



# People



Our people are committed to our long-term performance and responsible growth. Through our SIA framework, we promote people’s development and responsible behavior and embed corporate social responsibility across our operations and governance. We focus on protecting the health and safety of our workforce, supporting the long-term strength, resilience, and prosperity of the communities in which we operate, as we recognise that our license to operate is not given but earned by helping people around us thrive.

## COMMITTED TO ZERO INJURIES

At Carmeuse, safety is a fundamental priority across all our operations and sites. As part of our ongoing expansion, newer operations and sites are in the process of being fully integrated into Carmeuse’s safety processes. Through targeted support, leadership engagement, and the deployment of our safety programs and tools, we are working to embed Carmeuse’s safety culture, support our zero-injury ambition, and ensure consistent protection and operational discipline across all locations.

### Safety first

Safety remains our first operational priority. In heavy industrial environments, protecting our people is a core leadership responsibility. Incidents typically arise from the interaction between human behavior and environmental risk factors encountered in the work environment, requiring continuous attention, disciplined execution, and systematic risk management.

Many sites maintain long incident-free periods, demonstrating that sustained zero-injury performance is achievable through aligned culture, strong leadership engagement, and operational discipline.

We monitor safety performance using KPIs such as recordable injury rate and lost-time accident frequency rate. We have improved both KPIs when compared to previous years and also obtain better scores than sectoral results.



## SAFETY PERFORMANCE

### Key facts (excluding 2025 acquisitions)

**Ambition**  
zero injury across operations

**Accident-free sites**  
**61**  
with zero recordable accidents

**RIR**  
**6.87**  
recordable injuries per 1,000,000 hours worked (12-month Group metric)

**Sectoral results**  
RIR and Lost-Time Accident Frequency Rate (LTA FR) below 2024 sector average

**Sites reporting**  
**92**

**Top risks**  
trips and falls; dust exposure (including lime dust)



## Comparing with sectoral results

External references provide context but do not define our ambition. Our reference point remains zero injury.

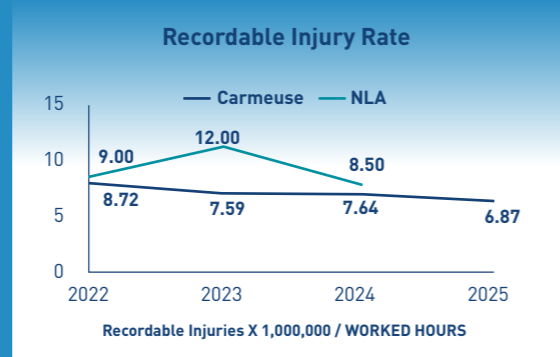
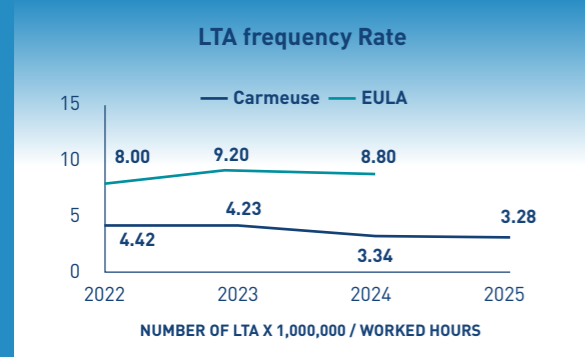
To ensure transparency and comparability, we assess our safety performance against sectoral results published by the National Lime Association (NLA) in Canada and USA, which reports the RIR, and the European Lime Association (EuLA) in Europe, which reports the LTA FR.

Based on the latest available 2024 sectoral results, Carmeuse Group outperforms in both cases:

**EuLA (2024) reports an LTA FR of 8.80**, compared with the Carmeuse Group 2024 LTA FR of 3.34.

**NLA (2024) reports an RIR of 8.50**, compared with the Carmeuse Group 2024 RIR of 7.64.

**Results for both metrics improved in 2025.**



## SAFETY CULTURE IN ACTION

Our commitment to zero injuries is reinforced through structured roadmaps, KPIs, recognition, and engagement initiatives across regions, with safety performance reflecting measurable progress supported by long-term commitment.

