
Sustainability report
HeidelbergCement Romania
2017

**INNOVATION AND RESPONSIBILITY
AT THE FOUNDATION OF OUR WORK**

HEIDELBERGCEMENT



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Dear friends,

It is with great pleasure that I present in the following pages, the fifth sustainability report published by HeidelbergCement Romania.

For us, 2017 was a successful year. We continued to take steps on the path of sustainable development, based on our constructions, innovation and responsibility. Guided by these extremely important aspects for the way we carry out our daily activity, this year we published a new plan that defines the key areas and principles of our sustainability strategy for the coming years. Thus, the 2030 Sustainability Commitments present the long-term goals we have set, to contribute day by day to building a better future, through the products we offer, but also through the way we operate. We have set ambitious goals, divided into six directions of strategic importance for us: economic performance and innovation, occupational health and safety, environment, circular economy, community relations, compliance with standards, legislation in force and transparency.

As always, one of our priorities in 2017 also was the safety of colleagues. The measures we implemented proved to be effective and thus, we did not register work related accidents among our employees or contractors. Although such successes encourage us, we will remain equally vigilant and focus on identifying risks, adopting the highest safety standards.

Our activity is based on natural resources, so we are aware that we have a responsibility to accelerate efficiency measures, both in terms of raw materials and in the direction of energy consumption. We are constantly increasing the proportion of alternative fuels used in production processes and investing in technologies to reduce greenhouse gas emissions.

All the work we do every year is supported by a team of dedicated professionals, who get involved and work actively to put ideas and solutions for optimizing workflows into practice. In the five years since the launch of the internal competition of ideas and innovation projects, our colleagues have submitted 40 projects, and 13 of them have been awarded for originality and efficiency.

We are and will always remain a company open to communication with all those interested in our activity, because we know that this is the only way we can grow sustainably: with care for all the actors we collaborate with, from suppliers to customers, with attention to all our processes and the environmental impact and involvement for the well-being and development of the communities around us.

Dr. Florian ALDEA
Chairman – General Manager
HeidelbergCement Romania



ABOUT THE REPORT

This is the fifth sustainability report of HeidelbergCement Romania.

The report provides information on the non-financial indicators related to the company's activity between January 1 and December 31, 2017 and meets the requirements of [Directive 2014/95/UE](#).

The report was prepared following the methodology proposed by the [Global Reporting Initiative \(GRI\) Standards](#), Core option and includes information presenting the economic, social and environmental performance of HeidelbergCement Romania S.A. ("HeidelbergCement Romania"). Where necessary, for an overview of our work, information on the activity of the HeidelbergCement Group was also presented.

The report was developed based on the material topics identified following an internal analysis and a stakeholder consultation process carried out in the previous reporting cycle.

Throughout the process, the HeidelbergCement Romania team was supported by The CSR Agency consultants.

For questions, suggestions or notifications regarding this report, you can contact us at:

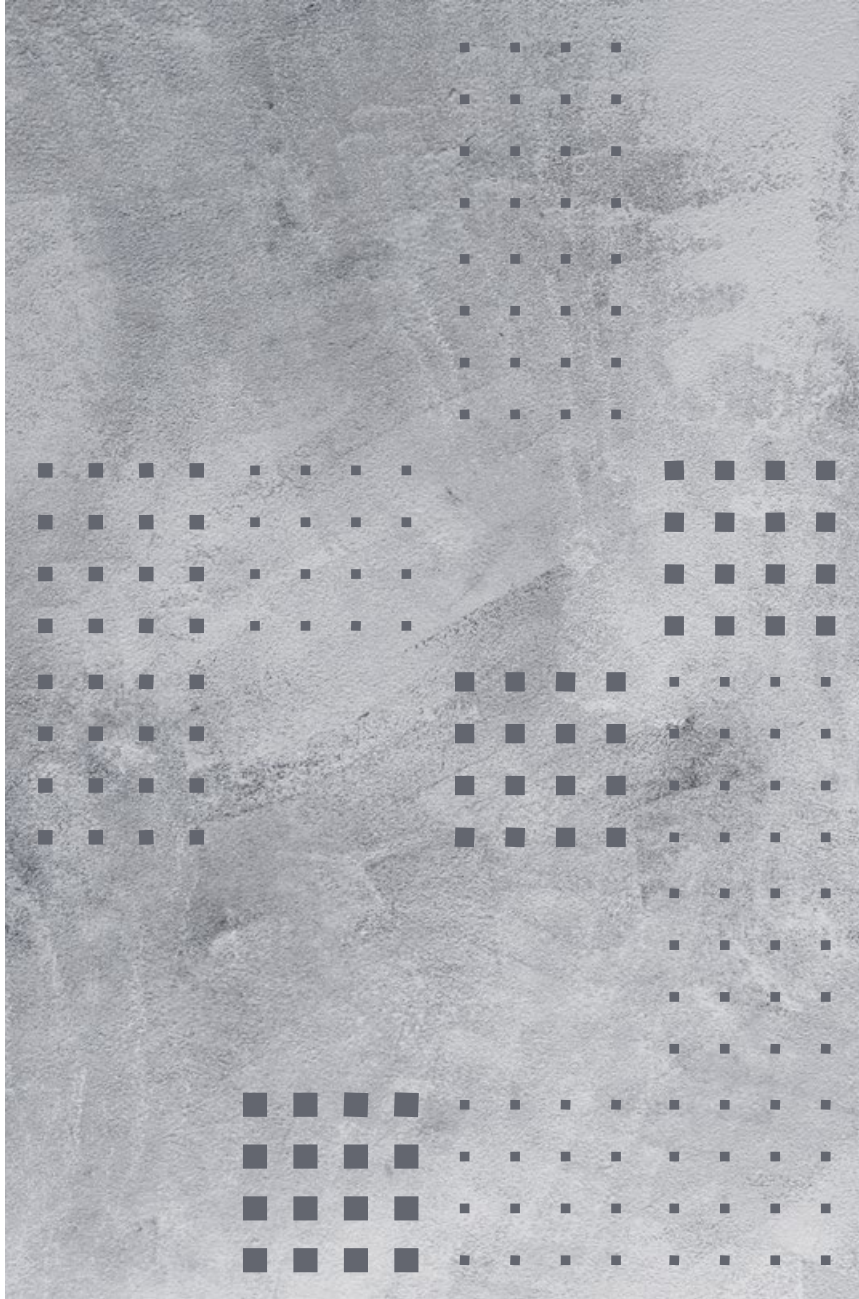
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HEIDELBERGCEMENT ROMANIA IN 2017

HeidelbergCement is one of the world's leading manufacturers of building materials. The company was consolidated in 2015, through the merger of Carpatcement Holding S.A., Carpat Beton S.R.L. and Carpat Agregate S.A., which were founded between 1998 and 2004 as part of the investments made in Romania by the HeidelbergCement German Group.

3 CEMENT PLANTS	21 READY-MIXED CONCRETE PLANTS	12 QUARRIES AND BALLAST PITS - AGGREGATES
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HeidelbergCement Romania operates a national network of 21 ready-mixed concrete plants. In 2017, the plants in Iași and Piatra Neamț came into use.

RAW MATERIALS • Extraction	PRODUCTION • Cement • Aggregates • Concrete	CUSTOMERS • Public sector projects • Commercial projects • Private customers
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CEMENT, CONCRETE AND AGGREGATES

Ensuring the sustainability of constructions is a priority for us, as material suppliers in this sector. This aspect is also essential for the national economy. We take all necessary measures to ensure that our products comply with current legislation and we strictly follow the Code of Practice for Concrete Production (CP 012 / 1-2007), developed under the coordination of the Ministry of Development, Public Works and Housing, which includes criteria on characteristics and quality of concrete, cement and aggregates.

CEMENT

Cements are manufactured based on SR EN 197-2011 European standard, which provides the physico-chemical and mechanical conditions necessary to be met by a set of common types of cement, considered traditional and well verified by the national standardization bodies in the European Standardization Committee.

The Carpatcement cement portfolio – in bulk - represents a balanced mix between new and traditional cements, which meets the expectations of our customers regarding the possibility of producing durable concrete, both common (usual) and special.

The cement produced and sold in bags is of superior class and with high initial resistance.



READY-MIXED CONCRETE

Concrete is a homogeneous mixture of cement, various types of aggregates (sand, gravel, chippings, etc.), water and additives in well-established proportions, depending on the desired compressive strength class, the preparation technology and the implementation as well as the aggressiveness of the environment in which they are to be exploited.



AGGREGATES

The aggregates used in the composition of cement concrete can be granular, natural, artificial or recycled materials, usable in constructions in accordance with the provisions of the regulations in force. Most aggregates used in concrete plants - from gravel pits or quarries - must comply with the requirements of SR EN 12620: 2003 standard.



INNOVATION IN HEIDELBERGCEMENT TEAM



The Innovation Competition is a way for all of us who work in this company to put into practice optimization ideas, designed to facilitate our daily work and, at the same time, to help grow our business.

Mihai Zaiț

Expedition Coordinator at Tașca cement plant



In the five years since the launch of our innovation platform, **40 projects** have been proposed and evaluated in the internal competition, and **13 projects** have been awarded for their originality and efficiency in optimizing equipment and workflows.

During the Innovation Competition at the end of 2017, two projects proposed by the employees of the production section of the Tașca cement plant won Second Prize.

+ Reducing the size of cement bags

By observing the packing process, it was found that the bags were not filled well enough. The proposed solution was to narrow them, which resulted in a substantial saving of paper, as well as a higher strength of the bags, as cement is more compact in the bag, which helps reduce shocks during collisions.

