



**UTOPIES**®  
Stratégie et développement durable

## Lafarge Stakeholder Panel Results of the 2<sup>nd</sup> satisfaction survey – February 2010

### **Contacts**

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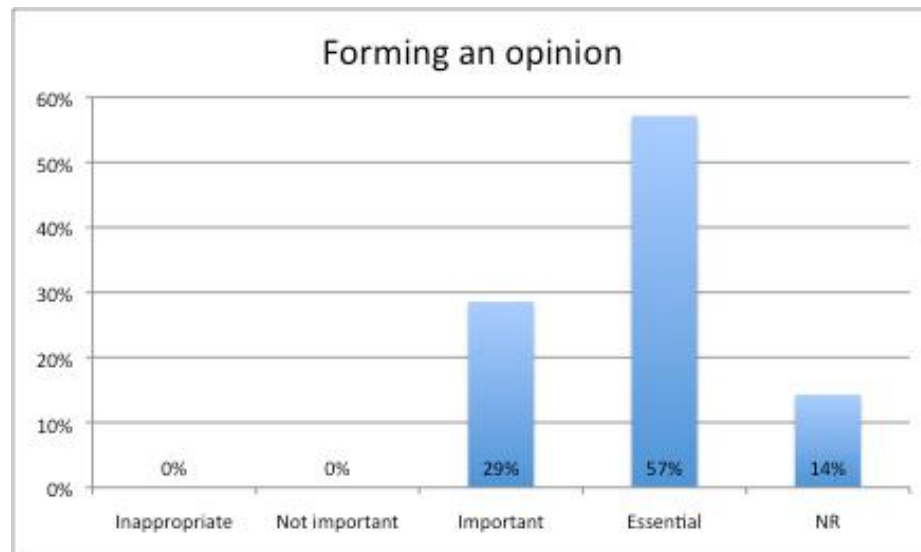
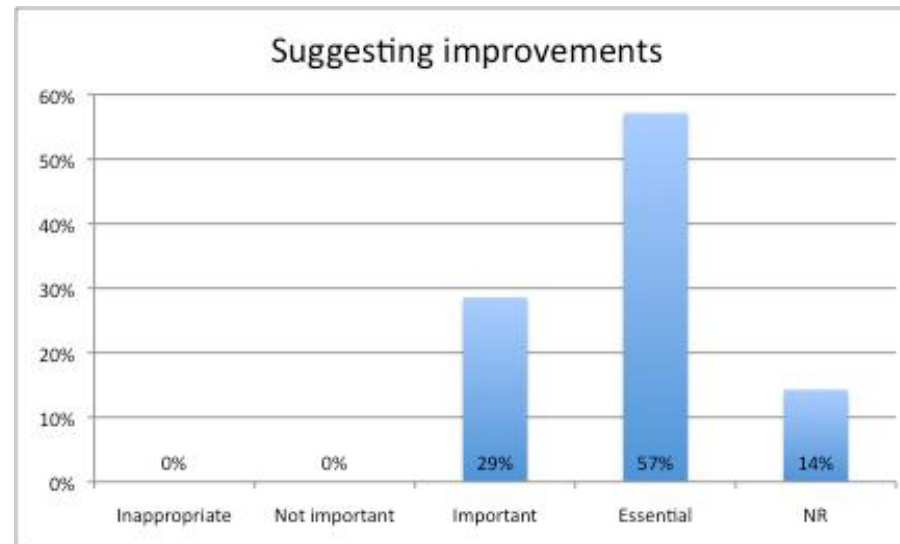
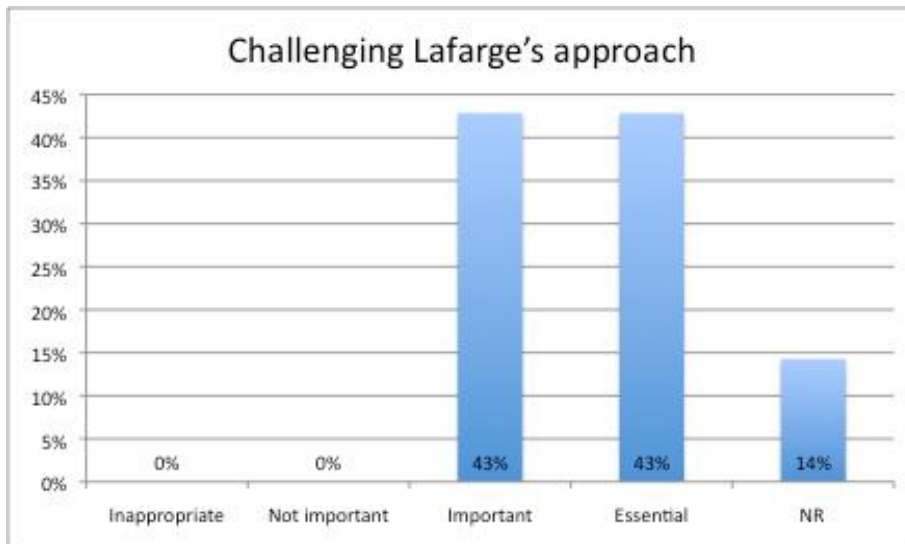
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→ 70% of Panel Members answered the survey

## 2.1 The Panel's Role

### Key insights



→ If each role defined in the Terms of Reference is seen as **important**, equal emphasis is put on the capacity of the Panel to suggest improvements and form an opinion.

