



Contents

Introduction	01
Today's Issues and Sustainability	04
Message from the President Director	06
Sustainable Solutions	10
Circular Economy	20
Climate, Water and Nature	26
People and Communities	36
Governance	48
Awards and Activities	50
About this Report	52
Company Profile	54
GRI Context Index	58

What do you think about our reporting? Holcim welcomes feedback from stakeholders on this report, and aims to provide clear and sufficient information to stakeholders.

If you wish to provide feedback on the content of this report or seek further information about the report or Holcim Indonesia, please contact:

Diah Sasanawati (Anna)
Corporate Communication Manager
Talavera Suite 15th Floor
Talavera Office Park
Jl. Letjen. TB Simatupang No. 22 - 26
Jakarta 12430
Phone: (+62) 21 2986 1000
Fax: (+62) 21 2986 3333
Email: Diah.Sasanawati@lafargeholcim.com

We are the integrated building solutions company.

Holcim Indonesia has completed a strategic acquisition.

We are part of the global LafargeHolcim group

and celebrating a unique combination of talent and expertise.

We are committed to sustainability: the heart of our innovation and growth strategy.

Why are we excited to be ONE?

ONE company: creating scale & efficiency, offering end-to-end solutions for customers via an integrated value chain and supply network.

ONE economy: solutions for affordable housing, mobility and better living standards in modern cities. We build the vital connectivity & infrastructure for balanced sustainable growth.





ONE earth: sustainability begins with environmental stewardship at all facilities sites, extending beyond our fence into innovative solutions to conserve, renew and recycle.

ONE society: we follow an inclusive approach sharing knowledge, empowering stakeholders and adopting standards for safety, integrity and transparency for the benefit of all.

A new leader for a new world

As PT Holcim Indonesia Tbk., a member of the LafargeHolcim Group we are part of a global enterprise, a leader in construction materials. We believe we have a responsibility to make a positive difference through the development of innovative solutions to address some of our planet's biggest issues. And in our inclusive business initiatives and programmes, we place sustainability at the heart of who we are and what we do. It is one of our core values and embedded in our communications with all stakeholders.

Our core values: CRISP

Health and Safety is overarching	
Customers	 listening and serving
Results	 a passion to achieve our goals
Integrity	 being honest, accountable and ethical
Sustainability	 leadership in environmental stewardship and shared values with society
People	 care, respect openness, inclusion, collaboration and reward for high performance

Our commitments

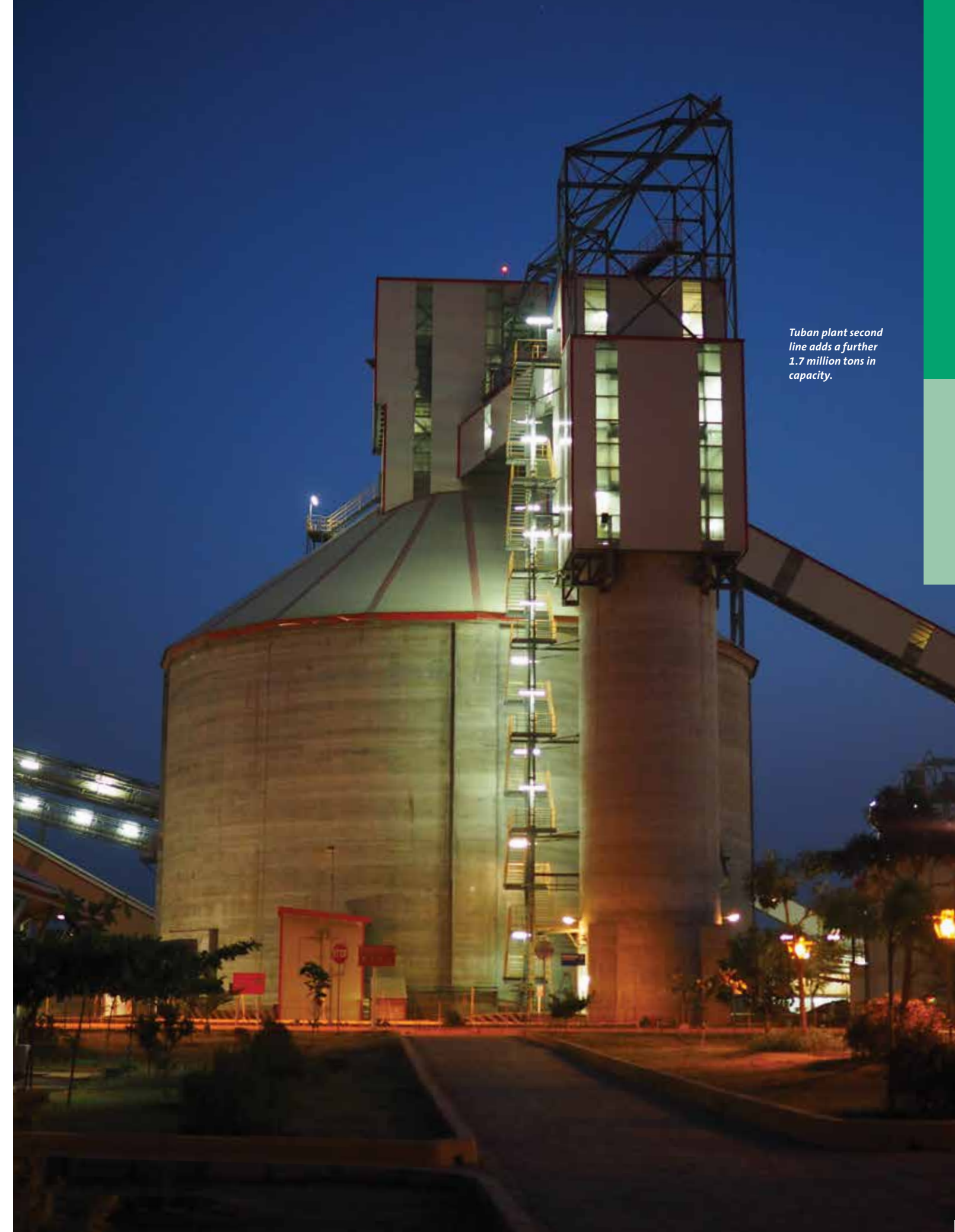
- Leadership in environmental stewardship, to be a role model for future generations
- Proactive engagement with our stakeholders, to create shared value with society
- We drive sustainable solutions throughout the entire value chain

This report features a number of short case studies to demonstrate how we fulfilled these commitments in 2015.

Today's Issues and Sustainability

By taking a sustainable approach to every aspect of our operations, we can play a role in furthering economic progress, responsible resource management and social development. As population growth places ever greater pressure on our planet there are many issues to address:

Today's issues, many of them interlinked...	are opportunities for us to use inclusive and innovative thinking
<p>Urbanisation: Indonesia's cities face overcrowding, unplanned and informal slum development, rising poverty and health risks. There are over 64 million house units in Indonesia, about 20% of them in poor condition. Estimates for the unmet backlog vary from 10-15 million units. Government launched the 'One million houses' initiative in April 2015 and aims to build 10 million units by 2019.</p>	<p>We have trained over 20,000 masons in safe and effective construction to build affordable homes. This has been a long-term commitment to disciplined higher standards in the SME building sector.</p> <p>A new pilot project in eco-friendly affordable housing has been developed to address the significant backlog in homes.</p>
<p>Connectivity: traffic jams stifle productivity, slow the daily commute, incur significant logistics costs, rising emissions and engine wear. All major cities face increasing pressure on road networks and both the Trans Java and Trans Sumatra highways are still works-in-progress.</p>	<p>Our paving solutions ensure busways and city streets are serviced and open 24/7.</p> <p>Our concrete solutions are used in airports, seaports and highways. Hard rock aggregates support railway foundations and drainage systems.</p>
<p>Infrastructure – not only public transportation, but affordable, reliable power is essential for a sustainable economy. In three years Government has targetted additional 35 GW electricity capacity with currently 10.5% under construction.</p>	<p>We supply product and expertise from the continuous pouring of massive chimneys for power stations to marine cement in concrete for bulk terminals</p>
<p>Poverty: Indonesia's poverty gap widened in 2015, in a slower growth economy.</p>	<p>Our community relations programmes provide education, health advice, training, entrepreneurial and livelihood creation and microfinance support.</p>
<p>Climate and Environment: In 2015 - an El Nino year - new records were set in CO₂ emissions and deadly haze from peat and forest fires. Air quality in cities is also worsening and flood disruption from clogged waterways is an annual threat to thousands in the low lying capital and other coastal cities.</p>	<p>Geocycle, our waste management specialists assist a growing range of industries to eradicate waste and thus remove the risk of CO₂ and other emissions from landfills. Our ThruCrete pervious concrete solution mitigates flood risks in the built environment.</p>
<p>Resources: deforestation, overfishing, unregulated mining and unsustainable farming methods impact the natural resource base.</p>	<p>We work extensively with local communities on responsible resource management and alternative sustainable livelihood creation. All sites have biodiversity programmes, site greening and restoration activities.</p>



Tuban plant second line adds a further 1.7 million tons in capacity.

Message from the President Director

Making a positive difference



The 2030 Plan

Sustainability is part of our heritage and one of the core values at Holcim Indonesia. Today we are part of LafargeHolcim group, a global leader in construction materials, seeking to encourage the construction sector to play its part in addressing some of today's biggest issues including population growth, urbanization and infrastructure, housing needs, climate change and resource management.

Gary Schutz,
President Director

The merger of Lafarge and Holcim in 2015 has resulted in the creation of a new roadmap – The 2030 Plan. The plan aims to ensure the construction sector of tomorrow will be innovative, climate-neutral and circular in its use of resources. It will be respectful of water and nature. It will be inclusive - enhancing quality of life for all.

The 2030 Plan sets out defined objectives:

- increasing the contribution of sustainable solutions to our financial performance,
- reducing CO₂ emissions, utilizing waste as a resource,
- targeting a reduction in freshwater withdrawals,
- seeking positive change for biodiversity and
- committing to good health and safety for our people at work and in the community

It includes bold plans to develop affordable housing and sanitation as central to our inclusive approach to society. Many of these plans are already being realized as described in this report.

The LafargeHolcim Group and Sustainability



Our sustainable track record

Globally, in a study by DNV GL Group, Holcim led other participants in terms of lowest CO₂ footprint per ton in the cement industry, by being 10% more efficient than the average while staying on track to reduce CO₂ emissions by 25% by end of 2015. A new global target has been set to reduce this further by 40% based on a 1990 baseline.

Locally, our CO₂ emissions have reduced by 20% over the past decade to a low of 636 kg CO₂ per ton

of cementitious materials in 2014. We recorded an increase of 2.2% to 650 kg CO₂ per ton in 2015 a year of testing and start up conditions at our new Tuban plant. We remain committed to clinker factor reduction, higher utilisation of waste, and alternative fuels such as biomass. We recorded a 2% increase in revenues from building materials solutions delivered with enhanced sustainability. Our Geocycle waste management team had another record year in providing total waste solutions for a growing range of industries.

