

Smarter steels for people and planet

ArcelorMittal Dofasco
2023 Community Update



ArcelorMittal

Contents

ArcelorMittal Dofasco and Sustainability Reporting	3
2023 Highlights	5
Materiality Assessment	6
Sustainability Performance 2023	9
Safety, Health, and Wellness	10
Performance: Site Safety	12
Environment	13
Performance: Site Environmental Performance	15
Performance: Non-Compliance with Environmental Laws and Regulations	16
Performance: Community Grievances Regarding the Environment	17
Diversity & Inclusion	18
Performance: Site D&I	19
Some highlights of our 2023 Diversity and Inclusion journey	20
Community Support and Investments	22
Performance: Financial Investments	25
Performance: Volunteering	26
Employment	27
Indirect Employment	29
Net Zero 2050 – Just Transition	30
Performance: Employment	31

Acronyms

C	CCIF	Corporate Community Investment Fund
	CEO	Chief Executive Officer
	CLC	Community Liaison Committee
	CO ₂	Carbon Dioxide
	CSRD	Corporate Sustainability Reporting Directive
	CPR	Cardiopulmonary Resuscitation
D	DJSI	Dow Jones Sustainability Index
	D&I	Diversity and Inclusion
E	ERGs	Employee Resource Groups
F	FPIC	Free, Prior, and Informed Consent
G	GRI	Global Reporting Initiative
	GHG	Greenhouse Gas
H	H&S	Health & Safety
I	IESO	Independent Electricity System Operator
	ISO	International Organization for Standardization
K	KOBM	Klockner Oxygen Blown Maxhutte
L	LTIs	Lost Time Injuries
	LTIFR	Lost Time Injury Frequency Rate
N	NO _x	Oxides of Nitrogen
P	PAWC	Pride At Work Canada
S	SO _x	Sulphur Oxide
	STEM	Science, Technology, Engineering, and Math
	SD	Sustainable Development
	SCBA	Self-Contained Breathing Apparatus
T	TSP	Total Suspended Particulate

ArcelorMittal Dofasco and Sustainability Reporting

ArcelorMittal Dofasco participates in the annual ArcelorMittal Integrated Annual Report. ArcelorMittal is also starting to align its reporting with the concepts and principles laid out in the new CSRD regulations which entered into force on January 5, 2023, in Europe and are now being implemented into law.

CEO's statement

Thank you for taking the time to review our second annual Community Update. We are pleased to provide more information about our performance in 2023 and to include you on our sustainability journey. From environmental impact, including climate change, biodiversity, and emissions, as well as social impact like supporting employees' health, safety and wellness, engaging with communities, and continuing our journey to inclusion, we are aspiring to be among the best in the world.

ArcelorMittal Dofasco was founded in 1912 and began as a small steel foundry. Today, we are part of the world's leading steel and mining company. We are one of the best at developing and manufacturing incredible steel grades and solutions, and we are committed to our people and the community. While Dofasco was the first steel company in the world to be named to the Dow Jones Sustainability Index (DJSI) (1999), we recently became the first integrated steel producer in North America to achieve ResponsibleSteel™ certification (2023).

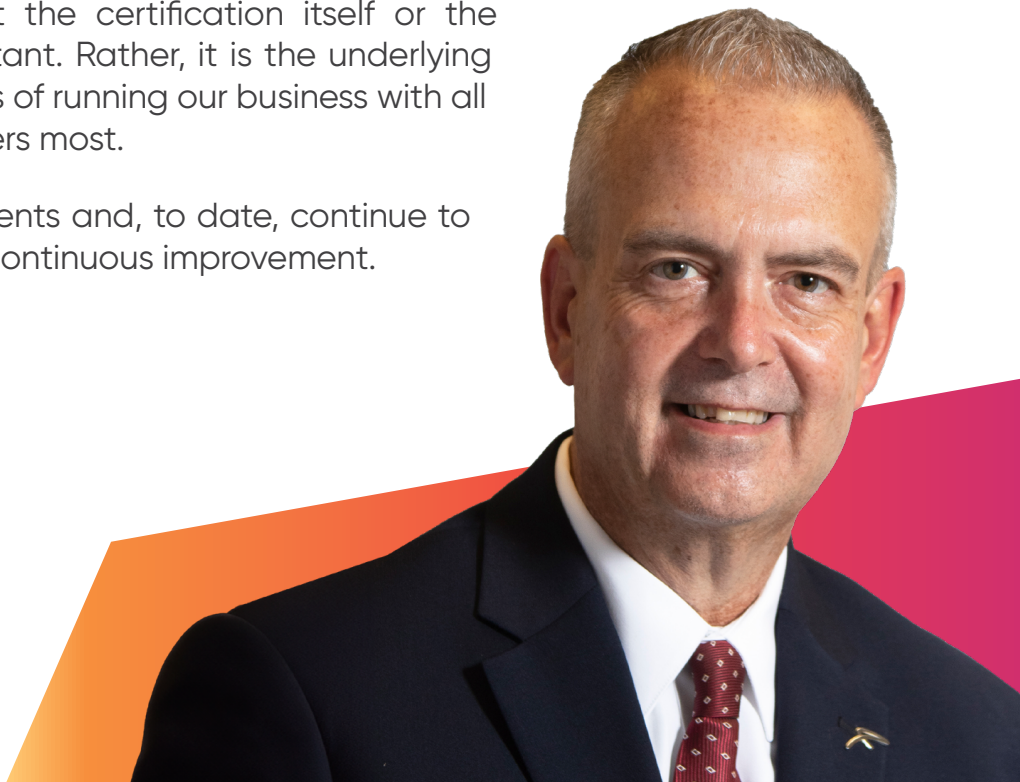
I have often said that it isn't the certification itself or the recognition that is most important. Rather, it is the underlying commitment and fundamentals of running our business with all stakeholders in mind that matters most.

