

See Beyond

Corporate
Sustainability
Profile



The Respect & Resilience of Asia —
its people, their commerce



See Beyond

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Sustainability
Profile



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INSEE

See Beyond

Introduction

INSEE — See Beyond

Throughout this book, you will see the title See Beyond appear multiple times. See Beyond invites readers to think about the future. Akin to the vantage point of an eagle soaring high in the sky, See Beyond is about looking beyond the horizon, recognizing what the future has in store, and adjusting our flight plan to best navigate the way forward. In a climate of uncertainty, punctuated by supply chain shortages and intensifying weather events, we face an unknown future.

INSEE will not head towards the future unprepared. We are looking forward to creating a more sustainable and prosperous future for us all. We acknowledge that to realize this vision, we must protect our people, the communities in which we live and work, and the natural environments that sustain us all.

With our commitments of 'Working as a Team', 'Doing What Is Right', 'Challenging Conventions', and 'Caring About Our Future', we believe that INSEE can be part of the solution. We invite you to join us on this journey.

See Beyond
Towards
the East

See Beyond
Towards
the East

See Beyond
Towards
the East







**Like the bamboo
of Asia, the human
capacity to adapt
is far more flexible
than you could ever
believe at first glance.**

1 A Diversity of Cultures

Traveling eastward from the Bay of Bengal to the South China Sea, the diversity of cultures, languages, and local histories is astounding. The region evokes sunshine, beaches, ocean, exquisite food, and fascinating traditions. Yet there is a great deal more about Asian countries that people often miss. Despite all the ups, downs, and the financial buffeting elsewhere across the globe, the region's economies have been growing over the last 20 years.

Countries across the region are looking to become more inclusive and sustainable in their economic growth, addressing inequality and environmental challenges. These changes need to be contained within, and driven by, governmental policies and regulatory frameworks.





Hill tribe villagers wear their traditional costumes, in Mae Sa-ruai, Chiang Rai, near the INSEE sponsored Green School. Learn more about this INSEE project on page 208.

2 Nimble New Business Models

Asia has a younger demographic than anywhere else in the world that is eager to get ahead. It has a leapfrogging population, bringing together the best of the East and the rest of the world, and developing new dynamic business models that work in its emerging economies.

Asian firms have proven to be adept and nimble in the way they bring their businesses forward through rapid project implementation. Corporations across these nations strive to be the very best in their fields — be it governance practices, responses to environmental and social challenges, innovative technologies, or being an employer of choice.

3 Asia's Incredible Resilience

We live in a rapidly changing world, with heightening geopolitical tensions and a global pandemic that continues to weigh heavily on people across the globe. Governmental and corporate resilience is of utmost importance at this time. Asia has coped with adversity before and emerged stronger for it. The COVID-19 pandemic may well be a testing ground as to whether businesses can become more resilient to change, more productive, and better enabled to deliver to customers' needs. Companies based in Asian markets tend to be bolder and more agile in allocating resources and capital expenditure, and executing cost programs.



See Beyond Towards the East





See beyond
the present.

4 Unprecedented Commercial Activity

For years, observers have been talking about the rise of Asia and its future potential. The time has come for the rest of the world to see this too. One of the most significant developments of the past 30 years has been Asia's intensifying consumption and its integration into global flows and networks of commerce, trade, talent, and innovation. In the coming decades, Asian economies will go from participating in these flows to determining their shape and direction. Given new knowledge and technologies, there is an opportunity for Asia to be leaders in sustainability-driven growth. This is the new reality across the whole of Asia as the region comes alive with unprecedented consumer conscience-driven activity.

5 Rapid Industry Transformation

Cement, concrete, and related construction materials play a vital role in the comprehensive development and economic growth of Asia. Increasing infrastructure developments, the expanding industrial base, and the demands for housing are rapidly reshaping the industry in terms of ownership and scale. Over the next five years, it is expected that the construction material markets will have growth rates in line with the GDP growth in their respective countries.

Local investors are now entering the Asian cement industry. A consolidation of the sector is set to happen, as larger multinational groups retreat as a result of the heat of local, more nimble competition. Local producers are expanding beyond their traditional markets into frontier high-growth markets in the region, using their cultural familiarity, home-based technical skills, and knowledge to good effect.







Asian companies are increasingly deciding not to repeat the same development curve that multinational companies would traditionally follow. With digital technologies being adopted much more rapidly than in many other parts of the world, we see local and regional companies dovetailing their customer experience with streamlined backend processes and significant gains in productivity.

Competition is intense and relentless. Companies in the region need to be resilient. They operate within highly dynamic markets that are growing rapidly amid a backdrop of digital disruption and fast-evolving consumer demands. Well-integrated conglomerates, in particular, have the diversification required to change quickly and balance their bottom lines well across the region.

Locally-owned companies are rapidly building capability. Change is being driven by a new generation of well-trained corporate leaders throughout Asia. No longer impressed by multinational-style business cultures, we are seeing second- and third-generation families, often educated in the best universities around the world, returning to take charge of these businesses. The priority for companies in these parts of Asia is to scale sustainably, and to grow for generations to come.


The region's rise has not only lifted hundreds of millions out of extreme poverty, but it has also raised living standards. Urbanization is fueling economic growth and the breakneck pace has left many cities struggling to provide the housing, infrastructure, and fundamental services these surging populations need. From INSEE's position in the construction industry, we strive to apply new knowledge, systems, and processes to reduce the negative impacts of intensifying urbanization.



See Beyond Towards the East



Built using INSEE construction materials, the Tra Vinh Dong Hai 1 Wind Farm is a 100MW offshore wind power project off the coast near Tra Vinh, in southern Vietnam.



**Resilience is defined
by the strength and
speed of our response
to adversity.**

Resilience is about adapting well in the face of adversity and sustaining an adequate level of energy to cope with disruptive changes and emerge stronger after such difficulties.

Resilience is defined by the strength and speed of our response to adversity. When we can no longer change a situation, we are challenged to change ourselves. It is about accepting a new reality, even if it is vastly different from the one we have enjoyed. Our reaction to adversity will shape the way forward.

