



# ArcelorMittal

## Full corporate responsibility 2012 web report content

This document provides a snapshot of the ArcelorMittal online corporate responsibility report as captured on 3rd May 2013. This document contains all pages within the CR section of the ArcelorMittal website – <http://www.arcelormittal.com/corp/corporate-responsibility> at this date. This section of the website forms the basis of our 2012 CR report and this document serves as an archive of the site's content on the above date. Elements of the site have been designed to be updated over time and therefore the online content may differ from this document. In addition, some interactive content is only available online and is not presented within this document.

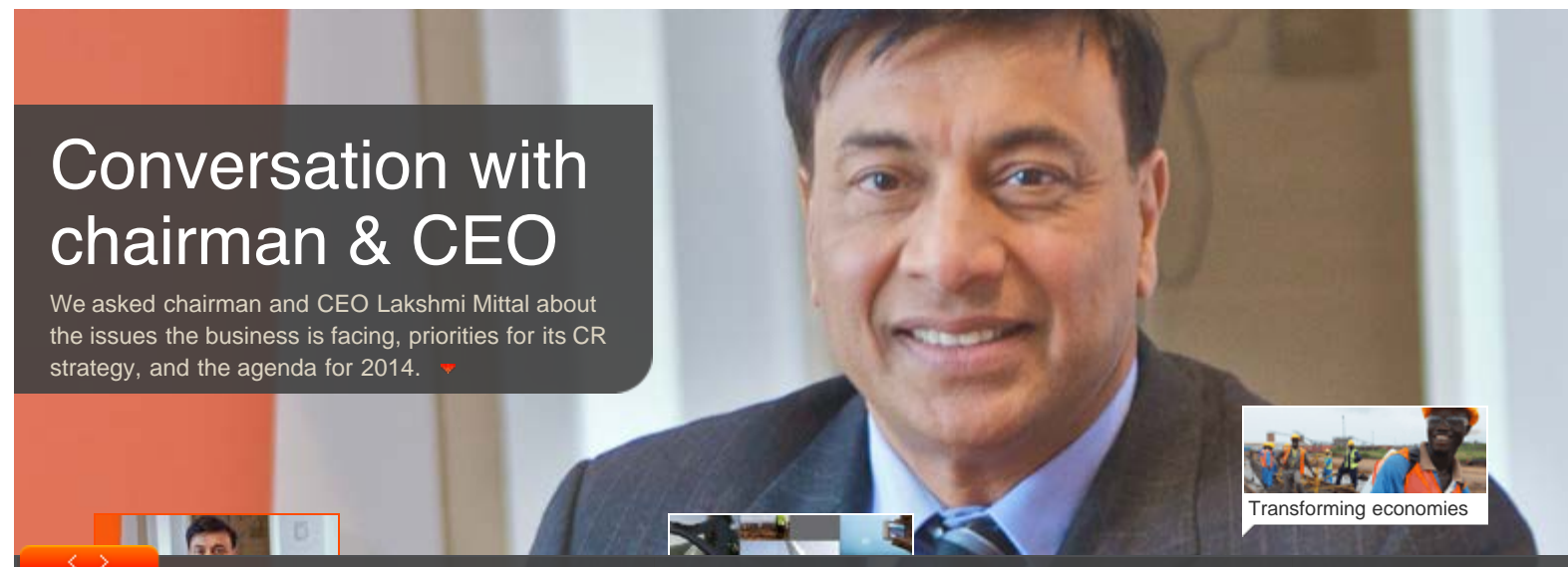
Should you have any questions about this document, or corporate responsibility at ArcelorMittal as a whole, please contact the CR team at [crteam@arcelormittal.com](mailto:crteam@arcelormittal.com)

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

# Conversation with chairman & CEO

We asked chairman and CEO Lakshmi Mittal about the issues the business is facing, priorities for its CR strategy, and the agenda for 2014. [▼](#)



Our position in the steel and mining industry brings us responsibilities and opportunities. Through our corporate responsibility strategy, we recognise that our commitment to the world around us extends beyond the bottom line, to include the people in whom we invest, the communities we support and the world in which we operate. [Learn more >](#)

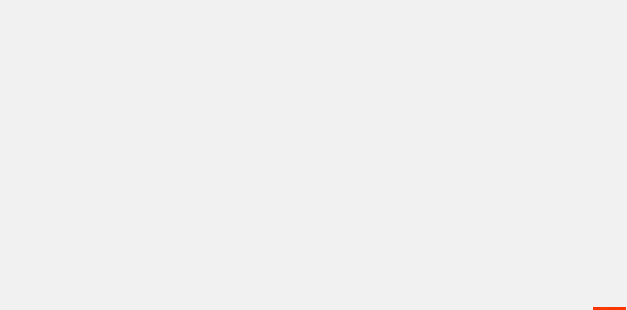
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**Corporate responsibility at ArcelorMittal**

Interview with chairman and CEO Lakshmi Mittal.

### ArcelorMittal Foundation



The ArcelorMittal Foundation is helping communities in 30 countries around the world [Learn more >](#)

### Corporate responsibility reporting

This website provides a review of our activities in 2012 and details our future commitments, goals and priorities. [Learn more >](#)

### Reports News Tweets

- Global corporate responsibility report 2011 [Download](#)
- Global corporate responsibility report 2010 [Download](#)
- Global corporate responsibility report 2009 [Download](#)

### Where we are



The ArcelorMittal business is organised in six reporting segments [Read more >](#)

### Memberships




## Corporate responsibility


### Our approach and priorities



[Highlights in 2012](#)
[Managing corporate responsibility](#)
[Our performance](#)

- ▶ [Workplace](#)
- ▶ [Environment](#)
- ▶ [Community](#)
- ▶ [Governance and ethics](#)
- ▶ [Reporting and assurance](#)
- ▶ [Contact](#)
- ▶ [FAQs](#)

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A responsible approach to business guides all our operations, from extracting iron ore, producing steel to shipping the finished product.

## Our vision and strategy

Our operating philosophy is to produce safe, sustainable steel – and our approach to corporate responsibility has a significant part to play in achieving this. A responsible approach to business guides all our operations, from extracting iron ore, producing steel to shipping the finished product.

We believe our position in the steel and mining industry brings unique responsibilities and opportunities. We have a responsibility to our shareholders to operate profitably, and a responsibility to our stakeholders to do this in an ethical, high quality and transparent manner.

Our corporate responsibility strategy focuses on four areas: investing in our people; making steel more sustainable; enriching our communities and – a value that underpins the first three areas – transparent governance.

### Investing in our people

Our people are at the heart of ArcelorMittal. We are inspired by their ideas and rely on their hard work and commitment for the success of our business. We treat them with dignity and respect, invest in their development, and aim to provide them with a safe and healthy working environment.

### Enriching our communities

We play an important role in all the markets where we operate, and we want to contribute to the development of strong and sustainable local communities. We do this by being sensitive to local cultures, issues and priorities, by engaging with our communities in an open and transparent way, and by working in partnership with local organisations.

### Making steel more sustainable

We are working on technologies that will redefine the steelmaking process, pioneering more sustainable practices, and contributing positively to the challenge of climate change. We work in partnership with our customers and suppliers to help them achieve their environmental goals through our innovative steel products.

### Transparent governance

We believe in open and visible governance, grounded in business reality. We take steps to understand the true impact of our operations and our value chain, predict the future consequences, and manage risks consistently across our operations. We have a process in place to engage meaningfully with key stakeholders, and respond in a transparent manner.

### Identifying material issues

As part of our commitment to transparent governance, we undertake an annual group-wide materiality assessment to identify the issues that are important to our stakeholders. This insight informs our corporate responsibility programme and reporting. We begin by collating the information we receive from engaging stakeholders such as our employees, communities, investors and suppliers, and also incorporate customer surveys, press coverage and social media feedback.

This gives us a list of stakeholder issues, which we then assess according to their importance for specific stakeholder groups, and their potential impact on our business.

We have published the resulting 'materiality matrix' since 2009.



There have been some changes in the materiality matrix since 2011 due to changing stakeholder priorities and refinements to the way we carry out the analysis. The most important issues continue to be safety, environmental management, and employee relations, and these issues are given priority in this report. Emerging issues that have engaged our management more than before, such as gender diversity, have been included within the matrix for the first time as separate topics. We consider the issues in the upper-right segment of the matrix to be the most material, but every issue included in the chart is important; the position of each in the matrix simply represents our understanding of their relative importance to both the company and its stakeholders.

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Home → Corporate responsibility → Our approach and priorities → Highlights in 2012

## Corporate responsibility

- Our approach and priorities
  - Highlights in 2012
  - Managing corporate responsibility
  - Our performance
- Workplace
- Environment
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs

Page tools

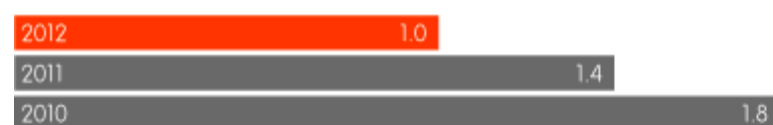
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## Highlights in 2012

### Corporate responsibility highlights

Lost time injury frequency rate (per million hours worked)

1.0



CO<sub>2</sub> emissions per tonne of steel produced (tonnes)

2.13



Research and development spend

\$285m



ArcelorMittal Foundation community projects supported (number)

725



### Business and financial overview

Sales

\$84,213m



Iron ore production (tonnes)

55.9m



Crude steel production (tonnes)

88,231k



Steel shipped (tonnes)

83.8m



Coal production (tonnes)

8.2m



Net income

-\$3,726m

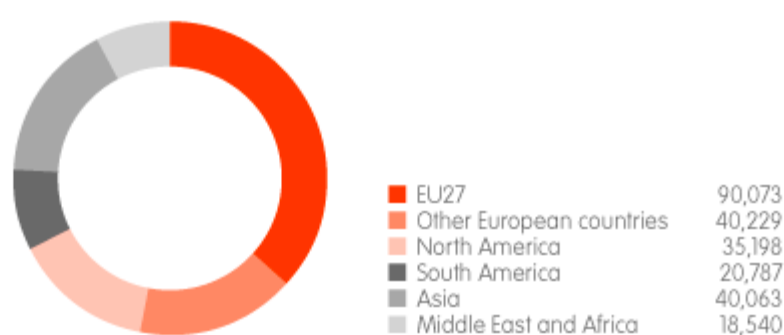


Number of employees

244,890



Number of employees by region



Market presence

170

ArcelorMittal shipped its products to customers in 170 countries

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## Corporate responsibility

### Our approach and priorities

Highlights in 2012

### Managing corporate responsibility

Risk management

Engaging stakeholders

Our policies

### Our performance

Workplace

Environment

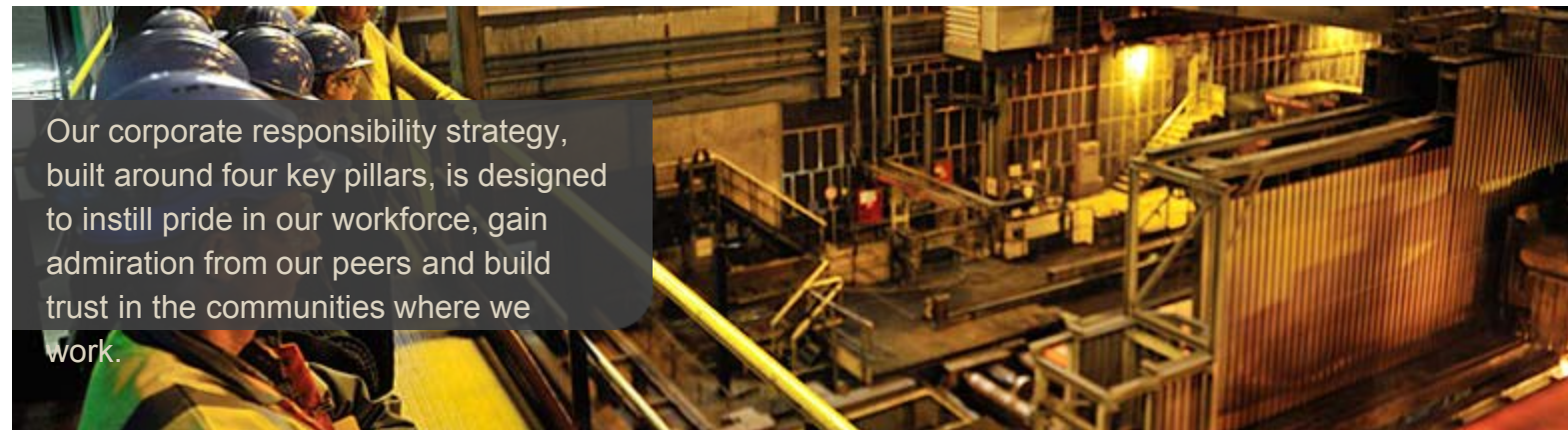
Community

Governance and ethics

Reporting and assurance

Contact

FAQs



Our corporate responsibility strategy, built around four key pillars, is designed to instill pride in our workforce, gain admiration from our peers and build trust in the communities where we work.

## Managing corporate responsibility

Our approach to corporate responsibility has evolved considerably over the last five years and is increasingly integral to the way we manage our business. As a result, corporate responsibility is now a fundamental part of our mainstream governance processes and reporting.

### Corporate responsibility governance

Our board of directors takes formal ownership and accountability for corporate responsibility at ArcelorMittal, and plays an active part in overseeing how these issues are managed and measured. Performance is reviewed by the board every quarter.

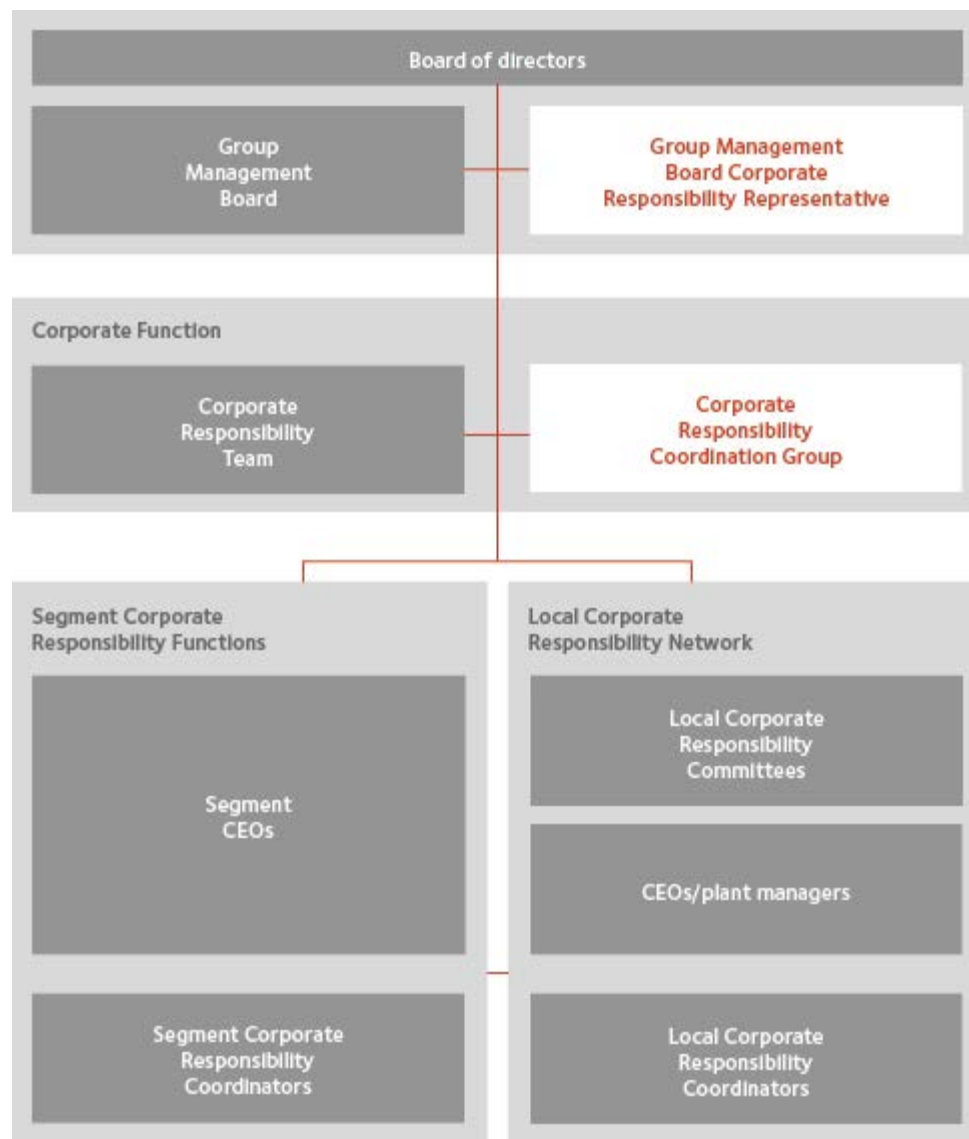
There are three board committees which are also involved in the oversight of specific corporate responsibility issues. The audit committee monitors the implementation of our human rights policy as part of its compliance reporting remit, and the appointments, remuneration and corporate governance committee considers the application of the company's corporate responsibility policies more broadly and oversees improvements in governance. The board risk management committee also discusses specific social, environmental or ethical issues that present a potential or actual risk to the business. In addition, Group Management Board member, Gonzalo Urquijo has corporate responsibility within his daily responsibilities.

