Corporate social responsibility strategy

CRH Serbia
# Contents

1 **INTRODUCTION**

1.1 Purpose and Scope of the Document 1

1.2 Vision 1

1.3 Principles of the Strategy 2

1.3 Methodology 2

2 **SITUATION ANALYSIS**

2.1 CSR Global Tendencies 3

2.2 CSR Tendencies in Serbia 4

2.3 CSR Global Tendencies in the Construction Industry in Serbia 5

2.4 CSR Tendencies in the Construction Industry in Serbia 5

3 **STAKEHOLDER ANALYSIS**

3.1 Stakeholder Identification and Engagement 6

3.2 CRH Serbia Stakeholders 7

3.3 Stakeholder Attitudes, Needs and Expectations 8

4 **STRUCTURE OF THE REVIEWED CSR STRATEGY**

5 **STRATEGIC INITIATIVES**

5.1 LOCAL ECONOMY and Sustainable Development 10

5.2 COMMUNITY and Sustainable Development 12

5.3 ENVIRONMENT and Sustainable Development 14

6 **STAKEHOLDER COMMUNICATION CHANNELS**

7 **EMPLOYEE VOLUNTEER PROGRAMME**

16
1. Introduction

1.1 Purpose and Scope of the Document

CRH Serbia Corporate Social Responsibility Strategy is the central document which comprises all business aspects and defines area of engagement, their territorial focus, support mechanisms, performance monitoring indicators and stakeholder communication channels. The Strategy also gives an overview of steps taken to define all these elements.

The Strategy is based on the Audit of the CSR Strategy from 2008, in cooperation with the Smart Collective, and the updated internal version of the Strategy from 2015. It was necessary to conduct an audit in order to align it with the adapted internal (business objectives, CSR company priorities of CRH according to the following policies: Social policy, Charitable donations and community engagement policy and CRH communication policy) and external (current needs of the local communities - Popovac, Paraćin and Belgrade) context, so as to maintain and enhance the extent of company's engagement in the local community.

A reviewed Strategy is valid for 5 (five) years, including regular performance reviews and relevant adjustments.

The Audit Process comprised:

- Redefining areas of company's engagement in the local community
- Identifying optimal instrument of support provided to the local community
- Evaluation of stakeholder communication channels, and identifying potential improvements

An adequately redefined CSR Strategy enables a company to do the following:

- Coordinate management of the processes under jurisdiction of different organizational units
- Achieve measurable results
- Monitor and report the performance in the CSR area
- Enhance its reputation in the business sector and public

1.2 Vision

Our vision is to build the foundations for future generations together with the local community in which we operate, while promoting and improving the protection and conservation of the environment, quality of life of the community in which we operate, as well as inclusion and diversity.

The six basic priorities of sustainable development and CSR that the CRH company relies on are:

- **Operating with integrity** - understands that CRH is committed to sustainable, responsible and ethical business, with customers, suppliers, business partners, local government and communities, shareholders and employees, while building lasting relationships based on trust and core values: integrity, honesty and respect for the law.
- **Embeding a culture of safety** - The primary obligation of our company is to protect the health and safety of people who come to work or visit our sites. We have set ourselves a demanding goal - zero fatalities and accidents at work. We respect, as a minimum, all laws that apply in the field of occupational health and safety, and we are constantly improving our health and safety system. We require our employees and contractors to adhere to our health and safety guidelines. We provide safe and healthy workplaces for all our employees and contractors, customers and visitors to our locations. We ask all employees and contractors to perform their work safely, in accordance with regulations.
- **Creating solutions for our customers** - We value our customers as business partners who contribute to the success of our group in many different ways. We, in turn, strive to be honest in our business with them and never resort to dishonesty. We firmly believe that only a relationship built on trust and integrity can last and be for the benefit of all. We build and maintain relationships with customers, suppliers and business partners that are based on honesty and trust. We are dedicated to supplying products and providing services in accordance with all applicable laws in the field of health, safety and product requirements.
• **Protecting the environment** - Our company’s attention is constantly focused on reaching all standards in environmental management and control, as well as proactively seeking answers to the challenges that climate change brings to us. In our business, we use comprehensive programs to improve energy efficiency, increase use of alternative fuels, reduce emissions, optimize water use, reduce waste and increase recycling.

• **Developing and empowering our people** - We respect human and labor rights, and therefore provide all our employees with equal opportunities based on their abilities, taking into account their diversity and fair remuneration. Our company supports freedom of association and recognizes the right to collective negotiation.

• **Collaborating and engaging for sustainability** - CRH has put sustainability at the heart of its strategy and business model and is committed to the sustainable, responsible and ethical management of all aspects of business that apply to all stakeholders. A company that respects the principles of sustainable development and socially responsible business influences the improvement of quality of life in the communities in which it operates, generating business values and taking care of the needs of society at the same time. Our company’s commitment to sustainable development and corporate social responsibility is reflected in CSR strategy of CRH Serbia. We are committed to work with all our strategic partners to build and maintain a relationship of mutual respect and trust.

### 1.3 Principles of the Strategy

CSR Strategy of CRH Serbia is founded on the following principles:

- **Local impact** – Since the concept of corporate social responsibility is based on the idea that a company is taking responsibility for the impact it has, the Strategy is focused on the local communities in which CRH Serbia, as a leading business entity, has the most impact from the aspect of society and economy.

- **Integrative approach** – A reviewed Strategy has been set out in compliance with existing mechanisms and management and business operation systems the company has in place, as well as with mechanisms and results achieved due to a successful implementation of previous versions of the Strategy. This approach enables better utilization of present resources in relation to creation of new structures, which would be a very demanding and inefficient process.

- **Partnership and networking** – In respect to the leading role CRH Serbia has in its industry, the Strategy implies mobilisation of the community resources, by means of partnership and networking with locally relevant actors from various sectors – business, public and civil.

