

Committed and Skilled Employees as the Driving Force Behind Our Success



Our Commitment

Our HR policy reflects our core values: respect, openness, collaboration, and subsidiarity. We recognize that people are the driving force behind the success of ArcelorMittal Belgium. We aim to create a work environment that attracts talent, fosters development, allows individuals to maintain their uniqueness, and ensures they feel valued. In this cluster policy, we respect local legislation and customs, and we endorse the ResponsibleSteel principles.

We ask our external partners to implement a personnel policy that aligns with the stated principles and complies with local legislation.

For and By Our Employees

Every employee is responsible for implementing this policy. Managers have an additional role: together with HR, they create a work environment that actively supports the application of HR principles.

To fulfill our commitments, we apply the following core principles:


- **Health and Safety:** We ensure healthy and safe working conditions at all our sites, including mental well-being. We take general care of one another.
- **Inclusivity:** We strive for an inclusive work environment where everyone has equal rights and opportunities. Behaviour that contradicts these principles is not tolerated.
- **Integrity:** We actively support a culture in which employees act ethically, with honesty, transparency, respect, and leading by example at the core. We respond consistently to any form of inappropriate behaviour.
- **Human sustainability:** We aim to consider employees' personal ambitions and work preferences, their different life stages, and implement a policy that makes sustainable jobs a topic of open discussion to promote long-term well-being.
- **Leadership:** We foster a strong leadership culture and sense of responsibility, and we reward and value our employees fairly based on their performance. Our goal is to create a collaborative, productive and innovative work environment.
- **Talent Development:** We believe in the continuous development of our people. As an organisation, we actively invest in training and encourage and support our employees to further develop their talents and skills. This enhances both their versatility and their engagement with their work and the organisation.
- **Continuous Improvement:** We aim for a culture in which mutual expectations are shared and aligned with reality. Feedback plays a key role in this process. We maintain an open and constructive dialogue with our employees and their representatives to continuously improve our policies.



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We pursue a dual mission: On the one hand, we support the needs of our organisation and stakeholders in both the short and long term. On the other hand, we are committed to shaping a working environment where people feel good, can be themselves and are encouraged to grow. We care for their well-being, take into account their needs at every stage of life and career, and ensure that everyone is treated with respect.

We expect our employees to continuously develop their skills, embrace diversity, care for one another, and uphold our core corporate values: respect, openness, collaboration and subsidiarity. We support this through open and transparent communication and dialogue with employees and all stakeholders. To reinforce these efforts, we place a strong focus on digitalisation.

We believe in the following principles to help us achieve our goals:


- We strive to create an inclusive work environment where everyone enjoys equal rights and opportunities, regardless of race, skin colour, nationality, origin, national or ethnic background, disability, religion or belief, sexual orientation, age, financial status, marital status, political opinion, trade union affiliation, health condition, physical or genetic characteristics, birth, social background or gender. Behaviour that contradicts these principles will not be tolerated.
- We aim to be the preferred employer for both current and future employees, responding to the evolving trends in our society.
- To meet the needs of the organisation, we strive to make the most of our employees' potential. We deploy their talents flexibly to remain agile and proactively manage change. We challenge and support our people to shape their careers in line with their potential and ambitions and we aim to respond to organisational needs by deploying talent where it is most urgently required.
- We also take into account employees' personal ambitions and work preferences, as well as the different stages of life. We pursue a policy that makes sustainable jobs a topic of open discussion, with the aim of promoting long-term well-being and vitality.
- We are committed to the continuous development of our employees. On the one hand, we invest as an organisation in training and development. On the other, we encourage our people to actively develop their talents and competencies to support broad employability and strengthen engagement across the organisation.
- We foster a culture in which mutual expectations are shared and assessed against reality. Feedback plays a key role in this process. Employees and managers are informed and aware of the tools available both to take ownership of their careers and to provide support where needed.
- We promote open and transparent communication with employees, managers, social partners, and all other stakeholders. We encourage consultation and bottom-up ideas at every level.
- We aim to build a workplace where people enjoy working - one that fosters resilience and provides support during challenging life phases. At the same time, we ensure that inappropriate behaviour, underperformance and breaches of agreements are consistently addressed.
- We strive for a partnership with all departments to share mutual needs and actions.
- We continuously optimise our processes and systems. We invest in digitalisation to underpin our processes with data and analysis, deliver adequate services and training to all employees and departments and maintain ongoing contact with external stakeholders, candidates, and partners.



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