



Statement on Workplace Wellness Addendum to the 1 June 2011 Statement on Health, Safety and Hygiene

Introduction

The World Health Organisation defines health as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

The Lafarge Group's corporate management ranks employee health among the company's top priorities. It inter alia considers that workplace wellness is a key component in the company's economic and social performance.

Management and European Committee members have been focusing extensively on workplace wellness for many years. They have run surveys on this issue in several countries, and the European Committee and its Health Committee have met to discuss this issue many times.

With a view to expanding their efforts and thereby benefiting everyone involved, the parties signing this statement firstly agree that occupational health reconciles social and economic issues, and review a number of associated principles; and secondly contribute to circulating the health indicators and management best-practices to promote workplace wellness that are applied in the various countries by including them in this statement.

The parties signing this statement share an aim to and intend to provide departments and employees with the best available tools to provide working conditions that foster personal and professional fulfilment.

This statement covers the same scope as the June 2011 joint statement on Health, Safety and Hygiene.

The principles

1. All stakeholders in the company have a role to play

Occupational health is everybody's job. This encompasses everyone in the company, i.e. people who focus primarily on preventive measures as much as people who take corrective measures when and as required.

- Lafarge Group corporate management or its representatives

The Group's corporate management regularly starts discussions about various aspects of workplace wellness with a view to promoting its policy on this front. It likewise monitors and discusses results by reviewing available health indicators (see *article 8*).



➤ Management

Managers in general, and first-line managers in particular, are on the front line to secure occupational health. They are the first people that employees contact, and essential linchpins in the hierarchy.

They make decisions that optimise their team's efficiency and cohesion, and monitor each employee's individual situation.

Group corporate management and team managers are required to use every available and adapted channel to circulate best practices that promote health, including the ones that originate within the Group (see article 7) as well as the ones they learn about in the course of exchanges outside the company or from external benchmarks.

➤ Employee representatives

Under the 1 June 2011 Joint Statement on Health, Safety and Hygiene, the Health and Safety Committees record and forward employees' complaints and suggestions to the appropriate level, contribute to assessing risks and to adopting preventive measures.

➤ Employees

In order to effectively enforce this statement on workplace wellness, employees are in particular required to report to their line managers and/or employee representatives when they notice possible problems, and are encouraged to suggest measures to improve situations.

2. Awareness of the notion of workplace 'wellness'

Workplace wellness encompasses all the factors pertaining to working conditions and company organisation, physical factors (the quality of working areas, light, noise, etc.) as well as the psychological factors (team spirit, co-worker respect, communication with managers, personal and professional development, workload etc.) that may favourably influence employee health and the quality of life at work.

Practices to enhance workplace wellness will only succeed if stakeholders across the board are aware of the issues.

This means that managers warrant particular attention and explains why Corporate Management encourages systematic training in managerial best-practices. These training courses for managers are geared towards their professional and personal development and to that of their team, and in particular aim at preventing all forms of harassment. Should any instances of harassment be identified, their perpetrator would be treated in such a way as to end harassment immediately and avoid it ever recurring.

The Group promotes awareness through various channels and allows local entities to select the most suited approach for each topic they address (training courses, conferences, debates, staff meetings, communication campaigns, talks by outside specialists, circulating Health and Safety Committee meeting reports, etc.).



Raising awareness is geared towards achieving four goals:

- Raising awareness that risks exist;
- Detecting risks;
- Preventing them more effectively;
- Building professional skills to manage crisis situations.

Over and above these efforts to raise awareness, it is essential to provide employees with a place where they can share their positive experiences and discuss any problems they may encounter at work, in the company or in outside circuits recommended by the company.

3. Suitable change management

It is important to take into account the human impacts resulting from change in order to enlighten decisions. The concerned employees as well as employee representatives are involved.

Supporting employees over time is an effective way to ensure workplace wellness: before making the decision, during the change process, and once the process is complete.

4. Recognition at work

The Group is aware that recognition at work is a powerful lever to boost employee dedication and inherent to enhancing performance.

Recognition at work is a collective achievement and involves:

- Peers, who are in a position to know more than anyone else what they owe each other;
- Management, which is in a position to appreciate the result of the work that their teams have done and their efforts to achieve their objectives.
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The compensation system currently in place also recognises the work that employees have done.

Considering employees, recognising their present and past efforts, empowering them and supporting them are at the core of the Group's policy.

5. Teamwork

The Group is convinced that performance and innovation require teamwork, which fosters employee integration and recognition, and enhances workplace wellness.



6. A healthy work-life balance

In order to attract, motivate and retain its staff, the Group wishes to treat each employee to a healthy work-life balance while accommodating the Group's aims. The value associated with work and personal life concurrently contribute to each employee's accomplishment.

Management ensures employees have the skills and resources they need to complete the tasks they are entrusted with in a timely manner, and encourages the **smart, reasonable and efficient** use of information and communication technology, using it productively on job-related duties while preventing overlaps with private spheres.

The Group encourages management to accommodate employees' wants and needs regarding their work-life balance, and to communicate on the measures it takes to promote this balance.

Best practices and health indicators

7. An open-ended list of best-practices

The parties signing this statement are aware of a number of best-practices to promote workplace wellness, which are developing in local entities.

The – open-ended – list below, for example, provides a few best-practices in use in various countries, in Europe and on other continents.

Managerial best-practices:

- Training in managerial behaviour and managers' social and human responsibilities (there are various training modules on recruitment interviews, assessment interviews, leading meetings and providing feedback, in particular via e-Learning);
- Employee access to their manager's manager if required (this rule applies throughout the Group).

Health-specific best-practices:

- Access to an occupational doctor;
- Access to social welfare services if necessary;
- Circulating information to employee representatives (in particular the Hygiene and Safety committees);
- Training employees in first aid in order to provide secure working environments;

Specific approaches to develop workplace wellness:

- Workplace wellness surveys in Europe (e.g. in France, Austria and Germany);
- Support hotlines for people who have questions or need help;

Best-practices are also implemented beyond Europe:

- Running health-related programmes to address specific risks in specific countries (e.g. HIV/AIDS in Sub-Saharan Africa, obesity in North America or alcohol consumption elsewhere, or balanced diets);



- Workplace wellness surveys (e.g. in Zambia, Zimbabwe and Uganda);
- An Employees Assistance Program, like the one in North America, to provide help and answers to employees who ask for them.

8. An open-ended list of health indicators

The parties signing this agreement are aware that health is difficult to quantify and that it is essential to keep certain personal information about employees confidential.

The following – open-ended – list, however, provides a few indicators to measure the efficiency of measures to promote workplace wellness:

- Absenteeism;
- The number of work-related diseases;
- Voluntary employee turnover rate
- The number of incoming calls at hotlines providing employee support;
- The number of employees referring at their own initiative to social workers or doctors working at their workplace;
- The number of programmes on health-related issues;
- The number of first-aid training courses for employees;
- EWC and local wellness survey results.