

TITAN

Integrated
Annual Report
2016



GRI Index
2016



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We developed this GRI Index as an integral part of TITAN's Integrated Report 2016 (the "IAR 2016"). It is aligned with the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines, so as to support full compliance with:

- 1) The new European Directives 2013/34/EU and 2014/95/EU regarding, regarding disclosure of non-financial and diversity information
- 2) The new Greek Law 4403/2016, regarding disclosure of non-financial and diversity information and implementing the above European Directives, and
- 3) The UN Global Compact criteria relating to a Communication on Progress (COP) Advanced level

ERM CVS has verified that the disclosures relating to "Identified Material Aspects and boundaries" and "Stakeholder Engagement" have been prepared in accordance with the Standard Disclosures G4-17 to G4-27 of the GRI G4 Guidelines.

General standard disclosures

General standard disclosures	Description	Location and response
Strategy and analysis		
G4-1	CEO statement	IAR 2016 pages: 3
Organizational profile		
G4-2	Description of key impacts, risks, and opportunities	IAR 2016 pages: 15, 32, 41
G4-3	Name of the organization	TITAN Group
G4-4	Primary brands, products, and/or services	TITAN Website: Group profile TITAN Website: Business activities IAR 2016 pages: 5
G4-5	Location of organization's headquarters	Headquarters: Athens, Greece
G4-6	Number of countries where the organization operates, and countries with major operations or relevant to sustainability issues	TITAN Website: Global locations
G4-7	Nature of ownership and legal form	TITAN Group parent company is TITAN Cement Co S.A.
G4-8	Markets served	TITAN Website: Global locations IAR 2016 pages: 6
G4-9	Scale of the reporting organization	IAR 2016 pages: 3, 5, 126-128, 44
G4-10	Employees by employment contract and gender	IAR 2016 pages: 10-12 GRI Index 2016: Data tables 9, 12, 13, 14, 16, 18 TITAN's employment model is based on long-term employment for employees, and long-term relationships with our contractors. Self-employed workers are specialists or experts providing certain types of services, such as lawyers and doctors. Self-employed workers do not represent a significant proportion of our workforce. Nevertheless, we are looking to track the number of self-employed workers by 2020.
G4-11	Percentage of employees covered by collective bargaining agreements	All TITAN employees, except those in the USA, are covered by collective bargaining agreements. This amounts to 64% of total employment at TITAN Group.
G4-12	Description of supply chain	TITAN Website: Suppliers and business partners

General standard disclosures	Description	Location and response
		<p>IAR 2016 pages: 14, 133</p> <p>We extract raw materials such as limestone, clay, aggregates, pozzolan and gypsum. Along with the raw materials we use to make our products, we use thermal and electrical energy in our extraction and manufacturing processes. We crush, grind, heat and cool raw materials to produce clinker, which is then processed further to produce cement. We combine cement, water and aggregates to produce ready mix concrete. In specific plants we also process fly ash, which can be used as an alternative raw material.</p> <p>Our supply chain comprises a variety of business partners who provide us with services (as contractors or licensees) and products (as brokers or wholesalers). We mainly use local contractors for the maintenance of machinery and operations, which are largely capital intensive activities, as well as cleaning and catering, which are labor intensive activities. We also source centrally through international suppliers who provide goods such as fuels, technology and machinery.</p>
	G4-13 Significant changes to size, structure, or ownership	IAR 2016 pages: 5, 126-128
Commitments to external initiatives		
	G4-14 Whether and how the precautionary approach or principle is addressed	Our approach to reducing our emissions is guided by the Precautionary Principle, in that we tackle the possible risks even where our scientific understanding may be incomplete.
	G4-15 Externally developed economic, environmental, and social charters, principles, or initiatives the organization subscribes or endorses	<p>The Company Charter of the Cement Sustainability Initiative (CSI)</p> <p>TITAN Group Code of Conduct</p> <p>TITAN Group Code of Conduct for Procurement</p> <p>IAR 2016 pages: 5, 14</p>
	G4-16 Association memberships	<p>We co-lead the CSR Europe's portal for buyers and suppliers. Additionally, we have co-led the Cement Sustainability Initiative's Task Force 10 on Supply Chain Management. See G4-15 for details of our membership with UN Global Compact, Cement Sustainability Initiative and CSR Europe.</p> <p>IAR 2016 pages: 138</p>
Identified material aspects and boundaries		
	G4-17 Entities included in consolidated financial statements and if any are not in report	IAR 2016 pages: 85 (Annual Financial Statements: Note 14 – Principal subsidiaries, associates and joint ventures)
	G4-18 Process to define report content and aspect boundaries. How Defining Report Content principles was implemented	IAR 2016 pages: 124-125, 126-128
	G4-19, G4-20 and G4-21 Material aspects and boundaries	<p>We have attributed each of our material issues to a relevant material aspect outlined in the Global Reporting Initiative (GRI) G4 Guidelines. The table 44 in this GRI Index describes the boundary for each of these aspects, indicating where the impacts of each one is felt, inside and outside of our business. The stakeholders who form the external boundaries are those nearby or with a close interest in TITAN's operations, such as governments and local communities in the countries and regions in which we work.</p> <p>IAR 2016 pages: 9, 126-128</p>

General standard disclosures	Description	Location and response
		GRI Index 2016: Tables: 43 and 44
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	IAR 2016 pages: 3, 126-128
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	IAR 2016 pages: 3, 126-128
Stakeholder engagement		
G4-24	List of stakeholder groups engaged by the organization	IAR 2016 pages: 9 GRI Index 2016: Table 44
G4-25	Basis for identification and selection of stakeholders with whom to engage	IAR 2016 pages: 9 GRI Index 2016: Table 44
G4-26	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	IAR 2016 pages: 9 GRI Index 2016: Table 44
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns	IAR 2016 pages: 9 GRI Index 2016: Table 44
Report profile		
G4-28	Reporting period (such as fiscal or calendar year) for information provided	01 January 2016 – 31 December 2016
G4-29	Most recent previous report	17 June 2016 Website: Annual Report 2015
G4-30	Reporting cycle	The reporting cycle is annual.
G4-31	Contact point for questions regarding the report or its contents	This Report is directed at key stakeholders, namely shareholders, employees, customers, suppliers, government and regulatory authorities, local communities and NGOs. It is also directed at potential investors, analysts and any other interested party. We welcome feedback via our website: www.titan-cement.com For more information, please visit our website: www.titan-cement.com or contact: Ms. Maria Alexiou, TITAN Group CSR Senior Manager, at csr@titan.gr or at 22A Halkidos Street, 111 43 Athens, Greece. IAR 2016 pages: 128
G4-32	Table with Standard Disclosure locations	GRI Index 2016

General standard disclosures	Description	Location and response
G4-33	External assurance statement	IAR 2016 pages: 124-125
Governance: Governance structure and composition		
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	IAR 2016 pages: 22 GRI Index 2016: Tables 45 and 46
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	IAR 2016 pages: 18-31 An overview of our governance and management structure is detailed in the Corporate Governance section. Along with our Board Committees (Audit, Remuneration, and Nomination and Corporate Governance), we have established Other Committees , among which is our Executive Committee and a Sustainability Committee, and the Advisory Council, demonstrating how important social responsibility is to the Group.
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	TITAN Website: Corporate governance IAR 2016 pages: 18-31 An overview of our governance and management structure is detailed in the Corporate Governance section. Along with our Board Committees (Audit, Remuneration, and Nomination and Corporate Governance), we have established Other Committees , among which is our Executive Committee and a Sustainability Committee, and the Advisory Council, demonstrating how important social responsibility is to the Group.
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body	TITAN Website: Sustainability Committee See G4-24, G4-25, G4-26 and G4-27. Four members of the Group Sustainability Committee are also members of the BOD. Only one of them is a non-executive member of the BOD. The stakeholder engagement results are also included in the Board or Directors' risk assessment discussions. IAR 2016 pages: 15, 41 See G4-24, G4-25, G4-26 and G4-27.
G4-38 and G4-39	Composition of the highest governance body and its committees and whether the Chair of the highest governance body is also an executive officer	IAR 2016 pages: 18-31 TITAN Website: Board of Directors TITAN Website: Board Committees TITAN Website: Other Committees GRI Index 2016: Tables 45 and 46
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including:	IAR 2016 pages: 24-25 TITAN Website: Board of Directors

General standard disclosures	Description	Location and response
	<ul style="list-style-type: none"> a. Whether and how diversity is considered b. Whether and how independence is considered c. Whether and how expertise and experience relating to economic, environmental and social topics are considered d. Whether and how stakeholders (including shareholders) are involved 	
G4-41	<p>Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum:</p> <ul style="list-style-type: none"> a. Cross-board membership b. Cross-shareholding with suppliers and other stakeholders c. Existence of controlling shareholder d. Related party disclosures 	<p>IAR 2016 pages: 25, 32-37 TITAN Website: Rights of shareholders</p>
Governance: Highest governance body's role in setting purpose, values, and strategy		
G4-42	<p>The highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts</p>	IAR 2016 pages: 18-31
G4-43	<p>Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics</p>	<p>IAR 2016 pages: 18-40</p> <p>The Board's knowledge in regard to economic, environmental, and social issues is developed through its active involvement in CSR Europe, WBCSD/CSI and UNGC, as well as its long-term experience at TITAN and in the cement sector.</p>
G4-44	<p>Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.</p>	IAR 2016 pages: 18, 27-28, 30
G4-45 and G4-46	<p>The highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities; and in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.</p>	<p>IAR 2016 pages: 15, 41</p> <p>The Board is accountable for ensuring that risk is effectively managed across the Group, while the Audit Committee reviews the effectiveness of our processes, ensuring that we have systems in place to monitor and anticipate potential material risks. We manage our risks proactively, allowing the Group to respond and adapt to new dynamics in our business environment. Having expanded the scope of our risk assessment processes in recent years, we have a stronger understanding of the concerns and expectations of our key stakeholders, along with the risks we face and the opportunities that may arise.</p>
G4-47	<p>Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities</p>	<p>IAR 2016 pages: 15, 41</p> <p>Environmental, social and economic risks and opportunities are reviewed by the Board on a monthly basis.</p>
G4-48	<p>Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered</p>	IAR 2016 pages: 124-125, 126-128

General standard disclosures	Description	Location and response
Governance: Highest governance body's role in evaluating economic, environmental and social performance		
G4-49	Process of communicating critical concerns to the highest governance body	IAR 2016 pages: 9, 22-37 GRI Index 2016: Table 44
G4-50	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	IAR 2016 pages: 9, 22-37 GRI Index 2016: Table 44
Governance: Remuneration incentives		
G4-51	Remuneration policies for the highest governance body and senior executives	IAR 2016 pages: 18, 22-26, 27-31
G4-52	Process for determining remuneration	IAR 2016 pages: 27-31
G4-53	How stakeholders' views are sought and taken into account regarding remuneration	IAR 2016 pages: 27-31
Governance: Ethics and integrity		
G4-56	The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	TITAN Group Code of Conduct TITAN Group Corporate Values IAR 2016 pages: 5-6, 12-15, 125, 133
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	TITAN Group Code of Conduct IAR 2016 pages: 12-15
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	TITAN Group Code of Conduct IAR 2016 pages: 13-15

Specific standard disclosures

Identified omissions relate to GRI indicator compilation criteria, with full details available at <https://g4.globalreporting.org/specific-standarddisclosures/Pages/default.aspx>

DMA and Indicators	Description	Location	Notes and omissions
Category: ECONOMIC			
Material aspect: Economic performance			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 5-9, 44-70	
G4-EC1	Direct economic value generated and distributed	IAR 2016 pages: 5-9, 44-70	<p>Identified omission: (b) Report the direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organization's global operations. Economic value generated: payments to governments by country</p> <p>Reason for omission: This information is currently unavailable. We are looking to report payments to governments by country by 2020.</p>
G4-EC2	Financial implications and other risks and opportunities due to climate change	IAR 2016 pages: 10-12, 15, 16-17	<p>Mitigating climate change</p> <p>Thermal and electrical energy, along with raw materials, are fundamental resources for high-intensity cement and construction materials producers. What we do can impact climate change and have significant implications on populations and biodiversity. We address this through the use of alternative fuels and raw materials, and systematic monitoring and recording of quantities of energy resources consumed. Our approach to reducing our emissions is guided by the Precautionary Principle, in that we tackle the possible risks even where scientific understanding may be incomplete.</p> <p>Risks associated with climate change</p> <p>Like many energy-intensive manufacturing industries, cement production generates significant greenhouse gas (GHG) emissions. TITAN is subject to the EU Emission Trading Scheme cap and trade quotas. Climate change may cause physical risks to our operations.</p> <p>Mitigating activities</p> <ul style="list-style-type: none"> • TITAN is a member of the World Business Council of Sustainable Development and an active member of the Cement Sustainability Initiative. • We have identified and implemented actions to reduce both our CO₂ emissions and ecological footprints. • TITAN has identified that our Florida plant is at risk from climate change. • TITAN is looking to identify and conduct additional climate change risk assessments for our Florida plant and other operations by 2020.
G4-EC3	Coverage of the organization's defined benefit plan obligations	IAR 2016 pages: 105 (Annual financial statements note 25), 96 (Annual financial statements note 19)	<p>The minimum percentage of salary contributed by TITAN to our employees' pensions is 15%. The amount contributed by TITAN and by our employees varies depending on the country in which we operate. TITAN's contributions to our employees' pensions ranges from 15 to 50% depending on country and role.</p> <p>Identified omission: (d) The percentage of salary contributed by employee or employer.</p> <p>Reason for omission: The information is subject to specific confidentiality constraints.</p>

DMA and Indicators	Description	Location	Notes and omissions
			Explanation for omission: The percentage of salary contributed by TITAN to our employees' pensions varies by country. We have provided a range. The exact percentage contribution by country is deemed to be business sensitive due to the competitive nature of the cement industry and thus cannot be disclosed for confidentiality reasons.
G4-EC4	Financial assistance received from government		No financial support was received from government in 2016.