### 1.4 Methodology

The Strategy was developed using Desk Research and Interview Methodologies.

Desk research of relevant samples included the analysis of:

- CSR Strategy of the company (from 2008 and 2015)
- CRH Internal Policies
- Reports from the meetings with representatives of the local community (CAP and SES)
- Other internal and external communication materials of the company
- Expert texts and analysis of CSR trends in Serbia and worldwide
- CSR reports (or similar materials available) provided by leading companies from construction industry globally or locally
- CRH global sustainable development report

Through analysis of relevant documents, desk research methodology provides a deeper insight in the present situation in the relevant area (situation analysis) and is a prerequisite and preparation for effective and efficient interviews with the stakeholders.

Interviews, organized as meetings, were conducted with representatives of relevant organizational units of the company, in order to obtain information related to topics and areas comprised by the Strategy, as well as in relation to the operational plans from the aspect of their position or department. Six meetings in total were held with representatives of the...
following functions: general management, human resources, sales, maintenance and communications. Nine interviews were held with representatives of external stakeholders from all groups – business associations, customers, local self-government, local civil sector, local institutions (a detailed list of interviews is available in the section “Stakeholder analysis”). A semi-structured interview method, which was used on this occasion, provides an insight in the interviewees’ attitudes in regard to relevant, predefined issues, but it also provides plenty of space for flexibility and introduction of potentially new topics important to the other party.

A Focus Group Method, although it was not directly used for the Strategy, was included in the process of its development through regular CAP and SES processes which CRH Serbia regularly carries out every year. Focus Group Reports were used to identify relevant topics and possible activities. The Focus Group Method provides a detailed, comparative insight into the interviewees’ attitudes about the roughly predefined topics, in the form of facilitated discussions.

CSR Strategy Audit was conducted by going through the following steps:
• Analysis of the results achieved through implementation of the current CSR Strategy
• Analysis of relevant local policies, strategies and relevant internal documents of the company
• Situation analysis – overview of conditions and trends relating to social responsibility, with a special emphasis on the situation in Serbia, as well as on global tendencies in the construction industry
• Analysis of stakeholder attitudes
• Creation of a redefined framework for corporate social responsibility of the company, with inclusion of feedback information obtained from the internal team responsible for the Strategy

On the basis on the steps taken, areas of engagement in the local community, support instruments and appropriate stakeholder communication channels were defined.

2. Situation analysis

Situation analysis was conducted using the Desk Analysis of the following documents:
• Corporate Social responsibility Strategy (2008 and 2015)
• CRH Internal Policy (the Code of Business Conduct and Ethics, Supplier Code of Conduct, Commitment to Human Rights)
• Reports from the meetings with the local community representatives (CAP and SES)
• Other internal and external communication materials of the company
• Professional texts and analysis of CSR trends in Serbia and globally
• CSR Reports (or similar materials available) of leading construction companies globally and locally
• CRH global Sustainable Development Reports

Key findings of the situation analysis are the framework for setting up the CSR Strategy of CRH Serbia. Situation analysis comprise four aspects indispensable for understanding the global, local and sector CSR context: global tendencies in corporate social responsibility, tendencies in corporate social responsibility in Serbia, global tendencies in construction industry and tendencies in corporate social responsibility in the construction industry in Serbia.

2.1 Global CSR tendencies

Key findings:
• Strategic approach to CSR has become a regular business practice of large companies
• Leading companies in the field of CSR recognize the importance of their impact and motivate other actors – companies, institutions, citizens to collective actions
• Company sustainable development goals are adjusted to the local, regional and global agendas (e.g. UN Sustainable Development Goals)
• Rapid transition from traditional to circular economy is under way

The process of redefining key business principles globally and locally has become intensively aimed at considering the complex relation between companies and community, strategic management the company conducts in its environment, but also the openness to the feedback from its stakeholders. Growing expectations of stakeholders, as well as numerous possibilities for business promotion are the main reasons motivating the companies worldwide to engage in corporate social responsibility as a business philosophy which represents
an endeavour to minimize negative and maximize positive effects of the impact the company has on the community. As never before, investors and creditors, besides financial components, take into account non-financial components of the business approach, ingrained responsible practices represent an important prerequisite for employee loyalty, but are also a relevant criterion when choosing a future employer, while on the other hand, customers and clients require additional information on the position of people working in the production parts of the plant, origins of the material, production processes and margins, threatening to boycott the products. Optimization of the production processes, increased profits and better reputation are just a few of the advantages which commitment to corporate social responsibility brings.

A new economic model requires corporate activism in finding solutions to burning social issues, accompanied by recognition of numerous benefits resulting from the active cooperation with representatives of the other two sectors, public and civil. Socially responsible companies are progressively becoming initiators and/or pillars of public advocacy related to the issues impacted by their business operations or which impact their business operations, inviting other actors from the business sector, professional associations, civil societies to join them, offering them the possibility to participate and take joint actions.

An increasingly important role in shaping CSR tendencies belong to supranational subjects, whose requests can be binding – for instance, European Union Directive on non-financial reporting mandatory for all companies with more than 500 employees, or represent global initiatives which are adopted on a voluntary basis – such as the UN 2030 Agenda for Sustainable Development.

The concepts of corporate social responsibility and sustainability are being progressively replaced by a debate about the need for transition to the so called model of circular economy, which implies an innovative product design which ensures that materials are made of shall stay in use permanently, thus reducing the amount of waste and pollution and eliminating further waste generation. Besides its effects on the environment, circular economy also brings significant social benefits, such as scaling down social inequality. Taking into account the complexity of current global socio-economic and ecological challenges, the complete transition from the traditional or “linear” economy to the circular model, is considered to be a comprehensive and sustainable solution, thus transition to the circular economy is expected to be accelerated in the forthcoming period, among other things, by means of incentives of supranational subjects, governments and investors.

