



**THIS  
IS WHAT  
WE'RE  
MADE OF**



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ArcelorMittal USA is a part of the world’s leading steel and mining company. It is our ambition to be the safest and most sustainable metals and mining company in the world.

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# Message from USA leadership

## This is what we're made of

The steel business is challenging, unrelenting and not for the weak at heart. Threats to survival are not limited to the competitors pursuing your customers but as we saw in early 2014 the weather can quickly become your worst enemy, not to mention unfairly traded imports that create disastrous impacts from half a world away. However, during challenging times the true character of a company usually emerges and can be seen in its relationships with stakeholders throughout its value chain. In the spirit of showing our stakeholders, our competitors and our communities what we're made of, ArcelorMittal USA is proud to publish our sixth annual Sustainability and Corporate Responsibility Report highlighting the USA's performance in 2014.

Continuous improvement is a theme we regularly stress at ArcelorMittal and in 2014 we applied that philosophy to forging an even more comprehensive approach to our corporate responsibility practices. This new thinking pushes us beyond the immediate challenges and opportunities facing our business and the steel industry, to considering the environmental and social trends and challenges that will shape our future operating landscape. We have identified 10 sustainable development outcomes ArcelorMittal will focus on to create a more sustainable long-term business, not just in corporate responsibility, but throughout the value chain with all stakeholders in mind. (Learn more about these 10 outcomes on page four of this report, and look for the (+) symbol throughout our four chapters to review the USA's key performance indicators for each of the 10 outcomes.)

## Our performance in 2014

Throughout this report, we will review our performance as it relates to our new 10 sustainable development outcomes as well as our four pillars of corporate responsibility – investing in our people, making steel more sustainable, enriching our communities and transparent governance. First, allow us to highlight some of the more significant achievements for the year:

- **Investing in our people:** In 2014, ArcelorMittal USA conducted more than 700,000 hours of training for employees in the areas of health and safety, operator training and upskilling multi-disciplinary craft skills, including a 200 percent increase in performance management training for salaried employees. That's almost 80 years of training hours completed in one year. We also continued our efforts of developing a pipeline of talented scientists and engineers for tomorrow to address the shortage of STEM (science, technology, engineering and mathematics) graduates available for the manufacturing industry. In the USA, we are addressing these challenges head on through

ArcelorMittal USA's Steelworker for the Future® program. This 2.5 year program combines classroom learning at a participating community college with paid, on-the-job training at an ArcelorMittal USA facility. In 2014, 230 interns worked in various roles at facilities across the country. Additionally, ArcelorMittal USA hired and placed 139 new employees from our partner community colleges and four-year universities in 2014.

- **Making steel more sustainable:** Effective energy management contributes heavily to the sustainability of our products and the success of our business. In 2014, ArcelorMittal USA employees spearheaded 24 energy projects driving energy savings of more than \$20 million, the equivalent of powering 25,000 homes for a year. In recognition of our ongoing efforts, ArcelorMittal USA is the first and only steel company to be recognized as an ENERGY STAR® Partner of the Year by the U.S. Environmental Protection Agency.
- **Enriching our communities:** Continuing to build on ArcelorMittal's commitment to develop a pipeline of talented scientists and engineers, 2014 community investment in the USA focused on the full continuum of STEM education. Studies show that girls and minorities lose interest in STEM as early as the fifth grade. In the Northwest Indiana and Chicagoland region, ArcelorMittal USA chose five organizations whose work aims to develop talents of girls and minorities ages 5-21 in STEM, partnering with the Girl Scouts of Greater Chicago and Northwest Indiana, Project SYNCERE, Society of Women Engineers, Step Up, and YWCA of Metropolitan Chicago.
- **Transparent governance:** We clearly outline in our new sustainable development narrative that it is no longer enough to simply engage with our stakeholders. We must create dialogue, understand stakeholder expectations and find ways to build and maintain successful relationships with our communities. In 2014, our corporate responsibility team held 499 meetings with stakeholders, taking the time to listen and engage around shared interests, from proactive public-private partnerships to addressing areas of our concern in our communities.

Our new narrative of sustainable development and continued focus of our corporate responsibility programming will align our operations and the products we produce with our commitment to community investment and stakeholder engagement. It will continue to drive quality, trusting relationships with our suppliers and customers and positively influence the interactions we have with stakeholders. With this strategic new direction, we will demonstrate the strong and resilient character of ArcelorMittal because at ArcelorMittal, this is what we're made of.



*Andy Harshaw*  
**Andy Harshaw**  
Chief executive officer  
ArcelorMittal USA Flat Carbon



*PS Venkataramanan*  
**PS Venkataramanan**  
Chief executive officer  
ArcelorMittal Long Carbon  
North America

# Message from corporate responsibility leadership

The ArcelorMittal USA corporate responsibility team is proud to work in coordination with the global corporate responsibility team led by Dr. Alan Knight to further advance our approach to sustainability and corporate responsibility at ArcelorMittal. Moving forward, we will execute a strategy that pushes beyond our community investment and stakeholder engagement practices to considering the environmental and social trends and challenges that will shape the future operating landscape for our business.

Working for the world's leading steel and mining company in corporate responsibility offers a unique perspective, providing a view of our company's contribution to society as well as a local understanding of our operations and communities. We work as a team with all ArcelorMittal employees as they aim to fulfill our mission of transforming tomorrow, bringing to life our values of Sustainability, Quality and Leadership. In short, we have the opportunity to work with thought provoking ambassadors of sustainability, appreciate the opportunities and to spread the word on those best practices to others in the USA and around the world.

Some of the exciting ways we see ArcelorMittal becoming the world's most sustainable steel and mining company can be seen by highlighting a few of our new 10 sustainable development outcomes:

- **Products that accelerate more sustainable lifestyles/Active and welcomed member of the community:**

The application of ArcelorMittal's advanced high strength steels in today's vehicles ensures that cars are not only safer but more fuel efficient than they have ever been, in large part due to advanced high strength steels created and patented by ArcelorMittal. Our innovative products save lives every day on America's roads. As active, engaged members in our communities, we learned that many fire departments in our communities were unable to upgrade hydraulic rescue tools to cut through these stronger steels in the event of an accident. As a result ArcelorMittal USA invested more than \$160,000 in community grants to 22 fire departments near our operations to support upgrades to rescue tools in order to save additional lives.

- **Efficient use of resources and high recycling rates:** In 2014, recycled scrap was 32.7 percent of total steel production or approximately 5 million metric tons of scrap in the approximately 15.3 million metric tons of steel produced by ArcelorMittal USA. While this statistic is impressive on its own, high recycling rates also translate to reduced CO<sub>2</sub> emissions during the production process thereby creating innovative advanced high strength steel products with a lower lifecycle carbon footprint than competing materials. These strides in recyclability contribute to our energy efficiency and global CO<sub>2</sub> reduction strategies.

- **Trusted user of air, land and water:** Throughout this report, you will find case studies like the precedent-setting zero discharge water systems at our Indiana Harbor facility and our work with Wildlife Habitat Council to restore and conserve over 40 acres of on-site dune and swale habitat at our Burns Harbor plant. In 2014, we compiled our most compelling environmental achievements in an exciting new video. We encourage you to learn more about our progress by watching this video at [usa.arcelormittal.com/Corporate-responsibility](http://usa.arcelormittal.com/Corporate-responsibility).

We thank all of our stakeholders for their contributions as we continue our sustainability journey and appreciate your interest in the corporate responsibility and sustainability practices at ArcelorMittal USA. Please continue to follow our progress toward our new global sustainable development outcomes at [usa.arcelormittal.com](http://usa.arcelormittal.com) and by following us on Twitter at @ArcelorMittalUS.



  
**William C. Steers**  
President, ArcelorMittal USA  
Foundation and Corporate  
Responsibility Governance Board



  
**Marcy Twete**  
Executive Director, ArcelorMittal  
USA Foundation and Corporate  
Responsibility Governance Board

## A new global direction for sustainability

ArcelorMittal recognizes our role as a corporate leader in the steel industry in the United States means we must contribute to creating a more sustainable future for our people, our communities and our planet. Our 10 sustainable development outcomes, developed in 2014, are a compelling, practical and demanding way to do this. From the way we make steel and use resources, to how we develop new products and support our people and our communities, steel and sustainability go hand in hand.

### Leading the solution through 10 outcomes

ArcelorMittal has built a strong track record in corporate responsibility since our merger in 2006. We've been a leader in reporting, invested significantly in our communities and led the way in stakeholder engagement in many of our markets. True sustainability demands more than that.

We cannot lean on having robust processes, but must ensure those practices aid in making our company and our world safer, stronger and more sustainable. We need an approach that will help us avoid damaging disruptions to our operations and create substantial value for our stakeholders today and in the future.

The 10 outcomes are the core of our new sustainable development framework, which will motivate action by our people at a local and a global level. Our employees and the innovation they spearhead will create value for ourselves and others. In 2015, we will work with our local operations to begin to make these outcomes a reality throughout the United States. We will set targets, convene teams to be accountable for those targets, and measure our progress in reports like this one each year.

### From four pillars to 10 outcomes

ArcelorMittal's corporate responsibility program has in the past been based on four pillars: investing in our people, making steel more sustainable, enriching our communities and transparent governance. This report combines those four pillars with the 10 outcomes as the foundation of our reporting in the future.



#### Outcome

We report on our progress on the 10 sustainable development outcomes within the context of our four corporate responsibility pillars.



#### KPI

Key performance indicators monitor our corporate responsibility strategy.

## Our 10 outcomes



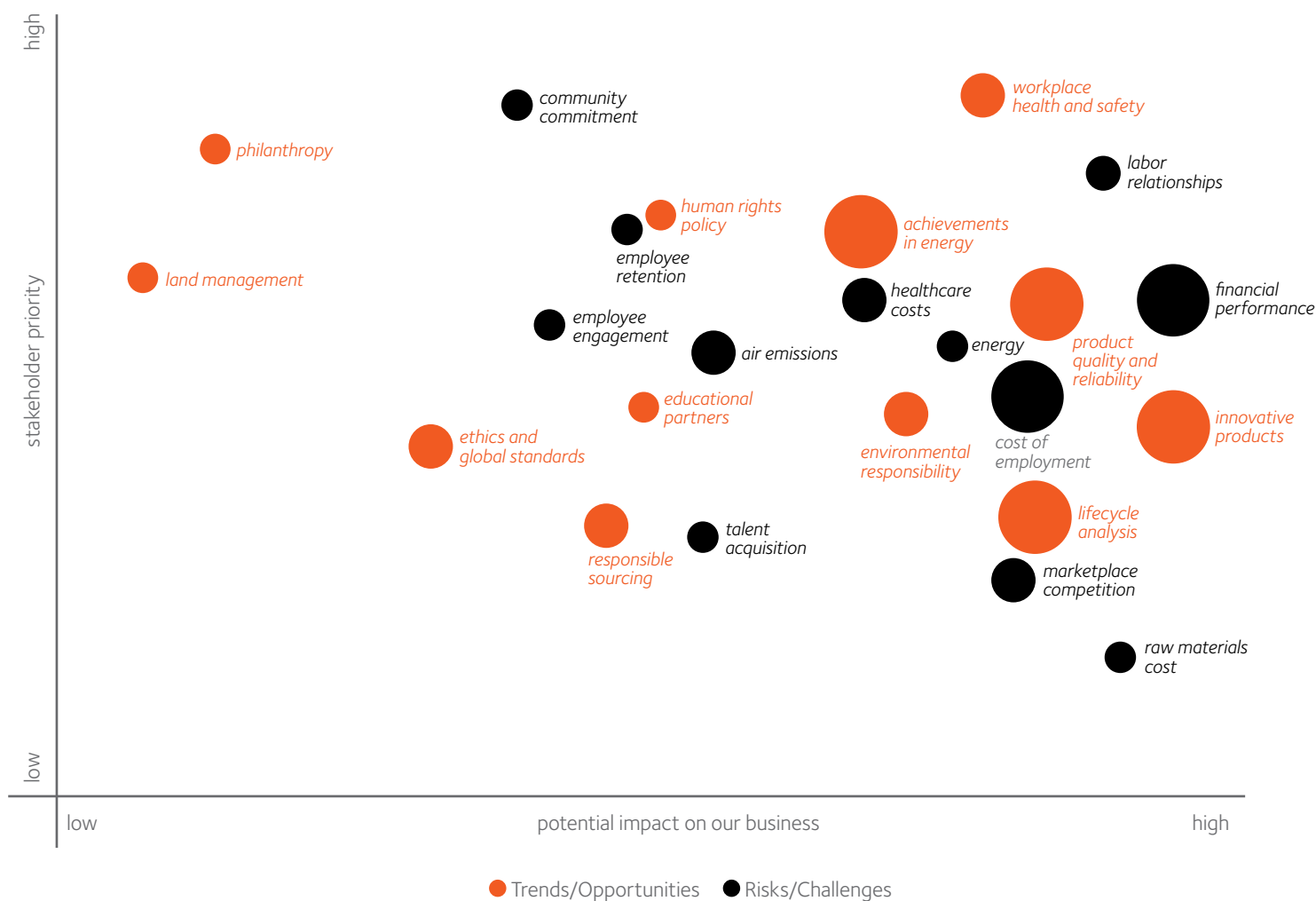
- 1 Safe, healthy, quality working lives for our **people**
- 2 **Products** that accelerate more sustainable lifestyles
- 3 Products that create sustainable **infrastructure**
- 4 Efficient use of **resources** and high recycling rates
- 5 Trusted user of **air, land and water**
- 6 Responsible **energy** user that helps create a lower carbon future
- 7 **Supply chains** that our customers trust
- 8 Active and welcomed member of the **community**
- 9 Pipeline of talented **scientists and engineers** for tomorrow
- 10 Our contribution to society **measured**, shared and valued

All underpinned by transparent good **governance**.

## Defining material issues in the USA

ArcelorMittal USA crafts our Sustainability and Corporate Responsibility Report based on issues identified by stakeholders as material to our business. Annually, we complete an internal materiality assessment to identify issues of importance to our stakeholders. Through formal and informal meetings, surveys, site-level grievance mechanisms and other listening sessions, we formulate a materiality matrix to drive the creation of this report and our overarching sustainability and corporate responsibility goals and activities for the year. This information is evaluated against the 10 sustainable development outcomes identified globally as potentially important to the business and our stakeholders.

The materiality matrix outlines where material issues fall according to our stakeholders and measures against potential impact on our business. The materiality matrix below is an examination of those issues stakeholders noted as most important during the 2014 reporting period.



# Defining materiality at ArcelorMittal USA

In the materiality matrix at the left, issues in orange represent trends and opportunities in the USA business and issues in black represent risks and challenges the business faces. The size of each circle represents the relative size of that issue to the USA business in 2014.

