

# Industeel



## Sustainability report 2023-2024

April 2025



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## Opening words

In 2024, Industeel continued to strengthen its sustainability and ESG commitments, confirmed by our ResponsibleSteel certification obtained in October 2023. This certification has served as a springboard for our company, to progress and achieve our social and environmental ambitions within an appropriate governance framework. A dedicated team has been set up to drive the sustainability strategy within Industeel and deploy the appropriate roadmaps. Thanks to the intense engagement of our employees and stakeholders, we were able to effectively pursue our ESG transformation with the required transparency both internally and externally.

### Promoting a safe, inclusive and respectful work environment

The goal of our "Believe in ZERO" campaign in 2024 is to engage, inspire, and educate our colleagues to think about health and safety at all times. We challenge them to change their behaviour, reduce their risk tolerance and, above all, make a positive contribution to our ambition to be a company free of fatal accidents and serious accidents. Each security event is the subject of in-depth analyses that show in 100% of cases that this could have been avoided. Achieving zero accidents is therefore totally achievable and it is only together that we will achieve it.



We are indeed the actors of security and all our choices must be focused first of all on the application of the rules without compromise but also on shared vigilance. We believe in Zero because it is within reach.

However, there is still a long way to go, because if the year 2024 has shown indicators that have improved compared to 2023. This reminds us of the importance of prevention, the development of managerial skills and exemplarity. We have launched new initiatives in these areas and initiated a significant increase in the hours of safety training.

RUDY  
DAUBECHIES  
AM INDUSTRIEL CEO

## Opening words

In 2024, we implemented several initiatives to improve the quality of life at work, such as wellness programs, mental health training, and team-building activities. We have also strengthened our commitment to inclusion and diversity, increasing the representation of women and promoting equal opportunities for all our employees.

The integration of new entities such as OMMIS, CSM and KONTUR has also enriched our linguistic and cultural diversity.

### XCarb®: on the road to circularity

We have continued our journey towards carbon-free steel. Our electricity production sector and the supply of recycled raw materials (scrap) to our furnaces remain differentiating assets for our customers looking for more responsible and sustainable steel. In 2024, we recorded a significant increase in sales of XCarb® steels from recycled and renewable sources, particularly in the offshore wind sector, a key player in the energy transition, but also in sectors related to construction and mechanical applications where circularity remains a key success factor.

This XCarb® approach would not have been possible without the investment in skills and tools for certifying the carbon footprint of products, calculated from a very detailed life cycle analysis.

This allows us to provide our customers with the essential data to contribute to their own decarbonization and promotion of a circular offer.

### Minimizing our impact on the planet

We have continued our decarbonization roadmap by preparing structuring and innovative projects that will reduce our emissions and increase our energy efficiency. Our regular monitoring allows us to maintain our objective of -35% carbon intensity by 2030 vs. 2018, while of course aiming for Net-Zero by 2050.

Our commitment is not limited to reducing CO2 emissions. We take a holistic approach to understanding and improving our environmental performance. This includes a careful review of our processes and operations, taking into account their impact on water, air, waste, chemicals and biodiversity.

However, our results remain mixed. Some good progress in the responsible management of water and biodiversity should not obscure the fact that we must continue our efforts to comply with the growing requirements of the supervisory authorities. To this end, in 2024, we launched a project to improve our environmental data management systems, with a focus on data standardization and automation to further increase traceability, accuracy and reliability.

These tools, as well as the commitment of all our teams, will

allow us to build clear roadmaps to improve our environmental performance and aim for the best standards in the market. This is our goal for 2025.

### A key role within ArcelorMittal Sustainable Solutions

At the institutional level, Industeel is now part of an ArcelorMittal Sustainable Solutions (AMSS) cluster within the ArcelorMittal Group, which testifies to our leading positioning in the field of sustainability.

*Good reading !*



## Our commitment

Keeping the flame of a more sustainable and responsible steel alive



Dear Stakeholders,

This report presents the progress made on our key sustainability topics in 2023 and 2024, as well as our priorities for 2025. Despite the increasing complexity of our markets, we remain firmly committed to improving safety, advancing decarbonization, developing the skills of our people, investing in innovation, collaborating with our local communities, engaging our suppliers, and working sustainably with respect for the natural environment. Our goal is to offer our customers more sustainable and responsible steel solutions, based on our five core values.

Like the Paris 2024 Olympic torch, whose steel we made from recycled materials, we want to keep the flame alive to transform tomorrow into a more sustainable and responsible world.

The Sustainability team :



**Stéphanie CORRE**

Head of Sustainability – AM Downstream Solutions & Industeel



**Eva BAGINSKI**

Sustainability Communication



**Sophie ANTONINI**

Sustainability Project Manager



**Anne HIGELIN**

Sustainability life cycle assesment

**Industeel**

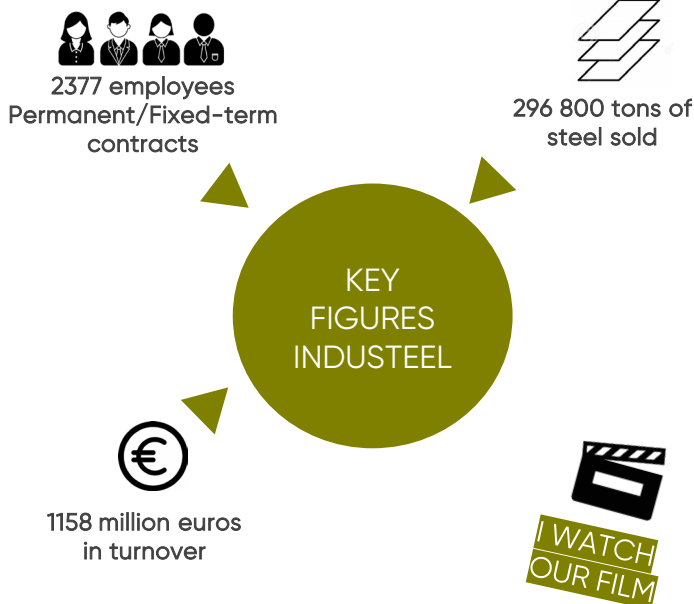
  
**ArcelorMittal**  
Industeel is an ArcelorMittal company

# Company Profile

Industeel is a business unit of ArcelorMittal, one of the world's largest steel groups, committed to building a better world through innovative, cleaner, stronger and reusable steels.

For more information about ArcelorMittal: [corporate.arcelormittal.com](http://corporate.arcelormittal.com)

Industeel is Europe's leading supplier of quarto alloy and stainless steel plates, present in almost all sectors of industry with innovative solutions.



## OUR VALUES

To transform tomorrow by providing cleaner and more responsible steel, Industeel relies on four fundamental values :



### SECURITY

Industeel implements strict safety standards to protect the health and safety of each member of its team

### SUSTAINABILITY

Industeel develops steel solutions for sustainable applications and minimizes the environmental impact of its products.



### QUALITY

Industeel follows strict safety standards to ensure the quality of its products.

### LEADERSHIP

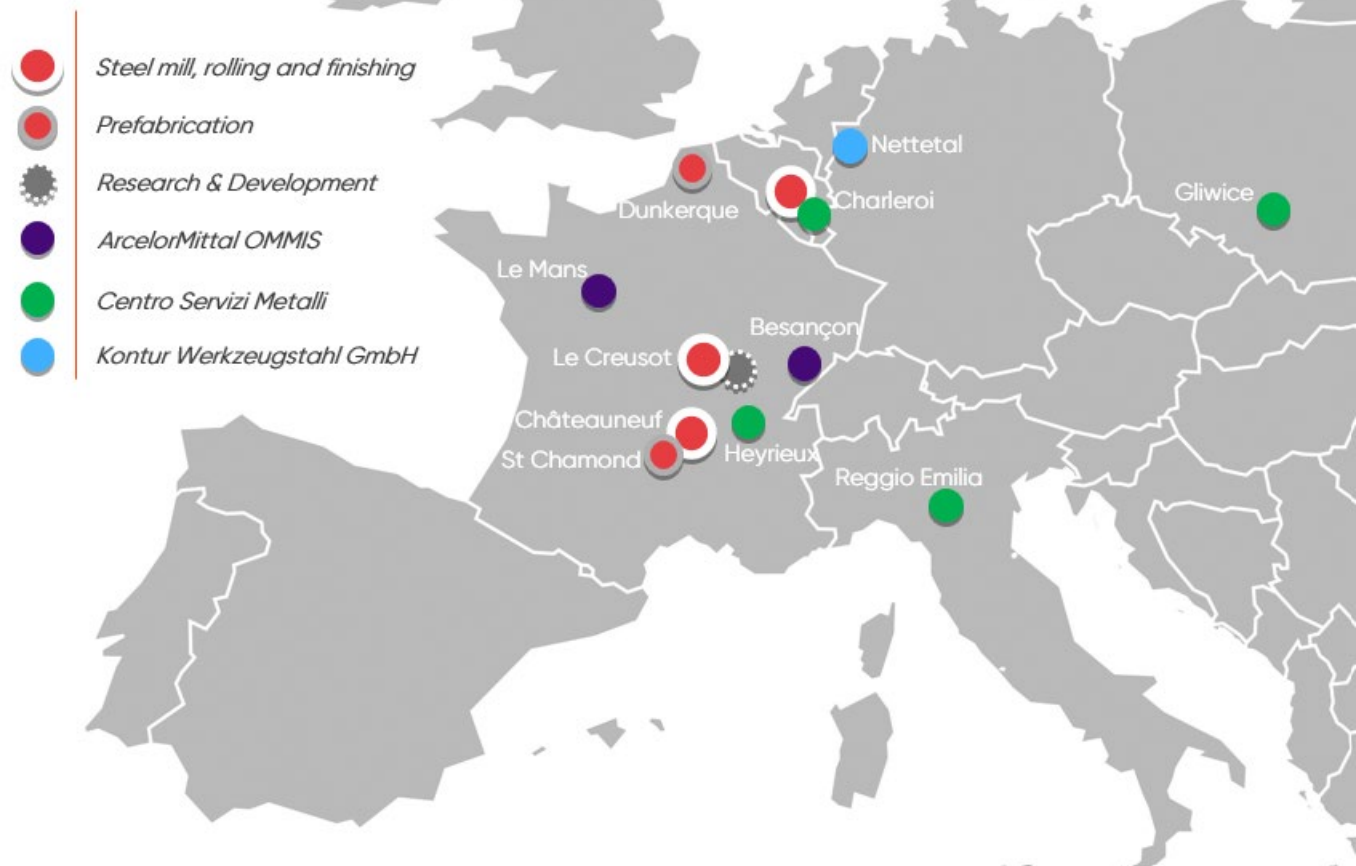
Industeel works hand in hand with its customers, experts and international organizations to offer innovative steel solutions.



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# Our geography



All of our sites are ISO 9001 certified,  
ISO 14001, ISO 45001, ISO 50001 and Responsible Steel.

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# Production and service centers in Europe

The three “historical” legal entities and production centers of industeel

## INDUSTEEL BELGIUM,

Rue de Châtelet 266,  
6030 Charleroi, Belgium

Meltshop, hot-rolling mill and finishing

## INDUSTEEL FRANCE LE CREUSOT (2 SITES),

56 Rue Clemenceau,  
71200 Le Creusot, France  
710 boulevard de l'industrie  
71200 Le Creusot, France

Meltshop (Breuil) , hot-rolling mill and finishing

## INDUSTEEL FRANCE LA LOIRE (2 SITES)

254 Rue du Gier,  
42800 Chateauneuf, France

2 Rue Petin Gaudet,  
42400 Saint-Chamond, France

Meltshop, hot-rolling mill and finishing  
(Rive-de-Gier) and downstream activities  
(Saint-Chamond)

Industeel has service centers to offer reliable processing solutions to its customers.

## ARCELORMITTAL OMMIS

Siège social  
62 Av. Pierre Piffault,  
72000 Le Mans, France

Specialized in the transformation  
of steel to durable tools

## CENTRO SERVIZI METALLI (CSM)

Via Gian Maria Ferraroni, 7, 42124  
Reggio nell'Emilia RE, Italie

Specialist in the cutting of  
stainless steel sheets

## KONTUR WERKZEUGSTAHL GMBH

Herrenpfad-Süd 21, 41334 Nettetal,  
Allemagne

Offering services ranging from saw  
cutting to finished mold frames

## INDUSTEEL DUNKERQUE

48 avenue de la Garonne  
59640 Dunkerque, France

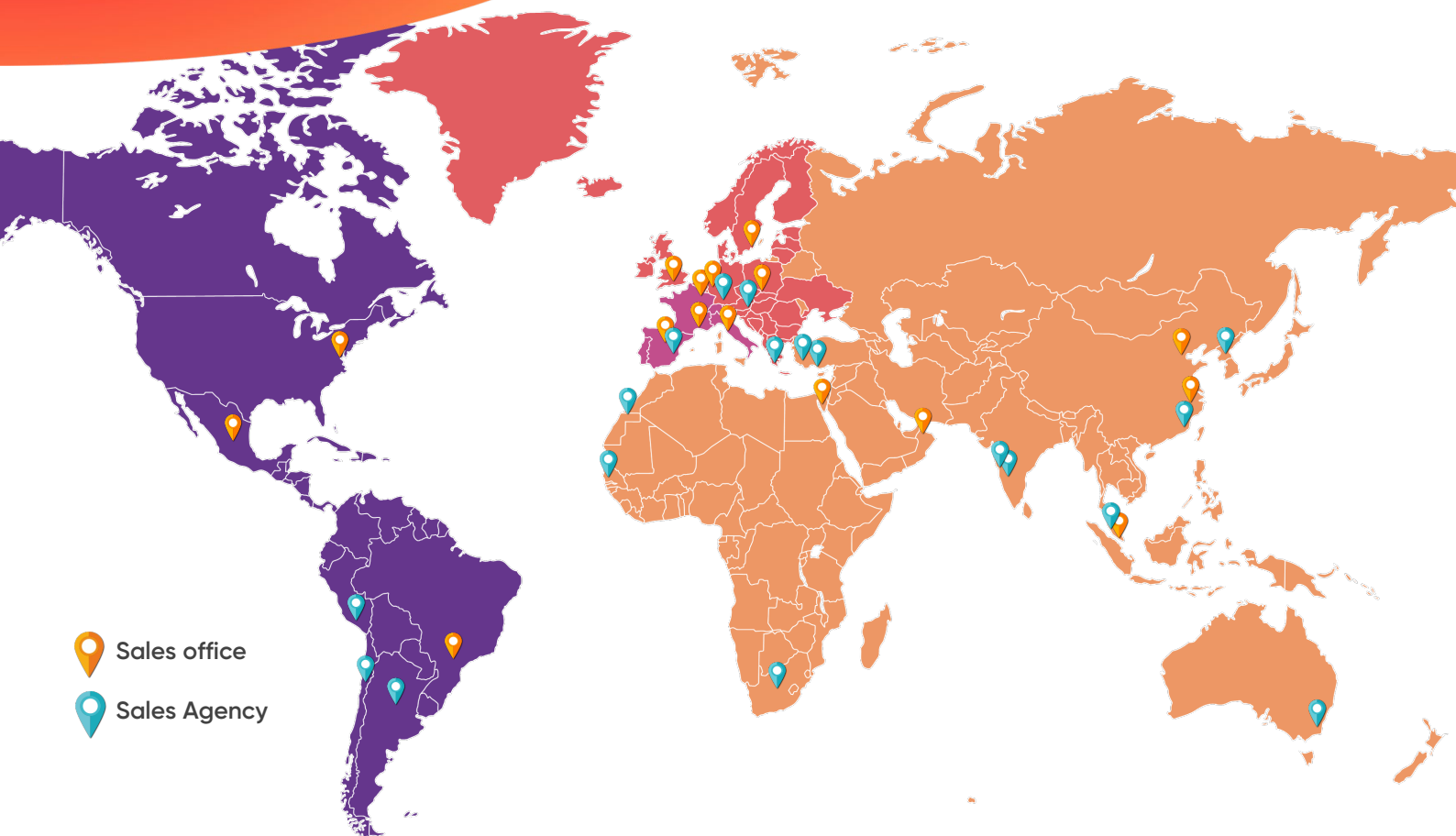
Beveling, cutting and shaping  
solutions.



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# Our presence in the world

With nearly 30 sales offices across the globe, Industeel is one of the world's leading international steel manufacturers, with an unmatched capability to support anywhere in the world.



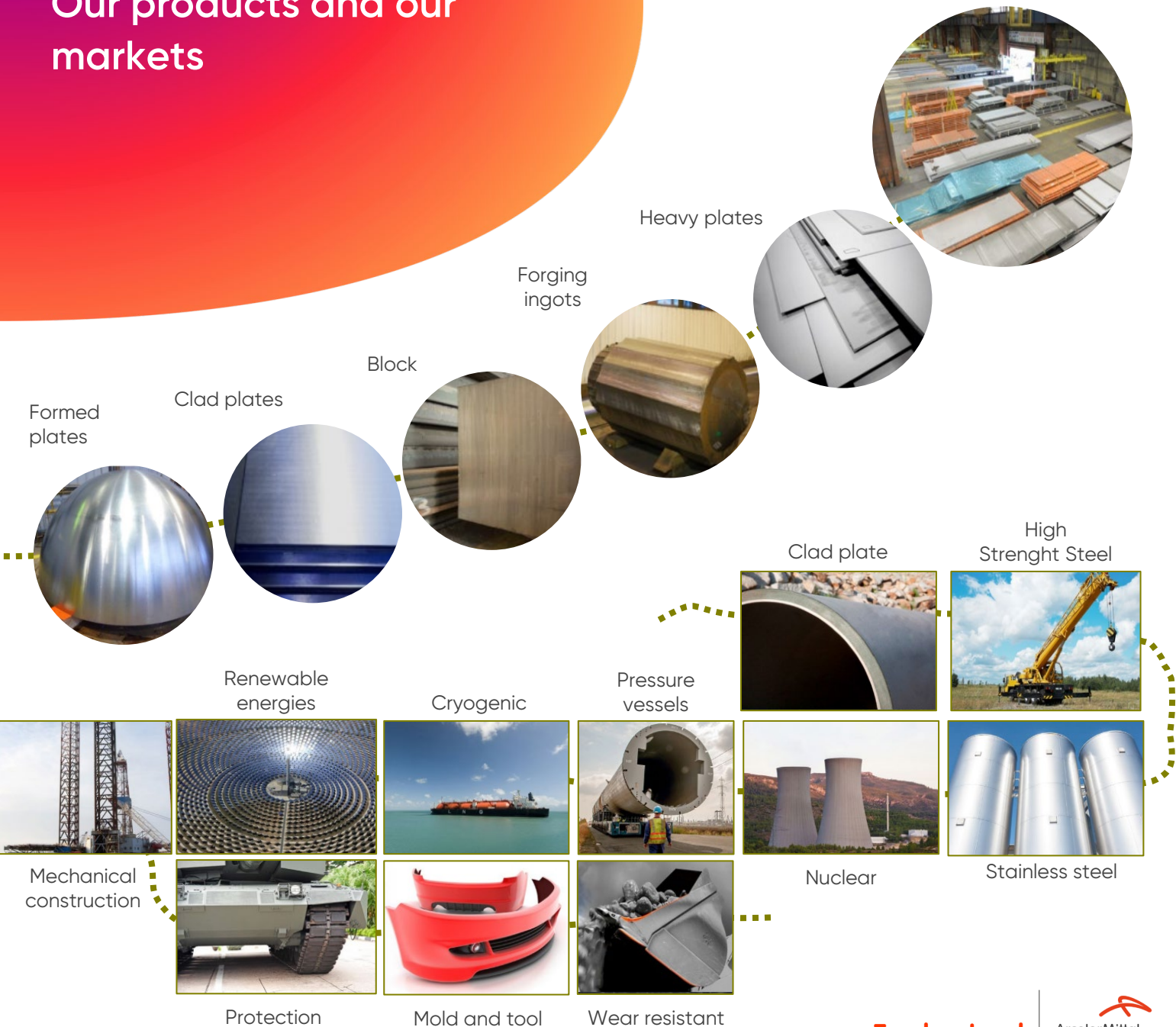
-  Sales office
-  Sales Agency

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# Our products and our markets

We produce special steels :  
stainless steel and carbon steel



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# Quality Management

Industeel's desire is to always improve the satisfaction of our customers and to comply with all the requirements that apply to our business.

