



# 2019 United States Integrated Report

## Case studies

### **Outcome 1**

#### ArcelorMittal employees save lives using CPR training

Would you know what to do when someone collapses and stops breathing? ArcelorMittal provides CPR and first aid training at all locations. This training is part of ArcelorMittal's commitment to sustainable development outcome one, ensuring safe, healthy, quality working lives for our people.

"Knowing CPR and first aid can be very valuable," says Steve Thompson, director, health and safety, ArcelorMittal USA. "Having these skills allows a person to help someone in need directly. In recent years, we've seen many cases where ArcelorMittal employees have quickly responded to medical emergencies. These employees helped save several lives."

Dave Trikonos, mechanical equipment specialist, ArcelorMittal Weirton, wasn't even supposed to be at Indian Creek High School's band camp. His son had already graduated, but Dave goodheartedly agreed to stay on as a volunteer because they needed the help. Little did he know that the help he would give would save a student's life.

Dave was in the school cafeteria when he heard some of the kids' panicked screaming.

"She passed out!" they cried.

"I ran outside and found a band student unconscious. I checked and found she wasn't breathing and had no pulse," Dave recalled

Dave immediately began to administer CPR while someone alerted the staff nurses and called 911. He had been trained in CPR and AEDs (automated external defibrillators) at ArcelorMittal. Dave continued CPR compressions until a nurse arrived. The nurse took

over compressions while Dave and another nurse opened and prepared the AED. “Using the defibrillator, we were able to shock the student, at which point we had gotten a pulse,” he explains.

EMS arrived and the student was transported by life flight helicopter to the hospital and made a full recovery.

The pair will now forever be connected by this life-changing experience and Dave can’t help but get a little emotional about it. He learned her name is Sydney, she has a loving family, and she plays the sousaphone.

“Sydney’s family and I want to thank ArcelorMittal for the training in CPR and defibrillator usage. Had it not been for my training, it could have been a much different outcome for this family.”

A similarly inspiring story took place at ArcelorMittal Burns Harbor, where Kevin Coffman, Jonathan Lynch, Joe Magallanes and Steve Leto – all MEU yard and transportation service technicians – were in the break area after their lunch.

Their shift was winding down and Kevin was reading a book, and that was the last thing he remembers.

Steve looked over at Kevin who appeared to be in distress. “I grabbed him asking, ‘Kevin, are you okay?’ But he didn’t respond. That’s when I called for Joe and Jon saying, ‘I think Kevin’s having a heart attack,’” said Steve.

While Steve called for the plant EMTs, Joe and Jon began performing CPR. Jon grabbed the nearby AED. All four employees had gone through first aid/CPR training and Joe and Jon had gone through the training more recently, as newer employees.

The two switched off with doing compressions and mouth-to-mouth. Jon applied the AED and after sending the shock, the two continued CPR for a few minutes more until the EMTs arrived.

“These two guys are the real heroes,” said Steve. “They brought Kevin back to life and kept him going until the EMTs took over.”

Kevin was taken to the hospital, where a surgeon inserted a pacemaker/defibrillator.

“My doctors told me that if it wasn’t for them knowing what to do, this could have had a very different ending.” said Kevin.

### Using drones to safely inspect confined spaces

As technological advancements continue to play a key role in how drones evolve, AM/NS Calvert and others in the ArcelorMittal Drone User Network are leveraging these advancements to provide better and more complete data in the safest, most cost-effective and time-saving manner as possible.

The “vision” is to continuously exploit current technologies and identify even more efficient ways to use drones in day-to-day work.

AM/NS Calvert has utilized drone technology as an essential tool for confined space inspections. The facility is using a specially-designed drone, the ELIOS, made for tough environments, to safely enter confined spaces that have fall hazards or even harsh environments (high heat, noxious fumes, water and grease slip hazards). By using a drone, ArcelorMittal avoids putting employees at risk or even affecting production.

For example, indoor structural inspections of crane runways typically require scheduled production and material movement stoppage or outages. However, by using the ELIOS for these inspections, ArcelorMittal can safely and efficiently capture reliable, actionable data in the form of videos and photos without affecting production or crane movements.

ArcelorMittal continues to explore new ways of using this tool. Because it is designed for hard-to-reach or hazardous environments, it can be used for internal spot inspections of the crop shear equipment during roll changes, furnace tube and furnace wall inspections in coating lines during outages, flume exit inspections for obstructions and debris during production, and even interior stack inspections for overall conditions, to name a few.

In addition to the obvious safety benefits, using drones for confined space inspections has also proved to be much more cost-effective and time efficient. For instance, we have realized a 15-fold time savings in acquiring data with furnace tube inspections. Also, where we typically would have spent up to \$50,000 to erect scaffolding to make an asset inspectable in a safe manner, we are now saving 100% of that time and cost.

Going forward we continue to review other assets that could benefit from using this innovative tool.

#### Enhancing our safety practices from 1,000 feet above ground

ArcelorMittal’s safety practices aren’t strictly initiatives on the ground in and around the plants. In fact, if you are on the Iron Range in Minnesota, you may be able to tilt your head and see a small 4-seater Cessna plane flying laps around ArcelorMittal Minorca Mine.

In this little plane alongside the pilot sits a mine engineer whose job is to act as an extra set of eyes before, during and after a mine blasting. Typically, John Jesme, mine engineering, ArcelorMittal Minorca, is responsible for this initiative. However, other mine engineers will fly during blasts when needed.

“With the mine process, we blast about once week using 200,000 pounds of explosives to blast 250,000 tons of ore or waste rock,” said Eric Krause, manager, mine/crushing,

ArcelorMittal Minorca. “A major part of this process is clearing the area outside of the blasting radius to maintain safety with the flying rock.”

ArcelorMittal enlists Taconite Aviation, an aircraft rental service, to get the job done. There are also personnel on the ground driving trucks throughout the mine to ensure all ArcelorMittal employees and other personal are at least 2,500 feet outside of the blast radius perimeter.

Before a blast is scheduled, John and the pilot take two to three laps around the pit. Once the area is deemed clear, he radios to the shift manager on the ground. As the area is heavily wooded, the view from up above is critical in identifying anyone in the surrounding area that may not be noticeable from the ground. The plane is low enough to spot people and vehicles that may be in the way.

The duo will then continue to circle until after the blast is complete, ensuring that it was completed smoothly. This aerial perspective is critical to confirm the blast was executed safely and that there was not an abnormal blast, which is incredibly rare.

Utilizing aviation also enhances ArcelorMittal Minorca Mine’s safety practices in the case of temperature inversions. Temperature inversions have a negative impact on the air blast as it creates a poor atmospheric condition. Normally, air gets colder as you increase altitude, but with a temperature inversion, the opposite occurs, which is not conducive to blasting. “There are certain requirements for ground vibrations and noise. A temperature inversion can create elevated noise conditions at the surface.”

It is required of every mine to have procedures properly in place to clear the surrounding area for blasting. However, utilizing planes to achieve this goal is not a requirement, but a best practice.

“As a company we have obligations to both our employees and our communities to ensure that we are following the proper guidelines and regulations,” added Eric. “By implementing this practice, we are complying with industry best practices and ensuring their safety.”

