

# SAINT-GOBAIN UK & IRELAND



## Corporate Social Responsibility Review 2013

Transforming Sustainable Construction



  
SAINT-GOBAIN

# CONTENTS



The Sir Chris Hoy Velodrome, and the National Indoor Arena in Glasgow benefitted from a wide range of product solutions from Saint-Gobain companies including: Jewson, Graham the Plumbers Merchant, British Gypsum, Ecophon, Saint-Gobain Abrasives, Isover, Frazer, George Boyd and Saint-Gobain PAM.

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# FOREWORD



## Transforming sustainable construction

I am pleased to welcome you to the Saint-Gobain UK & Ireland Corporate Social Responsibility (CSR) Review for 2013. This year's Review is published slightly later than previous editions. This enables stakeholders to assess both the local and global progress that has been made by Saint-Gobain Group - since the Group CSR Report is also published around this time - but also to allow us to use the results of our materiality studies, which we have worked hard on this year, to help us shape the content of this Review and ensure its relevance.

In another change, our 2013 Review adopts the title of CSR, a change from previous years reflecting the terminology that has been adopted by Saint-Gobain Group.

The year has again seen some significant steps forward in our journey here in the UK & Ireland. CSR is now firmly embedded across all businesses, and we are taking important steps to minimise our own impacts in how we use finite natural resources. Through a combination of listening to our stakeholders and 'horizon scanning' to help us understand emerging trends in sustainable construction we have also continued to develop our approach in a number of important areas where we see the real business value of CSR to our stakeholders; especially our customers, suppliers and those impacted by our business.

With this in mind, we have titled this Review, 'Transforming Sustainable Construction', for good reason. As a world leader in sustainable habitat we know we have a leading role to play in addressing some of the enormous challenges society faces through the development of more innovative products and construction systems, embracing eco-innovation, helping our customers tackle their waste, providing products with Life Cycle Assessments and Environmental Product Declarations and addressing many of the challenges laid out by Government in the Construction 2025 Industrial Strategy, such as: addressing the skills gap in our industry and aiding efficient, faster, and lower carbon construction.

These are challenges we are embracing across our organisation, through our Sustainable Habitat strategy, and through our approach to advocacy where we continue to deepen our involvement with organisations, trade bodies and government initiatives that shape and frame the future of sustainable habitats.

Finally, it's also only right to make a particular and special mention of our Sustainable Development Advisory Panel. Panel members have been selected from a range of important stakeholders and I am personally grateful to the members of the Panel, not only for giving up time in their extremely busy schedules to meet and discuss the challenges and opportunities we face, but also for their candid and valuable critique of this Review, which is included on page 10.

## Peter Hindle MBE

**Senior Vice President  
for Sustainable Habitat,  
Saint-Gobain; and General  
Delegate for Saint-Gobain  
UK, Ireland and South  
Africa**

## OUR PARTNERS ARE IMPORTANT TO US

Saint-Gobain is proud to be active members of a wide range of organisations. Our active involvement demonstrates our commitment to work collaboratively, with others, and to play a leading role in creating a sustainable built environment that improves people's daily lives.



# INTRODUCTION<sup>TO</sup> SAINT-GOBAIN



One Angel Square, said to be one of the most sustainable large buildings in Europe, uses innovative double-skin Clima façade- a major energy-efficiency feature by Saint-Gobain Glass.

## ABOUT THIS REVIEW

This Review provides an annual update on the progress of Saint-Gobain in the UK & Ireland during 2013. It covers the operations and activities of all of our businesses and brands that operate within the UK & Ireland. As a Group, Saint-Gobain produces a Corporate Social Responsibility Report (CSR) which is available from [www.saintgobain.com/en](http://www.saintgobain.com/en).

Within the UK & Ireland for the first time, we have invited a Sustainable Development Advisory Panel to provide feedback on an early draft of this Review. This year we have decided to structure our CSR Review in a different way than in previous years. Our 2013 Review is divided into six main sections. The first part of this Review provides an introduction to how we do business, the scope of operations in the UK & Ireland, and how we approach CSR. The middle two sections report on how we've performed; both in terms of the positive influence and impact we can provide to society's Big Challenges, and what we are doing to manage impacts that are directly within our own control such as resources, energy and carbon, employee health, safety and well-being, water and diversity. The final part of the Review provides information on Saint-Gobain Group's approach to CSR, along with data tables for Saint-Gobain UK & Ireland.



All of the information in this year's Review is supplemented by an online dynamic hub which provides a resource for those interested in sustainable development, together with detail about our progress on CSR, in 2012, 2013 and, in future years. This can be found at: [www.sustainable.saint-gobain.co.uk](http://www.sustainable.saint-gobain.co.uk)

## THE BIG CHALLENGES FACING SOCIETY

Beyond our direct impacts, which are detailed in the 'our impacts' section, we increasingly recognise that as a provider of innovative solutions we are able to influence and address some of the wider challenges facing the construction industry and society at large. Although issues such as urbanisation, energy efficiency and industry skills are not things we can solve alone, we have a leading role to play in responding to them. Consequently, the first part of this Review looks in more detail at some of these global challenges, and then discusses how we are helping transform sustainable construction.

## THE SOCIAL AND ENVIRONMENTAL IMPACT OF OUR BUSINESSES

As a major employer operating a diverse range of manufacturing and distribution businesses, our activities and operations have an inevitable environmental and social impact, both positive and negative. It is our duty, as a responsible business, to reduce those negative impacts that we directly control and enhance the positive impacts and to do so in an open, responsive and collaborative way. We discuss our progress later in the Review.

### WE LISTENED-YOU SAID...

We engaged with a variety of stakeholders to select the topic areas to highlight in this Review. This enabled us to focus on a number of key issues, in depth. The Big Challenges cover:

- waste, recycling and responsible sourcing - grouped under the heading Resource Management
- training, skills and advocacy – headed Support for Industry
- Eco-innovation

Our Business Impacts focus on:

- Occupational health and safety
- Energy and carbon
- Waste
- Resource stewardship
- Water
- Diversity and career mobility



We distribute enough building blocks to construct 90,000 homes each year – and more than 240 million bricks



OUR ANNUAL PLASTERBOARD PRODUCTION WOULD COVER  
**THE WEMBLEY PITCH**  
**5,000** TIMES



Innovation remains a key priority for Saint-Gobain. This innovation leads to new products being developed that have a significant contribution to make in transforming sustainable construction.

Saint-Gobain UK & Ireland made up 9% of Saint-Gobain Group's global 2013 sales.

SAINT-GOBAIN  
IN THE UK  
& IRELAND  
CONTRIBUTES OVER **£3**  
billion  
IN SALES  
to the Group

Over 60 manufacturing sites and over 1000 distribution sites in the UK & Ireland

**16,750**  
EMPLOYEES  
& MORE THAN  
**30** BRANDS



# BUSINESS AT A GLANCE



Saint-Gobain Group is a world leader in the manufacture and distribution of innovative building products and materials, which enhance our habitat and daily lives.

Saint-Gobain's global operations span 64 countries. They are split into several geographic territories, referred to in our business as Delegations, and four product sectors; innovative materials, construction products, building distribution and packaging.

This Review focuses on activities during 2013 in the UK & Ireland; which is part of the UK, Ireland and South Africa Delegation. Operations from three of the four product sectors operate in the UK & Ireland.

## CONSTRUCTION PRODUCTS

Gypsum products, thermal and acoustic insulation, industrial mortar, ductile iron pipes and fittings



## INNOVATIVE MATERIALS

Flat Glass and high performance materials



\* includes: Saint-Gobain Glass, SG Abrasives, SG Ceramics and SG Performance Plastics

## BUILDING DISTRIBUTION

General and specialist builders and plumbers merchants, timber importing and distribution





# HOW WE APPROACH CORPORATE SOCIAL RESPONSIBILITY



16,750  
EMPLOYEES



1,000  
SITES IN THE  
UK & IRELAND



## AS A SOLUTIONS PROVIDER

Saint-Gobain is the world leader in the habitat and construction markets. We develop and deliver products that improve the performance of buildings and enhance the living and working environment. They are designed to meet the needs of today's society, without impacting negatively on tomorrow's world. Almost a third of our sales are for products that directly benefit the environment; primarily through improved energy efficiency.

## AS A RESPONSIBLE BUSINESS

The focus of operation for our manufacturing and distribution businesses is to respect people's rights and opportunities, while also protecting the planet. By minimising the depletion of natural resources, improving recycling and the recovery of materials and ensuring the health and welfare of our employees we are able to positively influence the acceptance of sustainable best practice in these areas. Because of our size and reach, this is true not just in our own businesses. Through education, training, advocacy and eco-innovation we are able to move the sustainability agenda forward with our own suppliers and customers.

## AS A STAKEHOLDER

An organisation of our size and influence has a deep responsibility to set good examples; globally and locally. In the UK & Ireland we are actively involved in government, business and local community initiatives.

When we engage with others we do so openly, and collaboratively, and use the perspective we gain from the breadth of knowledge and skills in our business to develop solutions to the challenges we face.

# GETTING TO GRIPS WITH CORPORATE SOCIAL RESPONSIBILITY



Over the past three years, Saint-Gobain in the UK & Ireland has devoted tremendous resource, effort and commitment to understanding more about the part we can play in helping to make our markets, products, customers and society more sustainable. The activities we have undertaken are shown on this timeline.

They are coordinated by our CSR Working Group, which meets regularly to report on progress and look ahead to future challenges. During this time we have looked at how our own businesses, customers and society might be affected by a variety of factors. These range from the skills shortage currently facing the construction industry to scarcity of materials, increased life-expectancy to better availability of affordable housing and security of energy supply to changes in legislation.