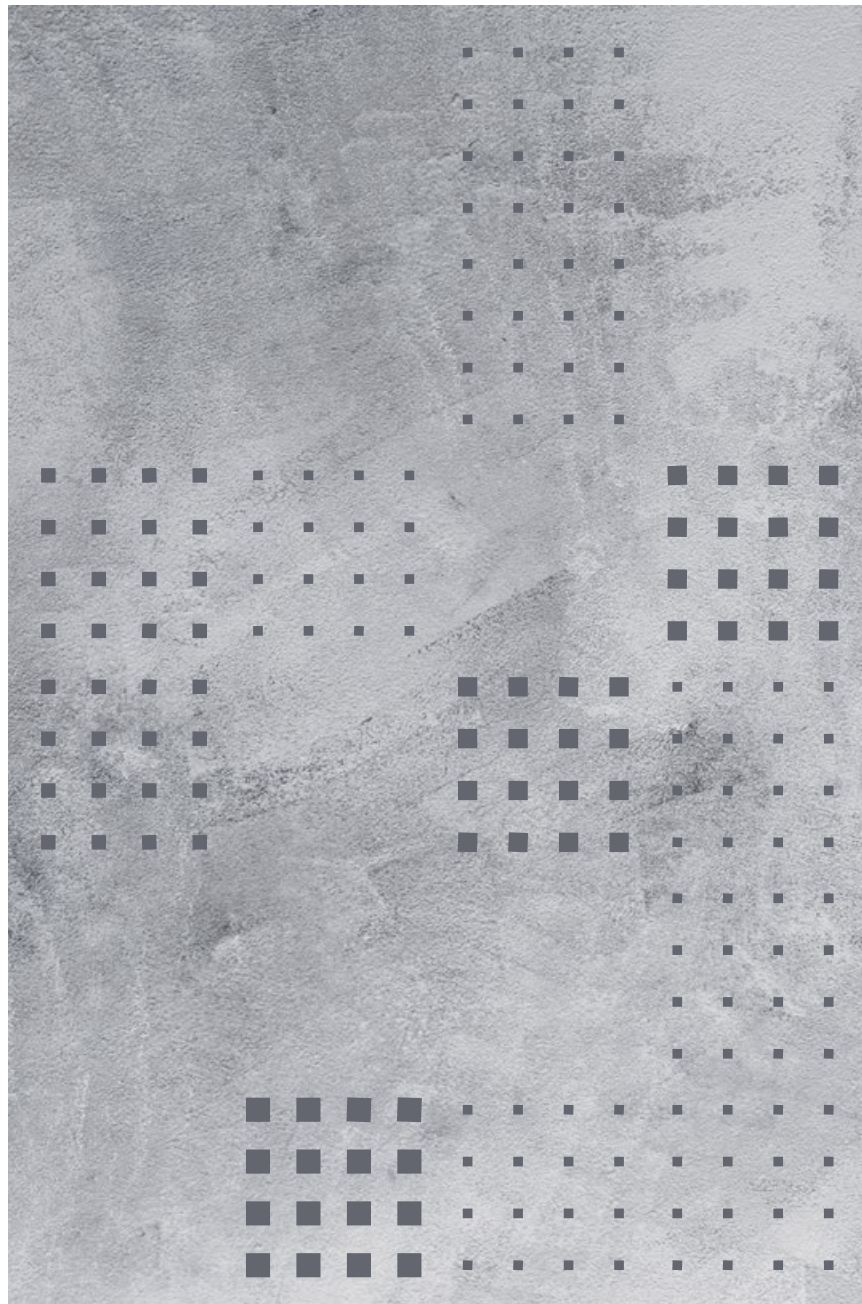
The central evaluation commission appreciated the efficiency of this solution, which was industrially tested and implemented, with very good results, in terms of cost reduction as well as increased reliability of the bags and reduced wear of the palletizer strips. The biggest advantage of the award-winning solution is that it can be implemented in other cement plants.

+ Separation of dust from the no. 3 cement mill filter in order to optimize the grinding process

This project consists in modifying the machine to separate the part of the electrofilter dust with a large specific surface area, so that it can be passed directly into the finished product. The proposed technical solution was implemented, having a direct impact in reducing energy consumption for all assortments of cement produced.







CORPORATE GOVERNANCE STRUCTURE

HeidelbergCement Romania is managed by a General Manager, who is at the same time Chairman of the Board of Directors. The activity of the Board of Directors, which has two other members, is supported by the Executive Committee (EXCOM).

FLORIAN ALDEA

POSITION

Chairman-General Manager

NATIONALITY

Romanian

ALBERT SCHEUER

POSITION

Non-executive administrator

NATIONALITY

German

CHRISTIAN MIKLI

POSITION

Non-executive administrator

NATIONALITY

German

RISK MANAGEMENT

In order to achieve our goals, thus maintaining our position, and even to surpass ourselves every day, we strive to minimize risks as much as possible and take advantage of opportunities. We pay close attention to this aspect, while responsibility is assumed at the highest level, within the Board of Directors. At the same time it is a key task for all HeidelbergCement managers.

At Group level, we accept some risks as part of our entrepreneurial activity, if they comply with our legal and ethical principles. Risk management is closely linked to the planning and monitoring systems, the opportunities being registered in the annual operational plan.

Risks that have a significant impact on assets, finances and revenue are divided into four categories: financial risks, strategic risks, operational risks, as well as legal and compliance risks. These also include non-financial or sustainability risks.

In order to identify and assess existing risks, the activities carried out in HeidelbergCement's plants and operating locations are analyzed using the following criteria: potential risk, probability of occurrence and impact. Appropriate control measures and action plans are established based on the results of these analyzes.

ETHICS AND COMPLIANCE

We strive to constantly achieve a high degree of performance, that is why we are aware that a continuous growth of our company is possible only if we generate value for the whole community, always acting in a proper way. We also understand that innovation and performance are the result of a free market, with competition being the engine behind them. Thus, our activity is governed by solid values, built around ethics and integrity.

COMPLIANCE

HeidelbergCement Romania's Compliance Policy, which came into force in 2016, is developed based on the Group's policy and is addressed to all the company's employees.

The Compliance Officer is responsible of the compliance management within HeidelbergCement Romania, which includes the following aspects:

- + Compliance management as part of the social responsibility management system;
- + Code of Professional Conduct;
- + Anti-corruption;
- + Commercial fines;
- + Competition rules.

Also, within HeidelbergCement Romania, a Compliance Committee is organized (General Manager, Legal Director, Human Resources Director and Compliance Officer), which meets annually to analyze:

- + the main aspects regarding compliance within HeidelbergCement Romania;
- + the annual report on compliance incidents and their management;
- + actions, measures, policies to be implemented or developed to ensure continuous improvement in the field of compliance



SUSTAINABLE DEVELOPMENT GOALS

In addition, by assuming the 2030 Sustainability Commitments, we contribute to achieving the **Sustainable Development Goals**, a set of 17 goals that aim to address the most pressing social, economic and environmental issues globally.

The objectives set by the United Nations act as a guide for economic actors, who have a key role to play in achieving them, through their power to innovate and influence society.



MATERIALITY ANALYSIS

The role of the materiality analysis is to reveal those topics of interest to stakeholders, which at the same time represent areas where the company has a significant impact.

To achieve this, the company's experts evaluated the company's impact on a number of social, economic and environmental issues, and the company's stakeholders were consulted to find out the extent to which they are influenced by HeidelbergCement Romania's policies and practices on each topic.

This process took place in previous years, but the topics are constantly monitored, and they are also updated annually, based on dialogues with representatives of the communities where we operate, during the meetings of the community advisory councils - "Sfatul Bătrânilor" and "Sfatul Jurnaliștilor".

The results of this process are the basis for the development of this sustainability report, the revealed topics being grouped in the following categories:

ENVIRONMENTAL TOPICS

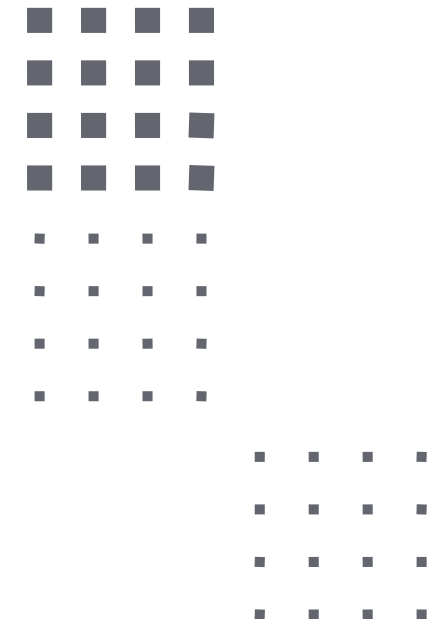
- 1. Energy
- 2. Water
- 3. Biodiversity
- 4. Emissions
- 5. Effluents and waste
- 6. Products and services
- 7. Environmental compliance
- 8. Supplier environmental assessment

