

2022

DIVERSITY EQUITY & INCLUSION REPORT



U. S. Steel



DIVERSITY, EQUITY, AND INCLUSION IS BEST FOR ALL®



DE&I is a cornerstone of moving up the talent curve in pursuit of our strategic initiatives to deliver the Best for All®.

Our Best for All® corporate strategy is focused on delivering profitable steel solutions that are best for people and the planet. An important aspect of that strategy involves creating workplaces that work for all employees. That means fostering a “Culture of Caring” grounded in a commitment to trust and respect that builds diverse, equitable and inclusive workplaces. When we do that, we can attract, develop, and retain the top talent we need to win in our industry.

We’ve made important, measurable progress in our Diversity, Equity, & Inclusion (DE&I) strategy execution consistent with our S.T.E.E.L. Principles. We must do more and be better because our work is not done. We have developed a multi-year approach to DE&I to guide us into the future – and this inaugural Diversity, Equity, and Inclusion report is part of our journey.

To our employees - thank you! During a global pandemic, you stepped up to not just maintain, but to accelerate our DE&I efforts. Our progress is the result of your talent and dedication. We are humbled by the commitment of our employees, Employee Resource Groups, allies, and our leaders, who passionately work every day to make us better. If we are truly going to maximize our Best for All strategy, then we must get the best from all.

DAVID B. BURRITT

Chief Executive Officer

BARRY MELNKOVIC

Chief Human Resources Officer

ANNUAL GOALS

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 “Culture of Caring” despite challenges – and accelerated our strategy

2021

Assessed our progress and further challenged ourselves to continue improving our DE&I outcomes

DE&I has been an integral part of our business DNA for years, and we are proud of the progress we’ve made to provide an environment where everyone can thrive.

We set annual goals around diversity, equity, and inclusion to focus our efforts on the areas and topics that are most impactful for our people. Our employees and their families deserve benefits, programs, and a workplace that works for them – and we challenge ourselves to continually improve as we deliver an inclusive environment that is Best for All.

2022

- Embed DE&I to ensure the best talent wins
- Publish inaugural Diversity, Equity, and Inclusion report
- Maintain 100% pay, promotion, and performance rating equity in our North American workforce

2023+

- Serve as best-in-class DE&I thought-leader in the manufacturing industry
- Increase representation of women and people of color in leadership positions by 50% by 2030
- Maintain 100% pay, promotion and performance rating equity in our North American workforce
- Target 100% participation of non-represented workforce in annual 360° Safety skill-building or an Employee Resource Group activity

Our dedication to inclusion begins at the top. Early in his tenure, our President & CEO David Burritt joined CEO Action for Diversity & Inclusion™, the largest CEO-driven business group devoted to advancing diversity and inclusion in the workplace.

We understand the importance of working collaboratively with our stakeholders to learn different viewpoints and experiences. Our external partnerships contribute invaluable perspectives that help us to know what is Best for All. We are privileged to partner with many remarkable organizations focused on furthering diversity, equity, and inclusion in the manufacturing industry. Below are a few of these partners:



Through the National Association of Manufacturers (NAM) Pledge for Action, U. S. Steel has committed to increase equity and parity for underrepresented communities in the manufacturing industry.



With CEO Action for Racial Equity, U. S. Steel works to advance policy change at the federal, state, and local levels to better support underrepresented communities in the U.S.



Through The Valuable 500, U. S. Steel focuses on disability awareness and inclusion at all levels of the organization.



With Military.com, U. S. Steel commits to actively hire 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.

CREATING AN AWARD-WINNING WORKPLACE

When you think of U. S. Steel, what comes to mind? We think of a workplace that continues to be recognized for contemporary benefits and policies that go above and beyond to support our employees and their families.

When people feel accepted and respected, they're able to do their best work and contribute the unique talents needed to make our company better for ourselves, our customers, our communities, and the planet.

Although we all bring different backgrounds, perspectives, and experiences to U. S. Steel, we share an extraordinary workplace culture centered around work that's worth doing: delivering innovative steel solutions to protect and save lives; advance green solutions; and build a future that's Best for All.