### 2.2 CSR Tendencies in Serbia

#### Key findings:
- Increased awareness of the importance of CSR and its integration in the main activity of a company
- Non-financial reporting is becoming an issue of the hour
- Constant increase in leading companies’ investments in the local community
- Increasingly popular practice to engage employees in CSR activities, especially in the form of volunteer activities

Among leading companies in Serbia, the awareness of the importance that corporate social responsibility has is increasing, while CSR practices are becoming more connected with main activities of a company, thus announcing the phase in which corporate social responsibility shall be inseparable from its business operations. At professional conferences and meetings dedicated to this topic, companies initiate new discussion issues, where companies-leaders actively reflect on their activities so far, while an increasing number of them are choosing a strategic approach to further development in this field and establishing important partnerships within and out of their business sector, in the communities in which they operate. Providing stakeholders with information on the company’s activities has also been on the increase, in the first place due to the prevailing practice of non-financial reporting and sharing best practice examples which successfully initiated this practice.

Development and a growing presence of corporate social responsibility are reflected in the trend of constant increase in investments made by companies in the development of socially responsible activities. According to the data from the Annual questionnaire on corporate social responsibility, conducted by the Responsible Business Forum - a leading network of companies which give their contribution to the development of the community, investments into CSR activities have increased by two and a half times in the period from 2012 to 2017. Furthermore, there has been an increase in the number of projects of corporate volunteering which has become a frequent form of providing support to the community (including their contribution by means of providing professional knowledge and skills), while in comparison to the period five years ago, companies have invested three times as much resources in the environmental protection and recycled seven times larger quantity of various materials.

According to the same research, as much as 88 percent of the companies expressed their readiness to contribute to implementation of Sustainable Development Goals, while almost two thirds of the total number of companies, have already taken some actions directed towards their implementation. Considering the above mentioned goals, the companies which participated the research, put their focus on: providing inclusive and good quality education, with promotion of life-long education (Goal 4), healthy life style and well being of people.
of all generations, (Goal 3), promotion of inclusive and sustainable economic growth, employment and dignified work conditions for everyone (Goal 8), as well as achieving gender equality and empowering the women and young girls (Goal 5).

2.3 Global CSR Tendencies in construction industry

Key findings:
• Top priority issues, as expected, belong to the areas affected most by the industry: occupational health and safety and environmental protection
• Social and ecological effects are considered over the entire life cycle of a product
• Initiation of intersector partnerships and platforms dedicated to the top priority issues

The situation in construction industry is marked by the presence of a large number of small, local companies in the market. In this respect, it has been found out that socially responsible practices are directly connected with the global market presence, i.e. that their quality and range are decreasing with the reduction in the global market share.

Considering the nature of the sector, which is characterized by high security and health risks and an intense usage of natural resources, issues related to occupational health and safety and environmental protection are in the absolute focus of global companies committed to social responsibility and global sectoral associations. The same issues have been drawing most attention and causing stakeholders’ concern, thus confirming their extreme relevance to the construction industry sector. The issues with the most relevance to the environmental protection are reduced emissions, alternative and renewable energy sources, biodiversity concern and responsible water resources management. In addition, significant importance belongs to anti-corruption and transparency, having taken into account their orientation towards public procurement of high value.

From the aspect of growing importance of the circular economy, social and ecological effects are considered from the aspect of the entire life cycle of a product, with the aim to introduce innovations in the fields such as management of the supplier chain, waste management (e.g. using waste as fuel), investing into renewable energy sources, using eco-friendly raw materials and promoting sustainable construction.

Industry leaders are launching intersectoral partnerships and platforms dedicated to issues of primary importance: sustainability in the value chain, human rights (occupational safety, inclusive housing), biodiversity protection etc., referring to UN Sustainable Development global goals.

Being focused on local communities in which the company operates is characteristic for construction industry, on account of direct orientation towards local natural resources. Among the areas in which the company is most often engaged in the local community, these are the prominent ones: education, health, inclusive housing, employment and motivating local communities to be economically independent, women’s empowerment.

CRH as one of the leaders in sustainability on the global level, is relying on the UN Sustainable Development Goals, identifying as their priority the following ones: climate actions, industrial innovations and infrastructure, responsible consumption and production and finally, sustainable towns and communities. However, the following goals have the same importance: business integrity, safety culture, innovative customer solutions, environmental protection, development and employee empowerment, and launching collaborative platforms in the area of sustainable development.

2.4 CSR Tendencies in Construction Industry in Serbia

Key findings:
• As on the global level, the range, quality and strategic direction of socially responsible practices are decreasing with the decrease in the market share of the company
• CSR activities of leading companies are directed towards local communities in which they operate
• A focus on infrastructural projects, providing equipment for public institutions, enhancing local economic development and providing support to local communities

Strategic approach to corporate social responsibility is recognized in the attitude of leading companies within the sector, while in small companies CSR activities are rather...
random, and often related to philanthropy, with the standards being adopted as a response to the request of large partners in the market.

Activities of the leading companies are directed towards their local communities, and are often defined by agreements on cooperation with the local self-government. In addition to taking part in construction, reconstruction and equipping infrastructural objects (roads, health, educational and other local institutions), the support is also directed towards local economic development, through creation of conditions which can enable employment – education of the young and attracting investors (First Job Opportunity Programme of the Titan Cement Plant Kosjerić, Beočin business park of Lafarge Serbia). The support is often provided to sports and cultural and artistic manifestations, as well as to organisations from the field of social care, through contests or direct support.

In accordance with the business nature and sectoral tendencies globally, leading companies in Serbia have identified as their priorities occupational health and safety (advancement of standards, education of employees, local community and the public) and environmental protection. In accordance with global tendencies, a primary focus in the field of environmental protection is, besides reducing direct effects, how to establish partnerships and platforms in which partners from the local communities shall be included, business and academic sector, with the aim to support innovations and research.