We are proud of our achievements and, to date, continue to look forward on our journey of continuous improvement.



Ron Bedard

President and CEO
ArcelorMittal Dofasco



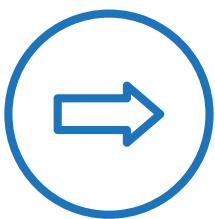
2023 Highlights



Materiality Assessment

We recognize the importance of transparency and accountability in our sustainability efforts. As part of our commitment to sustainability, in 2023 we undertook a materiality assessment to gain insights into our operating environment. Materiality assessments help define environmental, social and governance topics that matter most to our business and stakeholders.

To develop a comprehensive understanding of the business context surrounding our sustainability journey, internal and external interested parties were surveyed and interviewed. Based on this understanding, material topics were identified and prioritized according to their importance to our operations. The materiality assessment has been developed with reference to the GRI 2021 standard and involved the following steps:

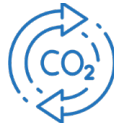


2023 Highlights



Defining Business Scope:

The business context for the scope of the operations and value chain was reviewed and identified to establish the list of actual and potential material topics significant for the materiality assessment.



Identification of Material Topics:

Based on the interested parties engagement process, we identified a comprehensive list of potential material topics that are relevant to our business. The topics encompass a broad range of areas including GHG emissions, climate change, labour management, diversity, H&S, local communities, energy management, responsible sourcing, biodiversity, etc.



Prioritization of Material Topics:

We used a materiality evaluation matrix to assess the significance of each identified material topic on our business, interested parties, economy, environment, and people including impacts on their human rights.



Engagement:

Through a third-party consultant, we engaged with a wide range of internal (directors, managers, employees, and investors) and external interested parties (government, media, non-governmental organizations, suppliers, trade associations, civil associations, community and cultural groups, business chambers and other autonomous public bodies) through surveys, interviews, and focus group discussions. This enabled us to understand their perspectives, concerns, and expectations regarding our sustainability performance.

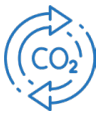
2023 Highlights

The materiality assessment performed reflects our unique characteristics and perspectives. The topics that have been identified as “High Significance” with an immediate visible impact on our business operations are:



Occupation Health & Safety:

It is an integral part of our SD Outcome 1, which states “Our workforce is safe and healthy, committed to our success, and operates with integrity.” This also aligns with the GRI 403 topic standard, Occupational Health and Safety. This reiterates our commitment towards building an integrated H&S culture within the organization.



GHG Emissions and Air Emissions:

These two environmental material topics are in line with ArcelorMittal’s roadmap to Net Zero by 2050. As a carbon-intensive industry, our emissions have an impact on climate change. Addressing climate-related risks and opportunities by reducing emissions associated with steelmaking and supplying materials is critical to our long-term sustainability.



Diversity & Equal Opportunity:

This aligns with our goal to build a modern workplace, which welcomes fresh ideas and perspectives, and is reflective of a diverse workforce. This topic talks about providing equal opportunities to all and respects individual contributions towards achieving business success.



Employment:

We recognize that our people are critical to our success, and we realize the need to provide cross functional skills training for mutual success. Our employment policies have a significant impact on local communities. Upholding labour rights, including fair wages, working hours, H&S standards, and freedom of association, is essential to promoting employee well-being, minimizing turnover, and enhancing productivity. The focus of our SD Outcome 9 is on building a pool of talented resources through partnership with all levels of education, by providing internship and co-op opportunities, organizing science camps and awards programs for students and by employee volunteering activities.

