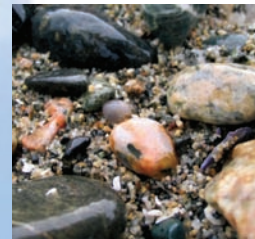


# SUSTAINABILITY

Internal Resource Guide



FOR INTERNAL USE ONLY

The Sustainable Development Resource Guide contains confidential business information. Distribution of this guide or copies of its pages to anyone outside Lehigh Cement Company and Lehigh Cement Limited and their related companies is strictly prohibited.

Every effort has been made to provide information that is accurate through March 2007. Corrections should be brought to the attention of the NAM Sustainable Development Committee.



[www.lehighcement.com](http://www.lehighcement.com)

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# About this Guide

This Resource Guide is designed to provide guidelines and suggestions for integrating sustainability into regional planning, sales, marketing and educational activities.

It covers the basics and is intended to help you shape your sustainability marketing approach and give you ideas.



**You'll find notable ideas and tips following this icon.**

You will also learn about the basic resources available to you and where to locate them.

You can find additional information on [UNITE > Sustainability](#). Members of the NAM Sustainable Development Committee are available to discuss sustainability in both a technical and marketing sense, and to answer any questions you may have. Please contact us any time.

Mr. Jim Purcell	Lehigh Pacific
Mr. Shane Alesi	Heidelberg Technology Center
Ms. Liz Mikols	NAM Public Affairs
Mr. Larry Rowland	Lehigh White
Mr. Mark Stillwagon	Lehigh North
Mr. Philip Detwiler	Lehigh South
Mr. Ron Sills	Lehigh Inland
Mr. Ron Laing	Lehigh Inland (to May 07)
Ms. Linda McKinley	Lehigh Pacific

# Regional Planning

## NAM Key Themes and Messages for Sustainability

To provide consistency in Lehigh's overall North American sustainability message to our external audiences, there are three main themes, each with their own messages.

The intent is to streamline and reinforce our message to audiences.

Key Themes	Key Messages for Each Theme
Cement and concrete meet multiple sustainable design objectives – and the triple bottom line*	<ul style="list-style-type: none"><li>■ Concrete is versatile – it can meet multiple sustainable design objectives</li><li>■ Concrete facilitates best use of energy, water &amp; materials. It limits outdoor impacts, and contributes to healthy indoor environments – equalling better building design.</li></ul>
Concrete is the preferred building material (over asphalt, wood and steel).	<ul style="list-style-type: none"><li>■ Versatile, durable, energy efficient, reflective, recyclable, uses recycled materials, and creates sustainable building sites</li><li>■ Does not rot, mould, rust or burn</li><li>■ HC Slogan: for better building</li></ul>
HeidelbergCement and Lehigh are committed to sustainable value creation.	<ul style="list-style-type: none"><li>■ Global commitment to ecological, social &amp; environmental goals</li><li>■ Member of World Business Council, Global Reporting Initiative, USGBC, CaGBC</li></ul>

\* The triple bottom line refers to the three critical areas - social, economic and environmental, where an organization's sustainable actions, are looked at in terms of certain criteria.



### Key themes and messages provide consistency.

- Use the themes and messages as starting points to base your own communication on.
- Sustainability has many facets, and sticking to the three themes will help you stay on track with what's most important.

# Regional Planning

## Leverage NAM Internal and External Activities

You can leverage Lehigh's North American activities, and the activities of other audiences that we have identified. You don't have to start from scratch to do something new.

The intent is to enable your region or company to maximize efficiencies and effectiveness by working with others towards goals that benefit Lehigh and our industry.

Lehigh's Target Audiences for Sustainable Communication	Primary	Secondary
Internal	Lehigh Cement Sales and Marketing Staff Lehigh Materials and Operations Staff	Managers Executive Support Staff
External	Architects, Engineers, Specifiers, Owners Elected Officials and Regulatory Agencies	Developers and Builders Urban and Community Planners Landscape Architects and Interior Designers Communities and Neighbors



**Target specific audiences to keep communication streamlined and relevant. ("Audiences" are groups of people that communication is targeted towards.) Consider the following when communicating:**

- *The audience may have heard competitive or opposing messages.*
- *There may be lack of prior awareness about what is being communicated.*
- *What has the audience heard before?*
- *How do you expect the audience to react?*
- *What level of detail is appropriate for the group?*



