

SEOUL VOLUNTARY LOCAL REVIEW 2025



An aerial night photograph of Seoul, South Korea, featuring a large illuminated bridge crossing a river, with the city skyline and a stadium visible in the background.

SEOUL
VOLUNTARY
LOCAL REVIEW
2025

Seoul's Voluntary Local Review 2025



Esteemed Citizens and Representatives of Global Cities,

It is with great honor that the Seoul Metropolitan Government presents the 2025 Voluntary Local Review (VLR), a report that assesses our progress in implementing the United Nations Sustainable Development Goals (UN SDGs) and shares both our achievements and remaining challenges. This publication marks a significant step in sharing Seoul's journey toward sustainable development transparently and building a solid foundation for cooperation with cities across the globe.


Sustainable development aims for a way of life in which humans and nature coexist in harmony, while utilizing resources efficiently within the boundaries set by nature. It represents a shift in values that prioritize better quality of life and well-being over mere economic growth.

Since the launch of the Citizens' Committee for Green Seoul in 1995, the Seoul Metropolitan Government has been laying the foundation for a sustainable city. After enacting the Framework Ordinance for Sustainable Development in 2009, and the Ordinance for the Establishment and Operation of the Committee in 2013, the city's policies are now guided by the Third Seoul Sustainable Development Strategy and Implementation Plan. Established in 2013, the Seoul Sustainable Development Committee has been playing a pivotal role across six terms, contributing to key efforts such as policy formulation and implementation, advancement of evaluation systems, and the expansion of civic participation.

The Seoul Metropolitan Government has developed its own set of goals in line with the UN SDGs, accompanied by detailed action plans—including strategies for achieving carbon neutrality in the post-pandemic era and enhancing the quality of life across all stages of citizens' lives. Going forward, Seoul will continue to drive meaningful changes by integrating smart city technologies, accelerating policy implementation to achieve carbon neutrality by 2050, and delivering outcomes that citizens can truly experience. In addition, Seoul will expand cooperation with local governments and global cities to become a global leader in sustainable development.

"Seoul moves beyond today, building a sustainable tomorrow with the world."

In solidarity with global cities and alongside our citizens, the Seoul Metropolitan Government will remain unwavering in its commitment to building a sustainable future. Thank you.

Mayor of Seoul Oh Se-hoon 

EXECUTIVE SUMMARY

Seoul's 3rd Sustainable Development Strategy and Implementation Plan lays out a long-term strategy to guide the city through 2045, beyond the 2030 horizon. It establishes key goals by integrating the common insights and perspectives of both citizens and experts and the main goals, action plans, tasks, and indicators are outlined in the Seoul's Key SDG Priorities section. Moreover, the plan reflects input from youth, older adults, persons with disabilities, and civil society, developed through a participatory, bottom-up process grounded in the principle of "Leaving No One Behind." Their active engagement underscores Seoul's commitment to inclusive and accountable governance.

Key SDGs and Efforts:

SDG 3: Good Health and Well-being

Ensuring healthy lives and promoting well-being for all citizens is a key goal for Seoul. Key efforts include strengthening mental health care to reduce the suicide rate to the OECD average level (11.2 per 100,000) by 2030 and expanding the number of registered and managed home-visit health service recipients among health-vulnerable groups to 115,000 by 2030.

SDG 4: Quality Education

Seoul aims to ensure inclusive, equitable, and high-quality education while promoting lifelong learning opportunities for everyone. Key efforts include raising the use of national and public daycare centers to 60% by 2030, increasing the number of Seoul Open City University participants to 40,000, and expanding Seoul Learn membership to 60,000 by the same year.

SDG 7: Affordable and Clean Energy

Seoul aims to ensure basic energy rights, increase the share of renewable energy, and boost energy efficiency. Key efforts include raising the energy voucher issuance rate to 99.6% of eligible households and expanding renewable energy capacity to 2,616 MW by 2030.

SDG 9: Industry, Innovation and Infrastructure

Seoul aims to expand environmentally friendly and useful infrastructure and promote inclusive, sustainable industrialization. Key efforts include strengthening support for technology-based startups and training 9,745 AI professionals by 2030.



SDG 10: Reduced Inequalities

Seoul is committed to reducing all forms of inequality. Key efforts include raising the human rights violation correction rate to 89% by 2030 and completing 12 (cumulative) surveys on the human rights conditions of socially disadvantaged groups by the same year.

SDG 11: Sustainable Cities and Communities

Seoul seeks to create a safe, inclusive city where everyone can live with peace of mind. Key efforts include increasing the total number of supported housing units to 1,150 by 2030, raising the public transport share to 67.3%, and cutting ultrafine dust levels to 13 $\mu\text{g}/\text{m}^3$ by the same year.

SDG 13: Climate Action

Seoul aims to become a carbon neutral city in response to the climate crisis. Key efforts include maintaining minimal human casualties from storm and flood disasters, cutting greenhouse gas emissions to 31.53 million tons CO₂ by 2030, and increasing climate fund spending to 127.62 million won by the same year.

SDG 16: Peace, Justice and Strong Institutions

Seoul aims to build transparent, inclusive institutions that support a just city. Key efforts include expanding citizen audits to 30 cases and increasing sustainable development education seminars to 24 (cumulative) by 2030.

Finally, the review also introduces the participatory planning and implementation monitoring system, while highlighting best practices led by Seoul's local districts.





SEOUL SDGs

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Introduction to Seoul: Past, Present, and Outlook for 2045

Before delving into Seoul's sustainability efforts, it is essential to understand the city's context and the major trends shaping its future. Seoul is both a city of natural beauty—home to Bukhansan National Park and the Han River—and a vibrant global megacity with a population of ten million. Sustaining this dynamic city is vital not only for Seoul's residents but also for South Korea's overall path toward sustainable development.

SEOUL

Districts



Area

605.2km²



Seoul in Motion: From Rapid Growth to a Long-Term Sustainable Future

During its period of rapid economic development, Seoul experienced significant growth in population, urban area, and economic scale. However, in the face of mounting challenges—the COVID-19 pandemic, a super-aging population, climate change, global economic instability, and supply chain disruptions—the city has begun to reflect deeply on its future. Amid these accelerating shifts, the city is shaping a long-term vision for 2045 that aligns with the global post-2030 development agenda. Seoul is working to strengthen its resilience and adaptability and take proactive steps toward a sustainable future in a changing world.

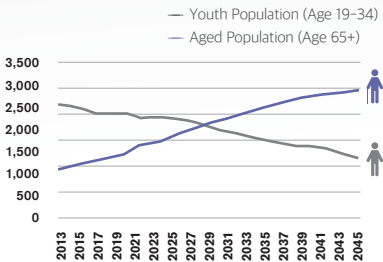


Seoul's 2045 Outlook

Population Decline



Seoul's population is expected to continue declining as low birthrates and an aging society continue to take hold. By 2045, projections estimate the population be approximately 8.44 million—a 10% decrease from current levels. By compiling data from Statistics Korea's 2045 future population projections and research by the Seoul Institute (Hwang In chang et al., 2024) on key economic indicators—GRDP, energy consumption, and air quality forecasts—it is possible to outline a BAU (Business-As-Usual) scenario for Seoul in 2045, assuming current trends remain unchanged.



GRDP Increase



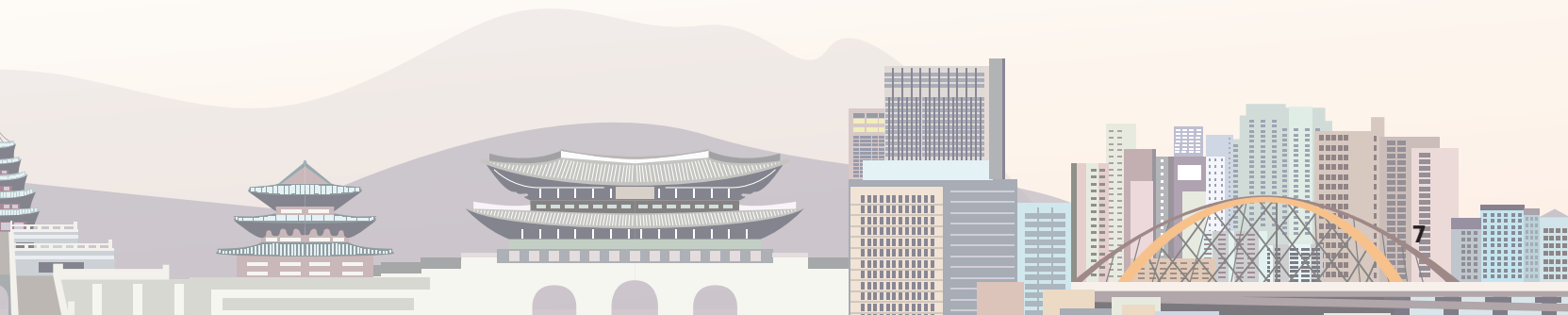
Seoul's GRDP is expected to grow overall, driven primarily by the service sector. By 2045, it is projected to reach approximately KRW 616.3 trillion—about 33% increase compared to current levels.



Carbon-Neutral Seoul



Efforts to achieve the 2050 carbon neutrality target are essential to cut greenhouse gas emissions and improve air quality. Based on the policy scenario outlined in Seoul's 2050 Carbon Neutrality Plan, established in 2023, the projected outlook for the city in 2045 is as follows. (Hwang et al. 2024). With the Carbon-Neutral Seoul scenario and related policy efforts in place, greenhouse gas emissions are projected to fall by about 80% to 8.2 million tons of CO₂ by 2045.



Seoul's Journey with the SDGs: Achievements and the Road Ahead

The City of Seoul began shaping its sustainable development agenda ahead of the respective SDG frameworks of the United Nations and the South Korean government. Since the year 2015, Seoul, the UN, and the South Korean government have influenced and developed the Sustainable Development Goals (SDGs) framework.



The UN began discussing green economy and sustainable development governance—Rio+20 Summit agenda

2013

Seoul laid the foundation for sustainable development by enacting related ordinance and establishing the Sustainable Development Commission (SDC).

The UN announced the 2030 SDGs

2015

Even before the UN's adoption of the SDGs, Seoul released its first Framework Ordinance on Sustainable Development, establishing 2030 targets and 30 key indicators.

In 2017, the city reinforced its legal framework by enacting the Framework Ordinance on Sustainable Development and introducing a Seoul-specific implementation plan. That same year, the Mayor and the SDC jointly presented *Seoul Sustainable Development Goals (SDGs) 2030: 17 Ways to Change Seoul*, reaffirming the city's commitment to sustainable development.