Message from the President Director

**COP21 Paris
December 2015**



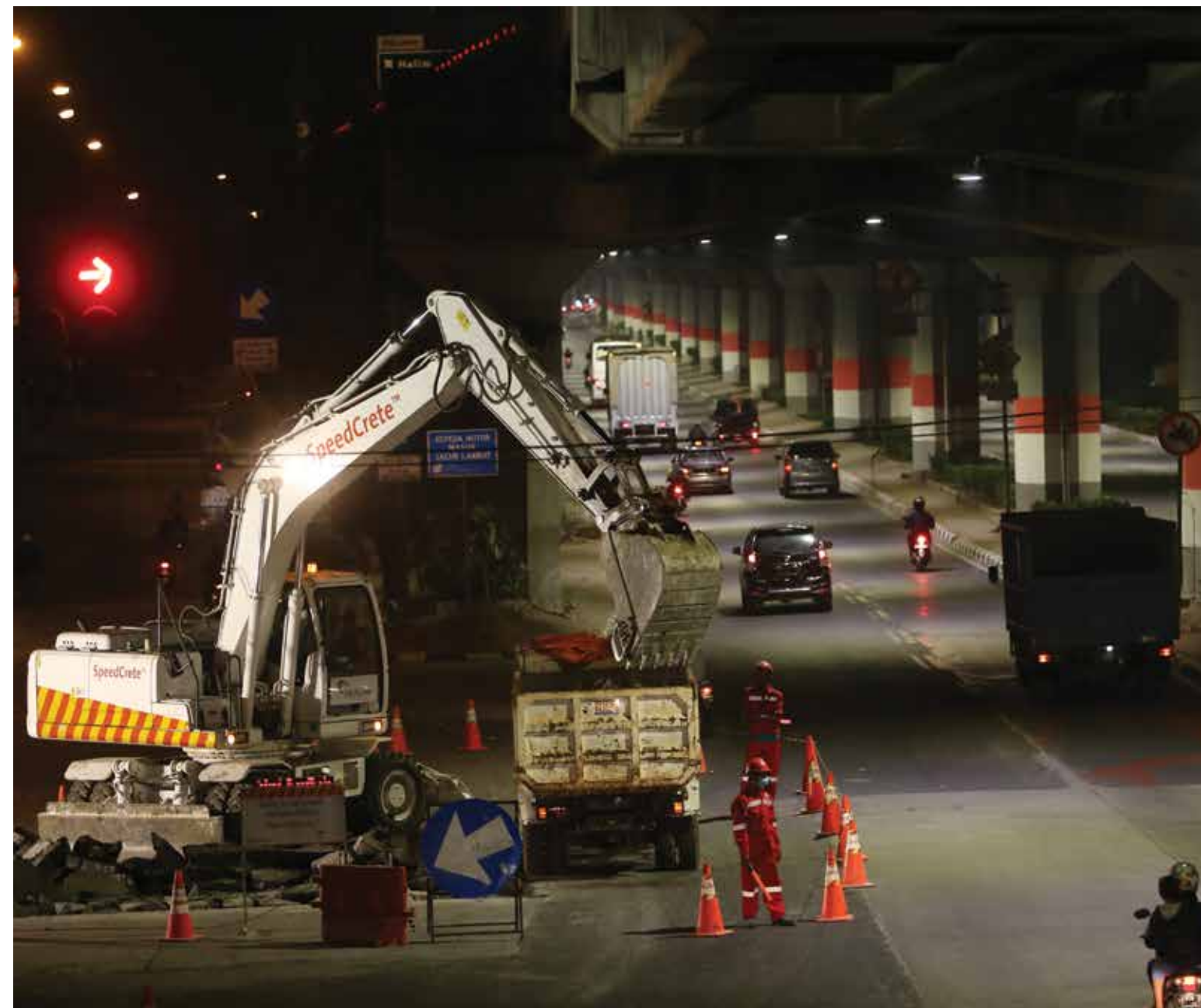
Standing for the “Cooperation of Parties” and 21 years of meetings, the Paris conference attended by LafargeHolcim, was highly significant. For the first time in 20 years of UN negotiations with the involvement of over 190 countries, the meeting concluded with a universal commitment to keep global warming below 2° C.

We continued to push ahead on a variety of fronts in 2015. An Avoided Emissions Tool has been trialled locally for our product SpeedCrete, which demonstrates to customers how they can quantify savings and avoidance of CO₂ emissions as a result of using one of our solutions. This is also appropriate to ICS - our indoor climate solution system used for reducing the CO₂ impact over the life of a building.

We finalized a study on managing municipal sorted waste with the Government, the University of Gadjah Mada and local community groups at our Cilacap plant. Our biodiversity baseline study for Jeladri quarry was completed with community engagement on how to manage and reduce the risks associated with illegal deforestation and fire, particularly important during the drought conditions recently, brought on by the El Nino effect. A second biodiversity assessment proceeded at Maloko aggregates quarry. A water-monitoring project at Narogong plant has been started with installed water flow metering, and an examination of quality from plant outflows. And we have set up Tuban, Narogong and Cilacap offices as part of our commitment to a total Eco-Office following the successful certification of our Head Office.

Health and Safety

Our overarching value in everything we do, safety and health are essential. We were able to meet our target of lost time injuries - frequency rate (full time employees & contractors) at 0.5 and achieved 2.31 million safe working hours (full time employees) without incident. Targets set for employee lost time injuries – severity rate and for third party contractors were not met. We regret one fatality to a third party contractor in a public road accident, which has been thoroughly investigated and our efforts continue to ensure all drivers are regularly tested for fatigue and undergo safe driving training.



*Transforming
the repair and
maintenance
of city road
networks.*

Community

This report carries a considerable number of case studies demonstrating the depth and extent of our work in the communities that surround our plants as well as our reach into the construction sector and vital projects that we support.

Governance

We take our reputation extremely seriously and every year a number of important activities are conducted in addition to vital risk management routines and the work of ensuring we maintain the requisite level of governance as a leading public company in Indonesia, complying with all industry and capital market requirements.

Time

Sustainability by definition takes time and patience. In addition to the initial resource and investment costs associated with our business operation, multiple years of investment are needed in proper site preparation, the establishment of social capital and the development of shared and inclusive community programmes to establish rapport and acceptance with the communities we serve and live alongside. This year in recognition of the completion of the Tuban plant we have provided insight on the extent of local CSR activities. It serves equally to demonstrate the considerable efforts of our employees at all of our operations.

We hope in reading this report you will share our commitment that, whatever the state of the economy, we can all make a positive difference.

Gary Schutz
CEO and President Director
PT Holcim Indonesia Tbk



Sustainable Solutions



Sustainable Solutions



In 2015 sales from sustainability enhanced solutions contributed about 2% of total revenues. Our target requires an increase of 2% per year in order to attain the global goal of one third of all revenues from this source by 2030.

Holcim is keeping Indonesia on the move, sustainably. Our quality cement based building materials are a vital prerequisite in urbanization, infrastructure, housing and industrial development. We feature here a selection of our sustainable solutions meeting customer needs in 2015.

Pioneering new standards in sustainable buildings

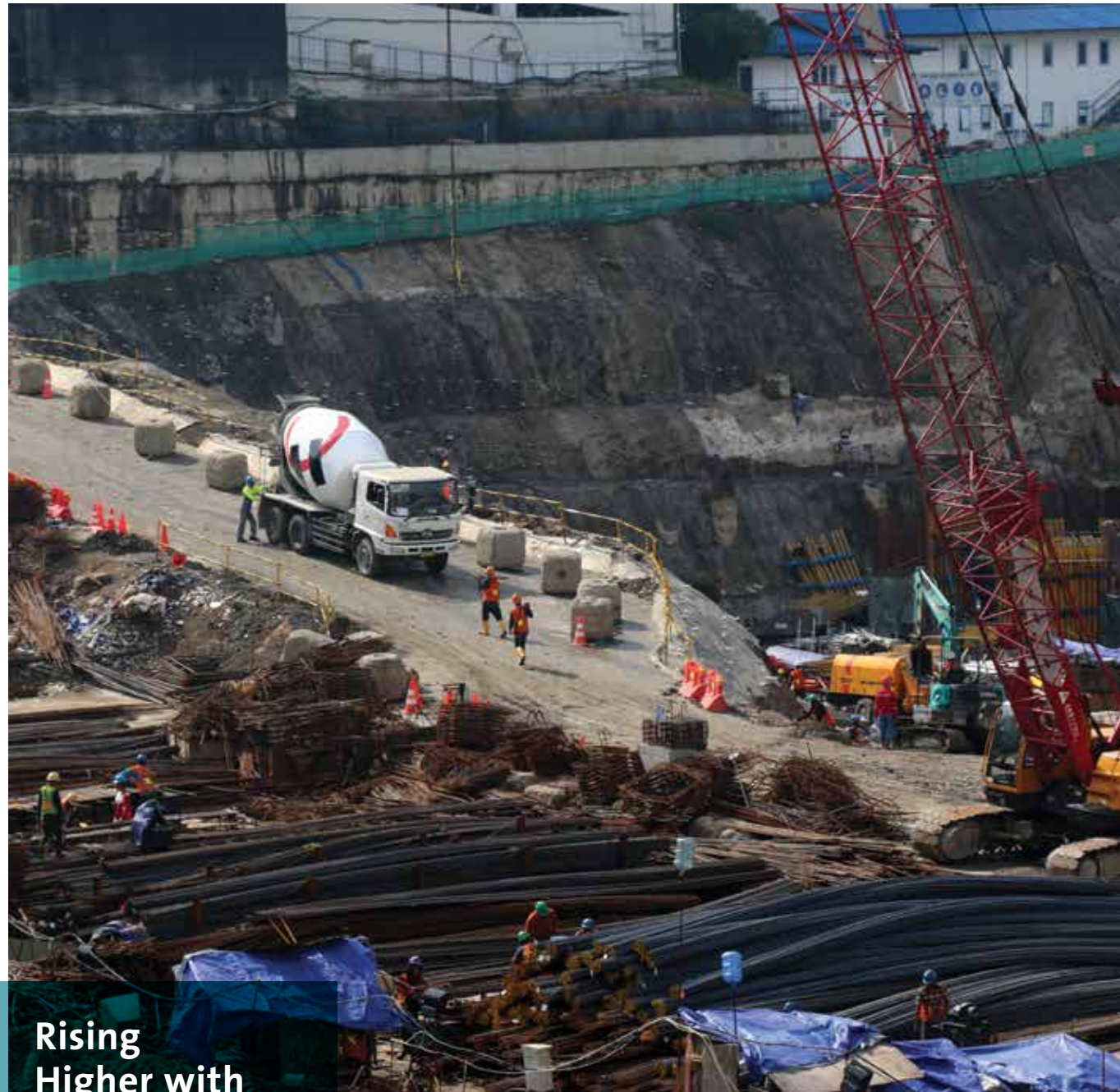
The Paris UN Climate conference COP21 highlighted the importance of cities, responsible for more than 70 percent of global energy related carbon dioxide emissions. They can be positive contributors to reducing greenhouse gases. Common standards are being developed to measure city level emissions as a step towards more effective strategies to create more livable cities. Holcim customers already have access to technology that will cut carbon emissions and save significant costs over the working life of any building.

ICS

Indoor Climate Solution radiant cooling introduced in Jakarta by Holcim capitalizes on thermal storage capacity in concrete floor and ceiling slabs using a network of water cooled tubes. Embedded in the design, it becomes an integral part of the building, providing significant energy savings potential over the entire life of the property. The use of radiant cooling via thermal storage capacity within floor/ceiling slabs means operative and surface temperatures will be substantially lower, cutting consumption of electricity for air conditioning. This provides customers with the means to reduce the carbon impact of the building



*Senopati 46 –
towards a platinum
LEED first for
Indonesia.*



Rising Higher with EzyfloCrete

In 1996 Jakarta's skyline was transformed by the distinctive Wisma 46 office tower which soared 262 metres from the ground to the tip of its crowning spire. Twenty years later Holcim is supplying the construction of Thamrin 9 (*site pictured*), a new breed of giant towers 56% higher, at 312 metres and 70 floors dwarfing Wisma 46. Supplying quality concrete to such dizzy heights is a major achievement, only possible thanks to the Holcim EzyfloCrete solution.



as well as lower operating costs. ICS was installed in 2015 in Indonesia's first building to seek certification under the USA Green Building Council Platinum LEED Standard (leadership in energy and environmental design), with another, a high-rise signature building under construction to be fitted with ICS in 2016.