Sustainability Performance 2023



Safety, Health, and Wellness

The safety, health, and well-being of everyone on our site is a core value and our number one priority. As such, we are on a 'Journey to Zero', with the aim of achieving zero fatalities and LTIs.

To protect our people's physical safety, we work to identify and remove unsafe conditions and keep and follow comprehensive processes and H&S standards. Through a comprehensive wellness program, we support employees to be the best they can be, in terms of both their physical and mental health. Onsite fitness facilities with group classes, coaching and programs that address physical fitness, resilience, disease prevention and rehabilitation are offered to all employees. Tying these efforts together is our approach to Diversity and Inclusion, which aims to continue to build an environment in which our people feel welcomed, valued, respected and heard, and are encouraged to bring their whole selves to work.



Sustainability Performance 2023

The combination of these commitments and actions are the “way to zero” and highlight our continuous efforts towards keeping the highest standards in our operations.

Safety training is also an important part of our journey to zero accidents and injuries in Hamilton. In 2023 we launched a half-day, in-person training on Safety Culture Awareness which all employees were required to attend. In 2023, we also launched a pilot for Front Line Leader enhanced H&S Training.

Individual departments also run their own Health & Safety Days; typically, full day training targeting issues related to their particular areas. In addition, we routinely run courses in the areas of Health & Safety Supervisor training, CPR, Aerial Work Platforms, SCBA, Fall Protection, and many others.

Sustainability Performance 2023

Performance: Site Safety

Our LTIFR, defined as the number of injuries per million hours worked that result in employees or contractors taking time off work, was 1.06 in 2021, .37 in 2022 and .3 in 2023.

In 2023, as part of our on-going commitment to the safety, health and well-being of everyone on our site, we renewed our focus on in-person, enhanced H&S education and training. We launched a half-day safety cultural training workshop for all employees. These workshops are part of the work we are doing to move the organization along the Bradley Curve continuum to a place of interdependence, which is a culture of shared vigilance, in which everyone takes responsibility for their own safety and for the safety of everyone around them. 4,318 employees attended the training which was designed to motivate employees to gain a sense of accountability, while viewing safety as a value in their lives. This training led employees on a journey of realization regarding why H&S matters to all of us, resulting in a better appreciation and practice of workplace safety.

In 2023, we also launched a pilot for Front Line Leader enhanced H&S Training, with 24 Team Leaders participating. The training is in-person, over five full days (an increase of three days over the previous leader training). This program will continue to mature and with the goal to train all front-line leaders by the end of 2025.



Environment

As an organization deeply committed to minimizing our carbon footprint, we recognize the importance of balancing our operational demands with expectations from interested parties. We remain fully aware they are particularly concerned with how our production activities may affect our mutual natural resources. We have taken significant steps in enhancing our environmental stewardship, and our journey towards sustainability is not just about regulatory compliance or meeting global challenges. Rather, we are guided by the need to respect and preserve our shared natural resources and our actions and impacts will continue to be in harmony with the long-term aspirations and expectations of interested parties. Open and honest communication is at the center of our strategy as we continue to actively engage all parties regarding the challenges we face. In addition, our CLC members meet every quarter to discuss, review, and exchange information about our operations. You can learn more about the CLC on our website.



Sustainability Performance 2023

While reducing our carbon footprint is one of the biggest global challenges we face, our neighbours and other interested parties also have expectations. These expectations focus on the impact of our steel operations on our shared natural resources. While our environmental performance has improved, we must ensure that our performance and impact balance the expectations of interested parties and current technology and business context. We must engage in open conversations about the challenges we face and discuss the best ways to respond. This is how we will better deliver on our purpose of smarter steels for people and planet. You can learn more about our

approach to managing environmental impacts on our website. You can also learn more about our CLC that meets quarterly to share, review and exchange information about our operations.

Regulatory Requirements

ArcelorMittal Dofasco is required to adhere to various legislative requirements regarding environmental performance, labour and business practices. These aspects of the business are governed by our senior leadership team.



Sustainability Performance 2023

Performance: Site Environmental Performance

Metric	2020	2021	2022	2023 [#]
NOx t ^{***}	2,485	2,442	3,018	2,782
SOx t ^{***}	4,672	4,330	5,025	5,075
TSP t (air total) ^{***}	1,710	1,676	1,319	1,031
Harbour Water Intake (x 1000m ³ /d)	701.909	700.702	719.469	670.576
City Water Intake (m ³ / d)	7,494	8,115	7,642	7,809
Scope 1 CO ₂ (M t) [*]	3.94	3.95	4.05	4.23
Scope 2 CO ₂ (M t)	0.05	0.04	0.04	0.04
Scope 3 CO ₂ (M t estimated) ^{**}	0.49	0.52	0.6	0.6
Total CO ₂ emissions (M t)	4.48	4.51	4.69	4.9
Total emissions / crude steel (t/t)	1.66	1.60	1.65	1.56

ArcelorMittal Dofasco has announced a transformation of the Hamilton Steelmaking operations to reduce CO₂ emissions. Updates on the status of this work are shared at the quarterly CLC meeting.