### Implementation of the corporate responsibility strategy

The implementation of our corporate responsibility strategy is supported and coordinated by the group corporate responsibility team. This team has expertise in specific areas such as responsible sourcing, human rights, reporting, and stakeholder engagement. It also engages with global stakeholders such as international non-governmental organisations (NGOs) and with socially responsible investors. The central team is supported by the corporate responsibility coordination group. This brings in senior managers from risk, internal assurance, international affairs, environment, company secretariat, communications, legal and compliance, mining and human resources departments. In 2012, the group met nine times and discussed topics such as health and safety, responsible sourcing and engaging with investors.

One of the areas where we have seen the greatest progress since 2007 has been in our local and regional network of corporate responsibility coordinators. Every plant manager and local CEO is responsible for these issues in their own operation, and they are supported by local corporate responsibility coordinators, who ensure that group policies and standards are put in place. They also manage important programmes such as our stakeholder engagement activities, and communicate corporate responsibility initiatives to local managers and employees.

In 2012 we piloted a new corporate responsibility self-assessment online tool. From 2013 this tool is available for all local operations to assess their level of compliance with our corporate responsibility policies and procedures.



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## Corporate responsibility

### Our approach and priorities

Highlights in 2012

### Managing corporate responsibility

#### Risk management

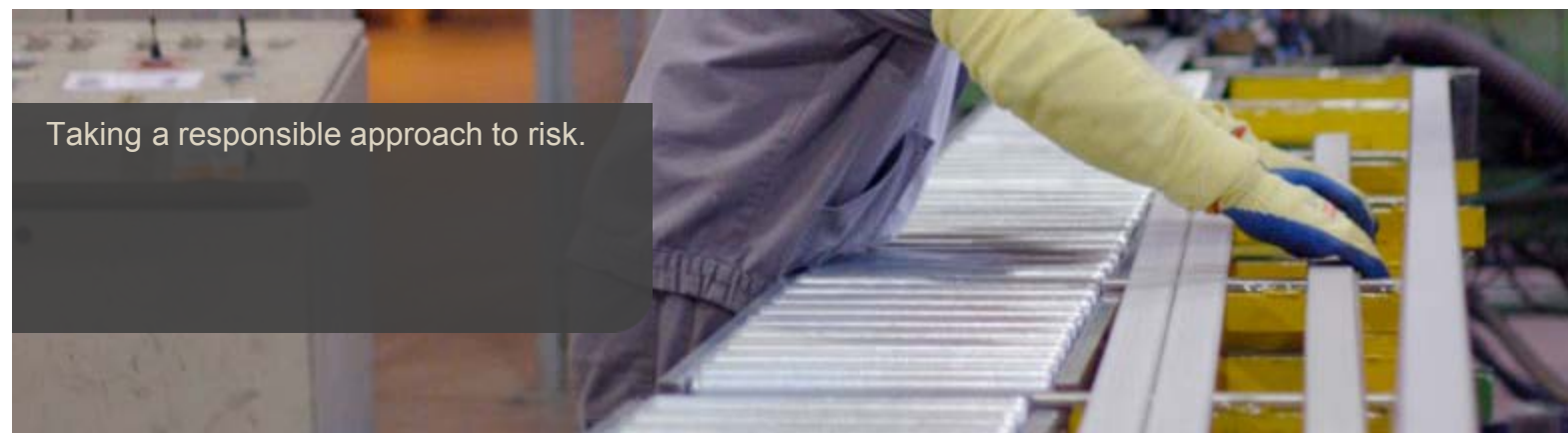
Engaging stakeholders

Our policies

### Our performance

- ▶ Workplace
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

Page tools	Print
	Bookmark
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## Risk management

As part of our approach to responsible business, we take into account any risks that can affect our business and our stakeholders, including those associated with environmental, social and ethical objectives.

ArcelorMittal defines risk beyond financial risk. We define risk as an uncertainty that can affect the achievement of our objectives. In the risk assessment process, the potential impacts are estimated on two different scales: financial and intangible. This last category helps us to understand the potential severity of the impact of specific risks materialising on our people, the environment and our reputation. Guidance is provided to local risk managers to support the identification of potential risks and the assessment of the related qualitative and quantitative impacts. We look at both short term and long term risks in our risk monitoring process.

Our [risk management policy](#) is the foundation of our risk management framework to identify, assess, monitor and develop mitigation actions. Ultimate responsibility for risk management resides with the ArcelorMittal board of directors, and day-to-day implementation is supervised by the corporate risk management department, which reports to the Group Management Board and the board of directors risk management committee on a quarterly basis. A risk management framework supports our local managers to identify and pre-empt potential risks at an early stage. ArcelorMittal established a risk management committee of the board of directors in October 2009. Its charter clearly sets out that its role is not limited to financial risk.

Corporate responsibility risks identified, such as those related to the environment or safety, are managed in line with our risk management framework. For more information, the Risk Factors section of the Annual Report 2012 which is [available here](#).

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### Related links

[Our policies](#)

[Annual Report 2012](#)



## Corporate responsibility

### Our approach and priorities

Highlights in 2012

### Managing corporate responsibility

Risk management

Engaging stakeholders

Our policies

### Our performance

- ▶ Workplace
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

Page tools

- Print
- Bookmark
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We aim to build constructive relationships with all stakeholders.

## Engaging stakeholders

We place a high priority on open, direct and proactive engagement with our stakeholders. This ranges from our work with international bodies like the Extractive Industries Transparency Initiative, to our ongoing programme of community engagement activities at each one of our sites of operations, to our commitment to publish corporate responsibility reports at both corporate and local levels.

### Memberships

We are members of a number of global organisations, including the [UN Global Compact](#), [CSR Europe](#), the [World Steel Association](#), the [World Business Council for Sustainable Development](#), and the [Extractive Industries Transparency Initiative \(EITI\)](#). Memberships like these allow us to contribute to the debate about issues that affect our business, share good practice with others, learn from peer companies and other expert groups, as well as promote good corporate governance and a responsible approach more widely.

### Stakeholder engagement

We recognise that what we do has an impact on others, and that we have a responsibility to understand and manage those impacts responsibly, taking other people's rights and priorities into account. We believe that this engagement is not only the right thing to do, but that it also supports our business objectives. We have a stakeholder engagement policy and operational guidance, and all our local operations are required to follow them. Our approach in this area is regularly updated to reflect evolving views and new trends. For more information see reporting [on stakeholder engagement](#).

Engaging actively with our stakeholders helps us understand local concerns and take action early. It also helps us gain community approval for new projects and protects our 'licence to operate', helping us shape our future operating environment and contribute more effectively to local economic and social development. Every operation develops its own engagement activities, in response to local needs and circumstances, and these can range from meetings and open days, to newsletters, briefings, and dedicated community liaison committees such as the one at ArcelorMittal Dofasco in Canada.

Providing stakeholders with a confidential and accessible system for reporting grievances is also an important element of our community engagement. Most of our major sites have a process for doing this, and some of these processes have been in existence for several years. We are now bringing them all into line with the UN Guiding Principles for Business and Human Rights, and developing a consistent group-wide approach which draws on good practice from across the whole business and third parties.

### Local corporate responsibility reporting

Local reporting is an integral part of our stakeholder engagement, and we actively encourage our businesses to publish their own corporate responsibility report. These reports provide specific country information alongside the overall group corporate responsibility report. In 2012, we published 16 local corporate responsibility reports, with five units publishing a corporate responsibility report for the first time. Click [here](#) to read the local corporate responsibility reports.

### Related links

- [Reporting and assurance](#)
- [New safety barrier](#)
- [UN Rio+20 climate change conference](#)
- [Carbon Disclosure Project](#)



Examples of stakeholder engagement in 2012

- Suppliers
- Customers
- Employees
- Government and regulators
- Local communities
- Business organisations
- NGOs
- Investors

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## Examples of stakeholder engagement in 2012

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### Suppliers ▲

We have engaged extensively with suppliers who are interested in our approach to corporate responsibility. Both parties gain a great deal from this dialogue. One example is the sustainability workshop that was held in June with **Caterpillar**, both a supplier and a customer. A number of useful ideas emerged from the workshop, which we are now following up on.

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### Customers ▲

Mieres Tubos is a Spanish company that is part of Grupo Condesa which develops simple, safe and reliable safety barriers that are easy to install and integrate with other systems. The company approached ArcelorMittal with the goal of developing a **new safety barrier** which met its design considerations, and which also offered significant weight and cost reductions. Following consultation with ArcelorMittal's global research and development team, the joint customer and ArcelorMittal engineering team decided to replace the existing hot rolled structural steel with a new high strength steel. This resulted in less steel being required, 25% less weight and a reduction in CO<sub>2</sub> equivalent emissions. Performance was also improved dramatically and manufacturing costs were lowered.

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### Employees ▲

Employees across the group had the opportunity to put questions to our chairman and CEO at the time of the annual results. We offered a choice of 17 questions, and allowed employees to choose their top five. There was also the chance to ask questions of their own, submitted on an anonymous basis. More than 600 questions were submitted to Mr Mittal from over 2,300 employee responses. The questions were addressed through a number of different channels to ensure that all employees would receive a response to their question.

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### Government and regulators ▲

In all countries with major production, ArcelorMittal interacts with government officials and regulators, on a constructive basis.

For example, in Europe we have continued to represent our industry and our business with the European Commission as part of the High Level Round Table for the future of the EU steel industry. Other participants are EU member states, EU Parliament members, other members of the European steel industry association, Eurofer, and trade unions. Policy recommendations on trade, raw materials, legislation costs, climate change, energy, environment, employment and research & development have been developed. These will serve as input for the European Action Plan on Steel, which the European Commission is due to launch in June 2013.

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### Local communities ▲

In Spain, communities around our plants have been concerned about the state of the steel market and the effect the drop in steel demand is having on local employment and economic development. Throughout 2012 we maintained regular dialogue with our local union representatives, with the aim of minimising the impact of our continued lower levels of activity on the local community. We have reached an agreement with the unions to reduce our labour costs, which is aimed at helping to protect the competitiveness and long-term sustainability of our Spanish plants.

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### Business organisations ▲

We attended the **UN Rio+20 climate change conference**, where we re-stated our commitment to reduce CO<sub>2</sub> by 8% by 2020 and to improve our health and safety performance.

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### NGOs ▲

Our site in Zenica, Bosnia and Herzegovina, is engaging with the Municipal Environmental Commission as well as local NGO Ekoforum and community representatives who have particular concerns about local air emissions. The meetings provide an opportunity for stakeholders to share concerns and local management to

provide updates on actions taken.

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## Investors ▲

ArcelorMittal's quarterly earnings releases start with an update on our safety performance. In addition to engagement with investors on a periodic one-to-one basis, we also held one investor roadshow in 2012 with a specific focus on corporate responsibility. Investors are interested in understanding how we manage key social, environmental and ethical issues such as employee relations, health and safety and carbon emissions.

Every year, the social and environmental rating agencies compare ArcelorMittal's corporate responsibility performance to that of other players in the sector and socially responsible investor (SRI) rating indices.

### Dow Jones Sustainability Index

ArcelorMittal continues to be part of the **DJSI** World and DJSI Europe Indices, and became the steel sector leader in 2012. This was the result of ongoing improvements in our corporate responsibility reporting, progress in the area of human rights and customer engagement, and the company's new responsible sourcing programme. ArcelorMittal now has a gold class distinction in the Sustainability Yearbook for 2013 issued by RobecoSAM, the sustainability analysts for Dow Jones.



### FTSE4Good

ArcelorMittal has once again been included in the **FTSE4Good** Index series, evaluated by EIRIS. FTSE4Good helps socially responsible investors (SRI) to identify and invest in companies that meet globally recognised corporate responsibility standards.



FTSE4Good

### Carbon Disclosure Project

We have participated in the **Carbon Disclosure Project** since 2008. The latest Global 500 Climate Change Report was published in September 2012, assessing the climate change management and performance of the world's 500 largest companies. ArcelorMittal's score has improved in both disclosure and performance, scoring 85 for its disclosure, and rated 'C' for performance. A rating at C is an average performance (A to E range), and reflects a high performance on climate change strategy, emissions verification and stakeholder engagement, while emissions levels and governance can be further improved.

## CARBON DISCLOSURE PROJECT

### ASPI Eurozone® Index

ArcelorMittal was re-admitted in the **ASPI Eurozone®** index in 2012. This index identifies the top 120 companies in the Eurozone on the basis of a Corporate Social Responsibility rating methodology developed by Vigeo. The criteria include the protection of the environment, respect for human rights, the management of human resources, community involvement, and responsible business behaviour and corporate governance.



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## Corporate responsibility

### Our approach and priorities

Highlights in 2012

### Managing corporate responsibility

Risk management

Engaging stakeholders

### Our policies

Our performance

Workplace

Environment

Community

Governance and ethics

Reporting and assurance

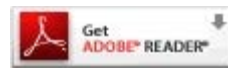
Contact

FAQs

## Our policies

In addition to the policies listed below, ArcelorMittal has internal company procedures to support implementation of our management objectives.