The Korean Sustainable Development Goals (K-SDGs) were finalized

● **2018**

Seoul continued advancing its commitment to the SDGs. Building on research by the Seoul Institute on SDG indicators and related projects—and incorporating input from citizens and city departments—Seoul launched the 2nd Plan. As part of this process, two public hearings were held to incorporate citizen input.

● **2020**

Also, the city gathered input from relevant departments and held online citizen roundtable conferences, hosted by the SDC, to capture a comprehensive range of perspectives. These efforts led to the announcement of the 2nd Seoul Master Plan and Implementation Plan for Sustainable Development.

The 4th K-SDGs were established

● **2021**

The Korean government enacted the Framework Act on Sustainable Development

● **2022**

In accordance with the enactment of the Framework Act on Sustainable Development, Seoul revised its 3rd Strategy and Implementation Plan. The city extended its planning horizon from 5 years to 20 years and amended Seoul's Framework Ordinance on Sustainable Development.

● **2025**

Seoul is preparing its 3rd Plan, with plans to announce it in June. This process continuously improves and develops SDGs.

Seoul's sustainable development efforts have been guided by the following key directions. First, Seoul's SDGs were designed with the principle of "leaving no one behind," ensuring broad participation in the planning process. Second, the city established a monitoring and evaluation system to track both implementation and outcomes, with evaluation results being made public regularly (see section 5). Third, the composition and operation of the SDC helped strengthen the professionalism of Seoul's policies and supported their promotion beyond the city. Furthermore, Seoul advances its policies through the establishment of a sustainable development and cooperation system with its autonomous districts.



2045 SEOUL SDGS





The 3rd Seoul Sustainable Development Strategy and Implementation Plan



2045 Seoul SDGs

1		Efforts to end poverty in all forms
2		Secure food safety and nutritional balance
3		Ensure everyone's healthy lives and promote welfare
4		Ensure inclusive, equitable, and quality education and provide lifelong learning opportunities for all
5		Create gender-equal social environment and improve capacity of women
6		Foster a resilient city through safe and sustainable urban water cycles
7		Ensure basic energy rights, increase share of renewable energy, and improve energy efficiency
8		Inclusive economic growth and expansion of decent jobs
9		Promote Innovation and sustainable industrialization
10		Efforts to reduce inequality in all forms
11		Create safe and inclusive city for all
12		Support sustainable consumption and production patterns in daily life
13		Create carbon-neutral city in response to climate crisis
14		Conserve Han River estuary ecosystem
15		Promote biodiversity through conservation and restoration of natural ecosystem within the city
16		Build transparent and inclusive institutions for a just Seoul
17		Strengthen exchange and cooperation with foreign cities as a global leader of sustainable development





Vision

Sustainable Seoul, Co-Creating Change

4 Strategies

**Healthy City
for All**

**Thriving City of
Economic Justice**

**Leading City in
Climate Action**

**Inclusive City
Built Together**

17 Goals

1



2



3



4



5



7



8



9



10



6



12



13



14



15



11



16



17



Tasks Seoul-specific 1-6 tasks per goal (59 in total)

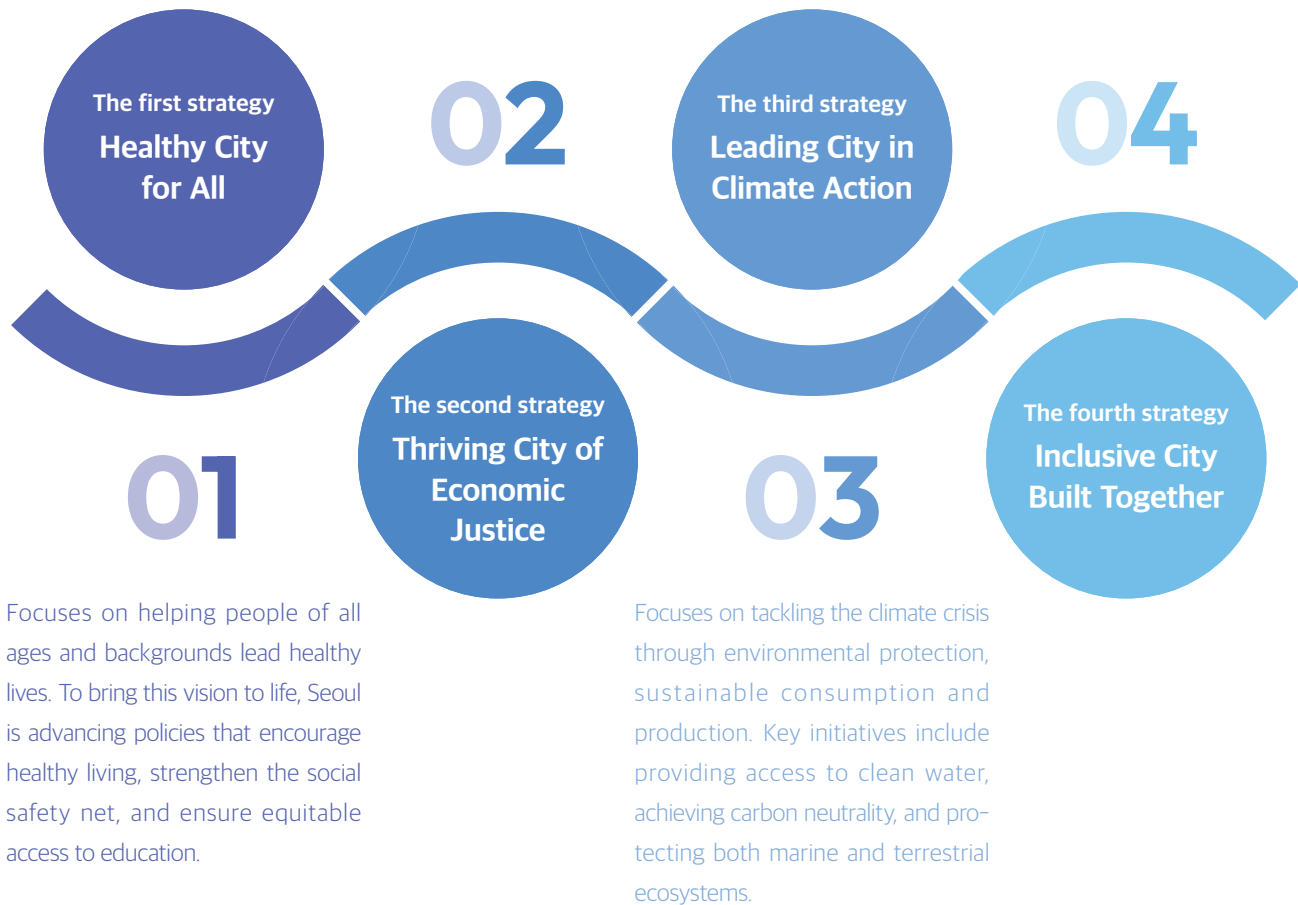
Projects Each task assigned 1-2 projects to be carried out by Seoul City departments (68 in total)

Indicators Performance indicators per project or outcome indicators from the impact of multiple projects (68 in total)

The strategy is designed to realize the vision of a “Sustainable Seoul, Co-Creating Change.” It comprises of four 4 strategies, 17 goals, and 59 tasks (detailed targets).

Aims to reduce economic inequality while driving sustainable growth. By expanding renewable energy, developing sustainable infrastructure, and creating decent jobs, Seoul seeks to build a fairer and more stable economic environment.

Aims to build an inclusive, sustainable society. Seoul is working to create an urban environment where everyone can live safely and free from discrimination, while also strengthening collaborative frameworks that support sustainable development.



For each of the 17 goals, Seoul will assign one to six tasks that reflect the city's unique needs and city departments will carry out 68 projects to put these goals into action. To track progress, Seoul uses 68 performance indicators, each tied to a specific project. Also, outcome indicators that reflect the performances achieved from several projects will be used to monitor results and keep momentum toward sustainable development.

Vision and major goals incorporate citizen and expert input

Seoul's 2045 Future Value Envisioned by Citizens

Citizen-priority Future Vision (Top 3 candidates)

"Sustainable Change, Seoul Built by All"

"Seoul, Where the Past, Present, and Future Co-Exist"

"Seoul, City Where Children Grow Up Happy"



Citizen-selected 2045 key priority goals



Preferred goals for future strategic projects



Youth-selected 2045 opportunity goals



The 3rd Strategy and Implementation Plan sets out a long-term strategy to guide Seoul's transformation beyond 2030. Built on the shared perspectives of citizens and experts, the plan outlines key priority goals.

204
Key Priority
Goals













Mapping Cross-Cutting Issues: Policies across All Life Stages and Climate Crisis

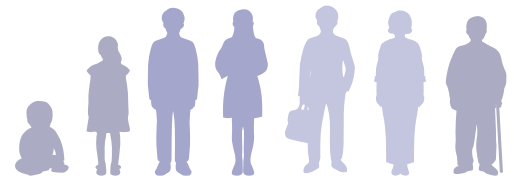
A simple listing of SDG numbers may not be sufficient to grasp the interconnected themes at a glance. Guided by its long-term vision through 2045, Seoul has identified key priorities including strengthening policies across all life stages, tackling emerging social challenges, and advancing carbon neutrality. In response to complex issues like aging, growing disparities, and the climate crisis, the city aims to design more effective policies and build a structured implementation framework for a sustainable city. With this long-term vision, Seoul aims to proactively shape its future and foster a sustainable city for generations to come.

While mapping out a sustainable life cycle for Seoul citizens, the city found a gap in education and support programs for middle-aged adults—unlike the more established programs for youth and older residents. In response, Seoul expanded its online education initiatives to include middle-aged adults as key beneficiaries.