Material aspect: Market presence

G4-DMA	Disclosure on management approach	IAR 2016 pages: 5-7, 12	
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation		<p>In all countries the ratio of basic salaries and remuneration is in line with market standards and collective agreements where applicable. There are no subjective differences in pay for the same job. TITAN defines significant locations of operations as locations with TITAN cement plants.</p> <p>Identified omission: (a) The ratio of the entry level wage by gender at significant locations of operation to the minimum wage.</p> <p>Reason for omission: The information is subject to specific confidentiality constraints.</p> <p>Explanation for omission: TITAN operates in three main and distinctive activities, cement, ready-mix concrete and quarrying of aggregates. For each of these activities we require different technical and professional expertise. We aim to be the employer of choice across all three activities, and thus follow a policy of providing new employees with premiums over the minimum wage. This is calculated country by country considering the history of each country, its level of industrialization and other factors. In countries where there is neither a minimum wage nor a collective bargaining agreement covering the sector, the wages provided by the public sector in the country of interest are estimated as a reference.</p>
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	GRI Index 2016: Table 23	<p>Global business with local expertise</p> <p>Although the Group operates globally, over 49% of our employees are from the local community, and most of them are local nationals. This excludes data from the USA, as data is not available as it is subject to confidentiality restraints. Most of our local management teams are local nationals.</p> <p>Most of the senior managers are hired from the local community. Expatriates support the integration of new plants or acquisitions into the Group. In 2016, only 24 senior managers were expatriates.</p> <p>Identified omission: (a) Report the percentage of senior management at significant locations of operation that are hired from the local community.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We are looking to report on this by 2020 when we upgrade our data collection processes. TITAN defines significant locations of operations as locations with TITAN cement plants. "Local" refers to the administrative region within which lies a cement plant, a ready-mix unit, a quarry, a terminal, company offices or other premises that belong to the Group or one of its subsidiaries.</p>

Material aspect: Indirect economic impacts

G4-DMA	Disclosure on management approach	IAR 2016 pages: 5-6, 9, 12-13, 15-16 GRI Index 2016: Table 24	
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DMAs and Indicators	Description	Location	Notes and omissions
G4-EC7	Development and impact of infrastructure investments and services supported	IAR 2016 pages: 5, 13 GRI Index 2016: Table 24	
G4-EC8	Significant indirect economic impacts, including the extent of impacts	IAR 2016 pages: 13 GRI Index 2016: Table 23	See G4-15 for reference to the significance of our indirect economic impacts in the context of external benchmarks and stakeholder priorities.
Material aspect: Procurement practices			
G4-DMA	Disclosure on management approach	TITAN Website: Suppliers and business partners IAR 2016 pages: 13-15	<p>As part of TITAN Group's continuing efforts to enhance its competitive position of each of its businesses, TITAN Group has embarked on a Group Procurement Transformation program. The objective is to address both procurement spend, as well as overall business effectiveness, through improved processes, specifications, and quality and risk management. More specifically, the target is to:</p> <ul style="list-style-type: none"> • Significantly reduce the cost of goods and services procured across the Group while maintaining or improving current service levels and quality • Optimize and harmonize specifications where relevant • Establish efficient and uniform purchasing policies and processes across the Group, with a special focus to improving risk management • Optimize the number of suppliers and establish and maintain long term value-added supplier relationships with an emphasis on "total cost", transparency and enhancement of the sustainability impact into our supply chain <p>The Group Procurement Transformation program is endorsed and sponsored by the TITAN top management and is driven by the Group Chief Procurement Officer. This involvement of top management benefits both TITAN Group as well as the suppliers, in that it empowers our team to make lasting strategic decisions and elevate our relationship with the suppliers to a higher level.</p>
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	IAR 2016 pages: 13-15	In line with the principles of the Group Procurement Transformation program (See G4-DMA on Procurement practices here above), one of the main responsibilities of Group Procurement is the development of a purchasing strategy which, with the assistance of our Business leaders, would enable the optimum result for the Group based on the relevant parameters of cost, quality, service and operational flexibility.

DMA and Indicators	Description	Location	Notes and omissions
Category: ENVIRONMENTAL			
Material aspect: Materials			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 10-12	
G4-EN1	Materials used by weight or volume	IAR 2016 pages: 135-136 GRI Index 2016: Table 49 and 50	<p>Cement production</p> <p>In 2016, we used 22.9 million metric tons (dry basis) of extracted and alternative raw materials.</p> <p>TITAN does not use semi-manufactured parts or goods to produce cement and thus weight of semi-manufactured goods is not applicable. Currently there are no data available regarding associated process materials or materials used for packing.</p> <p>Ready-mix production</p> <p>In 2016, we used 8.1 million metric tons (wet basis) of aggregates (extracted raw materials) and 1.5 million metric tons (wet basis) of cement, fly ash, slag and chemical admixtures (semi-manufactured materials). Currently there are no data available regarding associated process materials or materials used for packing.</p> <p>Blocks production</p> <p>In 2016, we used 640,000 metric tons (wet basis) of aggregates (extracted raw materials) and 60,000 metric tons (wet basis) of cement, fly ash and chemical admixtures (semi-manufactured materials). Currently there are no data available regarding associated process materials or materials used for packing.</p> <p>Dry mortar production</p> <p>In 2016, we used 15,495 metric tons (wet basis) of aggregates (extracted raw materials) and 2,520 metric tons (wet basis) of cement and chemical admixtures (semi-manufactured materials). Currently there are no data available regarding associated process materials or materials used for packing.</p>
G4-EN2	Percentage of materials used that are recycled input materials	IAR 2016 pages: 11, 135-136 GRI Index 2016: Table 49 and 50	<p>Of the materials we use for the production of our products, the percentage of alternative raw materials, mostly derived from by-products and waste from other industries, was:</p> <ul style="list-style-type: none"> • Cement production 5.1% • Ready-mix production 2.5% • Blocks production 0.0% • Dry mortar production 0.0%
Material aspect: Energy			
G4-DMA	Disclosure on management approach	TITAN Environmental Policy IAR 2016 pages: 10-12	
G4-EN3	Energy consumption within the organization	IAR 2016 pages: 10-12, 126-128, 134, 136 GRI Index 2016: Graph 6	<p>Total energy consumption 53,969 TJ (47,316TJ thermal energy and 6,652TJ electrical energy)</p> <p>No heating, cooling or steam energy is consumed by our organization.</p> <p>Cement production</p> <ul style="list-style-type: none"> • Thermal energy 46,862TJ

DMAs and Indicators	Description	Location	Notes and omissions
			<p>Fuel mix</p> <ul style="list-style-type: none"> • Electrical energy 6,305TJ <p>Our thermal and electrical energy consumption are calculated and reported in accordance with the corresponding WBCSD/CSI protocol (CO₂ and Energy Accounting and Reporting Standard for the Cement Industry, version 3.0, May 2011).</p> <p>Aggregates production</p> <ul style="list-style-type: none"> • Thermal energy 275.3TJ • Electrical energy 166.2TJ <p>Ready-mix production</p> <ul style="list-style-type: none"> • Thermal energy 67.9J • Electrical energy 59.9TJ <p>Terminals</p> <ul style="list-style-type: none"> • Thermal energy 81.3TJ • Electrical energy 17.5TJ <p>Fly ash production</p> <ul style="list-style-type: none"> • Thermal energy 18.3TJ • Electrical energy 67.7TJ <p>Blocks production</p> <ul style="list-style-type: none"> • Thermal energy 8.1TJ • Electrical energy 16.0TJ <p>Dry mortar production</p> <ul style="list-style-type: none"> • Thermal energy 1.6TJ • Electrical energy 0.0TJ <p>Others</p> <ul style="list-style-type: none"> • Thermal energy 2.8TJ • Electrical energy 19.5TJ
G4-EN4	Energy consumption outside of the organization		<p>Identified omissions: (a) Report energy consumed outside of the organization, in joules or multiples. (b) Report standards, methodologies, and assumptions used. c. Report the source of the conversion factors used.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We are looking to report on energy consumption by 2020 as we strengthen our supply chain strategy and management.</p>
G4-EN5	Energy intensity	IAR 2016 pages: 10-11, 134, 136	Cement production

DMA and Indicators	Description	Location	Notes and omissions
		GRI Index 2016: Graph 6	<ul style="list-style-type: none"> • Thermal energy 3,550.4MJ/t_{Clinker} • Electrical energy 117.7kWh/t_{Cement}
G4-EN6	Reduction of energy consumption	IAR 2016 pages: 10-11	
G4-EN7	Reduction in energy requirements of product and services		<p>Identified omissions: Reductions in energy requirements of products and services: (a) Report the reductions in the energy requirements of sold products and services achieved during the reporting period, in joules or multiples. (b) Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it, (c) Report standards, methodologies, and assumptions used.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We do not collect data on energy savings provided by our products during their use. We are looking to report this by 2020.</p>

Material aspect: Water

G4-DMA	Disclosure on management approach	<p>TITAN Environmental Policy</p> <p>IAR 2016 pages: 5, 10, 17, 134, 136, 124-126</p> <p>GRI Index 2016: Graph 7</p>	
G4-EN8	Total water withdrawal by source	IAR 2016 pages: 10, 126, 134	<p>At Group level, a total 30.5 million m³ of water was withdrawn, 9.1 million m³ consumed and 21.4 million m³ discharged in 2016.</p> <p>The volume of the water withdrawal, sourced from surface and ground water resources, is in most cases directly measured with water flow meters installed at the withdrawal points, whereas municipal water volume is usually determined by invoices or bills from the water supply company. In the few cases where direct measurements are not possible, water withdrawal is estimated by multiplying pump manufacturer rated capacity and pump operating hours.</p>
G4-EN9	Water sources significantly affected by withdrawal of water		Based on the assessment tools available to us, no water source was significantly affected by our operations.
G4-EN10	Percentage and total volume of water recycled and reused	IAR 2016 pages: 10, 126, 134	The water we recycle is determined by direct measurements (using water flow meters) whenever this is possible. If this is not possible, estimates are used (pumping hours multiplied by the pump rated capacity, or simply by recording the number of water trucks of known capacity needed for yard washing and dust suppression).

Material aspect: Biodiversity

G4-DMA	Disclosure on management approach	<p>TITAN Environmental Policy</p> <p>IAR 2016 pages: 9, 10, 17, 135-136</p>	
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DMA and Indicators	Description	Location	Notes and omissions
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	IAR 2016 pages: 9, 10, 17, 135-136 GRI Index 2016: Table 51	Eight of our Group quarry sites have been recognized as areas of high biodiversity value and six of the eight (75% of them) operate under a Biodiversity Management Plan (BMP) in principle according to the WBCSD/CSI Biodiversity Management Plan (BMP) Guidance. <u>2016</u> Number of active quarries within, containing or adjacent to areas of high biodiversity value: 8 Percentage of quarries with high biodiversity value where biodiversity management plans are actively implemented: 75%
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	IAR 2016 pages: 9, 10, 17, 135-136 GRI Index 2016: Table 51	
G4-EN13	Habitats protected or restored	IAR 2016 pages: 9, 10, 61 GRI Index 2016: Tables 47 and 51	
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		Identified omission: (a) The total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk Reason for omission: The information is currently unavailable. Explanation for omission: We plan to report the total number of IUCN Red List species and national conservation list species with habitats in areas affected by our operations by 2020.
Material aspect: Emissions			
G4-DMA	Disclosure on management approach	TITAN Environmental Policy IAR 2016 pages: 9, 10, 17, 135	
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	IAR 2016 pages: 9, 10, 17, 124-125, 126-128, 135 GRI Index 2016: Graph 1	Total direct carbon emissions from our cement and grinding plants in 2016 were 11.4 million metric tons. In addition, 96,100 metric tons of biogenic CO ₂ is also emitted. Our direct CO ₂ emissions are calculated and reported in accordance with the corresponding WBCSD/CSI protocol (CO ₂ and Energy Accounting and Reporting Standard for the Cement Industry, version 3.0, May 2011). According to the protocol, no other greenhouse gas (GHG) is considered material to cement plant operations. The base year for CO ₂ emissions is 1990 in accordance with the Kyoto Protocol.
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	IAR 2016 pages: 9, 10, 17, 124-125, 126-128, 135-136 GRI Index 2016: Graph 1	Total indirect carbon emissions from our cement and grinding plants in 2016 were 1.2 million metric tons. Our indirect CO ₂ emissions, are calculated and reported in accordance with the corresponding WBCSD/CSI protocol (CO ₂ and Energy Accounting and Reporting Standard for the Cement Industry, version 3.0, May 2011). Indirect CO ₂ emissions are related to emissions released for the production of the electrical energy consumed at our facilities. For their calculation we use emission factors provided by the supplier of the electrical energy or other publicly available data. If no such data are available, the most recent data provided by CSI are used.
G4-EN17	Other indirect greenhouse gas (GHG) emissions		Identified omission: Other indirect greenhouse gas (GHG) emissions (Scope 3): (a) Report gross other indirect (Scope 3) GHG emissions in metric tons of CO ₂ equivalent, excluding indirect emissions from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organization (these indirect emissions are reported in Indicator

DMA and Indicators	Description	Location	Notes and omissions
			<p>G4-EN16). Exclude any GHG trades, such as purchases, sales, or transfers of offsets or allowances, (b) Report gases included in the calculation, if available, (c) Report biogenic CO₂ emissions in metric tons of CO₂ equivalent separately from the gross other indirect (Scope 3) GHG emissions, (e) Report other indirect (Scope 3) emissions categories and activities included in the calculation, (f) Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions, (g) Report standards, methodologies, and assumptions used, (h) Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source, if available.</p> <p>Reason for omission: Data unavailable.</p> <p>Explanation for omission: Relevant data are currently not available as we currently do not collect Scope 3 emissions data. We look to report on our Scope 3 emissions by 2020.</p>
G4-EN18	Greenhouse gas (GHG) emissions intensity	<p>IAR 2016 pages: 135</p> <p>GRI Index 2016: Graph 1</p>	Specific direct CO ₂ emissions were 718.0kg/t _{Product} .
G4-EN19	Reduction of greenhouse gas (GHG) emissions	IAR 2016 pages: 9, 10, 17, 135-136	
G4-EN20	Emissions of ozone-depleting substances (ODS)		Our operations are not correlated to emissions of ozone-depleting substances (ODS).
G4-EN21	NO _x , SO _x , and other significant air emissions	<p>IAR 2016 pages: 9, 10, 17, 124-125, 126-128, 135</p> <p>GRI Index 2016: Graphs 2-3-4</p>	Following CSI guidance on air emissions reporting we provide information regarding our performance on Hg, PCDD/F and heavy metals emissions as well as the overall and specific coverage rates in addition to NO _x and SO _x performance.
Material aspect: Effluents and waste			
G4-DMA	Disclosure on management approach	<p>TITAN Environmental Policy</p> <p>IAR 2016 pages: 10-12</p>	
G4-EN22	Total water discharge by quality and destination	IAR 2016 pages: 10, 134	<p>At Group level, a total of 21.4 million m³ discharged in 2016. Total water discharge from our cement and grinding plants was 4.1 million m³.</p> <p>TITAN's reporting on water is compliant with the requirements set out in the WBCSD/CSI Protocol for Water Reporting.</p> <p>Identified omission: (a) Quality of the water including treatment method. Whether it was reused by another organization.</p> <p>Reason for omission: Suitable index is not currently available.</p> <p>Explanation of omission: Quality of water discharge is monitored in accordance to local legal requirements as well as other specific obligations. Data are available at local level; however, there is no suitable indicator to quantify them at Group level.</p>
G4-EN23	Total weight of waste by type and disposal method	<p>IAR 2016 pages: 10, 11, 17</p> <p>GRI Index 2016: Table 52</p>	Disposal method was based on information provided by the waste disposal contractor.
G4-EN24	Total number and volume of significant spills		No significant spills were reported during 2016.

