



bringing materials to *life*

Sustainability Ambitions 2012 Synopsis of Internal Audit

December 2008

Ambitions 2012 audit scope and objectives



Awareness of Ambitions 2012

- Appraise the communication made towards BUs on 2012 objectives
- Assess BUs' understanding of 2012 objectives
- (A 2012 safety objective not included in the scope)

Translation into actions

- Review how BUs translate ambitions into specific action plans and mobilization programs
- Assess how the performance is tracked

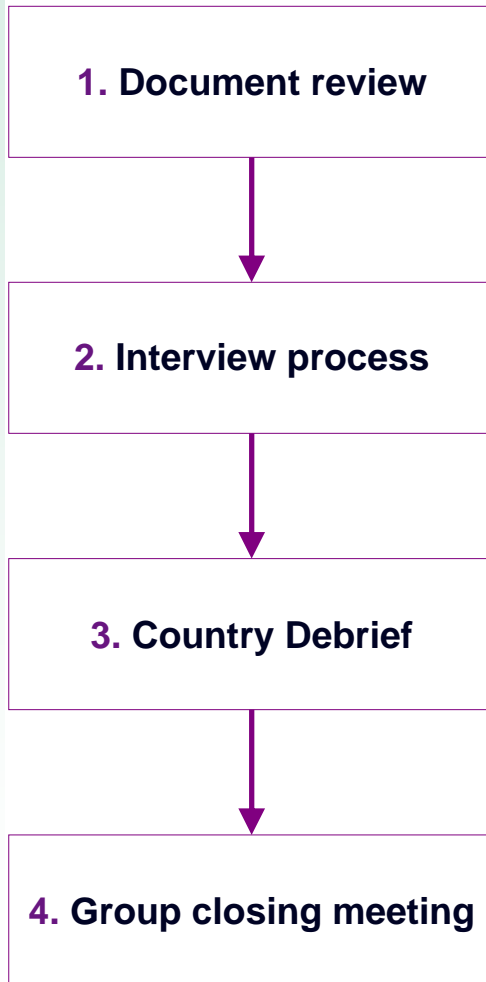
Interface between BUs and central functions

- Evaluate the reporting process at both BU and central levels
- Review the support given to BUs to meet the objectives

Sample of BUs

- CEM: Kenya, Uganda and Spain
- A&C: Spain
- Gypsum: South Korea

Methodology of the Audit



- Rehabilitation plans, biodiversity assessments, training material, O&HR review, training program, actions plans, health, policies and programs, competition trainings material, etc...
- Interview sample of:
 - Operations / functions (Ex-Com and non Ex-Com)
 - BU and Group process owners
- Standardized interview approach – awareness questionnaire
- 35 to 40 interviews per country

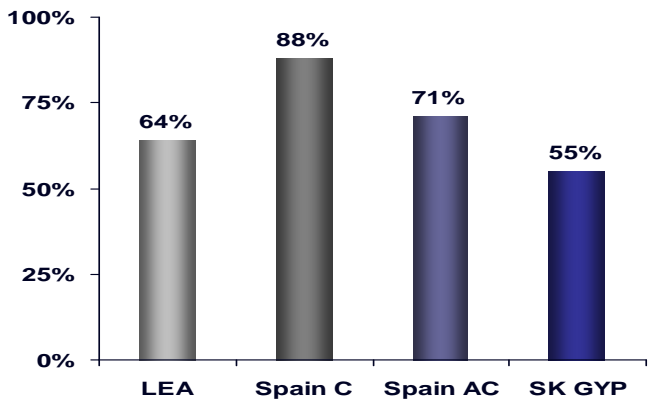
- With BU General Manager and relevant staff
- Presentation on the country observations by ambition

- Presentation of country summary assessment and significant trends
- Identification of common findings and recommendations

