

# **SDGs Impact through Business:** **Sustainability Framework for Fatima Fertilizer**



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# Acronyms

CEO	Chief Executive Officer
CO2	Carbon Dioxide
ESG	Environmental, Social, and Governance
GDP	Gross Domestic Product
GHG	Greenhouse Gases
HR	Human Resources
ICT	Information Communication Technology
IEC	International Electrotechnical Commission
IFA	International Fertilizer Association
IMP	Impact Management Project
IRIS+	Impact Reporting and Investment Standards
ISO	International Organization for Standardization
SDG	Sustainable Development Goals
SMMH	Safe Million Man Hours
UN	United Nations
UNDP	United Nations Development Programme
UNDP SFH	United Nations Development Programme Sustainable Finance Hub

## Message by Fatima Fertilizer

### Arif Habib

Chairman  
Fatima Fertilizer



At Fatima Group, sustainability is more than a commitment—it is the essence of our corporate ethos, reflecting both our deep sense of responsibility and our vision for lasting progress. It is with great pride that we announce Fatima Fertilizer as the first Pakistani company to adopt the United Nations Development Programme’s (UNDP) SDG Impact Framework. This milestone speaks to our unwavering dedication to embedding sustainable principles across our operations and creating positive ripple effects throughout the communities we serve.

The challenges we face today, from food insecurity to climate change, demand purposeful leadership and collective action. As a key player in the fertilizer sector, we recognize that our influence extends beyond agricultural solutions; it touches lives, sustains ecosystems, and nurtures growth at every level of society. Our collaboration with UNDP, and the comprehensive SDG impact assessment it has led, reinforces our alignment with critical global priorities, including responsible consumption, proactive climate action, gender equality, and community well-being.

This partnership not only provides us with a structured pathway to deepen our impact but also compels us to elevate our aspirations and actions. We see it as a call to inspire and collaborate with others, creating synergies that foster innovation and resilience. Our journey in sustainability is guided by empathy for our planet and the people whose lives depend on its health and resources.

Looking ahead, our mission is clear: to advance a future where agriculture serves as a beacon of human prosperity and environmental sustainability. With the dedication of our people, the strength of our partnerships, and the invaluable guidance of UNDP, we are committed to translating the aspirations of the SDGs into meaningful and enduring change. We believe that together, we can craft a more inclusive, equitable, and sustainable world for generations to come.

## Message by Fatima Fertilizer

### Fawad Ahmed Mukhtar

Chief Executive Officer  
Fatima Fertilizer



The Sustainable Development Goals (SDGs) represent a transformative agenda for the world, offering a roadmap for a more equitable, sustainable, and prosperous future. As the world faces unprecedented global climate challenges, we are reminded that our safe future depends on our collective actions to eliminate hunger, promote responsible consumption and production, and create gender equality.

As the CEO of Fatima Fertilizer, I am deeply committed to aligning our business strategies with these global goals. Our industry plays a pivotal role in advancing sustainable agriculture, which is fundamental to achieving UN SDGs. We recognize that our actions today will shape the world of tomorrow, and we are determined to be pioneers of change in the country.

Fatima Fertilizer's vision is anchored in the belief that sustainable business practices are integral for business growth and wellbeing of our communities. We are dedicated to innovating and evolving our business operations to meet the ever-changing needs of farmers. Our focus areas closely align with several SDGs, including zero hunger, responsible consumption and production, climate action, and gender equality which will help in reducing environmental risks and social challenges. We will continue to foster partnerships, drive innovation, and lead by example in implementing sustainable business practices to create a positive impact to generate economic growth that goes hand in hand with social equity, as well as an enabler contributing towards this noble cause.

Together, Fatima Fertilizer and UNDP can turn the ambitious vision of the SDGs into reality. Though the path ahead is challenging, it is equally crucial to make the world safe and sustainable for future generations and leave a lasting, positive impact. Let us embrace this journey with optimism, and determination to build a better world for all.

## Message by UNDP Pakistan

### Dr. Samuel Rizk

Resident Representative  
UNDP Pakistan



As we navigate the complicated social, economic, and environmental terrain that impedes human development and economic growth, we recognize the indispensable role that the private sector plays in advancing the Sustainable Development Goals (SDGs). As the engine of economic growth, the private sector is now shouldering increasing responsibility to incorporate and advance the sustainability agenda across all productive sectors and domains. By aligning business strategies and operations with the SDGs, companies can form innovative, catalytic, at-scale partnerships with government and development actors, and in doing so, lead a transformative human development agenda while ensuring that no one is left behind.

Companies can reduce their carbon footprint, improve economic resilience, and build trust with stakeholders by integrating sustainability measures into their core operations. A commitment to responsible business conduct is essential in today's marketplace, where consumers increasingly favour companies that prioritize sustainability and ethics. We are encouraged by the recent issuance of environmental, social, and governance (ESG) guidelines by the Securities and Exchange Commission of Pakistan (SECP), which mandates over 400 listed companies in the country to design their sustainability journey and start reporting on general sustainability indicators.

Along these principals, the United Nations Development Programme (UNDP) is proud to support the private sector in contributing towards Pakistan's commitment to Agenda 2030. UNDP's online tool "SDG Impact Lab" offers a structured pathway to private sector companies to develop their SDG profile, evaluate their sustainability footprint, design a customized Sustainability Framework through targeted sustainability indicators, and measure change. Ultimately, this will enable companies to fully adhere to SECP guidelines, as well as to global sustainability and ESG benchmarks.