Mapping out a sustainable life cycle for citizens

	1-1-1	Seoul Basic Livelihood Security Program
	1-1-2	Monitoring and management of Basic Livelihood dependents
	1-2-1	Operation of Seoul Financial Welfare Counseling Center
	1-3-1	Seoul Emergency Welfare Support Program
	1-4-1	Addressing safety blind spots and strengthening safety management for vulnerable groups
	2-1-1	Nutrition Plus Program for pregnant women and infants
	3-2-1	Monitoring and management of suicide rates
	3-6-1	Strengthening Seoul Public Healthcare
	4-2-1	Operation of Seoul Open City University
	4-2-2	Providing affordable learning opportunities (Seoul Learn)
	4-4-1	Support for adult literacy education
	5-1-1	Enactment of ordinances related to gender equality
	5-2-1	Training and promoting women leaders
	7-1-1	Energy voucher program
	8-4-1	Labor rights programs for migrants and persons with disabilities
	10-1-2	Raising awareness to eliminate discrimination against vulnerable groups
	11-1-1	(Housing welfare) Seoul supported housing
	11-2-1	Promotion of public transportation use
	11-4-1	Seoul free of PM2.5 through citizen collaboration
	16-4-1	Participatory Budgeting

OLD AGE		3-5-1
		11-1-1
MIDDLE AGE		4-2-2
		8-5-1
YOUTH		4-2-2
		8-3-1
		8-3-2
INFANT ADOLESCENCE		3-1-1
		4-1-1
		4-2-2



Community-based home-visit health service

(Housing welfare)
Seoul supported housing

Affordable learning opportunities
(Seoul Learn)

Senior vocational training

Affordable learning opportunities
(Seoul Learn)

Seoul Software Academy

Seoul New Deal Jobs Project

Maternal and newborn healthcare

Achieving 50% enrolment in
national and public daycare centers
Affordable learning opportunities
(Seoul Learn)

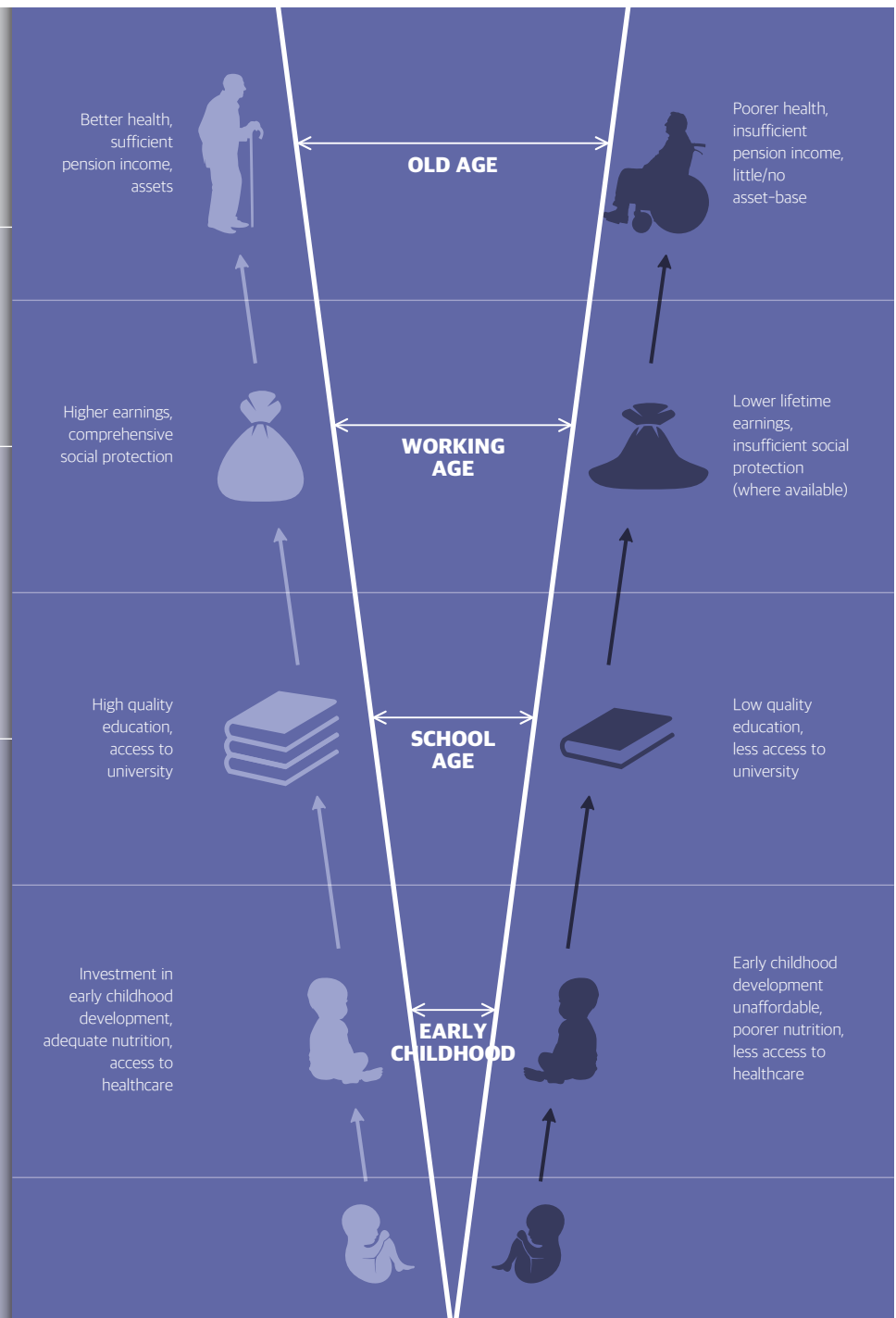


Image source: : UN, Leaving No One Behind In An Ageing World, World Social Report 2023

Cross-sectorial measures related to Climate Crisis

As Seoul faces complex challenges such as an aging population, deepening social polarization, and climate change, the city is committed to developing impactful policies that deliver practical and measurable results and establishing a structured implementation framework to ensure a sustainable urban future. The following cross-sectorial visualization of various goals and targets related to climate change response allows a comprehensive overview at a glance.

People

1-4-1 Addressing safety blind spots and strengthening safety management for vulnerable groups

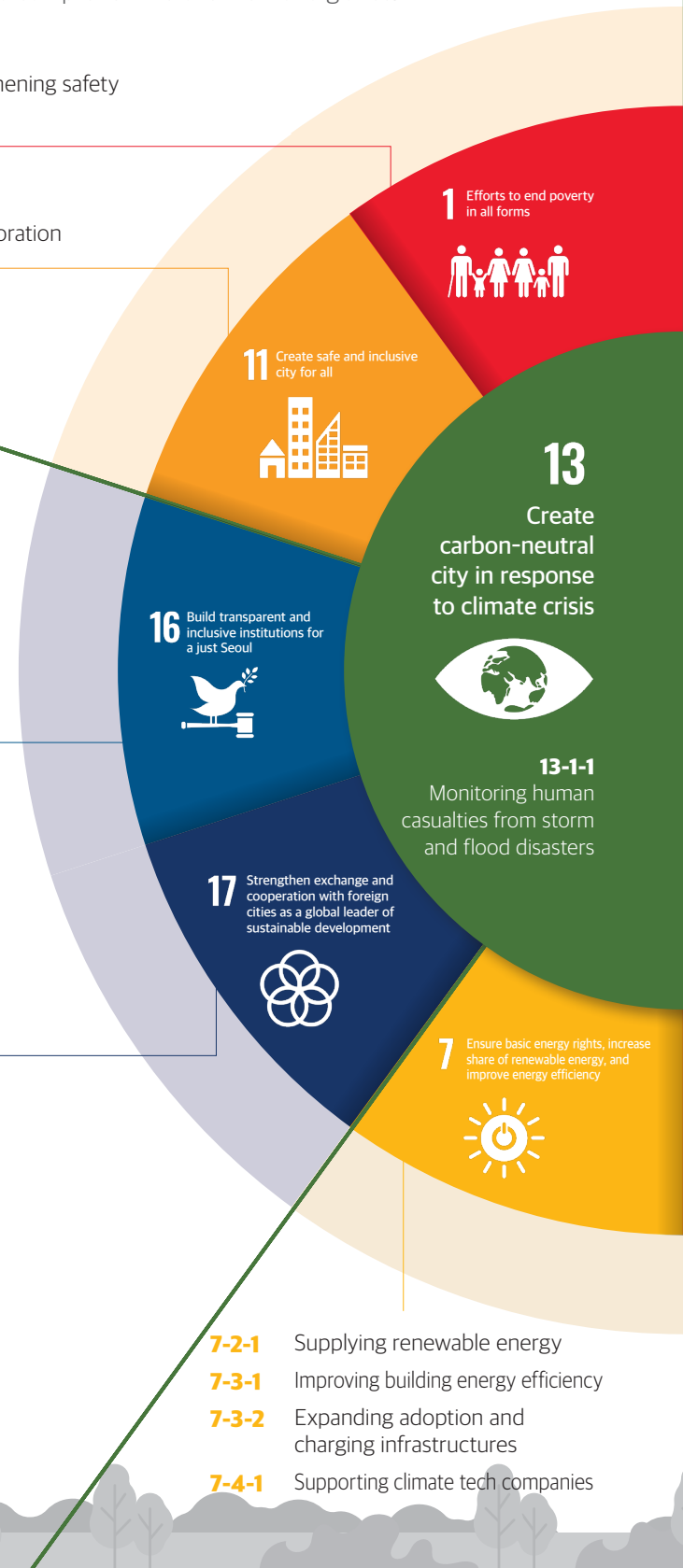
11-2-1 Promotion of public transportation use

