



U. S. Steel Diversity, Equity and Inclusion Report

SHARING 2023 PROGRESS





Letter from our President & Chief Executive Officer

Dear U. S. Steel Stakeholders,

The following report, U. S. Steel’s third annual focused on DE&I, details the many strides our company has made in building a culture of diversity, equity, inclusion, and belonging. It includes the requisite facts and figures. But more than a statement of facts, this report is a reflection of U. S. Steel’s values. At our company, we are deeply committed to creating a workplace, grounded in our “culture of caring,” where everybody can thrive.

This is a cause that I believe in deeply. In 2023, I was honored to join more than 160 global leaders as the first and only CEO of a global steel company to sign the Disability:IN CEO Letter on Disability Inclusion. And at a company level, in 2023, we did much more. For instance, we launched our first-ever employee experience survey and received feedback on employees’ sense of belonging and if they feel respected and valued for their unique contributions; graduated the first cohort of our

‘Advancing Women in Steel’ development program; and, under the leadership of our ERGs, continued to promote an inclusive environment to enhance employee engagement and positively impact business goals.

At U. S. Steel, we know that fostering diversity and inclusion matters, because an inclusive work environment enhances our ability to deliver sustainable steel solutions that are best for people and planet. Thank you to all U. S. Steel employees for working together to ensure that all of our colleagues feel valued and accepted, so they can bring the best of themselves to work each and every day.

Best,

DAVID B. BURRITT



“A key driver of U. S. Steel’s corporate strategy is creating a workplace of talented people and empowering them to be their best, most authentic selves. We know that diversity, equity and inclusion make us stronger as a business, while also reinforcing our culture and enhancing our ability to provide better solutions for each other and our stakeholders.”

MONA DINE

Chief Diversity Officer & General Manager, Corporate Human Resources

Our DE&I Vision

Creating a workplace where all employees trust that they are valued requires maintaining an inclusive environment in which they are heard, empowered and respected. We are committed to that vision, and it is the guiding principle that continues to shape our progress in strengthening diversity, equity and inclusion (DE&I) across our workplaces.

We have achieved our DE&I accomplishments by working together. We will keep improving our efforts to foster an inclusive and equitable workplace supportive of career development and nurturing an environment in which employees feel a shared sense of purpose and a greater sense of belonging.

We have continued to pursue measurable improvements toward our DE&I commitments, making every effort to bring U. S. Steel's partners, suppliers, customers and communities on our journey. We continuously promote an open, supportive and transparent discussion to provide an environment that's empowering for everyone.



Our Commitments

In 2023, we continued to engage in working toward our three long-term DE&I commitments: Increase representation of women and people of color in leadership; support 100% pay, promotion, and performance rating equity; and enhance the inclusive skillsets of our workforce.

These 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 represent our own diverse backgrounds and perspectives, we derive inspiration and a sense of belonging that supports us in doing our best. U. S. Steel remains committed to its goal of 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 aspire to achieve this goal by 2030.

2023 PROGRESS:

Representation for women in Senior Manager-and-above roles increased to 20.3% in 2023 from our 19% baseline established in mid-2022. We had a slight drop in representation for people of color in leadership roles in 2023 at 7.8%, from our 8% baseline in 2022. We are confident that we remain on track toward our 2030 goal.

EQUITY

Support 100% pay, promotion and performance rating equity

Committed to 100% equity in pay, promotion and performance management. We evaluated our data to ensure employees are paid, promoted and rated based on job-related factors, not their race, ethnicity or gender.

2023 PROGRESS:

Supported 100% equity in pay, promotion and performance management. We continued 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 we're delivering on this commitment.

INCLUSION

Enhance the inclusive skillsets of our workforce

In 2023, we committed to supporting the enhancement of our workforce's inclusive skillsets through participation among our North American non-represented workforce in a 360° Safety skill-building and/or Employee Resource Group (ERG) activity. Our 360° Safety approach prioritizes physical safety and the psychological well-being of our employees to ensure everyone feels empowered to speak up to maintain an inclusive environment. Our active encouragement of employee participation in ERGs further supports inclusivity.

2023 PROGRESS:

We reached 80% participation in at least one non-mandatory Employee Resource Group (ERG) event and/or 360° Safety skill-building activity by our North American non-represented employees.

Continuing Our DE&I Journey

Our DE&I strategic initiatives guide 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 accelerate that progress by continuing impactful programs and introducing new programs we anticipate will be just as effective.

STRATEGY
CULTURE
OUTREACH

2018

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

2019

Advanced our DE&I strategy to deepen the inclusive culture of our organization.

2020

Resiliently sustained a Culture of Caring despite COVID-related 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

Began sharing goals, commitments and progress to all stakeholders through our inaugural DE&I report, published after we incorporated DE&I into hiring, recruitment, training and promotion.

2023

- + **Continued** to evolve our 360° approach to safety by focusing on creating a psychologically safe workplace.
- + **Conducted** our first 'Your Voice: One U. S. Steel' employee survey with questions specific to inclusion to help us gain insight from employees and measure if they feel they belong, are respected and are valued for their unique contributions.

2024+

Strive to be best-in-class DE&I thought leader within the manufacturing industry by sharing progress, managing for continuous improvement and working towards our DE&I goals.



Recognizing Employee Resource Groups

Through our Employee Resource Groups (ERGs), we have been able to build a Culture of Caring to provide mutual support, education and outreach to groups of people with similar identities, challenges, interests and perspectives. In 2023, we co-hosted an event with Vibrant Pittsburgh on employee networks and how companies can build, sustain and grow these groups.