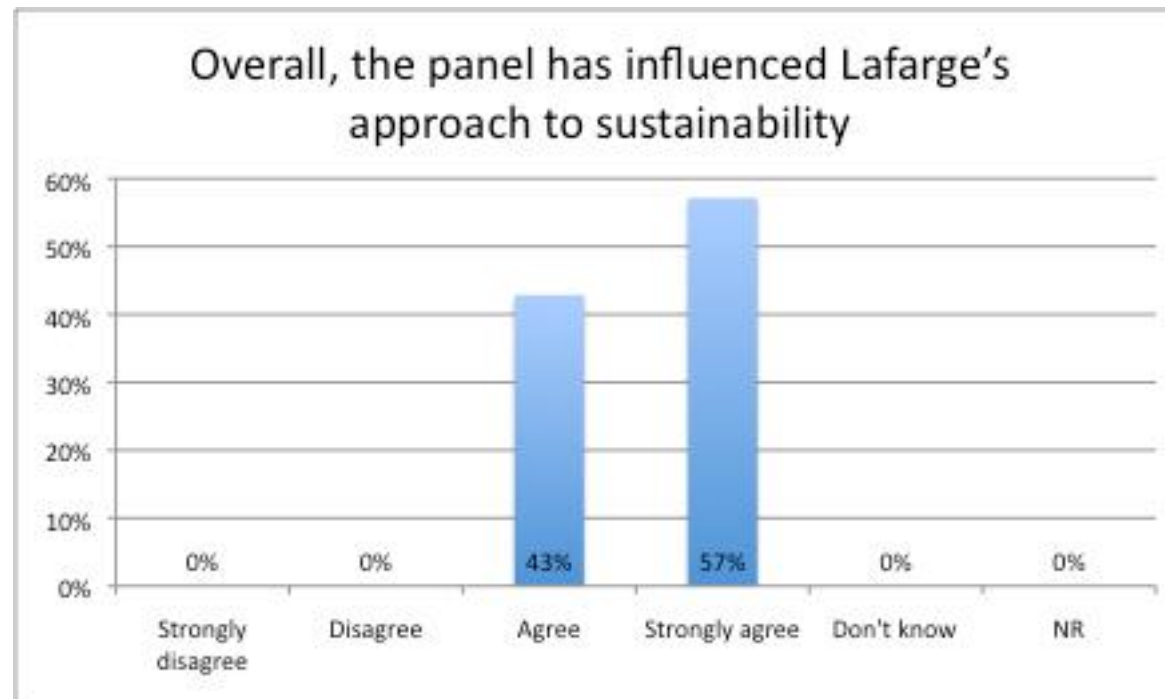
→ The capacity of the Panel to **form a common opinion** is seen as a difficult task, and points of view vary on the purpose of the common statement produced for the report as it is an expression of the Panel's opinion, but does not necessarily reflect its top priorities.

## 2.2 The Panel's Influence on Lafarge

### Key insights

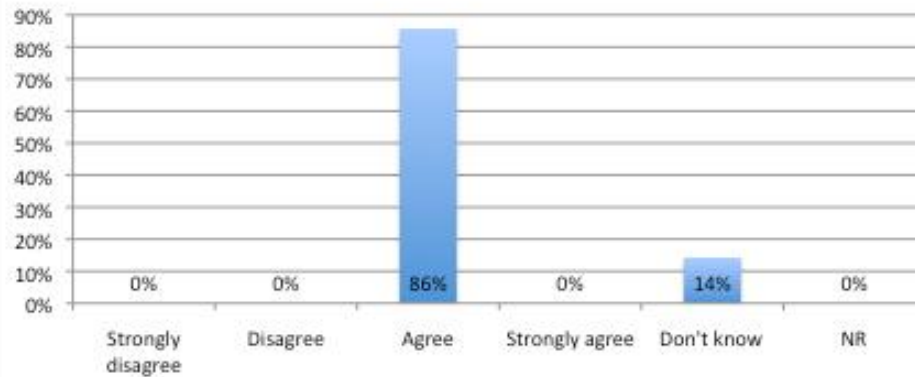
- If the **overall influence of the Panel** on Lafarge approach to sustainability is undeniable, opinions on the influence per topic vary; with a difference of perception between panel members and Lafarge executives.
- Panel members feel that the Panel has influenced Lafarge on **most issues**
  - However some are don't know about the influence it had **on Lobbying and wider stakeholder engagement**
- The Panel's influence on Lafarge's **sustainability reporting** is **unanimously agreed**.
- If most of respondents agree that the Panel has influenced Lafarge's approach on the issue of **lobbying** one panel member considers the influence it had on **Lafarge's climate policy** as not as effective as it needs to be.
- More **feedback** on the actions taken at **country and site level** would help some panel members having a better overview of the the Panel's influence and help in initiating **wider stakeholder engagement**.