- Scope 1 emissions are direct CO₂ emissions from production inside the Hamilton facility from materials imported to the facility.
- Scope 2 emissions are from the importation of electricity from the Ontario grid to the site and based on blended IESO grid CO₂ emissions.
- Scope 3 emissions are estimated emissions using an ArcelorMittal Corporate protocol for estimating upstream emissions from raw materials used on site and includes estimates of transportation CO₂ to the ArcelorMittal Dofasco site.

[#] Based on ArcelorMittal Corporate Reporting (preliminary annual data)

^{*} Calculated in accordance with application Federal / Provincial GHG reporting regulations (e.g. Federal GHG Reporting Protocols) and annually verified by an independent 3rd party.

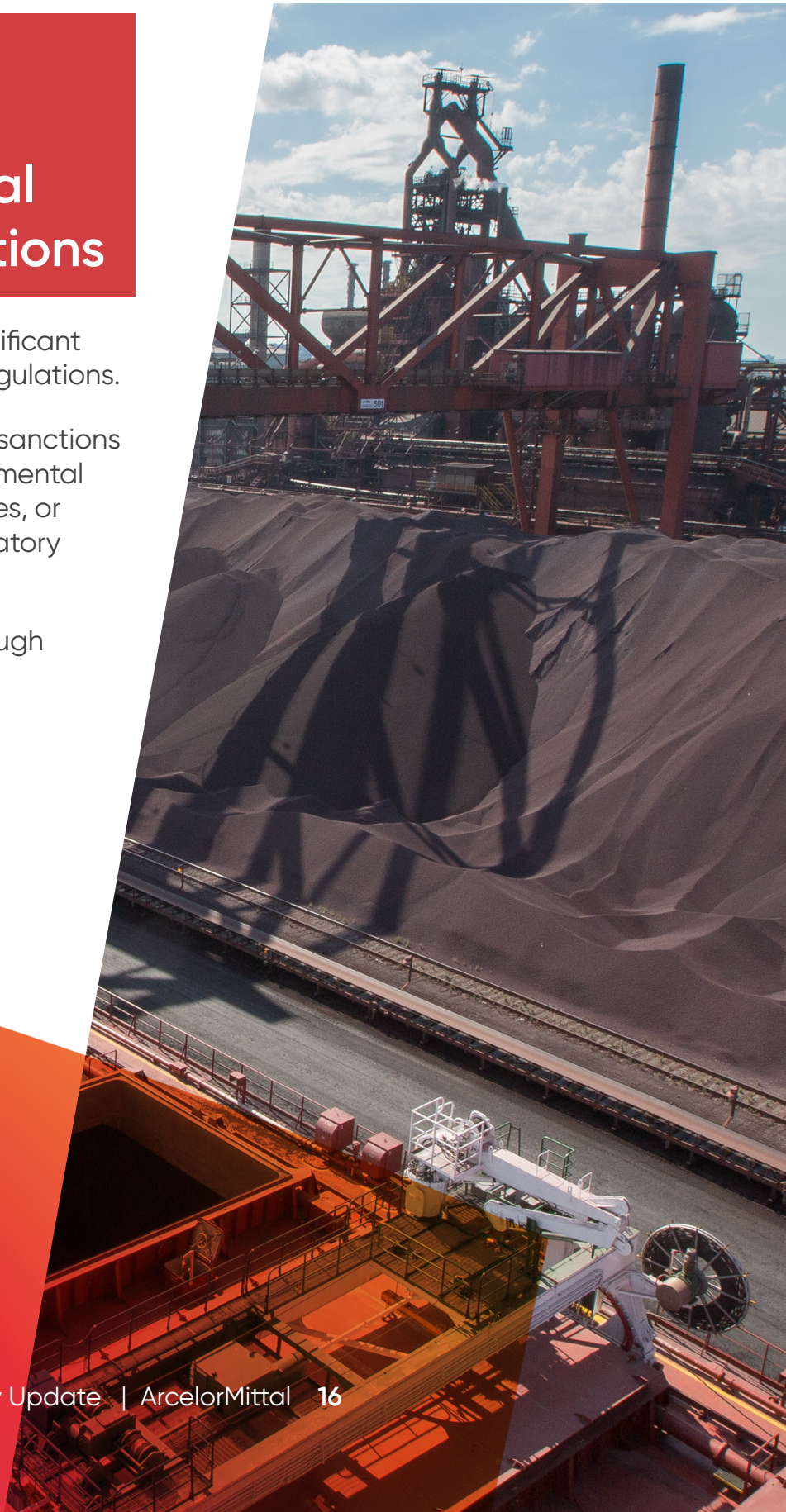
^{**} Based on ArcelorMittal Corporate GHG protocol (aligns with the European standard methodology EN 16964) for raw materials imported to site.