**Look for synergies and efficiencies that you can piggyback on to get more value for your marketing dollars, and that will collectively add more impact to your action alone. For example:**

# Regional Planning

- *Look for opportunities to provide story ideas, quotes, or pictures to editors of publications that are targeting the same audiences.*
- *Develop relationships with editors and reporters so they will call you.*
- *Don't purchase advertising without some type of editorial coverage in a publication. Even a small quote from Lehigh is better than nothing. Negotiate this up front.*
- *When PCA, CAC or other associations are participating in larger events and trade shows, as members, join them to work a tradeshow, or help in other ways – instead of paying for and managing an event on our own.*
- *Monitor the activities of our audiences: local architect's association, USGBC Chapter, Builder & Developer associations, and look for opportunities to participate.*
- *Use Lehigh's communication channels – such as the Conveyor or UNITE to connect with internal audiences. Call Public Affairs for more advice – see the Lehigh Directory for contact information.*

## Use the Easy Planning Framework and Calendar Tools

Your company or region may choose to develop your own marketing communication plan. A template document, containing the overlying framework for a marketing communication plan, has been designed to assist you in creating a regionally focused plan. The template incorporates Lehigh's North American focus for consistency, but you will develop regionally appropriate strategies and activities in order to meet the goals.

You can find the Sustainability Plan Template document on UNITE.

Calendar submissions are encouraged from individuals (like you!) and regions throughout North America. Most of the primary events and activities taking place over the year will be noted in a new Sustainability Planning Calendar. Public Affairs will collect the data and maintain the calendar.

You can view the current Sustainability Calendar on UNITE.



- *Use the easy planning framework and calendar tools to develop a market focused sustainability plan for your company or region.*
- *Submit key events to the NAM Master Sustainability Calendar through Public Affairs in Allentown, PA.*



# Sustainability Planning

Who we are as a company and how we operate, is as important as the way our products fit in the marketplace. Lehigh and its affiliates have a sustainable vision and philosophy for products and business operations.

To get the word out about how cement, concrete and aggregates are indeed sustainable and how Lehigh and its affiliates are also sustainable, we need to define this message. This new communication will help us with our neighbors, communities, employees, government officials and our customers. More and more consumers, builders, project owners and governments are asking that projects use the principles of sustainability. Our marketing message allows us to compete with other building materials and cement and concrete producers.

The Internet is an excellent and cost-effective tool to broadcast this information. In 2007, Lehigh NAM is working with Group to present a uniform web presence.

This presents an opportune time to present our commitment to sustainability through examples of what we do and provide information on how cement and concrete are sustainable.

The triple bottom line refers to the three critical areas - social, economic and environmental, where an organization's sustainable actions are looked at in terms of certain criteria. For each of the triple bottom line areas, each Lehigh region and subsidiary already undertakes a number of activities, processes or practices that amount to a strong sustainable story that you can communicate.

*The triple  
bottom line  
of sustainable  
development*



Assembling your story is an activity that may take some time, and uncover gaps and room for improvement. It may also be enlightening for everyone to discover that many of the practices you regularly undertake form a solid profile. It is likely that "sustainability" is something you have been well engaged in for many years.



**Use the opportunity to engage employees to bring forth information and offer suggestions at your next sales or safety meeting.**

# Sustainability Planning

In general, many companies cite their sustainable goals and accomplishments as follows:

Social	Employee Well-Being Quality of Life Business Ethics
Environmental	Environmental Impact Minimization Natural Resource Production
Economic	Shareholder Value Creation Economic Development

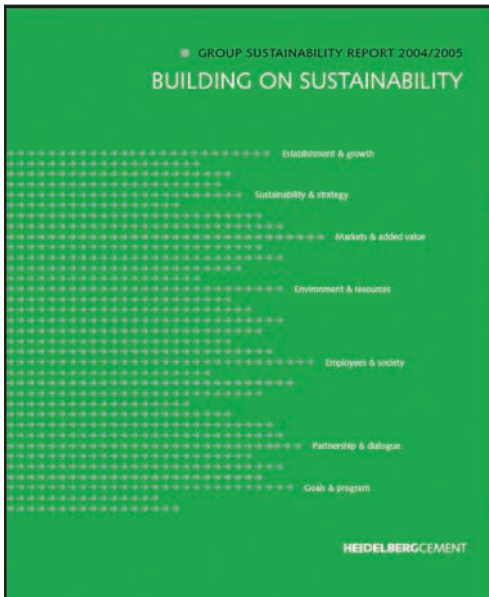
Source: *Global Environmental Management Initiative, www.gemi.org*

The suggestions below describe activities for each “triple bottom line” area that you may be able to bring forward from your area.