## Trends/Opportunities

*Achievements in energy:* Improvements in energy consumption

*Educational partners:* Supporting our educational partners from primary through higher education responsible for developing leaders in science, technology, engineering and math (STEM)

*Ethics and global standards:* Upholding the highest ethics and standards as a corporate citizen and ensuring employees uphold the same standards as individuals

*Human rights policy:* Employing a rigorous human rights policy

*Innovative products:* Investing in research and development to address opportunities and challenges that create optimal steel solutions for our customers

*Land management:* Stewarding the land on which our operations reside

*Lifecycle analysis:* Assessment of the environmental aspects and potential impacts associated with the production of our product through the end of its useful life

*Philanthropy:* Providing financial support to organizations and charitable causes and encouraging employee volunteerism

*Product quality and reliability:* Producing durable, high quality and reliable steel products

*Responsible sourcing:* Sourcing materials in an environmentally friendly and conflict-free manner and supporting minority and women-owned businesses

*Workplace health and safety:* Providing a safe work environment to protect the health and safety of employees within our facilities

## Risks/Challenges

*Air emissions:* Managing air emissions

*Community commitment:* Investing and engaging with the communities in which we operate through stakeholder engagement

*Cost of employment:* The full cost of compensation and associated benefits to employ staff

*Employee engagement:* Implementing programs to encourage high employee retention

*Employee retention:* Talent development and retention for our current workforce

*Energy:* Availability and use of cost-effective and environmentally responsible energy sources

*Environmental responsibility:* Using natural resources as efficiently as possible and not polluting the air, land or water

*Financial performance:* Providing good returns for shareholders

*Healthcare costs:* The full cost to provide employee healthcare

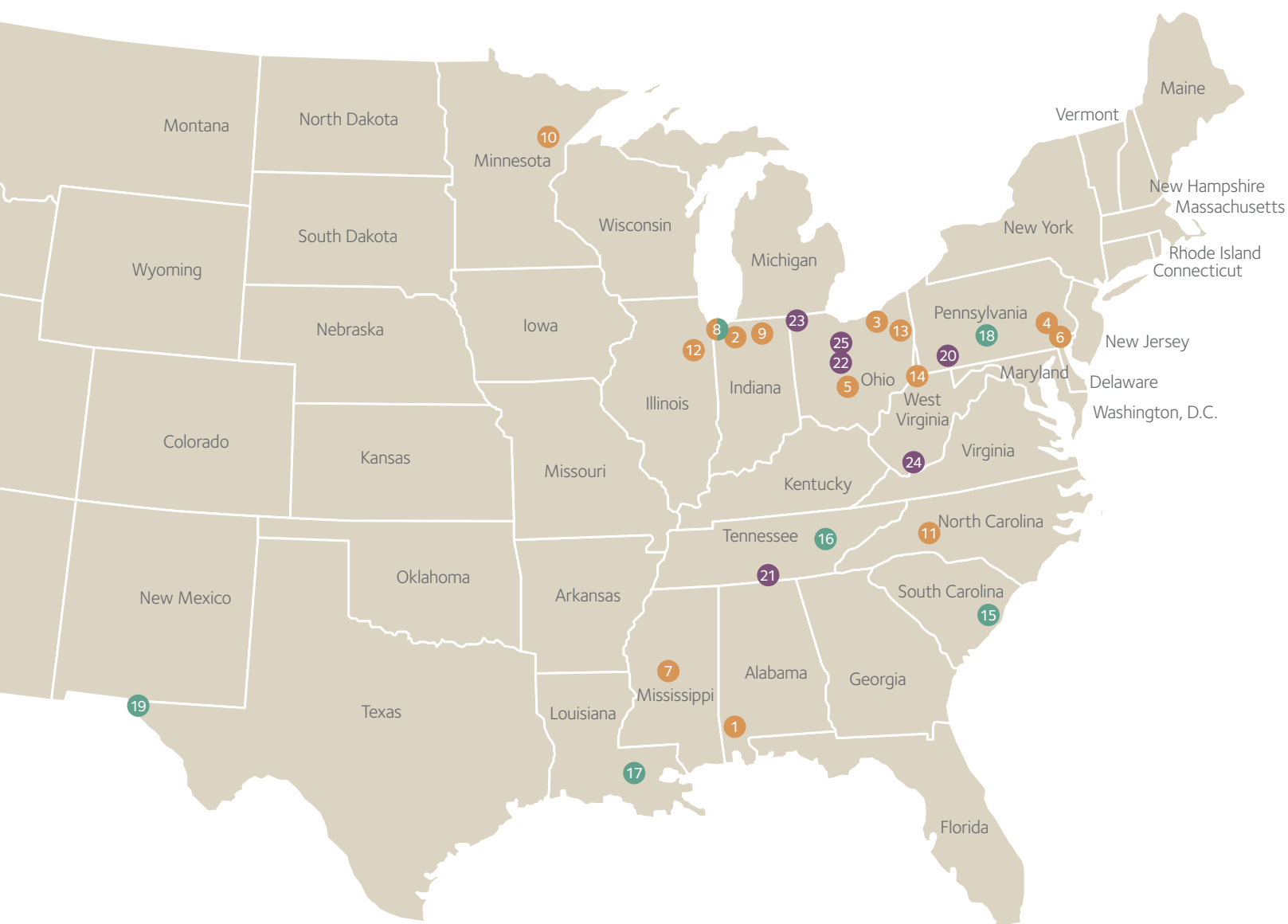
*Labor relationships:* Ensuring wages and benefits offered to employees are both fair and competitive

*Marketplace competition:* Championing the importance of steel and mining in the modern manufacturing economy

*Raw materials cost:* Availability and cost of the raw materials within our supply chain

*Talent acquisition:* Acquiring talent for the future manufacturing workforce

# Scope of the USA report



## Flat

- 1 AM/NS Calvert\*
- 2 Burns Harbor/Burns Harbor Plate
- 3 Cleveland
- 4 Coatesville
- 5 Columbus
- 6 Conshohocken
- 7 Double G Coatings\*
- 8 Indiana Harbor
- 9 I/N Tek\*
- 9 I/N Kote\*
- 10 Minorca (iron ore mine)
- 11 Piedmont
- 12 Riverdale
- 13 Warren (coke battery)
- 14 Weirton

## Long

- 15 Georgetown
- 16 Harriman
- 8 Indiana Harbor Long Carbon
- 17 LaPlace
- 18 Steelton
- 19 Vinton

## Other

- 20 Monessen (coke battery)
- 21 Murfreesboro (tailored blanks)
- 22 Marion (tubular)
- 23 Pioneer (tailored blanks)
- 24 Princeton (coal mine)
- 25 Shelby (tubular)

**In 2014, ArcelorMittal operated 27 facilities employing more than 20,000 hardworking men and women.**

\* Joint venture

NOTES: Facilities are organized by reporting division. Map shows all 27 facilities in the United States: Indiana Harbor and Indiana Harbor Long Carbon are combined and shown as #8; and I/N Tek and I/N Kote are combined and shown as #9.



## 2014 Highlights

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### 2014

Achieved best safety record in ArcelorMittal USA history

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**33** percent  
increase in employee biometric screening program participation

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**87** percent  
of salaried employees completed the human rights training

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**700,000**  
training hours for employees provided, an average of approximately 35 hours per employee

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**\$1.2** million  
in spending on tuition reimbursement for employee undergraduate and graduate programs

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# Investing in our people

⊕ This section describes our progress toward the following sustainable development outcomes:

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Outcome 1: Safe, healthy, quality working lives for our people

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Outcome 9: Pipeline of talented scientists and engineers for tomorrow

A close-up photograph of a worker's hands applying a safety lock to a piece of industrial machinery. The worker is wearing a dark blue long-sleeved shirt and a green safety glove on their right hand. The machinery is made of dark, weathered metal. The background is a gravel surface. The text is overlaid on the image in a large, white, sans-serif font.

**“I take my job very seriously because the health and safety of our employees is the most important priority for our company. We are exceedingly proud that ArcelorMittal USA achieved its best safety record in 2014 and will continue to strive toward making our company an injury-free workplace.”**

**— Steve Thompson**  
Director, health and safety  
ArcelorMittal Flat Carbon USA

# Investing in our people

## Investing in our people: 2014 activities

	Our commitments	Our progress	Next steps
<b>Safety</b>	Reduce lost time injury (LTI) frequency rate year over year	🎯 Achieved a 53 percent decrease in our LTI rate since 2011	Continue our efforts to improve workplace safety and prevent serious injuries and fatalities and work toward our LTI rate goal of .78 for Flat Carbon USA facilities
<b>Health</b>	Offer health and wellness programs to all employees	🎯 Participation from 3,109 employees in a free biometric screening program, offered Health Week events throughout our U.S. facilities and published 6 issues of our Transforming YOU wellness newsletter	Continue to increase participation and expand the offerings of the Transforming YOU wellness program through increased biometric screenings, participation in Health Week events, wellness publications and quarterly lunch and learns
<b>Human rights</b>	Train all employees on their rights and responsibilities	🎯 87 percent of salaried employees completed human rights training*	Conduct human rights policy trainings for remaining salaried employees in 2015
<b>Training and leadership development</b>	Provide salaried and hourly employees with training and development opportunities	🎯 Provided 147,672 training hours for salaried employees and 584,587 training hours for hourly employees	Further refine our reporting to capture all hours of employee training
<b>Business ethics</b>	Implement corporate policies and codes that require employees to be trained and abide by those policies in their daily work	🎯 81 percent of salaried employees completed the code of business conduct training* 🎯 93 percent of obligated employees completed the anti-corruption training*	Conduct code of business conduct and anti-corruption trainings for remaining salaried/obligated employees in 2015

\* Percentage reflects number of employees current in their required three-year training cycle.

## + Outcome 1: Safe, healthy, quality working lives for our people

### Safety performance

Each year, we strive to improve our safety performance through our Journey to Zero initiative and by reducing lost time injuries (LTIs). We continuously initiate and evaluate programs and partnerships to reduce our LTI rate. We are pleased to report that our LTI rate for 2014 (1.57) improved one percent over 2013. This LTI rate, which includes employees and contractors, is ArcelorMittal USA's best on record. While our focus on safety and continual improvement has been steadfast, we deeply regret to report one employee death in the USA in 2014. This passing is a critical reminder that our work toward an incident-free workplace will not cease until we achieve our journey to zero.

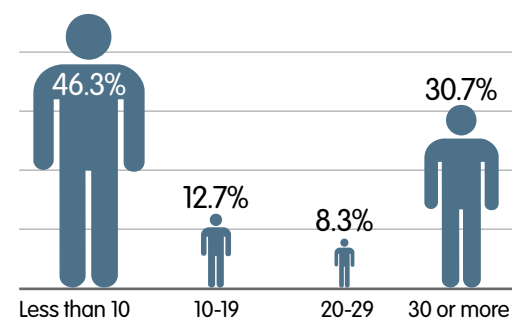
As part of our continued safety efforts, we ask that 20 percent of managers' time is spent on the shop floor observing practices, procedures

and equipment, and identifying how we can make the workplace safer. We are continuously building on this foundation of safety knowledge by engaging every employee in the proper way to complete tasks and procedures. We firmly believe that it is everyone's responsibility to work together to achieve a safer work environment.

In order to enhance safety, ArcelorMittal offers a series of publications called Life Books, which provide safety suggestions, reminders and ideas auditors can use when conducting safety audits. With guidance provided by the Life Books, auditors can recommend changes that may exceed the company's safety standards or the safety standards set forth in federal, state or local laws, to help achieve a safer workplace. The Life Books cover seven key areas:

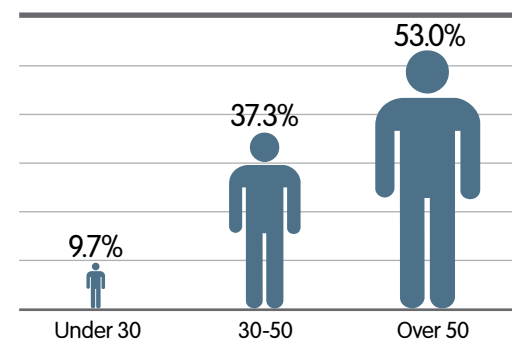
- Isolation
- Confined space
- Working at heights
- Rail safety
- Vehicles and driving
- Cranes and lifting
- Contractors

### Duration of employment with ArcelorMittal USA\* (in years)



\*2.0 percent of employees lack service dates.

### Percentage of employees by age group (in years)



# Investing in our people (continued)

## Joint commitment to safety

Together, ArcelorMittal USA and the United Steelworkers (USW) strive to ensure the safety of our employees and improve the safety performance of our operations. The USA safety steering committee – which comprises senior executives, union leadership and safety professionals – continuously monitors safety performance through weekly reports, conference calls and monthly meetings.

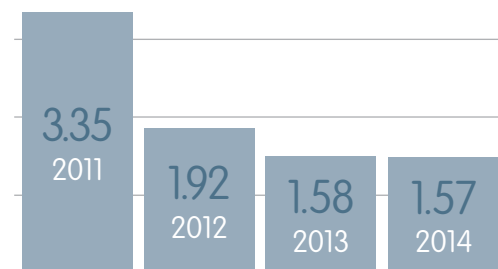
Since 2005, safety leaders and union representatives from all USA facilities have met on a quarterly basis to:

- Discuss best practices
- Receive training on new initiatives
- Share information and exchange ideas regarding continuous safety awareness
- Review lost time incidents and fatalities
- Review what went well/wrong during the previous quarter

In 2014, a significant effort was undertaken to improve safety performance more strategically. A joint union and management team was formed to review several incidents, identify the top historic common causes of these incidents and recommend actions to support a step change in performance. The recommendations were incorporated into the 2015 health and safety plan, and include:

- Improving the quality of shop floor audits and layered evaluations
- Implementing a more comprehensive corrective and prevention action process
- Improving the workforce's ability to recognize and manage hazards and risks
- Improving the quality, access and use of standard operating procedures and work instructions
- Improving safety during major maintenance and construction activities with Green Guardians, a special group of employees who conduct safety audits to ensure that these special projects are executed safely

## Lost time injury frequency rate\*



\*Includes employees and contractors



# This is what we're made of



## Case study: A new safety combo – pizza and risk assessment

Safety trainings are always informative, but it's difficult to make them exciting, hands-on and accessible for all. However, in 2014, our Joint USA Health and Safety Working Team began its operation of "Al's Pizzeria." It's not really a restaurant, but rather a risk assessment training scenario built around a crisis at a pizza maker. Which begs the question – why pizza?

Our Joint USA Health and Safety Working Team realized that a department specific safety training was too specific to be used across all ArcelorMittal USA areas of operation. Out of this problem, a unique concept was born. They realized that not only does everyone understand the concept of making a pizza, but that the safety concepts from the steel industry could easily be applied to the pizza making process. What happens when a big order comes in, but your equipment breaks down and you've promised quick delivery? What's your priority – getting the order out, or thoroughly trouble shooting the problems and running as safely as possible? That is a scenario almost any ArcelorMittal employee could face.

The training also includes important hands-on exercises, with an emphasis on identifying hazards and controlling risk. The employees taking part in the training encounter a number of problems that must be corrected. During the exercise, a clock is running, putting added pressure on them. The key takeaway from the training is that the clock doesn't matter; safety does – at Al's Pizzeria and at ArcelorMittal.

One employee who completed the training said, "A lot of people come in with a little trepidation. They've been told that they have to attend the class and they're not necessarily excited about it. But it starts out with a fun video that gets everybody loosened up. By the time we're delving into the really difficult information, people are already comfortable and they've started to talk."

So what happens after employees spend a little time working in the pizza business? The goal is an improved ability to recognize and mitigate hazards, to recognize a change in conditions, and to stop and deal with it appropriately.

# Investing in our people (continued)

## Safety initiatives

As part of our commitment to shared vigilance in the workplace, and to help improve our LTI rate by preventing serious accidents from occurring, we formally track near misses at our operating facilities. Due to the nature of LTIs – where many are repeat in nature – we continually learn from previous incidents and near misses in order to improve our safety record. Last year we recorded 1,456 near misses among our facilities. They are formally reported using the following methodology:

- Collect data
- Describe incident
- Determine causal factors (unsafe conditions and actions)
- Perform root cause analysis
- Develop preventive and corrective actions

The near miss is also formally investigated to identify and address the underlying safety issue.

To ensure that managers and supervisors are spending time on the shop floor, our ArcelorMittal USA long carbon facilities complete positive practice observations of all employees. In a positive practice observation, the employee's direct supervisor and a secondary supervisor who serves as an observer watch and evaluate as an individual performs his or her job duties. The supervisors note the employee's use of personal protective equipment, which is unique for each job; observe how they perform their job; and check for the cleanliness of their work area. The observers then review a job safety analysis with the employee and highlight the positive things the employee was doing while also discussing safety risks and any corrective actions the employee needs to take. Together, the employee, observer and supervisor identify corrective actions needed and establish a deadline for completion. ArcelorMittal USA flat carbon facilities employ a similar process titled shop floor audits/layered evaluations.

Another strategy to improve ArcelorMittal USA's safety performance is obtaining the Occupational Health and Safety Assessment Series (OHSAS) 18001 certification, a voluntary international certification for safety management systems intended to help sites control risks by setting targets and monitoring safety performance. It was developed in response to widespread demand for a recognized standard against which to be objectively assessed. In 2014, 17 ArcelorMittal USA facilities, as well as our R&D center, maintained their certification with OHSAS 18001.

This certification requires external auditors to review our health and safety system, similar to how ISO/TS 16949 and ISO 14001 certifications are audited for quality and environmental systems. One of the tools in the OHSAS 18001 process is Hazard Identification, Risk Assessment and Control (HIRAC), which helps identify and ultimately reduce risks in the workplace. The process promotes proactive engagement between shop floor employees and managers to recognize hazards, assess the level of risk and implement controls to reduce the risks.

Throughout 2014, 40 formal safety audits took place across our flat carbon USA facilities and 32 took place at our long carbon USA facilities. These formal audits resulted in reports that identified opportunities to improve compliance and reduce hazards at each facility.

In an effort to reinforce our health and safety standards and remember the workers we have lost, ArcelorMittal and the USW host Global Health and Safety Day/Workers Memorial Day every April at local facilities throughout the United States. The theme of Health and Safety Day was "Stop, Think and Act Safely." Examples of activities held at our facilities in 2014 included:

- Our largest plant, ArcelorMittal Indiana Harbor, tailored Health and Safety Day to focus on facility safety issues and recognize employees that have gone above and beyond to support safety efforts. To encourage employee safety, departments also supported ArcelorMittal USA's "Would You Allow?" campaign by gathering employee testimonials and taking photos. The campaign encourages employees to reflect on past accidents and

near misses to prevent them from reoccurring. In addition, a memorial service was held, serving as a somber reminder of the importance of working safely.

- In celebration of Health and Safety Day, our Burns Harbor, Indiana facility conducted its third annual employee 5k walk/run. In order to emphasize safety, each department conducted emergency drills, HIRAC reviews and fall protection demonstrations. A memorial service was also held to remember those that served at the facility.
- ArcelorMittal USA's Conshohocken, Pennsylvania site conducted health and safety learning sessions on topics such as hazard spotting, smoking cessation and respiratory protection and environmental awareness. Attendees also completed a wellness survey and received information on healthy eating and good nutritional habits. The facility additionally paid tribute to those who have been impacted by safety issues.