Policy	Available languages
Code of Business Conduct	EN ES
Code for responsible sourcing	EN
Diversity and Inclusion Policy	EN
Energy Policy	EN FR ES DE PT RU
Environmental Policy	EN FR ES C2 PT RU NL
External Stakeholder Engagement Procedure	EN
Health and Safety Policy	EN
Human Rights Policy	EN FR ES DE IT C2 PL PT RU SR MR BA TR ZH
Risk Management Policy	EN



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## Corporate responsibility

### Our approach and priorities

Highlights in 2012

Managing corporate responsibility

### Our performance

[Data chart](#)

[Data table](#)

[Workplace](#)

[Environment](#)

[Community](#)

[Governance and ethics](#)

[Reporting and assurance](#)

[Contact](#)

[FAQs](#)

## Data chart

All Reports

<p><b>Transparent governance</b></p> <p>4</p>	<p><b>Investing in our people</b></p> <p>15</p>	<p><b>Making steel more sustainable</b></p> <p>14</p>	<p><b>Enriching our communities</b></p> <p>5</p>
<p><b>Custom chart</b></p> <p>1</p>	<p><b>All charts</b></p> <p>38</p>		

Page tools

- Print
- Bookmark
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## Corporate responsibility

### Our approach and priorities

Highlights in 2012

Managing corporate responsibility

### Our performance

Data chart

Data table

Workplace

Environment

Community

Governance and ethics

Reporting and assurance

Contact

FAQs

Page tools

Print



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## Data table

	Value	2010	2011	2012
<b>Group</b>				
Sales	\$ (million)	78,025	93,973	84,213
Net income	\$ (million)	2,916	2,263	-3,726
Basic earnings per share	\$	1.93	1.46	-2.41
Crude steel production	liquid steel (thousand tonnes)	90,582	91,891	88,231
Steel shipped	tonnes (million)	85.0	85.8	83.8
Own coal production	tonnes (million)	7	8.3	8.2
Own iron ore production	tonnes (million)	48.9	54.1	55.9
Number of employees	number	262,832	260,523	244,890
<b>Transparent governance</b>				
		<b>2010</b>	<b>2011</b>	<b>2012</b>
% of employees completed code of business conduct training	%	90	80	80
% of employees completed anti-corruption training	%	94	94	94
% of employees completed human rights training	%	n/a	62	85
Number of operations with a local confidential whistleblowing system	number	21	21	21
Number of Board self assessments	number	1	1	1
Number of suppliers assessed against code for responsible sourcing	number	n/a	263	295
<b>Investing in our people</b>				
		<b>2010</b>	<b>2011</b>	<b>2012</b>
Fatalities - total	number	40	27	29
Fatalities - steel	number	32	20	22
Fatalities - mining	number	8	7	7
Lost-Time Injury Rate - total (employees and contractors)	per million hours worked	1.8	1.4	1.0 *
Lost-Time Injury Rate - mining (employees and contractors)	per million hours worked	1.5	1.2	0.7
Lost-Time Injury Rate - steel (employees and contractors)	per million hours worked	1.8	1.5	1.1
Industrial operations (including mines) certified to OHSAS 18001	%	63	89	95
Absenteeism rate - total mines and steel	%	3.16	2.97	2.43
mines	%	3.36	3.42	1.46
steel	%	3.17	2.94	2.57
% of employees covered by collective bargaining agreements	%	85	85	85
% of man-days lost to labour disputes	%	0.14	0.08	0.06
Number of formal consultations with the European Works Council	number	34	35	24
Number of strikes exceeding 1 week in duration	number	2	8	3
Number of employees participating in the Global Employee Development Programme (GEDP)	number	3,941	4,117	4,687
Training	hours	403,280	358,214	203,096
% of managers that are female	%		10	11
<b>Making steel more sustainable</b>				
		<b>2010</b>	<b>2011</b>	<b>2012</b>
Research and development spend	\$ (million)	322	306	285
Environmental and energy capital expenditure	\$ (million)	339	329	321

Industrial operations certified to ISO 14001	%	95	98	98
Primary energy consumption (steel) <sup>1</sup>	GJ/t crude steel	24.3	23.8	23.5 *
Total CO <sub>2</sub> footprint (steel)	million tonnes CO <sub>2</sub>	199	193	189 *
Total CO <sub>2</sub> footprint (mining)	million tonnes CO <sub>2</sub>			3
CO <sub>2</sub> emissions per tonne of steel	tonnes	2.15	2.09	2.13 *
NOx (steel only)	tonnes	120,300	108,754	107,794
SOx (steel only)	tonnes	216,747	193,724	166,110
Steel recycled	million tonnes	33	32	29
CO <sub>2</sub> saved from steel recycled	million tonnes	42	41	36
Water consumption per tonne of steel produced	m <sup>3</sup>	26.1	24.1	24.7
Residue re-use rate (steel only)	%	80	84	86
Residue to landfill (steel only)	%	9	6	6
Raw materials used by weight				
Iron Ore	million tonnes	114.9	110.6	108.9
Pulverised Coal Injection (PCI) and Coal	million tonnes	44.3	44.8	43.1
Coke	million tonnes	29.3	29.1	28.1
Scrap and Direct Reduced Iron (DRI)	million tonnes	38.7	38.9	36.0
<b>Enriching our communities</b>		<b>2010</b>	<b>2011</b>	<b>2012</b>
Number of community engagement plans	number	10	30	30
Number of local community projects supported by ArcelorMittal Foundation	number	585	588	725
Employee volunteering	hours	2,000	7,311	30,000
Community investment spend through ArcelorMittal Foundation	\$ (million)	37.7	35.01	41.17
Estimated economic contribution	\$ (billion)	73.6	76.4	71.3

ArcelorMittal's corporate responsibility indicators are reported using company guidelines, referred to as the basis of reporting. This is available for [download](#) from ArcelorMittal's corporate website.

Notes:

1. In 2012 the scope of energy use data has been expanded to match the scope of the CO<sub>2</sub> footprint calculation. In previous years we reported energy use for the seven most energy intensive (steel) processes.
2. Data marked with \* has been externally assured by Deloitte LLP.

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## Corporate responsibility

Our approach and priorities

**Workplace**

Safety

REACH and GHS

Health

Employee relations

Training and development

Diversity and inclusion

Environment

Community

Governance and ethics

Reporting and assurance

Contact

FAQs

**Page tools**

Print

Bookmark

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## Investing in our people

We operate in an industry where workplace safety is an everyday focus and this continues to be our number one priority. Being a responsible employer goes further than workplace safety however. We want ArcelorMittal to be a place where people can fulfil their potential, and feel that their views are taken into account. When economic circumstances force us to make changes and reductions to our workforce, we make every effort to do this in a sensitive manner and offer support to those affected.

### 2012 Progress at a glance

	Our commitments	Our progress	Next steps
<b>Safety</b>	A fatality and injury free workplace.	29 fatalities <sup>1</sup> (2011: 27). Lost time injury frequency rate <sup>2</sup> 1.0 (2011: 1.4) - target met. 95% of steel and mining operations certified to health and safety management system, OHSAS 18001.	A lost-time injury frequency rate of 1.0 or less for 2013. Continue implementation of fatality prevention standards. 100% of operations to be certified to OHSAS 18001.
<b>Health</b>	Health programmes in all business units, adapted to local needs.	Absenteeism rate <sup>3</sup> of 2.43 (2011: 2.97). Global health awareness programme involved more than 120,000 colleagues. Launch of internal occupational hygiene training scheme.	4 regional occupational health training programmes to be delivered.
<b>Employee relations</b>	Open and constructive dialogue with employees.	0.06 % man-days lost to strikes (2011: 0.08%).	Continue to review site level implementation of employee relations policy.
<b>Training and leadership development</b>	Develop a flexible, trained, and highly-motivated workforce.	Over 200,000 man-hours of employee training delivered by the ArcelorMittal University (2011: 358,000). ArcelorMittal University CLIP accreditation (quality label by EFMD) <sup>4</sup>	Implement a group-wide reporting system to capture a consolidated figure on employee training hours.
<b>Diversity and inclusion</b>	Build a thriving workforce where everybody is treated equally and respected for their contribution.	Launched "Women in Leadership" programme.	Regional implementation of our gender and inclusion programme.

We report on our progress against the key performance indicators that monitor the four areas of our corporate responsibility strategy.

<sup>1</sup> 29 employee and contractor fatalities. In addition, one visitor fatality at our site.

<sup>2</sup> Lost-time injury frequency rate is the number of fatal accidents and lost-time injuries per million hours worked, for both employees and contractors.

<sup>3</sup> The absenteeism rate is measured as the total time taken off for illness (capped at six months per case) divided by hours to be worked.

<sup>4</sup> CLIP is the Corporate Learning Improvement Process accreditation from the European Foundation of Management Development.



## Corporate responsibility

- ▶ Our approach and priorities
- ▼ Workplace
  - ▼ Safety
    - REACH and GHS
    - ▶ Health
    - ▶ Employee relations
    - ▶ Training and development
    - ▶ Diversity and inclusion
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

**Page tools**

- Print
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Safety first – the principle that is at the core of ArcelorMittal

## Safety

Our ambition is to be the safest company in our sector. This is a challenge that we are determined to achieve. The long-term goal is to have no fatalities or lost time injuries, and our company-wide safety programme, Journey to Zero, is designed to reach this goal.

Approach	Performance	Case study
----------	-------------	------------

We measure our safety performance through what is known as the lost-time injury frequency rate or LTIFR. This is the number of lost time injuries per million hours worked, for both employees and contractors. We investigate all accidents in detail, and reports of fatalities are reviewed by the Group Management Board, so that lessons can be learned throughout the whole company. Some of our sites – like our Jubail project under construction in Saudi Arabia – have already operated for more than 10 million man-hours without any accidents, and this is a great example for all our operations.

ArcelorMittal’s Journey to Zero programme is about preventing accidents by understanding risks and hazards, and taking appropriate action. This involves setting up advanced safety monitoring systems, which take into account both the physical and human aspects of workplace safety. We want to establish a culture of shared vigilance, in which everyone takes responsibility not just for their own safety, but also for the safety of those around them, including the many contractors who work at our plants. Unfortunately the fatality rate for contractors is still high. Therefore we are making a special effort to encourage a safety-first mindset among our contract workers, and this resulted in a reduction in their lost-time injury frequency rate which reached the same level as that of our own employees in 2012.

We are actively promoting a ‘Courageous Leadership’ mindset in our mining business and supporting this with a series of workshops, training sessions, and ongoing communications programmes. At its core is the goal of zero injuries and zero fatalities, and a belief that courageous leadership can help us achieve this.

We work intensively with our trade unions on safety improvements, and our joint global health and safety committee meets once a quarter. This is supported by similar committees at each of our production units. We’re the only company in our sector to have such a joint partnership with our unions, and it published its first report, “**Together for safety**”, in June 2011. This set out the progress that’s been made, and made further recommendations for the future.

We also run a company-wide health and safety day every year, which usually coincides with the International Labour Organisation’s World Day for Safety and Health at Work.

Health and Safety performance is a key element of our executive remuneration policy, with 20% of our senior management’s bonus dependent on the group’s fatality and lost time injury frequency rate. This extends to other managers’ within the group, with up to 10% of annual performance bonus dependent on their group or unit’s safety performance.

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### Related links

[Journey to Zero](#)

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
  - ▶ Safety
    - ▶ REACH and GHS
    - ▶ Health
    - ▶ Employee relations
    - ▶ Training and development
    - ▶ Diversity and inclusion
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

**Page tools**

- Print
- Bookmark
- Share on [f](#) [t](#)



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[Approach](#)
Performance
[Case study](#)

### Safety performance

Based on figures for both our own employees and our contractors, our lost-time injury frequency (LTIFR) improved from 1.4 incidents per million hours worked in 2011, to our target of 1.0 in 2012 (in fact this originally was the target for 2013, so we reached this one year earlier) – it is the fourth year in a row that our LTIFR has gone down, compared to a LTIFR of 3.3 in 2007. However, tragically, we had 29 fatalities among our employees and contractors in 2012. Twenty-two of these were in steel and seven in mining operations. In addition, one visitor died whilst at one of our sites. We are deeply saddened and concerned by these work-related deaths, and we know that however hard we have worked to improve safety, we must do more. No fatality is ever acceptable and each one of them is avoidable. We need to learn from each incident and prevent a similar issue arising again. This means intensifying our efforts to instil a culture of safety with our contractors as well as our employees, continue to implement our fatality prevention standards, demonstrate strong leadership and awareness of safety issues, and conduct more pro-active hazard identification and risk assessments. Making real progress in all of these areas is a priority for 2013.

### Lost time injury frequency rate – mining operations

Per million hours worked



### Lost time injury frequency rate – steel operations

Per million hours worked



While there is still much more to do in order to reach our goal of zero fatalities and LTIFR, some of our units are well on their way and are receiving external recognition for their safety performance. In 2012 these have included: ArcelorMittal Temirtau, Kazakhstan that received a DuPont safety award, after reducing industrial accidents from 1,475 in 1996 to 34 in 2011; ArcelorMittal Piombino, Italy, that received a safety award from the Italian manufacturers' association, Confindustria; ArcelorMittal Costa Rica won the 2012 'Preventico' award by the National Insurance Institute of Costa in recognition of its exceptional risk prevention management and its employee programmes on safety and occupational health; and ArcelorMittal Tailored Blanks Zaragoza in Spain was the winner of the 2012 'Aragón, committed to risk prevention' award.

Our Andrade iron ore mine in Brazil reached a major milestone in September 2012 when it achieved an impressive 20 years of operation without a single lost-time injury. The mine has also worked for 64 years without a fatality. ArcelorMittal's operations in Belgium, Distribution Solutions Malonne, celebrated 10 years without a lost-time injury, as did our Aboño coal yard in Spain and ArcelorMittal Tubular Products in Canada.

### Courageous Leadership

The Courageous Leadership health and safety programme has been introduced to a number of our mining sites including Brazil, Canada, Liberia, Mexico, Kuzbass in Russia,

### Related links

- [Safety management at Baffinland](#)
- [World Steel Association sustainability indicators](#)

Kazakhstan, and the US. 13,000 employees have now been trained, and they are now sharing their knowledge with their team members. By starting the programme with senior managers and supervisors we aim to reach every employee and contractor at each site.

### Joint global health and safety committee

We held a joint global health and safety committee workshop in Luxembourg in September, which brought together participants from 17 countries including members of the joint global health and safety committee, European Works Council, health and safety team, trades union representatives, and operational managers. The workshop studied the results of a survey of local health and safety committees, the management of our contractors, health and safety leadership, and our annual health and safety day. The results of the survey and workshop are being incorporated into new guidelines for the local joint health and safety committees.

*“We were all pleased with the cooperative spirit and positive energy of the participants, and look forward to building on the momentum to drive better results in 2013”.*  
*Rob Johnston of trade union IndustriAll, union co-chair of the Joint Global health and safety Committee, commenting on the joint global health and safety committee.*

### Health and safety day

The 2012 health and safety day was held on April 26, with the theme ‘Stop, think and act safely’. The main health topics were first aid and emergency response, and the prevention of occupational diseases, and stress. On the safety side, the key issues were contractor safety and avoiding the repetition of accidents. About 175,000 of our employees took part around the world and about 36,000 contractors, which was in total a 12% higher participation level than in 2011.

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## Corporate responsibility

- Our approach and priorities
- Workplace
  - Safety
    - REACH and GHS
    - Health
    - Employee relations
    - Training and development
    - Diversity and inclusion
- Environment
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



Safety first – the principle that is at the core of ArcelorMittal

## Safety

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Approach	Performance	Case study
----------	-------------	------------

### Community safety in Liberia

We also actively promote safety within our local communities. In 2012, ArcelorMittal Liberia ran its third road and rail safety campaign in partnership with the National Liberian Police. The rail safety campaign caravan stopped at villages along the rail route to engage local people with drama and music events to raise awareness of the risks and promote railway safety. In total, 20,000 members of the community took part.

### Contractor and supplier health and safety.

Half of the fatalities in our group involve contractors, either suppliers delivering materials or carrying out works at our sites. In addition to submitting contractors to rigorous procedures before any work commences on-site, we have modified our supplier approval process by adding questions about safety on-site. There are six questions, and all contractors must respond positively to all of them to be eligible to be an ArcelorMittal supplier. We also assess our suppliers' health and safety record through our supplier performance management tool.

Page tools

- Print
- Bookmark
- Share on

## Corporate responsibility

▸ Our approach and priorities

▾ Workplace

▸ Safety

REACH and GHS

▸ Health

▸ Employee relations

▸ Training and development

▸ Diversity and inclusion

▸ Environment

▸ Community

▸ Governance and ethics

▸ Reporting and assurance

▸ Contact

▸ FAQs



## Protecting people and the environment

ArcelorMittal supports the **European regulation of 18 December 2006** concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH)<sup>1</sup>, which entered into force on 1 June 2007 and the **Globally Harmonized System**, already implemented in Europe since 20 January 2009. Through the regulation called **Classification, Labelling and Packaging (CLP)**<sup>2</sup>. The final rule in USA was published in the federal register on 26 March, 2012.

Companies from the ArcelorMittal group, manufacturing, importing or using chemical substances covered by REACH (in Europe) and GHS (worldwide), are concerned by this new regulations and will make every effort to comply with it, without compromising their commercial relationships with customers.

ArcelorMittal is actively engaged in the REACH and GHS processes and ensures that the manufactured or imported substances on their own or in mixtures are REACH registered (in Europe) or classified according to GHS rules (worldwide). ArcelorMittal (in Europe) will also give notification of any substances of REACH candidate list in articles, according to REACH requirements.

<sup>1</sup> Regulation (EC) n° 1907/2006 of The European Parliament and of The Council of 18 December 2006 concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), establishing a European Chemicals Agency, amending Directive 1999/45/EC and repealing Council Regulation (EEC) No 793/93 and Commission Regulation (EC) No 1488/94 as well as Council Directive 76/769/EEC and Commission Directives 91/155/EEC, 93/67/EEC, 93/105/EC and 2000/21/EC, published in the Official Journal of the European Union on 29th April 2007, L.136/3.

