



MODERN SLAVERY STATEMENT

JUNE 2026



ABOUT THIS STATEMENT

This Modern Slavery Statement (“the Statement”) has been prepared in accordance with the Australian Modern Slavery Act 2018 (Cth) (the Act) and sets out the approach of Holcim (Australia) Pty Ltd (099 732 297) and its holding companies, Holcim (Australia) Holdings Pty Ltd and Holcim Participations (Australia) Pty Ltd (together referred to as Holcim), to identify and address modern slavery risks in its operations and supply chain for the financial year ending 31 December 2025.

In accordance with section 14 of the Act, this is a joint statement covering Holcim (Australia) Pty Ltd (ACN 099 732 297) and its holding companies Holcim (Australia) Holdings Pty Ltd (ACN 003 433 118) and Holcim Participations (Australia) Pty Ltd (ACN 122 401 405), subsidiaries Excel Concrete Pty Ltd (ACN 010 891 773) (deregistered April 2026), Holcim (Australia) Property Pty Ltd (ACN 106 469 363), and Vic Mix Concrete Pty Ltd (ACN 669 886 720).

The Statement is Holcim’s sixth modern slavery statement and covers the period 1 January 2025 to 31 December 2025.

The term “suppliers” includes suppliers of goods and services, and includes providers of labour hire.

Holcim’s registered office is Level 40, 100 Miller Street, North Sydney NSW 2060.

¹The term modern slavery is used to denote practises defined in the Modern Slavery Act 2018 (Cth) and includes eight types of serious exploitation, being: servitude, slavery, forced labour, forced marriage, the worst forms of child labour, debt bondage, deceptive recruiting for labour or services and trafficking.

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Acknowledgment

Holcim acknowledges the Traditional Owners and Custodians of Country. We pay our respects to the past, present and future Traditional Custodians and Elders of this nation, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

01

INTRODUCTION

As a proud member of the global Holcim Group, Holcim (Australia) Pty Ltd (Holcim Australia) is committed to pioneering innovative and sustainable building solutions that build progress for people and the planet.

With an extensive footprint across quarries, manufacturing, and concrete operations, our workforce of over 2900 people is the backbone of our success. With this scale comes a profound responsibility: to be a proactive force in the global effort to eliminate modern slavery and human trafficking.



We believe human rights are non-negotiable. Our commitment extends beyond our direct employees to every individual within our supply chain and contracting network. We envision a world where dignity, freedom, and equality are universal, regardless of role or geography.

Performance with Integrity is fundamental to making Holcim Australia the leading partner for sustainable construction. It builds trust, protects our reputation, and creates value for our people, customers, and all other stakeholders.

The Holcim Australia Code of Ethics describes how to perform with Integrity based on our key principles: **Compliance, Fairness, Care, Trust and Respect**. It also explains why these principles are important to us and what our commitments are.

This 2026 Modern Slavery Statement reaffirms our dedication to the Australian Modern Slavery Act 2018 (Cth) and our collective mission to preserve human dignity across all facets of our business.

GEORGE AGRIOGIANNIS
CEO Holcim (Australia) Pty Ltd

MODERN SLAVERY

The term modern slavery is used to describe situations where coercion, threats or deception are used to exploit victims and undermine or deprive victims of their freedom.

Practices that constitute modern slavery include eight types of serious exploitation:

1. trafficking in persons;
2. slavery;
3. servitude;
4. forced marriage;
5. forced labour;
6. debt bondage;
7. deceptive recruiting for labour or services; and
8. the worst forms of child labour.

It is a confronting reality that even in the present day, men, women and children all over the world remain victims of modern slavery.

According to the Walk Free Foundation's Global Slavery Index² (the Index) there are an estimated 49.6 million people living in modern slavery on any given day in 2021. Global Estimates reveal that the situation is worse than the last measure taken in 2016, due to "a backdrop of increasing conflict, environmental degradation, over a decade of global democratic decline, a global rollback of women's rights, and the economic and social impacts of the COVID-19 pandemic and responses to it."³. Supply chains account for approximately 27.6 million victims of forced labour.⁴

According to the Australian Federal Police (AFP), there were approximately 420 reports of human trafficking and/or forced marriage for the 2024-2025 financial year, an increase of 10 percent from 382 in the previous year⁵. Research indicates that only 1 in 5 modern slavery victims in Australia are detected.⁶

Factors that increase the risk of modern slavery include, but are not limited to:⁷

- Working in isolation - for example in remote locations, and at times when others aren't around;
- Employment where there is significant power imbalance;
- Isolation from family and friends;
- Limited qualifications, language skills and/or financial stress factors; and
- Living in Australia on a visa, with limited understanding of your visa conditions.

As a result, forced labour exploitation is prevalent in the construction and manufacturing industries, where businesses may unknowingly engage vulnerable workers through labour agencies, or procuring materials or industrial equipment through third party suppliers, high risk industries, countries, and businesses, inadvertently increasing the risk of becoming part of the value chain that relies on human exploitation.

This underscores the importance for Holcim Australia of our awareness and proactive engagement in the assessment and refinement of our internal measures and processes to combat the issue of modern slavery across our operations and supply chains.

²Walk Free Foundation Global Slavery Index 2023. ³Walk free Foundation Global Slavery Index 2023 - Global Estimates and key findings. ⁴Walk Free Foundation Global Slavery Index 2023 - Prevalence & Number. ⁵Australian Federal Police 'Reports of human trafficking nearly doubled over past five years', Media Release, 12 October 2025 9.29am. ⁶Australian Government, Modern Slavery in Australia, <https://www.modernslavery.gov.au/about-modern-slavery/modern-slavery-australia>. ⁷Australian Government, Modern Slavery in Australia, <https://www.modernslavery.gov.au/about-modern-slavery/modern-slavery-australia>.

02 ABOUT US

BUILDING PROGRESS FOR PEOPLE AND THE PLANET

Holcim Australia is part of the globally renowned Holcim Group, the leading partner for sustainable construction.

Through more than 250 quarries, ready-mix concrete plants and precast concrete manufacturing facilities, Holcim Australia provides materials and solutions including concrete, aggregates, road pavement materials, manufactured and natural sand, and precast concrete pipes and products.

Holcim Australia partners with customers on projects that range from small and local, to large, technically challenging infrastructure projects in the construction of homes, towns, and cities, in which we live and work.

THE HOLCIM GROUP

The Holcim Group, legally known as Holcim Limited (Holcim Ltd), headquartered in Zug, Switzerland, is a multinational company of which Holcim Australia is 100% owned by Holcim Ltd. Holcim Ltd is one of the world's largest construction materials producer and manufacturer, operating in over 43 markets worldwide and employing approximately 45,000 people (full-time equivalent) globally.

Our corporate values form part of who we are and how we aim to operate. They offer guidance when confronted with challenging situations, and the spirit with which we operate.

PURPOSE

Driven by a clear purpose to build progress, with sustainability innovation at the core to drive our NextGen Growth Strategy.

PEOPLE

Creating the best workplace for people, where talent is nurtured, employees are engaged and Health and Safety is top priority.

PERFORMANCE

Deeply embedded culture of performance and value creation for people, customers and shareholders.

“EVERYTHING WE ACCOMPLISH AT HOLCIM IS BECAUSE OF OUR COMMITMENT TO PURPOSE, PEOPLE AND PERFORMANCE. THIS IS OUR HOLCIM SPIRIT.”

MILJAN GUTOVIC



HOLCIM AUSTRALIA'S RELATED ENTITIES

Holcim Ltd operates in Australia directly through Holcim (Australia) Pty Ltd, as well as through its controlled wholly owned entities:

- Holcim (Australia) Property Ltd;
- Excel Concrete Pty Ltd (ACN 010 891 773) (deregistered April 2026)
- Vic Mix Concrete Pty Ltd,

(Holcim Australia Related Entities).

With reference to section 16(1) of this Act, we confirm that these entities operate in accordance with Holcim Australia's standards, process and controls. No separate consultation was required in relation to those entities when preparing this Modern Slavery Statement.

HOLCIM AUSTRALIA JOINT VENTURES AND OTHER CORPORATE ARRANGEMENTS IN AUSTRALIA

Holcim Australia has two holding companies for two of its interests, both interests are non controlling.