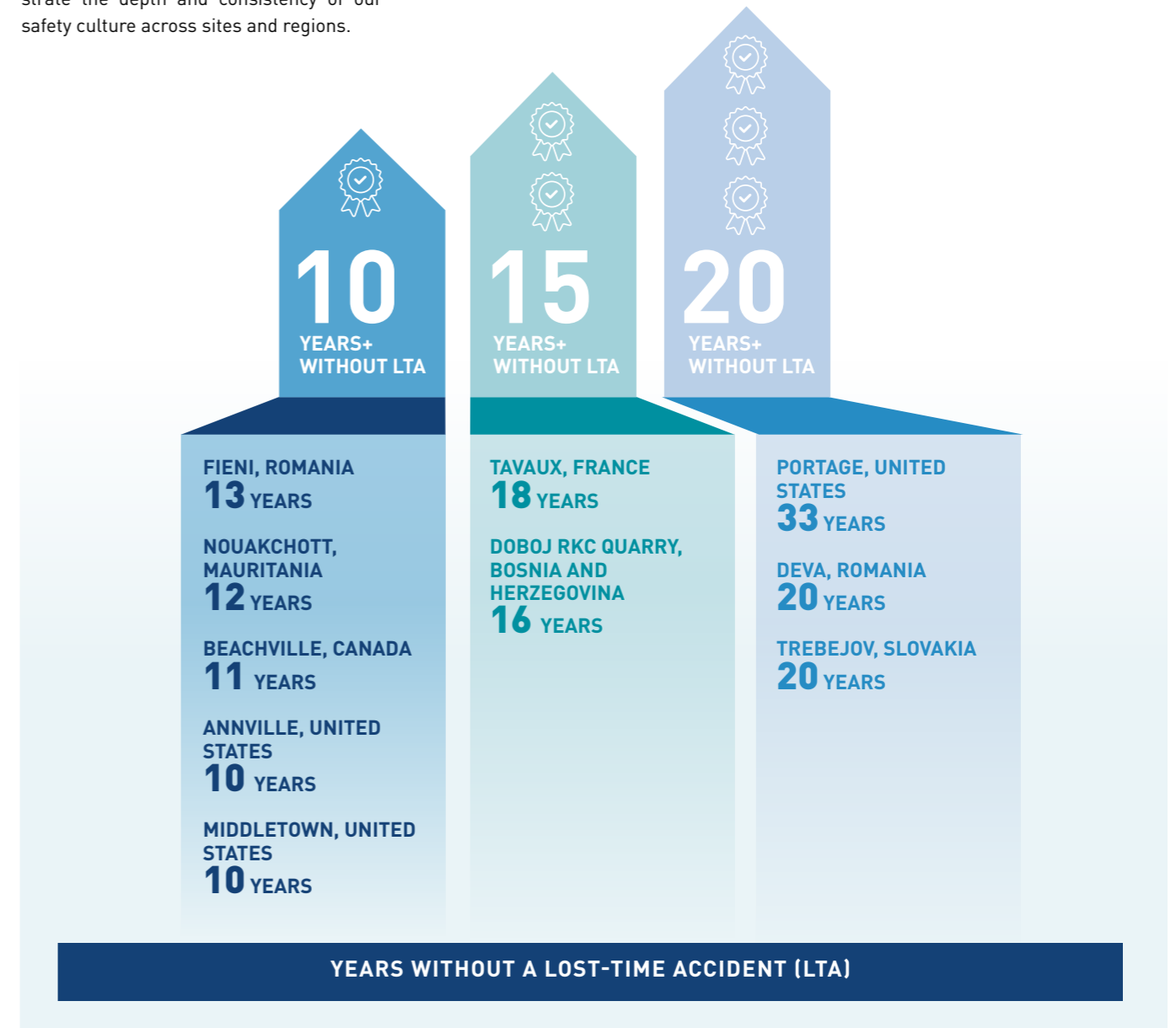
A key challenge in heavy industry is overcoming the perception that minor injuries are inevitable. Our initiatives focus on changing this mindset and reinforcing that every incident is preventable.