We have been recognized by leading organizations for our efforts to build a diverse, equitable, and inclusive workplace that prioritizes our employees. For three years in a

row, we have received a 100% score on the Human Rights Campaign Foundation's Corporate Equality Index to be recognized as a **Best Place to Work for LGBTQ+ Equality**. We were recognized by the Disability Equality Index as a **Best Place to Work for Disability Inclusion** and by Ethisphere as one of the 2022 **World's Most Ethical Companies**.

We have also been certified by Best Practice Institute as a Most Loved Workplace and named to **Newsweek's 100 Most Loved Workplaces** for 2021 and recognized as **Leading on Leave** by the National Partnership for Women and Families.

At U. S. Steel, we are serious about our commitment to build an award-winning culture that works for all.



“ We recognize that when we respect and value our differences and share common goals, we create an environment where our employees, our company, and the entire world reaches their fullest potential – together.

DAVID B. BURRITT
President & CEO



LEAD
Leveraging and
Enhancing All Diversity



NextGen Steel
Empowering the Next
Generation of Leaders in Steel



SERVE
Strengthening and
Enhancing Relationships
of Veteran Employees



SteelABILITY
Serving Employees with Disabilities
and their Caregivers



SteelPARENTS
Supporting Families
in All Stages of Life



SteelPRIDE
Celebrating our LGBTQ
Employees and their Allies



SteelSUSTAINABILITY
Creating a Brighter Future



WIN
Women's Inclusion
Network

BUILDING AN INCLUSIVE CULTURE OF 360° SAFETY

Everything starts with safety at U. S. Steel and our Employee Resource Groups are critical to advancing 360° Safety to prioritize the physical and psychological safety of all team members.

Employee Resource Groups (ERGs) are where we come together to embrace and celebrate our uniqueness. Our ERGs promote a culture of acceptance, raise awareness related to issues of identity and intersectionality, and support charitable outreach. They also provide leadership development, mentorship, and community for our people. We have ERGs for people of color, women, veterans, those with disabilities, new professionals, the LGBTQ+ community, parents, and those passionate about sustainability.

U. S. Steel coined the term **Safety First**, and our understanding of that notion has grown over the years. Today, we emphasize **360° Safety** to highlight the need to not only support the physical safety of our team members, but also the criticality of psychological safety in the workplace. If you see physically unsafe or inappropriate behavior, do you feel empowered to speak up? We are all accountable to uphold 360° Safety.

“I FEEL VALUED AND I AM PROUD TO BE A WOMAN OF U. S. STEEL.”

SHAKEIA REESE

Safety & Industrial Hygiene Specialist

Safety & Security Center of Excellence (COE) at U. S. Steel

Although today, the American workforce is equally made up of men and women, fewer than one-quarter of those employed in the manufacturing of durable goods like steel are women. But that hasn't stopped the incredible women of U. S. Steel from leading our industry. From the Utility Technicians making the innovative steel for our customers to our Executive Leadership Team, our female colleagues represent a talented, diverse, and integral element of what makes U. S. Steel great.

Our talent philosophy compels us to create unparalleled career opportunities for all employees who choose to be a part of our team, and we acknowledge the additional focus needed to account for the reality of female under-representation in the steel industry.

Last year, several of our female colleagues shared their perspectives with those interested in a career in steel through our Women of Steel recruiting campaign and talent community. In 2021, our diversity hiring was record-breaking.

Our Women's Inclusion Network (WIN) ERG helps to cultivate an inclusive environment that enables women to maximize their professional success at U. S. Steel through networking, education, recruitment, leadership opportunities, and community involvement. With local chapters across our North America facilities, a parallel organization at U. S. Steel Košice in Slovakia, and participation from both represented and non-represented employees, WIN meaningfully engages and motivates our workforce.

We 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.

Our commitment to ensuring equity in the steel industry is measurable: third-party audits have affirmed 100% pay equity among our North American employees, meaning gender or ethnicity are not drivers of pay at U. S. Steel.