Managing urban space

In order to provide comfortable living space, room for adequate greenery and still contain urban sprawl, cities must inevitably build upwards, and Jakarta's skyline is testament to such needs. In their conception, large tower blocks create issues: the higher the building, the greater the challenge to deliver building materials for the construction process. Such issues mean time and extra costs. Holcim EzyfloCrete is the solution, a material that can literally climb higher, capable of being pumped to heights of 50-70 floor buildings... beyond the reach of ordinary concrete.

The massive loads in high-rise buildings necessitate dense steel reinforcing. EzyfloCrete is self-compacting and this means it can spread easily, filling formwork and encapsulating even the most congested reinforcement. It also offers efficiencies in the construction process, reducing the need for, and cost of mechanical vibration equipment and manual labour associated with heavier mixes. EzyfloCrete is a perfect partner for Holcim's Indoor Climate Solution radiant cooling system, flowing smoothly around the ICS cooling pipes. It is also a great solution for parapets and beams and highly effective for filling gaps between precast sections in bridge structures. It's a preventative measure to avoid the risks and associated extra costs of integrity issues from honeycombing or disaggregation.

Road and highway solutions

We continued to keep the traffic moving with our fast setting concrete road paving solution, SpeedCrete. Over 90% of transport on the densely populated island of Java is road based. Indonesia is the 15th largest car producer worldwide, churning out about 1.1 million vehicles every year. In the absence of completed major toll roads such as the Trans Java Highway and less than 60% of national roads actually paved, the country faces a daily struggle with ever rising transport costs and delays in delivering goods to market.

Jakarta's city streets are under enormous pressure from unprecedented levels traffic. The annual rainy season exacerbates normal wear and tear and ongoing elevated bus-way and construction work on the city's new MRT system places further pressure on available road space. The SpeedCrete seven hour paving solution has revolutionized the repair of road surfaces, removing disruption of conventional road works – but literally renewing the road surface overnight and to a higher standard thanks to laser screed technology for a smooth cambered surface. A recent study on traffic standstill underlines environmental issues and wasteful use of fuel. By cutting traffic congestion we can significantly reduce harmful CO₂ emissions from idling engines.

Despite Government 'fast track' standards of 14, 7 and 3 days based on regular concrete, the reality of road closures for even a matter of days is costly. The Holcim SpeedCrete offer of complete resurfacing and repair in a matter of hours overnight is a breakthrough which has changed the entire approach to road management. Furthermore In 2015 Holcim qualified SpeedCrete under the Government's transparent, e-katalog on line procurement system completed a number of key contracts to supply the city of Jakarta with paving solutions for its bus-ways.

Overnight road repairs, in just seven hours.



Addressing the risks of urban flooding

For officials managing infrastructure in cities across Java, the prospect of rains from the northwest monsoon is a challenge. Every year as urban population grows, so do their worries about urban flooding and broken thoroughfares. Parts of the Jakarta are actually sinking. Holcim ThruCrete is ideally suited for sidewalks, parking areas for light vehicle and public spaces in housing or office areas. It provides a strong and durable surface that is also pervious, allowing easy drain-off and water table replenishment after heavy rainfall. And it is a solution already successfully used to keep airport taxiways flood free. To assist the city authorities in making their plans, Holcim provided a demonstration in 2015 of the effectiveness of ThruCrete in Rasuna Said, Jakarta.

Yusmada Faizal, Head of Highways Jakarta

'These environmentally friendly products are very important, with traffic friendly SpeedCrete working in the evenings to keep our roads open. Using ThruCrete rainwater can be directly absorbed into the soil to reduce the dangers of surface water. We can see the reliability of this approach. Now the most important thing is to put these products into the city's electronic tender system (e-catalog) so we can be ready, when the time comes.'

Nana Yudiana, Head of Roads and Bridges Department of Highways Bogor

'The ThruCrete pilot project demonstrated that a coarse base thickness of 7cm and cavity ranges of 30% can absorb 66 litres of water per square metre so it seems like a good fit for the geographic conditions and the pedestrian needs in Bogor, 'the rainy city'. In 2016 we will propose this pedestrian concept for the Botanical gardens and Ahmad Yani, youth sports centre. The cost is a secondary consideration, when the technology can solve the problem, offer benefits and is environmentally friendly.'

Sandi Suhendar Head Chief of Engineering Bandung

'When it rains we also face many problems from water runoff and flooding in Bandung. Our leader Ridwan Kamil, wants roads which can absorb rainwater and ThruCrete is a breakthrough that fits this need. Also



it addresses the replenishment of groundwater, one of several media to collect and channel rainwater, alongside lots of biopori holes and infiltration wells that we have created.'

Affordability and aspirations among homeowners: Holcim Mortar

The latest census indicates half of all Indonesians now live in urban areas. That's a huge market seeking modern buildings to house about 118 million people – and an aspirational one. Today's city families are

leaving behind old traditions in red bricks, switching to light cement-based blocks which pair well with Holcim's new range of mortar products. Holcim Mortar represents an easy, efficient, effective and quick solution to modern living spaces. In 2015 Holcim was the first cement producer in Indonesia to offer a comprehensive mortar range – for bricklaying, plastering and smooth wall finishes – an end-to-end answer to a builder's needs both structural and aesthetic. The new range complements our existing Serba Guna product and extends the value chain, providing better customer choice in the SME building

sector. To support higher building standards, our marketing literature includes video and an application guide via social media such as Facebook and YouTube. Special application tools are available to Holcim Masons participating in mortar product training – a great new skill for the practitioner, and backed up by the MIMO fleet of motorcycle mini-labs to assure application quality.

Demonstrating the porosity of Holcim ThruCrete as a solution to potential flooding of city sidewalks.

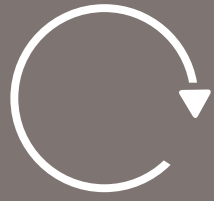


Combining civic pride with higher building standards

The largest single source of demand for cement based building materials is from small independent builders. This is a highly fragmented market with very variable construction standards. In support of sustainable construction – to reduce materials wastage, to build safely and resource efficiently and to acceptable standards, Holcim has invested extensively in training and equipping over 20,000 masons and the KLAB Holcim programme has been developed to ensure masons are abreast of new developments and best practices in construction materials usage. Better-qualified masons are vital to the future of affordable, good quality homes. Training is resource and time consumptive, and in 2015 a more innovative approach was taken to capture the training of new and existing masons for the benefit of local community and civic needs. The idea was simple: to leverage training to improve public spaces and amenities. A total of 827 masons were recruited, 300 gathered in Madiun and a further 520 plus at Ponorogo. Each participant registered received safety equipment, observed product demonstrations before gathering in five separate locations to complete the practical training. Local government representatives were on hand with the press to witness this civic restoration effort for both cities. The value added will be calculated and included on each city’s asset register, so that they can be maintained in the future. The target for the year was set at 1,500 Masons to be trained.



Clockwise: Mason training was combined with civic improvement in 2015; A new range of mortar products – an easy, efficient and quick solutions for filling and plastering; Quality controls cover every aspect including product packaging cement bags.



Circular Economy



Circular Economy



Globally by 2030 we want to use 80 million tons of resources from waste in our operations every year. Our ambition is to create value in unlocking energy and mineral content in waste by transforming it as a resource in our production processes – providing sustainable waste management solutions. Over the long term as the cost of fuel and materials rise we see opportunities to manage this cost effectively through waste transformation.

Geocycle

We are striving for a zero-waste future. By providing responsible, sustainable solutions to waste, Geocycle contributes to a cleaner planet and zero-waste society by minimizing and re-purposing waste. Waste co-processing in cement kilns prevents residues and reduces the need for landfills. It frees up valuable land for more profitable human use. It also eliminates toxins that can find their way into soil and ground water. In addition, it saves municipalities from having to sink valuable funds into ecologically regressive technologies. Geocycle Indonesia is part of a network of over 60 waste management operations located on five continents.



Recovering energy and mineral content from waste.

Responsible waste management is a sustainable, inclusive business model

Geocycle provides complete waste management solutions for oil & gas, FMCG, chemical, automotive, pulp & paper, sports apparel and agriculture industry. A growing number of customers seek our assistance to manage and eradicate waste and we do so through recovering both energy and mineral content from a wide range of waste materials

through the use of our co-processing facilities. Through co-processing we provide a sustainable alternative for our clients enabling them to move up in the waste management hierarchy. Geocycle is capable of handling 160,000 tons of solid waste through its GreenZone facility and 131,000 tons through alternative raw material facilities. It also operates the only facility in South East Asia to treat harmful ozone depleting substances from expired refrigerants and other sources.



Safety is a crucial determinant of sustainable service

Repeat business is sustainable and a critical success factor for any business. Total E&P Indonesia, underlined their satisfaction with the way Geocycle handled 16,000 metric tonnes of cuttings waste in June 2015, by providing additional contract work. By completing about 20,000 safe working hours with zero accidents and zero spills, meeting stringent safety standards and exacting logistics requirements, Geocycle was able to remove and eradicate the waste completely from the site as well as provide advice on effective reporting to the Ministry of the Environment.





Geocycle permits and professional capabilities accommodate solid, liquid and gaseous waste of many different types.

Helping customers achieve sustainability goals

In 2015, Geocycle became a strategic partner to a global giant in sportswear as it set out to minimise and manage its waste across 13 factories producing leather footwear in Indonesia. The company's goals included zero discharge of hazardous chemicals for all products

manufactured and an 85% diversion rate for 2015, the proportion of waste that may not be landfill disposed and ZERO waste to landfill in Indonesia by 2016.

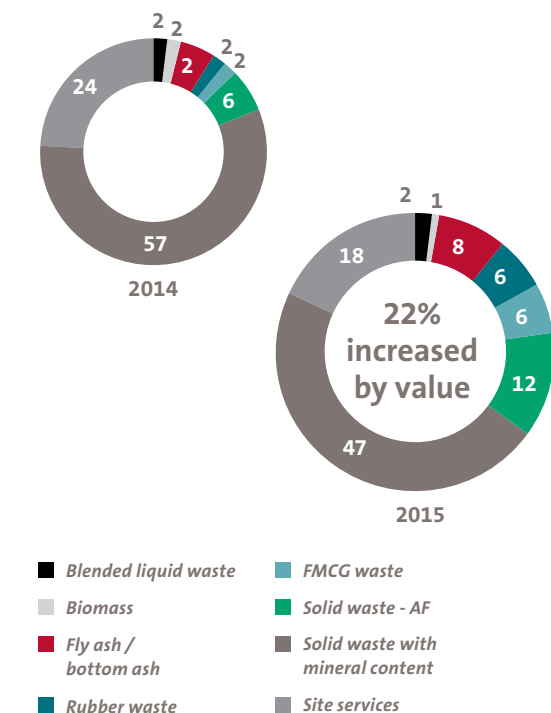
Holcim established as a regional partner, not just in Indonesia, but also Vietnam where 65 factories with 300,000 workers is the largest country source of branded footwear for this company,



Supporting Government policy

The smuggling of alcohol and tobacco across borders is a serious issue, not only in tax evasion but the risks to public health. Lost duty on illegal alcohol imports from black market activity according to local media, was valued at as much as Rp 52 billion in 2014. Geocycle offered the perfect solution to the build up of contraband, by recovering energy from the alcohol and tobacco, while glass bottles recycled for other purposes. T.B. Lumban Raja, Head of Customs & Excise office, Bogor commented, "We selected Geocycle because they have the requisite permits to handle this material and the capacity – over 2,800 bottles and more than 41,000 packs of smuggled tobacco - they also ensure secured handling, transportation and treatment process of confiscated goods. I will be recommending that other government institutions use their service."

Waste inventory - key components by % and value growth year on year



Assisting Bogor Customs and Excise officials in dealing with contraband at Narogong.



Climate, Water and Nature



Climate, Water and Nature



In addition to sustainable solutions ‘beyond our fence’ helping customers reduce CO₂ emissions from construction, the built environment, infrastructure and waste, we have set our own targets.

