

COLLABORATIVE BUSINESS RELATIONSHIP POLICY

November 2026

HOLCIM

Holcim, is a leading supplier to the construction and infrastructure industries in the UK and northern Europe. We produce and supply a wide range of construction materials and solutions including aggregates, recycled and secondary aggregates, cementitious materials, asphalt, ready-mixed and precast concrete products. We also transport construction and demolition materials (CDM) as a part of our delivery process and operation, and are a major provider of road and highway solutions.

Holcim's mission is to be recognised as the safest, most customer focused company in our industry. One team growing, innovating and developing together, creating sustainable value with sustainable returns. Working collaboratively with strategic partners to deliver the fundamental principles that underpin everything we do, namely;

HEALTH AND SAFETY

We conduct our business in a manner that leads to creating a healthy and safe environment for all stakeholders (employees, customers, contractors and communities) built on a true safety culture. Health and Safety is our overarching value.

PEOPLE

Ultimately it is our people delivering on each element of the strategy that will make this a success. At Holcim, we want to be an organisation of choice to work for and with.

INTEGRITY

In all areas of our business and all interactions, internal and external, we will always act with integrity in the way we go about our business.

In addition, we will develop and maintain collaborative business relationships to;

- Endeavour to ensure that no one is adversely impacted by our activities
- Create trusting business relationships with our partners in order to deliver value for all
- Create sustainable relationships with our collaborative partners to drive value through better engagement
- Align objectives with our collaborative partners to create a more sustainable business

These value drivers are best delivered under collaborative relationships where mutual gains are identified.

ISO 44001 provides Holcim with the strategic framework to develop the policies, objectives, processes, culture and behaviours required to establish successful collaborative relationships and to drive continual improvement for the benefit of all.

The policy is implemented through the Holcim Collaborative Business Relationship Management System and each collaborative relationship with its own Joint Relationship Management Plan (JRMP).

Regular formal audit and review ensures evaluation of effectiveness, efficiency, sustainability and commitment to continual improvement. This policy will be reviewed at



Adham El Sharkawy
CEO, Holcim UK
November 2026

Phillip Norah

Phillip Norah
Director, Holcim UK
November 2026

Holcim UK Ltd, Bardon Hill, Bardon Road, Coalville,
Leicestershire, England, LE67 1TL

Tel: 01530 816600
Fax: 01530 816694
Email: IMS@holcim.co.uk
www.holcim.co.uk

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