Carbon Disclosure for Sustainable Growth

Showcasing innovative carbon disclosure & reduction schemes by EMMs and identifying opportunities for joint actions
CDP wants to create long-term prosperity through the efficient allocation of capital.
From disclosure of relevant data to action: positive correlation

Source: CDP DACH 350 Climate Change report 2013
Companies with targets achieve higher savings in both CO2e and €.
Carbon Disclosure for Sustainable Growth

• **Alexander Roeder**
  Corporate Manager Sustainability at CEMEX, Mexico. He has more than 15 years of professional experience in energy, climate change, and sustainability.

• **Juan José Kochen**
  Sustainability and Innovation Coordinator at the Fundación ICA in Mexico. His previous work at ICA has focused on the Research Studies Program of Infrastructure and Urban Planning.

• **Luisa Manzanares**
  Coordinator of the Greenhouse Emissions Program of the Sustainable Development Study Commission at CESPEDES, the Mexican chapter of the World Business Council for Sustainable Development.

• **Marcia Nejaim**
  Executive Manager for Competitiveness and Innovation at the Brazilian Agency for the Promotion of Exports and Investments (APEX).
Carbon Disclosure for Sustainable Growth

• Why do you think green growth matters and why does it relate to business?
• From your experience, how can disclosure of crucial corporate environmental information (shared internally and/or externally) help to drive sustainable economies?
• Do you see differences between emerging markets and industrialised economies regarding sustainability disclosure and innovative approaches for a low carbon economy and green growth? Where are EMMs especially innovative in this context?
• What are the main challenges to develop sustainable business models? What could help to overcome them?
• How can EMMs and Think Tanks work together to find new pathways, policies and specific actions to turn information into action? What is your message to other stakeholder groups?
CEMEX and Carbon Disclosure

Alexander Röder

Sep 2014
CEMEX – a Global Building Material Company

Operations in 50 countries across four continents – with roots and headquarters in Mexico

**#1 CONCRETE**
1,900 ready-mix concrete facilities

**#3 AGGREGATES**
476 aggregates quarries [sand and gravel]

**#4 CEMENT**
57 cement plants

Implemented by
CEMEX Sustainability Strategy

3 Main Objectives

- Enhance our Value Creation
  - Lead in Sustainable Construction
  - Low Income Housing & Infrastructure

- Manage our Footprint
  - Enhance our Carbon Strategy
  - Excellence in Environmental & Biodiversity Management

- Engage our Stakeholders
  - High Priority to Health & Safety
  - Strengthen local communities
  - Partnership with Key Stakeholders

7 Priorities

- ENHANCE OUR VALUE CREATION
  - “Competitive capabilities”

- MANAGE OUR FOOTPRINT
  - “License to Operate”

- ENGAGE OUR STAKEHOLDERS
  - “Social License to Operate”

To develop / strengthen

implemented by giz
CEMEX main Disclosure Documents

• Corporate Sustainability Report
  – All sustainability issues
  – Reporting for 10+ years
  – GRI: A+

• CDP
  – Climate Change
  – Reporting since 2006
  – Score: 96B (2013)
Why Disclose?

• Public statement
  – We take sustainability serious because it is good for us
• Transparency
  – Build trust among all stakeholders
  – Strengthens organization’s commitment
• Benchmarking against other companies
  – Particularly if standardized methodologies
• Important guidance
  – E.g. climate risk & opportunity management in CDP

➡ Disclosure is a crucial tool in our sustainability strategy
Sustainability Performance
Empresas ICA S.A de C.V

Juan José Kochen
Sustainability and Innovation Coordinator,
Fundación ICA, Mexico
ICA has two core, complementary businesses: construction and operation of a portfolio of long-term infrastructure and other investments.*

**PRESENCE**

Approximately 32,000 employees.

Operations in Mexico, Panama, Costa Rica, Colombia, Peru, Portugal, United States and Spain.

**ENVIRONMENTAL PERFORMANCE**

We reforested more than 200 hectares with 202,250 trees and rescued more than 21,000 flora and fauna examples.
Global EPF-EMM Summit
15. & 16. September 2014

**SOCIAL PERFORMANCE**
1.8 million people benefited from community engagement programs.
508,756 man-hours of employee technical training.
More than 1.5 million man-hours of occupational health and safety training.

**CORPORATE GOVERNANCE**
11 members on the Board of Directors
55% independent
18% women
95% average attendance at Board meetings.
Whistleblowers’ hotline (001 877-495-3215), available 24/7.