## SUSTAINABLE DEVELOPMENT ADVISORY PANEL

A big step forward in the way we approach things was taken early in 2013, when we formed a Sustainable Development Advisory Panel. The panel is made up of customers, NGOs, charities and sustainability experts. The Panel meets twice a year, to provide critical advice and guidance that helps us to shape our thinking.

Saint-Gobain's London Innovation Centre plays host to a wide range of events at which Saint-Gobain can build new and develop existing collaborations with our external stakeholders

## A TIMELINE OF OUR PROGRESS:

**2011**

Stakeholder survey of customers, specifiers and our own employees

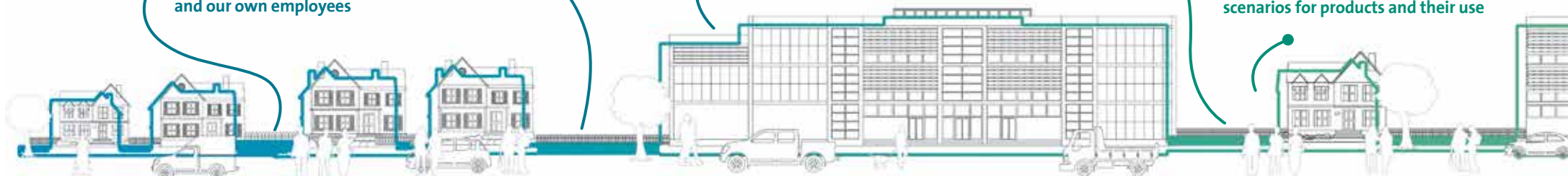
Detailed analysis of our own impact, both externally and internally

**2012**

Development of our Roadmap for Sustainable Development (mid 2011-mid 2012)

Roadmap implemented, which was adopted throughout the business by the middle of 2012. Since its inception, the roadmap has been developed and enhanced

Horizon scanning workshops established to explore future scenarios for products and their use



OUR APPROACH

BIG CHALLENGES

OUR BIG THEMES



## ADVISORY PANEL

We've given the Advisory Panel the opportunity to comment on this 2013 CSR Review. Their views, which are exactly as the Panel gave them, are shared in these pages, as part of our aim to provide meaningful and transparent reporting on our progress.

Several examples of the role our employees play in providing advocacy and advice are highlighted later in this Review



**[CHAIR] DR ALAN KNIGHT**  
General Manager  
Arcelor Mittal



**ANDREW MEASOM**  
Managing Director  
Measom



**JUSTIN SNOXALL**  
Head of Corporate  
Responsibility  
British Land Plc



**JULIA YOUNG**  
Manager – Global Forest and Trade Network  
UK, WWF



**SAM DAVIES**  
Head of Corporate Partnerships  
Shelter



**BEKIR ANDREWS**  
Group Sustainability Manager  
Balfour Beatty Plc



2013

External Advisory  
Panel established

Wider engagement with trade  
organisations, government and supply chain

All of these activities are co-ordinated by a  
Corporate Social Responsibility Working Group



OUR IMPACT

GOVERNANCE

DATA

# ADVISORY PANEL COMMENTS



As a panel we would like to recognise and congratulate Saint-Gobain UK & Ireland on the progress they've made in a number of important areas since publishing their last Review. Much of this progress reflects the openness and desire to improve that has characterised how Saint-Gobain have approached discussions with the panel since it was established in late 2013.

Progress has been made on understanding what issues are of material importance to Saint-Gobain's stakeholders, especially their customers. Improvements have also been made in this Review in identifying the contribution Saint-Gobain can make to tackling broader, global sustainability challenges that affect us all. The extent and quality of the data published has evolved, including importantly, in the setting and publishing targets for the business. There is, of course, more that can be done. The need for yet stronger, and more ambitious targets, with clearer timescales does not go away. This remains an important challenge, and the panel will continue to push the business to address this, while also recognising the context of a business that is part of a wider, global Group, with Group-level targets and comprised of a wide-range

of diverse and individual businesses each of which is at a different point in their own sustainability journey. We would like to see Saint-Gobain continue to develop a clear and consistent strategy, with clear actions and progress across its businesses.

We believe more ambitious targets could be set in important areas such as carbon and energy; waste, particularly customer/site waste; sustainable products, and we would also like to see Saint-Gobain go further in setting out how it can contribute to circularity of its products, through eco-innovation. While we believe good progress has been made on presenting a more balanced picture of genuine sustainability progress, recognising success and sharing, openly, areas of continued challenge, we believe this needs to be an area of continued focus. It's clear that Saint-Gobain could go further here especially with comparisons to previous performance and current targets. We would ask, can more detail on some of its material impacts such as: waste, water, sustainable sourcing of materials and labour and health and well-being be presented, with a clearer picture on how the business will tackle these challenges and report on them in the future. We'd also like to see Saint-Gobain continue

to evolve the focus it has developed on its 'big ideas' and explain how the business can, with greater clarity, contribute to addressing some of the big trends that affect us all as well as its own material issues. Establishing an external panel has been a brave move for the business which embraced dialogue and challenge in a positive way, with transparently publishing the panel's feedback a key part of this. This is a strong positive step on its sustainability reporting journey.

**DR ALAN KNIGHT, Chair of our Sustainable Development Advisory Panel.**



## THE CONTRIBUTION OF OUR ADVISORY PANEL:

**2013**

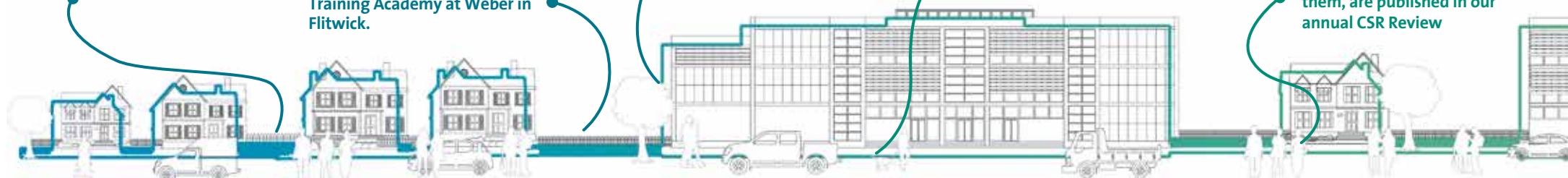
Our Advisory Panel was established in early 2013

The Panel will meet twice each year. In 2013, it met at the Saint-Gobain Innovation Centre and the Saint-Gobain Technical Training Academy at Weber in Flitwick.

The Panel has agreed their Terms of Reference and nominated its chairman, **Dr Alan Knight OBE**

The Panel provides critical advice, guidance and feedback to help shape our thinking and challenge our progress on Corporate Social Responsibility

The Panel's comments, along with our response to them, are published in our annual CSR Review



OUR APPROACH

BIG CHALLENGES

OUR BIG THEMES

# A RESPONSE TO THE PANEL'S COMMENTS FROM SAINT-GOBAIN UK & IRELAND

We're extremely grateful to the panel for providing such valuable feedback on this Review. We recognise that we are still evolving our sustainability reporting. Our ambition is to continually enhance what and how we report in such a way that we demonstrate an understanding, and a response, to the expectations of our many stakeholders giving them confidence that we are addressing the issues of most importance in social, environmental and economic terms. The feedback and challenge from the panel, and from other stakeholders, is vital in helping us do that.

We are confident that our strategy of enhancing people's daily lives, in particular through playing our part in creating a sustainable built environment, is our own crucial role. We contribute our expertise to address some of the critical challenges of climate change and energy cost, population growth, density and ageing, and resource

depletion. This strategy will further embed sustainability across our organisation and bring common and consistent focus for all our businesses in such a way that we will address the needs of our stakeholders, and contribute to wider societal challenges.

We also very much value the panel's comments about both data and targets. This is an area we recognise can be improved and is a current focus for us. We believe we will make further progress and will share this progress openly in our next Review; and throughout the year with our Panel. We also appreciate the importance of balance in our reporting and will seek to go further in recognising our challenges, and explaining our future actions, as well as reporting accurately on our progress. We genuinely seek to report honest progress against clearer and more ambitious targets.



**Richard Batley, HR Director, Saint-Gobain UK, Ireland and South Africa and Chair of the Saint-Gobain UK & Ireland Corporate Social Responsibility Steering Group.**

Next year, the Panel would like to see Saint-Gobain UK & Ireland answer two main questions:

How will it address the challenge of tackling important sustainability issues in a consistent way across the business?

How will it do more to respond to its stakeholders' expectations, while at the same time preparing its business for long term challenges faced by mega trends that will affect us all?





# THE BIG CHALLENGES

**OUR MISSION:**  
**TO PROVIDE INNOVATIVE AND HIGH-PERFORMING MATERIALS TO ENHANCE OUR HABITAT AND DAILY LIVES**

In this section of our Review of CSR in the UK & Ireland, we take a look at the challenges facing us all, and how Saint-Gobain can play its part.



**We live in a world of increasing urbanisation, where the pressure on space for living, working and recreation has never been greater.**

It's a world of diminishing natural resources, rising fuel costs and uncertainties regarding the future security of supplies. Greater mobility of the workforce, coupled with the removal of trade and immigration barriers in many countries, means labour is on the move. This is leaving towns, cities and sometimes entire regions without their traditional workforce and skills base.

Add to this the ways in which our lives have been transformed in the past 20 years, with better global and local communications, the development of the internet, improved healthcare and advances in transportation. Technological developments, that touch every aspect of our lives, have never been so rapid.

It's in this landscape of challenge and opportunity, uncertainty and change that Saint-Gobain operates. Our company is well positioned to help society face many of these challenges and make the most of its opportunities these present.

