



REFLECT

# Reconciliation Action Plan

February 2022 - February 2023



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## **REFLECT Reconciliation Action Plan 2022 - 2023**

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## Message from Holcim CEO George Agriogiannis

Our progress towards reconciliation has been a rewarding journey, and one that continues.

This is our first Reconciliation Action Plan (RAP) and I am delighted to introduce it.

As an organisation we have been engaging with Traditional Owners for many years and including them in our operations as part of our social responsibility framework.

Our goal has always been to initiate and maintain long-term sustainable relationships with First Nation communities.

But we can do more and this RAP facilitates that.

We are proud of this plan and that it builds from our previous efforts.

The foundation from which we have worked - and will continue to work - is built on three words: respect, relationships and opportunities.

We will continue to consult and engage with Aboriginal and Torres Strait Islander peoples in a transparent way.

To promote an understanding of each other's aspirations and concerns. To support each other towards mutually beneficial outcomes.

We want First Nations communities to know that we recognise and respect their heritage, rights and the cultural significance of the land upon which we operate.

We also want to create new pathways for opportunities in our operations, either by employment or supplier contracts.

Thank you to everyone in our organisation who takes this plan and helps us achieve it. I look forward to seeing the results and rewarding relationships speak for themselves.

Sincerely  
**George Agriogiannis**  
CEO Holcim Australia and New Zealand



## Message from Reconciliation Australia CEO Karen Mundine

Reconciliation Australia welcomes Holcim to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Holcim joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

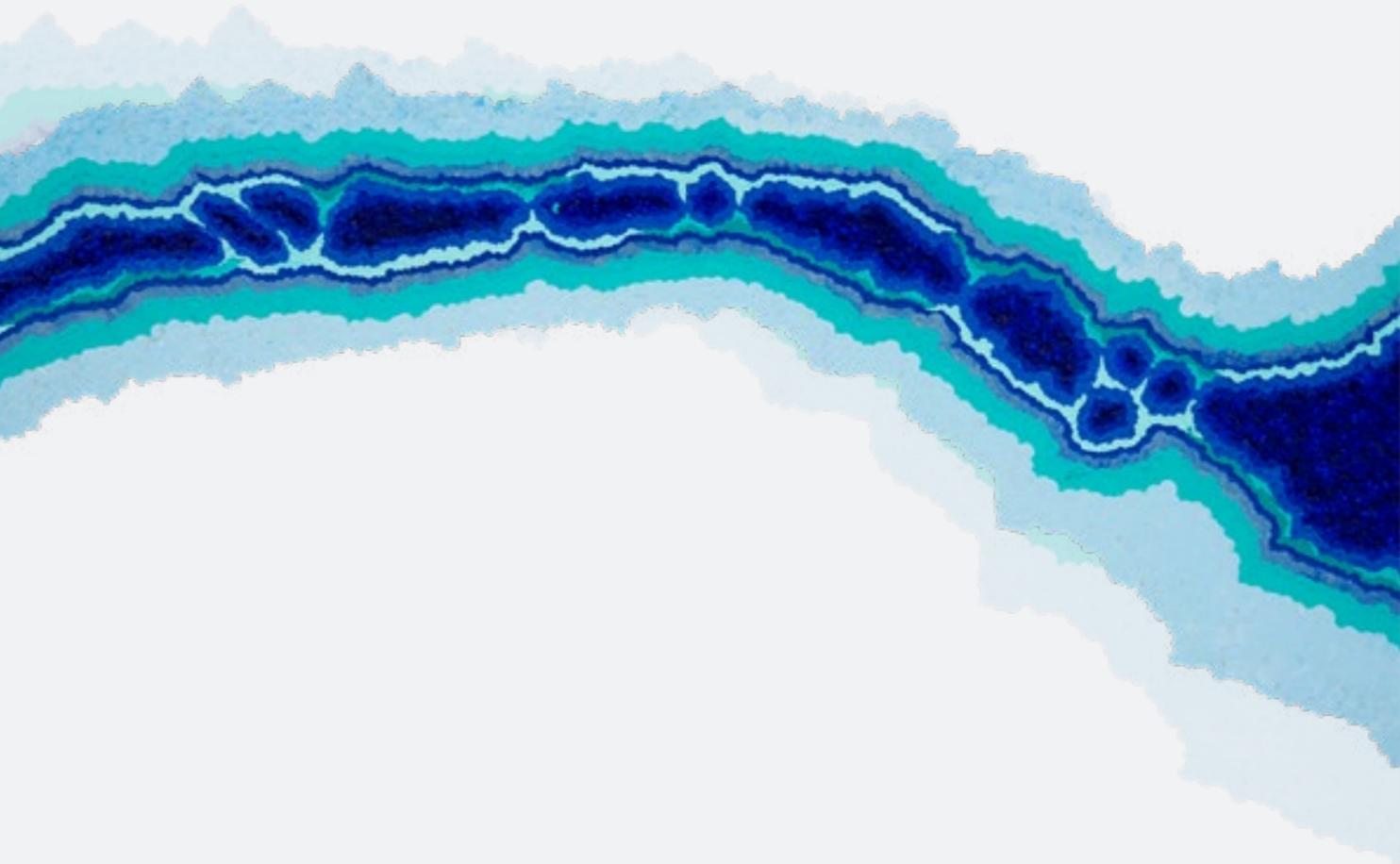
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Holcim to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Holcim, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Sincerely  
**Karen Mundine**  
CEO Reconciliation Australia



