

BEST FOR ALL®



U. S. Steel
2023 Diversity,
Equity and
Inclusion Report



Letter from our President & CEO

Dear U. S. Steel Stakeholders,

The following report contains important facts and figures related to U. S. Steel's strong commitment to Diversity, Equity and Inclusion (DE&I). But this report is more than just a collection of metrics: it reflects our strategic priorities—and our most deeply rooted values.

A key driver of U. S. Steel's **Best for All®** corporate strategy is creating a workplace that is the best for all employees. DE&I is a cornerstone of those efforts, and it's essential in the pursuit of our strategic initiatives. And all these efforts, of course, are supported by our foundational S.T.E.E.L. Principles.

We have made considerable progress this year, increasing the ethnic and gender diversity of our suppliers, employees, senior leaders and Board of Directors. We have also continued to grow our network of Employee Resource Groups. Our efforts

have not gone unnoticed, with U. S. Steel earning recognition from, among others, *Newsweek's* Most Loved Workplaces list and the Human Rights Campaign.

Our employees have continued to give their Best for All, too, with meaningful volunteer campaigns in the United States and Europe. We are pleased that U. S. Steel is a strong, positive force in the communities in which we operate.

We appreciate the commitment of our employees who work passionately each day to make us better. If we are truly going to optimize our Best for All strategy, then we must get the best from all.

DAVID B. BURRITT
President & CEO



"Diversity, equity and inclusion make us stronger as a business. Our wide-ranging backgrounds and experiences contribute to better solutions for our customers, and for each other."

MONA DINE
General Manager, Corporate Human Resources & Chief Diversity Officer

Our DE&I Vision, Strategy and Commitments

A workplace that's **Best for All**® means achieving and maintaining an inclusive environment in which everyone feels heard, empowered and respected. We are committed to that vision, and it is the guiding principle that continues to shape our progress in strengthening DE&I across our workplaces.

Our accomplishments have been achieved by working together, and we will keep improving our efforts to foster the most inclusive environment possible, both because our people deserve it, and because it will strengthen our business results.

We have been pursuing—and more importantly achieving—measurable improvements toward our DE&I commitments. But we want to go further, faster, and bring our partners, suppliers and communities along with us on this journey. To that end, we have been promoting open, supportive and transparent discussion of the many challenges involved in building and maintaining an environment that's Best for All.

We prioritize the programs, benefits and efforts that lead to the most progress in our pursuit of Best for All, and those that will be the most impactful to our employees and their families. In 2022, we established three key longer-term commitments to specific, measurable advances in DE&I at our company.



Our Commitments

Three unwavering commitments continue to lead our efforts to address underrepresentation in our industry:

DIVERSITY

Increase representation of women and people of color in leadership

When people in leadership roles more closely share our own backgrounds and perspectives, we derive inspiration and a sense of belonging that supports us in doing our best. U. S. Steel remains committed to increasing representation of women and people of color in Senior Manager and above roles in North America by 50%, against our baseline year of 2022. We are committed to achieving this goal by 2030.

2022 PROGRESS:

Increased female representation by 3% and maintained representation for people of color in Senior Manager and above roles in 2022.

EQUITY

Support 100% pay, promotion, and performance rating equity

At U. S. Steel, we're committed to 100% equity in pay, promotions and performance management. We analyze our data to ensure that employees are paid, promoted and rated based on job-related factors, not their race, ethnicity or gender.

2022 PROGRESS:

Supported 100% equity in pay, promotions and performance management. We will continue to partner with an independent third party to conduct annual reviews of North American compensation, promotion and performance rating data and address findings in a timely manner. Our latest analyses confirm that we're delivering on this commitment.

INCLUSION

Enhance the inclusive skillsets of our workforce

Beginning in 2022, our goal is to achieve 100% participation among our North American non-represented workforce in a 360° Safety skill-building and/or Employee Resource Group (ERG) activity.

2022 PROGRESS:

While we had numerous activities in 2022, we are actively starting to track this metric in 2023. Our 360° Safety approach prioritizes not only physical safety, but also the psychological well-being of our employees. This means ensuring everyone feels empowered to speak up when something is not helping to maintain an inclusive environment. Our active encouragement of employee participation in ERGs further supports inclusivity.

Continuing Our DE&I Journey

Our **Best for All**® strategy guides us forward on our path to foster an environment in which our employees experience the care, trust and respect we strongly believe is essential to a thriving workplace. We have made progress, and we want to sustain and even accelerate that progress by continuing impactful programs and introducing new programs we anticipate will be just as effective.

OUTREACH
CULTURE
STRATEGY

2018

Refocused our DE&I efforts, developing a roadmap to guide and measure our outcomes.

2019

Advanced our DE&I strategy, deepening the inclusive culture of our organization.

2020

Resiliently sustained a Culture of Caring despite challenges—and accelerated our strategy.

2021

Assessed our DE&I progress and further challenged ourselves to continue improving our outcomes. Placed greater emphasis on equity.

2022

- + **Formalized** DE&I into hiring, recruitment, training and promotion to ensure the best talent wins.
- + **Published** inaugural Diversity, Equity and Inclusion report.
- + **Committed** to 100% pay, promotion and performance rating equity for our North American workforce, meaning gender and ethnicity are not influencers of compensation, advancement or performance ratings.

