Creating Fair and Attractive Working Conditions at BASF

At BASF, our people are the foundation of our long-term success. We aim to attract talented employees, support their development and create a workplace where they can perform at their best. Through a global, performance-driven culture, diverse learning opportunities, competitive rewards and strong employee support offerings, we enable our employees to build skills, develop their careers, and contribute to BASF's sustainable business success.

Creating a Fair and Inclusive Work Environment

BASF is committed to equal opportunities and fosters an inclusive work environment. We provide fair working conditions and offer support whenever employees raise concerns.

Embedding Respect in the Workplace

Respectful conduct in the workplace is fundamental to the way we do business. It is anchored in our global Code of Conduct, which is binding for all members of the Board of Executive Directors, managers and employees worldwide. Our Policy Statement on Human Rights reaffirms our commitment to fostering a workplace based on trust, respect and appreciation.

Our compliance unit is responsible for steering both compliance and human rights topics. The BASF Chief Compliance Officer reports directly to the Chairman of the Board of Executive Directors.

» For more information on our human rights commitment and approach, see basf.com/humanrights

Upholding Labor Standards

A Group-wide policy describes how we respect internationally recognized labor standards, including the fundamental conventions of the International Labour Organization (ILO).

Building on the ILO Declaration on Fundamental Principles and Rights at Work, we have defined principles that provide a binding, globally applicable framework for fair and responsible working conditions. All leaders and employees across BASF are expected to adhere to them. To support their implementation in daily practice, we provide regular training on labor standards.

The principles and rights include, for example, protection against discrimination and harassment, transparent working conditions as well as recognition of the right to freedom of association, collective bargaining and opportunities for employee participation in the company.


No child labor


No forced labor


No discrimination or harassment


Freedom of association and right to collective bargaining


Clearly defined working conditions


Fair compensation


Responsible working time and healthy life balance


Fair disciplinary actions


Fair dismissal


Protection of vulnerable groups

» For more information on labor and human rights standards, see basf.com/working_conditions

Promoting Equal Opportunities and Inclusion

At BASF, we want to create a workplace where every individual feels respected and valued. Any form of workplace discrimination or degrading behavior – including sexual harassment – based on age, ethnicity, race, gender, sexual orientation, gender identity or expression, nationality, religion, disability, genetic information, personal characteristics and preferences or any other characteristic protected by law, is contrary to the values set out in our global Code of Conduct.

This commitment applies to all our employment decisions such as recruiting, hiring, training, career development, promotions, benefits, disciplinary actions and terminations.

We are aware that certain individuals and groups may face an increased risk of discrimination and disadvantage in their working lives. This includes vulnerable groups as identified by the United Nations and the ILO. We take particular care to identify, prevent and address potential adverse impacts on these groups.

If potential cases of discrimination come to our attention, for example through our grievance channels, we act immediately and take the appropriate remedial actions.

When identifying leadership talents, we promote and value diversity. For example, we are committed to increasing the proportion of women in leadership positions worldwide to 30% by 2030. We strive to always act in accordance with the applicable local laws.

» For more information on diversity, see basf.com/diversity

Providing Fair Working Conditions

Our employees are entitled to freely form, join and support legally recognized unions or other forms of employee representation, in line with local law. In the case of organizational changes, for example the elimination of positions due to restructuring, we involve employee representatives in consultation on socially responsible solutions, in accordance with existing participation rights.

To support affected employees in both full-time and part-time permanent positions, BASF offers measures such as skills development and retraining, career counseling, and support in identifying alternative positions within the company. Where applicable, additional measures may include severance pay arrangements or other transition support in line with local legal and contractual frameworks. The same approach would apply if our transition to climate neutrality were to require structural adjustments or have other adverse effects on employees.

We recognize that stable employment and working conditions are crucial for our employees. BASF acknowledges every individual's right to social security. We are aware of the risks associated with a sudden loss of employment and income, which can lead to precarious situations for employees and their families. Our labor standards include, for example, fair and transparent processes for disciplinary actions and dismissals.

Providing Competitive Reward and Recognition

At BASF, we want every employee to feel recognized and valued for their daily contributions. That is why we are committed to providing all of our employees with fair, competitive and performance-oriented compensation. Compensation at BASF combines a market-oriented fixed base salary with performance-related components as well as attractive additional benefits.

Offering Variable Performance-Based Pay

BASF's performance-based compensation framework generally combines fixed and variable compensation elements. For all eligible employees, including part-time and non-officer staff, variable compensation includes an annual performance-based bonus.

By linking this bonus to BASF's performance, employees can participate in the company's success and are rewarded for their individual contributions. The annual bonus is based on a globally consistent framework and reflects not only the performance of the BASF Group, but also other financial and nonfinancial key performance indicators of the operating division in which the employee works. For employees who do not work in an operating division, the targets of the BASF Group and the nonfinancial targets of the respective unit apply.