DMA and Indicators	Description	Location	Notes and omissions
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of hazardous waste shipped internationally		Waste materials used in or produced by our operations are not considered to be hazardous under the terms of the Basel Convention.
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff		See G4-EN11 and G4-EN12. Based on the assessment tools available to us, no water body was significantly affected by our operations.
Material aspect: products and services			
G4-DMA	Disclosure on management approach	TITAN Environmental Policy IAR 2016 pages: 5	We aim to develop more sustainable products and services for our customers to minimize the impact our products have on society and the environment as demonstrated by our ProAsh® product.
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	IAR 2016 pages: 5	Innovations in our products and in our engagement with local customers help to give us a competitive edge in the markets we work in. We actively promote new products that will improve quality and durability, such as ProAsh®, as well as methods and materials that will make construction easier or help to reduce its environmental impact.
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		<p>Due to the nature of our main product and its long life cycle, currently, there are no effective mechanisms to estimate the amount that is reclaimed at the end of its useful life. There are certain initiatives that aim to collect construction materials during demolishing of buildings and structures, but they are still at an early stage.</p> <p>Mechanisms to reclaim packaging materials are in place in some areas, such as Greece and Bulgaria. These mechanisms are external collection systems that collect such materials under a national plan on material recycling and cannot provide specific data on the amount of our products reclaimed.</p>
Material aspect: Compliance			
G4-DMA	Disclosure on management approach	TITAN Environmental Policy IAR 2016 pages: 10-12	
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations		The total amount of significant fines paid by the Group in 2016 in relation to non-compliance with environmental laws and regulations was €11,000, at Adocim (Turkey) for non-monetary sanctions.
Material aspect: Transport			
G4-DMA	Disclosure on management approach	TITAN Environmental Policy IAR 2016 pages: 10-12	
G4-EN30	Significant environmental impacts of transporting products and other goods and		The environmental impacts of transporting our products, materials used in our operations and our employees are mainly GHG emissions, fugitive dust and noise. We actively implement programs adopting best practices to reduce these impacts,

DMA and Indicators	Description	Location	Notes and omissions
	materials for the organization's operations, and transporting members of the workforce		<p>such as the introduction of trucks with low emission engines and the installation of covering mechanisms as well as truck washing prior to leaving our facilities premises to reduce fugitive dust.</p> <p>Reason for omission: Not applicable.</p> <p>Explanation of omission: Based on past studies, the environmental impact of such activities was deemed not material compared to the impact of our direct operations. We therefore do not currently collect data on transport impacts. By 2020, we look to re-evaluate our position and develop a monitoring system as necessary.</p>
Material aspect: Overall			
G4-DMA	Disclosure on management approach	TITAN Environmental Policy IAR 2016 pages: 5, 10-12	Our efforts to address environmental concerns such as water and energy use, biodiversity, CO ₂ emissions and waste management are not add-ons to our business, but are central to what we do. They underpin both our operational efficiency and our focus on sustainability. They also help us secure the permits we need to run our business.
G4-EN31	Total environmental protection expenditures and investments type	GRI Index 2016: Table 53 GRI Index 2016: Graph 8	Environmental expenditure across all our operations (including emissions treatment, waste and remediation costs) in 2016 was €60.7 million.
Material aspect: Supplier environmental assessment			
G4-DMA	Disclosure on management approach	TITAN Code of Conduct for Procurement	
G4-EN32	Percentage of new suppliers that were screened using environmental criteria		100% of new suppliers are screened using the criteria of compliance with environmental legislation.
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken		<p>Identified omissions: (a) The number of suppliers, subject to environmental impact assessments. (b) The number of suppliers identified as having significant actual and potential negative environmental impacts. (c) The significant actual and potential negative environmental impacts identified in the supply chain. (d) The percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. (e) The percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.</p> <p>Reason for omissions: The information is currently unavailable.</p> <p>Explanation for omissions: We are looking to report against this indicator by 2020 once we have our new supplier program in place.</p>
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms		No such case was reported in 2016.

DMA and Indicators	Description	Location	Notes and omissions
Category: SOCIAL			
Sub-category: Labor practices and decent work			
Material aspect: Employment			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 3, 12	
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	IAR 2016 pages: 12 GRI Index 2016: Tables 4, 5, 6, 7, 8, 10, 11, 12	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	IAR 2016 pages: 12, 53, 62, 105	
G4-LA3	Return to work and retention rates after parental leave, by gender		In respect to the right to parental leave and to job retention after parental leave, TITAN Group acknowledges this right and guarantees job retention in all countries, despite existing local legislation. All employees are entitled to parental leave according to local legislation. In the Group, for 2016, 258 people were entitled to parental leave (216 males and 42 females) and 48 people took parental leave (35 males and 13 females).
Material aspect: Labor/Management relations			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 12	
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements		TITAN Group follows EU and national legislation in respect to notice periods.
Material aspect: Occupational health and safety			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 3-4, 11, 15, 17 GRI Index 2016: Tables 54 and 55	
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	IAR 2016 pages: 11, 15, 17	83.3% of total workforce is represented in formal joint management-worker health and safety committees.
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and	IAR 2016 pages: 11, 137 GRI Index 2016: Tables 54 and 55	Identified omission: (a) Types of injury, injury rate (IR), occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities, for the total workforce (that is, total employees plus supervised workers)

DMAs and Indicators	Description	Location	Notes and omissions
	absenteeism, and total number of work-related fatalities, by region and by gender		<p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We report lost time injuries frequency rate (LTIFR) overall and by region. We report work-related fatalities overall by region. Until the end of 2016, we have not been tracking occupational diseases rates, absenteeism rates or lost day rates or IR. We aim to report the omitted indicator by 2020.</p>
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	IAR 2016 pages: 11, 15, 17	<p>We have adopted the relevant KPI of CSI, and the tracking will begin in 2017.</p> <p>Identified omission: Whether there are workers who are involved in occupational activities who have a high incidence or high risk of specific diseases</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: Although this data is collected at plant level, we are working through the CSI and internally on developing best practice occupational illness data collection and reporting procedures. We aim to report on this indicator by 2020.</p>
G4-LA8	Health and safety topics covered in formal agreements with trade unions	IAR 2016 pages: 11, 15, 17	<p>Union representatives have regular meetings with the management to discuss employee issues and propose improvements to meet employees' expectations, including among else wages and additional benefits, as well as proposals to improve health and safety conditions at work. 100% of formal agreements with trade unions cover a variety of health and safety topics. In addition, Health and Safety Committees comprising management and employee representatives cover 83,3% of total workforce of the Group.</p>
Material aspect: Training and education			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 10-12 GRI Index 2016: Tables 25-39	
G4-LA9	Average hours of training per year per employee by gender, and by employee category	IAR 2016 pages: 10-12 GRI Index 2016: Tables 28, 31-33,	<p>Identified omission: a. Report the average hours of training that the organization's employees have undertaken during the reporting period, by: employee category.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We are in the progress of updating our data collection system. We are looking to report average hours of training by employee category by 2020.</p>
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings		<p>TITAN Group invests in steady long-term work relationships with its employees and thus builds the intellectual capital of the Company on multiple levels:</p> <ul style="list-style-type: none"> The "C-Mentors" program is a three-year industrial development program for TITAN newcomers with technical roles. By interactively transferring know-how, it enables them to become first-rate cement professionals, fully fledged cement employees and, ultimately, highly valued cement mentors. Quality of leadership is critical to the Group's success. That is why we commit significant resources to training and developing high-potential employees throughout the organization, giving them the knowledge and skills to deliver the Group's performance and growth objectives. We designed and launched a new Leadership Platform in 2015, "Leading the TITAN Way", encompassing the essence of our culture and describing the fundamentals of good leadership within TITAN. "Leading the TITAN Way" has been shared and discussed with our top managers at engagement events, so that they can communicate it to their own teams and eventually to all employees in 2016. All the people managers were trained in two phases with emphasis put on incorporating the "Leading the TITAN way" in the Performance Development Process, further enhancing their capabilities as managers. During the first phase in total 152 training hours (in 19 workshops) took place for 273 people managers and the Performance Development Process was explained and experienced, so

DMAs and Indicators	Description	Location	Notes and omissions
			<p>that they were adequately prepared to manage the performance of their people. During the second phase 333 people managers had all of them a total of 192 hours (in 24 workshops) that prepared them in performance calibration.</p> <ul style="list-style-type: none"> We also continue to expand successful Group initiatives such as our Self-Training E-learning Program (STEP). In 2016, 19 employees from all business units participated, making a total of 99 employees that have now taken part in this program <p>Out of 158,210 training hours provided to our 5,612 (average) employees in 2016, 15% are related to topics that build management skills.</p>
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category		On average 49% or 2,747 employees of TITAN Group were covered by performance appraisals in 2015. We are looking at expanding the number of employees receiving performance appraisals to 100% by 2020.
Material aspect: Diversity and equal opportunity			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 9, 14	
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	IAR 2016 pages: 9, 10-14, 25-28 GRI Index 2016: Tables 1-3, 12-13,	<p>[Table: percentage of individuals within the organization's governance bodies per gender and age group]</p> <p>[Table: percentage of employees by country per gender]</p> <p>Identified omission: (b) Report the percentage of employees per employee category in each of the following diversity categories: Gender, Age group: under 30 years old, 30–50 years old, over 50 years old, minority groups.</p> <p>Reason for omission: Data unavailable.</p> <p>Explanation for omission: Our current data collection processes does not break down employee data by age or minority group as this is confidential in several of the countries we operate. We are in the process of updating our data collection processes and plan to report on this by 2020.</p>
Material aspect: Equal remuneration for women and men			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 9, 10-14, 25-28	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation		We pay the same salary to men and women who do the same job and ensure that there is no difference through in-cash and in-kind provisions due to gender or type of contract.
Material aspect: Supplier assessment for labor practices			
G4-DMA	Disclosure on management approach	TITAN Code of Conduct for Procurement IAR 2016 pages: 10-12, 13-15	<p>Identified omissions: (a) Why the Aspect is material. b. How the organization manages the material Aspect or its impacts. (c)The evaluation of the management approach.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We have set ourselves the target of assessing our supply chain using labor criteria and reporting against this by 2020.</p>

DMAs and Indicators	Description	Location	Notes and omissions
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	TITAN Code of Conduct for Procurement IAR 2016 pages: 13-14	<p>Identified omission: (a) Report the percentage of new suppliers that were screened using labor practices criteria.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We have set ourselves the target of assessing our supply chain using labor criteria and reporting against this indicator by 2020.</p>
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	TITAN Code of Conduct for Procurement IAR 2016 pages: 13-14	<p>Identified omission: (a) The number of suppliers subject to impact assessments for labor practices. (b) The number of suppliers identified as having significant actual and potential negative impacts for labor practices. (c) The significant actual and potential negative impacts for labor practices identified in the supply chain. (d) The percentage of suppliers identified as having significant actual and potential negative impacts for labor practices with which improvements were agreed upon as a result of assessment. (e) The percentage of suppliers identified as having significant actual and potential negative impacts for labor practices with which relationships were terminated as a result of assessment, and why.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We have set ourselves the target of assessing our supply chain using labor criteria and reporting against this indicator by 2020.</p>
Material aspect: Labor practices grievance mechanisms			
G4-DMA	Disclosure on management approach	TITAN Group Code of Conduct IAR 2016 pages: 13-14	
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	TITAN Group Code of Conduct IAR 2016 pages: 13-14	

DMA and indicators	Description	Location	Notes and omissions
Category: SOCIAL			
Sub-category: Human rights			
Material aspect: Investment			
G4-DMA	Disclosure on management approach	TITAN Group Code of Conduct	
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	IAR 2016 pages: 13-15	<p>A sustainability clause related to the endorsement of the UNGC Principle on Human Rights has been introduced in the Request for Proposals addressed to global suppliers. The same process will be applied to regional and local suppliers.</p> <p>Identified omission: (a) Report the total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: As part of our commitment to the UNGC we are looking to develop more robust data collection systems for human rights screening of our key contracts by 2020.</p>
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	IAR 2016 pages: 10-12, 13-15 GRI Index 2016: Tables 34-36	<p>Identified omission: (b) Report the percentage of employees in the reporting period trained in human rights policies or procedures concerning aspects of human rights that are relevant to operations.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: The percentage of employees trained for Albania and F.Y.R. of Macedonia is currently not available, but we look to report on this by 2020.</p>
Material aspect: Non-discrimination			
G4-DMA	Generic disclosure on management approach	TITAN Website: TITAN People Management Framework IAR 2016 pages: 12	
G4-HR3	Total number of incidents of discrimination and corrective actions taken		<p>Four incidents were filed with the Equal Employment Opportunity Commission (EEOC), and one other incident that was pursued through a private lawyer in the USA during 2016:</p> <ul style="list-style-type: none"> • Mid-Atlantic TITAN Virginia Ready Mix: Former employee alleged she was disciplined, subjected to different terms and conditions of employment, and discharged due to her gender. The case was dismissed after the EEOC reviewed the company's position statement. Dismissed • Mid-Atlantic (Powhatan Ready Mix): Former employee alleged he was discharged because of his race. The case was dismissed after the EEOC reviewed the company's position statement. Dismissed • Florida Ready Mix: Former employee submitted claim for Religious Discrimination with EEOC. Company submitted position statement to EEOC. Awaiting response from EEOC. • Florida Ready Mix: Former employee submitted claim for Discrimination based upon handicap or disability. Company submitted position statement to EEOC. Awaiting response from EEOC. • Florida Pennsuco: Former employee pursued claim through private lawyer for FLSA and FMLA violations. Settled.
Material aspect: Freedom of association and collective bargaining			

DMA and indicators	Description	Location	Notes and omissions
G4-DMA	Generic disclosure on management approach	IAR 2016 pages: 12 GRI Index 2016: Table 17	
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	IAR 2016 pages: 14	Unions, where established, operate freely according to each country's laws and regulations. Identified omissions: a. Operations and suppliers in which employee rights to exercise freedom of association or collective bargaining may be violated or at significant risk. Reason for omission: The information is currently unavailable. Explanation for omission: We are looking to embed human rights assessments into our supply chain by 2020. This will involve screening suppliers using new human rights criteria that covers freedom of association and collective bargaining. We look to report against this indicator by 2017.
Material aspect: Child labor			
G4-DMA	Generic disclosure on management approach	IAR 2016 pages: 13, 133	
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor		Our Group employee standards clearly spell out that TITAN allows employment only for people who are over 18 years old. All contractors are aware of TITAN's policy against child labor and they are monitored regularly to safeguard compliance with TITAN's standards. The risk of child labor has been identified through a human rights self-assessment and a mapping by our CSR Department in the supply chain in Egypt, where some transport contractors employ young people from 15 to 17 years old as support to load and unload their vehicles, a practice that is very common in many developing countries. To avoid such risks, TITAN has imposed strict requirements on its contractors and does not allow them to carry out our work with the help of any person younger than 18 years old. All contractors are expected to present us with a full list showing the profile and training of their employees before being commissioned for any contracted job. Identified omissions: b. Report operations and suppliers considered to have significant risk for incidents of child labor either in terms of: <ul style="list-style-type: none">• Type of operation and supplier• Countries or geographical areas with operations and suppliers considered at risk. Reasons for omission: The information is currently unavailable. Explanation for omission: We are looking to embed human rights assessments into our supply chain by 2020. This will involve screening suppliers using new human rights criteria that covers child labor. We look to report against this indicator by 2017.
Material aspect: Forced of compulsory Labor			
G4-DMA	Generic disclosure on management approach	TITAN Group Code of Conduct TITAN Group Code of Conduct for Procurement	
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or		Our procurement purchasing manual mandates that all of our contractors must provide official proof of payment and paid insurance of their employees, in order to be paid.