## 2.2 The Panel's Influence on Lafarge

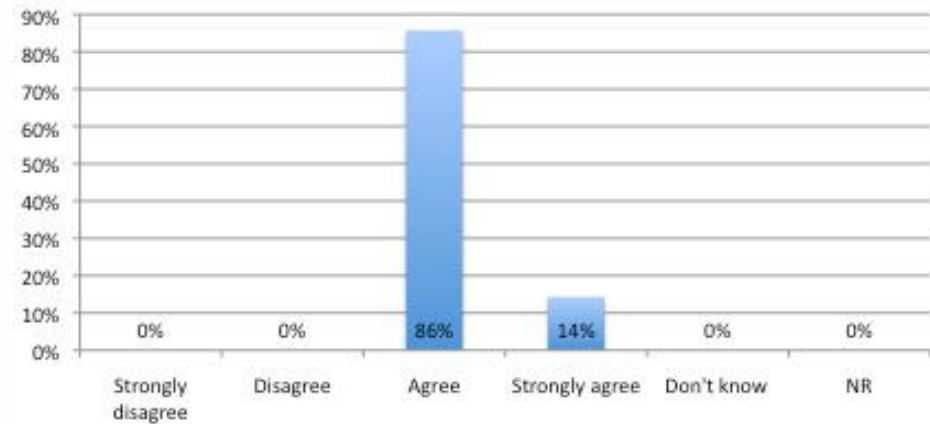


## 2.2 The Panel's Influence on Lafarge

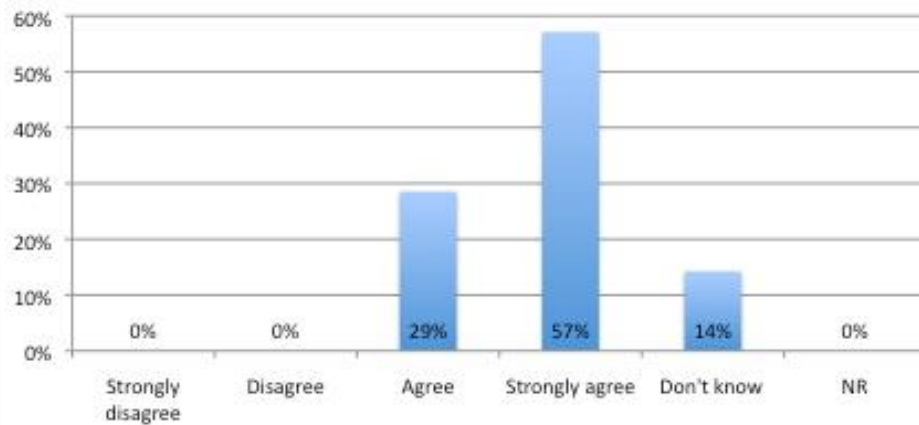
The panel has influenced Lafarge's implementation of its Business Code of Conduct



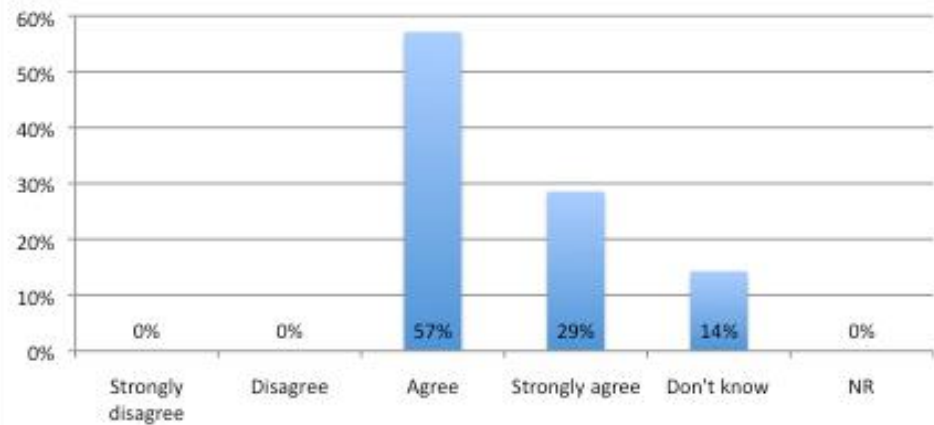
The panel has influenced Lafarge on the issue of Human Rights



The panel has influenced Lafarge on the issue of sustainable construction

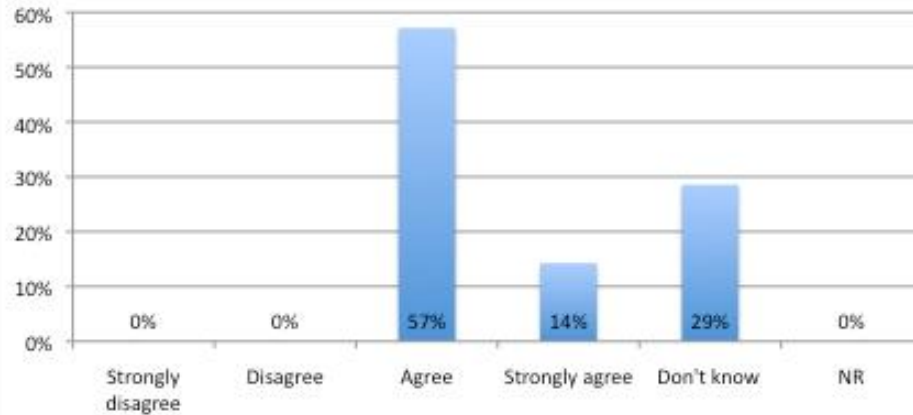


The panel has influenced Lafarge on the issue of Persistent Pollutants

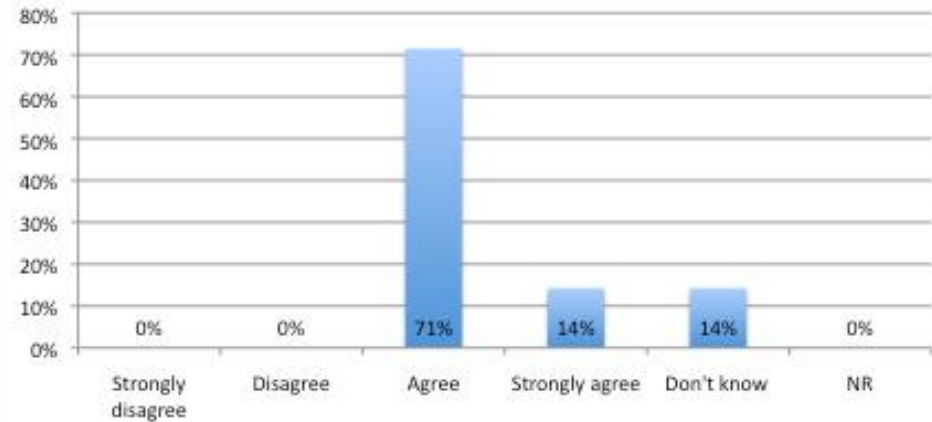


## 2.2 The Panel's Influence on Lafarge

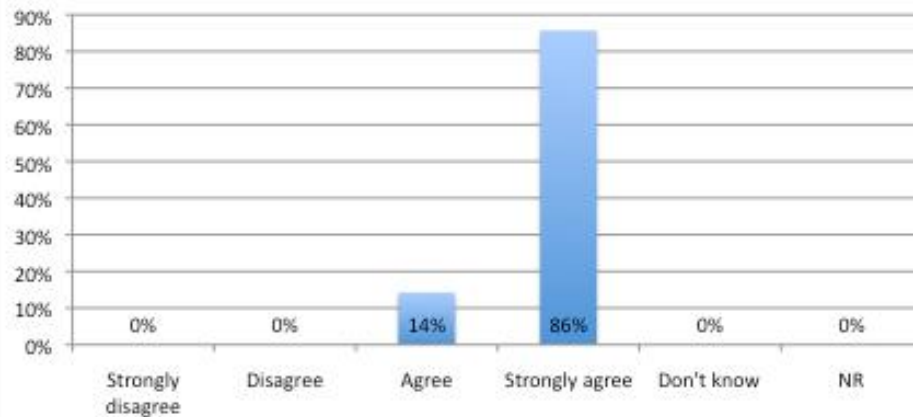
The panel has influenced Lafarge on the issue of Lobbying