## Who we are

As the global leader in building solutions, Holcim Ltd is reinventing how the world builds to shape a greener, smarter world that works for all. A world that is low-carbon and circular for a net zero future, driven by innovation, to make more with less.

Our Australian Holcim operations include concrete batching plants, precast concrete manufacturing sites, quarries to extract sand, rock and gravel, and corporate offices. Holcim employs over 3,700 people directly and indirectly. We have been operating in Australia for over 100 years under various brand names including Humes

and ReadyMix. Our products and solutions bring projects to life in our cities, regions and communities.

Holcim has a commitment to sustainability and working with the communities in which we operate to create economic and social value.

We work with local communities to safeguard the natural and cultural landscapes that are impacted by our activities, undertaking community engagement programs and remediation of the land when the works have been completed.

## Where we operate

Holcim Ltd is the world's largest construction materials producer operating in over 70 countries and employing 70,000 people globally.

In Australia, Holcim operates across more than 200 sites in almost every state and territory. Our independent contractors transport concrete and building materials to and from our sites and to our customers in trucks and concrete agitators.

The land on which we operate spans Australia, including some of the most regional and remote areas supporting mining operations, renewable energy production and remote communities.

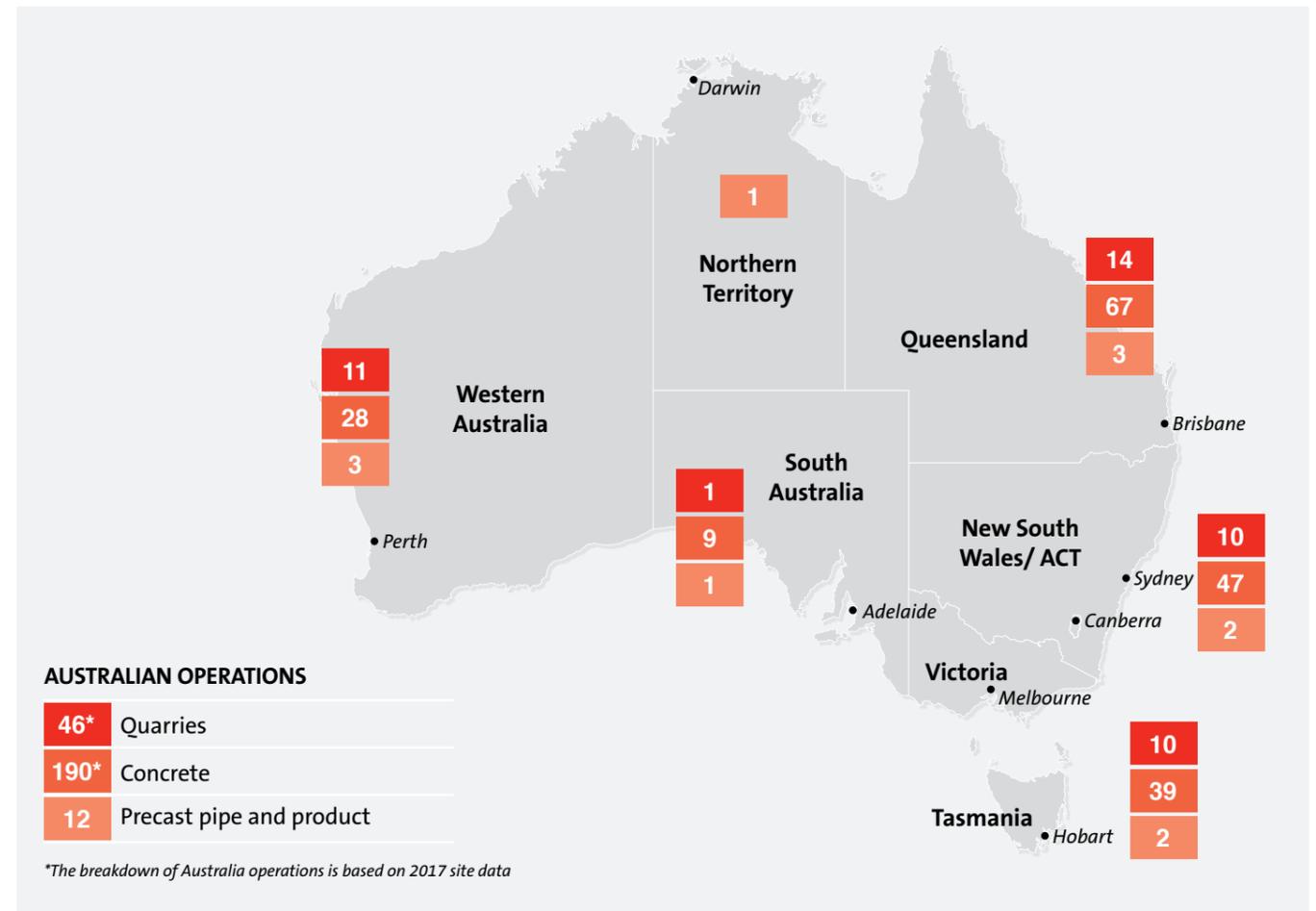
Holcim employs over 2,200 people directly, including 16 who identify as Aboriginal or

Torres Strait Islander people. We also have 1,500 contractors of which in 2020, 33 identified as being Aboriginal or Torres Strait Islander people.