UNDP is proud to support Fatima Fertilizer as the first company in Pakistan to adopt the SDG Impact Framework, aligning the company's sustainability initiatives with relevant SDG targets. Through this process, Fatima Fertilizer has demonstrated that when businesses embrace sustainability, profitability transcends financial gain, aiming for social transformation, equity and prosperity. I commend Fatima Fertilizer's SDG-aligned sustainability standards, showing by example that the private sector can do well and do good at the same time.

Section 1

# Introduction



# Introduction

The United Nations Development Programme (UNDP) stands at the forefront of empowering businesses on their sustainability journeys, offering bespoke guidance, essential resources, and groundbreaking solutions. Through dynamic partnerships, UNDP enables companies to seamlessly weave sustainable practices

into their operations, tackling challenges from carbon footprint reduction to enhancing social responsibility. In this transformative context, UNDP has partnered with Fatima Fertilizer in developing an SDG Impact Framework mapping its SDG impact using the “Business Call to Action Impact Lab” tool.

## I. Business Call to Action Impact Lab

The Business Call to Action Impact Lab is a leading platform for businesses to rigorously measure and manage their impact and contribution towards the SDGs. The Lab guides businesses using four modules: defining an SDG aligned theory of change, designing an impact framework, collecting data, and managing and communicating impact on the SDGs.

The following figure shows the key features of the Impact Lab.

### Module 1: Strategize and Plan

In this module, the business begins by defining its impact goals and linking them to the relevant Sustainable Development Goals (SDGs) and specific SDG targets.

Next, the business is guided on developing an Impact Value Chain, starting with identifying the problems and opportunities it aims to address. Following this, the business defines the inputs and activities it undertakes to solve these problems and maximize these opportunities, leading to the immediate results or outputs expected from these inputs. Finally, the business outlines the outcomes it directly or indirectly contributes to in the medium to long term.

### Module 2: Measuring Impact

In this module, the business is guided on how to identify indicators that help measure outputs and outcomes linked to the SDGs as described in business entity’s Impact Value Chain.

Figure 1: Key features of Business Call to Action Impact Lab



Source: Business Call to Action, Impact Measurement and Management

Once the relevant indicators are selected, the business can specify sources of existing data and identify where new or additional data needs to be collected. The business can also add baseline data and set targets for each indicator. This process forms the business's SDG impact management framework.

### Module 3: Managing Impact

In the third module, the entity creates a Data Collection Plan that helps the business track its selected set of indicators that meet its specific impact management goals. A Data Collection Plan consists of 4 steps:

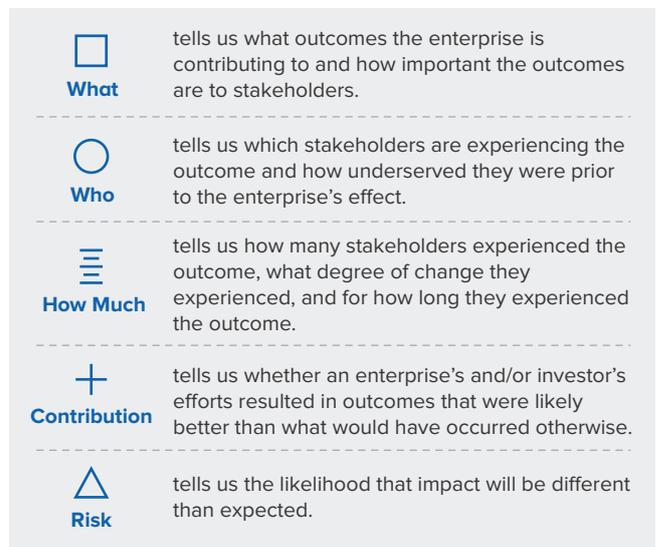
- Articulating a purpose and defining goals for collecting and monitoring data
- Defining decision-making areas for which enterprise needs to gather evidence
- Selecting indicators for which enterprise needs to collect new or additional data
- Reviewing resources and methods that enterprise can use to collect data

### Module 4: Standardizing Impact

In this module, the business entity's impact is standardized based on IMP Classification. Since 2016, the IMP has convened a Practitioner Community of over 2,000 enterprises and investors to build global consensus on how UNDP talks about, measuring and managing an entity's ESG risks and positive impacts. This consensus (or "norms") provides a common logic to help enterprises and investors understand their impact on people and the planet, so that they can reduce the negative and increase the positive.

The IMP reached consensus that impact can be measured across five dimensions. The following figure describes these five dimensions of impact.

**Figure 2: The five dimensions of impact**



Source: A shared logic for managing impacts on people and planet

The Business Call to Action Impact Lab integrates the IMP's shared logic to help companies plan for impact measurement and management, starting with assessing their outcomes across the five dimensions described above. Additionally, the Impact Lab guides enterprises in classifying their effects into categories A, B, or C. An enterprise's performance across these five dimensions (and the related data categories) can be aggregated and classified into A, B, or C, similar to how enterprises' intentions are classified. This additional layer of analysis is especially useful for enterprises that generate multiple impacts, as it provides macro-level insights into the nature and types of impacts they produce.

## ii. Benefits of Impact Measurement and Management

Impact measurement and management has many benefits for an organization ranging from a better understanding of the risks and opportunities to building

organizational and brand equity. The following figure shows benefits of impact measurement and management for businesses.

