

Holcim Ltd

Health, Safety & Sustainability Committee Charter

Review date: July 29, 2021

1. Purpose

1.1 Mission

The Health, Safety & Sustainability Committee ("HSSC") is an expert committee formally appointed by the Board of Directors ("Board") of Holcim Ltd ("the Company").

Its mission is to advise the Board on the development and promotion of a healthy, safe and secure environment for employees, contractors and third parties on site as well as on sustainable development and social responsibility.

1.2.1 Duties – Health, Safety and Environment

Within the framework of its mission the HSSC has in particular the following duties related to health, safety and environment:

- supporting the development of a health, safety and environment culture in the Company in which the objectives are to avoid harm to people, to avoid accidents and environmental incidents;
- overseeing the resources and processes employed to minimize or eliminate risks to health, safety and environment;
- overseeing health and safety performance of the Company, its employees and contractors;
- reviewing compliance with relevant health, safety and environmental legal and regulatory requirements, and internal policies and procedures;
- assessing performance and use of resources through reviews and audits, including periodic formal reviews of the Company's health, safety and environmental performance;
- recommending to the Board health, safety and environmental targets for the Company, and related health, safety and environmental accountabilities as appropriate, including health, safety and environmental metrics and targets related to the executive remuneration incentive scheme.

1.2.2 Duties - Security

Within the framework of its mission the HSSC has in particular the following duties related to security:

- supporting the development of a secure culture in the Company;
- overseeing resources and processes employed to minimize or eliminate risks to security.

1.2.3 Duties – Sustainable development and social responsibility

Within the framework of its mission the HSSC has in particular the following duties related to sustainable development and social responsibility:

- supporting the development of a Company culture in which the objectives are to act in a sustainable and socially responsible manner;
- advising the Board on trends and developments of the industry as appropriate;
- recommending to the Board the inclusion of sustainable development and social responsibility matters in evolving business models and Company strategy, taking into account shareholder, stakeholder and societal expectations
- recommending to the Board the inclusion of sustainable development and social responsibility matters in the Company's policy landscape and internal control mechanisms;
- recommending to the Board the approval of the sustainability disclosures in the Annual Integrated Report and related documents;
- recommending to the Board sustainability targets for the Company, and related sustainability accountabilities as appropriate, including sustainability metrics and targets related to the executive remuneration incentive scheme;
- review performance and progress against sustainability targets, with a particular focus on Climate and Energy, Circular Economy, Nature (Water and Biodiversity) and People (Human Rights, including labour and children's rights, and social initiatives).

2. Powers

2.1 Collection of information and assistance

The HSSC is empowered by the Board to collect all information and assistance from within the Company that is needed to perform the specific tasks and duties imposed upon it by this HSSC Charter.

2.2 Professional support

The HSSC is authorised by the Board to obtain subject-specific professional consultancy services from third parties.

3. Composition

3.1 Qualification requirements

The HSSC consists of at least three members of the Board with the following qualification requirements:

- all members of the HSSC shall have basic knowledge in the field of health, safety and environment, sustainability and security matters.

3.2 Appointment The Chairperson and the further members of the HSSC are appointed by the Board upon recommendation of the Nomination, Compensation & Governance Committee (NCGC), and remain in office until resignation, or the due appointment and introduction of their successors.

The Chairperson of the Board (unless he/she is a member of the HSSC), the Group CEO, the Chief Sustainability and Innovation Officer, the Chief Security Officer, and the Head of Health, Safety and Environment are invited as standing guests of the HSSC.

3.3 Minute taking The minutes are generally taken by the Secretary of the Board or, on a case by case basis, by a member of the HSSC.

4. Meetings

4.1 General The HSSC shall hold an ordinary meeting four times a year and conduct additional, extraordinary meetings if necessary.

4.2 Minutes The HSSC shall report to the Board and shall submit the HSSC minutes to the members of the Board for their information and as a basis for the adoption of resolutions.

4.3 Compensation The Board shall determine the compensation of the Chairperson and members of the HSSC.

5. Standard Agenda Items and timing through the year

The Standard Agenda Items to be dealt with by the HSSC and the timing through the year for the HSSC dealing with these Standard Agenda Items are set out in Attachment 1 to this HSSC Charter.

signed by A. Loader

The Chairperson of the Health, Safety & Sustainability Committee

signed by B. Hess

The Chairperson of the Board of Directors

Date: July 29, 2021