^{***} As reported to the Canadian National Pollutant Release Inventory

Sustainability Performance 2023

Performance: Non-Compliance with Environmental Laws and Regulations

- In 2023, ArcelorMittal had no significant noncompliance with laws and regulations.
- There were no monetary fines or sanctions for failure to comply with environmental laws, regulations, by-laws, treaties, or voluntary agreements with regulatory authorities during the year.
- There were 0 cases brought through dispute resolution mechanisms.



Sustainability Performance 2023

Performance: Community Grievances Regarding the Environment

ArcelorMittal Dofasco has a documented and controlled community Grievance Process, posted to our website [here](#). The purpose of the Grievance Mechanism Procedure document is to describe the process for receiving, documenting, and responding to all written or verbal complaints/grievances from external parties with regards to ArcelorMittal Dofasco related activities that comply with

standards and guidelines such as those set out by Responsible Steel™ and ISO 14001.

In 2023, ArcelorMittal received 11 community grievances regarding impacts to air, water, ambient noise or vibration, and dust. Of these, 6 were the result of ArcelorMittal Dofasco processes.

Impact	Resolution
Air	Five community grievances relating to air emissions received in the fourth quarter of the year following an emission from our KOBM (basic oxygen) steel making shop on October 28, 2023. The fugitive emission was the result of a breakout through one of the tuyeres used in the process. Information was communicated to those who filed complaints and a report was brought to the CLC on January 23, 2024.
Water	No community grievances received.
Ambient Noise or Vibration	One community noise grievance received in the fourth quarter of the year on December 12, 2023. Asphalt repaving and sewer catch basin repairs were being done on our site, near our Gate 3, by a third-party contractor. In response, the project start and end times were adjusted, while the crushing of concrete work was taken to a different area of the operations.
Dust	No community grievances received.

Diversity & Inclusion

ArcelorMittal Dofasco's belief is "Our Product is Steel. Our Strength is People®". Our people are the company's competitive advantage. We recognize that our business will only continue to be successful and sustainable if we commit to creating a diverse and inclusive workplace where we attract, retain and develop a workforce for the future, which in turn will bring important value both to our innovative working culture and to our employees' safety, health and well-being.

At the heart of our five-year (2020-2025) D&I strategy is our commitment to providing a safe and inclusive workplace for each employee to bring their whole self to work. We seek to create a safe and inclusive work environment that allows each individual to excel both personally and professionally.

The four pillars of our D&I strategy are: Organizational Commitment; Attract and Retain a Diverse Workforce; Employee Experience; and Partnerships.



Forbes Canada's Best Employers for Diversity

In 2023, ArcelorMittal Dofasco was named to the Forbes annual list of Canada's Top Employers for Diversity. We are one of three manufacturers who made the list, which ranks the organizations that are excelling in creating diverse, equitable and inclusive workplaces.

Sustainability Performance 2023

Performance: Site D&I

The history of our industry has built a workplace in which men outnumber women and other gender identities. Therefore, when it comes to D&I, we place a particular focus on achieving a stronger gender balance within leadership positions and our talent pool.

We have made a commitment to double the women in leadership positions by 2030. To support our commitment, we have implemented divisional taskforces, designed to create tactics and initiatives to attract, develop and retain diverse talent, with a focus on women.

In 2023, women constituted 11.93% of the workforce at ArcelorMittal Dofasco, a slight increase from the 2022 women to men workforce gender ratio. In 2023, we increased women in leadership roles by 11.3%, against a target of 10% previously set.

Building the pool of talented scientists and engineers is an important theme of our diversity and inclusion strategy. We are cognizant of the need to encourage girls and young women into STEM focused and skilled trades careers – to that end we have established mentorship and education for girls through various in-school initiatives, specifically by offering women professional, speakers, and mentors to encourage young women to consider careers in STEM fields.

We are committed to respecting all internationally recognized human rights which is outlined in our global Human Rights policy, which includes our commitment to, (but not limited to);

- Promote a safe and healthy working environment and positive safety culture. Our commitment is to work towards a goal of zero accidents, injuries, and the general well-being in the workplace.
- Ensure fair, supportive, inclusive, and equal treatment of all employees, promoting an environment where people with diverse experiences and perspectives can develop and fulfil their potential, free from abuse, harassment, violence, and discrimination in respect of employment and occupation.
- Respect the rights of Indigenous people, their history, culture, connection to the land, and traditional livelihoods. We are committed to consult and cooperate with Indigenous people based on good faith negotiation to obtain FPIC.