**Figure 3: Benefits of impact measurement and management for businesses**



Source: UNDP Impact Lab

### iii. Piloting the Initiative with Fatima Fertilizer

In Pakistan, the agriculture sector of Pakistan contributes 24 percent to GDP and provides employment to more than 89 million (37.4 percent) of the total population. The sector's growth in 2023-2024 was recorded at 6.25 percent. Balanced use of fertilizers contributes 30 – 50 percent in increasing crop yields<sup>1</sup> in different ecological zones.

Fatima Fertilizer being the leader in specialized fertilizer manufacturing, produces high value phosphoric and nitrogenous fertilizers including Nitro-Phos, Calcium Ammonium Nitrate, and Urea at three of its manufacturing units located at Agri-strategic locations across Pakistan, while holding around 29 percent market share. Specialized products of Fatima Fertilizer are the preferred choice for Pakistani farmers as the combined use of these at critical growth stages of the crop enhances the crop yield by 10 percent and more.

Taking care of the impact on environment is ingrained in Fatima Fertilizer's strategic vision along with ensuring international standards of Health, Safety, and Environment certified by international agencies including:

- IFA's Protect and Sustain stewardship certification and holds excellence certification status and industry champion award.
- DuPont Process Safety Management Excellence Level (4).
- ISO 9001: Quality Management System.
- ISO 14001: Environment Management System.
- ISO 45001: Health & Safety Management System.
- ISO/IEC 17025: Laboratory Management System.
- ISO-29993: Training Management System and Green Office.

Fatima Fertilizer employs more than 2,500 industry experts across its three manufacturing units, marketing division and other support functions. Marketing division of Fatima Fertilizer is ensuring availability of its high-value products through an extensive registered dealer network across Pakistan. The company also ensures timely availability of products through a robust



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1. Economic Survey of Pakistan, 2023-2024.

distribution warehousing system in order to cater immediate requirements of dealers and farmers. To implement 4R's (Right place, Right price, Right source and Right time) nutrient stewardship program Fatima Fertilizer provides free-of-cost Soil and Water testing facilities to farmers through Pakistan's first internationally accredited lab enabling the farmers to use site-specific balanced quantities of fertilizers to

enhance crop productivity. Currently, Fatima Fertilizer is serving more than 10 million acres of farmland catering to more than 1.7 million farmers (the average landholding in Pakistan is 6 acres per farmer) throughout Pakistan. From an economic perspective, high-value products of Fatima Fertilizers contribute around PKR 1,000 billion towards the livelihood of the farmers and the country's GDP.



Section 2

**Assessing Readiness  
of Fatima Fertilizer**



# Assessing Readiness of Fatima Fertilizer

Fatima Fertilizer demonstrates a commendable level of readiness for sustainability assessment, underscored by its proactive approach to identifying key environmental impacts and opportunities for improvement. With the technical assistance of UNDP, comprehensive sustainability targets have been developed, incorporating best practices in resource management, emissions reduction, and waste minimization. Furthermore, a timeline has been set against each target for Fatima Fertilizer to conduct an internal audit to regularly monitor compliance with corporate sustainability goals, ensuring that the company is not only prepared for assessment but is also positioned to implement meaningful changes.

Additionally, Fatima Fertilizer has invested in training

and awareness programs for its employees, fostering a culture of sustainability throughout all levels of the organization. This commitment to employee training and education ensures that staff members are well-informed about sustainable practices and their importance in daily operations.

Collaborative partnerships with external stakeholders, including farmers and environmental organizations, have also been cultivated, providing valuable insights and reinforcing the company's dedication to transparent and effective sustainability practices. This strong foundation reflects a readiness to engage in a thorough sustainability assessment, paving the way for continued growth and improvement in environmental stewardship.





Section 3

**Planning for  
Fatima Fertilizer's  
Business Impact**



# Planning for Fatima Fertilizer's Business Impact

As a part of Module 1, Fatima Fertilizer first defines its impact goals and links them with the relevant SDG targets followed by development of an Impact Value Chain. Impact Value Chain is a visual representation of the problems and opportunities that Fatima Fertilizer intends to address. In the value chain, Fatima Fertilizer

then defines the inputs and activities that it is undertaking to solve these problems and maximize these opportunities, followed by the immediate results or outputs that it expects from the identified inputs. Finally, Fatima Fertilizer defines the outcomes that the business directly or indirectly contributes to in the mid to long term.

## i. Setting the Business Impact Goals

Guided by UNDP's Technical Assistance, Fatima Fertilizer's Senior Management has agreed on fulfilling

eight impact goals:

1. Contributing to national food security by increasing 10 percent crop yield as well as increasing farmer's return on investment along with policy advocacy to create an enabling environment.



2. Prioritizing women's contribution, employee skill-based value-added trainings and wellbeing at the organization by:
  - a) Increasing gender diversity, reducing gender pay gap and adopting a zero-tolerance policy for harassment at workplace.
  - b) Skill training in various functional aspects and at various leadership levels.
  - c) Promoting emotional, mental, and physical wellbeing through various programs.



3. Women empowerment through capacity building to start women owned processed food business in order to reduce post-harvest losses under the Sarsabz Tabeer program.



4. In-house manufacturing of plant parts thus reducing time to import, ensuring operational efficiency and business continuity.