Our customers range from small to large residential and commercial builders, and civil works contractors working for private and government entities.

We work with industry associations committed to building a sustainable future for Australia and are proud members of the Green Building Council of Australia (GBCA) and the Infrastructure Sustainability Council (ISC).

Our supply chain spans a multitude of sectors and our goods and services are mainly sourced in Australia.



## Our Reconciliation Vision

Our vision is a reconciled Australia that recognises and respects the histories, cultures and customs of Aboriginal and Torres Strait Islander peoples and provides opportunities to support social thriving and economic independence.

We want our partnerships with local communities to be genuine and mutually beneficial, enriched through an understanding of Aboriginal and Torres Strait Islander and non-Indigenous peoples, cultures, rights and experiences.

In our business operations and supply chains we want to create opportunities to work together with First Nations people and to ensure our workplaces are welcoming and respectful.

Our RAP will form part of our broader diversity and inclusion strategy to ensure our commitments are embedded in our organisation and our vision for reconciliation is brought to life.

## Our RAP

Holcim has developed this Reflect RAP to formalise our commitment to reconciliation and to build on the work that's already been done to establish and maintain sustainable and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples in the communities in which we operate.

In 2020 we established our RAP Working Group to prepare for the launch of our RAP objectives in 2022. Our members span the business and the country, including a representative from the First Nations community. The group's members offer a broad range of experience and influence which will help us develop and implement initiatives that aim to have a positive impact.

