



## SECIL SUSTAINABILITY Guidelines

### Objective:

SECIL is a member of CSI (Cement Sustainability Initiative) since 2003.

CSI is the leading voice of sustainable development in Cement Industry and it has developed numerous guidelines, tools, protocols, databases, studies and others. The application of this strategy is based on CSI Guidelines as a guidance, in each area of Sustainability in SECIL Group.

The aim of this document is to define the strategy to achieve the commitments and goals defined in our Sustainability Policy, in the issues:

1. CO<sub>2</sub> and Climate Protection
2. Emissions monitoring and reduction
3. Responsible use of Fuels and Raw Materials
4. Health and Safety
5. Biodiversity

## 1. CO<sub>2</sub> and Climate Protection

- **WHY DO WE CARE ABOUT MITIGATION?**

Since the 20<sup>th</sup> Century greenhouse gases emissions (namely CO<sub>2</sub>) have been rising, inducing one of the most crucial threats of our time - the global warming.

Nowadays, it is largely accepted by scientific community that it results from human activities, such as: increasing consumption (namely of fossil fuels for goods production, goods transport), rising population (which induces rising of power consumption based in fossil fuels) and land-use change (leading to reducing sink capacity and even forest emissions).

The international community taking aware of this threat answered with a commitment to adopt measures to reduce the greenhouse gases emissions, which were compiled in the Kyoto Protocol (Protocol to the International Framework Convention on Climate Change).

For developed countries signatories of the convention it was mandatory setting specific reduction targets but for developing countries only the obligation to monitoring and reporting emissions.

Recently, the Paris Agreement appealed to the commitment of the great majority of the countries around the world, through the *Intended Nationally Determined Contributions* (INDC), which are not legally binding but is expected to be followed in a greater extension than the Kyoto Protocol.

As an accepted estimation, the global cement industry produces approximately 5% of all man-made CO<sub>2</sub> emissions—originated from chemical reactions and fuel consumption for clinker production, from electricity use and from the transportation of raw materials as well as finished products.

The present strategy aims to give guidelines to the different plants of SECIL's Group, taking in consideration that some of them are in countries with mandatory targets, where others are located in developing countries which will come to face, in the near future, with reducing targets following the INDCs commitments within the Paris Agreement.

It is a huge challenge upon cement sector, providing the expected growth in terms of population and economy, which means increasing of demand of cement for more resilient houses and infrastructures assuring the unavoidable adaptation to face climate changes, but with an imperative commitment of improved energy efficiency and adoption of lower carbon solutions.

- **WHAT IS THE STRATEGY TO ADRESS THE CHALLENGE OF MITIGATION?**

SECIL is committed to the sustainable development, which is included in its Vision and is embedded in its daily practice. More, since 2003 SECIL is a Participating Member of the Cement Sustainability Initiative, a



project of World Business Council for Sustainable Development which have, among others, one main goal: to reduce the carbon footprint of cement manufacturing.

So, SECIL defined some mitigation actions, which is committed to fulfill and can be systematically presented as a **MITIGATION PLAN, focusing in the following areas:**

- Energy efficiency
- Use of Alternative Fuels
- Use of Alternative Raw Materials
- Clinker factor reduction and composite cements production
- Research & development
- Audit and disclosure of CO<sub>2</sub> emissions

### **Energy efficiency**

In terms of Thermal Energy, the guideline is to select whenever is possible dry-process technology (depending on raw materials properties), installing and/or revamping multi stage pre-heaters, precalciners and coolers according with the state of the art (depending on economic viability).

In terms of Electrical Energy: select whenever is possible vertical mills for the grinding process (depending on economic viability), mechanical conveying equipment (pneumatic conveying only as an exception), installing and/or revamping management systems for energy according with the state of the art (depending on economic viability).

These principles are valid for the current plants operating and shall be taken in consideration for new projects and new acquisitions.

### **Use of Alternative Fuels**

Maximize the substitution of fossil fuels by alternative fuels, not only to rend the society a service in terms of co-processing industrial and municipal waste (recovering the energy content and recycling the material fraction of it), but aiming the reduction of CO<sub>2</sub> emissions, so the priority shall be given to carbon neutral fuels (eg. wastes with high content of biogenic carbon and biomass wastes).