Locally, our CO₂ emissions have reduced by 20% over the past decade to a low of 636 kg CO₂ per ton of cementitious materials in 2014. We recorded an increase of 2.2% to 650 kg CO₂ per ton in 2015, a year of testing and start up conditions at our new Tuban plant. We remain committed to clinker factor reduction, higher utilisation of waste, and alternative fuels such as biomass. Total sales volume of cement and clinker increased 6.6% to 9.56 million tons.



Emissions are monitored regularly to ensure regulatory requirements are met.



All emissions are recorded and monitored throughout the year in all major operations and we were well within the operating standards set by the Ministry of the Environment for NO_x, SO₂ and dust. Full details are provided in the tables accompanying this report.

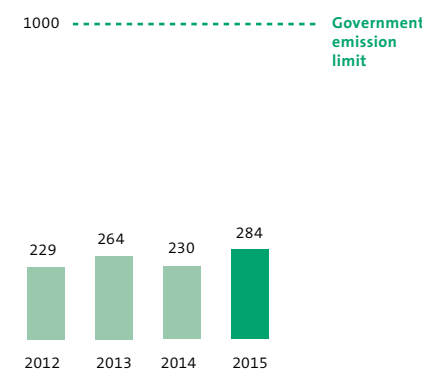


Recognition

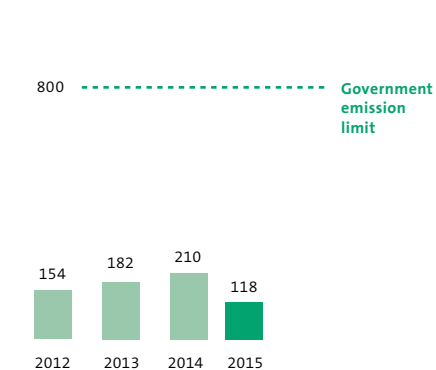
For an unprecedented sixth time we achieved GOLD PROPER rating for our Cilacap plant – Indonesia’s most prestigious environmental and community award. Narogong plant did well to top the GREEN rankings.

Cilacap and Narogong went through a discipline of reporting each parameter of water, emissions, waste, including extensive site visits by the judges. Among 2,137 companies participating, Holcim was one among just 11 winners and the only cement manufacturer to reach the highest standard.

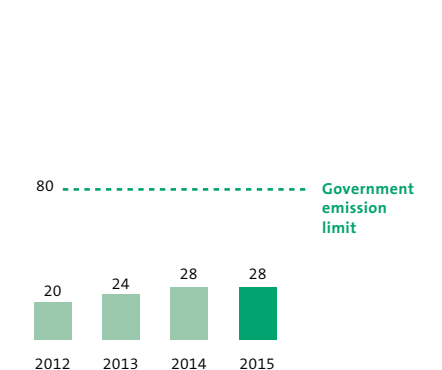
NO_x emissions
(mg/Nm³)



SO₂ emissions
(mg/Nm³)



Dust emissions
(mg/Nm³)



Climate, Water and Nature



Regreening and restoration

Parliamentary and Ministerial visits to our operations are welcomed and during 2015 DPRD members were given tours of both Nusakambangan and Jeruk Legi quarries near Cilacap. These represent opportunities for Plant Management to provide an overview on quarry activities, environmental management and community development. The visitors observed routine quarry blasting, expressing surprise at barely experiencing any vibration or noise.

Officials from Energy & Mineral Resources and Environment Ministries plus the Department of Forestry and Agriculture assisted in some planting of indigenous trees of Puley, Bayur, Kepel and Laban in a restored section of the quarry, much of the re-greened area has already become thick forest, with over 18,600 trees planted. In a separate location 4,400 red and white dragon fruit trees have been planted as part of the local engagement programme. The fruit is believed to be good for improving bone density, as a source of antioxidants, iron and vitamin C and good for the digestive system.

Practical education

In April 2015, the employees of our Narogong plant and Plant Manager Aries Budi Djajarianto assisted Bogor Regency plans to drill 100,000 biopore holes. The aim was to educate people on the benefits of improved water absorption and soil functions using biopores. Nearby communities, local authorities and school students took part.

Extending the green belt

Out to the east of Jakarta, Holcim batching plants within the Pulogadung industrial complex (JIEP) are adjacent to a city forest established back in 2011 with over 1500 trees. When illegal truck parking threatened this island of green, Holcim responded. Fifteen Holcim employees become enthusiastic volunteers and joined JIEP in planting 200 mango and rain trees. Rain trees are particularly effective in absorbing CO₂, with one tree alone able to take up 28.5 tonnes CO₂ per year.

Educational Forest

At Cibadak, the Forestry Faculty of IPB has been engaged to create the Holcim Educational Forest (HEF) on 65 hectares of a former quarry site. After mapping the site, soil or 'overburden,' was distributed to ensure the surface was both safe and aesthetic. Built infrastructure includes concrete pathways, water piping, fencing around the former settling pond and retaining walls erected to contribute to soil stability. Shaded nursery areas have been established to nurture seeds, providing storage for up to 30,000 seed bags.

Approximately 38,000 trees planted on site provide great diversity including species such as kaliandra, pinus, agathis, akasia, pakulata, trembesi, and suren. Together with fruit trees these represent an opportunity to capture renewable economic value via responsible harvesting. Rubber and pinesap have a high economic value, while kaliandra can support bees and honey production. Existing local flora have been mapped to help understand which plant is most appropriate in each location. The collection contains rare classified specimens, including khaya, cempaka, tanjung, bayur, rasamala, turi, sapu tangan, kayu putih, angsana, ekaliptus and nyawai from Kalimantan. Local labourers have been trained in nursery techniques, soil management and composting, and safe working practices.

Visitors to the site of about 3,800 so far have included University students and grade students learning about care for the environment through reclamation techniques and forest fire prevention.

Tree planting together with government officials; rainwater collection; biopores for enhancing water retention.





Holcim Education Forest Cibadak - a model of ecological, social and economic value creation.



Quarrying efficiently with a low water impact



Kunto Wulung, Tuban Quarry Manager and deputy Sawal take a closer look at the Tuban quarry. The extent of the mining face is narrow but deep, a strategy to ensure maximum utilization, while limiting the total environmental impact and with ease of post mining restoration in mind. Integrated crushing on site saves energy, premixing clay and limestone ready for use at the plant. Low water content in the limestone contributes to efficient production management.

Biodiversity Studies

Towards year-end of 2014, LIPI (the Indonesian Institute of Science) was invited to conduct a biodiversity study of plants, birds, mammals and herpetofauna (reptiles and amphibians of a particular area) within the Jeruk Legi clay quarry site of 250 hectares, not far from Cilacap cement plant. With a biodiversity action plan now in place formal conservation areas can be established, settling ponds maintained, and key species protected.

Eco-Offices – leading by example

Early in 2015 our headquarters received accreditation as one of the first in Indonesia to be certified as an Eco-Office under the exacting requirements of the Singapore Environmental Council.

Offices in Narogong, Cilacap and Tuban followed during the year by launching their own programmes to measure key parameters in terms energy and water conservation, waste management and recycling. In March 2016, those three offices also achieved Eco-Office accreditation which will last for two years until a further formal review.





People and Communities



People and Communities



We want to help millions to live better lives, through sharing knowledge, empowerment and the highest standards for the benefit of all. We place health and safety at the center of everything we do. Our business models support education, economic and social development for local communities. We stand against corruption and bribery, promoting and deploying responsible and sustainable business practices throughout our value chain.

Health and Safety

New policy

In August 2015, LafargeHolcim group announced a new set of standards reinforcing the group's commitment to place health and safety foremost at all times, whether in daily work routines at plants and customer projects, on public roads or in neighboring community activities. Our aspiration will always be to conduct our business with zero harm and a commitment to sustaining healthy, safe conditions for employees, contractors, communities, and customers.

The Corporate Safety Committee oversaw new standards for 2015

In its first full year of activities the CSC, formed from a cross section of all employees, made its mission to ensure group safety standards were securely in place. National regulations on the establishment of a safety committee have been met in full and in addition, training under the Institution of Occupational Safety and Health (IOSH) has been adopted as a minimum requirement for every manager.

An individual responsibility

Safety is a line function and a functional responsibility. It is a corporate performance target but also a personal one and starting in 2015 safety has become integral to individual performance assessments every year. Each employee is assessed on the five H&S competencies needed according to his or

her job description, covering awareness of adequate H&S facilities; the identification of hazards & control risks; implementation of the H&S mission, cultivation of relationships and networks on safety and proficient management of incidents.

Proactive on safety – a shared value

Every quarter, all plants conducted safety workshops and every semester Central Contractor Safety meetings were mandatory for contractor management teams, contractor safety staff and our own management. The value of being safety-minded is a shared value.

Safety Observation Tours undertaken by Directors as well as line management, during the year were extended to include discussions about job duties and routines. This has helped spread better understanding of the fundamental importance of safety for every single employee and contractor. All findings from SOTs are discussed and suitable actions taken to correct or improve safety issues.

Across the plants, colleagues celebrated H&S month with several competitions, on fire fighting, safety talks and a safety quiz. Activities such as blood donations followed by employees and contractors are positive motivational contributions to an inclusive safety culture. Tuban Regency, East Java chose Holcim's plant for a National Health and Safety Month Ceremony for the Regency in recognition of the company's contribution to Health and Safety Leadership and awareness among industries in the region. The Tuban Regent was on hand for the ceremony and visited the plant facilities.

Formalising our safety culture

In 2015 at the Cilacap plant, the Holcim Academy team collaborated with consultants in a programme known as "Leading Execution in a Safety Culture" for all Team Leaders and Superintendents. The programme consisted of 360 degree safety leadership assessments, two days of class training and a coaching clinic.

In November 2015, formal meetings at senior level with business partners provided the chance to reaffirm our commitment on the importance of safety to all. Owners and Directors of contracting companies along with senior occupational health and safety managers participated in a series of talks



Educating colleagues on Safety

The LafargeHolcim Health and Safety rules are the core of the new group policy and were posted in all operational sites and offices in 2015. Our aspiration will always be to conduct our business with zero harm, maintaining a commitment to sustaining healthy, safe conditions for employees, contractors, communities, and customers. Regular reinforcement of safety awareness is central to our culture.



People and Communities



and presentations about health and safety using communication tools.

Health

The nature of the processes at work in cement production necessitate due care and alert attention to safe working at all times. Employee health is assessed regularly through annual medical check ups, including tests on blood, heart and lungs, teeth, eyes and hearing. Consultation on the results are available a week after the check up. Around 94% of Holcim employees completed an annual medical check up in 2015. Healthy living is continuously advocated and employees are encouraged to join sporting activities, the bike to work program and sample healthy food options in company cafeterias. There were no identified occurrences of work-related disease during the reporting period.

In order to raise health awareness amongst local communities, Holcim supports the dissemination of information on health, disease prevention, immunization, women's health and proper care for the young including advice on nutrition for infants and toddlers available at local Posyandu centres.

An inclusive community strategy, beyond our fence

For many in the communities around our operations, maintaining basic living standards is a constant challenge. In a weaker economy with significant Rupiah depreciation, rising unemployment and persistently high food price inflation, Indonesia's poverty rate actually increased by 0.2% to 11.1% in 2015. About 67 million Indonesians live just above the poverty line making them vulnerable to economic shocks such as food price increases.

Our community strategy at Holcim aims to strike a balance – to support the less privileged in times of need but to focus on self help and empowerment through knowledge and capacity building. We aim to replace negative mindsets and unsustainable habits through programmes that encourage and promote self-sufficiency, recycling and effective resource management. Access to good primary education helps avoid the poverty trap and stimulates a desire towards higher education, so vital for Indonesia's future generations.