Mine blasting is a critical part of the steelmaking process and integrating small planes into this practice is just another way ArcelorMittal is committed to safety at our workplace.

## **Outcome 2**

### Investments open doors for auto industry at ArcelorMittal

ArcelorMittal aims to be the premier supplier of advanced high-strength steels (AHSS) and ultra high-strength steels (UHSS) to the automotive market. To remain competitive, we invest in our operations to meet customer expectations.

Recent investments within our North American operations, including Burns Harbor, AM/NS Calvert, Cleveland and Indiana Harbor, aim to improve reliability and allow ArcelorMittal to meet the ever-changing needs of automakers.

### **ArcelorMittal Burns Harbor invests to deliver quality substrate**

The decision to install new walking beam furnaces at Burns Harbor is part of ArcelorMittal's Action 2020 plan. The two walking beam furnaces replace three pushers at the 80" hot strip mill. Slabs will be "walked" through the furnace instead of pushed. This eliminates the risk of defects or laminations, improving quality and reducing cost.

Burns Harbor will be equipped to offer higher quality substrate to downstream facilities and customers, including the automotive market. The project is expected to be completed by Q4 2020 with full production in Q1 2021.

### **AM/NS Calvert invests in Q&P process**

Since the acquisition in 2014, AM/NS Calvert has made significant investments including major upgrades to the No. 2 continuous annealing line (CAL) and No. 3 hot dip galvanizing line (HDGL). At the CAL, the partners added a new pickle nickel section, a final cooling section and H2 injection to the rapid cooling section, along with improving the over-aging section. These investments enable the production of cold-rolled Q&P grades. Upgrades to No. 3 HDGL include steam injection, hydrogen injection to the rapid cooling section, addition of partitioning section, and improvements to the galvanneal furnace. All of these projects support Q&P steels and improve dual phase steels.

### **ArcelorMittal Cleveland invests in upgrades, time and talent to meet customer needs**

ArcelorMittal Cleveland is upgrading its hot dip galvanizing line (HDGL) with gas jet cooling technology. This investment, which bolsters AHSS readiness and upgrades made to the HDGL in 2012, enables the production of new steel grades with increased bendability and strength. New product availability as a result of this investment is targeted for 2020.

### **ArcelorMittal Indiana Harbor invests in improving shape**

Indiana Harbor's No. 3 CAL is the only U.S. line capable of making martensitic steel grades. This product is one component of our AHSS/UHSS offering to automakers and critical to maintaining our competitive edge.

The product mix on No. 3 CAL has shifted to nearly all high-strength steels. However, existing equipment could not consistently control shape, and coils were sent to an outside processor for tension leveling.

The installation of a tension leveler, quench system and strip transport control system at No. 3 CAL will reduce our conversion costs and improve delivery time to the customer.

### BEV startup Canoo unveils game changing subscription-based steel-intensive electric vehicle

In early 2018 the name Canoo was virtually unknown, but by 2021, futuristic Canoo vehicles could be gliding down boulevards near you. The significant use of advanced and ultra high-strength steels (AHSS/UHSS) enables Canoo's vehicles to meet stringent strength, safety, cost, and overall performance requirements.

Canoo, the Battery Electric Vehicle (BEV) startup, unveiled the prototype of its first all-electric urban vehicle in September 2019. The design of the Canoo BEV challenges traditional automotive shapes and functionality. Canoo created their vehicle for a world in which transportation is becoming increasingly electric, shared and autonomous. Instead of purchasing the vehicles, Canoo's subscribers will be offered a commitment-free, month-to-month subscription with a full suite of vehicle-related services.

In constructing its vehicles, Canoo decided to use the latest generation of steel, allowing the vehicle to achieve ambitious weight and safety targets. In total, combining the skateboard chassis structure and the cabin structure, around 90 percent of the vehicle is made from steel. More than 70 percent of the steel used is AHSS/UHSS with a tensile strength above 500 MPa. With these steel grades, Canoo is creating a BEV with the highest content of steel ever used.

The high level of advanced steels in this vehicle demonstrates steel's many advantages, which also relate to its versatility, recyclability and its contribution to global greenhouse gas reduction. In these areas, steel outperforms other materials used in the automotive marketplace. ArcelorMittal is best positioned to serve customers such as Canoo given its vast expertise in steel research and steel solutions, wide variety of grades for a range of applications and established track record of serving the global automotive industry.

"At ArcelorMittal, our mission is to support the automotive industry to build a better world with smarter steels: steels that are cleaner and stronger, and steel solutions that can help shape the future of mobility," says Peter LeBlanc, chief marketing officer of automotive for ArcelorMittal North America. "Steel is, and will be, the preferred material for mobility as it is designed to maximize cost efficiency, sustainability and safety."

The North America-based automotive product applications team, a division of ArcelorMittal's Global R&D organization, has fully collaborated with the engineering teams at Canoo since the company's inception. The ArcelorMittal team has provided co-engineering and steel solutions-related technical support.

Over the entire life cycle, steel is the most sustainable material to make efficient and affordable vehicles. This is partly due to steel already having much lower CO2 emissions in primary production and the ease of recycling it compared to competing materials.

In the circular economy of tomorrow, ArcelorMittal's smarter steels will use less resources, energy and carbon, making them greener and more sustainable.

ArcelorMittal is committed to manufacturing innovative steels that advance sustainable lifestyles, showcasing the integral role steel plays in the sustainability strategies of our customers.

### **Outcome 3**

#### Pride and patriotism at the commissioning of the USS Indianapolis (LCS 17)

With ArcelorMittal Burns Harbor as its backdrop, the USS Indianapolis (LCS 17) was commissioned in October 2019, with some 12,000 proud spectators in attendance at the Port of Indiana.

The commissioning marks the acceptance of a ship as a unit of the operating forces of the United States Navy.

At a cost of \$450 million, the ship was built by Lockheed Martin at the Fincantieri Marinette Marine Corporation's shipyard in Marinette, Wisconsin. The majority of the 1,120 tons of steel for the ship came from ArcelorMittal Burns Harbor's 160" plate mill.

"There's a special pride and patriotism realizing Burns Harbor's efforts furnished the steel product to the shipbuilders who fabricate the ship," said John Mengel, vice president and general manager of ArcelorMittal Burns Harbor at the time of the commissioning. "All the other suppliers that add the controls and drives employ many more people. There are many thousands of Americans who stand behind the 70 sailors who operate this ship in defense of the United States. Patriotism extends from the brave people on this ship (and their families) all the way back to the ore mines that feed the Burns Harbor plant."

Tony Asher, a Burns Harbor plate employee, attended the ceremony with his father. He came to the commissioning directly from working his night shift at the 160" plate mill. He said the commissioning was "a once in a lifetime experience" that he wanted to share with his dad. "It felt good to be part of this and knowing that we made the steel for this ship."

The ship's motto, "Legacy of War," reflects that ships named Indianapolis have served in World War I, World War II, and the Cold War. LCS 17 is the fourth ship to bear the name Indianapolis, the state's capital city.

