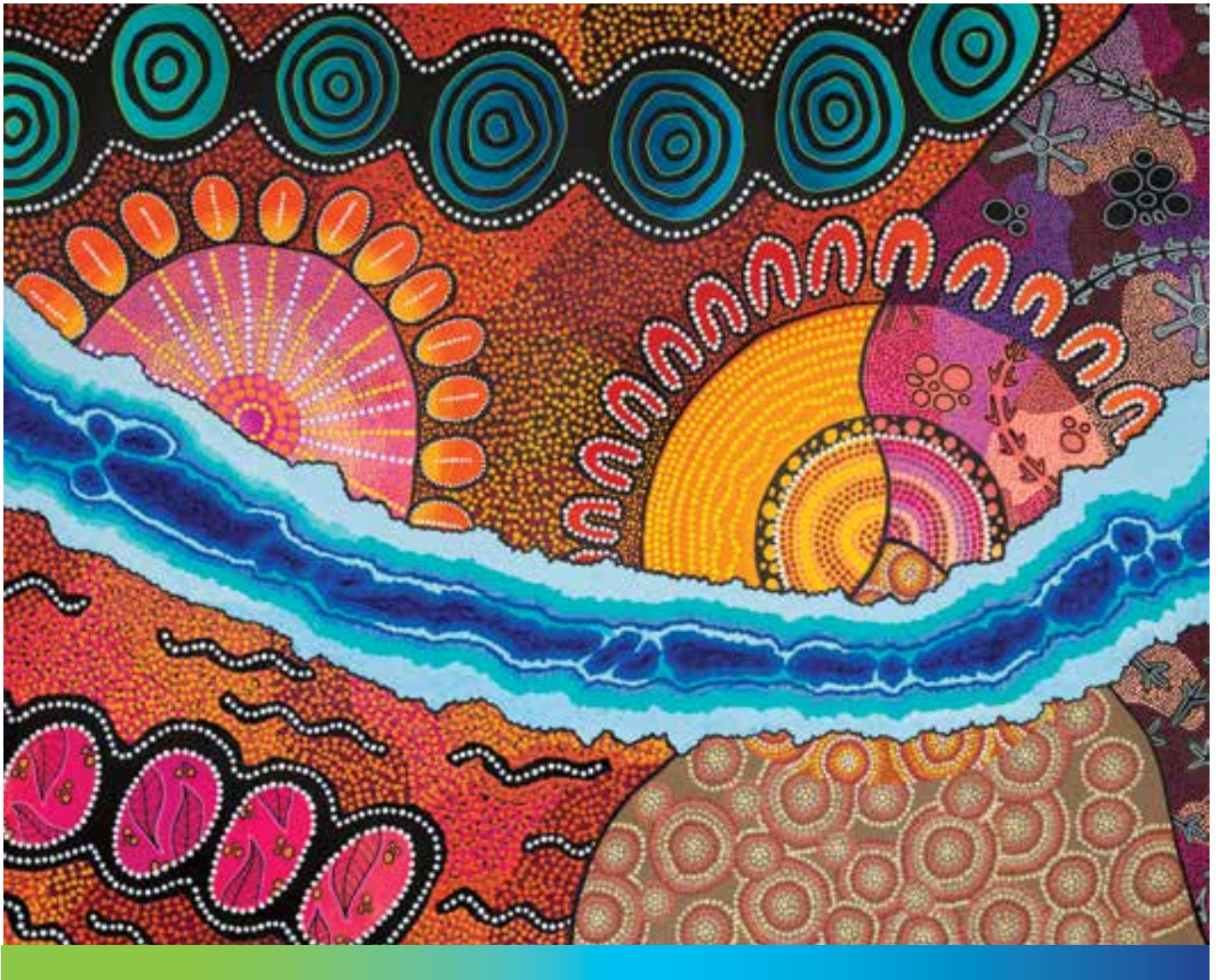


INNOVATE RECONCILIATION ACTION PLAN



HOLCIM AUSTRALIA
JULY, 2025 – JULY, 2027





Starting top left: Indigenous Australians performing a dance ritual, Smoke ceremony, Nani painting the Holcim RAP artwork, Holcim concrete trucks, 'Reconciliation takes action' shirt.