11-4-1 Seoul free of PM2.5 through citizen collaboration

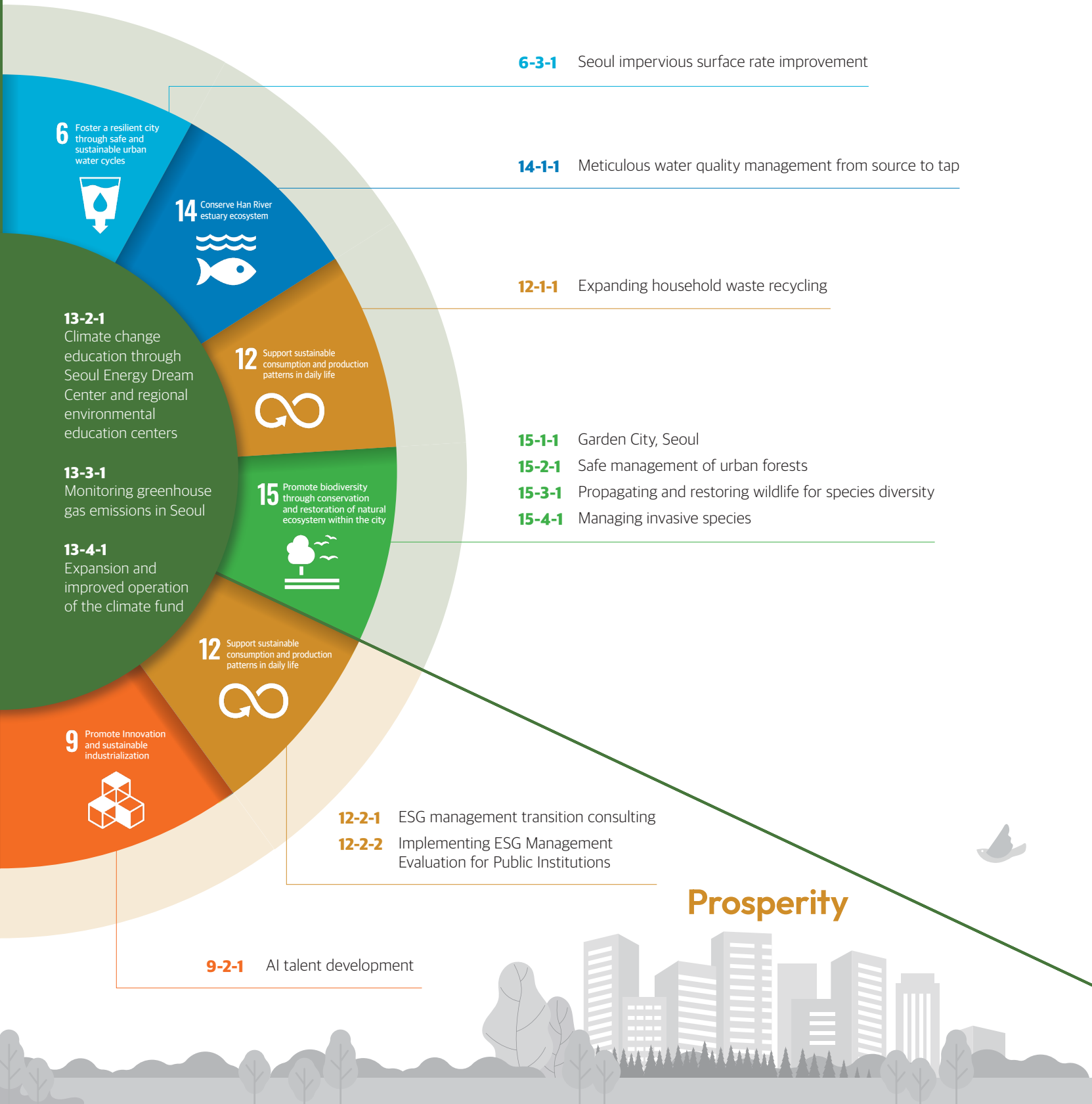
Partnership

16-5-1 Supporting sustainable development in autonomous districts

17-2-1 Operating Seoul Sustainable Development Commission



Planet



Seoul's KEY SDG Priorities



Spotlights Seoul SDGs: Key Goals

- SDG 3** Ensure everyone's healthy lives and promote welfare
- SDG 4** Ensure inclusive, equitable, and quality education and provide lifelong learning opportunities for all
- SDG 7** Ensure basic energy rights, increase share of renewable energy, and improve energy efficiency
- SDG 9** Promote Innovation and sustainable industrialization
- SDG 10** Efforts to reduce inequality in all forms
- SDG 11** Create safe and inclusive city for all
- SDG 13** Create carbon-neutral city in response to climate crisis
- SDG 16** Build transparent and inclusive institutions for a just Seoul

3



Seoul's Vision:

Looking ahead to 2045, Seoul has set a strategic goal of ensuring healthy lives and promoting well-being for all. To ensure that no one is left behind, the city will prioritize health-vulnerable populations—including children, older adults, pregnant women, and newborns—while also addressing critical risks such as addiction, mental health challenges, and traffic-related injuries. Seoul is working to strengthen its public health service by expanding healthcare services for vulnerable groups and enhancing its Seoul-style public healthcare model.

SDG 3: Good Health and Well-being

Ensure Everyone's Healthy Lives and Promote Welfare

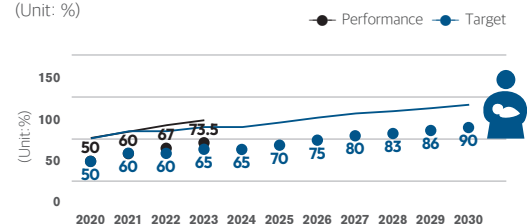
Key Targets and Indicators

3-1 Ensure maternal and newborn health through expanded support programs

Seoul is steadily expanding support for maternal and newborn health, with a goal of reaching a 90% support rate by 2030, based on the number of births.

Maternal and newborn health support rate

(Unit: %)



3-2 Reduce non-communicable diseases and significantly lower suicide rates through improved mental health and well-being enhancement policies

Measured as an outcome indicator

The suicide rate serves as an outcome indicator, evaluated based on the combined impact of multiple initiatives. Seoul has set a target to bring the rate below the OECD average of 11.2 per 100,000 people (as of 2021) by 2030. To reach this goal, the city is expanding mental health services and promoting community-based suicide prevention programs that are closely integrated into residents' daily lives.

Suicide rate

(per 100,000 population)



3-3 Strengthen prevention and treatment of addictions including drugs, alcohol, internet and gambling

Citizen-priority initiatives shown

Since 2014, Seoul has been expanding the number of integrated addiction support centers every year, following the transition from alcohol counseling centers. The city plans to enhance services such as early detection, case management, family support, as well as prevention and education programs through these centers.

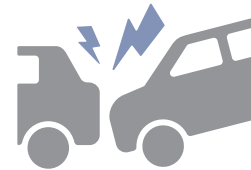
Number of managed addiction cases

6,000 in 2025
11,000 by 2030

3-4 Halve deaths and injuries from road traffic accidents from the 2015 levels **Measured as an outcome indicator**

The city has adjusted its 2030 target to 150 deaths per year, an even stricter target than halving the 2015 level (188 deaths). As an outcome indicator, the results will be continuously monitored through measures such as improvements to traffic safety facilities and the strengthening of pedestrian safety initiatives.

Annual number of road traffic fatalities
 (Unit: Number of people)



2030 Target
150 /year

3-5 Delivery targeted health care services to vulnerable groups and older adults to boost self-care capabilities

Seoul launched its home-visit nursing program in 2015, and since 2023, local community welfare centers (dong offices) have coordinated services. Beginning in 2023, the city identified health-vulnerable groups—such as low-income older adults living alone and households facing poverty or care-related crises—and began offering frailty prevention and small group programs. Residents aged 65 and older also receive basic health assessments, healthcare services, as well as counseling.

Number of registered vulnerable individuals receiving home-visit health services



2030 Target
115,000 people

3-6 Strengthen Seoul's public healthcare system

As of December 2023, Seoul operated 13 municipal hospitals. The city has continued to maintain and expand access to these facilities, ensuring an inclusive public healthcare system with no blind spots. By 2030, Seoul aims to increase the number of residents using municipal hospitals to 3.122 million.

Number of users of municipal hospitals



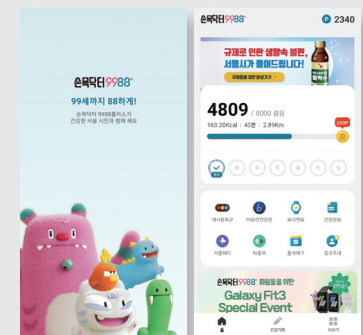
2030 Target
3,122 million users

[Policy Highlight: SDG 3-linked Program]

Wrist Doctor 9988

“Wrist Doctor 9988” is Seoul's flagship digital health initiative designed to help citizens stay active and healthy (until age “99”) with vitality (“88” in Korean: *palpal*). Using smartwatches and a dedicated mobile app, the program supports daily health activities and encourages healthier lifestyles for all residents.

손목닥터 9988+





Seoul's Vision:

Seoul citizens—particularly youth—are increasingly calling for greater investment and reform in education. In response, the city is committed to ensuring equitable access to quality education throughout every stage of life. Seoul aims to provide learning and training opportunities that reflect changing economic patterns and future job prospects, helping all residents build sustainable livelihoods.

SDG 4: Quality Education

Ensure Inclusive, Equitable, and Quality Education and Provide Lifelong Learning Opportunities for All

Key Targets and Indicators

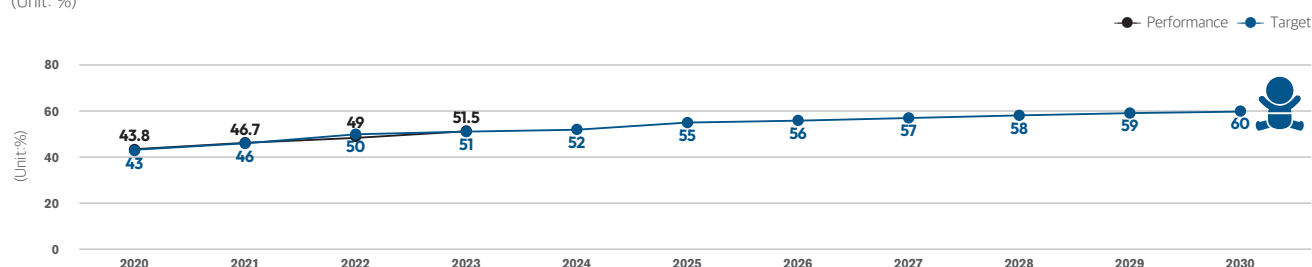
4-1 Ensure quality care and education for infants and toddlers before schooling Citizen-priority initiatives shown

While the utilization of national and public daycare centers continues to grow each year, Seoul is set a target to reach the utilization rate to 60% by 2030 to ensure access to quality care and early education for preschool-aged children.



2030 Target
60%

Utilization rate of national and public childcare centers
(Unit: %)



4-2 Ensure all residents have access to affordable technical and vocational Citizen-priority initiatives shown

Seoul Open City University By expanding regional campuses, Seoul promotes equal access to learning opportunities across the city. The program supports lifelong learning, cultural enrichment, and vocational skill development to enhance quality of life

Seoul Learn Seoul Learn is an online platform that provides learning opportunities for marginalized children and youth. The city is expanding its content to meet diverse educational needs while strengthening career guidance and mentoring.

Support for Job Rehabilitation Facilities for Persons with Disabilities

To improve access to sustainable employment for people with disabilities, Seoul supports vocational rehabilitation facilities throughout the city.

4-3 Expand opportunities for youth and adults to acquire employment and job-related skills and knowledge

Seoul provides tailored technical training for non-college-bound youth, the unemployed, and individuals seeking to re-enter the workforce. The city aims to reach a 90.2% completion rate at technical education institutes by 2030.

4-4 Ensure no one suffers due to lack of literacy, numeracy, and basic information and technology skills

To reduce educational inequality and improve quality of life, Seoul has expanded adult literacy programs since 2022 for individuals with low literacy or limited formal education. The city aims to produce about 8,000 (cumulative) program completions by 2030 through systematic support and program management.

Number of learners in Seoul Open City University



Number of Seoul Learn members



Number of facilities for vocational rehabilitation for persons with disabilities



Completion rate of technical education center programs



Cumulative Number of adult literacy program completers



[Policy Highlight: SDG 4-linked Program]

Seoul Learn

“Seoul Learn” is a learning support platform that helps reduce educational disparities by providing free online lectures, mentoring, and resources for underprivileged students with limited access to private education.