At BASF, we believe in direct and tangible recognition of exceptional performance. Beyond the annual bonus, our employees can receive an individual performance-based impact bonus as timely recognition of achievements.

The impact bonus follows defined global guidelines and enables recognition of exceptional contributions across all employee groups, including both part-time employees and non-officer staff. Leaders may also recognize above-average contributions through non-monetary recognition measures, in line with local customs.

Rewarding Ideas and Outstanding Contributions

Alongside impact bonuses, BASF has a long tradition of providing financial rewards for exceptional employee contributions.

With the Winning Ways Award, we recognize and reward teams that have made exceptional contributions to BASF by delivering profitable growth, driving value creation, and implementing our Winning Ways strategy. The award celebrates excellent performance and embraces the strategic

dimensions of our corporate strategy. Employees around the world are eligible to participate. In 2026, more than 100 teams applied. The three highest-ranked projects received financial rewards.

In Germany, BASF's Ideas Management program remains a key driver of innovation, efficiency and employee engagement. In 2025, employees submitted more than 5,700 ideas, generating an annual net benefit of approximately €29 million and helping to avoid 38,710 metric tons of CO_2 emissions. These results demonstrate how employee-driven improvements can enhance both competitiveness and sustainability. Similar Ideas Management approaches are in place at multiple BASF sites worldwide.

Supporting Employees at Work and Beyond

Most BASF employees, including part-time staff, are eligible for non-pay benefits. Along with competitive pay, employees in many countries are offered a broad range of non-statutory benefits such as flexible leave arrangements to support individual needs and life situations, company pension benefits as well as supplementary health insurance, accident insurance and death and disability insurance. In many countries and companies, our additional benefits go beyond legal requirements.

Supporting Employees through Different Life Stages

We want to support our employees in different life situations. Parents in particular often face additional demands in everyday life, which is why protecting maternal health before and after childbirth is important to us. BASF therefore provides maternity protection for both full-time and part-time employees, which exceeds local legal requirements in various countries. These standards provide at least 14 weeks of maternity leave. In addition, employees who are legally entitled to paternity or parental leave may take such leave, enabling them to spend more time with their families.

At BASF's largest Verbund site in Ludwigshafen, Germany, we offer a broad range of services to help employees balance their personal and professional lives. These include LuKids, the BASF SE nursery, one of Germany's largest company childcare facilities for children under the age of three, which provides demand-oriented full-day care with capacity for up to 260 children. At other sites in Germany and North America, we also offer support such as childcare and emergency childcare solutions.

At several sites worldwide, BASF supports families during school holidays by offering a range of age-appropriate holiday programs for employees' children between the ages of 3 and 16.

To support employees with caregiving responsibilities, BASF offers the option of unpaid leave to care for close family members in many locations.

» For more information on our offerings to support employees in different phases of their lives, see basf.com/supporting_employees

Flexible Ways of Working

To provide greater flexibility in day-to-day work, BASF has established site-specific flexible work arrangements that outline where and when employees can work, where job requirements allow. Available arrangements include flexible working hours, part-time models, job sharing for both leading and non-leading positions, remote work and various leave options.

Supporting Employee Well-being and Mental Health

BASF offers a global mental health platform called eleMENTAL as part of its Corporate Health Management approach. The platform provides all employees with access to verified mental health resources, self-learning materials and local support contacts.

Available in 17 languages, eleMENTAL supports employees worldwide. Employees can access the platform from both work and private devices.

The platform is complemented by virtual and in-person events that raise awareness of mental health, promote prevention, and help reduce the stigma associated with mental illness. BASF also provides a wide range of materials, training courses and individual support to promote mental health in the workplace and in everyday life.

BASF complements this service with local support structures around the world. Employees facing mental health challenges or difficult life situations can access professional assistance through external providers or internal Employee Assistance Programs, depending on the country and site.

In addition, BASF provides professional well-being programs at many sites worldwide. They are designed to help strengthen resilience, support employees in managing personal and professional challenges, and contribute to a healthy and supportive work environment.

In Germany, additional support is provided through the BASF Stiftung's Employee Assistance Program (EAP), which offers professional social and life counseling services. Employees can receive confidential support for personal, family-related, financial, legal, health-related or work-related challenges. Originally established in Ludwigshafen, this service is increasingly being expanded to other BASF sites across Germany.

Sharing in Long-term Company Success

BASF enables executive and non-executive employees in over 20 countries to participate in the company's long-term success through the BASF "plus" employee stock purchase plan. The program supports a broader ownership culture and strengthens the alignment between employees and long-term company performance.

In addition, members of the Board of Executive Directors and all senior executives are entitled to participate in share price-based compensation programs.

» For more information on BASF's share programs, see basf.com/incentive_share_program

Supporting Continuous Learning and Development

At BASF, we foster a culture of continuous growth in which employees are encouraged to actively shape their personal and professional development.

Our learning opportunities help employees build skills, realize their potential and maintain their long-term employability. They also support internal career mobility and prepare employees for changing business, technology, skill and knowledge requirements. This strengthens both individual employability and BASF's competitiveness.