Holcim Australia's other non-controlling interests are:

- Cement Australia Partnership;
- Cement Australia Holdings Pty Ltd;
- Cement Australia Pty Ltd;
- Grantville Sand and Gravel Partnership;
- M&H Quarries Partnership;
- Penrith Lakes Development Corporation Ltd; and
- Metromix Pty Ltd,

which are not reported on in this Statement.

HOLCIM AUSTRALIA EXECUTIVE STRUCTURE

Our operations are such that the Chief Executive Committee Sponsor, or Executive Committee, review, endorse and approve the creation of policies, directives, and statements as and when required, as well as subsequent updates and changes to existing policies and directives, to ensure they remain consistent with current business and industry standards.

HOLCIM AUSTRALIA CORPORATE OFFICES

HEAD OFFICE

Sydney
Level 40, 100 Miller Street
North Sydney NSW 2060

STATE OFFICE - NSW

7-9 Irvine Place
Bella Vista NSW 2153

STATE OFFICE - QLD

Level 2,
339 Coronation Drive
Milton QLD 4064

STATE OFFICE - SA

1 Coglin Street
Brompton SA 5007

STATE OFFICE - VIC

Level 3,
290 Burwood Road
Hawthorn VIC 3122

STATE OFFICE - WA

Level 4,
233 Adelaide Terrace
Perth WA 6000

HOLCIM AUSTRALIA'S OPERATIONS

HOLCIM AUSTRALIA'S PRODUCT CATALOGUE

Holcim Australia proudly operates across the Australian continent supplying quality products for a diverse range of customers and applications, from concrete for residential homes, to pavement materials and concrete pipes for road construction, to on-site concrete batching for large mining and infrastructure projects.

CONCRETE

Formed from a mix of cement, aggregates, additives and water, ready-mix concrete is delivered in specially designed mixer trucks. Holcim Australia offers an extensive array of ready-mix products designed to achieve specific properties based on their application, transport and construction requirements, including mobile and on-site batching to service major projects.

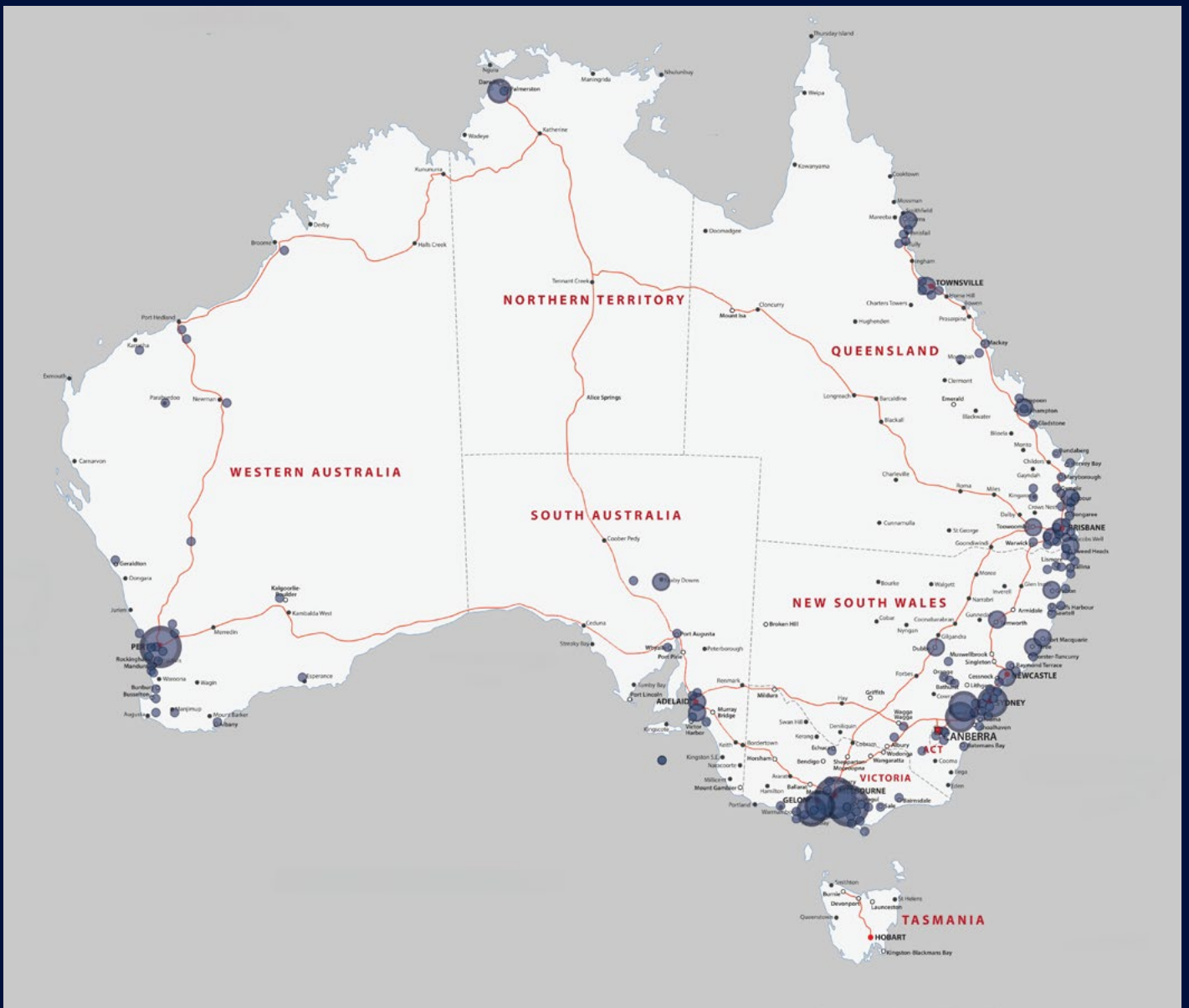
AGGREGATES

A range of products are available from Holcim Australia's operations, including rail ballasts, aggregates, gravels, road pavement materials, natural sands, and recycled products from construction and demolition materials.

HUMES PRECAST CONCRETE PIPES AND PRODUCTS

Products such as concrete culverts, sleepers and stormwater pits, are supplied from our 13 manufacturing facilities across the country and are integral in the construction of roads, bridges, railways and other infrastructure to support construction and infrastructure projects across our towns and cities.





OUR PRODUCTS ARE SUPPLIED VIA A NETWORK OF MORE THAN:

1600+

Trucks

150+

Concrete Batch Plants
(both mobile and on-site
facilities)

14

Precast Concrete
Manufacturing
Facilities

57

Quarry
Operations,
dealing with
Aggregates and
Sand

2170+

Employed people
directly across the
Australian market

460+

Employed people
indirectly as **Labour
Hire** across the
Australian market

6000+

Contractors engaged
by Holcim Australia as
a Third Party

03 RISKS IN OUR OPERATIONS AND SUPPLY CHAIN

We are committed to respecting and protecting human rights wherever we conduct business.

In the Financial Year 2025, being a calendar year for Holcim Australia's accounting purposes, Holcim Australia's procurement spend was over AUD \$2,076,000,000 with primary categories of spend in logistics, cement, maintenance services, mechanical equipment and facility management. This spend was consistent with previous years.

Over 6,000 active vendors, located across 23 countries, resulted in 94% of purchases being made from companies registered in Australia and New Zealand. Of those vendors, 5,916 suppliers were based in Australia.

For the first time, Holcim Australia has mapped our active supplier footprint to a level as to ensure complete operational transparency. While our international markets represent less than 6% of our supplier base, we recognise that several countries within our extended value chain, specifically China, India, and Malaysia, carry elevated global risk profiles for forced labour according to the Walk Free Foundation's Global Slavery Index. By acknowledging these geographic risks upfront, we are able to deploy targeted, risk-proportionate due diligence via our Third Party Due Diligence Process, to verify ethical practices deeper within those product categories.