The RAP Working Group meets each month to discuss and progress our Reconciliation Action Plan.

Our Reflect RAP aims to deliver on the three pillars of reconciliation in a way that's true to our organization and that makes the most of the value that we can create.

|  |  |
|--|--|
| <b>Lisa Mackay-Sim</b> – RAP Champion, Chair         | Corporate Affairs and Brand Manager        |
| <b>Helen Jones</b> - RAP Champion, Executive Sponsor | EGM People, Culture and Communication      |
| <b>Brad Tallon</b> – Member                          | EGM IT, Technical and Engineering          |
| <b>Matt Shiners</b> – Member                         | General Manager VIC Concrete               |
| <b>Kathryn Burke</b> – Member                        | Head of Business Partnering                |
| <b>Cyril Giraud</b> – Member                         | Head of Sustainability                     |
| <b>Charlotte Lohan</b> – Member                      | IT Business Solutions Officer              |
| <b>Martin Halliday</b> – Member                      | Operations Manager (Aggregates) QLD        |
| <b>Riq Hassim</b> – Member                           | Pre-contracts Coordinator                  |
| <b>Rob Green</b> – Member                            | Procurement Specialist                     |
| <b>Paul Adams</b> – Member                           | National Sales and Marketing Manager Humes |
| <b>Katie Drysdale</b> – Member                       | Tenure and Land Access Specialist          |

### Respect

- Recognising and respecting Aboriginal and Torres Strait Islander peoples' cultures, rights and experiences.
- Acknowledging the significance of the connections of Aboriginal and Torres Strait Islander peoples to the land on which our business operates

### Relationships

- Working with local Aboriginal and Torres Strait Islander communities in planning, maintaining and closing our operations;
- Understanding and taking into account First Nations perceptions of the social and cultural heritage consequences of our activities;
- Supporting partnerships that have a positive impact on local Aboriginal and Torres Strait Islander communities.

### Opportunities

- Creating pathways for Aboriginal and Torres Strait Islander peoples to find employment within Holcim's business and operations;
- Creating a respectful and welcoming environment for Aboriginal and Torres Strait Islander peoples within our business and operations.
- Seeking opportunities for Aboriginal and Torres Strait Islander peoples to participate in Holcim's operations through procurement or partnership;



## Our RAP Journey

This is Holcim's first RAP, however our journey towards reconciliation has been progressing for many years.

In the early 2000s we recognised the need to improve engagement and inclusion of Aboriginal and Torres Strait Islander peoples in our operations as a key part of our business and community practices.

Our first formal commitment was in the development of a company-wide Indigenous Engagement Strategy, which was established in our Aggregates (quarrying) business.

While this was an early development phase, we had much success in rolling it out to progress positive outcomes. We built over 20 partnerships with various Aboriginal groups where we operate.

As a company that directly impacts the land through our operations we have created opportunities for local Aboriginal and Torres Strait Islander communities to be involved in safeguarding the cultural significance of the sites.

We have built partnerships to develop a greater understanding and respect for Aboriginal and Torres Strait Islander peoples, working with community leaders to develop protocols and open communication to enable meaningful and mutually beneficial engagement.

A community level example of this spirit of engagement was showcased in 2018. Holcim's Bunbury Concrete team engaged students from the Djidi Djidi Aboriginal School and First Nations artist, Troy Bennell, to paint a mural at the site. The community was welcomed for an 'open day' to enjoy the new mural and the children enjoyed a site tour of Holcim's local operation.

At significant events we have included a Welcome to Country as a way of respecting and involving the Traditional Custodians of the land on which our business operates, and we are including an Acknowledgement to Country in meetings and events more frequently.

In 2020 we made significant progress in achieving our \$10 million social procurement target through establishing partnerships with Supply Nation registered businesses. This included primary contracts for Holcim office supplies and safety equipment.



Also in 2020, Holcim completed its first contract of works with Aboriginal business partner Amaroo Mining and Civil (Amaroo MC). The partnership was formed in 2019 when Holcim's concrete business sought to secure mobile plant and fleet supply options to support a number of remote mobile projects in Western Australia. Holcim conducted a review of potential partners and appointed Amaroo MC, a Supply Nation Certified company.