2023+

- + **Serve as best-in-class DE&I thought-leader** in the manufacturing industry.
- + **Continue making progress** on our three commitments to increase representation of women and people of color in leadership positions; support 100% pay, promotion and performance rating equity; and enhance inclusive skillsets of our North American workforce.
- + **Continue to build on initiatives** designed to support inclusive behaviors and career development, including Day of Understanding, women’s leadership development conferences, trainings and online course rollouts, and ERG events.



Recognizing Employee Resource Groups

One of the most important ways to build a Culture of Caring is to sponsor and recognize Employee Resource Groups (ERGs). These groups enable people with similar identities, challenges and perspectives, as well as those who stand in solidarity with them, to provide mutual support, education and outreach. That's why our ERGs are a major element of our 360° Safety approach to prioritizing the physical and psychological safety of all team members, and promoting inclusivity.

Current ERGs:



LEAD (Leveraging and Enhancing All Diversity):

Promoting an inclusive environment that embraces our vision, reflects our values and aligns with the DE&I strategy of U. S. Steel by leveraging a mix of diverse thought, personal background and professional education to enhance employee engagement and positively impact business goals.



WIN (Women's Inclusion Network):

Cultivating an inclusive environment that enables women to maximize their professional success at U. S. Steel through networking, education, recruitment, leadership opportunities and community involvement.



SERVE (Strengthening and Enhancing Relationships of Veteran Employees):

Honoring and supporting all employees, current and prospective, who are veterans of our nation's military or remain active in the National Guard or Reserves.



NextGen Steel:

Building a stronger future for U. S. Steel by empowering the next generation of U. S. Steel leaders through business and community involvement, on-boarding support and upskilling opportunities.



SteelABILITY:

Fostering an environment that supports employees with disabilities and their caregivers in bringing 100% of themselves to work by advocating for and empowering the individual, increasing awareness and understanding of disability-related issues and promoting inclusion, trust and respect throughout the organization and in our communities.



SteelPRIDE:

Bringing together and ensuring dignity, respect and inclusivity for members of the lesbian, gay, bisexual, transgender and queer community, along with their allies, in a positive and respectful environment where they can express their identity, share knowledge and cultivate an environment of trust and open, honest communication.



SteelPARENTS:

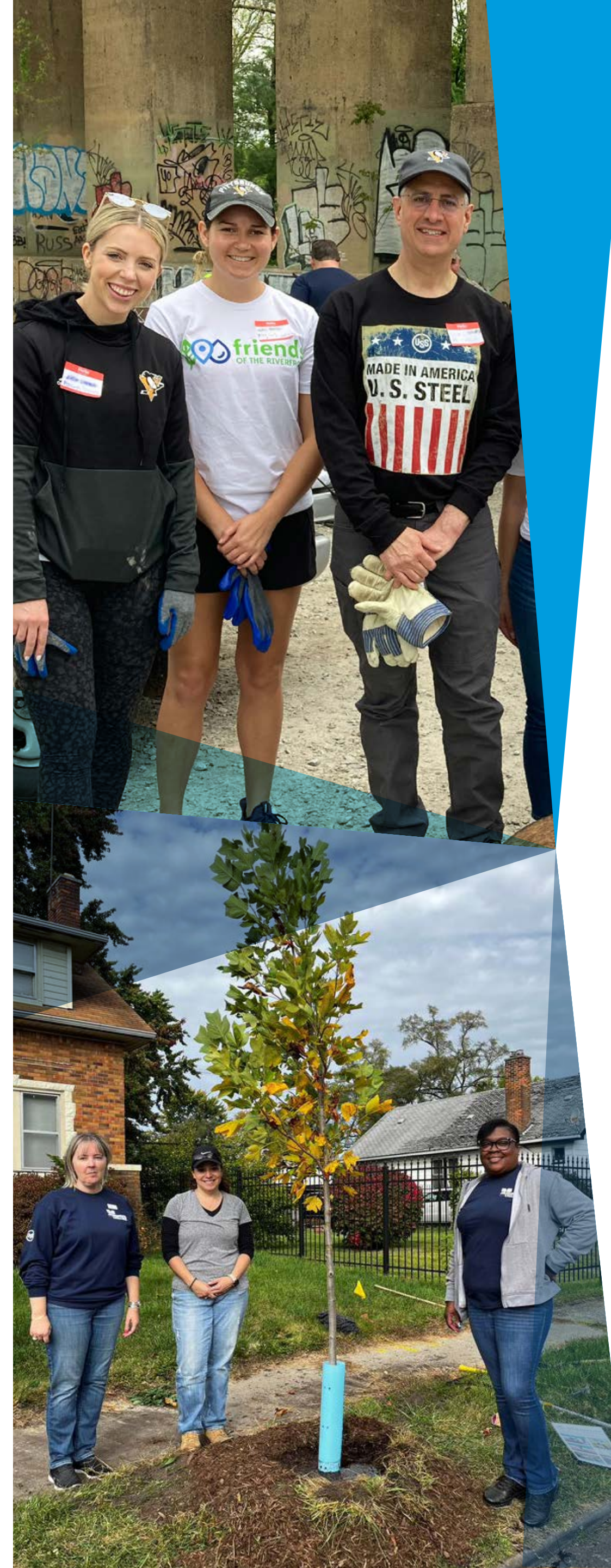
Supporting working parents and caregivers at U. S. Steel by providing resources, access and opportunities to strengthen social networks within the community.



SteelSUSTAINABILITY:

Creating a brighter future for U. S. Steel and our stakeholders by engaging employees on sustainability issues, turning ideas into action to support U. S. Steel's sustainability strategy and giving back to our local communities through meaningful community service and outreach.

