



Working with Communities

Examples of CSR Projects in Europe

So the world builds better.



Table of Contents

1 - Introduction to Corporate Citizenship at LafargeHolcim .. 3

2 - France: Learning from Nature – School Children Discover Quarries’ Flora and Fauna 4

3 - Greece: *Good Driver* - Our Invaluable Ally in Road Safety .. 6

4 - Hungary: *Yes, We Care* – Volunteers Provide Hands-on Support for Communities 8

5 - UK: A Roaring Success - AIUK & Leicester Tigers Put Rugby Back on Pupil’s Radar 10

6 - Serbia: Creating Local Employment at Beočin Business Park 12

1 - Introduction to Corporate Citizenship at LafargeHolcim

Our Group Sustainability Strategy - The 2030 Plan - sets a vision that the construction sector of tomorrow will be innovative, climate-neutral and circular in its use of resources. It will be respectful of water and nature, and it will be inclusive, enhancing the quality of life for all.

Our industrial operations have a wide geographical footprint and are usually present in a territory for an extended period of time. In addition, our cement, concrete and aggregates activities are all local businesses, where manufacturing is often close to the selling point and final customer. Therefore, our operations have an impact on local communities and people's lives.



At LafargeHolcim, we believe this impact can be positive. We also think our solutions can provide answers to challenges affecting the communities where we operate, such as urbanization, housing needs, health & safety and human rights.

This is why we set ambitious sustainability targets. By 2030, we want to help 75 million people live better lives through our inclusive business models, affordable housing and social investments programs. Our social investments are based on long-term strategies, implemented in partnership with specialized local or international actors, and address clear needs in the communities where we operate. Our areas of focus include health, education, shelter and infrastructure, environment and local employment creation.

Every day across 80 countries, LafargeHolcim teams contribute in many ways to turn the Group's sustainable development commitments into real actions. On the following pages, examples of our Corporate Social Responsibility (CSR) projects in Middle East and Africa illustrate how we partner with local stakeholders to create shared value and contribute to the development of communities.

2 - France: Learning from Nature – School Children Discover Quarries' Flora and Fauna

Biological diversity is the resource on which families, communities and future generations depend. Every year, our French teams implement community initiatives to raise awareness for biodiversity conservation. Through environmental education days in partnership with local schools, children discover the rich flora and fauna on our quarries.

In a Nutshell

Context

Next to climate change, biodiversity loss is one of the biggest challenges of today's world. The Living Planet Index (LPI) shows a decline in global biodiversity of 52 per cent between 1970 and 2010. With our operations occupying a large amount of space, we assume our responsibility to raise awareness and protect habitat and species on our sites.



Chamouille school children observe birds at Rivecourt quarry.

Main Actions

At Rivecourt quarry, for example, Lafarge designed a biodiversity teaching kit for children (up to 10 years), youth (11 to 15) and teachers to be used in local schools. The environmental managers regularly offer educational tours for children. Visiting the site, they discover and observe wildlife such as birds, ducks, and snakes, and learn about the importance of balancing human activity with environmental conservation. These visits are also an opportunity to explain our activities and the environmental and safety rules enforced in the quarries.

Community Impact

Every year, over 10 schools and 100 children participate in educational tours on quarries all over France. Early environmental education makes children feel more connected to the environment and fosters their sense of responsibility. As leaders of tomorrow, they will play a key role in environmental protection and decision-making in the future.

External Partners

Our ability to meet the needs of the local environment is inextricably linked to the capacity of teachers, educational institutions and mayors who support Lafarge's efforts. At Rivecourt quarry, teachers actively support Lafarge in designing the educational tour on site, so it can enrich each class program and needs.



Students of the agricultural secondary school Chesnoy discover the fauna at Dordives Quarry.

Managing biodiversity for future generations

Conscious of its role in the conservation of biodiversity on its sites, Lafarge France benefits from over 40 years of experience in quarry rehabilitation and biodiversity enhancement during and after exploitation. As quarries represent both the largest risk and opportunity to biodiversity, ambitious targets were set for 2020. These include establishing partnerships with experts or specialized research organizations and implementing biodiversity management plans in all quarries.

To achieve these objectives, three dedicated tools have been developed:

- Biodiversity toolkit developed with the World Wide Fund for Nature (WWF) and the International Union for Conservation of Nature (IUCN) to monitor the evolution of biodiversity on sites;
- Long-term biodiversity index to estimate the biodiversity at a given moment and follow its evolution over time;
- Biodiversity action plan that adapts to local contexts in order to know the biodiversity of a site, to develop it and to sensitize local actors.