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MESSAGE FROM HOLCIM CEO

GEORGE AGRIOGIANNIS

Since launching our first Reconciliation Action Plan (RAP) in 2022, our journey toward reconciliation has grown stronger, more informed, and more deliberate. Our Reflect RAP helped us listen, learn, and better understand how to engage meaningfully with Aboriginal and Torres Strait Islander peoples.

It also revealed what's possible when we work in genuine partnership. We experienced the value of inclusive planning, cultural learning, and community connection across our sites and teams. Equally important, it showed us where we can, and must, do more.

Our Innovate RAP marks the next chapter. It focuses on strengthening relationships, engaging our people more deeply in reconciliation, and taking practical, measurable steps to empower Aboriginal and Torres Strait Islander communities. This means embedding reconciliation into our systems, setting clear goals, and holding ourselves accountable for the outcomes.

This work is fundamental to our identity and how we operate. As a business, a partner, and as individuals, we share a responsibility to help create a more inclusive and respectful Australia. I'm proud of the dedication shown across Holcim and grateful to everyone who has helped bring our values to life.

I look forward to continuing this journey together—building on the progress we've made and turning our shared commitment into lasting action.

George Agriogiannis
Chief Executive Officer
Holcim Australia and New Zealand



MESSAGE FROM RECONCILIATION AUSTRALIA CEO

KAREN MUNDINE

Reconciliation Australia commends Holcim on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Holcim to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across

its sphere of influence, Holcim will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Holcim is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Holcim's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Holcim on your Innovate RAP and I look forward to following your ongoing reconciliation journey

**Karen Mundine
Chief Executive Officer
Reconciliation Australia**

OUR VISION FOR RECONCILIATION



Indigenous Australians
performing a smoke ceremony.

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 achieve this through the Holcim spirit - Purpose, People and Performance. A key element of Purpose is sustainability and upholding human rights; empowering people, communities and all partners in our

supply chain. Our Aboriginal and Torres Strait Islander people are recognised as talent that is nurtured.

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 Aboriginal and Torres Strait Islander peoples and to ensure our workplaces are welcoming and respectful. Our Innovate 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 BUSINESS

Holcim is the global leader in building solutions and 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 operations include concrete batching plants, precast concrete manufacturing sites, quarries to extract sand, rock and gravel, and corporate offices.

Holcim Australia employs over 3,700 people directly and indirectly through permanent contractors including 43 who identify as Aboriginal and/or Torres Strait Islander people. Our proud history began in Australia in 1901, operating under various brands including Readymix and Humes. Our products and solutions bring projects to life in our cities, regions and communities.

Holcim Ltd is the world's largest construction materials producer employing 65,000 people globally. In Australia, Holcim operates across more than 200 sites in New South Wales, Northern Territory, Victoria, Queensland, South Australia and Western Australia. 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 regional and some of the most remote areas supporting mining operations, renewable energy production and remote communities. We support remote communities through community engagement activities which includes donation of materials, products and money, direct employment and indirect employment (contractors and suppliers).

Our sphere of influence includes industry associations such as Cement Concrete & Aggregates Australia (CCAA) and Institute of Quarrying Australia (IQA), Traditional Owners of the lands we operate on, customers, local communities, employees, Supply Nation Certified Suppliers, Suppliers, Logistics Fleet Contractors and Regulators.

Holcim has seven offices across Western Australia, Northern Territory, South Australia, Queensland, New South Wales, and Victoria.



Holcim concrete truck.

OUR RAP

Holcim has developed this Innovate RAP to formalise our commitment to reconciliation and build on the progress already made in establishing and maintaining sustainable, mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples in the communities where we operate.

Holcim's CEO will launch the endorsed Reconciliation Action Plan, and the Executive General Manager for People and Culture is the Sponsor of the RAP Working Group and activities.