Leadership engagement is essential. Management conducts multiple annual safety conversations with employees to address risks, concerns, and improvement opportunities.

The following milestones highlight sites and teams achieving extended periods without workplace accidents or lost-time injuries, reflecting disciplined execution, strong leadership engagement, training, and shared responsibility to ensure every employee returns home safely.

## Lost-time accident-free milestones

Beyond annual performance indicators, lost-time accident-free records demonstrate the depth and consistency of our safety culture across sites and regions.





# Safety Roadmaps



cross-functional groups of **10 to 15** employees together to identify site-specific challenges.

Launched globally in 2024 across the Americas, Europe, the Middle East and Asia, this program brings cross-functional groups of 10 to 15 employees together to identify site-specific challenges and develop tailored action plans documented in Culture Review Reports. In CEMEA, two pilot sites, Aisemont (Belgium) and Dobj (Bosnia and Herzegovina), focused on cleanliness, communication, and feedback, while in North America culture reviews have taken place at six locations to date (Black River, Calcite, Cedarville, River Rouge, Buffington, and Schlegel), addressing communication, training, and reporting as part of broader safety programs.

## Employee safety engagement programs

We continue to strengthen our safety culture through structured employee engagement initiatives that involve employees in identifying risks, shaping solutions, and reinforcing shared accountability.

### No Meeting Day (North America)

Introduced in 2024 as a quarterly initiative that clears calendars for site walk-throughs and employee dialogue, the program expanded in 2025 from a safety-focused initiative to a broader platform for listening, identifying improvement actions, and ensuring structured follow-up.

### Safety Day (Belgium)

Moha, Seilles, and Engis sites organized a Safety Day involving about 60 employees, including management, with five workshops covering movement and health, slips and falls, personal protective equipment (PPE), internal emergency planning, and energy-isolation procedures (lockout/tagout).

### Safety D-Day (Brazil)

The Safety D-Day mobilized more than 50 employees who engaged with over 125 colleagues in operational areas, as meetings were paused to prioritize field-based prevention and strengthen a collaborative safety culture aligned with the Zero Accidents objective.

### Zero-Accident Program (Chile)

Cementos Bio Bio SA (CBB), acquired by Carmeuse in 2025, continued implementing its Zero-Accident Program through a range of activities, such as structured safety management with clear objectives, training, employee participation, risk management measures, strong supervision, and consistent safety standards across operations and partners.

### First Aid and Fire Marshal Training (Zambia)

In Zambia, employees strengthened their emergency preparedness through dedicated safety training sessions. 12 employees completed first-aid training, equipping them with essential life-saving skills, while 27 participants from various departments were trained as fire marshals.



BRAZIL → SAFETY D-DAY



USA → LUTTRELL MINE RESCUE TEAM



THAILAND → GOLDEN LIME



USA → BLACK RIVER MINE RESCUE TEAM

## External recognition and independent certifications

External recognition and certifications provide objective validation of the robustness of our safety management systems and operational preparedness. In 2025, several sites were recognized for emergency response excellence, prevention culture, and compliance with internationally accepted safety standards.

• **Luttrell Mine Rescue Team (United States of America)** – First place in multiple categories at a regional mine rescue competition, including Day 2 Field Competition and Combination Field, Technical, and First Aid.

• **Black River Mine Rescue Team (United States of America)** – At the Mine Rescue competition in New Iberia, Louisiana: first place Bench and First Aid, third place Field, and third place overall.

• **Golden Lime (Thailand)** – Received the International Lime Association (ILA) Vision Zero 2025 Safety Award (Prevention Culture category) for the '5 Layers Safety Patrol' initiative supporting our zero-injury objective, leadership audits/patrols, and shared employee-contractor accountability.

• **Formiga (Brazil)** – Achieved ISO 45001 certification (BSI audit, December 2025).

**International recognition confirms the maturity and excellence of our safety culture.**