We are thankful every day for the work all eight of our ERGs do to make our company and communities more inclusive places to work and live. The hard work and commitment of

these employee groups led to U. S. Steel being named a finalist for two World 50 2023 I&D Impact Awards including I&D Leader of the Year and the Inclusion Award

ERG membership grew by 6% from 2022 to 2023. U. S. Steel's ERGs conducted more than 100 events in 2023, 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 continue to provide opportunities for leadership development and mentorship.

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.



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.



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.



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.



SteelPARENTS:

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



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.



WIN (Women's Inclusion Network):

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



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.



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 inclusive and empowering. 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 ACTION FOR DIVERSITY & INCLUSION

CEO Action 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.



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 supports the NAM Pledge for Action, with its commitment to increasing equity and parity for underrepresented communities in the manufacturing industry.



Women in Manufacturing (WiM)

U. S. Steel partners with WiM, an organization that empowers women to maximize their professional success through networking, education, development and leadership opportunities, and community involvement.



Association of Women in the Metal Industries (AWMI)

AWMI is dedicated to creating opportunities for women to excel in our industry.



National Diversity Council (NDC)

NDC advances diversity, equity, inclusion and belonging by helping transform workplaces and communities into inclusive environments where individuals are valued for their talents and empowered to reach their fullest potential.



Vibrant Pittsburgh

Vibrant Pittsburgh accelerates the business community toward equitable, inclusive and diverse workplaces, thus creating a future-forward region.

Enhancing Diverse Workforce Representation

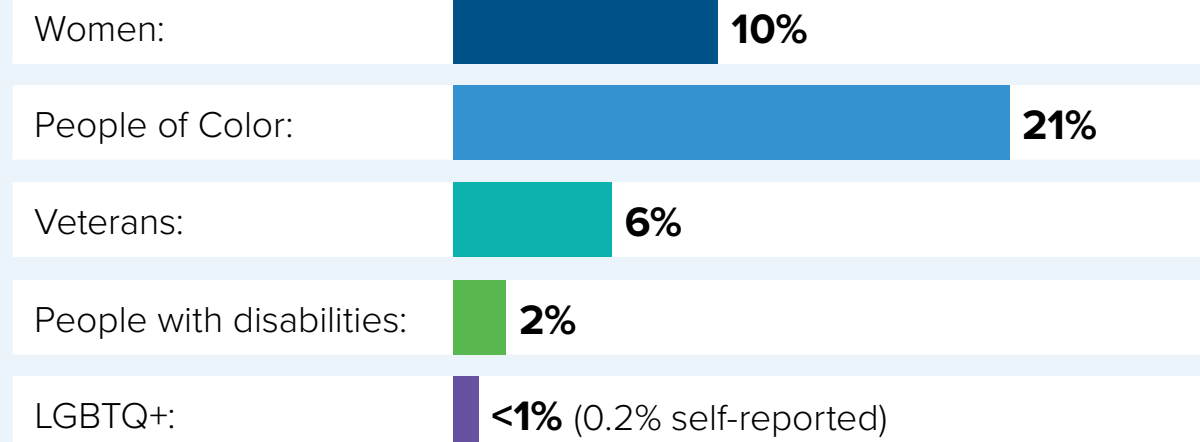
Diversity strengthens our workforce and enables us to reflect the communities around us through full representation of women, people of color, Veterans, LGBTQ+ and people with disabilities. We have been actively working to bring that fuller diversity to our company through our initiatives; how we interact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

We continue to advance our efforts to achieve a more diverse workforce through several policies, programs and initiatives. Our uncompromising goal is to ensure our U. S. Steel workforce is one that fully represents the great diversity of our communities. To help us achieve our goal, we continuously explore new ways to improve workforce diversity.