The Posdaya: a strong institutional platform

Based on a government programme to alleviate poverty, Holcim supported Posdaya improve the quality of life in local, sometimes remote communities. Each Posdaya serves as a centre for general welfare, community collaboration, independence and empowerment. Holcim supported Posdayas are active in villages around Cilacap and Tuban operations. At our newest plant at Tuban, collaboration with Airlangga University, Surabaya, a new Posdaya programme for 7 villages was formally launched May 26th 2015 by Haryono Suyono, former minister BKKBN RI, Ir. H. Noornahar Hussein, Vice Regent of Tuban, and Tuban Plant General Manager.



Unlike our plants in Cilacap and Tuban, East Java the area around Narogong plant is largely industrial prompting a focus on economically sustainable activities with an environmental perspective. Under the name Green Posdaya it has the support of Bogor Regency (regional government), Bogor Agriculture Institute (university) and Damandiri (NGO). Green Posdaya programmes reach out to 6,000 inhabitants in five villages centred on the pillars of education, economy, health and the environment.

Education is an answer to poverty

Early Childhood Education, Narogong

PAUD - Pendidikan Anak Usia Dini (Early Childhood Care and Education); proper access to good primary education can and does help avoid the poverty trap and stimulates a desire towards higher education, so vital for Indonesia's future generations. The issues are all too familiar; a lack of available facilities, distances for children to travel, the expense of kindergarten classes and lack of available trained teachers. Holcim's Green Posdaya has added eight new PAUD centres to serve the villages of Klapanunggal, Nambo, Bantarjati, Kembang Kuning and Lulut. The team at Holcim Narogong is playing a key role through cooperation with IPB (Bogor University of Agriculture). Training for 35 tutors, many of them housewives, is held twice a week at Holcim Club House covering specific subjects and general skills, instilling confidence and motivation. Teacher/parent Sri Heryanti is a housewife who graduated Senior High School, "I had no idea about providing education at the start, but I am grateful that 50 children in my



Green Posdaya at Narogong plant; Posdaya at Tuban plant, Fishing community food processing, Mothers trained as child tutors, Posdaya at Cilacap plant.



People and Communities



community can join this affordable scheme and I can participate in the training.”

Literacy & Education: GOTA arrives at Tuban Plant

Under the Government’s Nine Years Compulsory Education initiative all children must receive at least a basic education. Unfortunately, although public school tuition fees are now free and students no longer need to buy basic textbooks—hundreds of thousands of children still drop out of school because of the economic plight of their families.

Holcim Indonesia has responded – using the movement for Foster Parents (GOTA) as a way to solve the issue, encouraging children to stay in school, complete their education and thus gain a solid foundation for a better future. Good habits travel well. GOTA has spread from one plant to another: Cilacap started this initiative in 1996, followed by Narogong and more recently, in Tuban.

In 6 villages close to the Tuban plant underprivileged families struggle to afford school supplies for their children. GOTA foster parents provide school uniforms, shoes, books, pens and pencils, school bags, and other items to help the children to settle quickly into the routine and focus on their education. Numbers of children supported are rising fast, from 173 in 2013 and 241 in 2014, to 392 foster children in 2015. Says Ummu Azizah, one of the foster parents “I support seven children in Tuban and three of them are going to graduate high school. This program has been very beneficial, creating a sense of social care for Holcim employees, strengthening employee communications with the community and making a difference in young lives.”

Vocational Education - professional skills building

EVE

The enterprise-based vocational education programme has been consistently successful in raising local educational standards and ambitions, while providing the company with a source of professional technicians from communities surrounding Holcim plant operations.

Qualifying candidates are selected from hundreds, sometimes thousands of applicants from local high schools after a thorough selection process, including psychological and physical health checks, a written test and interview. Every EVE student receives three years of combined theory and practice in all aspects of cement manufacturing. The benefits of the programme include a good salary, medical insurance, meals and transportation.

Estafet – business education

Collaborating with the Binus School, Holcim invited 17 distributors in March 2015 to join a special business skills programme for more efficient product distribution. Estafet or ‘Relay’ is an apt title for this team-focused performance initiative in today’s competitive market. Traditionally, many distributors are family run businesses and this proved a great opportunity for ‘generation next’ to learn modern techniques over five specially tailored management modules. Each lasts five months comprising classroom training, coaching & learning, plus on the job training.

A sustainable environment provides a great business model

Green Posdaya manages municipal waste through three waste banks in Kembang Kuning village. Holcim sends experts to educate people on how to treat waste, on value that could be recovered from wastes, and health and environment issues. Plastics, solid and liquid wastes for composting, can be used to generate direct earnings for the community. A total of 2,800 tons has been processed so far. Waste with no economic value is co-processed by the Geocycle waste management unit. Says Ary Wahyu, Narogong Community Relations Manager “We believe this programme will encourage more innovative ways to recycle and recover value, while increasing the skills of local villagers.” By 2017 Holcim plans to expand these facilities as profitable social institutions in themselves. The ultimate vision is the development of waste banks as education centres so that many other communities can learn and benefit.

A community health driven approach

Women in villages around Narogong plant collect used cooking oil to be exchanged for fresh oil, cooking utensils or useful household gifts - from knife sets to pans - depending on the total amount collected.



The Holcim Geocycle team uses operational vehicles to collect the used oil and collection days are a great time to share vital information on cooking and health with assistance from team members of Community Relations and H&S. As collection day approaches at the end of the month, calls come



in fast from housewives operating home industry catering businesses. Holcim provides environmentally responsible disposal, by using the oil as alternative fuel for the cement production process. The programme has since been widened to include used motor oil as well.

Shinta Maryke from Geocycle commented, ‘Using sms communications we arrange village gatherings to help promote good family health practices. We hope this model gathers momentum as the villages around the plant represent a community of 3,000 people’.

Cultivating a future

It started as a hobby: growing vegetables among the villagers of Kuripan, as an initiative to re-green their neighbourhood. Quickly it became a smart way to provide families with healthy food. Using their front yards, villagers cultivate a range of produce including chili peppers, eggplants, spinach and

water spinach. Holcim Cilacap plant Community relations team quickly spotted the horticultural potential of getting women in the area to work together. With substantially more resources and recruitment, Holcim was able to develop an economically attractive model and turn the hobby into a collective commercial business. Training has been arranged using agricultural experts from leading universities and institutions and seedlings were provided. Subsequently the range and value of produce has been extended to broccoli, cauliflower, red beet, lettuce and Californian papaya using organic fertilizers and techniques learned from the experts. External buyers are regularly supplying markets in Majenang, Banjar Patoman and other regions. Some produce such as breadfruit and jarban seedlings, are shipped outside to Bangka, Riau, Jambi, West Sumatera, North Sumatera, East Nusa Tenggara and Papua. Housewives are now fully engaged in a job that rewards them with cash amounting to Rp 50,000 - Rp 200,000 a day.

Local people obtain stamps for redeeming not disposing of used cooking oil.

People and Communities



Under the Green Posdaya initiative, Narogong local communities have been encouraged to plant fruit trees, vegetables and medicinal plants. Community members process the medicinal plants into marketable products of high value, such as Javanese ginger powder, packaged and sold under two commercial brands available at supermarkets.

Local women also produce snacks, with Holcim as their biggest customer. The company orders 500 to 1000 boxes of snacks for daily consumption or refreshments at meetings. Production hygiene is ensured and all the processes comply with PIRT home industry standard regulations set by the local Health Office.

*Top: Chicken breeding creates more value than illegal mining
Bottom: Transportation rentals are more rewarding than illegal fishing.*



The power of change

Whether in overfished waters, illegal mines or in forest degradation on land owned by Holcim, unsustainable traditional livelihoods are a major issue in some local communities. Apart from the lack of rights for those involved, all too often such activities prove totally uneconomic. Our community relations skills are increasingly focused on finding attractive and sustainable alternatives that are both legal and rewarding – to break the interminable poverty cycle. Every year local fisherman in Cilacap and Tuban, some using illegal fishing nets have been assisted to change their livelihoods to become farmers, cattle dealers, and transportation providers.

Mangrove batik

About 3 million hectares of mangrove forest grow along Indonesia's 95,000 km coastline representing 23 percent of all mangrove ecosystems in the world. They contain more than three times as much mean carbon per hectare as land based tropical forests and their destruction results in a loss of 190 million metric tonnes of CO₂ annually or 20 percent of land-use emissions in Indonesia. Mangroves in Indonesia are threatened by the blue revolution of shrimp ponds, among other man made activities. It is therefore ironic that mangroves near the Kutawaru community, Cilacap have been the inspiration for a batik style emulating the pattern of these trees. Interest has grown in the last three years from an initial group of less than 20 into a well developed local craft thanks to training arranged by Holcim with a local, well known producer and study tours to batik producers in Pekalongan. Today batik has become a sustainable source of income for many families. In a relatively short time this locally inspired design has becoming a winner in batik competitions with moves to evolve to more environmentally friendly dye sourced from the mangrove tree itself. Ibu Titing earns an income from batik "My dream is for Kutawaru to become known as the batik village of Cilacap."

Empowering Women

Constituting 50% of population, women represent a significant, unrealized force with the potential to address poverty, around Holcim operations. Entrenched traditions often deny women the chance



to make an independent contribution to improving their lives and those of their families. However, Holcim is changing the paradigm, viewing women as agents of change – here are two good examples.

Local wives expressed an interest in developing mangrove style batik.

Seas of change

In Tuban, fishermen's wives traditionally stayed at home. Ecologically harmful methods and overfishing contribute to the serious problem of declining catches. Low-value or trash fish are abundant but unfortunately have very little use. Turning waste into an opportunity, Holcim and the University of Gajah Mada worked with local people, to develop a fishmeal plant to generate feed for poultry or livestock and a great way to make a living. The plant will start its operation in 2016, boasting a one metric ton capacity, to be operated by 100 fisherwives, drying 10 kg of fish per person, per day in their homes.

Groups of other local women are busy developing processed fish snacks including jerky, crackers, nuggets and bothok, a local delicacy. Under the Sari Laut brand Holcim helped the group establish a seafood noodle store and snack stall during 2015 with an eye-catching sign along the main street. These initiatives take time but the women have a new purpose, using new skills to create sustainable incomes. Living standards are rising and most of all a new sense of pride and purpose pervades the community.



Micro caterers



In the village of Jeladri, near the Holcim aggregates quarry, two hours drive from Surabaya, 25 local women have discovered a new purpose. With seed capital of just Rp 4 million and guidance from our Community Relations officers, their catering business, rents out cooking equipment. Signage has been created, classes held on administration and marketing and the Melati Group has become a micro business – with modest revenues from each rental at about Rp 250,000 but with weddings, events and prayer gatherings a regular part of life in the area these women are productive and creating value in their community.

Time

Building a cement plant takes several years and once operating, has a life span of four decades or more. Our industry is one characterized by commitment and long-term horizons and this applies in equal measure to our investments in people and the community

Eight years ago Holcim started to sow the first development seeds at its planned Tuban plant site. Early projects and engagement programmes for the 20,000 people living in the area were undertaken years before civil work, let alone plant construction began. In August the completed plant was celebrated with those local communities in a grand opening. And it was a good opportunity to look back at the achievements that have contributed to building social capital among local communities.

- 8,821 people – more than one in every three locals directly involved and benefitting from Holcim CSR programmes
- 4,253 people given access to medical support across 15 villages.
- 360 people involved in integrated agriculture: cows, goats, chickens, ducks and organic produce
- Over 300 local labourers built a 20 kilometre perimeter wall
- 244 people participating in fishing industry empowerment programmes.

- 578 benefitting from cooperative soft loan programmes for small businesses, entrepreneurs, the community business center, and others activities.
- 855 people involved in educational programmes: EVE, GOTA, vocational training, English, and Tutoring.
- 80,794 animals reared and sold through various farming programmes.
- 1,717 people from 43 institutions visited Holcim Tuban via Plant Tour and CSR Study Tour.
- 65 per cent of plant manpower has been sourced locally; 441 people work as Holcim contractors in the operations, 75% of them are from immediate villages.
- 1,050 bags of cement provided for improvement programmes carried out by the community themselves
- 6 public infrastructure projects, including permanent fresh water, road improvements, building improvements, civic facilities and places of worship.