### 3.1 Stakeholder Identification and Engagement

Stakeholders are the individuals, groups and organizations affected by the activities of the company or which affect the activities of the company. Stakeholder engagement is crucial for corporate social responsibility at the same extent to which it is important for a long-term sustainability and success of every company. It means that the company will, through appropriate two-way communication channels identify, understand and respond to the questions of interest to its stakeholders. In this way, mechanisms of responsibility and transparency are established.

Good-quality Stakeholder engagement has to:

- Have a clearly defined scope and goal
- Be integral part of the business process management
- Have a compliant and adopted decision making process
- Be focused on issues relevant to the company and stakeholders
- Create possibilities for a dialogue
- Be transparent
- Be founded on the inclusion mechanism which are easily accessible to the stakeholders
- Timely engage the stakeholders in relevant processes
- Be flexible and open to stakeholders’ suggestions.

CRH Serbia stakeholders have been identified in compliance with the principles of internationally recognized standard AA1000SES (AccountAbility:2015), which indicate:

- **Degree of dependency** – direct or indirect dependency on company’s activities, i.e. stakeholder activities in relation to operations of the company;
- **Responsibility** – potential present or future legal, business, material or moral responsibility of the company towards its stakeholders;
- **Intensity level** – stakeholders which require constant and preferential attention;
- **Impact** – potential impact the stakeholders can have on making strategic and operational decisions within a company;
- **Different perspectives** – stakeholders whose different viewpoints can lead to new perspectives of the situations and possibilities for action.

Besides those comprised by the above stated principles, stakeholders can include individuals, groups or organisations which, on account of regulations, customs, cultural model or reputation can be legitimate advocates in favour of the interests related to business operations of the company, or representatives of the “stakeholders unable to speak for themselves”, such as future generations or the environment.
### 3.2 CRH Serbia Stakeholders

<table>
<thead>
<tr>
<th>STAKEHOLDERS</th>
<th>SUBGROUP</th>
<th>COMMUNICATION CHANNEL</th>
<th>PRIORITY (A/B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYEES</td>
<td>BOARD OF DIRECTORS</td>
<td>BOD OFFICIAL DECISIONS, OPEN DOOR DAY AND MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>MANAGEMENT</td>
<td>MEETINGS AND CONSULTATIONS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>EMPLOYEES IN PRODUCTION</td>
<td>NOTICE BOARDS, INTERNAL MAGAZINES, CSR REPORTS, TRAININGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>EMPLOYEES IN ADMINISTRATION</td>
<td>NOTICE BOARDS, INTRANET, INTERNAL MAGAZINE, CSR REPORTS, TRAININGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>UNION</td>
<td>REGULAR MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td>CRH GROUP</td>
<td>HEADQUARTERS OF THE GROUP</td>
<td>CSR REPORTS, EMAIL COMMUNICATION</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>EUROPE MATERIALS DIVISION</td>
<td>CSR REPORTS, MEETINGS, IF NECESSARY, EMAIL COMMUNICATION</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>GROUP MEMBERS</td>
<td>CSR REPORTS, EMAIL COMMUNICATION</td>
<td>B</td>
</tr>
<tr>
<td>OPERATIONAL COMMUNITY</td>
<td>SECTORAL BUSINESS ASSOCIATIONS</td>
<td>CONFERENCES, EVENTS, MEETINGS, CSR REPORTS, WEB SITE, SOCIAL NETWORKS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>BUSINESS ASSOCIATIONS, WHICH</td>
<td>CONFERENCES, EVENTS, MEETINGS, CSR REPORTS, WEB SITE, SOCIAL NETWORKS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>PROMOTE CSR</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OTHER BUSINESS ASSOCIATIONS</td>
<td>CSR REPORTS, WEB SITE, SOCIAL NETWORKS</td>
<td>B</td>
</tr>
<tr>
<td></td>
<td>PARTNERS</td>
<td>CSR REPORTS, MEETINGS, WEB SITE, SOCIAL NETWORKS</td>
<td>A</td>
</tr>
<tr>
<td>CUSTOMERS</td>
<td>REGIONAL, LOCAL</td>
<td>WEB SITE, CSR REPORT, SOCIAL NETWORKS</td>
<td>A</td>
</tr>
<tr>
<td>SUPPLIERS</td>
<td>INTERNATIONAL, REGIONAL, LOCAL</td>
<td>WEB SITE, CSR REPORT, MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td>COMMUNITY</td>
<td>LOCAL LEVEL</td>
<td>MEDIA, WEB SITE, SOCIAL NETWORKS, CSR REPORTS, SES AND CAP MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>REGIONAL LEVEL</td>
<td>MEDIA, WEB SITE, SOCIAL NETWORKS, CSR REPORTS, SES AND CAP MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>NATIONAL LEVEL</td>
<td>MEDIA, WEB SITE, SOCIAL NETWORKS, CSR REPORTS</td>
<td>B</td>
</tr>
<tr>
<td>NON-PROFIT ORGANIZATIONS</td>
<td>PARTNER ORGANIZATIONS</td>
<td>WEB SITE, SOCIAL NETWORKS, CSR REPORTS, SES AND CAP MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>ENVIRONMENTAL ORGANIZATIONS</td>
<td>AMSKV WEB AND MOBILE APPLICATION, WEB SITE, SOCIAL NETWORKS, CSR REPORTS, MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>LOCAL ORGANIZATIONS/ INSTITUTIONS</td>
<td>WEB SITE, SOCIAL NETWORKS, CSR REPORTS, SES AND CAP MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>NATIONAL ORGANIZATIONS</td>
<td>WEB SITE, SOCIAL NETWORKS, CSR REPORTS</td>
<td>B</td>
</tr>
<tr>
<td>MEDIA</td>
<td>SPECIALIZED</td>
<td>INTERVIEWS, ARTICLES</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>NATIONAL</td>
<td>INTERVIEWS, ARTICLES, QUERIES, WEB SITE, SOCIAL NETWORKS</td>
<td>B</td>
</tr>
<tr>
<td></td>
<td>LOCAL</td>
<td>INTERVIEWS, ARTICLES, QUERIES, WEB SITE, SOCIAL NETWORKS</td>
<td>A</td>
</tr>
<tr>
<td>NATIONAL INSTITUTIONS</td>
<td>LOCAL SELF-GOVERNMENT</td>
<td>MEETINGS, CAP MEETINGS, CSR REPORTS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>PUBLIC ADMINISTRATION INSTITUTIONS</td>
<td>WEB SITE, EXPERT MEETINGS, CSR REPORT</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>INSTITUTIONS IN CHARGE OF ENVIRONMENTAL PROTECTION</td>
<td>AMSKV WEB AND MOBILE APPLICATION, WEB SITE, SOCIAL NETWORKS, CSR REPORTS, MEETINGS</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>PROJECT PARTNERS</td>
<td>WEB SITE, CSR REPORTS, MEETINGS, EMAIL COMMUNICATION</td>
<td>A</td>
</tr>
</tbody>
</table>
3.3 Stakeholders Attitudes, Needs and Expectations