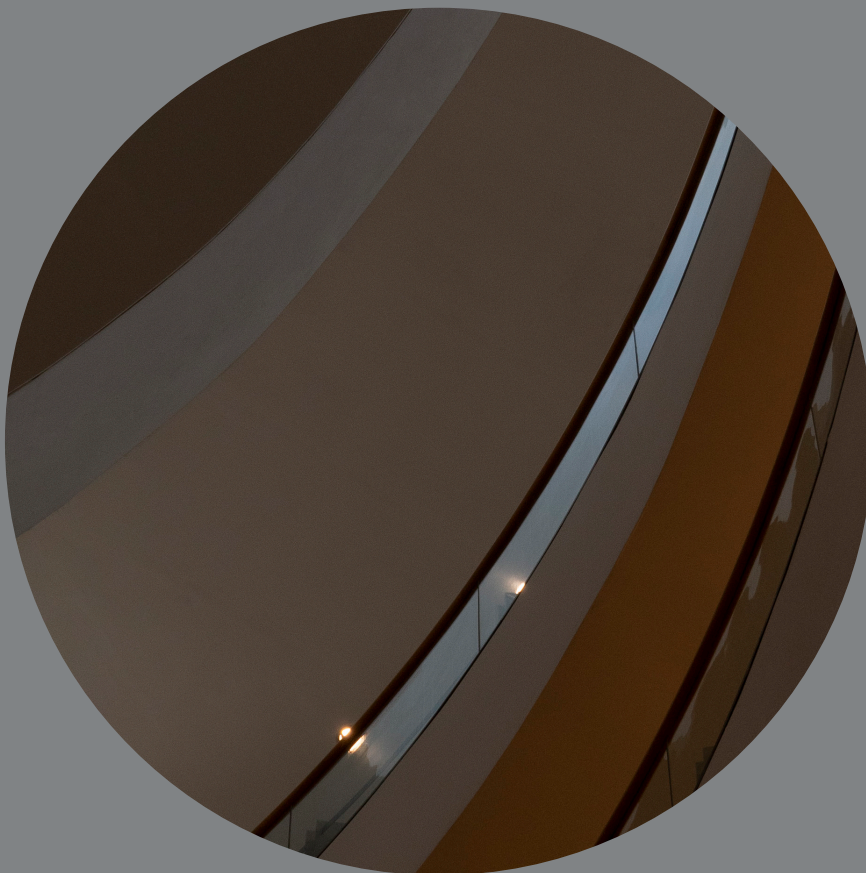
See Beyond
Thailand

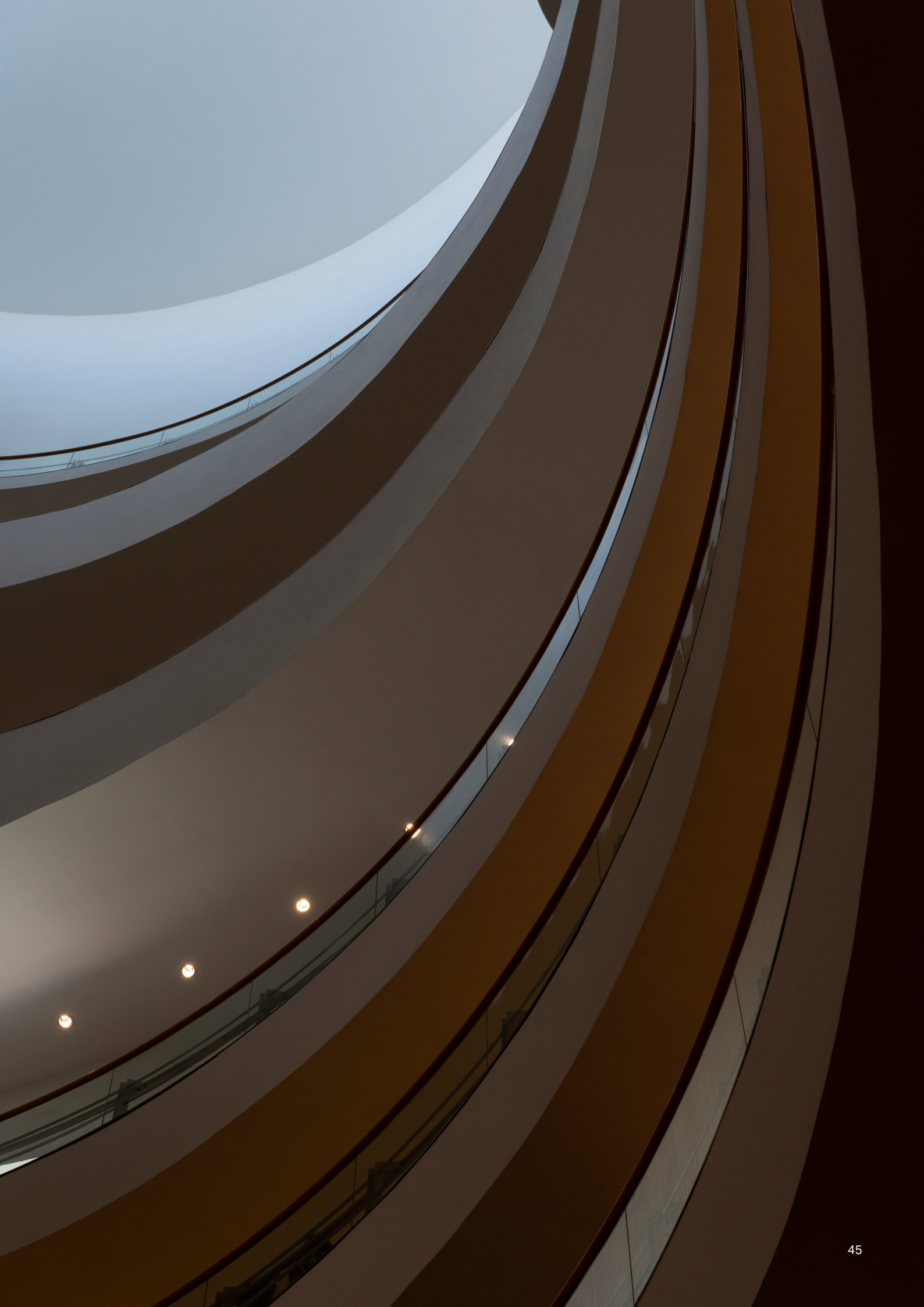
See Beyond
Thailand


See Beyond
Thailand

See Beyond
Thailand

See Beyond
Thailand







The world is larger
than our own
shadows, and it does
not revolve around
us individually.

1 A Connection to Our Past

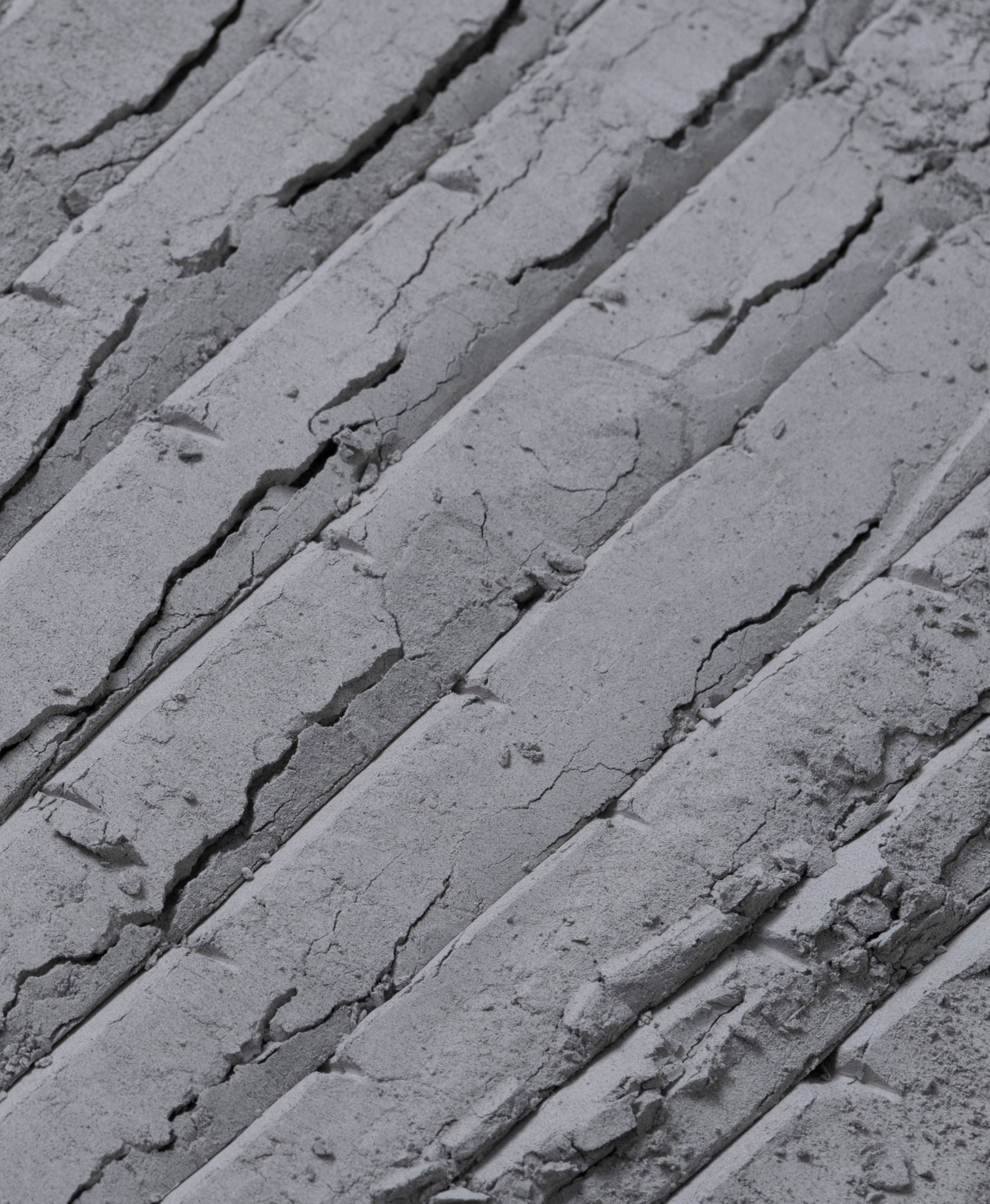
Beyond our base in Thailand that was established more than 50 years ago, we are now well-placed with the INSEE brand in all major and emerging markets across the region. Our Thailand footprint represents a maturing market with moderate growth, while the remaining emerging markets across the region enjoy faster-growing populations and rising GDPs. In its third year of consolidation as a regional Group, INSEE has seen recent business acquisitions in Bangladesh, Sri Lanka, Vietnam, a joint venture in Cambodia, and a new fiber cement business in Indonesia.

Beyond building materials alone, the INSEE brand also supports ambitious new businesses in waste management, industrial services, light building materials, and specialty mortars. With such reach and scale, innovations from any part of the Group can be multiplied across the region at speed.

By placing our customers at the center and taking time to understand their requirements deeply, we continue to develop and improve solutions and products that address their needs and offer a superior value proposition.







Cement is the main ingredient of concrete — the world's second most consumed material, by volume, after water. An abstract photo of Cement at the INSEE Madangonj grinding plant, Dhaka, Bangladesh.

2 A Credit to Our People

Over the years, there have been many milestones, all of which have added new dimensions to the Group's operating methods, products, and services. Today, the company is regarded among its peers to be in the top tier of cement companies globally. Many of these milestones represent major turning points in the Group's history, as they have demonstrated the ability to adapt quickly to new market conditions.

Resilient is not a word often used to describe a company and its people. Yet, retrospectively, it's a very appropriate description for how the Group has stepped up and succeeded across what is now just over half a century.

Continuous improvement in businesses of this scale is not an easy objective to deliver on, given the nature of the construction industry. The challenges of modern-day building have only been heightened by environmental and social issues. A wealth of knowledge, experiences, and lessons learned has enabled the Group to expand into the wider Asia region.

Our history of success has always been delivered by good people. It's to their credit that we are where we are today. Without the energy and ingenuity of our people through the years, we would not be at the forefront of the industry as a major regional player today.





An INSEE employee wears protective gear at work in the INSEE Hon Chong cement plant, Kien Giang, Vietnam.



**See beyond what's
in front of us.**

3 Our Continuity, Our Vision

We are one Group, with one vision and one team, united with our business partners across Asia. We will continue to build on our heritage of shared loyalty, creating trusting relationships with our people, partners, and communities. We strive to add value and create a sustainable future for all our stakeholders.

We intend to deliver on value and sustainability by adhering to our four essential commitments:

Working As A Team

One Group, one vision, one team united in heart with our business partners for the good of all.

Doing What Is Right

Staying true to ourselves and each other, maintaining the highest standards of discipline and integrity in everything we say and do.

Challenging Conventions

We are imaginative and open to new ideas. We approach every business challenge with enthusiasm and strive to deliver innovative solutions beyond expectations.

Caring About Our Future

We are committed to creating a positive future for generations to come, caring for our people, our environment, our community, and the nations we operate within.





A secure, safe working environment for all employees is INSEE's top priority. Personal Protective Equipment (PPE) is required to be worn in all INSEE plants.

4 Our Direction, Our Mission

We provide world-class construction materials and services that are vital to economic growth in the region. Our reputation is built on outstanding performance in the quality of our products, customer service, and the dedication and skill of our employees.

Combining sustainability and innovation, we strive for operational excellence to exceed the expectations of our stakeholders.

The pandemic has slowed construction activities in many countries. INSEE moved quickly, actively responding to opportunities in the home renovation space, a market which has grown significantly.

Once countries began to reopen, consumption of cement and concrete started to recover, driven by economic growth, urbanization, and population growth. As always, INSEE took a prudent and sustainable approach, prioritizing support to our customers and maintaining a strong balance sheet, positioning the Group well for future growth across the region, which will undoubtedly come.





A barrier dam was constructed as part of the INSEE sponsored Green School Project in Chiang Rai, Thailand. This was a close collaborative effort of the border patrol police, villagers, and INSEE employees. Learn more about this INSEE project on page 208.

5 Customer Confidence — Delivering Certainty Every Day

Our customers judge our performance and value every day. To earn their confidence, we focus on every small step to ensure we do what is right every time. Achieving this requires confidence in ourselves and a high level of service embedded in our DNA. We build our reputation by enabling others to build theirs. In our business, trust is built on persistent effort and absolute consistency. This is what our industry expects. As a company and as individuals, we know we must continuously earn trust and respect through each product we make and each action we take.

