conditions' (2018)

increased investments toward industrial development. In March 2023, 14 new SEZs were established, bringing the country's total to 36.²⁸ The new SEZs complement the 22 Free Economic Zones (FEZs) that offer special benefits and infrastructure to export-oriented enterprises.²⁹ As of 2022 the FEZs contained 539 implemented projects, that have created 42,800 jobs and attracted US\$973.5 million in foreign investments.³⁰ These initiatives, according to the OECD,³¹ are part of the so-called "low-hanging fruit of the reform." There is still room for efforts to address the persistent political economy barriers that limit full engagement of the private sector.³²

In light of recent reforms, it is evident that the private sector possesses substantial potential to drive not only conventional economic growth but, more significantly, multifaceted sustainable development. In recent years the Government of Uzbekistan has counted on the role played by the private sector to

BACKGROUND

achieve many of its current national priorities. One example of this is the recent increase in Public-Private Partnerships (PPP), especially in sectors such as education, health, and clean energy. For example, considering Uzbekistan's very young population, higher education is one of the fastest-growing areas for the private sector to venture into.³³

The introduction of foreign universities in Uzbekistan began with the establishment of Westminster International University in Tashkent in 2002. However, it was not until 2018 that the first private university, Kimyo International University, was opened in the same city. Since then, there has been a significant increase in the number of private universities in the country. In a span of just eight months, between January and August 2022, eight new universities were established in Uzbekistan through private sector investments.³⁴ As of February 2023, the country boasts a total of 65 private higher education institutions.³⁵ Some notable additions to the private university sector include the Ipak Yo'li Innovations University, Angren University, the Renaissance Pedagogical Institute, and the International Digital University.

Alongside the growth in private higher education, the private healthcare sector has also been expanding rapidly. In 2017, the Government of Uzbekistan approved the Presidential Resolution 'On measures for further development of the private healthcare sector'.³⁶ This resolution aimed to create favourable conditions for the growth of private healthcare institutions. It focused on strengthening their material and technical resources, increasing financial support, and accelerating professional development of healthcare personnel in the private sector. As a result of the Presidential Resolution, the

number of private clinics in Uzbekistan has grown by 2.5 times and reached a total of eight thousand, compared to three thousand in 2017.³⁷



- 27 State Fund for Support of Business Development created in Uzbekistan (17 August 2017). *Uzdaily.com*. Retrieved 13 June 2023, from [here](#).
- 28 Economist: Special economic zones have become a means of extracting benefits in Uzbekistan (19 November 2022). *Kun.uz*. Retrieved 13 June 2023, from [here](#).
- 29 Ibid.
- 30 Ministry of Investments and Foreign Trade of the Republic of Uzbekistan (2022). *Uzbekistan Investment Guide*.
- 31 Organization for Economic Co-operation and Development (2019). *Insights on the Business Climate in Uzbekistan*. Paris: OECD Publishing.
- 32 Ibid.
- 33 Vypusk isključitel'no professionalov: V sovremennom Uzbekistane vyščee obrazovanije – odna iz samykh bystrorazvivajuščikhsja sfer (25 July 2022). *Narodnoe slovo*. Retrieved 13 June 2023, from [here](#).
- 34 Količestvo negosudarstvennykh vuzov v Uzbekistane dostiglo 42 (10 August 2022). *Kun.uz*. Retrieved 13 June 2023, from [here](#).
- 35 Količestvo inostrannykh vuzov v Uzbekistane dostiglo 30, častnykh – 65 (20 February 2023). *Bright Uzbekistan*. Retrieved 13 June 2023, from [here](#).
- 36 Resolution of the President of the Republic of Uzbekistan #PP-2863 (2017).
- 37 Zdravookhranenie v Uzbekistane vstajot na častnye rel'sy (13 April 2023). *Darakchi.uz*. Retrieved 13 June 2023, from [here](#).

The 2022-2026 portfolio of the Uzbekistan PPP Development Agency includes a total of 154 projects amounting to US\$13.99 billion.³⁸ Together with roads and airports, the Government anticipates that PPPs will support Uzbekistan in scaling up clean energy production through the establishment of 13 power plants – six photovoltaic, three wind and four thermal power plants (TPPs) – with a total investment of US\$3.09 billion.³⁹ Moreover, Uzbekistan is also planning to build 15 secondary schools in the regions, on the basis of PPPs, with support from EBRD.⁴⁰

Evidence highlights the constructive role of private investments in bolstering Uzbekistan's pursuit of its national Sustainable Development Goals. Beyond their contributions through financial investments, the private sector can champion impactful and sustainable business practices that encompass CSR and ESG, which are consistent with a broader and holistic support for SDGs. For instance, businesses in Uzbekistan actively engage in community development projects, collaborating with local stakeholders to enhance education, healthcare, and infrastructure. Recent articles have reported that some private businesses in Uzbekistan already engage in CSR and ESG-related activities, such as social partnerships with non-profit and non-governmental organizations and activities seeking to improve work environments, often supported by companies such as CARE CSR Ltd. With these examples, the prospect of the private sector providing valuable support to the Government of Uzbekistan and the United Nations in contributing to the attainment of the national SDG targets, facilitating financial allocations, and helping address the existing resource gap for SDGs appears to be highly promising.

While the potential that the private sector brings remains ready to be harnessed, certain

challenges persist for private enterprises in Uzbekistan, which currently impede their more robust contribution to sustainable development. One primary challenge faced by businesses lies in the fragmented nature of policies concerning business development, a situation which is evident at both national and local levels. This fragmentation leads to limited synergies and effective coordination between businesses and relevant public agencies.⁴¹

The relatively low levels of research and development (R&D) expenditure, especially in sectors such as agriculture, medical sciences, social sciences and humanities, is also a challenge for many businesses. While private companies already conduct a significant amount of R&D activity, accounting for 40 percent of total R&D in 2019, the overall expenditure remains relatively low, amounting to only 0.13 percent of the country's GDP in 2018. This limitation impedes businesses from fully embracing innovation and becoming more innovative in these specific sectors.⁴² Moreover, the lack of access to finance, especially for SMEs, has been a persistent issue for existing and aspiring businesses.⁴³

As the leading global knowledge broker on sustainable development, the United Nations also envisages the significant contributions that the private sector can make in realizing sustainable development and the SDGs, not only for Uzbekistan but for many countries worldwide. The UN strives to create opportunities to bring together different stakeholders to jointly act in a more coherent fashion in terms of achieving the SDGs, establishing one common front to advance sustainable development. In Uzbekistan the UN started working with private companies in 2022 through the UN Coalition of Business Champions for Sustainable Development in Uzbekistan (Box 4) and the UN Global Compact (Box 5).⁴⁴

BACKGROUND

In 2023, Uzbekistan presented its second Voluntary National Review (VNR) on progress made in implementing the 2030 Agenda. The first VNR was carried out in 2020 and involved stakeholders from the Government, civil society and academia, but not from the private sector. The case studies presented in this report, while not explaining exhaustively how the whole Uzbek private sector supports SDG attainment, offers a glimpse into some SDG-related efforts and activities.

While not being part of the 2023 Uzbekistan Voluntary National Review on Sustainable Development Goals, this report complements the key messages that Uzbekistan delivered at the 2023 High-Level Political Forum on Sustainable Development (HLPF) in New York, conveying a strong message on the potential for private companies, corporations, and SMEs, to support SDG attainment in Uzbekistan.



- 38 Uzbekistan to implement PPP projects worth almost 14 billion until 2026. *Kun.uz.* (20 May 2022). Retrieved 13 June 2023, from [here](#).
- 39 Ibid.
- 40 Uzbekistan to build 15 schools on the basis of EBRD funds. *Kun.uz.* (19 May 2023). Retrieved 13 June 2023, from [here](#).
- 41 Ibid.
- 42 United Nations Economic Commission for Europe (2022). *Innovation for Sustainable Development. Review of Uzbekistan*. New York: United Nations Publications.
- 43 European Bank for Reconstruction and Development (2021). Small and Medium-sized Enterprise growth constraints: an Uzbek perspective. *Law and Transition*, pp. 84-91.
- 44 The list of the Uzbek companies participating in the UN Global Compact is available on the UN Global Compact website [here](#).

BOX 4.

The UN Coalition of Business Champions for Sustainable Development in Uzbekistan (Coalition of Business Champions) allows Uzbekistan's enterprises to join national counterparts in working towards achieving the UN's 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). The Coalition engages private sector businesses and enterprises in practical dialogues, and musters their resources, influence, and innovation to advance the achievement of SDGs in Uzbekistan. The Coalition complements and supports existing partnerships between the UN Country Team, the UN Global Compact, and the national business community.

BOX 5.

The UN Global Compact is a voluntary initiative that encourages companies to adopt sustainable and socially-responsible policies based on ten universal principles in the areas of human rights, labour, environment, and anti-corruption. As of April 2023, 20 Uzbek companies, business associations and business-oriented NGOs have joined the initiative. The initiative plans to expand its outreach and engagement efforts to more businesses worldwide and establish a multi-country local network for Central Asia. By joining the UN Global Compact, companies can benefit from a global network of like-minded businesses, knowledge sharing, capacity building and partnership opportunities to contribute to achieving the Sustainable Development Goals.

OBJECTIVES AND METHODOLOGY

This report presents information and case studies illustrating the contribution of Uzbekistan's private sector to the achievement of the national Sustainable Development Goals. It serves multiple purposes, as it

- demonstrates the impact of business activities on sustainable development;
- acts as an indicator of which SDGs and themes related to sustainable development are most valued among private sector enterprises in Uzbekistan and why;
- serves as a baseline to continue the research and track progress throughout and beyond the implementation of the 2030 Agenda, and;
- intends to encourage other businesses to support and contribute to global and local sustainable development priorities more actively and explicitly.

The methodology developed for this case study draws from best practices identified in similar documents produced over the past few years⁴⁵. It is a mixed methodology and includes the following steps:

- Desk research on the relationship between sustainable development and the private sector at the global level, including on the importance of CSR and ESG; private sector developments in Uzbekistan, and; current gaps and opportunities for the Uzbek private sector in contributing to the attainment of the SDGs.

- Data collection using a purposive sampling of business enterprises working with the UN to promote SDGs through the UN Coalition of Business Champions for Sustainable Development in Uzbekistan and the UN Global Compact. The data are collected on a voluntary basis through a questionnaire completed by the companies. In some cases, one-on-one interviews with one or more representatives from each business enterprise have complemented the questionnaire's completion. During the data collection phase, companies are given an opportunity to allow or deny audio recording, direct quotes, and photography.
- Analysis of private sector contribution to SDGs including a one-page profile for each company, and recommendations on the next steps to be taken by the private sector, the United Nations and the Government, to further support and empower the business sector, thus strengthening its contribution toward the achievement of the SDGs.

This case study represents collaboration between the UN Coalition of Business Champions for Sustainable Development in Uzbekistan (under the UN Resident Coordinator's Office), the UN Global Compact, and an external consultant. The study took place from March to June 2023 and involved data collection and one-on-one interviews with a diverse range of business entities, including eleven companies and one business association. The consultant made a

OBJECTIVES AND METHODOLOGY

conscious decision to include companies that are already actively engaged in the UN Global Compact and/or the Coalition on Business Champions, demonstrating their commitment to sustainability and the Sustainable Development Goals. An effort was made to ensure representation of both SMEs and large companies, encompassing businesses in both Tashkent and various regions of Uzbekistan. To ensure broader participation, the consultant and the team extended the invitation to other companies, including those awaiting their UN Global Compact membership approval at the time, and external businesses. This inclusive approach aimed to gather wider insights and perspectives on sustainable development practices.

The cases in this report offer valuable insights into the ongoing efforts of Uzbek business enterprises, showcasing the connections between core business activities, non-core business activities, and external initiatives led by the private sector. While it does not conclusively demonstrate the full extent of the private sector's contribution to sustainable development and SDG achievement in Uzbekistan, it offers a glimpse of the potential impact and highlights the progress being made.

The report effectively showcases the commendable efforts made by the private sector towards sustainability, serving as excellent illustrations of the significant role businesses can play in achieving the SDGs. This valuable study presents examples from the business sector, which were absent from the initial Voluntary National Review of the SDGs in Uzbekistan. It successfully captures the interplay between new initiatives, changes and trends within Uzbek businesses, establishing meaningful links to national SDG targets. The primary objective is to demonstrate the vast potential of private enterprises in contributing

to sustainable development. Furthermore, the report seeks to promote the adoption of CSR, ESG and sustainable business practices among businesses, inspiring a sustainable transition. By emphasizing that even small-scale changes have a positive impact, this report reinforces the journey of Uzbekistan's private sector towards a more sustainable future.

The report is thoughtfully structured to assist readers in easily accessing relevant information. It starts by offering a concise overview of the main initiatives, categorized by SDG, showcasing flagship activities and projects. Building upon this foundation, the subsequent section takes a comprehensive approach by examining each participating company in detail. The report establishes direct links between their endeavours and the supported SDGs and national targets, while also providing in-depth information about the projects and impactful changes implemented by each company. This comprehensive approach ensures that readers can gain a holistic understanding of the companies' contributions to sustainable development.