In the process of establishing a CSR Strategy, stakeholder attitudes were compiled through semi-structural interviews and focus groups. The interviews, in the form of meetings, were held with representatives of internal and external stakeholders. Interviews with internal stakeholders comprised relevant levels of management and various company sectors, aimed at obtaining information related to the topics and areas comprised by the Strategy, as well as in relation to operational plans in these sectors. The interviews with representatives of external stakeholders comprised local self-government, local institutions and non-profit organizations, business associations and customers.

The objective of the interviews was to gain an insight into the stakeholder attitude and expectations, which is of crucial importance for a quality identification of relevant topics and priorities of corporate social responsibility. The interviews included economic, social and topics related to environmental protection which have been, in the strategic orientation of corporate social responsibility of a company so far, recognized as relevant, with enough space for inclusion of new topics which, in stakeholders’ opinion, CRH should focus on.

In addition to conclusions reached in these interviews, the analysis included the conclusions reached by the focus groups, which are held with representatives of the local community as part of a regular process of consultations with stakeholders – Stakeholder Engagement Scorecard.

The most important attitudes of internal Stakeholders
- Employees showed interest in supporting the community, but need further motivation so as to become more directly involved in CSR activities
- The key topic is education, and the target group comprise children and the young
- Stronger focus should be put on implementation of activities in the community, especially in the form of volunteering
- In spite the fact that there is communication and implementation of activities aimed at providing help to the residents of Popovac, still there have been isolated incidents and negative comments of some residents in regard to certain issues.

The most important attitudes of external Stakeholders
- CRH is a successful company which invests a lot into the community and supports local economic development
- Openness in communication and cooperation has become much beter in comparison to the times of Holcim, but still there is a need for a more transparent communication regarding certain events in the company and their implications on the local community
- CRH has capacities to achieve even greater influence on the economic development of the local community, through partnerships with the local self-government and local companies.
- CRH should empower its employees to engage more actively in the CSR activities

ADDENDUM:
THE LIST OF INTERVIEWED STAKEHOLDERS

Internal Stakeholders:
- Roman Menz, Managing Director
- Aleksandar Milošević, Communication Manager
- Zorica Radovanović, CSR Coordinator
- Maja Stojiljković, HR Director
- Ivan Gagić, Cement Sales Manager
- Dejan Veljković, Maintenance Manager

External Stakeholders:
1. Local self-government
   - Saša Paunović, Mayor of Paraćin
2. Local non-governmental organizations
   - Nebojša Rataković – Centre for entrepreneur development and innovations Smart Connections
   - Vladimir Janković - UNEKOOP
   - Marija Babić - UG Štit
3. Local Institutions
   - Dejan Nešić – School of Technology, Paraćin
   - Dušica Ljubenović – School of Economics, Paraćin
   - Aljoša Gligorijević – Tourism Organization of the municipality of Paraćin
4. Customers
   - Marina Rakićević, Procurement and Planning Manager - JUB boj
5. Business Associations
   - Dejana Milinković, Director - CIS

Conclusions – comparative analysis of internal and external Stakeholder attitudes

Key areas for further development and improvement:
- Intensified involvement of employees in CSR activities locally
- CRH being a leader, has a possibility to gather partners from all sectors around CSR initiatives locally and regionally
- Communication in regard to activities taken locally and regionally
- A huge potential and readiness of CRH Serbia, with the help of its employees and external partners, to achieve an even more significant and long-term impact on the well being of the local community.
These conclusions indicate that Stakeholders expect the company to direct its priorities towards the area in which it has the most impact through its operations – and that is the local community. The employees have been recognized as a valuable resource which can additionally contribute to the positive impact the company has on the community. The role of a Leader that CRH has and the potential to gather a wide range of partners, which correspond to global tendencies in corporate social responsibility. Aggregate results of the analysis show that CRH Serbia is on the right way, and that it has, according to its strategic orientation and activities so far, met, at a great extent, the Stakeholder expectations.

Results of the Stakeholder analysis are one of the key starting points in establishing the CSR Strategy, and have been incorporated in all stages of its creation.

4. Structure of the Reviewed CSR Strategy

General objective of the reviewed CSR Strategy is to ensure that CRH Serbia shall contribute to increased quality of life in the communities in which it operates, in respect of the following three aspects:

- **Local Community Development** – providing support to local micro, small and medium-sized companies; creating employment opportunities; creation of a stimulating environment for starting up new businesses.
- **Inclusion and Diversity** – providing support to vulnerable and marginalized categories of people, in the local community and in the working environment.
- **Healthy natural environment** – minimizing negative effects on the environment, investing into environmental protection, providing support to joint initiatives in the local community.