Our key focuses are to deliver consistent product quality, assure service excellence, build and maintain close customer relationships, and care for the environments and communities in which we work. This demands ongoing improvements as we continue to grow our leadership position and customer confidence in the INSEE brand.



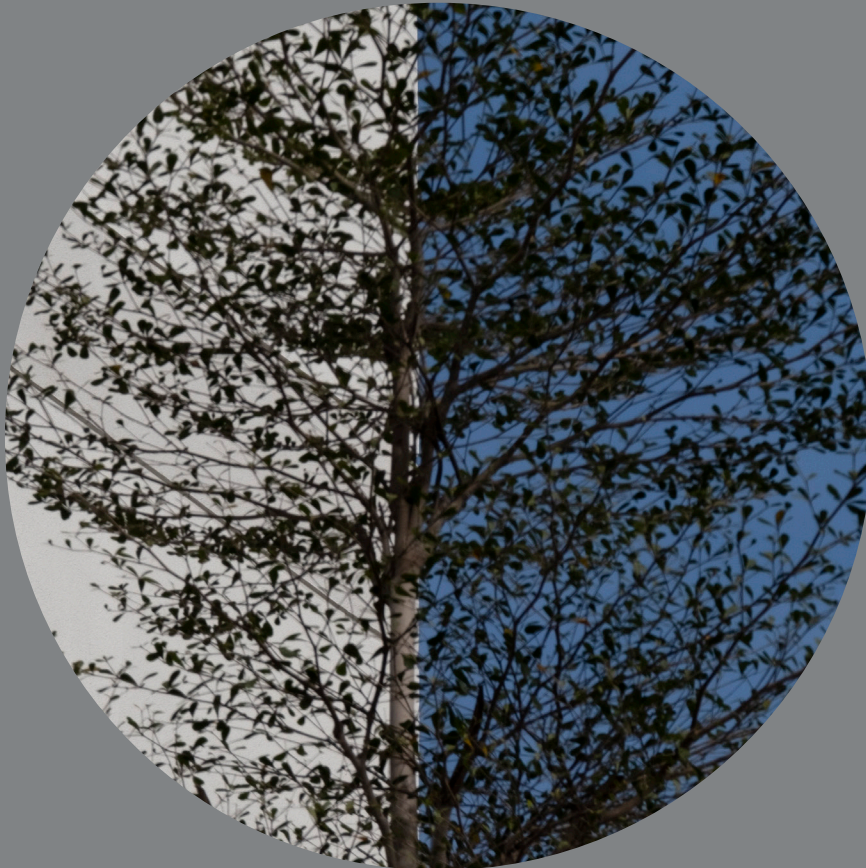


A construction mason plastering a wall using
INSEE Lightweight Block Plastering Mortar.

See Beyond
The Bigger
Picture

See Beyond
The Bigger
Picture

See Beyond
The Bigger
Picture





1 Doing More with Less

Few of us can imagine a world beyond concrete, that humble gray material which is a basic ingredient in the structures and roads we build around us. For thousands of years, humanity has built great solutions using this material—transporting us across rivers, housing our families, connecting our cities, and creating the urban landscape as we know it. Aside from water, concrete is the second most used substance in the world. Despite being such a fundamental part of our everyday lives, concrete and—its key constituent—cement, often go unnoticed.

Today, alternative building materials and techniques are challenging the widespread use of cement. INSEE sees this as an opportunity to adapt our systems and processes towards more sustainable production and growth.

The built environment accounts for over 40% of the world's CO₂ emissions, causing major climate change issues. To achieve targets set under the Paris Climate Agreement, global CO₂ emissions will have to be drastically reduced by everyone, including our industry. To align our work with the United Nations Sustainable Development Goals (SDG) and the Paris Climate Agreement, sustainability is vital to incorporate into our business model alongside our ambitious long-term targets.

In developing our products sustainably, we are challenged to do more with less, utilizing disruptive thinking and agile behavior.





Clinker, the main ingredient of cement, at the INSEE Puttalam cement plant in Sri Lanka.



**See Beyond what we
deliver to the world
we help create.**

2 INSEE's Sustainability Ambition 2030

Inspired by the promise of a more sustainable and prosperous future for all, we have devised the INSEE Sustainability Ambition 2030. This plan operates within three interwoven pillars: Climate & Energy, the Circular Economy, and Biodiversity & Water. Foundational to these pillars are two bedrocks: Occupational Health & Safety, and Community & Stakeholder Engagement.

By 2030, our ambition is to reach an advanced level of sustainability and corporate responsibility. We continue to stay focused on topics that have long been important to us, such as reducing our carbon footprint and our energy consumption, as well as water conservation. We are also striving to have a net-positive impact on the environment, become a more responsible and proactive employer, and give back to the communities that we operate within. The goals below reflect our sustainability ambitions from 2020 to 2030.

Climate & Energy

- Reduce CO₂ emissions by a further 15% to < 530 kg net CO₂/ton (20% reduced from 1990 to 2020)
- Reduce specific electricity consumption (by > -10%) with at least 20% coming from alternative electrical energy usage

Circular Economy

- Double use of waste-derived fuels to > 1.0 million tons
- Increase (> +65%) the use of by-products (fly ash, slag, etc.) to > 1.4 million tons per annum

Biodiversity & Water

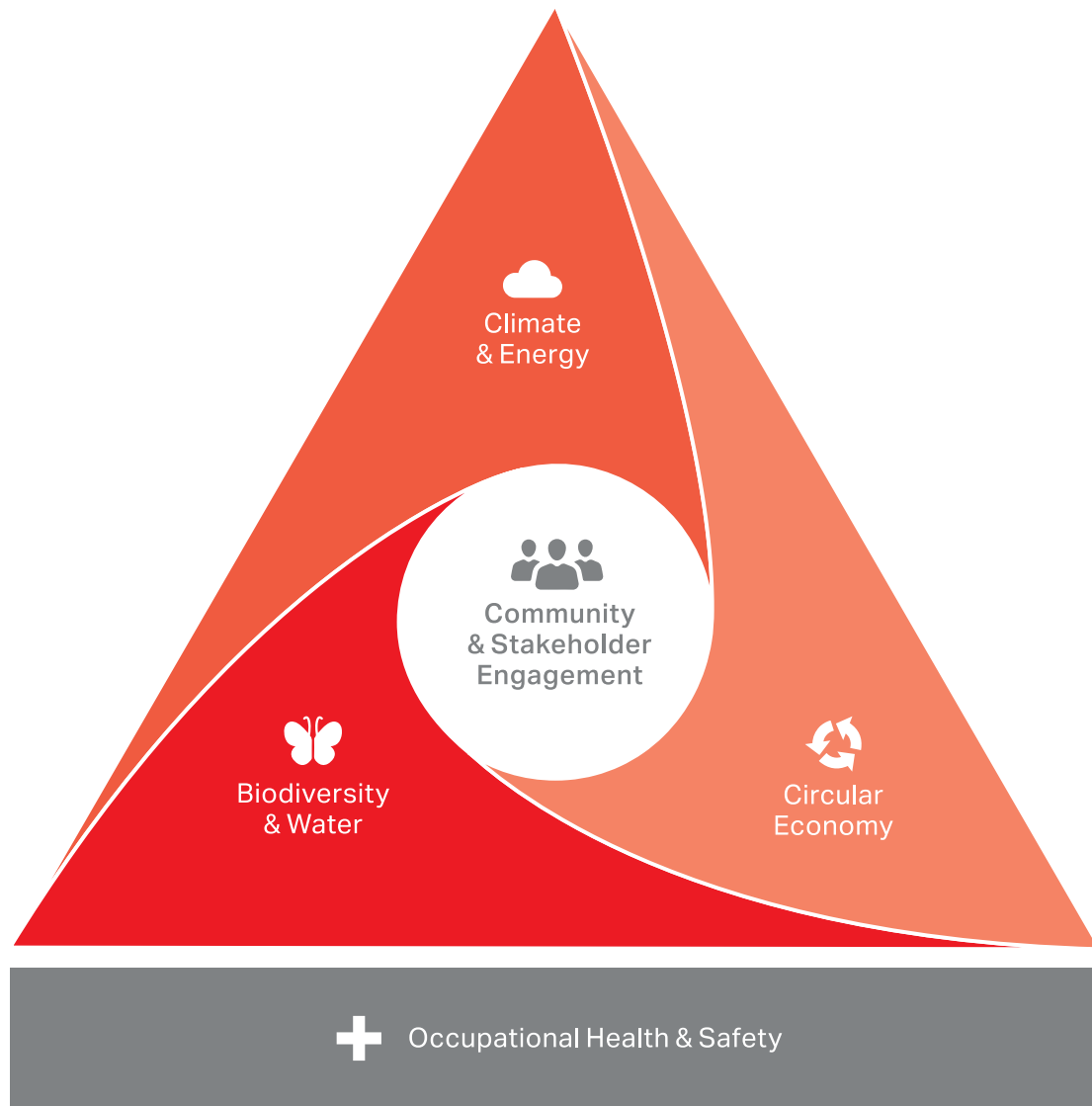
- Assure net-positive impacts on biodiversity
- Lower water consumption (by > -20%) with enhanced use of surface water (to > +40% of all water used)

Community & Stakeholder Engagement

- Continue solid engagement

Occupational Health & Safety

- Continue journey to zero harm across all our Group







The natural *Lepironia* wetlands have been part of this landscape for hundreds of years, and are deeply appreciated by local Khmer ethnic minority people in Kien Giang, Vietnam. Learn more about this INSEE project on page 164.

3 A Commitment to Carbon Reduction

As the reality of climate change becomes increasingly apparent, we are all conscious that humanity is currently consuming resources at a rate beyond the level our planet can sustain in the long-term. Although cement and concrete are, to date, among the lowest carbon-intensive building materials per unit of strength and per unit of cost, the concrete industry must play its part in continuously reducing the carbon intensity of the built environment.

INSEE understands the need to work in partnerships across a range of industries to maximize the usage of lower-carbon materials. We acknowledge that we must minimize the overall cement and clinker intensity in concrete for any given strength class or application. Therefore, the carbon intensity of cement, and its associated semi-finished product, clinker, must be reduced continually over time.

