

# Health and safety – interim update



ArcelorMittal

April 2024





**Karyn Ovelmen**  
Lead Independent Director

The Board is extremely mindful of its role to oversee and support the company as it works to improve its safety performance. 'Every person should come to work and go home safe' is a goal the company simply must achieve, and there is a heightened urgency at all levels to ensure we make it a reality.

Governance of safety is overseen at the most senior level by the CEO, supported by the Board Sustainability Committee (BSC) and indeed the full Board. The BSC reviews safety performance on a quarterly basis, including discussing in detail any fatality or serious accident that has occurred. Additional safety-focused meetings are scheduled in between regular meetings as required, as was the case following the Kostenko mine accident.

The dss+ audit that was commissioned following that tragic accident is now well under way, reporting into the CEO. The Board is receiving regular updates on the progress of the audit, and our role will be to review the conclusions, engage in discussion with leadership on the recommendations and support the company as required with their implementation. We are encouraged at the early progress and emerging insights we have seen from this important piece of work.



**Aditya Mittal**  
Chief Executive

I am determined that ArcelorMittal will become the reference for safety in the global steel industry. This audit, encompassing the three pillars of fatality prevention standards, process risk management, and policies, processes and governance, is designed to help us get closer to achieving that aim.

The audit is not scheduled to complete until September. I appreciate that our stakeholders have considerable interest in its progress, which is why we are publishing this interim update, in which we share more details about what has been achieved in the first three months.

Like us, I know you are keen for conclusions and recommendations. It is too early to provide that. We will provide the key recommendations in September. In the meantime, this interim update is rather sharing details on the scale and scope of the work underway.

There is no greater priority for the leadership of the business than improving our safety culture and performance. When the final recommendations of the audit are published, I am confident they will have a transformative impact in helping us progress towards our goal of zero serious injuries and fatalities. I look forward to sharing further progress in due course.

# Company-wide independent health and safety audit

ArcelorMittal has commissioned dss+ to conduct a comprehensive independent company-wide safety audit of its operations, focusing on three key areas:

1. **Fatality prevention standards audits**
2. **Process safety risk management assessment**
3. **Top-to-bottom health and safety governance review**

The audit was launched in December 2023 and will support our pathway to zero serious injuries and fatalities.

Key recommendations will be published in September 2024. However, any material feedback will be provided to the relevant health and safety team immediately so it can be acted on straight away as would be the case in any audit. The Board and CEO are having timely meetings to discuss the progress on the audit.

## Fatality prevention standards audits

The comprehensive fatality prevention standard audits being undertaken by dss+ cover the company's three main occupational risks (injured by a machine that was not properly isolated or turned off, crushed by vehicle or moving machine, and falling from height) leading to serious injuries and fatalities.

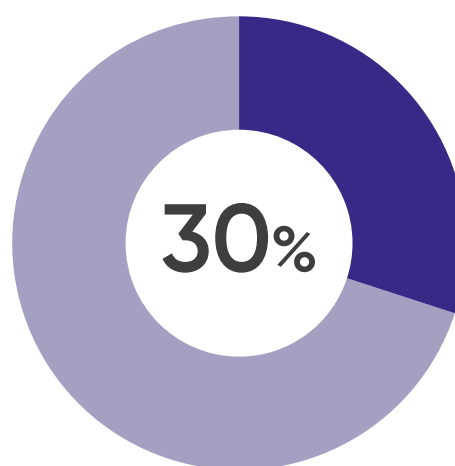
### Scale of the audit

- There are 363 operational sites in total. 154 of these sites have over 150 FTE (employees and contractors) which will be audited by the dss+ teams visiting in person and are to be completed by June 2024
- In addition, a sampling approach will be taken for the remaining smaller sites (<150 FTE). An additional 23 sites will be audited. The remaining sites will be required to perform an internal audit and will be supported by workshops run by dss+

### Status update

As at end of March 2024, 47 fatality prevention standard audits have been completed covering approximately 30% of sites above 150 FTE

% of fatality prevention audits completed of sites above 150 FTE at the end of March 2024



■ Audit complete  
■ Audit planned

### Process safety risk management assessment

dss+ will observe and assess our process safety risk management assessments of our highest priority countries and assets. Process safety is management of risks that involve the safe operations of a process that is specific to the operating unit or the equipment itself (e.g. blast furnace, coke plant, etc). Process safety accidents tend to be catastrophic events (e.g. structural collapse, fires, etc) that have the potential to result in multiple fatalities and are managed by key controls developed by process and equipment experts.