"Raising awareness and engaging local communities in the conservation of flora and fauna is a key component of our biodiversity efforts. Aiming to be good stewards of the land where we operate, we want to demonstrate that proper management of quarries can even generate a positive change for biodiversity." Sylvie Combe, Communications and Public Affairs Director at Lafarge France

For more information, visit www.lafarge.fr or contact sylvie.combe@lafargeholcim.com.

3 - Greece: *Good Driver* - Our Invaluable Ally in Road Safety

HERACLES Group designed and implemented the road safety program "*Good Driver*" for its professional truck and bus drivers. Through a series of interactive online episodes, the educational program reminds them of everyday driving behavior rules, encourages respect for driving standards, and holds them personally accountable for road safety.

In a Nutshell

Context

With over 600 in-house and externally contracted drivers on the road for HERACLES Group every day, increasing transport and road safety is a key priority and major commitment for the company.



Over 600 drivers participated in the program.

Main Actions

Projected through the platform www.kalosodigos.gr, the *Good Driver* program consists of a series of online episodes in four thematic categories. In each category, five educational episodes are followed by interactive questions to verify participants' understanding. With a famous Greek actor behind the wheel, the program covered road safety topics ranging from everyday situations to more technical matters.

SMS were used as the main communication channel to inform drivers about new videos, contests and gifts, and send out participation reminders. After the completion of each thematic category, participants who completed all five episodes received small gifts.