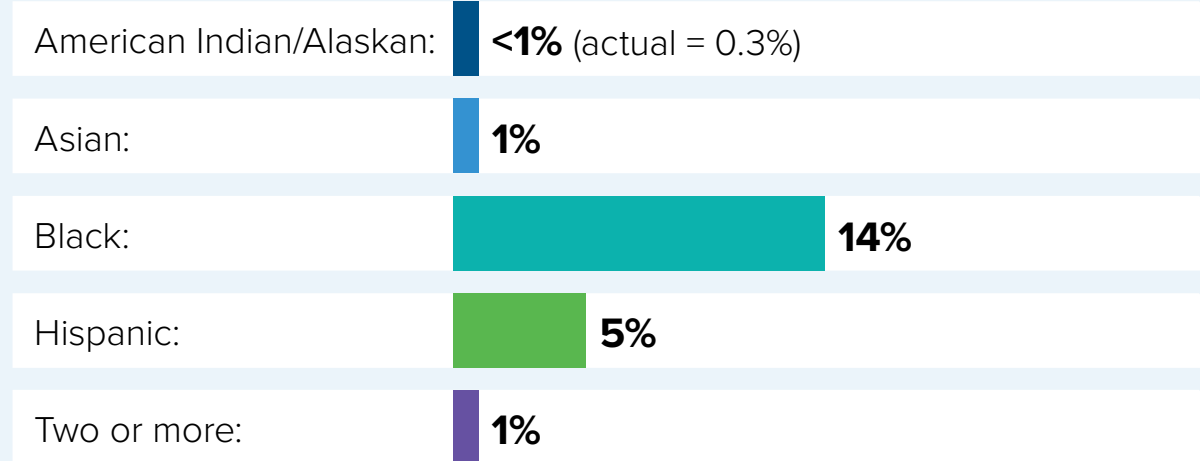
13,995
Total employees in North America

2023 Representation Metrics¹

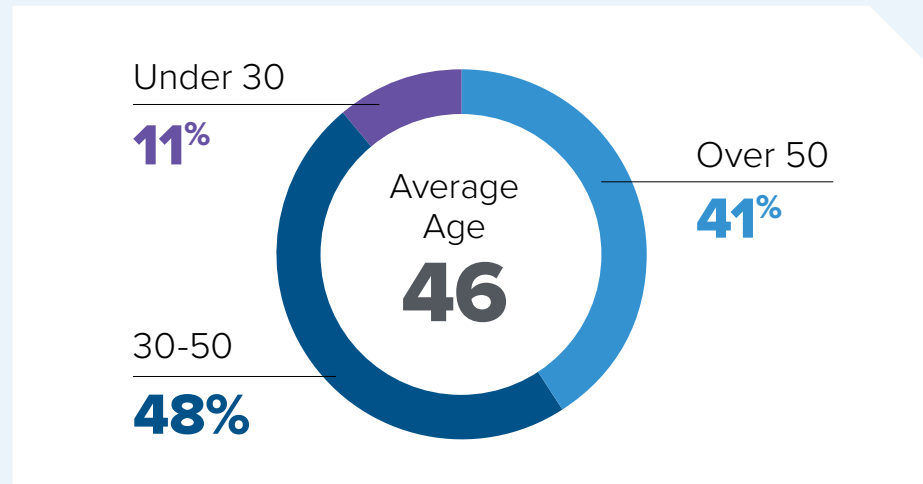
U. S. Steel Workforce Representation



U. S. Steel Representation by Ethnic Group (self-reported)



% Employees by Age Group



2023 Hiring¹

44%

Employees hired in 2023 identify as diverse

54%

Candidate diversity Senior-Manager-and-above roles

43%

Hiring diversity Senior-Manager-and-above roles

Women:²
+4%

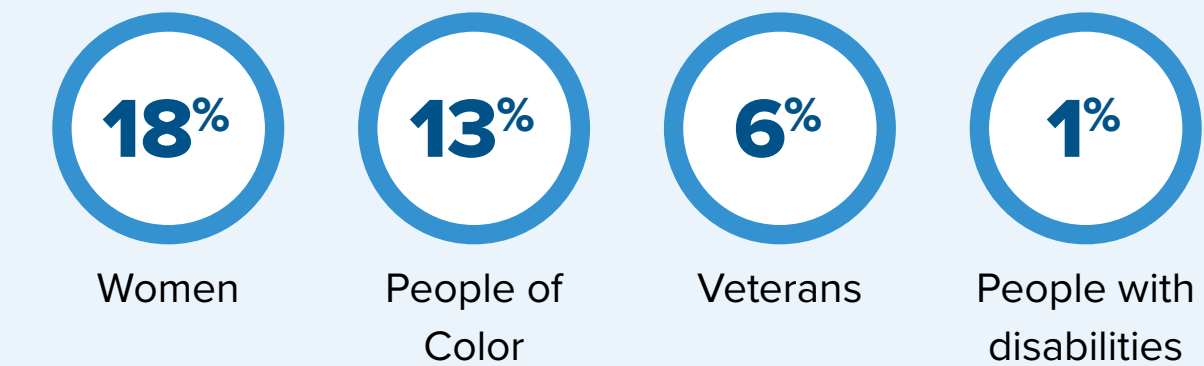
People of Color:²
+50%

People with disabilities:²
0.8X

Veterans:²
2.3X

2023 Promotions³

Of the total promotions in 2023, these were the percentages of promotions from each of the following groups:



¹ Represents combined represented and non-represented population for North America as of December 31, 2023.

² Hiring diversity statistics represent combined represented and non-represented hiring for North America as of December 31, 2023 compared to workforce data as of January 1, 2023.

³ Represents total 2023 promotions into or within the non-represented population for North America.