SUPPLIER ORIGIN COUNTRY	SUPPLIERS ENGAGED
Australia	5916
United States of America	15
Switzerland	9
China	15
India	6
New Zealand	10
Denmark	3
Italy	4
France	3
Singapore	2
Belgium	2
Sweden	1
United Kingdom	4
Germany	6
Japan	1
Taiwan	2
Philippines	1
Canada	2
South Korea	1
Spain	1
Netherlands	4
Ireland	1
Malaysia	1

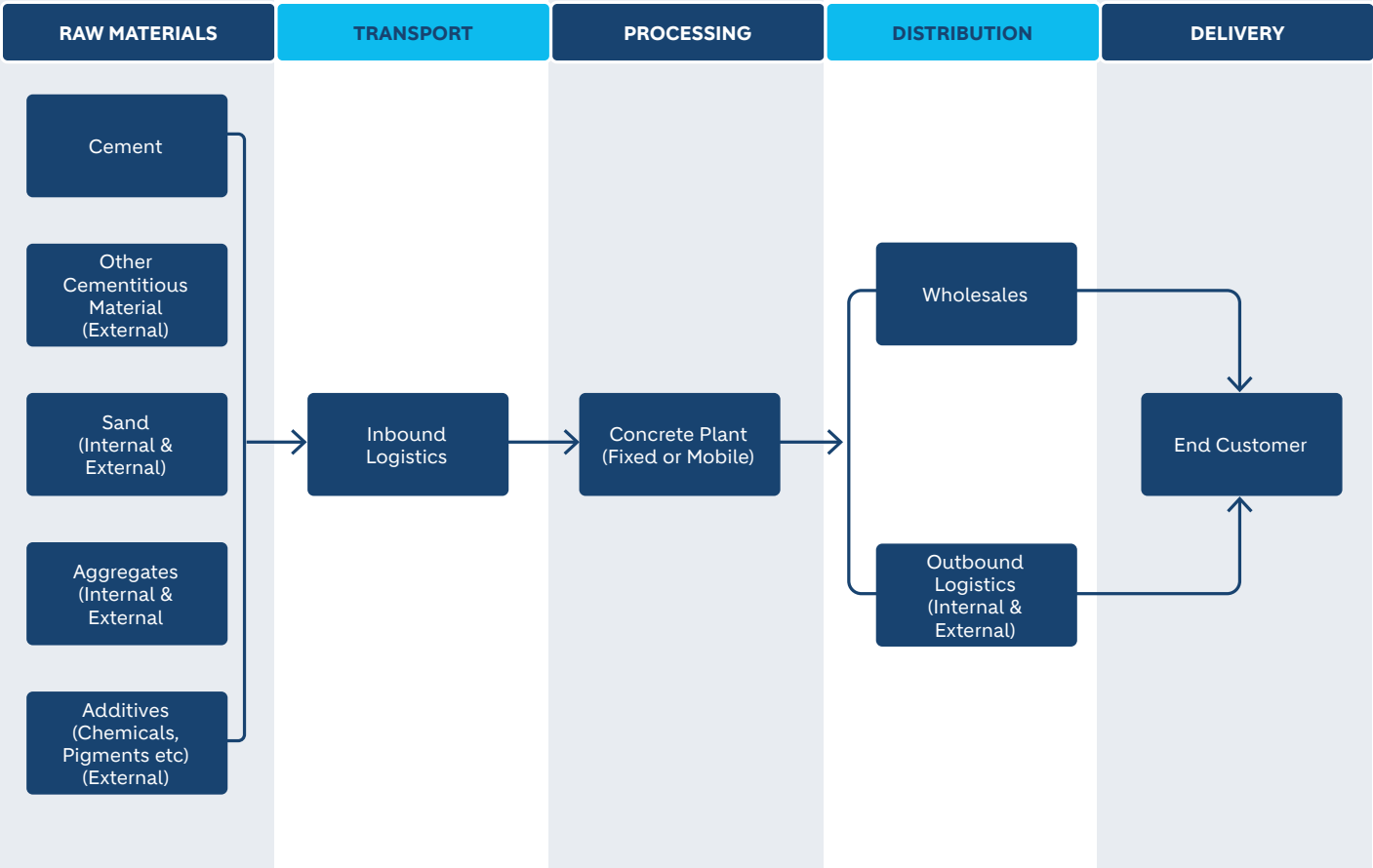
HOLCIM AUSTRALIA'S SUPPLY CHAIN

While our macro procurement data tells us where we spend, understanding modern slavery risk requires us to evaluate how materials move from extraction to production. Because our operations are diverse, each distinct unit utilises its own specialised supply chain workstream.

To effectively isolate and assess potential pressure points, such as sub-connected transport or raw materials origin, the following high-level mappings track the journey of our three primary product streams.

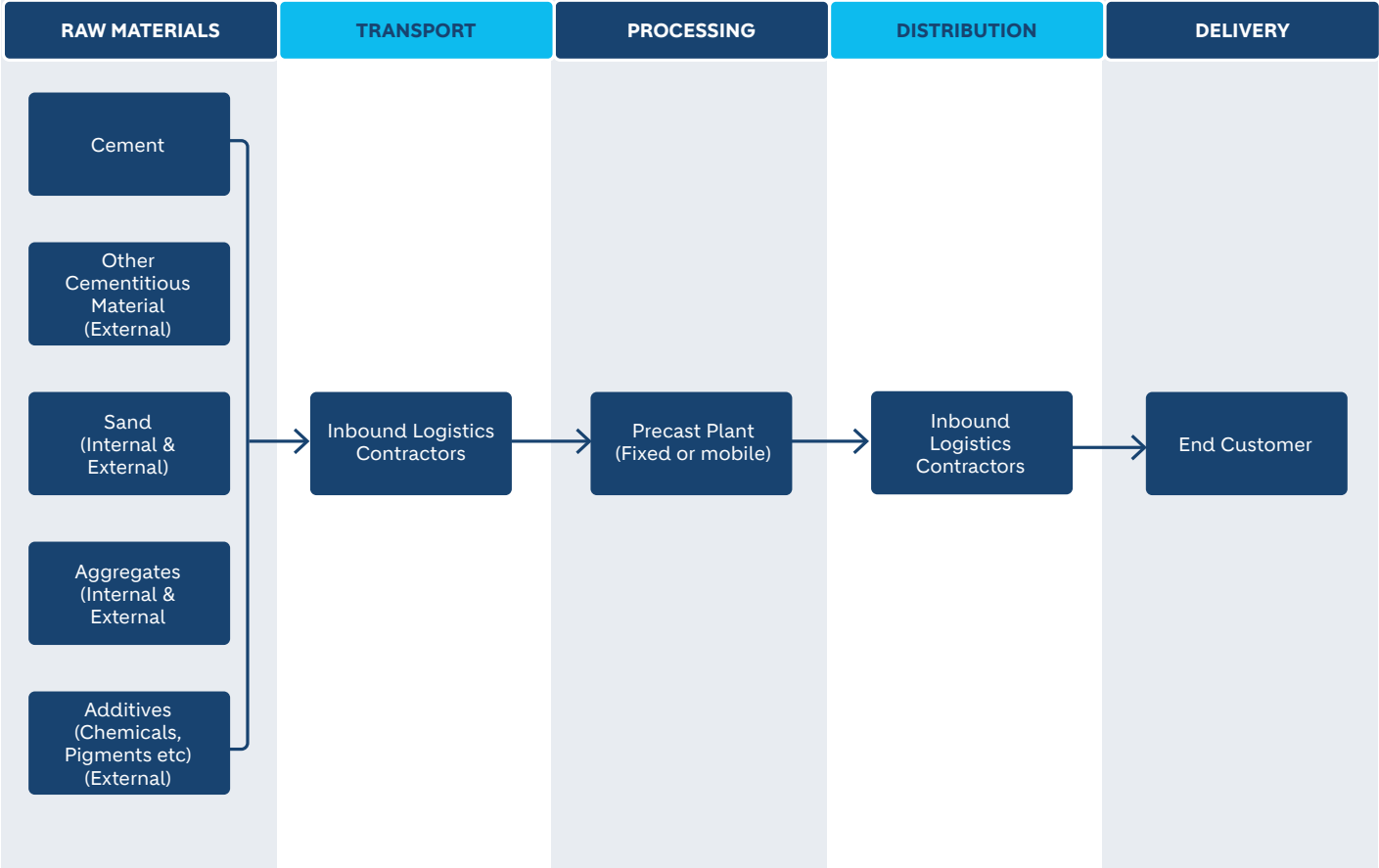
The following is a high-level mapping:

READY-MIX SUPPLY CHAIN (CEMENT EXTERNALLY SUPPLIED)