45 Reports analysed to develop this report's methodology include:

PWC and United Nations Development Programme (2020). Private Sector of Awareness of the Sustainable Development Goals – A Survey Report on Business and Sustainability in China.

Global Partnership for Effective Development Co-operation (2018). Private sector engagement through development co-operation in Egypt. (2018).

United Nations Global Compact Network South Africa (2019). Private Sector Contribution to South Africa's 2019 Voluntary National Review on Sustainable Development Goals.

United Nations Global Compact Network Georgia (2020). Private Sector Contribution to Georgia's 2020 Voluntary National Review on Sustainable Development Goals.

SDG-RELATED PROGRESS

This exercise served as a compelling demonstration of the private sector’s potential in advancing sustainable development and attaining a wide range of SDG targets. It showcased how businesses can make significant contributions through internal initiatives as well as dedicated projects.

The UN Resident Coordinator’s Office (RCO) in Uzbekistan actively engaged 11 diverse companies throughout this process. The businesses included a mix of small, medium and large enterprises, operating at regional and national levels, and representing various sectors of the economy. For a more comprehensive understanding of the

The surveyed private enterprises support **49 targets** and **all 16 Sustainable Development Goals** adopted by Uzbekistan.

participating companies, Figures 4, 5 and 6 provide a detailed breakdown of their natures and characteristics. This inclusive representation underscores the breadth of the private sector’s involvement in the exercise, further highlighting its potential to drive sustainable development in Uzbekistan.

Figure 4. Size of participating companies

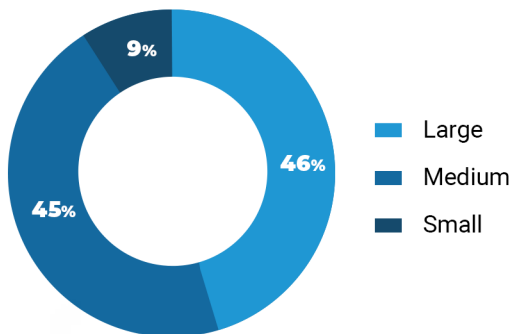


Figure 5. Area of operation of participating companies

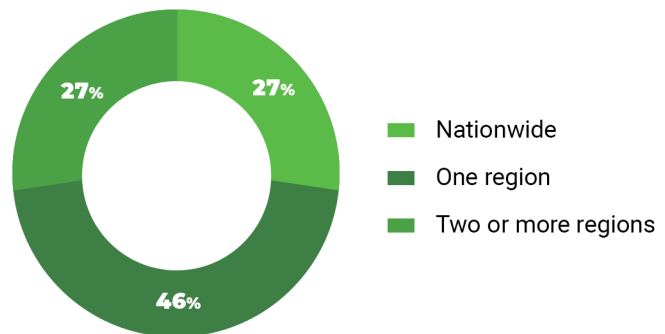


Figure 6. Sectors of participating companies

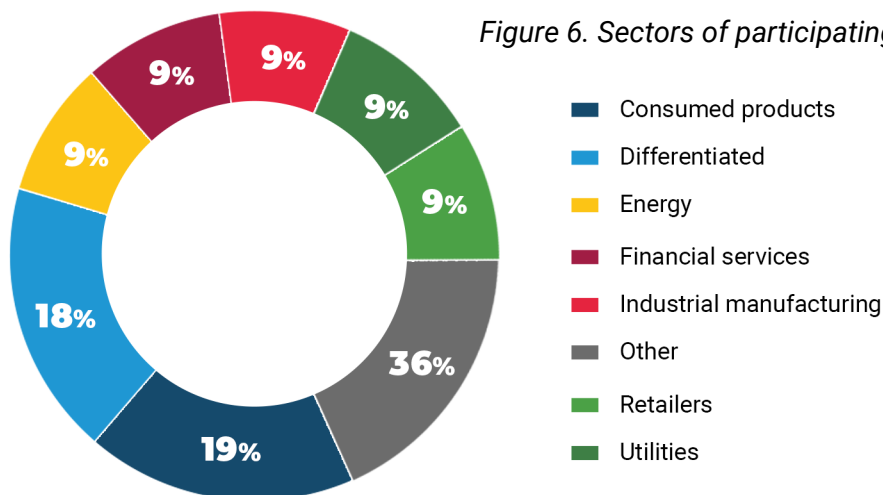
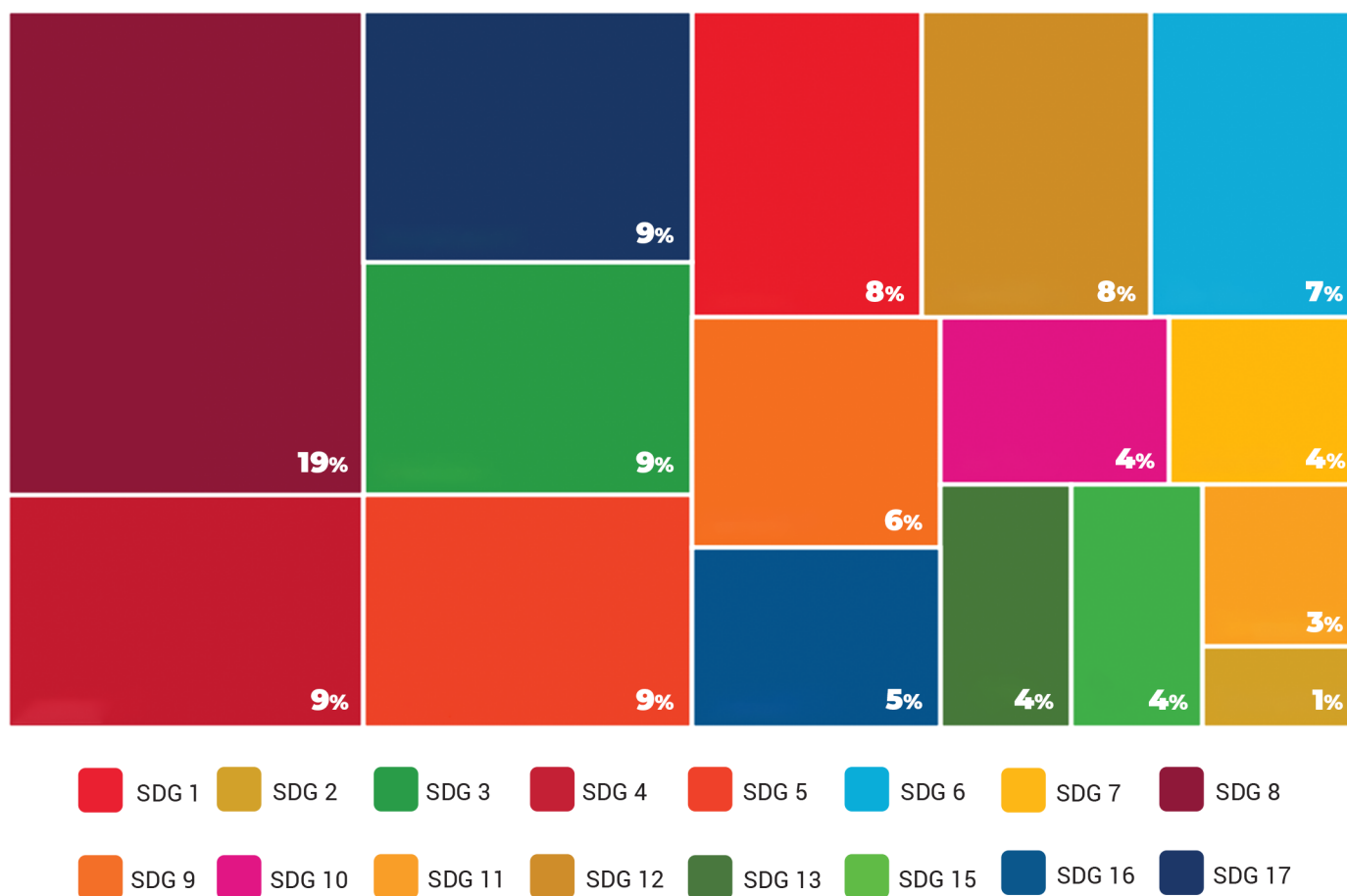


Figure 7. Percentage of initiatives supporting each SDG.



The initiatives showcased in this report reflect a strong commitment to supporting key SDGs, specifically SDG 8 - Decent Work, SDG 4 - Quality Education, SDG 17 - Partnership for the Goals, SDG 3 - Good Health and Wellbeing, and SDG 5 - Gender Equality. These SDGs have received significant backing from participating companies, who have implemented innovative internal policies and remarkable flagship initiatives to drive progress. Figure 7 provides a comprehensive breakdown of the SDGs most supported by the companies involved in the process. Notably, their efforts have contributed to addressing a total of 49 national SDG targets, covering an impressive 16 out of the 16 SDGs approved by Uzbekistan. This

comprehensive engagement demonstrates the collective commitment and alignment towards advancing sustainable development across multiple fronts.

Below is a compilation of the inspiring activities and SDG targets addressed by the initiatives implemented by companies participating in this exercise. These examples are thoughtfully categorized by SDG, recognizing that each initiative may have a positive impact on multiple SDGs simultaneously. By showcasing the breadth and depth of their efforts, this report recognizes the significant contributions these companies have made towards the SDGs.

1 NO POVERTY



AFS Research's company policy is to increase employee salaries by 15 percent every year. This ensures that inflation does not end up reducing salaries, and that employees' quality of life does not deteriorate over time. To ensure that employees have real living wages and that they and their family members can continue to meet their basic daily needs, the salaries of Silverleafe staff are at least three times the average wage in the Jizzakh region. SAG regularly distributes livestock to low-income families to help build the resilience of the poor and those in vulnerable situations.

Number of initiatives: **11**

Percentage of companies supporting this SDG: **73 percent**

2 ZERO HUNGER



During national holidays and festivities such as Nowruz or the Holy Month of Ramadan, Artel regularly organizes distributions of food parcels to low-income families so that during these occasions vulnerable people can have access to safe and nutritious food. SAG produces tubes for drip irrigation systems, which increases productivity of agricultural land in the Samarkand region.

Number of initiatives: **2**

Percentage of companies supporting this SDG: **18 percent**

3 GOOD HEALTH AND WELL-BEING



In support of addressing premature mortality from non-communicable diseases through prevention and treatment, Silverleafe and the St. Jude Global Hospital in the USA works with the local children's oncology charity Ezgu Amal to provide innovative care to children with cancer, aiming to raise the full recovery rate from an average of 10 percent in Uzbekistan to a 94 percent success rate in the St. Jude Children's Research Hospitals. To help provide access to quality essential healthcare services, SAG is building a new medical clinic that will be completed in June 2023, and will be open to all citizens.

Number of initiatives: **12**

Percentage of companies supporting this SDG: **45 percent**

In support of increasing the supply of qualified teachers, including through international cooperation for teacher training, SAG is working with international experts to train 1,500 local teachers in the Jizzakh, Samarkand, Khorezm, Surkhandarya and Kashkadarya regions, so that they can acquire innovative teaching techniques and increase the educational



4 QUALITY EDUCATION



potential of students in the regions. Nurlikum Mining provides more than 100 hours of training on professional skills and foreign languages per employee per year, as part of their campaign to expand vocational training. Artel covers tuition fees for employees wishing to upgrade their skills and knowledge base. Artel recently opened an internal education centre and organizes open lectures open to university students as well.

Number of initiatives: **13**

Percentage of companies supporting this SDG: **73 percent**

5 GENDER EQUALITY



As part of its commitment to advance women's full and effective participation and equal opportunities for leadership, Silverleafe is the first cotton cluster in Central Asia to employ women as tractor operators and it is also the main sponsor of its regional women's soccer club, Sogdiana Women Jizzakh. At AFS Research, 7 out of 11 managerial positions are covered by women.

In support of eliminating all forms of violence against all women and girls in public and private spheres, Artel has also been very active since 2021 during the 16 days of activism against gender-based violence. In cooperation with UNFPA, Artel supported organization of a roundtable on workplace gender gap in 2021 and a massive social campaign that stands against gender-based violence in 2022.

Number of initiatives: **12**

Percentage of companies supporting this SDG: **64 percent**

6 CLEAN WATER AND SANITATION



In 2021, Artel improved water infrastructure and ensured access to clean water for 1,500 residents in the Jizzakh region, as part of its campaign to strengthen the participation of local communities in improving water management. In 2020, Silverleafe upgraded the drinking water pump station in the Mingchinor village through new pumps and motors. Thanks to this intervention, 5,000 residents of the village now have continuous water access. Nurlikum Mining refurbished the local water pump in the Ayakudduk village.