SOCIAL	ENVIRONMENTAL	ECONOMIC
Community Support and Outreach	Alternative Fuels	Economic Development
Health & Safety	Site Reclamation	Brownfields Revitalization
Education and Employee Training	Emission Targets	Business Ethics
EIT (Engineer in Training) Program	Endangered Species	Shareholder Value Creation
Employee Wellness	Habitat Restoration	Contributing to Local Economic Development (infrastructure)
Business Ethics	Minimizing Waste	Stakeholder Relations
Purchasing and Suppliers	Raw Material Optimization	Internal and External Reporting
Cultural Diversity	Energy Conservation	Leadership Principles
Employee Development (Education Programs / Compensation)	Recycled Content – Suppliers	Total Quality
Charities (United Way and other participation)	Office Recycling Programs	Internal Business Progress
Safety Programs	Noise Control or Reduction	Community Support
	Dust Control	
	Environmental Management Systems (EMS)	

# Sustainability Planning

The HeidelbergCement Group Sustainability Report 2004/2005 includes our corporate goals and programs (see the following pages).



**HeidelbergCement Group**  
Sustainability Report 2004/2005  
[www.heidelbergcement.com/sustainability](http://www.heidelbergcement.com/sustainability)

You should cite these facts and figures. These data can be augmented with regional activities from supporting local community events, to the type of alternative fuel used in the cement kiln that supplies your area.

A **Sustainable Development Activity Tracker** is available to help organize information.

The SD Activity Tracker form can be found on UNITE > Sustainable Development.

Notes:

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# Sustainability Planning

HeidelbergCement Group Sustainability Report 2004/2005, Goals and Program, Pages 52-53.

Chapter	Page	Targets and measures	Status 2004 / Implementation since Environmental Report 2002	Deadline
<b>Sustainable development management</b>				
Organization	14	Expansion of our sustainable development management system: Forming of a Sustainability Council	New	o 2005
Integration CSI	14	Integration of sustainable development criteria into decision-making processes in conformity with the Cement Sustainability Initiative (CSI)	Environmental protection, particularly climate protection, taken into account in investment decisions	→ 2006/ongoing
Environmental management	14	Establishment of environmental management Systems (EMS) at all our cement plants	80% of cement production from plants with EMS	↑ 2006
Internal reporting	15	Expansion of our internal reporting on sustainability concerning social and economical information	New	o 2005/ongoing
External reporting	49	Continuation of external reporting on our sustainable development goals and achievements — via Internet — via Sustainability Report	Sustainability report 2004/2005	→ 2006/2007
Stakeholders	49	Increased stakeholder involvement	New	o ongoing
Knowledge management	17	Investment in knowledge management: Further expansion of the World of Cement (WOC) intranet, as well as formation and continuation of Group-wide expert groups Targets: — 800 users/month — 2,000 downloads/month	Access data on WOC — 700 users/month — 1,500 downloads/month	→ 2006

<b>Social</b>				
Responsibility for personnel	38	Responsible dealings with personnel in stagnating or declining markets through socially acceptable solutions and reintegration support	New	o ongoing
Cultural diversity	40	Promotion of cultural diversity by implementing management programs for candidates worldwide	New	o ongoing
Health and safety	39	Implementation of the CSI guidelines on health and safety at our cement plants Improvement of reporting	New  Data on health and safety in plants and for suppliers compiled in a uniform manner for the first time in 2003	o  2006/ongoing
Purchasing and suppliers	22	Extension of purchasing guidelines to include statements on dealing with suppliers and subcontractors as regards the environment, human rights and working standards	New	o 2006

# Sustainability Planning

Chapter	Page	Targets and measures	Status 2004 / Implementation since Environmental Report 2002	Deadline	
<b>Ecology</b>					
CSI guidelines	28	Implementation of the CSI guidelines in the areas of climate protection, raw materials and fuels, emissions and local impacts	New	o	2006
	35				
	28	Installation of a reporting system on the implementation of the CSI guidelines	New	o	2006
Climate protection	28	15% reduction (base year: 1990) of our specific net CO <sub>2</sub> emissions by — reducing the proportion of clinker in our cement to 80% — further increasing the use of alternative fuels to 30% — further reducing specific energy consumption to 3,500 kJ/kg clinker	11,1%	↑	2010
			83%		2010
			14%		2010
			3,600 kJ/kg		2010
Raw materials and fuels	30	Application of the CSI guideline on the use of raw materials and fuels Reporting on the use of raw materials and fuels	New	o	2006
Emissions	32	Establishment of reduction targets for dust, nitrogen oxides and sulphur dioxide and regular progress reports	New	o	2006
Local impacts	34	Development of plans for renaturalization and recultivation of our quarries Development of plans to promote biodiversity at our quarries	New	o	2006