Today this social capital has grown in value and is generating dividends – in the form of more empowered communities, skilled local employees working productively for the company, healthy locally-managed businesses, themselves a source of employment and commercial activity, better cohesion and the beginnings of a sense of maturity and goodwill to carry company and community forward, aligned towards mutual goals.



Governance

Our corporate governance policies have been developed for transparent and sustainable value creation through clearly delineated responsibilities and management processes throughout our organization. We undertake continuous monitoring of performance and efficiency, appropriate decision-making relating to policy principles and controls and apply high standards to meet our goal of long-term value and success for all stakeholder groups.

transparency at all times. As professionals we make a positive impact, through integrity, one of our core values, and a building block for our new corporate culture. The Code covers integrity in the workplace, in business practices and in the community and contains guidance and examples to help each employee when confronted by challenging situations in their daily work. The 42 page code, already accessible via the LafargeHolcim website, applies to every employee.

Corporate Governance

A full account of our approach to corporate governance is included in our annual report, a sister volume to this report.

ABCD

To strengthen our overall risk management measures all employees involved in selecting, interacting with or handling payments to third parties must undergo formal training to ensure they are completely aware of the group Anti-Bribery and Corruption Directive (ABCD).

TPDD

Employees involved in selecting, interacting with or handling payments to third parties are required to conduct Third Party Due Diligence (TPDD). A new Web-Based tool introduced in 2015 is part of a drive to ensure employees are better informed about conducting business with third parties, liability and reputational risks.

CoBC

Launched globally at the end of October 2015, the LafargeHolcim code of business conduct (CoBC) differentiates us as a sustainable organization and is integral to our brand. By acting with integrity, respecting one another, the communities and the environment in which we operate, we shape our future and distinguish our organisation.

To use the words of our Group CEO Eric Olsen, “We build the foundations from which societies can grow.” Leadership in our industry brings with it the need for increased responsibility, honesty, fairness and



Awards and Activities

Awards and Activities

The Sustainable Business Awards 2015 honoured Holcim Indonesia in three award categories; workforce, energy management and climate change. This was sufficient to make Holcim Indonesia Overall Winner at the SBA awards.

PROPER awards - for an unprecedented sixth time we achieved GOLD PROPER rating for our Cilacap plant – Indonesia’s most prestigious environmental and community award. Narogong plant did well to top the GREEN rankings. Cilacap and Narogong went through a discipline of reporting each parameter of water, emissions, waste, including extensive site visits by the judges. Among 2,137 companies participating, Holcim was one among just 11 winners and the only cement manufacturer to reach the highest standard. PROPER evaluation does not stop at environmental assessment – performance in the community is equally important. For 2015, Holcim Cilacap presented Kampong Bibit (Nursery Garden) 230 families growing about 50 different types of vegetable, adding useful income and plenty of food for the table. Brekecek, a local speciality dish already gaining local government support was taken one step further with the launch of a brekecek restaurant. A training centre for handicrafts made from waste known as ‘Inel Creative’ has become a true knowledge facilitator.

Green Industry Awards – Indonesia’s Vice President, Jusuf Kalla recognized both Narogong and Cilacap plants as Holcim Indonesia once again picked up the prestigious Green Industry Award for responsible practices in its production processes, restored mining areas, waste management and achieving lower per ton CO₂ emissions.

Global CSR Awards Asia Pacific’s prestigious CSR awards program in its seventh year. Holcim received Platinum for a Community Program in Cilacap plant, Gold for Environment Excellence at Narogong plant and a special unique award as the most inclusive company participating in the event.

Golden Flag – In an unprecedented success story, Holcim has taken home this prestigious H&S award for the fourth time in row. Not only that, we were the only company from cement industry to succeed. The biggest credit goes to all employees committed to “Safety First, No Compromise!”

CECT CSR Awards the Centre for Entrepreneurship, Change and Third Sector at Trisakti University recognised Holcim Indonesia for CSR performance under ISO 26000. Holcim Indonesia won Silver for Overall CSR Performance in the Industrial Sector and Gold for CSR Environmental Performance; All Sectors.



About this Report

About this report

This report covers Holcim Indonesia activities between January 1 and December 31, 2015 related to company's pursuit of sustainable development targets. It is designed to be read as the sequel to the 2014 Sustainable Development report, and provides data in a format which can be easily compared year on year. The data and calculations used in this report are subject to the company's internal audit.

In line with the greater care and standardization of global sustainability reporting, development of the 2015 Sustainable Development Report refers to the Global Reporting Initiatives (GRI) Sustainability Reporting Guidelines G4.

We defined report content based on the four principles:

1. Stakeholder Inclusiveness

We define stakeholders widely; as the investment community and our shareholders, customers, our employees and business partners, the media, the local communities and indigenous groups around our areas of operations and broader communities, industry associations, suppliers, local and central governments, regulators, non-government organisations (NGOs) including social and environmental groups and development organisations, community-based organisations and labour unions.

Listening to our stakeholders

We have several channels to communicate with our stakeholders, through AGM/Public Expose with our shareholders, we use Distributor Forums and Retailer Gatherings to discuss with our business partners defining strategy to penetrate the market, conduct formal and informal meetings with labour unions including Business Briefings and 'Chats' with the BoD for employees and Contractor Gatherings in order to build common understanding. Media Gatherings are conducted with the press and our Community Advisory Panels are a key channel of two way communications with surrounding communities, regional government officials and NGOs, about potential cooperative projects, prioritising of needs, as well as any issues, feedback and concerns relating to Holcim's operations. All of these events are conducted regularly, some of them annually or quarterly.

The first step toward working with stakeholders is ensuring we have the capacity to understand and respond to their needs. We also created a grievance mechanism for use in all our operations. This will

ensure we properly record all complaints and then react adequately and in a timely manner to address concerns.

Communicating our point of view

Along with those meetings, another key communication channel are our regular bulletins. Three CSR bulletins; Warta Narogong, Warta Cilacap and Warta Tuban, are written in a magazine style in Bahasa Indonesia (and occasionally in Javanese). They carry topical news about Holcim's work with the neighbouring community, along with more general community news and opinion pieces from local personalities and leaders. With many rural local communities lacking the resources to publish their own journals, these free- to-read magazines have become key sources of local news and are distributed and read widely by communities surrounding our operations. There are also customer bulletins; the Commercial Flash news, a customer magazine, iCon, and the employee bulletin known as Berita Kita. These publications are produced in conjunction with our Corporate Communications teams, while the writers are a mixture of experienced local journalists and media trainees.

2. Sustainability Context

Throughout the report we've tried to present how the company contributes to improvement of economic, social and environmental conditions towards realizing sustainable development. Our efforts and performance are at the local and global level.

3. Materiality

The material aspects in this report were compiled in alignment with LafargeHolcim group directives to focus on key pillars namely: Innovation, Climate, the Circular Economy, Water & Nature, People & Communities, see page 7. Beyond these aspects, all other information is described more generally.

We have not conducted material issue reviews with external parties except communities. Since the recent integration with Lafarge globally and locally is ongoing, a comprehensive materiality review will be conducted after completion of the integration process.

4. Completeness

Proper presentation of this report encompasses the dimensions of scope, boundary and time. Including aspect of comparability, accuracy, timeliness, clarity, reliability and balance.

Company Profile

Company Profile

Operations

PT Holcim Indonesia Tbk is a cement-based building materials and service provider with operations in Java and Sumatra islands, supplying the needs of the extensive domestic retail and homebuilding market as well as commercial and infrastructure projects. Holcim Indonesia and subsidiaries have a combined cement production capacity of 15 million tons.

Our operations comprise:

- Four cement plants on Java: at Narogong (NAR), Cilacap (CIL), Tuban (TUB) and Lhoknga (LHO).
- One cement grinding station: in Ciwandan (CWD), West Java.
- Holcim Beton (HB); a subsidiary which operates some of the largest aggregates quarries in Indonesia and a substantial ready-mixed concrete network of batching plants.

Holcim Indonesia is a member of the Indonesian Cement Association (ASI), Indonesia Business Council for Sustainable Development (IBCSD), Green Building Council Indonesia (GBCI), Business and Human Rights Working Group (B&HRWG), Corporate Forum for Sustainable Development (CFCD), Indonesia CSR Society (ICSRC) and a founder member of the Cement Sustainability Initiative (CSI).

New Vision

To be the leading and highest-performing company in the building materials industry in Indonesia

New Mission

Health & Safety

We ensure zero harm in all our activities

Customers

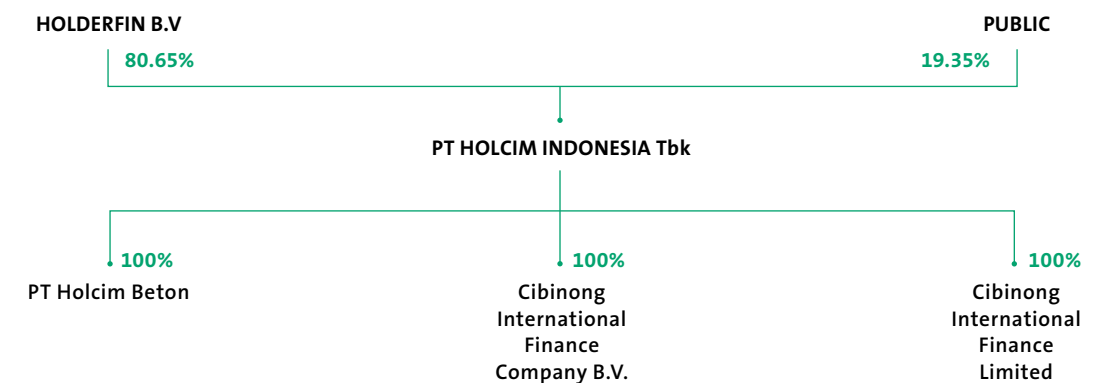
We partner with our customers to deliver differentiated and innovative solutions

People

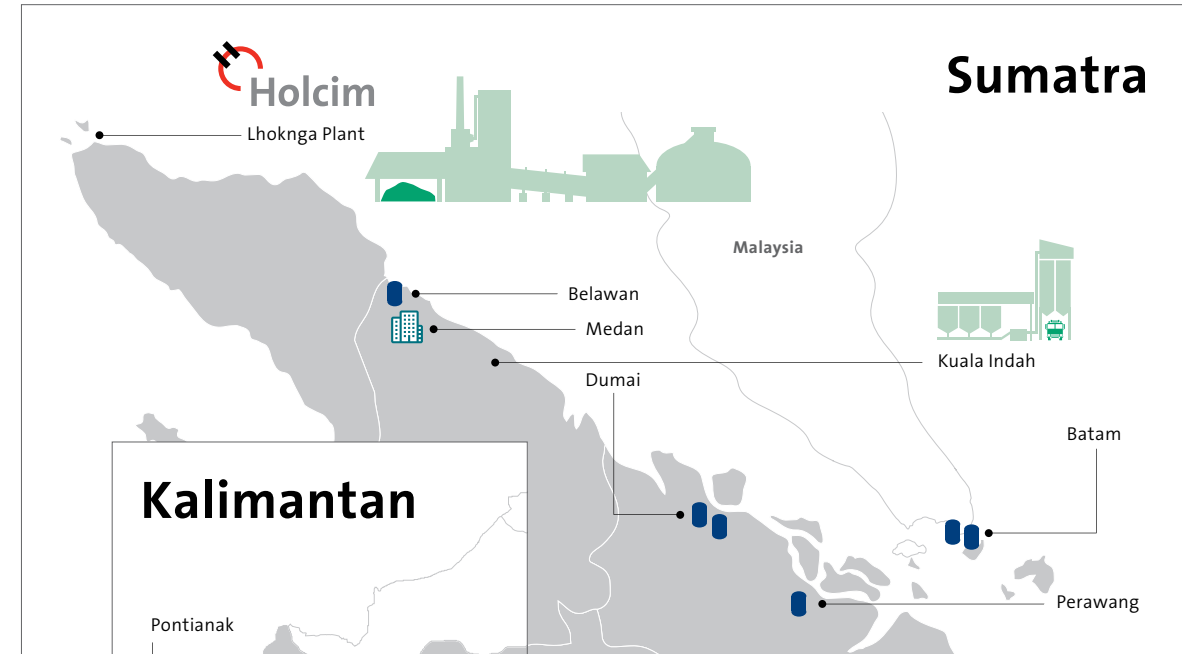
We develop high performing people through a diverse and inclusive working environment