Promoting Diversity in Leadership and Governance

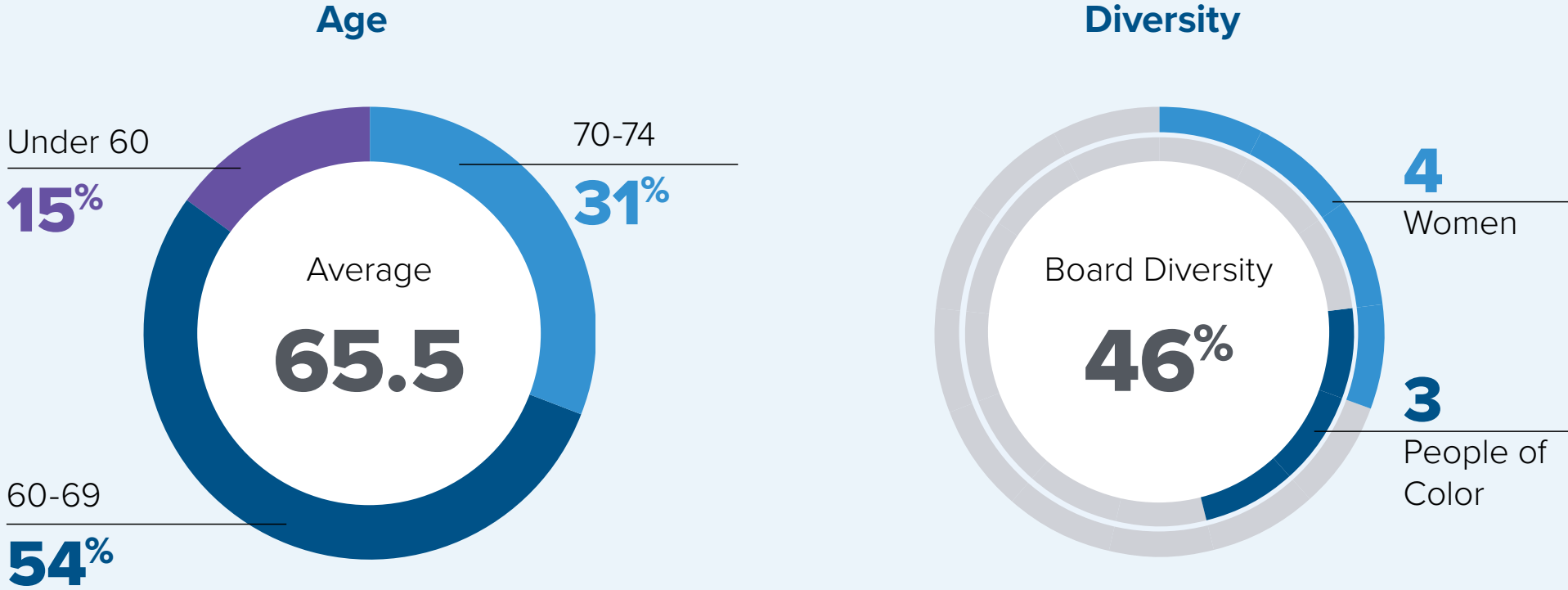
It is essential that our employees see themselves in our leadership. We continually address diversity at all levels of leadership and management at our company, up to and including our Leadership Team and our Board of Directors.

Our DE&I Executive Council and our ERGs are instrumental to our diversification efforts. They work together as the Council holds regular meetings with all ERG Executive Sponsors and ERG leaders.

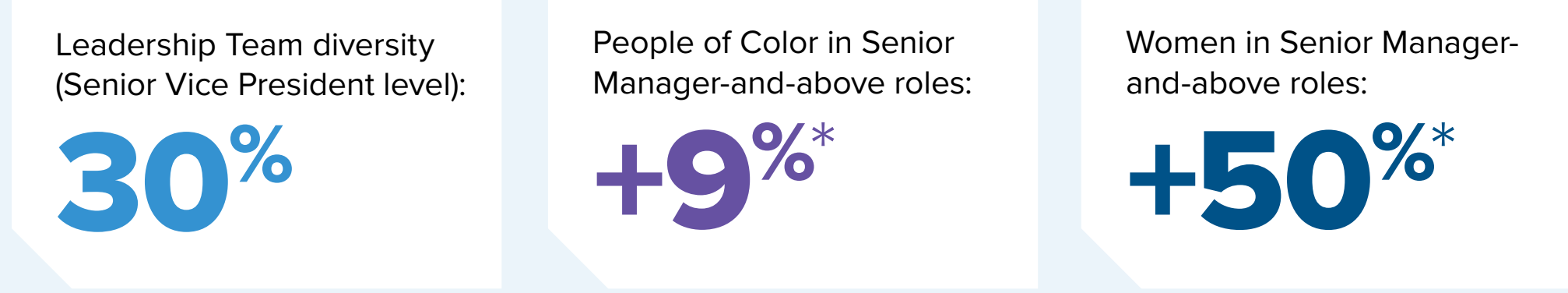
We also extend our efforts to increase leadership diversity through our recruiting, hiring and promotion process. For example, in 2023, we expanded our goal to strive for 40% of our external candidates for Senior Manager-and-above positions (formerly Director-and-above positions) to come from underrepresented groups. We exceeded this goal. Our candidate interview slates were 54% diverse and 43% of these positions were filled by diverse hires. In 2023, 65% of succession plans for Senior Manager-and-above roles had at least one candidate from a diverse pool in place, with others having an action plan to identify a diverse succession pipeline.

We take furthering our leadership diversity as a critical and ongoing challenge — one we are dedicated to taking on to bring us closer to our customers’ goals and represent the communities where we operate.