As part of our Environmental, Social and Governance (ESG) planning for 2030, we are currently addressing a continuous lowering of our carbon footprint across the entire Group, as well as stepping up activities in water management and biodiversity impact mitigation. INSEE's governance and leadership accountability is structured to ensure the commitment required to act is firmly in place across our organization.





The natural wetlands of Phu My hold freshwater, especially during dry seasons, providing an important source of drinking water for the local community in Kien Giang, Vietnam. Learn more about this INSEE project on page 164.

4 Biodiversity Enrichment

Our sustainability activities and goals target the continuous improvement of occupational health and safety (OH&S), reduction of carbon and water footprints, and the lessening of biodiversity impacts.

Visible actions on these vital topics reinforces the building of the INSEE brand, distinguishing it as a leader in the areas of environmental and social stewardship. These activities are embedded in how INSEE does business across the region, adhering to regulations and always acting with integrity.

In 2018, INSEE became the first producer in the region to enter a Memorandum of Understanding with the International Union for Conservation of Nature (IUCN). The IUCN is a global body dedicated to nature conservation with a member base of government, private sector, and civil society organizations. Established in 1948, it is now the world's largest and most diverse environmental network, with over 1,300 consortia supported by 13,000 experts.

The IUCN supports and challenges INSEE in managing the long-term biodiversity impact of operations within our quarry sites.





A dragonfly spotted at the Phu My Nature Reserve in Kien Giang, Vietnam. Dragonflies are increasingly used as indicators of aquatic ecosystem quality and biodiversity. Learn more about this INSEE project on page 164.

5 A Sustainable Future

INSEE has already begun to work towards a more sustainable future. Our governance structures embed accountability within top management personnel, empowering them to execute the various actions required to deliver on our sustainability promises. Business plans have sustainability road maps embedded in them. Our employees have a dedicated energy to do the right thing in actioning a range of clearly defined initiatives and goals across the region.

INSEE has three pillars of sustainability ambition on which our commitment and social responsibility towards our employees, communities, and other stakeholders are built. Our 'license to operate' is embedded in how we interact with the world around us, and we are pleased to report that we are appreciated as a local and regional partner. We are one team and will ensure that our sustainability objectives are clearly understood and adhered to by everyone involved.

6 Contributing to Communities

We work with many different communities across all of the countries where we conduct business. Although the cultures are diverse, we observe a common desire to build a brighter future and build it resiliently. We actively work alongside local communities, providing vital advice and services.

Growth does not happen by chance: many things must work together. We have learned that economic growth can happen alongside environmental protection. Our growth comes from enabling others to grow, and the size of their challenge reflects the size of our opportunity. We know that people's lives are influenced by the built environment around them. Ultimately, our efforts contribute to improving many people's lives every day, across a diverse and exciting region.





Children learn how to look after and cultivate Winter Gourds, full of essential nutrients. Knowledge extends beyond the classroom at the INSEE sponsored Green School in Chiang Rai, Thailand. Learn more about this INSEE project on page 208.

7 Introducing See Beyond Projects

By 2030, INSEE will exemplify industry-leading sustainability behaviors reported against key projects which cover a wide range of holistic environmental and social initiatives. These are known as 'See Beyond' projects. Some are already well underway, moving INSEE towards a more sustainable future for us all.

The projects will be delivered by teams across the region with the goal being to launch at least one in each country of operation. This will lead to significant improvements in support of the three interconnected pillars outlined in INSEE's Sustainability Ambition 2030.

●

เอาใจเขามาใส่ใจเรา
Put yourself in
another's shoes.





Evening playtime in the residential area near the INSEE sponsored Green School. This project significantly reduces travel time to and from school for the children. Learn more about this INSEE project on page 208.

INSEE

See Beyond

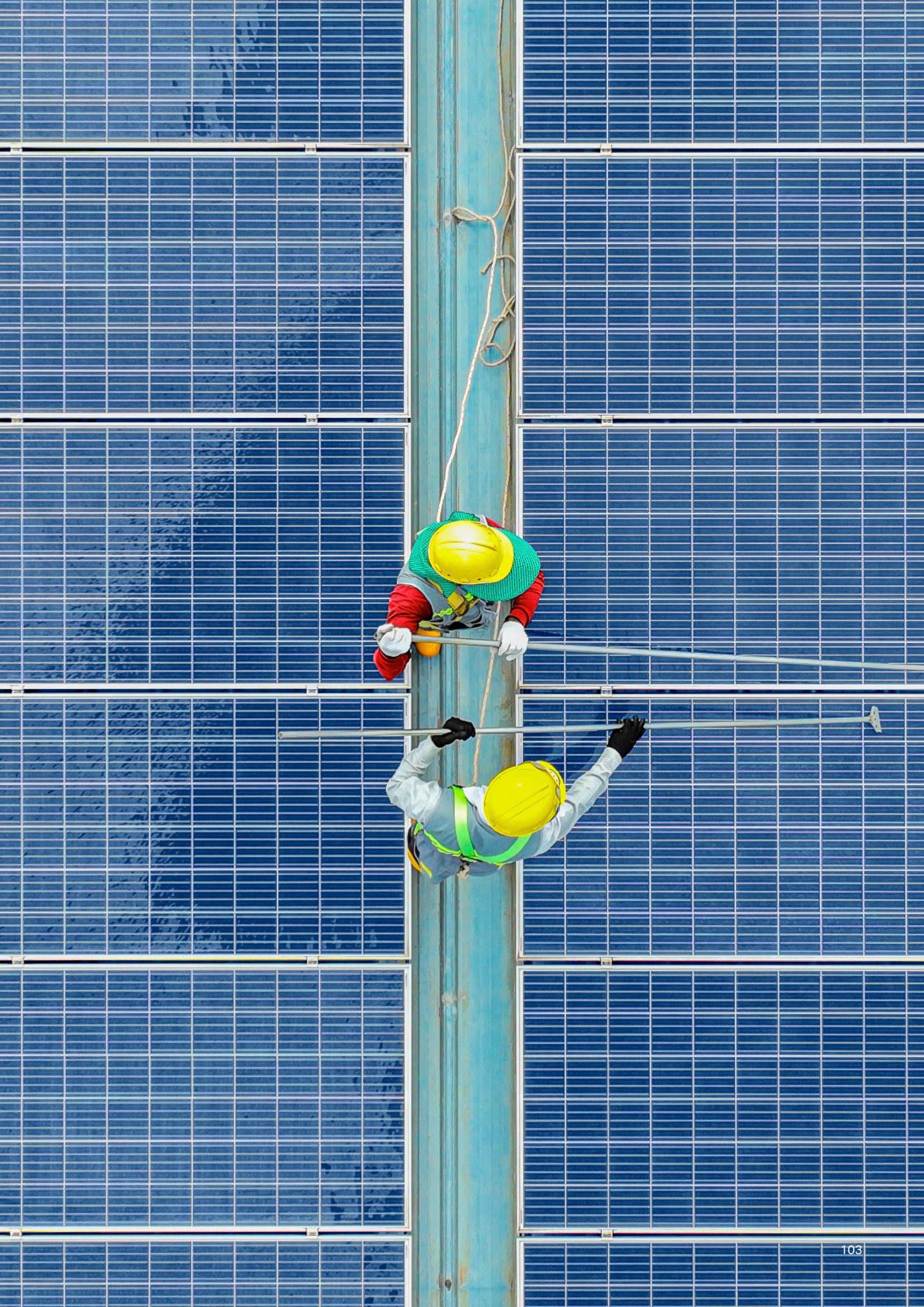
Projects

See Beyond
Climate &
Energy

See Beyond
Climate &
Energy

See Beyond
Climate &
Energy





Although cement and concrete are among the lowest carbon-intensive building materials per unit of strength and cost, CO₂ emissions are high. It is essential in our industry worldwide to play a vital part in continually reducing the carbon intensity of the built environment.

Our 2030 Ambition

- Reduce CO₂ emissions by a further 15% to < 530 kg net CO₂/ton (20% reduced from 1990 to 2020)
- Reduce specific electricity consumption (by > -10%) with at least 20% coming from alternative electrical energy usage
- Ensure that at least 20% of our electricity consumption comes from alternative energy sources

Our Strategy

- Lead the move, in all our markets, from Ordinary Portland Cement (OPC) to composite cement and low clinker-intensity cement and concrete applications
- Increase our thermal substitution rate of fossil fuels
- Expand the share of alternative and renewable energy we use (such as waste heat recovery, solar, and wind)

Our SDG Contributions

SDG 7.2

By 2030, increase substantially the share of renewable energy in the global energy mix.

SDG 7.3

By 2030, double the global rate of improvement in energy efficiency.

SDG 13

Take urgent action to combat climate change and its impacts.

Climate & Energy

Project 1

Reducing
Our CO₂
Emissions

Reducing
Our CO₂
Emissions

Reducing
Our CO₂
Emissions

Reducing
Our CO₂

As part of our efforts to reduce CO₂ emissions, INSEE strives to lower the clinker intensity in our cement and concrete products as much as possible. An abstract photo of Clinker at the INSEE Hon Chong cement plant, Kien Giang, Vietnam.



Project
Reducing Our CO₂
Emissions

Key Goal
Reduction of
CO₂ emissions

Location
Vietnam

What does it entail?

Clinker is produced from raw materials such as limestone and clay, which are crushed, homogenized, and fed into a rotary kiln to form a fine powder used as the binder in many cement products. The decarbonization of the limestone used to manufacture cement, and the need for thermal energy to do so, is a significant contributor to the associated environmental impacts.