ERG membership grew by 34% from 2021 to 2022. U. S. Steel's ERGs conducted more than 100 events in 2022, ranging from those aimed at advancing a culture of acceptance and awareness of identity, to those that supported charities and community organizations. Our ERGs also provided and continue to provide opportunities for leadership development and mentorship.



Partnering to Accelerate Progress

We recognize that collaborating with other organizations is important to our journey of building and fostering a work environment that is **Best for All**®. Bringing in different perspectives, learning about others' challenges and successes, and discovering new tools and approaches all better prepare and position us to continue advancing toward our goals as quickly and effectively as possible.

We are proud to partner with the following organizations:

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

Our CEO is a member of **CEO Action for Diversity & Inclusion**, the largest CEO-driven business group devoted to advancing diversity and inclusion in the workplace. He has joined the pledge to:

- + Cultivate environments that support open dialogue on complex—and often difficult—conversations around DE&I;
- + Implement and expand unconscious bias education and training;
- + Share best-known DE&I programs/initiatives—as well as those that have been unsuccessful; and
- + Engage boards of directors when developing and evaluating DE&I strategies.



CEO Action for Racial Equity

This initiative is dedicated to promoting policies and corporate engagement strategies that address systemic racism and social injustice. In 2021 and 2022, we dedicated two full-time Fellows to the initiative's work in advancing policy change at the federal, state and local levels to better support underrepresented communities in the U.S.



The Valuable 500

The Valuable 500 is a partnership that works to ensure disability inclusion at all levels of the organization—a goal at the forefront of our senior leadership agenda.



National Association of Manufacturers (NAM) Pledge for Action

U. S. Steel has joined the NAM Pledge for Action, with its commitment to increasing equity and parity for underrepresented communities in the manufacturing industry.



Military.com

Our partnership with Military.com reinforces our commitment to actively hiring veterans of the U.S. Armed Forces. We value and recognize the leadership, training, character and discipline that our veterans and active-duty members of the National Guard and Reserve bring to our company and the American workforce.

Enhancing Diverse Workforce Representation

Diversity strengthens our workforce and enables us to reflect the communities around us through full representation of women, people of color, veterans and people with disabilities. We have been actively working to bring that fuller diversity to our company by how we recruit, hire, pay and promote people; how we interact with suppliers, partners and customers; and how we engage with schools and communities.

We have made significant progress toward a more diverse workforce through several policies, programs and initiatives. But we want to improve, and we are continuously exploring new ways to do so. In 2022, we engaged a third party to analyze whether our hiring, promotions and attrition related to gender and ethnicity were equitable.

We will continue to advance our efforts, with the uncompromising goal of ensuring that the U. S. Steel workforce is one that fully represents the great diversity of our communities.

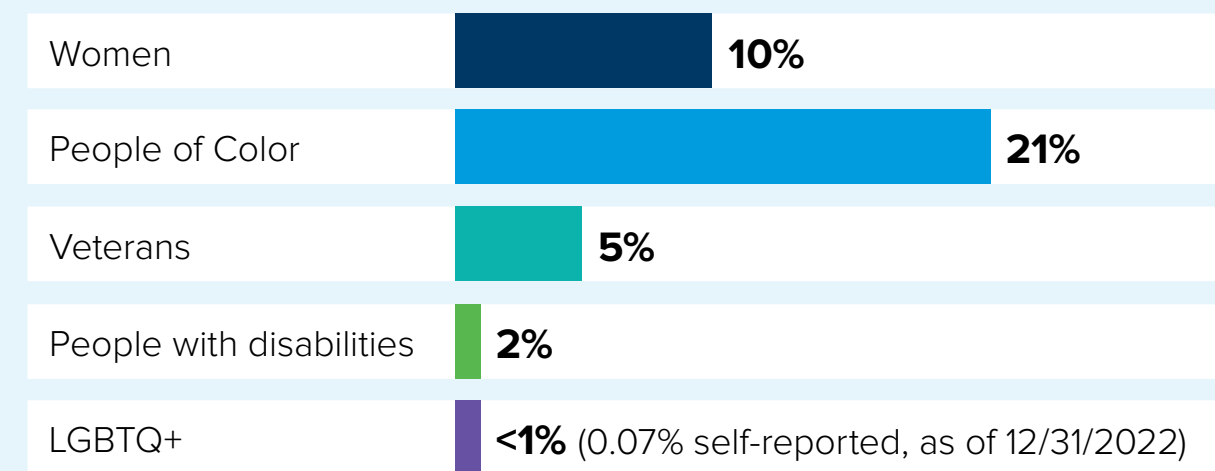
14,487
Total employees

Representation Metrics (as of 12/31/2022)

