

# Social performance

We empower our people across the business, so that they can reach their full potential by continuously developing their skills. We promote our health and safety standards throughout the value chain and collaborate to address local community needs.

## Monitoring our health and safety performance

Health and safety are material issues that affect the lives of our employees and contractors every day, as well as their families and communities. We focus on continuous improvement in our own health and safety performance and urge our suppliers and other business partners to adopt similar policies. We monitor performance and trends to address emerging issues and design and implement safety programs that target specific risks.

In 2017, while Lost Time Injuries (LTIs) among our employees and contractors increased from 29 to 34, we launched a new safety campaign and continued with others that are having a measurable impact in reducing our LTIFR. For example, our Group-wide Lock-out Tag-out (LOTO) campaign, launched in 2016, has succeeded in reducing the number of LOTO-related LTIs from nine in 2015 to just one in 2017. Based on this success, we have now launched a similar initiative to reduce slip-trip-fall LTIs in our ready-mix concrete operations.

We continued the Group-wide "Training for the Prevention of Serious Accidents" program, which is expected to be completed by the end of 2018.

At the start of the year, we launched a new Group-wide health surveillance system for dust, respirable crystalline silica and noise. This streamlines the way that our business units collect and categorize this data, helping to ensure a healthy working environment.

## Streamlining our people management and development processes

TITAN is a people-focused organization. Its performance and future growth depend on the talent, skills, character and creativity of its employees. Building long-term relationships with them includes integrating new technologies and performance management systems that can enhance the experience of working at TITAN.

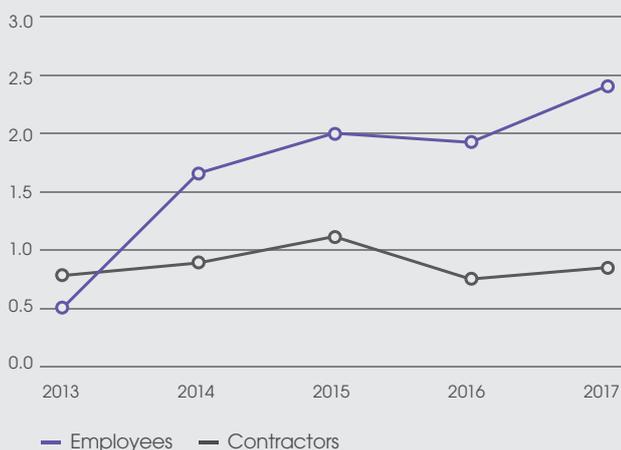
In 2017, we focused on designing and implementing the new Group Human Resources Management System. The system streamlines talent management and performance processes and engages all employees in everyday people-related matters. We also rolled out additional building blocks of our Performance Development Process based on the leadership platform "Leading the TITAN Way," launching specialized training courses and a new performance calibration process.

To enhance our support for lifelong learning, we added experts to our HR team, focused on addressing our employees' development needs, and created a new Group learning and development function.

More than 80% of our employees participated in training courses during 2017, with the majority of our training man-hours focused on non-managers. Most of the training involved safety, while we also increased the training given on the environment, on compliance with our Code of Conduct and on sustainability-related policies.

### TITAN GROUP LTIFR

Employees and contractors (all activities)



### New hires (gender)

**17.5%**  
women

### Internships resulting in new hires

**39**

### Training man-hours

**155,587**  
(2016: 158,210)

### Contributing to sustainable communities

Developing and sustaining a working relationship with the communities where we operate is fundamental to building trust with local stakeholders and generating opportunities to support local prosperity, creating value for all.

We have acknowledged the sustainability of communities as a material issue and have set a 2020 target to develop and update our Community Engagement Plans in all key TITAN operations.

Our aim is to continue building on our distinctive approach, through a common global framework that is agile and can be adapted to local requirements.

Helping young people to build the skills they need for employment remains a focus area for us. Over the last two years, we have increased our efforts to support quality education, employment and entrepreneurship in our sphere of influence. In 2017, we launched the new Group Quality Internships Guide, which was built on the know-how and expertise we gained as co-initiators of the European Pact for Youth. The Guide emphasizes the importance of providing quality training and addresses the need to cover skills gaps. We also strengthened our collaboration with educational institutions and we now have more than 300 partnership agreements in place that have resulted in 910 offers for internships. Of these internships, 39 resulted in new hires.

TITAN Group donated in cash and in-kind the equivalent of €2.1 million to local communities in 2017 in support of community development programs focused on education, health and safety, the environment, poverty alleviation and unemployment.

### Supply chain sustainability

We acknowledge that through supply chain sustainability we can deliver long-term environmental, social and economic value for all stakeholders involved in the value chain. In 2017, we continued the Group Procurement Transformation program that was launched in 2016. The program aims to optimize the number of TITAN suppliers, build longer-term and more value-adding relationships, focusing on the “total cost of ownership” concept and driving greater focus on sustainability. We selected one of the world’s leading providers of supply chain risk management solutions to pilot and test a standardized approach to supplier prequalification, including sustainability criteria, in our operations in the United States, in preparation for further rollouts in 2018.



Roanoke cement plant, USA



Kamari cement plant, Greece