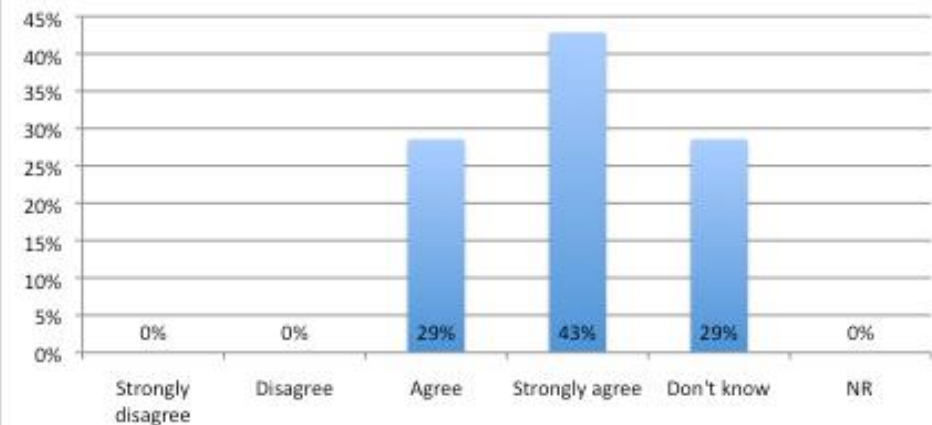
The panel has influenced Lafarge on the issue of Health & Safety