Number of initiatives: **10**

Percentage of companies supporting this SDG: **45 percent**

7 AFFORDABLE AND
CLEAN ENERGY

To help increase the rate of improvement in energy efficiency, Artel is working on capabilities to create energy efficient products and has already launched such a model range in the production of kitchen stoves. In terms of further expanding the use of renewable energy, Uzbekneftegaz has installed 20 solar collectors, 2 solar photovoltaic stations and 150 solar photovoltaic lamps to increase the renewable energy share in its operations.

Number of initiatives: **5**

Percentage of companies supporting this SDG: **36 percent**

8 DECENT WORK AND
ECONOMIC GROWTH

In support of achieving full and productive employment and decent work for all, at least 50 percent of AFS Research and SAG employees are between 18 and 29 years old, while the average employee age at Artel is 31. AFS Research, SAG and Artel are all contributing to creating decent jobs, including for young people.

Number of initiatives: **27**

Percentage of companies supporting this SDG: **91 percent**

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE

To facilitate domestic technology development as well as research and innovation, SAG recently developed and launched 7 AI-assisted production modules to increase production and work efficiency throughout its industrial cycle. Furthermore, to upgrade technological capabilities of Uzbekistan's industrial sector, Artel's Research and Development Centre works to constantly develop and implement new technologies for optimizing manufacturing processes.

Number of initiatives: **9**

Percentage of companies supporting this SDG: **64 percent**

10 REDUCED
INEQUALITIES

To promote equal opportunities, reduce inequalities and enhance representation, Black Swan takes pro-bono cases from members of marginalized communities across Uzbekistan. While they are not implementing specific programmes, both Artel and SAG champion social and economic inclusion by employing several people with disabilities. All surveyed companies employ people from different ethnic groups and have internal initiatives to promote workplace inclusion.

Number of initiatives: **6**

Percentage of companies supporting this SDG: **36 percent**

11 SUSTAINABLE CITIES AND COMMUNITIES



In support of providing affordable housing, SAG is planning to renovate 5 family apartments. In terms of enhancing access to sustainable transport systems, Silverleaf has improved road safety in the Jizzakh region by upgrading the main road in the Tumaris village and by installing 35 solar-powered median streetlights on the M-39 highway. In Tashkent City, Veolia Energy Tashkent is developing a special heating plan that will strengthen municipal infrastructure and reduce carbon intensity of energy systems.

Number of initiatives: **4**

Percentage of companies supporting this SDG: **27 percent**

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



To reduce waste generation through prevention, reduction, recycling and reuse, Artel produces most of its packaging with eco-friendly materials. In further support of sustainable patterns of production and consumption, Korzinka annually saves an equivalent of 108 km of paper receipt printing through implementing a new customer policy, and at least 180 km worth of paper through optimization via a new feature on its mobile app. In 2021, Uzbekneftegaz transferred 94 percent of its waste for reuse. Takro-Osiyo upgraded labels and stickers on all its products, reducing label sizes and thus decreasing the use of paper products and, as a result, also reducing its production costs.

Number of initiatives: **11**

Percentage of companies supporting this SDG: **64 percent**

13 CLIMATE ACTION



Several noteworthy private sector initiatives exemplify the commitment and progress being made in Uzbekistan towards addressing climate change. Korzinka, for instance, made a significant move by transitioning its cooling equipment to ozone-friendly brands with zero ozone depletion potential. This demonstrates their commitment to environmentally-sustainable practices. Another positive development comes from Uzbekneftegaz, which successfully reduced its CO2 emissions by an impressive 31 percent between 2019 and 2021. This reduction signifies their efforts to mitigate the impacts of climate change and contribute to a greener future. In addition, Veolia Energy Tashkent is actively working on the development of a specialized heating plan for Tashkent City. This plan aims to significantly reduce the city's carbon intensity, emphasizing the importance of adopting cleaner and more sustainable energy solutions.

Number of initiatives: **5**

Percentage of companies supporting this SDG: **36 percent**

15 LIFE ON LAND



To increase the proportion of forested areas in Uzbekistan, Artel planted 4,000 trees within Uzbekistan's Yashil Makon⁴⁶ initiative in 2022, while Uzbekneftegaz planted 198,703 trees. AFS Research supports mountain biodiversity by regularly implementing team-building activities for its employees in the mountains around Tashkent, in which their team collects trash and cleans up paths.

Number of initiatives: **5**

Percentage of companies supporting this SDG: **45 percent**

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



As part of its promotion of the rule of law and equal access to justice, at the end of 2022 Artel opened an online legal clinic accessible on Telegram where all citizens could reach out with queries about their legal rights and duties in specific situations. Black Swan provides public access to information, and also regularly takes on pro-bono work to ensure access to justice for as many citizens as possible. To take a public stance against corruption, Korzinka became the first member to sign the 'Entrepreneurs Against Corruption' charter.

Number of initiatives: **7**

Percentage of companies supporting this SDG: **45 percent**

17 PARTNERSHIPS FOR THE GOALS



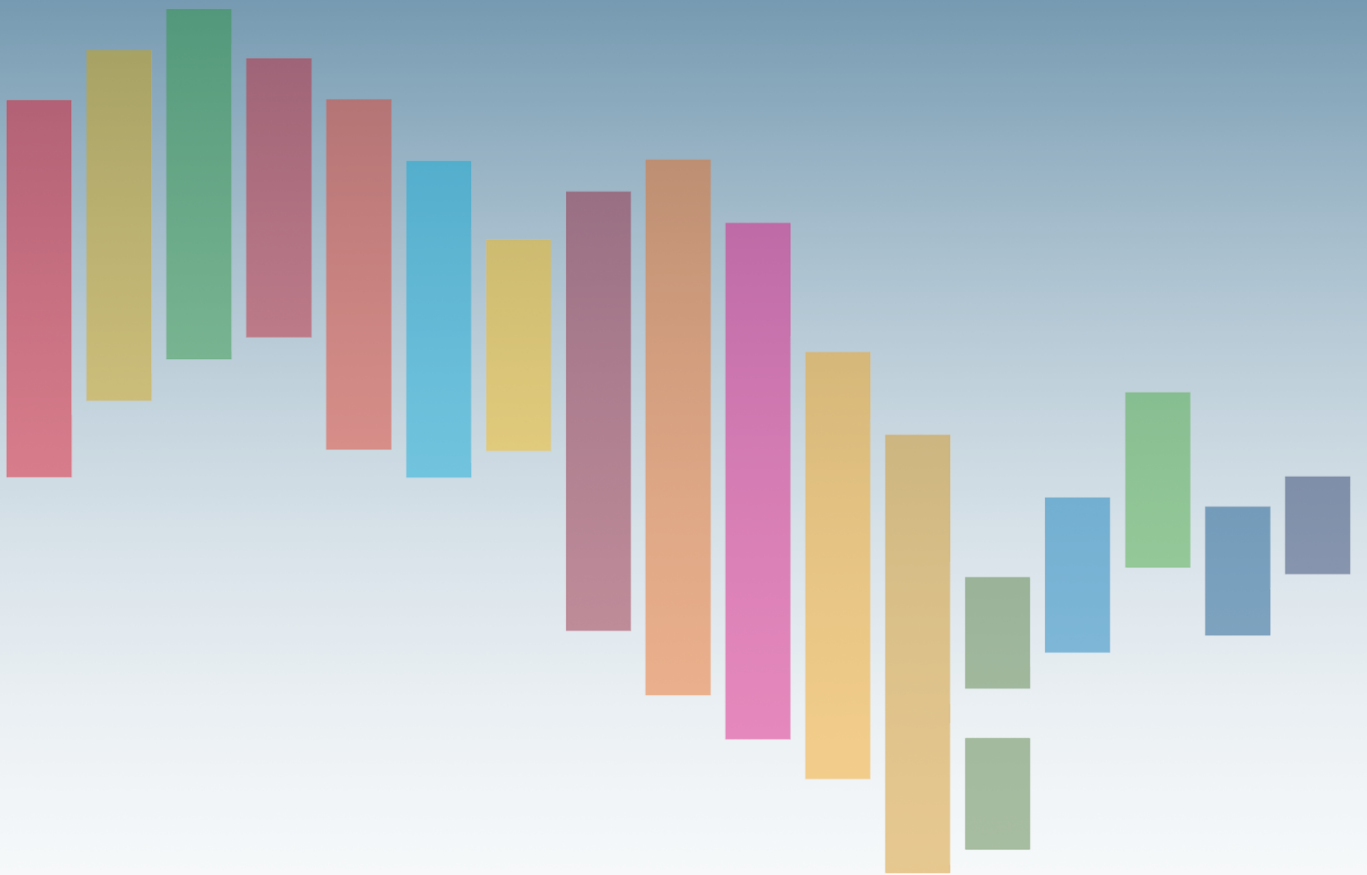
In support of effective partnerships for enhanced capacity development, in 2022 Artel supported UNDP in a meeting on CO2 reduction. Additionally, in cooperation with the UN Resident Coordinator's Office, the UN Coalition on Business Champions for Sustainable Development in Uzbekistan, and the UN Global Compact, Artel co-organized the inaugural forum on championing business sustainability in Uzbekistan. By joining the UN Coalition on Business Champions for Sustainable Development in Uzbekistan and the UN Global Compact, companies gain valuable access to knowledge-related resources, information exchange opportunities, events and networking platforms. These platforms enable local engagement and collaboration among companies, fostering innovation, making a positive impact, and driving progress towards sustainability.

Number of initiatives: **8**

Percentage of companies supporting this SDG: **73 percent**



⁴⁶ Yoshil Makon (Green Nation) is a nationwide afforestation initiative promoted by the President of Uzbekistan Shavkat Mirziyoyev in 2021. The declared objective of Yoshil Makon is to increase green areas in Uzbekistan from the current 8 percent to 30 percent. More information about Yoshil Makon is available [here](#).



COMPANY PROFILES

AFS Research, Tashkent



Act Fast and Smart Research (AFS) is a medium-sized company providing marketing research and services for global companies and international institutions working in Uzbekistan. With a headquarters in Tashkent City and field offices in all regions of the country, AFS conducts quantitative and qualitative analyses in different sectors, with the pharmaceutical and fast-moving consumer goods (FMCGs) areas being its main focus.



I think this is a good time to solve gender questions; we need to support women because they are really very responsible in the workplace, and they should have the opportunity to earn the same wages as men.



Julia Bekhmach
Managing Partner

SDG targets supported:



1 NO POVERTY



SDG target 1.2: In 2016, 8 years after its establishment, AFS began a phase of expansion which led to the company hiring more and more personnel. The management team of AFS Research has especially been hiring through field offices located in the regions outside Tashkent, where the creation of new jobs contributes to reducing the proportion of citizens living in poverty. “We understand that it is hard to find a job in the regions, and that’s why we [specifically] hire there,” says Bakhmach. Regional staff also help AFS “cover” more areas through marketing research and strengthen its competitive advantage. AFS also has a company policy of increasing staff salaries by 15 percent every year, to make up for inflation and ensure that employees’ quality of life does not deteriorate over time.

4 QUALITY EDUCATION



SDG target 4.4: Since 2019, AFS has been covering the tuition fees for specialized courses in educational institutions in Tashkent for 14 employees. AFS supports this initiative as it provides an opportunity for both the employees, who can pursue further education and gain new competencies to utilize in their work, and the business itself which benefits from the useful skills acquired by employees.

AFS also holds weekly training sessions on various business-related topics, and a business book club where participants read and discuss business-related books, to take new ideas and implement them in the company’s work.

5 GENDER EQUALITY



SDG target 5.5: AFS Research is strongly committed to ensuring women have access to work and leadership opportunities within the company with equal pay. As of 2023, 7 out of the company’s 11 managerial positions are filled by women, which also make up 60 percent of total employees.

The commitment towards gender equality is only part of the reason behind this direction: women’s soft skills are particularly appreciated at AFS Research, especially in positions such as call centre operators and interviewers.

ARTEL Electronics LLC, Tashkent



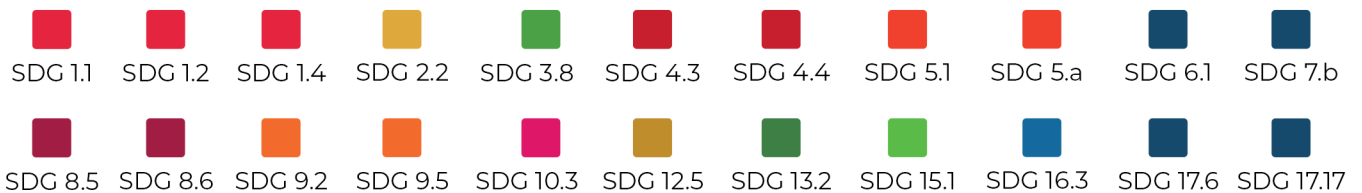
Artel is the biggest manufacturing company in Central Asia. It produces electronics and home appliances and employs over 10,000 people. Headquartered in Tashkent, Artel has industrial facilities in five regions and logistic centres in eight regions of Uzbekistan. Artel is also the first Uzbek company to have released their bonds on the Tashkent Stock Exchange. Since 2021, it has been assigned a Long-Term Issuer Default Rating (IDR) of 'B' with a Positive Outlook from Fitch Ratings.