Holcim's RAP Working Group consists of:

Helen Jones

Executive General Manager People & Culture - Victoria

Sam Russell

General Manager Western Australia Aggregates & Concrete

Zac Carter

Field Sales Manager - Victoria

Matt Shinnars

General Manager Victoria Concrete - Victoria

Mohit Kohli

Procurement Business Partner - New South Wales

Cyril Giraud

Head of Planning, Environment and Sustainability - New South Wales

Danny Tognala

Logistics Supervisor - Western Australia

Arneka De Vries

People & Culture Manager - New South Wales

Dee Thorburn

Office Manager - Western Australia

Katie Drysdale

Tenure and Land Access Specialist - Western Australia

Darren Lawler

Plant Manager - Australian Capital Territory

Polly Lowing

Senior Legal Counsel - Queensland

Currently there are two Aboriginal and Torres Strait Islander people represented in our RAP Working Group.

In 2020 we established our RAP Working Group to prepare for the launch of our Reflect RAP in 2022. Our members span the business and the country, including a representative from First Nations communities. 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 was completed in 2023 and assisted us 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. During this process we learnt the importance of

having broad representation across our business, as each area brings a different insight. Procurement, Sales, People and Culture and Property teams were the most critical as they regularly interact with Aboriginal and Torres Strait Islander stakeholders and have developed the most insights into how to progress reconciliation. One of the most significant challenges was leveraging the large number of sites we have across the country - each site has a unique location and set of stakeholders. This means our RAP needs to have flexibility to cater for each site, and allow them to contribute to the actions. We also learnt that it is much more efficient to enable these actions centrally as responsibility is clear. Some KPIs developed at the start of the Reflect RAP were unclear, and had to be adjusted to ensure the responsible person understood clearly what was required.

Key changes and insights developed from the Reflect RAP include:

- **Actions need to demonstrate clear link to deliverables & RAP measurement**
- **Key performance indicators need to be clear at the outset**
- **There is a large opportunity to leverage scale and individual sites - local activity enabled centrally**
- **Training requirements need to cater for different user groups**
- **Aboriginal and Torres Strait Islander procurement grew strongly. This was due to Procurement changes which included measuring and reporting on Aboriginal and Torres Strait Islander spend, and sharing Aboriginal and Torres Strait Islander suppliers with purchasers.**
- **Attendance at events provided a learning opportunity for team members**

Holcim is committed to advancing progress for people, the planet, and the communities we serve. Sustainability sits at the heart of our strategy, guided by four key pillars: climate, circularity, nature, and people. We uphold human rights, prioritise health and safety, and work to empower communities and partners across our supply chain.

Strong relationships are fundamental to our success—they improve operational efficiency, expand our supplier network, strengthen customer partnerships, and enhance employee engagement. Above all, they help us maintain the trust and support of the communities where we operate.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2025	Field Sales Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025, July 2026, July 2027	Field Sales Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2026, 2027	Tenure & Access Land Specialist
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2026, 2027	Tenure & Access Land Specialist
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2026, 2027	Tenure & Access Land Specialist
	Organise at least one NRW event each year.	27 May- 3 June, 2026, 2027	Tenure & Access Land Specialist
	Register all our NRW events on Reconciliation Australia's NRW website	May, 2026, 2027	Tenure & Access Land Specialist
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2025, July 2026, July 2027	General Manager Vic Concrete
	Communicate our commitment to reconciliation publicly.	October 2025	General Manager Vic Concrete
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2026	General Manager Vic Concrete
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2026	General Manager Vic Concrete



Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	Senior Legal Counsel
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2025	Senior Legal Counsel
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2026	Senior Legal Counsel
	Educate senior leaders on the effects of racism.	July 2026	Senior Legal Counsel
5. Leverage Holcim's diverse, commercial opportunities and knowledge	Develop and implement an online webpage on the Holcim intranet where operational and administrative sites can share supply chain partnerships or opportunities with Indigenous First Nations organisations and individuals with all other Holcim operational sites.	October 2026	Office Manager
	Identify two champions per State across Holcim's operations and develop communication pathways for them to share their examples of best practise collaboration and knowledge sharing with Aboriginal and Torres Strait Islander groups	October 2026	Office Manager

