

G3 Content Index

Application Level		A+	GRI-checked		Assured by	
STANDARD DISCLOSURES PART I: Profile Disclosures						
1. Strategy and Analysis						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1,1	Statement from the most senior decision-maker of the organization.	Fully	SR p3			
1,2	Description of key impacts, risks, and opportunities.	Fully	SR p24-25 AR p 12 - 14			
2. Organizational Profile						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2,1	Name of the organization.	Fully	Lafarge S. A. and its associated subsidiaries			
2,2	Primary brands, products, and/or services.	Fully	AR p26, 31, 34			
2,3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	AR p25, Our businesses; p39, Organizational Structure. For information on joint ventures, please see p32-39.			
2,4	Location of organization's headquarters.	Fully	61 rue des Belles Feuilles 75782 Paris			
2,5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	SR inside front cover, AR p34, Markets			
2,6	Nature of ownership and legal form.	Fully	A société anonyme organised under French law			
2,7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	AR p27-39 gives markets, sectors and customers served by product type			
2,8	Scale of the reporting organization.	Fully	SR p1: AR p4, 8, 34, 47			
2,9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	AR p38			
2,10	Awards received in the reporting period.	Fully	SR p32-33			
3. Report Parameters						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3,1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	1 January 2010 to 31 December 2010			
3,2	Date of most recent previous report (if any).	Fully	2009			
3,3	Reporting cycle (annual, biennial, etc.).	Fully	Annual			
3,4	Contact point for questions regarding the report or its contents.	Fully	SR back cover			
3,5	Process for defining report content.	Fully	In deciding on report content and material issues, we examine feedback from stakeholders as well as developments within Lafarge and the markets where we operate. We also work cross-functionally within Lafarge to decide on reporting priorities. Over the years we have consistently taken into account GRI's 'Guidance on Defining Report Content'.			
3,6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	SR p36			
3,7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	SR p36			
3,8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	SR p36			
3,9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	SR p36			
3,10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	Any re-statements will be referenced SR p36 and in the assurance statement SR p40.			
3,11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	SR p36			
3,12	Table identifying the location of the Standard Disclosures in the report.	Fully	This is the GRI table. It will be available here: http://www.lafarge.com/wps/portal/2_5_2-Organismes_de_notation			
3,13	Policy and current practice with regard to seeking external assurance for the report.	Fully	SR p36 and 40			
4. Governance, Commitments, and Engagement						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4,1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	AR p66, 5.1 Board of Directors and 5.2.1 Board of Directors AR p82, 5.2.2 The Committees AR p87, d) The Strategy, Investment and Sustainable Development Committee			
4,2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	AR p66, 5.1.1 Form of organization of the management – Board of Directors – Chief Executive Officer – Vice President			
4,3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully	AR p66, 5.1 Board of Directors AR p79, 5.1.3 Independent Directors – Parity within the Board			
4,4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	At our AGM a single shareholder holding 0.5% of the equity can put down a resolution. The Secretary of the European Works Council is an ex-officio member of the Stakeholder Panel that meets twice a year, with one of the meetings being with the Chairman/CEO and Excom. SR p7			

4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	AR p93, 5.4.2 Compensation and benefits paid to the Chairman and Chief Executive Officer				
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	AR p80, 5.1.4 Director's charter				
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully	The Corporate Governance and Nominations Committee of the Board of Directors has special responsibility for examining the succession plans for executive corporate officer and the selection of new Directors. The proposal made by this Committee to the Board Committee on the appointments of the candidates to the office of Director are guided by the interests of the Company and all its shareholders. They take into account the balance of the Board's composition. They ensure that each Director possesses the necessary qualities, experience and competence (including on strategy, economic, environmental and social topics) thereby enabling the Board to perform its duties effectively.				