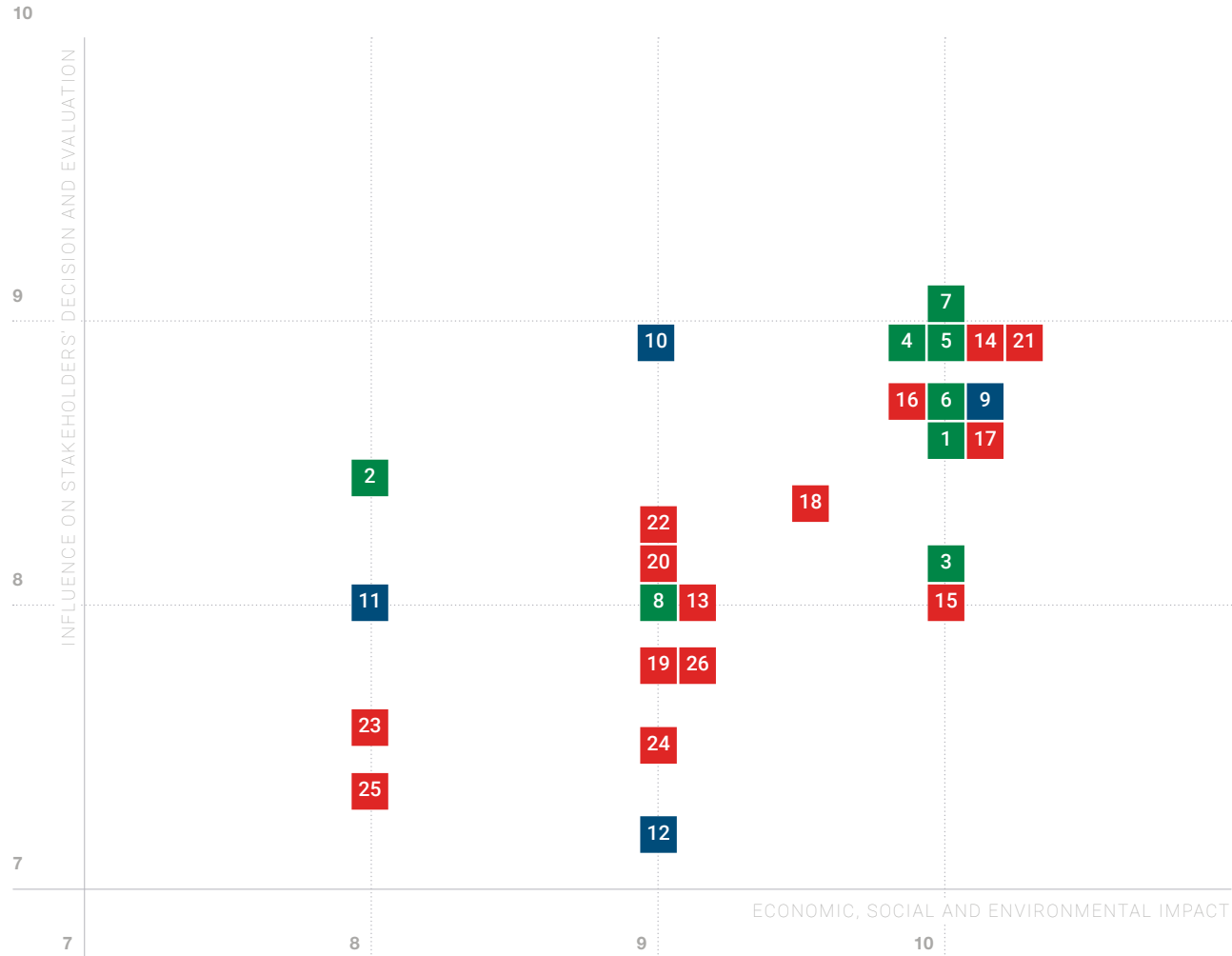
ECONOMIC TOPICS

- 9. Economic performance
- 10. Market presence
- 11. Indirect economic impacts
- 12. Procurement practices

SOCIAL TOPICS

- 13. Local communities
- 14. Anti-corruption
- 15. Anti-competitive behaviour
- 16. Socio-economic compliance
- 17. Customer health and safety
- 18. Marketing and labelling
- 19. Employment
- 20. Labour – management relations
- 21. Occupational health and safety
- 22. Training and education
- 23. Diversity and equal opportunity
- 24. Supplier social assessment
- 25. Freedom of association and collective bargaining
- 26. Supplier human rights assessment





NO.	MATERIAL TOPIC	IMPACT BOUNDARIES	
		DIRECT IMPACT*	INDIRECT IMPACT**
ENVIRONMENTAL TOPICS			
1	Energy	✓	✓
2	Water	✓	✓
3	Biodiversity	✓	
4	Emissions	✓	✓
5	Effluents and waste	✓	
6	Products and services	✓	✓
7	Environmental compliance	✓	
8	Supplier environmental assessment	✓	✓
ECONOMIC TOPICS			
9	Economic performance	✓	✓
10	Market presence	✓	✓
11	Indirect economic impacts	✓	✓
12	Procurement practices	✓	✓
SOCIAL TOPICS			
13	Local communities	✓	
14	Anti-corruption	✓	✓
15	Anti-competitive behaviour	✓	✓
16	Socio-economic compliance	✓	✓
17	Customer health and safety	✓	
18	Marketing and labelling	✓	✓
19	Employment	✓	

20	Labour – management relations	✓	
21	Occupational health and safety	✓	
22	Training and education	✓	
23	Diversity and equal opportunity	✓	✓
24	Supplier social assessment	✓	
25	Freedom of association and collective bargaining	✓	
26	Supplier human rights assessment	✓	✓

*Direct impact refers to the impact generated from the company's activities.

**Indirect impact refers to the impact that arises due to relationships with partners, customers, suppliers.



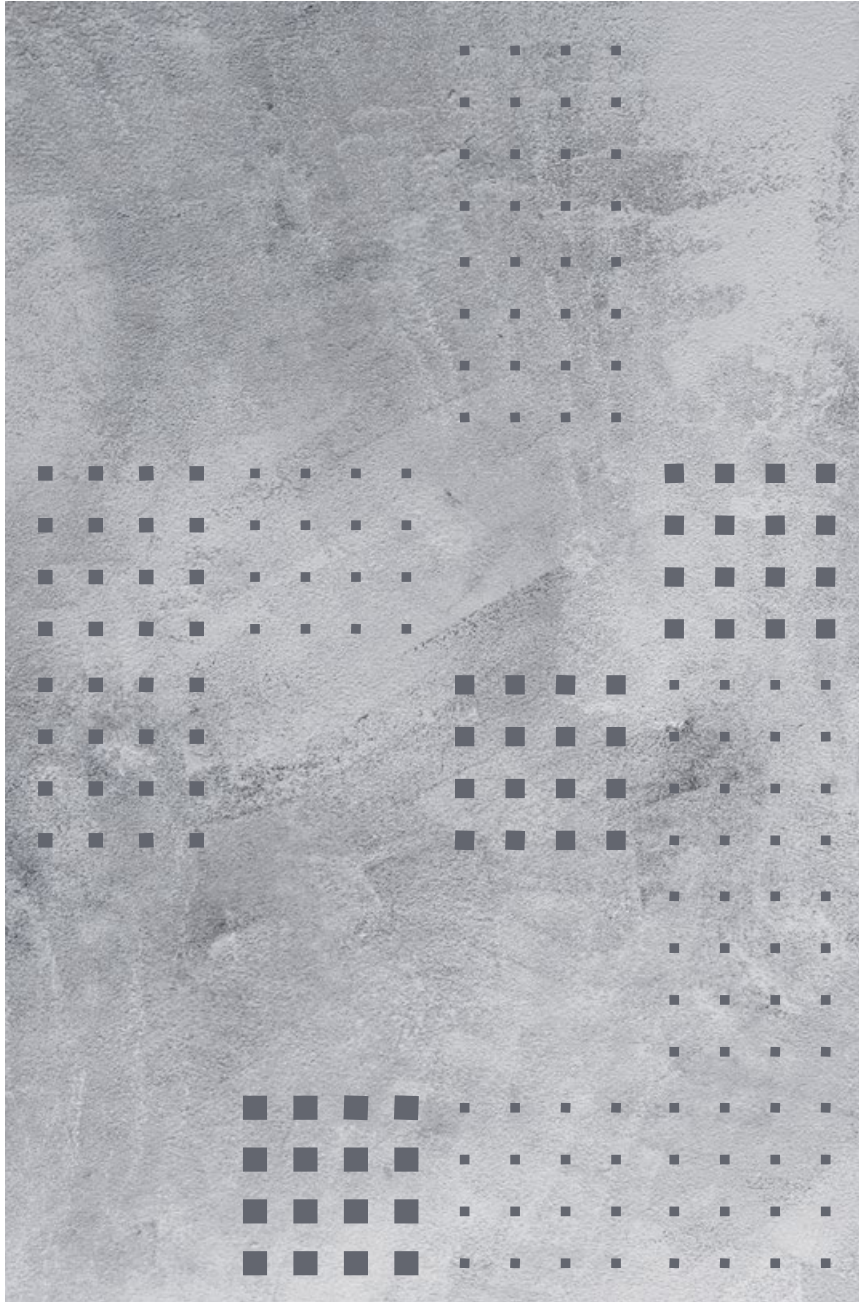
STAKEHOLDER ENGAGEMENT

CATEGORY	COMMUNICATION CHANNELS	TOPIC	HOW WE ENGAGE
Employees	<ul style="list-style-type: none"> ⊕ Internal magazine ⊕ Intranet ⊕ Meetings ⊕ Regular information ⊕ Internal communication campaigns ⊕ SpeakUp line 	Emissions, Products and Services, Environmental Compliance, Economic Performance, Market Presence, Local Communities, Anti-Corruption, Anti-Competitive Behaviour, Socio-economic Compliance, Employment, Labour – management Relations, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunities, Freedom of Association and Collective Bargaining	<ul style="list-style-type: none"> ✓ Promoting volunteering actions ✓ HeidelbergCement Romania apprenticeship program ✓ Career development plan ✓ Performance driven competitions ✓ Innovation Competition ✓ Internal magazine ✓ Annual sustainability report
Authorities	<ul style="list-style-type: none"> ⊕ Meetings ⊕ E-mail ⊕ Phone ⊕ Annual financial report ⊕ Regular specific reports (e.g. environmental report) ⊕ Sustainability report 	Energy, Water, Biodiversity, Emissions, Effluents and waste, Products and services, Environmental compliance, Transport Supplier Environmental Assessment, Economic Performance, Indirect Economic Impacts, Purchasing Practices, Anti-Corruption, Anti-Competitive Behaviour, Socioeconomic Compliance, Customer Health and Safety, Marketing and Labelling, Occupational Health and Safety, Supplier Social Assessment, Supplier Human Rights Assessment	<ul style="list-style-type: none"> ✓ Strict compliance with legislation in force ✓ Taxes and duties ✓ Supporting infrastructure projects through material donations ✓ Participation in platforms for common interest projects ✓ Contribution to the development of local communities ✓ Investments in education, infrastructure, sports, healthcare ✓ Annual sustainability report ✓ Sfatul Bătrânilor

