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 travellers, 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 have 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 ALARP[2] 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 environment[3]. Exceptions to this rule are formally managed and controlled through the SRMS.
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 programme.

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

Document Control	
Approved by	Group Security & Resilience
Related Policy, Directives and MCS	Security & Resilience Management System Minimum Control Standard #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.