At Holcim we are committed to respecting and promoting human rights, and to creating a positive social impact in the communities where we operate. A culture of respect creates value for our shareholders, community and supply chain. Respect facilitates our people achieving their full potential and making a positive difference. This improves employee engagement and business performance. Additionally, a culture of respect helps with our license to operate as we rely on Aboriginal and Torres Strait Islander peoples for input into cultural heritage plans.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	April 2026	General Manager Aggregates & Concrete - WA
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2026	General Manager Aggregates & Concrete - WA
	Develop, implement, and communicate a cultural learning strategy document for our staff.	May 2026	General Manager Aggregates & Concrete - WA
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	October, 2026,	General Manager Aggregates & Concrete - WA
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2026	Logistics Supervisor
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026	Logistics Supervisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	April 2026	Logistics Supervisor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June, 2026, 2027	Logistics Supervisor



Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July, 2026, 2027	Logistics Supervisor
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026,	Logistics Supervisor
	Promote and encourage participation in external NAIDOC events to all staff.	July, 2026, 2027	Logistics Supervisor



At Holcim, we recognise the importance of working in partnership with Aboriginal and Torres Strait Islander peoples to build opportunities that empower and strengthen communities. We are committed to upholding the highest human rights standards and fostering meaningful collaborations that respect and honour the rich cultural heritage of these communities. Through partnerships with Aboriginal and Torres Strait Islander communities, we are focused on addressing social challenges, while enhancing opportunities in areas such as housing, health, education, and skills development. This approach ensures we contribute to the growth and well-being of these communities, while supporting their aspirations for a sustainable future.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	P&C Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2027	P&C Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2027	P&C Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2026	P&C Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2027	P&C Manager



Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	January 2026	Procurement Business Partner
	Investigate Supply Nation membership.	July, 2026, 2027	Procurement Business Partner
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2026	Procurement Business Partner
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2026	Procurement Business Partner
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2026	Procurement Business Partner

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG. Invite an Aboriginal or Torres Strait Islander representative to come and speak to the RWG.	September 2026	General Manager Aggregates & Concrete - WA
	Establish and apply a Terms of Reference for the RWG.	December 2025	General Manager Aggregates & Concrete - WA
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2025, 2026, 2027	General Manager Aggregates & Concrete - WA
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2025	General Manager Aggregates & Concrete - WA
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2025	General Manager Aggregates & Concrete - WA
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2025	General Manager Aggregates & Concrete - WA
	Appoint and maintain an internal RAP Champion from senior management.	October 2025	General Manager Aggregates & Concrete - WA



Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, 2026, 2027	General Manager Aggregates & Concrete - WA
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, 2025, 2026	General Manager Aggregates & Concrete - WA
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2025, 2026	General Manager Aggregates & Concrete - WA
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2025, 2026, 2027	General Manager Aggregates & Concrete - WA
	Publicly report our RAP achievements, challenges and learnings, annually.	August, 2025, 2026, 2027	General Manager Aggregates & Concrete - WA
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	General Manager Aggregates & Concrete - WA
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	General Manager Aggregates & Concrete - WA
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	General Manager Aggregates & Concrete - WA

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.

A handwritten signature in black ink, reading 'Nanii Davis'.





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 embrace 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.

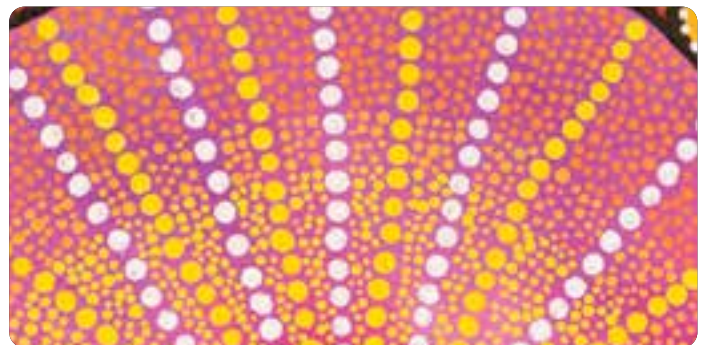
The **yellow/orange oval shapes** are a traditional Aboriginal symbol used to depict the yandi dish (aka coolamon); which is a vessel (made from bark or wood) that we use to carry babies, food and other things as needed.