"The USS Indianapolis (LCS 17) will be a proud representation of the spirit of service embodied in the lives those of us who have called Indiana and Indianapolis our home," said Indiana Governor Eric Holcomb.

Cmdr. Colin Kane, commanding officer of the USS Indianapolis, said the crew gives the ship "its own personality and war-fighting spirit, and they are the best the nation has to offer. The men and women of the USS Indianapolis exemplify patriotism, grit and what this great country stands for."

Littoral combat ships are outfitted with mission packages that deploy manned and unmanned vehicles and sensors in support of mine countermeasures, anti-submarine warfare, or surface warfare missions. The warship's modular mission packages can be quickly and cost-effectively updated with new weapons and weapon systems without taking the ship out of service for modifications and modernizations.

The LCS series are expected to remain in service for 32-35 years. USS Indianapolis (LCS 17) and its crew will be homeported at the Naval Station Mayport near Jacksonville, Florida, and deployed in late 2020.

[View this video to learn more.](#)

### Supplying steel for NFL stadiums across the United States

Is your favorite NFL team's stadium constructed with ArcelorMittal steel? There is a good chance it is as ArcelorMittal has been the steel supplier of choice for many stadiums across the United States. Our high value-added steels in combination with our expert technical support facilitates the design and construction of high-performance buildings.

ArcelorMittal is uniquely equipped with the support of R&D and technical support services that are specific to the construction industry. Focused on bringing efficiencies to building systems, the team is involved from the early stages of design alongside the structural engineers, developers, architects and more through to fabrication and construction, where they support the needs of fabricators and builders.

"This skillset enables us to promote broader innovation," said Shelley Finnigan, global technical sales engineer, head of technical sales and marketing, ArcelorMittal Americas. "Working alongside the project team, we have a first-person view of construction challenges: cost, quality, sustainability and more. When our technical team collects this information and turns it over to R&D, it enables ArcelorMittal to develop new products and materials that respond to these challenges and allows project teams to implement more effective solutions in the future."



An example of this engagement was with the construction of the Mercedes Benz-Stadium, which is home to the Atlanta Falcons. The unique design of the Falcons' stadium's retractable roof was an ideal match for ArcelorMittal's steel solutions. Although the mobile roof is not comprised of our steel, the stationary support is.

"Educating the structural engineers about ArcelorMittal's unique steels happened before they even started the design of this building," added Shelley. "And through ongoing conversations about demanding conditions in several of their projects, input from ArcelorMittal unlocked creativity within the team and led to their use of high-strength steels to reduce weight in the structural system for the stadium – a condition that ultimately led to a reduction in construction costs and a more sustainable building."

For the Mercedes-Benz Stadium, which was the first professional sports stadium to achieve LEED Platinum in the U.S., steel plate came from ArcelorMittal Burns Harbor and ArcelorMittal Coatesville, and steel beams were provided by ArcelorMittal International. A total of 22,000 tons of steel were used in the stadium – nearly three times more than what was used in 1992 to build the Georgia Dome, the previous home of the Falcons. The \$1.2-billion stadium seats approximately 74,000 spectators and opened in the fall of 2017.

In addition to the Falcon's stadium in Atlanta, ArcelorMittal steel can be found in football fields throughout the country. ArcelorMittal's steel solutions enhanced the design of the stadiums home to the Rams, Chargers, Texans, Cowboys, Colts, Cardinals and Vikings!

The construction of stadiums often poses unique challenges compared to typical construction projects. Between the long spans, moveable structures and placement of steel at soaring heights, there are numerous design and construction hurdles that the project team must overcome. However, with ArcelorMittal's ability to provide technical support, research input, and high-strength steel products, designers can arrive at novel solutions that limit weight, costs and ultimately the carbon footprint of their structures.

"From the moving roof of the Falcons' stadium to the base-isolated roof on the Rams', engineers face non-routine design challenges. Their feedback on how steel helped or hindered their ability to arrive at an efficient solution is invaluable to ArcelorMittal as we strive toward continuous improvement and developing steel that truly transforms tomorrow," noted Shelley.

## **Outcome 4**

### Maximizing our recycling efforts by selling byproducts

The backdrop of a steel plant is dotted with large piles of what appears to be black dirt. These piles are made up of various types of byproducts created during the steelmaking process. Historically, byproducts wound up in landfills, however innovative thinkers are finding ways to help the company maximize recycling efforts.

### **Indiana Harbor sells steelmaking oxide to the cement industry as a raw material**

Steelmaking oxides are harmless - not much different than iron ore itself, but due to either size (too fine), moisture (too high) or chemistry (too high in sulfur or zinc), they are difficult to recycle through a sinter plant or blast furnace.

To reduce our waste footprint, Indiana Harbor has partnered with the cement industry to find a beneficial use for oxides, keeping them out of landfills in the process.

The cement industry uses this steelmaking byproduct as a raw material. Limestone is the primary raw material for cement, but all cement plants require a small amount of iron in their raw material mix. The iron promotes a reaction in the high-temperature kiln, which lowers the production cost of cement.

Indiana Harbor ships about 35,000 tons of steelmaking oxide to the cement industry every year. This practice contributes to our goal to reuse byproducts and directly supports our core value of sustainability.

Indiana Harbor is the only plant in the U.S. currently selling this material, but ArcelorMittal Riverdale is in the early stages of a trial.

### **Innovations by Global Research and Development allow us to reuse more resources on site**

Slag is one of several byproducts created in steelmaking. Except for a small amount of steelmaking slag recycled through some blast furnaces, piles of slag have little to no value because they can't be sold or re-used in the steelmaking process. But thanks to a solution developed by ArcelorMittal Global R&D, these stockpiles are now viewed as giant piles of opportunity.

Steel production produces various slags. They are separated by the magnetic portion and the non-magnetic portion and classified by their magnetic properties. Those deemed low quality cannot be recycled in the steelmaking process - so large piles built up at our plants.

"The question was how can we utilize the slag, so we don't have to pile it or send it to a landfill?" said Naiyang Ma, scientist, recycling, raw materials and ironmaking, ArcelorMittal Global R&D. "After tremendous lab and fieldwork, we were able to optimize slag processing by adjusting surface magnetic field strength of the separators. Now we can use it in the sinter plants."

The ArcelorMittal team solved this problem with sheer brain power; no capital investment required. Now, we are decreasing raw material costs and reducing the number of materials headed to landfills.

## Steel is at the foundation of recycling

For the steel industry, recycling is at the core of the way we operate. Steel is 100 percent recyclable, which means it can be recycled into the same material of the same quality again and again. Steel's durable characteristics enable many common products to be reused. A steel beam can become another steel beam, or a refrigerator, car door or roof panel. When you buy steel, you are buying recycled.

Steel recycling is important to the circular economy as it conserves valuable resources and diverts useful materials from going to landfills. Millions of tons of iron and steel are diverted from the waste stream to the recycling stream every year due to steel's magnetic properties that make it the easiest material to separate from solid waste.

Each year in the U.S. alone, about 60 million tons of steel are recycled into new steel products.

Yet, beyond steel cans and containers, most of the steel that consumers recycle is not done through the curbside bin. As a result, consumers may not realize the huge impact they have in recycling steel and the associated benefits.