The panel has influenced Lafarge's sustainability reporting



The panel's presence is helping in initiating wider stakeholder engagement

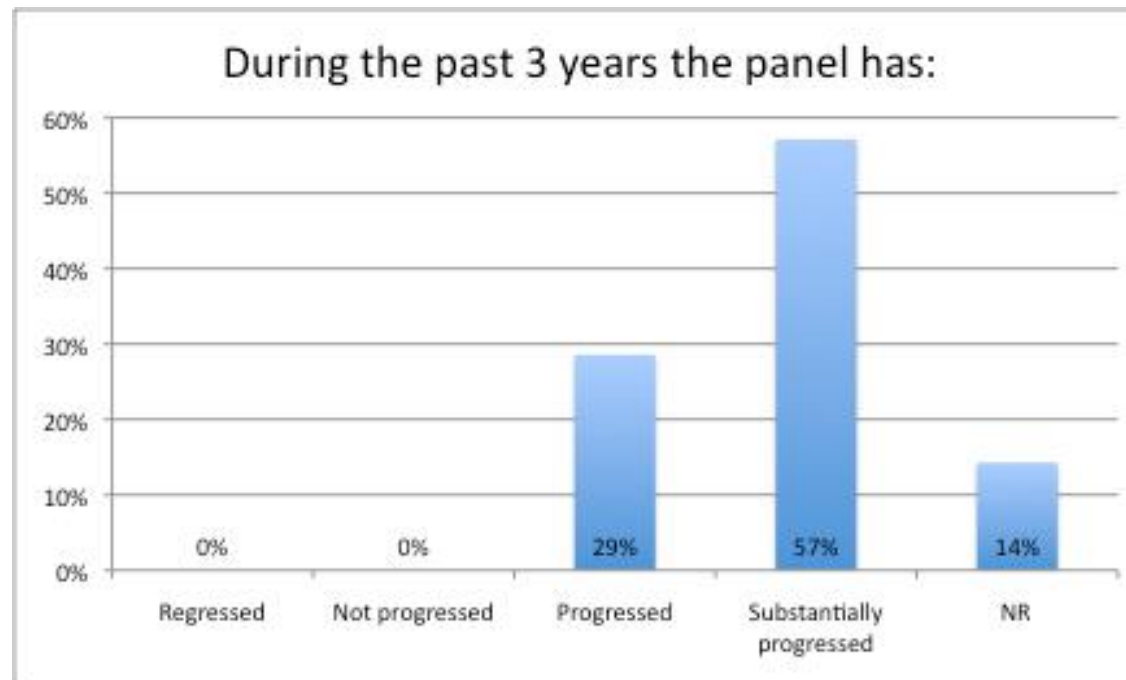


## 2.3 The Panel's General Effectiveness

### Key insights

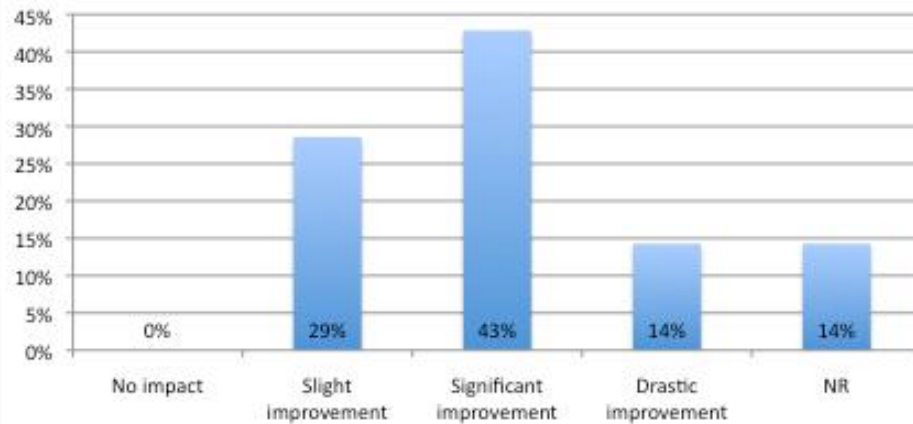
- The answers show **clear evidence of the progress** achieved by the panel over the last 3 years.
- The capacity of the Panel to **suggest improvements** and **challenge Lafarge's approach to sustainability** has overall **significantly improved**.
- The capacity of the Panel **to form an opinion** has progressed as well, but some feel no progress was made.
- The **openness of discussions** and the **improved quality of briefing notes** as well as the attention the Panel gets from Lafarge's top executives are quoted as positive evolutions.
- However gaps remain:
  - **Stronger chairing** could both avoid over technical information on certain issues (i.e. PPs) as well as strengthen the panel's ability to suggest improvements;
  - **Inclusion of panel members** representing **emerging markets**, would help having a better coverage of Lafarge's new position (i.e. following the acquisition of Orascom);
  - The Panel's **working language being English**, those who speak it best tend to bring focus on the subjects that matter most to them;

## 2.3 The Panel's General Effectiveness

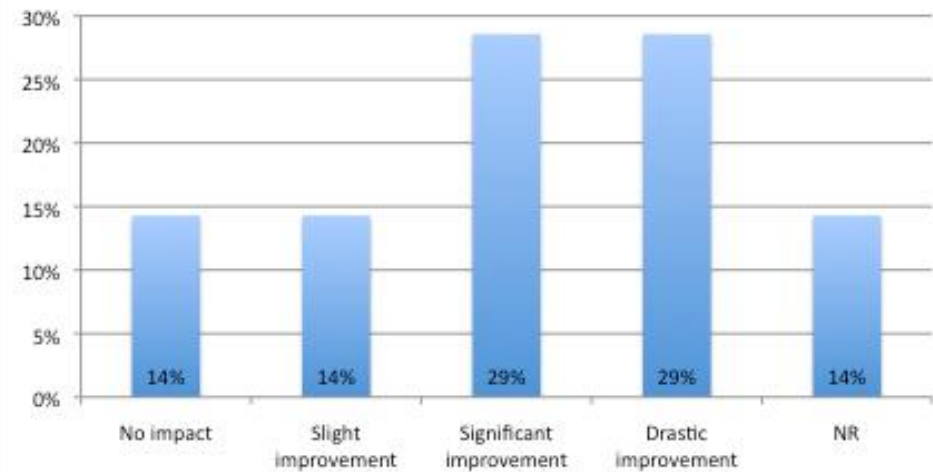


## 2.3 The Panel's General Effectiveness

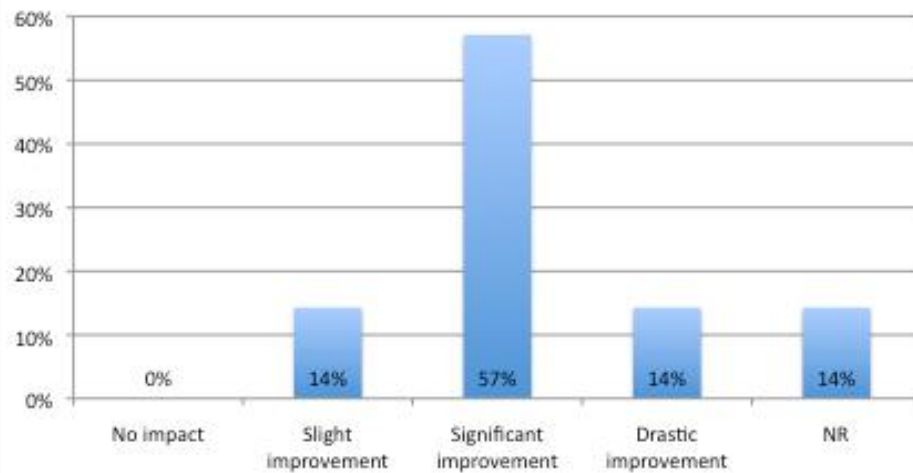
### Challenging Lafarge's approach to sustainability