SHAKEIA REESE
Safety & Industrial Hygiene Specialist
Safety & Security COE at U. S. Steel

“

I work with our Corporate Safety group to help create sustainable safety solutions for the company, manage and conduct day-to-day Industrial Hygiene activities at our Gary Works Facility, and I am the President of our LEAD ERG.

WHAT IS YOUR FAVORITE THING ABOUT WORKING AT U. S. STEEL?

My favorite part is working with the ERGs. That work has provided me with countless opportunities to serve the community, including supporting the educational growth and professional development

of students in the Gary area. It has also allowed me to meet new people within U. S. Steel and taught me the importance of being a change agent in and out of work.

WE ARE COMMITTED TO VETERAN ADVOCACY

We honor and support all employees, current and prospective, who are veterans of our nation's military or remain active in the National Guard or Reserves. That is our pledge to veteran advocacy.

- + Creation of a Veterans' Talent Community, Hiring Heroes, to communicate the value proposition U. S. Steel brings to veteran job seekers and accept resumes even if the exact job fit isn't available today.
- + Participation in the Veterans' Talent Exchange, a multi-employer community for sharing veteran talent among participating employers with open opportunities.
- + Installation of a Military Occupation Service (MOS) Code translator on U. S. Steel's website allows veteran job seekers to find custom-matched job opportunities based on their military experience.
- + Preferred job postings for all U. S. Steel positions on Military.com advertised as "Veterans Wanted."
- + "Ask a Veteran of U. S. Steel" social media and digital ad campaign.
- + Military Resume translation service for HR and Recruiting use when helping veteran job seekers find opportunities.
- + Veterans' Day Career Information Sessions across the majority of U. S. Steel locations.
- + Benchmarking of veteran hiring and retention practices with Military.com.



RAYMOND TARNOW

Safety & Industrial Hygiene Specialist

"My dad works here, my grandpa worked here, and my great-grandpa worked here - I'm actually a fourth generation U. S. Steel Gary Works employee. U. S. Steel has been putting food on my family's table since the 1930s.

In the service I learned that when there were 200 people on a submarine, it didn't matter whether they were from New York City or Birmingham, Alabama, or what their race, gender, or religion was. Everyone needed to survive and what mattered most was that each individual brought something to the table."



UNITED BY SERVICE

Launched on Dr. Martin Luther King Jr. Day last year to honor his legacy, this program highlights community service work performed by our employees, encourages further volunteerism, and honors select employees whose work is truly exceptional.

- + 36 U. S. Steel employees were honored for their incredible community service in 2021.
- + 12 “Service Champions” each selected a charitable organization to receive a \$5,000 donation from U. S. Steel in recognition of their work.
- + Volunteer of the Year Justin Calderone recognized with a \$15,000 donation to the charity he founded, Calderone Caring Foundation.



JUSTIN CALDERONE

Shift Manager

Why is volunteerism with the Calderone Caring Foundation important to you?

“Through personal experience, I have seen a system that needed improvement with families dealing with the health of their children. With passion and dedication to honor my late son’s name, I feel that my work is making that system improve every day.”

U. S. STEEL KOŠICE

U. S. STEEL EUROPE

Our DE&I efforts are company wide. U. S. Steel Košice has demonstrated our commitment by...

- + Participating in Pride Košice in 2022 for the first time in company history.
- + HR and the Women’s Inclusion Network’s participation in more than 60 recruiting events for local vocational schools and universities aimed at encouraging more young women to pursue careers in Science, Technology, Engineering, and Math (STEM).
- + Expansion of recruiting channels to include 3 Slovak organizations that support underrepresented populations.