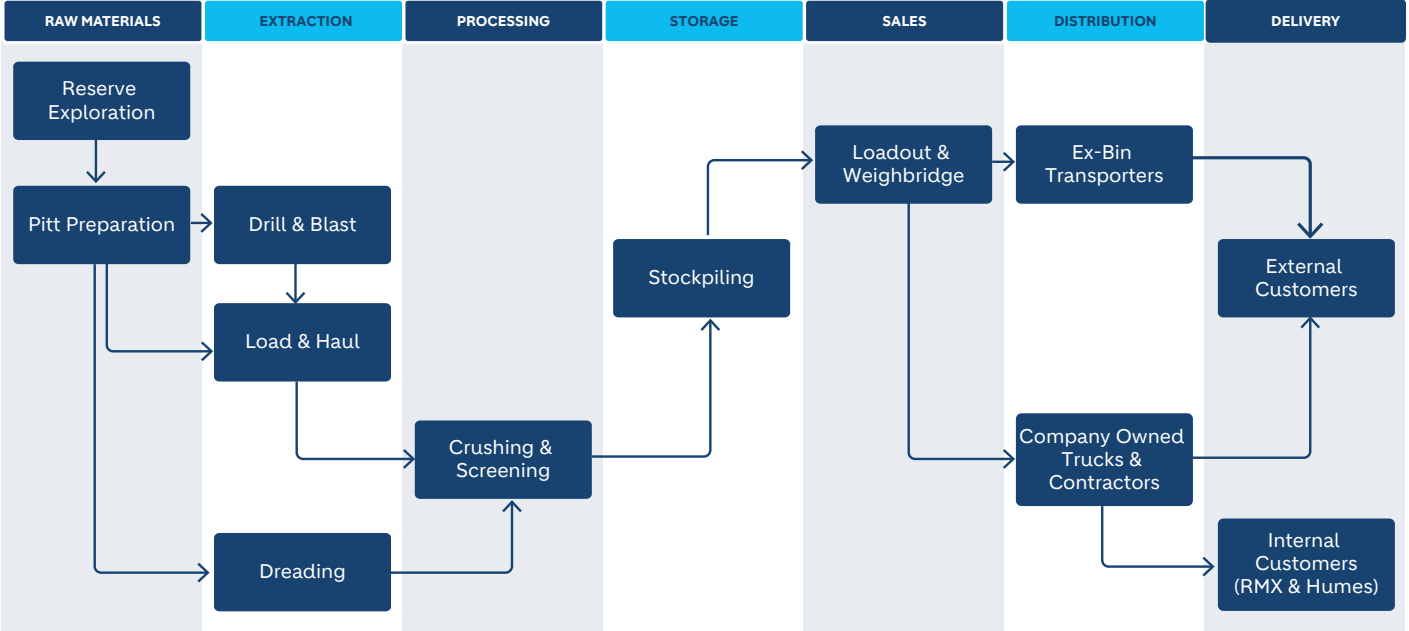
(Note: Captures internal aggregate allocation combined with externally supplied cement and additives.)

HUMES PRECAST SUPPLY CHAIN



(Note: Focuses on steel reinforcement, mould fabrications, and specialised manufacturing assembly inputs.)

AGGREGATES INTERNAL SUPPLY CHAIN



(Note: Differentiating internal quarry extraction processes versus external specialist transport providers.)



SUPPLY CHAIN RISK MANAGEMENT PROCESSES

Our business manages supplier tendering, onboarding and relationships through a centre-led procurement function with a Head of Procurement, as well as Category Managers.

Holcim Australia applies various supplier-related risk assessment processes to ensure compliance and security in its operations and supply chains.

Examples of these processes are provided below.

THE THIRD PARTY DUE DILIGENCE PROCESS

From 2023, Holcim Australia has operated its Third Party Due Diligence Process (TPDDP), which we now conduct on a routine basis to ensure compliance and security when dealing with suppliers.

Our scoping checks for the year covered all suppliers. The TPDDP for Holcim Group begins with a data and scope check. The next step involves a risk assessment where details about the third party are gathered using an internal questionnaire and evaluated for risk levels using the Lextegrity tool.

If flagged by the Lextegrity risk assessment tool, the supplier proceeds through a screening process and if any further flags are raised,

the supplier is assessed manually and Holcim Australia sends an invitation to the third party to complete an external questionnaire on Lextegrity, followed by another round of screening and flag analysis based on the new information.

The approval process involves multiple layers of review: initial submission by the originator, supervisor review, compliance team feedback, and security team comments, culminating in final approval. Throughout the process, thorough documentation of all results is maintained to ensure compliance and security standards are met.

Since inception, of the suppliers that have had to undertake the TPDDP, none of those suppliers have failed the screening or required further auditing.



THE SUPPLIER DUE DILIGENCE PROCESS

The OECD Guidelines for Multinational Enterprises on Responsible Business Conduct (the Guidelines), have an explicit focus on technology, biodiversity, and climate change as part of the due diligence process. Enterprises are now expected to conduct due diligence on both upstream and downstream business relationships.

Key updates include:

- Recommendations for enterprises to align with internationally agreed goals on climate change and biodiversity;
- Inclusion on due diligence expectations on the development, financing, sale, licensing, trade and use of technology, including gathering and using data;
- Recommendations on how enterprises are expected to conduct due diligence on impacts and business relationship related to the use of their products and services;
- Better protection for at-risk persons and groups including those who raise concerns regarding the conduct of businesses;
- Updated recommendations on disclosure of responsible business conduct information;
- Expanded due diligence recommendations to all forms of corruption;
- Recommendations for enterprises to ensure lobbying activities are consistent with the Guidelines; and
- Strengthened procedures to ensure the visibility, effectiveness, and functional equivalents of National Contact Points for Responsible Business Conduct.

With this in mind, Holcim's supplier due diligence process is aligned to revised OECD Guidelines.

This is a risk based due diligence process summarised in 3 main steps:

- 1. Identify** - Know who the supplier is, supplier screening / prioritisation of products/services, relationship, and country risk.
- 2. Prevent** - Verify compliance, Code of Ethics for Suppliers via a self-assessment questionnaire, fact finding, site audits (breaches, extractive materials, high risk contractors).
- 3. Mitigate** - Address non-compliance for any breaches to Environment, Social and Governance standards.

SUPPLY CHAIN MODERN SLAVERY MANAGEMENT PROCESS

The Supply Chain Management Process prioritises the review, assessment and management of higher-risk suppliers, who must complete a Modern Slavery Supplier Questionnaire and, if necessary, undergo an onsite audit.

Any supplier who fails to meet these requirements may be deactivated from the Holcim Australia procurement database. Additionally, suppliers must accept modern slavery management provisions, adhere to the Holcim Australia Code of Ethics, and collaborate with Holcim Australia to address any concerns that an audit may uncover.

SUPPLIER SELECTION AND CONTRACT MANAGEMENT

Holcim Australia determines and documents selection of suppliers through criteria, including non-financial criteria such as:

- Company structure and ownership;
- Quality systems, certifications, and licenses;
- Safety policy and procedures;
- Sustainability assessment; and
- Reputational and compliance risks.

Where products or services require technical or engineering expertise to verify the technical requirements and the quality, the relevant functions must be consulted.

HOLCIM SUPPLIER CODE OF ETHICS

All suppliers are required to acknowledge and adhere to the Holcim Supplier Code of Ethics as a mandatory part of the tendering and onboarding process.

UNDERSTANDING RISKS IN HOLCIM AUSTRALIA'S BUSINESS AND SUPPLY CHAIN

We partner with suppliers to address climate change, drive a circular economy, ethically leverage technology and improve living standards for all.



SUSTAINABLE PROCUREMENT GUIDELINES

Sustainable procurement at Holcim Australia is founded on internationally recognised standards that provide common language for corporate responsibility. Our approach is based on the following foundational frameworks:

- **UN Global Compact Ten Principles:** Holcim Australia commits to responsible business practices across the four pillars of human rights, labour, environment, and anti-corruption.
- **OECD Guidelines for Multinational Enterprises on Responsible Business Conduct:** Updated in June 2023, these guidelines now expect enterprises to identify and address adverse impacts across the entire value chain - both upstream and downstream. They also introduce explicit due diligence requirements for science and technology, including the responsible use of data.
- **UN Guiding Principles on Business and Human Rights (UNGPs):** Holcim Australia aligns with the three pillars of “Protect, Respect, and Remedy”, conducting human rights due diligence to assess, prevent, and mitigate potential adverse impacts.
- **International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work:** Originally adopted in 1998, this was amended in 2022 to include a fifth category of fundamental rights.



