



Working with Communities

Examples of CSR Projects in Middle East & Africa

So the world builds better.



LafargeHolcim

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1 - Introduction to Corporate Citizenship at LafargeHolcim

Our Group Sustainability Strategy - The 2030 Plan - sets a vision that the construction sector of tomorrow will be innovative, climate-neutral and circular in its use of resources. It will be respectful of water and nature, and it will be inclusive, enhancing the quality of life for all.

Our industrial operations have a wide geographical footprint and are usually present in a territory for an extended period of time. In addition, our cement, concrete and aggregates activities are all local businesses, where manufacturing is often close to the selling point and final customer. Therefore, our operations have an impact on local communities and people's lives.



At LafargeHolcim, we believe this impact can be positive. We also think our solutions can provide answers to challenges affecting the communities where we operate, such as urbanization, housing needs, health & safety and human rights.

This is why we set ambitious sustainability targets. By 2030, we want to help 75 million people live better lives through our inclusive business models, affordable housing and social investments programs. Our social investments are based on long-term strategies, implemented in partnership with specialized local or international actors, and address clear needs in the communities where we operate. Our areas of focus include health, education, shelter and infrastructure, environment and local employment creation.

Every day across 80 countries, LafargeHolcim teams contribute in many ways to turn the Group's sustainable development commitments into real actions. On the following pages, examples of our Corporate Social Responsibility (CSR) projects in Middle East and Africa illustrate how we partner with local stakeholders to create shared value and contribute to the development of communities.

2 - Iraq: Creating Local Micro-Sewing Businesses for Female Entrepreneurs

Supporting the economic development of local communities is a priority for Lafarge Iraq's CSR program. The most recent project in this area is a tailoring course for women in the city of Sulaimaniyah, Iraqi Federal Region of Kurdistan, which will enable them to start their own micro-sewing businesses in the future.

In a Nutshell

Previous Situation

Even though the Federal Region of Kurdistan is one of Iraq's fastest developing regions, women from rural communities have only limited access to employment and income generation opportunities. To support their families, they engage in traditional activities such as farming, tailoring and weaving, but often lack the necessary basic equipment and business skills to ensure long-term success.



Participants' clothing creations are displayed in the training center.

Main Actions

To set up the initiative, Lafarge's CSR team conducted a comprehensive needs assessment through regular meetings with local communities. Together with local authorities and an NGO partner, the legal and organizational framework of the project was defined. An intensive four-week theoretical and practical training course was developed, during which the participants receive materials, are trained in sewing and receive support to sell their products. In early 2017, 25 women from local communities participated in the first course.

Community Impact

The pilot's success increased demand for the training, and over 100 women applied to participate in upcoming courses. The newly acquired skills not only allow the women to save money by sewing their own clothes and household textiles, but also to gain additional income by selling their garments and textiles to clients.

External Partners

Lafarge's key partner for this project is *Khawen*, a local NGO focusing on the development of local social and economic opportunities. The NGO provided trainers and supervisors with well-established contacts in the communities for the tailoring course. Furthermore, the community needs assessment was actively supported by local authorities.



Learning and practicing together: most women participated in such a workshop for the first time.

Tangible and intangible benefits for female entrepreneurs

The workshop participants currently use two main channels to convert their sewing efforts into income. On the one hand, they get direct orders from neighbors, family, and other community members, who typically are their first clients. On the other hand, they make use of small shops and bazaar desks that facilitate the selling of their products.

«With my new skills and working ability, I now feel more valued and useful in my family and in the community.» Naima Ahmed, workshop participant

«Seeing our women more involved in daily economic life in such a confident and visible manner makes us proud and happy.» Abdullah Hidayet, community representative

With the project still in its initial phase, the local CSR team is currently looking into developing more structured sales channels to further support the commercialization of the clothes produced by the participants. For example, fashion exhibits or a tailor cooperative with its own brand could be used to scale up production, marketing and sales.

The project leaders emphasize how the sewing course not only tangibly contributes to the participants' household income, but also increases their self-esteem and sense of achievement. As the women slowly start to play a more visible role in society, the social benefit

of this initiative will be even more important than the financial gains made.

For more information, visit www.lafarge-iraq.com or contact nihat.yildiz@lafargeholcim.com.