DMA and indicators	Description	Location	Notes and omissions
	compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor		<p>To mitigate the risk of compulsory labor, TITAN is aiming to build long-term relationships with all suppliers that will allow us to have enough information on how and where they operate and select those ones that can provide consistency and reliability in the way they operate, along with the usual standards of cost, quality and on time delivery.</p> <p>Identified omission: a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We are looking to embed human rights assessments into our supply chain by 2020. This will involve screening suppliers using new human rights criteria that cover forced or compulsory labor. We look to report against this indicator by 2017. Also see HR1</p>
Material aspect: Security practices			
G4-DMA	Generic disclosure on management approach		Security practices are also very important to the business, as we need to ensure we can safeguard employees and local communities, especially in Egypt and countries that are less stable.
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations		To help us safeguard employees and local communities, we regularly train 100% of our security personnel.
Material aspect: Assessment			
G4-DMA	Generic disclosures on management approach	IAR 2016 pages: 13-15	
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments		10% of our operations in Albania and Kosovo have been subject to human rights reviews or impact assessments.
Material aspect: Supplier human rights assessment			
G4-DMA	Generic disclosures on management approach	IAR 2016 pages: 13-15	<p>Identified omissions: (b) How the organization manages the material Aspect or its impacts, (c) Evaluation of the management approach.</p> <p>Reason for omissions: The information is currently unavailable.</p> <p>Explanation for omissions: We have set ourselves the target of assessing our supply chain against human rights risks by 2020 and reporting against this by 2020. See also HR1.</p>
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	IAR 2016 pages: 13-15	<p>Identified omissions: a. The percentage of new suppliers that were screened using human rights criteria</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omissions: We have set ourselves the target of assessing our supply chain against human rights risks by 2020 and reporting against this by 2020. Also, see HR1.</p>
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	IAR 2016 pages: 13-15	<p>Identified omissions: a. The number of suppliers, subject to human rights impact assessments. b. The number of suppliers identified as having significant actual and potential negative human rights impacts. c. The significant actual and potential negative human rights impacts identified in the supply chain. d. The percentage of suppliers identified as having significant</p>

DMA and indicators	Description	Location	Notes and omissions
			<p>actual and potential negative human rights impacts with which improvements were agreed upon as a result of assessment, e. The percentage of suppliers identified as having significant actual and potential negative human rights impacts with which relationships were terminated as a result of assessment, and why.</p> <p>Reason for omissions: The information is currently unavailable.</p> <p>Explanation for omissions: We will report against this indicator by 2020 once we have gathered the data on our human rights risks in our supply chain.</p>

Material aspect: Human rights grievance mechanisms

G4-DMA	Generic disclosures on management approach	IAR 2016 pages: 13-15	
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	IAR 2016 pages: 13-15	

Category: SOCIAL

SUB-CATEGORY: SOCIETY

Material aspect: Local communities

G4-DMA	Disclosure on management approach	IAR 2016 pages: 13	
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	IAR 2016 pages: 5-6, 9, 13 GRI Index 2016: Tables 23, 24, 43 and 44	
G4-SO2	Operations with significant actual and potential negative impacts on local communities	IAR 2016 pages: 5-6, 9, 13 GRI Index 2016: Tables 23, 24, 43 and 44	We work closely with local communities at each site to ensure any potential negative environmental or social risks are managed effectively.

Material aspect: Anti-corruption

G4-DMA	Disclosure on management approach	IAR 2016 pages: 13, 15-17 GRI Index 2016: Table 40	
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	IAR 2016 pages: 13, 15-17 GRI Index 2016: Table 40	100% of operations have been assessed for risk of corruption.
G4-SO4	Communication and training on anticorruption policies and procedures	IAR 2016 pages: 13 GRI Index 2016: Table 34-35, 40	<p>Our Code of Conduct training includes our expectations regarding anti-corruption.</p> <p>The Code of Conduct is translated into all languages spoken by TITAN employees and contractors. It is signed by managers and employees every time it is reviewed and updated by the Board.</p>

DMA and indicators	Description	Location	Notes and omissions
			The Code of Conduct is also provided as part of the "personnel file" given to any new employee and they are required to read and sign it with their contract. The Code of Conduct is also an important element of induction courses provided to employees, and Group HR runs periodically a training program for managers in all countries to help them train employees appropriately and ensure they are familiar with it.
G4-SO5	Confirmed incidents of corruption and actions taken		No such incident was recorded in 2016.
Material Aspect: Public policy			
G4-DMA	Disclosure on management approach		Working with government and being transparent in our relationship with government and our stance on regulatory issues is part of being a transparent business.
G4-SO6	Total value of political contributions by country and recipient/beneficiary		Total value of political contributions in 2016, only at the Group's US operations was €3,320. Specifically: Titan America co-hosted an industry sponsored reception for Virginia legislative representatives with the Virginia Ready Mix Concrete Association and the American Concrete Paving Association; Titan's share of the cost was approximately \$3000. Also, Titan Florida LLC made a \$500 contribution to NACM-ICPC PAC, Inc. (National Association of Credit Management – Improved Construction Practices Committee), a political action committee dedicated to promote equitable legislations pertaining to the construction and credit industry.
Material aspect: Anti-Competitive behavior			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 124-125, 133	
G4-SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes		There have been no incidents of legal action for anti-competitive behavior, anti-trust or monopoly practices during the reporting period.
Material aspect – Compliance			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 10-12	
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations		There were no non-monetary sanctions or social cases brought against TITAN Group in 2016. TITAN paid €16,493 in total in fines and sanctions related to minor non-conformities regarding with laws and regulations on health and safety, at TITAN America.
Material aspect: Supplier assessment for impacts on society			
G4-DMA	Disclosure on management approach	ITITAN Website: TITAN Code of Conduct for Procurement IAR 2016 pages: 14	Identified omissions: (a) Why the aspect is material. b. How the organization manages the material Aspect or its impacts (c) The evaluation of the management approach. Reason for omissions: The data is currently unavailable. Explanation for omissions: We have set ourselves the target of assessing our supply chain using social criteria and reporting against this indicator by 2020.

DMAs and indicators	Description	Location	Notes and omissions
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society		<p>Identified omission: (a) Report the percentage of new suppliers that were screened using criteria for impacts on society.</p> <p>Reason for omission: The information is currently unavailable.</p> <p>Explanation for omission: We have set ourselves the target of assessing our supply chain using social criteria and reporting against this indicator by 2020.</p>
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken		<p>Identified omissions: (a) The number of suppliers, subject to assessments for impacts on society, (b) The number of suppliers identified as having significant actual and potential negative impacts on society, (c). The significant actual and potential negative impacts on society identified in the supply chain, (d) The percentage of suppliers identified as having significant actual and potential negative impacts on society with which improvements were agreed upon as a result of assessment, (e) The percentage of suppliers identified as having significant actual and potential negative impacts on society with which relationships were terminated as a result of assessment, and why.</p> <p>Reason for omissions: The information is currently unavailable.</p> <p>Explanation for omissions: We have set ourselves the target of assessing our supply chain using social criteria and reporting against this indicator by 2020.</p>
Material aspect: Grievance mechanisms for impacts on society			
G4-DMA	Disclosure on management approach	IAR 2016 pages: 13	
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	IAR 2016 pages: 13	All of our operations have mechanisms for members of the community to report grievances through our ISO14001 management system. Communities in the USA have access to the same ethics hotline as our employees. In 2016, in the Group, we received 32 written complaints from seven countries (Bulgaria, Egypt, F.Y.R. of Macedonia, Kosovo, Serbia Turkey, and USA).

DMAs and indicators	Description	Location	Notes and omissions
Category: SOCIAL			
Sub-category: Product responsibility			
Material aspect Customer health and safety			
G4-DMA	Disclosure on management approach		All our operations have established management systems certified according to ISO 9000 and relevant country management systems, and for cement and ready-mix products we comply with relevant European quality standards. However, we adapt our customer service policy according to local market conditions. Our managers meet regularly with customers to transfer know-how and expertise regarding product use. This includes everything from health and safety best practice to explaining the advantages of using different products, such as blended cements or other more advanced products, and promoting their environmental and other benefits.
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		100% of our products are assessed accordingly for health and safety impacts during development, production, transportation and use.
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes		There were no incidents of non-compliance with regulations or voluntary codes in 2016.
Material aspect: Product and service labeling			
G4-DMA	Disclosure on management approach		We continuously assess our ability to meet and exceed legal requirements on the labeling of our products to ensure that they are safe for our customers' use. Given recent changes to regulations such as EU Directive 67/548/EEC regarding the labeling of substances and mixtures, TITAN has assessed its risk and ability to comply with them, and has determined that we currently meet all regulatory requirements. We are currently undertaking a review of our operations in the USA to ensure this part of our business is able to comply as well.
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements		Our procedures for product and service labeling spells out a number of requirements for the type of information that must be on the label including information regarding the sourcing of materials in our products, content of our products and their related environmental and social impacts, safe use and application, and logos regarding the safety and amounts of silica in our cement. 100% of our products meet all existing legal requirements and are certified against our labeling procedures. For aggregates, the only labeling requirements are related to their source and safe use. As cement is used to make longterm infrastructure projects, the safe disposal of infrastructure is out of our direct control. However, for products that are not used, we have specific disposal procedures in place.
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		There were zero incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling in 2016.

DMA and indicators	Description	Location	Notes and omissions
G4-PR5	Results of surveys measuring customer satisfaction		<p>Meeting and exceeding our customers' expectations is of utmost importance to our business. We build long lasting relationships with our customers, for example working with them to build the largest skyscraper in America. In addition to our ongoing engagements with customers we undertake customer satisfaction surveys at market level.</p> <p>Identified omission: (a) The results or key conclusions of customer satisfaction surveys</p> <p>Reason for omission: The data is currently unavailable.</p> <p>Explanation for omission: We are currently undertaking a major IT development project which aims to develop a common platform for managing global data and enable easy collection and aggregation of data including customer satisfaction results. We look to report against this Indicator more fully by 2017.</p>

Material aspect: Customer privacy

G4-DMA	Disclosure on management approach		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		There were no such incidents in 2016.

Material aspect: Compliance

G4-DMA	Disclosure on management approach		
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services		There were no such fines in 2016.

Appendix I: Data tables - Social

Table 1: Board of Directors	2016	
	male	female
Independent/Non-Executive	4	3
Chairman	1	0
CEO	1	0
Executive	5	1
Total	11	4
	15	
% of Independent / Non Executive members in the BOD	36,4%	

Table 2: Board of Directors	2016	
	Male	Female
Percentage of individuals within the organization's governance bodies	73%	27%

Table 3: Board of Directors	2016		
	Under 30 years old	30-50 years old	Over 50 years old
Percentage of individuals within the organization's governance bodies	0%	7%	93%
Note: The TITAN Group Board does not have any individuals from minority groups (0%)			

Table 4: Employment (as at 31 December 2016)							
Country	2012	2013	2014	2015	2016	% in the Group 2016	2016 vs. 2015
Albania	218	207	198	199	201	3.67%	1.0%
Bulgaria ¹	305	289	288	287	290	5.29%	1.0%
Egypt	781	773	767	767	661	12.06%	-13.8%
FYROM	340	331	314	301	284	5.18%	-5.6%
Greece ²	1,161	1,125	1,165	1,176	1,185	21.62%	0.8%
Kosovo	501	495	408	406	289	5.27%	-28.8%
Serbia	265	262	236	233	218	3.98%	-6.4%
Turkey ³	250	242	258	289	305	5.56%	5.5%
USA ⁴	1,715	1,731	1,867	1,996	2,049	37.38%	2.7%
Total	5,536	5,455	5,501	5,654	5,482	100.00%	-3.0%

Notes

- 1) Karieri Materiali AD, Karieri AD, and Vris OOD not included
- 2) Ecorecovery SA is not included in this number
- 3) By "Greece" is identified the regional operations as well as the Group corporate center
- 4) Includes: Adocim Cemento Beton Sanayi ve Ticaret A.S.: 267 employees (50% TITAN) and Adocim Marmara Cemento Beton Sanayi ve Ticaret A.S.: 38 employees (100% TITAN)
- 5) Ash venture is included with 21 employees

Table 5: Employee turnover 2016			
Country	Total number of employees as at 31 Dec 2017	Employees left	Turnover
Albania	201	20	10%
Bulgaria	290	13	4%
Egypt	661	132	20%
FYROM	284	42	15%
Greece*	1,185	16	1%
Kosovo	289	133	46%
Serbia	218	19	9%
Turkey	305	28	9%
USA	2,049	341	17%
TOTAL	5,482	744	14%

Table 6: Employee turnover	
Total Males	Total Females
666	778

*By "Greece" is identified the regional operations as well as the Group corporate center

Table 7: Employee turnover 2016

Country	Total number of employees end 2016	Employees left 2016							Turnover in total
		Total employees left	Under 30		30-50		Over 50		
			M	F	M	F	M	F	
Albania	201	20	7	2	7	4	0	0	10%
Bulgaria	290	13	0	0	10	1	2	0	4%
Egypt	661	132	3	0	28	2	96	3	20%
FYROM	284	42	1	0	1	1	29	10	15%
Greece*	1,185	16	1	0	5	0	10	0	1%
Kosovo	289	133	2	0	6	0	123	2	46%
Serbia	218	19	1	1	4	1	12	0	9%
Turkey	305	28	6	3	16	1	2	0	13%
USA	2,049	341	47	9	134	23	113	15	17%
Total	5,482	744	68	15	211	33	387	30	14%
			83		244		417		

Table 9: Direct employment 2015-2016 (average per year by country)

Country	2015 Total	2016 Total	2016 Men	2016 Women	2016 % or women in employment
Albania	199	200	174	26	13.00%
Bulgaria	286	289	211	78	26.99%
Egypt	769	748	716	32	4.28%
FYROM	307	291	245	46	15.81%
Greece*	1,189	1,185	1,004	181	15.27%
Kosovo	405	345	327	18	5.22%
Serbia	235	225	190	35	15.56%
Turkey	265	302	276	26	8.61%
USA	1,929	2,027	1,828	199	9.82%
Total	5,584	5,612	4,971	641	11.42%

Table 8: New Hires 2016

	Total New Hires 2016		under 30		30-50		over 50		Total by country
	Male	Female	Male	Female	Male	Female	Male	Female	
Bulgaria	16	0	6	0	8	0	2	0	16
Egypt	21	6	15	4	4	2	2	0	27
FYROM	32	3	13	1	18	2	1	0	35
Greece*	14	2	1	2	12	0	1	0	16
Kosovo	12	0	10	0	2	0	0	0	12
Serbia	2	2	1	2	1	0	0	0	4
Turkey	37	6	19	5	17	1	1	0	43
USA	350	46	71	9	178	25	101	12	396
Total	498	72	141	27	249	33	108	12	570
	570		168		282		120		

Table 10:

Group new hires 2016	Under 30		30-50		Over 50	
	male	female	male	female	male	female
	141	27	249	33	108	12
	168		282		120	

Table 11:

Group new hires 2016	Male	Female
	498	72

*By "Greece" is identified the regional operations as well as the Group corporate center

Country	2016 Total	2016 Men	2016 Women	2016 % or women in employment
Albania	200	174	26	13,00%
Bulgaria	289	211	78	26,99%
Egypt	748	716	32	4,28%
FYROM	291	245	46	15,81%
Greece*	1,185	1,004	181	15,27%
Kosovo	345	327	18	5,22%
Serbia	225	190	35	15,56%
Turkey	302	276	26	8,61%
USA	2,027	1,828	199	9,82%
Total	5,612	4,971	641	11,42%

Country	% of GDE by country 2016
Albania	3,56%
Bulgaria	5,15%
Egypt	13,33%
FYROM	5,19%
Greece*	21,12%
Kosovo	6,15%
Serbia	4,01%
Turkey	5,38%
USA	36,12%
Total	100,00%

Country	2016	2015	% var 2016 vs, 2015
Albania	200	199	0,5%
Bulgaria	289	286	1,0%
Egypt	748	769	-2,7%
FYROM	291	307	-5,2%
Greece*	1,185	1,189	-0,3%
Kosovo	345	405	-14,8%
Serbia	225	235	-4,3%
Turkey	302	265	14,0%
USA	2,027	1,929	5,1%
Total	5,612	5,584	0,5%