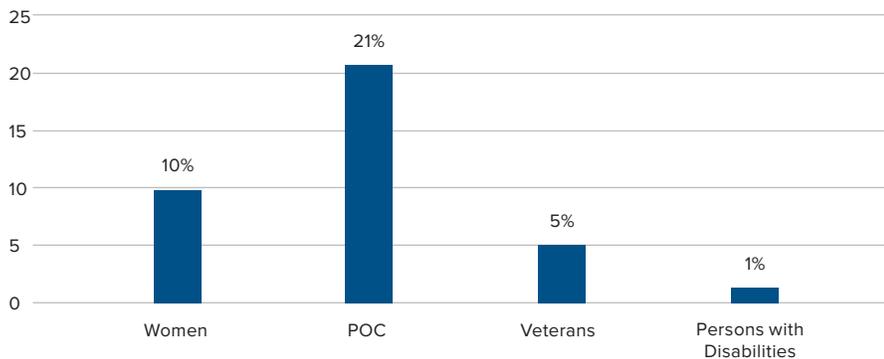


OUR REPRESENTATION

We believe the best talent wins. The steel industry has historically faced underrepresentation of women, people of color, veterans, and people with disabilities. Whether through our supplier diversity program, our recruiting and retention performance, or our customer partnerships, we strive to ensure all employees can see themselves well-reflected in our industry.

U. S. STEEL WORKFORCE REPRESENTATION

As of 1/1/2021



When our workforce diversity does not mirror the diversity present in our communities, we are compelled to do more and be better.

Through meaningful engagement with our communities, schools, and partners, we have been cultivating sustainable relationships to strengthen our outreach efforts.

As a result, our 2021 hires set records for diverse representation against USS performance in this space. We will continue to challenge ourselves to ensure all members of our communities can see themselves represented at USS.

2021 HIRING DIVERSITY*

1 IN 2

Employees hired in 2021 identify as diverse

2 IN 3

Interviewees for Director and above positions identify as diverse

+60%

Higher female representation

+50%

Higher representation of people of color

2.8X

Higher representation of people with disabilities

1.3X

Higher veteran representation

*Hiring diversity statistics represent the combined 2021 represented and non-represented hiring for North American Flat Roll and Tubular segments. Comparisons are made versus workforce as of January 1, 2021.

100% PAY EQUITY!

At U. S. Steel, we pay for the job and not the gender or ethnicity. Our employees benefit from 100% pay, performance, and advancement equity across the organization, meaning gender or ethnicity are not influencers of compensation.

LEADERSHIP DIVERSITY

40%
Executive leadership
team diversity

+14%
people of color in Senior
Manager and above roles

+26%
women in Senior
Manager and above roles

Since 2017, we have grown the diversity represented in Senior Manager and above roles to deepen the experience and perspectives we bring to our employees and our customers.

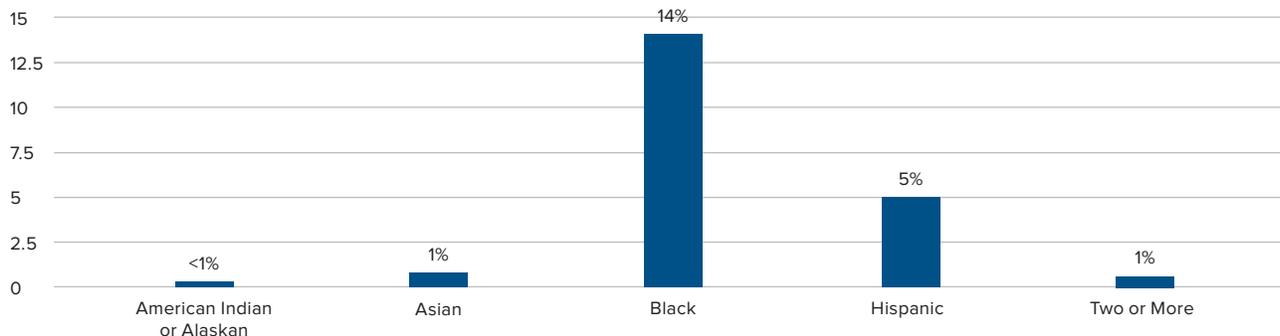
PROMOTIONS

100%
annual promotion equity

We provide career opportunities to our people with equitable promotions rates within our non-represented workforce.

