

# Non-financial performance: Social

We responded to urgent matters, such as the refugee crisis in Greece, and we further enhanced our collaborative initiatives, as part of our strategy.

## Health and Safety

In 2015, the Group saw two fatalities in the Alexandria cement plant in Egypt, one involving an employee and the other one a contractor. This incident underlines the necessity to continue and further enhance our efforts to embed a safety culture. In this context, we are working with our regional teams to ensure that our employees understand the causes as well as the ways to prevent and avoid any serious accidents and fatalities.

To this end, 2015 marked ten years of continuous efforts to improve our Health and Safety performance in the workplace. New targets have been set, our Health and Safety organization has been rebuilt, new methods and systems have been introduced, and awareness has been raised. The frequency rate of lost time

incidents (LTIFR) for our employees shows this improvement, with a drastic reduction from 5.87 (2005) to 2.0 (2015).

Yet the LTIFR for employees increased from 1.65 (2014) to 2.00 (2015) LTIs per million man-hours, still 66% below 2005. Our efforts to curb the trend are continuing with even higher intensity in 2016.

Following a thorough analysis of all relevant information, two main actions were taken in 2015. A new set of Group guidelines covering Health and Safety governance, planning and monitoring, reporting and training was issued to better support Health and Safety management in all the business units. There was also an extensive restructuring of our Health and Safety organization in the USA.

## Employment and development

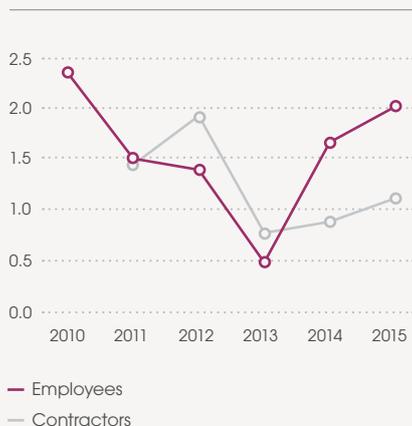
Our latest employee opinion survey across all of our operations was completed in 2015. It was available in all local languages and in certain countries we achieved a response rate of 95%. The survey revealed that 83% of our employees feel that TITAN is a socially responsible company, exceeding global manufacturing benchmarks by 6%. Where the survey showed opportunities for improvement, such as collaboration across functions and business units, communication strategy and performance management, we have put in place action plans on a country-by-country basis.

## Training man-hours

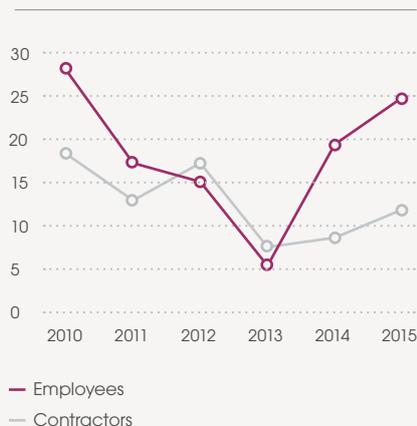
**110,776**

(2014: 130,067)

**TITAN Group LTIFR**  
Employees and contractors  
(all activities)



**TITAN Group number of LTIs**  
Employees and contractors  
(all activities)



Following the outcomes of the survey and, in particular, the high rate of commitment expressed by our employees to TITAN's values and strategy, we have designed and launched a new Leadership Platform, encompassing the essence of our culture and describing the fundamentals of good leadership within TITAN. "Leading the TITAN Way" is helping to empower our people and prepare the next generation of our leaders.

We have also continued to run training programs and develop new training curricula to further improve our management capabilities. The TITAN Principles Day program is a new program that was launched in 2015, aimed at providing direction on ethical dilemmas, increasing awareness and facilitating dialogue on issues related to business ethics.

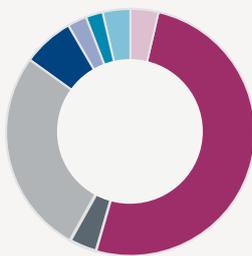
## Community relations and development

We operate in a diverse environment, yet we share common values and goals. It is important for us to think globally, but at the same time take action at a local level. Securing a sustainable future is a long-term commitment, embracing stakeholder engagement and collective action.

Our partnerships are helping to improve local quality of life through education, social inclusion, caring for culture, protecting the environment, and by generally increasing community awareness and engagement to help solve local problems. In 2015, we made a commitment to the European Pact for Youth, an engagement between business leaders and the EU aimed at improving education and job prospects for young people.



### 2015 internships by country



Albania	16
Bulgaria	0
Egypt	220
F.Y.R. of Macedonia	15
Greece	117
Kosovo	28
Serbia	11
Turkey	10
USA	15
<b>Total</b>	<b>432</b>

### In 2015, we worked with CSR Europe to launch a new quality internship tool to improve the quality of internships we provide.

#### Donations

**€2.4 m**

(2014: €2.2 m)

Our local engagement initiatives include open plant days, study visits and stakeholder panels. Specific programs are aimed at reducing poverty, tackling unemployment, and strengthening the communities in which we work.

These include the programs of internships and apprenticeships in the F.Y.R. of Macedonia, our LAB ("Laboratori për Aktivitete të Biznesit") project in Kosovo, and the "Teach for All" program in Bulgaria.

### Value chain and business partners

Our operations have established quality management systems certified according to ISO 9000, and for cement and ready-mix products we comply with all relevant European quality standards. We are committed to improving safety standards among our suppliers, especially those in areas identified as high risk, such as the transportation of goods and materials, maintenance services and quarrying.

We have contributed to the Cement Sustainability Initiative (CSI) guidelines on suppliers and we have begun a consultation process at local level to ensure the engagement of our suppliers in the implementation of the guidelines. We are seeking opportunities to engage with local suppliers and relevant industry associations through local Corporate Social Responsibility (CSR) and sustainability networks.

### Paid to local and international suppliers

**€901.1 m**

(2014: €764.9 m)