**STOCK STRUCTURE**
ICA has a total of 610 million shares outstanding, 50% of which are public.

BMZ Federal Ministry for Economic Cooperation and Development
ZEIT-Stiftung Ebelin und Gerd Bucerius

Implemented by giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
# Global EPF-EMM Summit
15. & 16. September 2014

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<th>Design &amp; Engineering</th>
<th>Financial Structuring</th>
<th>Strategic Alliances</th>
<th>Construction</th>
<th>Operation</th>
<th>Mature Assets</th>
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<td>2. PORTS</td>
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<td>3. AIRPORTS</td>
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<td>4. WATER</td>
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<td>5. ENERGY</td>
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<td>6. UNDERGROUND WORK</td>
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<td>7. MASS TRANSIT</td>
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<td>8. PUBLIC BUILDINGS</td>
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<td>9. OIL AND GAS</td>
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<td>10. MINING</td>
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<td>11. INDUSTRY</td>
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<td>12. REAL ESTATE DEVELOPMENT</td>
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<td>13. PREFABRICATION</td>
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<td>14. INDUSTRIAL AUTOMATION</td>
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</table>

BMZ  | Federal Ministry for Economic Cooperation and Development

ZEIT-Stiftung | Ebelin und Gerd Bucerius

 Implemented by giz  | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Being a leader in the industry in terms of sustainability

KPI: Dow Jones Sustainability Index Assessment
Strategic Sustainability Planning process

Our current performance in terms of innovation and the efficient administration of our resources defines our future vision and the way we will attain our strategic goals.

Furthermore, taking into account sustainability trends in Mexico and around the world, we defined the climate where ICA operates in terms of sustainability. Plus, when updating our strategic plan, we identify the strategic sustainability issues to operate, survive and continue growing as a sustainable company:
Leadership and Collaboration

Since 1947
ICA has been offering added value in infrastructure development, providing innovative, comprehensive solutions to our clients to meet their infrastructure design, financial structuring, construction, operation and administration needs. The projects we build are critical to the economy and to improving people’s quality of life.
SUSTAINABILITY MATURITY MODEL

According to the maturity level diagram, ICA is currently toward the end of phase 3. We now have a sustainability management model and formal initiatives for attaining the proposed objectives, and we have established goals and initiatives for 2015, 2017 and 2020. In an exercise to assign priorities to our sustainability actions, we were able to identify the gaps between the levels where we currently stand and where we want to be in the short, medium and long terms.
Materiality
Impact on business

Markets: Competition in our industry and in the markets where we participate, opportunities for innovation and economic growth.
Risks and opportunities: Environmental, economic and social impacts, risks and opportunities.
Business strategy: Constant adaptation to changes in a complex environment in order to ensure the viability and long-term sustainability of the company, innovation, and the social value of our services.
Global environment: International trends demanding the integration of social and environmental criteria into infrastructure projects.
Best practices: Abiding by GRI indicators, the Dow Jones and EMV Sustainability Indices, and the Global Compact, has enabled us to focus our information on the most relevant aspects of our activities in the pursuit of sustainability, and disclose information consistently with internationally supported standards.
Stakeholders: Social expectations and issues stressed by our stakeholders.
Based on our materiality analysis, we identified those issues that have the greatest impact on our stakeholders and on our operations, which are presented in the chart below.
Global EPF-EMM Summit
15. & 16. September 2014

1. Economic Impact and market presence
   - Seeking healthy financial performance for our business, taking into account factors such as the need for infrastructure in the nation and around the world, growth, construction system efficiency and quality.
   - Having appropriate strategic planning, risk management and management systems.

2. Strategy and analysis
   - Guaranteeing ethical business practices through good corporate governance, with accountability that includes issues such as transparency, money laundering and corruption.

3. Transparency and legal compliance
   - Developing a security system that promotes each employee's commitment to leadership in the area of safety, and programs that continually improve our safety performance.

4. Occupational health & safety
   - Unionism in Mexico has been transformed to involve social, economic and governability aspects in the country as a whole, obliging our company to modify past paradigmatic practices in labor and transport.

5. Unions / Collective bargaining
   - Linked with project generation; since new projects generate jobs and support the goal of employability, a virtuous and mutually beneficial circle is created.

6. Job generation
   - Monitoring the positive and negative impacts, whether real or potential, of our operations; creating economic opportunities for communities by hiring local personnel and suppliers, therefore improving their quality of life.

7. Local communities
   - Developing human capital programs for our employees, and social responsibility programs for the communities surrounding our projects and society at large, through alliances with local communities schools, government organizations and higher educational institutions.

8. Training/education/development
   - Identifying and respecting areas of high biodiversity and integrating biodiversity considerations into our activities; protecting and restoring habitats that support endangered species in the zones where we operate.

9. Environmental remediation and biodiversity
   - Relations with suppliers: environmental sustainability of the supply chain; sustainable materials; human rights in the supply chain.