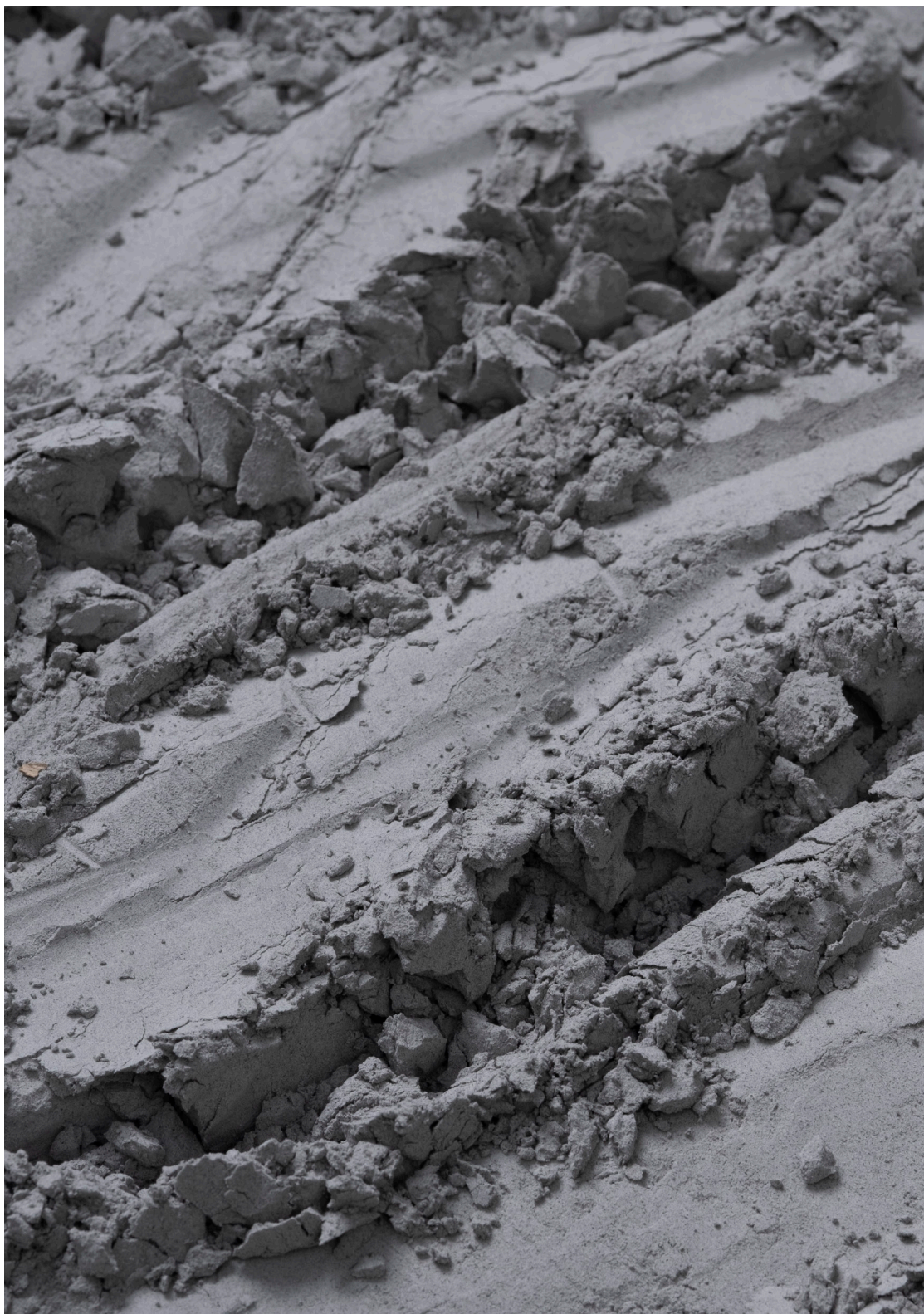
What is INSEE doing?

INSEE strives to lower our clinker usage wherever possible. For example, the total clinker factor usage of INSEE Vietnam is below 60%. Some of INSEE's products have a clinker factor (or intensity) of only 40%. In addition, all products are certified with the Green Label from the Singapore Green Building Council.

In 2021, INSEE Vietnam also registered as the first cement company in South East Asia to complete the Environmental Product Declaration (EPD) document and be approved for registration in The International EPD® System.


What is the impact now and in the future?

The reduction of clinker, the life cycle assessment of its products, and registration in The International EPD System all help INSEE Vietnam to meet the requirements for the provision of material to projects applying green building standards (such as LEED v4, GreenStar, GreenMark, Lotus) and support our vision to remain a leader in the field of supplying sustainable building materials.



Reducing the clinker factor in cement lowers the amount of CO₂ emitted into the environment. An abstract photo of Clinker at the INSEE Hon Chong cement plant, Kien Giang, Vietnam.





**INSEE strives to
lower our clinker
usage wherever
possible.**

Climate & Energy

Project 2

Solar Rooftop & Floating Farm

Solar Rooftop
& Floating Farm

Solar Rooftop
& Floating Farm

Solar Rooftop
& Floating Farm

Solar Rooftop
& Floating Farm

Large rooftop solar installations on raw material storage facilities
at the Chip Mong INSEE cement plant at Touk Meas, Cambodia.



Project
Solar Rooftop &
Floating Farm

Key Goal
Use of alternative forms
of energy to reduce
CO₂ emissions

Location
Cambodia

What does it entail?

The cost to create solar farms has been decreasing significantly over the last few years. This has resulted in increased demand for and construction of large-scale solar farms across Asia.

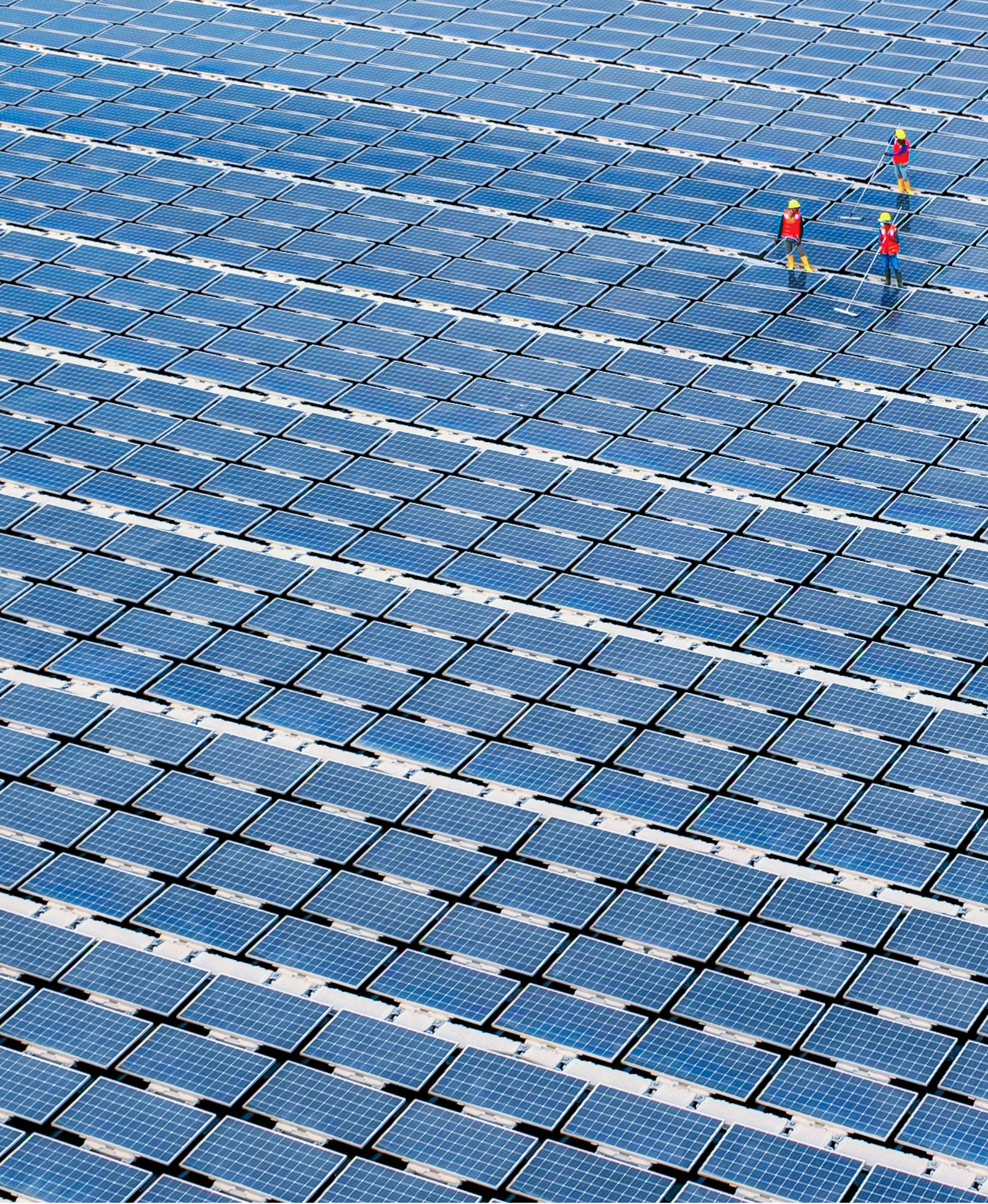
What is INSEE doing?

