

Policy

Security and Resilience

November 27 2020

This policy defines the Holcim risk-based Security and Resilience Management System (SRMS) to ensure the protection of our People, Environment, Assets and Reputation (PEAR)¹ from intentional criminal activity, malicious acts and unwanted events.

This policy applies to the Holcim Group including employees, business travelers, contractors, managed operations, JV with controlling interest, group companies/subsidiaries and projects throughout their entire lifecycle.

This policy sets the minimum mandatory requirements for the SRMS' governance: risk assessment, implementation, maintenance, assurance and measurement of performance. Where the requirements of local legislation are more stringent, the local legislation must be complied with.

The SRMS is designed to minimise Holcim security and resilience risks, optimise related labour costs and spend and continuously improve the Group's performance. Each employee and contractor has an active role in the protection of our PEAR.

Our Commitments

1. Holcim Group ExCo is accountable and the Group Security and Resilience function is responsible for the Security and Resilience Management System (SRMS).
2. Each Holcim country CEO is accountable for the performance of their SRMS.
3. Each Holcim country CEO is accountable for appointing qualified and trained security and business resilience representative(s) responsible for the execution of their SRMS.
4. The risk-based SRMS assures the protection of our PEAR. It follows the ALARP² approach and focuses on both preventative measures and agile response protocols at the point of impact.
5. Holcim Group is a lethal weapon / firearm free environment³. Exceptions to this rule are formally managed and controlled through the SRMS.

¹ PEAR is the acronym of Holcim's Security & Resilience priorities responding to an unwanted event. Whatever the event, must prioritise:

1. People and the communities in which we operate,
2. Environment (i.e. the operational ecosystem, as well as the natural and ecological local environment)
3. Assets (including physical assets and physical information) and operations (including industrial operations and functional operations)
4. Reputation.

Cyber/ IT is governed separately

² As Low As is Reasonably Possible.

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6. When engaging security services, Holcim Group follows and promotes applicable human rights standards, regulations and legislation.
7. All security incidents are formally reported, investigated and lessons learnt implemented.
8. All security suppliers are managed in line with the SRMS as well as with compliance and procurement governance.
9. The SRMS is monitored and reviewed by key performance indicators at country, region and group level.
10. Conformance with this policy is monitored and verified through a Group wide security and resilience assurance program.

Related Policy or Directive(s)	Minimum Control Standard #07 & #9 Security & Resilience Management System
Sponsor / Owner	Group Security & Resilience
Date of Version / Effect Reasons to change	Initial version: June 2019 Update 1: November, 27th, 2020 / Immediate effect; - Clarifying weapons free environment, - Defining and promoting the PEAR methodology.
Targeted Scope of Activities	Ensure the protection of Holcim People, Environment, Assets and Reputation (PEAR) from intentional criminal activity, malicious acts and unwanted events.
Applicability	The Policy is applicable to Holcim Ltd and its consolidated Group companies ("Holcim Group"). In associated companies or joint ventures where Holcim does not exercise equity or management control, the Holcim representative will encourage its adoption or similar rules are applied.

³ A lethal weapon is an item that can inflict mortal or great bodily harm.