10. Supply chain management
    - Building strong relations with stakeholders based on mutual trust and respect.

11. Dialogue with stakeholders
    - Innovation management.
Dimension and Criterion Level Performance on Sustainability

- Health and Safety: 10%
- Building Materials: 8%
- Climate Strategy: 6%
- Environmental Policy/System: 6%
- Environmental Reporting: 5%
- Operational Eco-Efficiency: 7%
- Resource Conservation and Efficiency: 6%
- Human Capital Dev.: 5%
- Talent Attraction & Retention: 6%
- Human Rights & Labor: 5%
- Corporate Citizenship: 3%
- Social Reporting: 3%
- Supply Chain: 4%
- Customer Rel.: 3%
- Risk & Crisis Mgmt.: 5%
- Tax Strategy: 2%
- Corporate Gov.: 5%
- Antitrust Policy: 2%
- Codes of Conduct/Compliance/Corruption: 6%
- Non-financial Ev.: 3%

Implemented by GIZ
Construction and Engineering

Dimension weightings Construction & Engineering
- Social: 32%
- Economic: 30%
- Environmental: 38%

Economic and Governance Dimension
- Supply Chain Management: 10%
- Customer Relationship Management: 13%
- Risk & Crisis Management: 20%
- Tax Strategy: 7%
- Corporate Governance: 17%
- Antitrust Policy: 6%
- Codes of Conduct/Compliance/Corruption & Bribery: 17%

Social Dimension
- Building Materials: 16%
- Climate Strategy: 21%
- Environmental Policy/Management System: 18%
- Environmental Reporting: 16%

Implemented by:
- BMZ
- Federal Ministry for Economic Cooperation and Development
- ZEIT-Stiftung Ebelin und Gerd Gucerius
### Corporate Sustainability Assessment Results

<table>
<thead>
<tr>
<th></th>
<th>Company Score</th>
<th>Percentile Ranking</th>
<th>Industry Average</th>
<th>Industry Best</th>
<th>World</th>
<th>Europe</th>
<th>North America</th>
<th>Asia Pacific</th>
<th>Emerging Markets</th>
<th>Weight (%)</th>
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<td>56</td>
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Explanations: Total, dimension and criterion level performance is indicated by company score. Percentile ranking, average and best scores are presented for comparison, together with the lowest member score of each index, all within the same industry. For each row, weightings are shown in the last column as a percentage of the total. All values are on a scale from 0 to 100. Further information on the assessment methodology can be found on www.sustainability-indices.com.
Corporate Sustainability Assessment Results 2014 (Construction and Engineering)

2013: 59 / 2014: 62
The greatest improvements were in the dimensions of:

- Report emissions (CDP analysis)
- Information on the effectiveness of the Board
EMPRESAS ICA, S.A.B. DE C.V.

Blvd. Manuel Ávila Camacho 36,
Col. Lomas de Chapultepec, C.P. 11000
México D.F.
Tel: (5255) 5272 9991

www.ica.com.mx
Private Sector Commission for Sustainable Development Studies

Dr. Luisa Manzanares P.

Imanzanaresp@cce.org.mx
Index

• About CESPEDES
  ➢ Member companies

• Programa GEI México:
  ➢ Background
  ➢ Goals
  ➢ Statistics
  ➢ Evolution
  ➢ Success Stories: Automotive and lime production
  ➢ New Perspective
About CESPEDES


- Created in 1994, the main purpose of CESPEDES is to promote the principles of sustainable development in the private sector and becoming a reference to the public and society in this matter.

- It is composed by 30 firms representing the most important sectors of the economy such as: oil, cement, beverages, dairy products, trade and banking, among others.
Member Companies

- Acciona
- Alfa
- ALMA
- Altos Hornos de Mexico
- Bachoco
- Banamex
- BASF The Chemical Company
- Cemex
- Cuprum
- Cydsa
- Deacero
- GCC
- Grupo Financiero Banorte
- Grupo Bimbo
- Grupo Mexico
- ICA
- Kimberly-Clark
- Mexichem
- Siemens
- PEMEX
- Pemex
- PricewaterhouseCoopers
- Syngenta
- Ternium
- Walmart
- OHL Mexico
- Green Power
- Alten

Implemented by giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

BMZ Federal Ministry for Economic Cooperation and Development

ZEIT-Stiftung Ebelin und Gerd Bucerius
“Programa GEI México”: Background

MoU SEMARNAT-WRI-WBCSD- CESPEDES

- Voluntary Public-Private initiative that started in 2004 (pilot)
- Partnership Agreement SEMARNAT-CESPEDES
- Technical support from WRI and WBCSD
- Mexico first non Annex I to adopt the standards and protocols of WRI and WBCSD
- In 2006 it was established as a permanent program

