

Diversity & Inclusion

Additional diversity indicators - 2024

April 2025

Introduction

Holcim is an equal opportunity employer and does not discriminate on grounds of, including but not limited to: age, gender, race, national, indigenous or ethnic origin, language, religion, political or other beliefs, sexual orientation or physical ability.

Every year we collect comprehensive information from our operating units in our Human Resources questionnaire. The information gathered is used to inform our sustainability disclosures in our Integrated Annual Report, as well as various ESG rating processes, such as MSCI, S&P, and Sustainalytics.

The information collected in the questionnaire includes (amongst others) data on headcount by management band, gender, age, contract type and job function. It also gathers information on training conducted (by gender, topic and management level), performance management, staff turnover and retention, recruitment and labor relations. It additionally collects a number of diversity related indicators such as average salaries (by gender and management level), number of employees with a disability and maternity and paternity leave related data.

In 2024, data were gathered from more than 60 Group entities representing 99% of the total Group workforce and include majority owned entities and managed assets. The information included in this document reflects data gathered that are not currently reported in our Sustainability Performance Report.

Diversity by function

We gathered information on diversity by function and management level in the annual Human Resources questionnaire. We reported on diversity by management level in our 2024 Integrated Annual Report. In addition, we report diversity by function across the following categories:

- **Support functions** (*Finance / HR / Legal / Communications / Health and Safety / IT / Logistics*)
- **Commercial / revenue generating functions** (*Sales / Marketing / General Management*)
- **Engineering functions** (*Maintenance / Production*)
- **Other functions**

The overall percentage of women in these functions in 2024 is shown in the table below:

Function type	% female
Support functions	40%
Commercial / revenue generating functions	35%
Engineering functions	8%
Other functions	35%

Holcim has committed to increase the representation of females in management roles to at least 30% by 2030.

Disability

We gather data on the number of disabled people in the Group in our annual Human Resources questionnaire. Results are shown in the table below:

Region	% employees with a disability
Europe	1.6%
Asia, Middle East, Africa	0.7%
Latin America	0.6%
North America	2.0%
Corporate offices and trading	0.7%
Holcim Building Envelope	1.3%
Total Group	1.3%

Recruitment

In the Human Resources questionnaire we gather data on external recruitment by gender as well as open positions filled by internal candidates, by gender.

In 2024, 28.7% of open positions were filled by internal candidates. Of the positions filled by internal candidates, 22% were filled by women. Of the positions filled by external hires, 20% were women.

Employee Development and Support Programs

In the Human Resources questionnaire we gather data on employee recruitment, development and support programs. Holcim offers specific recruitment and/or development programs for different groups including women, minorities, disabled employees, aging employees, and young employees. At a global level, the pioneering online mentoring platform Career Catalyst creates opportunities for learning and mutual development across seniorities, functions, and locations. Similarly, Stronger Together offers a dedicated, women-only platform designed to encourage female employees to connect, share expertise, and insights, fostering empowerment and accelerating career growth. At a local level, 35 countries responded to the survey indicating they have recruiting and/or development programs specifically for women. These programs include both 3rd party and internally organized recruiting and training initiatives, such as Women on Wheels, leadership development programs, mentorship programs, and support groups like Lean In Circles — where women meet regularly and exchange knowledge, provide mutual support and actively pursue their goals in a self-organized and country-tailored manner. 9 countries have recruitment and/or development programs in place specifically for employees over the age of 50. 40 countries have recruitment and/or development programs in place specifically for young people. 48 countries have a policy or program for engaging employees with physical health well-being events/activities. 42 countries have a policy or program to support emotional/mental well-being for employees and provide assistance when needed. These programs spread awareness of mental health issues, help to remove stigma and bias, and provide practical ways to support people with mental health issues in order to create a supportive and compassionate environment. 36 countries offer an Employee Assistance Program (EAP) that assists employees with emotional or mental well-being.

Gender pay indicator

We gather information on gender pay in our annual Human Resources questionnaire.

In 2024, we performed our global assessment using a recognized calculation approach to determine the overall adjusted gender pay gap for Holcim. The equal pay gap (also called the adjusted pay gap) measures the difference in pay between females and males after accounting for factors that determine pay, such as job role, education, and experience, at the time of the last measurement available. The overall gap is calculated based on a weighted average for each country based on their total headcount. We will monitor progress on a yearly basis with the aim to ensure equal pay for equal work and performance - not only between women and men, but also irrespective of ethnic origin, religion, ideology, sexual orientation or factors such as physical disability.

Holcim's overall adjusted gender pay gap for 2024 is at 3.14%.