We have facilitated educational camps and hosted site tours in 2020 and 2021 for First Nations young people through the "Follow the Dream" program with The Graham (Polly) Farmer Foundation. Our partnership helps to empower First Nations students to complete school and move into successful post-school pathways, including university, direct employment, apprenticeships, traineeships and technical training.

Through internal and external communications we share information and stories which raise awareness of First Nations cultures, histories and events. For example, Holcim has supported the Banner Project in Western Australia for seven years as part of National Reconciliation Week (NRW) activities. In June 2021,



2021 National Reconciliation Week

Holcim partnered again to enable four beautifully designed banners to be printed and displayed in key locations across Perth and the Mid-West region.

In June 2021, our team participated in the annual Walk for Reconciliation in Perth, to show solidarity as 'one Australia' with First Nations people on Mabo Day. Holcim amplified NRW activities through internal and external communication.

Holcim engaged Wiradjuri artist Nanii Davies in August 2021 to commission an artwork to help Holcim tell its reconciliation story and connection to Country. Nanii paints in both traditional and contemporary styles using bold colors to bring her storytelling to life.

The launch of this RAP will result in Holcim employees undertaking activities to improve outcomes for First Nations people in the Australian communities in which we operate.





2017 Footscray Wurundjeri Mural Painting



2018 Bunbury Mural Painting with Djidi Djidi Aboriginal School and Community Day

# 1. Relationships

| Action   | Deliverable  | Timeline             | Responsibility  |
|--|--|----------------------|---|
| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.                | Mar 2022             | National Sales & Marketing Manager, Humes                           |
|  | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Apr 2022             | National Sales & Marketing Manager, Humes                           |
| 2. Build relationships through celebrating National Reconciliation Week (NRW).   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.  | Apr 2022             | General Manager VIC Concrete  |
|  | RAP Working Group members to participate in an external NRW event.   | May/June (NRW), 2022 | General Manager VIC Concrete  |
|  | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.               | May/June (NRW), 2022 | General Manager VIC Concrete<br>Corporate Affairs and Brand Manager |
| 3. Promote reconciliation through our sphere of influence.   | Communicate our commitment to reconciliation to all staff.   | Feb 2022             | Corporate Affairs and Brand Manager                                 |
|  | Communicate our commitment to reconciliation to external stakeholders and the general public.  | Feb 2022             | Corporate Affairs and Brand Manager                                 |
|  | Identify external stakeholders that our organisation can engage with on our reconciliation journey.  | June 2022            | IT Business Solutions Officer                                       |
|  | Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.                 | Feb 2022             | IT Business Solutions Officer                                       |

|  |   |          |                                       |
|--|---|----------|---------------------------------------|
| 4. Promote positive race relations through anti-discrimination strategies. | Research best practice and policies in areas of race relations and anti-discrimination.                               | Sep 2022 | EGM People, Culture and Communication |
|  | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | Sep 2022 | EGM People, Culture and Communication |



## 2. Respect

| Action   | Deliverable   | Timeline  | Responsibility   |
|--|---|-----------|--|
| 5. Show respect through donations and sponsorships relevant to First Nations communities   | Promote reconciliation with First Nations communities through partnerships and donations. Raise awareness of culture and show respect for First Nations cultures.                       | June 2022 | Tenure and Land Access Specialist                          |
|  | Research and recommend a national First Nations partnership   | Mar 2022  | Head of HR Business Partnering                             |
| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | Feb 2022  | Operations Manager Aggregates QLD                          |
|  | Conduct a review of cultural learning needs within our organisation.  | Mar 2022  | Operations Manager Aggregates QLD                          |
|  | Develop and implement a Cultural Awareness Training Package.  | Apr 2022  | Operations Manager Aggregates QLD                          |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.   | Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.  | Apr 2022  | Executive General Manager<br>IT, Technical and Engineering |
|  | Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                          | May 2022  | EGM IT, Technical and Engineering                          |

|   |   |          |                               |
|---|---|----------|-------------------------------|
| 8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. | Jul 2022 | IT Business Solutions Officer |
|   | Introduce our staff to NAIDOC Week by promoting external events in our local area.        | Jul 2022 | IT Business Solutions Officer |
|   | RAP Working Group to participate in an external NAIDOC Week event.                        | Jul 2022 | IT Business Solutions Officer |