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	SR p6; AR p130, Group internal control environment provides details on the contents of the Code of Business Conduct				
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	AR p87, d) The Strategy, Investment and Sustainable Development Committee; AR p83 a) The Audit Committee AR p66, Declaration in terms of corporate governance – Governance Code of reference				
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	AR p87, 5.2.3 Self-assessment by the Board, Committees, Chairman and Chief Executive Officer				
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	SR p8, Climate Change and 27				
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	March 20th 2003 : Membership of the United Nations Global Compact. Applied throughout the Lafarge Group October 22nd 2004 : Signature of the "Charte de la Diversité", in force throughout French operations September 12th 2005 : agreement on Corporate Social Responsibility & International Industrial Relations between Lafarge/IFBWW, ICEM, & WFBW. Applied throughout the group. Commitment to comply with the ILO declaration on fundamental principles and rights at work, ILO tripartite declaration of principles concerning multinational enterprises & social policy, United Nations Global Compact and OECD guidelines for multinational enterprises. We have been members of the Global Business Coalition on HIV/AIDS since 2002				
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	AFEP (Association Française des Entreprises Privées) CCA (Chinese cement association- Lafarge provides the Vice-President) Cembureau (EU cement association) CSI (Cement Sustainability Initiative - Lafarge is co-chair) ERT (European Round Table of Industrialists - founder) Global Business Coalition on HIV/AIDS (Bertrand Collomb is Vice-Chairman) Institut du Développement Durable and elations Internationales (Board Member) PCA (US cement association) WBCSD (Founder, Bertrand Collomb was chairman of WBCSD in 2004-2005)				
4.14	List of stakeholder groups engaged by the organization.	Fully	SR p10: http://www.lafarge.com/wps/portal/2_5_4-Panel_parties_prenantes				
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	SR p10 Our global stakeholder panel has been selected in order to reflect the full range of Lafarge's impact on social, environmental and economic matters.				
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	SR p10: http://www.lafarge.com/wps/portal/2_5_4-Panel_parties_prenantes				
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	SR p10				
STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)							
	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
G3 DMA	Disclosure on Management Approach EC	Fully					
Aspects	Economic performance	Fully	AR p4				
	Market presence	Fully	AR p31, 32, 33, 37, 39				
	Indirect economic impacts	Fully	SR p14; the responsible senior officer is the Senior Vice President Sustainable Development and Public Affairs.				
DMA EN	Disclosure on Management Approach EN	Fully					
Aspects	Materials	Fully	SR p24, 25, 29				
	Energy	Fully	SR p24, 25, 28				
	Water	Fully	SR p34				
	Biodiversity	Fully	SR p32				
	Emissions, effluents and waste	Fully	SR p30				
	Products and services	Fully	SR p24				
	Compliance	Fully	AR p19				
	Transport	Fully	Our transport activities represent a relatively small part of our total carbon and environmental footprints. Nonetheless we are involved in a number of initiatives to mitigate the impact of transport, including biofuels, logistic optimisation and switching transport modes.				
	Overall	Fully	In this, as in other areas, note the importance that Lafarge affords to full engagement with external organisations and experts notably Stakeholder panel, page 10. The responsible senior officers are the three Vice Presidents Environment and the Vice President Climate Change Initiatives.				

DMA LA	Disclosure on Management Approach LA	Fully				
Aspects	Employment	Fully	The Employment policy is posted on the Lafarge Intranet (Lafarge Online) and is available to all Lafarge employees. Our employment policy is based on 3 principles: efficiency, solidarity and anticipation. We prepare employees for any organisational changes through training and skill development. The senior officer in charge is the Vice President, Social Policies.			
	Labor/management relations	Fully	See SR p17 for information on working with trade unions and SR p19 for information on collective agreements. Notice periods are in place for all significant changes but the duration varies according to the number of employees concerned, the complexity of the change and the local law. We anticipate these changes as we manage long term activities.			
	Occupational health and safety	Fully	SR p20-21 H&S committees operate either at site level, or Business Units level. Health and safety is our first priority in the Group; In 2010, 97% of our total workforce was represented by a H&S committee. Lafarge launched the Health Assessments Standard Operation Procedure to help and promote the good health of our people.			
	Training and education	Fully	Lafarge aims at making every employee to contribute to their full potential in their job. People development within Lafarge is a key driver for performance and change, supporting the achievement of key business challenges and strategies. 94% of managers and 64% of non managerial staff had an annual performance assessment in 2010.			
	Diversity and equal opportunity	Fully	Diversity is a key concern for the Group (newly appointed women on the board, a diversity director position created) The % of women who are senior manager position increased this year At local level, many initiatives were taken to raise awareness and trigger cultural change (example: Ecuador ran an internal programme to raise awareness of the recruitment and integration of disabled people).			
DMA HR	Disclosure on Management Approach HR	Fully				
Aspects	Investment and procurement practices	Fully	Most of our Business Units that have contracts with subcontractors include clauses in order to impose them to respect fundamental social rights			
	Non-discrimination	Fully	- Taking the Principles of Action as a framework, the Code of Business Conduct sets out the standards of conduct. A dedicated Ethics line is made available to employees for them to report observed violations of the Code.			