- Reducing Fossil Fuel Consumption (Energy Index) through innovative operational excellence and by partially substituting with Renewable Solar Energy Solutions consequently reducing Greenhouse Gas (GHG) emissions from the three fertilizer plants. Simultaneously reducing the carbon footprint by tree plantation drives across the sites as well as reducing the use of paper across the organization.



- Increased adoption of ICT tools such as Sarsabz App and Fasal Pay. (Sarsabz App provides real time information to farmers on judicious use (4R crop nutrient stewardship) of high value crop inputs and resources as per crop's critical growth stages moreover weather alerts, site and crop specific best management practices in order to enhance crop productivity. Fasal Pay provides input lending to farmers).



- Reducing plant effluent and solid waste through efficient plant operations (control, recycle, reuse) and consequently (a) reducing freshwater intake, (b) recycling waste (inorganic and organic waste), and (c) responsibly disposing waste materials as per local waste management law.



- Providing safe and secure working environment across the organization by following Health, Safety and Environment (HSE) protocols and enhancing organizational productivity through introduction of digital monitoring.



## ii. Creating an Impact Value Chain

The Impact Value Chain is a visual map of how an organization's strategy and operations contribute to its business value and the SDGs. The Impact Value Chain allows the organization to holistically understand the effects of its inclusive business activities on different groups and the environment and therefore allowing the

organization to set holistic goals and create a strategy for effective impact. The Impact Value Chain (Figure 4) shows problems that Fatima Fertilizer faces, identifies the input activities to be undertaken to address the problems, set outputs and outcomes targets with impact on SDGs.

## Impact Value Chain





Section 4

**Impact Measurement  
and Management by  
Fatima Fertilizer's SDG  
Impact Framework**



# Impact Measurement and Management by Fatima Fertilizer's SDG Impact Framework

As a part of the second module, Fatima Fertilizer was assisted by UNDP to identify indicators that help measure outputs and outcomes linked to the SDGs as described in Fertilizer's Impact Value Chain. In the third module, having selected the relevant indicators, Fatima Fertilizer specified the sources of existing data and

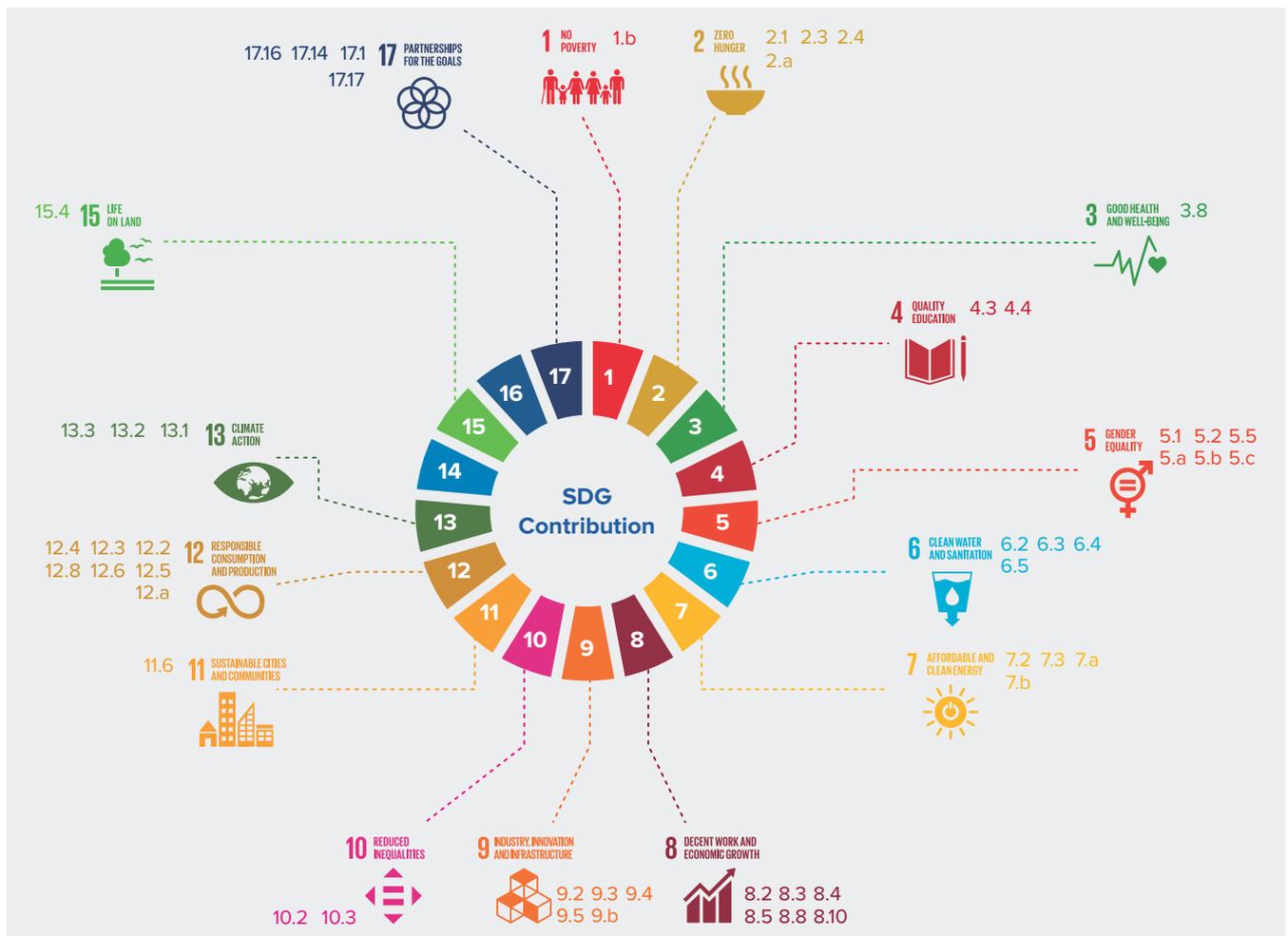
marked where new or additional data needs to be collected. Fatima Fertilizer was already at a stage where it was collecting baseline data on the indicators and consequently was able to set targets against each indicator. This became Fatima Fertilizer's SDG Impact Framework.