Some highlights of our 2023 Diversity and Inclusion journey

Training and education in diversity

We are committed to investing in training and developing our leaders and employees, enabling them to develop their careers, fulfil their potential and make the best possible contribution to the success of the company. This is a critical part of our D&I strategic roadmap “to increase awareness, learning and understanding of D&I in the workplace through training, development and self-paced learning”. This includes:

Cultural Competency Development

All senior leaders participate in cultural competency awareness and development training. This program helps leaders improve their intercultural competence and better understand their own cultural perspectives and biases. Since 2022, 141 leaders have completed cultural competency training.



In 2023, the ArcelorMittal Dofasco Diversity & Inclusion Roadshow 2022 was selected to represent North America in ArcelorMittal’s Global Performance Excellence Awards competition and was ultimately named the winner of the award in the category of Responsible Leadership.

Sustainability Performance 2023

D&I Roadshow

We celebrated our seventh annual Diversity & Inclusion event in the Fall to celebrate and educate the workforce on D&I.

This three-week D&I Roadshow, the 2023 theme was "RISE to Allyship". The roadshow model provides ArcelorMittal Dofasco with the opportunity to bring D&I to various division/business unit locations in a meaningful and engaging way, which supports different learnings and delivery styles, methods of engagement specifically for our manufacturing teams.

The 2023 event saw 2,400 participants, a 56% increase in participation over 2022. 41% of all employees participated in at least one event, an increase of 10% over 2022. In addition, the event saw an increase in participation from our manufacturing employees from 11% in 2021 to 62% in 2023.

Inclusion and Belonging Networks

Inclusion & Belonging are a critical part of our journey to creating a strong culture of inclusion and belonging for all.

All networks are open to all employees and are supported by an executive sponsor, who works cross functionally within the organization to champion the Inclusion and Belonging Network.

In 2023, in addition to the D&I Champions Network, two additional networks launched including the Indigenous Awareness and Resource Network and the Alliance for Women.

The Alliance for Women is committed to the development, advancement, attraction, and retention of women at all levels of the organization. The Indigenous Awareness and Resource Network's mission is to build an accountable space within ArcelorMittal Dofasco, where our Indigenous peoples and their allies come together with a mutual goal of moving towards reconciliation.



Sustainability Performance 2023

Community Support and Investments

We recognize our responsibility not only to our people but also the communities in which we operate. We want to be an active and welcomed member of the community. Our work in community is based on collaborative partnerships through a granting program, community sponsorships, educational programming and volunteering. It is a mix of these abilities and energies that makes a difference. You can learn more about our approach to supporting our community [here](#).

Community Grants

Each year we make award community grants through the CCIF, which invests in three primary areas of focus:

- STEM programs;
- Health, with particular focus on mental health; and
- Environment and Conservation with a particular focus on decarbonization and biodiversity.

The CCIF granting program is executed in partnership with the Hamilton Community Foundation. Recipients apply for grants through an application portal on the company's website.

Community Sponsorships

ArcelorMittal Dofasco sponsors community projects or events with in-kind, monetary, and volunteer support. From community clean up trailers to tree planting, and children's grassroots community soccer to high school FIRST Robotics teams, you'll find our company and our people behind several community efforts.



Learn more about our work in community at [Social Performance | ArcelorMittal](#)

Sustainability Performance 2023

In 2023, we supported several community events including the YWCA's Women of Distinction Awards, The City of Hamilton's Children's Water Festival, Hamilton Grassroots Soccer at Tim Hortons Field, Bay Area Science and Engineering Fair, A Mental Health Morning in support of St. Joseph's Healthcare, and the Hamilton Naturalists Club.

Educational Partnerships

Collaborating with educational partners helps build a pool of Canadian talent for STEM and Skilled Trades fields. Our initiatives include support for programming from the elementary through post-secondary levels, with a particular focus on girls and women.

Students

At the elementary level, the company supports LEGO® First Robotics and VEX Robotics, while at the high school level, nine teams from Hamilton, Halton and Oakville received mentorship and financial support from ArcelorMittal Dofasco in 2023, including an all-girls team. Three of these teams reached both the Canadian and World Championships.