Country	Internships 2016	Internships 2015	Internships 2014	Internships 2013	Internships 2012
Albania	5	16	4	3	0
Bulgaria	13	0	19	4	5
Egypt	342	220	211	113	145
FYROM	166	15	28	15	0
Greece*	110	57	65	68	31
Kosovo	40	28	2	6	0
Serbia	13	11	16	3	7
Turkey	19	0	20	24	14
USA	22	15	14	8	1
Total	730	362	379	244	203

*By "Greece" is identified the regional operations as well as the Group corporate center

Table 16: Group Direct Employment (GDE) by country and employment type 2016

Country	Employment 2016 average	Full-time employees 2016		Part-time employees 2016		Temporary employees 2016		Total Males by country 2016	Total Females by country 2016
		Male 2016	Female 2016	Male 2016	Female 2016	Male 2016	Female 2016		
Albania	200	173	26	1	0	0	0	174	26
Bulgaria	289	200	76	0	0	11	2	211	78
Egypt	748	716	32	0	0	0	0	716	32
FYROM	291	245	46	0	0	0	0	245	46
Greece*	1,185	975	172	3	0	26	9	1,004	181
Kosovo	345	327	18	0	0	0	0	327	18
Serbia	225	188	34	0	0	2	1	190	35
Turkey	302	274	26	2	0	0	0	276	26
USA	2,027	1,802	196	20	1	6	2	1,828	199
Total	5,612	4,900	626	26	1	45	14	Total Males	Total Females
		5,526		27		59		4,971	641

Table 17: Unionized employees 2016

Country	Employees 2016 average	Unionized employees 2015	% of unionized employees
Albania	200	59	29.50%
Bulgaria	289	94	32.53%
Egypt	748	661	88.37%
FYROM	291	221	75.95%
Greece*	1,185	549	46.33%
Kosovo	345	278	80.58%
Serbia	225	159	70.67%
Turkey	302	0	0.00%
USA	2,027	175	8.63%
Total	5,612	2,196	39.13%

Table 18: Employment per type 2015-2016	2016	2015
Full time employees	5,526	5,500
Part time employees	27	25
Temporary employees	59	59
Totals	5,612	5,584

Table 19: Employment 2016	2016	2015
Total Males	4,971	4,941
Total Females	641	643
Total Group	5,612	5,584

*By "Greece" is identified the regional operations as well as the Group corporate center

Table 20: Employment 2016 per category and gender

	Managers			Senior Managers			Administration/Technical			Semi-skilled/Unskilled			Totals		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Males	Females	Total
Albania	20	4	24	4	0	4	49	20	69	101	2	103	174	26	200
Bulgaria	18	10	28	4	2	6	43	46	89	146	20	166	211	78	289
Egypt	28	1	29	8	0	8	205	31	236	475	0	475	716	32	748
FYROM	15	7	22	3	1	4	60	31	91	167	7	174	245	46	291
Greece	156	24	180	43	10	53	340	112	452	465	35	500	1,004	181	1,185
Kosovo	13	1	14	6	1	7	73	12	85	235	4	239	327	18	345
Serbia	14	9	23	3	1	4	46	18	64	127	7	134	190	35	225
Turkey	16	5	21	3	0	3	70	21	91	187	0	187	276	26	302
USA	108	15	123	28	4	32	328	150	478	1,364	30	1,394	1,828	199	2,027
Totals	388	76	464	102	19	121	1,214	441	1,655	3,267	105	3,372	4,971	641	5,612

Table 21: Management* 2016

Country	Male	Female	Total
Albania	24	4	28
Bulgaria	22	12	34
Egypt	36	1	37
FYROM	18	8	26
Greece	199	34	233
Kosovo	19	2	21
Serbia	17	10	27
Turkey	19	5	24
USA	136	19	155
Totals	490	95	585

* Management includes Managers and Senior Managers

Table 22: Percentage of women in management* 2016

Country	Managers total	Male	Female	% or women in management
Albania	28	24	4	14.29%
Bulgaria	34	22	12	35.29%
Egypt	37	36	1	2.70%
FYROM	26	18	8	30.77%
Greece**	233	199	34	14.59%
Kosovo	21	19	2	9.52%
Serbia	27	17	10	37.04%
Turkey	24	19	5	20.83%
USA	155	136	19	12.26%
Total 2016	585	490	95	16.24%

* Management includes Managers and Senior Managers

Table 23: Group Direct Employment from the local community 2016

Country	Employment 2016 Average			GDE from the local community			
	2016 Total	2016 Men	2016 Women	Total GDE from the local community 2015	Male	Female	% of GDE from local community
Albania	200	174	26	85	83	2	42.50%
Bulgaria	289	211	78	247	187	60	85.47%
Egypt	748	716	32	689	657	32	92.11%
FYROM	291	245	46	93	82	11	31.96%
Greece*	1,185	1,004	181	1,163	982	181	98.14%
Kosovo	345	327	18	214	206	8	62.03%
Serbia	225	190	35	206	178	28	91.56%
Turkey	302	276	26	214	196	18	70.86%
USA**	2,027	1,828	199	N/A	N/A	N/A	N/A
Total	5,891	5,237	654	2,911	2,571	340	49.41%

*By "Greece" is identified the regional operations as well as the Group corporate center

** compilation for GDE from the local community not available for the USA

Table 24: Donations 2016

	Total 2016	Cash	Kind	% of Group total
Albania	50,773	14,997	35,776	2.1%
Bulgaria	111,797	60,873	50,924	4.6%
Egypt	432,642	35,599	397,043	18.0%
FYROM	107,194	78,086	29,108	4.4%
Greece	649,923	368,955	280,968	27.0%
Kosovo	490,973	0	490,973	20.4%
Serbia	146,243	55,656	90,587	6.1%
Turkey*	419,408	419,408	0	17.4%
US	234,750	19,851	214,899	9.7%
Total	2,643,704	1,053,426	1,590,278	100.0%

* the amount for the donations in Turkey has been recorded in base of our proportion in equity of the company (50%)

Table 25: Employees trained 2016

Country	Employees 2016 average	Trained employees 2016	Trained Males 2016	Trained Females 2016	% of trained Women in trained employees 2016	% of trained Women in total employees 2016
Albania	200	200	173	27	13.50%	13.50%
Bulgaria	289	296	219	77	26.01%	26.64%
Egypt	748	671	635	36	5.37%	4.81%
FYROM	291	285	243	42	14.74%	14.43%
Greece	1,185	1,140	982	158	13.86%	13.33%
Kosovo	345	356	338	18	5.06%	5.22%
Serbia	225	234	199	35	14.96%	15.56%
Turkey	302	253	227	26	10.28%	8.61%
USA	2,027	1,389	1,150	239	17.21%	11.79%
Total	5,612	4,824	4,166	658	13.64%	11.72%

Table 26: Trained employees per gender

Country	Male	Female	Total
Albania	173	27	200
Bulgaria	219	77	296
Egypt	635	36	671
FYROM	243	42	285
Greece	982	158	1,140
Kosovo	338	18	356
Serbia	198	36	234
Turkey	227	26	253
USA	1,150	239	1,389
Total	4,165	659	4,824

Table 27: Trained employees per age group

Country	Under 30	30-50	Over 50
Albania	62	119	19
Bulgaria	19	206	71
Egypt	45	449	177
FYROM	42	104	139
Greece	51	802	287
Kosovo	37	107	212
Serbia	10	130	94
Turkey	52	187	14
USA	114	763	512
Total	432	2,867	1,525

Table 28: Trained employees 2016 per employment category and gender

	Managers			Senior Managers			Administration/Technical			Semi-skilled/Unskilled			Totals		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Males	Females	Total
Albania	20	4	24	5	0	5	57	22	79	91	1	92	173	27	200
Bulgaria	20	12	32	4	2	6	41	41	82	154	22	176	219	77	296
Egypt	26	1	27	10	1	11	191	32	223	408	2	410	635	36	671
FYROM	15	10	25	15	1	16	76	27	103	137	4	141	243	42	285
Greece	159	23	182	46	10	56	343	111	454	434	14	448	982	158	1,140
Kosovo	14	1	15	4	0	4	97	15	112	223	2	225	338	18	356
Serbia	12	9	21	3	1	4	49	19	68	134	7	141	198	36	234
Turkey	15	4	19	4	0	4	65	22	87	143	0	143	227	26	253
USA	224	75	299	16	8	24	267	148	415	643	8	651	1,150	239	1,389
Totals	505	139	644	107	23	130	1,186	437	1,623	2,367	60	2,427	4,165	659	4,824

Table 29: Proportions of training in management 2016

Proportion of management in trained employees	16.04%
Proportion of trained women management in trained managers	20.93%
Proportion of trained women management in trained employees	3.36%

Table 30: Trained employees 2016 per age group

Country	Under 30			30-50			Over 50			Total Males	Total Females	Total per country
	Total	Male	Female	Total	Male	Female	Total	Male	Female			
Albania	62	50	12	119	105	14	19	18	1	173	27	200
Bulgaria	19	15	4	206	154	52	71	50	21	219	77	296
Egypt	45	36	9	449	425	24	177	174	3	635	36	671
FYROM	42	38	4	104	79	25	139	126	13	243	42	285
Greece	51	40	11	802	681	121	287	261	26	982	158	1,140
Kosovo	37	32	5	107	98	9	212	208	4	338	18	356
Serbia	10	6	4	130	108	22	94	84	10	198	36	234
Turkey	52	41	11	187	172	15	14	14	0	227	26	253
USA	114	103	11	763	674	89	512	373	139	1,150	239	1,389
Total	432	361	71	2,867	2,496	371	1,525	1,308	217	4,165	659	4,824
		432			2,867			1,525				

Table 31: Training hours 2015-2016

Country	Total training hours 2016	Total training hours for Males 2016	Total training hours for Females 2016	Variance 2015-2016 Total	Variance 2015-2016 Males	Variance 2015-2016 Females
Albania	10,046	9,237	809	75.14%	82.26%	21.11%
Bulgaria	18,359	12,767	5,592	49.94%	48.42%	53.54%
Egypt	18,640	17,066	1,574	41.73%	55.68%	-28.13%
FYROM	14,926	12,194	2,732	86.25%	95.07%	54.96%
Greece	43,867	38,800	5,067	28.02%	27.50%	32.09%
Kosovo	12,027	10,989	1,038	97.36%	107.57%	29.75%
Serbia	8,178	6,457	1,721	2.92%	9.37%	-15.72%
Turkey	15,520	13,122	2,398	79.13%	67.12%	195.32%
USA	16,647	14,493	2,154	13.56%	18.58%	-11.61%
Totals	158,210	135,125	23,085	42.82%	45.95%	26.91%

Table 32: Female training hours

Country	2016	2015	% variance
Albania	809	668	21.11%
Bulgaria	5,592	3,642	53.54%
Egypt	1,574	2,190	-28.13%
FYROM	2,732	1,763	54.96%
Greece	5,067	3,836	32.09%
Kosovo	1,038	800	29.75%
Serbia	1,721	2,042	-15.72%
Turkey	2,398	812	195.32%
USA	2,154	2,437	-11.61%
Totals	23,085	18,190	26.91%

Table 33: Distribution of training man-hours per employee 2016										
Country	Total training hours 2016	Total training hours for Males 2016	Total training hours for Females 2016	Total Employees (average) 2016	2016 Men (average)	2016 Women (average)	Average training hours 2016			% of training hours in the Group
							Per-male	Per-female	Per-employee	
Albania	10,046	9,237	809	200	174	26	53	31	50	6.35%
Bulgaria	18,359	12,767	5,592	289	211	78	61	72	64	11.60%
Egypt	18,640	17,066	1,574	748	716	32	24	49	25	11.78%
FYROM	14,926	12,194	2,732	285	240	45	51	61	52	9.43%
Greece	43,867	38,800	5,067	1,185	1,004	181	39	28	37	27.73%
Kosovo	12,027	10,989	1,038	345	327	18	34	58	35	7.60%
Serbia	8,178	6,457	1,721	225	190	35	34	49	36	5.17%
Turkey	15,520	13,122	2,398	302	276	26	48	92	51	9.81%
USA	16,647	14,493	2,154	2,027	1,828	199	8	11	8	10.52%
Totals	158,210	135,125	23,085	5,606	4,966	640	27	36	28	100.00%

Table 34: Training hours by country per subject and gender 2016

(M=Male, F=Female)

	Albania		Bulgaria		Egypt		FYROM		Greece		Kosovo		Serbia		Turkey		USA		Total hours per subject	% in total training hours
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
Environment: care and management systems	178	49	40	36	554	5	9	0	1,440	224	431	66	298	27	278	4	8	0	3,647	2.31%
Foreign languages	1,635	45	1,389	1,818	752	0	0	0	267	237	951	107	543	381	2,982	1,386	0	0	12,493	7.90%
Health and safety	3,396	127	8,101	1,416	8,293	81	4,033	480	14,034	520	4,870	252	3,268	222	7,688	75	11,280	1,181	69,317	43.81%
Human Rights	12	7	0	0	0	0	0	6	0	0	0	0	0	0	30	0	0	0	55	0.03%
Management and managerial skills	1,548	334	813	898	4,703	1,041	2,226	1,064	5,345	537	492	74	1,446	693	413	275	1,082	264	23,248	14.69%
Non-technical skills and specialization	216	72	1,025	750	468	165	608	466	10,304	3,154	0	0	124	167	760	120	17	101	18,517	11.70%
Other	31	57	246	170	293	275	3,432	510	0	0	2,240	360	145	160	0	0	640	326	8,885	5.62%
Security	0	0	0	0	0	0	0	0	624	29	0	0	0	0	0	0	0	0	653	0.41%
Technical know-how and core competence	2,209	111	1,153	504	2,003	7	1,886	206	6,786	366	1,970	169	633	71	971	538	1,466	282	21,331	13.48%
TITAN Group Code of Conduct	12	7	0	0	0	0	0	0	0	0	35	10	0	0	0	0	0	0	64	0.04%
Total hours	9,237	809	12,767	5,592	17,066	1,574	12,194	2,732	38,800	5,067	10,989	1,038	6,457	1,721	13,122	2,398	14,493	2,154	158,210	

Table 35: Training hours by country per subject 2016

	Albania	Bulgaria	Egypt	FYROM	Greece	Kosovo	Serbia	Turkey	USA	Totals
Total by country Males and females	10,046	18,359	18,640	14,926	43,867	12,027	8,178	15,520	16,647	
Environment: care and management systems	227	76	559	9	1,664	497	325	282	8	3,647
Foreign languages	1,680	3,207	752	0	504	1,058	924	4,368	0	12,493
Health and safety	3,523	9,517	8,374	4,513	14,554	5,122	3,490	7,763	12,461	69,317
Human Rights	19	0	0	6	0	0	0	30	0	55
Management and managerial skills	1,882	1,711	5,744	3,290	5,882	566	2,139	688	1,346	23,248
Non-technical skills and specialization	288	1,775	633	1,074	13,458	0	291	880	118	18,517
Other	88	416	568	3,942	0	2,600	305	0	966	8,885
Security	0	0	0	0	653	0	0	0	0	653
Technical know-how and core competence	2,320	1,657	2,010	2,092	7,152	2,139	704	1,509	1,748	21,331
TITAN Group Code of Conduct	19	0	0	0	0	45	0	0	0	64