### 3. Opportunities

| Action   | Deliverable   | Timeline | Responsibility                        |
|--|---|----------|---------------------------------------|
| 10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.   | Jun 2022 | EGM People, Culture and Communication |
|  | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.   | Jun 2022 | EGM People, Culture and Communication |
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                  | Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.  | Jun 2022 | Procurement Specialist                |
|  | Continue Supply Nation membership.  | Sep 2022 | Corporate Affairs and Brand Manager   |
|  | Develop and implement a target contract value and embed in Procurement KPIs   | Feb 2022 | Procurement Specialist                |
|  | Investigate membership and acceptance of Indigenous business members of Indigenous Chambers of Commerce associations (eg Kinaway VIC, Noonga Chamber of Commerce & Industry, SEQ ICC, NSW ICC | Apr 2022 | Corporate Affairs and Brand Manager   |
|  | Investigate and map potential Aboriginal and Torres Strait Islander supply chain partners for remote/ mobile projects   | Apr 2022 | Pre-contracts Coordinator             |

### 4. Governance

| Action   | Deliverable  | Timeline | Responsibility                      |
|--|--|----------|-------------------------------------|
| 13. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.  | Review RWG membership to govern RAP implementation.  | Feb 2022 | Corporate Affairs and Brand Manager |
|  | Reconfirm Aboriginal and Torres Strait Islander representation on the RWG.                       | Feb 2022 | Corporate Affairs and Brand Manager |
|  | Review Terms of Reference for the RWG.   | Feb 2022 | Corporate Affairs and Brand Manager |
| 14. Provide appropriate support for effective implementation of RAP commitments.   | Engage senior leaders in the delivery of RAP commitments.  | Mar 2022 | Corporate Affairs and Brand Manager |
|  | Define appropriate systems and capability to track, measure and report on RAP commitments.       | Mar 2022 | Corporate Affairs and Brand Manager |
|  | Define resource needs for RAP implementation.  | Apr 2022 | Corporate Affairs and Brand Manager |
| 15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | Sep 2022 | Corporate Affairs and Brand Manager |
| 16. Continue our reconciliation journey by developing our next RAP.  | Register via Reconciliation Australia's website to begin developing our next RAP.                | Jan 2023 | Corporate Affairs and Brand Manager |

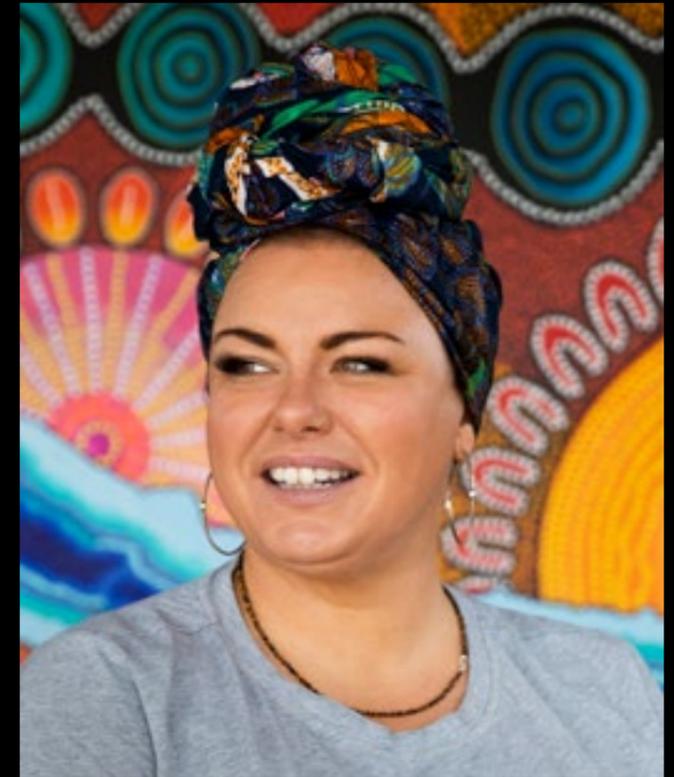


## About the art “The Story of the Land”

This artwork was created by Nanii Davies in collaboration with Holcim ANZ. The following is written by the artist to explain in her voice, the symbolism, stories and inspiration within this painting.