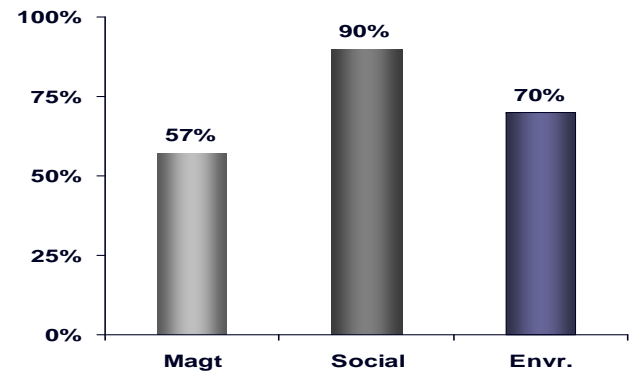
Awareness questionnaire results



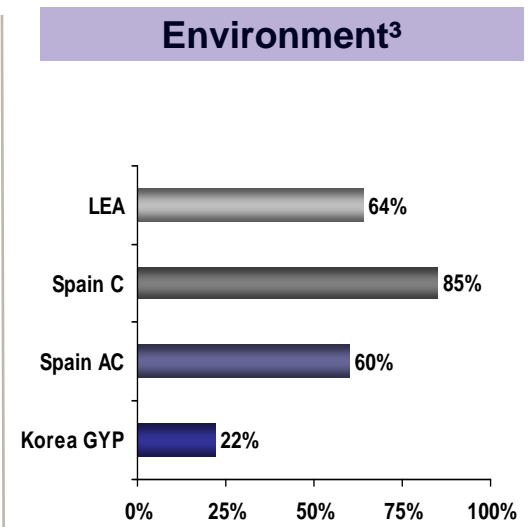
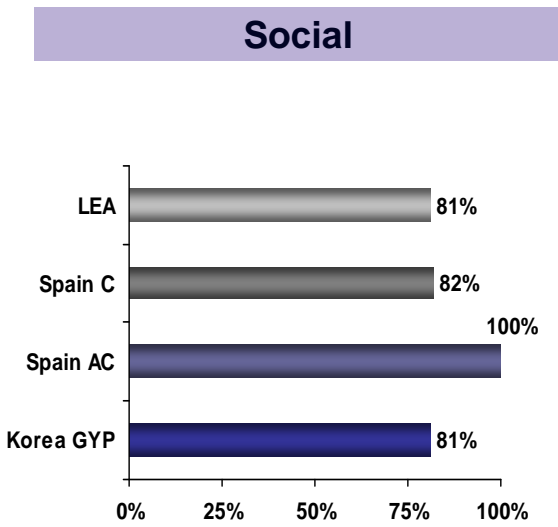
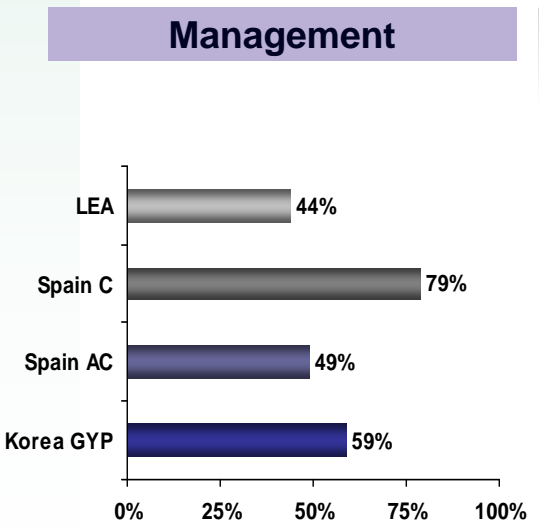
Total Awareness of Ambition 2012 (By Country)¹



Total Awareness of Ambition 2012 (By Objective)²



Total awareness results distorted by recent communication of ambitions 2012 audit



Social: includes only occupational health objective

Synopsis of Recommendations

- **Strengthen the internal communication plan at Group level**
 - Better coordinate Ambitions 2012 with group priorities
 - Verify the roadmap and implementation steps at BU level

- **Organizational structure & Governance**
 - Increase the visibility of Sustainable Development Operational Committee and process owners
 - Set minimum Group standards for each Division ambitions
 - Include A2012 objectives in business goals setting & tracking tools
 - Breakdown group target into Regional / BU objectives
 - Ensure reporting integrity and understanding

- **Include new challenges and leverage existing initiatives**
 - Align sustainable construction initiatives with SD organization
 - Develop expertise on life cycle management at Group / Division level
 - Link cross division efforts to innovate on CO2 efficient products (“greener” cement and concrete)