<sup>2</sup> Regulation (EC) no 1272/2008 of the European Parliament and of the Council of 16 December 2008 on classification, labelling and packaging of substances and mixtures, amending and repealing Directives 67/548/EEC and 1999/45/EC, and amending Regulation (EC) No 1907/2006

### What is REACH?

This regulation rules the use and placing on the European market of certain chemical substances, on their own or contained in preparations or articles, with the aim of identifying their hazardous properties and recommending appropriate risk management measures all along the supply chain.

Accordingly, any legal or physical person established in Europe who manufactures or imports a substance covered by REACH, either on its own or in a preparation or article, in quantities of one tonne or more per year, shall submit a registration file to the European chemical agency.

**If chemicals are not registered in accordance with REACH then they will not be allowed to be manufactured or imported in the EU.**

#### 1. Aims:

The new regulation aims to improve the protection of human health and the environment while maintaining competitiveness, and enhancing the innovative capability of the EU industry. REACH will furthermore give greater responsibility to industry to manage the risks from chemicals and to provide safety information that will be passed down the supply chain

#### 2. Who is affected by REACH?

Everyone in the supply chain dealing with chemical substances is affected. There are obligations for manufacturers and importers of chemical substances based in the EU and for downstream users who process chemicals, produce preparations or use the formulated products in their businesses.

#### 3. The different processes of REACH:

##### Registration

- For all substances produced or imported in quantities of 1 tonne or more per year, manufacturers and importers must prepare a registration dossier to be submitted to the European Chemical Agency (ECA). It is industry's task to gather and process the

European chemicals agency (ECHA). It is industry's task to gather and assess the required information (requirements mainly based on volume, comprises data on physicochemical, toxicological and ecotoxicological properties). In addition to these data on the substance, individual identified uses of downstream users throughout the supply chain as well as assessments of the associated risks and safety measures derived from these must be specified. If further testing needs to be undertaken a testing plan is required as well.

- For substances with annual volumes of more than 10 tonnes, the assessment of the safe handling (chemical safety assessment - CSA) must be documented in a chemical safety report (CSR).

#### Evaluation

- Dossier evaluation: The member states authorities can check the compliance of any registration dossier with the requirements of REACH, and examine and endorse the testing proposals provided by the industry.
- Substance evaluation: The member states authorities are allowed to examine registration dossiers in order to evaluate whether a substance presents a risk to human health or the environment, and to determine the need for possible authorisation or restriction of marketing and use.

#### Authorisation

- Authorisation will be required for each use of a substance belonging to specific groups, i.e. substances of very high concern - CMRs of categories 1 and 2 (carcinogenic, mutagenic or toxic for the reproduction), PBTs (persistent, bioaccumulable and Toxic), vPvB (very persistent and very bioaccumulable) and other substances identified as causing serious and irreversible effects on humans and the environment.
- Authorisation will be granted for these uses if the manufacturer or importer is able to demonstrate that risks can be adequately controlled. If such evidence cannot be provided, authorisation can only be granted if an analysis shows that the socio-economic advantages of the specific use are predominant.

#### Restriction

- If a risk is identified as not being adequately controlled, a proposal to restrict marketing and use of a substance can be made by the commission or a member state. The decisions on restriction are taken by the commission in consultation with the Member States.

### What does ArcelorMittal expect from its suppliers? ▲

Any Legal or physical person established in European Economic Area (EEA) who manufactures or imports a phase-in substance covered by REACH, either on its own or in a preparation or article, in quantities of one ton or more per year, shall submit a **registration** file to the European chemical agency.

#### 1. REACH pre-registration duties

All phase-in substances currently in use in the EEA must have been pre-registered by each manufacturer and importer between **1 June 2008 and 30 November 2008**.

Failure to pre-register means that you are no longer able to manufacture, import or supply in the EEA a substance without a full registration. Before full registration, manufacturer or importer shall make an inquiry.

#### 2. REACH registration:

##### ■ First registration deadline: 30 November 2010

All phase-in substances above 1000 tons, substances of very high concern above 1 ton and substances dangerous for the environment above 100 tons shall be REACH registered.

The registrants shall provide physicochemical, toxicological and eco-toxicological information, according to the tonnage manufactured or imported, and shall integrate this information into a chemical safety report for all substances subject to registration in quantities of 10 tons or more per year.

Suppliers based outside EEA shall appoint an only representative in the EEA to register.

In the **registration dossier**, suppliers have to include references to ArcelorMittal's uses of each purchased substance. Therefore, this type of requests has to be sent to [rip.reach@arcelormittal.com](mailto:rip.reach@arcelormittal.com); contact ArcelorMittal for further information.

##### ■ Next registration deadlines

Phase-in substances above 100 tons shall be registered end of May 2013

Phase-in substances above 1 ton shall be registered end of May 2018

##### ■ Substances in articles

From the date of inclusion: EEA suppliers of articles which contain substances on the **REACH candidate list** in a concentration above 0.1% (w/w) have to provide sufficient information to allow safe use of the article to their customers or upon request, to a consumer within 45 days of the receipt of the request. This information must contain as a minimum the name of the substance.

From June 2011: Notification of substance of the REACH candidate list contained in articles > 0.1% (w/w). The notification process shall be done 6 months after each update of the REACH candidate list

#### 3. CLP notification deadline: 3 January 2011

All substances which are not REACH registered (for example: exempted substances under REACH, substances under 1000 tons) are subject to CLP notification. The notification is independent of the tonnage band.

ArcelorMittal wants to be sure that the substances needed for the production of its products will continue to be available - the last thing wanted is for any link in the supply chain to break.



To check the Reach and GHS/CLP compliance, ArcelorMittal requests from its suppliers to fill in the following questionnaires and to send required information to [rip.reach@arcelormittal.com](mailto:rip.reach@arcelormittal.com):

- Reach and GHS/CLP questionnaire for **substances and mixtures**
- Reach and GHS/CLP questionnaire for **articles**

#### What is ArcelorMittal doing? ▲

According to the guidance on requirements for substances in articles, rolled steels (wire rods, steel cord, rebar's, hot rolled coils etc.) and thus coated steels are articles.

- 1. ArcelorMittal as downstream user**
  - Checks that substances on their own or in mixtures are REACH registered or CLP notified
  - Checks presence of substances of the REACH candidate list on their own, in mixtures or in articles
- 2. ArcelorMittal as manufacturer/Importer of substances, mixtures and articles**
  - Registered or will register manufactured (for instance some iron and steel by-products) or imported (for instance ferro-alloys and other raw materials) substances,
  - CLP notified non registered substances
  - Will notify any substances of the REACH candidate list contained in articles, according to REACH requirements.
  - Informs customers on the presence of a substance of the reach candidate list above 0.1% in articles
  - Carries constantly out a purchasing risk assessment, in order to make sure that the consequences of REACH for our upstream supply chain will remain under control.

Developed a web tool to:

- download safety data sheets for manufactured substances and mixtures
- download safety data sheets type documents for articles

The safety data sheets web tool is available through the **Partner Centre**  
The procedure to get access to this web tool is described **here**

#### What does ArcelorMittal expect from its customers? ▲

ArcelorMittal shall include information about the safe use of substances. To do that, ArcelorMittal needs feedback from its customers about the way(s) they use substances manufactured by ArcelorMittal in order to include them in the chemical safety reports (CSR).

- Customers can send information to [rip.reach@arcelormittal.com](mailto:rip.reach@arcelormittal.com)
- This information, aimed at customers, will be included in the safety data sheets.
- For any further information, please contact us at: [rip.reach@arcelormittal.com](mailto:rip.reach@arcelormittal.com)

#### What about GHS? ▲

United Nations **globally harmonized system** of classification & labelling of chemicals (GHS):

Heads of the state at the 1992 Rio summit called for the development of a globally harmonized system (GHS) for the classification & labelling of chemicals and writing of safety data sheets (SDS), including appropriate training and capacity building.

The GHS was adopted by the UN economic and social council subcommittee in December 2002 and endorsed by the UN committee on the transport of dangerous goods and the GHS.

The GHS addresses classification of chemicals by types of hazard and proposes harmonized hazard communication elements, including labels and safety data sheets.

It aims at ensuring that information on physical hazards and toxicity from chemicals to be available in order to enhance the protection of human health and the environment during handling, transport and use of these chemicals. The GHS also provides a basis for harmonization of rules and regulations on chemicals at national, regional and worldwide level, an important factor also for trade facilitation.

The first edition of the GHS, which was intended to serve as the initial basis for the global implementation of the system, was published in 2003. The second revised edition of the GHS will be published in 2007.

While governments, regional institutions and international organizations are the primary audiences for the GHS, it also contains sufficient context and guidance for those in industry who will ultimately be implementing the requirements which have been adopted.

The plan of Implementation of the world summit on sustainable development, adopted in Johannesburg in 2002, encourages countries to implement the GHS as soon as possible

To be up to date on the GHS worldwide implementation, visit: [www.unece.org](http://www.unece.org)

#### What about ECHA? ▲

**ECHA:** European chemicals agency

The European chemicals agency is established to facilitate the registration tasks

(including establishing and maintaining the necessary databases). The member states still have the responsibility for evaluation and authorisation procedures. The final decision on authorisation will be taken by the commission, in consultation with the member states. Go to the official ECHA website:<http://echa.europa.eu>.

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# Corporate responsibility

- Our approach and priorities
  - Workplace
    - Safety
      - REACH and GHS
    - Health
  - Employee relations
  - Training and development
  - Diversity and inclusion
- 
- Environment
  - Community
  - Governance and ethics
  - Reporting and assurance
  - Contact
  - FAQs



## Health

The health and wellbeing of our employees is vital. It is important in its own right, but it is also crucial in reducing absenteeism, sustaining employee morale and commitment, and ensuring the quality and consistency of our production.

Approach	Performance
----------	-------------

We have a number of policies and good practices in place across the company which are designed to ensure that we are aware of any potential health risks, and take action to prevent or address any such identified risks. They include general physical health, occupational illnesses, hygiene at our sites, and drug and alcohol abuse. We also share knowledge and new ideas actively across the group, and through the joint global health and safety committee.

As with safety, we take a proactive approach to health – one that goes beyond prevention to the positive promotion of wellbeing, both at home and at work.

We ran our first Health Week in 2010 at a number of pilot sites. Following the success of this activity the Group Management Board decided to roll it out across the whole group for the first time in 2011, and in 2012 Health Week was renamed the Health Awareness Programme, to underline our belief that health awareness is important during each week of the year, not just one week a year. This programme is now an annual event.

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Page tools

- Print
- Bookmark
- Share on

## Corporate responsibility

Our approach and priorities

### Workplace

Safety

REACH and GHS

### Health

Employee relations

Training and development

Diversity and inclusion

Environment

Community

Governance and ethics

Reporting and assurance

Contact

FAQs

Page tools

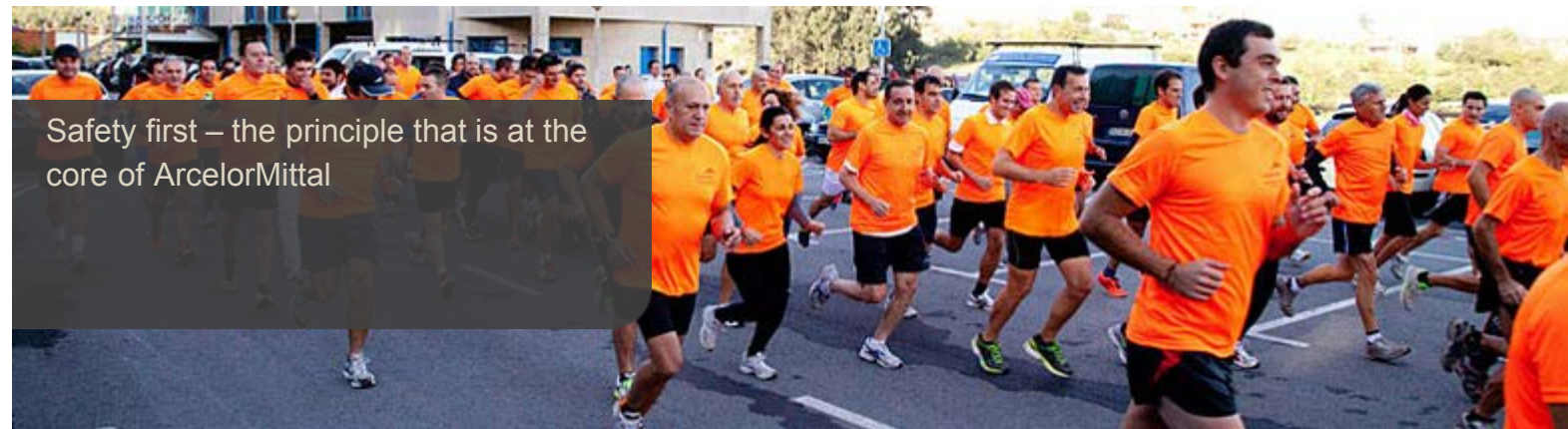
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## Health

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Approach

Performance

One of our main objectives is to build a strong and skilled network of occupational health and hygiene professionals across the group. We have set up a training programme in Occupational Hygiene, which has been recognised by the British Society of Occupational Hygiene. We ran a training session in the USA during the last quarter of 2012 and four more are planned for 2013.

In 2012, each site hosted its own Health Awareness Programme, organising activities ranging from medical examinations, to vaccination campaigns and yoga and massage, as well as talks and practical sessions on subjects such as cancer prevention and care, addiction, and occupational hygiene. Some sites used role plays to address the subject of stress, while others offered private sessions with therapists. Over 120,000 employees and contractors across the group joined in Health Awareness Programme activities this year. We also organised a running event at several of our sites across 17 countries to coincide with the London Olympic Games.

It is not just the health of our employees that is important to us, but that of our local communities too. Our Fighting Malaria programme in Liberia includes indoor spraying and the distribution of medicines and treated bed nets. It has protected around 10,500 people from the disease since it was launched in 2010. The programme was commended by the Global Business Coalition for Community Investment in 2012.

With the aim of a zero nicotine and tobacco workplace and improving employee wellness, the 'Quitting Works' project was launched at our unit in Vanderbijlpark, South Africa in March 2012. 320 employees have joined the programme so far and has had an initial success rate of 50%. The project includes craving control technology and a social support network from quitting ambassadors, who previously quit smoking.

### Absenteeism rate – mining operations

Percentage

2012	1.46
2011	3.42
2010	3.36

### Absenteeism rate – steel operations

Percentage

2012	2.57
2011	2.94
2010	3.17

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## Corporate responsibility

- Our approach and priorities
- Workplace**
  - Safety
    - REACH and GHS
  - Health
  - Employee relations**
    - Training and development
    - Diversity and inclusion
- Environment
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



## Employee relations

We believe in open and continuous dialogue with our employees and want to create a working environment based on mutual trust and respect.

<b>Approach</b>	Performance
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Maintaining good relationships with our employees is an important part of ensuring our company's continued success. This is why we want to create a workplace that really values our employees. Our [employee relations policy](#) ensures that we put this aim into practical action, and that we do it in a consistent way across all our sites, supported by appropriate training.

We believe in open and continuous dialogue with employees, both informally and through trade unions and our European Works Council, and we cultivate productive partnerships based on trust and mutual respect. We regularly canvas employees' views, both at site level and through formal group-wide surveys every two years, so that we can identify areas where we can improve. We complete unit level assessments to monitor the implementation of employee relations policies, involving a cross section of workers and management in this process.

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Related links

[Employee relations policy](#)

Page tools

- Print
- Bookmark
- Share on

## Corporate responsibility

▸ Our approach and priorities

▾ Workplace

▸ Safety

REACH and GHS

▸ Health

▾ Employee relations

▸ Training and development

▸ Diversity and inclusion

▸ Environment

▸ Community

▸ Governance and ethics

▸ Reporting and assurance

▸ Contact

▸ FAQs



We believe in continuous and open dialogue with employees and have a policy in place to help us achieve that

## Employee relations

We believe in open and continuous dialogue with our employees and want to create a working environment based on mutual trust and respect.