HOLCIM GROUP SUSTAINABLE PROCUREMENT DIRECTIVE

The Holcim Group Sustainable Procurement Directive, effective January 2024, outlines principles to ensure sustainability in Holcim Australia's supply chain, focusing on environmental, social, and governance (**ESG**) factors, and health and safety (**H&S**) standards. It integrates Holcim Group's Accounting and Reporting Principles framework and applies to all suppliers and their employees across Holcim Group's global operations. The directive mandates sourcing decisions based on commercial, technical, and sustainability dimensions, aligning with various group policies such as compliance, human rights, and environmental protection.

Key processes include supplier relationship management, supply chain due diligence, and managing climate and nature impacts. Holcim Group employs a risk-based approach for due diligence, involving supplier screening, compliance verification, and ongoing performance monitoring. This approach ensures adherence to Holcim Group's Supplier Code of Conduct and involves collaboration across functional teams to

manage risks and opportunities related to ESG/H&S performance. Specific programs address high-risk areas such as transportation, fuels and energy, packaging, and extractive materials, promoting continuous improvement and responsible resource management.

Holcim Group enforces sustainability through contractual terms, performance tracking via Supplier Scorecards, and transparent communication of its policies and performance. The directive supports sustainable procurement practices aligned with ISO 20400 standards and includes tools such as the Holcim Integrity Line for grievances. By embedding ESG and H&S considerations into procurement, Holcim Group aims to enhance its positive impact on people and the planet while maintaining high operational standards globally.



SUPPLIER CATEGORIES

We integrate development into our procurement strategy, our day-to-day operations and relationships with suppliers. All Holcim Group companies are required to identify, prevent and manage risks pertaining to climate change, Health, Safety and Environment (HSE), Security and Resilience (S&R), Social Responsibility, Human Rights, Business Ethics and Legal Compliance in their supply chain.

The categories listed below are an example of Holcim Australia's Procurement Category and Standard Classification, defined subcategories, which Holcim Australia uses to categorise its spend worldwide. In this regard, the below table provides insight into Holcim Australia's percentage spend within Supplier Categories:

SUPPLIER CATEGORY	SPEND %
Logistics Services	24%
Cement and Clinker	27%
Mining	6%
Production Services	8%
Equipment & Consumables	8%
Raw Materials	7%
Facility Services	5%
General Services	4%
Corporate Services	5%
Energy	4%
Others	2%

LABOUR HIRE MANAGEMENT

Holcim Australia engages with around 31 labour hire suppliers; 90% of the annual labour hire spend is for the workforce in Holcim Australia's operations through six providers, with the remainder for offices and administration. Costs below are approximations.

SECTOR	TOTAL SPEND AUD (2025)
Corporate	\$318,000
Concrete	\$2,982,000
Aggregates	\$8,343,000
Humes	\$22,883,000
TOTAL	\$34,525,000

HOLCIM AUSTRALIA'S INTERNAL CONTROLS MECHANISM

Through workforce participation and training, we regularly explore and understand our workforce and the associated supply chain to inform policies, directives and company wide training.

HOLCIM AUSTRALIA'S INTERNAL CONTROLS

Our approach to providing a workplace free of modern slavery, is outlined in our Human Rights Directive and supported by practical internal guidance, processes, and platforms, as well as by our Minimum Control Standards compliance, which is regularly assessed by our internal Audit and Internal Control departments.

All of our direct employees are engaged under employment contracts or enterprise bargaining agreements that are in accordance with Fair Work Australia's National Employment Standards (NES).

PEOPLE TEAM

Through our People team we have controls in place for recruitment, onboarding new employees, reviewing employees' wages and salary agreements, and verifying corresponding payments.

EMPLOYEE INDUCTION, ONBOARDING AND CONTINUOUS TRAINING

Our employee onboarding process includes employment checks managed by our People team, and ensuring that all new employees hold valid visas and working rights.

Our employee induction processes also ensure that new employees confirm that they have read and understood our policies and minimum standards.

ENTERPRISE AGREEMENTS

The Following Table indicates the % coverage of our workforce by enterprise agreements:

BUSINESS UNIT	COVERED ENTERPRISE AGREEMENT	LABOUR HIRE AWARD	NES AND INDIVIDUAL AGREEMENTS
Country Support	77.3%	2.0%	20.7%
Aggregates	84.1%	13.3%	2.5%
Concrete	88.9%	4.3%	6.8%
Humes	62.3%	36.6%	1.1%
GRAND TOTAL	77.2%	17.7%	5.0%

NB: Due to rounding, percentages may not add to a total of 100%

Current Enterprise Agreements include:

NSW:

Holcim Australia - Southern NSW Aggregates Enterprise Agreement 2024
Holcim Australia Pty Limited Albion Park Quarry Enterprise Agreement 2022
Holcim Australia Pty Limited Dubbo Enterprise Agreement 2022
Holcim Australia Salt Ash 2022-2025
Holcim Australia Pty Limited Lynwood Quarry Enterprise Agreement 2023
Holcim (Australia) Pty Ltd Newcastle Transport Agreement 2023
Humes Blacktown Enterprise Agreement 2022 - 2025
Humes Tamworth Enterprise Agreement 2023
Holcim (Australia) - NSW ACT Staff Enterprise Agreement 2024

QLD:

Holcim (Australia) Pty Ltd Brisbane and Gold Coast Aggregates Enterprise Agreement 2024
Humes Ipswich Enterprise Agreement 2022 - 2025

QLD/NT:

Holcim (Australia) - Queensland and Northern Territory - Staff Agreement 2021-2025

SA:

Holcim Australia Pty Ltd Glenshera Enterprise Agreement 2023
Holcim (Australia) SA Staff Agreement 2021

VIC:

Holcim Australia Pty Ltd Melbourne Aggregates Enterprise Agreement 2024
Holcim (Australia) Pty Limited Country Victoria Aggregates Agreement 2022
Holcim (Australia) Pty Limited Lang Lang Enterprise Agreement 2022
Holcim (Australia) Pty Ltd South West Gippsland Concrete Victoria 2023
Holcim(Australia) Pty Ltd Melbourne Concrete
Production Enterprise Agreement 2022
Humes Laverton, Victoria Agreement 2023
Humes Echuca Victorian Enterprise Agreement 2024
Holcim (Australia) - Victoria - Staff Agreement 2024

WA:

Holcim Australia Pty Limited Gosnells Quarry Agreement 2024
Holcim (Australia) WA Staff Agreement 2022

**GROUP POLICY
FRAMEWORK**

Holcim globally maintains a Human Resources policy that covers all countries including Australia. The policy outlines Holcim's commitment to fair, equitable and non-discriminatory practices in relation to hiring. In particular the requirement that a diverse candidate pool is provided as part of the selection and hiring process is explicitly mentioned.

The same principles are explicitly mentioned regarding Talent and Succession processes and the expectation is that the principles of fairness, equality and diversity are implemented as per the Code of Business during the execution of these processes.

**LOCAL POLICY
FRAMEWORK**

As per the Group Policy Framework, an Australian specific Diversity and Inclusion Policy ensures Australian alignment with both the Group Framework, but to also reiterate Holcim Australia's commitment to complying with National and State based legislation.

Standards embedded in our policy landscape reduce the likelihood of modern slavery within our supply chain and throughout our business.

04 ACTIONS TAKEN TO ASSESS AND ADDRESS THE RISKS

Our commitment to human rights is embedded in our Corporate Social Responsibility Policy and reinforced by our participation in the UN Global Compact.

HOLCIM AUSTRALIA'S POLICY FRAMEWORK

Through the Human Rights Management Approach and Policy Framework outlined in this Statement, Holcim Australia aims to understand and address the potential to cause, contribute to, or be directly linked to modern slavery through its operations or supply chains.

Holcim Australia is committed to respecting and promoting human and labour rights in our operations, business activities, business relationships and in the communities where we work. Respect for human rights is fundamental to the way we carry out business and our ability to operate.