As one of the largest manufacturers in Central Asia, Artel's guidelines are not only the expansion of production, but also responsibility towards society. The company considers 'its people' as its main achievement, which implies both caring for its employees and customers and being responsible for their well-being tomorrow.



SDG targets supported:



SDG targets 4.3, 4.4: To ensure that its staff has access to quality education, Artel covers tuition fees for those staff members who wish to undergo university or specialization courses. For employees undergoing higher education, Artel plans shifts that make it possible to study and attend classes without deprioritizing either work or education.

In 2021, Artel also opened an educational centre that organized courses for 2,652 employees conducted over 2022. The courses vary from languages or marketing to technical subjects. In 2022, Artel organized open lectures and created an opportunity for students to work part-time together with engineers at its factory.



SDG target 5.1: As of 2023, 30 percent of Artel's employees are women. Artel advocates strongly for ending discrimination against women, and regularly organizes campaigns and initiatives during the 16 days of activism against gender-based violence conducted annually between 25 November and 10 December.

In 2022, Artel implemented a nationwide social campaign and posted awareness-raising videos. In cooperation with UNFPA, Artel also organized a roundtable on the workplace gender gap. In 2022, Artel launched an online legal clinic and employed only women lawyers, to promote women's empowerment.



SDG targets 1.2, 1.4, 3.8: Artel supports its employees in obtaining and covering credits to ensure that they can access secure housing.

Additionally, Artel has a long-standing practice of supporting unexpected medical expenses faced by employees, such as cancer treatments and medical assistance after accidents, as a means to strengthen household resilience and decrease employees' expenditures for healthcare.



SDG target 6.1: In 2021, Artel worked in the Urtaqishloq villages and in the Egizbuloq Mahallasi of the Forish district, of Jizzakh region, to ensure clean water access. In Urtaqishloq, 70 farming households could previously not access clean water, due to the poor quality of available water supply infrastructure. Artel investigated the problem and excavated an artesian spring for extracting drinking water, which today satisfies local needs and ensures access to clean drinking water for the whole village.



SDG target 16.3: At the end of 2022, Artel opened an online legal clinic available to all citizens with queries about their legal rights and duties in specific situations. The clinic enables citizens all over the country to access useful legal information.

The legal clinic works as a Telegram bot with lawyers replying to citizens' inquiries. As of March 2022, the clinic had received and managed 121 queries.



SDG target 12.5: Artel produces most of its packaging with co-friendly materials, to promote recycling and reduce the volume of waste produced.



SDG target 17.6: Artel has built strong relationships with the UN Global Compact, UNDP and UNFPA, and it organizes and joins meetings on SDG-related themes. In 2022 Artel participated in a UNDP-organized meeting on CO2 reduction. Artel is also part of AmCham and, on 27 September 2022, in cooperation with the UN Resident Coordinator's Office and the UN Global Compact, it organized the first sustainability forum for Uzbekistan's private sector.



SDG target 15.1: Within the Yashil Makon campaign organized by the Tashkent Khokimiyat and the Main Department of Urban Improvement to promote green areas' restoration and afforestation, in 2022 Artel planted 4,000 trees.

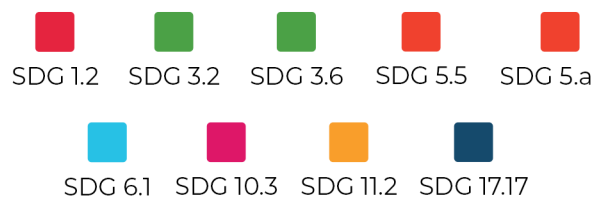
Silverleafe LLC, Jizzakh



Silverleafe is a US-Uzbek joint venture established as an agro-cluster model farm in the Jizzakh region. Silverleafe develops innovative agricultural and irrigation techniques and implements them in cotton crops in the region. This positions Silverleafe as a contributor to modernizing the national agricultural sector, expanding the financial resources invested in Uzbekistan, and creating a vertical structure from fields through processing plants to international markets. Local ownership, advancement of labour rights, and real living wages for its employees are all at the core of Silverleafe’s philosophy. Employee salaries here are three times the average employee wage in the Jizzakh region.

With a strong commitment to gender equality, Silverleafe is the first cotton cluster in Central Asia to employ women as tractor operators.

SDG targets supported:



3 GOOD HEALTH AND WELL-BEING
11 SUSTAINABLE CITIES AND COMMUNITIES

SDG targets 3.6, 11.2: Every year and especially during the harvest seasons, several people die in road accidents on the main roads and highways. Silverleafe is aware of and concerned about this issue and, in 2021, it installed 35 solar-powered median streetlights on the M-39 highway, being one of the main arterial roads of Uzbekistan. The streetlights have sustainably improved road safety in the main section of the highway, minimizing road accidents and ultimately saving lives.

6 CLEAN WATER AND SANITATION
11 SUSTAINABLE CITIES AND COMMUNITIES

SDG targets 6.1, 11.2: In Spring 2020 Silverleafe implemented an infrastructural project in two villages of the Jizzakh region, specifically Tumaris and Mingchinor. In Tumaris, Silverleafe upgraded the main clay court road into a professionally-levelled gravel road, which enabled 1,200 villagers to use a smooth and modern local road, and improved road safety in the area. In Mingchinor, Silverleafe installed streetlights and upgraded the drinking water pumping station through installation of new pumps and motors. This ensured that the village’s 5,000 residents had continuous water access as opposed to the restricted 2 hours per day they used to have.

3 GOOD HEALTH AND WELL-BEING

SDG target 3.2: In cooperation with the St. Jude Global Hospital in the USA, Silverleafe supported Ezgu Amal, a local children’s oncology charity, in their fundraising efforts. Specifically in Autumn 2020, Silverleafe organized a charity ball to raise funds to establish lifesaving protocols and treatments for childhood cancers. Silverleafe is very committed to this effort as it expects it to increase the full recovery rate of child cancer from the current less than 10 percent to 94 percent through St Jude’s Children’s Research Hospitals in the USA. An expected outcome will be reduced mortality caused by childhood cancer in the Jizzakh region.

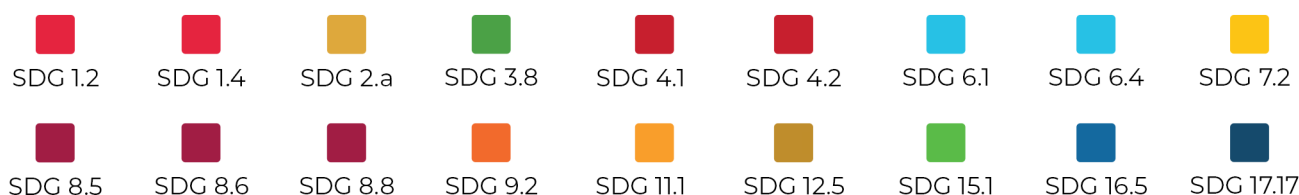
Sam-Antep-Gilam LLC, Samarkand



Sam-Antep-Gilam LLC (SAG) works in the Samarkand, Khorezm, Surkhandarya, Jizzakh and Kashkadarya regions, where it manages the whole carpet production cycle from producing yarn to packaging the final product. Committed to achieving the perfect combination of environmentally sustainable and high-quality production, SAG adheres to world industry standards (ISO 9001:2008) and strives to become a sector leader in CIS countries.

As of 2022, SAG employs a total of 1,150 people, 20 percent of whom are women, and 54 percent are between 18 and 19 years old. SAG also employs 14 people with disabilities, and 16 of its managerial positions are filled by women.

SDG targets supported:



SDG target 3.8: SAG is completing construction of a new medical clinic named BionurMedService, that will ensure citizens of all ages have access to quality medical facilities. The clinic will also specialize in treating children with cerebral palsy. For this project, SAG is planning to allocate 16 billion UZS per year. The clinic’s building is expected to be ready in June 2023.



SDG target 4.1: In 2022, SAG invited five education experts from South Korea to conduct training sessions for 1,500 local teachers in Uzbekistan. The trainings focused on innovative teaching methods and will enable teachers to implement effective and innovative teaching techniques to ultimately raise educational levels reached in local schools. SAG is continuing the implementation of this project through 2023.



SDG target 9.2: SAG has recently developed and launched 7 AI-assisted production modules for different phases of the production cycle, which are expected to sustainably increase production and work efficiency throughout the industrial cycle.

FE Anglesey Food LLC, Tashkent



FE Anglesey Food LLC (popularly known by its brand Korzinka) is the largest grocery retail chain in Uzbekistan. Korzinka works nationwide and currently employs over 8,500 people, of which 57 percent are younger than 30 years old. After its first supermarket open in 1996, Korzinka now has 117 shops in 11 regions across the country. In 2021 Korzinka became the first company in Uzbekistan to support the UN Coalition on Business Champions for Sustainable Development in Uzbekistan, and the UN Global Compact.

Korzinka has a strong company culture whose pillar values of customer-centricity, transparency and mutual respect, engagement, innovation, and excellence drive employees in their work. As of 2022, 44 manager and 91 supervisor positions have been filled by women.

SDG targets supported:



4 QUALITY EDUCATION

SDG target 4.4: In June 2020, Korzinka launched a new e-learning platform for its employees that allowed for improved training efficiency and easily implemented tailored training programmes, to support a self-learning culture. By September 2020, 1,000 employees had already participated in trainings, and 13,000 single courses were completed on the platform. The courses focus on topics related to education, career and self-development.

As of 2023, 4,000 Korzinka employees use the platform every day and have access to 1,471 learning materials including courses, videos, podcasts, books and articles.

8 DECENT WORK AND ECONOMIC GROWTH

SDG target 8.8: Korzinka implements a Code of Ethics and Anti-Harassment and Discrimination Policy for all its employees, that sets a clear definition of harassment in the workplace, and also has guidelines for investigation and accountability processes.

The development and implementation of this policy allows Korzinka to prevent and address harassment in the workplace, in compliance with international labour standards. As a result of the entry into force of this policy, Korzinka has observed improved employee morale and reputation, increased retention and diversity rates, and reduced legal liability.



SDG target 16.5: In 2022, Korzinka became the first member of the ‘Entrepreneurs Against Corruption’ charter on the initiative of the Business Ombudsman, the Chamber of Commerce and Industry, and the Anti-Corruption Agency of the Republic of Uzbekistan.

Korzinka publicly committed to not engaging in corruption and/or any illegal activities, and to actively resist these manifestations both in the business environment and within Uzbek society.



SDG targets 9.4, 13.2, 15.1: Korzinka’s commitment towards environmental sustainability translates into actions both at an internal level and in society.

In 2017, Korzinka switched its cooling equipment to ozone-friendly brands, and since then it has only been purchasing freon R404A and R410 for refrigeration and ventilation systems, as opposed to the outdated R22 type.

In 2022, Korzinka worked with the State Ecology Committee on a nationwide event held on World Cleanup Day, providing food and gift packs for participating street cleaners.



SDG target 5.5: Korzinka is a strong promoter of women’s empowerment, and strives to ensure equal opportunities and increase the number of women working in its leadership positions.

In 2022, Korzinka kick-started the ‘Yulduz’ project with a series of training sessions on female leadership, career development, harassment and supporting employees in difficult life situations.

In 2023, Korzinka began holding sessions on domestic violence, and launched a ‘Women’s Club’ with quarterly meetings held on the psychology of relationships, physical and mental health, and work-life balance.

SDG target 12.5: Korzinka took action to shorten the length of paper used in its receipts. 108 km of check tape are saved by Korzinka every year.

Most recently, Korzinka has introduced the possibility for its customers to refuse to receive a paper receipt or check, which estimates suggest will allow for at least an additional 180 km of receipt or check tape to be saved each year. Additionally in July 2023, Korzinka introduced the practice of using textile doors for roll containers during logistic processes, which Korzinka expects to help save at least 144 tons of plastic over the next 18 months.

Black Swan Consulting, Tashkent



Black Swan Consulting is a law firm established in Tashkent in 2019 that takes pride in striving to ensure access to high-quality legal services for everyone, and creating a product that exceeds customers' expectations. Black Swan works in a variety of sectors, ranging from agriculture to blockchain and cryptocurrency, as well as education, pharmaceuticals, immigration and real estate.

Headquartered in Tashkent, Black Swan currently employs 11 lawyers and consultants, including 7 young people and 4 women, 2 of whom are in managerial positions.

SDG targets supported:

- SDG 1.3
- SDG 5.1
- SDG 8.3
- SDG 8.5
- SDG 10.3
- SDG 16.3
- SDG 17.17

1 NO POVERTY

10 REDUCED INEQUALITIES

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SDG targets 1.3, 10.3, 16.3: Black Swan ensures access to justice and legal representation for low-income people and members of marginalized communities, on a pro-bono basis. Specifically, Black Swan offers legal advice, representation in court and legal support in civil, criminal and family matters.

Black Swan also actively engages in advocating for anti-discrimination legislation and policies.