	Freedom of association and collective bargaining	Fully	The freedom of association is respected via 3 types of systems: - There is an International Framework Agreement signed with the International Trade Unions which guarantees the freedom of association; - There is a "Whistle-Blowing Hotline" system that allows employees to complain if needed; - In the audit procedure, there are questions asked to the business units about the freedom of association and the right to collective bargaining.			
	Child labor	Fully	We have an International Framework Agreement signed with International Trade Unions which guarantees the elimination of the child labour risk. We also follow through our social reporting questionnaire the % of our Business units have a procedure in place to control / contribute to the elimination of the child labour risk.			
	Forced and compulsory labor	Fully	We have an International Framework Agreement signed with International Trade Unions which guarantees the elimination of the forced and compulsory labor.			
	Security practices	Fully	We have established a Security department at Headquarter to supervise this topic in the Group. There is a "Group security Policy" available to all employees, on the intranet.			
	Indigenous rights	Fully	- Taking the Principles of Action as a framework, the Code of Business Conduct sets out the standards of conduct.			
DMA SO	Disclosure on Management Approach SO	Fully				
Aspects	Community	Fully	SR p22; see also response to SO1			
	Corruption	Fully	AR p19			
	Public policy	Fully	SR p8-9			
	Anti-competitive behaviour	Fully	AR p19-20			
	Compliance	Fully	AR p19-20			
DMA PR	Disclosure on Management Approach PR	Fully				
Aspects	Customer health and safety	Fully	H&S aspects are considered when developing a new product. Prior to launching a new product a safety data sheet has to be established by the Business Unit.			
	Product and service labelling	Not			Not material	Not a material issue as our products not component based and primarily sold in bulk, sourcing, safe usage and disposal not issues raised by our stakeholders
	Marketing communications	Fully	AR p19-20			
	Customer privacy	Fully	AR p19-20			

Compliance		Fully	AR p19-20				
STANDARD DISCLOSURES PART III: Performance Indicators							
Economic							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Economic performance							
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Partially	SR p14	Direct economic value distributed: payments to governments (by country).	Not available	information not available through existing reporting system. Lafarge will adapt its reporting to ensure this data is available for 2012.	2012
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	AR p80, The Strategy, Investment and Sustainable Development Committee AR p104, 7.3 Environment, Energy and climate change AR p8, 2.1.1 Risks related to our business Lafarge has internal formal reporting processes that inform those with the highest level of responsibility for Climate change. Actually, Climate change issues are among the issues regularly discussed during the Executive Committee meetings, chaired by the group's Chairman and CEO. The Sustainable Development and Public Affairs Senior Vice President, responsible for climate change related issues, reports to the Group's Executive Vice President in charge of Strategy who is a member of the Group Executive Committee. He informs regularly the latter of any significant changes and evolutions on CO2 issues. Through the Carbon Disclosure Project, we have identified the following key risks: Regulatory risk e.g. from the EU Emissions Trading Scheme (EU represents around 19% of Lafarge production) Physical risk e.g. from a) water stress, as water is required in our manufacturing processes; b) flooding and raised sea levels could affect our operations; c) higher temperature meaning new building Other risks: a) changes in supplies of goods and services and b) reputational risks Regulatory opportunities e.g. a) successor to Kyoto Protocol could provide an opportunity to implement Physical opportunities e.g. a) urbanization is expected to increase and thereby the demand for building We have begun to assess the financial implications. For example, we have individual examples of investment See our CDP submission for fuller information: https://www.cdproject.net/en-US/Pages/HomePage.aspx				
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	Financial Notes: Note 23 Pension plans, end of service benefits and other post retirement benefits % of employees participating in company pension scheme (legislative status given in brackets): Brazil (voluntary): 66% Canada (voluntary): 33% South Africa: (Mandatory in one of the two existing plans): 100% UK (voluntary): 82% UK (voluntary): 72%				
EC4	Significant financial assistance received from government.	Not			Not material	Not a material issue for Lafarge	
Market presence							
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Partially	We took the seven largest Business Units in the Group (by employee number) SR2010 page 19 (Comparative Wage Rates).	We have used comparisons with sector minimums not wage minimum	Not applicable	We believe that comparisons with the sector minimum are more meaningful than with the minimum wage.	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	Lafarge would define "local" with respect to purchases as any purchase that was made either in the Country (smaller countries typically have just one Business Unit [BU] as the business organization for the country, such as Mexico or Honduras) or at a regional level for large countries (such as a region in France or the Lakes & Seaway BU in North America). Lafarge has a preference to leverage commodities and goods at a worldwide level where we can gain competitive advantage from our size and scale. Products such as Heavy Mobile Equipment, Tires, and Petroleum Coke are typically purchased from large multinational corporations at advantageous pricing and shipped to our local businesses. In particular, heavy mobile equipment may not be readily available in all countries where we operate. Globally sourced commodities and goods may represent approximately 20% of our total worldwide purchases. The remainder of our purchases are, by their very nature, local such as electricity, labor-based services, primary raw materials, etc. However, Lafarge does not have a supplier policy or common practices for preferring locally based suppliers. As stated above, Lafarge does not have a supplier policy or common practices for preferring locally based suppliers. We have recently begun to assess our top worldwide suppliers performance in the areas of environment. Where we have found low scores in assessed suppliers, we have discussed these findings with the suppliers.				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	Recruitment processes are standardized throughout the Group. We have a global policy but in any case most of our plants' workforce come from their local environment.				