This is why we have set up a general (procedures) and specific (operating methods) organization within the company.

The means described in documents are referenced and managed by the Quality Management System.

## Role of the Quality Management System (QMS):

- ✓ Maintain, improve and monitor the site's quality management system to ensure compliance with current requirements
- ✓ Organize and develop the continuous improvement approach in partnership with the departments through assistance and advice, by carrying out audits, by deploying training in the Quality approach and tools, by leading the process approach
- ✓ Be responsible for obtaining and maintaining certifications (ISO, ASME, etc.)
- ✓ Ensure specific follow-up on nuclear and similar orders (requiring order-specific quality documentation)

## Industeel #Qualité

Industeel, groupe ArcelorMittal, a pour vocation première d'être un leader mondial pérenne de plaques spéciales en proposant des solutions Acier et Allages innovantes à ses clients.

### Satisfaction de nos clients et des parties intéressées

Nous accompagnons nos clients vers de nouvelles solutions différenciées. Nous répondons à leurs besoins implicites et explicites en leur fournissant des titres conformes aux engagements pris en matière de service et de spécifications techniques. Nous identifions régulièrement les évolutions des attentes de nos clients et parties intéressées afin d'y répondre. Nous menons une politique de Recherche active pour développer de nouveaux produits répondant aux besoins de nos clients. L'optimisation des processus et le déploiement de plans d'actions ciblées nous permettent de favoriser la satisfaction de nos clients.

### Vigilance

Nous sommes sensibles à l'application finale de nos produits. Nous nous engageons à identifier, signaler et maîtriser les risques de produits contestés, suspects et frauduleux (CSF) notamment en favorisant la liberté d'expression des lanceurs d'alerte et à ne pas compromettre la saine concurrence par d'autres pratiques. Nos produits respectent toutes les normes en vigueur.

### Compétence et talents

Nous veillons à être un employeur attractif via une attention du bien-être au travail, un développement des compétences et de plans de carrière pour parvenir à l'épanouissement personnel. Nous déployons une politique de formation aboutissant à un haut niveau de qualification, d'implication et de corrélation. Nous favorisons les démarches pluridisciplinaires et participatives, notamment pour analyser, évaluer et construire les plans d'amélioration. Nous encourageons la capitalisation des savoirs et savoir-faire via une gestion documentaire performante.

### Pérennité et Développement durable

Nous visons à générer une rentabilité sur les capitaux investis en adéquation avec les attentes de nos actionnaires, de manière à pouvoir réaliser une politique d'investissement permettant d'assurer la pérennité de l'entreprise. Nous sommes constamment à la recherche d'opportunités d'investissement stratégiques pour développer notre business. Notre entreprise est engagée dans une démarche d'innovation continue et de développement durable avec des objectifs en termes de qualité, santé, sécurité, environnement, biodiversité et énergie. La volonté d'Industeel est de produire un acier responsable à l'avenir le respect d'obligations légales. En tant que citoyens responsables nous nous engageons à réduire notre empreinte carbone de 35% d'ici 2030. Nous nous engageons à communiquer, respecter et faire respecter cette politique qualité.

Rudy Daubriches  
CEO Industeel  
Sébastien  
CEO Industeel  
André Grigoll  
Strategic Planning  
& Business Development  
Yves Bouatier  
CEO Industeel  
Luc Liberman  
CTO Industeel  
Aurélien Brel  
Directeur des  
Chargés  
& 55 personnes  
Nicolas Massot  
Directeur du  
Le Creuset

A chaque instant  
maintenons  
notre Cop Qualité



All of our sites are ISO 9001 certified, ISO 14001, ISO 45001, ISO 50001 and Responsible Steel.

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# Quality Management

All of our sites are ISO 9001 certified,  
ISO 14001, ISO 45001, ISO 50001 and Responsible  
Steel (p11)



	Objectives	Le Creusot	Loire	Charleroi
ISO 9001	<ul style="list-style-type: none"> <li>International Quality Management Standard</li> <li>Allows an organization to demonstrate its ability to consistently deliver products or services that meet customer expectations and legal and regulatory requirements</li> </ul>	✓	✓	✓
ISO 14001	<ul style="list-style-type: none"> <li>This standard makes it possible to define environmental criteria for companies wishing to implement environmental management within their structures</li> </ul>	✓	✓	✓
ISO 45001	<ul style="list-style-type: none"> <li>Occupational Health and Safety Standard</li> <li>Based on the principles of "Plan-Do-Check-Act", this standard requires identifying hazards and assessing occupational health and safety risks related to its activities and services, determining the necessary controls, setting clear objectives and targets to improve its OHS performance</li> </ul>	✓	✓	✓
ISO 50001	<ul style="list-style-type: none"> <li>Standard related to energy management</li> <li>Commit to reducing climate impact, conserving resources and improving results through effective energy management</li> </ul>	✓	✓	✓



# ResponsibleSteel™ certification

Industeel wants to go beyond its obligations and take positive action for future generations. This is why Industeel has committed to the ResponsibleSteel™ approach, led by a non-profit organization that brings together steel producers, car manufacturers, mining companies, NGOs and professional associations. The standard contains 12 principles and some 200 requirements that are a reference in terms of responsible steel production.

OUR  
RESPONSIBLESTEEL  
COMMITMENT



We obtained this certification in November 2023 for our sites in Charleroi, Le Creusot and Loire, following an audit process carried out by AFNOR, which attests to compliance with rigorous standards, particularly in terms of:

- ✓ Health and safety in the workplace
- ✓ Responsible management of water and waste
- ✓ Diversity and inclusion
- ✓ Fight against global warming
- ✓ Support for local communities

This is an important milestone for Industeel, demonstrating its ability to structure and drive the improvement of its environmental, social and governance (ESG) performance.

ResponsibleSteel has been the subject of frequent and diverse communications to all staff, throughout 2023 and beyond. A section of the Intrasteel intranet is specifically dedicated to it.

The certification is valid for 3 years, with a mid-term surveillance audit.



(from left to right: Dominique Sauvage, IT Director, Rudy Daubechies, Operational Director, Pascal Thomas, AFNOR auditor and Nicolas Vassart, Plant Manager of Industeel Belgium)

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# The Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and improve the lives of all people everywhere, while opening up opportunities for the future.

There are 17 of them, and they were adopted in 2015 by all Member States of the United Nations as part of the 2030 Agenda for Sustainable Development, which sets out a 15-year plan to achieve these goals.



The 17 SDGs are embedded: they recognise that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

Creativity, know-how, technology and financial resources from across society are needed to achieve the SDGs in all contexts.

All chapters of this report will refer to its 17 SDGs.

## Economic pillar



## Environmental pillar



## Social pillar



# Our approach ensures the safety of our people



3 BONNE SANTÉ  
ET BIEN-ÊTRE



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# 26,048

Health and Safety  
Training Hours in 2024

# 2256

Unsafe situations or behaviours  
detected and addressed in 2024



ROBIN  
CASTIN



SAFETY  
COORDINATOR



**2252 DANGEROUS  
SITUATIONS OR  
BEHAVIORS AND NO LESS  
THAN 79 LIFE-  
THREATENING  
SITUATIONS DETECTED –  
AND TREATED – DURING  
11756 FIELD AUDITS IN  
2024. BEHIND THESE  
FIGURES, A REALITY: OUR  
DESIRE NOT ONLY TO BE  
MORE PRESENT IN THE  
WORKSHOP BUT ALSO  
TO INTERACT  
PERMANENTLY WITH OUR  
STAFF**

## Strengthening prevention and increased involvement of field management

### A SIGNIFICANT DEPLOYMENT OF DSS COACHING AND FIELD AUDITS

In 2024, Industeel continued to roll out a new type of coaching and conducting field interactions in partnership with DSS+, a consulting firm specializing in security and operations management, but also with AMDS coaches. At the Charleroi, Dunkirk and OMMIS sites, for example, managers and team leaders have been coached to make these meetings in the field – called rituals – more interactive and adapted to the scope and reality of each worker. At Industeel Charleroi, for example, more than 260 rituals and 667 interactions were carried out in 24 weeks of coaching. The approach was then made permanent by managers trained by DSS. In 2025, the roll-out continues across the entire perimeter, including at our recently integrated sites, with each time very good reactions from our staff and local management.

### Being on the field is the watchword.

Thus, Industeel carried out no less than 11,756 field audits in 2024, 21% more than the number of budgeted audits. This allowed us to detect 2252 dangerous situations or behaviors and no less than 79 potentially fatal situations. These situations have all been addressed by the implementation of strong and appropriate action plans. Behind these figures, there is a reality: our desire not only to be more present in the workshop but also to interact permanently with our staff.

Also in 2024, we were keen to integrate our new partners into the Group's Safety Approach. Thus, we have accompanied CSM Italy, CSM Poland, CSM France and Kontur in the training of staff in the Live Saving Golden Rules. The Safety Standards are gradually being implemented and these new partners are now actively participating in the Industeel Safety exchanges.

A new dynamic is being set up, promoting the exchange of good practices and mutual aid between sites.

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LEARNING FROM « SERIOUS OCCURRENCES »

In industrial safety jargon, "Serious Occurrences" refer to facts that could have led to permanent disability or even death. Every Serious Occurrence is treated as a real accident. Thus, when an OS is detected, we declare it to the Group within 24 hours and we carry out an in-depth analysis within 30 days which includes - among other things - a tree of causes and a corrective action plan.

In 2024, Industeel wanted to go further. We now involve the entire hierarchical line of the person concerned – and our co-contractors if necessary – in this in-depth analysis and the implementation of corrective actions. Similarly, each analysis is then distributed to all Industeel sites with the aim of sharing it with all staff. The objective: to prevent a similar accident on the other sites.

	2022	2023	2024
Lost-time injury frequency rate*	1,34	2,21	1,64
Accident severity rate	0,14	0,17	0,23
Health and Safety Training Hours	18.511	23.054	26.048

*\*Salaried staff and subcontractors*

We must note an improvement in the frequency rate of accidents with lost time, to be balanced by an increase in the rate of severity.





## FATALITY PREVENTION STANDARDS (FPS)

We have therefore created a program of clear rules to apply, consisting of 80 questions divided into 5 levels on working safely in our facilities called Fatality Prevention Standards (FPS).

The starting point for FPS is our ten golden rules and our Major Risks identified by the Group at the global level.

Based on this, we have dedicated rules, highlighted in our Fatality Prevention Standards, regularly checked by our safety experts during FPA (Fatality Prevention Audit), in order to update safety activities throughout the group. The strong will of the group leads us to reach the level 3 level in terms of safety.

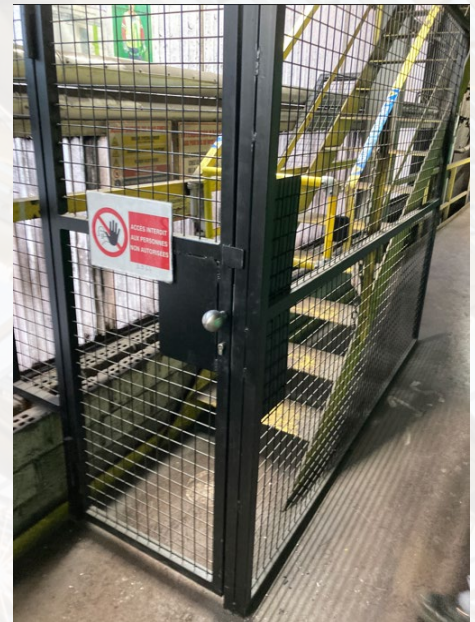
In 2024, we worked together on the implementation of this level 3 on FPS called "Top 4 Killer Risks" such as "Working at Height".

Achieving this level 3 required a lot of effort, deployment of work procedures but also significant technical means.

For example, as part of the FPS "Working at Height", all access at height must be blocked by a locked door or gate. Only authorised persons can have access to this key, but not without first receiving a work permit from their superiors. All this must be documented and the staff trained in the dining room.

*In July 2024, Industeel was dramatically affected by the death of an employee of a co-contracting company after a fall from a height. This tragic event has had a profound impact on the entire company and has further highlighted the crucial importance of strengthening our vigilance and prevention measures and intensifying our safety efforts, developing managerial skills and promoting exemplarity at all levels.*

*The safety of our employees and those we work with remains our top priority, and this accident is a tragic reminder of the importance of maintaining constant attention to these essential aspects.*



*Access to overhead crane runways on the Industeel Charleroi site.*



## INCREASED AWARENESS OF TRAINING

Since Covid, the hours of safety training have increased. Communication strategies have been deployed to raise awareness among workers of the importance of (continuing) safety training. On the Industeel Belgium website, "Safety Mondays and Wednesdays" have been launched, with the aim of systematising the need to keep up to date. In the form of accessible and compulsory training modules, the Charleroi site has taken advantage of the Oracle tool to strengthen the monitoring of authorisations and training.

Just like the employees of the Loire site and for the past three years, the "Health Thursdays" have become essential moments to raise awareness and take care of oneself.

A look back at the 2024 program, which was rich and varied around well-being, prevention and health at work!

- The month of January began under the sign of **benevolence**, emphasizing the importance of respect and support between colleagues. The signing of a charter of commitment and symbolic actions such as the "World Day of Thanks" and the "Day of Hugs" have reinforced this positive spirit.
- In **February**, the focus was on **electromagnetic fields**, with a mobile phone-free week to raise awareness of the effects of waves on health. **Mars continued on the theme of food**, with interventions on obesity, the importance of the kidney, recycling, and days dedicated to the reduction of meat and alternatives to pesticides.
- The **Spring season** began with the month of **April**, which highlighted **health and safety at work**, bouncing back on work accidents. In **May**, **hygiene and bacterial/viral transmission** were at the heart of the discussions, with interventions on hand hygiene. Throughout the year, our walks have always been successful.
- The launch of **the summer season in June** was dedicated to **foot health**, with a dedicated national week. Throughout the summer, a particular focus has been put forward on heat stroke.
- In **September**, **mobility and physical activity** were in the **spotlight** with initiatives encouraging the use of bicycles and events as part of the "European Mobility Week" and the "Car Free Day".
- **October** marked the **month of the fight against cancer**. **November** saw the Gentlemen's Challenge and participation in the DuoDay, promoting the inclusion of people with disabilities. Finally, **the month of December** allowed us to prepare for the end of year celebrations by combining dietetic menus, decorations and advice to organize your trip!





At the end of April (27 or 28 April), the HSE (Health, Safety, Environment) departments of our various sites organised their annual day dedicated to health and safety within the company. The Le Creusot site even duplicated the program on May 3, in order to allow a maximum of staff members to participate.

Among the various workshops, focusing on the prevention of safety risks or the promotion of well-being at work:

- **Chemical risk:** Whether in the private or professional sphere, the risks of chemical accidents are numerous. What does this or that pictogram mean? What PPE to wear to protect yourself? This workshop allowed participants to become aware of the level of toxicity of the products.

- **Fire:** Employees were able to acquire the necessary knowledge to react effectively in the event of a fire outbreak, by learning how to issue an early warning and how to use first responders.

- **Reverse parking:** A little reminder never hurts, especially when you have to park in reverse. The Belgian road safety organisation VIAS was present to remind you of all the little tips for easy parking.

- **Tobacco :** Workshop for people who wanted to quit smoking and needed advice or support.

- **FormyFit coaching :** Good physical fitness not only helps prevent health problems, but also boosts employees' energy, motivation and commitment to their daily tasks. Various initiatives aimed to raise awareness among employees about the importance of taking care of their bodies and adopting a regular exercise routine.

DAYS DEDICATED TO  
HEALTH AND SAFETY





- **Sleep info:** Sleep plays a crucial role in our physical and mental well-being. To raise awareness among employees of this essential dimension of health, a workshop dedicated to the benefits of sleep was organized. Participants were able to learn about the positive impacts of quality sleep on their daily lives and ways to improve their quality of rest.

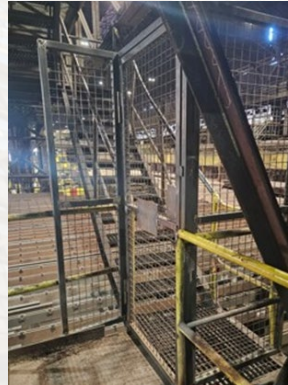
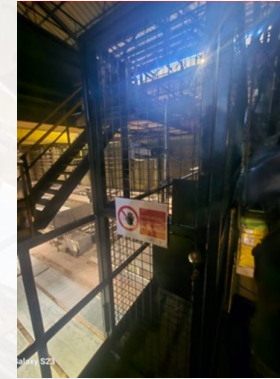
- **Handicap :** The workshop encouraged employees to change their view of this reality. It raised awareness of the different facets of disability and promoted a culture of inclusion within the company.



Take Care training courses were also conducted on the occasion of these two Health and Safety days. All employees received a first aid kit as a gift: always useful in case of problems!

## ENHANCED SECURITY

Safety is our priority. With this in mind, the Charleroi site has deployed 400 physical barriers to mark pedestrian paths and traffic paths. Mesh doors for hazardous areas have been installed as well as "guillotine" locks to prevent access to high ladders.



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## BELIEVE IN ZERO !

The aim of this 2024 campaign is to engage, inspire and educate our colleagues, to make them think about health and safety at all times, to challenge them to change their behaviour, to reduce their risk tolerance and, above all, to make a positive contribution to our ambition to be a company free of fatal accidents and serious accidents.