o : New, no basis for comparison

↑ : Improvement

↓ : Decline

→ : No change

# Print Advertising

Several ad template sizes, with a consistent message and design, have been developed for use throughout North America.

Choose an ad size and customize with regional contact information

- Choose a full page, ½ page vertical or ¼ page ad.
- Assemble and verify your contact information.
- Ensure you can provide a high resolution image of your logo (if different).
- Determine whether you can use the “call out” and provide a message for it.

Contact our design firm to arrange for changes to be made, and to arrange placement in a publication. The cost to you will be approximately \$125.00 CDN. This covers basic changes and submission to the publication.

Design One Graphics Group Inc.  
Grant Davies – Studio Manager  
604-530-2518  
grant@designone.bc.ca

You can view the ad templates on UNITE.

Use the call out for special events

Change regional contact information



10 ways concrete can be used in sustainable design

Membership logos add credibility

# Print Advertising

## Place ads in publications

- Complete the publication's "ad insertion order".
- Determine deadline for artwork submission & confirm with Design One.
- Sign off on your changes and final version for submission.
- Give Design One the go ahead to submit the ad to the publication.

## Negotiate price and editorial coverage

- Negotiate approximately 10-20% (or more!) from published ad rates as there are no agency commissions involved.
- Negotiate lower prices for multiple orders (i.e. quarterly).
- Negotiate better pricing by working with other Lehigh companies who advertise in the same publication.
- Ask for a better position in the publication – inside covers, adjacent to relevant stories, etc.
- Always ask for editorial coverage with ad purchase. This means you will have to supply copy – stories, quotes, etc.



- **Use industry association materials (i.e. PCA Sustainability Media Kit) for story material, facts, and to develop quotes.**
- **Keep an "idea" file of interesting material for quotes and story ideas.**

# NAM Sustainability Brochure

Lehigh's new sustainability brochure is for use throughout North America. It has been designed for our external target audiences of architects, engineers, specifiers and building owners; and works well for other audiences.

The SD brochure reflects ten ways that cement and concrete can be used in sustainable design. The organization and language used mirrors LEED-NC. The LEED Green Building Rating System™ is a voluntary, consensus-based national rating system for developing high-performance, sustainable buildings. USGBC's members representing every sector of the building industry, developed and continue to refine LEED. (Learn more about the US Green Building Council and LEED at [www.usgbc.org](http://www.usgbc.org))

## Order Printed Copies or Download an Electronic Copy

- To order printed copies: Complete and forward the order form available on UNITE
- To download an electronic copy, follow the links:  
[lehighcement.com/sustainability](http://lehighcement.com/sustainability) **or** UNITE > Sustainable Development

## Understand the Ten Areas of Design Application

Cement and concrete can contribute to 21 US Green Building Council (USGBC) LEED points and 22 Canadian Green Building Council (CaGBC) LEED points.

\*Transportation is related to the Sustainable Sites category and contributes to the use of concrete infrastructure solutions. There is no point for direct use of concrete roads, for example.

\*\*Points for improving Indoor Air Quality are achievable through the use of low VOC / off-gassing toxins from products. However, the fact that concrete walls & floors can be used with no finishing is not yet acknowledged in LEED.

Use with sales calls, marketing events, etc.

The brochure also contains contact information for the Lehigh Cement Company office in Allentown, PA.