Indirect economic impacts							

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	SR2010, Page 22 Long term Corporate Social Responsibility programs and examples of community programmes SR2010 p19, Measures to mitigate job changes (number of external jobs created through the local economic development program) SR2010, Page 4 Sustainability Ambitions				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not	See SO1 below		Not material	We report on the most material indirect impacts on pages 14 and 15	
Environmental							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Materials							
EN1	Materials used by weight or volume.	Fully	Consumption of raw material 226,36 Mt Quantity of quarried material 175 Mt				
EN2	Percentage of materials used that are recycled input materials.	Fully	Waste recovery 10,35%; Use of alternative materials SR p27				
Energy							
EN3	Direct energy consumption by primary energy source.	Fully	Total energy consumption: 460 000 000 GJ renewable primary source: 12 000 000 GJ non-renewable primary source: 448 000 000 GJ				
EN4	Indirect energy consumption by primary source.	Fully	16 400 000 MWh Thermal 68,4% Hydroelectric 17,4% Nuclear 11,4% Renewable 2,5%				
EN5	Energy saved due to conservation and efficiency improvements.	Partially	SR: Climate Change (p27) - Industrial Ecology (p 29) - Sustainable Construction (p24) See our CDP submission: https://www.cdproject.net/en-US/Pages/HomePage.aspx				
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	Sustainable Construction (p24-25)				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	Reduction of 275664 MWh between 2009 & 2010 partially due to the replacement of electrical equipment and the installation of more efficient grinding units.				
Water							
EN8	Total water withdrawal by source.	Fully	SR p34, Total Water Withdrawn by Source				
EN9	Water sources significantly affected by withdrawal of water.	Partially	7% of the sites are withdrawing water from aquifers in water scarce area(for the cement activity) Many of these sites have active programs to limit their water intake	size of water source, Whether the source is designated as a protected area, biodiversity value	Not available	We are presently mapping all our water sources, with a priority on water scarce area. We should be able to report on this by 2013 depending on information available on the aquifers affected.	2013
EN10	Percentage and total volume of water recycled and reused.	Partially	73% of all of our sites are equipped w/ water recycle systems	The total volume of water recycled, ratio	Not material	Much more pertinent to both our process and our effect on local water supply is the amount of withdrawal and discharge. As recycling increases, the amount of withdrawal decreases and hence we report on this parameter. In many cases we recycle huge amounts of cooling water which would mask any data on recycle of wash water.	