Through pro-bono legal services and advocacy, Black Swan promotes rule of law and access to justice and contributes to strengthening Uzbekistan's legal system.

5 GENDER EQUALITY

SDG target 5.1: To promote gender equality within the firm, Black Swan implements policies for equal pay, career development and work-life balance for both women and men.

Black Swan champions gender equality and strives to create an inclusive workplace.

8 DECENT WORK AND ECONOMIC GROWTH

SDG targets 8.3, 8.5: Working on a wide range of matters, Black Swan has the chance to provide legal advice to companies to increase their sustainability and promote sustainable economic growth. Black Swan regularly advises its clients on labour laws, human rights and environmental standards, and actively contributes to enabling companies to implement responsible business practices.

JSC Uzbekneftegaz, Tashkent



Formally established in 1992 after Uzbekistan’s independence, Uzbekneftegaz is one of the nation’s largest enterprises working in the oil and gas sector. It focuses on producing and exploring industrial reserves of hydrocarbons in the country. Uzbekneftegaz employs over 37,000 employees as of 2021, with 380 jobs created in Uzbekistan in that year alone.

Uzbekneftegaz is committed to sustainability through several internal and external initiatives, such as supporting diversity and inclusion in the workplace.

SDG targets supported:



SDG targets 3.3, 3.8: Uzbekneftegaz ensures medical coverage and provides medical insurance to all its employees. In 2021, 889 employees accessed discounted treatment at rehabilitation centres. Additionally, Uzbekneftegaz also covered COVID-related expenses for all its employees.

In 2021, Uzbekneftegaz opened new departments on functional diagnostics, inpatient care and internal emergency assistance at the Shurtan gas-chemical plant outpatient polyclinic. The company also opened UNG Medline, a medical centre for employees and their families.



SDG targets 4.4, 4b: Uzbekneftegaz supports education and training both at internal and external levels through offering grants opportunities for young people, training programmes and internships for students and graduates, and through directly training its employees so they can attain relevant skills for employment and decent work.

In 2021 the company signed a Memorandum of Understanding with the Tashkent Institute of Chemical Technology to establish cooperation on education and research, and a Memorandum of Cooperation with the Tashkent State Technical University.



SDG targets 6.1, 6.4: For the Guzar village of the Kashkadarya region, Uzbekneftegaz allocated US\$434,000 to create conditions needed to deliver clean drinking water to all residents.

At the company level, Uzbekneftegaz regularly works to improve water efficiency and recycling, and to promote the use of wastewater for irrigation. In 2021, Uzbekneftegaz upgraded the existing treatment facilities at the Shurtan gas-chemical plant to increase water treatment capacity.



SDG targets 7.2, 7.3, 8.4: While working on hydrocarbons, Uzbekneftegaz strives to use increasingly more energy from renewable sources, and to improve its energy efficiency. In 2021 the company implemented measures to improve thermal protection of appliances, promote energy efficiency, and reduce energy waste. It installed 20 solar water collectors, 2 solar photovoltaic stations and 150 solar photovoltaic lamps.

From 2019 to 2021, Uzbekneftegaz increased its renewable energy use by 262 percent (from 37,860 to 110,900 GJ).



SDG target 11.2: In its areas of operation, Uzbekneftegaz provides technical and logistical assistance to improve the sustainability of Uzbek cities and ensure safe and accessible public transport systems.

In 2021, Uzbekneftegaz procured 9 buses and 2 truck lifts to improve public transport in the Bukhara region and its districts, allocating a budget of \$434,000.



SDG target 15.1: Uzbekneftegaz regularly promotes regenerative landscaping and plants seedlings of drought- and disease-resistant trees and shrubs.

In 2021, the company contributed to Uzbekistan's afforestation efforts and planted a total of 198,703 ornamental and fruit trees to offset and compensate for greenhouse gas emissions.



SDG targets 12.4, 12.5, 13.2: Uzbekneftegaz is strongly committed to improving waste management, including reducing waste generation, and promoting reusing and recycling.

In 2021, 94 percent of waste produced by the company was transferred for reuse, and 6 percent was recycled.

Uzbekneftegaz reduced its CO2 emissions by an impressive 31 percent between 2019 and 2021 and reduced its water consumption by 12 percent between 2020 and 2021.



SDG target 16.5: Through 21 of Uzbekneftegaz's enterprises, the company has organized a series of training seminars on recent reforms to fight corruption and conflicts of interest.

As of 2021, 94 percent of Uzbekneftegaz personnel had received training on compliance and anti-corruption practices.

Ernst & Young, Tashkent



Ernst & Young (EY) is a global consulting company that provides insights and services for companies through four integrated service lines – Assurance; Consulting; Strategy and Transactions; and Tax. EY currently has an office in Tashkent, where it employs 46 people, of whom 45 percent are women.

EY is committed to embedding sustainability into every aspect of its business. Principles like Governance, Planet, People and Prosperity are the pillars of EY’s sustainability agenda.

SDG targets supported:

- 
SDG 4.3
- 
SDG 5.5
- 
SDG 8.8
- 
SDG 17.17

4 QUALITY EDUCATION



5 GENDER EQUALITY



SDG targets 4.3, 5.5: EY and EBRD are planning to soon launch the “Fast Track” project, an initiative to promote women’s entrepreneurship that has already generated positive results in Kazakhstan. In the pilot 9-month project, 15 women-led companies participated in group trainings and individual coaching sessions on financial management, marketing and sales, strategic planning, organizational development, and risk management, building relevant skills for employment and entrepreneurship.

The trainings were also an opportunity to exchange experience, explore international practices for promoting women’s entrepreneurship and expand companies’ business networks.

8 DECENT WORK AND ECONOMIC GROWTH



SDG target 8.8: EY has zero tolerance for unethical behaviour and applies a Global Inclusion and Non-Discrimination policy in all its offices to promote safe and secure working environments for all its workers.

Additionally, EY often communicates about its policies and modalities for reporting incidents and offers training on these policies for both employees and managers.

Nurlikum Mining LLC, Tashkent



Nurlikum Mining is a Joint Venture between the French group Orano and the Uzbek State-Owned Enterprise Navoi Uran. Nurlikum Mining works in the Navoi region with a headquarters office in Tashkent, which currently employs a total of 55 people. Its main focus is in the Jengeldi area, where it conducts uranium exploration and mining activities.



We are committed to ensuring sustainable economic growth, to provide our employees with safe and decent working conditions, to be engaged and responsible locally in our environment.



Nargiza Amirova
CSR & Communication Manager

SDG targets supported:



SDG targets 4.1, 4.3, 4.4: Nurlikum Mining places a strong focus on employee development and offers training, re-training, and professional development opportunities to all its employees, as part of an ongoing process within the company. This practice ensures that employees obtain more professional skills and become progressively more qualified and specialized, and aware of and compliant with international standards, methods, and requirements.

Additionally, the company provides educational opportunities through offering English classes for children and adults in the Ayakkuduk village, so they can improve their knowledge of the English language.



SDG target 8.8: Nurlikum Mining has several mechanisms and projects in place to ensure workplace safety and security, such as trainings, activities organized during the annual Safety Day, and risk prevention exercises and simulations.

Moreover, mechanisms such as the presence of a Code of Ethics and Compliance Policy and a whistle-blower policy ensure employees are able to address potential complaints in case of discrimination, abuse or exploitation in the workplace.



SDG target 6.1: In 2022 Nurlikum Mining implemented a series of social projects in the Ayakkuduk village, being the closest urban centre to Nurlikum Mining’s site activities. For instance, the company refurbished a local water pump and repaired it, to ensure safe and clean water access for all village inhabitants.

Takro-Osiyo LLC, Tashkent



Takro-Osiyo is a local organic clothing brand for babies and children, that began operations in 2008. The brand’s production facility in the Tashkent region currently employs 245 people. As part of the textile sector, Takro-Osiyo has worked to expand its market through understanding its needs and norms, especially following removal of the ban on Uzbek cotton. As of 2022, women constitute 77 percent of Takro-Osiyo’s total number of employees. Additionally, between 2015 and 2022 the company increased its number of female managers by 85 percent.



Our managers passed a development course on sustainability and value-added economy. After many trainings and practice, Takro-Osiyo LLC is on its way to reaching its sustainability and value chain goals.



Nurbek Ilkhomiy
Business Development Manager

SDG targets supported:



SDG targets 1.2, 8.5: Takro-Osiyo is aware that the staff turnover in the textile sector is very high, having a significant impact on production efficiency and quality. To tackle this, Takro-Osiyo allocates \$35,000 each month to improve working conditions and pay its employees’ salaries which are 40-70 percent higher than the sector average. This in turn ensures full and productive decent work for all employees, enabling them to fully support themselves and their households.

As a result of these initiatives, staff turnover has plummeted to 2-3 percent, which is extraordinary for the textile sector.



SDG target 8.8: Since 2022 Takro-Osiyo has stepped up safety measures for fire protection, to improve workplace safety for employees in all departments.

As of today, the company not only satisfies but exceeds the requirements of local regulations in terms of the presence of fire extinguishers, and has also built additional water storage for use in case of emergencies.



SDG target 12.5: Takro-Osiyo recognizes that sustainable packaging can not only reduce its environmental impact, but also help cut production costs. For this reason, in 2020 the company thoroughly researched how to upgrade the labels and stickers required for all products in the fashion industry.

As a result, Takro-Osiyo significantly reduced the size of its labels and decreased their use of paper products, which has also allowed them to reduce their production costs.

FE LLC ‘Veolia Energy Tashkent’, Tashkent



Veolia Energy Tashkent (100 percent owned by Veolia Group) is the operator of Tashkent City’s district heating system in line with a 30-year Distribution Public-Private-Partnership (PPP) that started in July 2022. With more than 3,200 employees, Veolia Energy Tashkent provides central heating and hot water services to more than 1.2 million city inhabitants, and more than 10,000 organizations, while striving to advance its environmental and social components for the benefit of the city.

For Veolia Energy Tashkent, supporting sustainable development means contributing to the decarbonization of energy systems through improved operational performance and systemic circular approaches.

SDG targets supported:

- SDG 1.2
- SDG 4.4
- SDG 7.1
- SDG 7.b
- SDG 8.3
- SDG 8.5
- SDG 9.4
- SDG 12.1
- SDG 13.2

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

SDG targets 4.4, 8.3: Frontline employees at Veolia Energy Tashkent are provided with necessary uniforms and personal protective equipment – in 2022, over 1,000 units were distributed. Other employees are provided with new computers, and new office equipment and furniture, to enhance their working conditions.

Moreover, Veolia Energy Tashkent developed ad-hoc training programmes for all staff, with a special focus on health and safety, and aims to scale up its upskilling and reskilling components, including by enabling at least 45 employees to get acquainted with Veolia facilities worldwide in 2023.

9 INDUSTRY INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

SDG targets 9.4, 12.1, 13.2: In Tashkent city, Veolia Energy Tashkent is working to develop a special heating plan with the goal of achieving coherent development of heating facilities, strengthen municipal infrastructure and reduce carbon intensity of energy systems, thereby helping limit greenhouse emissions from heating.

Moreover, Veolia Energy Tashkent aims to gradually increase infrastructural investment to reduce system losses by 50 percent by 2033, allowing for saving water and energy in the hot water production process.

7 AFFORDABLE AND CLEAN ENERGY

SDG target 7.1, 7.b: SDG 7 is embedded in Veolia Energy Tashkent’s core mission to deliver continuous, reliable and affordable utility services to its consumers while saving on natural resources.

KEY RECOMMENDATIONS FROM PRIVATE SECTOR ENTITIES

According to the OECD, there has been a notable rise in demand for social and environmental accountability from companies over the past three decades.⁴⁷ Furthermore, multiple international studies have indicated that the private sector is already making significant contributions, albeit to varying degrees, towards sustainable development.⁴⁸ While it is undoubtedly beneficial to understand how companies incorporate sustainable development into their operations and contribute to the Sustainable Development Goals (SDGs), it is equally crucial to comprehend factors that attract companies to sustainability and the roles they envision for themselves and other stakeholders in facilitating the private sector's efforts to amplify their contributions to the national sustainable development targets. By acknowledging and appreciating the reasoning and motives behind the private sector's actions, the United Nations together with the Government of Uzbekistan and other stakeholders can effectively provide support to private enterprises, enabling business entities to substantially enhance their contribution to sustainable development in Uzbekistan.

Promoting sustainable development makes business sense

The companies participating in this exercise possess a profound understanding of the pressing need to drive initiatives that foster sustainable development. As business entities operating in Uzbekistan, they recognize their responsibility to enhance working conditions for their employees while making a positive

impact on local communities. Furthermore, they consider sustainability to be a valuable lens through which to assess the optimal path forward, foster innovation in methodologies and technologies, and enhance overall efficiency. In this context, it becomes clear that sustainability makes business sense. Chahine Boutouila, Development Director for Central Asia at the Veolia Group succinctly articulates that sustainability is an integral pillar and a guiding force in Veolia Energy Tashkent's operational endeavours:

“

With sustainability as our compass, we develop access to resources, preserve available resources, and replenish them. Ecological transformation is our purpose.