*Each security event is the subject of in-depth analyses that show in 100% of cases that this could have been easily avoided. Achieving zero accidents is therefore totally achievable and it is only together that we will achieve it. We are indeed the actors of security and all our choices must be focused first of all on the application of the rules without compromise but also on shared vigilance. We believe in Zero because it is within reach!*

**Cédric Chauvy**

Director of the Le Creusot plant



**Believe in  
Zero**



*I am convinced that this initiative is essential to ensure the safety and well-being of all our employees. As Director of Industeel Loire, I am fully committed to supporting this campaign and implementing all the necessary measures to achieve this ambitious goal.*

*For the past 2 years, we have been reviving the dynamic in this direction with an increase in the formalization of near-misses as well as the actions actually carried out. This represents a total of 470 security actions for 2024, i.e. 9 per week. At the same time, we have worked on the FPS (ArcelorMittal Standard for the Prevention of Fatal Accidents) to return to a high level (Level 3).*

*It is an ongoing work that also includes training and safety culture, which are the fundamental elements of prevention and on which we are developing new programmes.*



**Aurélien Bras**

Director of the Loire plant



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Believe in  
**zero**



**Nicolas Vassart**  
Director of the Charleroi plant



*We must all be convinced that accidents are not inevitable, even in sectors where many dangers require strong and rigorous prevention measures. Of course, there is still a long way to go, but we must always keep in mind that our destination is zero accidents and that it is possible. Some have already shown us the way, we have a maintenance department (more than 30 people) that will celebrate its 1200 days without any accidents. Congratulations to them. We will succeed, I am sure, if all the staff respect the rules rigorously and without compromise. Go to zero!*



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## THE HEALTH AND SAFETY CHALLENGE



Each year, the GESiM Health & Safety Challenge supports us in our efforts to improve health and safety at work through a voluntary and dynamic approach. Based on an analysis of risks and working conditions, the teams develop and then implement an ambitious action programme. They are advised and supported throughout the 18 months of the Challenge, in particular through the organisation of cross-audits between sites. This year again, 3 teams have mobilized to take up the challenge of this challenge.

The team of the MOPTO and MC perimeter (Operational Maintenance, Sheet Metal Works, Central Maintenance) of the Le Creusot site is registered for the GESiM Health and Safety Challenge 2024-2025.

This commitment is very timely at a time of profound change in practices for our maintenance. Indeed, with this GESiM we want to evolve in the FPS imposed by the group (Fatality Prevention Standards). We therefore have to face many simultaneous challenges, and above all strengthen our safety culture.



One of the major challenges of this challenge will be to generate a real safety culture, not to take shortcuts, to help our staff to say no, to find adequate solutions for the performance of tasks, in complete safety.

HAS/Laminage Mechanical Maintenance has embarked on the GESiM 2024-2025 adventure at the Charleroi site. An action plan, including 27 actions, has been defined to reduce the risks associated with the mechanical workshop as much as possible for the entire department. Its main theme: to increase safety in the mechanical workshop area.

The GESiM Safety Challenge at the Loire site will now focus on the 3SE - Health, Safety, Security and Environment service for the 2024-2025 edition.

This change in service, which will affect all areas of the plant, including outside companies, reflects our commitment to protecting our employees and our environment.



## THE IMPORTANCE OF "WELL-BEING" AT WORK FOR INDUSTEEL

In 2023, local multi-sectoral working groups were set up at each of our 3 sites to create a QWL questionnaire for all staff.

This survey, carried out with a view to signing the QWL Agreement, highlighted 4 main areas of action, such as working conditions, managerial listening, the strong need for cohesion and the improvement of communication in the field.

Changes have been made since the feedback from the survey, including the **establishment of the Central 16 company restaurant** on the Le Creusot site.

**Dedicated and better adapted spaces for staff** will contribute to the **improvement of communication in the workshops**. A better-informed employee is a more committed employee!



Other initiatives have been deployed at the Charleroi site in Belgium, such as the **"Health and Well-being at Work Week"**. For a week, various workshops are offered and led by professionals.

Virtual Reality workshop, bicycles, relaxation, personal coaching to develop resilience, massage, "Attention to your hearing", FormyFit etc ... There is something for everyone and especially on all themes!





## Pro-Vélo to promote active mobility!

The Le Creusot site has joined the Objectif Employer Pro-Vélo (OEPV) program. Supported by the FUB (French Federation of Bicycle Users) and supported by the ADEME (Agency for the Environment and Energy Management), this program aims to support 4,500 employers in France in the development of a bicycle culture that generates energy savings within their establishments. Financial aid will enable employers to deploy "pro-bike" equipment and services for the home-work and professional journeys of their employees, customers and suppliers.

At the end of a year 2023 that saw an increasingly strong involvement of our employees in soft and active mobility, in particular the participation in Mobility Challenges (in Le Creusot but also with our colleagues in La Loire), the Le Creusot site was able to obtain the Pro-Bike Employer label at the beginning of 2024.

This recognition, at the end of an audit, crowns the development of a cycling culture on our site. Thanks to a tailor-made support course and a bonus for setting up equipment and services offered in the programme's catalogue, we were able to deploy training in driving and maintenance of service or personal bicycles, as well as create 54 parking spaces by installing new shelters and rehabilitating old structures. Toolboxes are also available to perform light maintenance or access backup safety equipment.

An official award ceremony for the Label is scheduled for June 2025 at the Le Creusot plant.



### Keep moving at Industeel!

The "Inclusion, Diversity, Quality of Life and Working Conditions" agreement will be signed in the first quarter of 2025.





## "Well-being" also involves improving the working conditions of employees

A reflection on the arduousness of work has been carried out at the SCQ of Charleroi and which has led to the implementation of several actions, in particular:

Wearing an exoskeleton belt: used in the metallography laboratory, it helps operators when they need to lift heavy loads, such as well-filled HIC test tanks.

- Modification of the hoods in the metallography laboratory: during the design of the laboratory, we had the hoods modified to prevent the operators from having to lift the HIC tanks. The bins are now positioned lower, which eliminates the overhang and considerably reduces the physical effort required.
- Automation in the machine shop has greatly reduced the number of heavy loads. They also led to a reduction in noise ( $95\text{db} < 80\text{db}$ ), the removal of the Braun eliminated a major source of unpleasant odours and finally, the introduction of production reduced travel, in particular by limiting the use of pull-carts.
- Improvement of lighting in the machine shop.
- The automation of analyses in the steel laboratory will help reduce operator travel.

Other actions are underway:

- Improved blade changes to the Linsinger saw (planned for 2025).
- The automation of resilience breaking (objective for 2027).
- The commissioning of the Trolley for US controls (planned for 2025).
- Improving ergonomics when changing blades on the DIV1 Shear Scrap Shears – General Finishes







## SpeakUp

Direct and regular engagement with our teams has always been an important part of Industeel's leadership style. That's why a SpeakUP survey was conducted among our management population to help drive improvement in the company and our new people strategy.

The results of this survey were widely used to adjust action plans at local and central levels based on three core pillars: "leadership that inspires excellence", "talent to thrive in the future" and "diversity and inclusion to engage everyone".

A rate of 89% and no less than 876 comments were recorded during this period. Positive and encouraging results demonstrate a climate where life is good, but there are still areas for improvement in the relationship with peers.

## ASSISTANCE PROGRAM (EAP) FOR EMPLOYEES AT INDUSTRIEL BELGIUM

The safety and health of our employees are Industeel's priorities. When we talk about these

two themes, we often think of physical risks or conditions. However, personal problems can also constitute threats to health or safety, such as: stress, emotional load, bereavement, etc.

Industeel wants to help treat these problems in a positive way and prevent them as much as possible.

We have therefore taken the initiative to propose to the employees of Industeel Belgium (permanent / fixed-term contract) an Employee Assistance Programme (EAP). Employees can use it free of charge in complete confidentiality, whether for psychological support or legal and financial advice. They can ask their questions by phone or through a secure online portal.

A dozen employees of Industeel Belgium used this service in 2023.





# Engaging prospects for our employees

Le présent rapport fait le lien avec notre contribution aux objectifs de développement durable (ODD) définis par les Nations Unies. Pour chaque chapitre, vous trouverez les icônes correspondantes aux ODD concernés.

**3** BONNE SANTÉ  
ET BIEN-ÊTRE



**5** ÉGALITÉ ENTRE  
LES SEXES



**8** TRAVAIL DÉCENT  
ET CROISSANCE  
ÉCONOMIQUE



**10** INÉGALITÉS  
RÉDUITES



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↻ 5,7%

Our turnover rate, down

27,8%

Overall feminization of  
Industeel's framework

BERNARD  
PLUMIER   
DIRECTOR OF  
HUMAN  
RESOURCES



*«EACH OF OUR SITES IS  
RESOLUTELY  
COMMITTED TO  
ACTIONS TO IMPROVE  
WELL-BEING AT WORK,  
FROM THE  
FUNDAMENTALS OF  
HEALTH AND SAFETY, TO  
THE STEPS RELATED TO  
QUALITY OF LIFE AT  
WORK.»*

## Engaging prospects for our workers

### A LEGITIMATE PRIDE,

Industeel's 2024 results, in line with the Group's expectations and marked by the return of Industeel France to satisfactory levels of profitability, have enabled us to continue to deploy exciting strategic investments, to integrate new units, to maintain and even grow our workforce, to attract new talent and to implement motivating mechanisms for employee performance incentives.

Many reasons for the women and men of Industeel to feel a legitimate pride, to look to the future with greater confidence and to face with courage the enormous challenges we face and which will continue to present themselves on our path.

As a result, the decrease in our staff turnover rate that began in 2023 has been confirmed in 2024.

Each of our sites is resolutely committed to actions to improve well-being at work, from the fundamentals of health and safety, to approaches related to Quality of Life at Work.



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In a few figures...

Indicator	2021	2022	2023	2024
<b>Average FTE staff permanent contract</b>	<b>1867</b>	<b>1837</b>	<b>1833</b>	<b>1846</b>
<i>Industeel Belgium</i>	848	851	848	853
<i>Industeel Creusot</i>	735	716	721	728
<i>Industeel Loire</i>	284	270	264	265
<b>Average FTE number on fixed-term contracts</b>	<b>77</b>	<b>85</b>	<b>79</b>	<b>115</b>
<i>Industeel Belgium</i>	60	61	69	94
<i>Industeel Creusot</i>	13	20	6	15
<i>Industeel Loire</i>	4	4	4	6
<b>Average interim FTE headcount</b>	<b>74</b>	<b>138</b>	<b>127</b>	<b>191</b>
<i>Industeel Belgium</i>	28	31	44	30
<i>Industeel Creusot</i>	36	80	63	132
<i>Industeel Loire</i>	10	27	20	29
<b>Total average FTE headcount, including permanent contracts, fixed-term contracts and temporary workers</b>	<b>2018</b>	<b>2060</b>	<b>2039</b>	<b>2152</b>
<i>Industeel Belgium</i>	936	943	961	977
<i>Industeel Creusot</i>	784	816	790	875
<i>Industeel Loire</i>	298	301	288	300
<b>Average FTE number of work-study students</b>	<b>8</b>	<b>18</b>	<b>19</b>	<b>22</b>
<i>Industeel Belgium</i>	0	1	0	1
<i>Industeel Creusot</i>	7	13	14	15
<i>Industeel Loire</i>	1	4	5	6
<b>Share of the workforce on permanent contracts (in %)</b>	<b>93%</b>	<b>89%</b>	<b>90%</b>	<b>86%</b>
<b>Number of hires (permanent contracts only)</b>	<b>68</b>	<b>129</b>	<b>117</b>	<b>121</b>
<i>Industeel Belgium</i>	41	50	59	61
<i>Industeel Creusot</i>	24	66	44	48
<i>Industeel Loire</i>	3	13	14	12



Indicator	2021	2022	2023	2024
<b>Number of departures (permanent contract only)</b>	<b>154</b>	<b>126</b>	<b>92</b>	<b>89</b>
<i>Industeel Belgium</i>	47	56	51	42
<i>Industeel Creusot</i>	77	56	41	40
<i>Industeel Loire</i>	30	14	20	7
<b>Of which resignations</b>	<b>36%</b>	<b>40%</b>	<b>41%</b>	<b>25,8%</b>
<b>Turnover rate = (number of departures over the year + number of arrivals) / 2 / number of employees on average over the year</b>	<b>5.9%</b>	<b>6.9%</b>	<b>5.7%</b>	<b>5,7%</b>
<i>Industeel Belgium</i>	5.2%	6.2%	6.5%	6,0%
<i>Industeel Creusot</i>	6.9%	8.5%	5.9%	6%
<i>Industeel Loire</i>	5.8%	5.0%	6.4%	3.6%
<b>Absenteeism &lt; 6 months (%)</b>				
<i>Industeel Belgium</i>	7.4%	7.9%	7.7%	6,3%
<i>Industeel Creusot</i>	5.0%	5.5%	5.2%	5.2%
<i>Industeel Loire</i>	7.3%	7.0%	6.8%	7.4%
<b>Distribution of fixed-term contracts (in %) = number of FTEs on fixed-term contracts / Number of FTEs on fixed-term contracts+Temporary work+work-study students</b>				
<i>Classic fixed-term contracts</i>	48%	35%	35%	35%
<i>Temporary work</i>	47%	57%	56%	58%
<b>Work-study contracts, V.I.E., Apprenticeship = number of work-study FTEs / total number of FTEs CDI+CDD+Temporary+Work-study students</b>	0.4%	0.9%	0.9%	6.7%
<i>Industeel Belgium</i>	0.0%	0.1%	0.0%	0,1%
<i>Industeel France</i>	0.7%	1.5%	1.7%	1.8%
<b>Part-time headcount (in %) = number of headcounts in public works / Total number of headcounts excluding temporary work</b>				
<i>Industeel Belgium</i>	3.9%	5.0%	5.2%	5,1%
<i>Industeel France</i>	5.5%	5.3%	5.1%	6.2%
<b>Average age</b>				
<i>Industeel Belgium</i>	45	45	45	45
<i>Industeel France</i>	44	43	44	44



Indicator	2021	2022	2023	2024
<b>Average seniority</b>				
<i>Industeel Belgium</i>	18	18	17	17
<i>Industeel France</i>	14	14	14	14
<b>Number of workers &gt; 55 years</b>				
<i>Industeel Belgium</i>	206	226	233	252
<i>Industeel France</i>	130	137	139	183
<b>Number of workers &lt; 25 years old</b>				
<i>Industeel Belgium</i>	42	46	41	55
<i>Industeel France</i>	30	45	49	22
<b>Number of young people welcomed by our sites</b>				
<i>Industeel Belgium</i>	34	35	32	35
<i>Industeel France</i>	23	25	42	37
<b>Total number of employees who took parental leave</b>				
<i>Industeel Belgium</i>	9	11	8	12
<i>Industeel France</i>	8	10	4	3
<b>Number of appraisal and professional development interviews</b>				
<i>Industeel Belgium</i>	511	509	473	520
<i>Industeel France</i>	621	860	780	767
<b>Evolution of appraisal interviews over the last 3 years (% of permanent staff)</b>				
<i>Industeel Belgium</i>	60%	59%	49%	60%
<i>Industeel France</i>	60%	89%	98%	99%



HIGHLIGHTS OF THE WORKING ENVIRONMENT IN BELGIUM

Industeel Belgium has been able to complete the parameterization of the Oracle training management software, which from 2024 will give a better view of training participations, more accurate reporting and tailor-made invitation and follow-up possibilities.

Belgian legislation now requires every worker to attend at least five days of training per year. The new Oracle tool will make it possible to actively monitor towards this goal, which is complicated by an absenteeism rate that remains high (at 7%) and often disrupts participation in training within teams.

The social climate was marked by three weeks of strike action in October, as part of the biannual wage negotiations.

Social climate	2021	2022	2023	2024
Number of cases handled by persons of trust (in Belgium)	12	11	15	21
Number of EC, CSE, CPPT, CHRCT meetings	79	89	95	61
Number of man-days lost due to strikes	1790	1832	10280	1674
Number of man-days of strike recorded at ArcelorMittal attributed to ArcelorMittal	1507	30	8770	8770

The system of trusted persons, set up in Belgium, is increasingly in demand.

We deplore a very sharp increase in the number of strike days. This is the combined effect of a major conflict at Industeel Belgium, in the context of the biennial wage negotiations, and repeated strikes at the national level in France (new agreement, pension reform, purchasing power) that have impacted Industeel France.





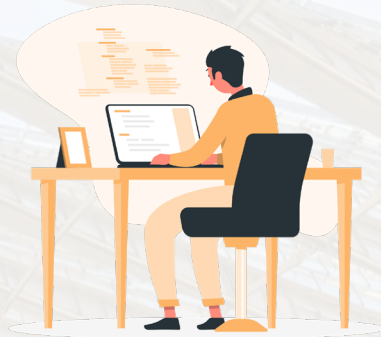
## HIGHLIGHTS OF THE WORKING ENVIRONMENT IN FRANCE

The human resources (HR) management teams have worked hard to renew the **National Metallurgy Convention**, which has been awaiting revision for several years. This provides for a complete overhaul of the classification mechanisms for jobs and socio-professional categories (managers and non-executives), which came into force in 2024 and which has made it possible to strengthen Industeel's attractiveness.



The negotiation of agreements with the signatory trade unions has made it possible to facilitate social dialogue, making it possible to remove a number of concerns and to work to ensure that everyone benefits from the new agreement. Local trade union representatives who were not signatories to the framework agreement were also involved in the collaborative work.

A downside in terms of the social climate is the record number of strikes linked to President Macron's pension reform project, which is therefore totally independent of Industeel's own social environment.



### Teleworking clarified

After defining in 2022 a clear regulation for the organisation of teleworking (in particular which positions and functions can telework), Industeel has been able to observe a widespread implementation. It has been decided, in accordance with the ArcelorMittal Group's policy, to allow a maximum of 1 day of teleworking per week, in order to favor personal interactions and the transmission of information in person.



## CONTINUED RECOVERY IN HIRING

Industeel continued the trend, initiated in 2022, of hiring resumption in a context of shortages. Recruitment aims to maintain, or even slightly increase, the workforce. This is a positive signal in a context where most teams feel a very heavy workload. Absenteeism continues to be at a fairly high level at certain sites and certain categories of staff, which increases the pressure on the teams.

However, the need to recruit to maintain or supplement skills, and to provide the organization with the right workforce, comes up against the reality of a tight job market in a highly competitive environment, especially for professions in shortage. Vacancies in maintenance are particularly difficult to fill. Similarly, schools are training less and less in metallurgy professions.

In this context, Industeel is more than ever carrying out actions with schools and universities and relaying them in the press and on social networks to encourage vocations and attract talent. We are careful in our recruitment campaigns to emphasize inclusion, to avoid any form of discrimination in hiring.

In 2023, we have also generalised a co-optation recruitment mechanism: a colleague who sends us a candidate's CV can benefit from a small bonus if the candidate in question is selected. Our employees are often our best ambassadors for attracting new talent.

## EMPLOYEE INTEGRATION

To ensure that our new employees are not only onboarded effectively, but also go through a long-term onboarding and coaching process, we continue to build on what we already have in place and launch new initiatives:

### A new graduate program

The ArcelorMittal Downtream Solution New Executives Week is an opportunity to present and discuss with the group's top executives during a stay in Luxembourg.

A week for new arrivals is also organized on the Industeel Creusot site, allowing new employees to tour all the departments and buildings, visit the different parts of the plant and exchange with the management.



## LEARNING AND DEVELOPMENT

### Work-study work, a source of sustainable jobs for young people

Apprenticeship and work-study work have been a reality for several years on Industeel's French plants, particularly for maintenance professions, and recently for other profiles. This system, through which Industeel resolutely exercises its societal duty, makes it possible both to attract the talents of tomorrow early, and to offer them training as close as possible to our professions. Extended to 2 years, the work-study apprenticeship cycles result in a majority of recruitments. In 2023, Industeel France's sites remained at the same level of hires from work-study programs as in 2022, favoring quality over quantity and ensuring that young recruits work sustainably with us.