Biodiversity							

	<p>Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.</p>	<p>The regional breakdown of out sites is as follows: Africa 13% America 37% Asia 7% Europe 43% NB this analysis is based on 94% of sites.</p> <p>Lafarge has a small number of sub-surface quarries.</p> <p>27% of our Africa sites are situated in a protected area or designation covering the site itself. For America, the figure is 23%; Asia 10% and Europe 46%. In total, 32% of sites are in a protected area.</p> <p>28% of our Africa sites have protection status around the site. For America, the figure is 54%; Asia 26% and Europe 66%. In total, 54% of sites have protection status around them. NB this analysis is based on 94% of sites.</p> <p>Type of operation: Mainly extractive.</p> <p>Biodiversity value characterized by the attribute of the protected area and high biodiversity value area outside protected area (terrestrial, freshwater, or maritime ecosystem): mainly terrestrial.</p> <p>Below we provide a breakdown of protected sites by status and region:</p> <p>Designated by local, state or national regulation Africa: 28% America: 44% Asia: 27% Europe: 55% Total: 46%</p> <p>Designated by international regulation or RAMSAR convention, Man & Biosphere reserves, WHS, Nat Africa: 5%</p>	<p>Size of operational site in km2.</p>	<p>Not available</p>	<p>Will report on Regional basis by 2015, but not on site basis due to commercially sensitive information.</p>	<p>2015</p>
<p>EN11</p>	<p>Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.</p>	<p>Partially</p> <p>Quarries having identified local opportunities for habitat enhancement or education Africa: 40% America: 42% Asia: 23% Europe: 27% Total: 34%</p> <p>Sites currently engage in environmental initiatives or habitat enhancement planning as part of the rehabilitation process</p> <p>Africa: 50% America: 34% Asia: 17% Europe: 38% Total: 36% NB this analysis is based on 94% of sites SR p30-31 has more information on managing biodiversity in our quarries.</p> <p>84.5% of the sites have a rehabilitation plan (E&Y)</p>				
<p>EN12</p>	<p>Habitats protected or restored.</p>	<p>Fully</p> <p>We are monitoring the habitat protected areas as part of our biodiversity screening which was developed in partnership with WWF (see below). 84.5% of the sites have a rehabilitation plan (E&Y) For the location of these sites, please see EN11 above.</p> <p>We are monitoring the habitat protected areas as part of our biodiversity screening which was developed in partnership with WWF. Rehabilitation is an important part of our environmental policy. The Quarry Managers are encouraged to form relationships with third parties such as wildlife associations and local universities to use their expertise regarding native fauna and flora to develop restoration plans.</p> <p>Lafarge is involved in partnerships with several third parties such as local communities. An example of restoration and raising awareness is in Uganda and Kenya with our Green Schools project. Here school children are encouraged to plant trees and care for them. Over 100,000 trees have been planted. We have provided water tanks for many of the schools for drink and wash water and encouraged the children to recycle water to irrigate the trees.</p>				
<p>EN13</p>		<p>Fully</p>				

	Strategies, current actions, and future plans for managing impacts on biodiversity.		As with any responsible company it is important that we comply with the national and international regulations. Where they are of a lower standard or do not exist, Lafarge applies its' own standards for environment, restoration, health and safety etc. We believe it is important to work with legislators proactively where possible to ensure new legislation is pertinent and practical in its application. Refer to our biodiversity review which was published in 2010 to see the importance Lafarge gives to biodiversity and correct rehabilitation. This gives an overview of our strategy for managing biodiversity, the management systems we have and how we engage with key stakeholders. Lafarge has also developed a white paper for internal use within Lafarge to give more detailed guidance on biodiversity and the company's strategy. These have been developed in partnership with WWF and also through working with other leading wildlife organisations such as the Wildlife Habitat Council and IUCN. To help direct Lafarge with its strategy on biodiversity, Lafarge has a biodiversity panel made up of international experts from leading wildlife associations. By signing an initial partnership in 2000,			
EN14		Fully				
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not			Not material	We catalog Red List species as one indicator we use to determine sites that require a biodiversity management plan. We report number of sites with Red List species rather than number of Red List species in sites as a site with even 1 Red List species requires a biodiversity management plan.
Emissions, effluents and waste						
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	Standard used : GHG Protocol and WBCSD CSI Protocol - methodology calculation based on site specific data - fuel emissions factors default values from IPCC and power emissions factors default values from IEA 101 650 000 t (net emissions) - and SR2010 page 26, cement business total gross and net CO2 emissions			
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Our scope 3 emissions (all outbound transport only) are 2.0 million t CO2. Employee travel is 85,000 t CO2.			
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	SR2010 Climate Change (p26 - 28) - Industrial Ecology (p 29) - Sustainable Construction (p24-25)			
EN19	Emissions of ozone-depleting substances by weight.	Not			Not material	This is not a material issue as we are neither producers of ozone depleting substances (CFCs) nor significant users of (CFCs) in our activities. We do measure and report on NOx, see sustainability report "Emissions"
EN20	NOx, SOx, and other significant air emissions by type and weight.	Fully	NOx:201412 t SOx:47792 t POP: 9,545g TEQ of D/F (p28 SR) VOC: 4487 t (p28 SR) HAP: 4,3 t Hg (p28 SR) See SR p30 for stack emissions			
EN21	Total water discharge by quality and destination.	Fully	Total water discharge in 2010 was 77,72 Mm3 . We are now collecting data. Our target is to recycle any polluted process water, as its release increases our water footprint. This is why we track the % of sites with recycling systems. Over the course of future years we will be able to report more fully and in more detail. The major part of water discharged from cement plants is due to cooling purposes. For quarries, we operate under permits and regulations that enforce this. We always treat the water prior to release. The water is only ever contaminated with silt, clay or gypsum that are indigenous to the geology of the site. Generally treatment is via a settlement pond, known as a silt pond, where the silt or sediment drops out over time. The overflow from these ponds is clean water. We are measured on the suspended solids content. Much of what is released into water courses in rural areas will be reused, at some point, for agriculture. We also have a number of sites where water is released into nature reserves. In other cases the water is released into lakes used for recreational activities, such as sailing or rowing.			