## i. SDGs Impact

Figure 5 shows a snapshot of identified SDGs targets as part of its SDG Impact Framework followed by a detailed SDGs targets and indicators impacted by Fatima Fertilizer's Business Model. In a nutshell, the company's business model has an impact on 15 SDGs and 49 targets

with SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure) and SDG 12 (Responsible Consumption and Production) being impacted the most.

**Figure 5: Snapshot of SDGs Contribution by Fatima Fertilizer's Business Model**



# Targeted SDGs for Impact

As a result of comprehensive mapping of Fatima Fertilizer's business model on SDGs, the following figure shows a snapshot of SDGs that are targeted by the

business. Following is the comprehensive list of SDGs and their further indicators that the business aims to impact through its impact value chain.

## 1 NO POVERTY



1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.

## 3 GOOD HEALTH AND WELL-BEING



3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

## 4 QUALITY EDUCATION



4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

## 5 GENDER EQUALITY



5.1 End all forms of discrimination against all women and girls everywhere.

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

## 2 ZERO HUNGER



2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

2.2 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

2.3 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries.

## 5 GENDER EQUALITY



5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

## 7 AFFORDABLE AND CLEAN ENERGY



7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.

7.3 By 2030, double the global rate of improvement in energy efficiency.

7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.

7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support.

## 6 CLEAN WATER AND SANITATION



6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.

## 8 DECENT WORK AND ECONOMIC GROWTH



8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.

8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.



8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.



10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.



11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.



9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.



12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**



international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

**15 LIFE ON LAND**



15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development.

**13 CLIMATE ACTION**



13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

13.2 Integrate climate change measures into national policies, strategies and planning.

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

**17 PARTNERSHIPS FOR THE GOALS**



17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

17.14 Enhance policy coherence for sustainable development.

17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## ii. Sustainability Indicators for Impact

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Once a comprehensive mapping of SDG Targets was completed, from a selection of SDGs, international sustainability and tailored indicators, targets were set to be achieved in a medium to long term time frame. **Out of the 29 indicators 15 indicators have a time frame of short-term implementation (11 indicators target by 2025 and by 2026), 7 indicators have a medium-term time frame (by 2027) and 3 indicators have a long-term time frame (by 2030) for implementation.**

The following areas and respective indicators were selected by Fatima Fertilizer to work on as a part of its commitment to sustainability.

### Energy

Fatima Fertilizer has made significant advances in energy management and sustainability. The company aims to substantially increase the share of renewable energy in its total consumption over the coming years, demonstrating a long-term commitment to clean energy adoption. This initiative aligns with their ongoing efforts to reduce greenhouse gas emissions, which have already resulted in a notable decrease in CO<sub>2</sub> emissions per metric ton of production. The company will work on the following international and custom sustainability indicators:

1. Increase in the renewable energy share in the total final energy consumption by 2027. (SDG Indicators)
2. Reduction in natural gas consumption per ton of product by 2027. (Custom Indicator)
3. Reduction in Green House Gas Emissions by the company by 2027. (UNDP SFH)

### Waste and Water use Reduction

The company has set ambitious targets for waste reduction and water conservation to be achieved from 2025 to 2027. Plant teams are implementing prescribed procedures to work towards these goals. Fatima Fertilizer has also focused on reducing freshwater withdrawal, maintaining sustainable water levels to minimize environmental impact. In a notable achievement, a significant amount of waste was successfully recycled, showcasing the company's commitment to responsible waste management. The company will target the following international sustainability indicators to achieve its goals:

1. Amount of waste reduction achieved by 2025.

(UNDP SFH)

2. Percentage decrease in freshwater withdrawal by 2025. (SDG Indicators)
3. Amount of waste reduced by the organization during the reporting period through programs for substitution, recycling, or recovery by 2027. (IRIS+)

### Paper use and Tree Plantation

Fatima Fertilizer is taking significant steps to reduce paper consumption and increase green cover. A paperless digitization initiative aims to reduce paper usage by 15 percent, enhancing the company's positive environmental impact. Complementing this effort, the company has conducted extensive tree plantation drives across all plant sites, resulting in the planting of 9,645 trees. This initiative not only contributes to decarbonization efforts but also reinforces the company's commitment to sustainability. The company will target the following international and custom sustainability indicators to achieve its goals:

1. Number of trees planted by the organization during the reporting period by 2025. (Custom Indicator)
2. Describes the system used by a facility or service for record keeping, including whether it is paper-based or electronic, as of the end of the reporting period by 2026. (IRIS+)