Despite a first work-study contract signed in 2022 by Industeel Belgium, work-study work remains very discreet in Belgium and is struggling to take hold.

On the Le Creusot plant, 17 work-study students were welcomed in a dozen different sectors.

La formation  
**Alternance**  
Forge ton avenir

Parole à nos

**alternants**

#### L'alternance chez Industeel :

- Chez nous, chaque alternant bénéficie d'un accompagnement personnalisé pour favoriser leur intégration et leur réussite
- **Employabilité des jeunes :** Nos cycles d'alternances se soldent par une majorité de recrutements



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## OUR WORK-STUDY STUDENTS TESTIFY

“

*Since the beginning of my work-study program at Industeel, everything has been going well for the better. It all started well with a perfect welcome from the from my colleagues, followed by a very good working atmosphere.  
The working environment is also very good, with the equipment necessary for the tasks requested.*

”



**Enzo**  
Work-study student  
Finance Department



**Ariana**  
Work-study student  
HSE Manager

“

*In addition to working on the safety standards of the ArcelorMittal group, I had the opportunity to develop my autonomy and familiarize myself with the fascinating world of metallurgy.*

”

“

*Industeel is here to support me throughout my work-study program!*

”



**Justin**  
Work-study student  
Steel Mill Maintenance Technician



**Carine**  
Work-study student  
3SE Coordinator

“

*I participated in a job dating where 4 companies were ready to welcome me alternately:  
I chose the one furthest from my home ...  
When I visited Industeel, it was a no-brainer!*

”

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Implementation of a mentoring mechanism

The mentoring mechanism for executives, initiated in 2022, has become well established in 2023 in France and Belgium. Let's remember its principle: an experienced manager – *the mentor* – accompanies a beginner manager – *the mentee* – on a voluntary basis for one year.

Executive satisfaction (exempt)	2021	2022	2023	2024
eNPS Executive Engagement Index (exempt): % change in promoters and neutrals	-5	2,6	19	27

Our executive satisfaction index has increased significantly, thanks in particular to the career plans put in place for our executives and the first effects of the mentoring mechanism.



Training

Our assessment of training hours per employee is mixed: we report a significant increase on the part of Industeel Belgium, the result of a willingness and actions put in place by the incumbents. However, the training effort has weakened at Industeel France, mainly due to a lack of overlap in Le Creusot between a retired incumbent and his replacement.

In total, the cost of our internal and external training courses at all sites has increased significantly.



Training "Our customers, Our markets" which took place on October 14 and 15 at the Salle de l'Arc in Le Creusot.



Training	2021	2022	2023	2024
<b>Number of hours of training per employee per year</b>				
Industeel Belgium	13.0	17.0	19.4	23,3
Industeel France	17.0	15.7	11.9	41.9
<b>Cost of training* (internal and external training)</b>	1,018,806 €	840,167 €	1,126,618 €	853,544 €
<b>Number of employees trained</b>				
Industeel Belgium	735	887	961	991
Industeel France	823	956	613	1149

### DIVERSITY & INCLUSION

#### Embracing Diversity - with a woman's touch



Industeel's goal, in line with ArcelorMittal's vision, is to have a better representation of women at all levels of the company. Women already represent 27% of the management population at Industeel. The objective is to increase it to 40% by 2030. Similarly, the ambition is to increase the share of women among the "employed" population from more than 25% to 40%. The path of progress towards diversity is even clearer among the working population, which is currently composed of less than 3% women, the vast majority of whom are in Le Creusot.

The Industeel Belgium site has welcomed 15 operators since 2023. The upward trend will be confirmed in 2024.

In France, Industeel obtained a score of 84 in the 2023 gender equity index, which examines five criteria (see table p31): equal pay, salary increases, promotions, post-maternity non-discrimination and the propensity of women to occupy the 10 highest paid positions in the company. The law obliges companies with a score of less than 75% to take shares. Industeel France is not in this situation but can still improve on the last criterion.







“

*I notice that women are occupying more and more positions of responsibility but still few in technical positions...*

**Julie Pailleux**  
Methods Technician at Industeel Loire

”

“

*At Industeel, we talk about women's rights all year round. We value equality with the display of the Male/Female policy and during meetings where we discuss figures, the evolution of the number of women and equal pay. It's a company that conveys these values and that's great!*

**Arnaud Taurelle**  
Methods Manager Offers and Orders

”

“

*I admit that when I arrived, I was pleasantly surprised. Various things have been well thought out and fitted out such as changing rooms, toilets etc. We were welcomed and well taken care of. If there is a concern or a particular point to be raised, we can discuss it.*

*It is true that given the "novelty" of the operator colleagues, there was an effect of curiosity at the beginning, but I was very well integrated. Any woman can have her place in the workshops.*

**Kamille Tierache**  
Repairer at Specialized Finishing  
Industeel Belgium

”



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Gender diversity	2021	2022	2023	2024
<b>Gender distribution (%)</b>	9,7%	9,8%	10%	11%
Industeel Belgium	5,6%	5,7%	6%	6%
Industeel France	13,2%	13,3%	14%	14%
<b>Proportion of blue-collar women</b>				
Industeel Belgium	0%	0%	0.3%	0,7%
Industeel France	1,30%	2,00%	3%	3%
<b>Proportion of women employed</b>				
Industeel Belgium	26%	24%	27%	28%
Industeel France	25%	25%	25%	19%
<b>Proportion of women managerial employees (exempt)</b>				
Industeel Belgium	23%	25%	25%	24%
Industeel France	32%	29%	29%	30%
<b>% of women in management (M &amp; above)</b>	15%	17%	21%	21%

### "Elles bougent" in the Loire!

**Elles bougent**

Alexandra Apelian, Lamination Manager and Julie Pailleux, Methods Technician for Offer and Ordering at the Chateaufort site are godmothers of the association "Elles bougent".

They have a passion for their sector and want to share it!

Through their testimonies, they support young women in their career choices. They answer all their questions without taboos and instil in them the desire to DARE to pursue scientific and technical professions.

The main ambition of Elles bougent is to strengthen gender diversity in companies in the industrial and technological sectors. Women still represent a small percentage of the workforce, especially in technical positions, and companies would like more of them to choose to work in their fields and encourage vocations!

Forums, visits to specialized sites and trade fairs, challenges, rallies, conferences, interventions in middle and high schools... Whatever form they take, Elles bougent places the meeting between its godmothers and today's young girls at the heart of all its events. To do this, it brings together nearly 5080 godmothers throughout France.



## Diversity in a Broader Sense

This year, we highlighted our decision to expand our diversity program to include all types of diversity – not just gender diversity. We increased the number of diversity and inclusion questions included in our Employee Engagement Survey (formerly our Climate Survey) and took the first steps to expand our action plan.

Diversity of nationalities on permanent and fixed-term contracts	2020	2021	2022	2023	2024
Industeel Belgium					
Belgium	Not previously measured			758	884
European Community	Not previously measured			143	164
Outside the European Community	Not previously measured			28	30
Number of different nationalities	Not previously measured			15	16
Industeel France					
France	1051	985	1002	1014	1043
European Community	23	20	15	14	13
Outside the European Community	31	25	28	28	30
Number of different nationalities	20	19	21	21	20

Index Category	2021	2022	2023	2024	Maximum value
Pay equity M/F	39	38	39	38	40
Equity salary increases M/F	20	10	20	20	20
Equity of promotions M/F	15	15	10	15	15
Post-maternity salary evolution	15	15	15	15	15
Number of women in the top 10 of salaries	0	0	0	0	10
GENDER EQUITY INDEX	89	78	84	88	100



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Discrimination and harassment

A campaign on the issues of discrimination and harassment has been deployed as well as the establishment of "moral and sexual" referents, including 2 on the Le Creusot site. These contact persons play a preventive role on each of the sites, allow them to confide in a climate of neutrality and alert in the event of any incidents observed.



A handicap so what?

In terms of the integration of disabled people, the Le Creusot site continues to be at the forefront. After a major awareness campaign "Let's change our view of disability" aimed at managers and executives, Industeel Creusot has really implemented measures to integrate people with disabilities in 2023. These measures have been deployed over the year 2024. Calls are regularly made to invite employees to demonstrate their disability.

In addition, a disability referent on each site has been set up as well as local relays in the CRMC, steel plant and CAS sectors. Based on volunteering, these correspondents allow you to talk freely and confidently about your disability.

Diversity for people with disabilities	2021	2022	2023	2024
Employees with disabilities (in number)	33	32	45	32



## DuoDay: a day of professional discovery

For the third year in a row, the Industeel Loire site took part in the DuoDay, a day that is part of the QWLC (Quality of Life and Working Conditions) programme and all the disability-related initiatives carried out this year in our factories. On this occasion, the disability correspondents volunteered to welcome people with disabilities and share their daily professional lives.

This year, Guillemette and Maxence have discovered a different professional world.

The DuoDay represents a moment of exchange and openness, allowing us to break down preconceived ideas and to promote talents in all their forms.

Guillemette was supported by Valérie Bouvier in the Human Resources department. She observed Valérie's job, especially the recruitment part, which aroused a keen interest in this field. Inspired, Guillemette now imagines continuing her discoveries in the world of temporary employment agencies.

For his part, Maxence, a 4th grade student in the ULIS class at Sainte-Marie College in Saint-Chamond, explored the maintenance professions with Alain Cerrutti and the production professions with Patrick Valantin. He was particularly impressed by the machining operations and ultrasonic testing, discovering a new profession. It is therefore a day of enriching encounters, which contributes to building a more inclusive and human professional environment.





## The Loire site in partnership with the IME\* des 4 Vents in Firminy

For the past three years, a partnership has been developed with the IME\* des 4 Vents in Firminy. In this context, **Patrice Leduc, from the MQC Technical Unit, leads a blacksmithing workshop** within the institute. This workshop, offered during the educational weeks (during the school holidays) proved to be an extremely positive and enriching experience for the residents of the institute.

The young participants, curious and motivated, take pleasure in exploring the work of the forge. They have the opportunity to make various objects, to handle tools and to discover craft techniques that are new to them.

Pride in their creations boosted their self-esteem, while developing several practical skills.

It has been noted during the last sessions that this activity has a calming effect on some young people. It helps them concentrate and seems to reduce certain behavioral and attention disorders. Finally, these introductory days allowed some of these young people to awaken an interest in blacksmithing, or even to imagine a future professional orientation in this field.

*\*The IME Les Quatre Vents welcomes young people aged 12 to 20, in semi-boardings schools, with an intellectual disability with or without associated disorders.*



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## Diversity of Talent

Every year, the Le Creusot site participates in forums and fairs related to specific themes (e.g. sport, disability, etc.) organised by our employment and integration partners: France Travail, Agire, Halte discriminations and the UIMM.

We also open our doors by offering regular visits to help students and job seekers discover our environment and our workstations.

Hundreds of people are there every year!

A "school partnerships" agreement was even signed in February 2025 on the Industeel Loire site.



### SEMAINE DE L'INDUSTRIE SUR LE SITE D'INDUSTEEL LOIRE

- . 40 collégiens curieux de découvrir nos métiers.
- . 20 lycéens en quête d'inspiration pour leur avenir.
- . 12 étudiants de l'École des Mines motivés par l'innovation industrielle.
- . 20 demandeurs d'emploi à la recherche d'opportunités.

### BPS22 DE CHARLEROI POUR PROMOUVOIR LES MÉTIERS DE L'INDUSTRIE



**FRANCE TRAVAIL** découvre les installations du site d'Industeel Creusot.

### FORUM EMPLOI ET ALTERNANCE AU CREUSOT

Nous sommes fiers d'avoir participé au Forum Emploi et Alternance organisé par l'UIMM 71 - La Fabrique de l'Avenir pour aller à la rencontre des talents de demain.



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## COMMUNICATION & EMPLOYEE ENGAGEMENT

Direct and regular engagement with our teams has always been an important part of leadership at Industeel.



*Reception of "Student for the future" students on the Charleroi plant.*



*Intervention in a school in Le Creusot*

In 2024, several initiatives focused on the younger generations. We welcomed 76 trainees, even minors, from observation internships to professional immersions allowing them to discover or confirm a professional project. We are in constant contact with local schools and employment partners who guide us from the public. Each trainee is accompanied by a tutor who is committed to passing on his or her job and skills.

The Charleroi site also had the honour of welcoming the "Student for the future" students. This inspiring initiative brings together students from different universities (KU Leuven, UMONS, Université libre de Bruxelles) who take the initiative to visit companies to better consider their future careers.

### Factories Open on the Industeel Loire site

The number of visitors is up: 271 visitors in 2024 compared to 197 last year. Different time slots were offered as well as a roadbook to facilitate the visit. It was an opportunity for the families of employees, schools, external companies and the local press to come and visit the factory and learn more about our professions!

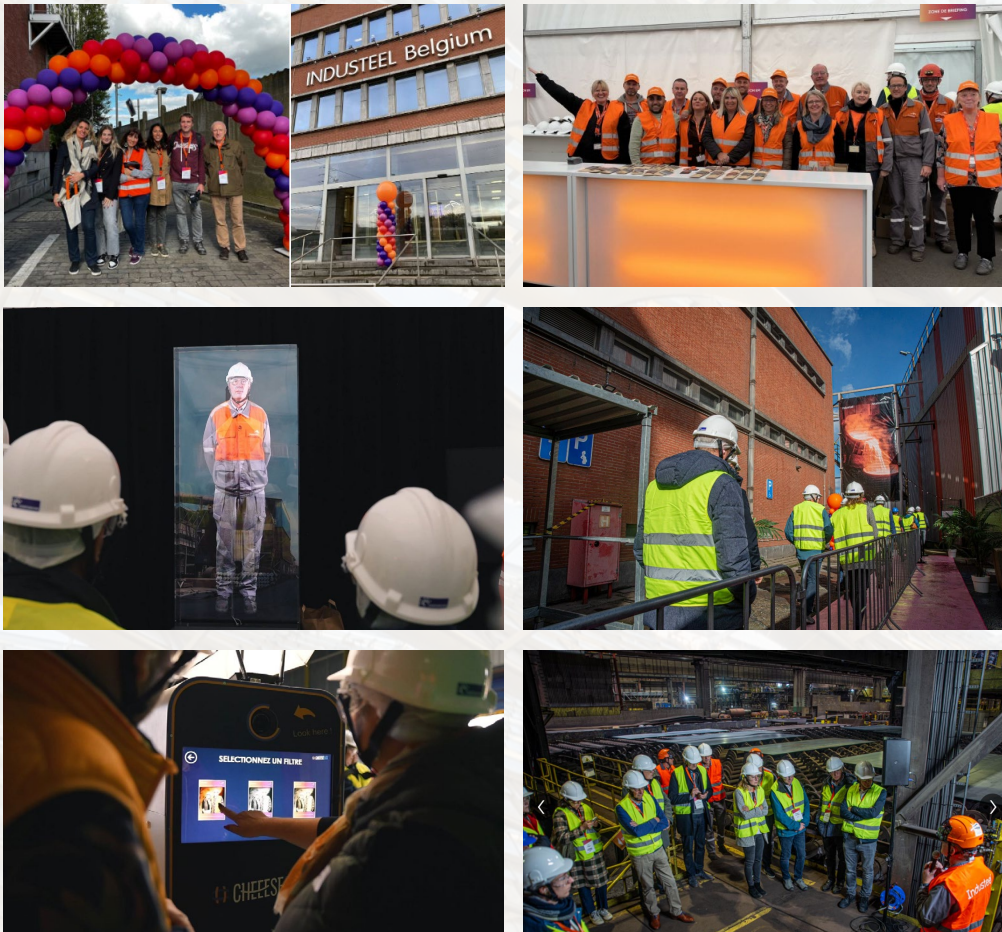




## OPEN DAYS IN CHARLEROI

The promotion of industrial professions also involves the organization of Open Days on the Industeel Belgium site, which took place on 11 and 12 October 2024. Nearly 2,000 visitors were present at this event!

For some, it was a great discovery, for others an enriching rediscovery. The visits punctuated these two intense days, during which our visitors were able to dive into the heart of our site, discover our processes through detailed explanations and see the passionate commitment of our colleagues and teams.



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## CONVIVIALITY ABOVE ALL!

Many convivial events are organized within Industeel or on the initiative of employees, including the annual drawing competition for children, the Christmas sweater, Pink October, Movember, the celebration of Saint-Eloi in Belgium, the "Family Day", the creation of a Creusotin Volleyball team, participation in various local running races, the involvement of volunteers in the organization of the Olympics, etc.

All these initiatives demonstrate the development of a strong corporate culture appreciated by employees and a desire to improve well-being within Industeel.



Participation of the TeamSteel of Le Creusot in the inter-company challenge



The Christmas sweater initiative



Pink October at the CRMC in Le Creusot



Photos of St Eloi on the website of Charleroi in Belgium







### Family Day, in Pairi Daiza

On 10 September 2023, Industeel Belgium invited its staff to a "Family Day" in the magnificent Pairi Daiza animal park. On the occasion of the 160th anniversary of our company, we were able to share a moment of conviviality and festivity with our colleagues.

OMMIS

*A subsidiary of ArcelorMittal, OMMIS (Toolillage Moule Mécanique Industrie Service), is a specialist in the distribution and processing of tool and special steels, both long and flat products.*

#### **OMMIS committed to disabled workers**

The attention of the OMMIS entities to the cause of disability is manifested in various ways. Firstly, employees are made aware twice a year of making known any disability they may be affected by. Any recognised disability then gives the right to employment-service vouchers, which are issued not only to the disabled worker but also to his or her beneficiaries, with the obvious aim of facilitating daily life.

Secondly, for any new recruitment, the company ensures that vacant positions (for Le Mans and Besançon) are absolutely submitted to companies active in the integration of disabled people. Finally, OMMIS favours adapted work companies for the maintenance of outdoor spaces and the cleaning of work clothes.

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# Innovation at the heart of the ecological transition

9 INDUSTRIE, INNOVATION ET INFRASTRUCTURE



12 CONSOMMATION ET PRODUCTION RESPONSABLES



17 PARTENARIATS POUR LA RÉALISATION DES OBJECTIFS



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# 61



Number of employees  
dedicated to R&D

# 20%

% of the R&D budget dedicated  
to the energy transition and  
decarbonization of our factories



SANDRA  
LEMANCHET  
HEAD OF R&D



ALL OUR RESEARCH  
AND DEVELOPMENT  
TEAMS ARE COMMITTED  
TO THE DEVELOPMENT  
OF INNOVATIVE  
SOLUTIONS FOR THE  
ENERGY TRANSITION  
MARKETS AND ARE  
STAKEHOLDERS IN  
INDUSTEEL'S INITIATIVES  
TO REDUCE ITS CARBON  
FOOTPRINT AND BUILD  
THE FUTURE.

In a few figures...