Purpose: To prepare the Mexican industrial sector in a world with higher carbon constraints through capacity development to measure and manage their GHG emissions, and promote their participation in carbon markets.
“Programa GEI México”: Award Scheme

Third party verification

GEI 1
- GHG 1.- Development of the GHG inventory
- GHG 2.- GHG inventory verification and mitigation program
- GHG 3.- GHG mitigation projects verification and demonstration of improved carbon performance

GEI 2

GEI 3

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Statistics

Programa GEI México Evolution

- Emissions reported (Mt CO₂)
- Reporting companies


- 2004: 84, 15
- 2005: 89, 30
- 2006: 102, 35
- 2007: 118, 47
- 2008: 149, 68
- 2009: 138, 86
- 2010: 121, 104
- 2011: 120, 115
- 2012: 125, 114.5

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**Success Stories**

**Lime Production Plant**

**Action taken:**

Substitution of a 40-year calcination horizontal kiln by a vertical kiln

**Benefits:**

- Reduction on the natural gas consumption
- Calcination of fine material (between 10 and 25 mm)

<table>
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<tr>
<th>Year</th>
<th>Consumption of Natural Gas (ft³)</th>
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<td>2005</td>
<td>1,246,482,700</td>
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<td>2006</td>
<td>757,467,700</td>
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<td>2007</td>
<td>1,098,244,200</td>
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<td>2008</td>
<td>802,912,800</td>
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<td>2009</td>
<td>551,187,200</td>
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<td>2010</td>
<td>352,780,810</td>
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<tr>
<td>2011</td>
<td>471,667,900</td>
</tr>
<tr>
<td>2012</td>
<td>474,586,200</td>
</tr>
</tbody>
</table>

Reduction of 38,247.45 tCO₂e achieved
Replacing the conventional painting system for the "three wet paint" method in the Assembly Plant in Cuautitlan.

Reduction of 25,710.78 tons of CO2e achieved in the period 2010 to 2012 for project implementation.
“Programa GEI México”: New Perspectives

• **Promote the accounting and reporting of Scope 3 emissions**

  The Scope 3 emissions are indirect emissions from the activities of the company, but occur from sources not owned by the company, nor controlled by it.

• **Integrating the value chain of the leading companies Program**

• **Inducing Record reduction projects (GHG 3)**

• **Linkage with other programs and international markets**
¡Thank you!

www.geimexico.org

Private Sector Comission for Sustainable Development Studies
PROACTIVELY PROMOTING FDI IN WIND ENERGY: STATE OF PERNAMBUCO’S CASE

September, 2014
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• Export promotion of Brazilian products and services.
• Support to internationalization of Brazilian enterprises.
• Promotion of the Brasil Brand abroad.
• Strategic Foreign Direct Investment (FDI) attraction.
• FDI promotion strategies.
  • Generate strategic FDI and jobs to pilot states.
• Disconnection between national and state level efforts.
• Assess Pernambuco’s potential to attract investment in solar/wind and provide inputs to a FDI promotion strategy.
• Wind energy was the priority for the State and FDI was increasing around the world.
• PROINFA.
• Funding and 20-year-contracts.
• Technology along with the quality of the wind in Brazil.
• World crises in 2008.
• 6 auctions happened contracting 6,8 GW in new projects (2009 to 2011).
• An ongoing increase of number of players in the local supply chain – local content policy.
NOT THE BEST LOCATION FOR GENERATION BUT A STRATEGIC LOCATION FOR THE SUPPLY CHAIN
Selling points of Pernambuco against competitors

More than 200 companies profiled and contacted

45 meetings scheduled – Denmark and Germany

Outreach mission with 2 groups of local and federal promotional specialists

Follow up on investors
RESULTS

BEFORE MISSION
- IMPSA WIND
- RM EÓLICA (GESTAMP WIND)

IN SITE
- LM WIND POWER
- DUOMO
- IRAETA (under construction)
- RESOLUX (office)

OUTREACH MISSION: ~US$80 mi/2000 jobs

FOLLOW UPS
- 4 NEW COMPANIES ~US$130 mi
Carbon Disclosure for Sustainable Growth

• Why do you think green growth matters and why does it relate to business?
• From your experience, how can disclosure of crucial corporate environmental information (shared internally and/or externally) help to drive sustainable economies?
• Do you see differences between emerging markets and industrialised economies regarding sustainability disclosure and innovative approaches for a low carbon economy and green growth? Where are EMMs especially innovative in this context?
• What are the main challenges to develop sustainable business models? What could help to overcome them?
• How can EMMs and Think Tanks work together to find new pathways, policies and specific actions to turn information into action? What is your message to other stakeholder groups?