3 - Uganda: Supporting Smallholder Farmers with the Hima Coffee Development Project

How can simple coffee husks help the circular economy, while boosting local economic development and reducing the environmental footprint of our cement plant?

This innovative project from our Geocycle team in Uganda shows how.

In a Nutshell

Previous Situation

Coffee is of vital importance for Uganda's economy, accounting for more than 22% of the total exports. Although large scale coffee producers are gradually emerging, the coffee sector is almost entirely dependent on smallholder farmers, 90 percent of whose average farm size ranges from less than 0.5 to 2.5 hectares. These farmers often use coffee species that are susceptible to diseases and suffer from increasingly long dry spells.



Farmers in Kirembe subcounty receive coffee seedlings.

Main Actions

Geocycle and Hima Cement developed a project which encouraged farmers to grow more resistant coffee beans and provide their coffee husks to the plant as a sustainable source of biomass. Hima Cement provided financing for high quality coffee seedlings. To get ownership from the farmers, they are required to pay 1/7 of the price for each seedling while the company subsidizes the rest. From 2012 to 2016, the project has distributed 16.7 million seedlings to over 60,000 farmers.

Community Impact

The use of the better coffee variety gives farmers better yields, and income to the farmers from this project is expected to rise significantly. Due to increased production, coffee processing facilities have opened in the districts, creating additional jobs in the region.

External Partners

The Uganda Coffee Development Authority (UCDA) provided the certified coffee seeds required for the project. To support the farmers, the National Agricultural Advisory Services provided training and farming extension services. Hima Cement also worked with three Farmers Organizations (Bukonzo Joint Cooperative Society Limited, Kamwenge District Farmers Organization, and Kasese District Farmers Association) which helped to create the nursery beds, mobilize the farmers and distribute the seedlings.

Milestones

In November 2016, Hima Cement's coffee project won the Uganda CSR Award in the category Community Involvement and Development. Moreover, Hima cement plant is recognized in the LafargeHolcim Group as having the highest biomass substitution rate for its thermal energy.



Women of Bukonzo Joint Farmers' Cooperative sorting hulled coffee beans before milling.

Combining local development with access to sustainable energy

In addition to enhancing the livelihoods of local coffee farmers, the project helps the cement plant to meet its expanding need for biomass. By using coffee husks as an alternative fuel, Hima Cement secured its access to renewable energy, while stimulating local economic growth and alleviating poverty at the same time.

The program's goals are thus three-fold:

- Raise household income for smallholder farmers who previously couldn't afford quality coffee seedlings
- Reduce negative environmental impact of coffee husks that are often heaped in people's compounds as waste
- Provide the cement plant with an increased local supply of biomass residue, which reduces fuel transport costs and carbon emissions

The Hima Coffee Project is an example of Inclusive Business (IB), which *"expands the opportunities of people living in poverty by tailoring the core business, or part of the core business, to their needs. (...) IB circumvents existing market failures and inefficiencies to integrate the poor, either on the demand side as clients or on the supply side as distributors, suppliers of goods and services, or employees"* (GIZ, 2013). In this way, it creates social and commercial value at the same time.

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4 - Lebanon: Engaging Teenage Storytellers through the Theatfilm Project

Based on the belief that teenagers' development requires them to explore a world beyond their immediate surroundings, Holcim Lebanon implemented *Theatfilm* in local schools. The project used theatre and movie making to help students express themselves and discover their capabilities irrespective of their social and economic situation.

In a Nutshell

Previous Situation

According to school social workers, teenagers from the Hery, Kefraya and Kfarhazir communities in northern Lebanon were increasingly exhibiting negative behaviors and attitudes. The challenging social context they live in, aggravated by the large influx of refugees in local schools, often resulted in aggressive behaviors towards peers, social workers and teachers and had significant repercussions on their academic performance.



In small groups, students talked about their aspirations, dreams and concerns.

Main Actions

The one-year project consisted of weekly theatre, video and photography workshops, which selected students attended after their normal classes. The workshops were led by external professionals, who helped the teenagers develop their stories and express themselves through theatre and film.

Community Impact

Rolled out in 2014 in three public schools, around 100 students between 12 and 17 participated in the program.