All of this is rooted in the fact that steel scrap is vital to the production of new steel. Steel scrap reduces the need to mine for new iron ore. It enables energy savings versus solely relying on virgin materials, thereby reducing greenhouse gas emissions. And it prevents valuable steel scrap from being sent to landfills, thereby creating markets for end-of-life products.

For every ton of steel scrap recycled, 2,500 pounds of iron ore, 1,400 pounds of coal and 120 pounds of limestone are conserved. And in the past 30 years, more than one billion tons of steel scrap have been recycled into new steel by the North American steel industry. On average, the United States processes enough ferrous scrap daily, by weight, to build 25 Eiffel Towers every day of the year!

When multiplied across the millions of tons of steel recycled every year, steel recycling conserves enough energy to electrically power one-fifth (about 20 million) of the homes in America.

Looking at this from a product perspective:

- Recycling steel from a single car reduces greenhouse gas emissions by an equivalent of more than 450 gallons of gasoline. Each year the steel industry consumes the equivalent of 14 million tons of steel scrap from automobiles.

- Recycling a single refrigerator reduces the equivalent greenhouse gas emissions by 566 pounds of CO<sub>2</sub>. Each year, the steel industry recycles steel from about 12 million appliances.
- Even recycling one steel can conserve enough energy to light a 10-watt LED light bulb for more than 24 hours.

The steel industry's need for steel scrap is also a job creator, supporting more than 531,000 scrap recycling jobs and generating more than \$110 billion in economic activity.

*Mark Thimons is the Vice President of Sustainability for the American Iron and Steel Institute, where he is responsible for overseeing the sustainability program, including the design and completion of research projects that demonstrate the life cycle advantages of steel.*

## **Outcome 5**

### Facilities share best practices to optimize environmental compliance

ArcelorMittal values continuous learning and knowledge sharing, and that is certainly true amongst our U.S. environmental teams. Each of our plants are unique, but they all share a common goal to operate responsibly and in compliance with environmental regulations. When one facility develops a best practice that strengthens our environmental program, we work to share it with others across the company so it can be replicated.

Here is a sampling of best practice examples shared by some of our facilities:

- ArcelorMittal Burns Harbor developed a custom database and app to keep track of the characteristics of every oil container in the plant. There are more than 500 containers in the plant that require periodic inspection. The app allows personnel to quickly and accurately confirm certain compliance requirements are met.
- Like Burns Harbor, ArcelorMittal Cleveland has designed a best practice related to inspections of oil containers. Using a specially-designed inspection format, the inspector identifies which of the 11 inspection elements apply to each oil container. With this information, a unique inspection protocol is identified for each container. This makes the inspections more efficient and ensures that every container is being properly controlled.
- In several areas of our Indiana Harbor plant's hot mill and finishing operations, large placards were posted where hazardous wastes are collected. The signs clearly identify which wastes are acceptable and the management practices in that area, so employees know exactly what's allowed and what to do.

- A basic requirement of container management is to keep containers closed, except for periods of material transfer. A common audit finding is open containers. In some situations, our I/N Tek and I/N Kote facilities use a latching drum lid, such as those developed by New Pig, which is a convenient way to make it easy for those needing to perform material transfers to do so and remain in compliance. It is easy to open and close.

Knowledge sharing across our operations is just one of the innovative ways we manage and minimize our environmental impact.

#### Learning important environmental requirements through e-learning

Complying with environmental regulations is something ArcelorMittal takes very seriously. But it's more than just "nice to do" - it's legally required that we follow the laws and rules that apply to our operations. Environmental compliance is an important responsibility, and for a large and complex organization like ours, it's a big job that requires the participation and knowledge of many individuals and teams.

For that reason, training is a vital part of ArcelorMittal's environmental compliance program, and a new online learning system is making employee training more efficient, streamlined, consistent and targeted.

ArcelorMittal USA's environmental affairs department has embraced e-learning as a new, effective way to deliver training. Over the past two years, we have developed four online classes that are mandated by U.S. EPA, U.S. DOT, and state environmental agencies.

"As with everything we do, our goal with the e-learning program is to comply with regulatory requirements and ensure that our plant personnel are receiving the same message and information about environmental performance expectations," explained Keith Nagel, director of environmental affairs and real estate.

Current classes cover four important topics: "Under the Resource Conservation and Recovery Act (RCRA), annual training is required for personnel who manage hazardous waste in any way. Similarly, personnel who work in areas where stormwater may affect the environment are required to be trained on storm water pollution prevention plans and, if oil is an issue, on spill prevention control and countermeasure plans. Finally, people responsible for the packing, shipping, receiving and loading or unloading of hazardous materials must take DOT HazMat training every three years," said Julianne Kurdila, lead specialist, environmental compliance and policy.

As the online courses have been rolled out to individual ArcelorMittal facilities, local environmental managers are reporting that the e-learning program is a valuable tool.

ArcelorMittal Monessen's environmental manager Danielle Skolnekovich said, "The online training helps me to make sure that my colleagues are getting consistent, up-to-date training on key environmental policies and issues. Another benefit is that the online courses are free for us at the facility and we don't need to hold live classes for every employee that needs training, which can be expensive and difficult to manage."

Dave Lisak, environmental manager at I/N Tek and I/N Kote, agreed: "The online training program provides team members with a consistent, detailed approach to learning about environmental regulations."

## **Outcome 6**

### Striving for energy efficiency through self-generation, substitution and effective management

ArcelorMittal USA is always looking to become more energy efficient. Facilities not only look for energy-saving opportunities - some sell self-generated excess power and others look for ways to save money by substituting more economical power sources.

ArcelorMittal Indiana Harbor and ArcelorMittal Warren are two such examples.

"At our Warren coke operations, we produce 100% of the electricity the facility requires for the coke battery operation and sell any extra to the grid," said Larry Fabina, manager, continuous improvement, ArcelorMittal Burns Harbor. Creating opportunities for self-generating power within our own operations is one example of ArcelorMittal's commitment to becoming more energy efficient.

"At Indiana Harbor, there are times we have excess electricity that also gets pushed back to the grid. Depending on the facility, exporting electricity can generate income and lower our costs."

Fabina notes there are several ways our facilities generate energy. For example, at ArcelorMittal Burns Harbor, the blast furnace and coking operations produce byproduct fuels, specifically in the generation of coke oven gas and blast furnace gas. Those operations can consume the gas or send it to other areas at Burns Harbor, such as the powerhouse, sinter plant or plate mill.

"At our powerhouses at the three integrated facilities of Burns Harbor, Cleveland and Indiana Harbor, we produce electricity using byproduct fuels from our coke operations (Burns Harbor) and blast furnaces (all three facilities)," adds Fabina. "Additionally, at many of our facilities, we produce plant steam with byproduct fuels and natural gas."

Such self-generated energy is important for plant reliability and production, as well as to help lower our costs. Fabina says the potential savings are tens of millions of dollars.

Additionally, we are continually looking for opportunities to reduce our energy consumption through energy management, conservation and installation of energy-efficient equipment and lighting.