Also at the high school level in 2023, the company engaged high school talent through key programming including:

- A March Break Skilled Trades Camp for children of ArcelorMittal Dofasco: Launched in partnership with Skills Ontario, the weeklong camp introduced students to a variety of hands-on workshops led by Skills Ontario counselors that introduced them to different career opportunities in the skilled trades.
- Advanced Manufacturing Specialist High School Major: Each school year, students from select schools in Hamilton and Burlington have an opportunity to enroll in this program which sees students spend instructional time at ArcelorMittal Dofasco, and provides them with a Specialist High School Major designation on their Ontario Secondary School Diploma.
- High School Co-Op Program: New in 2023, the company introduced this program in partnership with the Hamilton Wentworth District School Board. The pilot program in Semester One of 2023 saw four students (max enrollment) complete the program, exploring the Welding, Machinist, Millwright and Industrial Electrician trades.

Sustainability Performance 2023

- The Bay Area Science and Engineering Fair: ArcelorMittal Dofasco is a long-time sponsor of BASEF, awarding X individual achievement awards each year. The fair is an opportunity for students to showcase their innovation, with the potential to move on to national and international fair competitions.
- Skills Ontario Competition: The annual Skills Ontario Competition offers a unique opportunity for top students to compete in their field. Winners are awarded with Gold, Silver or Bronze medals and have an opportunity to compete at the Skills Canada National and WorldSkills Competitions.
- Mohawk College Bursary Program: In 2023, ArcelorMittal Dofasco established a bursary program for Mohawk students with five awards of \$1,000. The bursaries are awarded to Ontario residents who are Canadian citizens, permanent residents or protected persons and based on financial need and academic standing.

Educators

Educators influence and shape the next generation of Canadian talent and ArcelorMittal Dofasco supports their development in teaching material science ASM Materials Science Bootcamp in partnership with McMaster University's Engineering Faculty. Each summer program offers professional development for science teachers, with classroom and hands on activities at McMaster and a site visit and tour of ArcelorMittal Dofasco.



Sustainability Performance 2023

Performance: Financial Investments

Each year we make key grant investments in our local communities through the CCIF, which invests in three primary areas of focus, including:

- STEM programs
- Health, with particular focus on mental health
- Environment and Conservation with a particular focus on decarbonization and biodiversity

In 2023, we invested C\$ 450,000 in 18 community organizations and projects. The following organizations were recipients of our CCIF Grants:

1. Adult Basic Education Association
2. Bay Area Restoration Council
3. Centre for Diverse Learners
4. Green Venture
5. Hamilton & District Extend-A-Family
6. Hamilton Habitat for Humanity
7. Hamilton Music Collective
8. Hamilton-Wentworth Catholic District School Board
9. Interval House of Hamilton
10. Let's Talk Science
11. Liberty For Youth
12. LIVELab, McMaster Institute for Music and the Mind
13. Neighbour-2-Neighbour Hamilton Community Food Centre
14. St. Joseph's Healthcare Foundation
15. Welcome Inn Community Centre
16. Willowbridge Community Services
17. YMCA of Hamilton| Burlington| Brantford
18. YWCA Hamilton

Sustainability Performance 2023

Performance: Volunteering

Our employees and retirees are passionate, energetic volunteers. Each year, hundreds of people log thousands of hours through our volunteer corps, Team Orange. They can be seen staffing water stations at local races, building homes, managing food drives, and everything in between. Many also sit on local boards and committees and give back on their own, too.

In 2023, our employees generously dedicated their time to 14 different organizations and events, contributing a total of 1,899 volunteer hours. This represents a substantial increase of approximately 65.4% in volunteer hours compared to the contributions made the previous year which was affected by Covid 19 restrictions.



Employment

Through our 2023 Materiality Assessment, interested parties have identified “Employment” as one of the top five material aspects of our business.

Employment refers to our organization’s and our supply chain’s approach to employment, including hiring and recruitment retention, training and development, employment benefits and related practices, and the working conditions we provide to employees.

The organizations’ employment policies have an impact on both employees and our local communities, where our employees live, as well. Responsible employment practices and policies contribute towards the well-being of our local communities.

ArcelorMittal’s SD Outcome 1, Safety, Healthy Working Lives for our Employees and Outcome 9, Pipeline of Talented Scientists and Engineers speak to our efforts.

We recognize that maintaining consistent employment, high rates of retention and competitive total rewards while also planning for a net zero future are all important to our interested parties.

Direct Employment

ArcelorMittal Dofasco employees are recognized for their work and supported in both monetary and non-monetary ways through extensive and market-competitive total rewards. Components of employee compensation include salary or hourly wages, variable pay, profit sharing, retirement savings (employer paid, with no match required), group extended health benefits (employer paid premium), and other programs including recognition points and comprehensive and health and wellness programming.

