

GROWING OUR PEOPLE

DEVELOPMENT AT CARMEUSE



At Carmeuse, learning and development are fundamental to safety, operational excellence, and long-term employability. Our training programs are aligned with engagement survey feedback and individual development goals, reflecting employee priorities from the previous year.

All employees, contractors, subcontractors, and visitors entering a Carmeuse plant must complete safety training. Trained individuals receive a Safety Passport, valid for one year.

Building technical excellence

We continued strengthening operational reliability and technical expertise through structured development programs across our workforce. These initiatives combine advanced technical training, digital learning platforms, and practical applications

to enhance performance, safety, and equipment reliability.

Global Process Engineers Academy and digital learning upgrade

The Engineer Academy has trained more than 250 process engineers worldwide as of the end of 2025. A new learning platform, 360 Learning, has been introduced, featuring integrated content editing, AI-supported module development, and learner performance tracking. Each participant completes an individual project, followed by a one-week in-person workshop to apply skills and strengthen team collaboration.

North America's skills development

Over the past two years, we have piloted **Vector**, an online learning system tai-

lored to the mining industry. In 2025, we formalized programs within the platform, introducing a monthly spotlight course and piloting online Mine Safety and Health Administration (MSHA) 24-hour New Miner and Annual Refresher training. These efforts increased platform use and completions by 187%, supporting onboarding and skill refreshment for the operational workforce or hourly employees.

In 2025, we continued to invest in structured leadership development to equip managers and supervisors with the skills required to lead safely, effectively, and consistently across our operations.

In North America, initiatives such as the **LEAD** (Leadership Exploration and Development) program and the Supervisor Leadership Development Program support both new managers and recently

appointed supervisors. These programs focus on leadership capabilities, soft skills, and practical application in daily operations, helping leaders transition effectively into their roles and strengthen team performance.

The **Skilled Trades Apprenticeship Training Program** continues to address the growing need for skilled trade professionals across the organization, with 52 apprentices across 22 sites. It offers three tracks: industrial electrical, maintenance/millwright, and mobile mechanic.

Apprenticeships typically span four years, totaling 8,000 hours of combined instruction and on-the-job experience. To support long-term success, each apprentice is paired with an internal site mentor who provides ongoing guidance, coaching, and feedback throughout the program.

In 2025, 11 apprentices graduated, becoming fully qualified professionals and reinforcing Carmeuse's operational performance and workforce resilience.

Advancing digital and language learning

We continue to strengthen accessibility and engagement in learning by expanding digital and language development platforms across regions.

Initiatives such as the **goFLUENT** language programs support employees in building confidence in English, enabling greater participation in projects, initiatives, and training opportunities, and fostering their development within the company.

Digital learning is further supported through platforms including Gamelearn, LinkedIn Learning, and Bookboon, complemented by targeted engagement campaigns throughout the year.

Fostering wellbeing and engagement

As part of employee engagement, Carmeuse Turkey launched a running team to promote wellbeing, reduce

stress, and strengthen cross functional collaboration. In Western Europe, a joint teambuilding exercise brought together employees from several sites to enhance relationships and improve collaboration.

We continue to strengthen our listening culture through our engagement and feedback tools, enabling us to better understand employee expectations and act on insights gathered across regions and functions.

In addition, all employees take part in an annual development discussion with their managers. These conversations lead to personalized development plans aligned with both individual aspirations and business needs, reinforcing our commitment to continuous growth and long-term employability.



TURKEY → EMPLOYEE WELL-BEING



NORTH AMERICA → LEAD



NORTH AMERICA → SKILLED TRADES APPRENTICESHIP TRAINING PROGRAM