### **Use of Alternative Raw Materials and Clinker factor reduction**

Maximize the use of alternative non-carbonated raw materials for clinker production, to reduce process emissions.

Maximize cement production with lower clinker content, using alternative cementitious materials (eg. fly ash, blast furnace slags and others) aiming to produce cement with lower CO<sub>2</sub> specific emissions.



## Research & development

Despite the maturity of cement industry which turns more difficult to find breakthrough technologies, there are some new solutions that are worth dedicated efforts of R&D, to achieve lower carbon options for cement manufacturing.

SECIL is participating in the Steering Committee of the Carbon Capture and Storage/Use project within the European Cement Research Academy (ECRA) aiming to find the technical and economic viability of a technology which provides a drastic reduction of the process and combustion emissions.

SECIL is also developing research on new treatments of alternative fuels (eg. liquefying technology), new clinkers with lower CO<sub>2</sub> emissions, new products to place in the market of cement and/or concrete with lower CO<sub>2</sub> content and new construction solutions to increase excellence of services rendered by the materials, in terms of life cycle assessment (eg. increasing durability, optimizing avoiding emissions during the service lifetime of buildings and infrastructures, decarbonation obtained in the fine grinding of end of life concrete, before recycling).

SECIL is participating in joint studies with Technical Universities and others R&D Institutes, promoting or participating in several ID projects at national level (P2020) and also at european level H2020.

## Audit and disclosure of CO<sub>2</sub> emissions

As a Participating Member of the above-mentioned Cement Sustainability Initiative, SECIL is obliged to set targets concerning CO<sub>2</sub> emissions as well as other performance KPI's and publishing its evolution which includes third party verification.

Additionally, some of the SECIL's plants are registered in the European Management Audit Scheme (EMAS) which obliges the yearly publishing of an Environmental Declaration per plant with an analysis of the goals settled for all the main performance indicators, eventual deviations, due justifications as well as corrective actions.

So, it is a commitment of SECIL to assure the maximum of transparency about the negative and positive impacts of its operations and simultaneously publish the actions to improve its sustainable contribution to society.

- **WHY DO WE CARE ABOUT ADAPTATION?**

Adaptation is a complement of the Mitigation phase and is equally important, as recently was recognized by the Paris Agreement.

The importance of Adaptation results of the recognition of the following facts:

- It is not possible in the short term to avoid the climate changes (they are already there)
- It is no more adequate to take decisions based on the historical climate conditions
- To conceive pro-actively a plan to minimize the consequences of the climate changes will be a better solution versus a set of reactive emergency procedures (largely demonstrated in the comprehensive study “*Stern Review: the Economics of Climate Change*” by **Nicholas Stern** back in 2006)

To face the consequences of the climate change it will be necessary to, among other solutions, develop new resilient infrastructures to minimize the following impacts:

ASPECT	IMPACT	eg. SOLUTIONS
Extreme winds	Partial or total demolition of houses	Safe houses based on adequate resilient structure and resilient construction materials
	Partial demolition or interruptions of seaport facilities	Creation of new infrastructures for protection of the entrance of seaports, securing the resilience of supply chains
Extreme temperatures	High consumption of energy to maintain a normal range inside houses	Use of an adequate architectural design and construction materials
	Increase of sea level	Construction of resilient dikes to protect coastal areas
Prolonged dry periods and concentrated heavy rain waters	Affection of water supply to people and to agriculture	Creation of new infrastructures to allow the collection of the concentrated heavy rain waters, to allow the storage of large volume of water for long periods of time and to allow the controlled redistribution of this water according with the people needs and agriculture use
	General floods causing interruptions of roads and bridges, causing isolation of populations and interruptions on supply chains	Building of new infrastructures to protect/reinforce roads perimeter (support walls, channels for controlled discharge of waters); creation of alternative paths to rivers with transfers between them (eg. city of Vienna); reinforcing bridge’s structures with resilient construction materials;



		creation of intermediate reservoirs to serve as buffers with controlled discharge
	Urban floods	Creation of reservoirs on top of buildings to serve as buffers with controlled discharge and/or posterior use of water; adequate urban growth planning considering infrastructures to collect and allows controlled discharge of water

- **WHAT IS THE STRATEGY TO ADRESS THE CHALLENGE OF ADAPTATION?**

SECIL, as a sustainable material construction producer, assumes its commitment to the development of adaptation measures to face the different challenges through its participation in the following initiatives:

- Active participation on the Definition of the Portuguese National Strategy of Adaptation for Climate Changes, published in 2013, namely on the chapter of Energy and Industry
- Currently, SECIL within the initiative ENAAC 2020 launched by Portuguese Government is participating in the Industry Group, inside The Economical Area, aiming to set an Action Plan which will be published until the end of 2016

Besides all concerns of each one of us in terms of life conditions in the future, authorities, insurance companies and investors will require that in any taking decision process the climate risks have to be considered.

