

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX 2017



LafargeHolcim



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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 6 of the report and detailed information on the reporting methodology is provided on pages 54–55. 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 2017	COVERED IN AR 2017	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 pg 2–3	
GRI 102-3	HQ location		X	X	AR back cover	
GRI 102-4	Countries of operation		X	X	AR 217–220	
GRI 102-5	Nature of ownership		X		AR pg 54–55	
GRI 102-6	Markets served		X		AR 217–220	
GRI 102-7	Scale of operation		X		AR pg 2–3	
GRI 102-8	Information on employees and other workers	X	X		SDR pg 51–52 AR pg 43	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 23 AR pg 2–3	See section on responsible sourcing (SDR) and Segment Descriptions (AR)
GRI 102-10	Significant changes		X		AR pg 28–37	See business review per region
GRI 102-11	Precautionary approach	X	X		AR pg 46–49 SDR pg 6	See Risk Management and Material Issues sections respectively
GRI 102-12	External initiatives	X			SDR pg 60	
GRI 102-13	Memberships and partnerships	X			SDR pg 44 & 60	
Strategy						
GRI 102-14	CEO statement	X	X		SDR pg 3 AR pg 6–9	
GRI 102-15	Key impacts and opportunities	X	X	X		These are detailed in the various sections throughout the reports

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Ethics and integrity						
GRI 102-16	Values, principles, standards, and norms of behavior	X	X		SDR pg 7 & 8 AR pg 54	
GRI 102-17	Internal and external mechanisms (Hotlines, Whistleblowing)	X			SDR pg 7	
Governance						
GRI 102-18	Governance structure	X	X		SDR pg 7	See "Governance". See also annual report section on Corporate Governance pg 54
GRI 102-19	Delegating authority	X	X		SDR pg 7	See "Governance". See also annual report section on Corporate Governance pg 54
GRI 102-20	Executive level responsibility for ESG topics	X	X		SDR pg 7	See "Governance". See also annual report section on Corporate Governance pg 54
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	X			SDR pg 6 & 58	See materiality review and panel statement from External Review Panel pg 58
GRI 102-22	Composition of the highest governance body and its committees		X		AR pg 56–63	
GRI 102-23	Highest governance body (Chair)		X		AR pg 57	
GRI 102-24	Nomination process		X		AR pg 61	See Nomination, Compensation and Governance Committee
GRI 102-25	Conflicts of interest		X		AR pg 65	See organizational rules
GRI 102-26	Role in values and strategy development		X		AR pg 62	See "Strategy Committee"
GRI 102-27	Collective knowledge of highest governance body		X		AR pg 72–77	Details of Board members and their experience are detailed in the 2017 annual report on pg 72–77. 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 pg 72–77	Details of Board members and their experience are detailed in the 2017 annual report on pg 72–77. The Board completes an annual self assessment
GRI 102-29	Board role in identifying and managing economic, environmental, and social impacts		X		AR pg 63	See "Health, Safety and Sustainability Committee"
GRI 102-30	Board role in risk management		X		AR pg 60	See "Finance and Audit Committee"
GRI 102-31	Frequency of ESG review		X		AR pg 63	See "Health, Safety and Sustainability Committee"
GRI 102-32	Review of CSDR					Reviewed by EXCO members and signed off by the CEO. Additionally reviewed by the Board Health, Safety and Sustainability Committee
GRI 102-33	Reporting critical concerns					See http://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 pg 84–106	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 6	See materiality review section. See also materiality review document on our website
GRI 102-41	Collective bargaining agreements	X			SDR pg 52	
GRI 102-42	Identifying and selecting stakeholders					Identification and selection is 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 pg 6 & 23	
GRI 102-44	Key topics raised	X	X		SDR pg 6	See also materiality review document on our website
Reporting practice						
GRI 102-45	Entities included in the consolidated financial statements		X		AR pg 217-221	
GRI 102-46	Defining report content and topic boundaries	X			SDR pg 6 & 54	See also materiality review document on our website
GRI 102-47	List of material topics	X			SDR pg 6	See also materiality review document on our website
GRI 102-48	Restatements	X			SDR pg 54	Methodology and Assurance
GRI 102-49	Changes in reporting	X			SDR pg 54	See the Methodology and Assurance section for the scope of reporting
GRI 102-50	Reporting period	X			SDR pg 54	
GRI 102-51	Previous report	X			SDR pg 54	
GRI 102-52	Reporting cycle	X			SDR pg 54	
GRI 102-53	Contact point	X			SDR back cover	
GRI 102-54	Content index and in accordance	X			SDR pg 60	
GRI 102-56	Assurance	X			SDR pg 56-57	
MANAGEMENT APPROACH						
Material topics						
GRI 103-1 to GRI 103-3	Business ethics and compliance	X	X		SDR pg 7 AR pg 54	
	Greenhouse gas (GHG) emissions and energy management	X	X		SDR pg 30-33 AR pg 22 & 47	
	Health and safety	X	X		SDR pg 16-20 AR pg 44	
	Water management	X			SDR pg 41	
	Corporate governance	X	X		SDR pg 4 AR pg 54-83	
	Sustainable products and innovation	X	X		SDR pg 12-13; 30-33 & 38 AR pg 38-41	
	Local community engagement and management of local community impacts	X	X		SDR pg 23-27	