Approach **Performance**

In 2012 it became clear that the market environment we're facing is not just a short-term financial crisis, but a long-term structural change for our sector. Since 2006/7, steel demand has dropped almost 30% in Europe and 15% in the USA. In addition, growth in Chinese demand for steel and iron ore has slowed. We've had to adjust our business to reflect this new environment. This is why we've taken the difficult decision to permanently close some parts of our facilities in Europe and focus primary steel production on a smaller number of more cost efficient sites.

These decisions are only made if they are unavoidable and because we need to protect the viability of the whole business. We know how very difficult this is for those concerned, and we engage actively with trade unions and employees to maintain dialogue and find the best solution possible in the circumstances. We also try to limit compulsory redundancies wherever we can, by redeploying employees elsewhere within the business or through social measures such as early retirement or voluntary separation schemes.

In 2012 we offered voluntary redundancy schemes to employees in several parts of Europe. Each scheme was approved by the respective local trade unions. We announced our intention to permanently close parts of our operation in Florange, France, and in Liège, Belgium. 629 and 795 employees will be impacted at these plants, respectively. At our plant in Madrid, we have announced our intention to extend for an indefinite period the idling of the electric arc furnace and associated steel section production which will impact 324 employees. The majority of the affected employees have been redeployed to other plants. We also announced that ArcelorMittal Rodange and Schifflange, in Luxembourg, was prolonging the idling of parts of the operation. 282 people are impacted by this announcement of which 220 have already been deployed to other Luxembourg sites and the remaining people joined our redeployment programme.

We continue to make every effort to communicate openly and regularly with our employees, both formally and informally. We recognise the right to collective bargaining and approximately 85% of our employees are currently covered by these types of agreements. In 2012, we held nine formal meetings with our European Works Council, which is twice the number required under the European Works Council agreement. The key themes discussed included health and safety, adapting to market conditions, and restructuring projects. In addition, the United Steel Workers (USW) contract was agreed, which covers approximately 14,000 employees at 15 of our sites in the USA.

In 2012 there were three employee strikes that lasted more than one week. All of these were in Algeria and related to employee wages and salaries discussions that have now been concluded.

To connect employees directly with ArcelorMittal's management team an online poll was set up. More than 2,300 employees took part, in asking our leaders questions about the business. The most popular questions were about ArcelorMittal's strategy, its restructuring plan, how to ensure we are competitive and how we retain talent in the company. We have analysed all of these enquiries and we are addressing the concerns raised in a series of intranet and magazine articles. We also conduct employee surveys, with the latest survey completed in 2011.

Our Ostrava site in the Czech Republic came second in the 'Employer of the Region' award by Czech Employer Club, after being outright winner in 2010 and 2011. We also came second in a national poll to find the most attractive employer in Canada's Randstad Award 2012.

### Number of strikes exceeding one week duration



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## Corporate responsibility

- ▶ Our approach and priorities
- ▼ Workplace
  - ▶ Safety
    - REACH and GHS
  - ▶ Health
  - ▶ Employee relations
  - ▼ Training and development
  - ▶ Diversity and inclusion
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



## Training and development

We continue to make significant investments in training our employees. We want employees to fulfil their potential and have the opportunity to develop their skills, so they can make the best possible contribution to the success of the company.

Approach	Performance	Case study
----------	-------------	------------

We believe our people are ArcelorMittal’s greatest asset. Our business will only be successful and sustainable in the future if we can attract, develop and retain the best talent and ensure they have the right skills.

Our approach to performance management puts as much emphasis on *how* employees achieve their goals, as on *what* they achieve, because we want to encourage ways of working that support our values and create role models for our future success.

Our Global Employee Development Programme (GEDP) is the cornerstone of our people strategy. Employees not covered by the GEDP process follow local management processes. It is designed to ensure that we manage the performance, potential, and careers of our employees in the most effective way. It focuses on improving skills, motivating employees and ensuring that we have a pipeline of talent for the future. The process includes twice-yearly performance reviews between line managers and their direct reports, as well as informal coaching and feedback sessions. This ensures that each individual’s objectives are aligned with – and contribute to – our overall goals and strategy.

We have a detailed Leadership Assessment process designed to identify and develop people with high potential. So far around 650 people have been through this process and benefited from this unique development opportunity. We encourage our future leaders to take opportunities in high-growth areas of the business, providing them with the support they need through internal or external training, mentoring and coaching.

As well as offering a comprehensive set of training programmes through the [ArcelorMittal University](#), we have also set up a learning council, which focuses on creating group-wide training and development policies, and sharing good practice and new ideas from our local operations. The university includes a number of academies which are focused on specific functions or skills, and operate at both regional and local level. In 2012, for example, the Steel Academy offered courses in metallurgy, cold-rolling, and world-class manufacturing; the Purchasing Academy offered specific support to teams in the Commonwealth of Independent States (CIS) countries, Trinidad and Tobago, Brazil, and China; and the Finance Academy ran courses in working capital management, finance for non-financial managers, transfer pricing, and capital expenditure. 31 employees graduated from the 18-month Future Finance Leaders Programme.

We have extensive regional programmes that include among other things virtual classrooms in South Africa, where we offer simultaneous real-time video training to different sites across the country. This technology is now also used for providing the Steel Academy technical trainings and we are exploring how to use new technology like this one in our proposed mining academy, as a way of sharing good practice from established sites to our new mining operations in Liberia and Canada.

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Related links  
[ArcelorMittal University](#)

Page tools

- Print
- Bookmark
- Share on



## Corporate responsibility

- ▶ Our approach and priorities
- ▼ Workplace
  - ▶ Safety
    - REACH and GHS
  - ▶ Health
  - ▶ Employee relations
  - ▼ Training and development
  - ▶ Diversity and inclusion
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

**Page tools**

- Print
- Bookmark
- Share on [f](#) [t](#)



## Training and development

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Approach **Performance** Case study

The Global Employee Development Programme (GEDP) process is now widely used across the group and the number of people taking part in it has risen from 2,795 people in 2008 to 4,687 in 2012. Employees not covered by the GEDP process follow local management processes. We launched a new strategic workforce planning process in 2012 to ensure we have the right people, with the right skills, in the right place, and at the right cost. This will help us respond more effectively to changes in our own sector.

The ArcelorMittal University continues to develop our workforce to meet the current and future demands of the industry. Over 27,000 people took part in its courses in 2012 – a total of more than 200,000 man-hours, compared to 358,000 in 2011. Although the number of people trained at ArcelorMittal University increased from 23,000 in 2011, the man-hours declined due to change in the provider for online language training as trainees get accustomed to the new language training provider. 2012 saw the launch of a new online language training course in seven languages which is available to all employees, including operational workers.

There is also a significant training effort conducted at local units, such as health and safety training, vocational training and on-the-job training. Training statistics for these programmes are not currently consolidated at group level.

In 2012 the ArcelorMittal University achieved the prestigious 'Corporate Learning Improvement Process' accreditation from the European Foundation of Management Development. This recognised the quality of our programmes, the support and involvement of ArcelorMittal's line management, and the link between Talent Management and Learning across the whole company.

### Training hours at the ArcelorMittal University

2012	203,096
2011	358,214
2010	403,280

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**Related links**

- [Why investing in leadership skills is crucial](#)
- [A new century of learning and development begins at ArcelorMittal Dofasco](#)

# Corporate responsibility

- Our approach and priorities
- Workplace**
  - Safety
    - REACH and GHS
  - Health
  - Employee relations
  - Training and development**
  - Diversity and inclusion
- Environment
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



## Training and development

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Approach	Performance	<b>Case study</b>
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### Leadership development in Mexico

Our operation in Mexico launched its first leadership development programme in late 2011, and the first 53 graduates successfully completed the eight-month course in 2012. The programme was developed for ArcelorMittal by a local university, and used a variety of innovative techniques to provide our managers with the knowledge and skills they need to grow in the organisation and take on leadership positions in the future. There are 12 different modules, and eight new projects have already been set up as a result of the work the managers have done. These cover every aspect of steelmaking, from raw materials to contractor management, customer service and cultural change.

Page tools

- Print
- Bookmark
- Share on

## Corporate responsibility

- Our approach and priorities
- Workplace**
  - Safety
  - REACH and GHS
  - Health
  - Employee relations
  - Training and development
- Diversity and inclusion**
- Environment
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



## Diversity and inclusion

We believe the diversity of our workforce brings fresh ideas, perspectives and experiences to our business. It makes ArcelorMittal a stimulating environment where we aim to ensure that everyone has the opportunity to participate fully. We are proud of the fact that we have an extraordinarily culturally diverse workforce, with operations in more than 60 countries, and employees from many more countries.

Approach Performance

Related links  
[Diversity & Inclusion policy](#)

We respect the individuality of every person working with us, and embrace the opportunities that diversity in the workplace brings. We know that our diverse workforce makes us more innovative, and we are taking extensive measures to ensure that openness and inclusivity are integral to the way we work, at every level.

With a presence in 60 countries, we are a truly global company and we want our workforce to reflect this. [Our diversity and inclusion policy](#) drives our ambition to become a company that encompasses different cultures, generations, genders, ethnic groups, nationalities, abilities, and social backgrounds.

We are proud that our workforce has a rich cultural diversity. In addition we are now focused particularly on improving the gender balance within the business and supporting women leaders. We firmly believe that this will help ensure that we are maximising the talent and skills within the organisation. ArcelorMittal's Group Management Board is fully committed to creating and maintaining a more diverse and inclusive culture within the group, and ensuring that ArcelorMittal becomes an 'employer of choice' for women. In 2011 a Global Diversity and Inclusion Council was created as a first step towards this goal. With membership including two Group Management Board members and four members of the management committee, the Council comprises five men and five women. The council defines the gender diversity and inclusion strategy, identifies the barriers and challenges that women face in the business, and will establish key performance indicators.

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Page tools

- Print
- Bookmark
- Share on [f](#) [t](#)

## Corporate responsibility

▸ Our approach and priorities

▾ Workplace

▸ Safety

REACH and GHS

▸ Health

▸ Employee relations

▸ Training and development

▾ Diversity and inclusion

▸ Environment

▸ Community

▸ Governance and ethics

▸ Reporting and assurance

▸ Contact

▸ FAQs



ArcelorMittal believes workplace diversity is a business strength.

## Diversity and inclusion

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Approach **Performance**

In 2012, 11% of our managers, 5% of our general managers, and 4% of vice presidents were female. This is a low percentage, but not unusual for the mining and metals industry. To achieve a more gender diverse workplace, we have engaged with companies that are at a more advanced stage than we are, ran 16 focus groups in eight countries in the early months of 2012, with the aim of capturing the views of over 600 female ArcelorMittal employees. These focus groups identified a number of issues that needed to be addressed as a priority, including but not limited to increasing the number of women in senior management positions, improving the support line managers give to female employees to help maximise their leadership skills, enable a better work-life balance, focus on diversity and inclusion training for everyone throughout the group, and offer specific leadership training for women.

“By understanding, respecting, supporting and sponsoring a more diverse and inclusive workplace, we are far more likely to have the best talent, the best organisation and the best performance.”

Nicola Davidson, VP corporate communications and co-chair of Global Diversity and Inclusion Council

Two of the 11 members of ArcelorMittal’s board of directors were women in 2012. The board of directors has set an aspirational goal of increasing the number of women on the board of directors to at least three by the end of 2015, based upon a board size of 11 members.

We are now developing a three-year strategy and specific key performance indicators to measure our progress. As well as the specific measures listed above, this will include a mentoring and sponsoring programme for women, and support for internal networks such as the Women@ArcelorMittal network that was set up in 2012.

The *Instituto de Empresa* business school in Madrid, Spain, was chosen to work with the ArcelorMittal University to run the first “Women in Leadership” course as part of ArcelorMittal University’s leadership programme. 35 women from across ArcelorMittal completed the first three-day course in 2012. We will continue this training in 2013 and look to provide more comprehensive training across the organisation.

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### Related links

[Nicola Davidson on Gender Diversity](#)

[Nicola Davidson video](#)

[Gender diversity by Nku Nyembezi-Heita](#)

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▼ **Environment**
  - Product innovation
  - Climate change and energy
  - Environmental Management
  - Biodiversity
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



Our environmental policy, based on 10 principles, applies to every aspect of our operations.

## Making steel more sustainable

Steel is at the heart of the modern world. It forms the infrastructure of modern life, from railways, to cars, to washing machines and pipes and tubes that enable anything from energy distribution to water management. It's a highly adaptable material, and infinitely recyclable, which means that its sustainability extends beyond the life of the original product. That said, we do recognise that steelmaking is resource-intensive. However, the steel industry in Europe has already cut its CO<sub>2</sub> emissions by half in the last 40 years and many of our sites have already done all that is currently possible. We continue to support a lower-carbon world through energy savings, and greener products and services.

### 2012 progress at a glance

**Page tools**

- Print
- Bookmark
- Share on [f](#) [t](#)

	Our commitments	Our progress	Next steps
<b>Climate change</b>	<ul style="list-style-type: none"> <li>To develop products that support a low carbon and sustainable world.</li> <li>To reduce our CO<sub>2</sub> emissions from steel production by 8% per tonne of steel by 2020, compared with 2007.</li> </ul>	<ul style="list-style-type: none"> <li>\$285m spent on research and development, with \$53m on 'green products' and 'green processes'.<sup>1</sup></li> <li> 2.13 tonnes of CO<sub>2</sub> per tonne of steel produced, compared to 2.09 tonnes in 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop new steel products to help customers and end users reduce their CO<sub>2</sub> emissions.</li> </ul>
<b>Environmental management</b>	<ul style="list-style-type: none"> <li>To have all our steel sites ISO 14001 certified.</li> <li>To improve the energy efficiency of our sites.</li> <li>To continue investment in air pollution control.</li> <li>To responsibly manage water use.</li> </ul>	<ul style="list-style-type: none"> <li> ISO 14001 certification at 98% of our steel plants.</li> <li>Energy-efficient good practices deployed at 49 sites.</li> <li> Environmental capital expenditure of \$321m.</li> <li>Implementation of water guidelines at units in Brazil.</li> </ul>	<ul style="list-style-type: none"> <li>Certify 100% of our steel plants to ISO 14001.</li> <li>Review and update the group environment policy.</li> <li>Full deployment of key energy good practices.</li> </ul>
<b>Biodiversity</b>	<ul style="list-style-type: none"> <li>To support local biodiversity.</li> </ul>	<ul style="list-style-type: none"> <li>Published a biodiversity policy specific to Liberia.</li> <li>Completed ecosystems assessments in Baffin Island, Canada.</li> </ul>	<ul style="list-style-type: none"> <li>Implement biodiversity action plans.</li> </ul>

We report on our progress against the key performance indicators that monitor the four areas of our corporate responsibility strategy.

<sup>1</sup> Green products and green processes are defined as those that generate environmental benefits such as CO<sub>2</sub> savings, environmental protection or reduction in hazardous waste.

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## Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
  - Product innovation
  - Climate change and energy
  - Environmental Management
  - Biodiversity
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



## Product and process innovation and design

In 2012 we invested \$285 million in research and development. We believe innovation will drive our future success, and support our customers in achieving their sustainability goals. We have 11 research centres in seven countries and about 1,300 researchers working in active collaboration with our customers and academics at leading universities specialising in fields of metallurgy, metal-forming, and steel construction.

Approach Performance

We are always looking for new and innovative applications for steel. Through our network of research centres, and product development and engineering teams, we develop new steel products which meet the modern world's demands for cost effective, lightweight, high-quality, environmentally-friendly materials. Much of this work is carried out in partnership with customers and research organisations, in a process that involves them at every stage of the development cycle – from idea to production.

