

Global Reporting Initiative (GRI) content index

Our sustainability reporting is aligned with the GRI Standard; LafargeHolcim has chosen the Comprehensive “In accordance” option. A content index matching the GRI Standard Disclosures with information included in our reporting is included below. Material aspects are indicated in the Materiality Matrix on page 8 of the report, and detailed information on the reporting methodology is provided on page 47. In the materiality review, the following topics were identified as most material:

- Business ethics and compliance
- Greenhouse gas emissions and energy management
- Health and safety
- Water management
- Corporate governance
- Sustainable products and innovation
- Local community engagement and management of local community impacts

Where we have data available on other GRI aspects and indicators we have also included this data in the report and/or the content index.

GRI REFERENCE AND DESCRIPTION		COVERED IN SDR 2016	COVERED IN AR 2016	COVERED ON WEBSITE	PAGE NUMBER	COMMENT/PERFORMANCE
General disclosures						
Organizational profile						
GRI 102-1	Name of the organization	X	X	X	Cover	
GRI 102-2	Primary brands products and services		X	X	AR pgs 11–16	
GRI 102-3	HQ location		X	X	AR back cover	
GRI 102-4	Countries of operation		X	X	AR pgs 261–265	
GRI 102-5	Nature of ownership		X		AR pgs 101–102	
GRI 102-6	Markets served		X		AR pgs 261–265	
GRI 102-7	Scale of operation		X		AR pgs 11–16	
GRI 102-8	Information on employees and other workers	X	X		SDR pg 45 AR pg 72	We report total employees per region, percentage of female employees per management level, employees per employment type and by age
GRI 102-9	Supply chain description	X		X	SDR pg 22 AR pgs 11–16	See section on sustainable procurement (SDR) and segment descriptions (AR)
GRI 102-10	Significant changes		X		AR pgs 11–16	Included in segment descriptions
GRI 102-11	Precautionary approach	X	X		AR pg 193 SDR pg 8	See “Risk Management” and “Materiality” sections
GRI 102-12	External initiatives	X				Listed in relevant chapters: IE: UN Global Compact in Human rights section
GRI 102-13	Memberships and partnerships	X			SDR pgs 4 & 22	See page 22 for a description of our partnership with the ICRC and CEO statement for Chairmanship of the CSI
Strategy						
GRI 102-14	CEO statement	X			SDR pg 4 AR pgs 1–4	
GRI 102-15	Key impacts and opportunities	X	X	X		These are detailed in the various sections throughout the report

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Ethics and integrity						
GRI 102-16	Values, principles, standards, and norms of behavior	X	X		SDR pgs 9 & 10 AR pg 101	
GRI 102-17	Internal and external mechanisms (Hotlines, Whistleblowing)	X			SDR pg 9	
Governance						
GRI 102-18	Governance structure	X	X		SDR pg 9	See "Governance". See also Annual Report section on "Corporate Governance" page 100.
GRI 102-19	Delegating authority	X	X		SDR pg 9	See "Governance". See also Annual Report section on "Corporate Governance" page 100.
GRI 102-20	Executive level responsibility for ESG topics	X	X		SDR pg 9	See "Governance". See also Annual Report section on "Corporate Governance" page 100.
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	X			SDR pgs 8 & 51	See materiality review and panel statement from External Review Panel page 51
GRI 102-22	Composition of the highest governance body and its committees		X		AR pg 103	
GRI 102-23	Highest governance body (Chair)		X		AR pg 103	
GRI 102-24	Nomination process		X		AR pg 107	See "Nomination, Compensation & Governance Committee"
GRI 102-25	Conflicts of interest		X		AR pgs 100-126	
GRI 102-26	Role in values and strategy development		X		AR pg 107	See "Strategy & Sustainable Development Committee"
GRI 102-27	Collective knowledge of highest governance body		X		AR pgs 116-122	Details of Board members and their experience are detailed in the 2016 Annual Report on pages 116-122. The Board completes an annual self assessment. Yearly dedicated strategy workshops are held and sustainability topics are included.
GRI 102-28	Board performance		X		AR pgs 116-122	Details of Board members and their experience are detailed in the 2016 Annual Report on pages 116-122. The Board completes an annual self assessment.
GRI 102-29	Board role in identifying and managing economic, environmental, and social impacts		X		AR pg 107	See "Strategy & Sustainable Development Committee"
GRI 102-30	Board role in risk management		X		AR pgs 106 & 109	
GRI 102-31	Frequency of ESG review		X		AR pg 193	Significant ESG risks are captured in the BRM process and reviewed as detailed in the 2016 Annual Report
GRI 102-32	Review of CSDR					Reviewed by EXCO members and signed off by the CEO
GRI 102-33	Reporting critical concerns					See www.lafargeholcim.com/articles-association for the articles of incorporation, committee charters and organization rules
GRI 102-34	Number of critical concerns					We do not disclose details of what is discussed at Board meetings
GRI 102-35	Remuneration disclosures		X		AR pgs 128-148	We disclose remuneration information as required by the Corporate Governance Directive of the SIX Swiss Exchange and the disclosure rules of the Swiss Code of Obligations
GRI 102-36			X			
GRI 102-37			X			
GRI 102-38			X			
GRI 102-39			X			