”

Companies are also acutely aware that aligning with the Sustainable Development Goals (SDGs) can greatly enhance their international positioning and brand reputation. Notably, a significant number of participating companies in this exercise recognize that prioritizing sustainability efforts can directly contribute to strengthening their competitive edge. These businesses understand that a considerable portion of their target clientele prioritizes sustainability as a key criterion in their decision-making process. In fact, 58 percent of the surveyed businesses mention this correlation as one of the factors promoting a commitment to sustainability, such as by joining the UN Global Compact and the UN Coalition on Business Champions

KEY RECOMMENDATIONS FROM PRIVATE SECTOR ENTITIES

for Sustainable Development in Uzbekistan. Accordingly, the businesses see this action as a powerful example which demonstrates their shared values and establishes themselves as trustworthy and ethical business partners.

This perspective is eloquently expressed by Elizaveta Sokolova, Deputy Head of the International Standards Implementation and Marketing Department at the Uztextile Industry Association of the Republic of Uzbekistan:

“

If [a textile company] wants to become a supplier for a major international brand, the company will need to respect and comply with international standards. So, companies need to implement environmentally sound practices and commit to ensuring decent work and labour rights. That is why, when we started collaborating with huge brands, we began to establish sustainability standards in our production. [...] During the negotiation phase, being part of the UN Global Compact will show that the company is modern and up-to-date, and that it is trying to constantly improve its operations. Brands will understand that the company complies with international rules and standards.

”

Legal and bureaucratic reforms can help unlock opportunities for business enterprises to further advance sustainable development

As highlighted in this report, a significant obstacle facing private sector entities is the misalignment of current policies with the needs of and challenges faced by businesses when seeking to effectively advance sustainable development. Remarkably, 75 percent of the surveyed business entities agreed that reducing legal and bureaucratic barriers, which presently deter companies from scaling up sustainability efforts, would be a viable approach for the Government to further bolster support for the private sector. The reduction and/or removal of legal obstacles is of notable significance, as it holds the potential to create an environment that nurtures business growth and innovation. By streamlining regulations and mitigating legal complexities, businesses can benefit from smoother operations, reduced burdens and enhanced flexibility.

The encompassing landscape of challenges facing business development extends to include insufficient resource allocation, particularly of that directed towards critical

particularly of that directed towards critical research and development initiatives. This predicament is further exacerbated by restricted access to vital financial backing, thereby casting a substantial impediment, particularly magnified within the realm of Small and Medium-sized Enterprises (SMEs). Recognizing the pivotal role of the Government of Uzbekistan, the companies participating in the survey acknowledge its potential to address these challenges head-on.



47 Organization for Economic Co-operation and Development. (2021). Industrial Policy for the Sustainable Development Goals. *Increasing the Private Sector's Contribution*. Paris: OECD Publishing. [DOI](#)

48 For example, in 2018, Thorlakson et al. surveyed 449 publicly listed companies in the food, textile and wood-products sectors and found that at 52 percent of the firms have in place at least one voluntary sustainable practice, although limited in scope.

Interestingly, the results show that 67 percent of the companies call on the Government to advocate for greater opportunities in the area of Public-Private Partnerships (PPPs) – a field where the Government has already made significant strides in recent years. This pronounced interest stems from businesses recognizing the multifaceted benefits that PPPs offer. By collaborating with the Government and engaging in PPPs, companies can pool resources, share risks, access specialized expertise, tap into new market segments, and contribute to infrastructure development. Moreover, PPPs provide stability through long-term contracts and allow businesses to fulfill social responsibility, thereby enhancing their reputation. This resounding call for stronger PPP opportunities underscores their strategic significance in driving mutual growth and tapping into the Government's progress in this domain.

An equally-substantial 58 percent of the business entities participating in the survey have emphasized the importance of the Government's implementation of measures that facilitate enhanced access to financial services, with a particular focus on micro and small enterprises. It is also worth noting that 58 percent of the business entities also recommend the Government establish effective mechanisms that empower the private sector to better integrate sustainable development principles across all stages of the business cycle. These insights underscore the constructive recommendations put forth by the business community, with the aim to unlock the full potential of collaboration between the Government and the private sector for sustainable development.

The United Nations as a catalyst for private sector skill development

At the forefront of the global endeavour to achieve Sustainable Development Goals (SDGs), the United Nations proposes an enabling environment that effectively supports business entities in driving innovation, production and operations, aligned with sustainable development principles. Drawing from the insights garnered through the survey, the participating companies have identified critical areas where the United Nations can amplify its impact in better enabling the private sector to make significant contributions to attaining Uzbekistan's national sustainable development targets.

An overwhelming 82 percent of the business entities interviewed advocate for the United Nations to leverage and capitalize on its expertise to create opportunities that will enable private sector employees to enhance their vocational and technical skills. This strategic

approach would foster a robust knowledge base surrounding sustainable development, empowering individuals to drive positive change within their organizations. Recognizing the transformative power of awareness, 67 percent of the surveyed businesses underscore the importance of an intensified awareness-raising effort to showcase the private sector's potential in advancing SDGs.

Facilitating increased international cooperation among companies (mentioned by 67 percent of respondents) stands out as a crucial initiative, promoting impactful partnerships centred on SDGs throughout the entire business cycle. The business entities noted that the United Nations can foster greater international cooperation among companies in Uzbekistan, by establishing a collaborative platform for dialogue and knowledge sharing. Through capacity-building

KEY RECOMMENDATIONS FROM PRIVATE SECTOR ENTITIES

programs targeting the private sector, matchmaking initiatives and advocacy for supportive policies, the UN can connect businesses with potential international partners, facilitate investments aligned with Sustainable Development Goals (SDGs), and offer technical assistance. By promoting success stories, organizing networking events and leveraging digital platforms, the UN can play a vital role in creating an environment conducive to cross-border partnerships, thereby advancing sustainable business practices, and contributing to Uzbekistan's economic growth in line with SDGs.

By embracing these actions, the United Nations can galvanize enterprises to commit to sustainable development, propelling global progress towards a brighter and more

prosperous future. Yulia Bakhmach, Managing Partner at AFS Research, explains that the United Nations should help SMEs understand that a sustainable transition is achievable for all companies.

“

Sometimes we do something, but we do not recognize that that initiative could advance one of the SDGs. [...] When I hear about the Sustainable Development Goals, I understand that [this type of commitment] is just for large companies, not for SMEs. [...] I think Uzbekistan now is at a stage where we should get more information about [SDGs] before implementing them.

”

The private sector should proactively champion equality, labour rights and information sharing

The integration of Corporate Social Responsibility (CSR) initiatives and Environmental, Social, and Governance (ESG) empowers companies to not only enhance their performance, but also make substantial contributions to the national sustainable development targets. As emphasized earlier in this report, the symbiotic relationship between CSR/ESG and SDGs is pivotal. By aligning their CSR and ESG practices with SDGs, companies become part of a global endeavour that yields far-reaching benefits encompassing local communities, the environment, the business ecosystem, and the long-term profitability and sustainability of the companies themselves.

Notably, 58 percent of the companies that participated in the survey recognize CSR and ESG as being essential ways through which the private sector can advance sustainable development. By actively engaging in CSR initiatives and embracing robust ESG standards, companies forge a powerful alliance that propels progress, fosters positive societal impacts, and drives transformative change. In this shared pursuit

of sustainability, businesses can create enduring value for stakeholders, champion social progress, and pave the way towards a prosperous future. Recognizing the unique challenges faced by smaller companies and those embarking on their sustainability journey, establishing access to a robust multi-stakeholder support network becomes paramount. Such networks facilitate the sharing of platforms, frameworks and best practices adopted by other successful enterprises, enabling companies to effectively scale up sustainability efforts within their operations. Notably, 75 percent of the surveyed business entities echo the significance of accessing this invaluable network, highlighting the collective desire to leverage the experiences and insights of like-minded organizations. By tapping into this wealth of knowledge, smaller companies can benefit from practical guidance, innovative strategies and proven approaches that have yielded remarkable sustainability outcomes. Regarding this area, Ziyoda Mashatova, Media and Communication Specialist at Artel Electronics, stated:

“

ESG practices are quite costly for production and for businesses. Maybe the private sector should create more mechanisms that will make such practices more affordable for the private sector to implement and adapt to our society and mentality.

”

While less than 50 percent of the entities perceived that Public-Private Partnerships (PPPs) has a role in enhancing sustainability, the business entities expressed that they have a positive view of the potential of PPPs and that the private sector can conceivably use its engagement with PPPs to champion sustainability. The business respondents noted that PPP is yet to be fully recognized as a path forward for the Uzbek private sector to enhance its contributions to sustainable development. It is apparent that there exists an array of other impactful avenues waiting to be explored.

The survey findings shed light on the profound importance that companies (67 percent) attribute to promoting gender equality and eliminating discrimination both within their organizations and in the wider business environment. Simultaneously, scaling up efforts to advance labour rights and foster decent work in Uzbekistan emerges as a

critical priority, as voiced by 50 percent of the responding business enterprises. These priorities underscore a shared commitment to creating inclusive and equitable workplaces that empower individuals and drive societal progress.

Furthermore, while sustainability imperatives resonate strongly across companies, the survey reveals that there is room for further collaboration and concerted action amongst Uzbekistan’s private sector for the mutual pursuit of technological and scientific advancements, coupled with the refinement of sustainable business practices, as mentioned by 33 percent of the surveyed entities. By embracing these areas of focus, Uzbekistan’s private sector can possibly further unlock its potential and forge a path toward collaboration and innovation. Collaborations that encourage innovation can also nurture inclusivity and propel constructive shifts, which can help make development more sustainable.

CONCLUSION

The ongoing intense reform process in Uzbekistan presents an opportunity to strengthen the role of business entities in advancing sustainable development, including with new policies, regulations and initiatives that can continue to create a conducive environment for private sector development and engagement.

The cases presented in this report demonstrate how companies, regardless of their size, can contribute to achieving the Sustainable Development Goals (SDGs) in Uzbekistan. Through core and non-core business activities, as well as external initiatives guided by sustainability principles, these companies positively impact local communities and contribute to sustainable development. The survey conducted revealed that a range of private sector entities, including large, medium-sized and small enterprises, implement actions that contribute, to varying extents, to all 16 SDGs adopted in Uzbekistan. Their efforts span various areas, including but not limited to addressing gender equality (SDG 5), climate change (SDG 13), healthcare (SDG 3) and access to clean water (SDG 6), among others. These examples complement the Voluntary National Review of the SDGs in Uzbekistan, highlighting the significant potential of business entities in contributing to national efforts to promote sustainable development and the 2030 Agenda in the country.

While sustainability remains a complex and multifaceted concept, the examples mentioned in this report demonstrate that even smaller enterprises can actively engage in promoting sustainable development within their own companies and supporting their communities. The survey results show that sustainability can drive innovation, improve business performance, and enhance a company's competitive edge. Private sector entities also recognize their role in achieving sustainable development in Uzbekistan.

The private sector looks toward heightened support from both the Government and the United Nations, with a specific focus on addressing the importance of reducing legal barriers. The reduction of legal obstacles holds the potential to create an environment that nurtures business growth and innovation. By streamlining regulations and mitigating legal complexities, businesses can have smoother operations, reduced burdens, and enhanced flexibility. Such a conducive atmosphere not only encourages investment and entrepreneurship, but also fosters a spirit of collaboration and economic vitality.

Some business entities in Uzbekistan also advocate for increased support for expanding Public-Private Partnerships (PPPs) as well as improved access to resources, enhanced training and capacity development, and greater awareness-raising on sustainable development. The interest on PPPs arises from the recognition of their manifold advantages, which includes resource pooling, risk sharing, expertise access, market expansion and infrastructure contribution. Additionally, PPPs foster stability, align with social responsibility, and enhance company reputation.

In terms of capacity development, members of Uzbekistan's private sector express their desire for enriched training and capacity-building initiatives that could encompass a spectrum of valuable offerings, such as skill development workshops, specialized training

programs and knowledge-sharing sessions. Through these tailored engagements, the private sector can gain expertise in diverse areas, ranging from sustainable business practices and technological advancements to market insights and regulatory compliance. This collaborative approach fosters a conducive environment for businesses to contribute effectively to both sustainable growth and societal well-being.

Given the private sector's significant contribution to the Uzbek economy, fostering an enabling environment, and scaling up support for private sector awareness, innovation and development can yield long-term benefits. By making sustainability activities more accessible and easier to implement, Uzbek businesses can make substantial progress in supporting the achievement of the SDGs.