In the United States, Global Health and Safety Day officially launches our annual SummerSafe program, which aims to educate employees about safety hazards that can occur in warm weather. Similarly, ArcelorMittal USA annually promotes WinterSafe and HolidaySafe programs to highlight seasonal hazards, including icy roads and severe weather, as well as the dangers of portable heaters and other potential home hazards.

Each safety initiative is highlighted in several internal communication vehicles for employees, including 1 Magazine, 1 Intranet, videos and posters, to ensure employees have access to these crucial messages throughout the year.



## Employee health

ArcelorMittal recognizes that employee health and wellness plays a critical role in improved employee safety, productivity and overall well-being. The combination of an aging workforce and rising healthcare costs makes it imperative for ArcelorMittal USA to take action on the issue of employee wellness. ArcelorMittal USA paid a total of \$244 million in medical costs for enrolled represented employees in 2014, a 10 percent increase over 2013, and recognizes these costs will likely continue to rise. Since 2008, the cost of medical coverage has increased by approximately 36 percent, with an average yearly increase of 5.2 percent.

To increase the wellness options available to our employees, we have continued to expand our activities through our Transforming YOU wellness initiative that was launched with the USW in 2011. Its mission is to encourage employees to engage in healthy lifestyles and create a culture of health and well-being leading to improved physical health, personal and professional success, and stability for employees and their families. The initiative covers a wide spectrum of activities, including awareness, nutrition and diet, fitness, education and medical screenings.

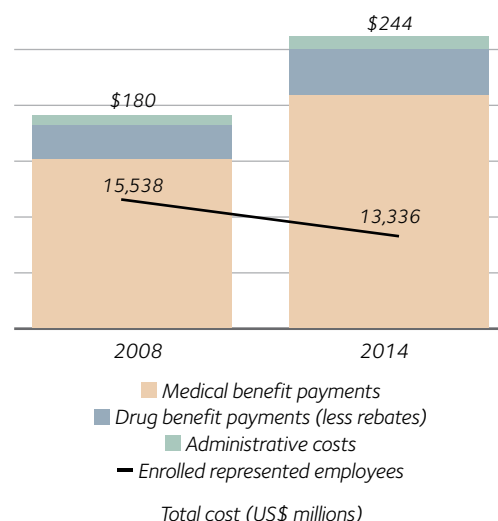
Increased focus continues to be placed on encouraging our employees to complete free biometric screenings. These screenings provide a snapshot of key metrics such as cholesterol, glucose, blood pressure and BMI, which can be used as a tool by employees to take proactive preventive healthcare measures. In 2014, 3,109 employees took advantage of the biometric screenings, a 33 percent increase over 2013.

Our 2015 goal is to achieve a 20 percent increase in participation over this year's results. All screenings and results are kept confidential. In addition to biometric screenings, ArcelorMittal USA offers a tobacco cessation reimbursement program to employees and spouses, reimbursing up to \$100 per individual for tobacco cessation products and services.

In order to further raise awareness of the wellness initiative in 2014, we published six issues of our Transforming YOU newsletter. The newsletter is available online to all employees and a hard copy is also mailed to the homes of USW members. We dedicated a section in each issue of 1 Magazine to wellness, featuring stories of "wellness champions" – employees who have made significant lifestyle changes in order to improve their health and well-being.

To further promote our focus on wellness, our USA facilities participated in our annual Health Week, September 29 through October 3, 2014, which emphasized preventive healthcare activities for both the workplace and home. Health Week events included the ArcelorMittal Global Walk/Run, health screenings, free flu shots and presentations about preventive health measures, such as healthy eating, fitness, heart health, smoking cessation and stress awareness. For example, a total of 1,879 ArcelorMittal USA employees took advantage of free onsite flu shots and almost 500 participated in the Global Walk/Run event.

**36 percent**  
increase in the cost of medical coverage since 2008, an average yearly increase of 5.2 percent



# Investing in our people (continued)

## Human rights

For ArcelorMittal USA, our employees are our greatest asset. We maintain and enforce a comprehensive, company-wide human rights policy based upon the United Nations Universal Declaration of Human Rights; the International Covenants for Civil and Political Rights, and Economic Social and Cultural Rights; and the International Labour Organization.

In the United States, our human rights policy ensures employees are protected and valued, focusing upon the areas of workplace harassment and inclusion. ArcelorMittal is an equal opportunity employer and has a zero tolerance policy for inappropriate conduct, workplace discrimination or harassment of any kind.

By the end of 2014, 87 percent of salaried employees have completed training on our human rights policy, with the goal of training the remaining salaried employees in 2015.

## Employee grievances

ArcelorMittal has a number of policies and training procedures in place to protect both our employees and the company. In the United States, we employ a whistleblower hotline that allows employees to report violations of business conduct 24 hours a day, seven days a week. This phone line and website are managed by the office of the USA general counsel. We explicitly communicate that there will be no retaliation for reports made in good faith. Reports can be submitted anonymously with as much or as little detail as an individual feels comfortable offering initially. All reports are taken seriously and are investigated and addressed in a timely manner.

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**87 percent**  
of salaried employees have  
completed training on our human  
rights policy



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## + Outcome 9: Pipeline of talented scientists and engineers for tomorrow

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### Training and development

ArcelorMittal USA provides training and development opportunities for salaried employees through our global ArcelorMittal University and the USA learning and development department. We offer both online and in-person training to help employees expand the professional and position-specific skills required in today's workforce.

ArcelorMittal USA employees participate in the Global Employee Development Program (GEDP), a process that is widely used across the entire ArcelorMittal group. In 2014, more than 4,000 U.S. employees participated in the GEDP.

In 2014, ArcelorMittal USA salaried employees participated in 147,672 hours of training. This is an increase of over 200 percent from 2013 due to a new mandatory course for managers on performance management. Salaried employees also are eligible for a tuition reimbursement program that helps them complete general undergraduate or graduate degree programs directly related to their job functions. In 2014, ArcelorMittal USA spent more than \$1.2 million on tuition reimbursement for undergraduate and graduate programs.

Our performance is guided by a code of business conduct and an anti-corruption policy. Our USA salaried employees receive training in both, with

re-training required every three years. As of year-end 2014, 81 percent of salaried employees were current in their business conduct training. In accordance with our three-year re-training cycle, the remaining employees will be trained during 2015. In addition, 93 percent of obligated employees completed the anti-corruption training.

Training of both our operating and maintenance workforce is a critical focus area for our company. In 2014, more than 584,000 hours were spent training our hourly employees, or upskilling those with basic craft knowledge. Our hourly employees receive training in five key areas: safety, operator training, line of progression, multicraft disciplines and upskilling. As the safety of our employees is our number one priority, we focus on training programs that ensure all of our employees are properly prepared for their daily tasks. Our employees working in operations participate in both line of progression training – training to learn higher level assignments – as well as operator maintenance training – training to learn how to perform routine maintenance tasks including inspections. Traditionally, steel facilities employed individuals who were trained in specific crafts such as welders, crane repairmen, electrical repairmen, millwrights, HVAC repairman, boilermakers or carpenters. Due to the changing environment of the industry, we have been consciously working to expand the skill set of our current craft employees by training them in all skills that fall under our two main positions of maintenance technician electrical and maintenance technician mechanical.

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## \$1.2 million

in spending on tuition reimbursement for employees attending undergraduate and graduate programs



# Investing in our people (continued)

## Future employees

America's steel industry has evolved significantly over time. The skills, training and education necessary to create quality steel products are more advanced and the need for innovation is more critical than ever before.

In addition to building a diverse employee population, an important business priority for ArcelorMittal USA is to ensure future employees are highly skilled and educated. Because our workforce has an average age of 49.1, we must have qualified, work-ready employees in our communities prepared to fill vacancies left by retirements. To address this challenge, in 2014 we both created and expanded several initiatives and partnerships with educational institutions and nonprofit partners.

One such program is ArcelorMittal's Steelworker for the Future®. Launched in 2008, the 2.5 year program combines classroom learning at a participating community college with paid, on-the-job training at an ArcelorMittal USA facility. At the completion of the program, students graduate with an associate in applied science degree in industrial technology with a concentration in electrical or mechanical maintenance, an education that can be used across the manufacturing industry. As of December 2014, approximately 93 percent of Steelworker for the Future® graduates work at ArcelorMittal. The average annual income of an ArcelorMittal maintenance technician is approximately \$90,000 by their third year of employment, plus benefits.

In 2014, we continued to expand our outreach to high schools located close to our facilities, making them aware of this career opportunity as well as emphasizing the benefits of learning a marketable, in demand skill through a program like Steelworker for the Future®. We also continued to conduct outreach to middle schools with an emphasis on the importance of math and science.

In addition to training skilled craftspeople, ArcelorMittal USA seeks to develop and recruit professionals in engineering, finance, business management and other areas. We have created partnerships with nine accredited four-year colleges and universities focused on engineering and business programs. Through our Campus Partnership Program, ArcelorMittal USA focuses on equipping students with the skills needed to succeed in the global marketplace and increasing opportunities for women and minority students.

Every summer, ArcelorMittal USA fills internship positions with qualified students from our partner colleges and universities. During the summer of 2014, 230 interns worked in various roles at ArcelorMittal facilities across the country. Additionally, ArcelorMittal hired and placed 139 new employees from our partner colleges and universities at our USA facilities in 2014.

For more information, visit:  
[www.workforarcelormittal.com](http://www.workforarcelormittal.com)  
[www.steelworkerforthefuture.com](http://www.steelworkerforthefuture.com)

## Steelworker for the Future® partner colleges

Cuyahoga Community College  
Ivy Tech Community College of Indiana  
Lakeland Community College  
Lorain County Community College  
Montgomery Community College  
Moraine Valley Community College  
Penn State Harrisburg  
Penn State York  
Prairie State College  
Purdue North Central  
West Virginia Northern Community College

## Campus Partnership Program colleges and universities

Colorado School of Mines  
Indiana University  
Michigan State University  
Michigan Technological University  
Missouri University of Science and Technology  
Ohio State University  
Pennsylvania State University  
Purdue University  
Rose-Hulman Institute of Technology



## Community investment in science, technology, engineering and math (STEM) education

ArcelorMittal invests in STEM education because we know that it is not only critical to the operation of our business, but also to the communities in which we operate. According to the Brookings Institution, as of 2012, STEM workers earned 21 percent more than individuals employed in non-STEM positions. The Business Center for a College- and Career-Ready America notes that the majority of the fastest growing occupations in the next decade will require at least some background in STEM.

STEM education is central to the USA's economic development goals and our ability to compete in a global economy. In addition, STEM careers provide significant societal benefits, including the development of new science, technology and sustainability efforts that improve our quality of life.

However, companies throughout the country report significant difficulty in filling these lucrative STEM positions due to a general lack of STEM skills among applicants. According to the Business Higher Education Forum, only 44 percent of twelfth graders in the United States are proficient in math. Of those, 61 percent are not interested in pursuing careers in STEM fields. That leaves a very small number of our youth – a mere 17 percent of all twelfth graders – who are both proficient and interested. This is especially an issue for ArcelorMittal, as in order for advanced manufacturing companies to compete in a highly competitive global marketplace, the industry needs an educated workforce with the knowledge and skills required to adapt and change as new technologies are developed in this fast-moving industry.

As a result, ArcelorMittal invests in the full continuum of the STEM education spectrum to ensure that students throughout the United States have access to STEM opportunities. Our goal is to increase student STEM skills while simultaneously fostering a lifelong love of STEM. ArcelorMittal USA accomplishes this through our programmatic-based grantmaking (detailed within the enriching our communities section of this report), employee volunteerism and mentoring and advocacy at the local and national level. In 2014, ArcelorMittal USA invested \$2 million in STEM education curriculum and initiatives.

For example, in Northwest Indiana, ArcelorMittal USA has partnered with Science Olympiad, a national nonprofit dedicated to exposing youth to STEM subjects. The organization targets students in middle and high school to increase interest in STEM careers through science projects completed on after-school teams and through competitions. In Science Olympiad, students are introduced to working scientists and engineers from companies including ArcelorMittal USA, who mentor students on projects aligned with possible STEM career fields throughout the year. The program also provides teachers with professional development opportunities, including a statewide peer STEM learning network. In 2014, ArcelorMittal USA supported Science Olympiad teams in 44 schools, impacting approximately 1,250 students in Northwestern Indiana.

ArcelorMittal USA plans to expand its work with both local and national STEM partners in 2015.

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**“Globally there is a shortage of STEM graduates available for the manufacturing industry. We have therefore decided to focus a large part of our community investment expenditure on STEM to directly address both the requirements of our steel plants and boost education in our communities.”**

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**Lakshmi N. Mittal**

*Chairman and chief executive officer  
ArcelorMittal*

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## This is what we're made of



### Case study: 50 years of employee pride

Few companies can say that they have employed an individual at the same location for 50 years. However, ArcelorMittal USA had the honor of celebrating this 50 year milestone with four individuals, and over 4,000 of their colleagues, at our Burns Harbor, Indiana facility in 2014.

In 1964, an ArcelorMittal USA predecessor company, Bethlehem Steel, started steel production within its new, state-of-the-art steelmaking facility in Burns Harbor. Although considered relatively new by many industrial standards, the Burns Harbor plant has undergone many technological changes over the past 50 years. Today this premier steelmaking facility is capable of producing an average of five million tons of product annually. Burns Harbor is one of ArcelorMittal USA's three integrated steel mills, transforming raw materials into steel. The plant produces steel products used for a diverse array of markets including appliance, automotive, construction, infrastructure, military and transportation applications.

Tony Teutemacher, an operating technician in quality assurance who began his career at the mill when it first opened in 1964, believes that the strength of the facility is its employees. "We have really good, intelligent people here. I've never really thought of going anywhere else. I enjoy what I do and that's why I've stayed here. As the mill grew over the years, it became like a little town where you get to know everybody and become good friends. It's a good place to work and you just don't leave that."

On September 20, Burns Harbor hosted an anniversary celebration for employees, retirees and their families. The onsite Deerfield Woods Training Center and surrounding area was transformed into a festival-like atmosphere for the 6,000 guests that attended the celebration. Retirees traveled from all over the U.S. to participate in festivities which included facility tours, entertainment and displays illustrating the history of the plant over the last 50 years.

John Mengel, vice president and general manager of ArcelorMittal Burns Harbor, stated of the occasion, "Working in a steel mill is not for everyone. The same could be said for any job. Manufacturing is noble. It is honest, hard work with good compensation. Challenging technical problems face the workforce daily. Often, personal and family sacrifices are the sustaining mode. Yet, in the end, there is a certain camaraderie built among those men and women who choose this career. These are the people for whom the anniversary celebration was held. It was an opportunity for workers to showcase to their families their contributions to our community and to modern living. The event provided a unique venue to exchange stories and display their pride with their children, grandchildren and with retirees. It served as a way to say 'thank you' for the roles and contributions of others – from past and present top management and union leadership to entry-level workers."



## 2014 Highlights

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**\$66** million  
contributed by  
ArcelorMittal USA  
toward global  
research and  
development efforts

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**32.7** percent  
of each ton of  
steel produced at  
ArcelorMittal USA  
is from recycled  
scrap steel

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**100** percent  
of our steelmaking  
facilities are ISO 14001  
certified

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**Partner**  
Better Buildings, Better  
Plants Program and  
ENERGY STAR®

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# Making steel more sustainable

⊕ This section describes our progress toward the following sustainable development outcomes:

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Outcome 2: Products that accelerate more sustainable lifestyles

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Outcome 3: Products that create sustainable infrastructure

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Outcome 4: Efficient use of resources and high recycling rates

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Outcome 5: Trusted user of air, land and water

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Outcome 6: Responsible energy user that helps create a lower  
carbon future



**Through the efforts  
of plant employees  
and the support of management,  
24 energy projects  
were developed and implemented  
in 2014 with an energy savings  
of more than \$20 million,  
the equivalent of powering  
25,000 homes for a year.**

# Making steel more sustainable

## Making steel more sustainable: 2014 activities

	Our commitments	Our progress	Next steps
Management systems	Maintain ISO 14001 certification for steelmaking facilities in operation	 Maintained ISO 14001 certification for steelmaking facilities in operation	Continue to maintain ISO 14001 certification for steelmaking facilities in operation and utilize the environmental management information system to make continuous improvements in how we manage our environmental performance
Knowledge retention	Ensure transfer of knowledge to new environmental professionals	Continued implementation of a formal training and recruitment program for the environmental department	Continue to recruit and train environmental professionals for positions on the environmental team
Energy management	Reduce energy consumption by 1 percent per year for 10 years (with 2013 as the baseline) Continue our partnerships with ENERGY STAR® and the U.S. Department of Energy (DOE)	Attained a 0.365 percent reduction in 2014 when compared against 2013 Participated with ENERGY STAR® and the DOE in energy reduction efforts	Continue to work toward goal of reducing energy intensity by 10 percent across the USA by 2023 (approximately a 1 percent reduction annually) and continue participation with ENERGY STAR® and the DOE

### + Outcome 2: Products that accelerate more sustainable lifestyles

#### Product innovation and design

Steel is one of the most versatile materials in the world. It is 100 percent recyclable and is critical in making products that accelerate modern lifestyles, such as cars and consumer goods, more environmentally friendly and energy efficient throughout their lifecycle. As an industry leader in sustainability, it is our responsibility and commitment to actively manage and explore opportunities to reduce our environmental footprint by creating breakthrough technologies and products to address sustainability challenges.