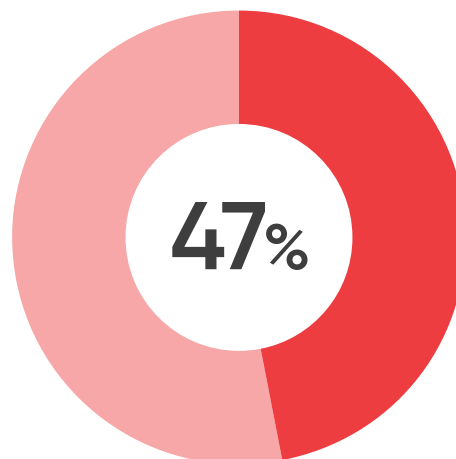
#### Scale of the assessment

15 of the highest priority countries and assets (including JVs) have been chosen for assessment and will be assessed by dss+ and Group CTO

#### Status update

As at the end of March 2024, seven process safety risk management assessments (47% of total) are complete, including at least one blast furnace, a sinter plant and mining operations

% of safety risk assessments completed at the end of March 2024



■ Assessment complete  
■ Assessment planned

### Top-to-bottom health and safety governance review

This part of the audit involves in depth assessments by dss+ of all health and safety systems, processes, structures and capabilities; governance and assurance processes; and systems and data management.

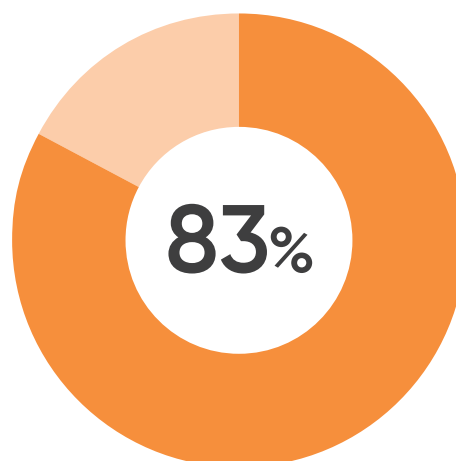
#### Scale of the audit

- Nearly 330 interviews planned with the ArcelorMittal Board, senior leadership, health and safety personnel and unions
- Over 100 focus groups on practical perception of safety issues (>70 will take place in 12 plants)
- Over 100 observations of key meetings to understand how health and safety is discussed at all levels e.g. the Board Sustainability Committee, Group Health and Safety Councils and in production meetings
- Review of policies and other documents to understand how effectively health and safety is governed and communicated

#### Status update

- 83% of interviews have been held as at the end of March 2024
- Focus groups will commence in April 2024
- Review of policy documentation has commenced

% of interviews held at the end of March 2024



■ Interviews complete  
■ Interviews planned

"The audit has been progressing well since its launch in December 2023. Early feedback from the sites that have already been through the audit has been overwhelmingly positive, highlighting the desire and commitment across all sites to continue improving, and to ensure that the audit's findings contribute to making ArcelorMittal a better, safer company."

**Brad Davey**, Executive vice president, Head of Corporate Business Optimisation, ArcelorMittal





# ArcelorMittal

**Daniel Fairclough**

Global Head Investor Relations  
daniel.fairclough@arcelormittal.com  
T +44 207 543 1105

**Hetal Patel**

UK/European Investor Relations  
hetal.patel@arcelormittal.com  
T +44 207 543 1128

**Maureen Baker**

Fixed Income/Debt Investor Relations  
maureen.baker@arcelormittal.com  
T +33 1 71 92 10 26

**Victoria Irving**

ESG Investor Relations  
victoria.irving@arcelormittal.com  
T +44 7435 192206

**London**

6th floor, Berkeley Square House  
Berkeley Square  
London W1J 6DA  
United Kingdom  
T +44 207 543 1130

**Luxembourg**

24 – 26, Boulevard d'Avranches L-1160  
Luxembourg  
Luxembourg  
T + 352 4792 1

[www.arcelormittal.com](http://www.arcelormittal.com)