GUIDING PRINCIPLES

Our commitment is aligned with the principles and values contained in the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, with the internationally recognised rights in the International Bill of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, and the UN Convention on the Rights of the Child, as well as applicable laws. Where national law and international human rights standards differ, we will seek to follow the higher standard where possible.

UN SUSTAINABLE DEVELOPMENT GOALS

Our commitment to addressing modern slavery risks within our business and supply chain aligns with the United Nations (UN) Sustainable Development Goals, specifically Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

'Target 8.7' "Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking (by 2030) and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms."⁸



While the initial target for ending child labour in all its forms was set for 2025, Holcim Australia acknowledges the ongoing global challenge, with 2024 estimates indicating that 138 million remain in child labour worldwide. We remain committed to the 2030 agenda to eliminate all forms of modern slavery.

⁸Sustainable Development Solutions Network - Sustainable Development Goals

UN GLOBAL COMPACT AND WORLD BUSINESS COUNCIL

As a signatory of the UN Global Compact for more than 20 years (since 2003), Holcim Ltd is fully committed to respecting and promoting human rights.

In February 2020, former CEO Jan Jenisch signed the Call to Action for Business Leadership on Human Rights by the World Business Council for Sustainable Development, joining 40 other world leaders in sending a clear message on the need to elevate companies' ambitions concerning human rights.

HUMAN RIGHTS DUE DILIGENCE

Holcim Australia's parent company, Holcim Ltd, is committed to respecting and promoting human and labour rights in our operations, business activities, business relationships and in the communities where we work. Respect for human rights is fundamental to the way Holcim Group carries on business.

Our commitment to human rights is aligned with the principles and values contained in international human rights standards, including:

- the UN Guiding Principles on Business and Human Rights;
- the Universal Declaration of Human Rights;
- the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises; UN Convention on the Rights of the Child;
- the internationally recognised rights in the International Bill of Rights;
- International Labour Organisation (ILO) Core Conventions on Labour Standards; and
- the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.

RELEVANT STATEMENTS AND MEMBERSHIPS

Holcim Group has pledged or signed up to several international calls to action for human rights such as the UN Women's Empowerment Principles, the WASH pledge, and the 2021 End Child Labour Action Pledge.

We support the implementation of regulatory frameworks that require mandatory human rights and environmental due diligence, as stated in our Climate Policy Engagement Report.

To make a bigger difference, Holcim Group is an active member of relevant international organisations dedicated to strengthening human rights in business. Holcim Group joined WBCSD's Call to Action for Business Leadership on Human Rights and is committed to the UN Women's Empowerment Principles, the WASH pledge, and the 2021 Eliminate Child Labour Action Pledge.

HOLCIM GROUP'S HUMAN RIGHTS MANAGEMENT APPROACH

Holcim Ltd proactively manages human rights through its Human Rights Management Approach, supported by a Human Rights and Social Policy, as well as an internal Human Rights Directive, which outlines the mandatory requirements for all Holcim Ltd country operations.

Our due diligence approach is based on thorough assessments which are carried out at country and site levels, as well as risk-based due diligence in our supply chain. We carry out human rights assessments on a three-year cycle, and more frequently in countries and sites designated high-risk or where we see a need for urgent review.

The policy was developed following an extensive, global survey and interviews with Holcim Group managers, as well as input from external human rights experts and other stakeholders, including civil society and community representatives.

The Chief Executive Officer and the Chief People and Sustainability Officer (members of the executive committee) of Holcim Ltd, have the overall responsibility for the policy; oversight and performance reviews are carried out by the Board's Health, Safety and Sustainability committee; chief executive officers and executive committees in countries where we operate take responsibility and are accountable for assessing and addressing local human rights issues.

The group-wide human rights management approach is risk based and fully aligned with the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

1.	POLICY COMMITMENT	Human Rights and Social Policy embedded in related policies and processes.
2.	IDENTIFY RISKS AND IMPACTS	Conduct impact / self assessments.
3.	ADDRESS ADVERSE IMPACTS	Integrate findings in functions, processes. Prioritise salient issues, develop action plans.
4.	MONITOR AND COMMUNICATE	Track effectiveness of responses. Communicate on performance.
5.	GRIEVANCE AND REMEDY	Global, country and community level grievance mechanism.

We integrate the results of our due diligence into our internal systems and enterprise risk management (ERM) processes, develop action plans and track progress. We communicate and work with our stakeholders on how to address impacts and seek solutions to the issues raised.



BUSINESS ENVIRONMENT RISK ASSESSMENT

The Business Environment Risk Level determines if a Self-Assessment or an Impact Assessment is required.

The risk level of each country where Holcim Group members are present, with regard to business-related human rights issues, is determined based on the UN Human Development Index (HDI) and the Freedom House Index (FH).

The business environment is rated as follows:

- Business environment - High-risk: if the FH rating is “not free” or $HDI < 0.70$
- Business environment - Medium-risk: if the FH rating is “partly free” or $HDI < 0.79$
- Business environment - Low-risk: if the FH rating is “free” and $HDI \geq 0.79$.

Based on the Business Environment Risk described:

- Operations in low-risk business environments conduct a Self-Assessment consolidated at Country level.
- Operations in high-risk business environments conduct an Impact Assessment for each cement plant and grinding unit and consolidate at Country level.

As per this methodology, the Business Environment Risk for Australia is considered to be low.



SELF-ASSESSMENT WORKSHOP

The self-assessment workshop is a half-day risk mapping and prioritisation workshop where the full local Executive Committee participates. Led by a sustainability specialist, Executive Committee members discuss and determine the materiality of a minimum of seven (7) salient risks, depending on the likelihood of a negative impact and the potential consequences to people. After the risk-mapping and prioritisation exercise, the local Executive Committee, together with the sustainability specialist, develop an action plan to address the identified high and medium human rights risks.

This workshop is conducted with the Holcim Executive Committee team on a 3 year cycle, and reviewed annually. The next workshop will be organised in Quarter 4 of 2026, and led by the Head of Sustainability.

SALIENT RISKS

As a minimum, the Human Rights Assessment covers 7 salient risks, which may cause, contribute to, or which could directly link our global operations to modern slavery risks. When other salient risks are identified, they are added to the assessment.

Holcim Group seeks to proactively identify, cease, prevent or mitigate such risks. The Human Rights Assessment is completed in a local context, and the following nine (9) risks are considered during the review of local operations in Australia:

RISK CATEGORY	KEY FOCUS AREA
Health and Safety	Prevention of occupational injuries and diseases across all operational sites.
Working conditions in our operations and in our supply chain	Ensuring fair wages, reasonable hours, and humane treatment in our operations and supply chain.
Discrimination and harassment	Zero tolerances for exclusion or abuse based on gender, race, or background.
Security-related abuses and violations	Monitoring security providers to ensure ethical conduct and prevention of abuse.
Child labour in high-risk supply chains	Vigilance against the worst forms of child labour, particularly in high-risk global supply chains.
Dust and other emissions	Managing environmental impacts that affect the health of workers and local communities.
Climate change and its impact	Addressing how environmental shifts affect the livelihoods and safety of vulnerable people.
Rights of Indigenous People	Meaningful engagement and respect for the cultural heritage of Traditional Owners.
Safe & Healthy Work Environment (New)	Ensuring physical and psychological safety in all labour contracts and site standards.

These are our main areas of focus. We continue proactively to assess and address other potential or actual risks to people caused or contributed to by our business operations.

As of June 2022, the ILO has designated “A Safe and Healthy Working Environment” as a fundamental right. For Holcim Group, this means:

- **Systematic Identification:** Moving beyond basic OHS to identify physical and psychological hazards in the workplace.
- **Fundamental Obligation:** As an ILO fundamental category, this right must be respected regardless of specific convention ratification in any given territory.
- **Supply Chain Assurance:** We are extending our due diligence to ensure our Tier 1 and high-risk suppliers provide a secure working environment that minimises the likelihood of accidents and protects long-term health.

These are outlined in our Human Rights Directive.

GRIEVANCE MECHANISMS

Holcim Ltd's Human Rights Management Approach is complemented by a global "Integrity Line", a whistle-blowing mechanism enabling employees, suppliers and others to report any integrity-related concerns in 38 languages. It is a safe, confidential way to report possible Code of Ethics violations or raise compliance-related questions.

Our site-level grievance mechanisms, human rights assessments and local stakeholder engagement also cover suppliers at a local level. We respect the right of all workers to speak up and raise grievances without fear of retaliation.