Being at the forefront of innovation and customer collaboration in the industry will put us ahead of our competitors as the material and steel manufacturer of choice for our customers. To that end, in 2014, ArcelorMittal USA contributed \$66 million toward global research and development efforts.

Our modern lifestyles are enhanced by steel. Not including automobiles, it is estimated that the typical household contains more than 1,000 pounds of steel. ArcelorMittal supplies steel products for a multitude of consumer applications, from washing machines to water heaters and fans to fencing.

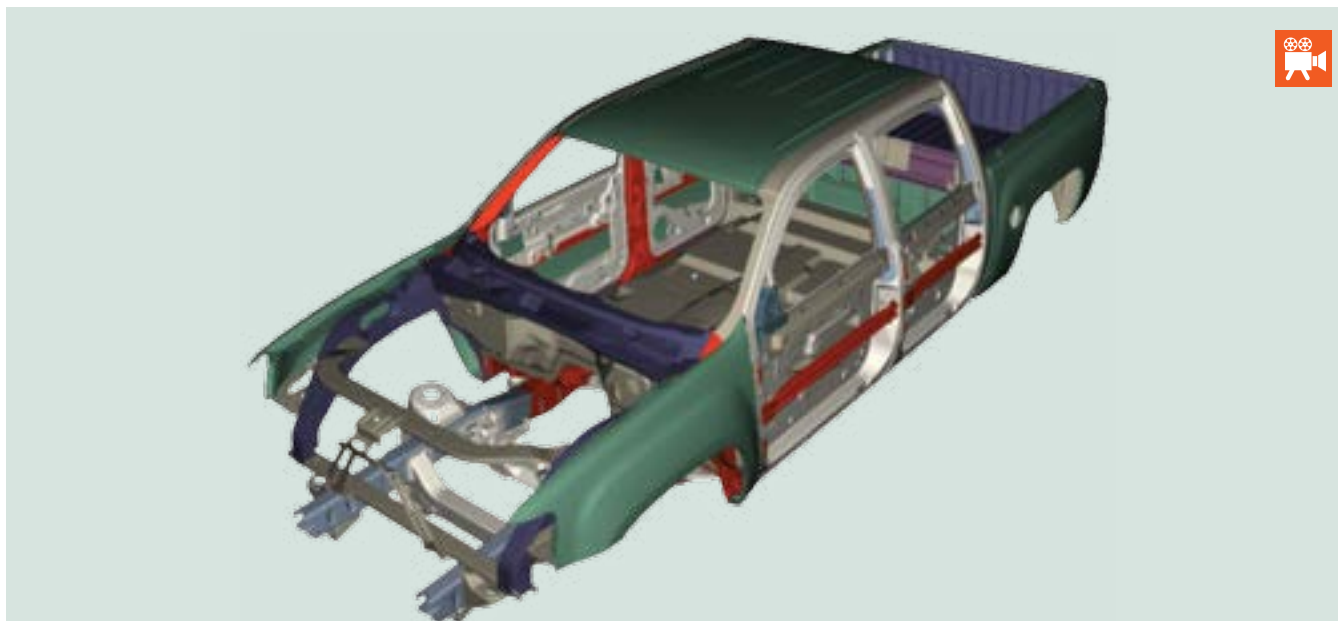
#### Automotive innovation

In 2012, the Obama Administration announced Corporate Average Fuel Economy (CAFE) and greenhouse gas standards that will require a doubled fuel economy to 54.5 miles per gallon (MPG) for the 2025 vehicle fleet. This standard is not being met by powertrain improvements alone – manufacturers are looking to decrease vehicle weight to boost fuel economy. As the automotive industry is one of our major stakeholders, we are dedicated to developing new products and steel solutions that meet the ever-changing needs of the industry.

For example, ArcelorMittal has collected evidence further demonstrating the potential of advanced steel products in helping automakers meet the CAFE standards of 54.5 MPG by 2025. Specifically, based on U.S. Environmental Protection Agency (EPA) and National Highway Traffic Safety Administration (NHTSA) modeling, advanced high strength steels (AHSS) can deliver vehicle light-weighting benefits at a lower cost to the consumer and with less environmental impact than alternative solutions such as aluminum, magnesium or carbon fiber. The EPA and NHTSA models show that the weight reduction achieved with current and emerging AHSS products, combined with the improvements in powertrain technologies anticipated by the EPA and NHTSA, can get vehicles to the new 54.5 MPG standards.

The models further show that the weight reduction offered by AHSS provides one of the largest improvements in fuel economy, and the single largest improvement in efficiency per dollar spent than any other known fuel economy improvement technology. Most important to the purpose of the CAFE standards, AHSS create a lower lifecycle carbon footprint vehicle than one manufactured from other, more energy- and emissions-intensive alternatives such as aluminum or carbon fiber. The production of one ton of aluminum requires five times the energy required to make one ton of AHSS. As a result, steel provides automakers with an opportunity to create a lower lifecycle carbon footprint vehicle than one manufactured from aluminum or carbon fiber. In addition, an aluminum car requires twice the amount of CO<sub>2</sub> to manufacture than a car made of AHSS, since the body structure accounts for about one third of the curb weight of a typical vehicle. ArcelorMittal is currently the leading steel provider by market share to the world’s automotive market, with a strong presence in the United States.

## This is what we're made of



### Case study: Innovating a safer and lower carbon automotive future

As the automotive industry strives to reach aggressive safety standards and new, stringent tailpipe emissions and fuel economy standards by 2025, automakers are looking to achieve the optimal balance of weight, performance and cost. We cannot deny that there has been acceleration in the development of lighter, stronger metals, but we are confident that steel can provide the weight reduction that auto producers require to satisfy the new fuel efficiency standards, for all types of vehicles. ArcelorMittal's advancements in lightweight, high strength steels enable today's automakers to address the challenge of providing vehicles that perform well in environmental, safety and crash performance.

"That may come as a surprise to some as other materials talk about being 30 or 40 percent lighter than steel, but that's only accurate if you are using the steel of 2005 as a comparison," said Blake Zuidema, director of automotive product applications, ArcelorMittal. "Today, we are working with completely different steels, which are the results of hundreds of millions of dollars of investment."

In the United States, ArcelorMittal is the largest steel supplier to the automotive industry. We operate four steelmaking and processing facilities and five finishing facilities that serve the automotive market, along with one global research and development center primarily devoted to research on flat products, including automotive.

ArcelorMittal's commercially available advanced and ultra high strength steels, coupled with emerging and longer-term breakthrough steels, are at the forefront of the automotive industry. Over the next three to four years, we expect to commercially release a steady stream of important new products for the automotive industry, resulting in reduced weight and emissions while not compromising on safety.

In September 2014, ArcelorMittal launched the S-in motion Steel PickUp to reduce the average weight of the North American light truck market. Using currently available advanced high strength steels and press hardenable steels such as Usibor® 1500 and Ductibor® 500, the solutions can achieve weight savings up to 23 percent over a 2014 baseline vehicle. The S-in motion Steel PickUp complements the original S-in motion program launched in 2010 which offers steel solutions for 63 parts of a typical C-segment vehicle and weight savings up to 22 percent.

"The steel industry is constantly in a state of technological revolution. Our steels for the automotive sector are a perfect example," said Brad Davey, chief marketing officer, ArcelorMittal North America Flat Rolled. "Steel's strength has multiplied by almost 10 times over the past 20 years, from 270 to 1700 megapascals tensile strength. These are phenomenal changes. And we don't know where the limit is in terms of product development. Every day we open up new frontiers and do things which yesterday didn't seem possible."

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## + Outcome 3: Products that create sustainable infrastructure

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### Infrastructure solutions

ArcelorMittal is also committed to providing building, transport and other infrastructure solutions that facilitate a more sustainable world. Construction is an important market and a prime focus of ArcelorMittal's research and development work in the construction sector is on the development of zero-energy or even positive-energy buildings. Rather than simply providing steel components, the approach is holistic, encompassing a variety of techniques. Areas in development now include models that directly integrate renewable energy sources into buildings through steel products.

ArcelorMittal USA is also one of only three domestic manufacturers that produce rail. ArcelorMittal's facility in Steelton, Pennsylvania has produced steel rails for over 147 years and is capable of producing one million tons of raw steel annually, serving rail customers such as the Metropolitan Transportation Authority in New York City and the Washington Metro. In addition, the Steelton facility is the only producer of tram rails in the U.S., and is currently providing materials for the construction of the new Kansas City streetcar system.

ArcelorMittal USA has long taken the lead among North American steel companies in the development of plate for bridge applications, including more corrosion-resistant steels. Our steel is used in bridges across the country, including the upgrade to the Tappan Zee Bridge, across the Hudson River north of New York City. The project is the largest transportation design-build project to date in the United States and is one of the largest construction contracts in New York history. Our facilities in Burns Harbor, Indiana and Coatesville and Conshohocken, Pennsylvania are providing 160,000 tons of high performance steel for the project. The bridge, set to be completed in 2018, will support the transportation of over 138,000 daily users.

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## + Outcome 4: Efficient use of resources and high recycling rates

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### Recyclability of steel

Steel is the most recycled material in the world – more than aluminum, paper, gas and plastic combined. One reason for this high rate is that steel is continually recyclable, meaning that it can be recycled time and again without compromising the material's quality. Since 1988, more than one billion tons of steel have been recycled by the North American steel industry, according to the American Iron and Steel Institute. When steel is recycled, 74 percent of the energy that would be used to create steel purely from raw materials is conserved. In addition, every ton of steel recycled conserves 2,500 pounds of iron ore, 1,400 pounds of coal and 120 pounds of limestone. Production through an integrated steelmaking facility allows for high quality steels that are able to meet more advanced applications.

In total, 32.7 percent of each ton of steel produced at ArcelorMittal USA is from recycled scrap steel. Beyond the recycling of steel itself, ArcelorMittal also recycles many co-products and byproducts of the steelmaking process:

- Slag is recovered and reused to build roads, create fertilizer or make glass
- Iron oxide salvaged from making tin cans is reused to make magnets, ship ballasts and concrete
- Blast furnace and coke oven gas is captured and used to create electricity



# Making steel more sustainable (continued)

## + Outcome 5: Trusted user of air, land and water

### Environmental management

We are always looking for new and innovative ways to manage and minimize our environmental impact. In 2014, 100 percent of our steelmaking facilities in operation maintained their ISO 14001 certification status from the International Standardization Organization. Adhering to this voluntary environmental management framework demonstrates our commitment to minimizing the impact steelmaking has on the environment. Our facilities are regularly audited by internal and external staff to evaluate regulatory and permitting issues.

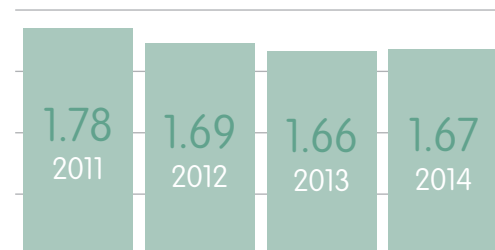
To unify and standardize environmental data collection across our facilities, the environmental team has implemented an automated, integrated and upgradable Environmental Management Information System (EMIS). This cloud-based system enables ArcelorMittal USA to manage large quantities of data and produce near-time, credible and certifiable environmental compliance data. This increased ability to collect and organize critical data enables our environmental team to continue improving its processes, reduce risk and lower the overall costs of environmental management. The EMIS is being implemented USA-wide, beginning at the largest facilities and those with the greatest data needs. By the end of 2014, the EMIS was being utilized by six of our facilities with plans to include more programs at these facilities and develop new implementations at an additional six facilities in 2015.

### Air and particulate emissions

ArcelorMittal USA is actively pursuing air emissions reduction through the implementation of energy efficiency projects and by taking advantage of natural gas as the more environmentally sustainable and economically competitive fuel of choice for our blast furnace operations. While our CO<sub>2</sub> emissions increased from 1.66 to 1.67 tons of CO<sub>2</sub> per ton of steel produced in 2014, ArcelorMittal USA's CO<sub>2</sub> emissions continue to be lower than the global industry average, which is 1.8 tons of CO<sub>2</sub> per ton of steel produced, as reported by the World Steel Association. This increase is due to the inclusion of two new facilities into our metrics.

Reducing CO<sub>2</sub> emissions to manage climate change is important to ArcelorMittal and the steel industry as a whole. Globally, we are committed to cutting our CO<sub>2</sub> emissions by eight percent per ton of steel produced by 2020. In the USA, we primarily address climate change through energy efficiency projects at our facilities and through product innovation. The products produced by ArcelorMittal USA are now and will continue to be mitigation enablers in industries that utilize steel in their products. By increasing efficiency, strength and durability in steel products, studies show the use of steel in the automotive, construction and other industries will create significant CO<sub>2</sub> savings, with ArcelorMittal playing a significant role in responding to climate change.

### Tons of CO<sub>2</sub> emissions per ton of steel produced



## Land and biodiversity

We believe we have a responsibility to protect local biodiversity and ecosystems in the environments where we operate. Nine of our steelmaking facilities sit along the Great Lakes and its watershed, a very rich ecosystem. We work with those facilities to identify on-site areas for restoration and preservation, as well as stewardship opportunities in the surrounding communities.

For example, since 2012, ArcelorMittal USA has worked with the nonprofit organization, Wildlife Habitat Council (WHC), to restore and conserve land within our facilities. This includes the restoration of over 40 acres of on-site dune and swale habitat and an employee walking trail at our Burns Harbor, Indiana facility. The restoration work at Burns Harbor resulted in the facility's certification by WHC as a Corporate Lands for Learning site in 2013 and as a Wildlife at Work site in 2014.

ArcelorMittal USA also funds environmental projects in our local communities, as outlined in the enriching our communities section of this report. These projects largely focus on environmental education and conservation within the footprint of our facilities and their surrounding communities.

## Water

Water plays a critical role in the production of our steel and the transport of both raw materials and finished products. Our USA facilities have permits for the water we discharge, dictating the cleanliness of the water, as well as monitoring and reporting requirements. In 2014, we withdrew 1.3 billion m3 of water for our operations. Seventy percent of water is considered non-contact, or water that is used to cool operating equipment. Non-contact water is returned to its source in accordance with strict regulatory guidelines.

The water that contacts steel or is exposed to contaminants from the production process is segregated and treated using advanced control technology before being returned to its source in accordance with state and federal standards. This process is similar to how non-contact water is returned to its source.

Recognizing the importance of water within our business and our communities, we continued our leadership role in Sustain Our Great Lakes (SOGL), a public-private partnership with the National Fish and Wildlife Foundation, U.S. EPA, U.S. Fish and Wildlife Service, U.S.D.A. Forest Service, the National Oceanic and Atmospheric Administration and U.S.D.A. Natural Resources Conservation Service. Sustain Our Great Lakes' mission is to restore and protect fish, wildlife and habitat throughout the Basin by leveraging funding, building conservation capacity and focusing partners and their resources on key ecological issues. Since 2008, the program has made \$49 million in grants, which when combined with \$50 million in grantee match,

has resulted in a \$99 million conservation investment in the region. Key highlights to date include:

- 34,134 acres of wetland, coastal and upland habitat restored
- 1,574 stream miles of aquatic connectivity restored
- 199 fish barriers removed
- 197 miles of stream and riparian habitat restored

ArcelorMittal and its partners have built upon the success of SOGL with the Chi-Cal Rivers Fund. Also a public-private partnership administered by the National Fish and Wildlife Foundation, the Fund restores the health, vitality and accessibility of the waterways in the Chicago and Calumet region by supporting green stormwater infrastructure, habitat enhancement and public use improvements. Since 2013, the Chi-Cal Rivers Fund has made \$2.1 million in grants, which when combined with \$3.8 million in grantee match, has resulted in a \$5.9 million investment in the region. Key highlights to date include:

- Enhancing 692 acres of riparian, wetland and upland habitat
- Improving 8,600 feet of in-stream and riparian habitat
- Adding more than 4 million gallons of storm water storage capacity
- Adding or improving nearly 17 acres of new public park space

For more information, please visit:  
[www.sustainourgreatlakes.org](http://www.sustainourgreatlakes.org)  
[www.nfwf.org/chi-cal](http://www.nfwf.org/chi-cal)



# \$99 million

Sustain Our Great Lakes' total conservation investment in the region since 2008

## This is what we're made of



### Case study: New AM/NS Calvert facility preserves and reflects the environment

In 2014, we were proud to add AM/NS Calvert, recognized as one of the most advanced steel finishing facilities in the world, to the ArcelorMittal family. The plant is our newest joint venture with Nippon Steel & Sumitomo Metal Corporation. Located in Calvert, Alabama, AM/NS Calvert was acquired in February 2014 and operations resumed immediately under its new name and ownership.