All of the data on this page represents North America only

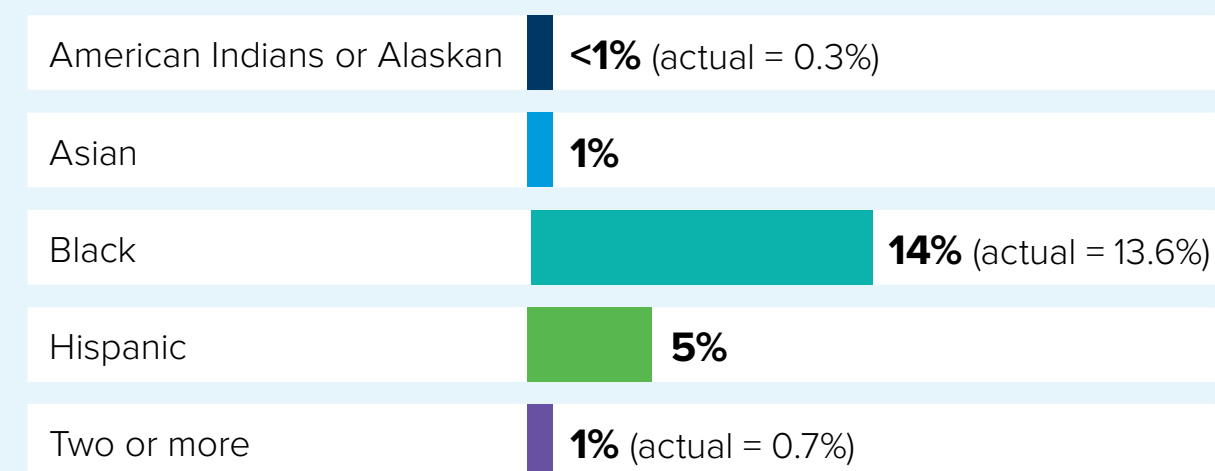
U. S. Steel Workforce 2022 Representation

We maintained our 2021 representation percentages in 2022.



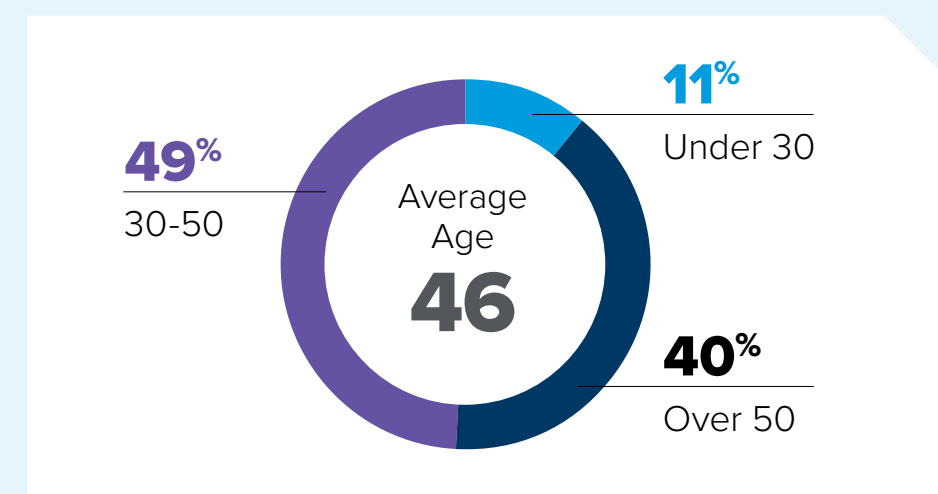
U. S. Steel Representation by Ethnic Group

We maintained our representation percentages in 2022.



% of employees by Age group

(as of 12/31/2022)



2022 Hiring*

1 in 2

Employees hired in 2022 identify as diverse

61%

Candidate diversity for Director-and-above roles

50%

Hiring diversity in Director-and-above roles

Women: **+60%***

People of Color: **+55%***

People with disabilities: **2.5X***

Veterans: **1.3X***

*Hiring diversity statistics represent the combined 2022 represented and non-represented hiring for North America. Comparisons are made versus workforces as of January 1, 2022.

2022 Promotions

Of the total promotions in 2022, these were the percentages of promotions from each of the following groups:

21%

Women

11%

People of Color

4.5%

Veterans

1%

People with disabilities

Promoting Diversity in Leadership and Governance

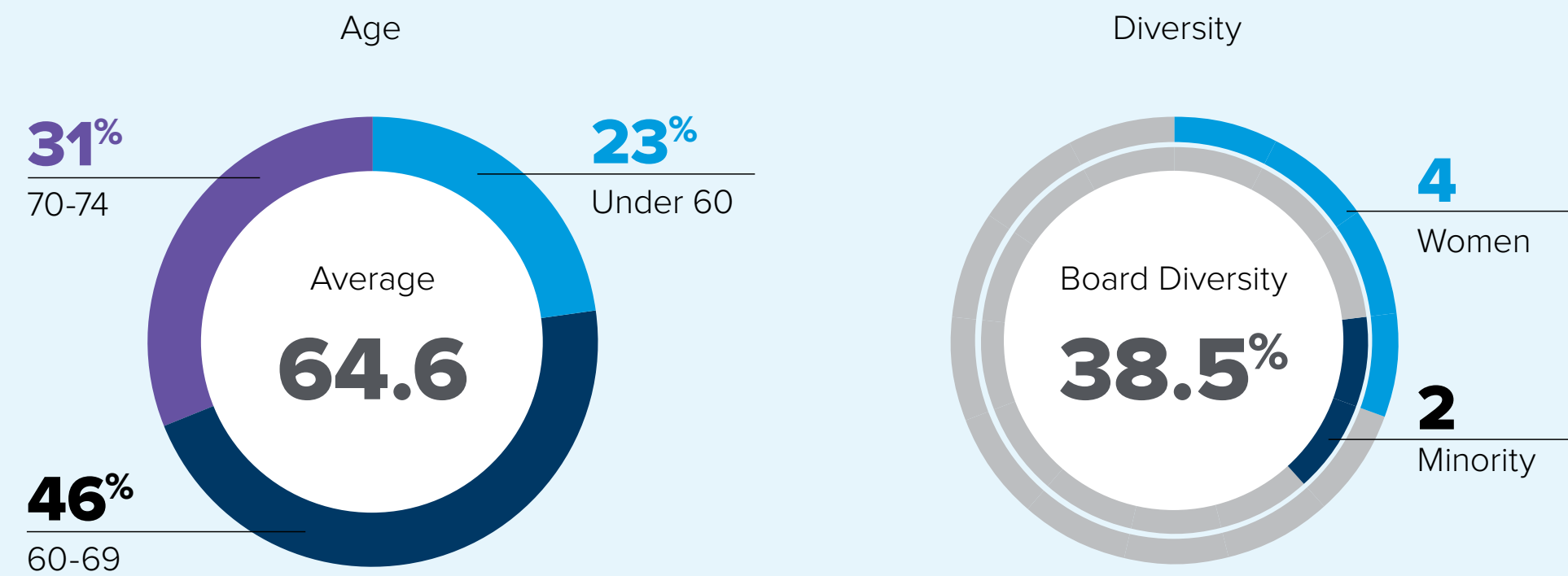
A workforce is not diverse until diversity is fully reflected in leadership. We have been addressing diversity at all levels of leadership and management at our company, up to and including our executive suite and our Board of Directors. The effort to increase leadership diversity now extends through every element of the recruiting, hiring and promotion process.

