



Safety, Health & Environment Management Directives

These ten directives are to be understood and observed by all Holcim and Humes management personnel, regardless of title or area of responsibility. These represent the specific expectations of the CEO and should be followed closely.

- **Ensure that safe and environmentally sound production is never compromised**
- **Develop and actively manage a SHE plan for all sites or cells**
- **Ensure all employees, visitors and contractors are effectively trained and educated**
- **Identify, assess and control SHE hazards**
- **Use individual and group meetings to communicate and consult on SHE issues**
- **Report and investigate all incidents and implement timely corrective action based on root cause**
- **Recognise employees for their positive SHE contributions**
- **Ensure employees, whether operations, administration or support, understand their SHE responsibilities and are held accountable for the same**
- **Use incident rates and lead indicators to evaluate and manage safety, health and environment**
- **Conduct operations with regard for the communities in which we operate.**

A handwritten signature in blue ink, appearing to read 'MEG' followed by a stylized flourish.

Mark Campbell
CEO May 2011