Seoul's Vision:

Seoul is committed to protecting energy-vulnerable groups, increasing the use of renewable energy, and boosting energy efficiency in both the building and transportation sectors. At the same time, the city aims to lead the transition to carbon neutrality by fostering the growth of the climate technology industry.

SDG 7: Affordable and Clean Energy

Ensure Basic Energy Rights, Increase Share of Renewable Energy, and Improve Energy Efficiency

Key Targets and Indicators

7-1 Ensure basic energy rights to the energy-vulnerable

To promote energy equity, Seoul provides energy vouchers to low-income households, including those receiving Basic Livelihood Security, as well as older adults, persons with disabilities, and single-parent families. By doing so, the city works to ease energy costs for vulnerable residents and protect their basic rights to energy access.

Issuance rate of energy vouchers among eligible households

2030 Target

99.6%



7-2 Expand supply capacity of renewable energy

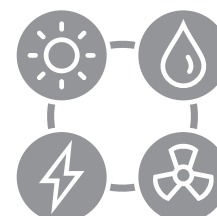
Citizen-priority initiatives shown

To tackle climate change and make the city more sustainable, Seoul is increasing its use of renewable energy sources such as geothermal, hydrothermal, solar, and fuel cells. The city plans to reach 2,616 MW of installed renewable energy capacity by 2030, aiming to cut energy costs and lower greenhouse gas emissions.

Cumulative installed renewable energy capacity

2030 Target

2,616 MW



7-3 Increase energy efficiency in building and transportation sectors

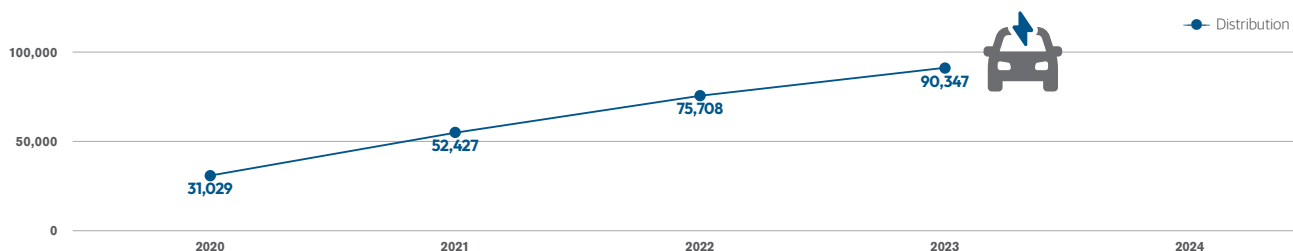
Green Remodeling Project The building sector generates 68% of Seoul's total greenhouse gas emissions. To reduce this, the city is carrying out a Green Remodeling Project for aging public buildings. By 2030, Seoul plans to retrofit 1,079 facilities, setting a strong example for the private sector to follow.

EV Infrastructure To improve air quality and reduce emissions from transport, Seoul is expanding the use of electric vehicles (EVs) in line with the Clean Air Conservation Act and the Act on Promotion of Development and Distribution of Environment-friendly Motor Vehicles. The city provides purchase subsidies and continues to build out charging infrastructure. By 2030, it aims for electric and hydrogen vehicles to make up 50% of all new vehicle registrations.

Number of public buildings completed with green remodeling



Number of electric vehicles distributed (cumulative)



7-4 Identify climate tech startups and expand support for SMEs to lead transition to carbon-neutrality

By 2025, Seoul will establish the Climate Tech Industry Support Center to identify promising small enterprises specializing in climate adaptation technology (climate tech). The city is also working to build a structured foundation for the production and consumption of green products. The center will support climate tech startups and boost the distribution of green products.

Number of supported climate tech companies





9



Seoul's Vision:

Seoul is actively boosting its science- and technology-driven industrial competitiveness by developing high-tech industries and training skilled talent. The city places special emphasis on supporting startups and nurturing a new generation of AI professionals to drive future innovation.

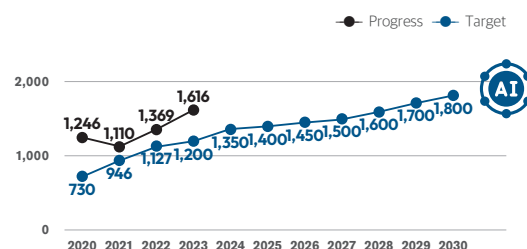
SDG 9: Industry, Innovation and Infrastructure Promote Innovation and Sustainable Industrialization

Key Targets and Indicators

9-1 Bolster support for future technology-based manufacturing and high value-added businesses

The Seoul Metropolitan Government is expanding infrastructure and financial support to foster emerging industries such as artificial intelligence and robotics, while boosting productivity through tech startups. By developing key facilities—including Seoul Bio Hub (2017), Yangjae AI Hub (2017), and Seoul Fintech Lab (2019)—the city actively supports promising emerging companies. In addition, Seoul operates an innovative growth fund to provide targeted financial assistance. The city plans to scale up startup support each year through both public and private channels.

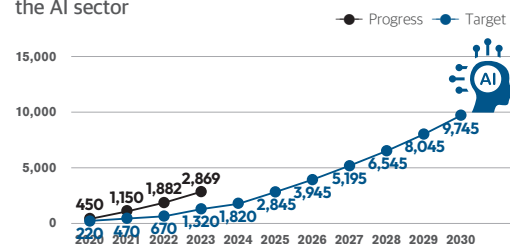
Number of supported tech-based startups



9-2 Increase R&D workforce and boost competitiveness in science- and tech-based industries Citizen-priority initiatives shown

Seoul is focusing on nurturing a skilled workforce, aiming to train 9,745 (cumulative) AI professionals by 2030, with a strong emphasis on developing top talent in artificial intelligence. By continuing to invest in people and drive innovation, Seoul works to raise the competitiveness of its technology-driven industries.

Cumulative Number of trained professionals in the AI sector





Seoul's Vision:

Seoul, in effort to realize inclusive governance rooted in human rights, is actively working to prevent and address violations affecting socially vulnerable groups while striving to create a more equitable society. The city also aims to raise public awareness of discrimination and promote fiscal fairness.

SDG 10: Reduced Inequalities

Efforts to Reduce Inequality in All Forms

Key Targets and Indicators

10-1 Apply human rights perspective to governance strengthen protection for the socially vulnerable Citizen-priority initiatives shown

Corrective Recommendation System Seoul runs a corrective recommendation system to address human rights violations that may arise in the course of city administration. The implementation rate for these recommendations continues to grow, with a target of 89% by 2030.

Human Rights Status Surveys Since 2013, Seoul has carried out a Basic Human Rights Policy Plan and conducts human rights status surveys every five years. These surveys help identify overlooked issues and areas of vulnerability. The city will continue using them to monitor and respond to human rights challenges affecting the socially vulnerable.

10-2 Achieve greater equality through fiscal, wage, and social protection policies Citizen-priority initiatives shown

To help protect workers' basic living standards, Seoul designates institutions eligible for Seoul's living wage. The city also works to reduce inequalities in an evolving labor market and promote model labor standards that reflect Seoul's social and economic context.

Implementation rate of human rights corrective recommendations

2030 Target

89 %



Cumulative number of human rights surveys for vulnerable groups

2030 Target

12 cases



Living wage coverage rate (among applicable institutions)

2030 Target

100 %





11



Seoul's Vision:

Looking ahead to 2045, Seoul Metropolitan Government envisions becoming a safe and inclusive city where everyone can live with peace of mind. To move toward this vision, the city is expanding housing services, creating a sustainable and accessible transportation system, and taking active steps to reduce ultrafine dust pollution. At the same time, Seoul is working to preserve its cultural heritage and strengthen inter-regional co-operation to build a more collaborative and resilient urban community.

SDG 11: Sustainable Cities and Communities

Create Safe and Inclusive City for All

Key Targets and Indicators

11-1 Guarantee right to housing for Seoul residents and provide stable residential environment

Citizen-priority initiatives shown

Seoul works to ensure the right to housing by supporting public rental housing for vulnerable groups, including seniors, persons with disabilities, individuals experiencing homelessness, and people with mental health conditions. To meet growing needs in a high-cost urban setting, the city plans to supply 1,150 units of supported housing by 2030.

Number of supported housing units supplied (cumulative)



2030 Target
1,150 cases

11-2 Establish safe, convenient, and sustainable transportation system for all, including people with disabilities, the elderly, pregnant women, those accompanied by infants, children, temporary mobility-impaired individuals, and foreigners

Citizen-priority initiatives shown

Public Transportation The public transport mode share (bus and subway) has steadily increased, and the city aims to raise it to 67.3% by 2030 by improving accessibility and addressing service imbalances.

Public transport mode share



2030 Target
67.3 %

Wheelchair-accessible Taxis Since 2022, Seoul has added 30-60 wheelchair-accessible call taxis annually. The city plans to increase the fleet to 854 vehicles by 2030 to improve mobility for persons with disabilities.

Number of wheelchair-accessible taxis



11-3 Preserve and manage Seoul's historical and cultural heritage to promote cultural diversity

Since 2014, Seoul has implemented a comprehensive plan to preserve future heritage, including the operation of the Seoul Future Heritage Committee and citizen participation programs. The city is expanding its efforts to identify, select and digitally archive culturally significant sites and assets.

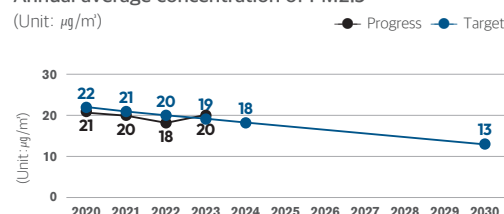
Number of archived future heritage records (cumulative)



11-4 Reduce annual average PM2.5 concentration to 11 µg/m³ (WHO-recommended level) by 2045 **Citizen-priority initiatives shown**

To protect public health, Seoul is steadily lowering PM2.5 (ultrafine particles) levels through air quality management measures and emergency reduction policies. By 2030, the city aims to reduce the annual average concentration of PM2.5 to 13 µg/m³, in line with WHO air quality guidelines, by 2045.

Annual average concentration of PM2.5 (Unit: µg/m³)



11-5 Strengthen economic, social, and environmental connectivity with other regions to achieve balanced development of local governments, including Seoul **Citizen-priority initiatives shown**

Seoul is strengthening cooperation with other local governments by signing MOUs that promote mutual growth through policy exchange and joint initiatives. By 2030, the city aims to sign a total of 114 MOUs to deepen economic, social, and environmental ties in order to expand the exchange of best practices and encourage broader participation in region-specific events and programs.