EN22	Total weight of waste by type and disposal method.	Partially	Hazardous waste recovered 18,1 Kt Non hazardous waste recovered 254 Kt p29 SR report We also collect data on waste dust collected and disposed of in our own landfills: 705,000 t in 2010 Hazardous waste sent to external landfill or incinerated without heat recovery 15 Kt Non hazardous waste sent to external landfill or incinerated without heat recovery 185 Kt On-site storage: 802648t (dust & demolition) Composting: zero. Method of disposal determined according to standard operation procedures & definitions shared through Lafarge intranet	recycling and re-use	Not material	We report on the most material waste types for our business.
EN23	Total number and volume of significant spills.	Fully	None			
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not			Not applicable	Lafarge does not transport waste hazardous under the terms of the Basel Convention Annex I, II, III, and VIII

EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not				Not material	This is not a particularly material issue as water run off is only ever contaminated with silt, clay or gypsum that are indigenous to the geology of the site.	
Products and services								
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	See: Use of biomass & alternative materials SR p25, 29 Water footprint (SR p34) & 7 pilot plants for water management & control . Achievement of ambitions (SR p4-5) 240300 t of dust collected at sites were recycled into final products Lafarge has set up sustainable development Awards for promoting initiatives to minimize impact (including noise) Lafarge has set up sustainable development Awards for promoting initiatives to increase waste recovery. SR p25					
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Fully	35,22 KT, mainly from pallets reclaimed from cement deliveries Data collected through the yearly reporting system					
Compliance								
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Any fines that the company considers material are reported in AR Financial Notes: Note 29 Legal and arbitration proceedings					
Transport								
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	SR2010 Climate Change (p26-28) - Industrial Ecology (p 29) - Sustainable Construction (p24-25) Our outbound transport emissions account for 2.0 million t CO2 Employee travel emission are 85,000 t CO2. Our transport activities represent a relatively small part of our total carbon and environmental footprints. Nonetheless we are involved in a number of initiatives to mitigate the impact of transport, including biofuels, logistic optimisation and switching transport modes.					
Overall								
EN30	Total environmental protection expenditures and investments by type.	Partially	Total environmental protection expenditures broken down by emissions treatment: 50,8 M€ prevention costs: 37,4 M€ environmental management costs: estimated at 30 M€	waste disposal and remediation	Not applicable		This is not a major cost and is managed locally	
Social: Labor Practices and Decent Work								
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in	
Employment								
LA1	Total workforce by employment type, employment contract, and region.	Fully	Page 112 - 113 on the Annual Report 2010, Percentage of Full Time, Part Time, permanent and temporary employees. Page 112 - 113 on the Annual Report employees by region. % of managers: 21% % of non managers: 79%					
LA2	Total number and rate of employee turnover by age group, gender, and region.	Partially	SR2010 Page 18 : total number of resignations, retirements, redundancies. Staff turnover is consolidated at global level but not analysed by age group, gender or region. We have an overview by analysis of the Group Headcount and the number of Hiring/departures (on the SR2010 Page 18, Job creation and losses), and we follow our gender through the social reporting questionnaire.	by gender and age	Not material	As we operate in 78 countries, HR issues are managed locally and it is not a material issue at Corporate Level for us to collate data on turnover by gender and age at global level.		
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not			Not material	This is managed at the local level and can vary by geography.		