For example, in 2022, our goal was for 40% of our external candidates for Director-and-above positions to come from underrepresented groups. We exceeded this goal. Our candidate interview slates were 60% diverse and 50% of these positions were filled by diverse hires.

We are broadening this goal in 2023 to 40% of external candidates for Senior-Manager-and-above positions.

Furthering our leadership diversity is a critical and ongoing challenge that we take seriously. We are making progress, and we are determined to continue making gains.

Board of Directors 2023 Representation



2022 Leadership Representation



*Compared to 2017 baseline



SPOTLIGHT ON JESSICA GRAZIANO Senior Vice President & Chief Financial Officer

As an experienced financial officer recently hired into a U. S. Steel leadership role, Jessica is looking forward to “having a voice and making decisions that will enable us to generate value for all stakeholders of U. S. Steel.” She’s also excited to take on an additional role as Executive Sponsor of U. S. Steel’s Women’s Inclusion Network ERG, with the goal of helping to bring more women and diverse candidates into senior leadership roles within the company. “My personal superpower is that I’m a change agent—one who will help our organization get to where it needs to be.”





Overseeing DE&I Governance

Board oversight of culture and human capital management

The U. S. Steel Board of Directors has oversight of, and receives periodic reports on, our overall talent strategy, including DE&I, employee engagement, labor relations and culture. They receive results of employee experience surveys (internally and by *Newsweek* in 2022) and inclusion surveys. The Board also monitors relevant workforce metrics, including those related to inclusion and diversity, talent development, pay equity analysis and hiring practices.

DE&I Council

The Council is sponsored by our President & CEO. Its mission is to endorse the strategy and action plan developed by DE&I staff, govern the operating structure to operationalize the strategy and hold relevant parties accountable to action. Its scope includes the U. S. Steel workforce and all the company’s stakeholders. Objectives include defining strategy, aligning metrics, being a bridge between leadership and employee grassroots efforts, and demonstrating passionate leadership and action to remove barriers.

DE&I Council Organization Chart



CULTURE

Promoting an Inclusive Culture

Every member of our workforce should feel recognized, valued and accepted. One way we help build an inclusive, inspiring culture is to support the many groups, events and exchanges that promote the sharing of perspectives and experiences among people of different identities.

Many of these events are associated with our sponsored ERG Speaker Series, which features presenters from around the world in academia, industry, the military and sports, to name a few. Below are several examples of the many ERG-sponsored events conducted in 2022:



U. S. Steel’s Day of Understanding, an event dedicated to exploring our 360° Safety initiative, drew more than 1,000 U. S. Steel leaders to sessions during which they could share DE&I insights, challenges and practical actions. The event also provided executive training on the importance of psychological safety as a critical component of an inclusive workplace. Teams also role modeled asking for help, suggesting ideas, raising concerns, admitting mistakes, and challenging ideas and ways of working.



In celebration of Pride Month, **SteelPRIDE** and **SteelPARENTS** co-sponsored a presentation from John Grosshandler, founder of The GenderCool Project, an organization that supports transgender and non-binary youth.



LEAD and **SteelPARENTS** co-sponsored a presentation by Dr. Meara Hibashi, Associate Dean of DE&I at the University of Virginia, on how to talk to children about diversity, race and racial equality. Dr. Hibashi also presented on “Understanding Intersectionality” in a separate event co-sponsored by **LEAD** and **WIN**.



In recognition of National Coming Out Day, **SteelPRIDE** hosted a virtual presentation with the Pittsburgh Penguins and Brian Burke. Brian shared the story of how his son Brendan, a member of the LGBTQ+ community who tragically died in a car accident, inspired a movement to ensure the safety and inclusion of everyone who participates in sports, fans included.



To celebrate Spirit Day, which aims to bring awareness to bullying and harassment towards members of the LGBTQ+ community, **SteelPRIDE** sponsored an event where U. S. Steel employee Mark Taray spoke inspiringly of his own challenges and triumphs in learning to flourish and feel accepted, and of the profound impact of compassion in his own life.