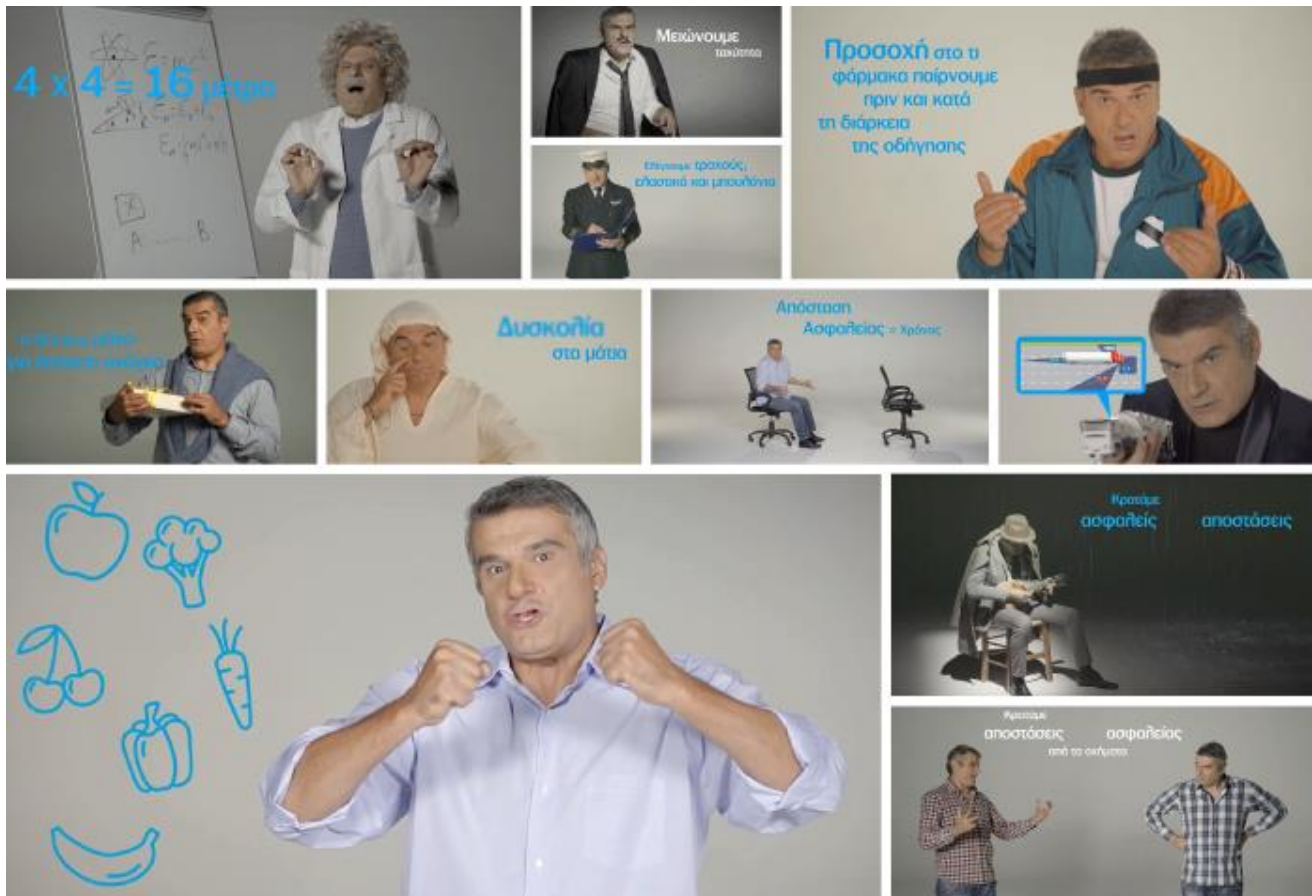
Community Impact

In a simple, illustrative and pleasant way, HERACLES Group's drivers boosted their knowledge on road safety in order to make sure they are *Good Drivers*. In this way, the program increases transport safety and minimizes road accidents to the benefit of all people who use the shared transportation routes.

Milestones

Due to its innovative approach, the *Good Driver* program achieved top distinctions in both national and international competitions. External recognitions include the Greek Association of Advertisers' *Corporate Responsibility Excellence Award* and the European Commission's *Excellence in Road Safety Award 2017*.





Good Driver uses an innovative and interactive online platform to deliver the training.

Road safety: using technology to make a difference

Good Driver's program design takes into account the particular nature of drivers' work, including their mobile work place and the dispersion of the company's activities all over Greece. To cater for this, online communication technology was selected rather than traditional channels of training. The program uses an interactive digital platform that combines educational and entertainment elements. HERACLES is the first company in the Greek building materials industry to take such an approach to road safety, and the program attracted significant attention from the public. Most important, however, was the drivers' widespread participation and commitment to the program.

The program's achievements include:

- Participation of 600 drivers from more than 30 different sites
- Average participation of 75% identified drivers every week
- Excellent content understanding with an average of 95% correct answers to verification questions

For more information, visit www.lafarge.gr or contact evi.ioannidou@lafargeholcim.com.

The European Commission's Road Safety Awards recognize commitments to road safety that have a significant impact on saving lives on Europe's roads. *"National and local actors are best placed to design solutions to meet national and local road safety challenges, through innovative measures, tougher action against dangerous drivers and better education and awareness-raising."* Violeta Bulc, European Commissioner for Transport

4 - Hungary: *Yes, We Care* – Volunteers Provide Hands-On Support for Communities

Every year, Lafarge Hungary employees roll their sleeves up and engage in a variety of volunteering activities. Have a look at the projects below to get a flavor of how they invest time and effort in the well-being of surrounding communities.

In a Nutshell

Together for our Children – Charity Run

Every September, around a quarter of all Lafarge Hungary employees join the charity running competition as volunteers. In the early afternoon, 300 children from the local primary and secondary schools participate in a 3 km run on the cycle track leading from the cement plant to Királyegyháza village. Later on, adult runners start an 11 km race. To successfully manage the event, 35-40 volunteers distribute drinks, control traffic, greet and direct guests and help with the administration. While Lafarge ensures the hospitality during the event, other local sponsors offer water, food and presents to the winners.

In addition to being fun, the charity run is combined with the annual open day of the cement plant and raises awareness for a healthy lifestyle. All funds raised through the event's participation fees are donated to local schools as financial support to buy sports equipment.



Ready, Steady, Go! Local schoolchildren participate in Lafarge Hungary's annual charity run.

Renovation of Pediatrics Clinics

Everyone enjoys the annual painting and renovation projects at the Pediatrics Clinic of the University of Pécs. Lafarge volunteers paint sick wards or renovate the outdoor playground's lovely but shabby units. Some employees or their family members who take part in the activities are former patients of the clinic themselves.



School's Back – Pedestrian Safety

In the first weeks of September, when life returns back to normal and the school term begins, Lafarge volunteers pick up their reflective vests and stop signs and get ready on street crossings by local schools. From 7am to 8am Monday through Friday, when the bells ring for the first class, our colleagues interrupt the steady flow of traffic to ensure children's safety on their way to school.



"TeSzedd!", you pick it! - Clean Hungary Action

Contributing to the Ministry of Agriculture's national clean-up campaign, Lafarge volunteers join existing teams for waste picking, or sign up as coordinators to organize the cleaning of additional areas. *"Immediate feedback"* said a colleague last year, *"great to see how much we can do in one day!"*. The three-day campaign takes place every year since 2010 and is Hungary's largest volunteer movement.