So, the *ENAAAC 2020* has the following objectives: Improve the knowledge level about climate changes, then implement adaptation measures and promote the real integration of adaptation concept in the different sectorial policies.

SECIL has an active participation in the Industry Group which main tasks are: to develop solutions to minimize damages concerning the raw-materials and energy supply chains, adequate specific conditions due to localization of the plants and assures the dispatching of final products and its delivery to the market.

The *ENAAAC 2020* will be active in the period 2016 – 2018 and the deliverables are the following:

- Definition of priority areas for the sector until 2020 (2016)
- Publication of the Activities Report each year
- Assessment study of the relevant actions and projects (2017-2018)
- Publication of the Sector Adaptation Program for 2020 (2018)



Additionally, SECIL is committed to find construction solutions, as the examples mentioned in the above presented table, in cooperation with the more vulnerable sectors, possibly through the creation of partnerships between needed sectors and solution providers, to minimize the negative impacts of climate changes.

## 2. Emissions Monitoring and Reduction

Cement production is strictly regulated via national and international legislation regarding environmental protection. Emission levels of pollutants are, therefore, to a large extent determined by the abatement technologies applied (e.g. dust filtration) in order to comply with regulations.

The main direct emissions released by our operations are nitrogen oxides (**NO<sub>x</sub>**), sulphur compounds (**SO<sub>x</sub>**), and **Dust, besides CO<sub>2</sub>**. The three belong to the group of major emissions in the cement industry which are covered by national legislation of the countries where we operate. The first step to efficiently manage these emissions is to have an accurate and representative monitoring system that provides online information.

Cement production also releases minor emissions that need to be tackled, such as heavy metals emissions and dioxins/furans.

To address this issue, SECIL has set reduction targets for individual major emissions, reporting regularly on progress and established the following commitments:

- To carry out monitoring and measurement of process parameters and emissions on a regular basis;
- To monitor emissions in accordance with the relevant EN, ISO, national or other international standards that ensure the provision of data of an equivalent scientific quality, including the following:
  - Continuous measurements of process parameters demonstrating the process stability, such as temperature, O<sub>2</sub> content, pressure and flowrate;
  - Monitoring and stabilizing critical process parameters, i.e., homogenous raw material mix and fuel feed, regular dosage and excess oxygen;
  - Continuous measurements of Dust, NO<sub>x</sub>, SO<sub>x</sub> and CO emissions;
  - Continuous measurements of NH<sub>3</sub> emissions when Selective Non-Catalytic Reduction (SNCR) is applied;
  - Periodic measurements of PCDD/F and metal emissions.
- Where continuous emission monitors are installed to comply with the monitoring requirements:



- a Quality Assurance Level (QAL2) test as specified in international/national standards (e.g. EN 14181 - "Stationary source emissions - Quality assurance of automated measuring systems") shall be performed at least every three years, or whenever there are significant changes to either the process, the fuel used or to the CEMs themselves;
- an Annual Surveillance Test (AST) shall be performed at least annually, as specified within international/national standards (e.g. EN 14181);
- the plants should have a procedure to apply the QAL3 requirements of international/national standards (e.g. EN 14181)
  - Emission recording and reporting (daily/monthly and/or as legally requested)
  - Install local air quality monitoring stations

### 3. Responsible Use of Fuels and Raw Materials

SECIL Group has imbedded in its strategy the use of alternative fuels and raw materials, AFR, to replace fossil fuels and virgin raw materials at the highest possible level at all phases of cement and concrete production. The utilization of AFR is dependent of legal or regulatory constraints, process chemistry, applicable standards for clinker and cement, and quality and availability of AFR.