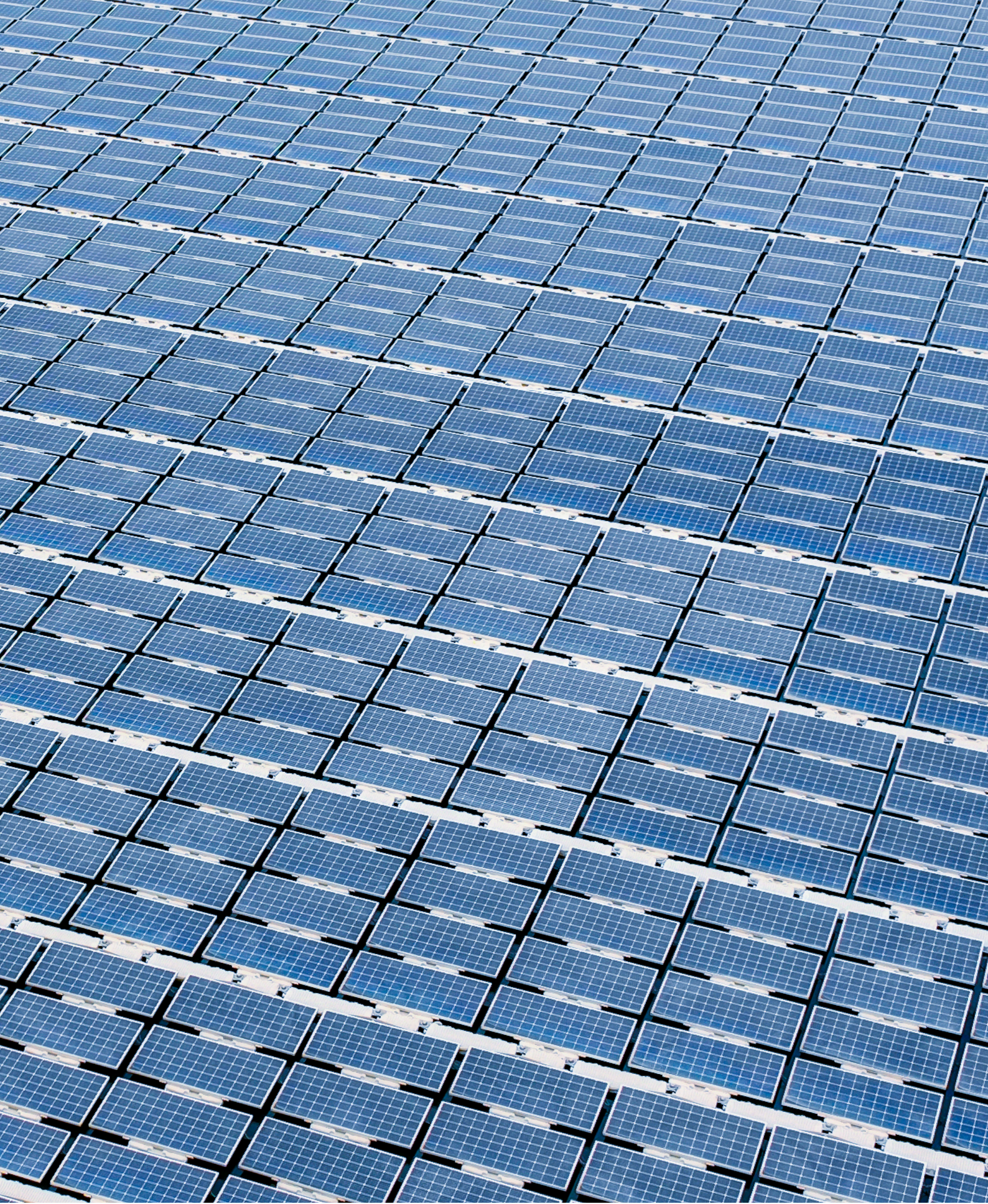
In 2019, Cleantech Solar, a Pan-Asian developer of solar photovoltaic (PV) projects, launched an on-site solar power system at Chip Mong INSEE Cement Corporation (CMIC) in Cambodia, as part of a new long-term partnership between the two organizations. The system includes a floating power plant deployed on CMIC's surface water harvesting reservoir with a capacity of 2.8 megawatt peak (MWp). Additional 7 MWp panels are present on multiple rooftops of the facility.

What is the impact now and in the future?

For INSEE, installing the first solar panel farm means a generation of 297 gigawatt hours (GWh) of clean energy and avoidance of 197,000 tons of CO₂ emissions in the system's 25-year lifetime. Solar power provides 6% of the plant's total electricity needs.

To use 100% of surface water to become net water positive by 2026, CMIC is also planning to build a second surface water harvesting reservoir in 2022. This reservoir capacity will be increased by 40,000 m³ each year to reach a span of 160,000 m³ by 2025. This second reservoir will have the capacity for another floating solar PV system with approximately 2.65 MWp.





This 2.8 MWp floating solar panel farm is situated on a surface water harvesting reservoir inside the Chip Mong INSEE cement plant at Touk Meas, Cambodia.



Raju Shukla
Cleantech Solar
Founder & CEO

'It is very satisfying to see the state-of-the-art Chip Mong INSEE Cement production plant now benefiting from our high-quality solar PV solution that combines rooftop and floating elements. In addition to environmental and social benefits, such as reducing emissions, the economic benefits of sourcing renewables will include cost savings, long-term price stability, and security of supply.'





This floating solar panel farm is situated on a surface water harvesting reservoir inside the Chip Mong INSEE cement plant at Touk Meas, Cambodia.

●

For INSEE, installing the first solar panel farm means a generation of 297 GWh of clean energy and avoidance of 197,000 tons of CO₂ emissions in the system's 25-year lifetime.

See Beyond
Circular
Economy

See Beyond
Circular
Economy

See Beyond
Circular
Economy





INSEE is fully committed to using more alternative raw materials and fuels where possible. Discarded materials and industrial waste are exciting options for the development of more environmentally-friendly products and solutions.

Our 2030 Ambition

- Double the use of waste-derived fuels and raw materials in clinker production (from around 0.5 million tons to approximately 1.0 million tons)
- Increase the use of by-products such as fly ash, slag, etc. by around 65% to > 1.4 million tons of by-product use per annum to produce our cement-based products

Our Strategy

- Ensure efficient use and management of raw materials
- Maximize existing co-processing potential
- Offer new sustainable waste treatment solutions addressing waste challenges such as plastics
- Partner with leading companies in a circular economy
- Move up the waste management hierarchy, offer to recycle, and explore new business models
- Engage in partnerships to analyze market readiness for construction and demolition waste in South East Asia

Our SDG Contributions

SDG 9

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

SDG 9.4

By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

SDG 12

Ensure sustainable consumption and production patterns.

SDG 13

Take urgent action to combat climate change and its impacts.

Circular Economy

Project 1

Using
Packaging
Waste

Using
Packaging
Waste

Using
Packaging
Waste

Using
Packaging



Project
Using Packaging
Waste

Key Goal
Decreased waste
generation

Location
Thailand

What does it entail?

INSEE Conwood is a wood replacement that combines the beauty and simplicity of genuine wood with the strength and durability of concrete. Conwood converts waste packaging into this versatile light building material with high-quality cement and recycled fiber cellulose.

What is INSEE doing?

INSEE Thailand is currently importing 'Double Lined Kraft'. This is a waste-derived product from corrugated cardboard cartons, boxes, sheets, or trimmings from the US and other countries and is used as the vital element in Conwood manufacture.

What is the impact now and in the future?

INSEE Conwood products are currently being used as a natural replacement for wood in non-structural solutions — primarily residential and commercial buildings — and for both functional and aesthetic applications. Going forward, innovative architectural and interior designs will broaden the usage of Conwood products, continually reducing the consumption of natural wood.



INSEE Conwood is made from waste packaging, including corrugated cardboard cartons, boxes, sheets, and trimmings, at the INSEE Conwood factory in Saraburi, Thailand.







A wall of the INSEE Conwood Border product,
at its factory in Saraburi, Thailand.

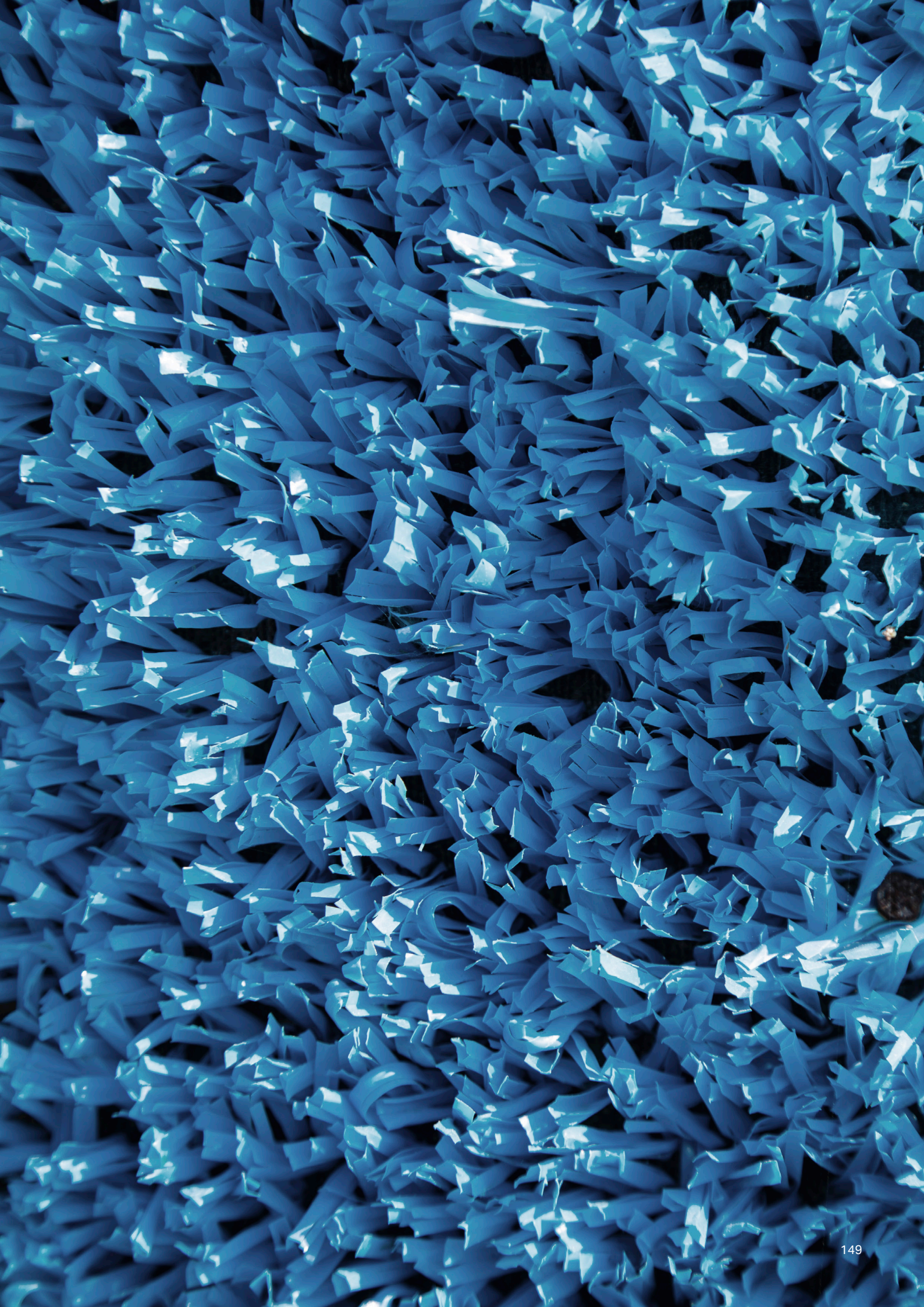
Circular Economy

Project 2

Moving up in the Waste Management Hierarchy

Moving up in
the Waste
Management
Hierarchy

Moving up in
the Waste
Management



Project

Moving up in the Waste
Management Hierarchy

Key Goal

Decreased resource
consumption

Location

Sri Lanka

What does it entail?