Being there is part of our mission

Since the opening of the Királyegyháza cement plant in 2011, Lafarge's local management had the vision of a corporate social responsibility that builds bridges between employees and communities. The different volunteering projects allow employees of Bükkösd quarry and Királyegyháza cement plant to engage with their neighbors, and show that they care about the communities living nearby. In 2013, Lafarge received the CSR Hungary Award as recognition for its exemplary approach to community engagement. To demonstrate management's support for volunteering, most activities are done during working hours.

Facts & Figures of past activities:

- **2014:** 10 projects, 41 employees volunteered a total of 548 hours.
- **2015:** 37 projects, 72 employees volunteered a total of 888 hours.
- **2016:** 35 projects, 45 employees volunteered a total of 670 hours.

For more information, visit www.lafarge.hu or contact zsafia.zadravecz@lafargeholcim.com.

Anikó Fülöp, Volunteering Coordinator for Hungary, has a simple answer to the question why so many employees contribute to the volunteering projects: *"Because we care. We are engaged in volunteering to build the community around us, to participate in their everyday life as the cement plant is part of their life."*

5 - UK: A Roaring Success - AIUK & Leicester Tigers Put Rugby Back on Pupil's Radar

Aggregate Industries UK (AIUK)'s *Concrete Rugby* partnership with the Leicester Tigers Foundation has helped to reach out to a whopping 1,081 school children. Introduced in November 2016, the unique community initiative runs in collaboration with the ten-time English Rugby champions to promote a healthy lifestyle, teamwork and self-confidence.

In a Nutshell

Context

The program was launched in response to recent reports that 91 per cent of parents admit that their children do not get the recommended 60 minutes of physical activity a day needed to maintain a balanced level of health. With obesity on the rise amongst the UK's children, team sports are an effective yet fun way to stay healthy.



Leicestershire boys participating in a *Concrete Rugby* training session.

Main Actions

The *Concrete Rugby* program, led by Leicester Tigers Rugby Development coaches, teaches local school children how to play touch rugby. In this way, it promotes the lifestyle benefits of sports and exercise while spreading the ethos of teamwork, respect, discipline and sportsmanship. After each training session, pupils gather round to take part in a group discussion with their coach, covering a wide range of issues; from healthy eating, drugs, road safety through to the dangers of peer pressure and digital safety. The program has

proven to be massively popular and in the first year alone it was delivered to 43 classes across 13 secondary schools - putting rugby firmly back on pupil's radar.

Community Impact

In the first 9 months of the program, *Concrete Rugby* reached over 1,000 local children aged between 11-14 years. This is a key age-group to engage with on the topics of healthy lifestyles, safety and wellbeing, all of which have an immediate and long-term benefit to the children. As many young girls have participated in the program, it also helps to break down gender stereotypes and promotes diversity and inclusivity in sport.

External Partners

The Leicester Tigers Foundation provided the children with expert rugby training sessions and works with the local schools to ensure that there is provision for rugby training after the *Concrete Rugby* program finished.



The *Concrete Rugby* program was officially launched on a match day at Leicester Tiger's Welford Road stadium in November 2016.

Promoting team sports for a healthier lifestyle

Figures from the 2014 Health Survey for England found that 31.2% of children aged 2-15 were classed as either overweight or obese, and so the *Concrete Rugby* program focuses on the importance of staying active in a fun way. Chris Hudson, Managing Director Asphalt & Readymix Concrete at AIUK said: "As a business committed to giving back to the communities in which it operates, we feel incredibly passionate about our *Concrete Rugby* initiative. The unfortunate reality is that a large number of children in the UK don't play outdoors or exercise nearly enough, while child obesity rates are still disturbingly high. As such, initiatives as these have a vital part to play in helping to raise awareness of a healthy lifestyle and the role sports can play in this."

Some of the successes following the program have been at Rushey Mead school, Leicester, where traditionally cricket and football have been the most popular sports. Now over 40 children are attending an afterschool rugby club, with some even joining local rugby teams. Another highlight is the continued success of the girls' rugby club at Saint Martin's school, Nuneaton, where many of the girls hadn't played rugby before. Following the *Concrete Rugby* program, they formed a team, coming second place in a girl's rugby festival and reaching the final in a tournament. As *Concrete Rugby* has proven very popular this year, AIUK is already planning for next season's installment.

"It has been a fantastic first nine months with Concrete Rugby, which has helped to bring the importance of health and wellbeing firmly to the forefront for local children and schools." Blaine Bonnin-Ward, Rugby Development Officer

For more information, visit www.aggregate.com or contact sustainability@aggregate.com.