SECIL Group strategy is based in long term contracts of AFR suppliers, directly or using brokers, with the aim of developing local AFR markets, and explore, as far as possible, international mature markets.

SECIL Group usage of AFR is mainly used tires, meat and bone meal, RDF, cork dust, forest residues, etc. and construction and demolition waste, foundry sands, slags, flying ashes, sludges from waste water treatment plants, domestic and industrial, etc.



## 4. Health and Safety

The Group always acts in conformity with the relevant local legislations governing work and safety conditions in each country where it operates. However, historical and cultural discrepancies mean that different countries may have developed contrasting ways of approaching safety management.

Safety has always been an issue of primary importance for SECIL Group as firmly redefined as a Value.

### Our Steps

In 2015 the Group decided to introduce its vision of Safety and created the **Health and Safety Corporate area** – later designated by SAFE.

One single vision was supported by the **“ZERO HARM”** corporate approach.

**“THE ZERO HARM APPROACH IS APPLICABLE TO ALL GROUP SUBSIDIARIES AND BUSINESS ACTIVITIES AND TO ALL PEOPLE DIRECTLY OR INDIRECTLY INVOLVED IN OUR OPERATIONS.”**

Achieving Zero Harm  
For Our Workforce,  
Contractors & Communities



Our vision encompasses:

### A common Safety Policy

The SECIL Group considers Health and Safety as fundamental values to be integrated into all its activities. The Group is committed to achieve zero harm to its workforce, contractors and communities. It strives for the highest level of awareness by promoting a continuous improvement process, through the implementation of effective management systems and strong leadership.

Everyone is trained to perform their work in the safest way.

Each person is responsible for adopting safe behavior and apply it to all activities, making Safety a way of being.

Our new slogan emphasizes how important is this issue for each of us:

## **Safety: A way of being**

### **A SHARED VISION**

Based on this Safety Policy, the Group has identified key success factors for effective safety management, named **Pillars**:

#### **Leadership**

Develop a culture in which the value of safety is embedded in every level of the workforce.  
Shape leaders with the ability to translate the safety goals into reality and to promote the safety culture.

#### **Operational Safety**

Ensure that all plants, installations and equipments are designed, operated and maintained to minimize risks and perform regular assessments to monitor health, safety and security of workers.  
Ensure that hazard identification and risk assessment are carried out periodically for all activities, assuring the implementation of measures to prevent accidents and occupational diseases.

#### **Management Systems**

Implement management systems that are subject to regular audits and periodic updates and enable continuous improvement.  
Develop procedures regarding key issues, assessing risks and applying risk controls to assure active safety at workplace.

#### **Communication**

Grant transparent and effective information to workers, contractors and communities, using appropriate tools for reporting and analyzing accidents or injuries, as well as for sharing best practices and recommendations.

#### **Training**

Ensure that each worker receives regular training and develops personal safety awareness, safe behavior and responsible attitude in the workplace and contributes to the safety culture.

The Safety Policy also covers the main principles which the Group must include in all its operations, to create a common safety culture in all the activities throughout its various subsidiaries worldwide.

SAFE is strongly supporting the implementation and continuous improvement and update of procedures, through the establishment of Group Safety Standards to ensure that all installations have and implement Safety Standards for the Critical activities - **Key Issues**.



**Consistent with this strategic approach and to translating expectations into operations, we have designed a global plan of action to achieve the goals – The Safety Roadmaps 2017 - 2020**

Results are being carefully analyzed, triggering detailed actions to the roadmaps at plant and Group levels.

To improve definitively our records, we are now shifting the focus from key performance indicators to effectiveness of our management system.

**The target of zero harm for employees, contractors and third parties is re confirmed. It is supported by actions and reinforced by the top-down responsibility of operational line management as the major safety driver.**

## 5. Biodiversity

### 5.1. Introduction

Biodiversity [Biological Diversity] is the natural heritage of an area or region, which is reflected in the variety of living organisms, from genes to species or ecosystems, also encompassing the diversity of ecological relationships explained by the processes that enable the functioning of ecosystems, and the provision and regulation of natural services.

Quarrying impacts the landscape, changes the topography, removes soils and the vegetation cover, which consequently result in threats to local Biodiversity, namely through: (1) habitat loss and fragmentation; (2) direct mortality and disturbance, and (3) dispersal of invasive alien species. It is therefore fundamental to minimize these impacts and accelerate the process of natural colonization through programs that promote the restoration of the structure and function of floristic and faunal communities, and of the original ecosystems; thus, moving beyond mere aesthetic landscape restoration goals.