<p>Suppliers</p>	<ul style="list-style-type: none"> ⊕ Meetings ⊕ E-mail ⊕ Phone 	<p>Emissions, Products and Services, Supplier Environmental Assessment, Economic Performance, Indirect Economic Impacts, Purchasing Practices, Anti-Corruption, Anti-Competitive Behaviour, Socioeconomic Compliance, Customer Health and Safety, Marketing and Labelling, Supplier Social Assessment, Supplier Human Rights Assessment</p>	<ul style="list-style-type: none"> ✔ Long-term partnerships ✔ Supporting local suppliers ✔ Annual sustainability report ✔ Open Days
<p>Customers</p>	<ul style="list-style-type: none"> ⊕ Meetings ⊕ E-mail ⊕ Phone ⊕ Social networks 	<p>Energy, Water, Biodiversity, Emissions, Effluents and Waste, Products and Services, Environmental Compliance, Transport, Economic Performance, Indirect Economic Impacts, Anti-Corruption, Anti-Competitive Behaviour, Socioeconomic Compliance, Customer Health and Safety, Marketing and Labelling</p>	<ul style="list-style-type: none"> ✔ Expanding product portfolio ✔ Certification of our products and plants ✔ Ensuring availability of product user manuals on the company's website ✔ Innovation ✔ Open Days
<p>Media</p>	<ul style="list-style-type: none"> ⊕ E-mail ⊕ Social networks ⊕ Press releases ⊕ Interviews 	<p>Energy, Water, Biodiversity, Emissions, Effluents and Waste, Products and Services, Environmental Compliance, Transport, Supplier Environmental Assessment, Economic Performance, Market presence, Indirect Economic Impacts, Local Communities, Anti-Corruption, Anti-Competitive Behaviour, Customer Health and Safety, Employment, Occupational Health and Safety, Diversity and Equal Opportunities</p>	<ul style="list-style-type: none"> ✔ Press conferences ✔ Open Days ✔ Sfatul Bătrânilor ✔ Sfatul Jurnaliștilor

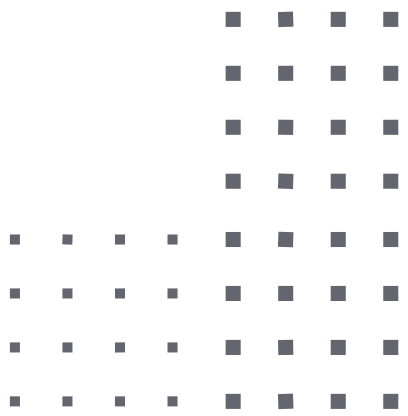
<p>NGO's</p>	<ul style="list-style-type: none"> ⊕ Meetings ⊕ E-mail ⊕ Phone ⊕ Events ⊕ Social networks 	<p>Energy, Water, Biodiversity, Emissions, Effluents and Waste, Products and Services, Environmental Compliance, Transport, Supplier Environmental Assessment, Economic Performance, Indirect Economic Impacts, Local Communities, Anti-Corruption, Socioeconomic Compliance, Customer Health and Safety, Employment, Labour – management relations, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunities, Supplier Social Assessment, Freedom of Association and Collective Bargaining, Supplier Human Rights Assessment</p>	<ul style="list-style-type: none"> ✔ Project partnerships for members of local communities ✔ Involvement by allocating human or financial resources ✔ Donations and sponsorships ✔ Open Days
<p>Local communities</p>	<ul style="list-style-type: none"> ⊕ Meetings ⊕ E-mail ⊕ Events ⊕ Social networks ⊕ Regular consultation meetins 	<p>Water, Biodiversity, Emissions, Effluents and Waste, Environmental Compliance, Economic Performance, Market Presence, Indirect Economic Impacts, Purchasing Practices, Local Communities, Socioeconomic Compliance, Employment, Occupational Health and Safety</p>	<ul style="list-style-type: none"> ✔ Quarry Life Award competition ✔ Consultations with representatives of local communities („Sfatul Bătrânilor” or „Sfatul Jurnaliștilor”) ✔ Financial or material support for local development projects ✔ Investments to reduce environmental impact ✔ “Young Environment Guardians” project ✔ “Access to education” project ✔ HeidelbergCement Romania apprenticeship program





Capable and motivated employees build the foundation of our long-term success. Our human resources policy aims to help us identify employee potential, facilitate their professional development and gain their loyalty.

Workplace safety and the protection of employees' health are also a priority for HeidelbergCement. Minimizing the risk of accidents, injury and occupational illness is one of the fundamental objectives of our human resources policy.



#number of employees in administrative offices

	2016	2017
no.	115	109
%	12	11

#employees by working hours

	MEN	WOMEN	TOTAL
Full time	716	232	948
Part time	3	0	3
Internships	7	7	14
TOTAL	726	239	965

#employees by contract type

	PERMANENT	TEMPORARY	FULL TIME	PART TIME
No. of employees	84	881	963	2

#employees by gender and contract type

	BUCHAREST		TAȘCA		CHIȘCĂDAGA		FIENI		AGGREGATES DIVISION		RMC DIVISION	
	M	W	M	W	M	W	M	W	M	W	M	W
Permanent	26	26	143	53	150	53	197	45	80	15	60	33
Temporary	3	2	15	1	6	3	5	0	16	1	25	7
TOTAL	29	28	158	54	156	56	202	45	96	16	85	40

#employees by working hours and operations

	BUCHAREST			TAȘCA			CHIȘCĂDAGA			FIENI			AGGREGATES DIVISION			RMC DIVISION		
	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL	M	W	TOTAL
Full time	29	25	54	156	51	207	153	55	208	200	45	245	93	16	109	85	40	125
Part Time	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3	0	0	0
Internships	0	3	3	2	3	5	3	1	4	2	0	2	0	0	0	0	0	0
TOTAL	29	28	57	158	54	212	156	56	212	202	45	247	96	16	112	85	40	125

#staff turnover by gender, age and location

	NEW EMPLOYEES		EMPLOYEES WHO LEFT	
	No.	Rate	No.	Rate
GENDER				
Women	19	1.97	14	1.45
Men	73	7.56	55	5.7
TOTAL	92	9.53	69	7.15
AGE GROUP				
<30	31	3.21	15	1.55
30-50	55	5.7	30	3.11
>50	6	0.62	24	2.49
TOTAL	92	9.53	69	7.15
LOCATION				
Bucharest Headquarters	6	0.62	6	0.62
Taşca	20	2.07	13	1.35
Chişcădaga	16	1.66	9	0.93
Fieni	14	1.45	14	1.45
Aggregates Division	11	1.14	12	1.24
RMC Division	25	2.59	15	1.55
TOTAL	92	9.53	69	7

Ensuring a fair work environment, in which every employee has the opportunity to reach their potential, is an integral part of our sustainable development strategy. The company systematically approaches the principles of social responsibility by designing, implementing and maintaining a Social Responsibility management system in accordance with the requirements of the SA 8000 standard, taking into account the concrete situations in the environment in which it operates.

This standard refers to the practices that the company is responsible for promoting among employees, suppliers / subcontractors regarding:

- ✔ Child labour;
- ✔ Young workers labour;
- ✔ Forced and compulsory labor;
- ✔ Health and safety;
- ✔ Freedom of association and collective bargaining;
- ✔ Discrimination;
- ✔ Disciplinary practices;
- ✔ Working time;
- ✔ Remuneration;
- ✔ Social responsibility management system.

DIVERSITY AND EQUAL OPPORTUNITIES

At Group level, personnel policy prioritizes diversity in team building. By diversity we mean a management concept that brings people with different personalities, cultures, skills and experiences together in a way that reflects the international and multifaceted nature of markets, our customer base and our business environment.

Our goal is to attract and promote qualified and dedicated employees who can bring various social and professional skills in the company, thus contributing to our success.

We treat all employees with dignity and respect, offer them equal opportunities to work, any discrimination based on age, sex, nationality, religion, physical or mental disability, ethnicity, political choice, sexual orientation or any other personal characteristics, being strictly prohibited within the company.

#employees by gender, age and category

	CATEGORY & AGE	SENIOR MANAGEMENT	MIDDLE MANAGEMENT	WHITE COLLAR	BLUE COLLAR	TOTAL
men	<30	0	2	21	32	55
	30-50	14	28	117	236	395
	>50	5	15	80	176	276
	TOTAL	19	45	218	444	726
women	<30	0	0	11	2	13
	30-50	1	4	87	30	122
	>50	1	2	57	44	104
	TOTAL	2	6	155	76	239

#employees by gender

	2016		2017	
	NO.	%	NO.	%
men	712	75.34	726	75.23
women	233	24.66	239	24.77
TOTAL	945	100	965	100



In 2017, the average age in the company was 48 years.