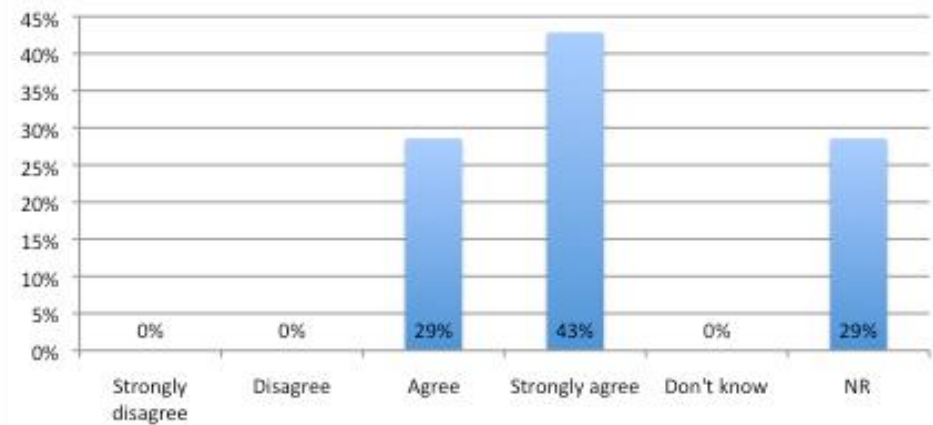
### Forming an opinion



### Suggesting improvements



### Panel members make a valuable contribution to the panel's work



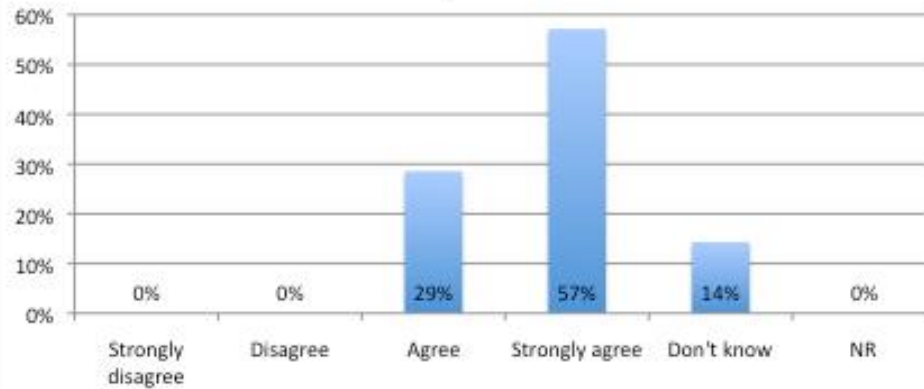
## 2.4 Feedback on Panel Meeting process

### Key insights

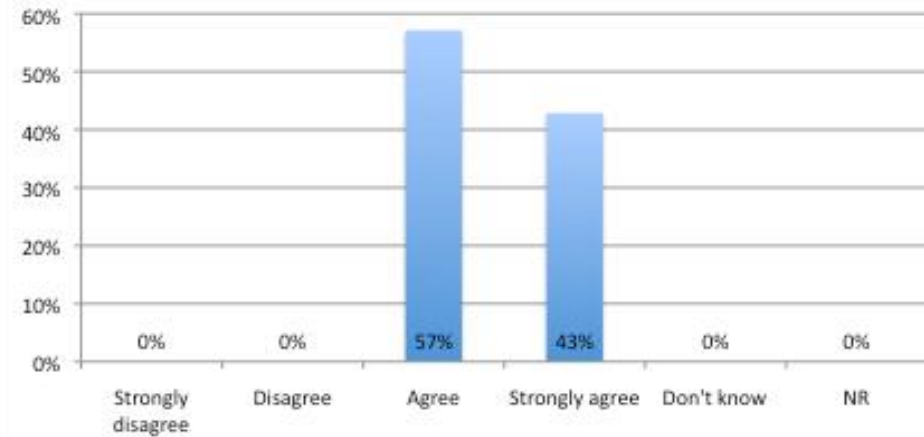
- If the number of meetings is seen as adequate by most participants, some panel members suggest that **the Panel meet twice a year** (notwithstanding the CSR Report meeting) to ensure rapid follow up and better continuity on key issues.
- If chairing has improved markedly in the last 3 years, a **more muscular and provocative chairing** could help strengthen the efficiency of panel meetings.
  - For that, one panel member suggests to organize a panel members + Utopies session prior to each panel meeting in order to adjust the chairing to the Panel's objectives;
  - Over time, there should be more emphasis put on developing a pipeline of panel members who have the skills of a chairman.
- Having some **topics put "For information"** on the agenda would help ensuring that discussion focuses on subjects that matter most to stakeholders and Lafarge.
- Introducing a **"required" and "optional"** ranking in **briefing notes** would help delivering more detailed information to panel members without putting extra weight on their reading schedule.

## 2.4 Feedback on Panel Meeting process

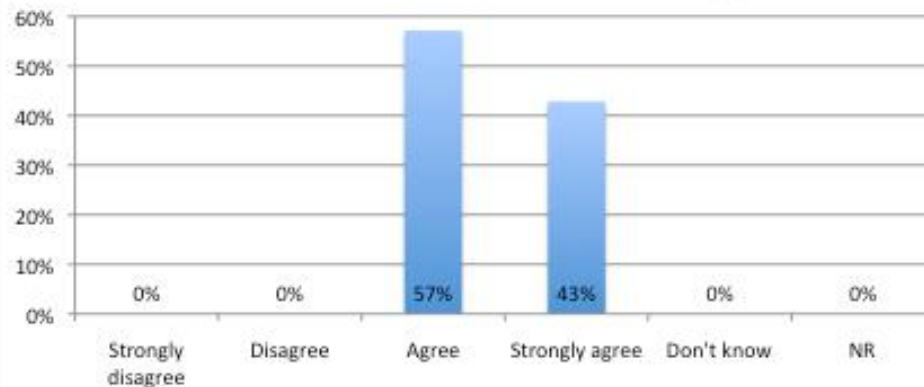
The Panel meets on the right number of occasions and at the right times during the year



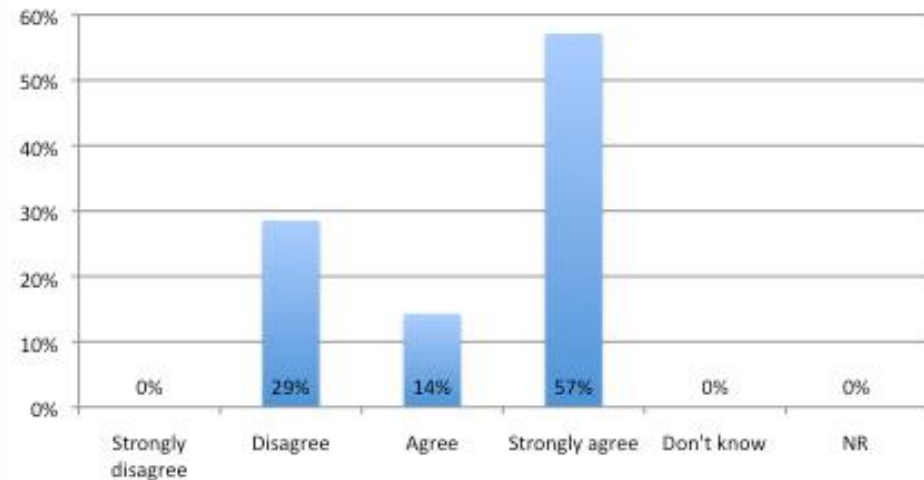
Sufficient time is allocated to Panel meetings and individual items of business



