SUSTAINABILITY REPORTS IN SPANISH PORTS
The Ports and Merchant Shipping Act states:

"The draft Business Plan will be accompanied by a Sustainability Report that will be carried out according to the methodology developed by Puertos del Estado"
SUSTAINABILITY IN SPANISH PORTS

SUSTAINABILITY. DIMENSIONS OF SUSTAINABILITY

SUSTAINABILITY

ECONOMIC

SOCIAL

ENVIRONMENTAL

INSTITUTIONAL
SUSTAINABILITY. DIMENSIONS OF SUSTAINABILITY

- **Economy:** To achieve economic viability and long-term, contributing to the socioeconomic development of the local environment.

- **Environmental:** To protect natural capital, optimizing natural resource management.

- **Social:** To contribute to economic and human development of people within a framework of respect for the integrity of these and participation in decision-making.

- **Institutional:** To ensure transparent and independent government, whose decisions are carried out according to objective criteria, in a framework that would ensure the development of the above dimensions.
SUSTAINABILITY. DIMENSIONS OF SUSTAINABILITY

Sustainable management of a company: It is the analysis of the effect of its performances and activities in all dimensions of sustainability in order to achieve a balanced development of all aspects.

INSTITUTIONAL

ENVIRONMENTAL

BALANCED DEVELOPMENT

ECONOMIC

SOCIAL
SUSTAINABILITY. CREATING SUSTAINABLE VALUE

INNOVATION IN PRODUCTS / SERVICES

TOMORROW

NEW MARKETS

VALUE CREATION FOR STAKEHOLDER

REDUCTION OF RISKS AND COSTS

OUT

TODAY

REPUTATION CREDIBILITY TO ACT

CONCLUSION: The communication states the need of introducing the idea of sustainability in ports management
SUSTAINABILITY IN SPANISH PORTS

SUSTAINABILITY REPORTS. GOALS

EXTERNAL REPORTING:
To be a tool for information exchange and dialogue with stakeholders of the port.

INTERNAL MANAGEMENT:
To support the development of the business plans through a comprehensive diagnosis of the risks and opportunities related to economic, social and environmental matters.
LAW OF PORTS AND SUSTAINABILITY. LINES OF ACTION

- **Economic self-sufficiency and profitability.**
- **Progress in the landlord model.**
- **Boosting railway**
- **Boosting performance and service quality**
- **Promoting good environmental practices in services and concessions**
SUSTAINABILITY REPORTS. REQUIREMENTS FOR INDICATORS

- To draw an overall picture of the sustainability strategy of the port system
- To trace the evolution of the sustainability policy of each Port Authority
- To report on the relations of the Port Authority with its stakeholders
- To Allow comparison between ports and suggest areas for improvement
- Be reliable
SUSTAINABILITY REPORTS. INDICATORS:

- **Economic**
  - Financial stability
  - Efficient use of assets
  - Investment structure
  - Economic and social impact of the activity

- **Social**
  - Gender equality
  - Training and knowledge management
  - Labor risk prevention
  - Participation in decision making
SUSTAINABILITY REPORTS. INDICATORS

- **Environmental**
  - Environmental management and resources dedicated
  - Environmental quality
  - Efficient use of natural resources
  - Degree of implementation of environmental management systems

- **Institutional**
  - Government transparency and objectivity.
  - Infrastructure capacity.
  - Private investment and Service quality.
  - Innovation.
  - Sustainable mobility of goods
SUSTAINABILITY REPORTS: INSTITUTIONAL DIMENSION

MANAGEMENT. What are we doing to make objective decisions?

Quality system methodologies implemented at 2010

- CMI
- ISO 9001 o EFQM
- ISO 18001
- ISO 14001 o EMAS
SUSTAINABILITY REPORTS: INSTITUTIONAL DIMENSION

LANDLORD MODEL: What percentage of the surface is occupied by concessions?

% OF THE SURFACE USED BY CONCESSIONS

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Number of Authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 - 40%</td>
<td>1</td>
</tr>
<tr>
<td>40 - 50%</td>
<td>4</td>
</tr>
<tr>
<td>50 - 60%</td>
<td>4</td>
</tr>
<tr>
<td>60 - 70%</td>
<td>3</td>
</tr>
<tr>
<td>70 - 80%</td>
<td>8</td>
</tr>
<tr>
<td>80 - 90%</td>
<td>5</td>
</tr>
</tbody>
</table>
SUSTAINABILITY REPORTS: INSTITUTIONAL DIMENSION

QUALITY SERVICE. Operators following port service quality systems.

NUMBER OF OPERATOR WITH PORT SERVICE QUALITY SYSTEMS
SUSTAINABILITY REPORTS: INSTITUTIONAL DIMENSION

SUSTAINABLE MOVILITY OF GOODS: Are we boosting railway traffic?