	2021	2022	2023	2024
R&D expenditure (in millions of euros)	6	6	6	6
Number of employees dedicated to R&D	61	59	61	63
% of the R&D budget dedicated to the energy transition and decarbonization of our factories	11	16	20	20

## Global Research and Development Where we are

Presence in 9 countries,  
14 geographical sites,  
including:

- Research centres
- R&D units
- Product and Process deployment centres



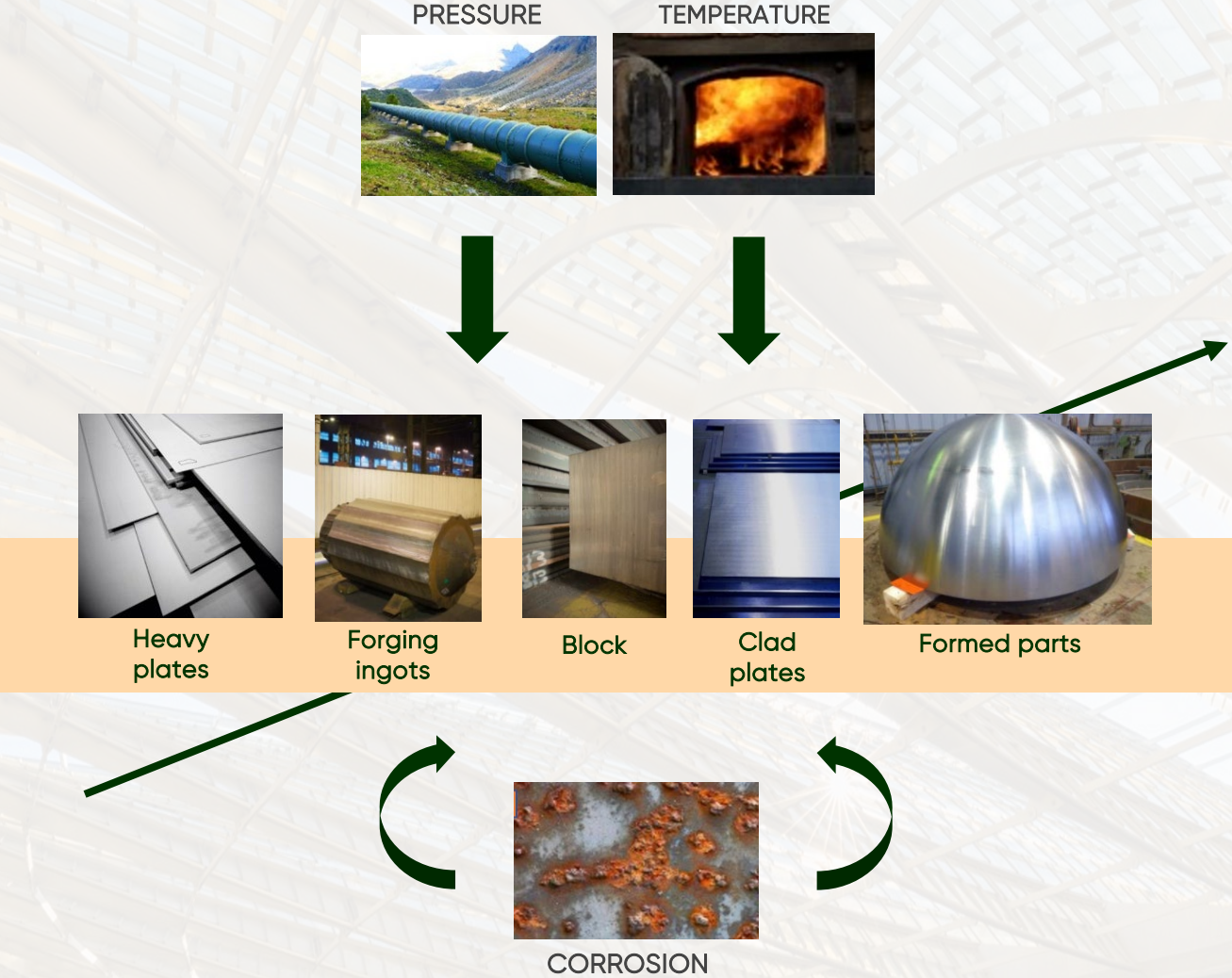
The 61 employees active in Industeel's R&D team are all driven by the same innovation objective: **to reduce carbon emissions by 35% by 2030 and to achieve carbon neutrality by 2050**. This commitment is materialized by the combined activation of three levers.

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# Axe 1 : Joining forces with the cutting-edge sectors of the ecological transition

Industeel is positioning itself in strategic markets for the ecological and energy transition, by designing new products that can withstand extreme pressure, corrosion or temperature conditions:







### HYDROGEN

Participation in consortia on the choice of materials for the storage of gaseous and liquid hydrogen

Work in synergy with our colleagues at Global R&D Gent on testing methodologies

### CO2 CAPTURE, TRANSPORT AND STORAGE

Participation in a European consortium to develop innovative steel solutions for CO2 transport and storage

### BIOCARBURANTS

Participation in a consortium on the choice of materials for bio-refining units, powered by vegetable oils.

Chair of the symposium "Corrosion in the biofuel and biomass industries" at the AMPP international conference

### SOLAR INDUSTRY

Development of an offer for the design of reactors for the manufacture of polysilicon (solar photovoltaic), as well as for the storage of molten salts (solar thermal).

### CRYOGENICS

Development of an offer for the transport of liquefied natural gas and ammonia at very low temperatures

## Axe 2 : Making more sustainable steels

Innovation also aims to increase the durability and implementation of our steels in all our existing markets.

This continuous improvement targeted by Industeel's R&D teams concerns either the implementation of the product (better machinability, weldability, easier shaping, etc.) or better resistance to use by our customers (mechanical properties, fatigue resistance, etc.), thereby ensuring better durability.

In the "Product Development" chapter p31, we discuss the products from our laboratories that are already contributing to the decarbonization of our customers.





## Axe 3 : Decarbonizing our production processes

Finally, Industeel's R&D teams actively participate in the optimization of production processes to reduce the carbon footprint of our products. Based on our new Sphera calculation tool (see chapter "Decarbonization and energy efficiency" p37), our researchers are exploring the most promising technologies to improve the energy efficiency of our production furnaces.

### INDUSTEEL MAKES ITS VOICE HEARD

As part of its participation in innovation ecosystems focused on the ecological transition, Industeel has notably made its voice heard at the following conferences in 2023:

- WindEurope 2024, Bilbao, Espagne
- 3rd International Symposium on the Recent Developments in Plate Steels, Vail, USA
- International Society of Offshore and Polar Engineers, Rhode, Grèce
- Materials Science and Technology MS&T24, Pittsburg, USA
- Chair du symposium "Renewable Energies" à AMPP (Association for Materials Protection and Performance) Italy Chapter, Gènes, Italy
- Chair du symposium « Corrosion in the biomass and biofuel industry" à AMPP, Nouvelle Orléans, USA

### THE R&D CENTER IN LE CREUSOT, CONNECTED TO GLOBAL EXPERTISE

The Research & Development Center in Le Creusot employs about fifty researchers, is recognized worldwide for its expertise in the creation of special steel grades, distinguished by excellent properties in service.

Industeel researchers leverage their proximity to markets to develop new steels that meet future sustainability needs while being relevant for customer implementation.

They also participate in the group's decarbonization strategy, by working to improve manufacturing processes.

To this end, they can rely on the innovative strength offered by the interconnection to ArcelorMittal's 14 research centres and some 1700 researchers around the world.

# Our progress towards decarbonized steel



7 ÉNERGIE PROPRE  
ET D'UN COÛT  
ABORDABLE



13 MESURES RELATIVES  
À LA LUTTE CONTRE  
LES CHANGEMENTS  
CLIMATIQUES



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# 8%

The proportion of our steels sold in 2024 that are XCarb™ certified (reduced carbon footprint)



# 62

XCarb® Carbon Footprint Product Certifications Planned by the End of 2025



ANDREW GINGELL

STRATEGY DIRECTOR



ON ALL GRADES, OUR CARBON FOOTPRINT IS AT LEAST 50% LOWER THAN THAT OF OUR COMPETITORS IN THE BLAST FURNACE SECTOR.

Steel with a lower carbon footprint with a guaranteed percentage of recycled steels to meet the new requirements of our customers: XCarb® RRP\*

## THE RISE OF THE XCARB™ RANGE OF STEELS

We launched the marketing of XCarb® products in 2023 to offer our customers a lower carbon footprint offer compared to conventional standard products. This offer has resonated with our customers, resulting in 2% of our steels sold in 2023 with a good increase in 2024 and more than 25 kt of products sold, which represents nearly 8% of the production volume.

We are pursuing our development and our objectives with promising partnerships, particularly in the wind sector, whether for the equipment itself or for the offshore installation vessels. In addition, the construction and public works, mining, quarrying, cement and automotive sectors are also in high demand for steel solutions with a low carbon footprint with a defined rate of recycled content. This is the strength of our XCarb® RRP\* brand, which guarantees not only a low-carbon steel with a percentage of recycled steel, but also a CO2 footprint calculation validated by a third party and directly usable by our customers.

The XCarb® RRP\* brand is a guarantee of traceability throughout the customer chain in order to:

1. reduce indirect CO2 emissions (scope 3) with values that can be used in any transparent and reliable methodology, such as GHG Protocol or others
2. Enhance the reduction of the carbon footprint of the equipment itself, via Life Cycle Assessment (LCA) analyses
3. comply transparently with changes in legislation (e.g. BEGES)

*\*Recycled & Renewably Produced – From recycled and renewable sources*

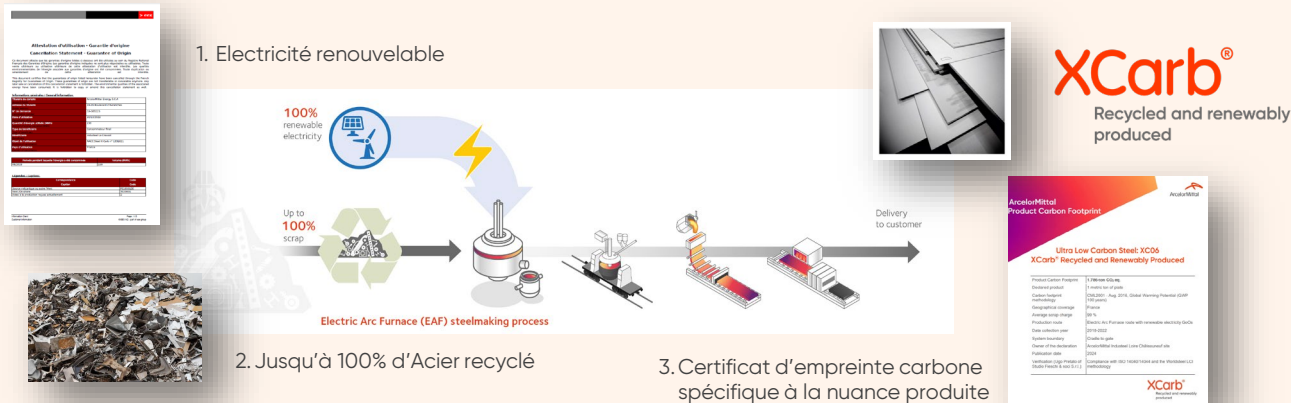
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## XCarb® at the heart of Industeel's decarbonization strategy

XCarb® is ArcelorMittal's registered trademark for all its products, services and initiatives that aim to reduce the carbon footprint of the company and its customers.

What does the 2nd logo stand for *Recycled & Renewably Produced* or From recycled and renewable sources?



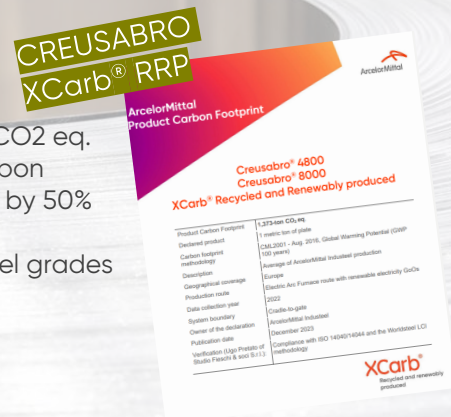
The PCF certificate associated with the XCarb® RRP\* orders makes it possible to quantify the carbon footprint specific to each product family, in compliance with the ISO14040 and the ISO14044 and the LCA\*\* (Life Cycle Assessment) methodology. The evaluation focuses on LCA results from material extraction to manufacturing to finished product.

Thanks to the use of Sphera's product life cycle assessment software (see chapter "Decarbonization and energy efficiency p69") as well as the development of the associated skills and the support of the Global R&D Sustainability team, Industeel was able to launch the first XCarb® RRP\* products on the market as early as 2023. The goal for 2025 is to make all products marketable in the form of XCarb® RRP.

PCF 1.37 tonnes CO<sub>2</sub> eq.  
Reduces the carbon footprint of steel by 50% compared to conventional steel grades produced by our competitors

\* *Recycled & Renewably Produced* – From recycled and renewable sources

\*\* *LCA is a tool for assessing potential environmental impacts throughout the life cycle of a product, from the extraction of raw materials to its end of life. LCA provides environmental information on the products that will be needed to achieve a Product Carbon Footprint (PCF).*



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## A CO2 GAIN OF UP TO 65% BY CONVENTIONAL MANUFACTURING

On all steel grades, our XCarb-certified® carbon footprint is at least 50% lower than that of our competitors in the blast furnace sector.

For some deliveries to sister companies of the ArcelorMittal group, which we transported by ship (to Gijon in Spain), the CO2 gain reached 65%, compared to comparable steel produced by the blast furnace sector.

These productions have made it possible to supply the Baltic Power project in Poland, which is the 1st offshore wind farm in the world to use low-emission steel.

The gains in the carbon footprint of equipment are significant:

*"By using low-emission steel in the top two sections of an offshore tower, this reduction in emissions would result in a reduction of approximately 25% in emissions compared to a tower made of steel produced by the traditional steelmaking method. For an entire onshore tower, the CO2 reduction is at least 52%. »- Vestas Manufacturer Communication – January 2024*



### Slabs produced via electric furnace:

≈ 100% scrap metal

100% Green electricity

Electric furnace > continuous casting > slabs ≈ 0.55 T CO2 e/T steel



### Transport to the rolling mill in Gijon (Spain):

By boat and truck:

≈ 0.05 T CO2 e/T steel



### Gijon Rolling Mill:

≈ 0.32 T CO2 e/T steel



### XCarb™ heavy plates with reduced carbon footprint:

0.914 T CO2e/T per tonne of sheet metal, certified over the entire life cycle

CARBON-FREE PRODUCTS  
AND ... RELATIVES



The notion of "short circuits" is also becoming more and more important in the thinking of Industeel's European customers. The proximity to our production sites, and therefore the reduction of the ecological cost of transport as well as increased control of security of supply, are all arguments that also contribute to a more sustainable approach.

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A GREAT EXAMPLE OF THE USE OF OUR XCARB® STEELS AND ROUNDNESS



**ArcelorMittal**  
Product Carbon Footprint

**Offshore steel: NV EO 690, ABS EQ 70, SuperElso® 690 CR, S960H, SuperElso® 960 XCarb® Recycled and Renewably Produced**

Product Carbon Footprint	3,563-ton CO <sub>2</sub> e/t
Declared product	1 metric ton of plate
Carbon footprint methodology	CML2011 - Aug. 2016, Global Warming Potential (GWP 100 years)
Description	Average of ArcelorMittal industrial production
Geographical coverage	France
Average scrap charge	98 %
Production route	Electric Arc Furnace route with renewable electricity GtOx
Data collection year	2018-2022
System boundary	Cradle-to-gate
Owner of the declaration	ArcelorMittal Industrie Loire Châteauneuf site
Publication date	2024
Verification (Ugo Prestas of Studio Frenck & son S.r.l.)	Compliance with ISO 14040/14064 and the Worldsteel LCI methodology

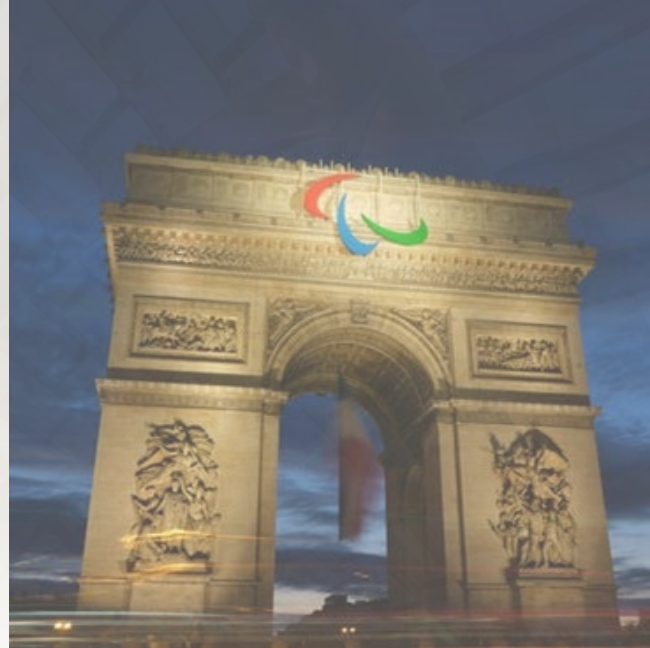
**XCarb®**  
Recycled and renewably produced







**A TORCH AND OLYMPIC RINGS  
MADE OF GREENER STEEL**

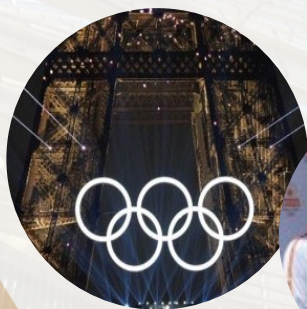


The manufacturing process for the torches and Olympic rings placed on the Eiffel Tower, initiated in 2023 in our factories in Châteauneuf and Le Creusot, was based on XCarb-certified™ steel, 100% recycled and 100% produced in France. With a length of 29 meters and a height of 15 meters, the Intertwined Rings represented a unique structural challenge as installed on the most emblematic monument of Paris. Numerous calculation and assembly simulations were carried out to guarantee their resistance, the safety of the public and that of the monument, while offering spectators an extraordinary visual experience.

You can admire them on the Eiffel Tower until 2028.

As for the torches, they were manufactured at the beginning of summer 2023, with the support of ArcelorMittal's Global R&D department. ArcelorMittal chose three sites, including Industeel in Châteauneuf, for their ability to produce steel with a reduced carbon footprint and meeting the requirements of designer Mathieu Lehanneur.

In Châteauneuf, ArcelorMittal has cast 100% recycled steel, from used steel that has been recovered and then melted. The steel was then rolled in Florange, on the lines usually used for the most demanding products for the automotive industry and food packaging, to obtain a 0.7 millimetre thick sheet of steel.



Finally, the ArcelorMittal site in Woippy cut this sheet of steel into blanks ready to be shaped.

The Olympic Spectaculars, the Paralympic Agitos (on the Arc de Triomphe) and the torches are all technological feats and environmental advances of which all our employees can be proud.