The Story of the Land is a visual narrative showing Holcim’s reconciliation journey, their commitment to their employees and Australian communities, Holcim’s environmental preservation and sustainability initiatives and how this journey connects with our traditional lands, animals and First Nation people. As with most Aboriginal

paintings, The Story of the Land depicts the landscape from a birds-eye view. Traditionally, Aboriginal paintings were more than just a beautiful piece of artwork. The birds-eye view gave the artist an opportunity to communicate where good hunting grounds were, water sources could be found, the locations of campsites and many more helpful pieces of information. This is where symbolism becomes important. Traditional symbols for animals, food, sacred sites and people (to name a few) are placed at geographically accurate places on our artworks; a beautiful piece of artwork that doubles as a map (and vice versa).



## About the artist Nanii Davis

Wiradjuri artist Nanii Davies was commissioned to help Holcim tell its reconciliation story and connection to the land. Nanii paints in both traditional and contemporary styles using bold colors to bring Holcim’s story to life. Nanii lives on Darug Country in Sydney, Australia.



The **red and orange earth background** acknowledges and pays respect to all of the traditional lands which Holcim operates on throughout Australia. Looking closely at the artwork, there are clear boundaries which differentiate each Country. From afar, the Countries blend together creating a carpet of ‘One Mob’.



*Seven focus points: People, Openness, Inclusion, Integrity, Sustainability, Customers and Results*

To guide their Australian workforce, Holcim places a strong emphasis on People, Openness, Inclusion, Integrity, Sustainability, Customers and Results.

These **seven focus points** are represented by traditional (turquoise circular) ‘meeting’ symbols placed along the top of the artwork. The meeting symbol is relevant here because each of these focus points requires the collaboration of people meeting and working towards a common goal. Encasing each meeting-point is a constant stream of white dotted linework. This linework symbolises Holcim’s overarching theme of Health and Safety in all that they do. It is a reminder that above all, the health and safety of people is priority.

Globally, **Holcim has five values**; Partners, Passionate, Pioneers, Positive and Performance-driven. These five values are represented by organic (pink) oval shapes which embody gum leaves and gumnuts. Gumtree symbolism was chosen to represent these values because each value relates to an individual’s personal growth. Gumtree leaves are traditionally used in Aboriginal culture during our smoking ceremonies. We cleanse our physical and spiritual being using the smoke. The gumtree symbolism within these values incorporates Holcim’s overarching theme of Health and Safety; only in a traditional holistic sense.

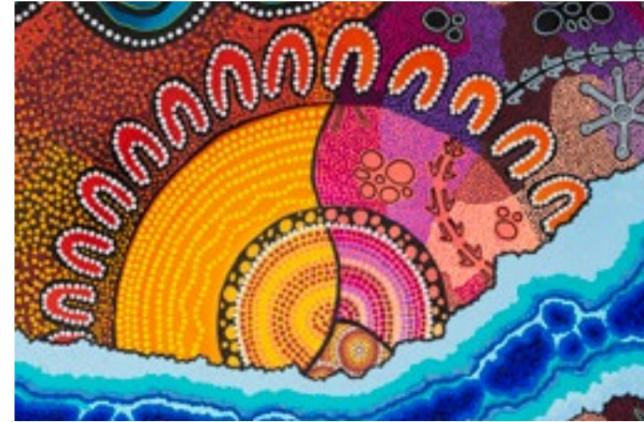
The **white dotted wave patterns** are symbolic of the smoke that is created during the smoking ceremony.



*Holcim five values: Partners, Passionate, Pioneers, Positive and Performance-driven*



*White dotted wave patterns*



The **large round campfire-gathering** positioned on the right of the artwork is a symbolic representation of the Holcim family connecting, collaborating and meeting towards the same goals.



