

# Responsible Leadership Policy



ArcelorMittal

ArcelorMittal Belgium  
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ArcelorMittal Belgium, with sites in Ghent, Liège, Geel and Genk, aims to be a global leader in the production of innovative and high-quality flat steel products, with respect for people and the planet.

The responsible leadership policy of ArcelorMittal Belgium supports the ambitions of the ArcelorMittal Group.

Close collaboration with customers, local communities, industrial partners and suppliers, academia, R&D centers, political and other public interest representatives, translates into operational and strategic objectives that take into account the expectations of all our stakeholders to the fullest extent.

The implementation of our responsible leadership policy is supported by the systematic application of our corporate values: respect, openness, collaboration and subsidiarity.

This Responsible Leadership Policy is integrated into our management system, which strives for excellence in the areas of health and safety, human development, environment and energy, quality and service, and operational performance.

## Health and Safety

ArcelorMittal Belgium believes that every employee can work and continue to work in a healthy and safe environment. Our operational and strategic objectives can only be achieved within a sustainable health and safety culture. Health and safety are the highest priority for both our own employees and those of our contractors.

Our journey to zero accidents with injury is based on 10 golden rules, which correspond to the major risks within our company. For each of these rules, standards have been established to prevent accidents. Through a comprehensive action plan focused on people, our organisation and technology, we continue to work on our 'Journey to Zero'.

We have also developed an action plan for physical and mental health, through which we identify and eliminate risks step by step.

## Committed and skilled employees as the driving force behind our success

ArcelorMittal Belgium aims to be the preferred employer in the region. Our employees are our greatest asset.

In our career development approach, we strongly focus on providing the necessary training to further develop the skills of our people. They are encouraged to take ownership of their careers by expressing their preferences for the future and choosing the appropriate development path.

We live in a time of many challenges, such as lengthening career spans, continuous operations, filling high-demand or hard-to-fill positions, the impact of climate change on working conditions, and volatile market circumstances that demand greater flexibility. We aim

to respond to these challenges by developing flexible HR solutions tailored to the needs of our employees and supported by technology.

In terms of diversity and inclusion, we believe that bringing together people with different profiles, backgrounds, and experiences leads to more balanced decision-making and outcomes. Diversity fosters a broader range of ideas and talents, which supports our philosophy of continuous improvement.

## Environment and Energy

Steel is a sustainable and environmentally friendly material for creating and maintaining prosperity on earth. After all, steel is 100% recyclable without any loss of quality.

ArcelorMittal Belgium also aims to take a leading role in the field of environmental and energy efficiency. We not only aim to comply with current and future environmental and energy legislation, but also improve our environmental performance to go beyond what is legally required.

Furthermore, we are committed to minimising our specific energy consumption and carbon footprint, reducing waste generation, and maximizing the value of our material flows. We are particularly well-positioned to meet this challenge because we are a fully integrated cluster with efficient transitions between different production departments and highly integrated processes. Our site in Ghent is fully integrated, from the supply of raw materials to the production of finished products. For transport to other sites within the cluster, we strongly focus on environmentally friendly transport methods.

In the context of climate objectives, we are working to reduce our CO<sub>2</sub> footprint along three axes:

- **Energy Efficiency:** Based on the principle that the best energy is the energy you don't use, we focus on maximising energy efficiency through, for example, insulation, logistics optimisation, and the use of residual heat and renewable energy.
- **Green Primary:** In the production of liquid steel, we aim to replace coal as much as possible with a combination of electricity and gas, and at a later stage, hydrogen.
- **Circularity:** To prevent carbon-containing gases from further impacting the climate, we are increasing the use of scrap and investing in carbon capture and utilisation (CCU) and carbon capture and storage (CCS), as well as circular carbon (e.g., using waste wood and waste plastics from society as alternatives to fossil coal).



# Responsible Leadership Policy

## Customer, Quality and Service

In a competitive market, customer focus is the key to success. ArcelorMittal Belgium's ambition is to be the preferred supplier for our customers in terms of product offering, service and quality.

### • Product Offering

We are committed to producing steel that meets our customers' expectations and the challenges of the market. We continuously improve existing products and develop new ones, as well as new production methods, in close collaboration with the R&D and commercial teams of the ArcelorMittal Group.

Our focus lies on advanced high-strength steels, metallic coatings such as Magnelis®, organically coated products and low-carbon footprint products such as our XCarb® range.

Our product portfolio supports sustainable lifestyles and infrastructure. For example, we develop ultra-high-strength steel in reduced thicknesses to reduce CO<sub>2</sub> emissions and material usage without compromising strength. Our products are suitable for electric vehicles and renewable energy infrastructure. Our third-generation high-strength steels help reduce vehicle weight, lower CO<sub>2</sub> emissions and enhance safety.

### • Service

Our service policy focuses on delivering reliable and timely service, listening to customer feedback to drive continuous improvement and maintaining transparent communication to build strong relationships.

We are also committed to sustainability by using CO<sub>2</sub>-friendly transport methods and collaborating with customers to ensure a sustainable supply chain.

Regarding order management, our policy aims to meet customer expectations by confirming orders according to the requested delivery dates, adhering to those timelines, and executing deliveries according to specific instructions regarding packaging, transport and timing.

### • Quality

At ArcelorMittal Belgium, we strive for excellence in quality. Risks are identified and mitigated using tools such as process FMEA (Failure Mode and Effects Analysis) and online statistical process controls. Non-conformities and quality issues are thoroughly analysed and remediated. Our production processes are continuously improved to manufacture cost-efficient, sustainable and high-quality products. We promote a quality-conscious mindset throughout the organisation.

We maintain strict quality management systems to ensure that all products meet high standards of quality and reliability. All sites within our cluster are equipped with relevant quality management systems, such as ISO certifications.

We aim to be a benchmark for customers in terms of product range, development, and quality.

## Operational Excellence

Innovation and continuous improvement are part of ArcelorMittal Belgium's DNA. Our highly skilled employees are continuously striving to further improve and automate our advanced installations and processes. They collaborate with various strategic partners (e.g. research centers, educational institutions, other companies and sectors) and with experts within the ArcelorMittal Group. This enables us to implement the best available technologies and practices across many domains.

To optimise our business processes and continuously improve our performance, we apply the World Class Manufacturing (WCM) methodology. This involves all disciplines and levels of the organisation. We promote ownership so that everyone, within their sphere of influence, actively identifies losses and addresses them in a structured way. For more complex problems, teams work together to eliminate major risks and losses.

Improvements can only be sustainable if they are embedded in a management system. We aim for a unified management system across all our sites, compliant with various international standards:

- ISO 45001 for health and safety
- ISO 14001 for environment
- ISO 50001 for energy management
- ISO 9001 and IATF for quality
- ResponsibleSteel for various ESG aspects (Environmental, Social & Governance)

Our management system ensures that our operational and strategic objectives are achieved.



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