SECIL recognizes the importance of Biodiversity in managing the sustainability of the company's activity. To reduce its impact on Biodiversity, SECIL has been developing strategies to integrate Biodiversity management into its operational process, namely through the implementation of Quarry Restoration Plans and Biodiversity Management and Action Plans.

SECIL Group is based in Portugal, where it was first set up, but has expanded over the past two decades to other countries. It currently operates three cement plants in Portugal (Outão, Maceira and Cibra) as well as having operations in Angola, Tunisia, Lebanon, Cape Verde, the Netherlands and Brazil. Although the impacts of the extractive industry are clearly local, the need to establish strategies to achieve higher quality standards for Biodiversity restoration is increasingly relevant.

This will be the SECIL Group's commitment to future generations.

### 5.2. Vision and Goals

This strategy assumes that Biodiversity is recognised as an intrinsic natural value, above all for its invaluable contribution to the regulation of services provided that can be promoted within the context of environmental restoration (e.g. regulation of water quality, carbon sequestration), and ecological restoration (e.g. seed dispersal, pollination or pest control services). It also recognizes that quarrying has impacts that represent susceptibilities for Biodiversity maintenance and for that of its regulatory services, and the need to reduce or mitigate such risks. Above all, it encompasses a set of challenges and opportunities that can promote local Biodiversity, and contribute towards a positive framing of the sites explored within their surroundings.



How to respond to these challenges, and how to identify and take advantage of the unique opportunities provided by the extractive industry, is an increasingly important task for large multinational corporations in the sector. Especially, regarding their ecological footprint, and the involvement with local communities and governmental and nongovernmental organizations.

This document aims to define the SECIL Group's global Biodiversity strategy. It intends to promote the development of standard tools applicable within the SECIL universe, involving the local communities and drawing on specialized knowledge of local entities, to adjust the integration of each site to its ecological reality, with the goal of restoring the explored sites.

Restoration objectives should be supported by a comprehensive knowledge of the exploration sites and their surroundings, and should aim for long-term, ambitious, and realistic Biodiversity management objectives, consistent with recent sector strategies, to reflect a No Net Loss (NNL) or point towards a Net Positive Impact (NPI) on Biodiversity.

SECIL's vision for Biodiversity strategy focuses on five main objectives:

- Build a knowledge database on the Biodiversity of the SECIL Group quarries, as well as identify potential risks and opportunities;
- Invest in ecological restoration as a tool for adapting ecosystems and for a mitigation strategy to improve social and ecological resilience of the explored areas, through the development of Restoration Plans;
- Implement biodiversity promotion initiatives and mitigate identified risks through the development of Biodiversity Management Plans;
- Work with stakeholders and local experts through partnerships, to generate synergies and act together to reinforce the effectiveness of our own initiatives;
- Establish goals and commitments for all SECIL Group units.

### 5.3. Partnerships

Scientific knowledge and applied research are important pillars in the restoration process of the SECIL quarries. The development of scientific studies and the interconnection of multidisciplinary teams are essential for identifying solutions and developing innovative techniques.

Establishing partnerships with stakeholders is fundamental to support the objectives of this strategy. In the Portuguese plants, existing partnerships with scientific institutions, such as the protocols with the University of Évora and the Faculty of Sciences of the University of Lisbon, and with local associations such as the Association of Forest Producers of the Municipalities of Alcobça and Nazaré (APFCAN), are good examples of this.

In this way, the intention is that this structure and strategy, already in progress in the Portuguese plants, will cover the remaining units of the SECIL Group. The involvement of local institutions (universities or NGOs), with background knowledge on local ecosystems and ecology, can be a relevant contribution to the success of this strategy, ensuring the highest quality standards for Biodiversity restoration

#### 5.4. Results of the current inventory (2016)

- Total SECIL Group (Cements, Aggregates, Inerts, and Mortars)

KPIs		Number of active quarries in 2016	% of active quarries in 2016
KPI 1	Number of active quarries	22	73%
KPI 2	Number of active quarries with Quarry Rehabilitation Plans in place	19	86%
KPI 3	Number of active quarries with EIA	12	55%
KPI 4	Number of active quarries within, partially or adjacent to areas designated for their high Biodiversity value (Biodiversity Value as defined by GRI EN1)	5	23%
KPI 5	Number of active quarries with high Biodiversity value where biodiversity management plans are actively implemented	3	60%

#### 5.5. Strategy

The SECIL Group units are currently in different evolutionary stages, as far as integrating Biodiversity into local and corporate planning processes. This strategy establishes a set of guidelines for **biodiversity management until 2022**. It shall determine the level of biodiversity management at all extraction sites, considering specific local characteristics.