The **individual n-shapes** are a traditional Aboriginal symbol used to depict people (sitting cross-legged from a birds-eye view). In this artwork, the people symbolise Holcim’s employees. All are facing inwards; representing comradery, family and coming together as one. Working together from various parts of Australia, all for the same outcome.



The **yellow/orange section** shows the individual footsteps of Holcim’s employees. Challenges met with solutions, veering outside of the norm to achieve goals and a sense of accomplishment when the job is done well.

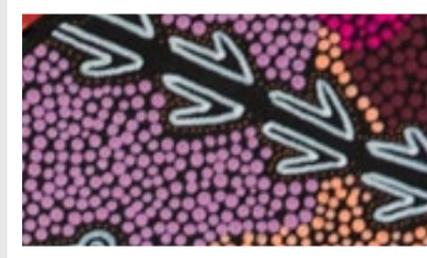


The **varying dotted colours** within the inner circle are symbolic of Holcim’s embracement of diversity and inclusion amongst their team.

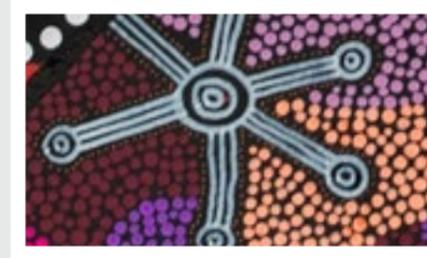


The **brown earthy section** pays homage to all of the completed and future projects that Holcim’s products enable development of. These circular designs represent the completed schools, hospitals, homes, roads, railroads and commercial buildings that support Australian communities to thrive and grow.

The **pink/purple section** represents Holcim’s connection to Australia’s flora and fauna. This section includes the traditional Aboriginal symbols for the kangaroo, ants nest and animal eggs. The background colours of this section are symbolic of thriving plants, flowers and trees. This section speaks directly to Holcim’s ‘Greener, Smarter and For All’ global values which directly protect our environment in many positive ways.



*Kangaroo*



*Ants nest*



*Eggs*



*Large round campfire-gathering (Left of artwork)*

The **large round campfire-gathering** positioned on the left of the artwork is a symbolic representation of the communities which Holcim's products and reconciliation efforts help to thrive and grow.

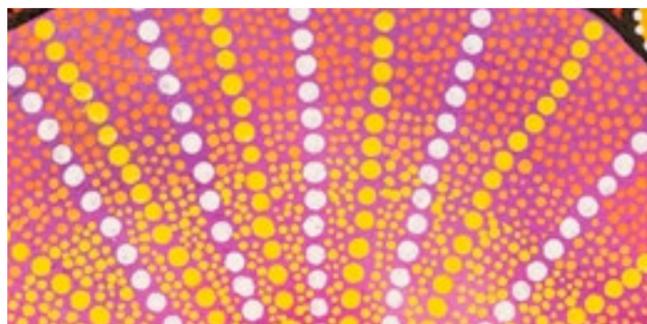
The **yellow/orange oval shapes** are a traditional Aboriginal symbol used to depict the yandi dish (aka coolamon); which is a vessel (made from bark or wood) that we use to carry babies, food and other things as needed.

Within each yandi dish, the white dotted linework represents the many different Holcim products that are used to build infrastructure around the country.

The **pink, yellow and white dotwork** is symbolic of all of the individual people that Holcim has empowered and enriched within Australia's communities. Children, adults and future generations to come are symbolised by radiating patterns that show a brighter, thriving future.



*Yellow/orange oval shapes*



*Pink, yellow and white dotwork*



Water became the essence of this artwork's narrative. Water is life, diversity; and reconciliation adds to life. Individually we are just one drop in the ocean, but together we can create change that sustains throughout generations. Together, we are a powerful force. Water is life, livelihood, the environment, the future.

*“Looking closely at the artwork, there are clear boundaries which differentiate each Country. From afar, the Countries blend together creating a carpet of ‘One Mob’.”*



**Enquiries:**

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