While AM/NS Calvert is notable for its state-of-the-art technology considered by many in the industry to be the most advanced in the world and for its annual production capacity of 5.3 million tons of steel (including high strength steels used to produce more fuel efficient vehicles), it is also known for its environmentally minded construction and design. As the largest newly built steel facility in the United States in 40 years, great care was taken during its construction to ensure its environmental sustainability. The plant was built as a greenfield construction project beginning in 2007, meaning that the land was previously vacant and its surroundings were preserved in their natural habitat through the construction and design process whenever possible. The site includes a footprint of 1,500 acres, including 2.8 million square feet under roof.

The AM/NS Calvert facility design, which reflects the beauty of the local natural habitat, was created by Friedrich Ernst V. Garnier. The plant's bright interior and exterior color scheme in hues of green, blue and brown is meant to complement the sounding natural environment, provide more pleasant work spaces, and symbolize its advanced state-of-the-art departure from outdated mass production facilities. The unique design of the facility also features large multi-story windows that draw natural light into the interiors.

The location for AM/NS Calvert was chosen in part for its strategic placement on the Mobile-Tensaw River Delta, the second largest river delta and wetland in the United States. Each year, it is estimated that 90 percent of the resident birds in the Eastern United States use its bottomlands. The Port of Mobile feeds into one of the country's largest waterway systems with 15,000 navigable miles connecting 23 states. As water is critical to the steelmaking process, we ensure that we respect these natural resources through strict environmental procedures and some the latest environmental technologies available. In addition, we have formed a partnership with the nonprofit organization Mobile Baykeeper, to support their efforts in preserving and protecting this invaluable ecological watershed.

## ➕ Outcome 6: Responsible energy user that helps create a lower carbon future

### Increasing energy efficiency

ArcelorMittal is a major energy consumer, with 15 percent of our conversion cost – the cost to transform raw materials into finished steel products – directly related to energy. In response, ArcelorMittal is fuel switching by using more natural gas in our furnaces in place of metallurgical coal or coke. In 2014, our blast furnace operations increased the use of natural gas by 2 percent over 2013. Not only is natural gas more energy efficient, but it is also cleaner and helps to reduce our CO<sub>2</sub> emissions. We are working to identify and implement ongoing, innovative solutions to increase the sustainability of operations, reduce greenhouse gas emissions and protect the environment and natural resources, all while saving costs.

In 2014, ArcelorMittal USA continued to work with the U.S. Department of Energy (DOE) in the Better Buildings, Better Plants Program, which supports the Obama administration's target to increase energy productivity in the United States. It is a nationwide, voluntary partnership initiative that offers companies support to achieve their energy goals through training, technical sharing and educational services along with national recognition. ArcelorMittal joined the program in 2013 and committed to reducing its energy intensity by 10 percent across 17 plants in the USA by 2023. ArcelorMittal USA is the only integrated steel company to join the program and is one of 150 DOE Better Plants Program Partners, representing more than 2,300 manufacturing facilities nationwide.

### Energy management

Our energy strategy is led by a team of dedicated professionals that includes a manager of continuous improvement, a manager of energy procurement, our USA energy committee and local facility energy champions.

The USA energy committee discusses priorities and shares best practices via a monthly conference call. They also meet in person at the annual Americas Energy Roundtable, where sites across the region come together to discuss opportunities and successes. Through the efforts of the plant employees and the support of management, 24 energy projects were

developed and implemented in 2014 with an energy savings of more than \$20 million, the equivalent of powering 25,000 homes for a year.

Our electric energy usage is monitored on a daily basis by each facility using a real-time energy usage software. Facilities are able to see their usage and adjust operations appropriately during peak times and seasons thereby minimizing the impact on the resource and manage internal costs. Through targeted energy improvement projects, ArcelorMittal USA works to improve energy efficiency in order to increase our sustainability performance. In total, 43.2 percent of the total electrical energy used in steel production at our integrated facilities was generated by capturing and reusing coke oven and blast furnace gas.

In recognition of our efforts, ArcelorMittal USA is the first and only steel company to be recognized as an ENERGY STAR Partner of the Year by the U.S. EPA.

Every ArcelorMittal USA facility plays an important role in energy management by identifying new ways to reduce energy use, costs and emissions. During 2014, ArcelorMittal USA's three integrated facilities – Burns Harbor, Cleveland and Indiana Harbor – our largest and most energy intensive operations, continued to update their 10-year energy roadmaps. Other facilities worked to develop five-year energy roadmaps. These energy roadmaps contain goals and projects designed to enable the plants to attain specific energy reductions. The roadmaps are updated and reviewed annually.

In October 2014, ArcelorMittal USA participated in National Energy Awareness Month for the sixth year, showcasing employee projects and progress toward reducing energy use at work. To raise awareness of energy savings, we launched an employee energy innovation contest, rewarding ideas for the identification of energy conservation projects.

Energy awareness events included the ArcelorMittal Burns Harbor Energy Fair, attended by approximately 900 employees. The event included more than 15 customers and suppliers, who showcased their latest products and services. A highlight of the fair included many new, energy-efficient cars produced with ArcelorMittal steel. The event also featured a display highlighting the facility's energy projects, which have totaled \$18 million in savings over the past three years.

# 43.2 percent

of the total electrical energy used in our integrated steel facilities was generated by capturing and reusing coke oven and blast furnace gas, equating to 2,103,464 self-generated megawatt-hours



## This is what we're made of



### Case study: Going beyond environmental compliance

ArcelorMittal believes that being a responsible steward of the environment often means taking our efforts beyond our governmental regulations. When a water permit at our Indiana Harbor facility recently came up for renewal, the engineers, operators and environmental team decided to see if there was a way to go beyond water treatment to water reuse.

In 2014, the No. 3 Steel Producing facility at Indiana Harbor became the only steel shop in the United States considered to be a zero discharge steelmaking operation.\* Process water from the ladle metallurgy facility and caster goes through a treatment facility and gets reused to cool the gas collected by the basic oxygen furnace hoods. According to engineer Simonne Benoit, one of the goals of the Clean Water Act, which was signed into law in the early 1970s, was the concept of zero discharge. But very few industries have been able to meet that goal.

"What's been done at Indiana Harbor is an example of great innovation," said Benoit. "And it demonstrates how employees here are committed to environmental excellence. People want to do the right thing and, in this case, go above and beyond the regulations to ensure our beaches and Lake Michigan remain clean."

The system reuses about 500,000 gallons of water each day, water which previously was discharged into the Indiana Harbor ship canal and subsequently to Lake Michigan. Benoit credits the environmental successes at Indiana Harbor to teamwork and cooperation, saying, "Operators want to do the right thing, and it's our job in the environmental department to communicate what that is; and ultimately to help get it done."

*\* While officially classified as a zero discharge system, water is occasionally discharged into the Indiana Harbor ship canal when the BOF is not in operation. During these events, the water is treated and discharged in accordance to the facility's National Pollutant Discharge Elimination System permit limits under the Clean Water Act.*



## 2014 Highlights

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499

stakeholder meetings

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15 percent

increase in community  
investment to local  
nonprofits

---

99

company sponsored  
volunteer projects

---

More than

20,000

employees

---

\$2.1 billion

contribution through  
wages and benefits

---

70

percent

of workforce is  
represented by a  
collective bargaining  
program

# Enriching our communities

⊕ This section describes our progress toward the following sustainable development outcomes:

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Outcome 8: Active and welcomed member of the community

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Outcome 10: Our contribution to society measured, shared and valued



In 2014, ArcelorMittal USA  
and its employees  
**invested**  
**\$8.3 million**  
in nonprofit organizations  
across the United States.

# Enriching our communities

## Enriching our communities: 2014 activities

	Our commitments	Our progress	Next steps
<b>Direct stakeholder engagement</b>	Ensure that all major facilities have community engagement plans in place	🎯 Held 499 meetings with stakeholders, including employees, peers, customers, local public officials, community members and nonprofit organizations	Engage all facilities in the creation of a comprehensive corporate responsibility/sustainable development plan Continue tracking stakeholder engagement meetings monthly
<b>Community investment</b>	Maintain sustainable investments in our communities	🎯 Awarded \$6.8 million in grants to nonprofit partners working in our communities	Identify qualified partners and investment opportunities both nationally and locally focused on STEM education, environment, and health and safety
<b>Employee activity in the community</b>	Ensure employees are able to proactively engage in their communities through collaboration with nonprofit organizations on key social issues	ArcelorMittal USA and our employees provided \$2.2 million to our local communities through the company's Give Boldly employee matching gifts program	Continue the execution of the Give Boldly matching gifts program and partnering with nonprofit organizations through financial grants and volunteerism
<b>Employee relations</b>	Engage in open and constructive dialogue with employees	Published and mailed seven issues of the internal news publication, 1 Magazine, to employee homes, resulting in more than 20,000 impressions	Continue to provide opportunities for dialogue between employees and management at all facilities

### + Outcome 8: Active and welcomed member of the community

#### Stakeholder engagement

Frequent meetings with our stakeholders are crucial to maintaining an open dialogue. In 2015, ArcelorMittal USA held 499 meetings with stakeholders that included employees, peers, customers, local public officials, community members, nonprofit organizations and others, providing an opportunity to ask questions, identify potential issues of significance and share ideas and expectations. Through these meetings, we identified material issues and determined thoughtful responses to questions and concerns from our stakeholders. This approach continues to promote our culture of transparency.

ArcelorMittal USA also operates community information telephone lines for facilities in our primary communities. This practice ensures that community members have the ability to connect

directly with their local facilities. Many facilities also offer email addresses for stakeholders to contact management. These multiple systems allow our staff to respond in a timely fashion to concerns, questions or comments from our communities.

#### Community investment

In 2014, ArcelorMittal USA provided \$6.8 million in cash grants to support nonprofit organizations working in three key areas: science, technology, engineering and math (STEM) education, environment, and health and safety. By strategically focusing our giving on these three areas, we are able to create deep partnerships with the nonprofit organizations we support and ensure those partnerships create measurable and long-lasting results. For ArcelorMittal USA, supporting our communities and the nonprofits within them extends far beyond financial donations. We actively engage with our community partners to affect change locally and believe in having 360-degree partnerships that emphasize not only financial support, but also volunteer opportunities for ArcelorMittal employees.

#### Total community investment (in millions)\*



\* Includes cash grants, employee donations and company matching gifts

# Enriching our communities (continued)

## STEM education

The cornerstone of ArcelorMittal's global community investment program is supporting STEM education. In the United States, ArcelorMittal USA has a history of strong investment in STEM organizations and programming within our local communities. In 2014, 36 percent of our USA grant funding was allocated to educational nonprofits, 88 percent of which was STEM focused.

Modern steelmaking is cutting-edge, exciting and globally competitive. Our ongoing success depends on the education of talented scientists and engineers who will become the next generation of leadership in our society and in this industry. ArcelorMittal invests in education in our communities with the knowledge that learning is essential to an individual's economic success, in developing future leaders and creating stronger communities. We invest in education partners who are developing STEM curricula both in and out of school environments and enhancing students' critical skill sets to solve future challenges in building sustainable lifestyles and infrastructure in our communities. Examples of education partnerships in 2014 include the following:

- ArcelorMittal USA continued to expand its work with the Great Lakes Science Center and its Great Science Academy (GSA). This program engages a diverse group of Cleveland sixth- through ninth-graders in a year-round and project-based STEM curriculum and features deep content learning, creative problem solving and access to STEM industry professionals. Educators

focus on the kinds of learning experiences and mentoring that nurture emerging STEM skills and sustain high-level interest and engagement. In addition to supporting this programming in 2014, ArcelorMittal USA funded a sustainability and infrastructure improvement project to aid the organization in scaling this successful program model.

- ArcelorMittal USA, together with our joint venture partner Nippon Steel & Sumitomo Metal Corporation, launched a new community partnership at our AM/NS Calvert facility with the Gulf Coast Exploreum Science Center in Mobile, Alabama. The Center's mission is to provide unique, hands-on STEM learning opportunities outside of the classroom. The 2014 grant supports the development of a new exhibit on the history of space exploration. The exhibit will drive interest in math and science, reaching an estimated 10,000 students and general visitors upon its opening in 2015.
- In 2014, ArcelorMittal USA continued its partnership with the Virginia Community Education's "Engineering, Cool!" program in Virginia, Minnesota. The program engages engineers and scientists from local companies in leading STEM after-school activities with fifth and sixth grade students. A total of six topics are covered annually, ranging from bridge design and facilities engineering to surface water quality and chemistry. The program culminates with a field trip to the Duluth Children's Museum where students participate in activities such as rocket launching and art robotics.

"Our partnership with ArcelorMittal allows us to provide robust, immersive experiences in science, technology, engineering and math for girls who may not otherwise have these opportunities. We spark an interest in the girls who will no doubt become the game-changing workforce we need. We are grateful to ArcelorMittal for supporting our efforts to foster the brilliance of our girls, celebrate their potential and invest in a better future for all of us."

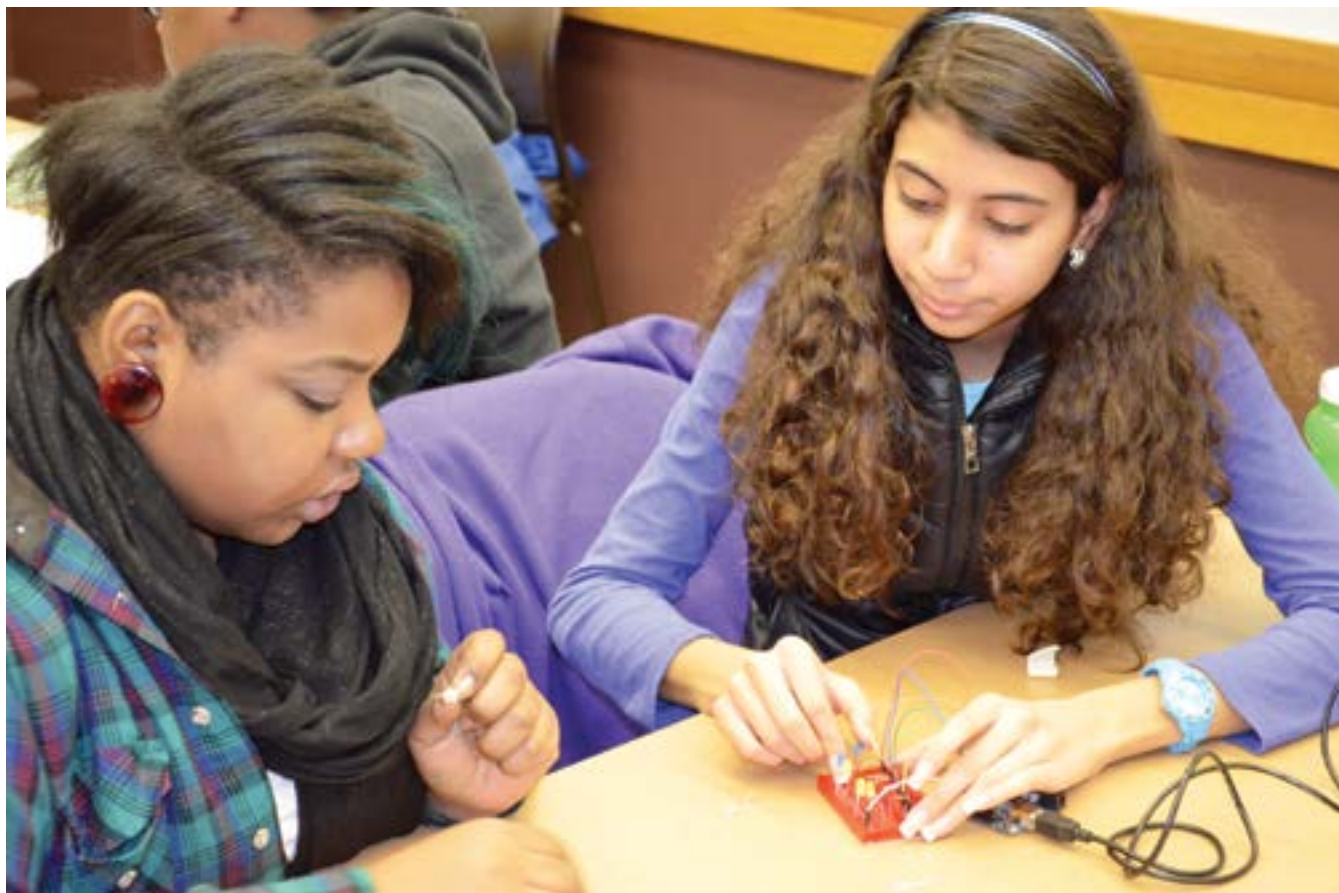
**Nancy L. Wright**

*Chief executive officer*

*Girl Scouts of Greater Chicago and Northwest Indiana*



## This is what we're made of



### Case study: Inspiring a future generation through STEM

It is no secret that our nation's future STEM workforce is crucial to the USA economy and its competitiveness in a global market. In addition, STEM careers are well paid and in high demand. The U.S. Department of Commerce estimates that because the field is growing at twice the rate of non-STEM fields, by 2018 the nation will have more than 1.2 million unfilled STEM jobs because there will not be enough qualified workers to fill them.

