

# SUMMARY SUSTAINABILITY REPORT 2014





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# SUSTAINABILITY KEY INDICATORS

SUSTAINABILITY KEY INDICATORS	UNIT OF MEASURE	YEAR 2012	YEAR 2013	YEAR 2014
<b>OVERALL DATA: CLINKER AND CEMENT PRODUCTION</b>				
Clinker	t/year	3.270.146	3.499.254	<b>3.406.654</b>
Cement	t/year	3.589.510	3.855.021	<b>3.588.136</b>
<b>ENVIRONMENTAL PERFORMANCE</b>				
Revenue	Thousands of €	251.072	263.767	<b>237.076</b>
Net Value	Thousands of €	74.633	73.371	<b>58.483</b>
Earnings before interests and taxes, depreciation and amortization [Ebitda]	Thousands of €	21.296	19.382	<b>4.124</b>
<b>PERFORMANCE AMBIENTALE</b>				
<b>Energy total and specific consumption</b>				
Total heat energy	GJ/year	12.500.209	13.002.950	<b>12.816.100</b>
Specific heat energy	GJ/t clinker produced	3,82	3,72	<b>3,76</b>
Total electrical energy	GJ/year	1.705.098	1.783.415	<b>1.736.188</b>
Specific electrical energy	GJ/t cement produced	0,43	0,42	<b>0,42</b>
<b>Waste recovery in the production process</b>				
Recovery of waste used as raw materials vs. the total quantity of materials used	%	5,7	6,1	<b>6,5</b>
Recovery of waste used as fuels vs. the total quantity of fuels used	%	8,8	7,9	<b>8,7</b>
<b>Atmospheric emissions</b>				
CO <sub>2</sub> total emissions	t/year	2.794.805	3.017.265	<b>2.943.783</b>
CO <sub>2</sub> specific emissions	Kg of CO <sub>2</sub> /t of clinker produced	854,6	862,3	<b>864,1</b>
<b>Dust, sulfur dioxide (SO<sub>2</sub>) and nitrous oxide (NO<sub>x</sub>) emissions related to clinker firing lines</b>				
Dust total emissions	t/year	75,6	70,9	<b>47,2</b>
Dust specific emissions	g/t of clinker produced	23,1	20,3	<b>13,9</b>
Sulfur dioxide total emissions	t/year	67,9	95,1	<b>60,5</b>
Sulfur dioxide specific emissions	g/t of clinker produced	20,8	27,2	<b>17,8</b>
Nitrous oxide total emissions	t/year	7.187	7.138	<b>6.906</b>
Nitrous oxide specific emissions	g/t of clinker produced	2.198	2.040	<b>2.027</b>



SUSTAINABILITY KEY INDICATORS	UNIT OF MEASURE	YEAR 2012	YEAR 2013	YEAR 2014
<b>Environmental investments</b>				
Investments for environmental protection	Thousands of €	4.175	3.022	<b>3.918</b>
Expenses and investments for environmental monitoring	Thousands of €	453	581	<b>821</b>
<b>Mining areas management</b>				
Total surface of soil authorized	Ha	1.238,43	1.242,76	1.255,75
Total surface of soil used	%	17,6	17,4	17,7
Total surface of soil restored or undergoing environmental restoration processes	%	9,3	10,0	10,1
<b>SOCIAL PERFORMANCE</b>				
<b>Staff</b>				
Total number of employees at Colacem	no. of men	1.019	995	<b>938</b>
	no. of women	44	44	<b>38</b>
<b>Occupational health &amp; safety</b>				
Accidents – <i>Occurrence rate</i>	No. of accidents occurred every 1 million hours of work	17	20	<b>22</b>
Accidents – <i>Severity index</i>	Working days lost per hours worked, multiplied by 1000	0,30	0,69	<b>0,61</b>
<b>Training sessions</b>				
Total hours of training at Colacem	no. of hours	11.793,4	8.992	<b>10.357</b>
<b>Stakeholders involvement</b>				
Visits to our production sites	no. of visitors	727	714	<b>1154</b>



# LETTER FOR OUR STAKEHOLDERS

G4-1, G4-2

Cement is a broadly used product all around the world. If used in the right and proper way, it can contribute in ensuring a good quality of life to all of us, while at the same time safeguarding human beings, environment and the whole planet.

Cement plays a key role in the creation of our living spaces, where we usually live, work, and establish relationships with other people. It is a fundamental element in the construction of those infrastructures, which allow people to move and goods to be transferred. Cement is suitable for a great variety of uses.

We are cement manufacturers. We produce cement in the best way possible, by implementing the latest technologies, both in terms of control and environmental impact reduction systems and high quality products, thus guaranteeing high performances over time.

Our stakeholders, along with the public, have been given the possibility to monitor and assess the quality of our work for various years, because all our data is available on our Colacem Sustainability Report. The last edition of the Report provides important information and data, which are presented in a very clear and transparent way. In the same way, we believe the reader will immediately identify and acknowledge the Colacem approach towards sustainability, which we conceive as a perfect balance between economic factors, people and the environment. We have been pursuing this concept of sustainability, thanks to a practical and responsible way of doing business, which is based on high managerial and technical skills.

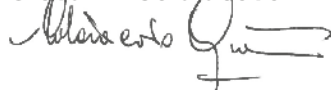
While reconfirming our openness to ideas exchange and confrontation, in the full and mutual respect of diverging opinions and different roles covered, we hereby remind you that we are very pleased to show our production sites to whoever wishes to visit them, and our whole structure is happy to provide visitors with any detailed information which has not been mentioned and published in this report.

Many changes have taken places since we founded our company almost 50 years ago, which have affected our way of doing business, as they involved changes at a global level, innovations and new scientific and technical solutions. Yet our true values and passions have always remained the same, such as creating something important, improving people's life style, contributing in the development and growth of our country in general, and, in particular, in the communities where we are present.

**We hope you will enjoy reading the Colacem 2014 Sustainability Report.**

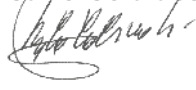
*Colacem President*

**Giovanni Colaiacovo**



*Colacem CEO*

**Carlo Colaiacovo**




*Colacem President*

**Giovanni Colaiacovo**



*Colacem CEO*

**Carlo Colaiacovo**



# 1. COLACEM AND CORPORATE SOCIAL RESPONSIBILITY

> 1.1 Colacem commitment to sustainability

> 1.2 Key players, not only in Italy, but all around the world

More than  
**10.000**  
clients

**2.689**  
local  
suppliers

**1.154**  
visitors  
in plants





## 1.1 COLACEM COMMITMENT TO SUSTAINABILITY

**Colacem is one of the most recent companies to enter the cement manufacturing market in Italy; nevertheless, it has been the third Italian cement producer and the first cement exporter for many years now.**

The decisive factors that have allowed the company to grow and become a market leader so quickly, are all ascribable to our corporate vision which has always been focused on sustainability. In an industrial sector characterized by high volumes and strongly affected by energy costs, our very efficient production sites, where the waste of fuels and raw materials has always been monitored and minimized, are the key element to our success.