Reviewed CSR Strategy consists of the following components:

- engagement areas
- territorial focus
- support mechanisms

For each strategic initiative, success indicators have been created. Besides that, appropriate communication channels have been described, which shall enable a two-way communication with the Stakeholders.

<table>
<thead>
<tr>
<th>ENGAGEMENT AREAS</th>
<th>TERRITORIAL FOCUS</th>
<th>SUPPORT MECHANISMS*</th>
</tr>
</thead>
<tbody>
<tr>
<td>• LOCAL ECONOMY for sustainable development</td>
<td>• Popovac</td>
<td>• Education</td>
</tr>
<tr>
<td>• COMMUNITY for sustainable development</td>
<td>• Municipality of Paraćin</td>
<td>• Financial support</td>
</tr>
<tr>
<td>• THE ENVIRONMENT for sustainable development</td>
<td>• Belgrade</td>
<td>• Partnerships and networking</td>
</tr>
</tbody>
</table>

The wider the territorial focus is, the more strategic, long-term the initiatives are, and they include creation of a partner platform.

Each initiative can involve one or more support mechanisms. Also, they can, but do not have to result from one another (education→financial support→partnerships and networking).
*Education* – this support mechanism consists of organizing various activities aimed at capacity strengthening (trainings, seminars, workshops) by externally engaged partners. This mechanism also includes education carried out by the CRH employees, as part of the volunteering programme. Depending on the goals and concept the initiative has, education can be aimed at different target groups – children and young, entrepreneurs, non-profit organizations, etc.;

*Financial support* – this mechanism implies donations in money or products, as well as investments in local infrastructure;

*Partnership and networking* – this mechanism implies CRH Serbia initiative to gather partners from the public, business and non-profit sector, locally and regionally, in order to provide joint support to social and ecological projects. The prominent position of CRH Serbia in the local community represents a potential for a successful launching, facilitating and coordination of such collaborative platforms.

5. Strategic Initiatives

The above described initiatives represent a framework for the engagement of CRH Serbia in the local community. The initiatives are based on the findings of the situational analysis, inputs made by internal and external stakeholders, and evaluation of the effects the initiatives have had so far, and their unifying into strategic entities, conceived to have effect on the community, defined within the Strategy goals. Each initiative can be developed in detail in different directions, depending on the Stakeholder needs and company objectives. Thus, the lists containing success indicators are not final and are subject to change depending on the detailed plans for their implementation.

5.1 LOCAL ECONOMY and Sustainable Development

The engagement area entitled LOCAL ECONOMY for sustainable development imply initiatives whose ultimate goal is development of job opportunities, creation of stimulating environment for setting up new businesses and providing support to local micro, small and medium-sized businesses. This area of engagement includes the programmes for granting microcredits, providing support to social businesses, initiatives in the supply chain, partnership with schools with the focus on development of educational profiles needed at the local labour market and similar initiatives.

**CURRENT INITIATIVES**

**FROM IDEA TO DEVELOPMENT**

Programme of granting micro credits to business entities, with the aim to increase competitiveness and innovativeness of small businesses and entrepreneurs, advancement of their business operations and creation of new jobs through investments made in the equipment.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education, Financial support, Partnership and Networking</td>
</tr>
<tr>
<td>SUCCESS INDICATORS:</td>
<td>• Investment amount • Number of supported businesses • Number of new jobs</td>
</tr>
</tbody>
</table>
NEW INITIATIVES

DEVELOPMENT OF BUSINESS SKILLS – PROGRAMME FOR SUPPORT TO WOMEN’S AND SOCIAL ENTREPRENEURSHIP

This programme consists of a series of trainings and workshops intended for representatives of local businesses, on various topics important for business promotion (e.g. sales skills, advertising, etc.). The trainings can be held by external lecturers and/or volunteers from the company. The programme can be implemented as a several months’ long series of trainings and workshops for the chosen group of businesses, or like open trainings for which businesses apply individually. Also, the programme can be extended from the the local to the regional level.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS:| • Number of supported businesses  
|                     | • Number of supported end users  
|                     | • Number of volunteers from the company – lecturers and mentors  
|                     | • Number of training hours held  
|                     | • Qualitative indicators – level of skills before and after the programme |

CRH FOR THE YOUNG – PROGRAMME OF EMPLOYMENT SKILLS DEVELOPMENT FOR HIGH SCHOOL STUDENTS

This programme consists of series of trainings and workshops for senior high school students, on various topics necessary for the ability to be employed (e.g. active job search, writing a CV and job interviews, basics of entrepreneurship, career development in various fields, etc.). Trainings can be held by external lecturers and/or volunteers from the company, as well as volunteers from other local companies which would join the programme. The programme can be extended from the local to the regional level, and adjusted to specific educational profiles in high schools participants of the programme.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education/ Partnership and Networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS:| • Number of high schools participating the programme  
|                     | • Number of students participating the programme  
|                     | • Number of training hours  
|                     | • Number of volunteers-lecturers from the company  
|                     | • Qualitative indicators – level of skills before and after the programme  
|                     | • Number of local companies which joined the programme |

INVESTING IN LOCAL TRANSPORT INFRASTRUCTURE

This initiative consists of creation of multi-sectoral platform, in partnership with the municipality of Paraćin and local companies. The objective of the platform is to identify priorities for transport infrastructure development, and to identify joint actions and role of each partner respectively (investments, implementation, etc.). The platform can include creation of a joint fund for investing in this field.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Financial support, Partnership and Networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS:| • Amount invested  
|                     | • Number of partners involved  
|                     | • Number of end users |

INVESTING IN DEVELOPMENT OF LOCAL TOURISM

This initiative consists of creation of a multi-sectoral platform, in partnership with the municipality of Paraćin and other relevant actors from public, business and non-profit sector. The objective of the platform is to identify priorities for development of local tourism (the areas in Sisevac, Zabrega, gorge of the Crnica river) and to identify joint actions and role of each partner respectively (investments, implementation, content creation, promotion, etc.). The platform can include creation of a joint fund for investments in this field.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Financial support, Partnership and Networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS:| • Amount invested  
|                     | • Number of partners involved  
|                     | • Number of end users |
5.2 COMMUNITY and Sustainable Development

Considering a mainly local focus of the company, the engagement area COMMUNITY for sustainable development includes a range of various initiatives, whose objective is to improve the quality of life for the citizens in the local communities in various aspects, such as culture, health care and support to socially vulnerable groups.