6 - Serbia: Creating Local Employment at Beočin Business Park

Beočin Business Park is a non-profit project initiated by Lafarge in Serbia at its Beočin cement plant. The project was launched to attract new investors into the region and thereby reduce local unemployment and contribute to local economic and social development. Today, four investors employ over 300 people from the local community.

In a Nutshell

Context

Lafarge's cement plant in Serbia is situated in Beočin, a town with 15,000 inhabitants and a very high unemployment rate. There was a need to attract investors and create jobs to support the economic development of the municipality. As Lafarge owned 18 hectares of unused wetland on the Danube river bank, it decided to set up a Business Park that integrates an international Danube harbor in its area.

Main Actions

The project started in 2006 with extensive market research, feasibility studies, an investment memorandum with the local government, and a communication campaign that promoted the future park to potential investors. In parallel, Lafarge invested in infrastructure development and in creating a business friendly environment. Some of the measures taken include:

- Adoption of the harbor, permit procedures, civil works (final concrete surface), construction of access road to harbor
- Reinforcement of the bank, installation of power supply and lighting
- Formalization of the ownership structure through a regulation plan at municipal level
- Shared Service Center providing legal assistance and administrative support



A company owner inaugurates the new facilities at Beočin Business Park.

Community Impact

Today, there are six investors at Beočin Business Park, two of which are currently setting up their operations. They acquired the land from Lafarge at a symbolic price, obliging themselves to invest in environmental protection, health and safety and employ a local workforce. Four companies successfully operate, employing over 300 people from the local community. With six investors employing approximately 350 people, Beočin Business Park will reach its full capacity in 2018.

Milestones

In Serbia, Beočin Business Park is considered a prime example of a private-public partnership. To recognize the project, Lafarge Serbia received the *VIRTUS Corporate Philanthropy Award* in the category “contribution to the local community”. The Award is a national acknowledgment for companies which support non-profit actions for the public good in the most efficient and effective way.



In Beočin Business Park, four industrial sites were built that now employ over 300 people.

Investing in community development to fight unemployment

Lafarge’s acquisition of the Beočin cement plant was one of the first privatizations in Serbia, and therefore a very important step for the general public. In this context, and being located in close vicinity of the town, one of Lafarge’s priorities was to not only invest in its plant, but also in the local economic development. Since one of the major challenges in the community was the high unemployment rate, the focus was put on attracting new employment to improve community members’ livelihood.

The project was actively supported by the regional and national governments, especially by the Ministry of International Economic Relations who promoted the project and invited new investors to start their businesses in Beočin.

“Our reasons to start operations in Beočin Business Park were numerous: the international port at our disposal, very favorable price of land offered by Lafarge and the overall support which enabled us to build the facility and silos which will enable us to develop the business. This is our largest investment so far.” Janko Grnja, owner of AGROGRNJA and investor at Beočin Business Park

For more information, visit www.lafarge.rs or contact snezana.petrovic@lafargeholcim.com.

Notes

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THE 2030 PLAN

BUILDING FOR TOMORROW

We will generate 1/3 of our turnover from solutions with enhanced sustainability performance

	Climate	Circular Economy	Water & Nature	People & Communities
In house	We will reduce net specific CO ₂ emissions by 40% per tonne of cement (vs. 1990)	We will use 80 million tonnes of waste-derived resources per year	We will reduce freshwater withdrawal in cement operations by 30% We will implement The WASH Pledge on all sites	We want zero fatalities We will reduce LTI FR < 0.20 We will reduce TIFR by 50% We will reduce our disease rate < 0.1 We will have 30% minimum gender diversity at all management levels
	We will help our customers avoid 10 million tonnes of CO ₂ being released from buildings each year through our innovative solutions	We will provide end-of-life solutions for our products and will supply 4 times more recycled aggregates from CDW/RAP	We will make a positive impact on water in water-scarce areas We will show a positive change for biodiversity	We will develop initiatives to benefit 75 million people We will engage in collective action to combat bribery & corruption in high risk countries
Beyond our fence	Low-carbon cement & concrete Insulating concrete Thermal-mass solutions	Recycled aggregates Urban mining solutions Waste management services	Rainwater harvesting Pervious concrete Stormwater protection Vertical green solutions	Affordable housing materials and solutions Affordable sanitation solutions
Innovative solutions				

Note: all targets are for 2030. Baseline year is 2015 unless stated otherwise.

CDW: Construction & Demolition Waste, RAP: Reclaimed Asphalt Pavement, WASH Pledge: Water, Sanitation and Hygiene Implementation at the Workplace, LTI FR: Lost Time Injury Frequency Rate, TIFR: Total Injury Frequency Rate.

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