There is strong integration of Wellness into the culture and business units at ArcelorMittal Dofasco. The Wellness program delivers evidenced based programming and education addressing a variety of targeted health and wellness topics organized into pillars: MoveWell, EatWell, and BeWell. The programming encourages, supports and sustains employees in achieving both physical and mental well-being.

The foundation of the program is onsite fitness centers with dedicated professionals that deliver exercise programming, injury and chronic disease rehabilitation, and

Sustainability Performance 2023

coaching for improved nutrition, smoking cessation, and mental health and mood management from onboarding to retirement.

The programs are intertwined with H&S, Disability Claims Management, Diversity and Inclusion, Human Resources, Recreation and Medical Services – the linkages are critical to addressing the health, safety and well-being of the whole person and delivering on our SD Outcome 1 “Healthy, Safe Working Lives for Our People”.

With a trained staff administering health assessments, injury prevention programs, diabetes prevention, post cardiac rehab and post physiotherapy programs, smoking cessation programs, as well as fitness and mental health programming (including mindfulness, resiliency, and yoga). The F.H. Sherman Recreation and Learning Centre also boasts recreation programming available to employees and their families and friends.

The Wellness team offers in-person programming on our onsite facilities and virtual classes.

Training and Development

Another critical aspect of total rewards is ensuring employees have the knowledge and skill they need to personally succeed, and which helps the company to succeed. Whether employees are looking to hone an existing skill, develop their leadership abilities or tackle an entirely new topic, there are hundreds of learning opportunities available to them. There are required online-based learnings to meet corporate requirements for business and ethical standards, skills training to ensure employees have the skills and knowledge to perform their duties, and development training which focuses on growth and enhancing skills.

Learning opportunities are available both online and in person and permanent employees are also entitled to a Tuition Reimbursement program.

Recruiting and building talent

We are invested in growing the talent pool for STEM related and skilled trades careers in Ontario and Canada through partnership with local school boards, colleges and universities, to develop and offer apprentice, co-op internship opportunities, science camps, and employee volunteering activities.

Sustainability Performance 2023

Indirect Employment

As a steel manufacturer, ArcelorMittal Dofasco is part of several key Canadian supply chains including Automotive, Construction and Manufacturing and Energy.

According to the Canadian Steel Producers' Association, for every one job at a steel manufacturer, there are four additional jobs created in the supply chain in associated businesses and industries. This means ArcelorMittal Dofasco is responsible for 18,740 additional jobs for Canadians, many of those in the Greater Toronto Hamilton Area.



Sustainability Performance 2023

Net Zero 2050 – Just Transition

With a commitment to be carbon neutral by 2050, it is important to minimize the broader societal implications of this transition – what will happen to the jobs, the communities and the economies of those reliant on the supply chains and processes that we leave behind in the race to decarbonize.

“Just Transition” is the concept that decarbonization leaves no one behind and the transition is a “just and equitable transition to a low-carbon future for workers and their communities”¹. In other words, no one is left behind.

For ArcelorMittal Dofasco we must ensure that employees have the information they need to navigate the changes in our business landscape and asset footprint to achieve our 2050 Net Zero target. It also means that we must prepare our local communities for the impact of our transition to a low carbon future.

While this impact is still in the future we are preparing now, with educational sessions for employees about the future and possible impact on jobs and skills needed to make the transition. A commitment has been made to provide each impacted employee with a personalized plan for their future. In 2023, 10 sessions were delivered to employees by a specialized team in place to navigate the employment impact of the transition to Net Zero and to provide employees with a safe space to explore their concerns, their “hopes and fears”. This is all to ensure that employees have an opportunity to thrive in the new low carbon environment.

1 <https://www.canada.ca/en/natural-resources-canada/news/2021/07/canada-launches-just-transition-engagement.html>

Sustainability Performance 2023

Performance: Employment

In 2023:

We were named to Canada's Top 100 Employers and Hamilton Niagara Top Employers for the 10th straight year, to Forbes' list of Canada's Best Employers, to Forbes Canada's Best Employers for Diversity, and to Canada's Top Employers for Young People for the 6th straight year.

- We employed 4,685 employees in our facilities. This includes both permanent and contract employees at our Hamilton location.

- ArcelorMittal Dofasco was responsible for 18,740 Indirect employment opportunities for Canadians.²
- 95.92% of employees were entitled to extended health benefits
- In 2023 the company delivered an average of 34.5 hours of training per employee and 100% of employees completed online and/or in person compliance and development training.



² <https://canadiansteel.ca/skills-jobs>

Published 2024

ArcelorMittal Dofasco G.P.

1330 Burlington St E
Hamilton, ON L8N 3J5

We welcome your feedback on this report.
Please share your feedback at

<https://dofasco.arcelormittal.com/contact-us>



ArcelorMittal