DIVERSITY & INCLUSION POLICY
With the global urbanization process, cities are at the heart of the future. They are the place where human interactions are most vibrant, hosting diverse talents and ideas.

Lafarge contributes to building cities that offer more housing and are more compact, more durable, more beautiful and better connected. In a word, better cities.

Contributing to better cities also means that we embrace, and nurture, the diversity of our employees in our global operations, reflecting the diverse communities and societies we serve.”

BRUNO LAFONT
Chairman and Chief Executive Officer
Diversity & Inclusion at Lafarge

- This Group Diversity & Inclusion policy is a key enabler in our ambition to play a leading and sustainable role in the challenges of global urbanization. We acknowledge that not only our existing workplaces, but the cities we contribute to build and transform, our customers, and the communities in which we operate, are intrinsically diverse. They are made up of men and women, people of different nationalities, ethnic and racial backgrounds, generations, religions, abilities, sexual orientations and many other personal and group differences.

- At Lafarge, we value and respect all the differences that make each person unique. This is what Diversity means to us. Furthermore, we aim to leverage people’s different perspectives and contributions as a powerful source of performance and innovation. To achieve this, we promote a sense of belonging in our employees by creating an inclusive work environment in which diverse talent can thrive, engage and contribute to our business results.

- Diversity & Inclusion are entrenched in our corporate values. They are part of our company heritage and, therefore, define who we are and how we want to conduct business. We also believe that Diversity & Inclusion create the conditions for our success as a company, by giving us access to a broader set of talent and skills, positioning us as an Employer of Choice, and helping us strengthen our links with our stakeholders and the communities in which we operate.
Guiding Principles & Rules

- **Best Talent:** Lafarge hires, develops and deploys talent according to the best available match between current job requirements, future business needs and people profiles.

- **Non-discrimination:** We guarantee non-discrimination in our people processes, and we comply with all local regulations regarding equal opportunities.

- **Culture of inclusion:** We aim to create a sense of belonging in our employees and fully engage them in our business. This is incompatible with any type of bullying or harassment in the workplace and we have developed clear guidelines to deal with this seriously and impartially.

- **Global-local approach:** We establish common group ambitions to attract and develop female talent globally and to ensure a culture of inclusion. We acknowledge also that the demographic composition of each talent market is different and we allow each country to define its own additional diversity priorities and plans.

- **Support resources:** We provide awareness training and guidance to all employees and managers to ensure that our commitment to Diversity & Inclusion is known, understood and acted upon.

- **Integration:** We integrate Diversity & Inclusion in all our people processes, ensuring diverse talent is considered in all recruitment and talent management decisions.

- **Measurement:** At Group level, we set global targets to progress towards a more gender balance organization, in particular in senior levels. We also define the general criteria to measure inclusion and the overall diversity maturity level by country. We track our efforts and hold countries accountable through dashboard KPIs.

- **Transparency and progress:** We report our Diversity & Inclusion progress and achievements externally on an annual basis through the Group Sustainability Report.