External Partners

Holcim Lebanon partnered with the *Mlawan* (engl. colorful) Campaign, an organization of passionate individuals who target schools and students and advocate for the adoption of a healthier and better lifestyle on the psychological, physical and social levels. Furthermore, external experts such as theatre producers, light designers, actors, decor designers, social workers and photographers volunteered their time and expertise to the project.

Milestones

In the course of *Theatfilm*, the students created a theatre play called *Qosass Asamina* (engl. stories of our names) and four short films, which were presented to the parents, school personnel, local officials and international media. The event attracted wide media coverage as it was unique in Lebanon, particularly among public schools.



Video Workshop: external experts show students the professional use of digital equipment.

Experience personal growth through theatre and movie-making

With role play, group work, games and music, the *Theatfilm* project used theatre therapy and movie-making techniques as a way for students to:

- Build confidence, self-esteem and develop trust towards others
- Experience personal growth by telling their stories, setting goals, expressing feelings, sharing experiences and improving interpersonal skills
- Explore and discover their surroundings through the world of arts and culture

In theatre therapy, acting and theatre techniques are used to promote mental health and facilitate personal growth. As a form of expressive arts therapy, it is commonly used in a variety of settings, including hospitals, schools, prisons and rehabilitation centers.

During the workshops, students were invited to talk about their aspirations, dreams and concerns in order to train their imagination and creativity in a positive and supportive environment. Supported by external experts, the teenagers also practiced the professional use of digital equipment such as video and photo cameras. Promoting students' sense of independence and empowerment, the workshops showed them how to use their digital gadgets as a means for artistic expression and put them into creative use.

For more information, visit www.holcim.com.lb or contact grace.elazar@lafargeholcim.com.

5 - Kenya: Competing for Afforestation in the Schools' Green Initiative Challenge

The Green Initiative Challenge (GIC) is an afforestation and environmental conservation project that mobilizes local schools to grow and manage small forests within their grounds. Through planting trees and fruit seedlings, capacity building and competitions, it creates awareness and motivates school children to protect the environment.

In a Nutshell

Previous Situation

Statistics by the United Nations Environmental Program showed that in 2010, deforestation deprived Kenya's economy of approximately 5.8 bn Kenyan shillings. With forest ecosystems playing an important role in soil regeneration and water absorption, deforestation increases the likelihood of floods and negatively impacts food security.



Students planting their seedlings at Kithooni Secondary School.