### Employee Health and Safety

The company places a strong emphasis on employee well-being and safety. In 2023, Fatima Fertilizer achieved an impressive 8.8 million injury-free man hours. The company's commitment to safety extends beyond its premises, with 15.8 million safe mileage recorded for company employees and 28.6 million safe mileage for carriage contractors. A notable achievement in this area is the Guinness World Record for surpassing 60 million safe man hours, underscoring the company's dedication to maintaining the highest safety standards across all operations. Employee wellness is also a priority, with various wellness sessions held during the year to support mental and physical health. The company will target the following international and custom sustainability indicators to achieve its goals:

1. Safe Million Man Hours (SMMH) by 2025. (Custom Indicator)



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2. Organization recordable injuries by 2025. (Custom Indicator)
3. Safe Mileage from contractor by 2025. (Custom Indicator)
4. Number of wellness session per annum by 2025 (Custom Indicator)
5. HSE Safety Man-hours by 2030. (Custom Indicator)
6. Safe Mileage of employees by 2030. (Custom Indicator)

### Empowering Farmers

Fatima Fertilizer has implemented several initiatives to support and empower farmers. The company's efforts have resulted in a 10 percent increase in crop yields, while serving more than 10 million acres of farmland catering to more than 1.7 million farmers (the average landholding in Pakistan is 6 acres per farmer) throughout Pakistan. From an economic perspective, high-value products of Fatima Fertilizers contribute around PKR 1,000 billion towards the livelihood of the farmers and the country's GDP.

This success was achieved by training farmers across Pakistan through best farming practices led by the company's technical team. To further support farmers, Fatima Fertilizer launched the Sarsabz Pakistan App, a crop advisory and management platform. This application provides access to best cropping practices, nearby dealers, market rates, and the latest agricultural news. Currently, a substantial number of users benefit from this platform, with the company aiming to increase

mobile subscribers by four times till 2030.

The company has also introduced FasalPay, a tech-enabled Agri-fintech startup that aims to enhance farmers' profitability by providing affordable credit and agricultural services. This initiative connects farmers with banks and agribusinesses to maximize crop yields and profitability through aggregation and end-to-end engagement.

Through these comprehensive initiatives, Fatima Fertilizer demonstrates its commitment to sustainable practices, employee well-being, gender equality, and farmer empowerment, positioning itself as a leader in corporate sustainability and social responsibility. The company will target the following international and custom sustainability indicators to achieve its goals:

1. Total agricultural yield of farmer client of the organization during the reporting period by 2027. (IRIS+)
2. Increasing access to better, stable pricing of agricultural products, increasing access to and use of quality agricultural inputs, increasing access to agricultural training and information and increasing farm profitability by 2027. (IRIS+)
3. Number of low-income individuals experiencing better agricultural yields by 2027. (UNDP SFH)
4. Number of subscribers of the mobile app for weather alerts, advisory messages and guidance by 2030. (Custom Indicator)
5. Number of women trained in revenue generating

activities by using post-harvest produce by 2030. (Custom Indicator)

### Gender Inclusion and Leadership Development

Fatima Fertilizer has demonstrated a strong commitment to gender equality and inclusive leadership. The company ensures equal pay for similar roles across genders, aligning with the UN's Sustainable Development Goals. In 2023, Fatima Group also began its focused work on Diversity, Equity, and Inclusion (DE&I), with gender being a critical component. Multiple initiatives were introduced to create a more inclusive and supportive work environment.

Additionally, as part of its leadership development efforts, the company conducted multiple skill-building workshops in collaboration with local and international trainers to foster inclusive leadership. In the same year, numerous employees benefited from comprehensive training and development programs, supported by a substantial financial investment that underscores the company's dedication to employee development. This commitment is set to continue through 2026, reflecting Fatima Fertilizer's long-term vision for nurturing talent and promoting gender equality within the organization.

The company will target the following international

sustainability indicators to achieve its goals:

1. Number of employees who are female and who were promoted within the organization during the reporting period by 2025. (IRIS+)
2. Overall, Gender Pay Gap by 2025. (UNDP AfTB)
3. Gender Pay Gap in Management Positions by 2025. (UNDP AfTB)
4. Gender Pay Gap in Positions/Occupations other than Those of Management by 2025. (UNDP AfTB)
5. Value of wages (including bonuses, excluding benefits) paid to all female full-time employees of the organization during the reporting period by 2026. (IRIS+)
6. Total investment in training by 2026 in USD. (UNDP SFH)
7. Number of employees (full-time, part-time, or temporary) who were trained through programs provided by the organization (both internally and externally) during the reporting period by 2026. (IRIS+)



Section 5

**Describing the  
Standardized Impact**



# Describing the Standardized Impact

In the fourth module, Fatima Fertilizer's impact is standardized based on IMP Classification. The standardized norms: WHAT, WHO, HOW MUCH, CONTRIBUTION and RISK provide a common logic to help enterprises and investors understand their impacts

on people and the planet, so that they can reduce the negative and increase the positive impact. Fatima Fertilizer's standardized impact of their sustainability goals is as under:

## Goal 1: Contributing to national food security by increasing 10% crop yield as well as increasing farmer's return on investment along with policy advocacy to create an enabling environment.

### □ What

What is the importance of your goal to your stakeholders?



### ○ Who

How underserved are your stakeholders in relation to the SDGs?



### + Contribution

How does the impact compare to what is likely to occur anyway?

Because of our efforts, our stakeholders' access to SDGs is:



### ≡ How Much

How significant is the impact that occurs in the time period?

Scale: Did the outcomes happen at scale?