“Waste heat recovery is an excellent opportunity to reduce our energy consumption and even produce electricity and steam,” notes Fabina. “Yet many times it is not economical to do so due to the cost of the equipment.”

As far as energy substitution, Fabina points to our blast furnaces.

“Here, we substitute natural gas for coal and coke. However, there is a limit on how much natural gas we can inject,” adds Fabina. “The amount of substitution among these fuels depends on the price of natural gas and coke, along with their availability. All-in-all, our reduction, recovery and substitution efforts lower our costs and improve our flexibility if supplies are limited.

#### ArcelorMittal employees lead energy saving initiatives across facilities

Across our ArcelorMittal facilities, our employees are charged with finding innovative ways to save energy by undergoing unique exercises.

For the past several years, ArcelorMittal Cleveland’s energy team has hosted the “Power of 1” energy innovation contest, encouraging employees to propose no- and low-cost ideas to conserve energy at the plant. The winning ideas from three employee teams will save hundreds of thousands of dollars in energy costs.

“Our employees know our plant and systems best, and often they can easily identify opportunities to make our facility more efficient. The ideas proposed in this year’s contest were simple but impactful, showcasing the power of one person or team to help us reach our energy goals,” explained Rishabh Bahel, manager, utilities and energy conservation.

The top three ideas included:

- A plan to automatically control one of two hydraulic pump motors at the No. 1 steel producing caster. Historically, both pumps were operating 24 hours a day, even when one was sufficient.

- Implementing a new procedure to save compressed air during and between degassing sequences. Team members noticed that large volumes of compressed air were wasted in this process and devised a push-button solution to turn off compressed air when it's not being used, reducing an estimated 90% of air consumption.
- Focusing on natural gas, a team of reliability engineers from the MEU division used a special infrared camera to detect leaks. The camera helped identify five significant natural gas leaks. Repairing these leaks is projected to save more than \$200,000.

"My teams and I are always looking for ways to improve a process. I encourage others to look at the systems they use regularly and work with their teams to discuss pain points. A little conversation may result in a large improvement," Bahel explains.

ArcelorMittal Warren participated in a two-day energy treasure hunt, uncovering more than a million dollars in potential energy and cost-saving projects.

Joining the team of Warren facility leaders were colleagues from ArcelorMittal Burns Harbor and Cleveland, USA engineering, and Global R&D, as well as experts from the Department of Energy (DOE) and Oak Ridge National Lab.

The group spent the first day in the plant "hunting" for opportunities in both the cokemaking operation and powerhouse facility. On day two, they learned about several smart tools from DOE's Better Plants Program used to calculate energy and cost savings for each of those opportunities.

The projects identified were diverse. They focused on everything from reducing compressed air leaks and installing LED lights to implementing boiler blowdown controls. One area of opportunity highlighted as high-potential was to develop a plant-wide strategy to reduce steam leaks.

According to Joe Magni, plant manager, ArcelorMittal Warren, "The treasure hunt was a tremendous success and we are including some of the projects in our 2020 business plans."

David Magni, electrical maintenance manager, helped organize the event and recruited colleagues to get involved. "It can be difficult to get away from the day to day maintenance demands of the plant, but when we dedicate time and resources and work together to develop new and innovative energy-saving ideas, the results can be incredible. The fact that our team came out on a Sunday for the treasure hunt shows how committed our people are."



ArcelorMittal USA joined the DOE's Better Plants Program in 2013 with the goal of reducing corporate-wide energy intensity by 10% over 10 years. The Power of 1 project meaningfully contributes to that goal. Additionally, the Warren facility was one of a select group of Better Plants Program partners picked to host the in-plant treasure hunt workshop facilitated by the DOE.

## **Outcome 7**

### Hi-tech coil inventory systems help ArcelorMittal facilities stay on track

With the use of some sophisticated software, ArcelorMittal USA has enhanced its tracking of coil product movement before shipping.

Flat rolled facilities at ArcelorMittal Burns Harbor, Cleveland and I/N Tek and I/N Kote are using digital formats that keep track of product movement and improve the overall efficiency of the coil shipment process.

A software program called Genesis was originally implemented at ArcelorMittal Gent in Belgium. Burns Harbor began using Genesis at its cold rolling shipping area about five years ago and recently installed the system at hot rolling shipping.

"Genesis is a coil tracking system that allows the crane operator to see the entire coil inventory in the warehouse," said Aaron Webster, manager, hot mill finishing and shipping, ArcelorMittal Burns Harbor. "It allows for better crane optimization because we can stock the warehouse according to shipping method: truck, rail or barge and by customer."

Before Genesis, Burns Harbor did not have a live inventory tracking system. Now, a crane operator at No. 4 shipping can pinpoint the exact location of a coil when truck drivers check in to pick up a load. Webster said coils can also be double-stacked which reduces the need to store product outdoors. Other benefits of Genesis include quality improvements such as a reduction in pitting and less material handling, which reduces the chances of damaging coils.

ArcelorMittal Cleveland has also been slowly phasing in implementation of Genesis.

"Although we are only using Genesis on a limited basis so far, we have reaped the benefits and have already seen improvements in shipping the right coils to our customers," said John Harris, transportation and logistics manager, ArcelorMittal Cleveland.

Over the last few years, I/N Tek and I/N Kote have acquired five automated guided vehicles (AGVs). It's considered one of the most critical upgrade projects ever attempted at the New Carlisle facility.

With this fully automated system, a crane places a coil from the continuous descale cold mill (CDCM) onto a coil skid. An AGV picks up the coil and moves it to the automated storage and retrieval system (ASRS). The ASRS stores the coil in the appropriate bin location and the system traces it. When the coil is needed, the computer tells the crane where to go to retrieve it. The AGV returns to the storage area and moves coils out of the ASRS to the entry skids of the respective core lines. All these moves are computer controlled.

Automation makes the entire process reliable and efficient. There is virtually no coil damage and employees know where every single coil is located at any given moment.

#### Hibbing Taconite partnership provides quality iron ore pellets

ArcelorMittal assumed the role of managing partner for Hibbing Taconite Company in August 2019. However, since 1976, ArcelorMittal Burns Harbor has enjoyed its partnership with Hibbing. The steelmaker's two blast furnaces rely on the supply of iron ore pellets that feed the C and D furnaces which produce 4.5 million tons of iron annually.

The Burns Harbor facility receives 100 percent of its pellet supply from Hibbing, and Burns Harbor's success is reliant upon Hibbing's quality pellets.

"What's important to us in our iron producing capacity, is having a reliable, quality pellet, which is what we get from HibTac," adds Steve Horvath, division manager, iron producing, ArcelorMittal Burns Harbor. "We also look for the supply of compression pellets to have low silica and a consistent pellet size for the permeability of the furnace. Hibbing is world-class in its pellet sizing. Reliability - receiving our supply when we need it - is another important factor in this partnership."

Burns Harbor uses about 5.4 million tons of pellets for its iron producing operations each year. From April through mid-January, two mighty iron ore boats - the Stewart J. Cort and the Burns Harbor - make their way across the Great Lakes of Superior and Michigan to the Burns Harbor plant. Every 3.5 days, these self-discharging ships alternate to unload their supply of about 65,000 tons of pellets each. That equals about 85 vessels during the 8.5 months Burns Harbor expects its taconite deliveries.