With an established confidential complaint and grievance mechanism available to employees, suppliers and others which encourage individuals to voice concerns without retribution, Holcim Group will continue to monitor any reports related to modern slavery and human rights.

No reports relating to modern slavery were made during the reporting period.





HOLCIM GROUP'S POLICY GOVERNANCE FRAMEWORK

Through a comprehensive set of policies and processes, Holcim Group delivers and reports on commitments and standards to uphold human rights, as well as ensure that fair working conditions are central in its operations and supply chains.

The following policies set out how Holcim Group's employees should interact with business partners, suppliers, communities and other stakeholders. They form part of Holcim Group's core values and its main objective is to set out the company's human rights and social commitment. These policies are publicly available and subject to regular review.

HUMAN RIGHTS DIRECTIVE

The objective of the Human Rights Directive is to ensure systematic identification, prevention and mitigation of human rights risks (referring mainly to the areas of employment practices and community impacts of Holcim Group's practices and those of its contractors and suppliers) throughout the Holcim Group. This methodology also supports countries in identifying opportunities related to the operations, to set priorities and to plan effective follow-up actions.

SUSTAINABLE PROCUREMENT DIRECTIVE

The sustainable procurement approach at Holcim Group aims to create shared value for society while managing supply chain risks impacting company reputation and supply disruption.

The contribution for creating shared value for society is driven by:

- Ensuring consistent application of environmental, social and health and safety standards across the supplier base;
- Creating a healthy and safe environment for contractors;
- Assuring a transparent, compliant and fair business relationship with suppliers that enhances local economy and wealth for all parties; and
- Aligning with United Nation Global Compact Principles and OECD Guidelines.

This document was updated in January 2024 and deepens Holcim Group's focus on human rights and health, safety and environment standards.

SUPPLIER SUSTAINABILITY MANAGEMENT STANDARD

Holcim Group expects suppliers to meet the social, environmental and health and safety standards and to respect and promote human rights. These expectations are established in its Supplier Code of Ethics. Holcim Group aims to address risks in these areas which in turn can cause supply disruption and impact reputation. The organisation also aims to capitalise on opportunities for creating shared value for society.

SUPPLIER CODE OF CONDUCT

At Holcim Group, we clearly and actively communicate our human rights expectations of employees and business partners, and require suppliers to adhere to the standards described in the Code of Ethics for Suppliers and to apply the same principles in their supply chain.

Holcim Group seeks to promote high standards in sustainability across its entire value chain, ensure reliability of its strategic sourcing and engage in long-term relationships with suppliers that are committed to sustainable development. Our goal is to partner with suppliers to deliver value-for-cost procurement for the Holcim Group and our customers and to demonstrate responsible supply chain management.

Sustainable development is integrated into Holcim Group's procurement strategy, its day-to-day operations and relationships with suppliers. All Holcim Group companies are required to identify, prevent and manage risks pertaining to health and safety, social responsibility and environment in their supply chain.

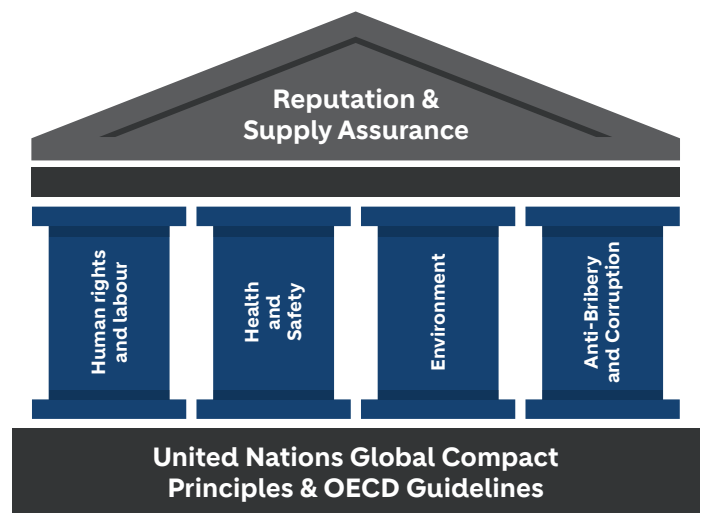
In late 2021, the Code of Ethics for Suppliers was refreshed to ensure its continued relevance against modern slavery, including explicit expectations of suppliers around working conditions, forced labour and child labour, among others.

The Code of Ethics for Suppliers is provided to all suppliers as part of the tendering and onboarding process and suppliers must acknowledge and adhere to the requirements of this Code. The Code is also publicly available on Holcim Australia's website.

SUPPLIER SUSTAINABILITY MANAGEMENT STANDARD

The Suppliers Sustainability Management Standard contains a process for identifying and qualifying supplier risk for new, as well as existing suppliers.

Suppliers must meet minimum standards when assessed on the following pillars:



HUMAN RIGHTS AND LABOUR

- Fair working conditions
- Freedom of association
- No forced labour
- No child labour
- No discrimination

HEALTH AND SAFETY

- Health and Safety performance of suppliers and their employees and contractors
- Management of Health and Safety risks

ENVIRONMENT

- Environmental regulatory compliance
- Management of environmental

ANTI-BRIBERY AND CORRUPTION

- Compliance with local and international anti-corruption laws and good business practices
- Risk-based management practices to prevent bribery and corruption in the supply chain

SUSTAINABLE PROCUREMENT STRATEGY

Holcim Australia is committed to creating value for all its stakeholders. The principles of sustainable development - value creation, environmental performance, and respect for human and labour rights - are integral to our business strategy.

HOLCIM GROUP PROCUREMENT SUSTAINABILITY DIRECTIVE

The United Nations Principles on Human Rights and Business state that as part of their responsibility to respect Human Rights, companies must carry out due diligence to ensure that their commercial partners also respect these rights.



Holcim Australia follows the Holcim Group Procurement Sustainability Directive which defines six steps to implement the sustainable procurement approach (Sustainability Steps):

STEP 1	Communicate the Sustainable Procurement Policy to Holcim Group-relevant employees	This Policy forms a key part of the on-boarding of relevant employees and provides the foundation for the on-going processes and reporting related to Holcim Group's sustainable sourcing program.
STEP 2	Communicate the Supplier Code of Ethics to all current and potential new suppliers conducting business with Holcim Group	The Supplier Code of Ethics is provided to all suppliers of Holcim Group during the tendering process. Suppliers are required to confirm their understanding and adherence of these requirements before proceeding with the tender process. Supplier contracts contain a clause regarding conditions reflecting environmental, social and health and safety standards. The Supplier Code of Ethics is available on the Holcim Australia website.
STEP 3	Prioritise the supplier base to identify potential "high risk" suppliers following the methodology defined in the Holcim Group Sustainable Procurement Recommendation.	This risk matrix includes an analysis of risks to human rights and labour, health and safety, and environment. Holcim Group has localised the Holcim Group risk analysis matrix to reflect the local operating environment following an evaluation of: • Sector and industry risk; • Products and services risks; • Geographical risks; and • Labour and regulatory indicators. Holcim Australia conducts a review of potential and new suppliers against this matrix, and reviews existing suppliers regularly.
STEP 4	Conduct supplier assessment by executing continuous evaluation of risk exposure through supplier self-assessment / fact finding / audits accordingly.	Suppliers in categories that are indicated as high risk are sent a self-assessment questionnaire which is evaluated. Any answers flagged as medium or high risk are followed up by requesting additional information until the matter is resolved either by email/ phone communication. To date there have been no high risk responses received from Holcim Australia's suppliers. During the reporting period the self-assessment questions were reviewed in light of responses received in the previous reporting period. There is a separate due diligence process that is conducted when using labour hire companies to ensure that relevant employment standards and practices are upheld at all times.
STEP 5	Mitigate identified risk (ultimately supply disruption and company reputation) adhering to the consequence management approach defined in the Sustainable Procurement Policy.	The remediation process is if a high risk response was returned, or there was any other indication of high risk identified with a supplier, Holcim Australia would follow the process of investigating through visits or audits and may take measures such as suspending or discontinuing the relationship if satisfactory standards were not met.
STEP 6	Monitor "supplier" sustainability performance. Report overall "country" sustainable procurement performance through the annual Sustainable Procurement Scorecard.	Holcim Australia conducts ongoing dialogue with suppliers, analysing performance periodically and conducting ongoing supplier sustainability performance measurement. If applicable, the Holcim Australia procurement team would monitor improvement plans applying consequence management as required.

