Policy
Security

October 21, 2025

1. Introduction

Holcim establishes and maintains a Security Governance framework designed to safeguard our people and assets against security-related threats and malicious acts. Furthermore, it fosters a culture of proactive risk management, loss prevention and continuous improvement.

2. Scope

The Security Policy (hereinafter referred to as 'Policy') sets out the purpose, the commitments, the roles and responsibilities that define the Security Governance framework. The Policy applies to:

- Holcim, its subsidiaries and joint ventures under Holcim's control,
- all individuals engaged in Holcim operations, including employees, business travelers, third-party service providers or contractors, transporters, suppliers, and visitors.

Holcim applies good faith efforts to apply this Policy or similar standards in companies over which it does not have control.

Where applicable local law deviates from this Policy, it shall take precedence over this Policy to the extent that it contains mandatory rules that deviate from or surpass this Policy. Any related local adjustments of this Policy shall be aligned with Group Security and Resilience.

3. Purpose

Holcim's Security function aims to ensure security-related risks are effectively identified, assessed, and managed through a structured, risk-based approach. The Security Governance framework is designed to minimize Holcim's exposure to security risks and to drive continuous improvement in security performance.

The framework follows a lifecycle approach in which risks are identified and assessed, appropriate controls are defined and implemented, and lessons learned and training supports ongoing improvement. Implementation is monitored and managed through key performance indicators at country, regional, and group levels.

4. Commitments

1. To ensure the protection of Holcim's people and assets from criminal activity, malicious acts and adverse events, with a focus on preventive measures, mitigation controls, and agile response at the point of risk.
2. To proactively assess risk exposure and support the business in preventing and responding to security incidents.

3. To promote and uphold human rights standards, regulations, and legislation in all our security operations and when engaging private security providers and public security forces.
4. To generally prohibit lethal weapons on all our sites, with exceptions managed and controlled according to the law, rules, and regulations.
5. To establish and maintain a program to monitor risk exposure to potential collusion with terrorist organizations and/or transnational organized crime (TOC) groups across all countries in which we operate.
6. To safeguard the security of all employees undertaking Holcim international business travel.
7. To ensure all security incidents are reported, investigated, and managed in a consistent manner that reflects their impact and drives learning and continuous improvement.

5. Roles and Responsibilities

- Group Security and Resilience is responsible for defining and maintaining the Security Governance framework.
- The Country CEO is accountable for the implementation and performance of the Security Governance framework.
- The Country CEO is responsible for allocating appropriate resources, to enable effective implementation of the Security Governance framework.

Document Control	
Approved by	Holcim Group General Counsel and Chief Security and Resilience Officer
Related Policy, Directives and MCS	Security Directive, Security Services with Integrity Directive, Terrorism and Organized Crime Directive, Holcim Code of Ethics for Suppliers, Minimum Control Standards #07.
Version control	

Version Number	Date Issued	Author	Update information
Initial version	June, 2019	GS&R	
Update 1	November 27, 2020	GS&R	Clarifying weapons free environment. Defining and promoting the PEAR methodology.
Update 2	June 15, 2023	GS&R	More robust and detailed reference of human rights.
Update 3	October 15, 2025	GS&R	The Security Policy is the result of splitting the former Security and Resilience Policy into two separate documents, Security and Business Resilience Policies, each fully revised and reformulated.