Main Actions

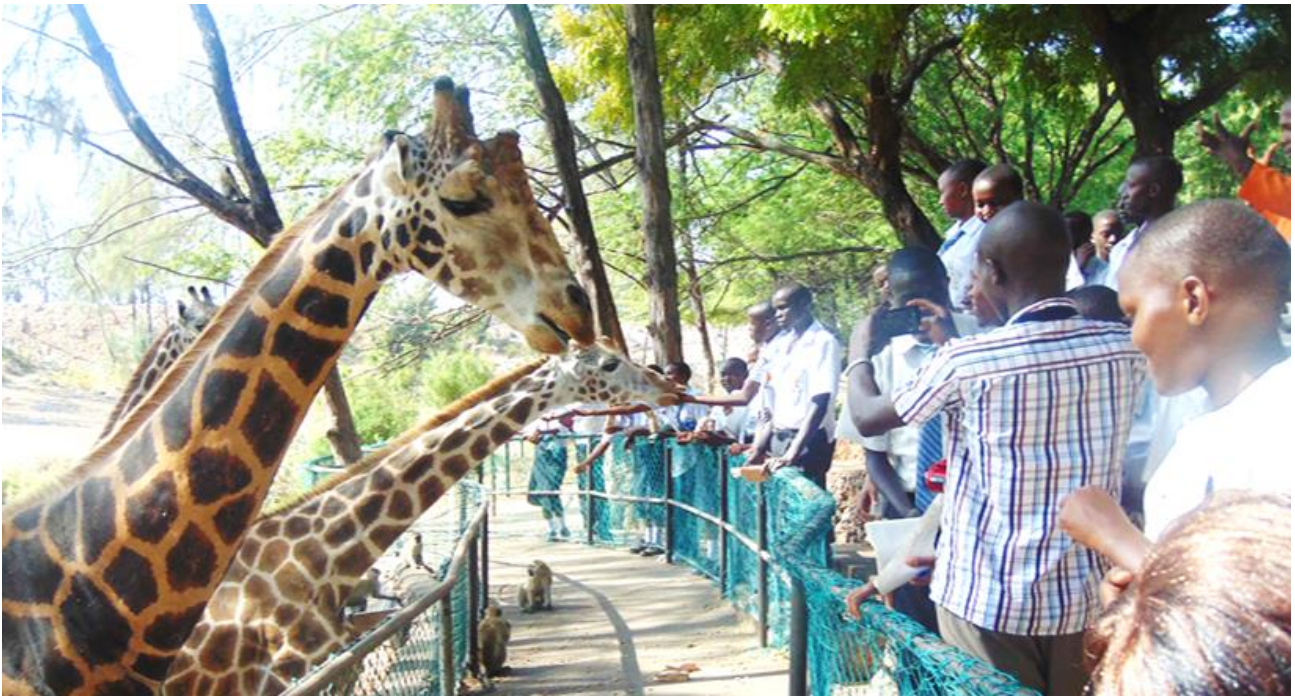
The pilot GIC was launched in 2013 with 81 participating schools. Each school received 300 seedlings the children planted in the school grounds, and capacity-building sessions were held to improve survival of plants. In 2015, the GIC expansion project started, targeting the annual enrollment of additional 120 schools over the next 8 years. In the second phase of the project, 460 acres will be "greened" by planting over 300,000 tree and 110,000 fruit seedlings. The GIC is designed as a challenge to participating schools, with prizes awarded for the most innovative tree growing techniques and the highest survival rate of seedlings. Bamburi Cement leads in environmental education sessions and provides rewards and incentives for students and schools.

Community Impact

In addition to boosting children's awareness and developing their environmental conservation habits early on, the project provides schools with a renewable source of wood fuel, which reduces pressure on surrounding forests. Furthermore, the sale of fruit and timber products offers schools an additional source of income.

External Partners

The GIC is a collaborative initiative of private and public actors. The KenGen Foundation is in charge of project implementation, monitoring and evaluation, and Better Globe Forestry for holding capacity building sessions. Other GIC partners include the Kenyan Ministry of Education, Science and Technology and Kenya Forest Service.



The winners of the pilot program were awarded with a water tank and a trip to the KenGen Kipevu Plant and Bamburi's Haller Park in Mombasa.

Rewarding environmental conservation efforts

Through growing small forests and woodlands, GIC contributes to the reduction of greenhouse gases in the atmosphere. Furthermore, as the trees reduce soil erosion and increase fertility, the planting of seedlings will eventually improve the quality of soil. To enhance these positive impacts and motivate students, teachers and schools to give their best efforts for environmental conservation, incentives and rewards were put in place. These include an essay writing competition for students, and a *Green Teacher* competition for implementing additional environmental initiatives at the school.

Several awards are offered to participants each year as part of the GIC:

- Educational scholarships for primary school students that participate in environmental clubs
- Infrastructure awards (to build three classrooms and equip one school) for the schools that performed best in forest management
- Environmental tours to visit KenGen Kipevu Plant and Bamburi's Haller Park for the primary and secondary school that performed best in forest management

"We appreciate that projects focusing on reforestation have been proven as better methods to address the depletion of land cover and negative impacts of climate change. The Green Initiative Challenge is one such project, as it aims to reduce people's vulnerability to climate change effects." Susan Maingi, Bamburi Cement

For more information, visit www.lafarge.co.ke or contact susan.maingi@lafargeholcim.com.

6 - Zimbabwe: Empowering 100 Girls from Vulnerability to Self-Sufficiency

The *Shine:Simuka Upenye* (engl. rise and shine) initiative seeks to empower 100 girls with a challenging social background from the Mabvuku and Tafara communities in Harare. Through vocational training and one-to-one mentorship, they should become self-sufficient and able to make wise choices about their future.

In a Nutshell

Previous Situation

The initiative is born out of a sad story centered on the increase in unsafe abortions and baby dumping cases in the targeted communities. The girls selected for the program face diverse challenges, with all of them having dropped out of school or failed to complete their secondary education due to factors beyond their control.