**OUR STAKEHOLDERS HAVE IDENTIFIED SEVERAL BIG CHALLENGES FACING SOCIETY. WE REVIEW THESE HERE, UNDER THE MAIN SUBJECT AREAS OF: RESOURCE MANAGEMENT, SUPPORT FOR INDUSTRY AND ECO-INNOVATION**

# THE BIG CHALLENGES

## AS OUR STAKEHOLDERS SEE THEM

# THE BIG CHALLENGES



**80%**  
OF THE UK  
POPULATION  
LIVES IN CITIES



**ECO-INNOVATION**

PAGES 22 TO 23



**RESOURCE MANAGEMENT**

WASTE, RECYCLING AND  
RESPONSIBLE SOURCING

PAGES 16 TO 17

IN **2013** THE AVERAGE AGE  
OF FIRST-TIME  
HOME BUYERS WAS

**37**



**SUPPORT  
FOR INDUSTRY**

TRAINING, SKILLS  
AND ADVOCACY

PAGES 18 TO 21



IT'S A WORLD OF  
**DIMINISHING**  
NATURAL RESOURCES

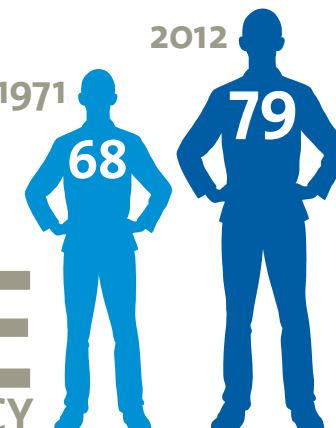
2012

1971

68

79

UK MALE  
**LIFE**  
EXPECTANCY



OUR IMPACT

GOVERNANCE

DATA

# THE BIG CHALLENGES

## TIMES THEY ARE A CHANGIN'

These shifts in the way everyone lives and works have an enormous impact on the way the houses, hospitals, schools and infrastructure need to be built and maintained. The places and spaces we all occupy, that enable us to continue to thrive and prosper as a society, are defined by the materials used in their construction, and the needs and demands of those who occupy them.

The next few pages of our Review focus on how we are responding to many of the challenges facing society. We've selected three Big Themes; Support for Industry, Resource Management and Eco-innovation to focus on. These are areas that have been identified, through discussion and engagement with several stakeholder groups (see the timeline on pages 8 and 9), as those where we can have the most positive impact; and where we must respond to these external challenges. They also reflect our own ambition to play a leading role in transforming sustainable construction.

DURING THE NEXT **5 YEARS** OVER  
**400,000**  
CONSTRUCTION WORKERS  
WILL REACH RETIREMENT AGE



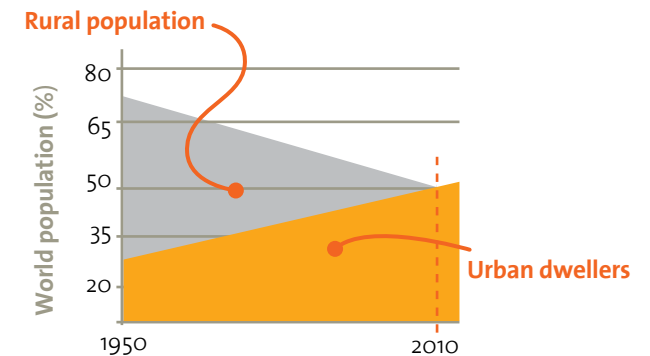
(Facts from CITB) According to the Construction Industry Training Board's Construction Skills Network

## 120,000

NEW APPRENTICESHIPS  
WILL NEED TO BE CREATED



## GLOBAL POPULATION GRAPH



2010: For the first time in history, urban population exceeds rural





# THE BIG CHALLENGES

## MIND THE SKILLS GAP

The construction sector in the UK & Ireland has been hit particularly hard by a chronic shortage of tradespeople and skilled workers. Many left the industry during the recession. As the economy recovers, recruiting, training and retaining staff is going to be one of the biggest challenges faced by our customers and our own businesses. Attracting young people to the industry, through apprenticeships and graduate recruitment, is something we all need to work on together, by supporting training across the sector and encouraging initiatives that promote construction as a good career choice.

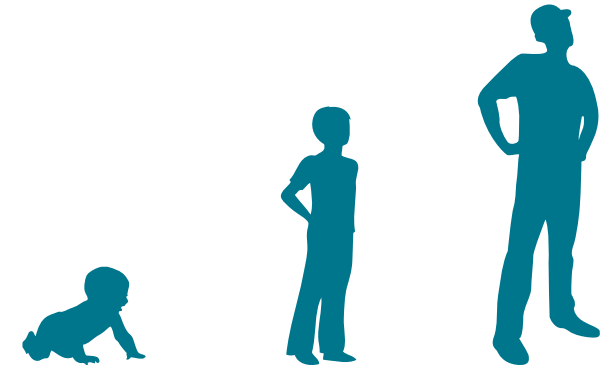
## WE'RE RUNNING LOW

Many natural resources are being depleted at a rapid rate. The concept of mankind using more than three planets' worth of fuel, minerals and raw materials to support our current lifestyle is widely reported. Obviously this can't continue; not if the natural world and all the services we depend on from it are to thrive in the long term. At the same time, the global population is set to rise from just over 7bn today to around 9bn by 2050 ; that's an additional 30% in the next 36 years. Meanwhile, around 80% of the homes that will be required in the UK, in 2050, are already



## HAPPY FAMILIES?

In the UK & Ireland, the economy of the past several years has changed the way young people choose where they live. To many, home ownership simply isn't an option so multi-generational families can now often be found under the same roof. The increased longevity and independence of the elderly also means that it is not uncommon to find older generations being cared for by their middle-aged children.



## LIVE LONG AND PROSPER

Improvements in healthcare, preventative screening and medicines are helping to prolong peoples' lives. In 1971 the average life expectancy for a man in the UK was 68. By 2012 it had risen to 79 . For women it's improved from 72 to 83. We're living longer and we want to remain independent for as long as possible. By 2050, 25% of the UK population will be over 65 years old; compared with 17% today. In the next decade, the ageing population is more likely to be living at home for more of their lifespan.

standing today. The commitment to reducing the energy consumption of these homes is going to have a massive impact on the way society maintains and manages its existing housing stock.

Reducing the energy demand from the UK's existing

# 26 Million

homes is essential to meeting carbon reduction targets and natural resource depletion.



# RESOURCE MANAGEMENT

One of the biggest global challenges is the sustainable management of natural resources. Saint-Gobain can play a big part in reducing our waste and sourcing our materials responsibly, and helping our customers do the same.



**4 billion** tonnes of raw materials are used each year in the manufacturing of building products worldwide



Plasterboard, collected from customer sites is reprocessed into new Gypsum plasterboard products increasing the recycled content of each plasterboard.

## WASTE AND RECYCLING

Whether it's unnecessary offcuts of plasterboard used in a fit out, product arriving damaged or not providing an option for recycling at the end of a product's life, unnecessary waste is a cost that can be avoided. Finding even better ways to reduce wastage provides the double benefit of preserving natural resources and reducing project costs, so it's beneficial all round. Once everything has been done to minimise the generation of waste in the first place, any unavoidable waste should be recycled, wherever possible. Later in this Review we explain how our businesses are successfully reducing waste and recovering materials for reuse as part of their own operating processes. In terms of the bigger picture, there is a lot more we can do. Our responsibility for resource management doesn't end at the site gate or when our customers leave our branches with their products. Many of the building products manufactured by Saint-Gobain pose both an opportunity and a challenge in terms of potential wastage. During 2013, an extensive survey was carried out in the UK with many of Saint-Gobain's customers to assess their views on waste, ranging from packaging materials to the potential recovery of recyclable offcuts. Among the

actions we took during the year was to appoint a waste solutions ambassador. The role involves visiting sites to gain a better understanding of how customers use the products and materials delivered to them; and how Saint-Gobain can help tackle the challenges of site waste. The outputs could ultimately include the collection of site waste originating from many different suppliers, for subsequent recycling and reuse. By educating installers on ways to use materials more efficiently we can effect change across the industry that will reduce product wastage generally. An exciting pilot into closed loop recycling of glass windows was conceived during 2013. The aim of the project, which will commence in early 2014, is to retain the value of waste glass by recycling the cullet back into the glass manufacturing process.



# OUR BIG THEMES



## RESPONSIBLE SOURCING

A company of our size has an opportunity to influence an entire supply chain. The work undertaken during 2013 on responsible sourcing places Saint-Gobain in a leadership position in the UK & Ireland. BES6001, the UK standard for responsible sourcing of construction products, has been achieved for several of our manufactured products. Heidi Barnard, the Sustainability Leader at British Gypsum, has played an active part in contributing to the revision of the standard; an example of the advocacy role played by several of our employees.

### BES6001 BRITISH GYPSUM

UK manufactured Gyproc plasterboard, Glasroc specialist board, Thistle plaster and Gyproc cove products have been certified to BES 6001, achieving a 'Very Good' rating, since June 2012. Gypframe metal profiles achieved a 'Very Good' rating during 2013.



The mark of responsible forestry



## SUSTAINABLE TIMBER

Saint-Gobain UK & Ireland's Building Distribution business is part of WWF's Global Forest and Trade Network in the UK, making a commitment to progressively sourcing timber from credibly certified well managed forests and timber that is FSC® certified. We recognise the significant role of the new FLEGT – Forest Law Enforcement Governance and Trade regulations which came into being in March 2013. Adherence to and enforcement of the regulations is vital, if endangered species and habitats are to be properly protected. Ensuring compliance across the UK's largest building distribution network is a tremendous challenge. None the less, we did so, barring any timber suppliers who failed to comply with the regulations. Although this review, covers the 2013 period, we should acknowledge the high-profile allegations made by Greenpeace against Jewson and International Timber regarding the sale of illegal Brazilian Timber in May 2014. The allegations were refuted by both Jewson and International Timber and swift action was taken to engage with Greenpeace on the issue and suspend the sale of Brazilian, Ipe, Timber. This issue will be covered in detail in the next CSR Review covering the period 2014.



