

Examples of Corporate Reporting Practices

Setting Objectives — Linking to KPIs



**Business
Reporting on
the SDGs**

About This Series

[Integrating the SDGs into Corporate Reporting: A Practical Guide](#) — developed by the United Nations Global Compact, GRI and partners — outlines how businesses can measure and disclose their contribution to and impact on the Sustainable Development Goals (SDGs) through a three-step approach and in alignment with recognized principles and reporting standards. The examples featured in this series help businesses and interested stakeholders identify select current corporate SDG reporting practices. The examples focus on one or a few elements of the broader corporate reporting process and steps outlined in the Practical Guide, which should be consulted for best practices on SDG reporting. The inclusion of company names in this series of examples is intended strictly for information and learning purposes and does not constitute an endorsement of the individual companies by the UN Global Compact or GRI.

This paper showcases how CEMEX, Iberdrola and Telefónica disclose key performance indicators in connection with the SDGs they have identified as priorities for their respective companies.

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EXAMPLE 1

COMPANY: CEMEX

COUNTRY: Mexico

SECTOR: Construction

YEAR OF REPORT: 2018

[LINK TO REPORT](#)

CEMEX Ranks the SDGs According to Its Objectives

CEMEX's sustainability report displays the company's key indicators and targets that measure its progress towards the Sustainable Development Goals (SDGs). In collaboration with stakeholders, the company connected expectations, risks, and financial and non-financial indicators to the SDGs at the goal level (as opposed to at the SDG target level). This process resulted in five priority SDGs, six linking SDGs, and six underlying SDGs (page 23 of the report) which link with the company's 2030 sustainability targets and ambitions.









































CEMEX Provides an Overview of Its KPIs and How They Correspond to the SDGs

[Figure 1](#) provides an overview of CEMEX's KPIs and how they relate to a specific "Focus Area" within the company's business operations. For example, KPIs relating to "Employee Fatalities" or "Employee Lost Time Injuries" are set out under the focus area "Health and Safety." The

Focus Area topics correlate with the priority sustainability issues the company has identified under its "Our 2030 Sustainability Strategy." The company outlines its performance on these KPIs in 2018, the year when the report was published, and discloses on its progress towards its 2030 Target. For example, the report outlines the number of "Employee Fatalities" the company had in 2018 and compares this against its 2030 Target. The company also gives the unit of measurement for each KPI, so readers do not lose context when looking at the figures for 2018 and 2030.

CEMEX outlines how the KPIs for each focus area relate to priority SDGs identified earlier in the report. The KPIs in the area of Health and Safety are linked to Goal 8 on Decent Work and Economic Growth, Goal 9 on Industry, Innovation and Infrastructure, and Goal 11 on Sustainable Cities and Communities. The report displays how the company's KPIs contribute to more than one SDG, highlighting how the SDGs interlink and how material issues affect more than one SDG.

FIGURE 1: INFOGRAPHIC FROM CEMEX'S INTEGRATED REPORT LINKING THE COMPANY'S KPIS TO THE PRIORITIZED SDGS¹

FOCUS AREA	KPI	2018	2030 TARGET	LINK TO PRIORITY SDGs
HEALTH AND SAFETY	Employee fatalities (No.)	0	0	
	Employee Lost Time Injuries (No.)	49	0	
SUSTAINABLE CONSTRUCTION	Annual sales from cement and ready-mix concrete products with outstanding sustainable attributes (%)	43	≥50	   
CIRCULAR ECONOMY	Total consumption of waste-derived sources from other industries (million ton)	13.2	19	    
CLIMATE CHANGE	Reduction of net CO ₂ emissions per cementitious product vs. 1990 aligned to science-based targets methodology (%)	21.6	29	   
	Power consumption from renewable energy in cement (%)	26	40	   
AIR EMISSIONS	Reduction of dust emissions per ton of clinker vs. 2005 (%)	87	95	 
	Reduction of NO _x emissions per ton of clinker vs. 2005 (%)	45	47	 
	Reduction of SO _x emissions per ton of clinker vs. 2005 (%)	64	67	 
BIODIVERSITY AND WATER	Quarry rehabilitation plans, Biodiversity Action Plans (BAPs), and third party certification (% from target quarries)	65	100	  
	Implementation of Water Management Plans in sites located on water-scarce areas (%)	1	100	    
COMMUNITIES	Community engagement plans with formal stakeholder dialogues and committees in all priority sites (%)	88	100	  
	Community partners (i.e., individuals positively impacted from our social initiatives) (million people)	16.1	30	    