Promoting an Inclusive Culture (continued)



In honor of National Suicide Prevention Month in September, our ERGs organized a campaign to share suicide prevention resources and events through our U. S. Steel X App. Several of the communities represented by our ERGs—veterans, people with disabilities and LGBTQ+ individuals—report suicide rates higher than the national average.



Other events supported Black History Month, International Women's Day and Autism Awareness Month.

“360° Safety means every employee will experience being wholly accepted and fully included at U. S. Steel.”



DUANE HOLLOWAY
Senior Vice President, General Counsel and Chief Ethics & Compliance Officer



A Focus on Parents, Children and Caregivers

We dedicated time throughout the month of April to employees and their families, an effort led by SteelPARENTS and SteelABILITY in support of fostering our Culture of Caring. This effort included U. S. Steel's support of the March of Dimes organization's "March for Babies" walks. Our employees raised more than \$40,000 for the March of Dimes of Western Pennsylvania, the most funds raised by a single corporation.

SteelPARENTS also published a [special video](#) to celebrate Bring Your Child to Work Day. While COVID-19 impacted the usual in-person nature of this event, our company continues to encourage employees to take time year-round to share their career experiences with their families and explain the work our company is doing around our **Best for All**® strategy. It's one way that together we are building more diverse, equitable and inclusive workplaces and communities that work for all.

Creating an Award-Winning Workplace

As we take actions and implement programs to advance our journey toward **Best for All**[®], we are encouraged by the significant progress and impact of our efforts. The validations of our progress come not only from our own assessments and measurements, but from recognition outside the company. Here are some of the ways leading organizations have acknowledged both our efforts to build a diverse, equitable and inclusive workplace, and our reputation for providing contemporary benefits and policies:



Named to *Newsweek*'s Most Loved Workplaces list, ranking 71 out of 100 for employee happiness and satisfaction, as voted on by U. S. Steel employees.



Maintained a perfect 100% Corporate Equality Index score for the third year in a row on the Human Rights Campaign Foundation's Best Places to Work for LGBTQ+ Equality.



Recognized as a 2022 Best Place to Work for Disability Inclusion (Disability Equality Index).



Recognized by Ethisphere in 2022 and 2023 as one of the World's Most Ethical Companies^{®1}.



Named a 2022 Vibrant Index Champion by Vibrant Pittsburgh.

“A key driver of U. S. Steel’s Best for All[®] corporate strategy is creating a workplace that is the best for all employees. DE&I is a cornerstone of those efforts, and essential to moving up the talent curve in pursuit of our strategic initiatives to deliver the Best for All.”

DAVID B. BURRITT
President & CEO

¹“World’s Most Ethical Companies” and “Ethisphere” names and marks are registered trademarks of Ethisphere LLC.

Attracting the Next Generation of Employees and Providing Equitable Opportunities for All

We are proud of our long history of dedicating ourselves to our people. As part of that dedication, we committed to creating work environments that support all employees' well-being, and that provide ample and equitable opportunities for all individuals to move ahead in our company—with a particular focus on those who have been underrepresented.

We must also stay focused on bringing in talented and diverse groups of people who will become the next generation of valued employees. We have been working hard to do more, and do better, in achieving that equity in opportunity and inclusion, and we are deeply committed to continuing to improve.

Ensuring we find people who will successfully contribute to our diverse workforce—and they in turn choose us as an employer—requires sustained efforts on many fronts. We are active in job fairs, and we conduct recruiting events aimed at underrepresented populations. At the same time, we ensure our compensation and benefits programs and policies remain highly competitive and up to date with the needs and interests of both current and prospective employees.

Attracting the Next Generation of Employees and Providing Equitable Opportunities for All (continued)

In 2022, we implemented numerous initiatives aimed at advancing inclusion and providing equal opportunities at our company. We did this by:



- + **Engaging** a third party to analyze whether our hiring, promotions and attrition related to gender and ethnicity were equitable.
- + **Continuing** to offer our U. S. Steel Leadership Academy “Leading at the Front-Line” program to non-represented first-line supervisors who directly manage represented employees. To date, two-thirds of our first-line supervisor population have enrolled, and many have already completed the program.



- + **Launching** and supporting Talent Communities for women, veterans and early career professionals, in which candidates are encouraged to share their resumes and information about opportunities and upcoming events of interest.
- + **Continuing** our Emergency Dependent Backup Care employee-benefit program, which gives parents and caregivers extra flexibility to meet unexpected challenges.
- + **Providing** unconscious bias training to help our hiring managers understand, identify and address how unconscious bias can influence decision-making.



- + **Benchmarking** our disability inclusion program in partnership with Disability:IN, the leading nonprofit resource for disability inclusion.
- + **Reaching** out to veterans through Military.com, Veterans Day events and social media campaigns, and providing military resume services.
- + **Nominating** several leaders into the McKinsey Connected Leaders programs for underrepresented talent segments.



- + **Holding** recruiting events aimed at encouraging young women to consider Science, Technology, Engineering, and Mathematics and vocational careers and providing our female colleagues with opportunities to share their perspectives with women who may be interested in a career in steel.
- + **Participating** in 18 career fairs hosted by multiple U.S. universities.



Retaining Employees and Maintaining Pay Equity

We want our people to feel heard, supported and valued. To make that happen, we work hard to keep open lines of communication between management and the rest of the workforce, listening carefully, gathering feedback, and responding to and acting on this feedback appropriately and effectively. These efforts are reflected in our voluntary attrition rate, which in 2022 was 3.7% and significantly lower than the manufacturing industry's rate of 28%, according to the Bureau of Labor Statistics.