However, it is simultaneously true that women and minority populations are substantially under represented in STEM fields. According to the U.S. Office of Science and Technology Policy, women in STEM jobs earn 33 percent more than those in non-STEM occupations and experience a smaller wage gap relative to men. However, U.S. News and World Report notes that women represent only 18 percent of the total advanced manufacturing workforce and 24 percent of all engineers. Similarly, African-American and Latino workers represent 16 percent of the advanced manufacturing workforce and 12 percent of the engineering workforce. Research demonstrates that access to quality STEM curricula and exposure to potential career pathways and mentorship will be critical to bridging this disparity.

To address this need, ArcelorMittal USA launched its Girls and Minorities in STEM grant initiative. Nationwide, ArcelorMittal USA engages with STEM programs that work specifically with traditionally under represented populations in STEM, and at a national level identified five nonprofit organizations in the greater Chicago and Northwest Indiana region with the goal of engaging girls and minorities in STEM subjects. A total of \$125,000 was provided to these five organizations in 2015. Each organization serves a specific population and age group, ensuring that the initiative impacts girls and minorities from first grade through college. Partner organizations include the Girl Scouts of Greater Chicago and Northwest Indiana, Project SYNCERE, the Society of Women Engineers, Step Up and the YWCA of Metropolitan Chicago. Grantees expect to engage more than 1,500 youth during their 2014-2015 school year programming.

Nancy L. Wright, chief executive officer, Girl Scouts of Greater Chicago and Northwest Indiana, stated of the new initiative, "Our partnership with ArcelorMittal allows us to provide robust, immersive experiences in science, technology, engineering and math for girls who may not otherwise have these opportunities. We spark an interest in the girls who will no doubt become the game-changing workforce we need. We are grateful to ArcelorMittal for supporting our efforts to foster the brilliance of our girls, celebrate their potential and invest in a better future for all of us."

# Enriching our communities (continued)

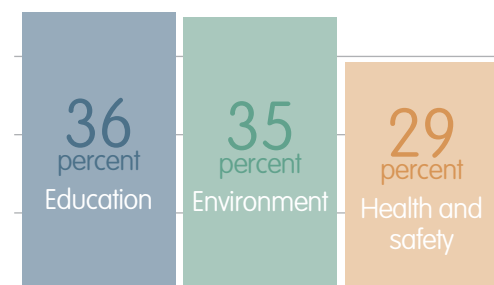
## Environment

The support and conservation of our shared environment is a monumental priority for ArcelorMittal USA, accounting for 35 percent of our national funding in 2014. We partner with organizations protecting and restoring the environment through water and land restoration, environmental education and energy conservation. As sustainability is core to our business, we also fund programs that focus on the creation of green spaces, green infrastructure and green jobs. Examples of environmental partnerships in 2014 include the following:

- ArcelorMittal USA launched the Calumet Land Conservation Partnership (CLCP) in 2014 to increase collaboration of its conservation partners in the Calumet region of Northwest Indiana. Over an initial three-year period, the partnership is collaborating on issues related to land protection, conservation and key policies to support conservation and protection in the region. Participating organizations include the Field Museum of Natural History, the Metropolitan Planning Council, The Nature Conservancy – Indiana Region, National Parks Conservation Association, Save the Dunes Conservation Fund, Openlands and the Shirley Heinze Land Trust. In December 2014, group members proposed the Little Calumet Riparian Corridor as a designated area for the Bicentennial Nature Trust (BNT) in Indiana, and successfully achieved BNT designation and \$1 million in funding for local restoration in the region.

- In Coatesville, Pennsylvania, ArcelorMittal USA has supported the Brandywine Valley Association's restoration, preservation and conservation efforts since 2009. Grants have advanced watershed conservation in the Coatesville region through on-the-ground conservation activities and educational programming. With the help of 40 ArcelorMittal USA volunteers and other community members in 2014, the annual Brandywine Creek Clean Up event collected a total of 1,960 pounds of debris from 25 miles of stream. We also supported the organization's environmental education work with over 400 area students during the school year and an additional 50 students through a summer camp enrichment program.
- In 2014, with funds provided by joint venture partners ArcelorMittal USA and Nippon Steel & Sumitomo Metal Corporation, our AM/NS Calvert facility worked with Mobile Baykeeper, an environmental nonprofit organization dedicated to preserving and protecting the Mobile Bay Watershed. We partnered to educate community members and remove litter and invasive species from Three Mile Creek, an urban waterway in Mobile, Alabama. The goal of the program is to protect the creek and the communities around it, and limit the destruction of native vegetation, thereby enhancing Mobile's natural resources. In November 2014, 30 community volunteers were involved in the first of several clean-up project events during the grant period, collecting invasive species and collecting 100 pounds of trash.

## 2014 community investment per focus area\*



\* Includes cash grants

# This is what we're made of



## Case study: Environmental conservation and STEM education converge at Burns Harbor

Nine of ArcelorMittal USA's facilities are located near the Great Lakes and its watershed. In the Great Lakes region, our corporate responsibility and environmental departments work together to identify on-site areas for restoration and preservation as well as stewardship opportunities for surrounding communities. This dedication to conservation and ArcelorMittal's STEM granting program converged in 2014 with a unique environmental conservation and education program at the Burns Harbor, Indiana facility.

Since 2012, ArcelorMittal USA has worked with Wildlife Habitat Council (WHC) to restore over 40 acres of on-site dune and swale habitat that include walking trails for use by employees at the Burns Harbor facility. The restoration work at Burns Harbor resulted in the facility's certification by WHC as a Corporate Lands for Learning site in 2013 and as a Wildlife at Work site in 2014.

Following WHC certification, ArcelorMittal USA identified a unique opportunity to use the Burns Harbor restoration as an education tool, partnering with Mighty Acorns, a curriculum that annually introduces thousands of fourth through sixth graders in the Chicagoland and Northwest Indiana region to nature and conservation stewardship through education, restoration and exploration activities.

The Mighty Acorns program launched in Northwest Indiana in 2009 with the help of a grant from ArcelorMittal USA. Created around the idea of connecting urban youth with nature, Mighty Acorns directly provides both students and teachers with classroom lessons in environmental science and hands-on stewardship activities that are as beneficial to the natural landscape in Northwest Indiana as they are to the students themselves.

In 2014, Mighty Acorns served more than 2,000 students in the program, 95 teachers/classrooms in the region and provided 2,000-plus hours of environmental stewardship on seven sites. During the summer, more than 200 of these Mighty Acorns students visited ArcelorMittal USA sites, including Burns Harbor. At Burns Harbor, they participated in stewardship activities including pulling invasive species, learning about the unique environment of a dune and swale and black oak savanna habitat and interacting directly with employees to learn more about the activities happening on the site of a working mill. With this partnership, ArcelorMittal USA married its commitment to environmental conservation with our STEM grantmaking program.

In 2014, Mighty Acorns students also visited restored areas at the Indiana Harbor research and development facility with restoration completed by The Field Museum. Continued restoration activities around the region will provide additional opportunities for student visits in 2015 and beyond.

# Enriching our communities (continued)

## Health and safety

Safe, healthy, quality working lives for our people is not only ArcelorMittal's number one sustainable development outcome, it is also the company's first major priority. Through our grantmaking and volunteerism programs, we work not only to improve employee health and safety, but also to extend this commitment to our communities with support tools, education and engagement opportunities, and trainings to make our communities healthy and safe. Health and safety funding accounted for 29 percent of our national grantmaking partnerships in 2014, examples of which include the following:

- In New Carlisle, Indiana, our I/N Tek and I/N Kote facility hosted a "Meet Your Emergency Responders" event for the community in partnership with the American Red Cross. Attended by 170 individuals, the event featured a Red Cross emergency response vehicle, which dispensed fire safety information and smoke detectors. In addition, local firefighters provided demonstrations and hands-on training on using fire extinguishers. Law enforcement officials also introduced residents to their K-9 Unit and emergency medical technicians provided vehicle tours.
- In 2014, ArcelorMittal USA and the Indiana Harbor facility continued its partnership with the Take 5 for Life program, a 12-week interactive fitness and nutrition program offered to fifth grade students in Lake County, Indiana. Offered by Community Hospital Fitness Pointe®, the curriculum encourages children to live healthy lifestyles and to also engage their families in positive health outcomes. The program provides biometric screenings and Fitbit activity monitors to reinforce each student's progress. ArcelorMittal supports 230 children annually in the program.
- ArcelorMittal USA's Cleveland facility has partnered with several organizations in the nearby Tremont neighborhood to promote community health and wellness. Employee volunteers planted a vegetable garden at Tremont Montessori School, an ongoing

partnership with Merrick House provides healthy eating and fitness programs for neighborhood youth, and with ArcelorMittal support, the new Tremont Healthy Corner Store Initiative was launched in 2014, making fresh produce available in local convenience stores.

## Employee activity in the community

ArcelorMittal prides itself on being a responsible partner in our local communities and making an impact beyond providing financial support. We encourage our employees to use their time, talents and leadership skills to make a difference in their communities.

## Volunteerism at ArcelorMittal

ArcelorMittal USA employees donate time and talent year-round through coordinated volunteer activities with nonprofit partners. Whether tutoring a student, cleaning debris from a local river or working in a community garden, our employee volunteers are enriching the lives of many and developing their own skills in leadership, teamwork and communication. In 2014, ArcelorMittal USA employees completed 99 volunteer projects and donated more than 2,800 hours of their time to our local nonprofit partners.

## Matching gifts through Give Boldly

Just as we are strategic in how we invest our philanthropic giving, our employees are equally thoughtful in choosing the causes they support. Give Boldly, our employee giving program, enables our employees to make charitable gifts, both directly and through payroll deductions. As part of this program, we offer a corporate match to eligible organizations, increasing the impact of our employees' donations, and supporting the organizations that matter most to them. Their generosity and the positive impact in our communities are tremendous. In 2014, ArcelorMittal USA employees donated \$1.5 million to 802 nonprofit organizations. During this time, ArcelorMittal USA paid \$750,000 in employee matches, supporting hospitals, schools and community-based nonprofit organizations.

"I Give Boldly to the United Way of Greater Cleveland and the American Society for the Prevention of Cruelty to Animals. I've worked at the Cleveland plant for 43 years. The reason I give back to the community through ArcelorMittal's Give Boldly gift matching program is really very simple: I've been fortunate, and I feel it's important to support others who don't have the good fortune I have had."



**Dorsey Bates**  
Maintenance technician – electrical  
ArcelorMittal Cleveland

## This is what we're made of



### Case study: Jaws of life save lives with ArcelorMittal USA grants

ArcelorMittal is proud to produce steel for automotive applications that are safer and stronger than ever before. About one fifth of global car production is made with ArcelorMittal steel. As employee and community safety is a top focus for ArcelorMittal, the company jumped to action when we learned that many small fire departments operating with limited budgets have been unable to upgrade their hydraulic rescue tools, also known as “jaws of life,” that are capable of cutting through this high strength steel. ArcelorMittal has a strong legacy of supporting first responders through its community investment efforts. Thus, in direct response to this need, in 2014 ArcelorMittal USA donated more than \$160,000 in grants to 22 fire departments in communities surrounding its facilities.

These grants were used to purchase hydraulic rescue tools used by emergency personnel to assist in the extraction of vehicle crash victims. The purchase of this state of the art equipment allows first responders to cut through the high-strength steel used in modern car frames. Communities in Indiana, Louisiana, Ohio, Pennsylvania, South Carolina and West Virginia were awarded funds in order to purchase this lifesaving equipment.

Fire Chief Ryan Kennedy of the Lake Dalecarlia Fire Department in Indiana states of the grant, “Thanks to ArcelorMittal, the addition of this tool to our fleet has made a tremendous impact on the speed and effectiveness of our extrication operations. Many basic extrications are now complete in the time it would have taken to just set-up our old hydraulic tools. This time savings expedites the life-saving process, allowing first responders to get the patient to the receiving medical facility faster, thereby dramatically increasing a crash victim’s chances of survival.”

## + Outcome 10: Our contribution to society measured, shared and valued

### Corporate responsibility governance

The governance of ArcelorMittal USA's corporate responsibility and sustainable development initiatives are expressed in detail in the transparent governance section of this report. The governance of this important area of ArcelorMittal USA is a major key to our commitment to transparency across functions of the company. A Corporate Responsibility and USA Foundation Governance Board exists at the national level to oversee both corporate responsibility and sustainable development initiatives. Councils for Stronger Communities (CSCs) are formed in each of ArcelorMittal USA's facilities and include diverse leadership from key departments within each facility as well as the local United Steelworkers (USW). These Councils meet regularly to discuss national and local sustainability initiatives, implement community investment initiatives and build partnerships with key community stakeholders both internal and external. By empowering local groups of employees to strengthen their communities, ArcelorMittal USA experiences an enhanced connection to the communities in which we operate. In 2014, the Corporate Responsibility and USA Foundation Governance Board as well as facility level CSCs met regularly for a total of 94 formal meetings.

### Economic contribution

In 2014, our U.S. operations employed more than 20,000 individuals with a direct economic contribution of \$2.1 billion through wages and benefits (not including expenses related to retirement funding). We also contribute more than \$50 million each year in property taxes, providing significant funding for schools and local governments that would otherwise face significant challenges in terms of long-term

sustainability. Often, ArcelorMittal is the largest employer in the communities in which our facilities are located. In Indiana, Ohio and Pennsylvania – where the majority of our USA workforce is located – our entry-level hourly pay is 2.5 to 3.5 times higher than the local minimum wage. This allows our employees to earn a livable income, provide for their families and contribute to the local economy. In addition to providing living-wage jobs, we seek to engage local businesses in fulfilling our supply chain, multiplying our economic contribution in our communities. To ArcelorMittal, being a good employer and community partner are all part of being a responsible corporate citizen.

### Employee relations

ArcelorMittal USA strives to maintain a healthy partnership with all stakeholders, including our local unions and national union leadership. The USW represents 70 percent of our total workforce in the United States. ArcelorMittal USA management and USW leadership meet to discuss business updates, issues affecting the company and partner relations. The meetings have occurred on an annual basis since 2008.

In 2014, ArcelorMittal USA continued implementing a key safety and sustainability initiative launched in 2010 – Safe Sustainable Steel. This initiative focuses on building a fundamental understanding of the current state of the business and what can be done to help shape a more sustainable future. Safe Sustainable Steel drives improved employee engagement around actions that will lower operations costs and improve productivity, quality, yield and delivery while never compromising safety.

In addition to projects that focus on improving our operations, performance and the sustainability of our products, Safe Sustainable Steel videos and communications are produced regularly for department managers and employees. Designed to promote discussion and stimulate new ideas, communications cover a variety of topics, including shared vigilance, competitive threats, walking work surfaces, and slips, trips and falls.

**“The Indiana Harbor CSC is the heart of our facility’s corporate responsibility efforts. Members interact regularly with our stakeholders, providing us with a good perspective on what the needs are in our community and how ArcelorMittal can help. As members of the CSC, it’s our responsibility to use our professional and personal experiences to help guide our community investment and sustainability work.”**

**Kevin Doyle**

*Manager environmental  
ArcelorMittal Indiana Harbor*



## 2014 Highlights

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**\$226** million  
spent with Minority  
and Women Business  
Enterprises

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**94**  
formal corporate  
responsibility  
governance meetings

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**18**  
facility-level Councils  
for Stronger  
Communities

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**6<sup>th</sup>**  
ArcelorMittal USA  
Sustainability  
and Corporate  
Responsibility Report

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# Transparent governance

⊕ This section describes our progress toward the following sustainable development outcomes:

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**Outcome 7:** Supply chains that our customers trust  
Transparent governance in corporate responsibility and reporting



**In 2014, we spent  
\$226 million  
with Minority and  
Women Business Enterprises,  
surpassing our  
annual goal by  
\$20 million.**

# Transparent governance

## Transparent governance: 2014 activities

	Our commitments	Our progress	Next steps
<b>Supply chain</b>	Continue to accelerate our efforts in identifying opportunities in our supply chain to enable qualified and certified Minority and Women Business Enterprises to participate in our procurement process, with a goal of spending \$206 million with Minority and Women Business Enterprises in 2014	Spent \$226 million on procurement with Minority and Women Business Enterprises	Continue to expand upon our efforts in identifying opportunities in our supply chain where it is possible to enable qualified and certified Minority and Women Business Enterprises to participate in our procurement process
<b>Corporate responsibility governance</b>	Engage leadership at both country and facility level in corporate responsibility oversight bodies	 Held 94 formal Corporate Responsibility and USA Foundation Governance Board and facility level CSC meetings with support from corporate responsibility managers	Transition the Corporate Responsibility and USA Foundation Governance Board to a formal Sustainable Development Council to ensure oversight on both corporate responsibility and sustainable development activities  Continue to engage local CSCs in topics and decision making related to corporate responsibility and sustainable development

### + Outcome 7: Supply chains that our customers trust

#### Product transportation

Our steel products are shipped by rail, barge and truck to destinations across North America and the world. ArcelorMittal USA's logistics department works to identify the most efficient, cost-effective, sustainable transportation solution; to deliver products to our customers in a timely and environmentally efficient manner.