In fact, this is the result of our 'mission' aimed at always implementing the best technologies available and at the continuous revamping of our plants, which can be undoubtedly considered among the most technologically advanced in Europe.

Our focus on the environment, which could have been seen as a 'futuristic' way of doing business in the 60s (nowadays, it's the latest trend) has been the key factor for Colacem to become a market leader in the national and international scene.

**Today more than ever, sustainability means competitiveness.**



Gubbio (PG) Production Plant  
(Italy)



Galatina (LE) Production Plant  
(Italy)

## 1.2 KEY PLAYERS, NOT ONLY IN ITALY, BUT ALL AROUND THE WORLD

Our industrial approach, characterized by attention to sustainability and years of knowhow, has allowed the company to also grow internationally : in fact, we have always applied our vision in every country we operate in, from Canada to the Dominican Republic, from Spain to Albania and Tunisia, in addition to complying with all local standards in force.

Technical investments and industrial strategies implemented by us with the end-goal of combining the Group development and its economic sustainability with environmentally friendly policies, energy savings, occupational safety and health, high quality of products and services supplied. Always keeping the “individual” at the core of all these activities.

For instance, as a result of our continuous revamping of plants and the implementation of the best technologies available on the market, our production site in Tunis, is considered to be the most modern plant in Africa, and the Palenque site (Dominican Republic) is undoubtedly the most technologically advanced in the Caribbean.



Tunis Production Plant  
(Tunisia)



Palenque Production Plant  
(Dominican Republic)



## 2. ECONOMIC SUSTAINABILITY

> 2.1 Building sector

> 2.2 Balance-sheet data summary

**11**  
plants  
over  
**3**  
continents

**3<sup>rd</sup>**  
Italian  
cement  
producer

**1<sup>st</sup>**  
Italian  
cement  
exporter





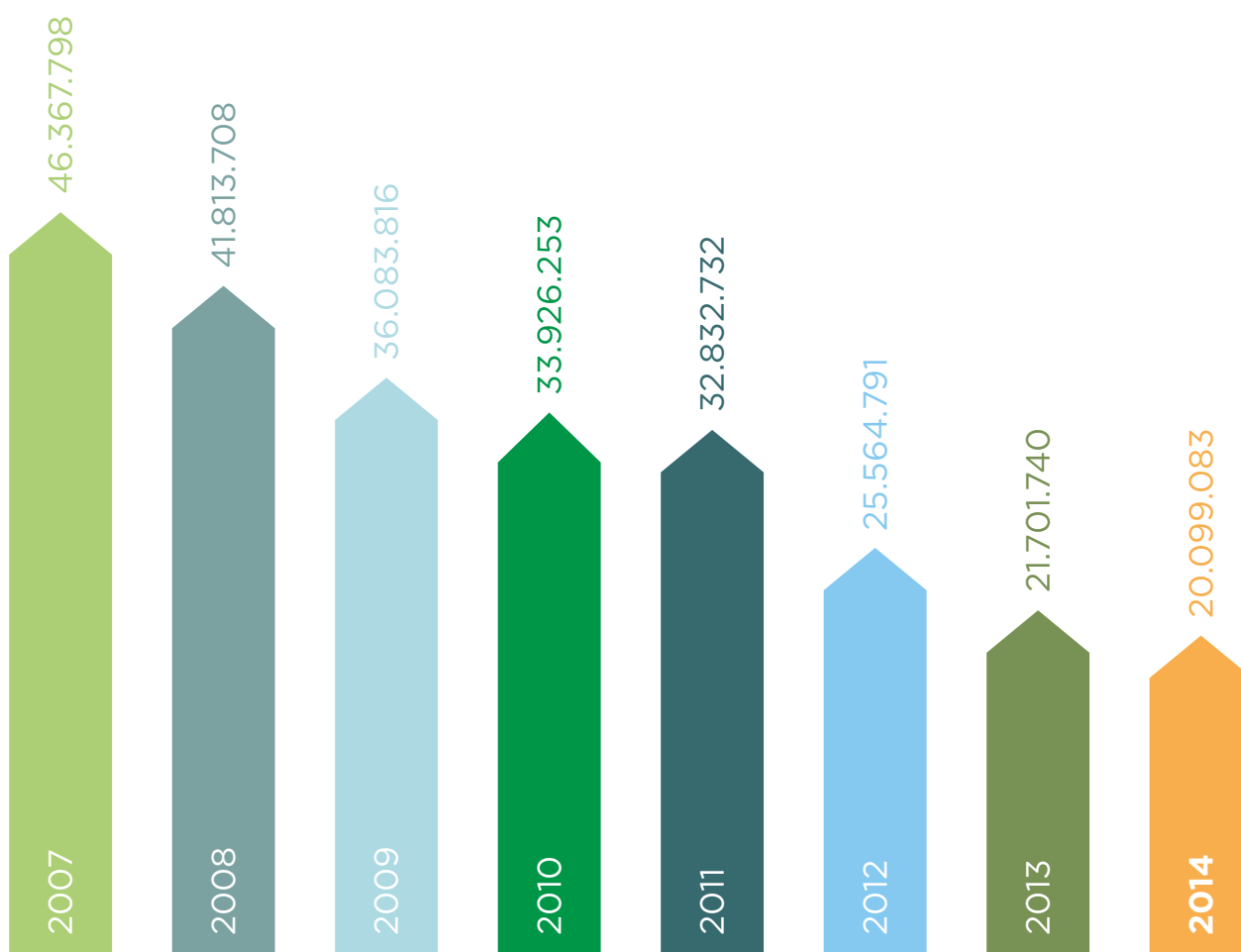
## 2.1 BUILDING SECTOR

The building sector has been experiencing a recession phase for the seventh year in a row, which makes the related scenario very dramatic in Italy, both in financial and employment terms.

The market of cement partially follows the construction one. **Cement production** had a **6,7%** drop in Italy in 2014 for the eighth consecutive year, with **21,5 million tons**. The cement production sector has lost 55% of domestic production since 2006.

Even **cement national supplies**, in the amount of about **19,3 million tons**, had a **7%** reduction compared to last year.