To ensure our compensation remains consistent with the high value we place on our people, we provided our non-represented employees market-competitive salary adjustments in 2022, along with incentive payouts and a one-time special bonus in December. We also ratified a collective bargaining agreement with most of our represented workforce that provides an increase in base wages of over 21% over the life of the contract, as well as substantial profit-sharing payments in 2022.

In 2022, U. S. Steel also offered innovative employee benefit programs such as Emergency Dependent Backup Care and Online Tutoring.

“I am so thankful for this [backup care] benefit. It reduces the stress that comes with the school holidays.”

—U. S. STEEL PARENT



Committed to 100% Equity in Pay, Promotions, and Performance Management!

At U. S. Steel, we analyze our data to ensure that employees are paid, promoted and rated based on job-related factors, not their race, ethnicity or gender. Our latest analyses confirm that we're delivering on this commitment.



Attracting More Women to U. S. Steel

As is the case throughout most durable-goods manufacturing industries, women have long been, and continue to be, significantly underrepresented in the steel industry. We don't accept this representation as par for the course at U. S. Steel, and we have made strides to ensure we are a more gender-diverse company at all levels.

This effort starts with recruitment and recognizing that women are often steered away from careers in manufacturing. We held 55 recruiting events in 2022 geared toward encouraging more women to consider STEM and vocational careers. We communicate to event participants that our

company offers numerous opportunities for advancement within an inclusive and empowering environment. Our ongoing Women of Steel Talent Community recruiting campaign provides a forum for many of our female colleagues to share their perspectives with those who may be interested in a career in steel.

We also work to ensure our female employees feel empowered and included by increasing and supporting women's participation in highly visible groups and events. Our Women's Inclusion Network (WIN) ERG provides not only mutual support, but the opportunity for professional

networking, job and career education, recruitment for leadership roles, and community involvement. We also support the broader manufacturing community through partnerships with Women in Manufacturing (WiM), the Association of Women in the Metal Industries (AWMI), and other organizations dedicated to creating opportunities for women to excel in our industry.

We must ensure women feel fully valued at our company. Our commitment to ensuring gender-equity in pay in North America has been confirmed by third-party audits.



SPOTLIGHT ON ELENA PETRÁŠKOVÁ, Vice President Energy and General Counsel, USSK

Celebrating a Woman in Steel

In August 2022, our North American Women's Inclusion Network (WIN) ERG hosted a virtual event that featured presentations from two female guest speakers. The first speaker was Karin Lund, a former steel-industry executive and now author whose latest book, "Women in Steel, Women of Steel," celebrates some of the women who have risen to prominent roles in the steel industry. The second presenter was one of the women featured in Karin's book: our own Elena Petrášková, Vice President Energy and General Counsel at U. S. Steel Košice (USSK).

Elena graduated from law school in Košice in 1992 and joined the steel company that would become USSK as a litigation attorney. Elena advanced through increasingly responsible roles at the company, including two stints in our U.S. offices, and earned a Master of Laws degree from the University of Pittsburgh School of Law in 2009. Elena was named to her current executive post in 2013. She served also as Vice President and Chairperson of the Committee for Environmental Matters in the Slovak Republic's National Union of Employers, and a Vice President of the Board of Directors of the Association of Metallurgy, Mining and Geology of the Slovak Republic.

Advocating for Veterans

We honor veterans' service to the country, and value the training, experience and character that goes with serving. That's why we're committed to increasing veteran representation in our workforce, and we've taken several meaningful steps to make that happen. Our Hiring Heroes Talent Community continues to support veterans with a Military Occupation Services Code translator on our career website. We place preferred-posting "veterans wanted" job ads on Military.com, and our recruiting group offers a military resume translation service. We also provide Veterans Day Career Information Sessions

and conducted an "Ask a Veteran of U. S. Steel" social media and digital ad campaign.

As a result of these and other efforts, veterans represented 6.7% of all new hires in 2022. To ensure we continue moving in the right direction, we benchmark veteran hiring and retention with Military.com.

We've also pledged to support veteran advocacy. We're part of a multi-employer Veteran Talent Exchange that helps active and former military members and their spouses identify and take advantage of job opportunities. We support

our veteran ERG, Strengthening and Enhancing Veteran Relationships for Employees (SERVE), and proudly fund the Veterans sponsorship at Acrisure Stadium as part of our larger "Salute our Heroes" partnership with the Pittsburgh Steelers.

6.7%

Of all new 2022 hires were veterans



SPOTLIGHT ON CHAD BUUS Senior Area Manager in Operations and Maintenance

As a former U.S. Air Force Forward Air Controller, Chad gives this advice to veterans:

- + Get involved in your community. You can continue to serve in other ways and you will be glad you did. Your community will benefit, you will be happier and you will expand your network.
- + Join the U. S. Steel team. It's an exciting industry. The teamwork and commitment to the mission you developed in the military will serve you—and U. S. Steel—well here.



Promoting Disability Inclusion

We continue to ensure people with disabilities are fully represented in our workforce, and that they feel included and can thrive here. Our SteelABILITY ERG plays a lead role in fostering an environment where employees with disabilities, as well as employees who care for people with disabilities, feel empowered to bring 100% of themselves to work. The group actively advocates for individual employees, increases everyone's understanding of disability-related issues, and promotes inclusion and respect within our company and in our communities.