The Biodiversity Strategy must accompany the quarry's life cycle, from pre- to post-exploration, sustained by decision support methodologies, where the various risks and opportunities of exploration site should be assessed at an early stage, including predicting the susceptibility and regeneration capacity of affected habitats and species.

This assessment shall define the need to carry out an active restoration, through the implementation of Action and / or Biodiversity Management Plans, or in a passive way, in case the resilience of the existing ecosystems is high.

#### **5.5.1. Diagnosis and Baseline**

The objective of diagnosis and baseline is to identify the natural values of the sites to be explored, and to determine their relevance at regional and national level, i.e., to establish the reference situation in terms of habitats and / or target species present on the site.

This procedure should be applied before the exploration stage under an Environmental Impact Assessment (EIA). In cases where the exploration has already started, or if there is no EIA, diagnosis and baseline should also be undertaken, but shall be adjusted to survey the habitats closest to the initial historical situation (natural or semi-natural), within the property or in its surroundings.

The volume of information to be collected, as well as the methodologies to be applied to the diagnosis and baseline will depend on the resources allocated and on the level of sensitivity of the site.

After the diagnosis and baseline assessment, risks and opportunities should be identified (Risk and Opportunities Charter), and the impact mitigation strategy should be defined, through the mitigation hierarchy (avoiding, minimizing, rehabilitating, and compensating). Some minimum criteria for quarry restoration and biodiversity should be define for each site in the Risk and Opportunities Charter (figure 1).

#### **5.5.2. Restoration Plan (RP)**

The Restoration Plan is a document that collects all the planned activities regarding quarry restoration, in the various stages -planning, implementation and monitoring - determining the final use of the quarry.

Quarry restoration or rehabilitation can be a great opportunity for habitat creation, while simultaneously provides benefits to local communities through the creation of recreational spaces.

#### **5.5.3. Biodiversity Management Plan (BMP)**

BMPs are, by definition, focused on Biodiversity management, and should be tailored to the sensitivity of each site, as each area has its own characteristics, and different Biodiversity levels and potential.



BMPs are based on two processes: (1) definition of key initiatives that involve risk mitigation and the promotion of Biodiversity, during the exploration and post-exploration stage, targeting species, groups and/or habitats; and (2) medium-long-term monitoring of Biodiversity to assess the impacts of the exploration and the effectiveness of the implemented actions, as well as if there are aspects to be adjusted to achieve Biodiversity goals (adaptive management).

The BMP and the Restoration Plan must be compatible, since their requirements depend on the sensitivity of each area and its relevance in terms of Biodiversity.