[ CEMENT CONSUMPTION IN ITALY - 2007/2014 ] \*



\*VALUES EXPRESSED IN TONS

## 2.2

# BALANCE-SHEET DATA SUMMARY

	Year 2012	Year 2013	Year 2014	2014/2013 % Deviation
<b>Revenue</b>	<b>251.072</b>	<b>263.767</b>	<b>237.076</b>	<b>-10,12%</b>
<b>Net value</b>	<b>74.633</b>	<b>73.371</b>	<b>58.483</b>	<b>-20,29%</b>
<b>Earnings before interests and taxes, depreciation and amortization [Ebitda]</b>	<b>21.296</b>	<b>19.382</b>	<b>4.124</b>	<b>-78,72%</b>
<i>% on revenue [Ebitda margin]</i>	<i>8,48</i>	<i>7,35</i>	<i>1,74</i>	
Amortization	19.664	18.933	17.278	-8,74%
<b>Earnings before interest and taxes [Ebit]</b>	<b>1.632</b>	<b>449</b>	<b>-13.154</b>	n.s.
<i>% on revenue [Ebit margin]</i>	<i>0,65</i>	<i>0,17</i>	<i>-5,55</i>	
Investment Income	10.022	12.049	14.557	n.s.
Financial Income and Charges	-2.670	-3.148	-4.078	29,54%
Valuation adjustments to financial assets	-1.977	-1.206	-126	n.s.
Extraordinary Income and Charges	3.398	-248	16.818	n.s.
<b>Result before taxes</b>	<b>10.405</b>	<b>7.896</b>	<b>14.017</b>	<b>77,52%</b>
<b>Operating profit</b>	<b>5.192</b>	<b>4.942</b>	<b>14.146</b>	<b>186,24%</b>
<i>% on revenue</i>	<i>2,07</i>	<i>1,87</i>	<i>5,97</i>	
<b>Cash Flow (Profit + amortizations + valuation adjustments)</b>	<b>26.833</b>	<b>25.081</b>	<b>31.550</b>	<b>25,79%</b>
<i>% on revenue</i>	<i>10,69</i>	<i>9,51</i>	<i>13,31</i>	
<b>Net worth</b>	<b>385.935</b>	<b>385.876</b>	<b>395.154</b>	<b>2,40%</b>
<b>Net Financial Position vs. Third Parties</b>	<b>-94.847</b>	<b>-94.253</b>	<b>-105.491</b>	<b>11,92%</b>
<b>Technical Investments</b>	<b>21.959</b>	<b>3.391</b>	<b>4.445</b>	<b>31,08%</b>
<b>Investments in shareholdings</b>	<b>3.060</b>	<b>8.114</b>	<b>353</b>	<b>-95,65%</b>

## 2.2.1 > TECHNICAL INVESTMENTS

**Technical investments for about 4,4 million Euros** were made in 2014, against 3,4 million Euros in 2013.

Some minor interventions have involved our other production sites and terminal ports, aimed at **keeping efficiency levels of all our production plants very high**, with a special focus on environmental protection and workplace safety.

**4,4**  
**MILION**  
**EUROS**

invested in 3-years  
period  
protection

over  
**35%**  
**PURCHASES**

made c/o  
local suppliers

**11**  
**MILION EUROS**

in environmental  
in the 3-years  
period



## 2.2.2 > EXPENSE FOR PROTECTION OF THE ENVIRONMENT

### G4-EN31

The management of environmental impact has always been one of Colacem's strong points. This is also proven by the expenses and investments made in the 3-year period, 2012-2014, which have remained considerably high despite the fierce crises the sector has been going through.

Consequently, the about 11 Million Euros invested for environmental protection in this triennium, represent an even higher value if we consider the 50% decrease we have faced in our turnover over the last 6 years. In addition, it is particularly remarkable that both investments and expenses for environmental monitoring and control activities increased of about one million Euros, compared to 2013.

Investments for protection of the environment (thousands of €)	2012	2013	2014
<b>TOTAL</b>	<b>4.175</b>	<b>3.022</b>	<b>3.918</b>

Our commitment to **monitoring atmospheric emissions** is demonstrated by a cost trend that has continued to grow over the last three years.

Expenses and investments for environmental monitoring activities (thousands of €)	2012	2013	2014
<b>TOTAL</b>	<b>453</b>	<b>581</b>	<b>821</b>

# 3. ENVIRONMENTAL POLICY

- > **3.1 Sustainable resource use**
- > **3.2 Emission prevention and reduction**
- > **3.3 Management of mining areas and biodiversity**





**386.000**  
TONS OF WASTE

recovered as  
raw materials

over  
**40.000**  
TONS OF CO<sub>2</sub> SAVED

thanks to the use  
of biomasses

**-40%**

of dust specific  
emissions

**3**

new, natural  
gas fed trucks  
purchased

over  
**15.000**  
INDIGENOUS TREES

planted for  
environmental  
restoration  
purposes

Colacem's dedication in preventing and reducing environmental impact is carried out with a threefold approach:

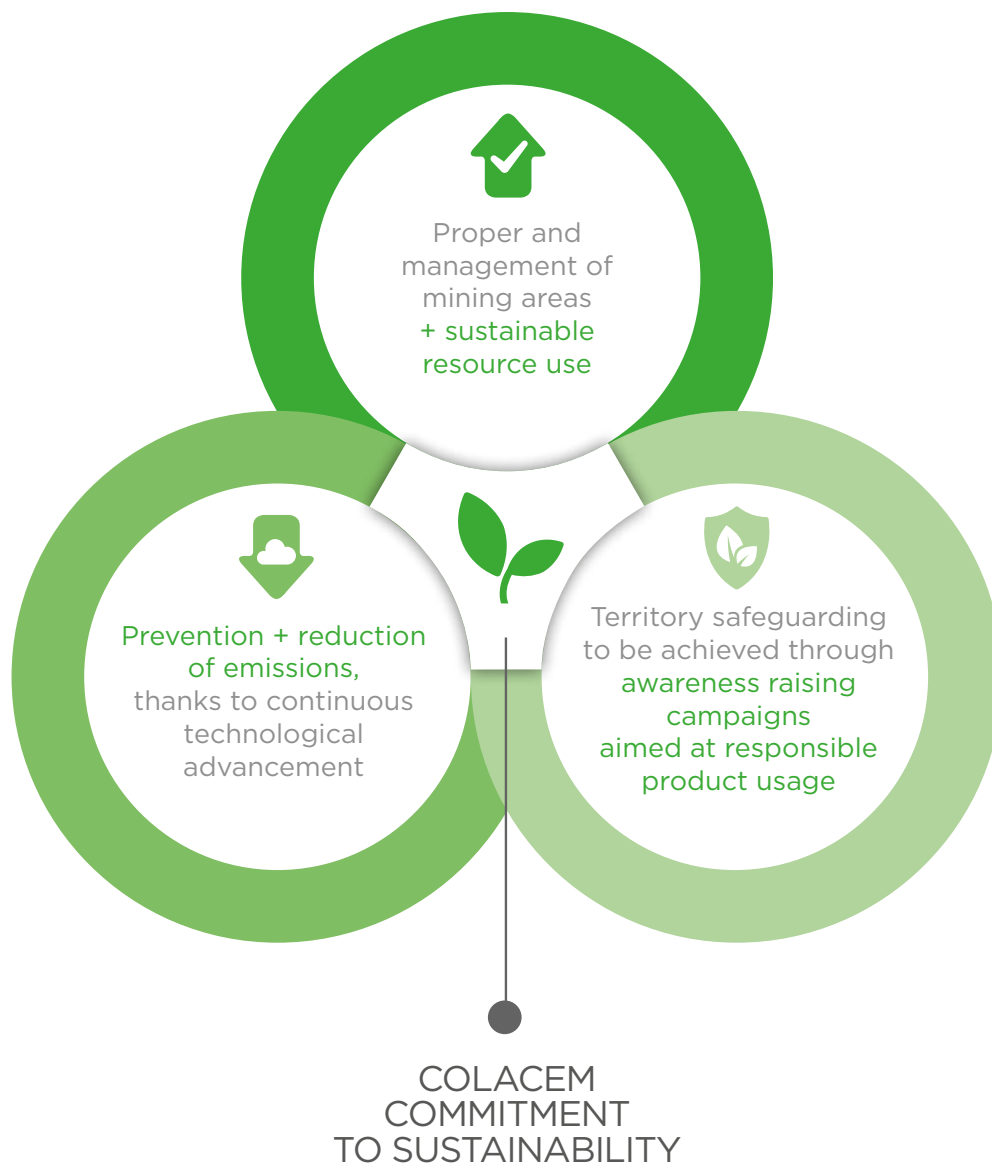
1. Proper and sustainable management of **mining areas** and **sustainable resource use**.
2. **Prevention and reduction of emissions**, thanks to continuous technological advancement.
3. Territory safeguarding to be achieved through awareness-raising campaigns aimed at **responsible product usage**.