- Related links
- Product innovation
  - Research centres
  - Life cycle assessment
  - Product stewardship

Page tools

- Print
- Bookmark
- Share on Facebook Twitter

This web-page was part of Deloitte's CR report assurance scope. [View Deloitte LLPs assurance statement.](#)

## Corporate responsibility

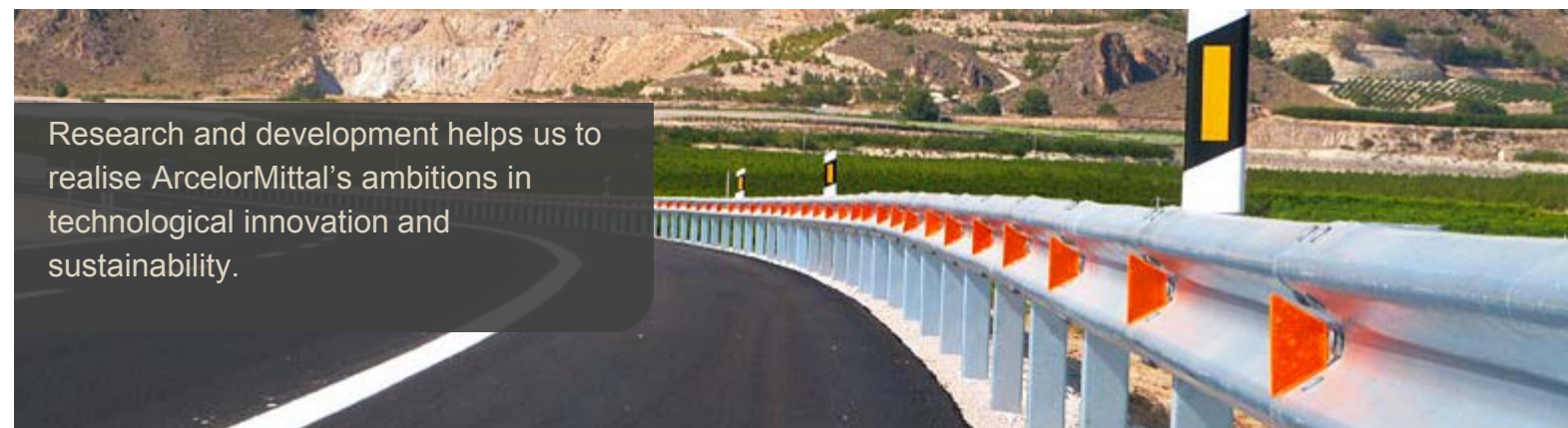
- [Our approach and priorities](#)
- [Workplace](#)
- ▾ **Environment**
  - ▾ **Product innovation**
    - [Climate change and energy](#)
    - [Environmental Management](#)
    - [Biodiversity](#)
- [Community](#)
- [Governance and ethics](#)
- [Reporting and assurance](#)
- [Contact](#)
- [FAQs](#)

**Page tools**

Print

Bookmark

Share on



Research and development helps us to realise ArcelorMittal's ambitions in technological innovation and sustainability.

## Product and process innovation and design

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Approach **Performance**

We invested \$285 million in research and development (R&D) in 2012. More than half was spent on product and applications development, addressing or anticipating customer requirements and around 40% was dedicated to improving our own processes. A quarter of the total 2012 R&D spend is invested in long-term projects such as the third generation of advanced high-strength steels.

In 2012 we estimate to have invested at least \$39 million in the development of 'green products' and \$14 million in 'green processes'. Green products and processes bring environmental benefits such as lower CO<sub>2</sub> emissions when in use, or reducing hazardous waste. We invested in advanced high-strength steel, electrical steel products and solutions for the automotive market, and organic coatings and surface treatments for the packaging industry. Investments in green processes in 2012 ranged from energy saving to breakthrough technologies such as those relating to air emission controls or ways to re-use by-products from steelmaking.

**In 2012, every client rated our automotive R&D as number 1 in the world – without exception.**

### Product innovation

In addition to the products [featured](#), below are some other new products we are working on.

#### Automotive

We are the world's leading supplier of steel to the automotive industry. As well as our iCARE™ range of electrical steels developed for electrical vehicles and 'S-in motion' high-strength steels for conventional vehicles, we have also developed a range of products that can reduce the weight of vehicles such as trucks, agricultural machinery, mobile cranes, and construction machinery. Over \$60 million was invested in the production facilities of these products last year at in Burns Harbor, Indiana, USA.

#### Renewable energy

We are developing purpose-designed steels to meet the specific needs of the renewable energy sector. For example, we're working on steels that can reduce the weight of wind turbine towers, enabling them to be built to greater heights. Greater height allow for greater power generation by giving access to stronger but less turbulent winds, especially at onshore wind farms.

#### 'Nature' coated steels

Our Nature range of organic coated steels is the result of more than 15 years of research and testing. The coating contains environmentally friendly corrosion-inhibiting pigments and is chromium and heavy metal-free.

#### Process innovation

In 2012 we set up a 'WaterLab' at our [Asturias](#) research centre in Spain, to test **new water treatment technologies**. We're piloting a number of innovative treatments that could recover up to 98% of metals and 99% of organic pollutants from our waste water.

We are adapting the way we **recover and recycle gas and steam**. This new model is in use at our Avilés plant in Spain and has saved around \$1 million in energy costs in 2012. We intend to roll this out to other sites in 2013.

### Related links

- [Corporate responsibility](#)
- [Shaping the future of steel](#)
- [France's young engineers share their automotive ideas](#)

We have a new tool to assess the feasibility of **recycling by-products within our own sites**. Our aim is to cut waste-to-landfill and improve our resource efficiency, reducing emissions and lowering costs. Since 2009 we have recycled more than 600,000 tonnes of slag each year (a by-product of the steel making process) in Europe, saving more than \$26 million in iron ore and limestone costs. We have also started to recycle what's known as oily mill sludge. Our plant at Fos-sur-Mer in France is disposing of this sludge by injecting it into a blast furnace. Savings so far have amounted to \$770,000 a year.

Our engineers in the US are exploring new ways **to recycle dust from steel shop de-dusting systems**. The aim is to remove zinc from the dust to make recycling easier. In 2012 our engineers received an environmental technology award from the Association of Iron and Steel Technology for their work in this complex area.

We are also using new **'Sicret' safety improvement technology** to help eliminate human error from the process required to switch off and lock out equipment during maintenance. This technology will be rolled out across our Long Carbon North America plants during 2013.


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## Corporate responsibility

- Our approach and priorities
- Workplace
- ▾ Environment
  - Product innovation
  - ▾ Climate change and energy
  - Environmental Management
  - Biodiversity
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs

**Page tools**

Print 

Bookmark 

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## Tackling climate change

Reducing CO<sub>2</sub> emissions to tackle climate change is an important challenge for ArcelorMittal and the steel industry. We are committed to cut our CO<sub>2</sub> emissions per tonne of steel produced by 8% by 2020. This is a demanding target that we are making some progress to achieve.

**Approach** Performance

### Climate strategy

As a multinational company with operations in more than 20 countries, we recognise the impact that climate change will have on many regions in which we work. We are fully engaged in global efforts to reduce CO<sub>2</sub> emissions and to mitigate their impact. Across the whole European steel sector, CO<sub>2</sub> emissions per tonne of output are now 50% lower than 40 years ago.<sup>1</sup> We continue to develop products and processes that are as efficient as possible.

We have identified three main risks relating to climate change that could affect our business: an increase in costs stemming from new environmental regulations and carbon pricing; the potential physical impact of climate change on our operations and distribution networks; and demands for higher levels of performance and disclosure from our investors and customers. We also see opportunities related to the development of products that will help society to adapt to the effects of climate change and a lower carbon environment.

We are responding to these risks and opportunities by: having a 2020 reduction target for CO<sub>2</sub> emissions per tonne of steel; making as much use of recycled steel as possible; developing new innovative materials and [products to support our customers](#); and investing in long-term R&D.

### Reducing emissions and increasing energy efficiency

Our target is to reduce our CO<sub>2</sub> emissions by 170kg per tonne of steel by 2020. This is equivalent to an 8% reduction in normalised emissions from the 2007 baseline. This group target was set in 2008 based on analysis of 2007 CO<sub>2</sub> emissions data, identifying the potential CO<sub>2</sub> savings across the sites.

Reducing our energy footprint is one of our top priorities. Based on our [energy policy](#) published in 2008, we have developed internal energy management good practices, compatible with energy management standard ISO 50001, aiming to speed up the detection and implementation of all energy saving opportunities.

We will achieve these savings mainly by improving the process management, implementing energy management systems and using better technologies. We are implementing our good practices at all our major sites and several smaller ones.

### Optimising recycling

We recycle more steel than anyone else. Each year we reuse close to 30 million tonnes of scrap steel at our plants, saving around 36 million tonnes of CO<sub>2</sub>.

### Long-term R&D investment

We are committed to the development of new production technologies that are more energy efficient and emit fewer greenhouse gases. Since 2004, we have been leading the Ultra-Low CO<sub>2</sub> Steelmaking (ULCOS) project, which is a research and development initiative involving companies and organisations from 15 European countries working together to develop new ways of making steel that could cut CO<sub>2</sub> emissions by up to 50% by 2050.

At present, due to technical challenges, it is not possible to start up the ULCOS blast furnace project to demonstrate top gas recycling blast furnace with CO<sub>2</sub> transport and storage on an industrial scale at Florange. ArcelorMittal remains firmly committed to working on long term research and development projects in this area and will report on

### Related links

[Product and process innovation and design](#)

progress in future reports. For more information see [www.ulcos.org](http://www.ulcos.org).

### Emissions trading and CO<sub>2</sub> regulation

We work with a number of regulatory bodies around the world on emissions trading and CO<sub>2</sub> regulation. We believe that both developed and emerging countries need to form a binding agenda to achieve CO<sub>2</sub> reductions, using a common measurement methodology and taking into account a sectoral approach. This will give clarity and stability to the market, and ensure there is fair competition between different countries and regions and help support the sustainability of the industry.

We also engage with international bodies, to ensure that the debate on issues such as 'carbon cap and trade' schemes is balanced and well informed.<sup>2</sup> There is still a widespread misunderstanding about the contribution steel can make to the sustainability agenda. The complete recyclability of steel is still not fully factored into many environmental standards or CO<sub>2</sub> reduction targets, which means that some environmental labelling is misleading. For example, the European legislation related to automotive vehicles has not yet considered the potential trade-off between production emissions and savings made during the use phase and from recycling at end of the car's life.

<sup>1</sup> Based on World Steel Association data, 1975 - 2005

<sup>2</sup> A cap and trade system sets a maximum level of pollution, a cap, and distributes emissions permits among firms that produce emissions. Companies must have a permit to cover each unit of pollution they produce, and they can obtain these permits either through an initial allocation or auction, or through trading with other firms.

This web-page was part of Deloitte's CR report assurance scope. [View Deloitte LLPs assurance statement.](#)

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▼ Environment
  - ▶ Product innovation
  - ▼ Climate change and energy
  - ▶ Environmental Management
  - ▶ Biodiversity
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



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Approach	Performance
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### Reducing emissions and increasing energy efficiency

In 2012, CO<sub>2</sub> emissions from our steel operations were 2.13 CO<sub>2</sub> per tonne of steel produced compared to 2.09 tonnes in 2011. The increase is mainly due to reduced energy efficiency at some of our larger sites, especially in the Africa and CIS region where steel production decreased due to a rapid drop in demand. Lower utilisation of steel plants typically leads to reduced energy efficiency performance. If steel demand rises sufficiently in 2013 to improve the utilisation of our plants, and especially of these Africa and CIS sites, we expect our CO<sub>2</sub> emissions per tonne of steel to drop and to contribute to the long-term trend of reduced emissions. In 2012 we have started reporting CO<sub>2</sub> emissions from our mining business also. This was 2.7 million tonnes of CO<sub>2</sub>. Our mining business represents about 1.4% of the group's total CO<sub>2</sub> footprint. Coal mines also emit methane and we are investigating how to accurately quantify this emission.

We systematically identify and implement energy efficiency projects, which reduce emissions both directly, at our plants, and indirectly by reducing the demand for electricity. In 2012, our energy consumption<sup>1</sup> at steel plants was 23.5 gigajoules per tonne of crude steel, compared with 23.8 in 2011.

Three of our sites are already certified to the energy management standard ISO50001 (Hamburg, Eisenhüttenstadt, Bremen in Germany and Olaberia in Spain) and another three are in the certification process.

Our environmental and energy-related capital expenditure was \$321 million in 2012, compared with \$329 million in 2011. The reduction in spend is due to constraints in our expenditure and commitment to reduce cost. This level of investment is supported by sharing good practices across all our sites, expert input from our R&D teams, and a commitment to benchmarking our performance against the most energy-efficient companies, both in our sector and in the industry as a whole. We expect to achieve energy savings of \$200m annually by 2020, compared to 2007, which is the equivalent of 1.6 million tonnes of CO<sub>2</sub> a year. An area of particular focus for us is what is known as technical energy efficiency – in other words, the efficiencies that can be achieved by using new technology. For example, a team of experts in our Flat Carbon Europe business division is working to reduce their energy costs by 10% over the next four years. Half of these savings are planned to come from energy-related capital expenditure, quarter from ideas requiring limited or zero capital expenditure, and the final quarter from energy management and purchasing. A key area will be the reuse of energy rich gas by-products to generate electricity which can either power our own plants, or be sold.

### Environmental and energy capital expenditure

\$ (million)

2012	321
2011	329
2010	339

#### Related links

- [ArcelorMittal Poland commissions investments worth PLN 140m](#)
- [ArcelorMittal commissions US\\$63.2m energy recovery and reuse project](#)
- [ArcelorMittal Hamburg – for cleaner, greener steel and cities](#)
- [Kazakhstan coal pioneers methane power project](#)
- [The green steel of tomorrow](#)
- [Sustainable source of energy](#)

**Page tools**

Print

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## CO<sub>2</sub> emissions per tonne of steel

Tonnes

2012	2.13
2011	2.09
2010	2.15

During 2012 our energy efficiency projects included two new investments in Poland, worth \$43 million; a \$63million energy recovery and reuse project at Indiana Harbor, in Indiana, USA reducing CO<sub>2</sub> emissions by 211,000 tonnes a year; several new projects at ArcelorMittal Hamburg, and a methane capture project at our Lenina mine in Kazakhstan. The gas is captured and re-used as feedstock to generate 1.4MW of electricity which is around 20% of the mine's total power needs, saving energy costs. In addition the project removes potentially dangerous methane from the coal mine. The coal department in Kazakhstan plans to expand the programme in 2013 into other mines in the country. For more information on these please see the related links.

[ArcelorMittal USA awarded 5th energy star award](#)

### Emissions trading and CO<sub>2</sub> regulation

In 2004 ArcelorMittal Tubarão in Brazil began to use the gas produced in steelmaking to generate electricity. This has been registered a clean development mechanism (CDM) project by the UN Framework Convention on Climate Change (UNFCCC) since 2009. By 2014 this project will have saved around 450,000 tonnes of CO<sub>2</sub>. ArcelorMittal Tubarão registered another CDM project with the UNFCCC in 2012. This initiative generates electricity through heat recovery from energy rich coke plant gases (known as off gases). The project has the capacity for generating around 2.5 million tonnes of CO<sub>2</sub> carbon credits.

As in 2011, and in contrast to earlier predictions, European steel demand remained depressed in 2012. Our European production volumes have followed the same trend and our operations therefore emitted less total CO<sub>2</sub> than initially expected. In 2012, 21.8 million tonnes of EU CO<sub>2</sub> allowances were sold, generating \$220 million; the funds generated have been used to finance efficiency improvement projects in our plants having an impact on energy efficiency and a reduction in CO<sub>2</sub> emissions. Full details of our CO<sub>2</sub> performance can be found in our submissions to the Carbon Disclosure Project at [www.cdproject.net](http://www.cdproject.net).

<sup>1</sup>Perimeter for energy calculation was broadened in 2012 to match that of the CO<sub>2</sub> footprint calculation for steel. In previous years we reported energy use for the seven most energy intensive (steel) processes.

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# Corporate responsibility

- Our approach and priorities
- Workplace
- Environment**
  - Product innovation
  - Climate change and energy
  - Environmental Management**
  - Biodiversity
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



Measuring, monitoring and refining our energy, water and waste usage.

## Environmental Management

We are always looking for new ways to minimise our environmental impact, and make production processes more efficient by reducing resource use and residue generation.

<b>Approach</b>	Performance	Case study
-----------------	-------------	------------

Minimising the impact of our operations on the environment is one of our most significant business priorities.