**SAINT-GOBAIN GLASS**  
All glass manufactured at our Eggborough plant is certified to BES6001 'Very Good'

## SAINT-GOBAIN PAM

SOIL & DRAIN (TELFORD SITE)  
AND ACCESS COVERS AND GRATINGS (HOLWELL SITE)  
PRODUCTS ACHIEVED

**ACHIEVED  
BES 6001  
VERY GOOD AND  
GOOD RESPECTIVELY**





# SUPPORT FOR INDUSTRY

Without a vibrant construction and refurbishment market, we will not be successful in transforming sustainable construction. A stronger skills base, and access to a talented workforce, benefits us, our customers, the local economy and helps to future-proof the construction industry. Saint-Gobain is doing a great deal to support the construction industry. Let's take a look at three aspects; training, skills and advocacy.



## OUR CONTRIBUTION:

To have supported the creation of 25 mini enterprises by 2020

## OUR CONTRIBUTION:

We are increasingly recognised by our stakeholders as a key partner to take sustainable construction forward

WE ARE  
ACTIVE MEMBERS  
OF OVER **150**  TRADE ASSOCIATIONS

## TRAINING AND SKILLS

Providing training opportunities, for users and potential users of our products, is an important contribution to wider society. Established in 2011 by Saint-Gobain's network of building distribution businesses, the Greenworks Training Academy has grown to become the UK's recognised authority and market expert, providing training in the applications of sustainable building solutions and products. It is one of six Saint-Gobain Technical Academies in the UK & Ireland that provided training for over 5,700 crafts people during 2013. The skills and qualifications gained through our network of training academies help tradespeople to run their own businesses more successfully, encourage new talent into the industry and provide a skills base that benefits construction and wider society. These facilities also play an important role in providing installers with the skills they need to be able to explain to consumers the benefits of making their homes or buildings more efficient.

**Saint-Gobain was the first company in the UK to offer Green Deal advisor courses.**

**Saint-Gobain was the first training provider in the UK to offer specialist upskilling courses leading to NVQ level 2 Building Insulation Treatments IWI**



**Greenworks delivers Continuous Professional Development (CPD) events supported with videos online, Greenworks provides its CPD Channel members with a growing catalogue of online courses.**

The Greenworks Training Academy offers a multi-purpose training space, designed to deliver practical, hands-on training in sustainable products and solutions in real-life settings.

# OUR BIG THEMES

## SAINT-GOBAIN TECHNICAL TRAINING ACADEMIES



Our six Technical Training Academies are complemented by a further four technical facilities at Saint-Gobain business locations. (A seventh Technical Academy, in Flitwick, opens in spring 2014).



- 82% of respondents believe a skills shortage exists in the construction industry
- 55% of the respondents cite a lack of skilled UK domestic construction personnel
- Trade and technical skills were cited as most needed, particularly in plumbing, electrical and gas specialisms
- 44% of respondents think that the construction workforce will not have the required skills for the Green Deal

Source: skills in the UK Construction Industry report 2013, Chartered Institute of Building

KINGSCOURT

**486\***

TRAINED IN 2013

GREENWORKS

**2,530\***

TRAINED IN 2013

BRISTOL

**126\***

TRAINED IN 2013

\* Number of customers trained at Saint-Gobain Training Academy Network, including Greenworks



Kingscourt, one of the first Technical Academies, is also one of the first in a CARE:4 standard building.

KIRKBY THORE

**1,151\***

TRAINED IN 2013

EAST LEAKE

**697\***

TRAINED IN 2013

ERITH

**751\***

TRAINED IN 2013





With leadership comes responsibility; and with responsibility comes an opportunity to help shape the sustainable landscape of our industry.

## ADVOCACY

In 2013 we expanded our Advocacy Group. This includes over 20 representatives, from all the main Saint-Gobain businesses in the UK & Ireland. The network's objective is to assess the current and future issues that have an impact on sustainable construction, and therefore our business; and to implement advocacy strategies where appropriate. In 2013 these ranged from providing personnel for external working parties and task forces, through to active engagement with Government and trade associations. Using our knowledge, expertise and the uniquely broad and diverse perspective we bring to issues of industry and societal importance we take our responsibility to help shape these issues seriously.

The Advocacy Network is supported by a wider network of around 100 employees who play an active part in advocacy at both regional and national levels.

We also work with organisations whose influence stretches beyond the construction industry. Active dialogue with charities and NGOs not only plays a part in responsible stewardship (dealt with later in this Review), it also helps us develop a stronger advocacy policy. Our association with the WWF, and their Global Forest and Trade Network (GFTN), for example has been particularly helpful regarding timber-related issues and we believe strongly in the importance of developing existing links and building new relationships with organisations of all types where we share a passion for similar issues. In Ireland, we've been working hard to help establish the Better Energy Financing initiative, while in the UK we've been developing closer relationships with universities including Salford, Leeds Metropolitan and Nottingham.

In the UK & Ireland, Saint-Gobain is a member of over 150 trade bodies and interest groups. We play a particularly active part in the organisations below:

UK Green Building Council

Construction Products Association

Confederation of British Industry

Passivhaus Trust

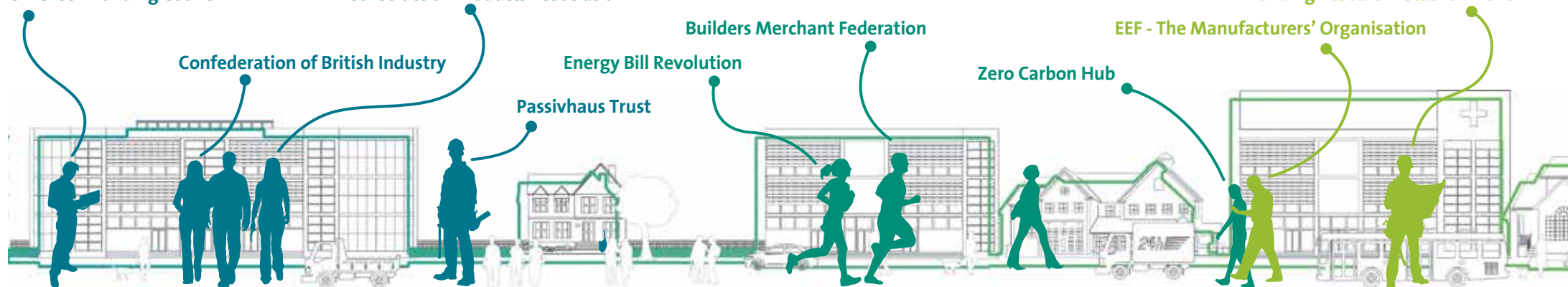
Energy Bill Revolution

Builders Merchant Federation

Zero Carbon Hub

EEF - The Manufacturers' Organisation

Building Research Establishment



## Energy Bill REVOLUTION

Saint-Gobain is a member of the business steering group for the Energy Bill Revolution. With 6.4 million people in the UK & Ireland in fuel poverty The Energy Bill Revolution's campaign calls on the Government to use the money it will raise from carbon taxes -expected to be a cumulative £64billion by 2027- to fund household energy efficiency measures of an average of £6,500 per home dramatically reducing the fuel bills of those households most in need.



**DURING 2013 SAINT-GOBAIN EMPLOYEES WERE SECONDED TO, OR PLAYED AN ACTIVE PART IN, THESE INITIATIVES.**

Business, Innovation and Skills [Government Department BIS] working on the Construction 2025 Industrial Strategy

Energy Efficiency Partnership for Buildings: Barriers to retrofit

UK GBC Task Groups on Financing the Green Deal, Retrofit Incentives and Zero Carbon Buildings

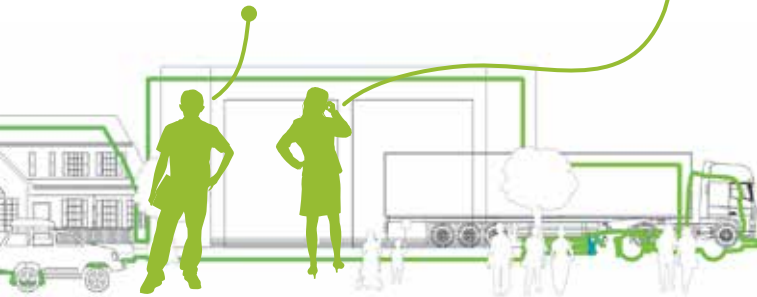
Better Energy Financing

In Ireland, Saint-Gobain employees are seconded to the Department of Energy, Communications and Natural Resources (DCNR) to work on the Better Energy Financing scheme, as well as participating as Board Members of the Irish Green Building Council.

WE RESPONDED TO  
CONSULTATIONS ON  
KEY ISSUES IN 2013 **14**

Energy Efficiency Partnership  
for Buildings

Association for the Conservation of Energy



Designed and built by architecture students at the University of Nottingham's Department of the Built Environment as the UK's only entry into the International Solar Decathlon Europe competition, the H.O.U.S.E (home optimising use of solar energy) was built using offsite construction methods and consisted of eight fully prefabricated modules. The construction includes: engineered timber from Pasquill, insulation from Saint-Gobain Isover, Rigidur Gypsum Fireboard from British Gypsum, Triple-glazed, aluminium clad timber composite windows and doors from Glassolutions / AM Profiles, cladding from International Timber and photovoltaic panels from Avancis.

# ECO-INNOVATION

One of the five areas of Saint-Gobain Group's CSR (see page 36) is to "invent sustainable buildings". This relies on recognising and developing innovative new products and technologies. Eco-innovation will help society to enjoy more energy-efficient, comfortable, healthy and esthetically superior buildings, while preserving natural resources.