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# Decarbonization and energy efficiency

7 ÉNERGIE PROPRE  
ET D'UN COÛT  
ABORDABLE



13 MESURES RELATIVES  
À LA LUTTE CONTRE  
LES CHANGEMENTS  
CLIMATIQUES



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# -59 000 tonnes of CO<sub>2</sub>

Reduction of carbon emissions in 2024 compared to 2018 (Scope 1 & 2)

# -11%



CO<sub>2</sub> intensity reduction (Scope 1&2) in 2024 compared to 2018

STÉPHANIE CORRE

HEAD OF SUSTAINABILITY



OUR PRODUCTION SECTOR IS ALREADY ALMOST TWO-THIRDS DECARBONISED COMPARED TO CONVENTIONAL METHODS\*\*. BUT WE DON'T STOP THERE. WE ARE AIMING FOR A FURTHER REDUCTION IN OUR EMISSIONS THROUGH A CLEAR AND AMBITIOUS ROADMAP.

Industeel's decarbonization plan aims to achieve carbon neutrality by 2050. Interim targets include a 35% reduction in carbon intensity (kgCO<sub>2</sub>e/t) by 2030 compared to 2018.

In 2024, we achieved an 11% reduction in carbon intensity, representing nearly 100 kg CO<sub>2</sub>e for each tonne of steel produced and in absolute terms 59,000 tonnes of CO<sub>2</sub> emitted less in 2024 compared to 2018.

This result is the result of significant efforts, particularly in terms of energy savings, better management of our consumption and improvement of operational efficiency, by following the ISO 50 001 standard for our 3 production sites.

CO <sub>2</sub> emissions (in kg tonne CO <sub>2</sub> equivalent)*	2018	2023	2024
Share of Scope 1 GHG emissions	226	174	171
Share of Scope 2 GHG emissions	45	53	41
Reduction in carbon intensity (compared to 2018)	-	-10%	-11%
Scope 1 & 2 carbon intensity (kgCO <sub>2</sub> e/tonne shipped of plates)	833	751	739

It is interesting to remember that compared to equivalent conventional products – i.e. thick plates in the blast furnace die – our manufacturing offers a carbon intensity that is almost 1.5 tCO<sub>2</sub>e/t\*\*.



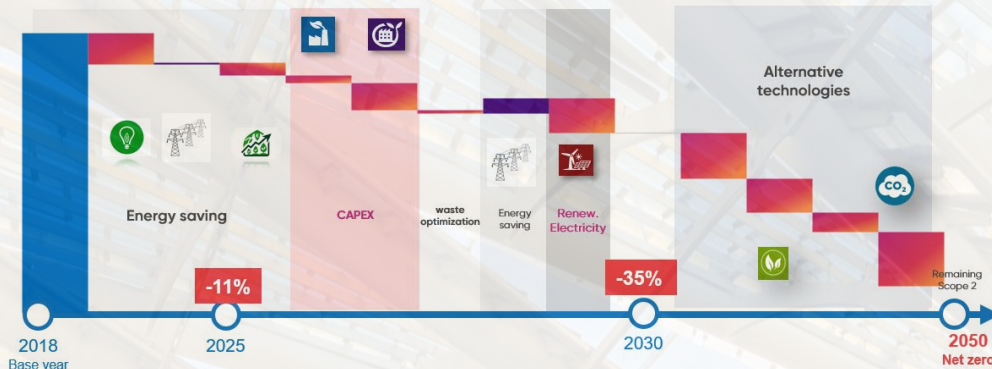
Illustration of our carbon emissions according to the different stages of our manufacturing (Scope 1 – Scope 2)

\*Updating data with the Scope 2 calculation methodology – "Market Based"  
 \*\* Following public data from the literature and competitive analysis

# Our decarbonization roadmap

We aim to continue our decarbonization with this objective of -35% by 2030 while aiming for Net-Zero by 2050 and to do so, we have established a time-bound roadmap, based on:

- Continued energy savings and improved operational efficiency
- Various investment projects to reduce gas consumption or find alternative technologies
- Work on the recovery of waste heat or the capture of CO<sub>2</sub>
- Electricity that is as carbon-free as possible.



*Illustration of our 2050 decarbonization roadmap*

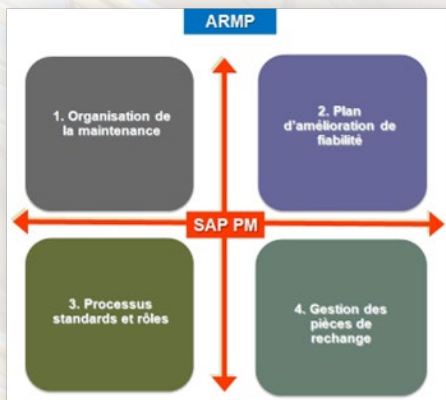
## SCOPE 1&2 2023 & 2024 REPORT

Compared to 2018, our balance sheet is positive with an increase of -10% in 2023 and -11% in 2024, nevertheless, in 2023, we have identified operational efficiency problems (breakdowns, defects, etc.) that required additional energy. The reliability of our production processes and the quality of our products have therefore been the subject of increased attention. In particular, we have focused on the preventive maintenance of our production tools, through the implementation of the ARMP program (see below), which generated its first positive effects in 2024.

## ARMP FOR FEWER BREAKDOWNS AND THEREFORE LESS ENERGY!

ARMP (Asset Reliability Management Program) is a methodology of the ArcelorMittal group to improve its maintenance processes and by extension its operational efficiency. 2023 was the year of the real start of ARMP at Industeel, first on the Creusotin plant (rolling) before paving the way for other plants and production tools.





*ARMP's four axes, supported by maintenance indicators and dashboards in the SAP software*

ARMP is based on a principle of data quality to allow optimal management of maintenance operations. CMMS (computerized maintenance management) is supported by SAP software, which facilitates the definition and monitoring of maintenance indicators, both curative and preventive.

The first results of the implementation of ARMP and as a corollary of the effective use of computerized dashboards for Creuse rolling are significant: breakdowns fell from 20% to 8% at the end of 2023.

ARMP is currently being deployed on the other sites, involving the awareness and training of several dozen maintenance professionals in a standardized method, allowing each one to situate itself in relation to the other sites.

The successful implementation of ARMP is key to improving operational efficiency that will allow us to further reduce our energy footprint.

## OUR INDIRECT SCOPE 3 EMISSIONS: SUPPLY AND TRANSPORT

In 2024, we made significant progress in assessing our indirect Scope 3 emissions, which amount to 480 kt CO<sub>2</sub>e, based on our 2023 consumption. The main contributors to these emissions are supply and transport. We are focusing our efforts on optimizing these areas to reduce our indirect carbon footprint.

## RIVER AND RAIL RATHER THAN ROAD

Downstream, in terms of transporting products leaving our factories, we are developing river transport and have transported slabs from the Charleroi site to the plants of our colleagues at ArcelorMittal Asturias in Gijón, Spain, by barge.

In parallel with river transport, which is more environmentally friendly than road transport, we have prepared well in 2023 for the transition to rail transport, which is even more interesting because it is monomodal and does not require transshipment. A first field of application is the transport of slabs between Charleroi and Le Creusot.

## Sphera: a unique internal tool for calculating our carbon footprint by product

2023 is marked by a major step forward in the objectification of the degree of (de)carbonization of our various products. Based on a model provided by the ArcelorMittal Group's Sustainability team, we customized and then generalized the use of Sphera life cycle assessment software. This valuable software, the result of a unique in-house expertise enriched over several years, allows us to accurately model all the stages of our production cycle (see diagram p65) to ultimately produce a reliable carbon footprint calculation for each product.

Sphera is fed by data from our plants, management methods and controls (e.g. charging, quantities of materials, energy consumption, mileage, etc.) as well as from our suppliers.

This tool allows us to provide our customers with objective data, with a certified impact, on the overall environmental footprint of our products. In addition to calculating the equivalent carbon impact on global warming, Sphera objectives:

- ✓ Abiotic depletion: depletion of non-living resources related to the consumption of raw materials in the electric arc furnace and secondary metallurgy, whether ferroalloys and base metals as well as natural gas used for steelmaking.
- ✓ Acidification and eutrophication potential: SO<sub>2</sub> and NO<sub>x</sub> emissions from the consumption of feedstocks.
- ✓ Ozone depletion potential: mainly related to the consumption of raw materials in the electric arc furnace.
- ✓ Ozone creation potential: CO, SO<sub>2</sub>, NO<sub>x</sub>, and NMVOCs from on-site emissions and power generation followed by raw material extraction and processing.

Sphera also helps us to be more proactive and efficient in our own work to decarbonize our production processes, with a better view of leverage.





# 2050



The year we want to achieve  
carbon neutrality

# -35%



Our target to reduce CO2 intensity, in direct and  
indirect emissions related to electricity for  
Industeel by 2030

LUC   
LIBERSENS

CHIEF  
TECHNOLOGY  
OFFICER



**REDUCING OUR CARBON  
FOOTPRINT REQUIRES  
BETTER ENERGY  
EFFICIENCY. AND THIS  
ITSELF REQUIRES  
OPERATIONAL EFFICIENCY  
AND QUALITY  
MANAGEMENT THAT  
CONSUMES AS LITTLE  
ENERGY AS POSSIBLE.  
THIS FUNDAMENTAL RULE  
IS A LEITMOTIF FOR OUR  
TEAMS.**

## Moderniser pour produire plus proprement

In terms of the energy efficiency of the steel plant, the Le Creusot plant has switched to a ladle preheating technology by oxycombustion (a combustion method boosted with oxygen), which reduces natural gas consumption by 30%.

A similar investment has been confirmed at the Châteauneuf plant (Loire), which will commission a new pocket preheater in the second half of 2024, with 25% gas savings compared to the old model.

In the medium term, a great potential for decarbonization lies in the reheating of ingots before rolling, as reheating furnaces are very natural gas consumers.

In 2023, we finalized an analysis of the energy potential of modernizing our reheating furnaces at our three sites. The analyses have led to investment projects, which are awaiting validation. Substantial energy savings are possible thanks to the installation of more efficient burners and heat recovery mechanisms.

Increasing attention is being paid to the precise detection of heat loss (waste heat) and then to define ways to recover this heat and thus increase the overall energy performance of our production processes. Such an analysis and detection exercise was carried out at the Charleroi plant in 2023 and will be extended to French plants.

We remain attentive to technological advances that will allow us to reduce our ecological footprint. In particular, the potential for the use of biogas (bio-methane, 100% renewable because it is produced from organic waste) remains a topical issue, which is the subject of feasibility studies. In the absence of investing in a biomethanisation plant ourselves, we are exploring the possibility of sourcing biomethane directly.

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## START OF VERTICAL CONTINUOUS CASTING AT LE CREUSOT

2023 marks the beginning of a historic project for Industeel: the construction of a vertical continuous casting (CCV) steel production facility in Le Creusot. This investment of nearly 52 million euros meets a twofold objective:

- Improving competitiveness by enabling the reliable production of special steels in high-alloy grades
- To make a significant contribution to our objectives for reducing CO2 emissions, as vertical casting is less energy-intensive than "curved" casting, as we know it for example in Charleroi. Industeel expects to reduce CO2 emissions by 6000 tonnes per year, or 9% of the site's emissions.

The implementation of this new production tool is scheduled for 2025.

## USING INCREASINGLY CARBON-FREE ELECTRICITY

In 2023, Industeel made further progress on its path to decarbonized electricity, either through investments in renewable energy at our own sites (self-generation) or by negotiating agreements with renewable electricity suppliers.

In Belgium, we aim to increase our share of green electricity consumed from 1.5% to just over 40%.

In addition, our goal of self-production of renewable electricity, through our various photovoltaic panel installation projects. These installations are either on a repurposed site, as in Chateauneuf, or on the roofs of our buildings, as is the case in Charleroi, which will extend its photovoltaic panel installations from 500kWp to 5MWp (contract with a service provider finalised in 2024). The installation of photovoltaic panels on the roof in Chateauneuf has been finalised and will be inaugurated in April 2025.

We remain attentive to technological advances that will allow us to reduce our ecological footprint. In particular, the potential for the use of biogas (bio-methane, 100% renewable because it is produced from organic waste) remains a topical issue, which is the subject of feasibility studies. In the absence of investing in a biomethanisation plant ourselves, we are exploring the possibility of sourcing biomethane directly.



## THE SOLAR PARK OPERATIONAL IN CHÂTEAUNEUF

After waterproofing its scrap yard in 2022, through the installation of a geomembrane and a system of drains, the Loire site finalised the reallocation of the slag heap in 2023 by inaugurating a solar park, whose photovoltaic panels will also act as an umbrella to channel rainwater. Commissioning took place in September 2024.



## ELECTRIFICATION OF THE VEHICLE FLEET

2023 will remain a key year for the electrification of our vehicle fleet, whether service or company vehicles. The French sites are pioneers in service vehicles, with the replacement of about fifteen internal combustion vehicles with electric vehicles, flocked with the company's colors and the group's slogan. A dozen charging points have been installed at the Le Creusot and Chateauneuf plants. In addition, since January 1, 2024, the fifty or so executive vehicles on the 3 sites have all switched to electric.



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## INDUSTEEL BELGIUM SWITCHES TO LED

The Charleroi site has made good progress in its transition to LED lighting, which is more environmentally friendly, more economical and of better quality than standard lighting. In addition, presence detectors are installed in areas that do not require permanent lighting, such as some electrical substations.

2023 marked an acceleration in this modernisation of the lighting points: after a start in 2022 in the HAS/TQ maintenance buildings and in 22 production halls, Industeel Belgium has finalised the LED deployment in around twenty halls in around twenty outdoor areas of the site and the rest of the production halls.

The LED approach continues in 2024, towards the steel mill department and the rest of the offices. The operation should be completed on the entire site by the end of 2025.



## A modelling tool to prioritise our impacts in terms of CO2 emissions

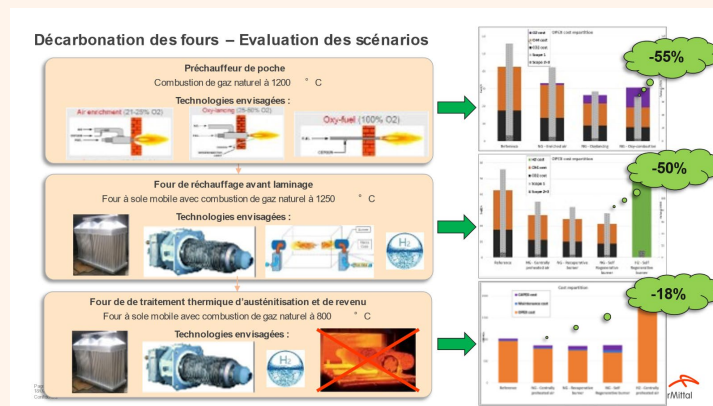
In 2023, Industeel's R&D team refined an Excel tool that makes it possible to estimate CO2 emission reductions based on different choices of investments in our production tools. For example, on the basis of a reference scenario, it is a question of modelling and comparing the CO2 savings potentially generated by different optimisation scenarios ("revamping") on an existing furnace or by investments in new technologies, such as the replacement of gas by electricity as the main source of energy. Or the use of oxygen, natural gas or hydrogen to optimize the preheating of our burners by air enrichment.

The tool is fed with data directly from suppliers as well as factory supervision software, linked to actual production data.

Another important variable is the assumptions for the evolution of the price of the various energies, provided by the ArcelorMittal group, which make it possible to make projections of return on investment until 2050.

More than half of the reheating furnaces and heat treatment furnaces on all Industeel sites have already been put through the mill of this modeling tool. The work will continue in 2024.

The goal is then to transform the Excel tool into a downloadable utility that can be used directly by managers in the factory. This will allow them to support their investment decisions in the coming years, so that the company can achieve its decarbonisation objectives.





*A subsidiary of ArcelorMittal, OMMIS (Tooling Mechanical Mold Industry Service), is a specialist in the distribution and processing of tool and special steels, both long and flat.*

### **Industeel on the hunt for energy waste**

Joining Industeel in 2022, OMMIS and its 130 or so workers are not to be outdone in terms of energy efficiency.

The replacement of lighting with LED was well underway in 2023 at the Le Mans 1 and Besançon sites and continued in 2024.

In agreement with the social and economic committee (CSE), the heating was cut off during the winter in the distribution buildings on the Le Mans 2 site, in exchange for a "cold bonus" and as long as the temperature remains above 5 degrees inside. Suitable work clothes have been provided. This measure has led to significant heating savings in buildings with large doors that are often exposed to drafts.

Employees are also regularly made aware of the rational use of air conditioners in summer.

The entity is also continuing its alignment with Industeel's "all-electric vehicle" strategy. In 2024, a first vehicle for maintenance will be ordered and a charging station installed.

Employees are also encouraged, including financially, to use soft mobility, whether by cycling or carpooling.





# Preserving water and air quality and biodiversity



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# Controlling our impact on the environment

Industeel is strongly committed to reducing the risks of air and water pollution. The logic of decarbonization is increasingly accompanied by an approach aimed at reducing other pollutants, such as fine particles, NOx and SOx. Our ambition is to make progress in these areas, not only to comply with current regulations, but also to reduce our environmental impact significantly, with a clear and detailed roadmap. This is our goal for 2025.

## FOR ALL PLANTS

2023 and 2024 were marked by an increase in the monitoring plan for the frequency of monitoring discharges into air and water, in accordance with the requirements of the ArcelorMittal group and legislation, whether new European directives or new prefectural decrees. For certain equipment (for example the electric furnace in Charleroi), air emissions are checked monthly. All these initiatives allow us to strengthen the measurement of our environmental impact.

In a few figures...

	2022	2023	2024
Water withdrawals (in m³ per year per tonne of steel shipped)	6,5	9,0	10,6
Raw water in m³	2 346 688	2 928 933	3.439.180
Drinking water in m³	26285	38.962	34.604
Aqueous discharges (in m³ per year per tonne of steel shipped)	3,8	5,5	4,8
SOx - Sulphur dioxide emissions (in grams per tonne of steel shipped)	54.2	45.7	54.0
NOx - Nitrogen Oxide Emissions (grams per tonne of steel shipped)	251.1	644.1	705.0
Dust emissions (grams per tonne of steel shipped)	65.5	199.1	73.2





# 11%

Percentage reduction in water withdrawal in 2024 vs 2023

# February 2024



Inauguration of the launch of the Vertical Continuous Casting works

CEDRIC  
CHAUVY  
DIRECTOR OF THE  
CREUSOT PLANT



**WE HAVE SET UP A WATER MANAGEMENT COMMITTEE TO TACKLE THE CHALLENGE OF RESPONSIBLE WATER CONSUMPTION, AGAINST A BACKDROP OF GLOBAL WARMING AND REPEATED DROUGHTS.**

## THE CREUSOT PLANT

- Establishment of a water management committee, to tackle the challenge of responsible water consumption, against a backdrop of global warming and repeated droughts.
- Start of the renewal of the pickling facilities, in particular the baths and pickling tanks to avoid any risk of aquatic pollution associated with the aging of the facilities.
- In addition to increased monitoring of aquatic discharges, the new prefectural decrees have requested special attention to the protection of fauna and flora in the ponds in the vicinity of the site. Phytoplankton, macrophytes and aquatic fauna, which are indicative of water quality, will be monitored periodically.
- A specific analysis of potential releases of PFAS, these per- and polyfluoroalkyl substances recognized as endocrine disruptors, led to the conclusion that they were absent from the site's discharges.