¹During 2019 we expect to update our former Water Stress Assessment

CEMEX Discloses Each KPI and Its Impact on the Corresponding SDG

Building on the overview outlined in [Figure 1](#), CEMEX zooms into the topics identified under the focus area section and their corresponding KPIs while linking these to the SDGs. Figure 2 (below) illustrates a section corresponding to the focus area “Health and Safety” and the company’s corresponding KPIs.

The report outlines how the company’s KPIs correspond with its “Zero4Life” commitment, through which it seeks to promote a safe,

healthy work environment with the target of zero incidents and accidents. The company links this to the SDGs it has prioritized and set targets against, including Goal 8 on Decent Work and Economic Growth, Goal 9 on Industry, Innovation and Infrastructure, and Goal 11 on Sustainable Cities and Communities. The company states how its efforts in the area of “Health and Safety” “directly connect to our priority SDGs 8, 9 and 11.”

FIGURE 2: SECTION FROM CEMEX’S SUSTAINABILITY REPORT LINKING ITS KPIS IN HEALTH AND SAFETY TO THE RELEVANT SDGS²

Our People

We are a global, multicultural company with more than 42,000 employees around the world. Our diverse workforce represent a wide range of countries, cultures, backgrounds, and experiences. Every role within our organization is unique and valuable.

We are proud and protective of our workforce; they live our values every day. Above all, we aspire to provide our people with a safe, healthy work environment—with zero incidents and injuries. Together, we are building a better future for our families, our customers, and the communities in which we live and work.

OUR ZERO4LIFE COMMITMENT

Health and Safety remains our top value and priority. Nothing is more important than the health and safety of our employees, contractors, and the people with which we interact within our communities and as we carry out our day-to-day business. Quite simply, our guiding principle is to aspire that everyone always returns home safely to their family.

We constantly work towards our ultimate target of zero injuries worldwide at every location—our Zero4Life goal. We continue our development of a culture where everyone in our organization embraces this commitment. To prevent harm to our people is the most rewarding aspect of our business; this moral imperative is the reason why health and safety is our company’s foremost value and priority.

Our dedicated health and safety efforts and action plans are all about protecting the lives and integrity of our people; nothing is more important when performing our day-to-day business.

LINK TO PRIORITY SDGS



With this in mind, we continue to contribute even more to the UN Sustainable Development Goals (SDGs), focusing our efforts on the achievement of those goals that are most relevant to our business. Our efforts to provide our employees with competitive compensation, while offering a safe, healthy, and respectful work environment, directly connect to our priority SDGs 8, 9 and 11.

²CEMEX, Building a Stronger CEMEX: 2018 Integrated Report (2018), p. 39.

EXAMPLE 2

COMPANY: Iberdrola, S.A.

COUNTRY: Spain

SECTOR: Energy

YEAR OF REPORT: 2018

[**LINK TO REPORT**](#)

Iberdrola Discloses Its Objectives Against Prioritized SDGs


Iberdrola prioritizes two Sustainable Development Goals (SDGs) which it assessed it can have the most impact on: Goal 7 on Affordable and Clean Energy and Goal 13 on Climate Action. The company discloses objectives at both the goal and target level for the two prioritized SDGs.

[Figure 3](#) displays a table from the company's report, disclosing its objectives against Goal 7 on Affordable and Sustainable Energy. The company discloses its potential impact at the activity level, reporting on its activities and programs that have an impact towards the disclosed objectives and the corresponding SDG. The company discloses contextual information and supporting figures to support the activities presented in the report.