Employees and leaders regularly discuss development priorities, skill-building needs and career aspirations to agree on development goals and identify opportunities for learning and growth.

Empowering Learning and Skill Development

BASF strives to make learning and development opportunities accessible to all employees and to provide equal access regardless of gender, location, role or background.

Our full-time and part-time employees globally have access to a variety of learning opportunities.

BASF offers a broad range of learning formats, including self-directed learning resources, virtual and classroom-based training, peer exchange and development programs aligned with different career stages, development needs and business requirements.

Many of our divisions provide specific training aligned with critical skill requirements. In addition, academies such as the Data & AI academy offer topic-related training content to all employees with a professional interest. The Data & AI academy helps our employees build skills in areas such as data, digitalization and artificial intelligence (AI).

Employees can apply these future-oriented capabilities in their daily work to support business transformation, innovation, and continuous improvement processes and ways of working.

BASF also gives employees globally access to external learning platforms, such as LinkedIn Learning, which offer content on a broad range of technical, business, digital and professional topics.

To facilitate knowledge sharing, career development and networking across organizational boundaries, BASF has established a global mentoring network that connects employees across regions, functions and businesses.

Supporting Career Growth through Qualifications

BASF SE and several other BASF Group companies offer opportunities for employees in both full-time and part-time permanent positions to pursue further education and professional qualifications alongside their work. These include academic degree programs as well as recognized professional and technical qualifications.

Depending on local programs and business requirements, support may include financial and organizational assistance for selected degree programs, professional certifications and technical qualifications.

Access to these opportunities is based on transparent and consistent criteria and aligned with current and future business needs.

These offerings support employees in expanding their qualifications and preparing for future professional opportunities.

Vocational Training and Early Career Development

At BASF, we have a long tradition of developing our own skilled employees.

We are particularly committed to our apprenticeship programs in Germany. To ensure sufficient qualified candidates for apprenticeship positions, we provide school students in Germany with insight into the various apprenticeship options at BASF during their career orientation phase.

As of December 31, 2025, BASF SE was training 1,730 people in various occupations. At production sites in the United States, we provide up to three years of dual-track vocational training under the North American Apprenticeship Development Program (NAADP).

In addition, BASF offers trainee and other early career programs that help participants develop the skills and capabilities needed for long-term career opportunities within the company. These programs contribute to BASF's future talent pipeline and include initiatives such as the Top Start program, which supports the development of future leaders.

Developing Leaders for a Changing World

To support leaders in their role, BASF offers training and other learning and development opportunities at all leadership levels. These opportunities help leaders strengthen the skills needed to inspire people, foster collaboration and guide teams through change. They are available to leaders at all career stages, whether they work full-time or part-time.

Global Leadership Skills Framework

BASF has implemented a globally aligned leadership skills framework that defines the key skills expected from all leaders. These skills are introduced early and further developed throughout leaders' careers. The framework consists of four competency sets: Leading, Managing, Developing, and Building Culture, supported by respective learning domains.

To support leaders in strengthening these skills, BASF provides a range of learning opportunities, including self-directed learning resources aligned with the leadership skills framework.

Learning offerings are regularly updated to reflect changing business requirements, digitalization trends and advances in artificial intelligence. These updates help leaders navigate transformation and support their teams through change.

BASF's global learning platform includes an "AI for Leaders" curriculum that provides foundational knowledge in artificial intelligence through three training modules. The curriculum helps leaders understand BASF's AI tools, explore relevant use cases and identify opportunities to apply AI in their area of responsibility.

Standardized Leadership Assessment Program

Building a strong pipeline of future leaders is an important part of our long-term strategy. We aim to identify and evaluate leadership potential early and support employees in their professional growth through targeted development opportunities.

Our global standardized leadership assessment program uses scientifically validated assessments and personalized feedback to help participants gain deeper insights into their strengths and development areas. It also supports career decisions and offers tailored development measures.

The assessment is designed for future leaders at BASF worldwide. It supports internal upward mobility for both full-time and part-time employees. Our approach helps broaden access to development opportunities and enables employees from diverse backgrounds to showcase their potential and pursue leadership pathways.

By investing in current and future leaders, we create opportunities for growth. Moreover, we want to strengthen leadership capabilities across the organization and position BASF to succeed in a rapidly changing business environment.

Conclusion

At BASF, we strive to create a fair and attractive workplace where employees can grow, contribute and succeed. Our approach combines respect for human rights and labor standards, equal opportunities, competitive compensation and support across different life stages.

We invest in continuous learning, skills development and leadership capabilities to strengthen employability and prepare employees for evolving business needs.

In times of organizational change, we seek socially responsible solutions and support affected employees through skills development, retraining and other transition measures.

By fostering fair and inclusive working conditions, promoting well-being and enabling personal and professional growth, BASF aims to strengthen both individual opportunities and the company's long-term resilience and competitiveness.