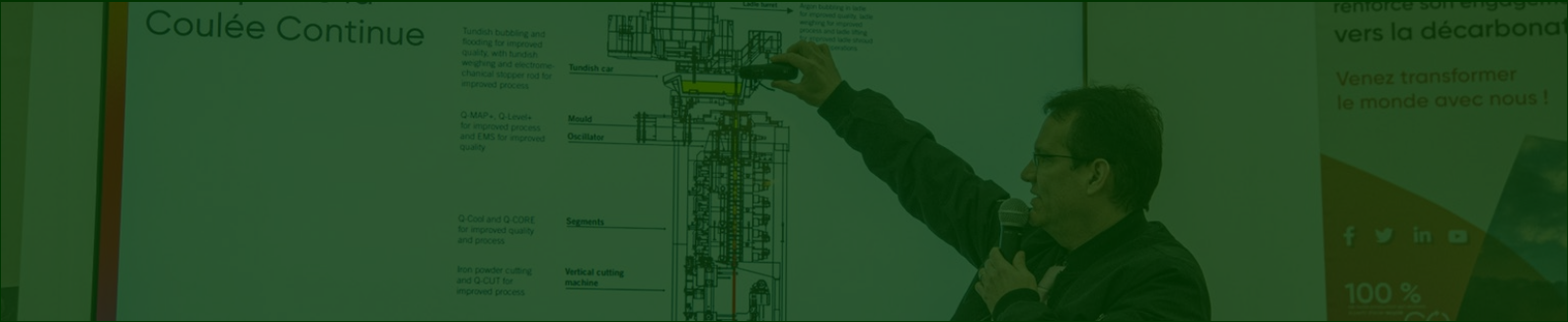
- Carrying out, with the help of an intern, a biodiversity diagnosis focused on the Le Creusot steel plant and its surroundings. Courses of action have emerged, including the launch of an awareness and advice campaign for biodiversity that will be amplified in 2024.

- In 2023, two videos, one explaining the diagnostic work carried out by the Environment intern and the other raising awareness of the risk of an invasive species, in this case Japanese knotweed, were produced for our staff.



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# GAUTHIER PLATTEAU

## CONTINUOUS CASTING PROJECT MANAGER

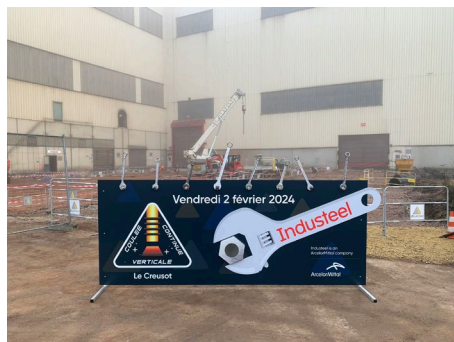


THE REALIZATION OF THIS INNOVATIVE VERTICAL CONTINUOUS CASTING PROJECT WILL REDUCE THE QUANTITIES OF MATERIAL NEEDED TO MANUFACTURE ONE TON OF STEEL AND WILL THEREFORE REDUCE OUR ENERGY CONSUMPTION.

## FOCUS ON THE CREUSOT CCV



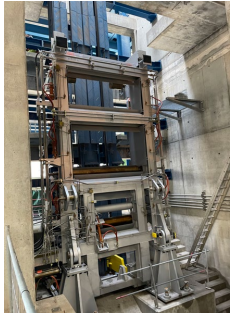
Launch of the construction of the new vertical continuous casting (see also our chapter "Decarbonisation and energy efficiency" on page 70), which will reduce the plant's energy consumption and overall polluting emissions. The start-up of this new production tool will start in the 2nd half of 2025.



*Inauguration of the launch of the works of Vertical Continuous Casting  
Le Creusot – February 2024*



*Vertical Continuous Casting work site  
Le Creusot – September 2024*



*Vertical Continuous Casting work site  
Assembly of the first machine  
equipment  
Le Creusot – April 2025*





# 8000

The number of filter bags replaced in electric furnaces

# 81%



Percentage reduction in dust emissions in 2024 vs 2023

NICOLAS  
VASSART

DIRECTOR OF  
CHARLEROI PLANT



**WE REMAIN VERY CAREFUL TO MAINTAIN AND OPTIMIZE OUR FUME FILTRATION MECHANISMS EMITTED BY OUR PRODUCTION TOOLS.**

## THE CHARLEROI PLANT

- A soaking basin that discharged into the Sambre was diverted to a wastewater treatment facility.
- Industeel Belgium will install a new retention tank for the hydraulic unit of the indoor scrap yard and will resize the hydrocarbon separator of the outdoor scrap yard, to contain the risks of water pollution. In general, the Charleroi site wants to double down on responsible water management, starting by identifying all the places on the site where meters must be placed to have an accurate view of the evolution of consumption.
- Installation of a new laboratory for anti-corrosion tests and refurbishment of filtration mechanisms.



- Identification of the few green spaces that could be the subject of a redevelopment conducive to more biodiversity.
- Discussions with the Charleroi-Nature non-profit organization concerning various ways of greening certain areas around the car parks.
- Reasoned treatment of soils and plants by our gardener. Use of plant protection products only in essential cases.

## FOCUS ON



- Replacement of 8,000 filter bags in electric furnaces
- Identification of 2 plasma plants and 4 oxy-cutters that reject cutting fumes, with a decision to install filtration mechanisms.

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# 45 %

Percentage reduction in water leakage following the installation of storage tanks

# 4,2 ha



The surface area of the Industeel Loire scrap yard, which has been waterproofed

AURÉLIEN  
BRAS

DIRECTOR OF  
THE LOIRE PLANT



«WE HAVE FINALISED  
THE WATERPROOFING  
OF OUR SCRAP YARD,  
TO PROTECT THE  
WATER TABLE.»

## LOIRE

- Launch of a comprehensive refurbishment of our water network to reduce leaks from the site and simplify our network
- Reduction of our water consumption in the Gier from 550m<sup>3</sup>/day to 150 m<sup>3</sup>/day (reduction of leaks, closure of the site)
- Installation of storage tarpaulins (4000 m<sup>3</sup> of water) to avoid drawing on the environment during periods of water shortage
- Implementation of 16 meters on our water network associated with supervision to control and manage our consumption



- Validation of the creation of a storm water basin that collects rainwater from the photovoltaic farm and will have biodiversity potential

- A project has been launched to control the mosquito population (including the tiger mosquito) without using chemicals, but by placing bat boxes and promoting the life of frogs.
- Planting trees wherever possible to create islands of freshness in the event of a heat wave, in agreement with a landscape expert
- Reasoned mowing of lawns
- Birth of 4 falcons in Chateauneuf and 4 in Saint Chamond
- Rescue of a eagle owl, found under the secondary dust collector at the steel plant. This majestic nocturnal raptor was rescued by our night shift and then entrusted to an animal protection association.



## FOCUS ON



A major investment will be the replacement of the flame machine with a grinder at the Chateauneuf site (Loire), for the surface treatment of the ingots (heating and hot cleaning). In addition to the gains in terms of CO reduction and comfort of working conditions, the new technique will significantly limit our smoke emissions into the atmosphere.

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## Honey and bees on the Châteauneuf site

Three hives, each housing about 20,000 bees, have found their home in our company in Châteauneuf, thanks to their "dad" Julien Michel, a passionate beekeeper.



At Industeel Loire, the past year has been marked by the culmination of a project: the production of "Made in Industeel" honey.

This project, carried out in collaboration with our precious allies the bees, has made it possible to collect 300 jars of honey of 125 ml, or about 37.5 kg of pure delight!

## SPOTLIGHT ON



*Photo of the inaugurated photovoltaic park on 27 March 2025 on the Loire site*

## OMMIS

A subsidiary of ArcelorMittal, OMMIS (Toolillage Moule Mécanique Industrie Service), is a specialist in the distribution and processing of tool and special steels, both long and flat products.

**Industeel makes it a point of honor to reduce the water retention basin and soil decontamination at OMMIS**

OMMIS has transformed a constraint (a formal notice from the DREAL following a problem with polluted water runoff on the Le Mans site) into an opportunity to maximize its positive impact on the environment. In 2023, the company finalised the installation of a water retention basin to prevent any flow to the riparian areas and in particular to the nearby Sarthe. OMMIS opted for an underground storm water basin, rather than an open one, which is more expensive but more environmentally efficient. In addition, the company carried out an in-depth soil decontamination, prior to the installation of the retention basin.



# Constant progress in the recovery of our waste

12 CONSOMMATION  
ET PRODUCTION  
RESPONSABLES



Industeel

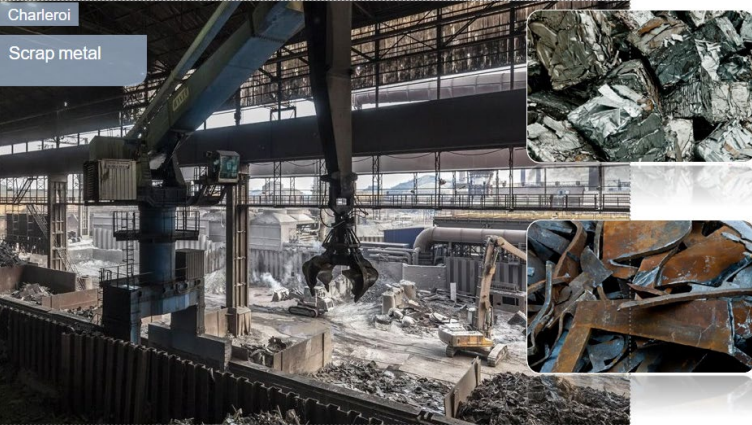
  
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## Steel: a precious resource

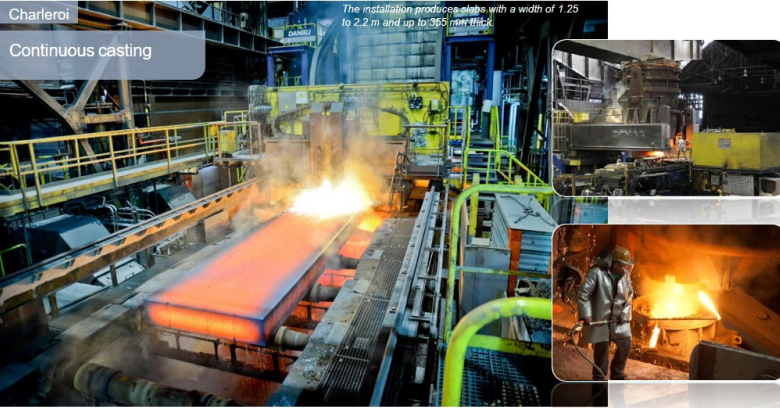
Charleroi

Scrap metal



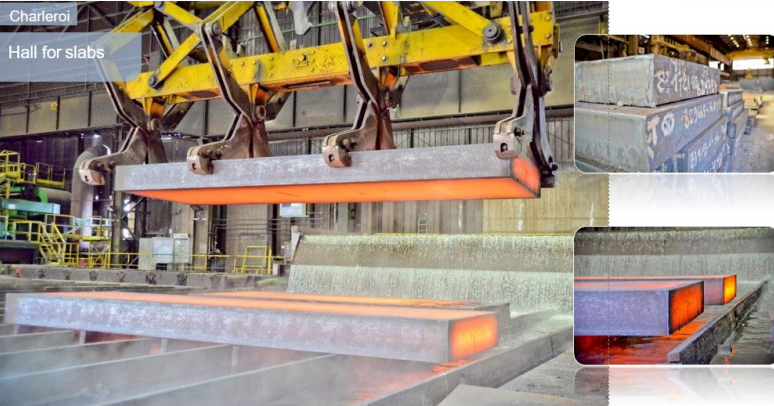
Charleroi

Continuous casting

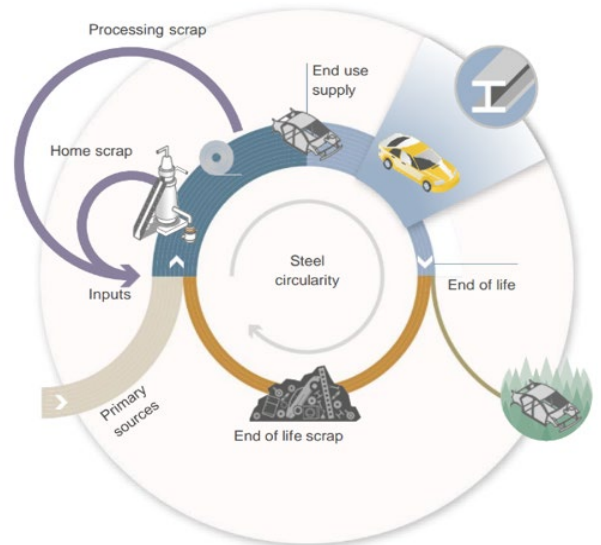


Charleroi

Hall for slabs



Steel is one of the most recycled materials in the world, as it can be made into new products without losing its physical and chemical properties. With this in mind, the philosophy of steel recycling at Industeel is important, to minimize waste and preserve natural resources.



Industeel remains attentive to applying the principles of the circular economy wherever it can, optimising its recycling processes and waste management to reduce its environmental footprint.

It should be remembered that the electric furnaces that produce our steel are powered by scrap metal, so essentially recycled "raw material".

Throughout our production cycles, we aim to recover as much of our waste as possible, whether it is refractory materials from castings or steel dust.

Our material recovery rate is stable, peaking at 94.79% for our most "recycler" site.



# 67%

The rate of use of slag in Le Creusot, up sharply

MICHEL  
VERNEAU



ENVIRONMENT  
MANAGER  
INDUSTEEL LE  
CREUSOT



«WE HAVE MADE GREAT  
PROGRESS IN THE  
RECOVERY OF OUR  
SLAGS, WHICH  
REPRESENT 50% OF THE  
SITE'S WASTE.»

## GREAT PROGRESS ON THE MANAGEMENT OF SLAG AT LE CREUSOT

The Le Creusot site has fulfilled its commitment to better recover the waste stored in its slag yard. The value rate of dairy has increased from 16% in 2022 to 53% in 2023 and then 67% in 2024. We continue to make progress year after year.

## CIRCULAR ECONOMY APPLIED TO OUR STEEL DUST



Industeel has continued to implement the principle of circular economy applied to the treatment of its steel dust (stainless steel dust and black dust). In addition to a zinc recovery system for "carbon and alloy" dusts (see box opposite), stainless steel dusts from Le Creusot and Charleroi are transformed into agglomerated briquettes by a partner company, which generates cast iron by high-temperature treatment. These briquettes, containing all the alloying elements, will be re-fired in the electric furnaces. The residual elements of the dust are transformed into a slag that the partner company uses for a recycling system. The circle is complete.

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# 97%

Recycled scrap metal rate for the supply of our steels

# 95%



Recovery rate of waste from materials produced

JEAN-PHILIPPE  
BARON

INDUSTEEL LOIRE  
ENVIRONMENT  
MANAGER



WE HAVE STABILIZED  
OUR WASTE RECOVERY  
RATE OF MATERIALS  
PRODUCED BY 95%

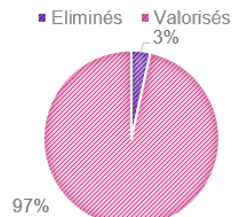
In 2023 and 2024, we made good progress in the recovery of our slags, cutting oxides and cubes.

We are constantly looking for new recovery channels, for the few materials that have not yet been recycled. We are thinking in particular of sludge from stripping and quarto train, which are technically more complicated to recover.



Regarding the supply of our steels, 97% of them are made from recycled scrap from local sources located 180km from our Loire site.

% DÉCHETS VALORISÉS ET ELIMINÉS



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# 95%

The compliance rate of our controls  
Air/water discharge

# 94%

Waste recovered

BENJAMIN  
LECRENIER



ENVIRONMENT  
MANAGER OF THE  
CHARLEROI PLANT



*WE HAVE CONTINUED TO  
IMPLEMENT THE PRINCIPLE  
OF CIRCULAR ECONOMY  
APPLIED TO THE  
TREATMENT OF OUR  
STEEL DUST (STAINLESS  
STEEL DUST AND BLACK  
DUST). THESE ARE  
TRANSFORMED INTO  
BRIQUETTES, WHICH ARE  
PUT BACK IN THE OVEN IN  
THE ELECTRIC OVENS.*

Industeel Belgium has started, with the non-profit organisation Contrat de Rivière Sambre et Affluents, the action "Here the sea begins, don't throw anything away!"

The aim of this campaign is to raise awareness among all our colleagues and everyone about respect for the environment, the right actions to adopt on a daily basis and the importance of not throwing anything, among other things, into or near rainwater drains.

Throwing anything down the sink, in the toilet, on the public road, out of the window of your car or directly into the drains has become, unfortunately, a commonplace act that we see more and more often. Waste ends up in rivers and therefore, inevitably, in the sea and oceans...

HERE BEGINS THE  
SEA, DON'T THROW  
ANYTHING AWAY!



## PROFESSIONALLY RECYCLED CUBIS

Industeel uses a number of cubis (generally 1,000 liters) for the reception and storage of various liquid materials. In recent years, the company had made it a habit to give interested staff members empty cubis that were not dangerous. But we had no visibility on the use and final recovery of this "waste".

From now on, the cubis are entrusted to a recycling sector, which cleans them and gives them a second life.

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CSM

*Acquired by Industeel in May 2022, Centro Servizi Metalli (CSM) is in the process of being integrated into the company's overall ESG strategy.*

### **CMS well committed to the circular economy**

This entity specialising in the cutting of stainless steel sheets, present in Italy, Poland, France and Germany (and recently also in Belgium), is already well committed to reducing its environmental footprint, in particular in terms of the circular economy and the responsible use of water.

CSM has set up mechanisms for pumping and reusing the water needed to cut stainless steel sheets using plasma technologies. This continuously improved water recovery system has enabled CSM to save 2,000 m<sup>3</sup> of water in 2023. The company also recycles its scrap by reselling it to various rolling mills. 4,000 tonnes of scrap metal were recycled in 2023. In another register of sustainability, CSM has replaced all its lighting (indoor, outdoor and emergency) with LED bulbs.



# Diverse support for our stakeholders

10 INÉGALITÉS  
RÉDUITES



11 VILLES ET  
COMMUNAUTÉS  
DURABLES



17 PARTENARIATS POUR  
LA RÉALISATION  
DES OBJECTIFS



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# 26

Associations supported by Industeel in 2022

# 609

Number of blood donors at Industeel blood drives in 2022



DOMINIQUE  
SAUVAGE

IT DIRECTOR



TO PARAPHRASE DAVID MARTI, THE MAYOR OF LE CREUSOT, WORKING WITH OUR LOCAL COMMUNITIES ON SOCIETAL AND ENVIRONMENTAL OBJECTIVES LEADS TO A WIN-WIN SITUATION: THE COMMUNITY STRENGTHENS ITS ATTRACTIVENESS AS A CITY OR TERRITORY LOOKING TO THE FUTURE, JUST LIKE INDUSTRIEEL AS A COMMITTED COMPANY. CITIZENS SEE US IN A MORE POSITIVE LIGHT.

In a few figures...