## 3.1 SUSTAINABLE RESOURCE USE

Every activity carried out by man, even the most seemingly insignificant and harmless, has some kind of impact on the environment.

Of course, this does not mean that man can stop carrying out necessary activities, such as building hospitals to treat diseases and schools to assure education. Cement plays a key role in these cases, and cannot be easily replaced with other materials.



For this very reason, Colacem has always ‘interpreted’ the concept of **sustainability as the capacity of all production sites to produce cement as efficiently as possible, by reducing the consumption of fuels and non-renewable natural raw materials as much as possible. Therefore, preventing and minimizing the impact of its activities on the surrounding environment.**

### 3.1.1 > RAW MATERIALS

Cement is a mix of marl, limestone, clay and gypsum, which is ground and then fired at about 1450°C. In some cases also kaolin, pozzolana and other materials are used, which have the common characteristic of being naturally mined. The extraction of natural resources from extraction sites represents one of the major environmental impacts in the cement production process. **G4-12**

The use of natural raw materials can only be partially reduced, by using production scraps from other industrial sectors whose characteristics are similar to the ones of raw materials used for cement production.

The above described process does not entail any specific plant engineering adjustments, **does not modify the product technical characteristics and does not result in any variation of atmospheric emissions.** **G4-EN27**

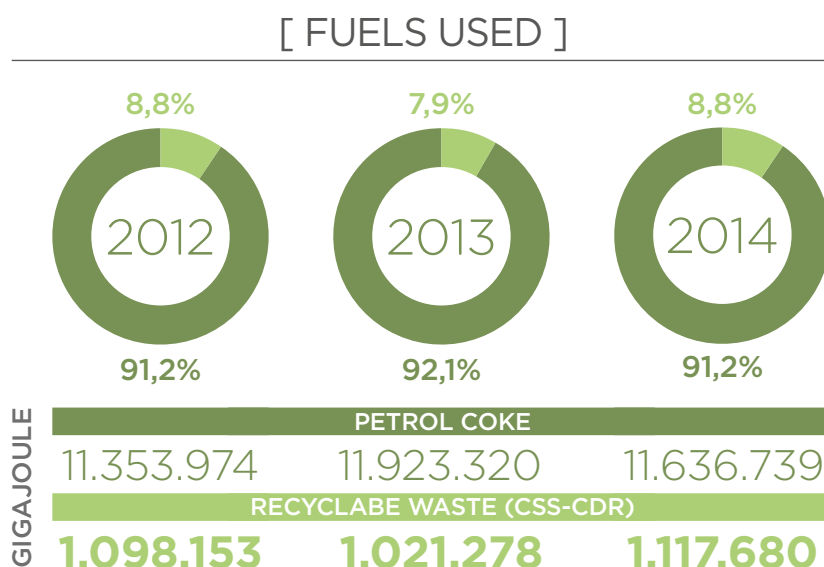
Colacem used about 5,6 million tons of natural raw materials in 2014, slightly reducing the use made in 2013. **Non-hazardous waste used as raw material** amount to about **386.000 tons**, counting for about **6,5% of the total amount**, marking an increase both in terms of absolute value and in percentage. **EN1-EN2**

### 3.1.2 > ENERGY CONSUMPTION **G4-EN3, G4-EN5**

Cement production is a highly energy-consuming activity.

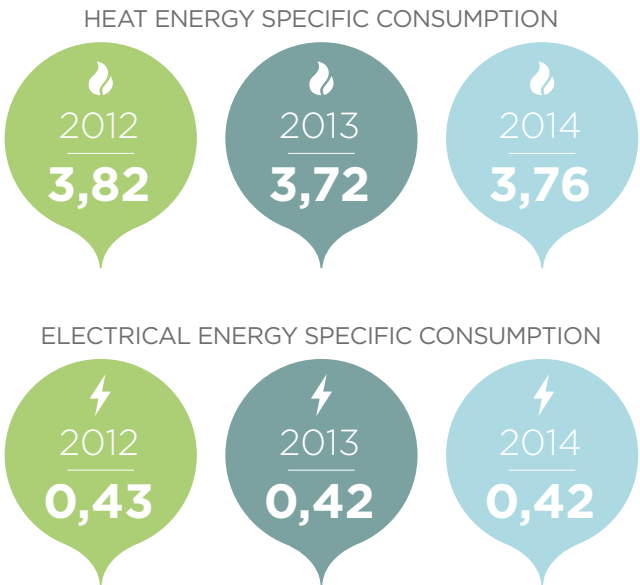
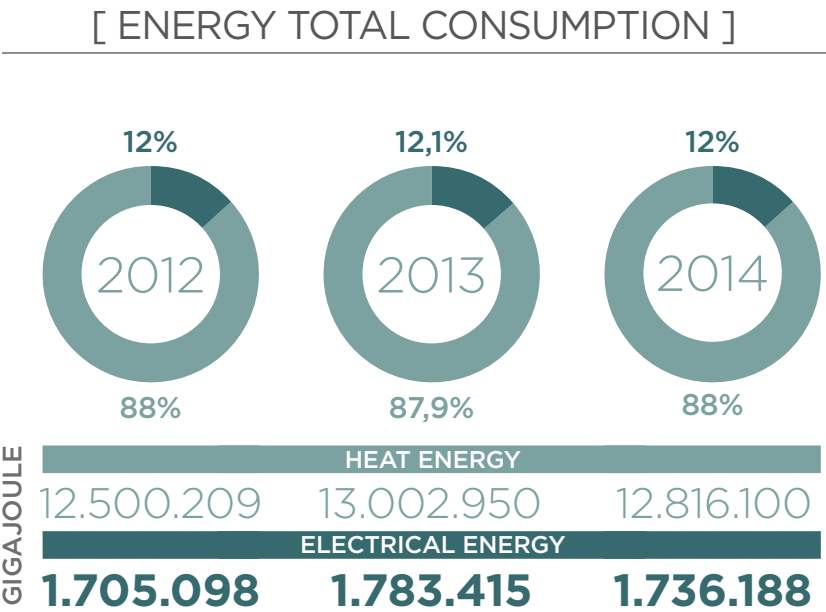
The purchase price of **energy**, be it either heat or electrical, used for cement production, represents **more than 50% of the all costs** met for all the purchases made. Needless to say, it is clear how much attention is given by our production plants on the proper use of energy.