Duration: Do the outcomes last for a long time?



Depth: Is your organization a deep driver of the outcome for these stakeholders?



### △ Risk

What is the risk that the impact is not achieved due to external or internal factors?



## Goal 2: Prioritizing women's contribution, employee skill-based value-added trainings and wellbeing at the organization by a) increasing gender diversity, reducing gender pay gap and adopting a zero-tolerance policy for harassment at work place. b) skill training in various functional aspects and at various leadership levels. c) promoting emotional, mental and physical wellbeing through various programs.

### □ What

What is the importance of your goal to your stakeholders?



### ○ Who

How underserved are your stakeholders in relation to the SDGs?



### + Contribution

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### △ Risk

What is the risk that the impact is not achieved due to external or internal factors?



**Goal 3: Women empowerment through capacity building to start women owned processed food business in order to reduce post-harvest losses under the Sarsabz Tabeer program.**

**What**

*What is the importance of your goal to your stakeholders?*



**Who**

*How underserved are your stakeholders in relation to the SDGs?*



**+ Contribution**

*How does the impact compare to what is likely to occur anyway?*

Because of our efforts, our stakeholders' access to SDGs is:



**How Much**

*How significant is the impact that occurs in the time period?*

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**△ Risk**

*What is the risk that the impact is not achieved due to external or internal factors?*



**Goal 4: In-house manufacturing of plant parts thus reducing time to import, ensuring operational efficiency and business continuity.**

**What**

*What is the importance of your goal to your stakeholders?*



**Who**

*How underserved are your stakeholders in relation to the SDGs?*



**+ Contribution**

*How does the impact compare to what is likely to occur anyway?*

Because of our efforts, our stakeholders' access to SDGs is:



**How Much**

*How significant is the impact that occurs in the time period?*

Scale: Did the outcomes happen at scale?



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Depth: Is your organization a deep driver of the outcome for these stakeholders?



**△ Risk**

*What is the risk that the impact is not achieved due to external or internal factors?*



**Goal 5: Reducing Fossil Fuel Consumption (Energy Index) through innovative operational excellence and by partially substituting with Renewable Solar Energy Solutions consequently reducing Green House Gas (GHG) emissions from the three fertilizer plants. Simultaneously reducing the carbon footprint by tree plantation drives across the sites as well as reducing the use of paper across the organization.**

**□ What**

*What is the importance of your goal to your stakeholders?*



**○ Who**

*How underserved are your stakeholders in relation to the SDGs?*



**+ Contribution**

*How does the impact compare to what is likely to occur anyway?*

Because of our efforts, our stakeholders' access to SDGs is:



**≡ How Much**

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Scale: Did the outcomes happen at scale?



Duration: Do the outcomes last for a long time?



Depth: Is your organization a deep driver of the outcome for these stakeholders?



**△ Risk**

*What is the risk that the impact is not achieved due to external or internal factors?*

Risk



**Goal 6: Increased adoption of ICT tools such as Sarsabz App and Fasal Pay. (Sarsabz App provides real time information to farmers on judicious use (4R crop nutrient stewardship) of high value crop inputs and resources as per crop's critical growth stages moreover weather alerts, site and crop specific best management practices in order to enhance crop productivity. Fasal Pay provides input lending to farmers).**

**□ What**

*What is the importance of your goal to your stakeholders?*



**○ Who**

*How underserved are your stakeholders in relation to the SDGs?*



**+ Contribution**

*How does the impact compare to what is likely to occur anyway?*

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**≡ How Much**

*How significant is the impact that occurs in the time period?*

Scale: Did the outcomes happen at scale?



Duration: Do the outcomes last for a long time?



Depth: Is your organization a deep driver of the outcome for these stakeholders?



**△ Risk**

*What is the risk that the impact is not achieved due to external or internal factors?*

Risk



**Goal 7: Reducing plant effluent and solid waste through efficient plant operations (control, recycle, reuse) and consequently (a) reducing freshwater intake, (b) recycling waste (inorganic and organic waste), and (c) responsibly disposing waste materials as per local waste management law.**



**□ What**

*What is the importance of your goal to your stakeholders?*



**○ Who**

*How underserved are your stakeholders in relation to the SDGs?*



**+ Contribution**

*How does the impact compare to what is likely to occur anyway?*

Because of our efforts, our stakeholders' access to SDGs is:



**≡ How Much**

*How significant is the impact that occurs in the time period?*

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Duration: Do the outcomes last for a long time?



Depth: Is your organization a deep driver of the outcome for these stakeholders?



**△ Risk**

*What is the risk that the impact is not achieved due to external or internal factors?*

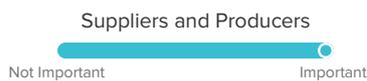


**Goal 8: Providing safe and secure working environment across the organization by following Health, Safety and Environment (HSE) protocols and enhancing organizational productivity through introduction of digital monitoring.**



**□ What**

*What is the importance of your goal to your stakeholders?*



**○ Who**

*How underserved are your stakeholders in relation to the SDGs?*



**+ Contribution**

*How does the impact compare to what is likely to occur anyway?*

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**△ Risk**

*What is the risk that the impact is not achieved due to external or internal factors?*