Stakeholders

We create shared-value and sustainable solutions for our stakeholders



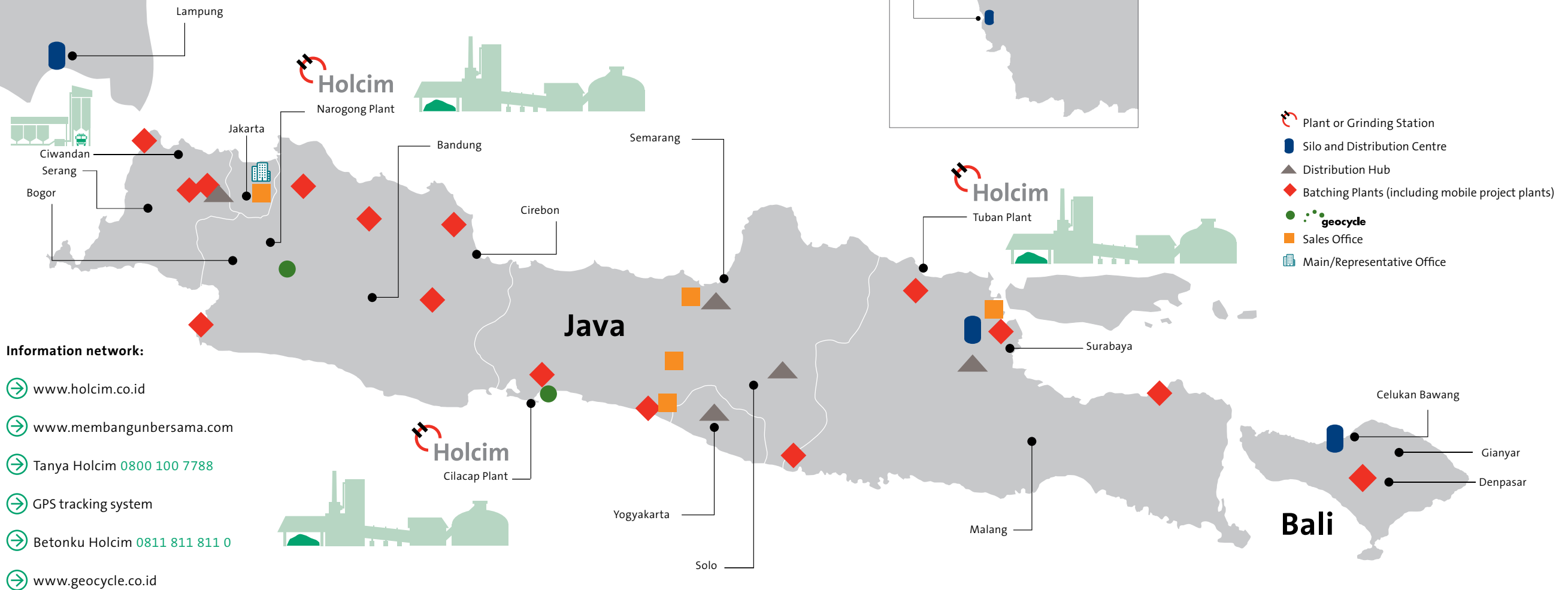
Company Profile



Sumatra

Sumatra

Kalimantan



GRI Content Index

GRI	Disclosures	Pages
Strategy and Analysis		
G4-1	Statement from senior decision-makers about sustainability	6
G4-2	Key impacts, risks, and opportunities	4
Organisational Profile		
G4-3	Name of organisation	55
G4-4	Primary brands, products, and / or services	55
G4-5	Location of organisation's headquarters	IFC
G4-6	Countries of operation	55
G4-7	Nature of ownership and legal form	55
G4-8	Markets served including geographic breakdown, sectors served, and types of customers, beneficiaries	55-57
G4-9	Scale of organisation	55-57
G4-10	Employees by type and gender	
	- Gender	
	- Male	2,094
	- Female	245
	- Staff by type	
	- Permanent	2,324
	- Temporary	15
G4-11	Percentage of total employees covered by CLA	100%
G4-13	Significant changes during the reporting period regarding size, structure, or ownership	3
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	55
G4-16	Memberships in associations (such as industry associations) and/or national/international advocacy organisations	55
Identified Material Aspects and Boundaries		
G4-17	Any entity included in the organisation's consolidated financial statements	AR
G4-22	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	AR
G4-23	Significant changes from previous reporting periods in the scope, boundary, or methods contained in this report	AR
Stakeholder Engagement		
G4-24	List of stakeholder groups engaged by the organisation.	53
G4-25	Basis for identification and selection of stakeholders with whom to engage	53
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	53

NA: Not applicable

GRI	Disclosures	Pages
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	53
Report Profile		
G4-28	Reporting period for information provided	53
G4-29	Date of most recent previous report	53
G4-30	Reporting cycle	53
G4-31	Contact point for questions regarding the report or its contents	IFC
G4-32	GRI content index and "In accordance" option for the organisation	53
G4-33	Assurance	NA
Governance		
G4-34	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	AR
G4-38	Report the composition of the highest governance body and its committees	AR
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organisation's management and the reasons for this arrangement)	AR
G4-40	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	AR
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	AR
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	AR
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	AR
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	AR
	Monthly	
G4-48	Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.	AR
	BOD	
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	AR
G4-51	Report the remuneration policies for the highest governance body and senior executives	AR

GRI	Disclosures	Pages
Ethics and Integrity		
G4-56	The organisation's values, principles, standards and norms of behavior	3
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organisational integrity, such as helplines or advice lines	49, AR

GRI	Disclosures	Pages
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	49, AR

GRI	Disclosures	Pages	Explanation	2013	2014	2015
ECONOMIC						
Economic Performance						
G4-EC2	Financial implications and other risks and opportunities for the activities due to climate change.	6-9				
G4-EC3	Coverage of the company's defined benefit plan obligations.		Life insurance, health and accident insurance, medical care, disability/invalidity coverage, maternity leave, child care, pension plans, meals, transportation, uniform			
G4-EC4	Financial assistance received from government			0	0	0
Market Presence						
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage		Holcim's standard entry wage is across all locations and does not differ for men or women			
	- Head office			135%	143%	153%
	- Narogong plant			185%	196%	210%
	- Cilacap plant			455%	482%	516%
	- Tuban plant			270%	287%	307%
	- Overall Average			261%	277%	296%
Indirect Economic Impacts						
G4-EC7	Development and impact of infrastructure investments and services supported (Rp million)					
	- Donations in kind			4,573	7,344	2,810
	- Education			17,897	11,899	5,802
	- Community development			2,765	6,482	6,531
	- Infrastructure community			1,331	326	2,354
	- Others			1,530	1,438	1,332
	- CSR overhead			10,380	10,460	15,283
	- Inclusive business					4,028
	Total			38,476	37,949	38,140
G4-EC8	Significant indirect economic impacts	38-47				

GRI	Disclosures	Pages	Explanation	2013	2014	2015
Procurement Practices						
G4-EC9	Proportion of spending on local suppliers (Rp billion)					
	- Head Office			1,924	3,440	2,867
	- Narogong			353	581	1,679
	- Cilacap			349	640	974
	- Tuban			3	118	511
	Total			2,629	4,779	6,032
	Number of local suppliers by location					
	- Head Office			2,056	699	674
	- Narogong			214	82	268
	- Cilacap			225	79	119
	- Tuban			56	73	152
	Total			2,251	933	1,213
ENVIRONMENTAL						
Materials						
G4-EN1	Materials that are used to produce and package the primary products					
	Non-renewable materials used (million tons)					
	Raw material consumption					
	- Limestone			10.14	9.78	11.31
	- Clay			1.33	1.30	0.92
	- Silica sand			0.42	0.49	0.53
	- Iron sand			0.11	0.15	0.15
	- Gypsum			0.33	0.24	0.28
	- Dust			0.00	0.00	0.00
	- Packaging Materials - paper			0.015	0.023	0.82
	- Others			0.49	0.83	0.022
	Renewable materials used (million tons)					
	Raw material consumption					
	- Fly ash , Bottom Ash, Gypsum synthetic			0.391	0.483	0.63
	- Copper slag			0.120	0.026	0.08
	- Gypsum FGD				0.061	0.04
	Direct Materials (million tons)					
	Raw meal consumptions			10.037	10.236	11.30
G4-EN2	Total recycled input materials used/ input materials used (%)			5.1%	5.0%	6.6%
	Clinker factor (average % of clinker in cement)			77.2%	75.4%	74.1%
Energy						
G4-EN3	Energy consumption					
	Fuel consumption from non-renewable sources (TJ)					
	- Coal			18,971	19,829	21,831
	- Industrial Diesel Oil			110	163	364

GRI	Disclosures	Pages	Explanation	2013	2014	2015
	Fuel consumption from renewable fuel sources (TJ)					
	- Alternative biomass fuel			1,069	812	661
	- Alternative other fuel			904	980	1,145
	Electricity consumption (million Kwh)			786	792	832
	Heating consumption (TJ)			21,052	22,105	24,335
	Total energy consumption (TJ)					
	Energy consumption efficiency (TJ/ton cement)			0.0028	0.0029	0.0028
	Thermal Substitution Rate (%)			9.2	8.1	7.4
G4-EN5	Energy intensity ratio					
	- Heating consumption efficiency (MJoule/ton clinker)			3,307	3,335	3,335
	- Electricity consumption efficiency (Kwh/ton cement)			92.9	90.4	87.6
G4-EN6	Reduction of energy consumption (000 MJ)			(614,724)	(531,867)	(638,835)
Water						
G4-EN8	Total water withdrawal by source (000m³)		Holcim Water Directive Protocol is the standard followed			
	- Surface water, including water from wetlands, rivers, lakes, and oceans			341	541	934
	- Ground water			110	252	376
	- Rainwater collected directly and stored by the company			12	363	252
	- Municipal water supplies or other water utilities			458	417	414
	Water consumption (000m³)					
	- Cement			1,077	985	1,329
	- Aggregates (water withdrawal)			46	45	55
	- Ready-mix concrete			606	500	491
	Water consumption efficiency (l/t)					
	- Cement			127	118	156
	- Aggregates (water withdrawal)			11	20	26
	- Ready-mix concrete			138	129	139
G4-EN9	Water sources significantly affected by withdrawal of water					
	Volume of water recycled and reused (000m³)					
	- Cement plant			561	464	297
	- Aggregates			-	-	-
	- Ready-mixed concrete			NA	60	37
G4-EN10	Percentage of volume of water recycled and reused to the total water withdrawal (%)					
	- Cement plant			52.1%	45.9%	20.34%
	- Aggregates			-	-	-
	- Ready-mixed concrete			25.4%	12.0%	7.97%