Iberdrola Discloses Its Indicators Against the SDGs at the Target Level

Iberdrola lists the targets within Goal 7 on which it believes it can have the most impact when achieving its objectives. Under "Goals of the 2030 Agenda (SDGs)," the company discloses SDG Targets 7.1, 7.2, 7.3, 7a and 7b. The company discloses the relevant indicators of its performance against the SDG Targets. Under "GRI Indicator," the company discloses which type of business indicator is relevant to each SDG Target. For example, for SDG Target 7.2, the company discloses that two of its KPIs are measured with the company's "own indicator" and a third is measured using GRI Disclosure 302-1: Energy consumption within the organization. The company provides a description of the KPI that corresponds with each Target. The company provides a reference to where the KPI is disclosed within the report.

FIGURE 3: TABLE FROM IBERDROLA'S REPORT DISCLOSING ITS IMPACT ON GOAL 7 ON AFFORDABLE AND CLEAN ENERGY³

	Goal 7: Affordable and sustainable energy		
Ensure access to affordable, reliable, sustainable and modern energy for all			
<p>Our goal for the “Electricity for All” programme: bring electricity to 16,000,000 million people by 2030 who today lack access to this energy source.</p> <p>The <i>Electricity for All</i> programme is Iberdrola’s response to the call of the international community to extend universal access to modern forms of energy, with environmentally sustainable, financially affordable and socially inclusive models. It is intended to ensure access to electricity in emerging and developing countries.</p> <p>Since the launch of the <i>Electricity for All</i> programme in January 2014, we have contributed to 5.4 million people benefiting from access to electricity through projects carried out in Latin America and Africa, meeting our 2020 commitment two years in advance. We have also participated in the 2018 SE4ALL (Sustainable Energy for All) forum held in Lisbon, sharing our targets and commitments at this programme.</p> <p>Commitment to renewables. Iberdrola, a world leader in renewable energy, commits to the decarbonisation of the economy, which means electrification and the encouragement of renewable technologies, increasing renewable installed capacity by 9 % between 2018 and 2019, with the start-up of an additional 2,600 MW.</p>			
Goal of the 2030 Agenda (SDGs)	GRI Indicator	Description	Pag.
7.1.- By the year 2030, guarantee universal access to affordable, reliable and modern energy services.	Own indicator	Number of beneficiaries of the <i>Electricity for All</i> programme	185
	Shift indicator C070101 from SDG EU26	Proportion of population of distribution zones with access to electricity	184
	EU28	Power outage frequency	168
	EU29	Average power outage duration	169
7.2.- By 2030, increase substantially the share of renewable energy in the global energy mix.	Own indicator	Installed capacity from renewable sources (MW or %)	20
	Own indicator	Power produced from renewable sources (MWh or %)	20
	302-1	Energy consumption within the organization	127
7.3.- By 2030, double the global rate of improvement in energy efficiency.	302-4	Reduction of energy consumption	129
	302-5	Reductions in energy requirements of products and services	131
	EU30	Average plant availability	320
<p>7.a.- By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.</p> <p>7.b.- By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support.</p>	Own indicator	Amount allocated to R&D+i (€M)	177

³Iberdrola, S.A., Statement of Non-Financial Information Sustainability Report 2018 (2018), p. 38.

EXAMPLE 3

COMPANY: Telefónica, S.A.

COUNTRY: Spain

SECTOR: Telecommunications

YEAR OF REPORT: 2018

[LINK TO REPORT](#)

Telefónica Provides an Overview of Its Sustainability Objectives

The report displays the Sustainable Development Goals (SDGs) on which the company has evaluated that its business activities have the most impact. [Figure 4](#) displays a section from the company's report where eight SDGs are prioritized and Goal 9 on Industry, Innovation and Infrastructure is prioritized. The company discloses both a broad objective for each theme and more specific supporting objectives which contribute to the goals of the overall objective.