We are committed to have all steel operations certified to ISO 14001, the international standard for environmental management. Further guidance is being provided to our mining operations to support the implementation of ISO 14001 in those operations not yet certified. We also collect air, water, energy and residues data at all of our production sites. This helps us to address any potential concerns of communities around our plants and to report regularly on our performance.

### Residues

There is no generally accepted definition or industry norm for the waste and by-products from steel and mining. In our internal accounting we speak about 'residues'. This comprises by-products that can be used in other industrial or infrastructure processes as well as wastes, for which the definition varies from country-to-country.

The key residues that arise from the steelmaking process are slag, sludge, dust and scale. We have a dedicated department in place to sell our by-products. The main residues that arise from mining are mineral wastes, such as tailings and waste rock.

### Water

Steelmaking requires water mainly for cooling and processing purposes, which is why many of our operations are situated by the coast or close to major lakes and rivers. In mining, water is used in a broad range of activities including mineral processing, dust suppression and slurry transport.

We measure inlet water use to our facilities and are measuring inlet water use per process to identify further opportunities to recycle and reuse this water.

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Page tools

- Print
- Bookmark
- Share on

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▼ **Environment**
  - ▶ Product innovation
  - ▶ Climate change and energy
  - ▼ **Environmental Management**
  - ▶ Biodiversity
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



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Approach **Performance** Case study

In 2012 98% of our steel production and finishing facilities were certified to ISO 14001, the international standard for environmental management.

### Air and particulate emissions

Our nitrogen oxides emissions (NOx) decreased to 107,794 in 2012 from 108,754 tonnes in 2011. SO<sub>2</sub> (sulphur dioxide) emissions also decreased to 166,100 in 2012 from 193,724 tonnes in 2011. This is mainly due to improvements in process control and changes in the fuel mix.

As an example, dust emissions from our Ostrava facility in the Czech Republic have dropped 70% between 2007 and 2012, from 1,929 tonnes to 584 tonnes, due to several environmental projects, in particular a \$50 million investment in a new de-dusting system. Other environmental projects in Ostrava amounting to \$39 million will be completed in 2013.

### Residues

More than 86% of our production residues were reused in 2012, either within our own business or by third parties. Less than 6% was sent to landfill. Our facility in Brazil, for instance, has pioneered new ways to re-use slag in road-building materials. Around 100,000 tonnes of slag are also being sold to the cement industry every year.

### Water

In 2012 our overall water intake was 24.7 cubic metres per tonne of steel produced. Average water intake per tonne, however, is not a reliable indicator for comparison purposes as there is a large range of performance variation between our sites across the world. This is largely because of local infrastructure, local regulations and water costs.

In mining, water is mainly used for the concentration processes. Some of our mines, for example the El Volcan mines in Mexico, are highly efficient in the use of water in their concentration plant. The use of groundwater is minimised in the iron ore concentration process due to the production of thickened tailings, thereby increasing water recirculation. Also, since the process doesn't require tailing ponds to store the mineral waste, land disturbance is minimised.

In 2012 we continued implementing the guideline for assessing water use. All of our units in Brazil's long carbon business division implemented these guidelines, and developed process flow diagrams to allow detailed understanding of the water flows. This helped to detect and resolve water treatment and corrosion problems as well as increase our knowledge of water use. At ArcelorMittal Sabara, Brazil a reduction of fifty per cent in inlet water use was achieved.

An upgrade of the wastewater treatment facilities at our Berezovskaya and Pervomayskaya mines in Russia is ongoing and will be completed in 2014. We are also developing the conceptual design for mine water treatment at our Shaktinskaya mine in Kazakhstan.

### Land and groundwater remediation

We are committed to rehabilitating sites that have suffered soil or groundwater pollution in the past, when environmental standards were not as stringent as they are today. We set aside approximately \$863 million at the end of 2012 to cover this cost. For more details see the [2012 Annual Report](#).





We follow-up the compliance of the company's mine closure and land rehabilitation obligations in accordance with applicable legislation.

In 2012 an independent assessment of tailings facilities in our mining segment was initiated. These assessments are being undertaken by recognised experts in tailings management using internationally recognised practices, as defined primarily by the

### Related links

[2012 Annual Report](#)

Page tools

- Print 
- Bookmark 
- Share on  

International Commission on Large Dams (ICOLD), the Australian National Committee on Large Dams (ANCOLD) as well as the local or state regulations.

Details of environmental liabilities are provided in the [2012 Annual Report](#).

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## Corporate responsibility

- Our approach and priorities
- Workplace
- Environment**
  - Product innovation
  - Climate change and energy
  - Environmental Management**
  - Biodiversity
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



Measuring, monitoring and refining our energy, water and waste usage.

## Environmental Management

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Approach	Performance	<b>Case study</b>
----------	-------------	-------------------

Related links  
[2012 Annual Report](#)

### Recycling in Brazil

Our mining operation at Serra Azul, Brazil, is working with a local cooperative to help support the local community. By sorting and collecting our waste, we not only improve our environmental impact, but we also provide a source of income for local people.

### Sustain Our Great Lakes

We also continued our partnership in the public-private collaborative, Sustain Our Great Lakes in the USA. Working with both governmental and non-governmental organisations, the programme's mission is to restore and protect fish, wildlife and habitat in the Great Lakes, supporting both Canada and the US on key ecological issues. The total grant award in 2012 funding for restoration projects was \$8.2 million. For more information see [www.sustainourgreatlakes.org](http://www.sustainourgreatlakes.org).

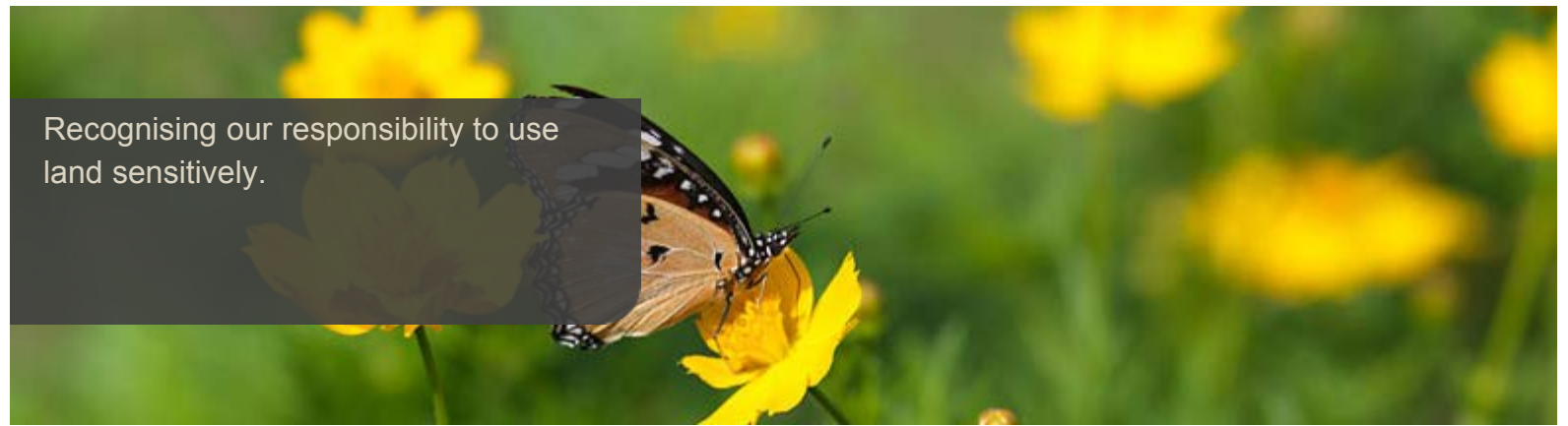
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- Print
- Bookmark
- Share on



## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▼ **Environment**
  - ▶ Product innovation
  - ▶ Climate change and energy
  - ▶ Environmental Management
  - ▼ **Biodiversity**
- ▶ Community
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



## Biodiversity

We recognise that we have a responsibility to protect local biodiversity and ecosystems in the environments where we work.

Approach	Performance	Case Study
----------	-------------	------------

We use the land around our steel plants and mines sensitively, reducing our impact on the local environment wherever possible.

Where we have new mining or steel projects, we carry out detailed environmental and social impact assessments that take into account the loss or degradation of ecosystems and habitats, the impact on local communities, and water and soil erosion. For mining projects, we establish environmental management plans covering both the life of the mine and what happens to the land afterwards.

We have a number of reforestation projects being implemented adjacent to our operations in [Kazakhstan](#), [Romania](#), [Spain](#) and [Ukraine](#).

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[ArcelorMittal Liberia teams up with Conservation International for community workshops](#)

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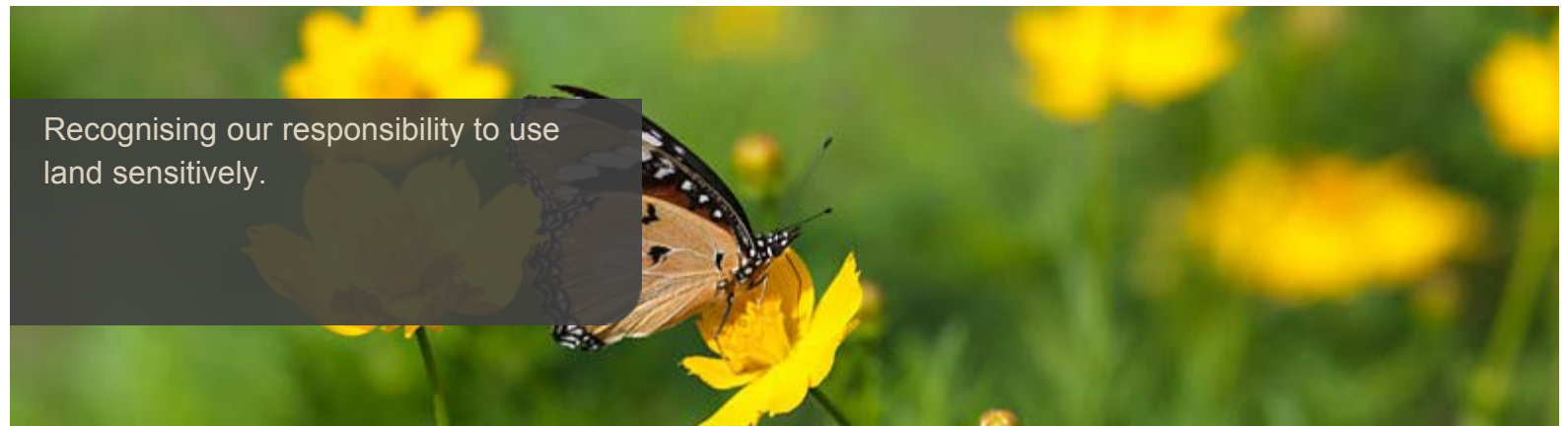
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Bookmark

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# Corporate responsibility

- Our approach and priorities
- Workplace
- Environment**
  - Product innovation
  - Climate change and energy
  - Environmental Management
  - Biodiversity**
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



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Approach	<b>Performance</b>	Case Study
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Environmental impact assessments were completed at our greenfield mining project in Baffin Island, Canada, which confirmed that the long-term effect of the project will not be significant. We have also received a project certificate for this project from the Nunavut Impact Review Board, which represents the interests of the local Inuit people.

Our Liberian mines are situated close to both mountain and lowland rainforest. These are endangered habitats, home to a rich variety of plant and animal life. We take our commitment to protecting these environments seriously, and as part of this we have published a **policy** that sets out our approach to natural resources and ecosystems. This commits us to ensuring we understand the environments we are working in; take into account the needs of local communities; mitigate our impact on soils, forests, water and air quality; protect rare and endangered species; and return the area to a healthy state when we leave. In 2012 a case study on this work was presented at the International Union for Conservation of Nature's (IUCN) 2012 World Conservation Congress.

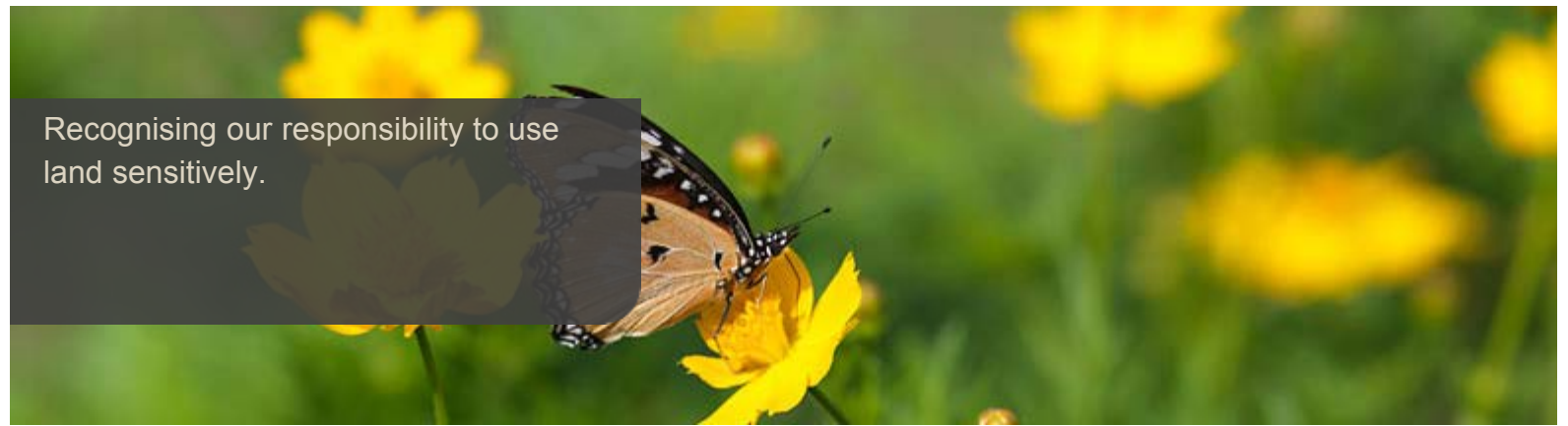
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Page tools

- Print
- Bookmark
- Share on

# Corporate responsibility

- Our approach and priorities
- Workplace
- Environment**
  - Product innovation
  - Climate change and energy
  - Environmental Management
  - Biodiversity**
- Community
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



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Approach	Performance	<b>Case Study</b>
----------	-------------	-------------------

Our greenfield iron ore project in Baffin Island, Canada, has developed extensive baseline information for numerous ecosystems including terrestrial, marine and freshwater as part of the environmental assessment process. Management and monitoring plans have been developed to ensure our future operations avoid or minimise potential impacts on biodiversity and the environment. In the development of our research initiatives we have integrated the value Inuit and the territory of Nunavut place on the local ecosystems. For example, Baffinland Iron Mines has provided support for satellite tracking of Caribou and Eider Ducks in collaboration with territorial and federal government departments. Communities in the regions and government have been, and will continue to be, engaged at all stages of the environmental assessment process.

**Page tools**

- Print
- Bookmark
- Share on

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▶ **Community**
  - ArcelorMittal Foundation
  - Social and economic development
  - External stakeholder engagement
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



Our responsibility towards local communities goes beyond running a successful business.

## Enriching our communities

Every ArcelorMittal site across the world is an integral part of its local community and its local environment. We provide much-needed jobs that offer training and other benefits, business opportunities for local companies, and in some instances also support vital infrastructure such as schools and basic healthcare. Our engagement with the local community is guided by the ArcelorMittal external stakeholder engagement procedure. This process aims to inform both our own management processes and our stakeholders on issues of common interest, such as employment and community investment practices. Additionally, the ArcelorMittal Foundation works with all our major operations to encourage community investments that are sustainable and support long-term economic and social growth.

**Page tools**

- Print
- Bookmark
- Share on [f](#) [t](#)

### 2012 progress at a glance

	Our commitments	Our progress	Next steps
<b>External stakeholder engagement</b>	All major operations will have community engagement plans in place, including a grievance procedure.	Revised and published the external stakeholder engagement procedure and guidance. 30 main sites developed a community engagement plan. 26 sites now have local community grievance mechanisms.	Review stakeholder engagement strategy and measures used to assess effectiveness. Improve the transparency of external stakeholder engagement at 10 sites.
<b>Economic contribution</b>	Make a sustainable contribution to the communities in which we operate.	\$71.3 billion economic contribution. <sup>1</sup> \$41 million spent on community investment through 725 ArcelorMittal Foundation projects across the world.	Increase employee involvement in ArcelorMittal Foundation activities.