Board of Directors 2024 Representation



Leadership Team diversity



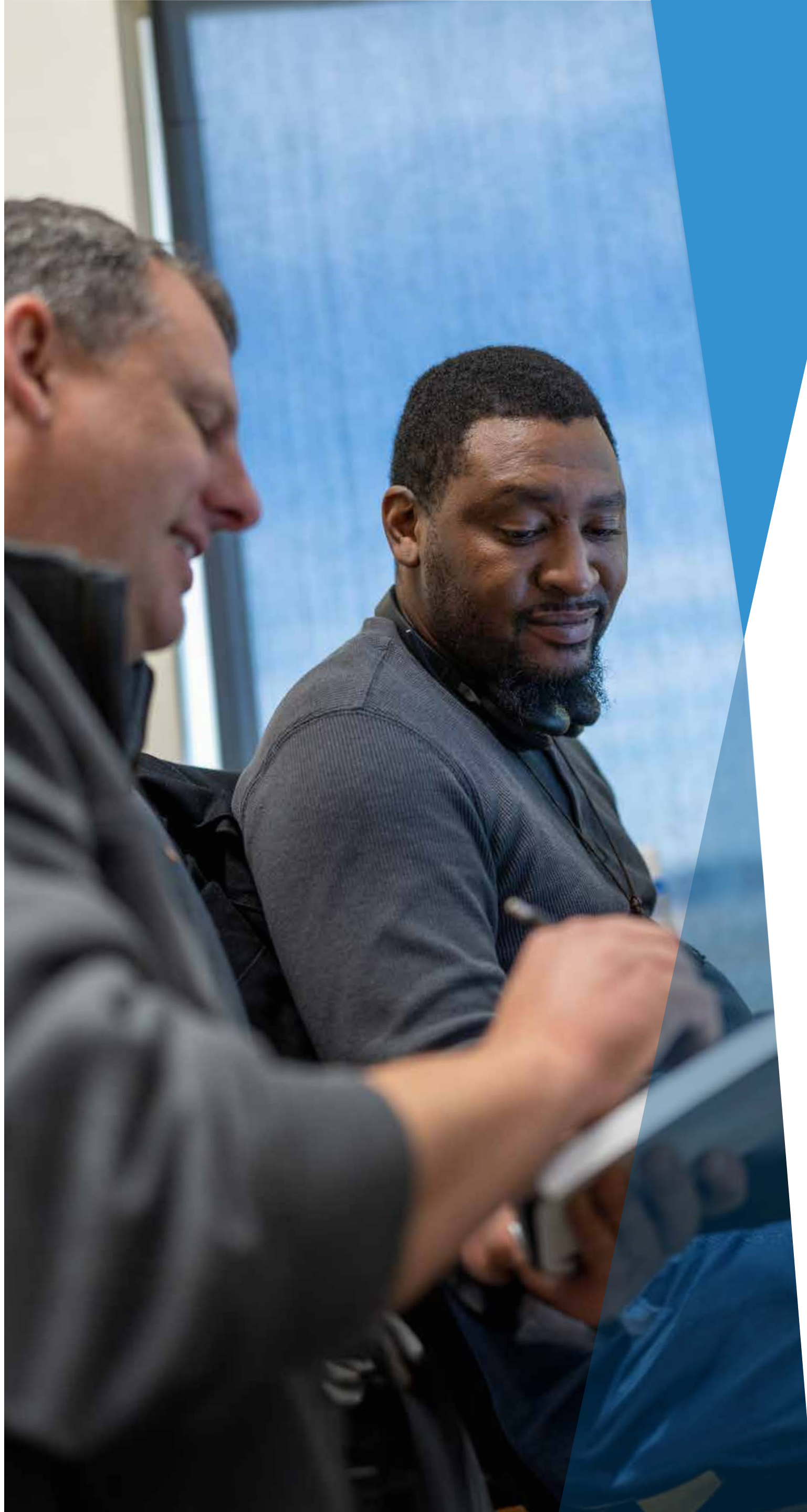
*Compared to 2017 baseline



SPOTLIGHT ON MANPREET S. GREWAL
Vice President, Controller & Chief Accounting Officer

With an eye on the future, Manpreet works “to expand U. S. Steel for the next generation of diverse steelmakers.” He and other leaders recognize the importance of workplace DE&I for company growth and credits U. S. Steel’s leadership for making it “a high priority to nurture and promote DE&I by setting clear goals and objectives around DE&I.” Manpreet also values leadership’s support of the ERGs, and he proudly serves as Executive Sponsor of SteelABILITY.

Noting other company initiatives that benefitted him and serve to benefit all employees, Manpreet says, “U. S. Steel’s Culture of Caring and strong commitment to talent development allowed me to gain invaluable experiences and contribute in areas outside of my responsibilities, which significantly helped with my learning and career growth.”



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. As such, they review results of employee experience surveys including inclusion measures. 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 move our efforts forward.

DE&I Council Organization Chart



CULTURE

Promoting an Inclusive Culture

At U. S. Steel, we know we can only achieve our goals with a diverse, talented and motivated workforce performing at high levels in inclusive, collaborative workplaces. It's the reason we strive to make every member of our workforce feel recognized, valued, accepted, respected and empowered.

To build an inclusive, inspiring culture, we support our ERGs and the events and initiatives that promote the sharing of perspectives and experiences among people of different identities. Examples of ERG-sponsored events and activities conducted in 2023 include:



Our **5th annual Day of Understanding** event, part of our 360° Safety initiative and the CEO Action for Diversity & Inclusion™ coalition commitment, focused on our goal to foster a culture of belonging and an inclusive work environment. Events featured testimonials from leaders and conversation forums encouraging diverse experiences and perspectives.



Along with the U.S. Flag and a state flag, several U.S. locations flew the DE&I, Pride and the MIA/POW flag to support our **ERGs**. These flags waved during such commemorations as Memorial Day, LGBTQ+ Pride Month, Juneteenth, Hispanic American Heritage Month, American Indian Heritage Month, Veterans Day, and Global Diversity Awareness Month.



For the Michigan City Pride Fest, volunteers from the Gary Works chapter of **SteelPRIDE** worked with family and friends to hand out U. S. Steel swag and share information about the inclusive benefits offered by the company to our employees. Organized by PFLAG's Michigan City chapter, the Pride Fest broke attendance records as it hosted various vendors, food providers and entertainers.



During Black History Month, **LEAD** shared weekly communications to educate employees on how forms of institutionalized racism and unconscious bias impact communities of color. LEAD also noted the steps U. S. Steel has taken to combat racial oppression.



WIN, LEAD and SteelPRIDE collaborated with Corporate Communications to share personal reflections from employees on the company's social media accounts during several cultural awareness months, including Women's History Month in March, Asian American and Pacific Islander Heritage Month in May (shown above), and Pride Month in June.



Promoting an Inclusive Culture (continued)



WIN encouraged employees to Think Pink during Breast Cancer Awareness/Prevention Month with potentially life-saving information presented weekly by Dr. Melani S. Cheers, U. S. Steel Medical Director.