GOOD MOVED BY TRAIN

- %
- Millones Tm

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>5.4%</td>
</tr>
<tr>
<td>2007</td>
<td>4.9%</td>
</tr>
<tr>
<td>2008</td>
<td>5.4%</td>
</tr>
<tr>
<td>2009</td>
<td>8.9%</td>
</tr>
<tr>
<td>2010</td>
<td>9.7%</td>
</tr>
<tr>
<td>2011</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Millones de Toneladas</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>5,4%</td>
</tr>
<tr>
<td>2007</td>
<td>4,9%</td>
</tr>
<tr>
<td>2008</td>
<td>5,4%</td>
</tr>
<tr>
<td>2009</td>
<td>5,1%</td>
</tr>
<tr>
<td>2010</td>
<td>5,6%</td>
</tr>
<tr>
<td>2011</td>
<td>6,0%</td>
</tr>
</tbody>
</table>
SUSTAINABILITY REPORTS: INSTITUTIONAL DIMENSION

SUSTAINABLE MOVILITY OF GOODS: Are we boosting RO-RO traffic?

EVOLUTION OF GOODS MOVED BY RO.RO SYSTEM

<table>
<thead>
<tr>
<th>Year</th>
<th>% Mvido por RO-RO</th>
<th>Millones de Toneladas</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>43,0%</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>42,6%</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>41,7%</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>39,7%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>39,8%</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>39,8%</td>
<td></td>
</tr>
</tbody>
</table>

2006 2007 2008 2009 2010 2011
SUSTAINABILITY REPORTS: INSTITUTIONAL DIMENSION

INSTITUTIONAL COMMITMENT: Investments in safety improvement

EVOLUTION OF INVESTMENTS IN SAFETY.

<table>
<thead>
<tr>
<th>Year</th>
<th>% of total</th>
<th>Million Euros</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>4.6%</td>
<td>12.8</td>
</tr>
<tr>
<td>2007</td>
<td>9.1%</td>
<td>12.8</td>
</tr>
<tr>
<td>2008</td>
<td>0.69%</td>
<td>12.8</td>
</tr>
<tr>
<td>2009</td>
<td>1.11%</td>
<td>13.3</td>
</tr>
<tr>
<td>2010</td>
<td>1.25%</td>
<td>14.0</td>
</tr>
<tr>
<td>2011</td>
<td>1.42%</td>
<td>10.7</td>
</tr>
</tbody>
</table>
SUSTAINABILITY REPORTS: INSTITUTIONAL DIMENSION

INSTITUTIONAL COMMITMENT: Investments in environmental improvement.

EVOLUTION OF INVESTMENT IN ENVIRONMENTAL IMPROVEMENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Millones de Euros</th>
<th>% del total de inversiones</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>3.5</td>
<td>0.31%</td>
</tr>
<tr>
<td>2007</td>
<td>19.4</td>
<td>0.95%</td>
</tr>
<tr>
<td>2008</td>
<td>6.5</td>
<td>0.42%</td>
</tr>
<tr>
<td>2009</td>
<td>4.8</td>
<td>0.42%</td>
</tr>
<tr>
<td>2010</td>
<td>4.9</td>
<td>0.46%</td>
</tr>
<tr>
<td>2011</td>
<td>4.3</td>
<td>0.58%</td>
</tr>
</tbody>
</table>
SUSTAINABILITY REPORTS: ECONOMIC DIMENSION

FINANCIAL STATUS. What is our economic performance per moved ton?

EBITDA PER TON. EVOLUTION.

EBITDA PER TON. DISTRIBUTION
SUSTAINABILITY REPORTS: ECONOMIC DIMENSION

FINANCIAL STATUS. How much cash-flow do we target to pay bank credits

DEBTS PAYMENT VERSUS CASH-FLOW. EVOLUTION.

DEBTS PAYMENTS VERSUS CASH-FLOW. DISTRIBUTION

([amortización de deuda + intereses] / [cash-flow antes de intereses]) en %
SUSTAINABILITY REPORTS: ECONOMIC DIMENSION

INVESTMENT: Is private investment increasing versus public investment?

PRIMATE INVESTMENT / PUBLIC INVESTMENT

<table>
<thead>
<tr>
<th>Year</th>
<th>Private Investment/Public Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>0.77</td>
</tr>
<tr>
<td>2009</td>
<td>0.67</td>
</tr>
<tr>
<td>2010</td>
<td>0.69</td>
</tr>
<tr>
<td>2011</td>
<td>1.14</td>
</tr>
</tbody>
</table>
SUSTAINABILITY REPORTS: ECONOMIC DIMENSION

PERFORMANCE: What is our performance? Tm moved per square meter.

TOM PER SQUARE METER. EVOLUTION.