#employees with disabilities

	BLUE COLLAR	WHITE COLLAR
men	1	1
women	0	0

In 2017, there were no recorded discrimination incidents within the company.

HUMAN RIGHTS

Respect for human rights is an essential aspect of our company. In addition to strictly complying with the legislation in force, we are committed, at Group level, to respecting the principles of the following international standards:

- the Universal Declaration of Human Rights
- the eight fundamental labour standards of the International Labour Organisation (ILO)
- the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises,
- the United Nations (UN) Guiding Principles on Business and Human Rights („Protect, Respect and Remedy” Framework)

We expect our employees and business partners to follow the main guidelines and recommendations. This priority topic for us is included in the Code of Conduct, which underlies all contractual relations. To ensure that our partners share our values, we evaluate suppliers through a variety of criteria, including social responsibility.

COLLECTIVE BARGAINING AGREEMENT

The collective bargaining agreement includes information on the notice period and the provisions for consultation, that all employees benefit from. The notice period in case of significant operational changes is 20 days (3 weeks).

	2017	
	NO.	%
#collective bargaining agreement	965	100
Number of employees benefiting from the provisions of the collective bargaining agreement	965	100



TRAINING AND EDUCATION

Qualified and motivated employees are necessary for our long-term success. That is why our personnel policy focuses on identifying and developing talented individuals and competing with other companies for their retention. In addition, we strive to ensure that our employees benefit from a work environment in which they feel challenged so that they can thrive.

We support our employees and the capitalization of their strengths. Thus, we want to cultivate lasting relationships, the vacancies being filled by internal candidates when possible, based on the skills and knowledge of employees.

PROFESSIONAL DEVELOPMENT

Employee performance influences our success as a business. We want to grow together, so we conduct performance evaluations at least once a year. We recognize success and excellent results, and where results need to be improved, we provide support and implement the necessary measures in this regard. In return, we are open to constructive criticism and try to actively listen.

By evaluating employee performance, implementing measures to develop leadership skills and systematic succession planning, we seek to:

- ✔ cover key positions with first-class internal candidates worldwide,
- ✔ develop talented individuals in a timely manner,
- ✔ retain talented employees long-term in the company by planning personalized development.

The Training and Organizational Development Department is responsible for the development of an annual training plan, created according to the results of the performance evaluation and based on the need for continuous improvement of skills, grouped into 3 categories:

- ➕ personal skills and competences (e.g.. english language skills, sales and negotiation skills, customer communication skills, presentation skills, time management, etc.);
- ➕ management skills (e.g. decision-making, problem-solving, developing the team, change management, project management, etc.);
- ➕ professional competences and technical skills (e.g. equipment maintenance in cement plants, hydraulics, pneumatics, automation, specific chemical determinations in the laboratory, laboratory analyses for alternative fuels, etc.).

The motivation and skills of our managers play a key role in determining HeidelbergCement's position towards global competitors and the Group's level of preparation for future challenges. In order to prepare managers for the following tasks, we offer programs created to meet the needs of the Group. This approach applies both to traditional topics such as strategy, leadership, management and budgeting capital expenditures method, and to special training topics, for example in the field of technology. The unitary content of the courses ensures the development of a common understanding of strategy, integrated management approach and leadership.

In addition to training hours on specific areas of activity, we pay close attention to organizing programs that meet the legislative requirements or the specific needs of our activity, such as GDPR or first aid courses.



#average number of training hours per year per employee, by category

	SENIOR MANAGEMENT	MIDDLE MANAGEMENT	WHITE COLLAR	BLUE COLLAR	TOTAL AVERAGE
men	43.8	98.3	27.7	17.1	26.0
women	36.0	88.0	21.0	15.7	21.1

#examples of trainings offered to employees (in h) **2017**

Tehcnical and professional training	8,120
Occupational health and safety	3,288
Personal and managerial skills	4,344
Foreign languages	448
E-learning classes	7,728
TOTAL	23,928

#performance evaluation and career development plan

		SENIOR MANAGEMENT	MIDDLE MANAGEMENT	WHITE COLLAR	BLUE COLLAR	TOTAL
men	no.	19	45	218	444	726
	%	100%	100%	100%	100%	100%
women	no.	2	6	155	76	239
	%	100%	100%	100%	100%	100%



BENEFITS

We want our employees to be proud of their workplace and satisfied with everything we offer. Thus, they will stay with us long-term, and we will continue to attract young talent.

The benefits granted, provided in the Collective Baigaining Agreement, are:

- ✔ 26 days of annual leave (vs. 20 days as stated by the Labour Code)
- ✔ meal vouchers
- ✔ paid days off in the case of special family events
- ✔ aid paid by the company in the event of special family events
- ✔ seniority bonuses
- ✔ retirement bonuses
- ✔ private health insurance
- ✔ expenses settlement for holiday and/ or treatment services
- ✔ gifts and bonuses for the minor children of employees (June 1st, Christmas)
- ✔ gift for female employees on Women's Day
- ✔ gift for all employees on HeidelbergCement Romania Day

	FULL-TIME		PART-TIME		TEMPORARY	
	< 1 year	> 1 year	< 1 year	> 1 year	< 1 year	> 1 year
Meal vouchers	✔	✔	✔	✔	✔	✔
Expense settlement for tourist and/ or treatment services		✔		✔		✔
Transport from/ to work	✔	✔	✔	✔	✔	✔
Aid paid by the company in the event of special family events (wedding, death, etc.)	✔	✔	✔	✔	✔	✔
Compensation wages		✔ (over 3 years)		✔ (over 3 years)		
Seniority bonuses (granted to employees of over 25 years in the company)		✔		✔		
Retirement bonuses		✔		✔		
Private health insurance		✔		✔		✔
Gifts and bonuses for the minor children of employees (June 1st, Christmas)	✔	✔	✔	✔	✔	✔
Gifts on Women's Day	✔	✔	✔	✔	✔	✔
Gifts on Company Day	✔	✔	✔	✔	✔	✔

OCCUPATIONAL HEALTH AND SAFETY WEEK

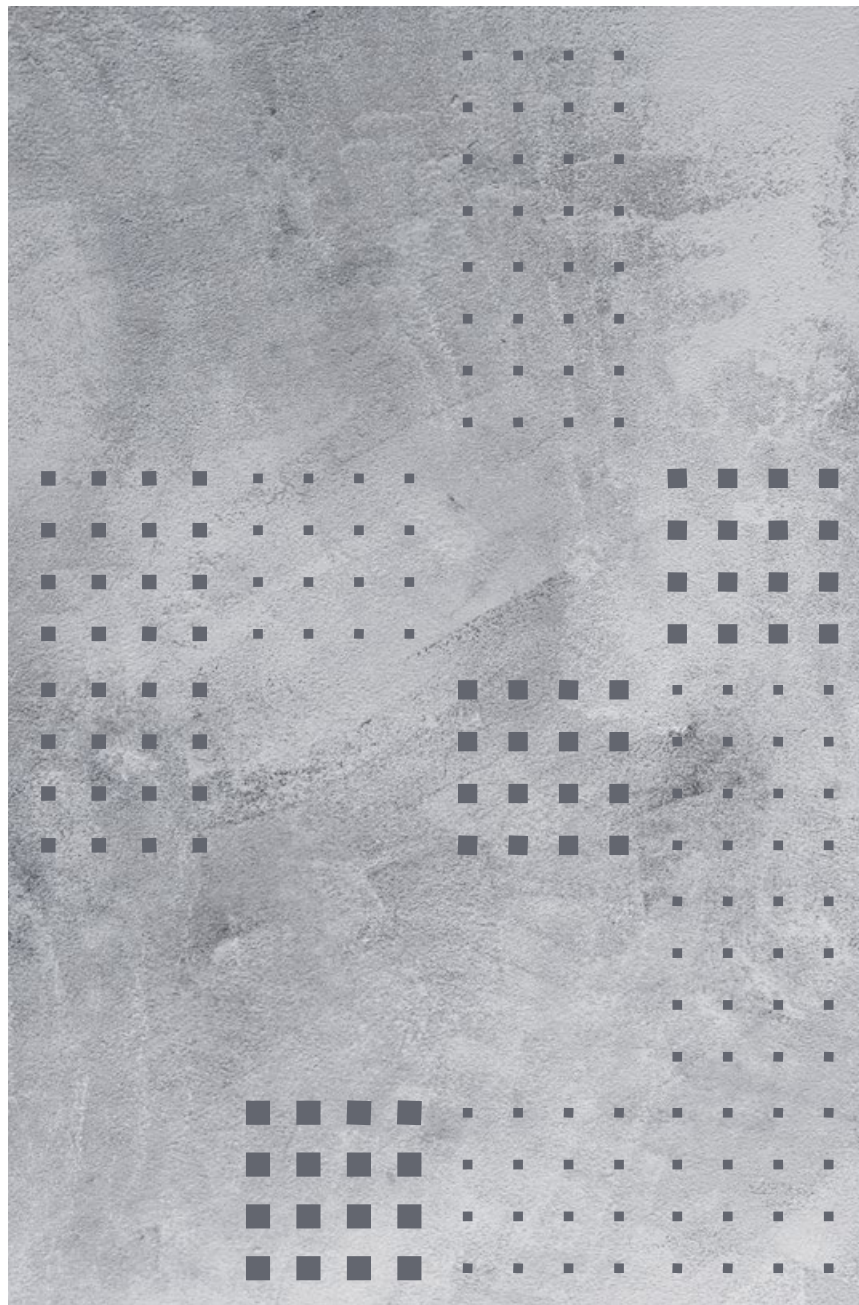
As the health and safety of our employees and partners is a very important topic for HeidelbergCement, we strive to take all necessary measures to ensure that we achieve the goal of Zero work related accidents and professional illness and actively seek to improve in this regard.