Number of MOUs with local governments (cumulative)



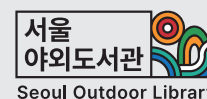
[Policy Highlight: SDG 11-linked Program]

Mirinae Home



“Mirinae Home (My Home in Advance)” is Seoul’s innovative housing initiative designed for newlywed couples. It offers safe and affordable homes to support housing and encourage childbirth, while providing a range of incentives for households with children. This program promotes inclusive urban living and responds to low birth rates through practical, family-centered support.

Seoul Outdoor Library



The Seoul Outdoor Library is a pioneering “buildingless library” model led by the Seoul Metropolitan Library. It brings reading into public spaces through programs such as Seoul Outdoor Library in Seoul Plaza, Seoul Outdoor Library in Cheonggyecheon Stream, and Seoul Outdoor Library in Gwanghwamun Square, transforming urban areas into open reading spaces. By moving library services beyond physical buildings, the initiative overcomes space constraints and broadens access to knowledge. In 2024, the OECD recognized the Seoul Outdoor Library as a best case of innovation in public services.



13



Seoul's Vision:

Looking ahead to 2045, Seoul aims to become a carbon-neutral city ready to respond to the climate crisis. The city is improving its ability to manage climate risks and disasters, while guiding a fair and stable shift toward carbon neutrality. To support this goal, Seoul is strengthening environmental education, tracking greenhouse gas emissions more closely, and increasing climate response funding.

SDG 13: Climate Action

Create Carbon-neutral City in Response to Climate Crisis

Key Targets and Indicators

13-1 Detect climate risks early combat natural disasters quickly with measures

Measured as an outcome indicator

As extreme weather events increase, Seoul expects heavier rainfall and greater risk of flood damage. The city tracks storm and flood-related casualties as a key indicator and continues to put safety measures in place to reduce fatalities and minimize disruption during unexpected disasters.

Number of casualties from flood-related disasters



2030 Target

Maintain*

*Maintain at or below 2 deaths per year
(Based on maximum hourly rainfall of 100mm or less)



13-2 Raise awareness on climate change response by expanding climate change education, and strengthen local capacity through autonomous district cooperation and community support programs Citizen-priority initiatives shown

As Seoul is working to raise climate awareness, visitor numbers are rising at facilities like the Seoul Energy Dream Center and the Metropolitan Environmental Education Center. By 2030, Seoul aims to welcome 100,000 visitors, while expanding educational and hands-on programs and increasing expert staff to boost impact.

Number of center visitors

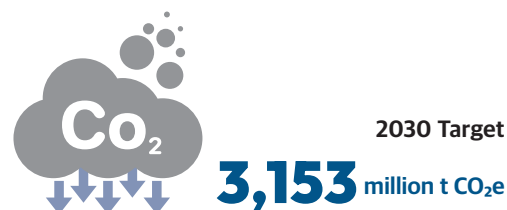


13-3 Achieve carbon neutrality by 2050

Citizen-priority initiatives shown Measured as an outcome indicator

Seoul treats total greenhouse gas (GHG) emissions as a core outcome indicator. By 2030, the city plans to reduce emissions to 31.53 million tons of CO₂e by accelerating efforts in buildings, transportation, waste, carbon offsets, and other key sectors.

Total GHG emissions



13-4 Expand and operate the Climate Fund to support the carbon-neutral transition

To scale up renewable energy, lower emissions, and promote energy efficiency, Seoul runs a dedicated climate fund. The city has steadily increased funding over the past five years and will continue to scale up the fund as a financial base for climate action.

Budget allocated through the Climate Response Fund



[Policy Highlight: SDG 13-linked Linked Program]

Climate Card

Launched in January 2024, Climate Card is one of Seoul's flagship climate policies, designed to advance both climate action and public transport affordability. For a flat monthly fee, cardholders can ride city buses, subways, and use the public bike-sharing service. Climate Card is a model of integrated urban climate policy that benefits both the environment and the residents' daily lives.

Pilot results show average KRW 30,000 in monthly saving per user and reduction of 9,270 t CO₂e.





16



Seoul's Vision:

Seoul Metropolitan Government is working to build a fairer and more transparent city by stepping up efforts to collect overdue taxes and eliminate corruption and bribery through integrity monitoring and citizen-led audits. The city is also setting clear goals for its participatory budgeting system to deepen citizen engagement in governance and decision-making.

SDG 16: Peace, Justice and Strong Institutions

Build Transparent and Inclusive Institutions for a Just Seoul

Key Targets and Indicators

16-1 Significantly strengthen recovery of illegally obtained assets and the taxation on habitual tax delinquents and tax evaders

Seoul continues to exceed its annual tax collection targets through proactive enforcement. The city is working with district governments to boost local recovery rates and aims to reach a 19% delinquent tax collection rate by 2030.

16-2 Eradicate all forms of corruption and bribery

Seoul tracks its progress through the comprehensive integrity assessment by the Anti-Corruption and Civil Rights Commission (ARC). The city fosters a transparent culture built on communication and empathy and works to address blind spots in integrity through collaborative, preventative measures. As a result, Seoul earned the highest rating of Grade 1 in the ARC's 2024 comprehensive integrity assessment of public institutions.

Local tax delinquency recovery rate YoY



Integrity score

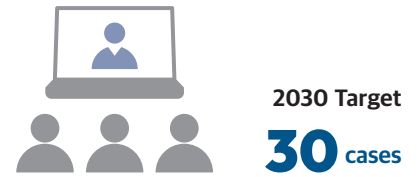
(as assessed by the Anti-Corruption and Civil Rights Commission)



16-3 Expand transparent and accountable administration and institutions

The active usage of Seoul's online audit request system has led to greater citizen involvement in audits. By 2030, the city aims to process 30 citizen-initiated audit cases, while also increasing the participation of external experts through the audit deliberation committee.

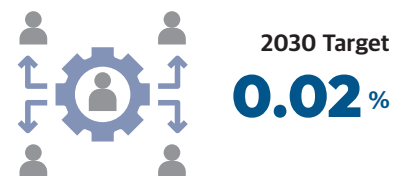
Number of citizen-initiated audit and oversight cases



16-4 Strengthen Citizen Participation Across the Policy Process

Seoul runs a Participatory Budgeting that allows residents to propose and select projects for inclusion in the city budget. District governments lead much of the implementation, helping to strengthen both transparency and participatory democracy.

Ratio of participatory budgeting to total city budget



16-5 Actively support district-led sustainable development

To encourage shared progress and stronger collaboration, Seoul Metropolitan Government co-hosts at least one seminar per year with district governments focused on sustainable development. The city plans to gradually transition to a district-led model by expanding support and collaborative structures.

Number of local sustainable development seminars held (cumulative)





Participatory Planning and Implementation Monitoring

No One Left Behind Multi-stakeholder Approach

Seoul's Sustainable Development Goals (SDGs) reflect the United Nations' principles of inclusivity and participatory governance. The city adopted the Major Groups and Other Stakeholders (MGoS) framework to ensure broad civic engagement and embed a bottom-up approach at the heart of its sustainability agenda.

The 1st Seoul Master Plan for Sustainable Development

The 1st Seoul Sustainable Development Plan began with broad public engagement at the Seoul Citizens' Policy Expo. After the UN announced the SDGs, a diverse group of stakeholders took part in the 2016 Seoul Sustainable Development Grand Debate, where they co-developed the draft of *Seoul SDGs 2030: 17 Ways to Change Seoul*. In 2017, a subcommittee of the Seoul Sustainable Development Commission—consisting of members from varied backgrounds—revised the draft through multiple rounds of discussion. The updated version was then reviewed at a public forum and finalized during the Committee's plenary session. By 2019, Seoul had defined the goals and targets of its SDG framework. To take the next step, the city commissioned The Seoul Institute, an expert research organization, to develop a draft set of SDG indicators based on in-depth research and analysis.



The 2nd Seoul Master Plan for Sustainable Development

The 2nd Sustainable Development Plan (2020-2024) underwent several rounds of revision by a dedicated subcommittee of the Seoul Sustainable Development Commission, with each revision incorporating ongoing public feedback. This version of the plan followed a more systematic and inclusive bottom-up process, drawing on input from the UN's MGoS groups—children, youth, women, farmers, migrants, scientists, labor unions, persons with disabilities, and public officials. The city organized focus group discussions and citizen roundtables to ensure diverse voices were heard.

Notably, the city reached out to stakeholders who might face barriers to participate in the roundtables—such as children, farmers, migrants, and people with disabilities—by organizing creative focus group discussions and collecting written feedback through relevant institutions or direct invitations. To gather input from the general population of 10 million Seoul residents, multiple participatory tools were used, including a sample survey of 1,000 citizens and online voting through the Seoul civic engagement platform, where residents were invited to vote on strategic keywords and the city's sustainable development vision.

Participating citizens were selected through a competitive process—with considerations for age, gender, and residential area, and without including subject-matter experts. The roundtables were held twice on a Saturday, with everyone actively contributing. Under the banner of “Seoul 2030 Imagination Workshop: Seoul Fiction,” participants learned about the SDGs, engaged in drawing and discussion activities, and developed project proposals which were further refined through peer dialogue. Since discussing all 17 SDGs at once was challenging, the roundtables were divided into four strategic thematic groups.

Some citizen-selected projects were reviewed by government officials and experts and later included as new policy tasks. Meanwhile, projects initiated by city departments—and performance indicators developed by experts—were reinforced through citizen-priority initiatives. Amid the onset of the COVID-19 pandemic in 2020, the Seoul Institute drafted the initial version of the 2nd Plan at the request of the Seoul Metropolitan Government. The draft was reviewed by the Seoul Sustainable Development Commission, which conducted separate online consultations with both government departments and citizens before finalizing and releasing the 2nd Plan. Through the process of drafting the 2nd Plan, the Seoul Sustainable Development Commission expanded its structure from the existing three subcommittees (economy, society, and environment) to four by adding a new “Cooperation Subcommittee.”

Citizens of diverse age groups from teens to those in their 70s shared their vision of Seoul's future in 2030.