U. S. STEEL REPRESENTATION BY ETHNIC GROUP

As of 1/1/2021



FOCUS ON CONTINUOUS IMPROVEMENT

For more than 120 years, U. S. Steel's success has been founded on our people, and today we're more committed than ever to creating work environments that serve the well-being of our employees. As the needs of our people change, we continually reevaluate the programs we offer to best support them. Below are some highlights of program changes we made in 2021 in support of our people.

- + **Launch of Talent Communities** for women, veterans, and early career professionals that encourage candidates to share their resume and allow us to reach out with opportunities and upcoming events of interest.
- + **Introduction of two new employee benefit programs**, Emergency Dependent Backup Care and Online Tutoring, to help parents and caregivers gain the flexibility needed to be successful during the pandemic.
- + **Creation of a People Analytics Diversity Suite** to proactively benchmark and monitor diversity of applicants; forecast equity of hiring, promotion, and attrition; and ensure pay equity.
- + **Deployment of unconscious bias training** to help our hiring managers understand, identify, and address how unconscious bias can influence decision making.
- + **Benchmarking of our disability inclusion program** in partnership with Disability:IN, the leading nonprofit resource for disability inclusion and sponsorship of the 2021 Virtual National Disability Inclusion Summit.
- + **Sponsored ERG Speaker Series** to welcome expert perspectives and outlooks on topics relevant to DE&I in academia, industry, and globally.



OUR VISION AND COMMITMENT

With an imperative to do what's Best for All, our mission is clear. We challenge ourselves, our partners, and our suppliers to transparently discuss issues related to diversity, equity, and inclusion. We have made measureable progress – but we must do more and be better. Our work is not done until we have created an environment that is truly Best for All.

AGAINST THE BACKDROP OF UNDERREPRESENTATION IN OUR INDUSTRY, U. S. STEEL COMMITS TO...

D

Increase representation of women and people of color in leadership

Seeing people who share our background lead teams, elevate their colleagues, and contribute their unique voice empowers us to see brighter potential and belonging for ourselves.

We strive to increase representation for women and people of color in Senior Manager and above roles by 50% from 2022 to 2030 in North America.

E

Support 100% pay, promotion, and performance rating equity

Fair treatment and respect are uncompromising expectations that we meet by providing measurable equity of pay, opportunities, and assessment between demographic groups.

We will partner with an independent third-party to conduct annual reviews of North American pay, promotion, and performance rating data and address findings in a timely manner.

I

Enhance the inclusive skillsets of our workforce

Safety is our paramount priority, and our view of 360° Safety demands that we prioritize both the physical and psychological safety of our team. We are all accountable to speak up and respectfully address unsafe situations.

Aim to have 100% of our North American non-represented workforce engage in annual 360° Safety skill-building and/or an ERG activity, which further builds the inclusivity skillset of our people.

PRIDE IN OUR PAST. BUILDING THE FUTURE. UNITED BY STEEL.



United States Steel



DISCLAIMER

This report contains information that may constitute "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, including statements related to, among other things, sustainability, culture, diversity, equity and inclusion, and community engagement goals, commitments and strategies, and we intend those statement to be covered by the safe harbor provisions for forward-looking statements in those sections. Management believes that these forward-looking statements are reasonable as of the time made. However, caution should be taken not to place undue reliance on any such forward-looking statements because such statements speak only as of the date when made. In addition, forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from our Company's historical experience and our present expectations or projections. These risks and uncertainties include, but are not limited to, the risks and uncertainties described in this report and in "Item 1A. Risk Factors" in our Annual Report on Form 10-K and those described from time to time in our reports filed with the Securities and Exchange Commission.

References to "we," "us," "our," the "Company," and "U. S. Steel," refer to United States Steel Corporation and its consolidated subsidiaries unless otherwise indicated by the context. References to "partner" and "partnership" refer to collaborative arrangements with various third parties, and do not imply or create a joint venture, partnership or any other similar relationship between the parties or any legal obligations on behalf of U. S. Steel or its subsidiaries, directors, officers, employees or agents. The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact (or potential impact) of that information or confirmation or other expectation that the actions described in this report will be taken within the timeframe described, or at all.

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