Cementos Argos Supplier Sustainability Index
Leadership Lab 2013-2014
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Cementos Argos is a global cement company headquartered in Colombia. With more than 8,000 employees, it is the largest cement producer in Colombia, the 5th largest in Latin America and the 3rd largest in the U.S.

Project Objective
Work collaboratively with Cementos Argos to build a sustainability index that allows the company to evaluate and audit existing and prospective suppliers on relevant sustainability metrics.

- All suppliers are able to strengthen or build sustainability capabilities in alignment with Argos objectives
- Sustainability capabilities vary greatly across suppliers
- Cementos Argos has limited visibility into supplier sustainability practices
- There is room for growth in terms of Argos/supplier collaboration

Importance of supplier sustainability
Supplier sustainability is a critical piece of long-term profitability
- Reduce risks and accidents for suppliers operating at Argos
- Decrease supplier turnover by forging longer-term relationships
- Attract major clients
- Solidify leadership in Colombia and Cement industry
- Prepare for international expansion

Key competitors are ahead in supplier sustainability

Iterative Index Design Process

Application of L-Lab Tools
Generative Dialogue
Enacting the future through productive, 2-way dialogue & collaboration

Team Check Ins
Ladder of Inference
4 Player Model
Feedback Sessions

Supplier Interviews
Additional Insights: While all suppliers interviewed had at least minimal practices to ensure Human Rights and Health and Safety, most were eager to learn from Cementos Argos about broader sustainability strategies

Online Supplier Survey
Which sustainability areas are priorities for Cementos Argos suppliers?

Index & Dashboard
Additional Insights: 50% responded that Argos’ requiring sustainability information or action would be met “with enthusiasm” and all respondents were at least “neutral”