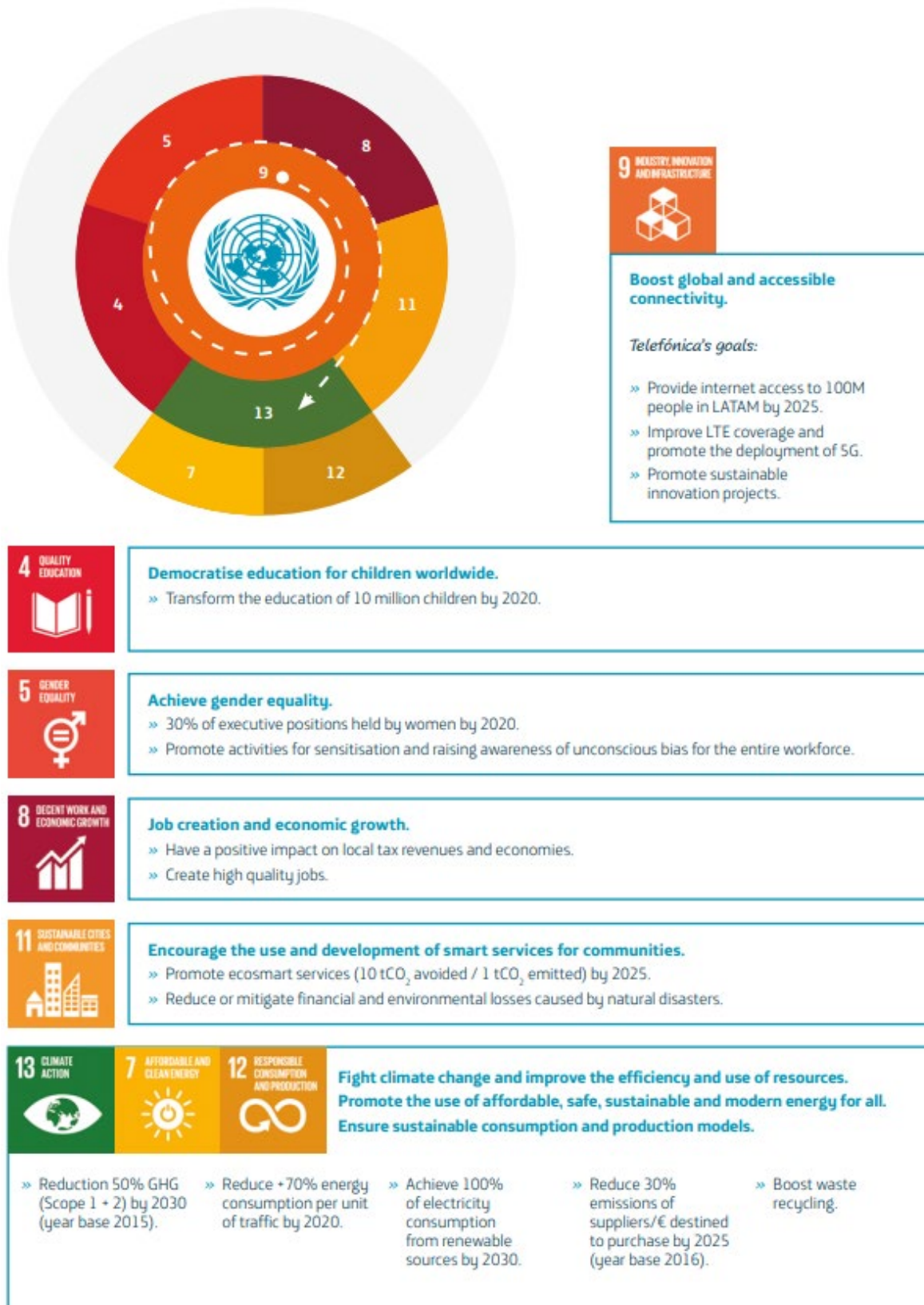
Telefónica connects these objectives with the corresponding SDG at the goal level. For example, the company links "Achieve Gender Equality," with Goal 5 on Gender Equality. Where the company has assessed that multiple SDGs are affected by its objective, the SDGs are interlinked. Using the example to "Fight climate change..." the company links this to Goal 7 on Affordable and Clean Energy, Goal 12 on Responsible Consumption and Production, and Goal 13 on Climate Action. The company also discloses multiple objectives together, showcasing that they contribute to a group of three SDGs.