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Stakeholder engagement						
GRI 102-40	Stakeholder groups	X	X		SDR pg 8	See "Materiality" section. See also materiality review document on our website
GRI 102-41	Collective bargaining agreements	X			SDR pg 45	
GRI 102-42	Identifying and selecting stakeholders					Identification and selection are based on a number of criteria, including but not limited to: management judgement; potential or actual mutual impacts; previous history of engagement; credibility of stakeholder; recommendations from other stakeholders
GRI 102-43	Approach to stakeholder engagement	X	X		SDR pgs 8 & 22	
GRI 102-44	Key topics raised	X	X		SDR pg 8	See also materiality review document on our website
Reporting practice						
GRI 102-45	Entities included in the consolidated financial statements		X		AR pgs 261–265	
GRI 102-46	Defining report content and topic boundaries	X			SDR pgs 8 & 47	See also materiality review document on our website
GRI 102-47	List of material topics	X			SDR pg 8	See also materiality review document on our website
GRI 102-48	Restatements	X			SDR pg 47	See "Methodology and Assurance" section
GRI 102-49	Changes in reporting	X			SDR pg 47	See the "Methodology and Assurance" section for the scope of reporting
GRI 102-50	Reporting period	X			SDR pg 47	
GRI 102-51	Previous report	X			SDR pg 47	
GRI 102-52	Reporting cycle	X			SDR pg 47	
GRI 102-53	Contact point	X			SDR back cover	
GRI 102-54	Content index and in accordance	X			SDR pg 52	
GRI 102-56	Assurance	X			SDR pg 49	
Management approach						
Material topics						
GRI 103-1 to GRI 103-3	Business ethics and compliance	X	X		SDR pg 9 AR pg 101	
	Greenhouse gas emissions and energy management	X	X		SDR pgs 25–29 AR pgs 47–52	
	Health and safety	X	X		SDR pgs 17–19 AR pgs 61–63	
	Water management	X			SDR pgs 35–37	
	Corporate governance	X	X		SDR pg 9 AR pgs 100–126	
	Sustainable products and innovation	X	X		SDR pgs 13–15 & 26–28 AR pgs 54–59	
	Local community engagement and management of local community impacts	X	X		SDR pgs 17–22 AR pg 67	

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GRI 200 – Economic						
GRI 201 – Economic performance						
GRI 201-1	Direct economic value generated and distributed	X	X		SDR pgs 11 & 40 AR pg 172	See figures in performance data table and the Integrated Profit and Loss statement
GRI 201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	X			SDR pgs 11–12 & 26	See Integrated Profit and Loss statement where societal cost of carbon is estimated and “Climate” section
GRI 201-3	Coverage of the organization's defined benefit plan obligations		X		AR pg 191	
GRI 201-4	Financial assistance received from government	X			SDR pg 40	See indicators in “Government relations” section
GRI 202 – Market presence						
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation					We do not measure this by gender. At entry level our Group countries report paying a median of 52% above minimum wage where a minimum wage is in place.
GRI 202-2	Proportion of senior management hired from the local community at significant locations of operation					Currently unavailable due to the merger integration process. We will collect data and report on this indicator in the medium term.
GRI 203 – Indirect economic impacts						
GRI 203-1	Development and impact of infrastructure investments and services supported	X			SDR pgs 22 & 46	We report on CSR spend on infrastructure and also inclusive business
GRI 203-2	Significant indirect economic impacts, including the extent of impacts	X			SDR pg 11	See Integrated Profit and Loss statement
GRI 204 – Procurement practices						
GRI 204-1	Proportion of spending on local suppliers at significant locations of operation	X			SDR pg 40	10% of Group companies have a specific policy to favor national market suppliers. As an average, national market suppliers account for 79% of suppliers at Group company level.
GRI 205 – Anti-corruption						
GRI 205-1	Operations assessed for risks related to corruption	X			SDR pg 9	There is a global zero tolerance approach. All operations where we have management control are subject to the provisions of the Anti Bribery and Corruption Directive.
GRI 205-2	Communication and training on anti-corruption policies and procedures	X			SDR pg 9	
GRI 205-3	Confirmed incidents of corruption and actions taken	X			SDR pg 9	
GRI 206 – Anti-competitive behavior						
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices			X	AR pgs 255 & 256	