Esther Gwekwerere from Lafarge with her mentee

Main Actions

The initiative was officially launched in March 2017, with the signing of a Memorandum of Understanding between Lafarge Zimbabwe and the Women's University in Africa (WUA). In an intensive 12 month pilot program, the participants have access to vocational training. Courses are customized to suit their different levels of education and focus on dressmaking, professional cookery and baking, as well as brick and block laying. Moreover, in an entrepreneurship course, each girl will develop a business proposal to

be implemented through the future Lafarge business incubation center. To build character and life skills, the capacity-building activities are complemented by a mentorship program.

Community Impact

The beneficiaries of *Shine:Simuka Upenye* are double orphans who are heading families. The program seeks to empower these girls to earn a living for themselves and their families, and thereby becoming self-sufficient.

External Partners

The local social services, Mavambo Orphan Care, assisted in selecting the 100 girls and ensuring that sustainable intervention strategies are developed. Lafarge's key partner to deliver vocational training is the WUA, an institution that fosters gender equality through education. Lafarge Cement Zimbabwe also partnered with the United Nations Population Fund (UNFPA) for life skills training.



On the official launch of the program, Lafarge Zimbabwe CEO Amal Tantawi takes a picture with the participants.

100 Mentors support the girls throughout the year

The training provided by the Women's University in Africa will be complemented by two mentorship programs: on the one hand, through Sista2Sista mentorship clubs in partnership with UNFPA, and on the other hand through a one-to-one mentorship. For the latter, one hundred influential women from both the corporate and development sectors, together with various female entrepreneurs, pledged to mentor the girls throughout the year. For the launch of the initiative, each mentor personally prepared and handed over a dignity bag to their mentee as an initial demonstration of personal commitment to enhance the livelihood opportunities for the young lady.

The women's roles as mentors include:

- To motivate the mentee to achieve objectives and work towards the growth and development of the mentee
- To be available, providing a safe, objective, non-judgmental, and confidential space for the mentee
- To provide guidance and advice, giving honest and constructive feedback
- To be a credible role model and inspire success

"I will be mentoring a young girl who stopped going to school in form Three due to a lack of funds, and I am sure there are many more like her. Giving a dignity package is a first step to show that you care and as women we need to take that extra step to give young girls guidance so that they too can be leaders." Tendai Tambudze, Mentor and Nominee for Business Women of the Year 2016

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THE 2030 PLAN
BUILDING FOR TOMORROW

We will generate 1/3 of our turnover from solutions with enhanced sustainability performance

	Climate	Circular Economy	Water & Nature	People & Communities
In house	We will reduce net specific CO ₂ emissions by 40% per tonne of cement (vs. 1990)	We will use 80 million tonnes of waste-derived resources per year	We will reduce freshwater withdrawal in cement operations by 30% We will implement The WASH Pledge on all sites	We want zero fatalities We will reduce LTI FR < 0.20 We will reduce TIFR by 50% We will reduce our disease rate < 0.1 We will have 30% minimum gender diversity at all management levels
Beyond our fence	We will help our customers avoid 10 million tonnes of CO ₂ being released from buildings each year through our innovative solutions	We will provide end-of-life solutions for our products and will supply 4 times more recycled aggregates from CDW/RAP	We will make a positive impact on water in water-scarce areas We will show a positive change for biodiversity	We will develop initiatives to benefit 75 million people We will engage in collective action to combat bribery & corruption in high risk countries
Innovative solutions	Low-carbon cement & concrete Insulating concrete Thermal-mass solutions	Recycled aggregates Urban mining solutions Waste management services	Rainwater harvesting Pervious concrete Stormwater protection Vertical green solutions	Affordable housing materials and solutions Affordable sanitation solutions

Note: all targets are for 2030. Baseline year is 2015 unless stated otherwise.

CDW: Construction & Demolition Waste, RAP: Reclaimed Asphalt Pavement, WASH Pledge: Water, Sanitation and Hygiene Implementation at the Workplace, LTI FR: Lost Time Injury Frequency Rate, TIFR: Total Injury Frequency Rate.

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