Thus, between September 25-29, 2017, we organized the seventh edition of Occupational Health and Safety Week (Safety Week). During this program, a series of special activities took place in all the company's headquarters and production units, in order to emphasize the importance of occupational health and safety. The event has been organized internationally since 2011 in over 60 countries where the HeidelbergCement Group is present.

During Safety Week 2017, a series of exercises were organized that simulated the intervention in case of emergencies (fires), in collaboration with the intervention forces within ISU, practical demonstration exercises, which involved rescuing victims from a height and indoors, as well as numerous internal training sessions on various topics (Leadership in the field of occupational health and safety, Safety of contractors, Safety while operating equipment, etc.).

Over 1,000 employees and collaborators of HeidelbergCement Romania attended the exercises during Occupational Health and Safety Week.





MATERIALS AND WASTE

Natural resources are the basis of our activity, so we are aware of both the responsibility and the mission we have in accelerating the path to sustainable development. Our main objectives regarding environmental protection are to protect the climate, conserve resources, reduce emissions and the impact that quarries operating activities, as well as production processes, have on the environment.

The conservation of natural resources is a fundamental element of our sustainability strategy. Therefore, we use waste and by-products from other industries, as valuable raw material and fuel in the production process. We use alternative raw material for the production of clinker, the most important intermediate product in the production of cement. This way we reduce the amount of CO₂ emitted per unit of final product.

#materials used in operations*

	2017
Raw materials (t) <i>(fuels, limestone, marl, clay, gypsum, cement, aggregates)</i>	5,066,442.61
Other materials (t) <i>(including refractory bricks and concrete and other grinding materials)</i>	1,784
Packaging materials (t)	4,199
Alternative raw materials (t) <i>(includes pyrite ash, foundry sand, blast furnace slag)</i>	392,380
Additives (kg)	968.81
Water	82,113.06

*Data related to the aggregates division are not included. We are currently working on the development of internal systems that will allow us to monitor these indicators.



#end-of-life recycled materials (cement division)

	2016	2017
Packaging materials	2,514	2,457



WASTE FROM OPERATIONS

Waste is a valuable source of raw materials for HeidelbergCement. Therefore, in addition to the measures we implement to minimize the amount of waste placed on the market, we are constantly looking for ways to streamline the process of waste recovery and reduce the amount resulting from our production processes.

This results in alternative fuels that contribute to the saving of significant amounts of fossil fuels, while the local community benefits from the disposal of waste generated by other industries, such as oil, agriculture and others.



CEMENT DIVISION

WASTE DISPOSAL METHOD	TOTAL AMOUNT OF HAZARDOUS WASTE (T)	TOTAL AMOUNT OF NON-HAZARDOUS WASTE (T)
Reuse	-	173.4
Recycle	0.121	1,801.553
Composting	-	-
Storage	-	148,366.889
Co-processing <i>(waste generated on plant sites, co-incinerated in the clinker kiln)</i>	32.14	32.25
TOTAL WASTE	32.261	150,374.092

RECYCLED WASTE	2017 (t)	
Packaging materials (wood)	233.28	■ ■ ■ ■ ■ ■ ■ ■
Aluminium	5.82	■ ■ ■ ■ ■ ■ ■ ■
Lighting fixtures	0.121	■ ■ ■ ■ ■ ■ ■ ■
Scrapped electrical equipment	24.80	■ ■ ■ ■ ■ ■ ■ ■
Used refractory materials	65.86	■ ■ ■ ■ ■ ■ ■ ■
Metal materials	1,467.46	■ ■ ■ ■ ■ ■ ■ ■
Copper, bronze, brass	0.38	■ ■ ■ ■ ■ ■ ■ ■
Metal turnings	3.96	■ ■ ■ ■ ■ ■ ■ ■
Fluorescent bulbs and tubes	0.12	■ ■ ■ ■ ■ ■ ■ ■

AGGREGATES DIVISION

WASTE DISPOSAL METHOD	TOTAL AMOUNT OF HAZARDOUS WASTE (t)	TOTAL AMOUNT OF NON-HAZARDOUS WASTE (t)
Storage	-	175,296,2
Recovery R12	1,196	342.13
Recovery R1	-	16.416
TOTAL WASTE	1,196	175,654.746



ENERGY CONSUMPTION

We are aware that our impact on energy consumption is significant, by the nature of our work. At Group level, we have taken our share of responsibility in keeping global warming below 2° C, in accordance with the Paris Agreement on Climate Change.

Thus, we make efforts to minimize energy consumption and to use energy from renewable sources as much as possible.

$$\text{Energy intensity 2017} = \frac{\text{Total energy consumption 2017}}{\text{Total value of annual production 2017}} = \frac{204,840}{964,577,703} = \mathbf{0.2124 \text{ toe/thousands lei}}$$

In 2017, we continued our efforts to reduce energy consumption. Thus, in addition to the development of projects initiated in previous years, we implemented the following measures:

- ⊕ Operation of the conveyor belts loaded to capacity.
- ⊕ Use 5% of electrofilter dust as an additive to cement grinding.
- ⊕ Reducing electricity consumption by developing a procedure to stop transformers in the hot reserve during repairs.
- ⊕ Tandem operation with 2 marl crushers and a transport relay.
- ⊕ Use of frequency converters when operating annular engine cooling fan.
- ⊕ Reducing energy consumption by replacing existing lighting with low-consumption LED bulbs and installing twilight sensors.
- ⊕ Reducing electricity loss by switching a 40MVA transformer to the cold reserve during winter.
- ⊕ Replacing classic outdoor and administrative lighting with LED lamp lighting.

ENERGY SAVED	2017
Investment value (lei)	49,500
Energy saved (toe)	2,106
Energy saved (MWh)	24,489



EMISSIONS

At HeidelbergCement, climate protection is a key element of the environmental policy. In addition to addressing dust and noise issues, we are facing the challenge of pollutant emissions from our cement plants.

We monitor emissions regularly, and by using new filtration technologies and innovative production processes we reduce the amount of pollutants, thus minimizing the impact our activities have on the environment and local communities. Also, because the cement production process is one that requires high energy consumption, we make great efforts to reduce CO₂ emissions.

At Group level, we took on the responsibility of constantly investing in researching innovative solutions to capture and use CO₂. At the same time, in 2017 we continued to implement solutions, especially for modernizing plants, in order to reduce noise and dust emissions.

CEMENT DIVISION

AIR EMISSIONS	QUANTITY
NO _x (t)	1,966
SO _x (t)	147
Persistent organic pollutants (POP) (g)	0.15
Volatile organic compounds (VOC) (t)	96
Particles (PM) (t)	52
Other standard atmospheric emission categories identified in the relevant regulations (heavy metals) (kg)	13

EMISSION REDUCTION	REDUCTION (CO ₂ Eq)
2017	534,841



AGGREGATES DIVISION

AIR EMISSIONS	QUANTITY	
Sedimentable powders	7.88 g/mp/month	
Powders in suspension	0.1 mg/m ³	

CAR FLEET	RMC DIVISION	AGGREGATES DIVISION
Number of cars	42	26
Distance travelled	887,351	605,822





BIODIVERSITY

All our locations operate in accordance with the relevant international, national and local legislation, while environmental impact assessment is generally an indispensable condition to allow quarry activity. In addition to being economically attractive, a potential project must be compatible with environmental protection objectives.

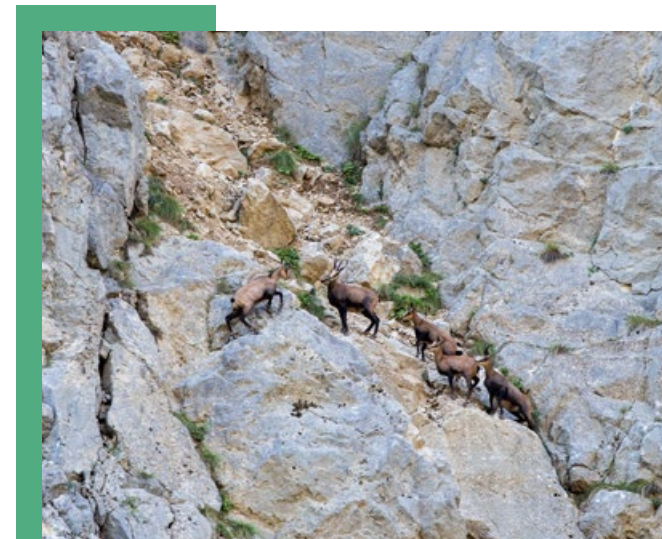
Quarry exploitation methods that minimize environmental degradation, as well as the rehabilitation of extraction sites are priorities for us.



In order to promote biological diversity in our quarries and ballast pits, we have adopted at Group level a set of rules for the protection of species. HeidelbergCement is the first company in the construction materials industry to implement such a project. The ten principles described

in these rules are intended to facilitate dialogue with environmental authorities and associations, as well as with the general public. They are also created to promote biological diversity and environmental protection during and after exploitation operations.