05 ASSESSING THE EFFECTIVENESS OF OUR ACTIONS

In alignment with the Sustainability Steps, Holcim Australia has undertaken the following activities relating to the requirements of the Act, during the reporting period, Holcim Australia has:

- rolled out an online modern slavery training module to build awareness and understanding; and
- developed a modern slavery management operating procedure that formalises the processes and procedures adopted by Holcim Australia in supporting the identification, assessment and management of modern slavery risks and issues within its supply chains.

Over the next few years the following actions are proposed to drive continuous improvement in our alignment with the Holcim group Sustainable Procurement Directive:

- Holcim Australia will be moving to the Holcim Global Supplier Prequalification tool. All new suppliers will undergo this pre-qualification process and all suppliers will be required to

requalify annually throughout the duration of the business relationship. This qualification process involves acknowledgement and acceptance of the Supplier Code of Ethics, along with the submission of the completed Global Prequalification questionnaire, which will include modern slavery-specific questions. The answers provided are subject to satisfactory acceptance by Holcim Australia. All current high-risk and new suppliers will also go through this qualification (and annual requalification) process.

- Continue our knowledge development and sharing with other industry participants and industry groups through presentations, webinars and forums in order to increase awareness, promote the exchange of best practices and identify high risk areas and potential solutions.
- Ensure staff and suppliers' awareness around the use of Holcim Group's Integrity Line to report on any conduct that does not align with our Supplier Code of Ethics, including any alleged or perceived modern slavery issues.

SUPPLIER QUALIFICATION PROCESS

Since 2022, Holcim Australia has been able to assess exposure on the following key elements to enable higher levels of confidence around supplier selection processes, utilising data sources such as Dow Jones Compliance Risk and adverse media monitoring, Achilles (Labour, Health & Safety Risk) and Dun & Bradstreet (financial risk):

- International sanction lists;
- Financial stress;
- Fraud/regulatory issues/corruption;
- Sustainability.

NEW PREQUALIFICATION AND VENDOR ONBOARDING SYSTEM LAUNCH

Holcim Australia is set to launch a new system designed to streamline supplier prequalification and vendor onboarding processes. The innovative system enhances efficiency, ensures compliance with the relevant Minimum Control Standards, and provides a range of benefits to our procurement and operations teams, as well as our vendors.

The key features and benefits of the new system are:

Centralised Platform:	The system serves as a unified platform for procurement, operations, and vendors. This centralisation aims to foster better communication, coordination, and data sharing among all stakeholders involved.
Streamlined Onboarding:	By promoting standardisation and reducing operational discrepancies, the system simplifies the onboarding process for new vendors. This will lead to a more consistent and efficient approach to bringing new suppliers on board.
Enhanced Tracking and Compliance Reporting:	One of the standout features is the improved ability to track and report compliance. Vendors are required to acknowledge our terms and conditions and adhere to our Code, ensuring a higher level of transparency and accountability.
Regulatory Alignment:	The system is designed to ensure alignment with all relevant compliance and regulatory standards, helping us maintain our commitment to operational excellence and regulatory adherence.

MODERN SLAVERY QUESTIONNAIRES

During the reporting period, Holcim Australia has been monitoring our existing modern slavery practices, control procedures and questionnaires received from our clients and commercial partners across our supply chain.

Historically, there had been an increase in attention to the provision of modern slavery questionnaires within the tender process. The depth of detail our clients and commercial partners have sought, has remained similar, however we anticipate that there will be an increased focus on modern slavery moving forward.

In light of this anticipated increase, to assist our operational teams, our Modern Slavery Working Group has developed a standard response library to support the completion of any Modern Slavery Questionnaires received from our customers or businesses.

SOCIAL ENTERPRISE

Holcim Australia is committed to creating value through partnerships. Our Corporate Social Responsibility (CSR) strategy recognises the importance of partnering with organisations that strengthen our business - while building and contributing to human, social and natural wealth.

HABITAT FOR HUMANITY AUSTRALIA

Habitat for Humanity Australia is part of Habitat for Humanity, an international not-for-profit that originated in the USA in 1976 - driven by the vision of a world where everyone has a safe and decent place to live.

In 2023, Holcim Australia became an Impact Partner, delivering shelter solutions for vulnerable groups and low-income families. Employees participated in the Brush with Kindness volunteering program to paint and refurbish crisis accommodation and transitional shelters for women and children escaping domestic violence and homelessness.

In 2024 and 2025 Holcim Australia supported the Habitat Women program which empowers women with a positive learning experience helping to build their confidence and skills in a way that leads to employment in the building and construction industry.

Under the continued partnership, Holcim Australia has also donated concrete and other building materials for use on projects.



OTHER SOCIAL INITIATIVES

In addition to our partnership with Habitat for Humanity, as part of our commitment to our people and local communities, Holcim Australia has invested in social initiatives to support local charitable projects and not-for-profit organisations across Australia including headspace (formally the headspace National Youth Mental Health Foundation) an Australian non-profit organisation for youth mental health established by the Australian Government in 2006.

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.

Our Reconciliation Action Plan (RAP) provides a framework for advancing reconciliation within our organisation and the communities we work with.

The Reflect RAP created in 2022 helped us to build an understanding of where we could make a difference—by strengthening internal awareness, connecting with First Nations communities, and building capability across our teams.

We have now launched our Innovate RAP (2025–2027). This plan builds on the foundations we’ve established, with practical, measurable steps to deepen our impact and embed reconciliation more firmly into our business operations.

BUILDING A LEGACY: THE LYNWOOD QUARRY ABORIGINAL KEEPING PLACE

Holcim Australia’s Lynwood Quarry celebrated a major cultural milestone with a soil-turning and welcoming ceremony in January 2026, marking the next phase in the development of the Lynwood Quarry Aboriginal Keeping Place. Led by Alfie Walker of the Pejar Local Aboriginal Land Council (PLALC), the event focused on the foundational principles of the project: the Elders’ teachings on caring for one another and the land. This ceremony follows years of extensive consultation and reflects a deep-rooted commitment to honoring the traditional custodians of the region.

The project is the result of a long-standing partnership between Holcim Australia, the PLALC, and the Gundungurra Tribal Council Aboriginal Corporation (GTCAC). By integrating cultural knowledge and community priorities from the beginning, the stakeholders have ensured that respect for the Country remains the guiding force of the development. This collaboration, which has spanned more than two decades, was further refined through detailed design consultations with the Aboriginal Heritage Management Committee to ensure the facility meets the community’s needs for cultural preservation.

The quarry site itself is a place of immense historical value, containing over 70 identified Aboriginal heritage sites. These include ceremonial areas, scar trees, and ancient tools that date back more than six thousand years. The Keeping Place was originally proposed by Aboriginal stakeholders as a dedicated sanctuary to protect these physical links to the past. Once complete, the facility will serve as a hub for the community and visitors, featuring dedicated displays of significant artefacts, a yarning circle, and spaces for cultural education and bush tucker activities.

Construction officially began in February 2026 and the project remains on schedule for completion by the end of the year. This facility stands as a proud investment in the preservation of Aboriginal culture, ensuring that local history and heritage are shared and protected for many generations to come.

06 PROCESS OF CONSULTATION

In the period 2025 to 2026, Holcim Australia's Modern Slavery Working Group, composed of senior executives from People & Culture, Legal, Sustainability and Procurement, met four times, to monitor and review the work undertaken to strengthen our approach to modern slavery in light of the Act.

The representatives of the Modern Slavery Working Group, along with key personnel from Holcim Australia were responsible for drafting this Modern Slavery Statement.





07 APPROVAL

This Modern Slavery Statement 2026 was approved by the Board of Directors of Holcim (Australia) Pty Ltd on June 2026 and the Board of Directors of Holcim (Australia) Holdings Pty Ltd and Holcim Participations (Australia) Pty Ltd on June 2026, in accordance with the requirements of the Act.

Signed

GEORGE AGRIOGIANNIS
Chief Executive Officer

Holcim (Australia) Pty Limited
Holcim (Australia) Holdings Pty Ltd
Holcim Participations (Australia) Pty Ltd

June 2026