Table 36: Training hours 2015-2016 comparison

Training subject	2016	2015	% Variance	% in the Total	
				2016	2015
Environment: care and management systems	3,647	3,182	14.61%	2.31%	2.87%
Foreign languages	12,493	5,527	126.04%	7.90%	4.99%
Health and safety	69,317	47,073	47.25%	43.81%	42.49%
Human Rights	55	197	-72.08%	0.03%	0.18%
Management and managerial skills	23,248	19,338	20.22%	14.69%	17.46%
Non-technical skills and specialization	18,517	15,008	23.38%	11.70%	13.55%
Other	8,885	5,695	56.01%	5.62%	5.14%
Security	653	€ 0	-	0.41%	0.00%
Technical know-how and core competence	21,331	13,566	57.24%	13.48%	12.25%
TITAN Group Code of Conduct	64	1,190	-94.62%	0.04%	1.07%
Totals	158,210	110,776	42.82%	100.00%	100.00%

Table 37: Total training investment per employee 2016

Country	employees (average) 2016	Total investment in €	Total investment per employee €
Albania	200	113,199	566.0
Bulgaria	289	119,194	412.4
Egypt	748	168,953	225.9
FYROM	291	45,279	155.6
Greece	1,185	557,353	470.3
Kosovo	345	47,373	137.3
Serbia	225	72,930	324.1
Turkey	305	9,993	32.8
USA	2,027	135,135	66.7
Total	5,615	1,269,410	226.1

Table 38: Total training investment in €

Country	% of total investment in Euros
Albania	8.92%
Bulgaria	9.39%
Egypt	13.31%
FYROM	3.57%
Greece	43.91%
Kosovo	3.73%
Serbia	5.75%
Turkey	0.79%
USA	10.65%

Table 39: Average training investment per gender 2016

Country	employees (average) 2016	Investment in € for Males 2016	Investment in € for Females 2016
Albania	200	99,108	14,091
Bulgaria	289	80,637	38,557
Egypt	748	140,545	28,408
FYROM*	291	38,129	7,150
Greece	1,185	484,578	72,774
Kosovo	345	45,672	1,701
Serbia	225	50,955	21,975
Turkey	305	6,782	3,211
USA	2,027	122,316	12,819
Total	5,615	1,068,723	200,687

Table 40: TITAN operations exposure per country according to 2016

Source: Transparency International Index 2016

Country	2016 Total (average)	Corruption perception index 2016 score	Corruption perception index 2016 rank	Corruption perception index 2015 rank	Change in rank	% of TITAN Group Employees 2016
USA	2027	74	18	16	Worsened	36.14%
Greece*	1185	44	69	58	Worsened	21.13%
Serbia	225	42	72	66	Worsened	4.01%
Bulgaria	289	41	75	66	Worsened	5.15%
Turkey	305	41	75	69	Worsened	5.44%
Brazil	N/A	40	79	76	Worsened	N/A
Albania	200	39	83	71	Worsened	3.57%
FYROM	285	37	90	88	Worsened	5.08%
Kosovo	345	36	95	88	Worsened	6.15%
Egypt	748	34	108	103	Worsened	13.34%
Total	5,609					100.00%

Table 41: Contractors' training hours on health and safety 2012-2016

Year	training hours on health and safety
2016	48,281
2015	41,231
2014	28,957
2013	12,806
2012	84,000

Table 42: Management systems 2016

	Albania	Bulgaria	Egypt	FYROM	Greece	Kosovo	Serbia	Turkey	USA
ISO 9000	X	X	X	X	X	X	X	X	*
ISO 14000	X	X	X	X	X	X	X	X	*
SA 8000	X					X			*
OHSAS	X	X	X	X	X	X	X	X	*
Other					ISO 50001 under Development until end 2017*				*

* In Greece certification is under ISO 9001: 2015 and ISO 14001:2015 and OHSAS 18001:2007

** We use relevant voluntary management systems, such as LEED (Leadership in Energy and Environmental Design), Environmental Protection Agency (EPA), Energy Star and the National Ready Mixed Concrete Association (NRMCA) Green Star certifications, which are "unit-focused," Our operations meet country-specific regulations for health and safety in the USA, in particular MSHA standards (Mine Safety and Health Administration) and OSHA standards (Occupation Health and Safety Administration), There are internal management monitoring systems, but not certified ones,

Table 43: Material issues identified by our materiality assessment	G4 aspect	Boundary inside the organization	Boundary outside the organization
Financial liquidity and access to funding Access to bank credit facilities and capital markets financing provides liquidity to meet our obligations, to grow our business sustainably and meet any challenges that might arise. SDG4, SDG8, SDG17	Economic: Economic performance	TITAN Group	Employees, governments, local communities, suppliers
	Access to bank credit facilities and capital markets financing is essential to us in running and growing our operations sustainably,	TITAN Group	Contractors, governments, local communities, suppliers
	Economic: Market presence	TITAN Group, all TITAN operated sites	Contractors, governments, local communities, suppliers
Governance, transparency and ethics Ensuring good governance and maintaining the integrity and transparency of our business means upholding our Code of Conduct, ensuring ethical business practices, lobbying responsibly and ensuring our suppliers do the same. SDG4, SDG8, SDG17	Governance	TITAN Group, all TITAN operated sites	All suppliers and contractors, governments, joint venture partners, local communities, NGOs
	Economic: Procurement practices	TITAN Group, all TITAN operated sites	All suppliers and contractors
	Social – Human rights: Investment	All TITAN employees	Contractors, security personnel
	Social – Human rights: Security practices	All TITAN operated sites	Contractors, security personnel, suppliers
	Social – Human rights: Human rights grievance mechanism	TITAN Group	Contractors, governments, local communities and organizations, suppliers
	Social – Society: Anti-corruption	All TITAN operated sites	Contractors, joint venture partners, suppliers
	Social – Society: Public policy	TITAN Group	Governments
	Social – Product responsibility: Marketing communications	TITAN Group	Customers, governments, suppliers
	Social – Society: Anti-competitive behavior	TITAN Group	Joint venture partners
	Social – Society: Supplier assessment for impact on society	TITAN Group, all TITAN operated sites	Contractors, suppliers
	Social – Labor practices and decent work: Supplier assessment for labor practices	TITAN Group, all TITAN operated sites	Contractors, suppliers
	Social – Human rights: Supplier human rights assessment	TITAN Group, all TITAN operated sites	Contractors, suppliers
	Environmental: Supplier environmental assessment	TITAN Group, all TITAN operated sites	All suppliers and contractors
Social – Society: Public policy	TITAN Group	Governments	
Sustainability of communities	Economic: Indirect economic impacts	TITAN Group	Contractors, governments, local communities and suppliers

Table 43: Material issues identified by our materiality assessment	G4 aspect	Boundary inside the organization	Boundary outside the organization
<p>TITAN is working toward building an inclusive relationship, through ongoing engagement with stakeholders at all levels. At site level, building strong relationships with local communities is part of this and is key to our ability to share direct and indirect value with our stakeholders.</p> <p>SDG4, SDG9, SDG11, SDG17</p>	Social – Society: Local communities	TITAN Group, all TITAN operated sites	Contractors, governments, local communities and suppliers
	Economic: Market presence	All TITAN operated sites	Contractors, governments, local communities and suppliers
	Social – Society: Compliance	All TITAN operated sites	Customers, local communities, NGOs, regulators
	Environmental: Environmental grievance mechanisms	All TITAN sites	Communities local to TITAN operations, representative organizations of the local community
	Social – Society: Grievance mechanisms for impacts on society	All TITAN operated sites	Contractors, governments, local communities, local organizations
	Economic: Economic performance	TITAN Group	Employees, governments, local communities, suppliers
<p>Climate change</p> <p>We recognize that our operations and the cement industry as a whole contributes to climate change, That's why we are reducing our Co₂ emissions in line with the Kyoto Protocol and working with our peers to further improve our efficiency.</p> <p>SDG7, SDG13, SDG17</p>	Environmental: Energy	All TITAN operated sites	Customers, governments, NGOs, SUPPLIERS
	Environmental: Emissions	All TITAN operated sites	Governments, local communities, NGOs
<p>Circular economy</p> <p>We use a number of resources to make our products, such as raw materials, traditional and alternative fuels, water and energy, and waste materials. We can support the circular economy and have a positive impact by re-using and recycling our products and by increasing the use of alternative fuels. Innovation and out-of-the-box thinking is key to supporting closed-loop thinking.</p> <p>SDG12, SDG17</p>	Environmental: Effluents and waste	All TITAN operating sites, GAEA	Local communities, NGOs, regulators
	Environment: Materials	All TITAN operating sites, GAEA	Customers, local communities, NGOs, regulators, suppliers
<p>Health and safety</p> <p>We are committed to keeping all our employees, contractors and third-party workers safe and healthy. This also means ensuring that our products are safe to use and that they are transported safely to our customers' construction sites.</p> <p>SDG3, SDG17</p>	Social – Labor practices and decent work: Occupational health and safety	All TITAN employees	Contractors, customers, third parties, suppliers
	Social – Product responsibility: Customers health and safety	TITAN Group	Customers

Table 43: Material issues identified by our materiality assessment	G4 aspect	Boundary inside the organization	Boundary outside the organization
<p>People management and development</p> <p>Being a responsible employer means providing training and development opportunities, and equal remuneration between men and women, embracing diversity with a work environment free from discrimination or harassment and supporting employees in exercising their right to freedom of association and collective bargaining. It also means ensuring that there is no child labor or compulsory labor in our operations or supply chain.</p> <p>SDG4, SDG5, SDG17</p>	<p>Social – Labor practices and decent work: Employment</p> <p>Social – Labor practices and decent work: Training and education</p> <p>Social – Labor practices and decent work: Diversity and equal opportunities</p> <p>Economic: Market presence</p> <p>Social – Labor practices and decent work: Labor practices grievance mechanisms</p> <p>Social – Human rights: Non-discrimination</p> <p>Social – Human rights: Freedom of association and collective bargaining</p> <p>Social – Human rights: Child labor and compulsory labor</p> <p>Social – Human rights: Assessment</p>	<p>All TITAN employees</p> <p>All TITAN employees</p> <p>All TITAN employees</p> <p>All TITAN operated sites</p> <p>All TITAN employees</p> <p>TITAN Group</p> <p>TITAN Group</p> <p>All TITAN operated sites</p> <p>TITAN Group</p>	<p>Contractors, suppliers</p> <p>Contractors, suppliers</p> <p>Contractors, suppliers</p> <p>Contractors, governments, local communities, suppliers</p> <p>Contractors, suppliers</p> <p>Contractors, suppliers</p> <p>Contractors, suppliers</p> <p>Contractors, suppliers</p> <p>Contractors, joint venture partners, suppliers</p>
<p>Environmental management</p> <p>TITAN ensures that it adheres to international best practices and is focused on contributing to improve its performance and keep its license to operate.</p> <p>SDG6, SDG7, SDG15, SDG17</p>	<p>Environmental: Biodiversity</p> <p>Environmental: Compliance</p> <p>Environmental: Overall</p> <p>Environmental: Environmental grievance mechanisms</p> <p>Environmental: Water</p> <p>Environmental: Transport of goods and services</p>	<p>All TITAN operated sites</p> <p>All TITAN operated sites</p> <p>All TITAN operated sites</p> <p>All TITAN sites</p> <p>All TITAN operated sites</p> <p>TITAN operating sites</p>	<p>Areas potentially affected by our activities outside of our operations, quarries,</p> <p>Governments, local communities, local organizations</p> <p>Local communities, governments</p> <p>Communities local to TITAN operations, representative organizations of the local community</p> <p>Local communities, governments</p> <p>Customers, local communities, suppliers</p>
<p>Social and political risks, and instability</p> <p>TITAN has plans in place to maintain control and normal operations during political instability, riots, uprisings and various conditions that lead to extreme volatility. We work to safeguard TITAN's local investments by protecting our people, business partners and the communities near our operations.</p> <p>SDG8, SDG17</p>	<p>Social – Society: Local communities</p> <p>Social – Society: Public policy</p>	<p>All TITAN operated sites</p> <p>TITAN Group</p>	<p>Local communities</p> <p>Governments</p>

Table 43: Material issues identified by our materiality assessment	G4 aspect	Boundary inside the organization	Boundary outside the organization

In addition to reporting on the material issues identified by our materiality assessment, we have also chosen to report on the following aspect which reflects our impacts and its importance to our strategy,

Table 44: Other issues – not material	G4 aspect	Boundary inside the organization	Boundary outside the organization
<p>Sustainable products and services: We collaborate with stakeholders to develop more sustainable products to create value through our cement such as ProAsh,</p>	Environmental: Products and services	GAEA, TITAN group	Customers, NGOs, regulators, society

Table 44: Stakeholder engagement Stakeholder group	How we engage	Frequency of engagement	What matters to them and concerns raised	Actions taken as a result
Business partners and suppliers	Procurement policy and practice training Safety guidelines for contractors	Ongoing long term	Sustainability of communities Circular economy Governance, transparency and ethics	Awareness and capacity building sessions through business associations and networks
Customers	Marketing activity Project consulting and product support Bilateral meetings, organized workshops and conferences	Ongoing product support through Sales and Technical Department Ongoing evaluation of requests for new product development through R&D Annually	Service and reliability Quality and payment conditions Innovation Circular economy	Focus groups to review and upgrade internal communications
Employees	Performance management Training Employee surveys	Annually Ongoing Every 3-5 years	Health and safety People management and development Pay, benefits and recognition Communication and engagement Sustainability of communities	Work with the International Integrated Reporting Council (IIRC) to increase transparency and unite to improve data management efficiency and internal cross functional collaboration
Investors and analysts	AGM, roadshows and conferences Financial result and investor presentation Investor relations website, Annual Report	Ongoing Every quarter Annual	Opportunities for growth Achieving fair valuation Transparency and accuracy in reporting Timely, consistent and accurate communication Commitment to advanced standards for reporting and accountability Increasing regulatory complexity Innovation	Supporting the European Pact for Youth to promote collaboration for education and vocational training
Local communities and governments	Educational meetings Volunteering and social initiatives Bilateral meetings and stakeholder forums European Pact for Youth	Ongoing long term	Environmental management Climate change Circular economy Health and Safety People management and development Sustainability of communities Governance, transparency and ethics Social and political risks and instability	Supporting the European Pact for Youth to promote collaboration for education and vocational training
NGO's	Participation in industry bodies UNGC campaign on anti-corruption Thematic stakeholder forums and public events Low Carbon Technology Partnerships initiative (LCTPi)	Ongoing long term Annual	Environmental management Climate change Sustainability of communities Governance, transparency and ethics People management and development Diversity Health and safety	Support and coordinate events and activities in the context of the UN Human Rights and anti – corruption initiatives Support for the UN Sustainability Development Goals (SDGs) Supporting the LCTPi
Regulators/Authorities	Participation in industry bodies UNGC campaign on anti-corruption Participation in employment bodies Thematic stakeholder forums and public events Integrated Report and other public disclosures	Ongoing long term Annual/regular Annual	Environmental management Climate change Circular economy Health and safety Governance, transparency and ethics Compliance with International and European standards	Fourth Integrated Report in compliance with GRI G4 core level Further expand our independent verification process, according to international accountability standards Participation in consultation for the SDGs and the European Pact for Youth
Shareholders	Annual General Meeting (AGM) Quarterly reports Annual reports	Ongoing long term Annual/regular	Improve profitability Improve sustainability performance Improve transparency	Performance assessment reviews Report verification

Youth	European Pact for Youth Quality internships programs New skills for jobs programs	Ongoing	Opportunities for employment Professional orientation Equal opportunities and meritocracy	Fully recorded programs directed to local communities Evaluated all partnerships with the Academic community New corporate guideline to be in force in 2017, to promote quality education and internships for young people
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Table 45: Our Board and Board Committees at a glance