#### Supply chain management

As a metals and mining company, we are both a supplier and customer and we take an active role in managing our participation in the supply chain. We believe that by incorporating social, ethical and environmental considerations into our sourcing decisions, we are making a positive contribution to society and the planet, helping make steel more sustainable. That is why we created a code for responsible sourcing in 2010 and have worked to implement its principles into the standard purchasing form used with our suppliers. The USA procurement and supply chain team adheres to all global sourcing rules and regulations required by ArcelorMittal Group supply chain practices.

#### Conflict minerals

Along with our stakeholders in the international community, ArcelorMittal is committed to the use of conflict-free materials. Some of the raw materials used in our industry are sourced from regions experiencing civil war or other conflicts which have the potential to be funded by the trade of certain minerals.

The 2012 U.S. Conflict Minerals Law (Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act) defines conflict minerals as gold, tin, tantalum and tungsten, including their derivatives, and sets forth disclosure regulations designed to eliminate the purchase of these minerals from conflict zones, being the Democratic Republic of the Congo (DRC) and adjoining countries. ArcelorMittal is compliant with the law, which requires companies to report the use of any such conflict minerals.

ArcelorMittal USA uses tin and tungsten as additives in certain steel products. Our suppliers confirm annually that their materials do not originate in the DRC or adjoining countries.

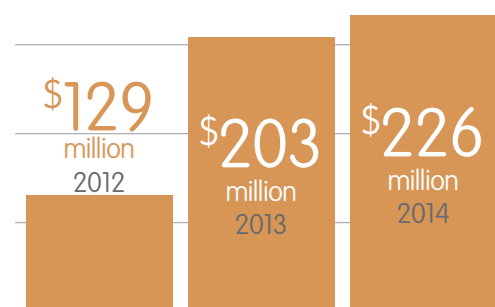
#### Supplier diversity

ArcelorMittal is committed to developing and maintaining supplier relationships that provide a source of competitive advantage. However, recognizing that the supplier base for the steel industry is traditional, we have a supplier diversity program in order to diversify our supplier relationships. We continue to accelerate our efforts in identifying opportunities in our supply chain where it is possible to enable qualified and certified Minority and Women Business Enterprises (M&WBEs) to participate in our procurement process. In 2014, we spent \$226 million with Minority and Women Business Enterprises, surpassing our annual goal by \$20 million.

Developing and expanding business relationships with M&WBEs secures our position as an industry leader. We have actively identified and helped cultivate M&WBE relationships. This approach also creates a more diverse supplier base, which fosters increased competition.

At ArcelorMittal USA, a relentless dedication to quality is the basis of our success. Our primary goal is to produce, provide and continuously improve products that meet customers' expectations for quality, delivery, cost and technology. As a result, we select only those suppliers who share our commitment to quality and can meet or exceed our requirements to provide superior quality products and services.

### Spending with Minority and Women Business Enterprises



## This is what we're made of



### Case study: Diverse supplier relationship results in recycling for a better tomorrow

We know investing in minority and women-owned businesses is not only good for our company, but it is also good for the communities in which we operate. In the case of American Demolition Corporation, this partnership extends beyond our typical supplier relationship, as the company is both a sub-contractor and a key supplier for ArcelorMittal USA operations.

Founded in 1989, American Demolition Corporation is one of the Midwest's leading providers of demolition and environmental remediation services. Located in Elgin, Illinois, the minority-owned business has worked with ArcelorMittal USA for several years providing environmentally safe, onsite demolition services for retired structures and equipment at our Indiana Harbor facility. In 2014, American Demolition Corporation successfully implemented 11 onsite demolition projects, ensuring that each demolition was conducted in an environmentally and structurally safe manner. These projects resulted in the removal of over 3,497 tons of unused scrap metal from our facilities.

When this scrap metal is removed from our sites, it aids in the sustainability of the steel industry as a whole, when it is sold back to companies like ours for recycling. Steel is the most recycled material in the world and 32.7 percent of each ton of steel produced at ArcelorMittal USA is from recycled scrap. In 2014, we purchased \$5.7 million worth of scrap from American Demolition Corporation to be recycled and used in the production of our new steel products. Not only does this process contribute to the successful repurposing of materials, but it also conserves energy. When steel is recycled, 74 percent of the energy that would be used to create new product is conserved.

Alfredo Palafox, President of American Demolition Corporation states of the partnership, "We are proud to partner with ArcelorMittal to ensure that their demolition projects are safely completed while ensuring that the materials removed from each project can be recycled into the products of tomorrow. This has been a very good relationship for our company."

## Transparent governance in corporate responsibility and reporting

### Corporate responsibility oversight

In the United States, our corporate responsibility efforts are governed locally by facility-level Councils for Stronger Communities (CSCs) and overseen by the Corporate Responsibility and USA Foundation Governance Board, which also acts as the country's Sustainable Development Council (SDC) driving forward the sustainable development outcomes outlined in the sustainability framework section of this report. Both CSCs and our Governance Board are made up of diverse leadership from our facilities and the local United Steelworkers union, as well as personnel from health and safety, environment and human resources, finance and legal.

The CSCs at each of our facilities work in collaboration with a corporate responsibility manager to implement global, national and local initiatives as well as to build sustainable stakeholder partnerships. CSCs are currently in place at 18 USA facilities, providing valuable perspectives on corporate responsibility. This structure embeds corporate responsibility into each facility and encourages employees to embrace individual actions that contribute to

our overall corporate responsibility objectives and company culture. In 2014, the Corporate Responsibility and USA Foundation Governance Board as well as facility level CSCs met regularly for a total of 94 formal meetings. Discussions centered on sustainability and corporate responsibility initiatives at their facilities and nationally, plans for engaging with communities, financial contributions to nonprofit organizations and responses to issues submitted via grievance mechanisms or community response lines.

### Corporate responsibility reporting

This report marks ArcelorMittal USA's sixth annual Sustainability and Corporate Responsibility Report. The report provides an overview of ArcelorMittal USA's sustainability and corporate responsibility activities for 2014 and goals and activities anticipated in 2015.

The data that comprises ArcelorMittal USA's corporate responsibility indicators is collected by individual departments using parameters outlined by either the department KPIs or the related Global Reporting Initiative (GRI) Sustainability Reporting Guidelines indicator.

### Reporting principles

The 2014 ArcelorMittal USA Sustainability and Corporate Responsibility Report is guided by the AA1000 AccountAbility Principles Standard (AA1000 APS 2008) and the Global Reporting Initiative (GRI) G4 guidelines.

**Inclusivity** – engaging with stakeholders to identify and understand issues affecting the business.

We consider our stakeholders those who have direct interest in our business and those who have an impact on how we manage our business due to the wider effort of our actions.

**Materiality** – determining which issues are important to our stakeholders and to ArcelorMittal USA.

We determine the materiality and importance of each issue as it relates to our stakeholders and ArcelorMittal USA in a manner that allows us to rank and report the most significant issues.

**Responsiveness** – responding to material issues in a comprehensive, balanced and transparent manner.

It is our goal to respond on a case-by-case basis to each issue thoughtfully and in a timely manner.

### GRI G4

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines and is self-declared to be in accordance with GRI G4 Core Report Guidelines. An index containing GRI indicators utilized in this report can be found at: [usa.arcelormittal.com/corporate-responsibility](http://usa.arcelormittal.com/corporate-responsibility).



# Transparent governance (continued)

## Stakeholder engagement

ArcelorMittal USA has a detailed stakeholder engagement process that begins annually with identifying key stakeholders at local, regional and national levels, and developing a strong understanding of those stakeholders' expectations of ArcelorMittal. Driven by corporate stakeholder engagement guidelines, corporate responsibility leaders and members of country SDCs and local CSCs work to manage stakeholder expectations appropriately.

We encourage open and transparent relations with stakeholders and address any questions or concerns. We work closely with all of our stakeholders, both internal and external, to

deepen our engagements and move the needle on material issues. This spirit of collaboration drives our business forward and allows us to set a strong foundation of leadership in our communities. We must lead, facilitate and participate in the conversations that affect our communities. This approach ensures we work collaboratively to address important issues and goals that we share.

In 2014, we engaged with our stakeholders through 499 formal meetings, including community forums and one-on-one meetings. These meetings were held between ArcelorMittal USA representatives, site management, and local and national stakeholders.

**"During challenging times the true character of a company usually emerges and can be seen in its relationships with stakeholders throughout its value chain. We clearly outline in our new corporate responsibility and sustainable development narrative that it is no longer enough to simply engage with our stakeholders. We must create dialogue, understanding stakeholder expectations and find ways to build and maintain successful relationships with our communities."**

**Andy Harshaw**

Chief executive officer

ArcelorMittal USA Flat Carbon

## Our stakeholders

	Customers	Employees	Government and regulators	Investors and lenders	Local communities	Media	Multilateral and business organizations	Non-governmental organizations	Suppliers
<b>Stakeholder issues</b>	<ul style="list-style-type: none"> <li>Quality of products</li> <li>Ethical business practices</li> <li>Safety in products</li> <li>Renewable technologies, lightweight steel products</li> </ul>	<ul style="list-style-type: none"> <li>Worker health and safety</li> <li>Job security</li> <li>Working conditions</li> <li>Remuneration and rewards</li> <li>Career development</li> <li>Operational excellence</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity conservation</li> <li>Emissions control</li> <li>Attracting investment</li> <li>Employment opportunities</li> <li>Social and economic development</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Business performance</li> <li>Employee health and safety</li> <li>Climate change</li> <li>Corporate responsibility management</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement processes and plans</li> <li>Environment and emissions control</li> <li>Social investment</li> <li>Job security</li> </ul>	<ul style="list-style-type: none"> <li>Industry challenges and developments</li> <li>Health and safety</li> <li>Environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>Long-term industry challenges</li> <li>Human rights</li> <li>Water, energy and waste</li> <li>Health and safety</li> <li>Responsible sourcing</li> <li>Climate change</li> </ul>	<ul style="list-style-type: none"> <li>Environmental protection</li> <li>Social and economic development</li> <li>Working conditions</li> <li>Corruption and bribery</li> <li>Health and safety</li> <li>Human rights</li> </ul>	<ul style="list-style-type: none"> <li>Code for responsible sourcing</li> <li>Quality of products</li> <li>Operational excellence</li> <li>Ethical business practices</li> </ul>
<b>How we engage</b>	<ul style="list-style-type: none"> <li>Site visits</li> <li>Customer-oriented publications and events</li> <li>Partnerships, e.g. our engineering teams in customers' plants</li> </ul>	<ul style="list-style-type: none"> <li>Intranet</li> <li>Meetings</li> <li>Employee survey</li> <li>Newsletters and publications</li> <li>Training programs</li> <li>Trade union relations</li> </ul>	<ul style="list-style-type: none"> <li>Country-specific steering groups</li> <li>Conferences and speaking engagements</li> <li>1:1 formal dialogues</li> </ul>	<ul style="list-style-type: none"> <li>Road shows</li> <li>1:1 meetings, regular conference calls</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>Local engagement workshops</li> <li>Local corporate responsibility reporting</li> <li>1:1 meetings</li> </ul>	<ul style="list-style-type: none"> <li>Site visits</li> <li>Press releases</li> <li>Interviews</li> <li>Internet</li> <li>Twitter</li> </ul>	<ul style="list-style-type: none"> <li>Active involvement in organizations, including WBCSD, CSR Europe, World Steel Association, EITI and UN Global Compact</li> </ul>	<ul style="list-style-type: none"> <li>Partnership</li> <li>Formal meetings</li> <li>Correspondence and events</li> <li>1:1 meetings</li> </ul>	<ul style="list-style-type: none"> <li>Dialogue through account management relationships</li> <li>Regular engagement with our local management on-site</li> </ul>
<b>Our relationship</b>	<ul style="list-style-type: none"> <li>Provide innovative partnerships for sustainable growth</li> <li>Provide quality products at good value</li> </ul>	<ul style="list-style-type: none"> <li>Central to the success of our business by demonstrating productivity, quality and leadership</li> <li>Provide a safe and enriching work experience</li> </ul>	<ul style="list-style-type: none"> <li>Generate economic growth through revenues, taxes, fees and product innovation</li> <li>Key to providing fair and transparent competitive trading conditions</li> </ul>	<ul style="list-style-type: none"> <li>Generate sustainable growth and shareholder returns</li> <li>Improve our shareholder capital and boost financial performance</li> </ul>	<ul style="list-style-type: none"> <li>Provide support for local economic development</li> <li>Build trust with local communities</li> </ul>	<ul style="list-style-type: none"> <li>Provide industry trends as well as social, environmental and economic information</li> <li>Build and protect and raise awareness of our products and operations</li> </ul>	<ul style="list-style-type: none"> <li>Add to the collective understanding of responsible business practices</li> <li>Build capacity within our organization and understand and drive peer approaches</li> </ul>	<ul style="list-style-type: none"> <li>Provide an insight into the needs of society and the environment</li> <li>Monitor our performance in meeting the needs of stakeholders, vulnerable groups and society</li> </ul>	<ul style="list-style-type: none"> <li>Secure delivery of good value and quality products and services</li> <li>Meet responsible sourcing requirements</li> <li>Provide fair access to business opportunities and appropriate payment conditions</li> </ul>

## This is what we're made of



### Case study: Stakeholder relationships break the ice

In the winter of 2014, icy conditions on the Great Lakes were the worst the region had experienced in 30 years. This weather significantly impacted our operations, which included frozen equipment and raw materials inventory, snowed in railcars and hazardous driving conditions on our local roads. Employees were also personally impacted.

The most extreme result of this weather was its impact upon the Great Lakes. Ice remained on a majority of the Great Lakes through March and much of April 2014, resulting in a significant delay of our supplier's raw material deliveries to ArcelorMittal USA facilities across the region. We rely on the Great Lakes system to deliver vast quantities of iron ore, coal, scrap and limestone to our facilities. For example, our three integrated steelmaking plants on the Great Lakes use nearly 21 million tons of iron ore annually. Without these materials, we are unable to produce our product.












During this challenging time, our valued partner and stakeholder, the U.S. Coast Guard, ensured that companies such as ours could continue operations. "Since the early onset of this record-breaking winter, the Coast Guard fought ice to keep the supply flowing to our industry. We were engaged with them seven days a week. Without their efforts, the entire Great Lakes steel industry, as well as a number of power plants, would have shut down," said Dan Cornillie, manager of marine and raw material logistics, ArcelorMittal USA.

Icebreaker ships such as the USCGC Mackinaw worked around the clock to cut through the ice in order to allow our ships pass through waterways. Made of steel from ArcelorMittal USA's predecessor companies, the Mackinaw can continuously proceed through fresh water ice up to 32 inches thick at 3 knots or 14 inches at 10 knots. The boat can also break smooth, continuous ice up to 42 inches thick through ramming.








Because the Coast Guard is an integral ArcelorMittal USA partner, we were proud to give back through a \$30,000 grant to the Coast Guard Foundation to support the construction of an indoor family community center at their base in Sault Ste Marie, Michigan. The base is home to eight Coast Guard units with 600 active duty, reserve and civilian employees and their families.

"The Coast Guard Foundation is proud to support the building of a community center for the Coast Guard members and families who live and work in Sault Ste Marie," said Anne B. Brengle, president, Coast Guard Foundation. "It's time to have a place to call home, build community and host important milestone events. We're honored to be a part of this project and partner with ArcelorMittal and other community-minded supporters to provide a foundation for Coast Guard families in the Great Lakes area."