As the market for sustainable construction products develops, it is beginning to embrace recognised methods for comparing and evaluating different products, such as Environmental Product Declarations (EPD) and Life Cycle Assessments (LCA). We regard a product or solution as being sustainable if it is high-performing, enhances users' comfort and well-being and helps to improve the environment, while being cost efficient. Eco-innovation is in its infancy within our business and we recognise the need to accelerate our efforts on this topic. 2013 was a year dedicated primarily to understanding where we can have a positive impact and developing concrete systematic and business-wide programmes that will enable eco-innovation to become a more integral part of our operations and key to how to new products are developed. To this end, we've begun training senior managers on the subject, and have developed a detailed toolkit with which we will train all our businesses during 2014.

## ECO-INNOVATION WEBER

Weber's ECO Smart product range was launched in 2013. The first ECO Smart product launched was weber.set rapid plus, a rapid setting tile adhesive with 35% of the binder content replaced with a lower carbon material reducing the carbon footprint of the product. This was followed with a range of render and ETICS products which had up to 50% cement replacement technology. This was then followed in 2014 with Technical Mortars products which incorporated cement replacement technology with low dust technology for improved environmental and on site comfort properties.

 **466 IDEAS**  
GENERATED  
IN 2013  
through the British Gypsum Innov8 programme.

We continue to encourage innovation within our businesses. One such scheme: Innov8, which encourages all employees to present ideas to the business – identified by their own experience, their imagination or from customer interaction. Innov8 rewards employees for ideas that successfully result in new products.



Two innovative Student Pods, to meet current Building Regulations standards and Passivhaus Standards, were constructed with Saint-Gobain products and expertise and exhibited at the Passivhaus Conference.

From 2013 all of our construction products businesses are developing product Life Cycle Assessments







## OUR CONTRIBUTION:

Training 150 people in Saint-Gobain Eco-Innovation Process by end of 2015



# INNOVATION CENTRE

There are over 20 Saint-Gobain brands represented in the Innovation Centre



THE INNOVATION CENTRE HAD BEEN VISITED BY OVER

3,000

PEOPLE BY THE END OF 2013

Based at 95 Great Portland Street, London, the Saint-Gobain Innovation centre was officially opened in March 2013.



# WORLD CLASS HEALTH AND SAFETY PERFORMANCE

## POSITIVE CHANGE:

Saint-Gobain's global Diamond Award celebrates improvements

## COMMITMENT TO PROTECT:

our number one priority

## ZERO HARM:

our ultimate ambition

## 2025 TARGET

ZERO LOST TIME WORK-RELATED ACCIDENTS

At the heart of Saint-Gobain's operations is a **commitment to protect** everyone, across each business and every site, who comes into contact with any aspect of our operations. Employees, suppliers, customers and the local community who interact with any of our manufacturing, distribution or research operations should be safe. **Zero harm** is our ambition. In 2013, our TF1 performance (Lost Time Accident Frequency rate / 1,000,000hrs) was further reduced to an historical all-time low, supporting our continued journey towards zero accidents. Our approach to health and safety in the UK & Ireland encourages **positive change** for the better.

2013 saw the introduction of several significant improvements in operational aspects of our business, designed to make the workplace even safer. We've always striven to provide a working environment which far exceeds the legislative requirements for safety and two examples of initiatives implemented during the year illustrate this well; British Gypsum's Driver Development Programme and our innovative Safe-T-Drop fall prevention system. (see page 27) Both of these recognise the fact that our transport fleet is one of the largest in the country. Safety of drivers and, as a consequence, the wider public is therefore a very important area of focus for us. British Gypsum delivered an average of 6,000 loads per month during 2013. A phenomenal amount of trips, which add up to around 6 million road miles. We recognised that our drivers are not given the same career development opportunities as other staff; an area of our strategy that required improvement.

Since drivers are the public face of the business, and often the only representative of Saint-Gobain to come into contact with customers or communities, the opportunities for improvement stretched beyond safety itself. More British Gypsum branded vehicles are being used than in previous years, so here was an opportunity to make a significant positive impact on both safety and public awareness. Manual and telemetry-based scoring systems are used along with monthly face-to-face development discussions, to measure improvements and highlight skills gaps. As a result, significant improvements have been made in driver awareness and their approach to their job and the way communities view them. These improvements are recognised with a Driver of the Year Award which is open to supply-chain delivery partners.



Adrian Balcombe, our Driver of the year 2013. Adrian is a driver for CEVA, a supply-chain delivery partner who drives for British Gypsum based at Kirkby Thore Plant.



# OUR IMPACT

25 OF OUR SITES WERE MILLIONAIRES IN THE UK & IRELAND AT THE END OF DEC 2013

# 25

LOST TIME\* ACCIDENT-FREE FOR OVER  
**1,000,000 HOURS**



# 2

DIAMOND AWARD WINNERS

# 37

LOST TIME ACCIDENTS IN 2013



– a 47% reduction on 2012  
(Saint-Gobain UK & Ireland and temporary workers)



# 5

SITES  
LOST TIME ACCIDENT-FREE FOR OVER 10 YEARS

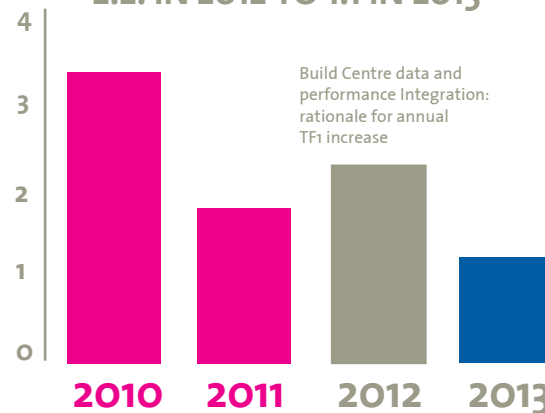


Recognising significant contributions, from individuals and businesses, to our quest for zero work-related harm helps encourage a culture of safe behaviour and positive engagement. This is fundamental to our approach for ensuring employees are committed to our core values, motivated to contribute to our organisational success and able at the same time to enhance their own and others personal safety.



**KEVIN CRAWLEY**  
Environment, Health & Safety Director,  
Saint-Gobain UK, Ireland and South Africa.

LOST TIME ACCIDENT RATE (TF1)\*  
ACCIDENTS REDUCED FROM  
2.2. IN 2012 TO 1.1 IN 2013



\*TF1 – Lost time accident frequency rate per 1,000,000 hours (accidents sustained at work resulting in an employee or temporary worker not being able to return to work the following day).



Kim Kirby-Earnshaw, Operations Director at Ideal Bathrooms, with their Saint-Gobain Diamond Award. Two of the 18 winners globally were from the UK & Ireland in 2013. Ideal Bathrooms' Milton Keynes operation and Isover's plant in Runcorn were both recognised for their improvements in world class standards of health and safety.



2013 saw the launch of Saint-Gobain Building Distribution's new, online health and safety management system. It delivers core health and safety procedures and guidance in a more user friendly and interactive way. Everyone in the business has access and it's regularly updated, with changes in legislation and improvements in safety procedures. To accelerate adoption, the launch was publicised extensively via posters in branches and our regular in-house update; EHS Matters.

# OCCUPATIONAL HEALTH AND WELL-BEING

**BETTER FOR BUSINESS:**  
we're working with the  
Department of Health on this

**Healthy Colleagues:**  
we're promoting health screening  
and healthier lifestyle advice

**EDUCATE:**  
in 2013 we launched  
"Fit4work/Fit4life"

**2025 TARGET**  
ZERO WORK RELATED  
OCCUPATIONAL ILLNESS OR  
PRESCRIBED DISEASE

Traditionally, Health and Safety have been treated as part of the same topic for sustainability reporting. The idea that a healthy workforce is **better for business** is gaining in importance. This year, we've got plenty to say on the subject so are devoting a section of this Review to Occupational Health & Well-being. **Healthy colleagues** perform their roles better, and as a responsible company, we acknowledge that we have an opportunity to **educate**, inform and encourage everyone to lead a more healthy lifestyle.



Encouraging employees to get involved in activities as a team, with suppliers and customers and be health aware.



Whilst we've recognised the importance of a healthy workforce, we also acknowledged in 2013 that, as a major employer, we needed to do more to raise awareness of health and well-being issues and to reduce illness and incapacity. We looked at where improvements can be made and it was clear that a comprehensive package of education, guidance & prevention for health & well-being issues was needed. The result is probably one of the industry's most ambitious solutions of its kind.

Fit4Work/Fit4Life is a major new occupational health programme that Saint-Gobain UK & Ireland has developed in partnership with one of the world's largest healthcare providers, AXA PPP Healthcare. Launched in autumn 2013, Fit4Work/Fit4Life makes it easier for everyone working in any of our businesses in the UK & Ireland to understand more about how to take personal responsibility to improve their own health & well-being through the use of innovative state of the art technology and to further have access to both health screening and surveillance services. It's a significant commitment that provides active support, education and guidance on health & well-being issues for all.

Our Director of Environment, Health and Safety is working closely with members of the UK Government's Department of Health to align our strategy with the flagship Public Health Responsibility Deal (PHRD), paving the way to sign-up to core commitments and pledges in 2014 aimed at improving workforce and public health and well-being.





Employees participate in health and safety day activities receiving health assessments.

**ZERO** RELATED ACCIDENTS SINCE THE ROLL OUT  
INVOLVING VEHICLES FITTED WITH SAFE-T-DROP SINCE ROLL OUT

## SAFETY CASE STUDY



### SAFETY FIRST with SAFE-T-DROP

With one of the biggest road transport fleets in the country, Saint-Gobain is well-placed to influence improvements in safety that could be adopted across several industry sectors.