The principal fuel used is petrol coke. The total expense, as well as the unit cost incurred in 2014 for this resource, have basically remained unchanged compared to the previous year.



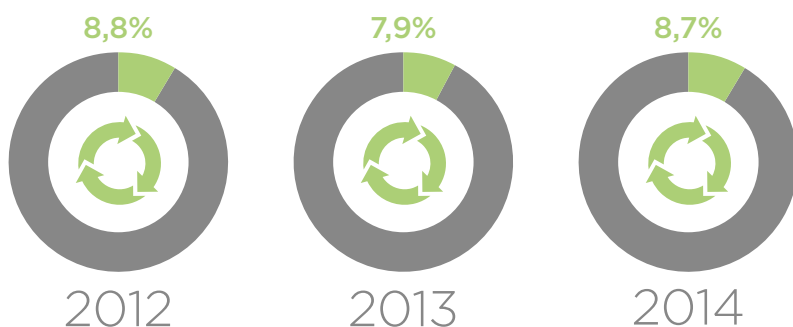
The chart above shows how the use of coke decreased from about 11,9 million GJ in 2013 to 11,6 million GJ in 2014.

The quantity deviation of other fuels (fossil coal, fuel oil and methane gas), over the years, is not particularly significant for two main reasons: it is usually linked to unforeseeable random factors, and the quantities used are very small compared to the principal fuel one.



**Total consumptions are directly related to production volume trends:** for this reason they slighted decreased in 2014, while **specific consumptions** tend to remain unchanged over the years, as a result of the already **very high efficiency of Colacem production plants**.

## [ RECYCLABLE WASTE (CSS-CDR) ]



**The replacement of fossil fuels** is one of the practices that allows scraps or waste materials to be recycled and used in the cement production process. **The use of CSS (CDR)** to partially replace petrol coke, is a **good practice** we have been implementing in the Rassina, Sesto Campano and Caravate plants.

The percentage of **recycled waste on the total amount of fuels used** reached about **8,7%** in 2014, higher than in 2013, but still below the **Italian sector average (13,3%)**, which is itself very low if compared to the other percentages reached in the **most virtuous European countries, all exceeding 40%**. **G4-EN7**

Such an unsatisfactory figure is mainly due to **political reasons**, as it is in no way the result of technical-plant engineering deficits or corporate strategic choices.

## 3.2 EMISSION PREVENTION AND REDUCTION

Limiting climate changes through the reduction of CO<sub>2</sub> emissions is increasingly important nowadays, not only in terms of environmental protection. Doing business in a sustainable way means being more competitive. Any company willing to reduce CO<sub>2</sub> emissions will surely see its efforts transformed into competitive advantage.

The strategy Colacem has been pursuing is focused on the improvement of production plants efficiency and on the use of high biomass content waste for energy related purposes. In particular, Colacem is undertaking actions to reduce CO<sub>2</sub> specific emissions that cover three different aspects:

- 1. Replacing natural raw materials with non-hazardous decarbonized “waste”.** For instance, the use of ashes deriving from various combustion processes in place of raw materials in the production of clinker, allows for a significant reduction of CO<sub>2</sub> emissions deriving from raw mixture decarbonation processes.
- 2. Using recycled materials,** like flying ashes (deriving from coal combustion processes, in addition to pozzolana and limestone), in the cement composition thus partially replacing clinker.
- 3. Using Refuse-Derived Fuels /Solid Recovered Fuels (RDF/ SRF), thus partially replacing the principal conventional fuels** (usually petrol coke), in the firing line.

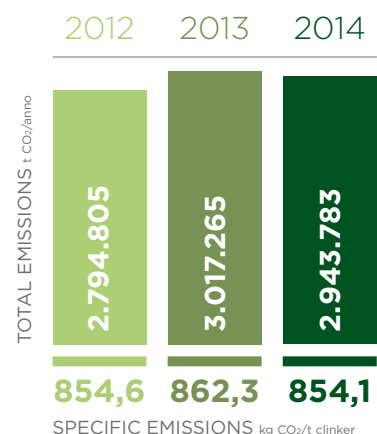
The recycling of scraps or waste materials in the production of cement reaches the best results in the **replacement of fossil fuels**. The use of RDF (SRF) as partial replacement of petrol coke in Rassina, Sesto Campano and Caravate production plants, has allowed us to obtain a reduction of CO<sub>2</sub> emission factor thanks to their biomass content.

Colacem reduced CO<sub>2</sub> emissions of **over 40.000 tons** in 2014, thanks to the **use of biomasses**.

**The CO<sub>2</sub> emission factor** is always continuously monitored. The following chart shows how the Linear Emission Factor (LEF), that is the CO<sub>2</sub> specific emission, has amounted to about **860 LEF** (Kg CO<sub>2</sub>/ton clinker) for various years.