# Data table










Pillar	Indicator	Topic	Description	2014	2013	2012	2011
Investing in our people		Workforce breakdown by employment duration	Duration of employment in years by total employee percentage	<10: 46.3%, 10-19: 12.7%, 20-29: 8.3%, >30: 30.7%, no service date: 2.0%	<10: 38.2%, 10-19: 13.5%, 20-29: 8.5%, >30: 37.5%, no service date: 2.3%	<10: 35.7%, 10-19: 14.4%, 20-29: 8.3%, >30: 41.5%, no service date: .1%	<10: 34.41%, 10-19: 14.17%, 20-29: 7.94%, >30: 43.39%, no service date: .09%
		Lost time injury frequency rate percent change (per million hours worked)	Number of injuries which resulted in employee or contractor having to miss at least one day of work as a result of the accident, per million hours worked	1% reduction (1.57)	18% reduction (1.58)	42% reduction (1.92)	2.4% increase (3.35)
		Number of operations certified to the Occupational Health and Safety Assessment Series, OHSAS 18001	OHSAS 18001 is an international assessment series for health and safety management systems	17 facilities + R&D (18)	17 facilities + R&D (18)	17 facilities + R&D (18)	13
		Number of biometric screening participants	Number of employees who have undergone voluntary biometric health screenings provided by ArcelorMittal USA employee health initiatives	3,109	2,326	2,128	2,411
		Number of social dialogue interactions	Formal worker representation meetings and interactions at the corporate level, including annual partnership meetings and joint health and safety meetings	4	4	4	6
		Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Direct economic value distributed: employee wages and benefits	\$2.12 billion; wages and benefits (not including expenses related to retirement funding)	\$1.98 billion; wages and benefits	\$1.82 billion; wages and benefits	\$1.72 billion; wages and benefits
			Direct economic value distributed: community investments	\$8.3 million	\$7.2 million	\$7.7 million	\$7.3 million
		Percentage of employees covered by collective bargaining agreements	The percentage of total employees covered by collective bargaining agreements	70%*	77.50%	78%	78%
	LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	The percentage of the total workforce represented in formal joint management-worker health and safety committees	100%	100%	100%	100%
			The level(s) at which the committee(s) typically operates	Monthly	Monthly	Monthly	Monthly
		Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Total number of hours devoted to training on policies and procedures concerning aspects of human rights that are relevant to operations	2,668	–	–	–
			Percentage of salaried employees who have completed training in policies and procedures concerning aspects of human rights that are relevant to operations	87%**	92%	84%	–
		Percentage of employees receiving code of business conduct training	Percentage of salaried employees who have completed formal training about issues outlined in the code of business conduct, such as ethics and accountability	81%**	90%	65%	99.6% of salaried employees
	SO4/ 	Percentage of obligated employees receiving anti-corruption training	Percentage of obligated employees who are required to receive anti-corruption training who had completed it by year end 2014	93%**	87%	72%	96.5%
	LA9/ 	Average hours of training per year per employee by gender and by employee category	Average number of hours of training per year per employee by employee category	Salaried: 36.1 hours and hourly: 41.1 hours. 147,672 total salaried training hours and 584,587 hourly training hours.	Salaried: 12.5 hours. 43,450 total salaried training hours	Salaried: 12.6 hours. 51,293 total salaried training hours	Salaried: 12.3 hours Hourly: 50.4 Total salaried training hours: 50,054 Total hourly training hours: 717,236

Note: Indicator refers to either an internal key performance indicator (KPI) or data point for the Global Reporting Initiative (GRI) G4 reporting guidelines.

Pillar	Indicator	Topic	Description	2014	2013	2012	2011
Making steel more sustainable		Amount of scrap steel recycled per amount of steel produced	Tons of scrap steel recycled per amount of steel produced	32.70%	33.10%	30.00%	33.50%
		Total carbon dioxide emissions per ton of steel produced	Tons of CO <sub>2</sub> emitted per ton of steel produced	1.67	1.66	1.69	1.78
		Number of emergency release/spill response exercises conducted	Number of drills performed to prepare for potential emergency spills/releases	20	45	30	30
		Percentage of steelmaking facilities operational during the fiscal year certified to the Environmental Management System ISO 14001	ISO 14001 is an international standard for environmental management systems	100%	100%	100%	100%
		Environmental liabilities	Projected amount that we will spend to conduct studies and take actions to remediate our environmental impact	\$194 million	\$191 million	\$205 million	\$217 million
	EN2/ 	Percentage of materials used that are recycled input materials	The weight or volume of recycled input materials as a percentage of the total input materials used	18.20%	17.70%	22.14%	25.71%
	EN3	Direct energy consumption by primary energy source	Total energy consumption in joules or multiples	298,414,296 GJ	281,090,790 GJ	309,640,431 GJ	266,319,937 GJ
			Total direct energy consumption in joules or multiples by non-renewable primary source	298,414,296 GJ	281,090,790 GJ	309,640,431 GJ	266,319,937 GJ
	EN6/ 	Energy saved due to conservation and efficiency improvements	Percent change in energy intensity per ton of steel compared to the previous year; amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples	0.365%***; 1,271,589 GJ	0%	1.87%	2.91%
	EN8	Total water withdrawal by source	Total volume of water in m3 withdrawn from any water source that was either withdrawn directly by the reporting organization or through intermediaries such as water utilities by source type including surface water, including water from wetlands, rivers, lakes and oceans	1,178,161,320	1,159,808,811	1,253,479,000	1,168,570,000
	EN15	Total direct greenhouse gas emissions by weight	Indicate the standard used, and indicate the methodology associated with the data with reference to: direct measurement; calculation based on site specific data; calculation based on default data; estimations	USEPA 40CFR98: 26.2M tonnes CO <sub>2</sub> direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	USEPA 40CFR98: 25.9M tonnes CO <sub>2</sub> direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	USEPA 40CFR98: 26.4M tonnes CO <sub>2</sub> direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	USEPA 40CFR98: 27.5M tonnes CO <sub>2</sub> direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations
	EN21	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight. Using European metrics and calculations.	The weight of significant air emissions (in kilograms or multiples such as tonnes) for NO <sub>x</sub>	14,793 metric tonnes	16,048 metric tonnes	14,478 metric tonnes	11,833
			The weight of significant air emissions (in kilograms or multiples such as tonnes) for SO <sub>x</sub>	16,715 metric tonnes	18,434 metric tonnes	16,072 metric tonnes	12,626
			The weight of significant air emissions (in kilograms or multiples such as tonnes) for volatile organic compounds (VOC)	1,863 metric tonnes	1,391 metric tonnes	1,490 metric tonnes	1,765
			The weight of significant air emissions (in kilograms or multiples such as tonnes) for particulate matter (PM)	5,391 metric tonnes	2,293 metric tonnes	2,162 metric tonnes	2,637

Continued on next page

# Data table (continued)

Pillar	Indicator	Topic	Description	2014	2013	2012	2011
Making steel more sustainable (continued)	EN23	Total amount of waste by type and disposal method. Using European metrics and calculations.	The total amount of materials (hazardous & non-hazardous) in tonnes by type for reuse	2,969,983	2,804,167	2,882,794	2,398,291
			The total amount of materials (hazardous & non-hazardous) in tonnes by type for recycling	11,161,649	13,357,463	9,705,367	11,941,738
			The total amount of materials (hazardous & non-hazardous) in tonnes by type for disposal	722,715	847,941	829,921	600,095
			The total amount of materials (hazardous & non-hazardous) in tonnes by type for deep well injection disposal	28,093	38,112	26,274	33,629
Enriching our communities		Philanthropic giving by ArcelorMittal focus area	Total charitable donations categorized by program focus	Education: 36%, Environment: 35%, Health and Safety (H&S): 29%	Education: 27%, Environment: 38%, H&S: 34%, Other: 1%	Education: 29%, Environment: 26%, H&S: 43%, Disaster Relief: 1%, Other: 1%	Education: 32%, Environment: 26%, H&S: 33%, Disaster Relief: 8%, Other: 1%
		Total invested in conservation efforts in the Great Lakes Basin through Sustain Our Great Lakes	Total invested in conservation efforts in Great Lakes Basin through Sustain Our Great Lakes, a bi-national, public-private partnership. ArcelorMittal is the sole private partner; the total invested reflects ArcelorMittal contributions, federal funds, and local match.	\$23.0 million	\$16.2 million	\$16.1 million	\$16.0 million
		Number of significant incidences reported through grievance mechanisms	Number of complaints or incidences from the public or other stakeholders reported through grievance mechanisms	12	15	11	16
		Number of stakeholder engagement meetings	Number of recorded meetings with any stakeholder	499	206	170	197
	SO1/ 	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Number and percentage of operations with implemented local community engagement	18; 100%	17; 100%	16; 100%	16; 100%
			Including, but not limited to, formal local community grievance processes. Mechanisms in place to receive and respond to local community complaints and grievances.	16	16	13	13
		Number of employee newsletters or other communications distributed regularly; number of recipients	Number of newsletters published detailing pertinent company matters; number of recipients per issue	7: more than 20,000	9: 18,000	6: 17,858	6: 18,300
Transparent governance		Number of local governance structures in place	Governance structures are Councils for Stronger Communities (CSCs), comprised of management and union representatives, that lead programs related to internal and external governance	18	17	16	16
		Number of local governance meetings	Total number of CSC and USA Foundation Governance Board meetings across all locations	94	44	66	83
		Procurement policy in place	The code for responsible sourcing outlines corporate level requirements and expectations for suppliers regarding ethical and responsible behavior	Implemented in 2010	Implemented in 2010	Implemented in 2010	Implemented in 2010

- \* 2014 decrease due to the acquisition of a new facility and the inclusion of non-BLA sites.  
 \*\* Percentage reflects number of employees current in their required three-year training cycle.  
 \*\*\* Calculated differently than in past reporting years based upon 2014 U.S. DOE reporting guidelines, baseline year used is 2013.

# Memberships and awards

## ArcelorMittal USA facilities receive recognition

In 2014, ArcelorMittal facilities received several awards recognizing the company's commitment to sustainability and community. This list is a representation of the many awards that we were proud to receive in 2014.

### ArcelorMittal:

- Received the **Automotive News PACE Award** for Innovation Partnership with our partners, Honda and MAGNA-Cosma, for advancements in automotive vehicle light weighting
- Received three **Platts Global Metals Awards**, including: Industry Leader, Deal of the Year and the Lifetime Achievement Award, honoring Greg Ludkovsky, vice president global research and development, ArcelorMittal
- Presented with the **Award for Steel Excellence: Best Innovation** – Process from American Metal Market, recognizing ArcelorMittal's laser ablation process and its role in introducing the industry's first single-piece, hot-stamped, laser-welded door ring found in the 2014 Acura MDX
- Selected for the **Supplier of the Year** and the **Overdrive Award** from GM, in recognition of suppliers who have undertaken extraordinary initiatives that have driven outstanding results for GM's business, while demonstrating values important to GM and an exceptional commitment to their community
- Received a **number one supplier rating** from Ford, achieving the best performance ever achieved by a Ford steel supplier
- Selected for a **Platinum MarCom Award** for the ArcelorMittal USA 2013 Corporate Responsibility Report
- Received an **Honorable Mention in the PR News CSR Award**, Nonprofit Partnership category for our leadership in the Sustain Our Great Lakes partnership
- Presented with the **Bronze Excellence in Economic Development Award** from the Economic Development Council with our partner, Prairie State College, for our Steelworker for the Future® brochure
- Recognized by the Shirley Heinze Land Trust for **outstanding contributions** to the organization and the region

### ArcelorMittal Burns Harbor:

- Selected as a **Supplier Partner** by John Deere for the John Deere Achieving Excellence Program

### ArcelorMittal Cleveland:

- Presented with the **Evolution of Manufacturing Award** for our Steelworker for the Future® program and the **Smart 50 Leaders Award** for Eric Hauge, vice president and general manager, ArcelorMittal Cleveland, from Smart Business Magazine
- Selected for the **Manny Award** from Inside Business Magazine for manufacturing accomplishments in Northeast Ohio

### ArcelorMittal Indiana Harbor:

- Received the **Partners for Clean Air Industry Award**, recognizing extraordinary voluntary actions taken to help protect the air in Northwest Indiana
- Selected by the Association for Iron and Steel Technology for its 2014 **Project Excellence Award** for the 504 boiler energy conservation project
- Presented the **Thoroughbred Award for Safety** by Norfolk and Southern railroad, acknowledging the transfer of material with zero safety incidents

### ArcelorMittal Vinton:

- Recognized by the Steel Manufacturers Association for steelmaking facilities that have demonstrated **exemplary community involvement** programs

ArcelorMittal is a proud, active partner in a number of organizations working to advance sustainability and corporate responsibility objectives.



**American  
Iron and Steel  
Institute**



BOSTON COLLEGE  
**CENTER FOR CORPORATE CITIZENSHIP**  
CARROLL SCHOOL OF MANAGEMENT

**BLUEGREEN**  
ALLIANCE



**CORPORATE  
ECOFORUM**



## This is what we're made of: The sustainable lifecycle of steel

ArcelorMittal is committed to producing safe, sustainable steel. The story of steel's lifecycle is critical to understanding the important role the material plays in our world. There is no doubt that the steelmaking process involves environmental impact through raw material extraction, material transformation and product manufacturing. However, the creation of steel also results in byproduct reuse, the production of environmentally-friendly and carbon-offsetting technologies and the ability to recycle and reuse the steel products themselves.

Steel begins its journey as iron ore, the primary raw material required to manufacture steel. In addition to purchasing iron ore from our supply chain partners, our Minorca mine near Virginia, Minnesota produces approximately 2.8 million tons of fluxed iron-bearing pellets annually. A picture of this iron ore is highlighted on the back cover of this report.

Once the iron ore reaches one of our three integrated steel mills, a blast furnace produces hot metal from iron ore, limestone and coke (a refined carbon product). Hot metal is then converted through the basic oxygen process into liquid steel where it can be metallurgically refined. For our flat-rolled steel products, liquid steel is either teemed into ingots for later processing or cast into slabs in a continuous caster. The slabs are further shaped or rolled at a plate mill or hot strip mill. In the production of sheet products, the hot strip mill process may be followed by various additional finishing processes. The front cover of this report depicts the end of our steelmaking process with a high-quality finished steel coil from one of our flat rolled finishing operations.

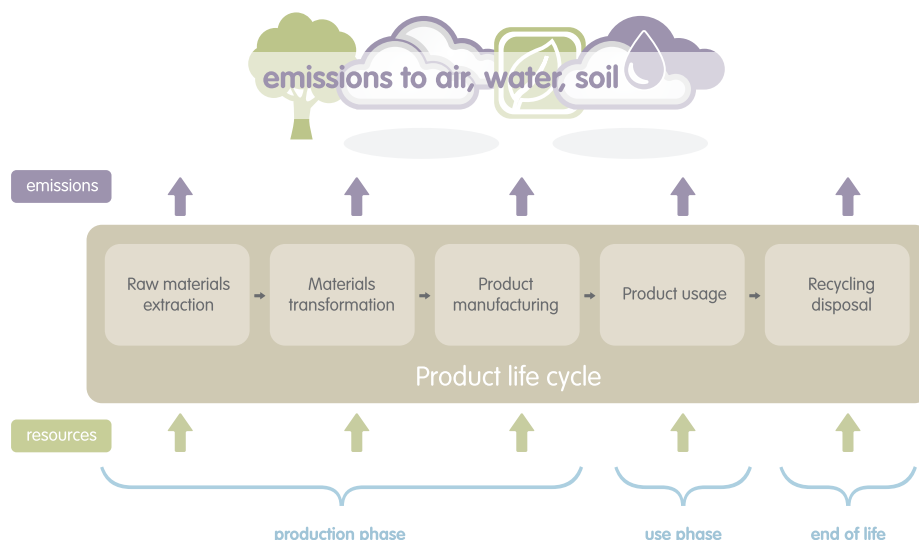
We are proud to have implemented environmental efficiencies throughout our production process. These efficiencies include significant energy reductions and an increased use of cleaner fuels. We are also committed to reusing byproducts of our production process when possible. For example, 43.2 percent of the total electrical energy used in steel production at our integrated facilities in 2014 was generated by capturing and reusing coke oven and blast furnace gas. Additionally, our No. 3 Steel Producing facility at Indiana Harbor is the only shop in the country to be considered a zero discharge operation. It reuses process water from the ladle metallurgy facility and caster to cool the gas collected by the basic oxygen hoods.

We are also actively looking for new opportunities to expand the reuse of our byproducts. For example, we are researching how to make slag (a byproduct from steelmaking) more recyclable for the ironmaking or steelmaking process or the open market. While we are currently recycling some of our slag, low-quality slag is sent to landfills. We are researching methods to improve the recyclability of this low-quality slag at several of our ArcelorMittal USA facilities.

The products made of our steel are essential to creating a more sustainable planet. Our steel is allowing automobiles to be lighter, stronger and less carbon intensive than ever before. Steel is proven to create a lower lifecycle carbon footprint vehicle than competing, more energy intensive materials in the automotive market. Steel plays an important role in renewable energy technologies including wind turbines and tidal turbines. According to the Association for Iron and Steel Technology, it has also been shown that in steel-intensive buildings, water consumption, waste, and trips to and from the site can all be reduced when using steel construction solutions.

The end of steel's lifecycle is also what makes it a unique material. Steel is the most recycled material in the world – more than aluminum, paper, gas and plastic combined. It is 100 percent recyclable, easily sorted given its magnetism and can be infinitely recycled without loss of quality. In total, 32.7 percent of each ton of steel produced at ArcelorMittal USA is made from recycled scrap steel. This process ensures that the end of one steel product's lifecycle is just the beginning of another.

### Life cycle assessment principles



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To download ArcelorMittal USA's 2014 Sustainability and Corporate Responsibility Report, visit: [usa.arcelormittal.com](http://usa.arcelormittal.com).



ArcelorMittal USA  
1 S. Dearborn  
Chicago, IL 60603  
+1 312 899 3400  
[USACR@arcelormittal.com](mailto:USACR@arcelormittal.com)  
[usa.arcelormittal.com](http://usa.arcelormittal.com)

 @ArcelorMittalUS