Horvath noted that another benefit of the partnership is a joint quality task force between Burns Harbor iron producing and Hibbing personnel that meet to review pellet quality and proposed process improvements. Horvath says such meetings have been very valuable, and he expects them to continue to work toward continuous improvement of the processes at both facilities. Burns Harbor employees have toured the mine and

Hibbing reps have visited the Burns Harbor iron producing and steel producing shops for a better understanding of the operations.

“Over time, we’ve driven the silica down and we’ve tightened up all of the specifications. In recent years, their conformance to specifications has been crazy good,” adds Horvath. “Every time that happens, we just tighten up the specifications, so we continue to improve.”

#### DLZ brings history, commitment and expertise to ArcelorMittal partnership

DLZ, a family and minority-owned architectural, engineering, and field services consulting firm, has enjoyed a long history with ArcelorMittal USA and its predecessor companies.

Headquartered in Columbus, Ohio, the company has over 700 employees in 26 offices throughout the Midwest.

DLZ began working at Burns Harbor in the mid-1960s during the initial build of Bethlehem Steel’s Burns Harbor plant. At that time, Cole Associates, which was acquired by DLZ in 1992, provided surveying and construction management/inspection for the construction phases. Once operational, Cole Associates remained on-site assisting Bethlehem’s corporate offices, engineering, and maintenance, along with various engineering firms and contractors, with daily consulting services. Throughout the next decades, Cole provided surveying and engineering services for Bethlehem Steel, Inland Steel, J&L Steel and LTV Steel, Mittal Steel and now ArcelorMittal. In 1998, DLZ acquired Porter-Lakes Engineering (PLE) to further expand its surveying and management staff to support the steel industry.

“We have the flexibility to meet the needs of small and large-scale projects nationwide,” says Kurt Schmiegel, president, DLZ Industrial. “We focus on meeting and exceeding our clients’ expectations and are known for our expertise, integrity, and contributions to the people and communities we serve. Our vision is simple: create successful partnerships with our clients that facilitate trust, commitment, and communication.” Roughly 100 DLZ employees serve ArcelorMittal USA facilities, with 40 surveying crews who work at ArcelorMittal’s Burns Harbor, Indiana Harbor, I/N Tek & I/N Kote, Cleveland, Riverdale and Columbus facilities.

DLZ believes the longstanding partnership between ArcelorMittal and DLZ can be credited to trust.

“The historical knowledge that both partners possess helps solidify the trust we have in our roles,” adds Schmiegel. “DLZ believes the strength of our business philosophy is

developing client relationships that will become mutually beneficial. As a supplier to ArcelorMittal, we consider ourselves an extension of each facility's staff."

DLZ believes in project ownership and an understanding that a true partnership isn't a "one project or PO" relationship, but a part of something larger. "We view business partnerships, like with ArcelorMittal, as an opportunity to bring our value and experience to a problem and help, and by doing so, we strive to strengthen our relationship with our client," says Schmiegel.

"The key to success is to view every engagement, no matter how small, as a long-term relationship," adds Vikram "Raj" Rajadhyaksha, DLZ founder and CEO. "Our employees put relationships first. As a result, 80% of our work is from repeat business."

DLZ is also proud to be a minority-owned business working for the steel industry throughout the Midwest.

"As a graduate of the Federal 8(a) Business Development Program, DLZ has been given opportunities to perform work and be successful. These programs allowed DLZ a chance to work on projects that otherwise wouldn't have been available to a minority firm," says Schmiegel. "The Minority Business Enterprise (MBE) firms however must deliver, and DLZ delivers. We have been fortunate to grow from two employees to one of the nation's largest consulting firms in our industry. Today, we support other MBE firms in mentor/protege relationships and are proud to be a successful minority-owned firm."

## **Outcome 8**

### ArcelorMittal partners collaborate to extend their environmental education impact in the community

ArcelorMittal supports many "hands-on" education events in our communities because we know that they encourage curiosity, questions and critical-thinking skills. Finding ways to take classroom knowledge and apply it to real-world experiences is fun, rewarding and often takes students to places they would not otherwise get to visit.

One example is the Challenger Learning Center of Northwest Indiana's Earth, Sea and Sky event. It engages children in hands-on learning activities centered around science, technology, engineering and math (STEM).

They invite several environmental partners to participate, bringing together each organization's unique environmental expertise to the event. Visitors are encouraged to do experiments, look through microscopes and get their hands dirty.

New to the event was Jennifer McCloud from ArcelorMittal's human resources department who set up a virtual reality tour of a steel mill. Children and their parents experienced steelmaking from the comfort and safety of a chair.

“It helps make the connection between steelmaking and our natural resources,” said Jennifer. “For example, we can explain how we use water from Lake Michigan in our processes and return it in compliance with our discharge permits.”

Another example is the Environmental Education Summit coordinated by Humane Indiana Wildlife. It was held at ArcelorMittal Global Research and Development and included a hike through the facility’s dune and swale restoration site.

Their education coordinators, along with those from the Field Museum and Dunes Learning Center, provided local teachers with curriculum resources to help them meet state education standards for STEM.

“Kids are more willing to learn if they are interested in the subject,” said Linda Padilla, assistant principal, Lincoln Elementary School, School City of East Chicago. “Learning about nature and the environment is essential. The kids are the ones who will have the biggest impact on the environment in the coming years. The more they know, the better.”

These are just two examples of how ArcelorMittal is dedicated to being an active and welcomed member of the community.

[View this video to learn more.](#)

### ArcelorMittal employees lead our business and our communities

Every year, ArcelorMittal invests millions of dollars in charitable grants to nonprofit organizations in the communities where we operate. But many of our community partners benefit from an asset even more valuable than grant dollars: the involvement of our people. When ArcelorMittal leaders serve on the boards of nonprofits, they contribute incredible expertise, leadership, perspective and connections.

Ray Ajalli, environmental manager at ArcelorMittal Coatesville, has served on the board of directors of the Brandywine Red Clay Alliance (BRCA) for over a decade.

“Brandywine Red Clay Alliance is a special and unique organization in that they work with very diverse groups of stakeholders. The board operates with an understanding that we all must work together on watershed protection and restoration. I represent an industrial perspective on the team, but I’m joined by others from higher education, the financial sector, community members, and environmentalists. We all benefit from the diversity of viewpoints, and it strengthens our connections to the organization and each other,” says Ajalli.

This certainly proved true in 2015 when the BRCA was formed from a merger between two closely-aligned watershed groups, Brandywine Valley Association (BVA) and the Red Clay Valley Association (RCVA). Ajalli was on the board of BVA and supported the

merger of the two organizations. “Coming from the business sector, I saw the opportunities for more efficiency and better outcomes.”

Another great example of employee service to the community is Chris Heinrich. When asked about her recent decision to join the board of the Girl Scouts of Greater Chicago and Northwest Indiana, Heinrich quickly explains, “Believe me, Girl Scouts are about a lot more than cookie sales!”

She knows because her own daughters were Girl Scouts when they were young, and she saw firsthand how the organization fostered confidence, self-sufficiency and leadership in them.