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GRI 300 – Environmental						
GRI 301 – Materials						
GRI 301-1	Materials used by weight or volume	X			SDR pg 41	
GRI 301-2	Percentage of materials used that are recycled input materials	X			SDR pg 41	Alternative raw materials substitution rate
GRI 301-3	Percentage of products sold and their packaging materials that are reclaimed by category					Currently unavailable. Circular economy is one of the action fields of The 2030 Plan and we track the amount of our products that contain recycled materials. The majority of our products are shipped in bulk.
GRI 302 – Energy						
GRI 302-1	Energy consumption within the organization	X			SDR pgs 26 & 42	
GRI 302-2	Energy consumption outside of the organization					Currently unavailable. We will collect data and report on this indicator in the medium term.
GRI 302-3	Energy intensity	X			SDR pgs 26 & 42	
GRI 302-4	Reduction of energy consumption	X			SDR pgs 26 & 42	
GRI 302-5	Reductions in energy requirements of products and services	X			SDR pgs 26 & 27	
GRI 303 – Water						
GRI 303-1	Total water withdrawal by source	X			SDR pgs 35 & 43	
GRI 303-2	Water sources significantly affected by withdrawal of water	X			SDR pg 35	
GRI 303-3	Percentage and total volume of water recycled and reused	X			SDR pg 43	
GRI 304 – Biodiversity						
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	X			SDR pgs 36 & 42	
GRI 304-2	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	X			SDR pgs 36 & 42	
GRI 304-3	Habitats protected or restored	X			SDR pgs 36 & 42	
GRI 304-4	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk					This is collected at site level, but we do not currently collate this information globally

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GRI 305 – Emissions						
GRI 305-1	Direct greenhouse gas (GHG) emissions (scope 1)	X			SDR pgs 25 & 41	
GRI 305-2	Energy indirect greenhouse gas (GHG) emissions (scope 2)	X			SDR pgs 25 & 41	
GRI 305-3	Other indirect greenhouse gas (GHG) emissions (scope 3)	X			SDR pgs 25 & 41	
GRI 305-4	Greenhouse gas (GHG) emissions intensity	X			SDR pgs 25 & 41	
GRI 305-5	Reduction of greenhouse gas (GHG) emissions	X			SDR pgs 25 & 41	
GRI 305-6	Emissions of ozone-depleting substances (ODS)					Emissions of ozone-depleting substances in our manufacturing processes are negligible. This indicator is thus not considered to be material.
GRI 305-7	NOX, SOX, and other significant air emissions	X			SDR pgs 5 & 41–42	
GRI 306 – Effluents and waste						
GRI 306-1	Total water discharge by quality and destination	X			SDR pg 43	
GRI 306-2	Total weight of waste by type and disposal method	X			SDR pg 41	
GRI 306-3	Total number and volume of significant spills	X			SDR pg 43	Spills are included in non-compliance cases
GRI 306-4	Transport of hazardous waste					Not available. We will collect data and report on this indicator in the medium to long term.
GRI 306-5	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff					Not available. We will collect data and report on this indicator in the medium to long term.
GRI 307 – Environmental compliance						
GRI 307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	X			SDR pg 43	
GRI 308 – Supplier environmental assessment						
GRI 308-1	Percentage of new suppliers that were screened using environmental criteria	X			SDR pg 40	
GRI 308-2	Significant actual and potential negative environmental impacts in the supply chain and actions taken	X			SDR pg 40	Suppliers identified as “High Risk” and assessments carried out

