

<u>LafargeHolcim Statement on IndustriAll Action Day – December 12th, 2016</u>

LafargeHolcim strongly believes that people are essential to the success of the company. Our ambition is to create a workplace that is safe, diverse, inclusive, respectful, where people enjoy coming to work.

Caring for our people is one of our five core values and we have a strong commitment to fostering growth and development for people across our organization. We support our employees through various programs in areas such as talent management and learning and development.

The Group is undergoing a transformation based on our strategic priorities and we have demonstrated throughout a period of significant change that we respect our employees and their rights by ensuring that each individual is treated with care and attention. We recognize that the commitment, mobilization, and experience of our employees are the key building blocks for the success of our transformation.

When we have to make difficult decisions which may impact jobs, we always endeavor to minimize the impact of these measures for employees. At the same time, it is our duty as a long term industrial player to ensure we remain competitive in a sustainable and responsible way in all the countries where we operate.

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