Name	Title	Executive, Non-executive Director	Independent Director	Board Committee memberships	Other Committee memberships
Efstratios – Georgios (Takis) Arapoglou	Chairman	Non-executive Director	No	Nomination and Corporate Governance Committee	
Hiro Athanassiou	-	Non-executive Director	Yes	Remuneration Committee (Chair) Nomination and Corporate Governance Committee	
Nellos Canellopoulos	Vice Chairman	Executive Director	No	-	Advisory Consul Sustainability Committee
Takis-Panagiotis Canellopoulos	-	Executive Director	No	-	Advisory Consul Sustainability Committee
Michael Colakides	Chief Financial Officer	Executive Director			Executive Committee
Doros Constantinou	-	Non-executive Director	Yes	Audit Committee (Chair)	-
Alexandros Macridis	-	Non-executive Director		Remuneration Committee	
Domna Mirasyesi-Bernitsa	-	Non-executive Director	Yes	Nomination and Corporate Governance Committee (Chair)	-
Dimitri Papalexopoulos	Chief Executive Officer	Executive Director	No	-	Executive Committee (Chair), Sustainability Committee (Chair) Advisory Consul
Ioanna Papadopoulou	-	Non-executive Director	YES	Audit Committee	
Alexandra Papalexopoulou-Benopoulou	Group Strategic Planning Director	Executive Director	No	-	Executive Committee
Petros Sabatacakis	-	Non-executive Director	Yes	Remuneration Committee	-
Ploutarchos Sakellaris	-	Non-executive Director	Yes	Audit Committee	-
Effichios Vassilakis – until 17 June 2016	-	Non-executive Director	Yes	-	-
Effthymios Vidalis	Group Advisor on Strategy and Sustainable Development	Executive Director	No	-	Advisory Consul Sustainability Committee
Vassilios Zarkalis	USA Region Director	Executive Director	No	-	Executive Committee,

Table 46: Our Board and Board Committees 2016**Members who left the Board before the end of 2016**

Name	Title	Executive, Non-executive Director	Independent Director	Board Committee memberships	Other Committee memberships
Andreas Canellopoulos – Chairman – until 17 June 2016	-	Non-executive Director	No	-	Advisory Consul (Chair)
Vassilios Fourlis – until 17 June 2017	-	Non-executive Director	Yes	-	-
Michael Sigalas – until 12 January 2016	-	Executive Director	No	-	Advisory Consul
Effichios Vassilakis – until 17 June 2016	-	Non-executive Director	Yes	-	-

Table 47: Awards and recognitions 2016	
Country	Awards and Recognitions
Albania	Recognition by the Municipality of Tirana for the supporting the "Adopt a Kindergarten" initiative.
Albania	Recognition by the Minister of Energy and Industry for best environmental standards.
Albania	Award to Antea cement plant by TITAN Group for "Best Health and Safety Performance for the year 2015" among the group companies (April 2016).
Egypt	Appreciation Shield awarded on World Safety Day celebration in Alexandria.
Egypt	Appreciation Shield by the General Syndicate of Employees in the Building Material and Wood Industry.
Egypt	Appreciation Shield by the Beni Suef University at the Environmental Security and Global Climate Change Conference (April 2016).
Egypt	Appreciation Shields by the Beni Suef University and Beni Suef NUCA (New Urban Communities Authority) at the World Environment Day Celebration (June 2016).
Egypt	Appreciation Certificate by the EEAA (Egyptian Environmental Affairs Agency, Alexandria Branch) at the World Environment Day Celebration event and marathon (June 2016).
Egypt	Appreciation Shield by the High Institute of Public Health (HIPH) of Alexandria University at the 8th International Conference of High Institute of Public Health (Alex Health 2016, October 2016).
Egypt	Appreciation shield by the Alexandria Portland Cement Company (APCC) for the continuous support of the Municipal Solid Waste (MSW) Awareness Campaign in Alexandria Governorate through Alexandria University - Institute of Graduate Studies and Research, at the World Environment Day celebration in Alexandria University (July 2016).
F.Y.R. of Macedonia	Gratitude award by the Institute of Respiratory Diseases of Children- Kozle.
F.Y.R. of Macedonia	Gratitude award by the Union of Chemists and Technologists of F.Y.R. of Macedonia.
Greece	TITAN was awarded with the "HRIMA Business Awards - Georgios Ouzounis 2016" (29 November 2016): 1st Award Best Company International Market and 2nd Award Best Company FTSE LARGE CAP in recognition of the Company's financial performance and the stability of this performance, market share growth, stock performance and relationship with the investor community, outreach to global markets, innovation and emphasis on investment.
Greece	TITAN was included in the leading exporters in the industrial sector by the Active Greece Awards 2016 (23 March 2016).
Greece	TITAN was ranked twelfth in the "Fortune's Most Admired Companies in Greece 2016" list (9 July 2016), based on the nine criteria of <i>Fortune</i> .
Greece	TITAN was recognized as one of the True Leaders of the Greek economy by the ICAP Group (True Leaders Awards – 16 November 2016) for its overall performance in 2015.
Kosovo	Gratitude award to Sharr cement plant by the Mayor of the Municipality of Hani i Elezit for sustainability initiatives related to the Hani i Elezit community development projects.
Kosovo	Gratitude award to Sharr cement plant by the Sharrcem Trade Union for general cooperation, especially in relation to the early retirement program.
Kosovo	Gratitude award to Sharr cement plant by the Association of Paraplegics and Paralyzed of Kosova (HANDIKOS) for contributing to the support of people with special needs in the Municipality of Hani i Elezit.
Kosovo	Gratitude award to Sharr cement plant by the Association of Paraplegics and Paralyzed of Kosova (HANDIKOS) for contributing to the support of people with special needs in the Municipality of Kacanik.
Kosovo	Gratitude award to Sharr cement plant by the University Clinique Center of Kosovo for supporting the blood donation initiative.
Kosovo	Gratitude award to Sharr cement plant by the Public Health Center of Hani i Elezit for providing drinking water to the center.

Table 47: Awards and recognitions 2016

Country	Awards and Recognitions
Kosovo	Recognition award to Sharr cement plant by the Department of Education for supporting the education sector of the Hani i Elezit community.
Kosovo	Thank-You letter to the Sharr cement plant by the SOS Children's Village, for supporting orphan children by buying their new year's greetings cards.
Kosovo	Certificate of appreciation and recognition to Sharr cement plant by EIC (European Investors Council) in Kosovo for proper cooperation and volunteer time, shared talent and resources.
Kosovo	Certificate of appreciation to Sharr cement plant by the Kosovo CSR Network for contributing and cooperating in the field of CSR and supporting the Kosovo CSR Network.
Kosovo	Certificate of appreciation to Sharr cement plant by the Kosovo CSR Network for co-initiating the European Pact for Youth in Kosovo.
Kosovo	Award to Sharr cement plant by the SOS Children's Village for its financial support to orphan children.
Kosovo	Gratitude award to Sharr cement plant by the War Invalid Association for distributing new year's gifts to the children of the Association's members.
Kosovo	Thank-You letter to Sharr cement plant by the Foundation "Action for Mothers and Children" for supporting its fundraising event.
Kosovo	Award to Sharr cement plant by the Society of Certified Accountants and Auditors of Kosovo (SCAAK), in recognition of its contribution at the "Professional Specialization-Essential for Economic Development" Forum.
Kosovo	Award to Sharr cement plant by the Kosovar Occupational Safety and Health Association (KOSHA) for results achieved in Health and Safety and its contribution to the organization of the Regional Conference BALcanOSH in Bled, Slovenia.
Kosovo	Gratitude award to Sharr cement plant by the School for Children with Special Needs for distributing new year's gifts.
Serbia	Recognition by Responsible Business Forum for Leadership and Commitment to Corporate Social Responsibility.
Turkey	Award to Adocim by the Tokat Governor for its contribution to Tokat's and the country's economy in terms of production, recruitment and exports.
Turkey	Award to Adocim by the Director of National Education for its contributions to preschool festivals.
Turkey	Award to Adocim by muffi deputy for contributions
Turkey	Appreciation Certificate to Adocim by the provincial governor for support provided for the visit of Public University-Industry Cooperation Planning and Development board.
Turkey	Plaques of appreciation to Adocim by the directorate of the Artova Gazipaşa primary school for supporting the school.
Turkey	Award to Adocim by the Gaziosmanpaşa University Vocational School for providing financial support to the conversion of the unutilized Artova Local Boarding School into the Gaziosmanpaşa University's Vocational School.
USA	EnergyStar to Roanoke Cement (tenth year of certification).
USA	EnergyStar to Pennsuco Cement (ninth year of certification)
USA	Wildlife Habitat Council Award to Roanoke Cement in recognition of habitat and conservation education efforts.
USA	NRMCA Green Star Certification to Dumfries, VA plant.
USA	NRMCA Green Star Re-certification to: Bryan Park, Virginia; Clear Brook, Virginia; Suffolk, Virginia; Oceana, Virginia; Airport, Virginia.
USA	Virginia Environmental Excellence Program (VEEP) Award to Roanoke Cement in recognition of superior environmental performance.
USA	Roaring 20's Award to TITAN America's Corporate Center by the <i>Inside Business of Virginian Pilot</i> , recognizing fastest growing middle-market companies in Hampton Roads.

Table 47: Awards and recognitions 2016

Country	Awards and Recognitions
USA	Architectural Block Project of the Year 2016 Award to TITAN Block by the Masonry Association of Florida for the Staluppi Residence.
USA	Excellence in Quality Award 2016 to TITAN Virginia Ready-Mix by the National Ready Mixed Concrete Association (NRMCA) for fifth consecutive year.
USA	National Concrete Masonry Association (NCMA) Safety Award for Fort Pierce, Florida Block Plant.
USA	National Ready-Mix Concrete Association/Interlocking Concrete Pavement Institute Awards:
USA	S&W Gold Awards: Castle Hayne, North Carolina; Elizabethtown, North Carolina; Fayetteville, North Carolina; Holly, North Carolina; Hubert, North Carolina; Kinston, North Carolina; Lumberton, North Carolina; Morehead City, North Carolina; Murrell's Inlet, South Carolina; Southport, North Carolina, Supply, NC; Whiteville, North Carolina; Wilmington, North Carolina.
USA	TITAN Virginia Ready-Mix: Gold Awards: Centreville, Virginia; Clear Brooke, Virginia; Dumfries, Virginia; Stafford, Virginia
USA	Florida: Gold Awards: Cocoa Beach; Daytona Beach; Deland; Ellenton; Greenbay; Longwood; Mainline; Mangonia; Okeechobee; North Miami; Orange Park; Pennsuco; Pompano; South Orange; Stuart; Venice; Vero Beach.
USA	Florida: Silver Awards: Ft. Lauderdale
USA	Carolina Ready-Mixed Concrete Association:
USA	Gold: Elizabethtown, North Carolina; Kinston, North Carolina; Castle Hayne, North Carolina; Hubert, North Carolina; Southport, North Carolina.
USA	Silver: Moorehead City, North Carolina; Lumberton, North Carolina; Conway, South Carolina; Murrell's Inlet, South Carolina.
USA	Bronze: Clinton, North Carolina; Goldsboro, North Carolina; Wilmington, North Carolina; Fayetteville, North Carolina; Supply, North Carolina; Holly Ridge, North Carolina; Little River, South Carolina; Spring Lake, North Carolina.
USA	North Carolina Department of Labor: Gold: Wilmington; Goldsboro; Jackson; Supply; Holly Ridge; Lumberton; Moorehead City; Castle Hayne; Kinston; Fayetteville; Hubert; Southport; Silver: ClintonC; Spring Lake Supply, North Carolina.
USA	Roanoke Terminals: Gold: Winston-Salem, North Carolina; Castle Hayne, North Carolina.
USA	S&W Shops: Gold: Clinton, North Carolina; Jacksonville, North Carolina; Wilmington, North Carolina; Fayetteville, North Carolina
USA	S&W Administrative: Gold: Clinton, NC; Freight Haul
USA	SHARP (Safety and Health Achievement Recognition Program) Certification to Norfolk Cement Terminal and to Richmond Cement Terminal recognizing employers who have used OSHA's services and operate an exemplary injury and illness prevention program.
USA	Safety Award Open Pit Award (10K - 30K employee hours-category) to Castle Sands by the Department of Mines, Minerals and Energy and Virginia Transportation Construction Alliance.
USA	NRMCA National Safe Driver Competition: Seven drivers who were finalists from TVRM, S&W and Florida qualified in regional championships to compete in the 2016 National competition.
USA	On behalf of the North Carolina Department of Labor (NCDL), its Commissioner presented S&W Concrete with numerous Certificates of Safety Achievement for sustained safety performance in the workplace.
USA	Editors at <i>Concrete Producer</i> magazine distinguished TITAN people's work by including them in the three 2016 "Influencers" who brought about changes in concrete. http://www.theconcreteproducer.com/producers/2016-influencer-eric-koehler_o
USA	The ST Director of Business Development and American Society for Testing and Materials (ASTM) International Ambassador, was selected to deliver the inaugural presentation linking North America-based ASTM members with overseas peers, which aims to apply Society standards in order to strengthen practices and industries.

Appendix II: Data tables – Environmental and health and safety

Table 48: Fuel mix (For clinker and cement production)	%Thermal basis
Conventional fossil fuels	
Coal + anthracite + waste coal	31.59
Petrol coke	52.63
Lignite	0.64
Other solid fossil fuel	0.87
Heavy fuel (ultra)	2.18
Diesel oil	2.55
Gasoline	0.01
LPG (Liquefied petroleum gas or liquid propane gas)	0.07
Natural gas	0.87
Alternative fossil and mixed fuels	
Tyres	1.71
RDF including plastics	0.42
Impregnated saw dust	0.52
Mixed industrial waste	0.79
Other fossil based and mixed wastes (solid)	4.30
Biomass fuels	
Dried sewage sludge	0.09
Wood, non-impregnated saw dust	0.51
Agricultural, organic, diaper waste, charcoal	0.22

Table 49: Alternative raw materials (For clinker and cement production)	Metric tons (Dry)	Table 50: Extracted raw Materials (For clinker and cement production)	Metric tons (Dry)
Industrial gypsum	56,962	Limestone	15,616,909
Iron lamination scale	15,884	Marl	2,138,764
Fayalite	7,943	Clay	1,462,161
Limestone (waste/by-product)	31,723	Clay/Marl mix	185,870
Fly ash (wet)	42,456	Silica-aluminates	792,341
Fly ash (dry)	484,028	Kaoline	2,982
Bottom ash	35,411	Gypsum	628,114
Pyrite-ash	20,415	Iron oxide	174,995
Blast furnace slag	53,541	Natural pozzolanes	244,807
Air Cooled Slag	17,247	Bauxite	85,074
Water Cooled Slag	73,095	Lime	1,499
Lead slag	16,267	Sand	327,191
Steel slag	122,039	Mineralizers (e.g. CaF ₂)	162
Slag (other)	35,108	Other	11,557
Cement kiln dust	4,165	Total	21,672,426
Demolition wastes/concrete returns	56,513		
FeSO ₄ *7H ₂ O	7,883		
FeSO ₄ *1H ₂ O	1,034		
Copper Powder	9,129		
Others	62,801		
Total	1,153,644		