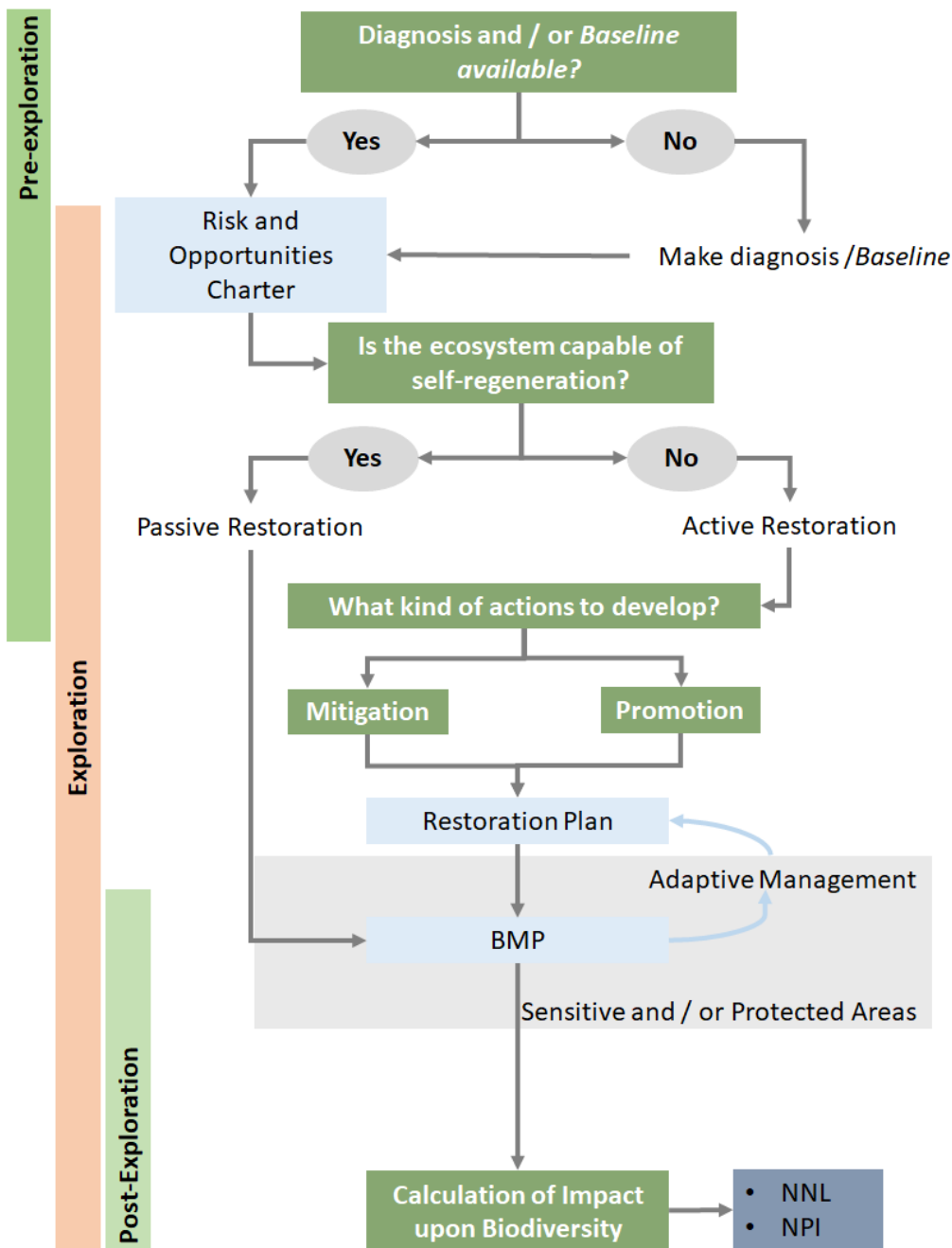


Figure 1. Biodiversity Strategy

### 5.6. Goals and Commitments

Target	Goals/Commitments	Description	2018	2019	2020	2021	2022	Comments
1	Diagnosis and Baseline	<ul style="list-style-type: none"> <li>Prepare a diagnosis on the state of quarry restoration and Biodiversity for 100% of the Group's quarries;</li> <li>Prepare a Risk and Opportunities Charter - Identify Risks and Opportunities;</li> </ul>		√				Portugal (on-going) Only Cement
		<ul style="list-style-type: none"> <li>Establish the reference situation (in terms of habitats and target species) for 100% of the Group's quarries;</li> <li>Determine the level of biodiversity management for each site;</li> </ul>		√				Portugal (done) Only Cement
4	Restoration Plans	<ul style="list-style-type: none"> <li>Prepare and / or update a restoration plan in line with SECIL (or CSI) criteria for 100% of the Group's quarries;</li> </ul>			√			86% of quarries have restoration plans, however, not all in line with the CSI
5	Biodiversity Management Plans (BMP)	<ul style="list-style-type: none"> <li>Implement a BMP in line with SECIL (or CSI) criteria in quarries located in sensitive and / or protected areas.</li> </ul>					√	Outão (done) Brazil (analyse) Sesimbra (missing)

### 5.7. CSI Guidelines

The application of this strategy will include the CSI Guidelines as a guidance:

- Environmental and Social Impact Assessment (ESIA) Guidelines
- Guidelines on Quarry Rehabilitation
- Biodiversity Management Plan (BMP) Guidance