Heinrich is the director of customer service for ArcelorMittal USA’s sales and marketing group. An engineer by discipline, she has direct experience as a female in a male-dominated field to draw upon. “When I was considering joining the Girl Scouts board, this was something that the organization president and I spoke a lot about. Being a female director in the steel business is a unique perspective I bring.”

For Robb Peterson, plant manager of ArcelorMittal Minorca, participating on the board of the United Way of Northeastern Minnesota is both a professional responsibility and a personal one. “I really believe that community engagement is part of ArcelorMittal’s commitment to social responsibility. ArcelorMittal is an important part of this community and we rely on this region, so it’s important to give back.”

ArcelorMittal Minorca and its predecessors have been engaged with United Way for a long time. He says his eyes have been opened to the real needs of his local community. Much like his leadership role at ArcelorMittal, which requires him to lead at multiple levels, Peterson’s work with the United Way is both on the ground and very strategic.

“At ArcelorMittal, we are focused on the sustainability of our business. The United Way supports a healthy community, which means a stronger workforce, a stronger economy and better social connections. That’s good for all of us.”

All these ArcelorMittal employees have also gained great insights into community needs and valuable civic leadership experience that can strengthen their roles at ArcelorMittal.

### Building Resilience in our communities

ArcelorMittal’s second year of the special community investment initiative, Building Resilience, benefitted many nonprofit partners in impactful ways. The program extends ArcelorMittal’s corporate giving strategy to focus on the sustainability and resiliency of its existing nonprofit partners in areas of nonprofit management that are traditionally underfunded. These are just a few of the stories.

The Boys and Girls Clubs are well known as a haven for children - a place to play and learn. But in East Chicago, Indiana, children and their families said they did not feel safe in the club.

“It’s easy to walk in, and the lobby area is wide open, so you have access to all the club members,” said East Chicago Boys and Girls Club director Pablo Palominos of the original club design. “It’s sad because one of our most important jobs is keeping the kids safe and out of trouble.”

A significant renovation of the club was already in the works – fueled by a successful capital campaign. Now, attention turned to raising additional funds for IT infrastructure.

ArcelorMittal has a long-standing relationship with The Boys and Girls Clubs of Greater Northwest Indiana. And we welcomed the opportunity to discuss funding their state-of-the-art security system under our Building Resilience umbrella.

With approval in hand, the club implemented a safe building design, which included rooms appropriate for shelter-in-place as well as the technology infrastructure for a digital surveillance system.

“We had a shooting recently near the club and we went on lockdown. We have rooms now with doors that lock and no exterior windows. After twenty minutes, we called an all-clear. We are safer today because of the grant and are very grateful to ArcelorMittal.”

Another success story is our Building Resilience grant to the Dunes Learning Center. Their staff doesn’t take fast internet service for granted as they were accustomed to packing up their computers and heading to the nearest coffee shop.

“We have internet service in our administrative building, but there’s no extra workspace,” said Erin Crofton, education director, Dunes Learning Center. “We needed fiber optic cable run from the main hub near the road down to the camp so we could get internet service. That’s expensive, but ultimately it would improve our efficiency.”

When running a business – including a nonprofit -- staff time is one of the most valuable assets. In addition to the internet access issue, the staff recognized that they had redundancy in many of their tasks due to multiple data management platforms that did not cross communicate. They needed upgrades, but the price tag put them out of reach.

Help arrived when ArcelorMittal announced the Building Resilience grant opportunity in 2017. The category of technology implementation and data management proved a good fit for the Dunes Learning Center request. They applied and received funding to extend

the fiber optic cable to Cowles Lodge, where the majority of formal environmental education takes place.

Science Olympiad received a Building Resilience grant as well. Their award was for strategic planning. As an outcome of that plan, Science Olympiad developed a web-based volunteer training module so all volunteers could receive consistent training.

Each year, the Dunes Learning Center hosts overnight camps for Science Olympiad team members and coaches to practice environmental events.

Since there is now internet service in Cowles Lodge, the staff prepared for the camp in the lodge. Preparation included taking the Science Olympiad volunteer training.

“It didn’t occur to me that these two grants would intersect like this. I was thrilled to learn about it,” said Kelly Nissan, communications and corporate responsibility manager, ArcelorMittal, who oversees both nonprofit partnerships. “I received an e-mail with a picture of the staff holding up certificates. I found out later they were Science Olympiad volunteer training certificates of completion.”

## **Outcome 9**

### Sparkling an interest in STEM careers to generate a talented pipeline

When asked to recall the childhood experiences that influenced their career choices, many STEM professionals recount memorable visits to science museums.\* Separate from the formal structure of the classroom, museum environments provide young people opportunities to get “hands-on” and to explore the fun in STEM.

ArcelorMittal recognizes the important role these institutions play in sparking childhood interest in STEM. As part of our commitment to ArcelorMittal’s sustainable development outcome 9, developing a pipeline of talented scientists and engineers for tomorrow, we partner with many science centers in our communities, connecting young people and families to STEM experiences.

“By engaging young people out of school in informal STEM learning, their experiences are more about self-exploration, rather than instructor-led. This can be very powerful in increasing students’ interest in STEM,” explained Donald Comeaux, director of the Gulf Coast Exploreum Center.

Located a short drive from AM/NS Calvert in Mobile, Alabama, the Exploreum has been working with the company to open a new ExploreTEC STEM Lab. In the lab, students can design, prototype, build, 3-D print and more. The new STEM lab is also used for teacher training, to align classroom learning and informal learning experiences.



Similarly, ArcelorMittal's partnership with the Museum of Science and Industry (MSI) in Chicago is all about the science of making. In the ArcelorMittal-sponsored Makers United workshops at MSI, guests get hands-on with circuit building and construct fabricated materials into their own wearable LED bracelet.

"ArcelorMittal is the perfect partner for this kind of exhibit because they produce a material – steel – which is the foundation of so much of our built environment. Through experiences like Makers United, our guests are inspired to be creative, to think about how the world works and to consider how industry and invention play such a critical role in our lives," said Manny Juarez, director of science and integrated strategies at MSI.

The hope is that growing this early curiosity in children will lead some students to careers in STEM. Lara Bates is the executive director of another ArcelorMittal partner, Challenger Learning Center (CLC) in Hammond, Indiana. Lara loves that informal science learning can be fun but also build real-world skills needed in the workforce.

CLC uses simulated space missions to engage students in learning and problem-solving. "Students are immersed in the roles of scientists, engineers, doctors, computer programmers, etc., and they are working in real time to solve actual problems that arise. They are required to collaborate with their team members, test their critical thinking skills, all towards the goal of completing the mission successfully."

Our science center partnerships provide a unique opportunity to connect with students and plant the seeds that could someday grow into the innovators who will lead our industry into the future.

\*Source: Center for Advancement of Informal Science Education

### Students receive hands-on learning opportunities at ArcelorMittal facilities

High school students looking to get a jump on planning their futures can tour ArcelorMittal steelmaking facilities to learn about manufacturing careers, including the company's Steelworker for the Future program.