GRI	Disclosures	Pages	Explanation	2013	2014	2015
Biodiversity						
G4-EN11	Operational sites managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas		Up to 2014 there is only 1 location that classified as High biodiversity value, which is Nusakambangan Quarry, Cilacap Plant			
	- Geographic location		Nusakambangan E: 108.855 - 109.015 S: 7.645 - 7.690			
	- Subsurface and underground land		No			
	- Position in relation to the protected area or the high biodiversity value area outside protected areas		> 5 km to Nature Reserve of West & East Nusakambangan			
	- Type of operation		Extractive/Mining/Quarry area			
	- Size of operational site (ha)			112	112	140
	- Biodiversity value characterised by:					
	- The attribute of the protected area or high biodiversity value area outside the protected area (terrestrial, freshwater, or maritime ecosystem)		Terrestrial			
	- Listing of protected status (such as IUCN Protected Area Management Categories (67), Ramsar Convention (78), national legislation)		National Legislation			
	Sites in sensitive areas with Biodiversity Action Plans in place (%)					
	-Cement			100%	100%	100%
	-Aggregates			NA	NA	NA
	Approved mining plans by local authorities					
	-Cement			100%	100%	100%
	-Aggregates			100%	100%	100%
	Percentage of sites with quarry rehabilitation plans in place					
	-Cement			100%	100%	100%
	-Aggregates			100%	100%	100%
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		High biodiversity value areas only occur in Nusakambangan quarry. Other areas, whether directly or indirectly impacted are not high biodiversity value areas			
	Report the nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:		Impacts mainly arise from mining activity, which is closely monitored and all sites have biodiversity action plans			
	Report significant direct and indirect positive and negative impacts with reference to the following:		Our active mining area is less than 12% of Total mining concession. We dedicated approximately 65% from concession for conservation. Thus, we can minimise the negative impact on species and the extent of the area affected. We are committed to gradual and selective mining and post mining restoration.			
G4-EN13	Size and location of all habitat protected areas or restored areas		According to developed Biodiversity Action Plans (BAP) approximately 650 ha (65%) of the concession (IUP) dedicated as conservation area in NK IUP			

GRI	Disclosures	Pages	Explanation	2013	2014	2015
	Partnerships with third parties to protect or restore habitat areas		The initial biodiversity inventory study conducted by Fauna Flora International, while the implementation of BAP we are partnering with University (University of Jendral Soedirman, Gajah Mada University) and Local authority (BKSDA-Natural conservation Agency, LIPI - Indonesian Science Institute)			
	Standards, methodologies, and assumptions used.		Refers to High Conservation Value Forest method			
	Overall policy and approach to habitat protection and restoration		To protect areas chosen for biodiversity management			
	Tree planting		Planted at Narogong, Cilacap, Tuban, Ciwandan, Jeladri, Maloko	64,915	15,156	50,956
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk					
	- Critically endangered		Fauna: Javan Leopard (Panthera pardus melas), Flora: Pelahlar (Dipterocarpus littoralis), Cengal (Hopea sangal)	3	3	3
	- Endangered		Flora: Lithocarpus platycarpus, Anisoptera costata Korth; Fauna: Pangolin (Manis javanica), Fishing cat (Prionailurus viverrinus)	4	4	4
	- Vulnerable		Flora: 3 species; Fauna: 10 species	13	13	13
Emissions						
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)					
	- Absolute gross CO ₂ emissions (tons)			5,437,999	5,610,861	6,209,653
	- Absolute net CO ₂ emissions (tons)			5,364,028	5,530,653	6,115,421
	Aggregates CO ₂ emissions					
	- Absolute gross CO ₂ emissions (tons)			7,730	10,143	8,022
	Ready-mixed concrete CO ₂ emission					
	- Absolute gross CO ₂ emissions (tons)			17,086	-	3,330
	Report gases included in the calculation (whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all) :					
	- SO ₂ (mg/Nm ³)			182	210	118
	- SO ₂ (g/t cem)			297	341	205
	- NO _x (mg/Nm ³)			264	230	284
	- NO _x (g/t cem)			461	381	477
	- Dust (mg/Nm ³)			24	28	28
	- Dust (g/t cem)			38	46	47
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)					
	- CO ₂ emissions (indirect) from external power generation			582,389	644,331	679,086
G4-EN18	Greenhouse gas emissions intensity (direct and indirect)					
	- Specific gross CO ₂ emissions (kg CO ₂ /ton cementitious materials)			656	645	660
	- Specific net CO ₂ emissions (kg CO ₂ /ton cementitious materials)			647	636	650

GRI	Disclosures	Pages	Explanation	2013	2014	2015
G4-EN19	Reduction of greenhouse gas emissions - direct and indirect (tons)		Baseline calculation is year 2009	(544,508)	(666,238)	(590,178)
	CDM					
	- Carbon credits			-	-	-
	- Value (Euro)			-	-	-
G4-EN20	Emissions of ozone-depleting substances (ODS)		Not applicable, as cement plants do not generate any ODS emissions	NA	NA	NA
G4-EN21	NO_x, SO_x, and other significant air emissions		Continuous emissions monitoring takes place at all three kiln sites			
	SO ₂ (tons)			2,419	2,834	1,598
	NO _x (tons)			3,762	3,173	3,717
	Total Dust (tons)			310	379	366
	Implementation rate of continuous emission monitors (%)			100%	100%	100%
Effluents and Waste						
G4-EN22	Water discharge by quality and destination					
	- Destination		River			
	- Quality of the water including treatment method		Sanitary Waste Water Treatment, Waste Water Treatment, and Settling Pond			
	- Whether it was reused by another company		No			
G4-EN23	Total weight of waste by type and disposal method (tons)					
	- Non-Hazardous			21,907	3,026	2,868
	- Reuse			0	0	0
	- Recycling			3,529	1,567	1,001
	- Composting			1,837	687	0
	- Recovery, including energy recovery			25	267	1,424
	- Incineration (mass burn)			2	0	49
	- Landfill			16,173	476	333
	- Other			341	29	61
	- Hazardous			294	322	266
	- Reuse			0	0	2
	- Recycling			0	0	48
	- Composting			0	0	0
	- Recovery, including energy recovery			194	301	208
	- Incineration (mass burn)			130	0	0
	- Landfill			0	0	4
	- Other			15	21	4
G4-EN24	Total number and volume of significant spills			0	0	0
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention (2) Annex I, II, III, and VIII, and percentage of transported waste shipped internationally			None	None	None

GRI	Disclosures	Pages	Explanation	2013	2014	2015
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the company's discharges of water and runoff		None. No water bodies are designated protected areas, while most rivers in Java have low levels of biodiversity			
Products and Services						
G4-EN27	Extent of impact mitigation of environmental impacts of products and services		Cement is not categorised as a hazardous substance, the company already provides Material Safety Data Sheet (MSDS) and safe bag handling procedures are in place			
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		Our products are 80% sold by the bag but we do not have a formal packaging reclaiming service. Despite this an informal recycling programme of cement bags using existing networks of rubbish collectors is underway in Java and we currently estimate that around 50% of our bags are reclaimed in this manner	NA	NA	NA
Compliance						
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations					
	- Total monetary value of significant fines			No fines	No fines	No fines
	- Cases brought through dispute resolution mechanisms			0	0	0
Overall						
G4-EN31	Environmental protection expenditures and investments					
	- Waste disposal, emissions treatment, and remediation costs (Rp million)			2,512	3,131	5,509
	- Prevention and environmental management costs (Rp million)			18,109	19,826	20,306
Supplier Environmental Assessment						
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken			None	None	None
Environmental Grievance Mechanisms						
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms			None	None	None

GRI	Disclosures	Pages	Explanation	2013	2014	2015
SOCIAL						
Labour Practices and Decent Work						
G4-LA1	Total number and rates of new employee hires and employee turnover					
	- New employee number by gender					
	- Male			210	83	31
	- Female			41	19	6
	- Total			251	102	37
	- New employee number by location					
	- Narogong			86	11	3
	- Cilacap			16	3	0
	- Tuban			65	20	17
	- Others			84	68	17
	- Total			251	102	37
	- Employee turn over					
	- Male			109	113	420
	- Female			16	21	58
	- Total			125	134	478
	- Employee turn over by locations					
	- Narogong			33	55	180
	- Cilacap			31	24	59
	- Others			61	55	239
	- Total			125	134	478
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees					
	- Full time employees		Life insurance, health care, disability and invalidity coverage, parental leave, retirement provision			
	- Temporary or part time employees		Health care			
G4-LA3	Return to work and retention rates after parental leave					
	- Male (two days)			100%	100%	100%
	- Female			100%	100%	100%
Labour/ Management Relations						
G4-LA4	Minimum notice periods regarding operational changes (weeks)		This topic is specified in collective agreements	4	4	4
Occupational Health and Safety						
G4-LA5	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			100%	100%	100%
G4-LA6	Safety data					
	- Full time employees LTI-FR YTD		HIL target < 0.5	0.18	0.57	0.22
	- Full time employees LTI-SR YTD		HIL target < 3.0	0.8	4.7	9.11
	- Contractors (on site) LTI-FR YTD		HIL target < 0.5	0.49	0.41	0.59
	- Contractors (on site) LTI-SR YTD		HIL target < 3.0	5.38	1.7	8.61

GRI	Disclosures	Pages	Explanation	2013	2014	2015
	Incidents: full time employees					
	- Fatalities			0	0	0
	- Permanent disabilities			0	0	0
	- Non permanent disabilities			1	5	5
	- Location: Inside plant			12	5	5
	- Location: Outside plant			1	0	0
	- Day lost			4	25	25
	- Safe working hours			2,780,425	3,459,121	2,310,396
	Incidents: contractors (incl Tuban)					
	- Fatalities			2	1	1
	- Permanent disabilities			1	0	0
	- Non permanent disabilities			5	6	23
	- Location: Inside plant			5	6	19
	- Location: Outside plant			0	0	4
	- Day lost			224	25	103
	- Safe working hours					
	- Operational			2,484,305	1,344,947	560,416
	- Project			6,342,485	12,191,970	2,228,069
	Formal safety courses					
	- Hours			25,057	33,424	51,444
	Medical check ups participants					
	- Employees			82.1 %	88.5%	94.4%
	- Family member			19%	23%	21%
	Absentee rate			0.09	0.09	0.08
	Average number of sick day/employee			1.8	1.8	1.54
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation			-	Early diagnostic: 12	No new cases
G4-LA8	Health and safety topics covered in formal agreements with trade unions			Yes	Yes	Yes
Training and Education						
G4-LA9	Average hours of training per year per employee					
	- Gender					
	- Male			60	60	22
	- Female			60	60	24
	Average training hours/employee			60	48	22
	- Employee category					
	- Top & senior management levels (TML+SML)			4,457	2,207	1,180
	- Middle management levels (MML)			43,989	39,952	15,703
	- Other levels (FML+NML)			120,653	90,214	20,964
	- Total			169,099	132,373	37,847

GRI	Disclosures	Pages	Explanation	2013	2014	2015
G4-LA11	Percentage of employees receiving regular performance and career development reviews					
	- Male			100%	100%	97%
	- Female			100%	100%	94%
	Percentage of employee participants in Employee Satisfaction survey			NA	87%	NA
	Percentage of employee participants in e-Dialogue			45%	100%	100%
SOCIETY						
Local Communities						
G4-SO1	Number of operations with Comrel engagement					
	- Cement plant			3	3	3
	- Total cement plant			3	3	3
	- Quarry			2	2	2
	- Total quarry			2	2	2
	- RMX batching plant			28	25	33
	- Total RMX batching plant			29	29	33
Anti-corruption						
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified		Mostly licensing matters	100%	100%	100%
G4-SO4	Communication and training on anti-corruption policies and procedures					
	Total number and percentage of governance body members that the company's anti-corruption policies and procedures have been communicated to		Since 2012 initial face to face ABCD training has been conducted. The management have announced company standing on zero tolerance policy against corruption practices			



PT Holcim Indonesia Tbk.

Talavera Suite Lantai 15

Talavera Office Park

Jl. Letjen. TB Simatupang No. 22 - 26

Jakarta 12430

www.holcim.co.id

Phone: (+62) 21 2986 1000

Fax: (+62) 21 2986 3333