

As explained on page 8 our Sustainability Ambitions are central to our sustainability program. They are aligned with the Lafarge Global Sustainability Ambitions 2012 but are specific to Heracles and its role in Greek society. Tracking and reporting on performance against the targets that we set ourselves in 2009 is a key part of our management of sustainability.

Progress with sustainability ambitions 2012

THIS TABLE SUMMARIZES OUR PROGRESS IN 2010 AND THE ACTIONS THAT ARE PROPOSED FOR 2011

Target	deadline	2009 performance against target	2010 performance against target	Comment and Plans
MANAGEMENT				
On safety our target is to reduce the lost time injury severity rate (LTIFR) to 1.3.	2010	Achieved (1.03)	Achieved (0.3)	The injury rate in 2010 corresponds to one Lost Time Incident. Our aim remains to achieve and sustain an incident rate that is zero.
Full compliance with the Lafarge Group Competition Policy.	2010	Achieved	Achieved	We remain in compliance and are maintaining this with continued training of our employees.
Training of all Heracles plant management teams in applying the Lafarge Group stakeholder relations management process.	2010	Achieved	Achieved	We achieved the target to train all plant managers one year early and have also extended the process to the management teams of our distribution centers and quarries.
On customers, carry out an annual customer satisfaction survey on both bagged and bulk cement business.	2010	In progress	Completed for bagged customers	The annual survey was completed for bagged cement customers and an additional survey of end-users was carried out. We will conduct a bulk cement customer survey next year.
Implement the OTIFIC (On Time, In Full, Invoiced Correctly) Standards in operations.			In progress	We are optimizing all our "order-to-delivery" processes before we move to implementing the standard.
Reach 20% of women in senior and executive management (Lafarge Hay Grades 18+).	2012	Achieved (27%)	Achieved (30%)	We have a good record on women in management positions; we aim now to increase the overall number of women in our operations.
SOCIAL				
By 2010, establish a comprehensive occupational health program including at a minimum regular medical examination.	2010	In progress	Achieved	Frequency of medical examinations required for different job roles is now defined and examinations are taking place.

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ENVIRONMENT				
Have 100% of our sites audited environmentally at least every four years.	Permanent	In progress	In progress	All plants are now covered; we have decided to include distribution centers and are making progress with this.
By 2010 reach a rate of 100% of quarries with a rehabilitation plan complying with Lafarge standards.	2010	100%	100%	As well as completing the rehabilitation plan required as a condition of permitting, Heracles undertakes to apply the Lafarge standard in rehabilitation.
By 2010 all our quarries will have been screened according to criteria validated by WWF International and those with realizable potential will have developed a biodiversity enhancement plan by 2012.	2010	Achieved	Achieved	Screening was completed in 2009. We are now developing an 18-month program which will enable us to deliver the second part of this Ambition.
	2012	In progress	In progress	
By 2010 cut our net CO₂ emissions per metric ton of cement produced by 11% as compared to 1990.	2010	-12.8%	-8.34%	We were not able to meet our target for 11% decrease in 2010, due to change in product mix toward higher strength cement, with higher proportion of clinker. We have extended the deadline to 2012 and we are intensifying our efforts in research and development to improve our products' carbon footprint.
Cut our dust emissions in our cement plants by 40% over the period 2005-2012.	2012	-94.6%	-95.04%	We have significantly out-performed our target for dust.
Cut our NO_x emissions in our cement plants by 12% over the period 2005-2012.	2012	+0.05%	-13.13%	We are pleased to have met this target in 2010.
Cut our SO_x emissions in our cement plants by 20% over the period 2005-2012.	2012	-84.9%	-97.41%	We have met the target for SO ₂ .
By 2010 have a baseline for persistent pollutants in our cement plants for 100% of kilns and reinforce our Best Manufacturing Practices to limit emissions.	2010	In progress	Achieved	Measurements at our cement kilns began in 2005; they now take place twice a year. We have implemented all relevant Best Manufacturing Practices.

Plans for 2020

In 2012, we will define the new sustainability program that will replace the Sustainability Ambitions 2012 and define the directions to take in the period up to 2020. The discussions and consultation that support that process are already taking place within our organization.

We are committed to ensuring that our contributions bring benefit to Greece, support the viability and success of our business and reflect the aspirations of our employees and our stakeholders. Our plans will also take account of the global targets to be defined by Lafarge.

We hope to bring forward our ideas in the next year and to give more details in the 2011 Sustainability Report.