### **Customize the brochure with your region or company contact information:**

- *Staple a business card on the lower end of the orange flap.*
- *Use a stamp or label with regional information below the Lehigh logo on the back page.*

# NAM Sustainability Brochure

APPLICABLE LEED POINT CATEGORY	LEED CREDIT
1. Redevelop Land and Build Infrastructure	Sustainable Sites Credit 3 Redevelopment of Contaminated Sites (and Transportation*)
2. Reduce Site Disturbance	Sustainable Sites Credit 5.1 and 5.2 Reduced Site Disturbance: Protect or Restore Open Space
3. Manage Stormwater	Sustainable Sites Credit 6.1 Stormwater Management: Rate and Quantity
4. Reduce Heat Island Effect	Sustainable Sites Credit 7.1 Heat Island Effect: Non Roof
5. Increase Energy Performance	Energy and Atmosphere Minimum Energy Performance Prerequisite 2 Optimize Energy Performance Credit 1
6. Improve Indoor Air Quality**	Indoor Environmental Quality Credit 4, Low-Emitting Materials Indoor Environmental Quality Credit 7, Thermal Comfort: Design
7. Design for Longevity and Durability	Materials and Resources, Building Reuse, Credits 1.1 and 1.2 Materials and Resources, Durable Building, Credit 8 (LEED Canada only)
8. Manage Construction Waste	Materials and Resources, Construction Waste Management, Credits 2.1 and 2.2 (Cannot be used with MR 1.1 and 1.2)
9. Increase Recycled Content	Materials and Resources, Recycled Content, Credits 4.1 and 4.2
10. Use Regional Materials	Materials and Resources, Regional Materials, Credits 5.1 and 5.2

# NAM Sustainability Brochure

## Ways to Use the Brochure



The content is a good conversation starter for market areas considering cementitious product use in sustainable design. It also contains a statement relating Lehigh's corporate commitment to sustainability.

- **Sales Calls** – *distribute* to your customers for use with their customers.
- **Marketing Events** – *communicate* Lehigh's sustainable message at trade shows, open houses, training sessions, information sessions, etc. Display in brochure holders – available from any stationary supply company.
- **Presentations** – *incorporate* each of the ten design areas in a presentation. Slides are available on UNITE > Sustainable Development.
- **Training** – *give away* as an informative resource for internal or external training on sustainability, and use as a visual aid during face-to-face training.
- **Bulletin Board** – *post* the interior pages as a "poster" for bulletin boards.



# Tradeshow Booth

A new tradeshow booth is available for all Lehigh regions and companies to use.



**A booth creates a visual presence that adds to Lehigh's sustainability message. Consider using the booth for many types of marketing activities: training events, open houses, presentations, customer functions, or trade shows.**



How to Order the Booth\*

Order from Public Affairs, Lehigh - Allentown.  
Telephone 610-366-4770.

**\* Please book the booth well in advance of your event.**

Arrange for a courier (Fedex, UPS, etc.) to pick up the booth at Allentown, PA. Please ensure you use your courier account number to pay for pick up and delivery of the booth to your location.

Allow for one week shipping time – ground. Air is much faster, but also more expensive – and shipping between Canada and the USA takes extra time.











Damage to the booth is the responsibility of the user. Please treat it with care!

# Tradeshow Booth

## How to Set Up / Take Down

- See BURST! POP-UP Instructions below.
- The fabric and frame of the tradeshow booth are one unit. Only the side edges detach.
- Please keep the case clean – remove all old labels, stickers & tape.
- Note: All hooks must be disengaged before closing the frame.

# BURST! POP-UP Instructions

		HERE IS ANOTHER WAY <small>(If you can't reach the top, try this)</small>	
<p><b>1.</b> Take frame out of bag.</p> 		<p><b>1.</b> After frame is out of bag, start with frame feet on ground</p> 	
<p><b>2.</b> Look for label marked bottom and set up unit with adjustable feet on the floor.</p> 		<p><b>2.</b> Stretch to open frame</p> 	
<p><b>3.</b> Stretch to open frame, and hook the "J" hooks together.</p> 	<p style="font-size: small;">Close up of "J" hooks connected</p> 	<p><b>3.</b> Hook the "J" hooks together, by pressing down</p> 	
<p><b>4.</b> Attach graphic to frame with the Velcro (if graphic is not already applied). Make sure Velcro is fully engaged and smooth</p> 	<p style="font-size: x-small;">View from Behind (2x2x10000)</p> 	<p><b>4.</b> Lift frame up and make sure Velcro is fully engaged and smooth</p> 	

# Event Ideas

The promotion booth provides an eye catching visual that will enhance many events. Combine the booth with other promotional tools and use it at:



- Trade Shows
- Open Houses
- Community Events
- Public Information Sessions



- Customer Training
- Customer Presentations



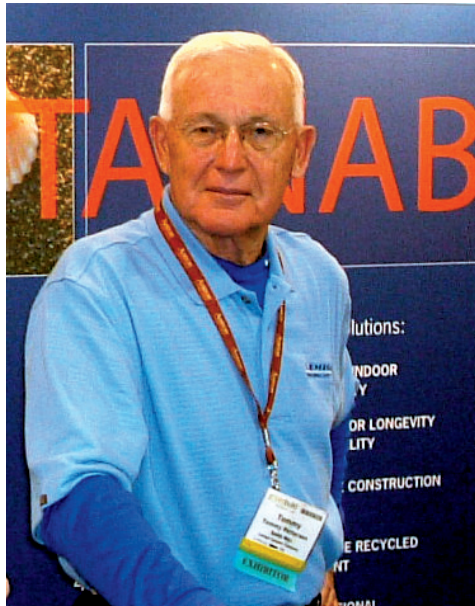
- Education Sessions
- ... and more



# Event Ideas

Look Good Too!

Order mens and ladies shirts or jackets in blue or orange with Lehigh logos.



Mr. Tommy Patterson  
Lehigh White Cement



(Left to Right) Jane Hacker, Lisa Lintunen, Linda McKinley  
Lehigh Pacific Region

# Lehigh SD Education

To help Lehigh employees and our external audiences learn about sustainability, a selection of presentation materials are available at:

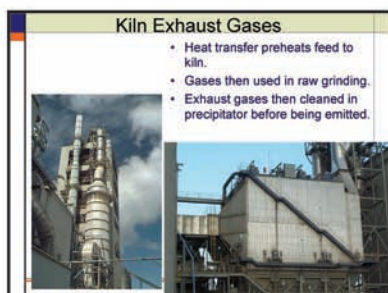
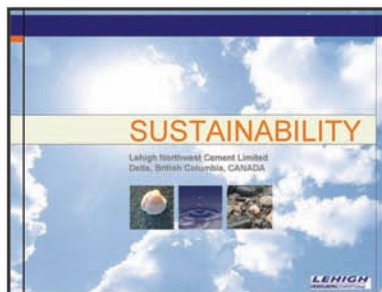
## UNITE > Sustainable Development > Cement Marketing

Learning objectives are focused on understanding what sustainability is, how cement and concrete fit into the sustainable building market, and how HeidelbergCement, Lehigh and our subsidiary companies are responding to sustainability.

The following sample format is taken from a plant tour at Delta, BC.

- Introductions
- Video (A New Stone Age: The Making of Portland Cement – PCA)
- Presentation
  - Sustainability and Lehigh
  - Environmental Management in Cement Manufacturing
  - Sustainable Product Marketing
- Plant Tour

Sample Slides:



**Customize your own session by first identifying the learning objectives for your audience. Choose varied methods of delivering and reinforcing the message, and customize your materials with examples and tips that are relevant for your audience. Encourage interactivity and provide positive reinforcement for your learners.**

# CAC SD Education

To equip cement industry employees to teach others and work with customers involved in green construction, a series of education modules is under development.

The materials are designed to help industry understand and take advantage of sustainable development, as a business issue, and to provide our industry's sales and technical professionals with the information they need to take a proactive approach in responding to our customers' sustainable product needs.

## **Available March 2007\*:**

Module 1: Sustainable Development as an Industry Business Issue

Module 2: Leadership in Energy and Environmental Design (LEED®): Concrete and Cement Contributions

## **Under Development 2007\*:**

Module 3: Sustainable Development and Cement Manufacturing

Module 4: Sustainable Development and Concrete Manufacturing

Module 5: How to Bring Sustainable Thinking to Your Company

Module 6: Sustainable Communities - An Innovative Approach to Marketing Concrete



\* PCA is modifying these materials for US. use in 2007

# Other Resources

## UNITE

Employee Intranet Site  
<http://hc.hzunite.com/nam>



UNITE Home Page



UNITE SD Page

## Cement Association of Canada

[www.cement.ca](http://www.cement.ca)



Canadian Cement Industry  
2006 Sustainability Report



Guide to Sustainable Design  
with Concrete

## Portland Cement Association

[www.cement.org](http://www.cement.org)



2006 Report on Sustainable  
Manufacturing



[www.concretethinker.com](http://www.concretethinker.com)

# Other Resources

## World Business Council for Sustainable Development

[www.wbcasd.org](http://www.wbcasd.org) > cement



The Cement Sustainability Progress Report, June 2005

## Canada Green Building Council

[www.cagbc.ca](http://www.cagbc.ca)



## U.S. Green Building Council

[www.usgbc.ca](http://www.usgbc.ca)



Notes:

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