Site	Country	Location	Size (area in km ²)	Type of operation	Status
Pennsuco Quarry	USA	Miami Dade, Florida	25.19	Raw materials extraction for cement and aggregates production	Inside area for protection of freshwater ecosystems (wetlands) on local/state level
Center Sand Quarry	USA	Clermont, Florida	2.79	Raw materials extraction for cement and aggregates production	Adjacent to area for preservation on terrestrial ecosystems on local/state level
Zlatna Panega Quarry	Bulgaria	Zlatna Panega, Lovech	0.95	Raw materials extraction for cement and aggregates production	Partly inside NATURA 2000 area for protection of terrestrial ecosystems (SAC)
Xilokeratia Quarry	Greece	Milos Island, Cyclades	0.64	Raw materials extraction for cement and aggregates production	Inside/adjacent to NATURA 2000 area for protection of terrestrial ecosystems (SAC/SPA)
Apsalos (west and east) Quarries	Greece	Apsalos, Pella	0.08	Raw materials extraction for cement and aggregates production	Inside area for protection of terrestrial ecosystems on national level
Rethymno Quarry	Greece	Rethymno, Crete Island	0.30	Raw materials extraction for cement and aggregates production	Inside area for protection of terrestrial ecosystems on national level
Leros Quarry	Greece	Leros Island, Dodecanese	0.23	Raw materials extraction for cement and aggregates production	Inside area for protection of terrestrial ecosystems on national level
Agrinio Quarry Agrinio	Greece	Aitolokarnania	0.89	Raw materials extraction for cement and aggregates production	Inside area for protection of terrestrial ecosystems on national level

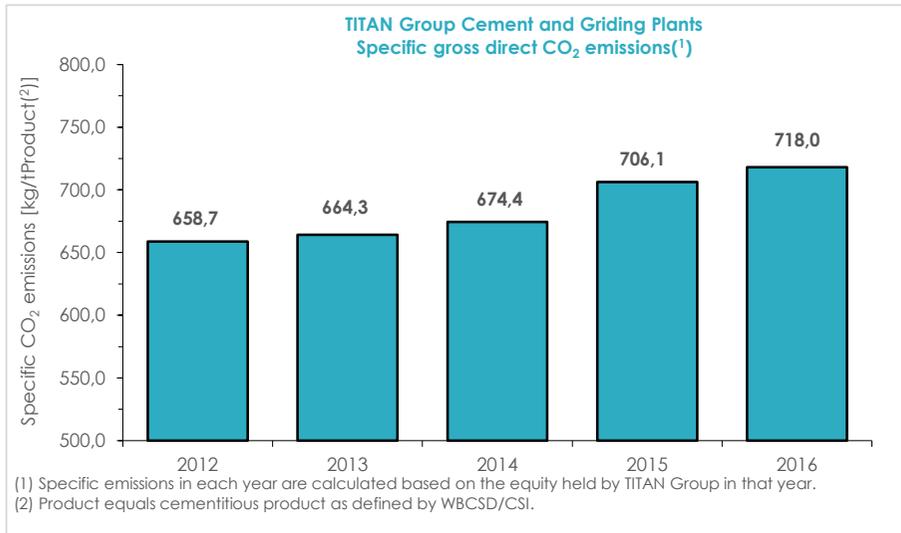
	Total metric tons	Non-hazardous metric tons	Hazardous metric tons	%
Incineration	15	14	0	0.00
Landfilled	100,995	100,846	149	19.13
Other	264	262	2	0.05
Recovery (including energy recovery)	3,438	3,407	31	0.65
Recycled	413,553	413,002	550	78.33
Reuse	9,683	9,682	1	1.83
Storage	4	0	4	0.00
Total	527,952	527,214	739	100.00
%	100.00	99.86	0.14	

	Cement Plants and Plant Quarries	Aggregates Plants and Quarries	Ready Mix Plants	Other	Total	%
Environmental management	12.6	5.5	0.7	0.6	19.4	31.96
Reforestation	0.3	0.0	0.0	0.0	0.3	0.49
Rehabilitation	0.8	0.0	0.0	0.0	0.8	1.32
Environmental training and awareness building	0.1	0.0	0.1	0.0	0.2	0.33
Application of environmental friendly technologies	36.1	1.0	0.7	0.1	37.9	62.44
Waste management	1.5	0.1	0.4	0.1	2.1	3.46
Total	51.4	6.6	1.9	0.8	60.7	100.00
	84.68	10.87	3.13	1.32	100.00	

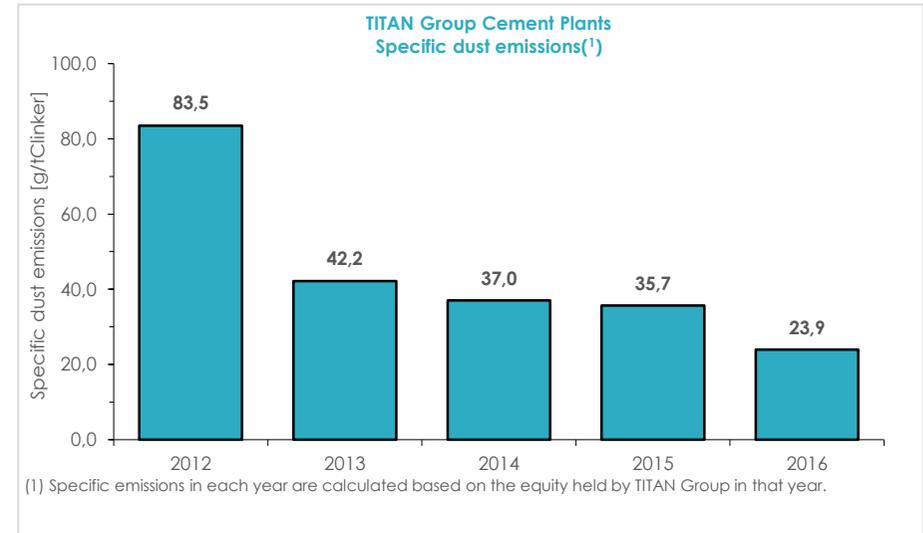
Description	Group	Greece and Western Europe	USA	SEE	EM
Employee fatalities	0	0	0	0	0
Employee fatality rate	0.00	0.00	0.00	0.00	0.00
Contractors fatalities	0	0	0	0	0
Third-party fatalities	1	1	0	0	0
Employee Lost Time Injuries (LTIs)	22	7	8	5	2
Employee Lost Time Injuries Frequency Rate (LTIFR)	1.92	3.27	1.73	1.98	0.91
Employee lost working days	897	234	473	93	97
Employee Lost Time Injuries Severity Rate	78.2	109.3	102.6	36.9	44.3
Contractors Lost Time Injuries (LTIs)	7	6	0	1	0
Contractors Lost Time Injuries Frequency Rate (LTIFR)	0.73	2.85	0.00	0.63	0.00

Description	Group	Cement	Aggregates	Ready Mix	Other
Employee fatalities	0	0	0	0	0
Employee fatality rate	0.00	0.00	0.00	0.00	0.00
Contractors fatalities	0	0	0	0	0
Third-party fatalities	1	0	0	1	0
Employee Lost Time Injuries (LTIs)	22	11	0	11	0
Employee Lost Time Injuries Frequency Rate (LTIFR)	1.92	1.54	0.00	3.37	0.00
Employee lost working days	897	313	186	398	0
Employee Lost Time Injuries Severity Rate	78.2	43.8	333.0	122.0	0.0
Contractors Lost Time Injuries (LTIs)	7	2	1	3	1
Contractors Lost Time Injuries Frequency Rate (LTIFR)	0.73	0.25	2.78	2.64	10.99

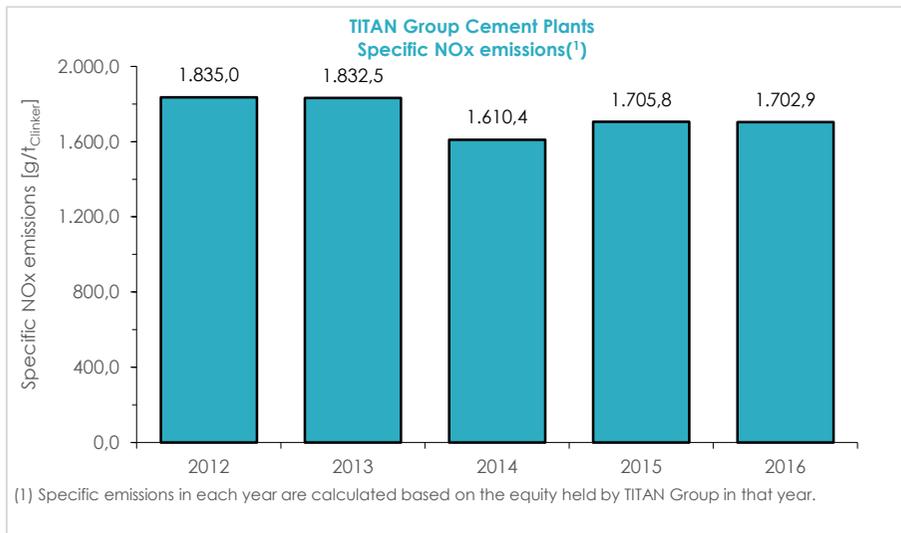
Graph 1: Specific gross direct CO₂ emissions)



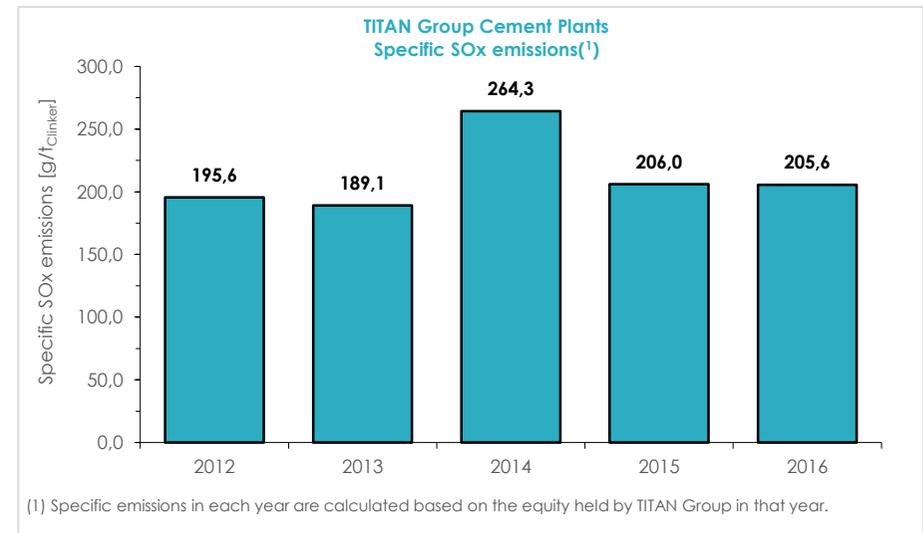
Graph 2: Specific dust emissions



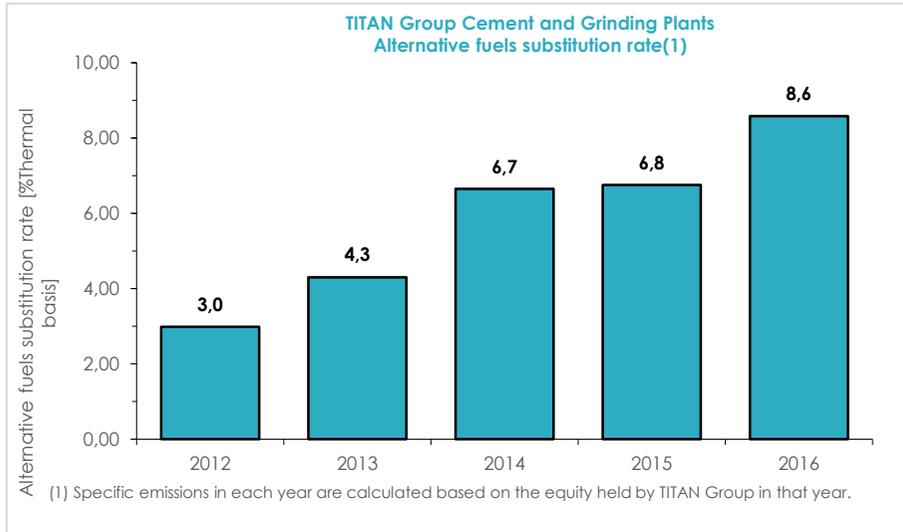
Graph 3: Specific NO_x emissions



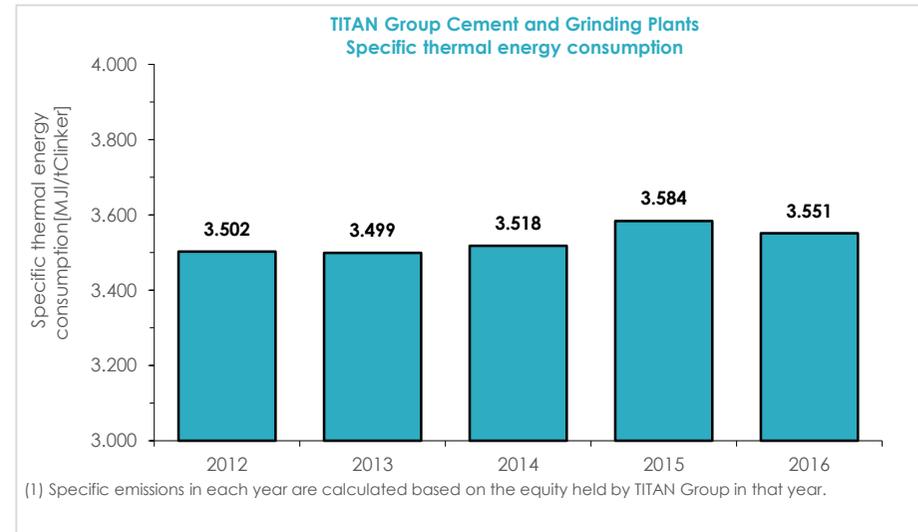
Graph 4: Specific SO_x emissions



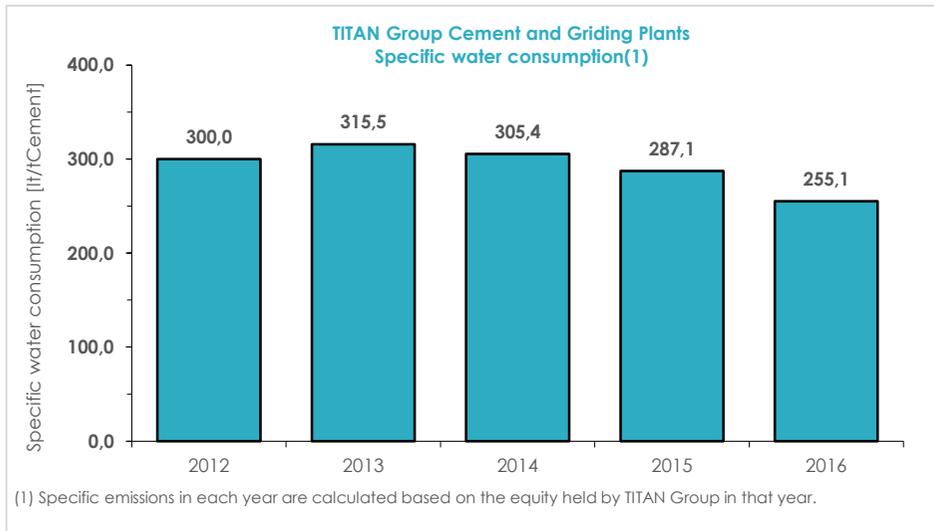
Graph 5: Alternative fuels substitution rate



Graph 6: Specific thermal energy consumption



Graph 7: Specific water consumption



Graph 8: Environmental Expenditures