**The CO<sub>2</sub> emission factor of cement mainly depends on the clinker percentage it contains. The greater the quantity of clinker, the higher the emission factor.**

### [ CARBON DIOXIDE TOTAL AND SPECIFIC EMISSIONS ]



### 3.2.1 > OTHER EMISSIONS

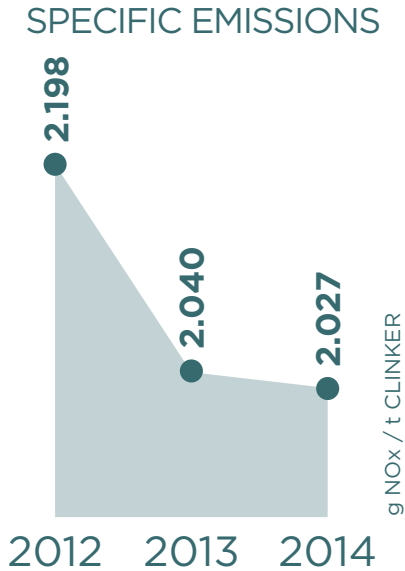
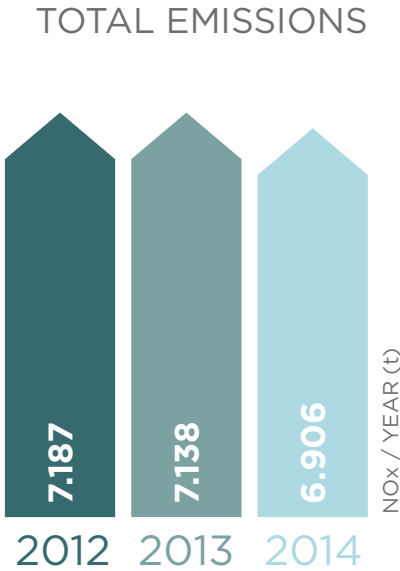
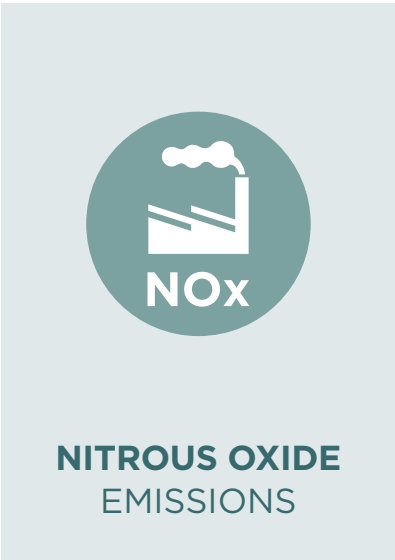
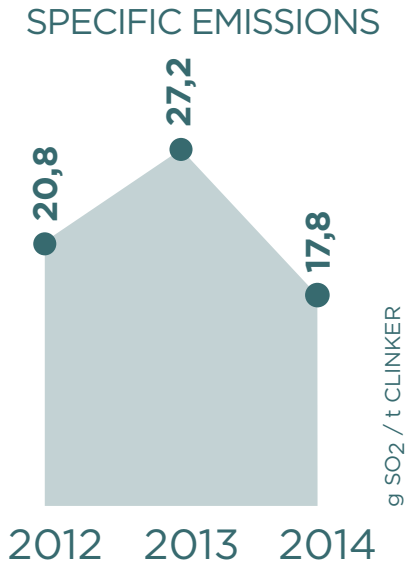
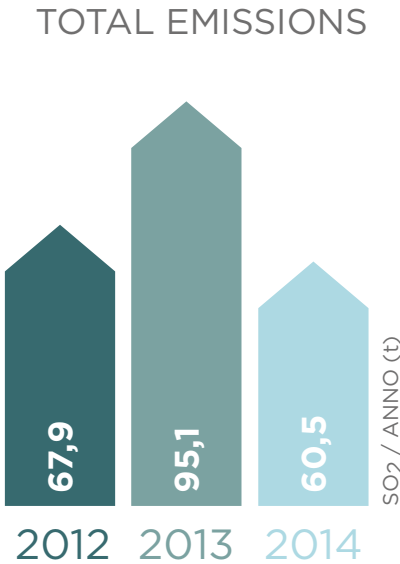
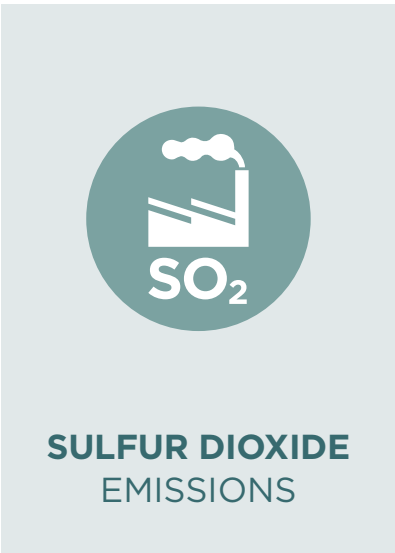
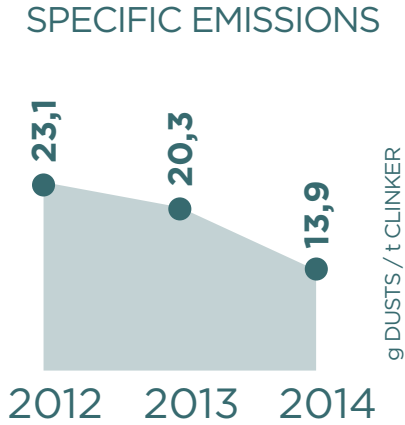
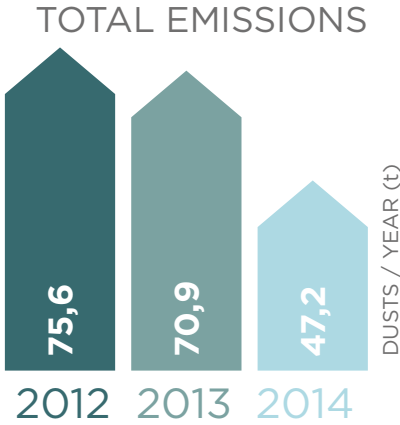
Total emissions caused by cement factories are obviously directly connected to cement production, which has been marking a decrease since 2007. Companies can assess the extent of their efforts and investments aimed at preventing environmental impacts, thanks to the **specific value of emissions**.

Firing lines in Colacem production plants are equipped with specific **Continuous Emissions Monitoring Systems (CEMS)**, which measure, collect, process and record all data related to atmospheric emissions of various pollutants. Those data are **constantly monitored and verified by the various regional ARPA ( regional environmental protection agency )**, which then publish them.

It shall be taken into account that all emissions have now reached very low levels, very close the minimum, which can hardly be improved. Nevertheless, values measured are **well below the limits set forth by relevant standards** in each plant.



[ EMISSIONS RELATED TO CLINKER FIRING LINE ]





### 3.3 MANAGEMENT OF MINING AREAS AND BIODIVERSITY

G4-EN11, G4-EN12, G4-EN13, G4-MM1, G4-MM2, G4-MM10

Colacem is well aware that any mining activity entails a change in the places where it is carried out, thus impacting the environment, local eco-systems and the landscape. Therefore the company's goal is to **reduce the impact of its mining activities as much as possible**, making **environmental restoration possible by giving it a new naturalistic value**, protecting **biodiversity and ecosystems**, and providing the community with new usable spaces.

The attention Colacem has always paid to the management of its quarries and mines, described in the previous editions of this report, is also mentioned in the “**Guidelines for the Designing, Management and Restoration of Mining Areas**”, published by **Aitec and Legambiente**, where the environmental cultivation and restoration methods implemented by Colacem are detailed. Among the 5 examples of good practices of environmental restoration, presented as case studies, 2 of them belong to Colacem: the San Marco mine in Gubbio (PG) and the Lustrelle former – quarry in Cutrofiano (LE).