We participate in the annual Disability Equality Index through Disability:IN, the leading nonprofit resource for disability inclusion, which recognized our company as a 2022 Best Place to Work for Disability Inclusion. We were a sponsor of the 2022 Virtual National Disability Inclusion Summit. And our involvement with The Valuable 500 ensures disability inclusion is at the forefront of our senior leadership agenda, and that we are taking meaningful actions to make us more inclusive of people with disabilities.



SPOTLIGHT ON CARRIE SWARTZ HRIS Analyst

Carrie was a founder of SteelABILITY in 2019, serving first as Vice President before being named President in 2020. Under her leadership, SteelABILITY has grown and accomplished a great deal. A key achievement during her recently completed tenure was her success helping

employees feel comfortable self-identifying their disability to team members. She also co-chaired an extremely impactful session about Post Traumatic Stress Disorder and how people who suffer from it can find help. Her passion, commitment and leadership have shined.

Reaching out to Diverse Communities

We believe the communities surrounding our facilities deserve our active support. We engage in a wide range of community service activities, both as a company and as individual employees, and with a special focus on diversity.

The value we place on becoming involved in our communities is exemplified by our United by Service events. Launched in 2021 on Martin Luther King Jr. Day to honor his legacy, United by Service is an annual program that highlights our employees' varied community service work.

United by Service also names a Volunteer of the Year, and the winner for 2022 service was Ray Tarnow, who was recognized with a \$15,000 donation to the charity of his choice. Ray is a leader in our veteran ERG, SERVE, and a lead chapter service officer at the Porter County, IN, chapter of Disabled American Veterans, where he has raised more than \$40,000 for programs.

Fourteen employees were honored as "Volunteer Service Champions" for spending nearly 5,000 combined hours serving their communities in 2022. The company donated \$5,000 to the

cause of each Champion's choice. An additional 24 employees received Honorable Mention recognition. All totaled, U. S. Steel employees volunteered more than 22,000 hours for charitable causes in 2022.

We celebrate the selfless service of our employees and remain committed to supporting all efforts to give back to our communities and to support diversity within them.

Community Support in Europe

U. S. Steel Europe also engages and supports diverse groups in its communities. In 2022 U. S. Steel Košice (USSK) participated in Pride week and held events at vocational schools aimed to help increase female interest in STEM education and careers.



Helping a Latino Community Center Kick Off the School Year

In August 2022, 300 Pittsburgh-area Latinx students and their families attended the Latino Community Center's annual "Back to School Bash" at PNC Park in Pittsburgh, Pennsylvania. U. S. Steel was a sponsor of the event, which is held in partnership with the Pittsburgh Pirates. The event aimed to get area students and their families excited about and prepared for the start of the new school year.

Students received backpacks filled with grade-appropriate school supplies provided by our company, parents had the chance to meet with local partner organizations that provide additional educational services, and all participants had the opportunity to play games, engage in family-friendly activities, and enjoy the food.



Diversifying Our Supply Chain

In alignment with our customers, U. S. Steel formed a Supplier Diversity Program in 1999, and over the years we've leveraged our economic and social influence to support diverse businesses that are essential to the fabric of the U.S. economy.

Our Supplier Diversity mission is to support our company's vision to be the industry leader in delivering high-quality, value-added products and innovative solutions that address our customers' most challenging needs now and in the future. Building a diverse supplier portfolio enhances our supply chain, increases our competitive advantage, and reflects our business objectives related to inclusion, quality and cost.

We define supplier diversity as businesses that are minority-owned, women-owned, LGBTQ-owned, veteran-owned, disability-owned or service-

disabled veteran-owned; or other businesses that meet the Small Business Administration definition of a small business for HUBZone only.

In 2021, our Procurement organization set a goal of \$300 million in diverse spend by the end of 2023 and by the end of 2022 we were at 129.6% of that goal, achieving nearly \$400 million in diverse spend. Our success was primarily based on research and peer and customer benchmarking that led to investments in several tools to enhance our ability to identify diverse suppliers, secure the right memberships with certifying entities and build relationships with local chambers of commerce. Additionally, we implemented corporate-wide trainings aimed at bringing our Supplier Diversity program to the industry forefront.

Looking ahead in 2023, we established a goal of \$500 million in diverse spend by the end of 2024. We will leverage our memberships with the certifying entities to strengthen our Supplier Diversity Program through the identification and certification of minority business enterprises, and to gain greater access to networking opportunities and further increase our request for proposal and bid distribution. We implemented a Tier II program aimed at gaining better visibility into our diverse spend within our supply chain. We will also establish cross-functional teams through our internal business organizations and ERGs, as well as with our customers, to continuously engage in solutions that increase innovation and support diverse businesses.

2022 Diversity in Supplier Base and Spending

Supplier Diversity spending:

\$398.5M

Spending goal:

\$300M

Percentage to goal:

129.6%

Doing more for Diversity, Equity and Inclusion makes us stronger as a company, empowers and supports our workforce and communities and leaves us better able to meet our customers' needs.

We are proud of our accomplishments in advancing DE&I throughout our organization in recent years, as well as the impact we've had on our communities and suppliers. But our work isn't done. We continue to remain focused on the advancements we'll be undertaking in the months and years to come. We've set the right goals and have made a good start toward achieving them. Now, thanks to our talented, dedicated workforce and our **Best for All**[®] strategy, we're well positioned to go further, faster.



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