Safe-T-Drop, a major initiative aimed at preventing Saint-Gobain Building Distribution's delivery drivers from falling whilst loading and unloading materials, may provide a cost effective and practicable solution to help prevent accidents in other parts of the construction industry. During 2012, 38 serious injuries occurred to our drivers while unloading flat-bed trucks at depots or customers' sites. The problem required urgent action. A task force comprising the Transport and Health and Safety functions from within the business was set up to undertake a comprehensive root and branch review of the problem and come up with a suitable solution. Working closely with the vehicle manufacturers, the team designed a simple to use system that needs no assembly and is impossible to leave behind after unloading. 2013 saw over 300 vehicles either retro-fitted or new build installed as part of the initial roll-out. Since the roll out of Safe-T-Drop, there's not been a single accident related to falling from the load area of any of the trucks fitted with the device. Safe-T-Drop has significant potential to be transferred to the rest of our flat-bed trucks, and could also help to improve the safety of other builders merchants' fleets, as well as other delivery operations using similar vehicles.

**300** VEHICLES FITTED TO DATE

# ENERGY AND CARBON

**REDUCING OUR ENERGY USE:**  
achieving an 8% reduction in  
the UK & Ireland

**SMARTER PURCHASING:**  
50% of our electricity demand  
from low carbon sources

**2020 TARGET**  
**EXCEED NATIONAL CARBON**  
**EMISSIONS REDUCTION TARGETS**

Because our businesses are involved in both manufacturing and distribution, we have to take into account the energy and carbon impacts of very different types of sites (from production facilities to sales outlets and mines), as well as the impact of distribution and delivery. We have established an energy strategy for the UK & Ireland based around three main principles – **reducing our energy use**, decarbonising our energy supplies, and **smarter purchasing** of energy to secure our future supply.

Some of our manufacturing businesses rely on industrial carbon-intensive processes – such as the extraction and processing of gypsum for plasterboard and the manufacture of iron pipes and flat glass – and energy is typically one of their biggest costs. Consequently, energy efficiency is a key component in the environmental and financial performance of our industrial sites. Through a combination of measures including optimising existing equipment, replacing old equipment, conducting energy audits and developing energy management systems at our sites we have managed to reduce CO<sub>2</sub> emissions from our largest industrial sites by more than 29,700 tonnes since 2010.

We are also exploring new ways of acquiring energy in order to decarbonise the energy we use and ensure security of future supplies. Much progress was made in 2013 in terms of assessing which of our sites are suitable for onsite energy generation. For example, Saint-Gobain PAM's sites were audited to assess the potential contribution of renewable energy sources such as wind and solar. We also embarked on a ground-breaking partnership with Biffa to turn waste from Jewson into energy we can use at our industrial sites. We recognised the achievements of the team that led this project at our annual awards celebrations to reward action in this important area.



Our British Gypsum site at East Leake is one of six Gypsum Manufacturing plants across the UK manufacturing plasterboard, Bagged Plaster, Ceiling Tiles and other Gypsum based products.





# OUR IMPACT

**50%** OF OUR ELECTRICITY DEMAND MET BY LOW CARBON SOURCES



WE AIM TO REDUCE ENERGY CONSUMPTION BY BY 2025

**30%**



**6%** OF OUR ENERGY POWERED BY WASTE

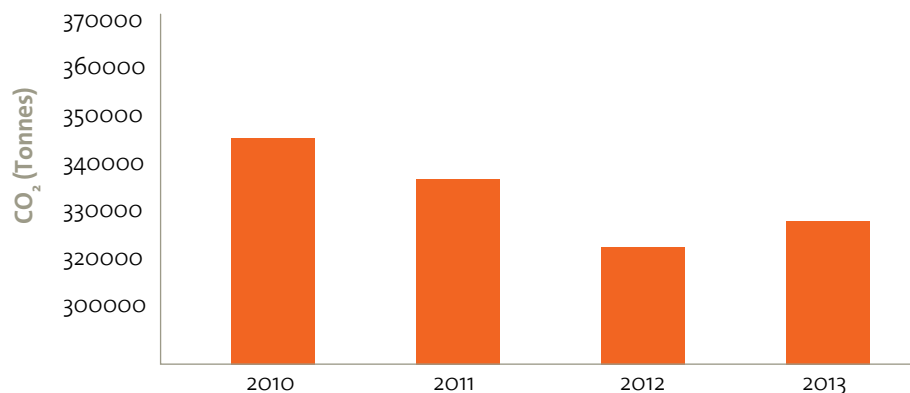


Reducing the carbon emissions of our transport fleet is a key priority. We've reduced the average Co<sub>2</sub> of our car fleet by 16% since 2010 and 8.5% during 2013.



We signed a pioneering 360° agreement with waste management and recycling specialists Biffa which sees waste from all Jewson branches and offices converted to energy in the form of refuse-derived fuel for the generation of electricity. Biffa then provide the same amount of renewable electricity back to us – around 3MW or 6% of our energy use – for use by some of our UK manufacturing businesses. This helps protect us from rising energy prices, while at the same time helping us meet our waste and renewable energy targets.

## TOTAL DIRECT CO<sub>2</sub> EMISSIONS\* UK & IRELAND



Direct emissions increased by 2990 tonnes during 2013. This is due to an increase in manufacturing output.

\*Concerned sites only  
Saint-Gobain refers to its larger manufacturing sites as "concerned sites". This is the way data is reported at Group level. These sites represent over 90% of all our industrial manufacturing operations in the UK.



Launched in 2008, Care:4 is Saint-Gobain's commitment to ensuring that its own buildings are energy efficient. The long-term objective is to reduce energy consumption by 30% by 2025. During 2013, all our sites were assessed and current consumption determined.



# WASTE

## TARGETS:

Between 2010 and 2013 Saint Gobain UK & Ireland reduced the amount of waste to landfill by 28%\*

## SOLD:

Like Saint-Gobain PAM's foundry sand

## ENERGY:

Jewson's 360° waste agreement generates energy for our businesses

**2020 TARGET**  
**ZERO WASTE TO LANDFILL**

We are committed to reducing the amount of by-products generated by our industrial processes and finding ways to re-use them internally or externally, and are well above the **targets** set by Saint-Gobain at Group level. Our businesses are actively reviewing ways in which waste from one business operation can be reused, **sold** as a useful product or used for **energy** recovery.



## EFFICIENT PRODUCTION

Most of the manufacturing processes operated by Saint-Gobain in the UK & Ireland are extremely efficient, in terms of their ability to reuse waste raw materials as a resource. Our glass production facility at Eggborough actually relies on high levels of glass cullet, recovered from other waste streams, such as scrap windows, to feed its continuous float glass process; one of the most modern in Europe. Saint-Gobain PAM's pipelines, covers and drainage products are made from recycled scrap iron and the gypsum board process operated by British Gypsum is able to reintroduce high levels of waste material, generated in its own plant, or recovered from customers, to the production process. We're also working to improve the reuse of material waste, such as offcuts of Isover mineral wool insulation materials.

\* Concerned sites only. Saint-Gobain refers to its larger manufacturing sites as "concerned sites"; these sites represent over 90% of all our industrial manufacturing operations in the UK.

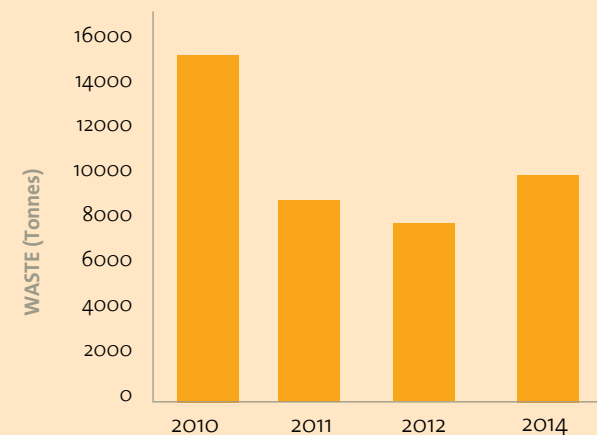
## WASTE AND WATER REDUCTION GROUP

During 2013 we established a Waste and Water Reduction Group, which has been tasked with finding ways to further reduce the amount of waste generated across our operations. Most of the work undertaken so far has been in identifying waste streams of individual manufacturing sites, and then seeing whether this could be put to use in another site's process. For more information on water, see page 31.

## CLOSED LOOP PROJECTS

Closed loop projects, where suppliers, manufacturers and customers work together to eliminate waste entirely, is our ultimate goal. Work began in late 2013 on a pilot project to pioneer closed loop glass recycling, removing glass from buildings, during renovation, and reprocessing it into new efficient glass. More will be reported on this project in the 2014 review.

## WASTE TO LANDFILL 2010 - 2013\*



The increase in waste sent to landfill between 2012 and 2013 relates almost exclusively to a change of contract arrangements at the Saint-Gobain PAM Holwell site with a local contractor, who collected waste products to be used as an aggregate.

# WATER

**WITHDRAWAL:**  
14.4% reduction  
since 2010\*


**DISCHARGE:**  
18% reduction in 12 months\*  
(49% reduction since 2010)

**2020 TARGET**  
TO BE BEST IN CLASS IN WATER  
REDUCTION AND CONSERVATION

The water-related internal impacts of our operations in the UK & Ireland are in three areas: **withdrawal**, **discharge** and use of potable water. Good progress has been made in the past 12 months, in all aspects of water conservation and use.



**TOTAL WATER  
WITHDRAWAL  
REDUCED BY**  
**14.4%\***



In our 2012 CSR Review, we reported that water was an important area of improvement for our business. At the time, water withdrawals at our main industrial sites had already reduced by 25% from 2010. The improvements to plant and efficiency, such as landfill leachate recovery and reuse at British Gypsum's Robertsbridge site, reported last year, are now proving to have been very worthwhile. Water withdrawal, which has been reducing consistently for the past four years, totalled 1,927,112 m<sup>3</sup> in 2013, compared to 2,392,499 m<sup>3</sup> in 2010. Reductions in total water discharged have also been significant, falling from over 1.7 million m<sup>3</sup> (1,737,792 m<sup>3</sup>) in 2010 to well under a million in 2013. (884,601 m<sup>3</sup>).