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

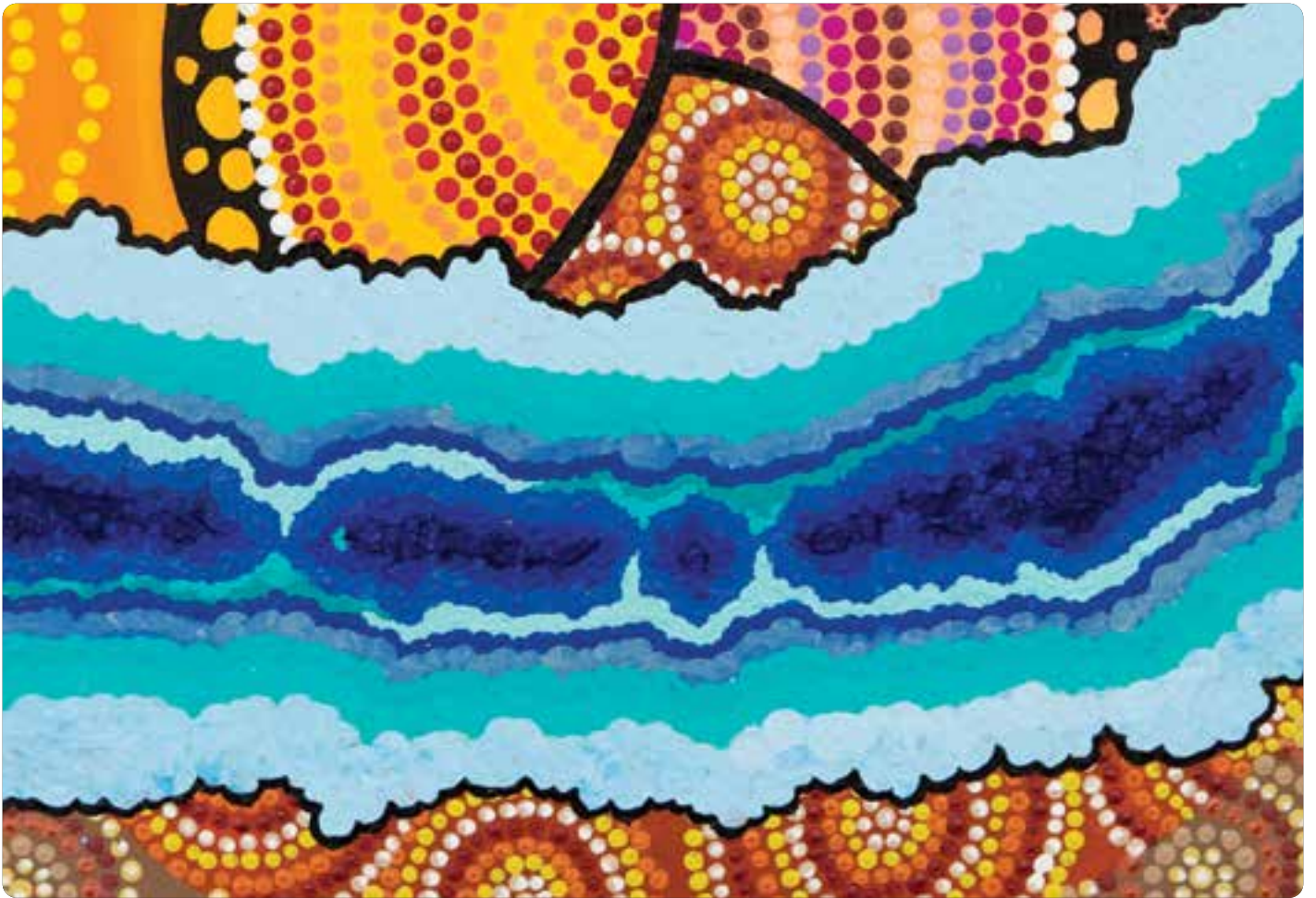
The **pink, yellow and white dotwork** is symbolic of all of the individual people that Holcim has empowered and enriched within Australia's communities. Children, adults and future generations to come are symbolised by radiating patterns that show a brighter, thriving future.