INSEE Ecocycle Resource Recovery Center (RRC) provides solutions towards meeting environmental and social challenges with one clear goal: reducing waste. Moving towards a 'circular economy' is one approach to put this goal into action. Sri Lanka has a significant waste issue, and the transition from a linear to a circular economy requires a joint effort by stakeholders from all sectors.

What is INSEE doing?

INSEE Ecocycle, a pioneer in professional waste management in the country, partnered with Unilever Sri Lanka in opening a state-of-the-art resource recovery center. This project aims to promote a circular economy.

One of the project's key initiatives is to help reduce Unilever's use of virgin plastics by 50% by 2025. Note that the INSEE Ecocycle facility is used by other Fast Moving Consumer Goods (FMCG) brands also.

With an end-to-end solution that allows for systematic collection of FMCG and post-consumer waste, the facility aims to handle 2,400 metric tons (MT) of recoverable waste material per annum.

The INSEE Ecocycle project currently processes cardboard and paper, glass, plastics, metals, organic and food waste, soaps and detergents, Tetra Paks, eWaste, and nonrecyclable materials. The project's primary goal is to increase resource efficiency and promote resource recovery-based waste management solutions in Sri Lanka. It also serves as the basis for developing a network of recycling/upcycling partnerships across the country.







The project's primary goal is to increase resource efficiency and promote resource recovery-based waste management solutions in Sri Lanka.

What is the impact now and in the future?

In 2021, INSEE Ecocycle Lanka was recognized at the Best Sustainability Project Awards 2020, organized by the Ceylon Chamber of Commerce.

In terms of current and future environmental benefits, waste reduction prevents waste residue throughout the country and reduces the amount of waste in landfills. This frees up land for other uses, reduces toxins that can find their way into soil and groundwater, prevents valuable funds from being spent on ecologically regressive technologies, and contributes to reducing national greenhouse gas (GHG) emissions.





Gerard Irudayaraj
Unilever Sri Lanka
Supply Chain Director

'At Unilever, we are driven by our purpose of making sustainable living commonplace. This includes our efforts to protect the health of the planet by means of reducing our environmental footprint. Therefore, we are proud of our long-standing partnership with INSEE Ecocycle, which has propelled us forward in our journey towards collecting and processing more plastic packaging than we sell—a goal we set out to achieve by 2025 to help make Sri Lanka a cleaner and greener nation.'

See Beyond
Biodiversity
& Water

See Beyond
Biodiversity
& Water

See Beyond
Biodiversity
& Water





Biodiversity is essential for ensuring minimal impacts of our quarrying and mining activities on the planetary ecosystem. As the planet is very scarce on clean, palatable, drinkable water, we must play our part in preserving as much water as possible, especially the water usage in manufacturing our products.

Our 2030 Ambition

- Generate a net-positive effect on biodiversity and water preservation
- Develop nature-climate or nature-based solutions
- Reduce our specific water consumption by > 20%
- Increase our surface water usage to > 40%

Our Strategy

- Avoid, minimize, rehabilitate, and offset impacts of quarrying, guided and challenged by the partnership with the IUCN
- Explore nature-based or nature-climate solutions
- Increase equipment cooling efficiency with the aim of reducing cooling water needs
- Efficiently track and eliminate water losses
- Develop surface water collection, to achieve > 40% contribution by 2030

Our SDG Contributions

SDG 6.4

By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

SDG 14

Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.

SDG 15

Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Biodiversity & Water

Project 1

The Phu My
Nature
Reserve

The Phu My
Nature
Reserve

The Phu My
Nature
Reserve

The Phu My
Nature

The number of Sarus cranes at Phu My Nature Reserve has increased since the start of the INSEE Phu My Nature Reserve project, with more than 200 cranes in the dry season returning to Kien Giang, Vietnam.



Project
The Phu My
Nature Reserve

Key Goal
Conserve biodiversity
and have net-positive
impact

Location
Vietnam

What does it entail?

Located in the southwest of the Mekong Delta, Phu My is one of the few remaining natural *Lepironia* grasslands in Vietnam. Phu My is the most important roosting and feeding habitat for the Eastern Sarus crane, the tallest flying bird globally. It has suffered significant encroachment by rice and shrimp farmers in recent decades, who were a threat to the natural habitat of these birds. The Phu My Nature Reserve was established under the Department of Natural Resources and Environment (DONRE) management in 2016 and has been managed by Giang Thanh People Committees since 2017.

What is INSEE doing?

Ecosystem conservation and generating a net-positive impact on biodiversity are indispensable parts of INSEE's long-term sustainable goals. In 2018, SCCC, the parent company of INSEE Vietnam, signed a three-year regional agreement with the IUCN to implement biodiversity-related activities to protect the high conservation value of karst⁽¹⁾ in its plants in Cambodia, Sri Lanka, Thailand, and Vietnam—the regional agreement was renewed in December 2021 for another three years. In June 2021, INSEE Vietnam signed another three-year agreement with the IUCN to work together to achieve a biodiversity net-positive impact by 2030 through biodiversity offsets outside our Hon Chong plant as well as by biodiversity conservation measures inside and adjacent to our plant.

(1) Karst is an irregular limestone region with sinkholes, underground streams, and caverns.

The collaboration agreement included helping to preserve the Lepironia grasslands as a habitat for the Sarus cranes, which were previously endangered by rice and shrimp farming.

INSEE's involvement provided education for the community, teaching them how to harvest the Lepironia grass to create woven products such as baskets. This provided an alternative income source for the locals, and subsequently put an end to the detrimental rice and shrimp farming in the area.

What is the impact now and in the future?

Proposed activities in the Phu My Nature Reserve include implementing an offset plan to build a protected ring dyke around the grassland to prevent further shrimp farming encroachment and conserve and restore the grasslands. INSEE Vietnam is also working with local stakeholders to preserve, monitor, and maintain the wetland biodiversity. Regular surveys of the Sarus crane population and its habitat are conducted too.





**INSEE Vietnam is
also working with
local stakeholders
to preserve, monitor,
and maintain the
wetland biodiversity.**





The Phu My Nature Reserve project provides an income stream to the locals. Through the harvest of the 'Lepironia' grass, the Khmer ethnic minority can produce woven goods made in Kien Giang, Vietnam.



Dr. Dindo Campilan
IUCN Regional Director
for Asia and Hub Director
for Oceania

'We are pleased about the continuation of our the partnership with INSEE. It will help to protect high conservation value of karst in and around its plants. We will continue to assess the status of the company's Biodiversity Action Plan and make recommendations to achieve a net-positive impact on biodiversity by 2030.'

Occupational
Health &
Safety

See Beyond
Occupational
Health &
Safety

See Beyond
Occupational
Health &





The health and safety of all employees, contractors, and the communities within which INSEE operates are of utmost importance. This constitutes the foundation of all our other pillars and our sustainability efforts.

Our OH&S strategy involves holding all leaders (from frontline to senior leadership) fully accountable for the safety and wellbeing of all employees and contractors in their charge, including all visitors. Key performance indicators (KPIs) for health and safety are embedded in employees incentives to reinforce best-practice behavior.

Along with tracking and benchmarking against external OH&S best practices, this strategy is supplemented by capability building, training, and certification of qualified employees where applicable. Peer-to-peer auditing within the Group supports learning across the company and the consistent implementation of quality OH&S systems and processes.

Our 2030 Ambition

- Protect the health of all employees, contractors, and the communities within which INSEE operates
- Reduce our targets for our Lost Time Injury Rate by at least 10% every year until we achieve zero harm
- Zero-harm fatalities and permanent disabilities across the INSEE businesses

Our SDG Contribution

SDG 3

Ensure healthy lives and promote wellbeing for all at all ages.

Our Strategy

- Audit world-class OH&S procedures across all INSEE's businesses
- Apply practices that go beyond what is legally required
- Hold all leaders and managers accountable for all aspects of OH&S
- Use visible and effective leadership and supervision of all employees and contractors
- Provide regular health and wellbeing checks to ensure the fitness and welfare of all employees and contractors

Occupational Health & Safety Project 1

Our COVID-19 Relief Response

Our
COVID-19
Relief
Response

Our
COVID-19
Relief

A new health and safety routine during the peak of the COVID-19 pandemic: INSEE employees checking the announcement board for their regular scheduled antigen test appointments at Saraburi plant in Thailand.



Project	Key Goal	Location
Our COVID-19 Relief Response	Assure zero harm to all employees and visitors on all our premises, facilities, and on-the-road in service of the company	Group-wide


What does it entail?

The COVID-19 pandemic has impacted the lives of every person on the planet, increasing pressure on the Group in safeguarding the health of our employees. Even before the pandemic hit, INSEE prioritized our team's health with top-class medical facilities at our plants and set up various initiatives targeting physical and mental health awareness.

What is INSEE doing?

Adhering to local public health guidelines and going beyond best-practice health advice, INSEE accessed official supply channels to vaccinate all of our employees as early as possible. This helped lower the level of anxiety and concern among our people as they adjusted to the 'new normal'.

Vaccinations supplement active interventions, including social distancing, mask-wearing, hand hygiene, and structured internal testing with rapid antigen test kits. These interventions were implemented quickly across all of INSEE's plants in all the countries where we operate. A 'work from anywhere' (WFA) setup was promptly put in place for our sales and corporate offices.



Two of our
commitments are
'Working As A Team'
and 'Doing What
Is Right'. During the
COVID-19 crisis, we
once again put those
words into action.



See Beyond Occupational Health & Safety

What is the impact now and in the future?

WFA has changed the way we interact and sparked a newfound dynamism and agility in communicating and working together. But WFA is not without its challenges. Co-worker interactivity, or lack thereof, can negatively impact mental wellbeing. INSEE invested in various interventions using qualified external coaches to work with our employees on addressing their feelings of isolation and the pressures of working from a home environment.

We also carried out extensive measures to support members of our communities, our customers, and our third-party contractors and service providers. From the supply of masks and oximeters to supporting access to vaccines where possible, INSEE has never been more involved in actively supporting the health and wellbeing of our local communities.

Two of our commitments are 'Working As A Team' and 'Doing What Is Right'. During the COVID-19 crisis, we once again put those words into action.

