

## Group Health and Safety Policy

We care for the safety and wellbeing of our employees, contractors, customers, and the people of the communities in which we operate. Health and safety is at the core of our business and in total harmony with our values: Respect, Integrity, Courage.

Our goal is to ensure that everyone goes home healthy and safe every day. To this aim, health and safety must always come first in every decision and action we take, at all levels of the company, this is non-negotiable.

We conduct our business focused on creating a healthy and safe environment.

We believe that every work-related illness and accident is preventable. Excellence in health and safety is fostered by a workplace that requires:

- a decision-making process that always considers health and safety,
- clear safety rules known and respected by everyone,
- safe behavior on the part of everyone, at every level of the organization,
- visible and effective leadership fostering a supportive and empowering team culture,
- proper design of equipment and facilities, maintained in good condition,
- consultation, participation, and commitment of everyone,
- routine and transparent communication on health and safety issues and improvements,
- open discussions in the field and a willingness to care for one another,
- an effective management system that promotes continuous improvement.

We're convinced that, with your unwavering support and hard work, everyone can return home healthy and safe every day.



**Marcos França**  
CEO Lhoist Group



**Vincent Dujardin**  
Chief Technical Officer



**Laurent Yvon**  
Chief Human Resources Officer



**Jean-François Coutos-Thévenot**  
Safety Coordinator



**Cedric de Vicq**  
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**Philipp Niemann**  
CEO North America



**Benjamin Henry**  
Chief Financial Officer



**Frédéric Meessen**  
Chief Legal Officer & Secretary  
General

**This policy requires conviction, commitment, and hard work at every level of the organization and goes far beyond legal compliance.**

**To guide our decisions and actions, we are committed to the following principles:**

1. All occupational injuries and illnesses can and must be prevented.
2. Each worker is responsible for his or her own safety and the safety of those around him or her.
3. Employee commitment and training are essential.
4. Working safely is a condition of employment.

**To achieve this, we:**

1. Require that leaders are seen by all as champions of health and safety, that they lead by example, consistently set high standards, verify implementation, check efficiency of controls, engage in high-quality exchanges in the field, and consider potential impacts on health and safety into all their decisions.
2. Foster a culture of caring, solidarity and responsibility in the field.
3. Actively involve employees and contractors in all matters relating to health and safety.
4. Provide effective training to all employees so that they can lead and work safely.
5. Identify hazards, assess, and effectively control risks.
6. Ensure that all employees and contractors take actions, including stopping work, when they feel conditions are unsafe or that rules (Life Saving Rules, Stay Safe, ...) are not being followed.

7. Report all accidents, Potentially Serious Injuries (PSI) and dangerous situations, investigate them, analyze trends, and apply lessons learned. Report and share good practices.

8. Establish leading and lagging indicators to enable management to improve health and safety performance.

9. Select and manage contractors considering their health and safety performance and programs.

10. Provide safe workplaces and equipment, keeping them clean, organized and well maintained.

11. Comply fully with all legal and other applicable requirements.

12. Provide adequate resources to ensure compliance with this policy.

13. Promote continuous improvement through an effective health and safety management system.

14. Verify the effectiveness of this policy through a combination of self-assessments and cross-audits.

This policy applies to all professional activities performed on Lhoist sites (including joint ventures in which we have a controlling interest or exercise operational control), to all Lhoist employees while working for Lhoist, and contractors carrying out work on Lhoist premises. In the event of differences between local legislation and Lhoist's health and safety requirements, the most stringent requirements will always be complied with.