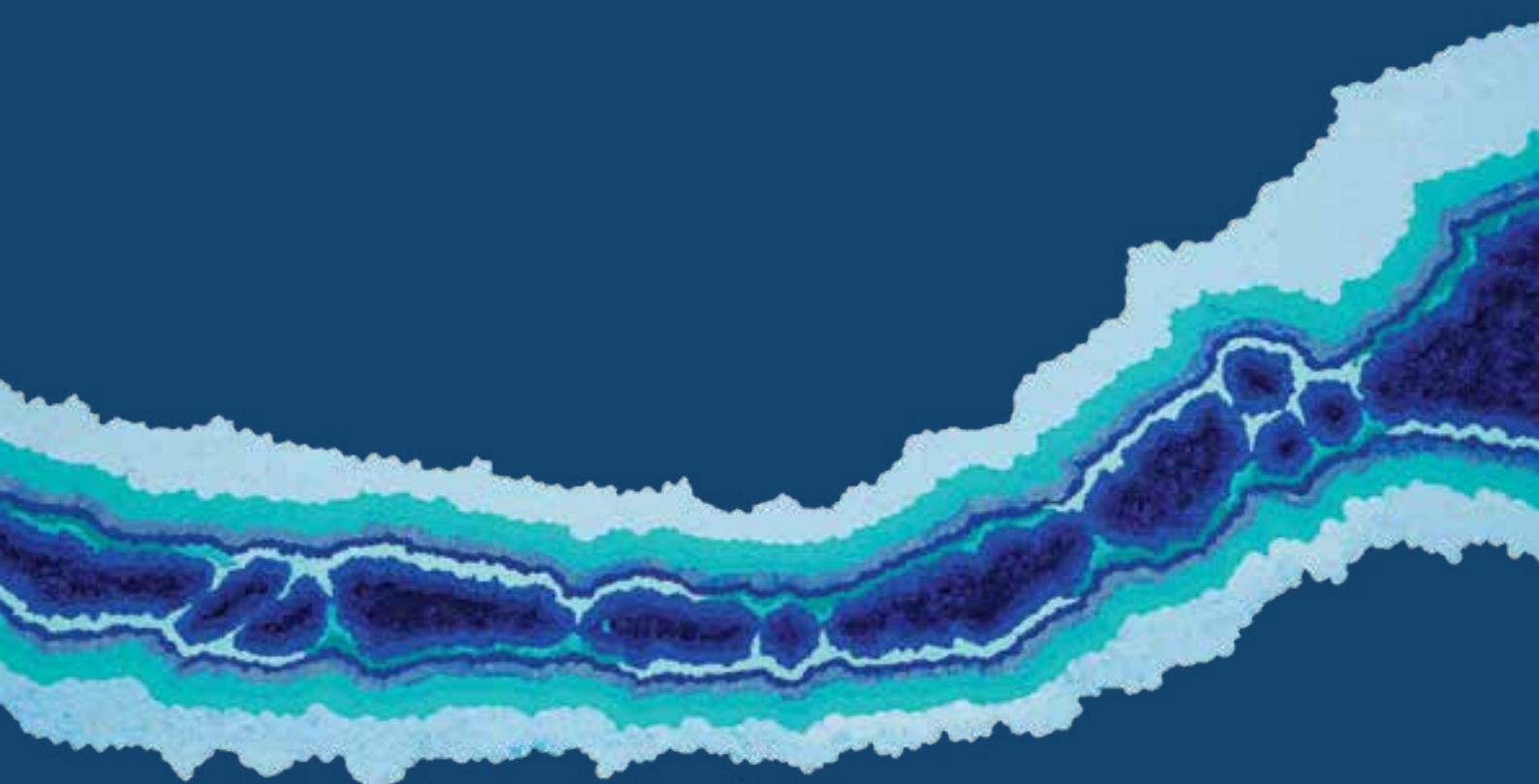
Yellow/orange oval shapes



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.



ENQUIRIES:

Name: Sam Russell

Position: General Manager Western Australia, Aggregates & Concrete

Phone: 13 11 88