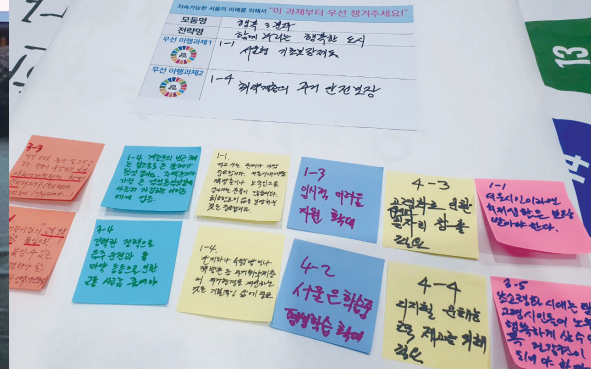


The 3rd Seoul Sustainable Development Strategy and Implementation Plan

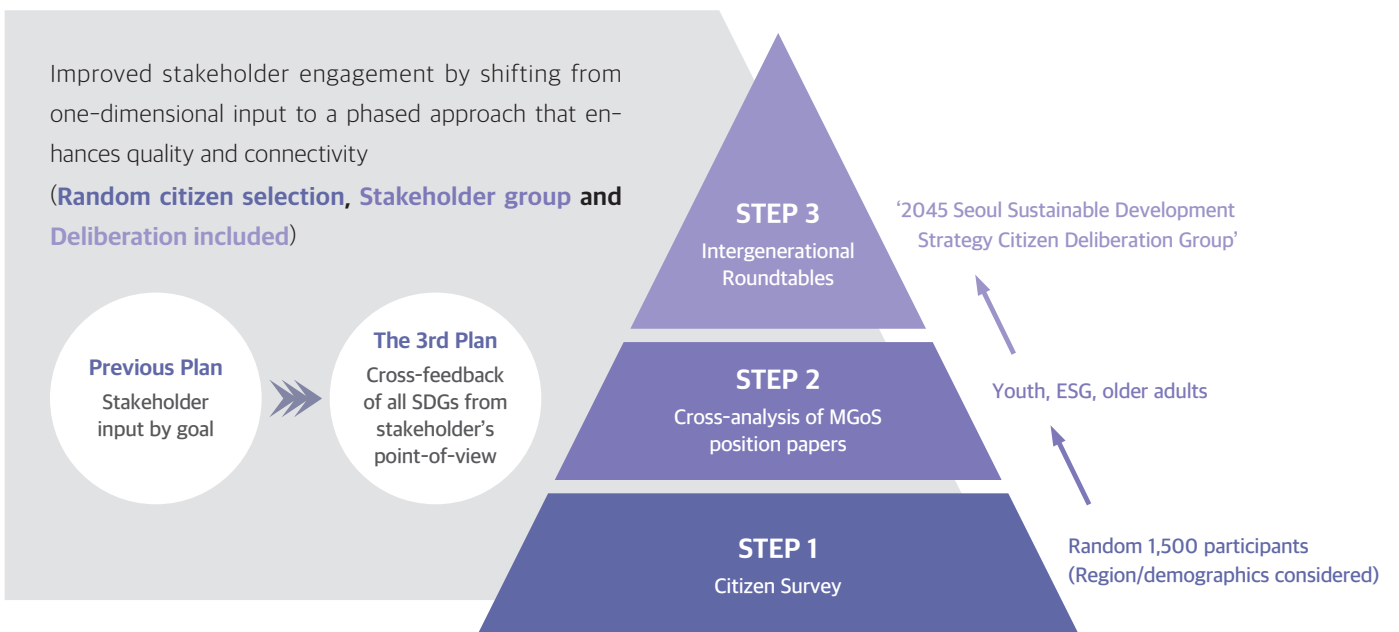
The Seoul's 3rd Seoul Strategy and Implementation Sustainable Development Plan has evolved into more than just a policy document—it is a platform for policies based on practical implementation, co-created with the residents. Unlike previous plans, this version used more in-depth and phased approaches to gather input, actively reflecting the voices of diverse stakeholders throughout the process. To build a long-term strategy for sustainable development, Seoul engaged citizens at every stage. The city conducted public perception surveys with randomly selected residents, collected feedback from targeted stakeholder groups—including youth, ESG professionals, and older adults—and hosted roundtable discussions. At each step, members of the Seoul SDC, subject matter experts, and relevant city departments participated actively, fostering meaningful opportunity for co-creation between the public and the administration. Shaped by the input of approximately 1,600 residents, over 100 experts and the Seoul SDC, and over 50 Seoul departments. Notably, the youths that will lead Seoul in 2045 reviewed all 17 SDGs and their projects and indicators and directly authored the Youth Declaration.

In 2024, participants of youth and intergenerational workshops envisioned the future of Seoul together.





Direction of the 3rd Plan



PARTICIPATION SUMMARY

Experts including the SDC

104 people

Youth workshops, Citizen Roundtables and Survey participants

1,622 people

Seoul Metropolitan Government

48 departments





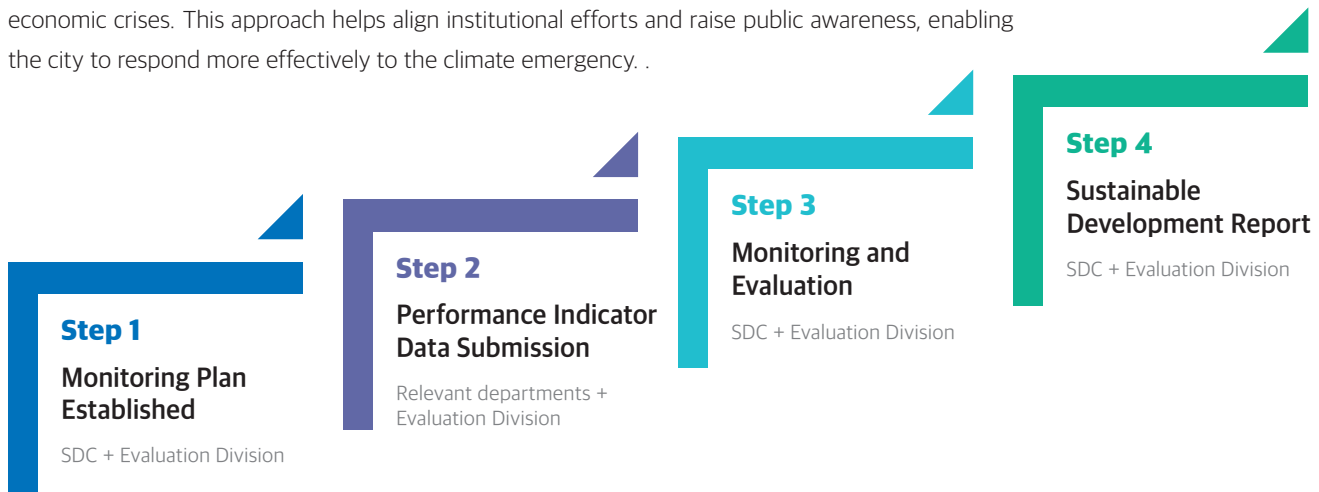
As part of the planning process, Seoul convened the 2045 Seoul Sustainable Development Strategy Deliberation Group composed of more than 100 citizens who are active and experienced citizens from diverse backgrounds. Participants included district council members, representatives from governance bodies such as the Citizens Committee for Green Seoul, local government officials, students, homemakers, persons with disabilities, and members of civil society.

To ensure meaningful and accessible engagement, the city organized two online deliberation sessions and one in-person forum, supported by preliminary educational programs and joint learning programs. These sessions helped participants build a shared understanding of the issues and engage in more informed, in-depth dialogue. To enable broader and more flexible participation, the city also gathered pre-discussion input using various digital tools such as KakaoTalk, Padlet, and Google Docs. This approach allowed for the collection of diverse and thoughtful citizen perspectives.

These efforts resulted in over 70% participation across all forums, with an 85.7% satisfaction rate reported among those who did participate. Many shared that the process deepened their understanding of the SDGs and gave them a direct voice in shaping Seoul's implementation priorities. Participants also emphasized the value of connecting across different social groups, noting how the experience enhanced both individual insight and social cohesion.

Data-Driven Follow-Up: Performance Evaluation and Management System

The Seoul Sustainable Development Strategy and Implementation Plan sets out detailed programs and performance indicators to guide the city toward its 2030 sustainability goals. Moving beyond the planning stage, the Seoul Metropolitan Government has put a regular monitoring and evaluation system in place to ensure that sustainable development becomes a core principle guiding city operations and decision-making. In particular, Seoul positions sustainability as a core value guiding its responses to climate change, carbon neutrality, socioeconomic inequality, and public health and economic crises. This approach helps align institutional efforts and raise public awareness, enabling the city to respond more effectively to the climate emergency.



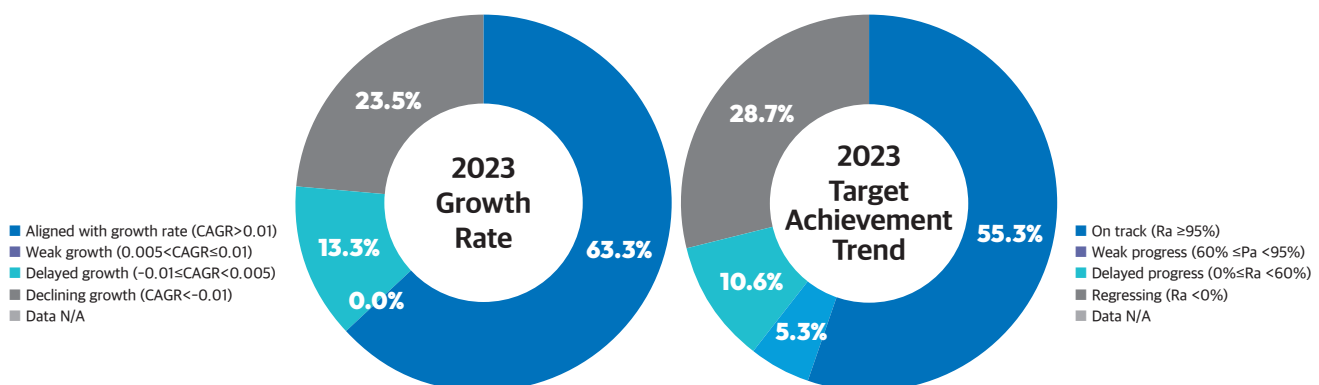
Data Building and Evaluation

The Office of Performance Evaluation manages and accumulates data annually on performance indicators related to the Seoul's 3rd Strategy and Implementation Plan. Seoul Evaluation Division manages and compiles data on performance indicators tied to the Sustainable Development Strategy and Implementation Plan annually.

