

Security and Resilience Policy

June 15 2023

This policy defines the Holcim Ltd (“Holcim”) risk based Security and Resilience Governance (SRG) to ensure the protection of our People, Environment, Assets and Reputation¹ from intentional criminal activity, malicious acts and unwanted events.

This Policy applies to all companies controlled by Holcim², their projects throughout the entire lifecycle, employees, business travellers and third party services / contractors.

This policy sets the minimum mandatory requirements for the SRG. Where the requirements of local legislation differ, Holcim will seek to follow the higher standard wherever possible.

The SRG is designed to minimise Holcim security and resilience risks exposure and continuously improve Holcim’s performance.

Each employee and contractor have an active role in the protection of Holcim.

Our Commitments

1	Holcim ExCo is accountable, and the Group Security and Resilience function is responsible for the Security and Resilience Governance (SRG).
2	Each Holcim country CEO ³ is accountable for the execution and performance of Holcim SRG.
3	Each Holcim country CEO is accountable for appointing qualified and continuously trained security and business resilience representative(s) responsible for the execution of Holcim SRG.
4	The risk based SRG assures the protection of Holcim. It follows the ALARP ⁴ approach and focuses on preventative measures, mitigation controls and agile response at the location of the risk.
5	Holcim is a lethal weapon / firearm free environment. Exceptions to this rule are formally managed and controlled through the SRG.
6	Holcim follows and promotes applicable human rights standards, regulations and legislation. ⁵
7	All security suppliers are managed in accordance with SRG, Compliance and Procurement governance.
8	All security incidents are formally reported and managed based on their impact.
9	The SRG implementation is managed by key performance indicators at country, region and group level.
10	Conformance with this policy is assured through the SRG Audit, Assurance & Performance programme.

¹ Holcim, when responding to an unwanted event, prioritizes: 1. People for which we have a duty of care and the communities in which we operate, 2. Holcim’s Environment, 3. Holcim’s Assets (including physical assets and physical information) and operations, 4. Holcim’s Reputation. Cyber/ IT Security is governed separately.

² Companies controlled by Holcim: Holcim Group implements the Holcim Compliance Programme in full. Refer to Compliance governance.

³ The CEO of an Holcim entity based on a country geographical definition, but also referring to:

- the Executive of an Holcim defined geographical cluster or area,
- the Senior Executive (Holcim ExCo) of an Holcim defined scope based on products (e.g. Solutions & Products),
- When there is no CCEO appointed: the most senior member of the local entity(ies).

⁴ As Low As is Reasonably Possible.

⁵ When interacting with private security providers and public forces, all Holcim operations align with the Holcim Security Services with Integrity Directive, the International Code of Conduct for Private Security Service Providers, the Voluntary Principles on Security and Human Rights, or any other recognized international best practices on security and human rights.

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Document Control			
Approved by	Holcim CEO and Holcim General Counsel		
Related Policy, Directives and MCS	Security & Resilience Management System, People Security Directive, SSI, TOC, BR, Code of business conduct, Code of business conduct for suppliers, Group travel & event Policy, HR Policy, Human Rights & Social Policy, Procurement, Compliance, Minimum Control Standards #07 & #9.		
Version control			
Version Number	Date Issued	Author	Update information
Initial version	June 2019	GS&R	
Update 1	November 27 2020 with immediate effect	GS&R	• Clarifying weapons free environment, • Defining and promoting the PEAR methodology.
Update 2	June 15 2023, with immediate effect	GS&R	• More robust and detailed reference of human rights.