Occupational Health & Safety Project 2

Wellbeing Program

Wellbeing
Program

Wellbeing
Program

Wellbeing
Program

Wellbeing
Program

Wellbeing

A group of INSEE employees practising meditation and focused breathing as part of the Employee Wellbeing Program at the INSEE Vietnam's Head Office, Ho Chi Minh City, Vietnam.



Project
Wellbeing Program

Key Goal
Have a positive impact
on essential aspects of
employees' lives

Locations
Thailand & Vietnam

What does it entail?

Workplace stress can take a toll on the physical and mental wellbeing of people in normal circumstances. During COVID-19, workplace stress intensified, confirming INSEE's belief that a holistic approach to occupational health and safety extends beyond workplace health to include physical and mental health dimensions.

What is INSEE doing?

INSEE's wellbeing program focuses on nurturing employees' physical health, mental health, and workplace safety. Healthcare activities in 2021 included workshops on physical fitness that addressed issues such as neck, shoulder, and back pain, as well as nutrition. Other activities included the provision of periodic health checks and gym memberships and issuing health-related challenges to empower employees to take ownership of their health.

During the pandemic, mental health was addressed with workshops and sharing sessions on work-life balance and stress management. In addition to these, mindfulness yoga programs were introduced on a trial basis. These programs included 21 days of daily yoga from 5:30 am to 7:00 am, which aimed to improve employees' physical and mental health within a holistic framework.

Workplace health was focused on, with COVID-19 measures as detailed in previous sections and workshops on how to be safe when returning to work in the 'new normal'.

In Thailand, supervisors were trained in workshops run by mental health professionals from Chulalongkorn University's Faculty of Psychology to help address the stress and anxiety of their team members. They were trained in mental first-aid and, in the event that more serious help was required, were also taught to refer staff to the INSEE Sook Jai Hotline, providing confidential consultation with a psychiatrist.



What is the impact now and in the future?

The results from the 21-day trial yoga program were impressive. Over half of the participants reported improved sleep quality and better spinal, neck, and shoulder mobility improvements. More than 40% reported improved digestion. The most significant impact of the trial was on stress, anxiety, and depression; over 60% of participants reported an improvement in their mental health.

At the end of this successful trial, INSEE Vietnam officially launched a one-year wellbeing program for all its employees. By the end of 2021, a total of 115 people had registered. Learnings from this first wellbeing program will help us set up a long-term system for improving the wellbeing of all INSEE's employees at an even larger scale.

Community &
Stakeholder
Engagement

See Beyond
Community &
Stakeholder
Engagement

See Beyond
Community &
Stakeholder





The focus of INSEE's community engagement activities is quality education. This is fundamental to building sustainable societies and is a crucial component in creating skilled workforces and better economic opportunities for people within the communities in which we work.

Our 2030 Ambition

- Proactively engage with all our communities and stakeholders
- Focus on quality education, be it as Enterprise-based Vocational Education learning or mason training — a fundamental need in the region
- Building capabilities in climate and energy, the circular economy, biodiversity, water conservation, and occupational health and safety

Our Strategy

- Involve our employees, suppliers, and customers in reaching the Sustainability Ambition 2030
- Ensure all sites have a community and stakeholder engagement plan
- Assess the impact of the Sustainability Ambition 2030 and our community and stakeholder engagement activities

Our SDG Contributions

SDG 4

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

SDG 4.7

By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

Community &
Stakeholder
Engagement
Project 1

Educational Development Programs

Educational
Development
Programs

Educational
Development
Programs

Educational
Development

A kindergarten child at the INSEE sponsored Green School
located in a remote border area near Chiang Rai, Thailand.



Project
Educational
Development
Programs

Key Goal
Creating career
opportunities

Location
Group-wide

What does it entail?

Education is foundational for the development of a sustainable society. Education empowers people to create better futures for themselves and their communities, and it is crucial in all countries in which INSEE operates.

What is INSEE doing?

The Group has been implementing education and people development programs for many years — from primary education, technical and vocational training, and higher education to supporting children and communities.

In Thailand, the INSEE Green School partnership with the Royal Thai Police is in its 12th year of building and renovating Border Patrol Police schools.

With continued honorary support from Her Royal Highness Princess Maha Chakri Sirindhorn, the company recently built the Poon INSEE 50th Year Border Patrol Police School in Bann Huay Krasaen, Chanuman District, Amnat Charoen province, the 32nd school built under the project.





Simple life lessons and skills such as poultry farming aim to equip school children with sufficient and sustainable ways of living in the community. This is part of the INSEE sponsored Green School Project in Chiang Rai, Thailand.



**INSEE is committed
to supporting the
communities that
support us.**

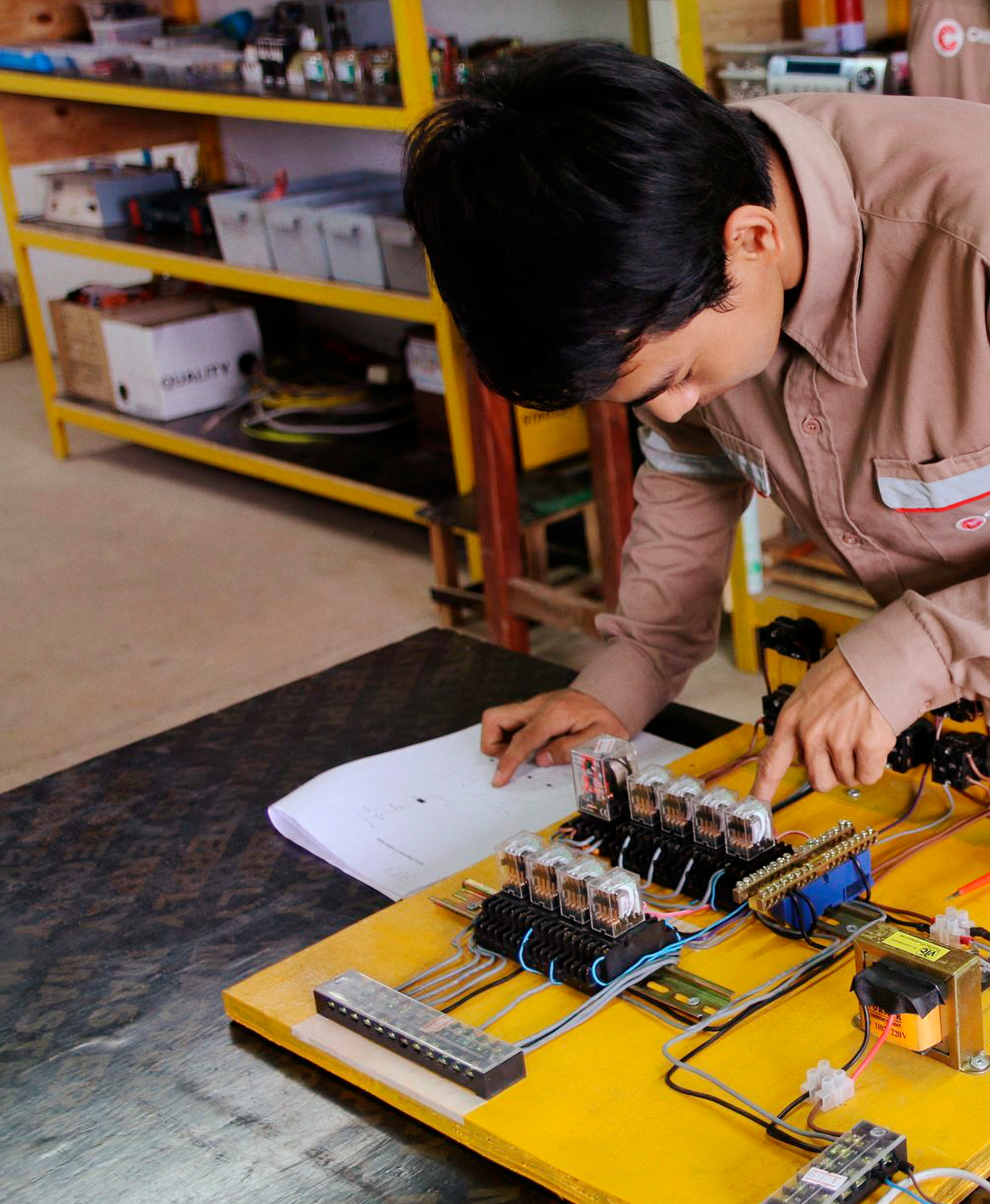
Development for masons or unskilled workers is also part of our community engagement strategy. Our programs equip them with both theoretical and practical knowledge of masonry skills and the use of various construction materials, such as cement, lightweight concrete, and INSEE Conwood wood replacement products.

INSEE is committed to supporting the communities that support us. INSEE Vietnam and our joint venture in Cambodia has invested, for the long term, in setting up and running our own fully equipped, in-house Enterprise-Based Vocational Education (EVE) learning programs for apprentice technicians in mechanical and electrical maintenance and quality control in the process of cement production. Based on a Swiss apprentice training philosophy, this initiative utilizes our cement plants to offer comprehensive practical and on-the-job learning.

Apprentices gain nationally accredited tertiary diplomas, as well as credits towards university entrance. This qualifies them for employment within INSEE and elsewhere, and provides them with pathways to tertiary education.

What is the impact now and in the future?

INSEE's various educational programs have benefited over 50,000 students and local masons so far. They promote and create career opportunities and increase salaries and wages for workers within low-income communities.





A student of INSEE's in-house Enterprise-Based Vocational Education (EVE) program at the Chip Mong INSEE JV's cement plant at Touk Meas, Cambodia.



Thailand

INSEE Aggregates
INSEE Cement
INSEE Concrete
INSEE Conwood
INSEE Digital
INSEE Ecocycle
INSEE Mortar
INSEE Superblock

Bangladesh

INSEE Cement

Sri Lanka

INSEE Cement
INSEE Concrete
INSEE Ecocycle

Vietnam

INSEE Cement
INSEE Ecocycle

Cambodia

INSEE Cement
INSEE Ecocycle

Indonesia

INSEE Conwood

INSEE in Asia

INSEE Aggregates

High-Performance Consistency

INSEE Cement

Hour-on-Hour Supply Certainty

INSEE Concrete

Customer Confidence Every Day

INSEE Conwood

Sustainable Design Innovation

INSEE Digital

Enhanced Services & Processes

INSEE Ecocycle

Environmental Services & Solutions

INSEE Mortar

For the Finest Workmanship

INSEE Superblock

Lightweight Building Solutions







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