(884,601 m<sup>3</sup>). During 2013 our Waste and Water Reduction Group was established. The group, which includes representatives from all major water users across Saint-Gobain UK & Ireland, has set about implementing the Group-wide water policy which

was unveiled in 2012.

## WATER FOOT-PRINTING FOR PRODUCTS

Water is an under-valued resource and we are working towards our 2020 target of being best in class in water reduction and conservation. This will take us beyond water use in our own manufacturing and distribution sites. We'll need to look more closely at water foot-printing of significant products, and how this in turn will help customers reduce their own water burden. Foot-printing is at a very early stage, and there is a lot more that needs to be done. It is at the early stages of development and will certainly be a focus area for the Waste and Water Reduction

# RAW MATERIALS

## PLASTER:

made from natural gypsum, extracted from mines or underground quarries

## TIMBER:

Saint-Gobain is the largest importer of timber into the UK

## OUTSIDE SOURCES:

such as cullet (crushed recycled glass) for glass production and recovered scrap metal for making new steel pipes

IN THE UK & IRELAND WE USE AROUND 40,000 TONNES OF RECYCLED GLASS AND RECYCLED PLASTER EACH YEAR TO MAKE NEW GLASS AND PLASTER PRODUCTS.

A wide range of raw materials are used in the products and solutions delivered by Saint-Gobain's businesses in the UK & Ireland. The manufacture of glass, cast-iron pipes and plaster products are perhaps the three activities which have the largest requirements for raw materials, alongside the sourcing and distribution of timber by our Building Distribution businesses. Where possible, our businesses look to use recycled materials from outside sources to reduce their raw material consumption.

## RECYCLED MATERIALS

The use of recycled materials in our major manufacturing processes is a key way in which we are reducing our consumption of raw materials. Our glass, iron and gypsum businesses in the UK & Ireland have all developed processes to utilise recycled materials, with the key limitation often being the quality of waste sorting needed to supply them. Saint-Gobain Glass UK has for run an innovative cullet return scheme since 2001, and over 50 customers in the UK & Ireland now participate in the scheme. This process also saves energy; for each 10% of cullet added to a glass batch, 2.5% to 3% of melting energy is saved. Similarly, British Gypsum has developed a cost-effective process to take back and recycle a wide range of plasterboard waste from construction sites. It is the only plasterboard manufacturer in the UK with dedicated recycling facilities at its manufacturing sites.

## SUSTAINABLE TIMBER

Our sourcing of timber is governed by our Responsible Purchasing Policy and our Timber Environmental Policy which sets out a precise action plan as to how we will purchase timber based on three objectives: Firstly, protecting biodiversity and local populations by forbidding the purchase of certain timber species and purchases from certain countries. Secondly, gathering assurance of timber legality in accordance with EU regulations by gathering the necessary documentation relating to the timber purchase and undertaking a robust due diligence system that assesses and mitigates risks associated with timber purchases and, thirdly, promoting the purchase of certified or responsible managed timber. For more information, on this issue, and action during 2013 see page 17.

## ENVIRONMENTAL CERTIFICATION

The ISO 14001 International Standard for Environmental Management is an important framework for how we manage the environmental impact of our activities. While many of our larger sites and brands in the UK & Ireland have been ISO14001 certified for several years, progressing accreditation for some of the smaller brands has been more of a challenge. To address this, during 2013 Jayne Gregson trained all Branch Managers, Area Directors and Regional Directors in IDS, CTD and Ideal Bathrooms, and some of these staff in Gibbs and Dandy and Frazer. Following this, IDS and Ideal Bathrooms gained full ISO 14001 accreditation in 2013, while CTD will have their first 10 branches accredited in early 2014. Jayne Gregson also visited Northern Ireland in 2013 to commence the roll out in Bassett's and JP Corry.





## CASE STUDY: THE STORY OF THE WOODEN PALLET

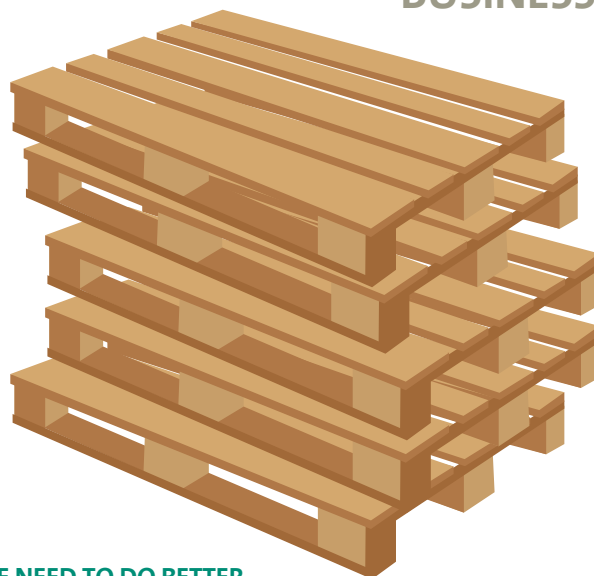
The humble wooden pallet is used by several of our businesses to help ensure that our products are transported easily, safely and securely. They remain our customers' preferred method of delivery for a wide range of building products, and are even a differentiator in some cases where they are perceived to protect products better than alternative methods of transport.

However, we have identified that wooden pallet wastage is a major issue, with less than 20% being returned to some parts of our business. We began work in 2013 to understand why returns are so low. Since the fate of our pallets is beyond our direct control, the first step was to engage with our customers to find out more about what happens to our pallets once they have arrived on site, and the role we can play to encourage and facilitate their return and reuse.

We are learning that our customers are keen to become involved, and know from experience that a local pallet collection process trialled by Jewson was a success. We have already won additional business on the basis of this work, and Jewson has plans to create a national service in the near future by rolling it out to some of its larger customers. Looking forward, despite overwhelming support for pallets in the industry, we do recognise that we need to be more flexible in our packaging decisions offering pallets (with recovery) as well as alternative delivery mechanisms.

WE TRANSPORT APPROX

**2.1 million**  
PALLETS EACH YEAR  
ACROSS ALL UK AND IRISH  
BUSINESSES



### WE NEED TO DO BETTER

**Our construction products businesses currently recover less than 20% of pallets used. We aim to make this more than 50% by improving our procedures**



## OUR IMPACT

EACH PALLET RECOVERED

**AVOIDS**  
**3.65kg**  
OF CO<sub>2</sub>



At British Gypsum pallets are used to transport products from the production process, to warehousing and then for final loading into lorries for distribution to the end customer.

### FACT

**Building Distribution re-uses almost 40% of pallets they receive for customer deliveries**

**40%**

# DIVERSITY AND CAREER MOBILITY

## BENEFITS:

introducing more flexible working hours, particularly at many of our building distribution branches, we are able to attract a more diverse workforce.

## IMPROVED:

a more diverse workforce will help us build future capability

## GENDER BALANCE:

our efforts to encourage women to take on operations and plant management roles are beginning to be rewarded.

## 2020 TARGET

TO BE RECOGNISED AS AN  
INNOVATIVE ORGANISATION THAT  
EMBRACES DIVERSITY

Diversity is a challenge, not simply for Saint-Gobain but for all manufacturing and construction-focused businesses. We recognise the **benefits** that **improved** diversity of the workforce can bring. However, we need to do more to improve the diversity of our organisation. We've made a start, but our **gender balance** has remained largely unchanged for the past three years and we can still do more to have more culturally, ethnically and demographically diverse teams. In short, there is still a great deal more that can be done.



## CHALLENGE BRINGS CHANGE

Enhancing gender diversity across our operations in the UK & Ireland is a key priority, so we are taking action. Research was undertaken using independent external advisors, to help us understand more about the attitudes of employees, relating to diversity, career mobility and to broaden perspectives on what diversity means to our business. The work has helped management teams to begin developing a more inclusive approach to leadership and a true understanding of the benefit of a diverse organisation. We've also begun to challenge the way recruiting is undertaken; whether directly by our colleagues or via third-party recruiters. We've started to ask questions about how alternative candidates can be found.

Diversity - be it gender, race, age or physical ability - enriches our teams. We've found that by introducing more flexible working hours, particularly at many of our building distribution branches, we are able to attract a more diverse workforce. This also provides us with a workforce that more closely reflects the customer groups who visit the branches and the communities they serve. It's ultimately good for business, as well as the local economy.

## BUILDING FUTURE CAPABILITY

The opportunities provided by attracting diverse talent with differing life experiences, backgrounds and skills to the organisation are beginning to play a big part in our leadership development. We recognise that tomorrow's sustainability leaders will require different skills and experience so we are encouraging our businesses to engage with tomorrow's talent at an early stage. The Weber/PAM UK Business Class partnership - a Business in the Community (BITC) programme which we have been involved in for the past three years - introduces students to the real workings of manufacturing plants; providing them with a better insight and understanding of what it's like to work in manufacturing. Not only does this approach provide students with far more experience than ad-hoc site visits, it should also help us to attract young talent to our businesses.



## DIVERSITY AND INCLUSION

The work we've already undertaken to begin to deliver improved diversity at all levels of our business has also prompted us to look at the subject from a different perspective. Our belief is that truly sustainable organisations should move their focus towards inclusion, rather than diversity. This cultural shift is now beginning to gain momentum internally. We believe it will benefit employees and society, as well as helping us to build more resilience into our future plans.