The Panel receives sufficient, timely and balanced information to enable effective discussion and decision making



Panel meetings are chaired effectively



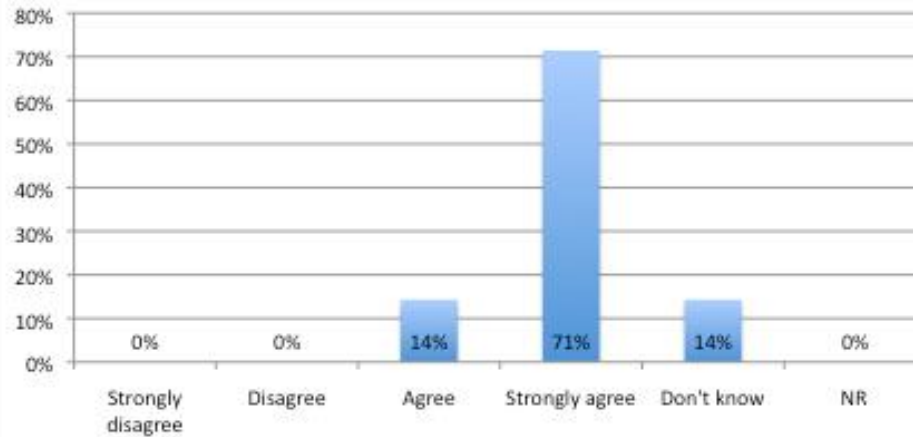
## 2.5 Panel's vision and shared role

### Key insights

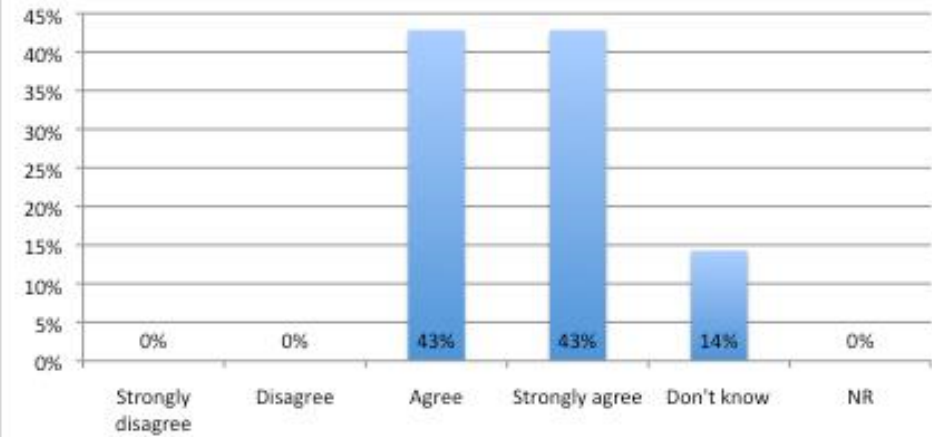
- Overall the Panel has a **shared vision of its role and purpose**
  - Lafarge has evolved from self-justification in the first years of the Panel's activity, to real interest in its contribution, with senior staff now embracing the process with high enthusiasm;
  - The level of **mutual understanding and trust** has clearly increased over the years;
  - Focusing debate on controversial issues during panel meetings is key to maintaining the integrity of the process;
  - Some members are too early in the panel to answer that question.
- Lafarge executives have a shared vision of the Panel's role and purpose.
- Those two visions are mostly seen as converging.

## 2.5 Panel's vision and shared role

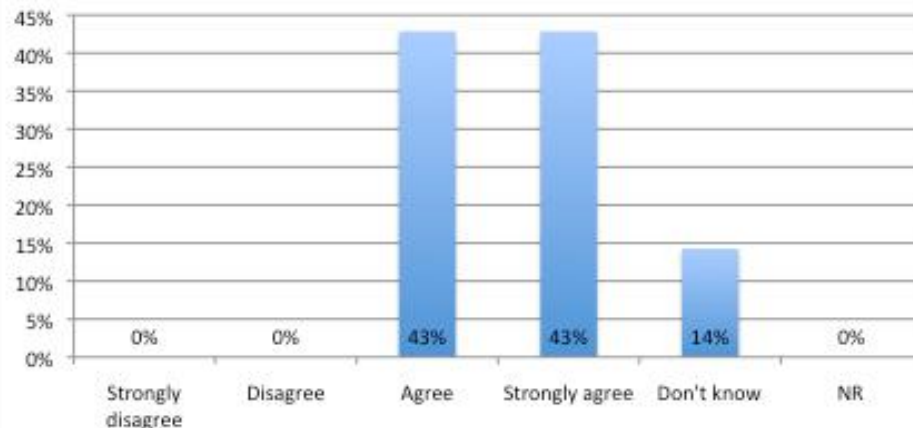
The panel has a shared vision of its role and purpose