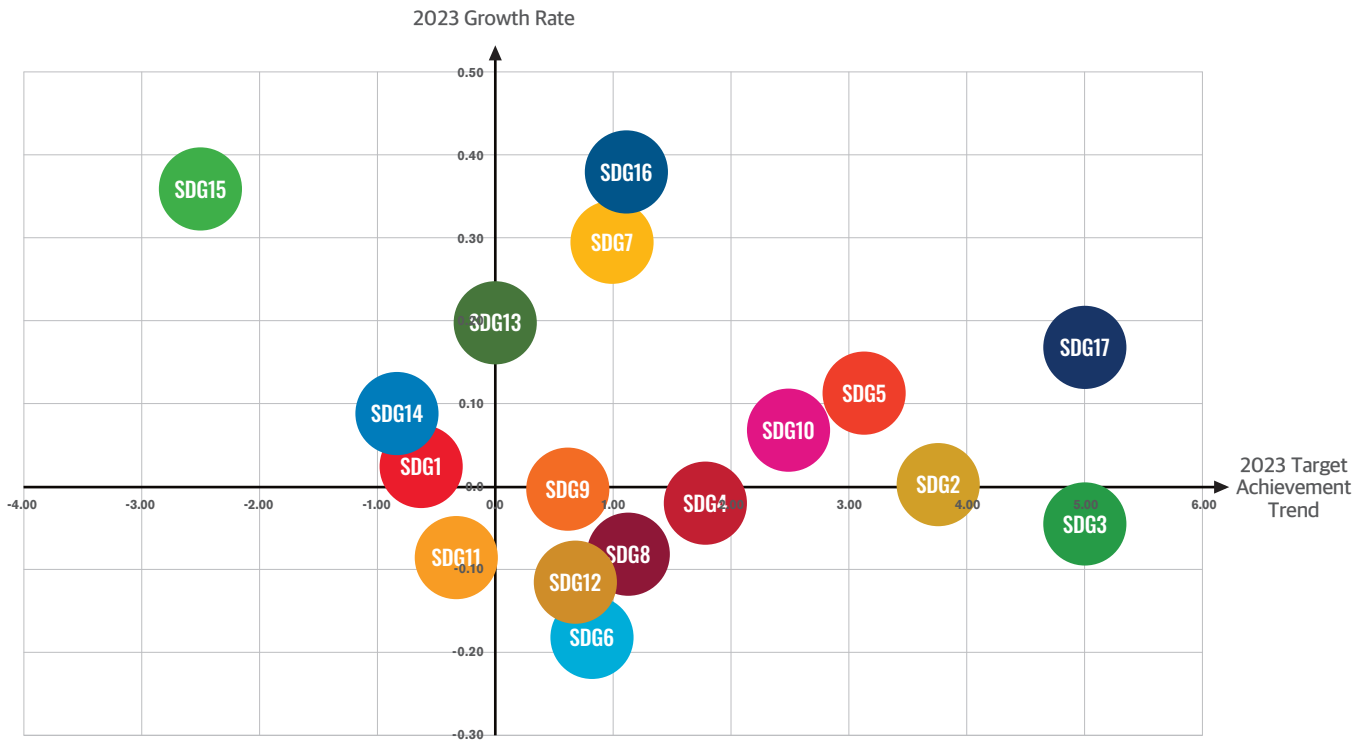
Each year, the city conducts a multi-dimensional assessment to track progress and evaluate how likely it is to meet its goals, using the following criteria:

1. Annual Growth Rate: Measures the degree of change (increase or decrease) YoY
2. Citywide Sustainability (progress against 2030 targets): Tracks how closely each indicator follows the trajectory needed to meet 2030 targets. This applies where quantitative targets are available.
3. Goal-by-Goal Performance Scoring: Each indicator is scored and evaluated by goals (SDG 1 to 17) to determine overall improvement and the likelihood of achieving the targets.

The evaluation results are visualized using a “traffic light” model, which communicates both performance rates and growth rates in four levels.



Goal-by-goal Progress as of 2023



Publication and Disclosure of the Sustainability Report

In accordance with Articles 8 and 9 of the Seoul Framework Ordinance on Sustainable Development, the Seoul Sustainable Development Commission is required to publish a Sustainability Report every two years.

A sub-group of 10 commission members is designated as the Evaluation Panel. This panel is responsible for compiling the progress of the implementation plan, evaluating sustainability outcomes, and providing policy recommendations. These findings are directly reflected in the next planning and monitoring cycle, helping to drive continuous improvement and ensure accountability.

Ensuring the Effectiveness of Monitoring

As of February 2025, Seoul is reviewing pilot models to shift from the current manual, Excel-based tracking to a real-time dashboard system. Pending future budget decisions, the city expects to move forward with developing a fully integrated monitoring and management platform. This transition will enhance the effectiveness and efficiency of tracking sustainability performance across departments.

Best Practices Led by Local Authorities

Establishment of 2045 J-SDGs

Jungnang-gu Sustainable Development Vision

People and Nature Co-Existing, Jungnang-gu's Present and Future

Geographic Scope	Entire Jungnang-gu District, Seoul
Time Frame	[Basic Strategy] 2024-2045 (20-year framework) ※To be reviewed every five years [Action Plan] 2024-2028 (5-year implementation cycle) ※Biannual reviews
Scope of Content	17 SDGs and Key Tasks 43 Unit Projects 107 Detailed Programs and Evaluation Indicators



Implementation and Effectiveness Measures:

Jungnang-gu aims to ensure the effectiveness of its SDG implementation through data-driven monitoring, performance-based planning, and regular assessments in alignment with Seoul's overarching sustainability strategy.

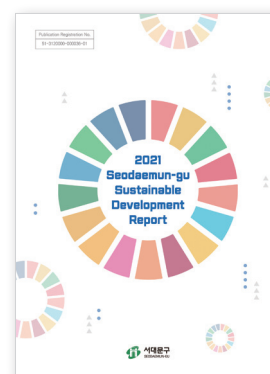


Seoul Seodaemun-gu Voluntary Local Review (VLR)



Seodaemun-gu published a Voluntary Local Review (VLR) that applied the “Leave No One Behind (LNOB)” framework by engaging 11 stakeholder groups—including women, children and youth, older adults, and children with special needs—through targeted dialogue and inclusive communication platforms.

Since 2019, the district has combined top-down and bottom-up analyses of local sustainability indicators to produce annual sustainability statistics. Through this approach, Seodaemun-gu assessed 34 localized SDG indicators, identified key challenges, and proposed strategic actions to strengthen SDG implementation.



Participants in Formulating the 2045 Seoul SDGs

Citizen Deliberation & Youth Groups

Kang Byeong-il, Goh Eun-ae, Kwon U-sil, Kim Gye-hong, Kim Ik-gwon, Kim Jeong-hui, Kim Tae-hui, Nah Ji-hyeon, Noh Jae-gyeong, Park Sang-jip, Byeon Gwang-seop, Song Jin-suk, Woo Jong-hyeok, Lee Mi-ae, Lee Sang-gun, Lee So-hyeon, Lee Eun-gyeong, Lee Ju-heon, Lee Jin-l, Lee Hye-jeong, Jeong Yong-hyeon, Jeong Jung-gyu, Jeong Chang-seok, Hwang Byeong-sun, Kim Gap-seok, Kim Mun-ki, Kim Byeo-ng-geun, Kim Seong-jun, Kim Yeong-min, Kim Jeong-hwan, Kim Chang-hwan, Noh Jong-hwan, Dam Yu-jin, Moon Pil-seop, Park Seong-man, Baek Chang-yeol, Seol Yun-ho, Son Hyeong-won, Shin Dae-hyeon, Shin Dong-won, Ahn Su-hyeon, Yeom Ji-yeon, Lee Gyeong-jin, Lee Yeong-seop, Lee Jeong-u, Lee Jin-gu, Lee Hyeon-sang, Jeong Tae-uk, Joh Eun-ju, Choi Mun-yong, Kim Na-hyeon, Kim Min-i, Kim Min-jun, Kim Yeong-yeon, Kim I-gyeong, Ma Eun-hui, Park Seong-il, Park Sun-ju, Park Ye-rim, Park Jae-hyeok, Park Jun-hui, Park Tae-seun, Baek Nam-cheol, Song Eun-ju, Shin Bo-mi, Yoo Jung-ok, Yoo Hoe-seon, Lee Geum-sun, Lee Neung-seop, Lee Dong-hyeon, Lee Min-hui, Lee Ji-yeong, Lim Seung-min, Lim Chae-hong, Han Myeong-u, Han Sam-su, Han Hye-won, Kim Min-seong, Kim Sang-cheol, Kim Seung-a, Kim Yeong-hak, Kim Yun-hui, Kim Jong-yun, Ryu In-hye, Min Ji-u, Park Yeong-gil, Bae In-guk, Seong Min-gyu, Oh Jong-mun, Lee Yeong-nam, Lee Yong-seong, Jo Seong-yong, Kang Ji-won, Gil Tae-hui, Kim Jin-won, Kim Min-seong, Kim Se-jeong, Park Gyeong-min, Park Gyu-ri, Yoon Ji-hui, Jeong Ha-yun, Jo Hong-ju, Gong Na-yeong, Seo Yeon-ju, Jo Ye-eun, Joo Eun-seo, Park Se-min, Choi Jeong-won, Park Ji-eun, Lee Ho-hyeon, Lee Ji-yeong, Nah Hyeon-gyeong, Lee Ye-rin, Kim Jeong-yun, Park Jae-hyeok, Jeong Su-yeon, Kim Hyeon-gyeong, Lee Da-yeong, Kim Min-jae, Kim Min-seo

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Climate Card	https://news.seoul.go.kr/traffic/archives/510963
Mirinae Home	https://news.seoul.go.kr/citybuild/archives/525640
Seoul Outdoor Library	https://seouloutdoorlibrary.kr/user/main/mainIndex.do
Wrist Doctor 9988	https://onhealth.seoul.go.kr/plus/web
Seoul Research Data Service	https://data.si.re.kr/data/
Seoul City Hall	https://www.seoul.go.kr/
Seodaemun-gu District Office	https://www.sdm.go.kr/
Jungnang-gu District Office	https://www.jungnang.go.kr/
Institute for Sustainable Innovation	https://www.si-lab.kr/

SEOUL VOLUNTARY LOCAL REVIEW 2025

DATE OF ISSUE June 2025
ISSUER Oh Se-hoon, Mayor of Seoul Metropolitan Government
PUBLISHER Team 4, Evaluation Division, Planning and Administration Office, Seoul Metropolitan Government
Seoul Sustainable Development Commission
TEL 02-2133-6921
PUBLICATION REGISTRATION NUMBER 51-6110000-003194-01
ISBN 979-11-7177-453-1(95350)
PLANNING&DRAFTING Urban Environment & Climate Change Research Division, The Seoul Institute
DESIGN&EDIT Killingbrush

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