## BRONZE BENCHMARK IN BITC'S OPPORTUNITY NOW GENDER DIVERSITY CAMPAIGN



Though overall 2013 did not see a marked improvement in the overall representation of women in management roles, we were pleased to see some notable promotions amongst our talented female population, recognising the impact and investment in our talent and career development programme and the commitment made by our female colleagues to their continuing professional development. In 2013 we welcomed our first female managing director – Nadine Matthews at Minster, who moved from Glassolutions, and our first female plant manager, Sam Bucknall at British Gypsum. Another internal career move took place for Claire Pickin who moved from Glassolutions, where she was business manager, to take up the role of Operations Director at Pasquill. Elsewhere in the business, Donna Cauldwell became the first female shift manager at Saint-Gobain Glass.



# SAINT-GOBAIN GROUP'S APPROACH TO CORPORATE SOCIAL RESPONSIBILITY

Saint-Gobain's commitment to CSR is based on values forged by nearly 350 years of history. Saint-Gobain Group sets policies, objectives and standards that describe the minimum requirements with which all our businesses and sites must comply, regardless of country or local legislation. Drawing on its long history

and values, Saint-Gobain's ambition is to be the reference in the sustainable habitat and construction markets. To this end, the Group's CSR strategy is built around five key areas:

## 1 INVENT SUSTAINABLE BUILDINGS

Saint-Gobain designs, manufactures and distributes building materials and high-performance materials, providing innovative solutions to the challenges of growth, energy efficiency and environmental protection.

## 2 LIMIT OUR ENVIRONMENTAL IMPACTS

Saint-Gobain's teams are focused on achieving the only acceptable objective, which is zero environmental accidents and a minimum impact on the environment from the Group's activities.

## 3 ENCOURAGE EMPLOYEES' PROFESSIONAL GROWTH

The objective of Saint-Gobain's human resources policies is to support the Group's development in a working environment that fosters personal and professional growth for all employees.

## 4 SUPPORT LOCAL COMMUNITY DEVELOPMENT

Saint-Gobain deploys initiatives to promote the social and economic development of its job catchment areas, as well as community outreach programs.

## 5 TAKE ACTION ACROSS THE VALUE CHAIN

Saint-Gobain's size and worldwide scope give it a special responsibility in raising stakeholders' awareness to the challenges of CSR and in promoting exemplary practices.

# PRINCIPLES OF CONDUCT AND ACTION

Nine Principles of Conduct and Action guide our employees in their daily work as members of the Saint-Gobain community. Saint-Gobain expects its employees to set an example through

their conduct and action, both internally and externally, as well as to limit their impact on the environment and make outside partners and local communities a primary concern.

## INTERNATIONAL COMMITMENTS

By joining the United Nations Global Compact in 2003, Saint-Gobain confirmed its commitment to CSR. In 2009, the Group took its commitment to the UN Global Compact one step further by endorsing the Caring for Climate statement and the CEO Water Mandate for Water Resource Protection as part of the UN's Millennium Development Goals.

## TOP GLOBAL INNOVATOR

Research and innovation are at the heart of Saint-Gobain's habitat solutions strategy and CSR policy. In 2013, for the third year in a row, Saint-Gobain Group ranked among Thomson Reuters' Top 100 Global Innovator Companies.



United Nations  
Global Compact

## SOCIALLY RESPONSIBLE INVESTMENT RATINGS

In 2013, Saint-Gobain was included in the STOXX® Global ESG Leaders, Vigeo Europe 120, Ethibel ESI Excellence Europe and FTSE4Good CSR indices. The Group's presence in ethical stock indexes reflects its long-term commitment and achievements in the area of CSR.

## SUSTAINABLE HABITAT MISSION

The sustainable habitat mission, created in 2010, supports the Group's Activities to make Saint-Gobain the reference in the sustainable habitat and construction markets. Its scope of action was reinforced and broadened in 2013 following the appointment of Peter Hindle – General Delegate for the UK, Ireland and South Africa – to the position of Senior Vice-President in charge of Sustainable habitat.

## SUPPORTING GRI GUIDELINES

Saint-Gobain's 2013 CSR Report has been prepared according to the Global Reporting Initiative (GRI) G3.1 sustainability reporting guidelines, at Application Level A+. The report is available from [www.saint-gobain.com/en](http://www.saint-gobain.com/en).



### 5 PRINCIPLES OF CONDUCT

- Professional commitment
- Respect for others
- Integrity
- Loyalty
- Solidarity

Shape the conduct of each and every member of Saint-Gobain.

### 4 PRINCIPLES OF ACTION

- Respect for the law
- Caring for the environment
- Worker health
- Safety and employee rights

Guide the actions of all employees in their duties.

# 2013 PERFORMANCE



We monitor and report our progress against the big themes and our business challenges using a range of performance indicators. Our UK & Ireland performance for 2013 is given in the following tables, and compared with previous years where possible. Saint-Gobain also provides a wide range of global environmental, social and societal data in its 2013 CSR Report ([www.saint-gobain.com/en](http://www.saint-gobain.com/en)).









BIG THEME	INDICATOR	2013	NOTES
Skills/Training (of customers)	Aggregated hours customer training at Greenworks Training Academy and Saint-Gobain Technical Academies.	38,387 hours	6.68 hours training per customer.
	Total number of customers trained at Greenworks Training Academy and Saint-Gobain Technical Academies.	5,741	
	Aggregate no. of apprentices/trainees.	73 apprentices 60 trainees	2012: 62 apprentices and 11 trainees.
Eco-Innovation	Number of people trained in Eco-innovation.	5	Eco-Innovation Training Strategy began to be rolled in late 2013.
	Number of products with LCA / EPD in place.	38 products	UK Manufactured products, includes Green Guide EPD.
Responsible Sourcing	Number of BES 6001 Responsible Sourcing certifications:	5	<p>Saint-Gobain Glass: - UK Glass Manufactured products [Eggborough]: 'Very Good'</p> <p>Saint-Gobain PAM: - Soil &amp; Drain [Telford]: 'Very Good' - Access Covers &amp; Gratings [Holwell]: 'Good'</p> <p>British Gypsum: - UK manufactured Gyproc plasterboard, Glasroc specialist board, Thistle plaster and Gyproc cove products: 'Very Good'</p> <p>- Gypframe metal profiles: 'Very Good'</p>

\* From concerned sites only. Saint-Gobain refers to its larger manufacturing sites as "concerned sites"; these sites represent over 90% of all our industrial manufacturing operations in the UK.

Timber materials procured:	2013	2012	2011
Cat 1 (limited knowledge)	1.07%	0.23%	0.50%
Cat 2 (source assessed)	2.47%	4.77%	5.90%
Cat 3 (source Verified PEFC, FSC)	35.41%	31.08%	26.60%
Cat 5 (credibly certified FSC)	60.98%	63.90%	66.90%
Reclaimed / Recycled	0.05%	0.03%	0.20%



How is  
Saint-Gobain  
reducing its  
own impact?

BUSINESS CHALLENGE	INDICATOR	2013	2012 <sup>#</sup>	2011 <sup>#</sup>	2010 <sup>#</sup>
Energy & Carbon 	Direct CO <sub>2</sub> emissions, based on production (tonnes)* Electricity source	329,278 Convention grid: 63% Low carbon electricity: 28% Power purchase agreements: 9%	324,150 65% 26% 9%	335,962	346,930
Waste (our own waste) 	Waste generated: (tonnes)* Total landfill waste (tonnes)*	34,747 10,018	73,588 7,314	99,066 8,539	76,130 14,206
Water 	Total water discharged (m <sup>3</sup> )* Total water withdrawn [excluding mines] (m <sup>3</sup> )* Total number of sites certified (ISO14001 / EMAS)	884,601 1,927,112 421	956,674 2,042,646 387	1,212,337 2,396,758	1,737,793 2,392,500
Transport	Avg CO <sub>2</sub> e emissions of car fleet	126.14	137.97	147.76	150.74
Diversity 	Gender diversity  % employees under 26 Level of agreement with the statement "Saint-Gobain is an organisation that embraces diversity to drive innovation"	Management: Male: 87%, Female: 13% Non-Management: Male: 83%, Female: 17% 7% 80% [from Employee survey]	Management: Male: 86%, Female: 14%	Management: Male: 86%, Female: 14%	
Career Mobility	Total internal moves (from one business to another)	141			
Knowledge and skills 	Employees who undertook one training intervention during the year: Total Training hours Total Training hours per employee Absenteeism rate (Percentage absenteeism vs total hours worked)	8714 [50% of employees] 137,899 17 1.8%		2.1%	
Safety 	Lost time injury rate (work stoppages greater than 24 hours) per million hours worked (TF1)  Total recordable incident rate of Saint-Gobain employees per million hours worked (TF2)	1.1	2.2  UK: 11.39 Ireland: 4.29	1.91  9.58	3.17  13.38
Charity and Community	Total charitable donations	£194, 616 [includes only monies raised through business 'Together' charity programme for Barnardos, the official charity partner]			

<sup>#</sup> Consistent or comparable historic data is not available for all indicators

\* From concerned sites only. Saint-Gobain refers to its larger manufacturing sites as "concerned sites"; these sites represent over 90% of all our industrial manufacturing operations in the UK.

Keep up to date online with  
Saint - Gobain's CSR agenda in the UK & Ireland.  
[www.sustainable.saint-gobain.co.uk](http://www.sustainable.saint-gobain.co.uk)



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## REPORTING DATA

Throughout this CSR Review data is presented in absolute value on the basis of actual production compared with 2010. The information otherwise would not be meaningful when production at a significant number of sites has declined because the efforts made by the sites do not show up in the indicators. The reason for this is that a significant amount of the water, energy and raw materials used in a plant remains constant, no matter what the level of production. Glass furnaces, for example, are not shut down during slower periods, so they still need energy to operate, water for cooling and glass to heat.

## CONCERNED SITES

Concerned sites are sites defined as consuming more than 10,000 m<sup>3</sup> of water, or 10,000 MWh of electricity per year – based on 2010 data.

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