The panel and Lafarge have a shared vision of the panel's role

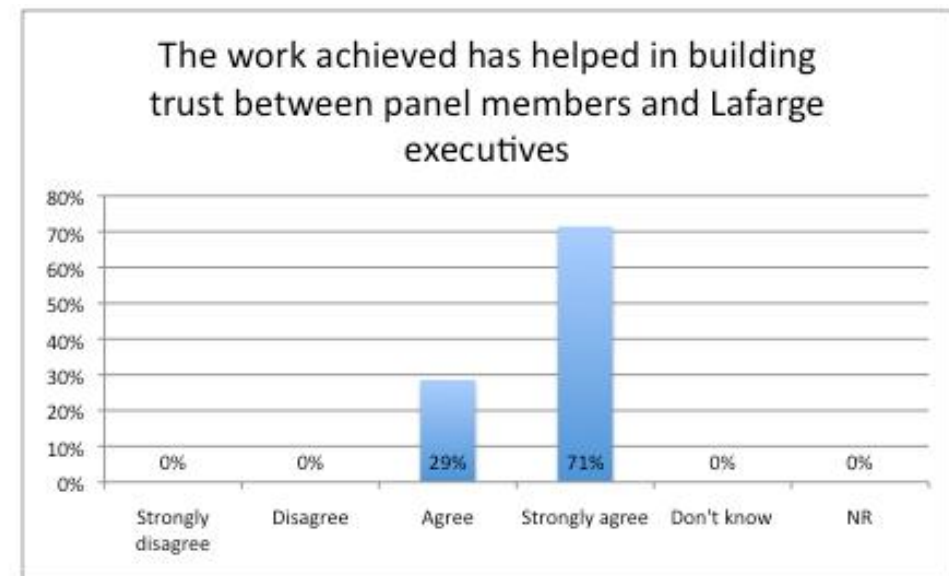
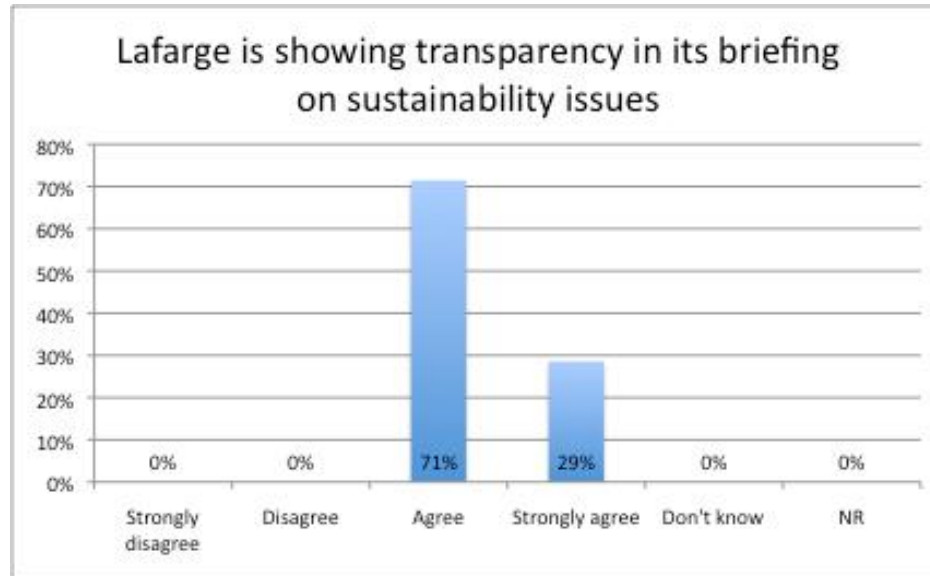


Lafarge executives have a shared vision of the panel's role



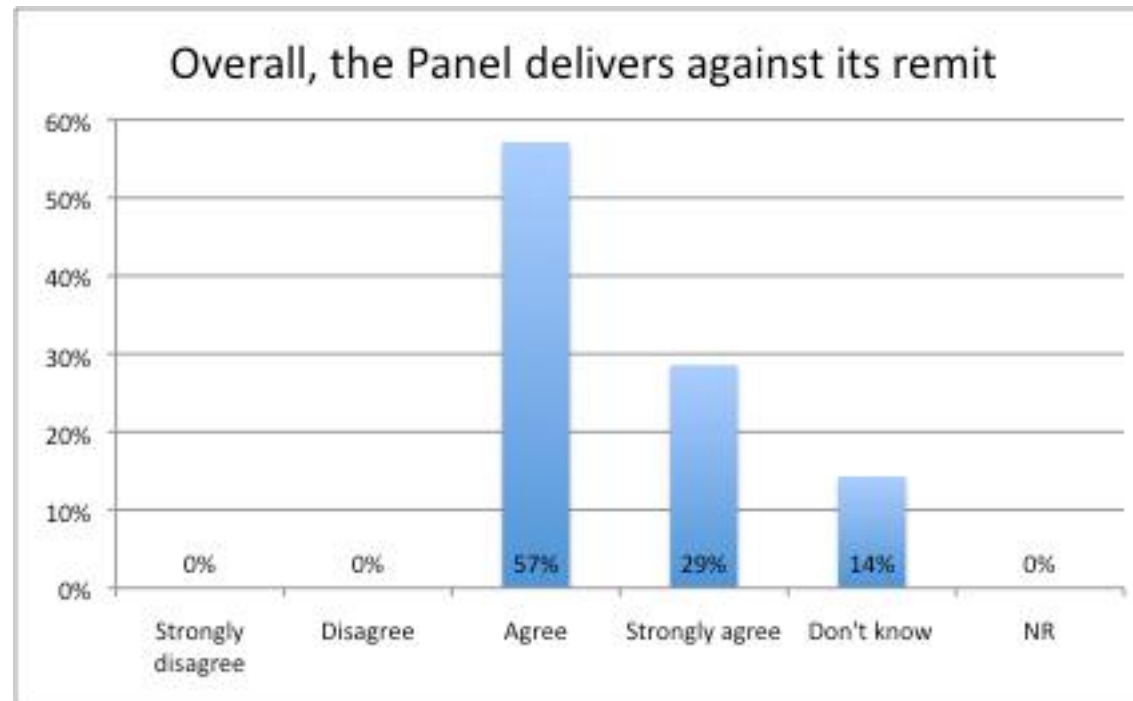
## 2.6 Transparency and trust building

### Key insights



- The **openness of Lafarge** during meetings is seen as very positive by panel members.
- The necessary **conciseness of the reading material** could, in some occasions lead to compromising the Panel's ability to exercise critical oversight.
  - One solution would be to provide **opposite view points** in the readings, to balance Lafarge's assertions.
- The quasi absence of request from other environmentalists to Alastair McIntosh who publishes most of the Panel's activity on his website, is a good indicator that Lafarge is quite transparent overall.

## 2.7 Conclusion



→ Overall, the stakeholder panel is seen as **delivering against its remit**, with a strong improvement over the last three years.

→ Inclusion of **activist voices from developing countries** (Middle East, China) could be the next step to further improve stakeholder representation within the Panel.