Focused on career opportunities for electrical and mechanical technician positions, the program is offered in partnership with local colleges, which provide students with an associate degree in applied science.

A group of students from two Porter County, Indiana schools spent the day at ArcelorMittal Burns Harbor to get a feel for the steelmaking operations and local training program by taking a tour of the 80" hot strip mill.

Students also had the chance to try hands-on training activities at the center, visiting several training stations, including a virtual reality fire safety simulator, overhead crane

simulator, electrical lab and instrumentation demonstration, confined space demonstration and welding demonstration.

Max Drinski, a sophomore at Boone Grove, enjoyed the experience.

"ArcelorMittal was a cool field trip. My favorite part was seeing the hot strip mill. At the Deerfield Woods Training Center, I got to operate an overhead crane in the virtual reality simulator. This was a great experience for me."

High school guidance counselors also joined the tour, including Mallory Horvat, whose father works at Burns Harbor in central shops.

"I believe that students' success comes from hands-on opportunities like what we saw here today at ArcelorMittal. It's an eye-opening experience for counselors and especially the students."

Instructors at Deerfield Woods Training Center enjoyed giving the students a glimpse of the type of training offered to Burns Harbor employees.

"It's great to see youth looking for a career path early, rather than later," said Jeff Eckert, training coordinator, Deerfield Woods Training Center. "We can bring students here and let them see and experience what we do in the areas of electrical and mechanical training."

Since 2010, Steelworker for the Future has offered participating students paid internships and the opportunity to join the company after receiving their associate degree.

Steelworker for the Future is also offered at other ArcelorMittal USA facilities and plans are underway to expand high school tours to our Indiana Harbor and Riverdale locations, as well.

R.D. Parpart, who manages ArcelorMittal's craft training program, is excited to see so many of our operating facilities offering the program to those looking for careers in the steel industry.

"Visiting our facilities like Burns Harbor provides students with a great opportunity to learn about the industry because so many of them aren't familiar with what manufacturing has to offer," said Parpart. "Site tours allow us to reach out to students and show them these are great jobs as a career choice."

[View this video to learn more.](#)

## Outcome 10

### Prioritizing stakeholder engagement in our communities

It's often said that the first rule of leadership is to "show up." The same is true for stakeholder engagement. As a corporate leader in many of our communities, ArcelorMittal makes it a priority to be present and at the table when our stakeholders are working on new and sometimes challenging issues.

New technologies, safety concerns, climate change, workforce needs, social and racial inequities, economic development...our communities are tackling some very big issues! And many of them intersect directly with our business. ArcelorMittal's approach is the same wherever we are: show up and be a part of the conversation. ArcelorMittal is committed to contributing to communities in ways that are measured, shared and valued.

In Cleveland our facility relies on the Cuyahoga River federal navigation channel to deliver millions of tons of raw materials each year. The freighters carrying iron ore to our docks are as big as skyscrapers, turned on their sides, traversing the narrow and winding path of the Cuyahoga.

As the river has undergone a renaissance in recent years, it has evolved from a solely industrial transportation route into an active "recreational playground," as [cleveland.com](http://cleveland.com) has described it. Today, ArcelorMittal and other industrial users are sharing the river with kayakers, paddleboarders, rowers, jet skis, tour boats and more.

But paddling in the same water as a freighter can be very dangerous (imagine riding a unicycle down a busy highway alongside semi-trucks!).

And the community asked: How can we all use and enjoy the river safely?

The Cuyahoga River Safety Task Force was formed in answer to that question, with participation from all stakeholder groups – industry, maritime, recreation, municipal, government and more – and ArcelorMittal has been involved every step of the way.

Together, the task force has been focused on educating recreational users about safety on the river through videos, community forums, trainings and signage. For example, when the Coast Guard recommended to the Task Force that signs be installed on every bridge crossing the Cuyahoga so users can easily identify their location on the water, ArcelorMittal agreed. The Cleveland plant owns two bridges and is now installing the recommended signage this summer.

Also in 2019, the community of Cleveland celebrated 50 years since the Cuyahoga River last caught fire on June 22, 1969. The event captured the attention of the entire country and sparked a national movement to clean up and protect our waterways. This anniversary is a testament to progress that's been made regarding industrial pollution and improved environmental practices. As we move forward, ArcelorMittal will continue to work hard to meet the expectations of our stakeholders related to water use and treatment, and we remain focused on maintaining a safe and navigable shipping channel.

## Building meaningful relationships with government officials in the Iron Range

At ArcelorMittal, we work closely with all our stakeholders, both internal and external, to deepen our engagements and move the needle on material issues. A large part of this is engaging with members of Congress to show them our operations and discuss matters of interest.

In October, Hibbing Taconite Company welcomed Congressman Pete Stauber to visit the mine. This trip was especially exciting as ArcelorMittal assumed the role of managing partner of Hibbing Taconite just six weeks prior in mid-August 2019 from Cliffs. Additionally, Stauber is a newer member of Congress and building a strong relationship early on is critical.

The Duluth native is no stranger to the area and has visited every mine in the Iron Range, even ArcelorMittal Minorca. “He knows ArcelorMittal well,” said Tom Dower, senior director, government relations, ArcelorMittal Americas. “Right from the minute we met him he wanted to be supportive of the Iron Range and mining jobs since they are great paying, critical to the economy and extremely important to the community. He wants to be a resource for us.”

During his 2-hour visit at the mine, Stauber met with plant manager Ed LaTendresse and the United Steelworkers plant leadership. The group discussed the history of Hibbing and the area, the importance of Hibbing to ArcelorMittal and the transition from Cliffs to ArcelorMittal leadership.

After that meeting, managers from numerous departments such as human resources, environmental, engineering, operations and more had the opportunity to explain their roles, demonstrating how each unit plays a part in making the mine run successfully.

Stauber then shared a few remarks regarding the importance of iron mining for miners, the economy, the steel industry and the nation. “We both also stressed the importance of environmental protection,” added Tom. “We noted that this part of Minnesota has some of the cleanest water and air, supporting a vibrant outdoors-based culture for locals and tourists alike.”

Commonplace with most congressional visits, Stauber’s morning concluded with a tour of the facility.

Plant visits are incredibly important to ArcelorMittal, especially for new members of Congress and facilities undergoing change.

“There is no amount of words to describe what we do until you actually see it; a picture is truly worth a thousand words,” said Tom. “It is important to get elected officials to see ArcelorMittal with their own eyes because it makes it that much more real and connects the issues with real people, facilities and communities.”

With ArcelorMittal taking over management of Hibbing, having Stauber as an ally in Congress is a great resource. One issue ArcelorMittal is currently advocating for in

Washington is the Soo Lock project and the importance of building a new lock. As a graduate from Lake Superior State University in Michigan, Stauber actually saw the Soo from his dorm window and has been incredibly supportive of the project.

“Members of Congress are busy and it’s hard to get their attention,” said Tom. “Having them back home at our facilities can make what we say more salient and stick in their brains, so when we need to talk to them, we have that background established.”

In a video Congressman Stauber posted after his Hibbing visit, he noted, “This is exactly what we are doing in Washington, fighting for the men and women and hard rock mining.”