Our **Chief Diversity Officer** participated in the annual National Diversity Council (NDC) Summit, the theme of which was “The Power of AANHPI (Asian American, Native Hawaiian and Pacific Islander) Voices” and Vibrant Pittsburgh’s quarterly Council Convening to deepen the cross-group ties of the organization’s council (shown above).

“Even when you don’t look like everyone else in the room, there is still a place for you and your voice.”¹



— **LENORE TRAMMELL**
Big River Steel Chief Administrative Officer, Chief Compliance Officer and General Counsel
2023 Top 100 Women of Impact in Arkansas honoree²

Focus on our LGBTQ+ Community

With our strong commitment to human rights, we value the contributions of our LGBTQ+ employees and support the SteelPRIDE ERG. We are proud that this group is active in our communities, taking part in such activities as the Pittsburgh Pride Revolution March and recognizing the 14th Annual International Transgender Day of Visibility. SteelPRIDE members and allies also participate in events emphasizing inclusivity, such as the Metals Service Center Institute “United by Pride” webinar, which included a discussion of U. S. Steel’s commitment to maintaining an inclusive environment. Additionally, Jessica Graziano, Senior Vice President and Chief Financial Officer, discussed Spirit Day and National Coming Out Day in a fireside chat.



“Working for a company that puts in the effort to achieve a true Culture of Caring, diversity and inclusion makes me proud every day.”



— **JAKE MORRIS**
Process Control Engineer
Mon Valley Works –
Irvin and Fairless Plants
SteelPRIDE Vice President



¹ Quoted in *CEO Weekly*

² Honor from the Little Rock Soirée magazine, Arkansas Business Publishing Group and the Women’s Foundation of Arkansas



Creating an Award-Winning Workplace

As we take actions and implement programs to advance our journey towards a more inclusive and empowering workplace, 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 competitive benefits and policies:



Named to *Newsweek's* Most Loved Workplaces 2023 list for the third year in a row.



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



Recognized as a 2023 Best Place to Work for Disability Inclusion (Disability Equality Index) for the third year in a row, earning the top score of 100.



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



Named a Best for Vets 2023 Employer by Military Times, ranking 108th out of 230 organizations.



Earned Mansfield Certification for progressing DE&I in our Legal Department.

“We remain laser-focused on making sure U. S. Steel has an inclusive environment in which everyone feels heard, empowered and respected.”

— 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 prioritize our commitment to creating work environments that support the well-being of all employees, and providing ample and equitable opportunities for everyone to move ahead in our company.

Essential to moving forward is determining where we are now. To that end, in 2023, we conducted our *Your Voice: One U. S. Steel* survey. Based on the feedback we received, we have developed action plans to continue what we do well while addressing continuous improvement opportunities.

We also focus on bringing in talented and diverse groups of people to become the next generation of valued employees. We are active in job fairs and conduct recruiting events aimed at ensuring a diverse pipeline of employees. Meanwhile, we ensure our compensation and benefits programs and policies remain highly competitive with the needs and interests of current and prospective employees.

“I joined U. S. Steel in August 2023, excited about the steel industry and attracted by the career growth opportunities. Since joining, I have been welcomed to the table and began contributing from day one.”

— EMILY CHIENG

General Manager, Investor Relations

“I have had the opportunity to work with numerous people from diverse backgrounds since I was hired in March 2023. Diversity has factored into why the workplace culture is so positive.”

— BRANDON ZACKRIE

Hot Mill Electrical Lead, Big River Steel

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

In 2023, we implemented numerous initiatives aimed at advancing inclusion and providing equal opportunities at our company by:



- + Conducting our *Your Voice: One U. S. Steel* survey to **understand what’s working well and what needs to improve.**
- + Identifying Career Growth & Development as an enterprise action based on our survey, **with a commitment to actions involving career messaging, ongoing conversations, talent exposure and accountability.**
- + Continuing our robust efforts to create a Culture of Belonging by **building a more inclusive culture through our 360° Safety initiative and including psychological safety messages in our workplace newsletters.**



- + **Signing of the CEO Letter on Disability Inclusion** by our President and CEO David B. Burritt.
- + **Expanding our goal to have 40% of our external candidates for Senior Manager-and-above positions come from underrepresented groups.**
- + **Offering our U. S. Steel Leadership Academy “Leading at the Front-Line” program to non-represented first-line supervisors** who directly manage represented employees.



- + Supporting Talent Communities for women, Veterans, people with disabilities and early career professionals to **tap into available pools of diverse candidates when hiring future employees.**
- + Providing unconscious bias training to help our hiring managers understand, identify and **address how unconscious bias can influence decision-making.**
- + **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.**
- + Providing equitable opportunities by **launching our Advancing Women in Steel Program.**

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 2023 was 3.5% and significantly lower than the manufacturing industry's rate of 23%, 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 2023, along with incentive payouts in March. We continue to honor the collective bargaining agreement ratified in 2022 that provides an increase in base wages of over 21% over the life of the contract, as well as profit-sharing payouts each year since ratification.

In 2023, U. S. Steel also continued to offer employee benefit programs such as Emergency Dependent Backup Care and Employee Assistance Program (EAP), which focuses on emotional and mental health.

“This EAP benefit has been a valued tool to help with working through life’s challenges. This is an amazing resource for my company and my colleagues. I’m learning a lot.”

— U. S. STEEL EMPLOYEE



We supported 100% equity in pay, promotions and performance management by evaluating our data to ensure employees are paid, promoted and rated based on job-related factors, not their race, ethnicity or gender. 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.