Raw materials are extracted in **16 sites**, including quarries and mines, found **in the vicinity of each cement production plant**, throughout Italy. All the mining activities carried out by Colacem are the result of **mining cultivation projects, which include environmental restoration plans** of the areas where excavation was performed. Financial commitment is given by the cost analysis for environmental restoration made during the planning stage.

Our outmost dedication to environmental restoration over the years, is proven by figures: **more than 15.000 trees and shrubs of different types planted for environmental restoration purposes** in 2014.





# 4. PEOPLE AND WORK

> 4.1 Relationships with local communities

> 4.2 Human resources policies

**98%**

of workers on  
a permanent  
contract

**956**

Employees

**10.357**

hours of  
training





## 4.1 RELATIONSHIPS WITH LOCAL COMMUNITIES

G4-MM6, G4-MM7

Colacem has always given maximum importance to establishing good relationships with local communities, as it is aware that its activities are inevitably connected with the territories where its production sites are based.

The company, in addition to bringing economic and occupational benefits, also aims at fostering cultural and social development in the territories where it operates.

In fact, it has more than once given its contribution to the realization of cultural, religious, social, sport and environmental projects and events, whenever they were in line with both the community's expectations and its corporate vision.

The company's awareness of having the most technologically advanced production plants represents its strong point. Colacem's are highly technological factories, which have been continuously revamped, in order to produce cement in the safest way and with the lowest environmental impact. For this reason, the company is very proud to open them to whoever wishes to visit them and learn more about technical processes, as well as to those who just need to be reassured on the methods and procedures implemented by us in order to minimize environmental impacts.





Stakeholders involvement	Unit of measure	Year 2012	Year 2013	Year 2014
Visits at our production plants	Number of visitors	727	714	1154



## 4.2 HUMAN RESOURCES POLICIES

### 4.2.1 > CORPORATE STRUCTURE

The total number of employees at Colacem is **956**, as of 31/12/2014, plus another 20 collaborators. **Open -ended contract** employees represent almost the whole workforce (**98%**).

The table below shows Colacem' s staff mix, split by category (directors, middle-managers, white collars, blue collars). **G4-9, G4-10.**

	2012	Number of women in 2012	2013	Number of women in 2013	2014	Number of women in 2014
Directors	27	2	26	3	26	3
Middle-managers	59	4	58	4	55	3
White collars	382	38	374	37	345	32
Blue collars	575	0	561	0	530	0
Total	1.043	44	1.019	44	<b>956</b>	<b>38</b>

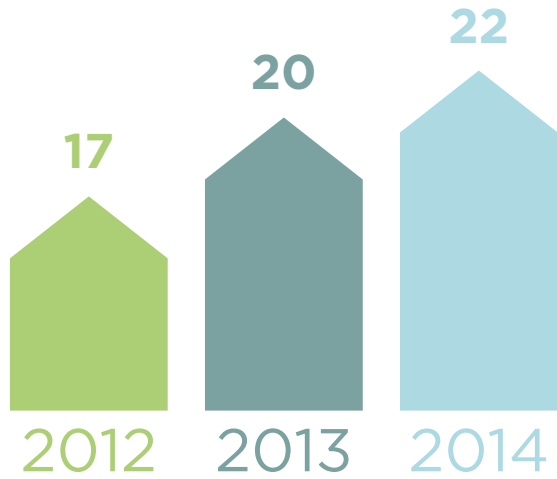
### 4.2.2 > OCCUPATIONAL SAFETY

Colacem has always been committed to occupational safety and health, as it has always considered its workforce as a key value of its corporate culture. The development of new technologies and work methods and procedures, is aimed at guaranteeing a safe and healthy work environment to all its employees and collaborators, in addition to being important in terms of production efficiency.

The Group can count on a whole structure in charge of safety, with a centralized control room and various local managers working in the various plants.

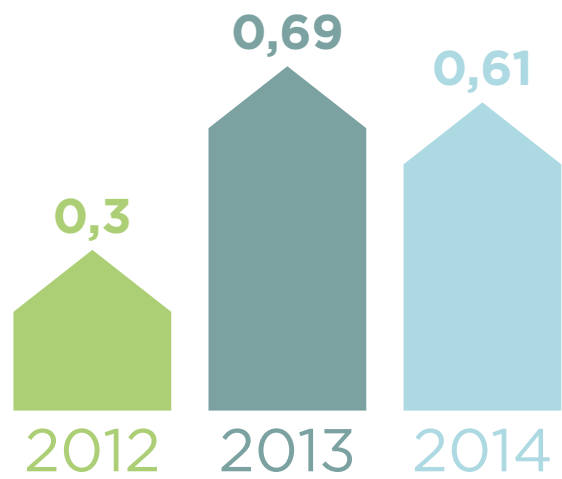
Colacem constantly **trains and raises its staff awareness** on work place risk prevention; in fact, training sessions on these topics represent more than 50% of the company total training hours.

[ ACCIDENT OCCURRENCE RATE ]



NO. OF ACCIDENT/WORKING HOURS X 1,000,000

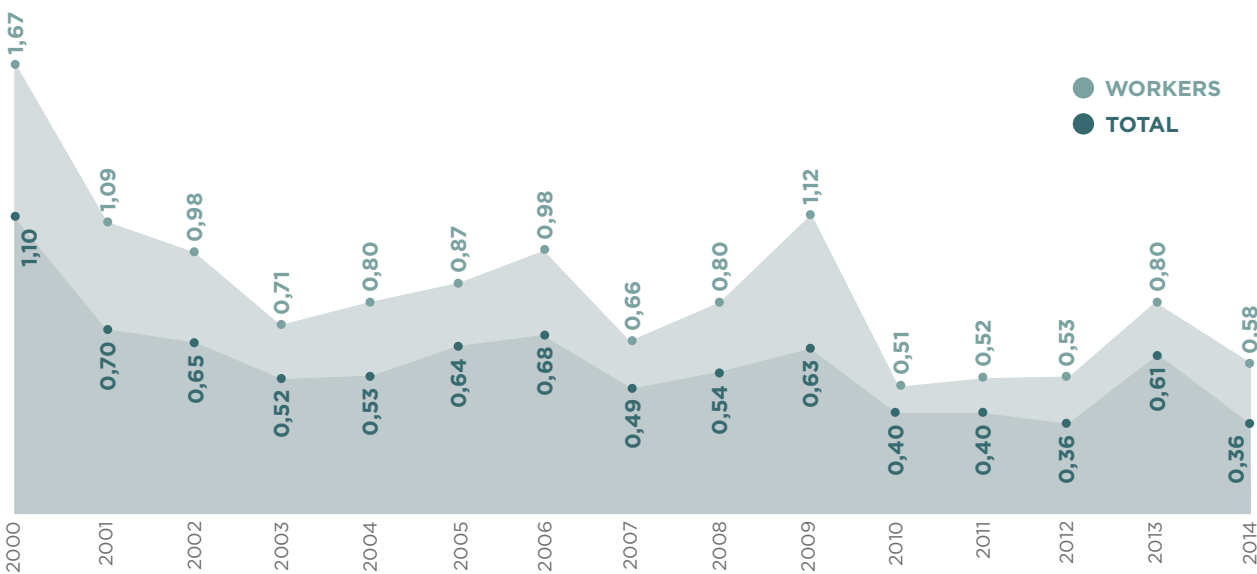
[ ACCIDENT SEVERITY INDEX ]