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GRI 200 - ECONOMIC						
GRI 201 – Economic performance						
GRI 201-1	Direct economic value generated and distributed	X	X		SDR pg 9 & 47 AR pg 122	See figures in performance data table and the IP&L
GRI 201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	X			SDR pg 9-10 & 33	See IP&L 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 143	
GRI 201-4	Financial assistance received from government	X			SDR pg 47	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. In 2017, at entry level our Group countries report paying a median of 34% 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					We measure this for total workforce, not just senior management. In 2017, 97% of employees were local
GRI 203 – Indirect economic impacts						
GRI 203-1	Development and impact of infrastructure investments and services supported	X			SDR pg 22 & 53	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 9-10	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 47	17% of Group companies have a specific policy to favor national market suppliers. As an average, national market suppliers account for 88% of suppliers at Group company level
GRI 205 – Anti-corruption						
GRI 205-1	Operations assessed for risks related to corruption	X			SDR pg 7	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 7	
GRI 205-3	Confirmed incidents of corruption and actions taken	X			SDR pg 7	
GRI 206 – Anti-competitive behavior						
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		X		AR pg 210-212	

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GRI 300 - ENVIRONMENTAL						
GRI 301 – Materials						
GRI 301-1	Materials used by weight or volume	X			SDR pg 48	
GRI 301-2	Percentage of materials used that are recycled input materials	X			SDR pg 48	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 pg 30–31 & 49	
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 pg 30–31 & 49	
GRI 302-4	Reduction of energy consumption	X			SDR pg 30–31 & 49	
GRI 302-5	Reductions in energy requirements of products and services	X			SDR pg 30–31 & 49	
GRI 303 – Water						
GRI 303-1	Total water withdrawal by source	X			SDR pg 41 & 50	
GRI 303-2	Water sources significantly affected by withdrawal of water	X			SDR pg 41	
GRI 303-3	Percentage and total volume of water recycled and reused	X			SDR pg 50	
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 pg 43 & 49	
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 pg 43 & 49	
GRI 304-3	Habitats protected or restored	X			SDR pg 43 & 49	
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 pg 30–31 & 48	
GRI 305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	X			SDR pg 30–31 & 48	
GRI 305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	X			SDR pg 30–31 & 48	
GRI 305-4	Greenhouse gas (GHG) emissions intensity	X			SDR pg 30–31 & 48	
GRI 305-5	Reduction of greenhouse gas (GHG) emissions	X			SDR pg 30–31 & 48	
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 pg 1 & 48	
GRI 306 – Effluents and waste						
GRI 306-1	Total water discharge by quality and destination	X			SDR pg 50	
GRI 306-2	Total weight of waste by type and disposal method	X			SDR pg 48	
GRI 306-3	Total number and volume of significant spills	X			SDR pg 50	Spills are included in non-compliance cases
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 50	
GRI 308 – Supplier environmental assessment						
GRI 308-1	Percentage of new suppliers that were screened using environmental criteria	X			SDR pg 47	
GRI 308-2	Significant actual and potential negative environmental impacts in the supply chain and actions taken	X			SDR pg 47	Suppliers identified as “High Risk” and assessments carried out

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	COVERED IN AR 2017	COVERED ON WEBSITE			
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 pg 52 & 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 term 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 52	
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 pg 17 & 51 AR pg 44	
GRI 403-3	Workers with high incidence or high risk of diseases related to their occupation	X		SDR pg 19 & 51	
GRI 403-4	Health and safety topics covered in formal agreements with trade unions	X		SDR pg 52	
GRI 404 – Training and education					
GRI 404-1	Average hours of training per year per employee by gender, and by employee category	X		SDR pg 20 & 52	
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 term 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 52	

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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 5 & 52 AR pg 43	Details of the members of the Board and of the Exco, including age, are provided in the 2017 Annual Report, Corporate Governance section (pg 72-83). Female representation per management level is reported in the SDR pg 52
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					Five Group Countries reported 12 incidents of discrimination in 2017. By year end all had been addressed and 11 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 21	We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2017, 4% of Group entities reported a “country risk” for freedom of association. Mitigation measures described on pg 21
GRI 408 – Child labor						
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	X			SDR pg 21	We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2017, 21% of Group entities reported a “country risk” for child labor. Mitigation measures described on pg 21
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 21	We monitor our human rights performance through the annual Stakeholder Questionnaire. In 2017, 8% of Group entities reported a “country risk” for forced or compulsory labor. Mitigation measures described on pg 21
GRI 410 – Security practices						
GRI 410-1	Security personnel trained in human rights policies or procedures					Monitored through the annual Social Questionnaire. In 2017, Group countries reported 60% 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 2017, 3 Group countries reported 4 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 pg 22 & 53	

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GRI 413 – Local communities						
GRI 413-1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	X			SDR pg 22 & 53	
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 47	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 47	Suppliers identified as “High Risk” and assessments carried out
GRI 415 – Public policy						
GRI 415-1	Political contributions	X			SDR pg 47	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 210-212	

Annex 1

Turnover by age and gender

Overall turnover
Men: 13%
Women: 21%
Total: 15%

By age – Men

Under 30: 23%
30-50: 10%
Over 50: 16%

By age – Women

Under 30: 31%
30-50: 17%
Over 50: 20%

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