Attracting More Women to U. S. Steel

We're convinced that increasing the number of women in steel has a positive impact on our company and our industry. That's why we're committed to initiating programs to support and encourage women in the workplace. One initiative is our Advancing Women in Steel Program, launched in September 2023. The program's objectives are to empower women in manager-level roles and further equip them with the skills needed to advance their careers.

Our encouragement extends to our communities. U. S. Steel served as Champion-level sponsor of the Strong Women, Strong Girls (SWSG) Pittsburgh chapter's 10th annual "Strong Awards" event in

2023. Throughout the year, many of our Women's Inclusion Network (WIN) Employee Resource Group (ERG) members also serve as Strong Women mentors for college-aged women.

As we strive to empower and support female U. S. Steel employees, WIN is a valuable partner. The ERG sponsored our Women's History Month guest speakers, who provided strategies and insights for women to become advocates for job creation, skills training, women's workforce advancement and for themselves. Also, during Women's History Month, we celebrated HER-Story by spotlighting female employees.

We demonstrate our commitment to our female employees through partnerships with such organizations as Women in Manufacturing (WiM) and the Association of Women in the Metal Industries (AWMI), which honored U. S. Steel for serving as a sponsor of its annual conference for five consecutive years.

11%
of all new hires in 2023 were Women



SPOTLIGHT ON BRENDA PETRIENA

Director Global Decarbonization & Program Management

Celebrating a Woman in Steel

Brenda's high-profile year of 2023 started with a WIN ERG panel at a Pittsburgh university, addressing how U. S. Steel builds an inclusive workplace culture via its leadership, organizational policies and practices, and individual decision-making. Later in the year, she opened the 2023 Association for Iron & Steel Technology (AIST) Women in Steel Conference. Brenda also shared her perspectives with the AIST publication "Iron & Steel Technology," noting that women in steel "have an immediate connection. This network and bond crosses companies and geographies to share experiences, gain insights, benchmark, and learn. It's a network that works together to solve the challenges of our industry and innovate to secure careers in steel for future generations."

In addition to supporting other women in the steel industry, Brenda co-started SteelPRIDE and serves as president of the ERG. In a Metals Service Center Institute (MSCI) webinar entitled "United by Pride: An Industry Wide DE&I Conversation," she shared how SteelPRIDE supports U. S. Steel's vision for inclusion.

A suburban Pittsburgh native, Brenda joined U. S. Steel in 2017. She holds a B.S. degree in chemical engineering from the University of Pittsburgh, an M.S. degree in engineering management from the University of Michigan and is a graduate of Duquesne University's Women's Executive Leadership Program.



Advocating for Veterans

We value what military service offers our current and prospective employees: experience, leadership, discipline and productive collaboration. That's why we're committed to hiring and supporting military Veterans and active members of the National Guard or Reserves.

Our commitment requires us to be proactive. Because of our diligence and the multiple steps we take to successfully recruit Veterans, Military Times: Best for Vets honored U. S. Steel in its 2023 ranking of the best companies with military-connected employment programs, benefits and support efforts.

A major contributor to our Veteran support is our SERVE (Strengthening and Enhancing Relationships of Veteran Employees) ERG. Among the activities SERVE offers are inspiring speakers and commemorative events. In 2023, SERVE hosted Iraq Veteran and former Minnesota representative John Krisel, who gave his "Still Standing, Still Smiling" presentation to SERVE members and allies.

In December 2023, SERVE members and other employee volunteers from three U. S. Steel facilities — Mon Valley Works, Great Lakes Works and Granite City Works — joined community

volunteers to lay wreaths at the graves of military Veterans as part of Wreaths Across America. Additionally, U. S. Steel contributed \$10,000 to help purchase the wreaths as our way of thanking those who have served.

12%

of all new hires in 2023 were Veterans



SPOTLIGHT ON JIM McISAAC

Granite City Works SERVE Chapter Lead

As a retired U.S. Air Force Master Sergeant, Jim values the opportunities U. S. Steel and SERVE provide him to serve and honor his fellow Veterans and his community. His SERVE chapter honored Veterans in 2023 by fundraising for Wreaths Across America and lining the funeral route of a fallen service member with 600 American flags. Jim also appreciates working with people at U. S. Steel who share his military background and experience. This inspires him to help Veterans through employment, community outreach and educational activities.



Promoting Disability Inclusion

We believe committing to hire, promote and leverage the skills of people identifying as having a disability gives us an edge in our business. That's why we strive to foster an environment where employees with disabilities and those who care for people with disabilities feel empowered to bring 100% of themselves to work.

Our CEO Dave Burritt amplified our commitment by signing the CEO Letter on Disability Inclusion.

Earning a top score on the Disability Equality Index and being recognized as a “Best Place to Work for Disability Inclusion” validated our efforts.

Our SteelABILITY ERG helps us in our disability inclusion efforts. In 2023, SteelABILITY sponsored speakers to address relevant topics; co-partnered the Special Olympics’ 2023 UNcathlon; and led fundraising efforts for the 2023 March of Dimes’ March for Babies

events, along with SteelPARENTS. U. S. Steel and SteelABILITY co-sponsored TasteBuds to benefit Best Buddies in Pittsburgh, dedicated to people with intellectual and developmental disabilities (IDD). At the event, chefs paired up with individuals with IDD, who served as sous-chefs during the successful evening.