Section 6

**Way Forward  
for Fatima Fertilizer**



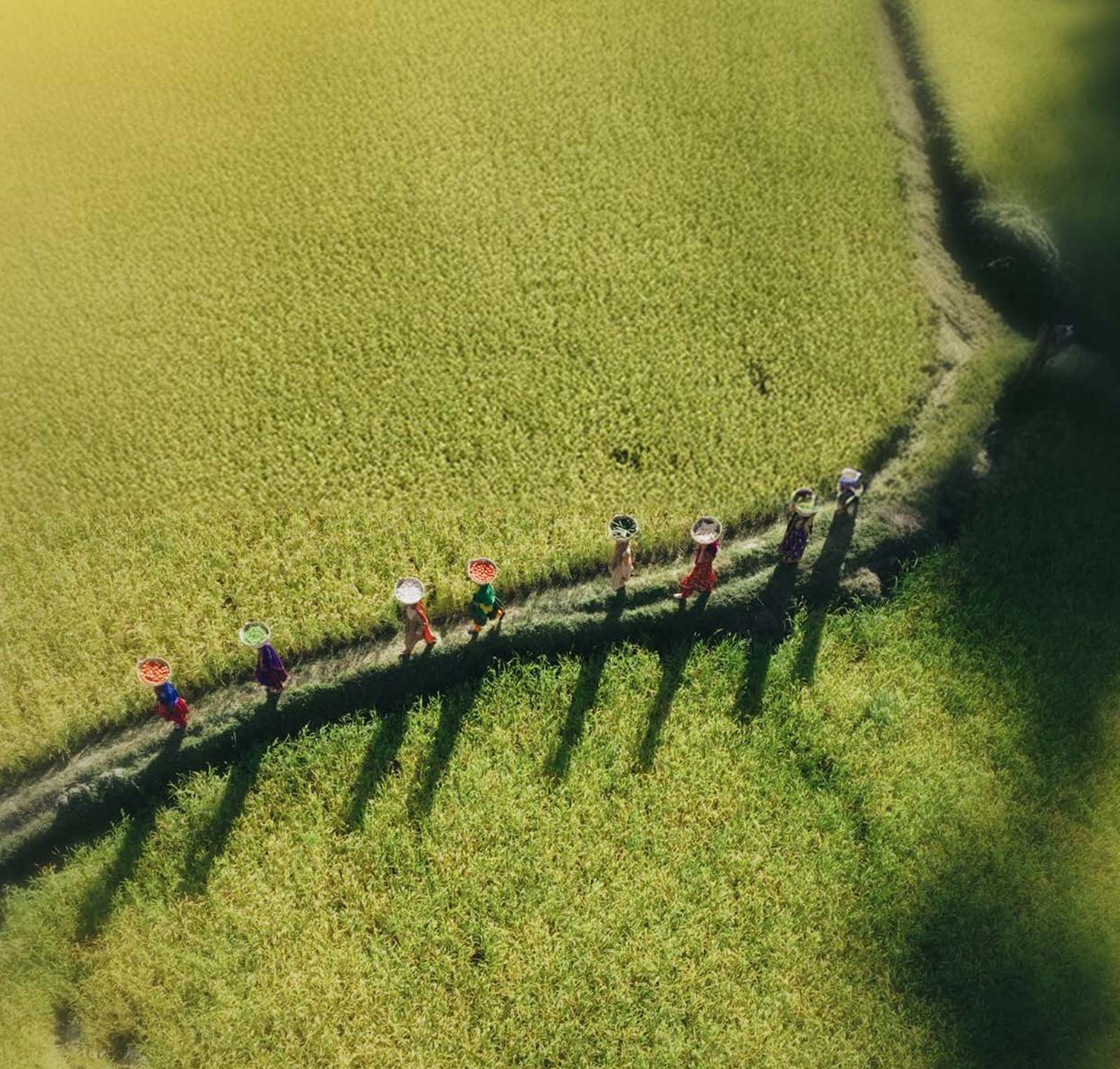
# Way Forward for Fatima Fertilizer

As a part of the sustainability planning and assessment, Fatima Fertilizer has acknowledged the urgent need for responsible stewardship of the planet's resources. As a leading fertilizer company, Fatima Fertilizer recognizes its role in the agricultural supply chain and the impact its operations have on the environment. Moving forward, the company is committed to enhancing its sustainability practices by reducing greenhouse gas emissions, improving energy efficiency, and minimizing waste throughout its production processes. The goal for Fatima Fertilizer is to not only meet regulatory requirements but to exceed them, setting new benchmarks for sustainability in the industry.

To achieve these objectives, Fatima Fertilizer must invest in innovative technologies and practices that promote sustainable agriculture. This includes developing fertilizers with lower environmental footprints, exploring bio-based alternatives, and integrating precision agriculture techniques to optimize nutrient use efficiency. Collaborating with farmers, researchers, and

environmental organizations will be vital in fostering a holistic approach to sustainability that balances productivity with ecological integrity. Through these initiatives, Fatima Fertilizer will be able to support a transition to more sustainable farming practices while ensuring food security for a growing global population.

Furthermore, it is emphasized that transparency and accountability are essential to building trust with stakeholders in any industry thus Fatima Fertilizer's sustainability report will be a living document, updated annually to reflect their progress and challenges. Fatima Fertilizer will engage with employees, customers, and the communities it serves to gather feedback and foster a culture of sustainability across all levels of the organization. By committing to open dialogue and continuous improvement, Fatima Fertilizer aims to inspire collective action within the industry, driving systemic change that benefits both agriculture and the environment for generations to come.



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