CURRENT INITIATIVES
PARTNERSHIP FOR THE FUTURE

The annual competition aimed at providing support to projects, is intended for local non-profit organizations and institutions. The areas supported by the "Partnership for the Future" competition are the areas defined in the CRH Serbia Strategy. The initiative includes the activities for strengthening the capacity of local organizations and institutions, in order to respond adequately to the competition requirements.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paracin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education, Financial support</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | • Amount donated  
• Number of supported organizations/projects  
• Number of supported end users |

NEW INITIATIVES
SUPPORT TO SOCIALLY DISADVANTAGED FAMILIES

The initiative consists of providing support to renovation of housing objects of socially disadvantaged families, through donation of material and/or financial resources. The potential for partnership and networking is multiple: adequate identification of socially disadvantaged families (partnership with the municipality of Paracin), inclusion of other companies as donors of material for renovation and equipment, and inclusion of residents i.e. rising their awareness and engagement (e.g. through setting up a competition The best neighbour: Neighbours nominate a disadvantaged family from their surroundings and organize a volunteering action, and CRH Serbia provides necessary resources, material and professional help).

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paracin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Financial support, Partnerships and networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | • Amount invested  
• Number of applications  
• Number of residents involved in volunteering actions  
• Number of employees involved in volunteering actions  
• Number of supported families  
• Number of supported end users |

EMPLOYEE VOLUNTEERING – LOCAL VOLUNTEERING ACTIONS

Regular annual volunteering actions in the local communities (Novi Popovac, Dobanovci, Krnjača), whose objectives (locations) are suggested and chosen by the employees and/or local residents.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Novi Popovac, Belgrade (Krnjača and Dobanovci)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Financial support, Partnership and networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | • Amount invested  
• Number of volunteers  
• Number of volunteer hours  
• Number of actions held  
• Number of organizations supported  
• Number of end users |
HEALTHY COMMUNITY – INVESTING IN HEALTH INFRASTRUCTURE AND EDUCATION

The initiative consists of creation of a local multi-sectoral platform, in partnership with the municipality of Paraćin and other relevant actors from the public, business and non-profit sector. The objective of the platform is to identify priorities for development of the local health infrastructure, as well as of educational high-priority objectives (raising awareness and prevention development). The initiative includes defining joint actions and role of each partner respectively (investments, implementation, content creation, promotion, etc.), and potentially, creation of a joint fund for investments in this field.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education, Financial support, Partnership and networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | Amount invested  
Number of institutions restored  
Number of educations held  
Number of end users |

SPORTS FUNDRAISING TOURNAMENT FOR LOCAL COMPANIES

Annual sports fundraising tournament organized by CRH Serbia, participated by local company teams. The companies – participants, pay participation fee, and the total amount raised is donated for the purpose chosen by the votes of residents, audience or tournament participants. Besides fundraising, promotion of a healthy and active life style is another objective of this action.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Financial support, Partnerships and networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | The amount of collected funds  
Number of companies-participants  
Number of tournament participants  
Number of end users |

SUPPORT TO THE YOUTH CULTURE RELATED INITIATIVES

Considering the lack of quality contents for the young in the community, the initiative consists of support provided to the youth projects related to culture. Bearing in mind the specific nature of the target group (the young), registered organizations and non-formal groups can apply. For the same reason, the initiative is connected with appropriate education for the applicants (project management, financial planning, etc.). In the initial phase of the Strategy implementation, projects can be supported as a separate activity as part of the competition “Partnership for the Future”, as in the partnership with local institutions in the field of culture.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education, Financial support</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | The donated amount  
Number of supported initiatives  
Number of end users |

EDUCATIONAL CAMP FOR GIFTED CHILDREN

Educational camp for gifted children is conducted in cooperation with the Teachers’ Association and is a continuation of the project which was, in 2015 and 2017, supported through the competition Partnership for the Future.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education, Financial support</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | The donated amount  
Number of children participants of the camp  
Number of lectures/workshops held  
Evaluation results of camp participants  
Number of supported end users |
5.3 THE ENVIRONMENT and Sustainable Development

Besides protective measures and reduced effects on the environment which CRH Serbia has been implementing in its main activities, the engagement area THE ENVIRONMENT for sustainable development consists of initiatives in the community (not related to the direct impact of the company) which contribute to the quality of the environment. The above stated initiatives can be implemented through various independent and partner projects.