Labor/management relations								
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	48916 employees, This indicators is based on a social survey covering 120 business units in 60 countries representing 97% of the total Group workforce SR p19: Lafarge employees represented by staff representatives and/or trade union representatives					
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	Notice periods are in place for all significant changed but the duration varies according to the number of employees concerned, the complexity of the changed and the local law. We anticipate these changes as we manage long term activities. Our employment policy is bases on 3 principles: efficiency, solidarity and anticipation. We prepare employees for any organisational changes through training and skill development. See also SR2010 page 19, "Information and consultation"					
Occupational health and safety								
LA6	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.	Fully	In 2010, 97% of our total workforce was represented by a Health and Safety Committee					
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Partially	AR p112-113 Employees by region. Contractors managed directly by Lafarge are included in our health and safety data. AR p112, 7.2 Social information The Occupational Diseases Rate for the Group is 0 (zero) in 2010 For LDR see SR p20 We have a set of definitions for recording health and safety data that is used globally by all business units. There is a nominated person responsible for reporting health and safety incidents at site level. This information is checked at business unit and at a global level. There were 44 fatalities in 2010. SR p20 for Group fatality rate.	Injury rate and LDR by region	Not available	All injuries, lost days, and fatalities, both employee and contractor, are tracked at every site throughout the company and managed on a sub-Regional basis. We have the information by Region but publish only at the Group level as the Regional data does not tell a different story from the Group data. We can publish Regional data by 2012.	2012	

LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	In early 2010 a Group Health Roadmap was agreed and this road map is implemented during the period 2010 to 2015. SR2010 Page 21: The public health roadmap for tackling HIV/AIDS and malaria has been successfully extended to Russia and Ukraine but with some adjustment to reflect local public health needs and culture				
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	Health and Safety is one of the topics covered by the Global Agreement signed between International Trade Unions and Lafarge. At European level, a joint declaration concerning H&S was signed with the European Work Council.				
Training and education							
LA10	Average hours of training per year per employee by employee category.	Fully	SR2010 Page 17, Investment in a skilled workforce At Group level, the average number of hours of training received during 2010 was 45 for managers and 31 for non managers.				
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	We provide training for the future retirees. In 2010, 33% of our Business Unit set up programmes for skills management and lifelong learning for non managers staff.				
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully	SR2010 Page 17. 94% of managers and 64% of non managerial staff had an annual performance assessment in 2010.				
Diversity and equal opportunity							
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	SR2010 Page 18: We reported the percentage of women by employee category. SR2010 Page 17, Age structure of our workforce. We also collect data on the percentage of women by region, see below. This data covers all employee categories. % Women by region: Western Europe - 19.4% North America - 13% Central/Eastern Europe - 24.8% Middle East - 4.1% North Africa - 5.7% Latin America - 15.9% Sub-Saharan Africa - 17.1% Asia - 20.9%	minority groups	Not applicable	For legal reasons we cannot collect this data in all our markets.	
LA14	Ratio of basic salary of men to women by employee category.	Partially	We follow on our social questionnaire the Business Units who have setup mechanism/procedure in order to ensure that women and men receive equal pay for work of equal value. In 2010, 43.3% of our Business Units have setup such mechanism or procedure. For non manager staff, we do not aggregate the ratio of basic salary of men to women at Group Level, as we operate in 78 countries in 4 different activities, but men and women are managed by identical systems of qualification and remuneration in each given country. All managerial jobs are weighted using the Hay Method (based on the job description); salary ranges and bonus opportunity are determined according to Lafarge job grades; these differ from country to country and are determined by an active management decision, taking into account the business approach, the market median, the competitive situation and the economic environment in each country. Business Units are responsible for ensuring that there is no discrimination between men and women. What is true for non manager at country level, is also true for managers at global level. Average salaries for female and male senior managers and executives are reviewed and controlled at Division and Group level.	ratio	Not material	This is not a material indicator for us to track by employee band at a global level - equal pay is managed at a local business unit level and average salaries for female and male senior managers and executives are reviewed and controlled at Division and Group level. The indicator is not that relevant at a global level. It makes more sense to review this at business unit or divisional level.	
Social: Human Rights							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Diversity and equal opportunity							
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Partially	72.5% of our Business Units have contracts with subcontractors including clauses in order to impose them to respect fundamental social rights	number of investments	Not material	We track this by Business Unit, not by investment.	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Partially	75.8% of our Business Units have checked that local subcontractors respect and implement fundamental social rights	% of suppliers	Not material	We track this by Business Unit, not by investment.	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	In 2010, 10 164 hours of training on Human Rights were given to both managers and non-manager				
Non-discrimination							
HR4	Total number of incidents of discrimination and actions taken.	Fully	In 2010, no incident related to breach of our Code of Business Conduct principles concerning discrimination were reported through our business conduct line.				
