

Diversity and Inclusion Policy

Holcim Australia and New Zealand

1. Scope

This Policy applies to all permanent, fixed term and casual employees at Holcim.

This Policy does not form part of the contract of employment for employees and does not impose legally binding obligations on Holcim, other than to ensure compliance with legislative requirements. This Policy may be varied at any time at Holcim's sole discretion.

2. Policy statement

"At Holcim, we're leading the way to shape a world that works for all. To achieve this, we bring diverse perspectives together and ensure equal opportunities for people from all backgrounds in our organisation. We promote gender equality and foster a fair workplace where all can be safe and thrive. This is essential to building a sustainable and innovative business for the future".

Jan Jenisch, CEO Holcim

This Policy confirms Holcim's commitment to fostering diverse and inclusive workplaces where our people feel respected, valued and are encouraged to bring their authentic self to work.

Holcim provides a safe environment to speak up, providing opportunities for our people to share their diverse perspectives and ideas. Our people have equal access to employment and development opportunities based on ability, performance and potential.

Holcim understands the value of promoting and supporting an increasingly diverse workforce, creating a culture that empowers problem solvers, creative thinkers and innovators, delivering the best outcomes for our customers and our business.

At Holcim, our people are treated fairly at work, demonstrating the behaviours of trust, respect, fairness and collaboration in everything we do.

2.1. Our strategic priorities

Through Holcim's four strategic priorities outlined in the Diversity and Inclusion (D&I) Strategy, we aim to promote improved diversity outcomes, foster an inclusive workplace culture, enabling Holcim to attract and retain the best people. The four strategic priorities are:

- **Inclusive leadership** - Buy-in and commitment from Leaders on D&I investment, sustainable change and ownership to drive and support a diverse and inclusive culture.
- **Talent Management** - Attract, retain and develop diverse talent through technology, media and communication channels, referrals, industry and other associations, education partnerships and sponsorship programs.
- **Education** - Create momentum to embed D&I policies and practices that connects and supports our D&I Initiatives, KPIs, targets and their outcomes with our business objectives and measures of success.
- **Communications & Engagement** - Build accountability for D&I outcomes by enhancing leadership capabilities, leveraging Employee Reference Groups (ERGs) and D&I committees, champions and role models.

Detailed action plans and targets have been developed for each of the four strategic priorities to ensure we can measure our progress against our commitments.

3. Roles and responsibilities

ExCo	ExCo are responsible for establishing diversity and inclusion strategic priorities that are measurable, endorsing initiatives that support Holcim in creating a diverse and inclusive culture, as well as role modelling inclusive leadership practices.
Leaders	Leaders are responsible for ensuring their leadership practices and behaviour are consistent with the principles set out in this Policy and supportive of a diverse and inclusive workplace.
Employees	Employees are responsible for ensuring their behaviour is consistent with the principles set out in this Policy and supportive of a diverse and inclusive workplace.

Diversity Committee	The Diversity Committee is responsible for supporting the implementation of the Diversity and Inclusion Strategy that supports Holcim in creating a diverse and inclusive culture.
People and Culture	The People and Culture team are responsible for implementing initiatives that support the implementation of the Diversity and Inclusion Strategy, and providing ongoing advice and support to leaders and employees on the application of this policy.

4. Definitions

Holcim	Holcim Australia and New Zealand
Diversity	Diversity is understanding that each individual is unique and recognising our individual differences. Diversity encompasses diversity of demographics, diversity of thought and diversity of approach.
Inclusion	Inclusion is valuing and celebrating differences. Inclusion exists where everyone feels respected, valued and safe to contribute.
D&I	Diversity and Inclusion
ERG	Employee Reference Group

5. Governance

Supporting procedures	Grievance Resolution Procedure Disciplinary Management Procedure Working From Home Arrangements
Supporting policies	Code of Business Conduct Leave Parental Leave & Arrangements (HANZ) Recruitment and Selection Workplace Behaviour Policy

Related legislation	<p>Australia</p> <p>Age Discrimination Act 2004 Disability Discrimination Act 1992 Fair Work Act 2009 Human Rights and Equal Opportunity Commission Act 1986 Racial Discrimination Act 1975 Sex Discrimination Act 1984 Work Health and Safety Act 2011</p> <p><i>(Note: In addition to the above Australian Federal legislation, various State and Territory Acts may also relate to this Policy.)</i></p> <p>New Zealand</p> <p>Human Rights Act 1993 Employment Relations Act 2000</p>
Document type	Country Policy
Policy owner	Executive General Manager People, Culture and Communications
Approved by	Executive General Manager People, Culture and Communications
Effective date	1 January 2022
Next review date	July 2023

If printed, this is an uncontrolled document. To ensure that you are looking at the current version of this document, refer to the Policy Landscape on the People Hub.