GEOGRAPHICAL POSITIONING	BICAZUL ARDELEAN, NEAMŢ COUNTY	BĂIŢA CRĂCIUNEŞTI, HUNEDOARA COUNTY	LESPEZI, MOROIENI COMMUNE, DĂMBOVIŢA COUNTY
Position towards the protected area or the high biodiversity value area outside the protected areas	At the border of the Cheile Bicazului - Hasmas National Park ROSCI0027	At the border of the Măgurile BăiŢei protected area ROSCI0110	At the border of the Bucegi Natural Park ROSCI0013 - part of the transport route of the limestone on conveyor belts is on the territory of the Park
Operation type	Quarry	Quarry	Quarry
Size of operational site	40 ha	25 ha	25 ha
Biodiversity value characterised by the attributes of the protected area or the high biodiversity value area for outside the protected area	The quarry has a Biodiversity Management Plan; in addition the biodiversity in the quarry and its surroundings has been investigated through several projects within the Quarry Life Award.	Biodiversity in the quarry and its surroundings has been investigated through several projects within the Quarry Life Award.	The quarry has a Biodiversity Management Plan; in addition the biodiversity in the quarry and its surroundings has been investigated through several projects within the Quarry Life Award.

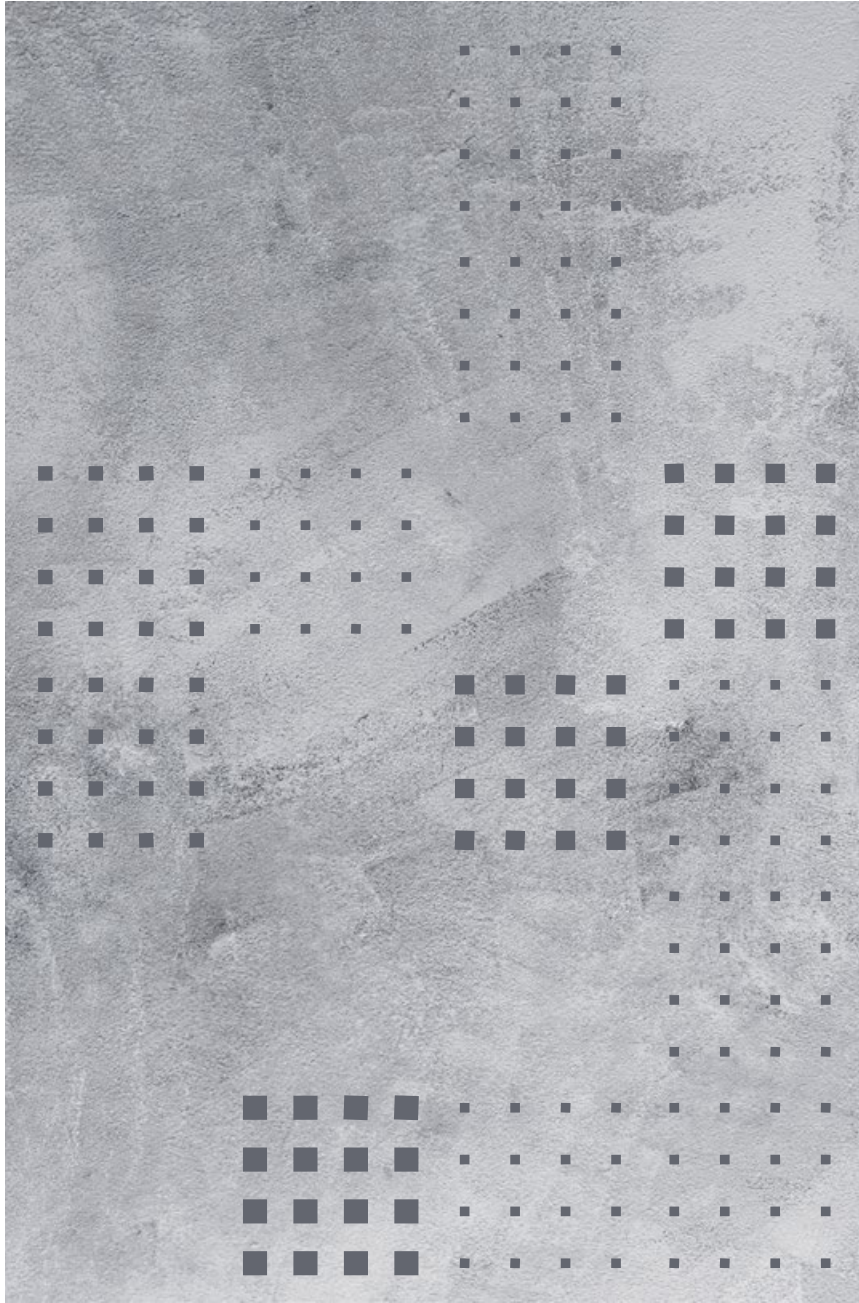


QUARRY LIFE AWARD

In May 2017, the fourth edition of the Quarry Life Award was launched, a scientific and educational competition that takes place every three years. Its aim is to encourage innovative approaches that increase biodiversity in quarries and raise awareness on mining ecology.

Students, scientists, non-governmental organizations, but also people from the local community had the opportunity to submit projects by November. The competition, which has proven successful in the past, is divided into two categories in 2017, to give equal opportunities to participants, regardless of their knowledge: research and community.

The results of the competition will be announced in 2018, when the implementation of the winning projects will take place. More information about the competition can be found [here](#).



COMMUNITY INVESTMENT STRATEGY

As world leader in the building materials industry, HeidelbergCement recognizes its social responsibilities and is strongly committed to the areas in which it has the greatest expertise. Thus, HeidelbergCement supports projects for the public benefit, contributing financially or with construction materials, in the following areas:

- constructions, architecture, infrastructure;
- environment, climate, biodiversity;
- education, training, culture.



COMMUNITY PROJECTS

CARPATCEMENT PROFESSIONAL AWARDS

At its 13th edition, the contest held at the end of 2017 brought together a record number of participants, reaching 200 students.

The annual Carpatcement Professional Awards competition already has a 13-year history and is organized by the Technical Consulting Department within the company. The competition aims to support the performance of future construction engineers and takes place in six technical schools in the main university centers in the country (Bucharest, Iași, Timișoara, Cluj-Napoca and Brașov). During the competition, graduates of construction universities in Romania can learn about the Carpatcement® product portfolio, news in the field of cement and concrete, as well as the fact that HeidelbergCement Romania is directly involved, as a company responsible for developing future specialists, in supporting professional performance, through a fair and fully transparent process.

As in each of the previous editions, the contest consisted of solving a grid test, developed based on a bibliography that includes technical literature, articles, advertorials and

presentations of HeidelbergCement Romania. The general objective is the individual professional stimulation of students in higher education in construction.

At each of the six participating colleges, winners of the competition were awarded substantial prizes: First Prize - 800 euro, Second Prize - 500 euro and Third Prize - 200 euro, the total value of prizes at national level being 9,000 euro. The winners also received diplomas and medals, and the best participants also received letters of recommendation, which are important assets in employment.

In order to ensure successful organization of the contest (promotion, local organization, etc.) our team collaborated with the B.E.S.T. Student Association (Board of European Students of Technology), through its branches in Iași, Timișoara, Brașov, Cluj-Napoca and Bucharest.

YOUNG ENVIRONMENTAL GUARDIANS

Started in 2013, this social responsibility project takes place in four stages each year, in the three cement plants of HeidelbergCement Romania, in order to inform and educate the members of the communities in which we operate regarding our environmental impact.

In 2017, 117 high school students monitored the values of environmental indicators, under the guidance of our specialists. Students begin by visiting the plant, the continuous emission monitoring facility, the control room and continue with the training provided by the environmental manager on the procedures of measuring the indicators, with access to the data history and tools that ensure continuous monitoring, thus visualizing the evolution of the monitored processes.

Another main component of the program is the development of environmental education among young people, offering students with environmental protection and ecology major in the host communities the opportunity to apply the notions learned in school under specialized guidance.



THE NEWEST AND LONGEST VIA FERRATA MOUNTAIN ROUTE IN ROMANIA

Launched in June 2017, the route is located at the heart of the Cheile Șugăului - Munticelu Nature Reserve, in Bicăz Chei (Neamț county). Via Ferrata Astragalus brings an absolute novelty for Romania - adventure and recreation in nature, a combination of climbing and hiking, accessible to the general public. The name comes from Italian, where it means "railroad". In addition to the special landscape and exceptional natural heritage, the site of Via Ferrata Astragalus, Cheile Șugăului-Munticelu, a NATURA 2000 site, hosts a unique plant species, which was identified here for the first time in the world - *Astragalus pseudopurpureus*. Most of the population of this plant (95% of the world total) is found only here, being the hallmark of the reservation.

The Via Ferrata Astragalus is an element of infrastructure integrated in a more complex project - Conservative Management for a wonder of nature, an activity funded by the European Union. The Romanian Mountain Club and HeidelbergCement Romania concluded a partnership at the end of 2015 for the construction of this Via ferrata route inside the Cheile Șugăului-Munticelu Nature Reserve.

The route is the first project of this kind in Romania made according to Western standards, following the model of those in Austria and Germany, with the support of HeidelbergCement Romania. The total investment amounts to approximately 20,000 euro.



“MOUNTAINEERS AT WORK” CAMP

In July 2017, the Floare de Colț Ecological Association, in partnership with HeidelbergCement Romania and the Coresi School, organized the “Mountaineers at work” volunteering and non-formal education mountain-themed camp. During the four days, the 36 students aged 10 to 18, attended specific activities - mountain hiking, restoration and greening of mountain tourist routes, rock and panel climbing, rappelling and zip-lining, fun themed games or campfire.