Freedom of association and collective bargaining							

HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Fully	In the Annual Report: 67% of Lafarge employees are represented by elected staff and/or unions. The freedom of association is respected via 3 types of systems: - There is an International Framework Agreement signed with the International Trade Unions which guarantees the freedom of association; - There is a "Whistle-Blowing Hotline" system that allows employees to complain if needed; - In the audit procedure, there are questions asked to the business units about the freedom of association and the right to collective bargaining. As soon as a risk is locally identified it is raised with the international federations and a solution is identified at Group Level. In 2010, we reached a common understanding with the unions about these topics in the USA. Early 2011, we visited our China operations, with the International Trade Unions to promote fundamental rights				
Child labor							
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Fully	In 2010, 45.8% of our Business units have a procedure in place to control / contribute to the elimination of the child labour risk. We also have a International Framework Agreement signed with International Trade Unions which guarantees the elimination of the child labour risk.				
Forced and compulsory labor							
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Fully	In the 78 countries where we operate, we have checked with our Business Units, as well as our subcontractors that they comply with local laws or international conventions and do not uses forced labour. Through our social reporting questionnaire, we know that in 2010, 45.8% of our Business Units have a procedure in place to control/contribute to the elimination of forced or compulsory labor.				
Security practices							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Partially	In 2010, 43% of our Business Units using security guards have provided them with training courses on the use of arms and particularly on the respect of human rights. Our security personnel are usually subcontracting and we apply the same level of security for subcontractors as our employees	number of guards	Not material	We track this by Business Unit, not by number of guards	
Indigenous rights							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not			Not material	This is managed at local level.	
Social: Society							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Community							
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Fully	Tools are provided for sites and Business Units to understand their position with local communities. These include: a footprint tool for measuring socio-economic impact, a survey for communities that surround operations to understand their opinions and specific mechanisms to maintain ongoing dialogue with representatives of communities. Impact assessments, which takes communities into account, are made as part of the planning process for a new operation. There are rehabilitation plans that cover environmental and social issues (e.g. jobs and training) when exiting a community. See p33 of the Sustainable Development Report for a case study on the rehabilitation of a site in Morocco.				
Corruption							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	In 2010, we analysed: - 96 major Business Units (contributing to 90% of Group consolidated sales and 94% of Group Current Operating Income) - this figure includes 10 Shared Services Centres - 76 smaller sized Business Units				
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Partially	Out of the major Business Units analyzed in 2010, 95% have reported that the risk of corruption is well identified and managed through various employee awareness and training programs on the Code of Business Conduct. We do not collect data by managers/non-managers because we expect all employees in all business units to be trained on anti-corruption issues, irrespective of their position in the company.	% of employees	Not material	We have combined anti-corruption with fraud and code of conduct training and administer to all employees in the Company.	
SO4	Actions taken in response to incidents of corruption.	Fully	No corruption case was reported in 2010. Some Business Units reported breaches of the Code of Business Conduct but none of these breaches were related to corruption, as defined by international laws.				
Public policy							
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	SR p 8-9				
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	http://query.nictusa.com/cgi-bin/cancomsrs/?_10+C00431007				
Anti-competitive behavior							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	AR Financial Notes: Note 29 Legal and arbitration proceedings				
Compliance							
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	AR Financial Notes: Note 29 Legal and arbitration proceedings				
Social: Product Responsibility							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Customer health and safety							

	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		The health and safety aspects of all of our products are considered during the development of product concept, R & D, certification, manufacturing and production, marketing and promotion and use and service of our products.				
PR1		Fully	H&S aspects are considered when developing all new products. Prior to launching a new product a safety data sheet has to be established by the Business Unit.				
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	Any fines that the company considers material are reported in AR Financial Notes: Note 29 Legal and arbitration proceedings				
Product and service labelling							
	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.						Not a material issue as our products are not component based and primarily sold in bulk and sourcing, safe usage and disposal are not issues raised by our stakeholders
PR3		Not			Not material		
	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.						Not a material issue as our products are not component based and sourcing, safe usage and disposal are not issues raised by our stakeholders
PR4		Not			Not material		
	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.						Our key customer metric is set out in our Sustainability Ambitions, see SR 2010, p 4.
PR5		Not			Not material		
Marketing communications							
	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		There are no current plans to develop measurement in this area. Lafarge has no specific programmes beyond general compliance with law and voluntary pursuit of best practice inherent in our overall position.				
PR6		Fully					
	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.		Any fines that the company considers material are reported in AR Financial Notes: Note 29 Legal and arbitration proceedings				This is not a particularly material issue for us as we do not market to the general public.
PR7		Fully			Not material		
Customer privacy							
	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.		Our legal department reports that we have no reported cases				
PR8		Fully					
Compliance							
	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		Any fines that the company considers material are reported in AR Financial Notes: Note 29 Legal and arbitration proceedings				
PR9		Fully					