NO. OF DAYS LOST/HOURS WORKED X 1,000

The schedule relating to the three-year period 2012/2014 shows that the values (consistent with the ones reported by FEDERMACO - Italian Federation of Prime Building Materials), are at a very restrained level both in **frequency** and **seriousness**, demonstrating the efficiency of the constant efforts sustained by the Company and by the cement sector in the last 15 years as for **prevention**.

[ OVERALL FIGURES ITALY 2014  
SERIOUSNESS OF WORKPLACE ACCIDENTS ]



Good results have been achieved in this field; nevertheless, in line with our continuous improvement policy, we have decided to further boost the proper management of initiatives dealing with workplace safety and hygiene, so that they can go hand in hand with the company growth.

### 'SICURAMENTE' ( SAFETY) PROJECT

Activities of a dedicated team, made up of employees working in the headquarters and in the production plants, effectively started in 2014, with the end goal of creating a **shared IT tool** in order to better manage, monitor, and analyze the causes and effects of work accidents. The project represents a further attempt aimed at reducing the number and severity of accidents, by spreading and gaining greater awareness on safety, increasing training and information activities, and implementing additional preventive actions, which will focus on people's behavior, as well as on **technical and production aspects**. The project's first step was completed in 2014, with the creation of a **computerized accident database**, which is shared by the headquarters and the production plants. This tool has allowed for a precise and real-time updated analysis of accidents, thus providing the data to carry out an in-depth study on the **main causes of accidents**. This analysis has led us to choose the most suitable partner, who is one of the best global groups in the field of "safety", to undertake dedicated training activities.

The project actually started in September 2015.



### 4.2.3 > PERSONNEL TRAINING G4-LA9

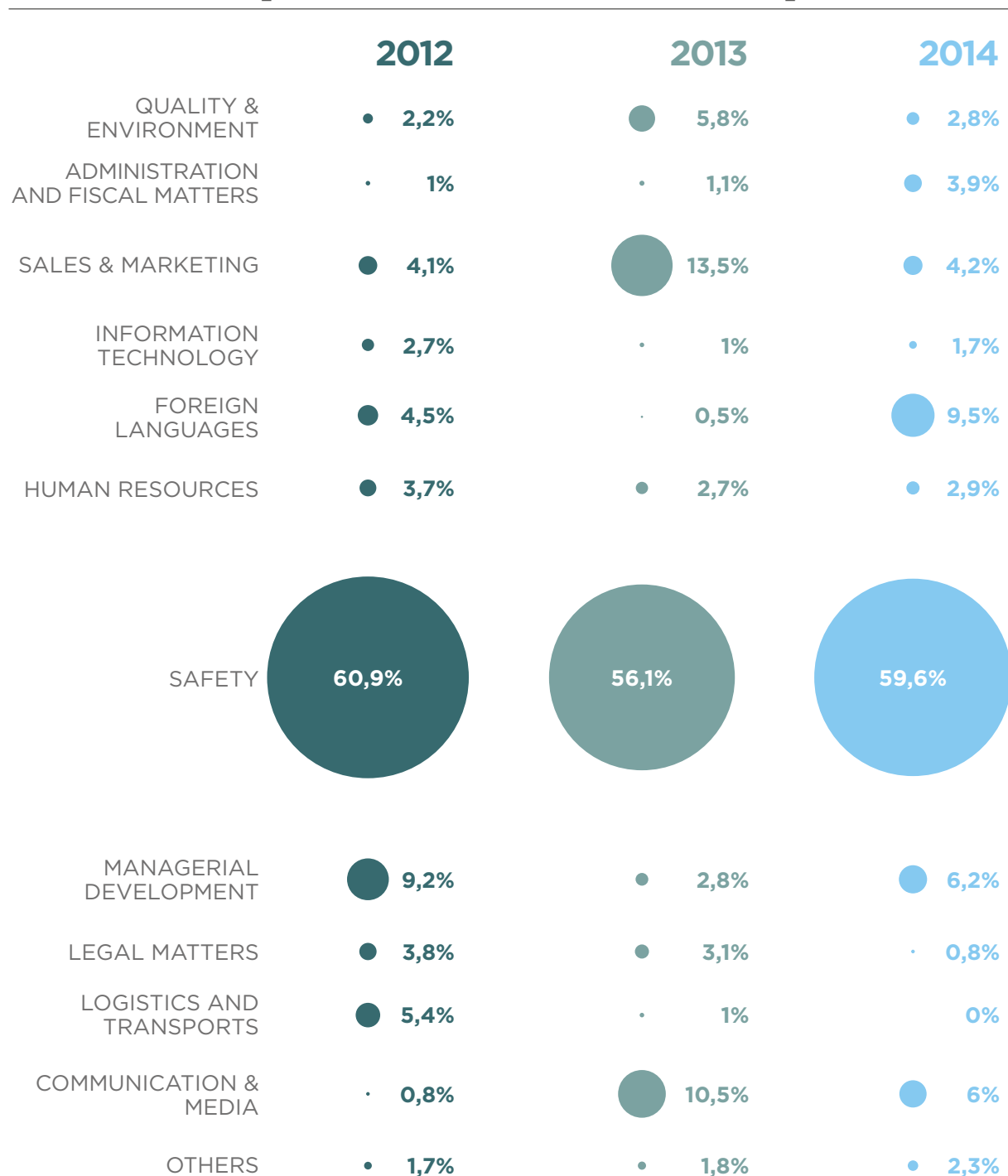
The training programme combines **sharing activities**, aimed at raising awareness of being part of a whole team, with specific training activities aimed at increasing the **skills of each company role**. **10.357 hours of training** were provided in **2014**, involving **683 employees**.

	Unit of measure	Year 2012	Year 2013	Year 2014
Total training hours in Colacem	no. of hours	11.793	8.992	10.357



Most of the **training sessions** (almost 60%) **dealt with safety**, as data analysis revealed. These courses were addressed especially to operators in the production plants, and were aimed at raising the personnel awareness on prevention and proper management of risks connected with workplace safety.

### [ TRAINING ACTIVITY THEMES ]



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