ANNEX 1

LIST OF BUSINESS ENTITIES THAT PARTICIPATED IN THE SURVEY

- AFS Research LLC
- Artel Electronics LLC
- Black Swan Consulting
- FE Anglesey Food LLC (Korzinka)
- FE LLC 'Veolia Energy Tashkent'
- JSC Uzbekneftegaz
- JV 'Ernst and Young Advisory' LLC
- Nurlikum Mining LLC
- Sam-Antep-Gilam LLC
- Silverleaf LLC
- Takro-Osiyo LLC
- Uztextileprom – Uzbek Textile and Garment Industry Association

ANNEX 2

SURVEY INSTRUMENT

1.	How many employees work in your company? Сколько сотрудников работает в вашей компании?			
		<10 (micro enterprise)		10-49 (small enterprise)
		50-249 (medium enterprise)		250+ (large enterprise)
In which sector does your company work? В каком секторе работает ваша компания?				
Does your company work in a specific area or at a nationwide level? Работает ли ваша компания в одном регионе или на общенациональном уровне?				
	Company works in one city/region, please specify Компания работает в одном городе/регионе, пожалуйста, укажите			
	Company works in several regions, please specify Компания работает в нескольких регионах, пожалуйста, укажите			
	Company works nationwide Компания работает по всей стране			
How many employees work in your company? Сколько сотрудников работает в вашей компании?				
	Total Всего	Women Женщины	Youth (18-29) Молодежь (18-29)	People with disabilities Люди с ограниченными возможностями
2015				
2018				
2021				
2022 (optional)				
How many women work in managerial positions in your company? (Positions overseeing other staff or managing projects and/or departments) Сколько женщин работает на руководящих должностях в вашей компании? (Должности, контролирующие других сотрудников или управляющие проектами и/или отделами)				
	Total / Всего			
2015				
2021				
2022 (optional)				
What has been the revenue of your company over the past 6 years? Каков был доход вашей компании за последние 6 лет?				
	Gross Валовой			Net Чистый
2015				
2018				
2021				
2022 (optional)				

1.	<p>What is your understanding of the Sustainable Development Goals that you are supporting and of the role of the business sector in advancing them?</p> <p>Каково ваше понимание Целей устойчивого развития, которые вы поддерживаете, и роли бизнес-сектора в их достижении?</p> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>												
	<p>Over the past 6 years, has your company contributed to any of these objectives through its achievements, through changes implemented at an internal level, or through separate projects and activities? Was this a one-time project or activity or was it part of a consistent effort throughout the years? (Mark as many as appropriate)</p> <p>За последние 6 лет внесла ли ваша компания вклад в достижение какой-либо из этих целей посредством своих достижений, изменений, осуществленных на внутреннем уровне, или отдельных проектов и мероприятий? Был ли это единовременный проект или мероприятие, или это была часть последовательных усилий на протяжении многих лет? (Отметьте нужное количество)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; padding: 5px;"> <p>SDG 1 No poverty. Reduce poverty and support low-income families. <i>Example: Since 2015, our company raised the salaries of all employees by at least 24%.</i></p> <p>ЦУР 1 Ликвидация нищеты. Снизить уровень бедности и поддержать семьи с низким доходом. Пример: С 2015 года наша компания повысила заработную плату всем сотрудникам как минимум на 24%.</p> </td> <td style="width: 35%; text-align: center; padding: 5px;"> <input type="checkbox"/> One-time initiative </td> <td style="width: 35%; text-align: center; padding: 5px;"> <input type="checkbox"/> Consistent effort </td> </tr> <tr> <td style="padding: 5px;"> <p>SDG 2 Zero Hunger. Ensure that everyone has access to food. <i>Example: Our supermarkets implement an initiative to donate all products expiring in the next day to an NGO providing food to homeless people and citizens in vulnerable situations.</i></p> <p>ЦУР 2 Ликвидация голода. Обеспечить каждому человеку доступ к продовольствию. Пример: Наши супермаркеты реализуют инициативу по передаче всех продуктов, срок годности которых истекает на следующий день, в НПО, предоставляющую продукты питания бездомным и гражданам, находящимся в уязвимом положении.</p> </td> <td style="text-align: center; padding: 5px;"> <input type="checkbox"/> One-time initiative </td> <td style="text-align: center; padding: 5px;"> <input type="checkbox"/> Consistent effort </td> </tr> <tr> <td style="padding: 5px;"> <p>SDG 3 Good Health and Well-Being. Improve healthcare and access to medicines and vaccines; promote a healthy lifestyle. <i>Example: our company provides access to vaccines for all its employees and their family members.</i></p> <p>ЦУР 3 Хорошее здоровье и благополучие. Улучшить медицинское обслуживание и доступ к лекарствам и вакцинам; пропагандировать здоровый образ жизни. 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	<p>SDG 5 Gender Equality. Eliminate discrimination against women, promote equal opportunities and empower women. <i>Example: a company financially supports a shelter for women escaping domestic violence.</i></p> <p>ЦУР 5 Гендерное равенство. Ликвидация дискриминации в отношении женщин, содействие равным возможностям и расширение прав и возможностей женщин. <i>Пример: компания оказывает финансовую поддержку приюту для женщин, спасающихся от домашнего насилия.</i></p>	<table border="1"> <tr> <td data-bbox="798 660 893 705"></td> <td data-bbox="893 660 1133 705">One-time initiative</td> <td data-bbox="1133 660 1468 705"></td> <td data-bbox="1468 660 1564 705">Consistent effort</td> </tr> </table>		One-time initiative		Consistent effort
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	<p>SDG 6 Clean Water and Sanitation. Improve access to safe drinking water, sanitation, and hygiene for all. <i>Example: in 2018, our company implemented a project that allowed to install and improve latrines in 5 schools in the Tashkent region.</i></p> <p>ЦУР 6 Чистая вода и санитария. Улучшить доступ к безопасной питьевой воде, санитарии и гигиене для всех. <i>Пример: в 2018 году наша компания реализовала проект, который позволил установить и улучшить туалеты в 5 школах Ташкентской области.</i></p>	<table border="1"> <tr> <td data-bbox="798 974 893 1019"></td> <td data-bbox="893 974 1133 1019">One-time initiative</td> <td data-bbox="1133 974 1468 1019"></td> <td data-bbox="1468 974 1564 1019">Consistent effort</td> </tr> </table>		One-time initiative		Consistent effort
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	<p>SDG 7 Affordable and Clean Energy. Use more renewable energy, make energy use more efficient, improve the energy infrastructure. <i>Example: since 2018, 25% of the energy used by our company has been from renewable sources. In 2021, the share became 32%.</i></p> <p>ЦУР 7 Недорогостоящая и чистая энергия. Использовать больше возобновляемых источников энергии, сделать использование энергии более эффективным, улучшить энергетическую инфраструктуру. <i>Пример: с 2018 года 25% энергии, используемой нашей компанией, поступает из возобновляемых источников. В 2021 году эта доля составит 32%.</i></p>	<table border="1"> <tr> <td data-bbox="798 1355 893 1400"></td> <td data-bbox="893 1355 1133 1400">One-time initiative</td> <td data-bbox="1133 1355 1468 1400"></td> <td data-bbox="1468 1355 1564 1400">Consistent effort</td> </tr> </table>		One-time initiative		Consistent effort
	One-time initiative		Consistent effort			
	<p>SDG 8 Decent Work and Economic Growth. Improve economic productivity, improve working conditions and employ more people; make production more efficient and reduce waste; protect labour rights; make working environments safe. <i>Example: since 2015, the number of employees of company ABC has increased by 45%. Our offices and factory are assessed every 6 months to identify any safety hazards and make the working environment safer.</i></p> <p>ЦУР 8 Достойная работа и экономический рост. Повышение экономической производительности, улучшение условий труда и трудоустройство большего числа людей; повышение эффективности производства и сокращение отходов; защита трудовых прав; обеспечение безопасности рабочей среды. <i>Пример: с 2015 года количество сотрудников компании ABC увеличилось на 45%. Наши офисы и завод оцениваются каждые 6 месяцев, чтобы выявить любые угрозы безопасности и сделать рабочую среду более безопасной.</i></p>	<table border="1"> <tr> <td data-bbox="798 1881 893 1926"></td> <td data-bbox="893 1881 1133 1926">One-time initiative</td> <td data-bbox="1133 1881 1468 1926"></td> <td data-bbox="1468 1881 1564 1926">Consistent effort</td> </tr> </table>		One-time initiative		Consistent effort
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	<p>SDG 9 Industry, Innovation and Infrastructure. Make the industrial sector more efficient, innovative, sustainable and inclusive. <i>Example: in 2018, our company opened a research and development division that developed a new technology for industrial process XYZ that makes our production 30% more efficient and reduces waste by 10%.</i></p> <p>ЦУР 9 Индустриализация, инновации и инфраструктура. Сделать промышленный сектор более эффективным, инновационным, устойчивым и инклюзивным. <i>Пример: в 2018 году наша компания открыла отдел исследований и разработок, который разработал новую технологию для промышленного процесса XYZ, которая делает наше производство на 30% эффективнее и сокращает количество отходов на 10%.</i></p>	<table border="1"> <tr> <td data-bbox="798 224 893 638"></td> <td data-bbox="893 224 1133 638">One-time initiative</td> <td data-bbox="1133 224 1468 638"></td> <td data-bbox="1468 224 1564 638"></td> </tr> <tr> <td data-bbox="798 593 893 638"></td> <td data-bbox="893 593 1133 638"></td> <td data-bbox="1133 593 1468 638">Consistent effort</td> <td data-bbox="1468 593 1564 638"></td> </tr> </table>		One-time initiative					Consistent effort	
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		Consistent effort								
	<p>SDG 10 Reduced Inequalities. Promote inclusion and ensure that anti-discrimination norms, laws, and regulations are applied. <i>Example: our company has opened a hotline that employees can call to report cases of discrimination or abuse in the workplace in total anonymity. As of 2022, 45 cases were reported, and concrete actions were taken in 92% of cases where employees were comfortable sharing their name.</i></p> <p>ЦУР 10 Уменьшение неравенства. Продвижение инклюзивности и обеспечение применения антидискриминационных норм, законов и правил. <i>Пример: наша компания открыла горячую линию, по которой сотрудники могут звонить и сообщать о случаях дискриминации или злоупотреблений на рабочем месте в условиях полной анонимности. По состоянию на 2022 год было сообщено о 45 случаях, и конкретные действия были предприняты в 92% случаев, когда сотрудникам было удобно назвать свое имя.</i></p>	<table border="1"> <tr> <td data-bbox="798 638 893 1164"></td> <td data-bbox="893 638 1133 1164">One-time initiative</td> <td data-bbox="1133 638 1468 1164"></td> <td data-bbox="1468 638 1564 1164"></td> </tr> <tr> <td data-bbox="798 1120 893 1164"></td> <td data-bbox="893 1120 1133 1164"></td> <td data-bbox="1133 1120 1468 1164">Consistent effort</td> <td data-bbox="1468 1120 1564 1164"></td> </tr> </table>		One-time initiative					Consistent effort	
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		Consistent effort								
	<p>SDG 11 Sustainable Cities and Communities. Make cities more sustainable, protect and safeguard cultural and national heritage. <i>Example: to improve existing green areas in Samarkand city, company XYZ has planted 150 trees in six parks outside of the city center.</i></p> <p>ЦУР 11 Устойчивые города и населенные пункты. Сделать города более устойчивыми, защитить и сохранить культурное и национальное наследие. <i>Пример: для улучшения существующих зеленых зон в городе Самарканде компания XYZ посадила 150 деревьев в шести парках за пределами центра города.</i></p>	<table border="1"> <tr> <td data-bbox="798 1164 893 1512"></td> <td data-bbox="893 1164 1133 1512">One-time initiative</td> <td data-bbox="1133 1164 1468 1512"></td> <td data-bbox="1468 1164 1564 1512"></td> </tr> <tr> <td data-bbox="798 1467 893 1512"></td> <td data-bbox="893 1467 1133 1512"></td> <td data-bbox="1133 1467 1468 1512">Consistent effort</td> <td data-bbox="1468 1467 1564 1512"></td> </tr> </table>		One-time initiative					Consistent effort	
	One-time initiative									
		Consistent effort								
	<p>SDG 12 Responsible Consumption and Production. Reduce and better manage waste, promote recycling, promote awareness on sustainable development and lifestyle in harmony with nature. <i>Example: as part of our campaign Reduce, Reuse, Recycle, since 2018 our supermarket no longer sells one-use plastic items (forks, plates, etc.).</i></p> <p>ЦУР 12 Ответственное потребление и производство. Сокращать и лучше утилизировать отходы, способствовать переработке отходов, повышать осведомленность об устойчивом развитии и образе жизни в гармонии с природой. <i>Пример: в рамках нашей кампании "Сокращение, повторное использование, переработка" с 2018 года в нашем супермаркете больше не продаются одноразовые пластиковые предметы (вилки, тарелки и т.д.).</i></p>	<table border="1"> <tr> <td data-bbox="798 1512 893 1960"></td> <td data-bbox="893 1512 1133 1960">One-time initiative</td> <td data-bbox="1133 1512 1468 1960"></td> <td data-bbox="1468 1512 1564 1960"></td> </tr> <tr> <td data-bbox="798 1915 893 1960"></td> <td data-bbox="893 1915 1133 1960"></td> <td data-bbox="1133 1915 1468 1960">Consistent effort</td> <td data-bbox="1468 1915 1564 1960"></td> </tr> </table>		One-time initiative					Consistent effort	
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	<p>SDG 13 Climate Action. Raise awareness about climate change mitigation and adaptation. <i>Example: since 2018, company ABC hires an expert to conduct seminars on climate change adaptation and mitigation and upcoming changes relevant for the business sector. The seminars are organised every 3 months so that the team can be up-to-date with the most recent developments and changes.</i></p> <p>ЦУР 13 Борьба с изменением климата. Повышать осведомленность о смягчении последствий изменения климата и адаптации к ним. <i>Пример: с 2018 года компания ABC нанимает эксперта для проведения семинаров по вопросам адаптации и смягчения последствий изменения климата и предстоящих изменений, актуальных для бизнес-сектора. Семинары организуются каждые 3 месяца, чтобы команда была в курсе последних событий и изменений.</i></p>	<table border="1"> <tr> <td data-bbox="798 224 893 716"></td> <td data-bbox="893 224 1133 716">One-time initiative</td> <td data-bbox="1133 224 1468 716">Consistent effort</td> </tr> </table>		One-time initiative	Consistent effort
	One-time initiative	Consistent effort			
	<p>SDG 15 Life on Land. Promote nature conservation and restoration, combat desertification; reduce the degradation of natural habitats. <i>Example: every year, our company commits to planting 1,500 saxaul trees in the Aralkum desert.</i></p> <p>ЦУР 15 Сохранение экосистем суши. Содействовать сохранению и восстановлению природы, бороться с опустыниванием; уменьшить деградацию естественной среды обитания. <i>Пример: каждый год наша компания обязуется высаживать 1 500 саксауловых деревьев в пустыне Аралкум.</i></p>	<table border="1"> <tr> <td data-bbox="798 716 893 1064"></td> <td data-bbox="893 716 1133 1064">One-time initiative</td> <td data-bbox="1133 716 1468 1064">Consistent effort</td> </tr> </table>		One-time initiative	Consistent effort
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	<p>SDG 16 Peace, Justice and Strong Institutions. Promote rule of law and access to justice, reduce corruption and extremism. <i>Example: since 2021, our company participates in periodical consultations with the Ministry of Economic Development and Poverty Reduction to contribute to monitoring the progress of the national strategy on economic development for 2020-2025.</i></p> <p>ЦУР 16 Мир, правосудие и эффективные институты. Продвижение верховенства закона и доступа к правосудию, снижение уровня коррупции и экстремизма. <i>Пример: с 2021 года наша компания участвует в периодических консультациях с Министерством экономического развития и сокращения бедности, чтобы внести свой вклад в мониторинг хода реализации национальной стратегии экономического развития на 2020-2025 годы.</i></p>	<table border="1"> <tr> <td data-bbox="798 1064 893 1512"></td> <td data-bbox="893 1064 1133 1512">One-time initiative</td> <td data-bbox="1133 1064 1468 1512">Consistent effort</td> </tr> </table>		One-time initiative	Consistent effort
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	<p>SDG 17 Partnership for the Goals. Expand international cooperation on sustainable develop increase the availability of quality and reliable data. <i>Example: in 2018, company XYZ conducted trainings for the National Statistic Agency on data collection and management. Since then, XYZ conducts a refresher training every year.</i></p> <p>ЦУР 17 Партнерство в интересах устойчивого развития. Расширение международного сотрудничества в области устойчивого развития Повышение доступности качественных и надежных данных. <i>Пример: в 2018 году компания XYZ провела тренинги для Национального статистического агентства по сбору и управлению данными. С тех пор XYZ проводит повторный тренинг каждый год.</i></p>	<table border="1"> <tr> <td data-bbox="798 1512 893 1926"></td> <td data-bbox="893 1512 1133 1926">One-time initiative</td> <td data-bbox="1133 1512 1468 1926">Consistent effort</td> </tr> </table>		One-time initiative	Consistent effort
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	<p>Other, please specify Другое, пожалуйста, укажите</p>				