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GRI 400 – Social					
GRI 401 – Employment					
GRI 401-1	Total number and rates of new employee hires and employee turnover by age group, gender and region	X		SDR pgs 45 & Annex 1	
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation				Currently unavailable. We will collect data and report on this indicator in the medium term.
GRI 401-3	Return to work and retention rates after parental leave, by gender				Currently unavailable. We will collect data and report on this indicator in the medium to long term.
GRI 402 – Labor/management relations					
GRI 402-1	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements				Not collated globally. However, all operations are required to adhere to local law and agreements as well as LafargeHolcim internal standards and policies.
GRI 403 – Occupational health and safety					
GRI 403-1	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	X		SDR pg 45	
GRI 403-2	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	X	X	SDR pgs 18 & 44 AR pg 61	
GRI 403-3	Workers with high incidence or high risk of diseases related to their occupation				We are working at collecting data on occupational disease rates and will report in future reports in the medium term
GRI 403-4	Health and safety topics covered in formal agreements with trade unions	X			See case study on engaging with unions – health and safety is a key pillar of the global framework agreement being negotiated with international unions
GRI 404 – Training and education					
GRI 404-1	Average hours of training per year per employee by gender, and by employee category	X		SDR pgs 21 & 46	
GRI 404-2	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings				Currently not collected globally. We will collect data and report on this indicator in the medium to long term.
GRI 404-3	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	X		SDR pg 45	

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GRI 405 – Diversity and equal opportunity						
GRI 405-1	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	X	X		SDR pg 45	Details of the members of the Board and of the EXCO, including age, are provided in the 2016 Annual Report, “Corporate Governance” section (pages 100–126). Female representation per management level is reported in the SDR page 45.
GRI 405-2	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation					Although we gather this information, the difference in grading of job levels across multiple locations and the low number of women in certain job categories does not allow meaningful comparison. We will investigate the implications of collating this data in a more meaningful manner and report on our conclusions in future reports in the long term.
GRI 406 – Non-discrimination						
GRI 406-1	Total number of incidents of discrimination and corrective actions taken					Twelve Group countries reported 50 incidents of discrimination in 2016. By year end 44 of these incidents had been addressed and resolved.
GRI 407 – Freedom of association and collective bargaining						
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	X			SDR pg 19	We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2016, 5% of Group entities reported a “country risk” for freedom of association. Mitigation measures are described on page 19.
GRI 408 – Child labor						
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	X			SDR pg 19	We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2016, 21% of Group entities reported a “country risk” for child labor. Mitigation measures are described on page 19.
GRI 409 – Forced or compulsory labor						
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	X			SDR pg 19	We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2016, 8% of Group entities reported a “country risk” for forced or compulsory labor. Mitigation measures are described on page 19.
GRI 410 – Security practices						
GRI 410-1	Security personnel trained in human rights policies or procedures					Monitored through the annual Social Questionnaire. In 2016, Group countries reported 69% of security personnel received formal training in the organization’s human rights policies or specific procedures and their application to security.
GRI 411 – Rights of indigenous peoples						
GRI 411-1	Incidents of violations involving rights of indigenous peoples					Monitored through the annual Social Questionnaire. In 2016, 11 Group countries reported disputes in operations related to land use, customary rights of local communities and indigenous peoples.
GRI 412 – Human rights assessment						
GRI 412-1	Operations that have been subject to human rights reviews or impact assessments	X			SDR pgs 19 & 46	
GRI 413 – Local communities						
GRI 413-1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	X			SDR pgs 22 & 46	

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GRI 413-2 Operations with significant actual and potential negative impacts on local communities	X			SDR pg 22	
GRI 414 – Supplier social assessment					
GRI 414-1 New suppliers that were screened using social criteria	X			SDR pg 40	All new suppliers are screened according to our Sustainable Procurement Initiative and Supplier Code of Conduct. The SDR details ongoing assessments of the whole supplier base for social and environmental criteria.
GRI 414-2 Negative social impacts in the supply chain and actions taken	X			SDR pg 40	Suppliers identified as “High Risk” and assessments carried out
GRI 415 – Public policy					
GRI 415-1 Political contributions	X			SDR pg 40	We disclose consolidated figures only
GRI 416 – Customer health and safety					
GRI 416-1 Assessment of the health and safety impacts of product and service categories					Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7)
GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services					Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7)
GRI 417 – Marketing and labeling					
GRI 417-1 Requirements for product and service information and labeling					Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7)
GRI 417-2 Incidents of non-compliance concerning product and service information and labeling					Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7)
GRI 417-3 Incidents of non-compliance concerning marketing communications					Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7)
GRI 418 – Customer privacy					
GRI 418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data					Information is not currently collated at a global level. This is not one of our most material issues at this stage. (See GRI 102-7)
GRI 419 – Socioeconomic compliance					
GRI 419-1 Non-compliance with laws and regulations in the social and economic area			X	AR pg 255	

Annex 1

Turnover by age and gender

Overall Turnover

Men: 15%

Women: 22%

Total: 16%

By age – Men

Under 30: 23%

30–50: 12%

Over 50: 17%

By age – Women

Under 30: 32%

30–50: 19%

Over 50: 19%