	2021	2022	2023	2024
Number of associations supported	20	25	26	26
Total amount of donations for works	25 298	30 278	34 031	24 870
Number of blood donations	307	322	332	335
Number of visitors (schools, groups) welcomed on the site	-	463	609	605



In 2023, Industeel amplified its movement to open up to its stakeholders and local communities.

Communication with the outside world has been enriched and structured. Industeel's corporate website includes a "Downloads" section that gives access, by category, to all certifications, quality procedures or declarations of conformity. The various policies (biodiversity, energy, environment, health and safety) are also available in the "Governance" category, for the three entities of the company.

Our first sustainability report, another major milestone in communicating our environmental, social and governance commitments to our stakeholders, was published in mid-2023 on our website and relayed on the company's various social media channels. You read the logical next step.

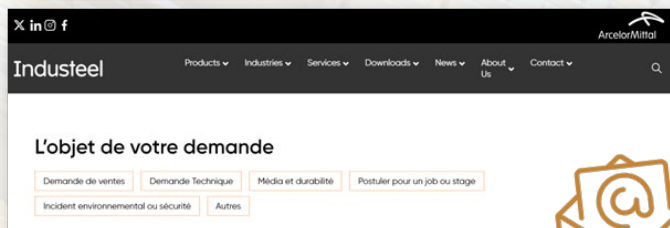
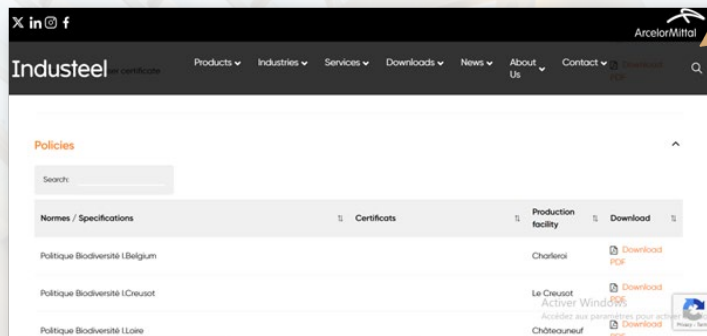
Industeel



## RESPONSIBLE STEEL CERTIFICATION



Obtained in November 2023, has also led the company to formalize and clarify its internal ambitions and roadmaps (Energy, biodiversity, water management, etc.) in order to ensure consistency and effective monitoring of the actions put in place.



**THE CONTACT FORM** has been refined to allow anyone (local residents, prospects, journalists, job or internship candidates) to communicate an incident or a question, by choosing their language (English or French), the subject of their request (see below) and the site concerned (Charleroi, Le Creusot or La Loire).

## LARGE SIGNS WITH KEY FIGURES AT THE ENTRANCES TO THE SITES



Large panels have also been installed at the entrances of the three entities, displaying for all to see key facts and figures on each production site. QR codes allow each factory to be contacted directly.

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## CERTIFICATION IS GROWING IN SUCCESS FOR OPEN FACTORIES

Since mid-2022, Industeel in Châteauneuf has made it possible to book tours of the factory with family, a group of friends or an association. The formula, extended from Wednesday afternoon to Saturday, is becoming increasingly popular, having doubled the number of visitors in 2023 (to nearly 200 people).

## OPENING UP TO THE POLITICAL WORLD

Our sites regularly receive politicians, ministers, deputies or local elected officials, as part of the maintenance of an open dialogue with the different levels of government, from the local to the national.

For example, in January 2023, the Le Creusot site was able to welcome Roland Lescure, Minister Delegate to the Minister of the Economy, Finance and Industrial and Digital Sovereignty. In July, Industeel Belgium received a visit from Thomas Dermine, Secretary of State for Recovery and Strategic Investments, in charge of Science Policy.

## MEETING YOUNG PEOPLE AND STUDENTS



The three sites regularly host visits to schools, middle school students and higher education students.

The number of interns and work-study students is constantly growing.

Industeel Creusot also had a stand at the employment and work-study forum in industry, in Le Creusot, on December 2.

During Industry Week, at the end of November, colleagues presented our jobs and activities, either by hosting middle school classes in our workshops (see photo opposite), or by visiting schools. Juline Serrano and Gérard Cuadros, from the La Loire site, went to the Ennemond Richard college in Saint Chamond to share a vision of the industry with no less than 130 students in the third grade.

*A class of 3rd graders from the Epontots middle school and the Mechanical Engineering section of the IUT of Le Creusot visiting the factory's workshops, during Industry Week, from November 28 to 30, 2023*



DAVID  
MARTY  
MAYOR OF  
LE CREUSOT



«WE WANT TO BE A FORWARD-LOOKING TERRITORY, INTEGRATING BOTH SOCIETAL AND ENVIRONMENTAL ISSUES. BUT WE CAN ONLY BE IF THE COMPANIES WITHIN US HAVE THE SAME MINDSET AND THE SAME POLICIES," SAID DAVID MARTI, MAYOR OF LE CREUSOT, IN A VIDEO ON OUR RESPONSIBLESTEEL COMMITMENT (SEE PAGE 13), STRESSING THE IMPORTANCE OF A FRANK AND CONSTRUCTIVE DIALOGUE BETWEEN INDUSTRIAL AND ITS LOCAL COMMUNITIES. »

## MEETING WITH MORE THAN 15,000 VISITORS AT THE LE CREUSOT FAIR

Every two years, Industeel participates in the Le Creusot fair. In 2023, this unmissable event for the regional economy attracted more than 15,000 visitors, made up of professionals, local personalities and families. Industeel was able to present its decarbonisation projects on its stand, lift a corner of the veil on its significant investment in a new vertical continuous casting plant on the Creusot site (planned for 2025) and promote the available job offers.



## THE MAGAZINE MAESTRIA AT INDUSTRIEL LOIRE, UNDER THE SIGN OF THE GAMES

Industeel Loire had the pleasure of welcoming several dozen employees and partners of Maestria, the monthly economic magazine of La Loire, distributed in more than 10,000 copies. The July 2023 edition of the magazine was designed and prepared in our offices and workshops. Industeel was also able to proudly exhibit its involvement in the manufacture of the torch for the Paris 2024 Olympic and Paralympic Games.

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## PRIDE IN HAVING CONTRIBUTED TO THE OLYMPIC IDEAL

In 2023, the year of full preparation for the Olympic and Paralympic Games, Industeel's employee community will have already contributed to a global event that will remain forever engraved in our memories.

In addition to the pride of the Châteauneuf site in having cast the steel that was used to make the Olympic torch, six employees from our French sites had the unique opportunity to be selected to carry this torch during its long journey from Olympia to Paris. Two of our colleagues were also chosen as volunteers and were able to contribute, in their own way, to the success of the Games in the eyes of France and the whole world.



*Stéphane Labrosse, Thomas Peteuil and Fabrice Rerolle, three of our new volunteer firefighters in 2023, accompanied by André Accary, president of the SDIS board of directors, and Cédric Chauvy, director of Industeel Creusot.*



*Luis and Marine, two of the six Industeel employees selected in 2023 to have the honour of carrying the Olympic flame a few months later.*

## A STRENGTHENED PARTNERSHIP FOR OUR VOLUNTEER FIREFIGHTERS

Our sites in France (Creusot and Rive de Gier) have strengthened their collaboration with the local emergency services, through their Departmental Fire and Rescue Service (SDIS).

In addition to numerous visits to our sites bringing together professional firefighters and internal volunteer firefighters in order to identify risk areas and intervention tools, a new agreement has been signed with the SDIS. In particular, it extends the availability of our volunteer firefighters so that they can follow up to 8 days of training or exceptional operational activities per year.

Our French sites currently have a total of about ten volunteer firefighters. The Le Creusot site was awarded a "citizen employer" diploma to symbolize the company's commitment to the emergency service.



I don't remember if I was walking, running, or floating, but it was really amazing!

Marine



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## OUR EMPLOYEES TAKE ACTION FOR THEIR COMMUNITIES

Our employees are committed to local communities through loyal support for a multitude of initiatives, some of which have become unmissable annual events. Many of our employees (332 to be exact) have once again mobilized to give blood. Movember, a competition for the most beautiful moustaches to raise funds for prostate cancer research, has once again been able to convince dozens of employees to show derision and creativity for a good cause. This year, women could also support Movember by taking part in the Move Challenge.

How? You had to cover 60 km in the month using the mobile application "FORMYFIT" and send a screenshot of the application indicating the number of kilometres covered on foot during the month of November.

## RENEWED COMMITMENT TO PINK OCTOBER/THINK PINK

The sporting events organised as part of Pink October were also able to benefit from a renewed enthusiasm in favour of the fight against breast cancer. Of particular note are the Creusotine and the Véloutine, foot and bike races organized by the athletics club and the city of Le Creusot, which brought together more than 1000 people, including many Industeel employees in the alleys of the glassworks park. The participants were able to buy a pink jersey for €10, the profits of which were donated to the league against cancer.

In Charleroi, the 7th edition of the Indus'Trail, a running race on the slag heaps, was able to count on the participation of about twenty sports employees.



*The pretty pink ribbon formed by the participants at the Creusotine, as part of Pink October.*



*Participants in the Charleroi Indus'Trail for the benefit of Think Pink and the fight against breast cancer.*

Industeel donated €50 to the Think Pink association for each registered worker. The less sporty were able to make a donation by buying the now well-known pink ribbons. In addition to these sporting events, all Industeel locations organized a Pink Day! on October 12, to bring people together around the theme of the fight against breast cancer. Employees were invited to come to work dressed or accessorized in pink. On the sidelines of this Pink Day, a webinar was organized to raise awareness among our employees of the importance of prevention and to allow them to ask questions to a doctor.





## A HEART FOR TÉLÉVIE

Industeel Belgium remains loyal to Télévie and its support for cancer research in children and adults. Donations were collected in the form of 50 euros paid by the company for each participant in the 10 Miles de Charleroi, as well as through the sale of various "goodies".



## SPONSORSHIP AND VARIOUS SUPPORTS TO THE WORLD OF SPORT AND ASSOCIATIONS

Among the 26 associations, employees and sports clubs financially supported by Industeel, let's highlight the partnership renewed for 3 years with Creusot Cyclisme. This collaboration, which began 25 years ago, is a strong commitment by Industeel to sport and the local community.

With more than 110 members, Creusot Cyclisme is a renowned training club recognized for its high-performance youth teams, but also nationally recognized in the world of cycling. The club is committed to promoting the practice of cycling to all audiences and contributes to the discovery of new talent.

This cycling partnership is also perfectly in line with Industeel's commitment to promote soft and ecological mobility for its employees, through the Pro Vélo label.



On the associative level, Industeel Belgium continues to support the Compagnons de Mal-Ox, an association that helps children and adults with disabilities, through sports, fun and/or cultural initiatives. In the Charleroi region, the company is also committed to Maison plurielle, an association that helps women victims of violence, and the Papillon Foundation, which is active in supporting disadvantaged children.

## FROM 2025, OUR STAKEHOLDERS WILL BE MORE INVOLVED IN DEFINING OUR PRIORITIES

From 2025, Industeel will further structure its dialogue with stakeholders at all its sites. Recurring surveys and consultations will be set up to, on the basis of 28 ESG criteria, identify our priority areas on the basis of feedback from our various stakeholders (associations, residents' committees, political decision-makers, administrations, schools, etc.). This ongoing dialogue will allow us to refine our dual materiality assessment matrix (financial materiality and impact materiality) and prioritize our environmental, social and governance impact objectives.



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# Governance that guarantees fundamental rights

8 TRAVAIL DÉCENT  
ET CROISSANCE  
ÉCONOMIQUE



10 INÉGALITÉS  
RÉDUITES



16 PAIX, JUSTICE  
ET INSTITUTIONS  
EFFICACES



17 PARTENARIATS POUR  
LA RÉALISATION  
DES OBJECTIFS



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# 82%

Percentage of employees trained in the code of ethics



# 238

Employees have made their declaration of conflict of interest

SYLVIE  
GEURTZ



CHIEF FINANCIAL  
OFFICER



«ON BOTH ENVIRONMENTAL AND SOCIAL ISSUES, INDUSTEEL IS NOT CONTENT WITH COMPLYING WITH THE LEGAL FRAMEWORK BUT IS COMMITTED TO THE APPLICATION OF THE GOVERNANCE AND ETHICS RULES DEFINED BY THE ARCELORMITTAL GROUP. IN ADDITION, A DEDICATED SUSTAINABILITY TEAM IS BEING SET UP AT INDUSTEEL TO ENSURE EFFECTIVE MONITORING OF OUR ESG COMMITMENTS.»

In a few figures...

	2022	2023	2024
% of employees trained in ArcelorMittal's code of ethics. This code sets out a set of guidelines to be followed by all employees in the conduct of their business. The objective is to preserve ArcelorMittal's reputation for honesty and integrity in its management practices as well as in all business transactions.	81,2	91,4	82
% of managers and specific functions trained in anti-corruption directives.	97,1	97,3	98,1
% of managers and specific functions trained in the Economic Sanctions Directives	97,6	97,2	98
% of managers and specific functions trained in anti-trust rules	98,6	96,7	97,8
% of managers and specific functions trained in human rights	83,3	98,4	98,3
% of managers and specific functions trained in insider trading rules	100	98,7	98,7
% of managers and specific functions trained in data protection	94,6	90	91,8
Number of employees required to declare a conflict of interest	256	248	238
Number of employees who have actually made their conflict of interest declarations	255	248	238
Number of conflicts of interest identified	0	0	0

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## Effective monitoring of our social and environmental commitments

Industeel bases its social and environmental commitment on a double foundation composed of **governance rules and codes of conduct from the ArcelorMittal group** and legal frameworks in all the countries where the company operates. Increasingly, this responsibility must be (dis)demonstrated and substantiated to our customers, who are careful to check that our quality management also integrates ethical, social and environmental factors.

Sustainability and Sustainable Development are one of the four pillars of our quality policy. Its recent update, in December 2022, explicitly recalls Industeel's desire to "produce responsible steel through compliance with strict environmental, social and governance requirements that go beyond legal obligations."

In this respect, **the safety and health of workers remains the top priority for Industeel** (see Chapter 2). Our second cardinal value is **respect for the fundamental rights of workers** in the broadest sense. This commitment starts with raising awareness and informing employees and managers. 7 training modules focus on topics related to responsibility:

- ✓ Code of Business Conduct
- ✓ Anti-corruption
- ✓ Competition law, anti-trust
- ✓ Data protection
- ✓ Economic sanctions
- ✓ Human rights (including non-discrimination)
- ✓ Combating insider trading

These modules are renewed every three years. The first is mandatory for all employees. The others are mandatory for all managers and for a large number of specific functions. These training courses are subject to effective participation monitoring.

ArcelorMittal's Code of Business Conduct is distributed to and signed by all employees in their own language, including new hires.

Along with this commitment to and from its employees, Industeel checks the pedigree of each new customer. Our Code of Responsible Sourcing has been generalized in 2023 to all our suppliers, large and small. Each service provider thus formalizes through its signature the respect of a certain number of social and environmental commitments.



The company has also put in place very strict prevention rules to fight corruption, fraud or counterfeiting, including effective whistleblower mechanisms.

## ENVIRONMENTAL RISK REPORTING TO ARCELORMITTAL

ArcelorMittal's Compliance policy involves accurate reporting of all warnings issued by the authorities, legal violations or risks of violations, whether in terms of safety and health, human rights, economic practices or environmental requirements.

For each issue identified, the relevant Industeel entity must describe the resolution actions taken and the risks that remain, if any.

In 2023, Industeel reported 8 eight environmental issues that required resolution or are still in the process of being resolved.

## A « SUSTAINABILITY" TEAM

To ensure effective monitoring of ESG strategies and policies, in line with the ResponsibleSteel certification, a Sustainability team, dedicated to sustainable development, is being set up in 2024, under the leadership of Stéphanie Corre, Chief Sustainability Officer for both Industeel and ArcelorMittal Downstream Solutions (AMDS). This team will work closely with the Sustainability colleagues of the ArcelorMittal Group.

## ACTION PLAN ON THE PROTECTION OF PERSONAL DATA

In 2021, Industeel appointed a Data Protection Officer (DPO) in charge of personal data protection. After the time of analysis and an audit on compliance with GDPR rules, this DPO was able to start an action plan in 2023, which is monitored twice a year at the level of the management committee. Any risk of possible misuse of personal data is therefore analysed and mitigated at the highest level.

## CERTIFICATIONS

Industeel gives credibility to its social and environmental commitments through dozens of certifications and approvals issued by independent international and local bodies, accessible on the [www.industeel.com](http://www.industeel.com) (Downloads/Certifications & Quality section).

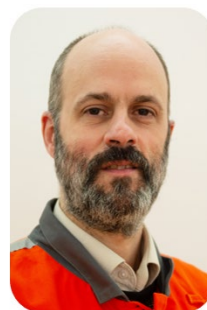
2023 was marked by two major new certifications:

ResponsibleSteel, the cornerstone of our commitments to produce responsible steel through the respect of a dozen environmental, social and good governance commitments.

Industeel Belgium has joined our Le Creusot and Loire sites by obtaining ISO 500001 certification, a testament to our progress in improving our energy efficiency. In 2023, the Le Creusot and La Loire sites obtained this certification for the 3rd consecutive year.



# Management Board



Rudy Daubechies  
CEO Industeel



Yves Boudart  
Sales and Marketing  
Manager



Bertrand Brives  
Purchasing Manager



Aurélien Bras  
Châteauneuf & St  
Chamond Plants



Cédric Chauvy  
Le Creusot Plant  
Manager



Stéphanie Corre  
Head of Sustainability  
AMDS & Industeel



Sylvie Geurts  
Chief Financial Officer



Andrew Gingell  
Strategy Manager



Luc Libersens  
Chief Technology  
Officer



Yannick Pinneur  
Supply chain director



Bernard Plumier  
Head of Human  
Ressources



Dominique Sauvage  
Chief Information Officer



Nicolas Vassart  
Charleroi Plant  
Manager



This report, supported by Industeel facts and figures, is inspired by the following initiatives: United Nations Development Goals, Carbon Disclosure Project, ResponsibleSteel and the Global Reporting Initiative (GRI). For the latter, you will find below an index of the GRI content covered in the report, grouped by theme.

The missing clues are addressed at the level of the ArcelorMittal group: see group reports <https://corporate.arcelormittal.com/corporate-library>

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<b>Diversity</b>		
GRI 405-1	Diversity of governance bodies and workers	43,44
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<b>Local communities</b>		
GRI 413-1	Engagement with local communities, impact assessments and development programmes	89 à 95



An aerial photograph showing a two-lane asphalt road winding through a dense green forest. A white car is visible on the road. The background is a deep blue body of water under a bright sky with some clouds. A large orange-to-red gradient shape covers the left side of the image, serving as a background for the text.

## Contact

For any questions relating to this Sustainability Report and Industeel's Sustainability Policy in general, please contact:

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–

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A low-angle, upward-looking photograph of a city street. The image shows several modern buildings with glass facades and concrete structures. On the right, a prominent building features a glass-enclosed staircase or walkway with a dark metal frame. To the left, a building has a textured, brown facade. Lush green trees are visible at the top and left edges of the frame, their branches reaching towards a clear blue sky with a few wispy clouds. The overall composition emphasizes the height and architectural details of the urban environment.

Smarter steels for  
people and planet