CURRENT INITIATIVES

RECYCLING IN MY SCHOOL

The program of raising students’ awareness about the importance of recycling and environmental protection.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education, Financial support, Partnerships and networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | • Number of schools participating the programme  
                       • Number of students participating the programme  
                       • The amount of waste collected |

NEW INITIATIVES

EDUCATIONAL PROGRAMME FOR SMALL AND MEDIUM-SIZED BUSINESSES IN THE SUPPLY CHAIN

Program for raising students’ awareness consists of a series of trainings and workshops for small and medium-sized businesses in the supply chain about sustainable development principles and benefits to business operations and the community. The trainings can be conducted by external lecturers and/or volunteers from the company. The programmes can be implemented in the form of a series of trainings or workshops which last for several months for a specific group of suppliers, or as open trainings for which suppliers apply individually.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | • Number of suppliers involved  
                       • Number of trainees  
                       • Number of workshops held  
                       • Qualitative indicators – trainees’ level of knowledge before and after the education |

REVITALISATION OF GREEN PUBLIC SPACES

The initiative consist of creation of a multi-sectoral platform, in partnership with the municipality of Paraćin, and other relevant actors from the public, business and non-profit sector. The objective of the platform is to identify priorities for revitalization of public spaces and defining joint actions and role of each partner (investments, implementation, etc.). Priorities can also be determined by means of a competition i.e. a possibility for the residents to nominate and/or via social networks vote for the public spaces which should be revitalized.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Municipality of Paraćin</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Financial support, Partnership and networking</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | • Investment amount  
                       • Number of revitalized spaces  
                       • Number of end users  
                       • (in case of public contest): number of citizens involved |
SUSTAINABILITY ACADEMY FOR STUDENTS

The programme consists of a series of trainings and workshops for students about the principles of sustainable development and benefits for business operations and the local community. The trainings can be conducted by external lecturers and/or volunteers from the company. The programmes can be implemented in the form of a series of trainings or workshops which last for several months for a specific group of students (e.g., summer school), or as open trainings for which students apply individually. The initiative is implemented in cooperation with universities in Serbia, and be expended from the regional to the national level.

<table>
<thead>
<tr>
<th>TERRITORIAL FOCUS:</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT MECHANISM:</td>
<td>Education</td>
</tr>
</tbody>
</table>
| SUCCESS INDICATORS: | • Number of students-participants  
|                     | • Number of lectures and workshops held  
|                     | • Quality indicators – participants’ level of knowledge before and after the programme  
|                     | • Number of volunteers-lecturers from the company |

6. Stakeholders Communication Channels

Implementation of initiatives anticipated by the Strategy is accompanied by appropriate Stakeholders communication channels. Stakeholders communication channels enable a two-way channel communication, i.e., provide an insight into stakeholder needs, inform them about the initiatives, plans and company objectives, and collect feedback from stakeholders. Depending on the initiative itself, its objectives and partners involved, different communication channels shall have a priority, so as to ensure the optimal stakeholder engagement.

SES (Stakeholder Engagement Scorecard) – Regular annual company methodology of CRH Serbia for collection of information from stakeholders, including representatives of the local community. It is conducted in the form of a workshop, led by external facilitators. This communication channel has a special importance for the initiatives whose territorial focus is only local, as well as for initiatives which imply involving residents in the process of choosing topics and/or implementation. SES is also an opportunity to evaluate efficiency of other stakeholder communication channels.

Community Advisory Panel (CAP) – A body formed by the company so as to introduce the key stakeholders from the local community into the process of planning, decision-making, consultations but also for implementation of projects related to the role of CRH in the local community. It gathers representatives of the local self-government, local non-governmental organization and other important institutions and companies. Its objective is to inform directly all stakeholders about the company’s plans and activities related to the local community, as well as to establish an active dialogue between the company and representatives of the local community. In this respect, CAP is the mediator between the company and the local community in which it operates.

Committee Meeting – The objective of this channel is to ensure a constant and a two-way connection between the corporate management and sustainability. Involvement of senior management in the sustainability issues ensures its integration in all business aspects.

Events and meetings – these communication channels (participation and presentation of good practice at conferences, round tables and other professional meetings on the local and national level) are primary channels for communication with the stakeholders from the business and public sector.

Internal communication channels – Internal communication channels are of primary importance for communication with internal stakeholders – employees. These channels are of primary importance for all initiatives which involve participation and engagement of the employees (e.g., as volunteers-lecturers in educational programmes, etc.).
Web site and social networks – Online communication channels are of primary importance for the initiatives which involve participation and engagement of the residents i.e. wide public (e.g. choice of topics and locations for volunteering actions, choice of public spaces to be revitalized, etc.).

Local and regional media – This communication channel is adequate as an accompanying channel, with the above mentioned ones, or as a primary communication channel for informing the widest range of stakeholders on the local level (including the secondary ones), considering its low potential for a two-way communication.

National media – This communication channel is adequate as an accompanying channel, with the above mentioned ones, or as a primary communication channel for informing the widest range of stakeholders on the national level (including the secondary ones), considering its low potential for a two-way communication.

Questions and answers for the duration of the competition – This communication channel is specific for initiatives which have the component of a competition, i.e. public call, and enables stakeholders to obtain additional information or explanation related to the possibility of being granted a support. Each initiative has a competitive character, and should contain clearly stated channels for questions and answers (email, telephone, info-sessions), as well as defined deadlines for asking questions and providing answers.

7. Employee Volunteering Programme

Employee volunteering is another resource which a company can use to support the community in which it operates - by donating knowledge, skills and time of their employees. Besides benefits for the community, volunteering helps the employees to develop a better relationship with their colleagues and become more motivated, efficient and satisfied with their job.

Employee volunteering in CRH Serbia can be structured as a separate programme, as illustrated in the graph below. A volunteering programme has been applied in the initiatives defined by the Strategy, which were created to provide various possibilities for engagement and volunteering – from participation in the choice of topics and organizations the company shall support, through participation in volunteering actions, sharing the knowledge and skills by means of educational programmes the company is carrying out for different target groups (the young, social entrepreneurs, suppliers).
<table>
<thead>
<tr>
<th>Document</th>
<th>Name</th>
<th>Function</th>
<th>Date</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created by</td>
<td>Zorica Radovanovic / Aleksandar Milosevic / Smart colective</td>
<td>CSR coordinator / Advocacy, Communication &amp; CSR Manager / CSR Agency</td>
<td>8.10.2020.</td>
<td></td>
</tr>
<tr>
<td>Approved by</td>
<td>Roman Menz</td>
<td>Managing director</td>
<td>8.10.2020.</td>
<td></td>
</tr>
</tbody>
</table>