<p>Please give a short description of your achievements, changes, and projects, both internal and external. For each project indicate:</p>
<ul style="list-style-type: none"> - Objective, activities, and results. - Number and description of people targeted by the project. - Budget allocated for the project. - Timeframe of the project (start and end dates). - Why you chose this specific area.
<p><i>Examples:</i> <i>Improving vocational education among Company XYZ LLC young women employees. XYZ hired a trainer on soft skills to train 30 young women employees (18-30 years old) on communication, negotiation, and leadership. Result: 95% of participants improved their soft skills by at least 30%. 6 months after the training, 8 women were promoted to managerial position. XYZ budgeted 200,000,000 UZS for this activity. Period: January-April 2022. XYZ chose this project because training women employees on soft skills strengthens the human capital of the company.</i></p> <p><i>As of 2019, Company ABC implemented a 95% paperless policy, which allowed to save 50 tonnes of paper every year. ABC implements a work-from-home policy which ensures that air pollution from employees' commute is limited. Since 2017, ABC also promotes healthy lifestyle days once a week, where the employees' canteen provides 3 healthy meal options.</i></p>
<p>Пожалуйста, дайте краткое описание ваших достижений, изменений и проектов, как внутренних, так и внешних. Для каждого проекта укажите:</p>
<ul style="list-style-type: none"> - Цель, деятельность и результаты. - Количество и описание людей, на которых направлен проект. - Бюджет, выделенный на проект. - Временные рамки проекта (даты начала и окончания). - Почему вы выбрали именно эту область.
<p><i>Примеры:</i> <i>Улучшение профессионального образования среди молодых сотрудниц компании XYZ LLC. Компания XYZ наняла тренера по мягким навыкам для обучения 30 молодых сотрудниц (18-30 лет) навыкам общения, ведения переговоров и лидерства. Результат: 95% участниц улучшили свои "мягкие" навыки как минимум на 30%. Через 6 месяцев после тренинга 8 женщин были повышены до руководящей должности. XYZ выделила 200 000 000 сумов на эту деятельность. Период: январь-апрель 2022 года. XYZ выбрала этот проект, потому что обучение женщин-сотрудниц "мягким" навыкам укрепляет человеческий капитал компании.</i></p> <p><i>С 2019 года компания ABC внедрила политику 95% безбумажного документооборота, что позволило ежегодно экономить 50 тонн бумаги. Компания ABC реализует политику работы из дома, что обеспечивает ограничение загрязнения воздуха от поездок сотрудников на работу. С 2017 года компания ABC также проводит раз в неделю дни здорового образа жизни, когда в столовой для сотрудников предлагаются 3 варианта здорового питания.</i></p>
<p>Answer: Ответ:</p>
<p>Do you have any projects on sustainability planned in the next 24 months? If yes, please give a short description of your projects.</p>
<p>Запланированы ли у вас какие-либо проекты по устойчивому развитию на ближайшие 24 месяца? Если да, пожалуйста, дайте краткое описание ваших проектов.</p>
<div style="border: 1px solid black; height: 20px;"></div>

<p>What is the driving factor for your company to promote sustainability? (Choose as many as appropriate)</p> <p>Что является движущим фактором для вашей компании в продвижении устойчивого развития? (Выберите столько вариантов, сколько необходимо)</p>																																																																																																					
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<p>Does your company employ people with disabilities?</p> <p>Работают ли в вашей компании люди с ограниченными возможностями?</p> <table border="1"> <tr> <td><input type="checkbox"/></td> <td>Yes</td> <td><input type="checkbox"/></td> <td>No</td> <td><input type="checkbox"/></td> <td>I prefer not to answer</td> </tr> </table>						<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	I prefer not to answer																																																																																										
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<p>How can the United Nations support the private sector of Uzbekistan to further contribute to the Sustainable Development Goals? (Choose as many as applicable)</p> <p>Как Организация Объединенных Наций может поддержать частный сектор Узбекистана для дальнейшего содействия достижению Целей устойчивого развития? (Выберите столько вариантов, сколько применимо)</p>	
	<p>By creating more opportunities for public-private partnership, including at an international level. Создавать больше возможностей для государственно-частного партнерства, в том числе на международном уровне.</p>
	<p>By creating more opportunities for international cooperation among private companies to partner for the Sustainable Development Goals. Создавать больше возможностей для международного сотрудничества между частными компаниями для партнерства в достижении Целей устойчивого развития.</p>
	<p>By creating more opportunities for the private sector to integrate the Sustainable Development Goals in its operations. Создавать больше возможностей для частного сектора интегрировать Цели устойчивого развития в свою деятельность.</p>
	<p>By raising awareness about the Sustainable Development Goals and private sector's potential for contribution to them. Повышать осведомленность о Целях устойчивого развития и возможностях частного сектора внести свой вклад в их достижение.</p>
	<p>By implementing more programmes supporting the private sector specifically. Путем реализации большего количества программ, направленных на поддержку частного сектора.</p>
	<p>By training private sector employees on vocational skills, technical skills and building an adequate knowledge base about sustainable development. Путем обучения сотрудников частного сектора профессиональным и техническим навыкам и создания адекватной базы знаний об устойчивом развитии.</p>
	<p>Other, please specify Другое, пожалуйста, укажите</p>
<p>How can the Government of Uzbekistan support the private sector to further contribute to the Sustainable Development Goals? (Choose as many as applicable)</p> <p>Как правительство Узбекистана может поддержать частный сектор для дальнейшего содействия достижению Целей устойчивого развития? (Выберите столько вариантов, сколько применимо)</p>	
	<p>By collecting and making available more high-quality disaggregated data. Путем сбора и предоставления более качественных дезагрегированных данных.</p>
	<p>By creating more opportunities for public-private partnership. Путем создания дополнительных возможностей для партнерства между государственным и частным секторами.</p>
	<p>By creating mechanisms that enable the private sector to integrate sustainable development at all stages of the business cycle. Путем создания механизмов, позволяющих частному сектору интегрировать устойчивое развитие на всех этапах делового цикла.</p>
	<p>By removing legal and bureaucratic barriers for companies to increase the sustainability of their operations. Путем устранения юридических и бюрократических барьеров для повышения устойчивости деятельности компаний.</p>
	<p>By increasing the number of loans and grants for Uzbek students to enroll in higher education programmes.</p>

	<p>Путем увеличения количества кредитов и грантов для узбекских студентов для поступления на программы высшего образования.</p>
	<p>By promoting increasing access to financial services for micro and small enterprises. Путем содействия расширению доступа к финансовым услугам для микро- и малых предприятий.</p>
	<p>By promoting high value added and labour-intensive sectors, bolstering diversification in Uzbekistan's production. Путем содействия развитию трудоемких отраслей с высокой добавленной стоимостью и диверсификации производства в Узбекистане.</p>
	<p>By supporting domestic technological advancement through research and development. Путем поддержки внутреннего технологического прогресса через исследования и разработки.</p>
	<p>By upgrading and strengthening the sustainability of public infrastructure. Путем модернизации и укрепления устойчивости государственной инфраструктуры.</p>
	<p>Other, please specify Другое, пожалуйста, укажите</p>
	<p>How can the private sector in Uzbekistan further contribute to the Sustainable Development Goals? (Choose as many as applicable) Как частный сектор в Узбекистане может внести дальнейший вклад в достижение Целей устойчивого развития? (Выберите столько пунктов, сколько применимо)</p>
	<p>By implementing Corporate Social Responsibility projects and Environmental, Social and Corporate Governance activities. Путем реализации проектов корпоративной социальной ответственности и мероприятий по экологическому, социальному и корпоративному управлению.</p>
	<p>By sharing platforms, frameworks, and best practices for sustainability in operations, decent work, and labour rights promotion with other private partners. Путем обмена с другими частными партнерами платформами, структурами и передовым опытом в области устойчивого развития производства, достойного труда и продвижения трудовых прав.</p>
	<p>By creating more opportunities for public-private partnership. Создавать больше возможностей для государственно-частного партнерства.</p>
	<p>By joining efforts to advance technological and scientific development and improve sustainable business practices. Объединяя усилия для продвижения технологического и научного развития и совершенствования устойчивой деловой практики.</p>
	<p>By expanding communication about the Sustainable Development Goals. Расширяя информирование о Целях устойчивого развития.</p>
	<p>By scaling up labour rights and decent work at an internal level and advocating for the advancement of labour rights with the Government of Uzbekistan. Путем расширения трудовых прав и достойного труда на внутреннем уровне и адвокации продвижения трудовых прав с правительством Узбекистана.</p>
	<p>By actively promoting gender equality and eliminating discrimination at an internal and external levels. Путем активного продвижения гендерного равенства и устранения дискриминации на внутреннем и внешнем уровнях.</p>
	<p>Do you have any final comments or questions? Есть ли у вас какие-либо заключительные комментарии или вопросы?</p>



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International University in Tashkent

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The printing of this publication was made possible through the generous support of the Westminster International University in Tashkent, the first international university in Uzbekistan to offer higher education with UK qualifications.