

Company:	Holcim
Sector:	Building Materials & Aggregates
Report Year:	2013
Headquarters:	Jona, Zurich
Standard Application:	GRI G4, CSI Guidelines, ISAE3000
Format:	Matrix-based listing

Holcim has a well-established Business Risk Management process for identifying risks at corporate as well as Group company level, which covers not only financial but also key sustainable development concerns such as safety and air emissions (see Annual Report and Accounts page 120). In addition to this, Holcim also conducts sustainable development material issue reviews to ensure the full range of sustainability risks and opportunities are correctly weighted and addressed. Furthermore, we consider the views and expectations of stakeholders through our External Report Review Panel and reflect the internal and external views in a regularly updated materiality matrix.

Our 2013 Group materiality matrix was reviewed in September 2013 following a series of workshops with internal stakeholders and the External Review Panel. The results of the materiality reviews are shown in the matrix below.

Comparison internal and external ranking

	Importance of issues – global view				Page
	Low	Medium	High	Very high	
Economic dimension					
Business ethics and compliance				●	15, 16
Economic impact			●	●	12, 38
Customer management	●	●	●	●	22, 23, 38
Supplier management		●	●	●	13, 38
Environmental dimension					
Resource management			●	●	17–18
Water		●	●	●	18, 41, 42
Energy			●	●	17, 39, 40
Raw materials			●	●	17, 18
Waste & recycling		●	●	●	17, 42, 43
Managing environmental impacts					
CO ₂			●	●	19–21
Biodiversity		●	●	●	20, 41
Other atmospheric emissions		●	●	●	21, 40
Environmental incidents		●	●	●	39
Sustainable construction		●	●	●	22
Social dimension					
Employment practices			●	●	27–28, 43, 44
Human rights		●	●	●	29–30, 44
OH&S				●	24–25, 44
Community engagement and stakeholder relations			●	●	34, 44
Inclusive business solutions		●	●	●	35–37

- Holcim view – result of Holcim business risk management process.
- External stakeholder view – result of interviews with a range of external stakeholders.
- View from Holcim and external stakeholders coincide.
- Range of external stakeholder views.
- Low: Low level of concern to stakeholders and low level of current impact on Holcim.
- High: High level of concern to stakeholders and high level of current or potential impact on Holcim.