SPOTLIGHT ON FRANTIŠEK KIRÁL

USSK Procurement Activities Sales Officer

Sometimes all it takes is a moment, and the world turns upside down. For František, an ordinary bike ride four years ago resulted in a fall and serious spinal cord injury. František, then a Shift Master, began a journey filled with determination, willpower and resilience. With U. S. Steel’s understanding and help, he also got a second chance at work. František says, “Martina Kaprálová, General Manager, Procurement, took a positive approach by finding a new opportunity. I then got an offer for a Procurement job.”



SPOTLIGHT ON AMBER SIKES

Automotive Center Metallurgical Engineer

Starting at U. S. Steel in 2018, Amber joined SteelABILITY four years later and now serves as co-chair of the ERG. She’s passionate about creating a safe and welcoming environment for people to be their true, whole selves. After being diagnosed with multiple invisible disorders, Amber committed to learning strategies to improve her quality of life and spreading that knowledge to help others. With the goal of helping fellow SteelABILITY members, Amber and her co-chair aim to provide impactful programming focused on the ERG’s mission.

Reaching out to Diverse Communities

Our culture of inclusion extends to our communities by supporting people who live where we work and engaging in a wide range of community service activities. Our United by Service events and other engagement activities focus on diversity, underrepresented groups and people in need.

Launched in 2021 to honor Martin Luther King Jr.'s legacy, our annual United by Service initiative highlights our employees' varied community service work and names a Volunteer of the Year. For 2023, the winner was Tyrell Anderson, who was recognized with a \$15,000 donation to the charity Decay Devils. Tyrell supports multiple ERGs including LEAD, WIN and SteelPRIDE, and he is the President, Founder and Community Events Coordinator for Decay Devils, where he has raised more than \$76,000 for programs. The Decay Devils mission is to spearhead historic preservation, placemaking, and art initiatives in NW Indiana and surrounding areas.



We also honored twelve employees as "Volunteer Service Champions" for spending over 6,200 combined hours serving their communities in 2023. The company donated \$5,000 to the cause of each Champion's choice. All totaled, U. S. Steel employees volunteered nearly 21,000 hours for charitable causes in 2023. 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.

We and our ERGs championed various community groups, as well. For example, Gary Works' LEAD supported the School House Children's Charity (SHCC) "Warm Coats Warm Hearts" initiative, providing children with winter clothing. Big River Steel and its SERVE chapter partnered with FedEx St. Jude Championship in Memphis for the Military Ticket Program, offering military members and Veterans free tickets to the PGA Tour event. A group of USSK employees, in association with the Autumn of Life organization, helped the homeless by donating used clothes and other useful items, as well as 2,700 lunches.

By giving back selflessly to their communities, our employees embody the best of U. S. Steel.

For an Accessible Pittsburgh

LEAD sponsored and co-hosted the 2023 PedalPGH event with Bike Pittsburgh, dedicated to providing access to essential services and improving life in marginalized communities. PedalPGH funds help the city provide safe, accessible and friendly pedestrian and bicycle transportation.

Volunteer Spirit Alive and Awarded in USSK

As a good neighbor, USSK has been volunteering to help people in the Slovak Republic's bordering country of Ukraine since the Russian invasion. In 2023, the Chairman of the Košice Self-governing Region honored a group of USSK volunteers for the assistance they provided to Ukrainian refugees, as well as for their other good works completed during USSK Volunteer Days. USSK's community efforts extend to working with the social enterprise GOMBIDA, which helps unemployed Roma (an ethnic group in Europe). Additionally, USSK's Together for the Region 2023 grant program donated €30,000 to support 11 community projects.



One active USSK volunteer is Dana Gogová, whose willingness to help encourages and inspires others. She started volunteering when Ukraine was first invaded, doing anything that was needed after work or weekends. Dana was also one of the first volunteers to help at USSK's COVID-19 testing center at the height of the pandemic. Regarding volunteering, Dana says, "It's important to treat others as you want to be treated — with love, humility and care."





Diversifying Our Supply Chain

In alignment with our customers, U. S. Steel formed a Supplier Diversity Program in 1999. 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 U. S. Steel's vision to be an industry leader in delivering high-quality, value-added products and innovative solutions that address our customers' most challenging needs now and in the future. Supplier Diversity is a key competitive advantage that aligns with our core values and strategic objectives. Our Supplier Diversity Program also exists because we know our inclusive supply chain has a positive impact for U. S. Steel, our customers and the communities where we operate.

We define Supplier Diversity as minority-owned businesses, women-owned businesses, LGBTQ-owned businesses, Veteran-owned businesses, disability-owned businesses, service-disabled Veteran-owned businesses, and/or SBA-defined small businesses (in HUB Zones only) that support the mission of U. S. Steel's Supplier Diversity Program.

Our Supplier Diversity program has continued to excel throughout 2023. With our Procurement team leading the way, we surpassed expectations by achieving \$453 million in diverse spend, an increase of over \$50 million from the previous year. We were able to accomplish this by dedicating resources and investing in tools to identify and build relationships with diverse suppliers, certifying entities and local chambers of commerce. We also implemented Tier II reporting with our suppliers, increasing engagement within our supply chain, and we finalized our first Supplier Diversity Economic Impact Report.

Furthering our impact, we are determined to do even better throughout 2024. To achieve this goal, we plan to expand our pool of diverse suppliers in our request for proposals and bid distributions; grow our Tier II reporting program by increasing diverse supplier participation; and work with internal business organizations and Employee Resource Groups, and our customers, to continuously engage in solutions that increase innovation and support all businesses.

2023 Diversity in Supplier Base and Spending

Supplier Diversity spending:

\$453M

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 DE&I initiatives, we're well positioned to go further, faster.



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