TOM PER SQUARE METER. DISTRIBUTION
PRODUCTIVITY: What is our performance? EBITDA generated per worker

**EBITDA PER WORKER. EVOLUTION**

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA (in Miles)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>109</td>
</tr>
<tr>
<td>2009</td>
<td>87</td>
</tr>
<tr>
<td>2010</td>
<td>93</td>
</tr>
<tr>
<td>2011</td>
<td>97</td>
</tr>
</tbody>
</table>

**EBITDA PER WORKER. DISTRIBUTION**

<table>
<thead>
<tr>
<th>Range (in Miles)</th>
<th>Number of Authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 30</td>
<td>3</td>
</tr>
<tr>
<td>(30:60]</td>
<td>6</td>
</tr>
<tr>
<td>(60:90]</td>
<td>9</td>
</tr>
<tr>
<td>(90:120]</td>
<td>5</td>
</tr>
<tr>
<td>(120:150]</td>
<td>3</td>
</tr>
<tr>
<td>&gt;150</td>
<td>2</td>
</tr>
</tbody>
</table>
SUSTAINABILITY REPORTS: SOCIAL DIMENSION

EMPLOYMENT: Number of employees

NUMBER OF EMPLOYEES

- NUMBER OF EMPLOYEES. EVOLUTION
- NUMBER OF EMPLOYEES. DISTRIBUTION
SUSTAINABILITY REPORTS: SOCIAL DIMENSION

EMPLOYMENT: Percentage of temporary workers

PERCENTAJE OF TEMPORARY WORKERS DISTRIBUTION

- [0:5] 3
- [5:10] 10
- [10:15] 5
- [15:20] 5
- [20:25] 1
SUSTAINABILITY REPORTS: SOCIAL DIMENSION

TRAINING. Are we improving employees performance?

PERCENTAGE OF EMPLOYEES INVOLVED IN TRAINING PROGRAMS
GENDER EQUALITY: Are we boosting gender equality?

**PERCENTAGE OF WOMEN IN THE TOTAL WORKFORCE**

- **Total Trabajadores**: 15% Mujeres, 85% Hombres
- **Fuera de Convenio**: 21% Mujeres, 79% Hombres
SUSTAINABILITY REPORTS: SOCIAL DIMENSION

LABOUR RISK PREVENTION. Number of days lost per 1,000 hours worked.

Distribución del índice de gravedad de accidentes para el conjunto del sistema portuario durante 2011.
Muestra: 27 de las 28 Autoridades Portuarias

Número de jornadas perdidas por accidente por cada 1000 horas trabajadas.
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

ENVIRONMENTAL MANAGEMENT. Is environmental management integrated in ports authorities management?

PERCENTAJE OF PORTS THAT HAVE IMPLEMENTED AN ENVIRONMENTAL MANAGEMENT SISTEM

- Registro EMAS: 36%
- Certificación ISO 14001: 25%
- SGA en desarrollo: 25%
- SGA no desarrollado: 14%

30
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

ENVIRONMENTAL QUALITY. Are we causing troubles on air quality due to port activities?

PERCENTAJE OF PORTS THAT HAVE RECEIVED COMPLAINTS

- Alguna queja: 14%
- Sin quejas: 44%
- No evaluable: 42%
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

ENVIRONMENTAL QUALITY. What are we doing to improve air quality?

Medidas adoptadas para minimizar emisiones a la atmósfera

- Parada por viento adverso
- Sistemas lavauedas
- Sistemas de riego en graneles
- Pantallas cortavientos
- Firmas de convenios de buenas prácticas
- Requisitos sobre emisiones en concesiones
- Condiciones sobre emisiones en servicios
- Incentivo a camiones con bajas emisión.
- Criterios ambientales en atraques
- Mejora de viales interiores o accesos
- Reordenación de la actividad
- Estudios de caracterización
- Medidas de parámetros de calidad del aire.
- Supervisión directa en muelle
- Guías de buenas prácticas
- Instrucciones de dirección
- Normas de obligado cumplimiento
- Seguimiento a operadores
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

WASTE. Are we reducing waste management costs. Percentage of waste recycled

PERCENTAGE OF WASTE RECYCLED.
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

WASTE. What are we doing with dredged material? Are we improving reuse?.

DREDGED MATERIAL DESTINATIONS

- vertido mar
- Deposito Tierra
- Reutilizado

[Bar chart showing destinations for dredged material]
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

ECOEFFICIENCY: Are we reducing electricity consumptions?

TIME EVOLUTION OF ELECTRICITY CONSUMPTIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Millions of Kwh</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>128</td>
</tr>
<tr>
<td>2010</td>
<td>133</td>
</tr>
<tr>
<td>2011</td>
<td>121</td>
</tr>
</tbody>
</table>
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

ECOEFFICIENCY: What is the average behavior in electricity consumption?

ELECTRICITY CONSUMPTION PER SQUARE METER OF COMMERCIAL SURFACE.
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

ECOEFFICIENCY: Are we reducing water consumptions?

TIME EVOLUTION OF WATER CONSUMPTIONS
SUSTAINABILITY REPORTS. ENVIRONMENTAL DIMENSION.

ECOEFFICIENCY: What is the average behavior in electricity consumption?

WATER CONSUMPTIONS PER SQUARE METER OF COMMERCIAL SURFACE

![Bar Chart Showing Water Consumption](image)
THANK YOU FOR YOUR ATTENTION

María Jesús Calvo
mjcalvo@puertos.es