Telefónica Discloses Its KPIs Against the SDGs at the Target Level

The Telefónica proceeds to disclose its KPIs for each sustainability objective and connects them with a corresponding SDG. [Figure 5](#) displays how Telefónica links its KPIs against four of the SDGs at both goal and target level. For example, the KPI "Consumption of Renewable Energy" is linked to SDG Target 7.2: "By 2030 increase substantially the share of renewable energy in the global energy mix." The company discloses its performance on each KPI in the reporting year under "2018," providing a short description of the indicator and, if required, a corresponding metric.

FIGURE 4: INFOGRAPHIC FROM TELEFÓNICA'S REPORT DISCLOSING ITS OBJECTIVES AND CONTRIBUTION TO THE SDGS⁴

TELEFÓNICA'S COMMITMENT WITH SUSTAINABLE DEVELOPMENT GOALS



⁴Telefónica, S.A., Consolidated Management Report (2018), p. 32.

FIGURE 5: TABLE FROM TELEFÓNICA'S REPORT DISCLOSING ITS KPIS AGAINST THE SDGS⁵

2.9.6. Sustainable Development Goals

	UN Goal	KPI	2018
	4.1	Children benefited from Profuturo's programs	>8,000,000
		Countries of performance of the Profuturo program	28
	4.2	Students enrolled in MOOCs	5,690,000
	4.4	People trained in employability ⁽¹⁾	505,168
	4.C	Profuturo professors (estimated)	300,000
Training programmes for ScalarTIC		706,624	
	5.1	Total average women/men	21.40%
	5.2	Cases of discrimination detected/measures taken	1
	5.5	Women on the Board of Directors	17.6%
		Women in management	23.3%
	Women on the payroll	37.7%	
	7.2	Consumption of renewable energy	58%
	7.3	CO ₂ emissions avoided by energy efficiency services	987,447.4
	8.2	Employee training hours	3,401
		% of trained employees	95%
	8.3	Total tax contribution (Million €)	10,118
		Taxes paid per 100 euros revenue (€)	20.8
		Purchases from local providers	81.4%
	8.5	Impact of direct employment (employees)	120,138
		Impact of indirect employment (employees)	805,129
		Audits of providers	19,113
	Providers with improvement plans	811	
8.8	Incident rate (Total number of accidents / total hours worked) x 200,000)	0.96	
	9.1	Investment Telefónica Group (€ Millions)	8,119
		Fixed broadband penetration (broadband / fixed line)	61.9%
		Smartphone penetration	67.5%
	9.5	R + D Investment (€ Millions)	947
		Total patents granted ⁽¹⁾	601
	9.C	Universal Service investment (€ Millions)	246
4G/LTE mobile coverage		0.75	
	FTTX/Cable	82,7M cabled property units	
	11.5	Innovation projects in resilience and management of natural disasters ⁽²⁾	7
		Service responses to disasters ⁽³⁾	2
	11.6	Emissions avoided through ecosmart services (tCO ₂)	>1,400,000
	12.2	Electrical consumption (MWh)	6,668,880.90
		Total energy consumption (MWh)	7,136,772.26
		Waste generation (t)	26,295
	12.5	Recycled waste (%)	97%
	13.2	Direct emissions (Scope 1) (tCO ₂)	261,363.51
		Indirect emissions (market-based approach) (Scope 2) (tCO ₂)	957,459.5
		Other indirect emissions (Scope 3) (tCO ₂)	2,296,042



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⁵Telefónica, S.A., Consolidated Management Report (2018), p. 208.