The activities took place in the Bucegi Mountains. The project is part of the “Nature teaches us the first steps in life” program, which involved 3,678 people (children, young people, parents, teachers, monitors) in the 72 stages carried out over seven years.



RENOVATION OF THE EARLY EDUCATION CENTER OF EXCELLENCE IN BUCHAREST

Quality education is one of the pillars of HeidelbergCement Romania’s community investment strategy. Beyond the educational act and the teaching process, it is extremely important for children to carry out their activity in well-designed spaces, which offer them the best conditions. Thus, at the initiative of the Step by Step Center, in 2017 we supported the renovation of the Early Education Center in Bucharest, where approximately 200 children study monthly.

The mission of the Step by Step Center is to promote the values of a global society open to the development of a quality, democratic, innovative educational system, ensuring respect for diversity. The association operates through multifunctional centers of education and training, personal development and integrated services. The multifunctional center puts into practice the current philosophy related to the early development of the child by satisfying the needs of health and nutrition, education, protection and parenting support in a unit that includes all these services.

BIKEXPERT ALPINE CHALLENGE

In 2017, we supported the BikeXpert Alpine Challenge project, an initiative of our partners from the BikeXpert Sports Club. BikeXpert Alpine Challenge is a challenging mountain bike competition that aims to support an energetic lifestyle and promote cycling, as a healthy and environmentally friendly way to spend time off, in the Curvature Subcarpathians and the Leaota Mountains.

The event welcomes nature lovers, amateur and professional cyclists who want to test their skills on two wheels, in an unforgettable natural setting. At each edition there are children routes, a 16 km route and a XCO type route, set in the Pucioasa city park. Part of the funds obtained from the registration fees at BikeXpert Alpine Challenge were donated to MagiCAMP, a special camp for children with cancer, near Pucioasa.








GRI

Content Index

GRI STANDARD	INFORMATION	SUSTAINABLE DEVELOPMENT GOALS	PAGE/PAGES NUMBER AND/OR DIRECT RESPONSE	OMISSION
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	102-2 Activities, brands, products, and services		10	
	102-3 Location of headquarters		7	
	102-4 Location of operations		10	
	102-5 Ownership and legal form		10	
	102-6 Markets served		10	
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GRI 102 General disclosures 2016	102-8 Information on employees and other workers	 8.5 10.3	37	
	102-9 Supply chain		68	
	102-10 Significant changes in the organization and its supply chain		There were no significant changes.	
	102-11 Precautionary principle or approach		20	
	102-12 External initiatives		24	
	102-13 Membership of associations	 17.3	24	

GRI 102
General disclosures 2016


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	102-14 Statement from senior decision-maker		4-5	
	102-15 Key impact, risks and opportunities		20	
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	102-17 Mechanisms for advice and concerns about ethics		22	
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	102-40 List of stakeholder groups		29-31	
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	102-42 Identifying and selecting stakeholders		25	
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REPORTING PRACTICE				
	102-45 Entities included in the consolidated financial statements		7	
	102-46 Define report content and topic Boundaries		27-28	
	102-47 List of material topics		27-28	
	102-48 Restatements of information		There were no restatements.	
	102-49 Changes in reporting		There were no significant changes.	

GRI 102 General disclosures 2016	102-50 Reporting period		7	
	102-51 Date of most recent report	 12.6	HeidelbergCement Romania Sustainability Report 2016	
	102-52 Reporting cycle		Annual	
	102-53 Contact point for questions regarding the report		7	
	102-54 Claims of reporting in accordance with the GRI standards	 12.6	7	
	102-55 GRI content index		70-82	
	102-56 External assurance		The report has not been externally verified.	



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GRI 302 Energy 2016	302-1 Energy consumption within the organisation	 7.2 8.4 12.2 13.1	53	
	302-3 Energy intensity	 7.2 7.3 8.4 12.2 13.1	53	
	302-4 Reduction of energy consumption			

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GRI 303 Water and effluents 2018	303-1 Interactions with water as a shared resource	 6.3 6.4 6.A 12.4	60	
	303-3 Water withdrawal	 6.4	60	
	303-5 Water consumption		60	

BIODIVERSITY




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GRI 304 Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	 6.6 14.2 15.1 15.5	59	




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GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27	
	103-2 Managerial approach and its components		54	
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GRI 305 Emissions 2016	305-5 Reduction of GHG emissions	 13.1 14.3 15.2	54
	305-7 Nitrogen oxides (NO _x), sulphur oxides (SO _x), and other significant air emissions	 3.9 12.4 14.3 15.2	54-55
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GRI 306 Effluents and waste 2016	306-1 Water discharge by quality and destination	 3.9 6.3 6.4 6.6 12.4 14.1	60
	306-2 Waste by type and disposal method	 3.9 6.3 12.4 12.5	51-52
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	103-3 Evaluation of the management approach		22

GRI 307 Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	 16.3		At the time of reporting, information on non-compliance with environmental laws and regulations was not available.
	SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27	
	103-2 Managerial approach and its components		68	
	103-3 Evaluation of the management approach		68	
GRI 308 Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria			At the time of reporting, information on new suppliers that were assessed using environmental criteria was not available.
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ECONOMIC PERFORMANCE				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27	
	103-2 Managerial approach and its components		12	
	103-3 Evaluation of the management approach		12	


GRI 201 Economic performance 2016	201-1 Directly economic value generated and distributed	 8.1 8.2	12	The information presented is not as detailed as required by the standard due to the fact that it represents confidential information, and its disclosure could generate a competitive disadvantage.
	201-2 Financial implications and other risks and opportunities due to climate change	 9.1 9.4 9.5	20	
	201-3 Defined benefit plan obligations and other retirement plans		42	
	201-4 Financial assistance received from government		12	
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	103-3 Evaluation of the management approach		20	
GRI 202 Market presence 2016	202-2 Proportion of senior management hired from the local community	 8.5	20	
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	103-3 Evaluation of the management approach		65-66	

GRI 203 Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	 5.4 9.1 9.4 11.2	66	
	203-2 Significant indirect economic impacts	 1.2 1.4 3.8 8.2 8.3 8.5	65	
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GRI 204 Procurement practices 2016	204-1 Proportion of spending on local suppliers	 8.3	68	
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GRI 413 Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs		65	
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GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27	
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GRI 205 Anti-corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	 16.5	22
	205-3 Confirmed incidents of corruption and actions taken		
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GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27
	103-2 Managerial approach and its components		22
	103-3 Evaluation of the management approach		22
GRI 206 Anti-competitive behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	 16.3	22
SOCIOECONOMIC COMPLIANCE			
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27
	103-2 Managerial approach and its components		22-23
	103-3 Evaluation of the management approach		22
GRI 419 Socioeconomic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	 16.3	22
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GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27
	103-2 Managerial approach and its components		23
	103-3 Evaluation of the management approach		14, 30

GRI 416 Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		14, 20
MARKETING AND LABELLING			
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27
	103-2 Managerial approach and its components		21
	103-3 Evaluation of the management approach		22, 30
GRI 417 Marketing and labelling 2016	417-1 Requirements for product and service information and labelling	 12.8	21, 30
EMPLOYMENT			
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		27
	103-2 Managerial approach and its components		36
	103-3 Evaluation of the management approach		38, 43-44
GRI 401 Employment 2016	401-1 New employee hires and employee turnover	 5.1 8.5 8.6 10.3	38
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	 3.2 5.4 8.5	43
	401-3 Parental leave	 5.1 5.4 8.5	44








LABOR – MANAGEMENT RELATIONS

GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		28	
	103-2 Managerial approach and its components		40	
	103-3 Evaluation of the management approach		40	
GRI 402 Labor – management relations 2016	402-1 Minimum notice periods regarding operational changes	 8.8	40	



OCCUPATIONAL HEALTH AND SAFETY

GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		28	
	103-2 Managerial approach and its components		23, 38, 45-46	
	103-3 Evaluation of the management approach		38, 44-46	
GRI 403 Occupational health and safety 2018	403-1 Occupational health and safety management system	 8.8	38	
	403-2 Hazard identification, risk assessment, and incident investigation		45	
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GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		28	
	103-2 Managerial approach and its components		41-42	
	103-3 Evaluation of the management approach		42	
GRI 404 Training and education 2016	404-1 Average hours of training per year per employee	 4.3 4.4 4.5  5.1  8.2 8.5  10.3	42	
	404-2 Programs for upgrading employee skills and transition assistance programs	 8.2	41	
	404-3 Percentage of employees receiving regular performance and career development reviews	 5.1  8.5  10.3	42	

DIVERSITY AND EQUAL OPPORTUNITY

GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		28	
	103-2 Managerial approach and its components		23, 39-40	
	103-3 Evaluation of the management approach		39	
GRI 405 Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	 5.1 5.5  8.5	39	

SUPPLIER SOCIAL ASSESSMENT

GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		28	
	103-2 Managerial approach and its components		23, 64, 68	
	103-3 Evaluation of the management approach		68	

GRI 414 Supplier social assessment 2016	414-2 Negative social impact in the supply chain and actions taken	 5.2  8.8  16.1	64, 68
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GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		28
	103-2 Managerial approach and its components		23, 40
	103-3 Evaluation of the management approach		40
GRI 407 Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	 8.8	40, 68
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GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary		28
	103-2 Managerial approach and its components		23, 38-40
	103-3 Evaluation of the management approach		39
GRI 412 Supplier human rights assessment 2016	412-2 Employee training on human rights policies or procedures	 5.2  8.5 8.8  10.3  16.2	38, 40, 42



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