We report on our progress against the key performance indicators that monitor the four areas of our corporate responsibility strategy.

<sup>1</sup>Reported economic contribution is based on wages and salaries, supplier and contractor payments, corporate income tax and local taxes, capex, dividends, R&D and ArcelorMittal Foundation projects. It does not include all areas where ArcelorMittal contributes to the economy, such as through indirect job creation through the supply chain, and therefore is not exhaustive.

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## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▼ **Community**
  - ▼ **ArcelorMittal Foundation**
    - ▶ Social and economic development
    - ▶ External stakeholder engagement
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



## ArcelorMittal Foundation

The ArcelorMittal Foundation was set up in 2007 to coordinate the company’s community investment activities. It concentrates on the communities in 30 countries where ArcelorMittal has a major presence, with the aim of making a positive contribution to the social and economic development of the areas around our operating sites. While some of these projects are part of a worldwide programme covering many countries simultaneously, others are specific initiatives run at a local level.

- Related links
- [My Solidarity Holiday](#)
  - [Road to Santiago de Compostela](#)
  - [Solidarity Holiday in Senegal](#)
  - [Video of 2012 Solidarity Holidays](#)

Page tools

- Print
- Bookmark
- Share on

- Approach**
- Performance
- Case study

The ArcelorMittal Foundation focuses on three key areas: education, health, and community development. It also offers immediate and urgent help to communities affected by emergencies. The Foundation always encourages ArcelorMittal employees to take part in its projects. The time, expertise and support of our colleagues can make a real difference to the success of these initiatives.

All the projects developed or supported by the Foundation have to comply with the following criteria. They must:

- Focus on communities around or close to one of our units
- Relate to one of our three key areas of activity
- Target a significant number of direct beneficiaries, and
- Be easy to monitor, either through the Foundation or by a community partner.


Please [click here](#) for more information on what the Foundation does.


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## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▼ **Community**
  - ▼ **ArcelorMittal Foundation**
    - ▶ Social and economic development
    - ▶ External stakeholder engagement
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

**Page tools**

Print 

Bookmark 

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The ArcelorMittal Foundation is helping communities in over 30 countries around the world.

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Approach **Performance** Case study

In 2012 the ArcelorMittal Foundation invested \$41.17 million in communities surrounding our plants and mines, supporting 725 projects. Here are a selection of the most significant ones.

### ArcelorMittal Foundation community projects

2012	725
2011	588
2010	585

#### Education

In the field of education, the Foundation supports projects that strengthen communities and promote fair access to quality education, while respecting local customs and cultures. For example, in 2012, the Foundation opened its third Science Centre of Excellence in Newcastle, South Africa, to help improve maths and science performance at schools in the area. This project is being run in partnership with the South African Department of Education and the national department of Science and Technology.

The Foundation backed 'My Dream Interview' in Argentina. This is an international competition organised by the World Association of Newspapers and News Publishers, which invites 11 to 15-year-old students from around the world to interview a prominent person who epitomises their idea of success and hard work. In Brazil more than 260,000 students from 926 schools in 39 cities were involved in 'Ideas to sustain a world: How to build a sustainable planet together?'. The objective was to develop environmental awareness and citizenship by encouraging young people to think about the importance of sustainability.

#### Health

In the area of health, the Foundation continues to invest in the improvement of healthcare in our communities, either through providing medical equipment or refurbishing facilities. In Romania, for example, a new surgical table was provided for the local hospital in the city of Galati. The Foundation also supported the international organisation Operation Smile to carry out reconstructive surgery for around 150 children with facial deformities in Morocco.

#### Community development

Within community development, the Foundation carried out a wide range of projects focused on enabling communities to take control of their future through the skills of their own residents. An example of this is the Handicraft Centre supported by the Foundation in Brazil. Around 15 groups now have a space to showcase their work and generate an income.

In addition to the projects managed by our local units, the Foundation also works with international organisations on a small number of global projects. One example is the partnership we set up with Habitat for Humanity in 2008, which provides affordable housing in our communities.

Other organisations that received the Foundation's support during 2012 included Ashoka, the International Baccalaureate, and Junior Achievement, all of which are focused on

#### Related links

- [My Solidarity Holiday](#)
- [Road to Santiago de Compostela](#)
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- [Video of 2012 Solidarity Holidays](#)

improving children's education. For example, thanks to our partnership with International Baccalaureate, around 90 teachers from four schools close to our plants in Kazakhstan took part in a professional development course in 'Teaching and Learning from an International Perspective'.

Since 2007, the Foundation has also helped to match people in need of a bone marrow transplant with suitable donors, supporting the International Research Group on Haematopoietic Cell Transplantation.

### Initiatives for our employees

The Foundation offers ArcelorMittal employees the opportunity to spend part of their time volunteering in their own communities or overseas.

In 2012, 97 employees from 23 countries had the opportunity to become an ArcelorMittal international volunteer in one of our 'solidarity holidays'. This is the second year we have run this initiative, and it gives our employees the opportunity to work side-by-side with colleagues from other countries and local residents on a community project. 10 countries hosted solidarity holiday projects in 2012: Bosnia and Herzegovina, Brazil, China, the Czech Republic, India, Mexico, Senegal, South Africa, Spain, and Trinidad and Tobago.

On 5 December 2012, around 5,000 employees joined in our international volunteer work day, participating in more than 220 activities in 28 countries. Activities included the collection and distribution of toys, food and clothes to those in need. Employees also renovated schools and other community facilities, planted trees, spent time with underprivileged children, and served meals in soup kitchens.

The Foundation also backed 82 community organisations supported by ArcelorMittal employees with 'mini-grants'. This initiative offers up to \$5,000 to each selected organisation in support of specific projects.

During 2012, the Foundation received four awards in recognition of its support for local communities and employee volunteering. These were the National Award for Socially Responsible Practises 2011 (Macedonia), the Citizens Award (Spain), the Corporate Engagement Award (United Kingdom), and the 2012 Civic Award (Venezuela).

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## Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community**
  - ArcelorMittal Foundation**
    - Social and economic development
    - External stakeholder engagement
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



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Approach	Performance	<b>Case study</b>
----------	-------------	-------------------

### Microcredits to empower women

Since 2008, the Foundation has been supporting a shelter for women who are victims of domestic violence in Annaba, Algeria. In 2012, the Foundation worked with the shelter to make their work more sustainable, and also supported a project granting microcredits to 18 women to help them set up small businesses.

A similar project was supported in Costa Rica, where the Foundation worked with the local organisation Foundation for Women to provide microcredits to 19 women, who invested the funds to improve their homes or buy the tools to start a small business and support their families.

Page tools

- Print
- Bookmark
- Share on



## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▼ **Community**
  - ▶ ArcelorMittal Foundation
  - ▼ **Social and economic development**
  - ▶ External stakeholder engagement
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



## Social and economic development

Wherever we operate, we aim to contribute to the development of strong and sustainable communities. In 2012, we made an economic contribution of around \$71 billion across the world, including wages and salaries, payments to suppliers, tax payments, ArcelorMittal Foundation projects, and expenditure on research and development supporting the development of innovative products for our customers.

Related links  
[The ArcelorMittal Foundation – our mission](#)

- Approach**
- Performance
- Case study

We make our most significant positive contribution to national and local economies through the taxes and salaries we pay, and the business we do with our suppliers.

Our company tax policy ensures that we honour all our tax obligations wherever we are in the world. ArcelorMittal upholds the highest levels of tax compliance, ethics and integrity in all transactions and interactions regarding tax.

### Extractives Industry Transparency Initiative (EITI)

We support the [EITI](#) because we believe it will strengthen governance, foster socioeconomic development, and help the overall business climate to become more open, fair and competitive. We are a corporate supporter of the EITI international secretariat, and locally a member of the Multi-Stakeholder Group of EITI Liberia, where we contribute to its annual reporting process. We also support the implementation of the EITI in Kazakhstan through our membership in the Association of Mining and Metallurgical Industry of Kazakhstan, and in the USA through our membership of the National Mining Association.

The EITI was launched in 2002 to address stakeholder concerns related to the use of tax and royalty payments by extractives companies and host governments. These concerns stem from a perceived lack of transparency in these payments, and a concern that the citizens of resource-rich countries are not receiving their proper share of the benefits derived from the use of those resources, especially in the developing world. The EITI is driven by governments at a national level, and involves many stakeholder groups, including civil society, which fosters an open debate about the contribution mineral resources can make to economic and social development. It also promotes robust accounting methods and governance processes.

<sup>1</sup>Reported economic contribution is based on wages and salaries, supplier and contractor payments, corporate income tax and local taxes, capex, dividends, R&D and ArcelorMittal Foundation projects. It does not include all areas where ArcelorMittal contributes to the economy, such as through indirect job creation through the supply chain, and therefore is not exhaustive.

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Page tools

- Print
- Bookmark
- Share on

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▼ **Community**
  - ▶ ArcelorMittal Foundation
  - ▼ **Social and economic development**
  - ▶ External stakeholder engagement
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



We contribute to local social and economic development.

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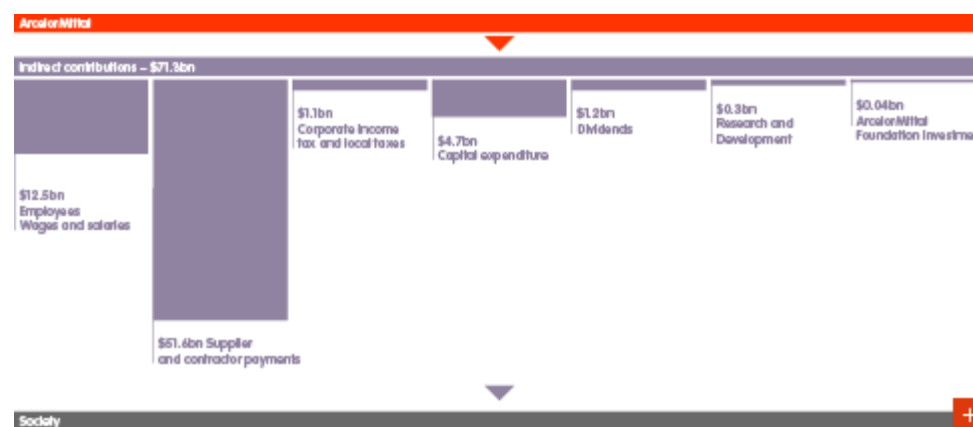
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- [The ArcelorMittal Foundation – our mission](#)

Approach **Performance** Case study

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- Print
- Bookmark
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We made an economic contribution<sup>2</sup> of \$71.3 billion in 2012 to society. This figure includes \$51.6 billion paid to suppliers, \$12.5 billion to our employees, \$1.1 billion in taxes to governments and, \$1.2 billion to shareholders.



As one of the world's biggest buyers of goods and services, we believe we can use that position to promote social, environmental and ethical standards throughout our supply chain. We are working directly with some of our strategic suppliers to invest in the developing countries where we operate.

We're currently working on a new initiative to explore how we can extend our business in developing markets, and with smaller-scale firms. In 2012, we commissioned a research study with the University of Louvain (Belgium) to study specific projects in India and Brazil, with the aim of developing a new approach that we could roll out more widely. We're also participating in a working group with CSR Europe on an initiative to encourage sustainable and inclusive economic growth at the 'base of the pyramid', in other words among people living on the very lowest incomes.


<sup>1</sup>Reported economic contribution is based on wages and salaries, supplier and contractor payments, corporate income tax and local taxes, capex, dividends, R&D and ArcelorMittal Foundation projects. It does not include all areas where ArcelorMittal contributes to the economy, such as through indirect job creation through the supply chain, and therefore is not exhaustive.


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## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▼ **Community**
  - ▶ ArcelorMittal Foundation
  - ▼ **Social and economic development**
  - ▶ External stakeholder engagement
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

**Page tools**

Print 

Bookmark 

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## Social and economic development

Wherever we operate, we aim to contribute to the development of strong and sustainable communities. In 2012, we made an economic contribution of around \$71 billion across the world, including wages and salaries, payments to suppliers, tax payments, ArcelorMittal Foundation projects, and expenditure on research and development supporting the development of innovative products for our customers.

Approach	Performance	Case study
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### Courageous Leadership in Liberian schools

We want **Courageous Leadership** to benefit our communities as well as our employees and our business, and as part of this we started a project with over 200 students at Yekepa high school in Nimba county, Liberia. We know how much influence children can have as agents for positive change, and we aim to encourage them to seize these opportunities and become leaders in their own families and neighbourhoods. The areas we have worked on with them through locally offered trainings include safety, the environment, and personal hygiene. We have encouraged them to be role models in driving their bikes and motorbikes safely, disposing of waste, and preventing the spread of infection and disease. The students also made a commitment to work hard in their academic studies. We hope to extend the programme to schools in the towns of Saniquellie and Buchanan.

### Supporting economic development in Québec, Canada

Last year the Department of International Relations and Trade for the province of Québec presented ArcelorMittal with an award for the 'significant impact' it has made to local economic development in the last 50 years, including our \$2.1 billion mine expansion project. Suresh Rajapakse, head of health, safety, environment, security and sustainability at ArcelorMittal Mining, accepted the award on behalf of the company: "We are proud of our 5,000 employees in Québec - men and women who work in the steel and mining industry - and we are proud of our expansion project at our mine, which is one of the most important private investments in the history in Québec."

#### Related links

- [Responsible sourcing](#)
- [The ArcelorMittal Foundation – our mission](#)

### Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community**
  - ArcelorMittal Foundation
  - Social and economic development
  - External stakeholder engagement**
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



## External stakeholder engagement

Playing an active role in our communities means understanding what matters to local people and listening to their concerns. This is why we work with local groups to help us to prioritise the issues that matter most to them, and invest our time and resources in the best way. We also engage with other stakeholders as part of our overall engagement activities, including non-governmental and governmental organisations.

Related links

[External stakeholder engagement procedure](#)

<b>Approach</b>	Performance	Case study
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Page tools

Print

Bookmark

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Our relationship with communities is important to us, and we want to ensure that we engage with them in a productive, positive and consistent way, wherever we are in the world. We have a detailed [external stakeholder engagement procedure](#) that all our sites have to follow. This means that every major production site must identify their key stakeholders and their main issues of concern, and then devise a plan to engage with them using an approach that is culturally appropriate. Our sites are also expected to set up a grievance mechanism, so that local residents and other stakeholders can raise concerns and be confident that these will be addressed and tracked.


The group corporate responsibility team supports our local operations to carry out effective stakeholder engagement, both through direct support and training, and by publishing guidance on international good practices. We also share knowledge and ideas across our internal network of corporate responsibility coordinators.


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## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▼ **Community**
  - ▶ ArcelorMittal Foundation
  - ▶ Social and economic development
  - ▼ **External stakeholder engagement**
- ▶ Governance and ethics
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs

**Page tools**

Print 

Bookmark 

Share on  



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Approach **Performance** Case study

Our stakeholder engagement procedure was revised and re-launched in January 2012 to include international good practice in areas such as information disclosure and grievance procedures. It has also been extended to reference additional stakeholder groups such as local suppliers, local authorities, and local associations. The associated stakeholder engagement manual was updated at the same time, and a series of training sessions were held.

In 2012, 30 stakeholder engagement plans were developed, covering all our major operations. We involved internal cross-functional teams and local stakeholders in the development of these plans. For example, our unit in Ukraine distributed hard copies of their [Stakeholder engagement plan](#) to key stakeholders and also published it online in response to external demand.

The group corporate responsibility team provided face-to-face stakeholder engagement support in Kazakhstan and Ukraine last year, as well as training sessions for participants from 20 units including those in the Czech Republic, Liberia, India, and South Africa.

Our grievance mechanisms at each major industrial site provide us with important information that help inform management decisions. For example, following complaints regarding noise from our plant in Zenica, Bosnia and Herzegovina, we installed silencers that help to reduce noise.

A key objective last year was to gather good practices on local community grievance mechanisms. 26 of our units have a community grievance mechanism in place and, during 2012, 831 grievances were reported from external stakeholders that related to environmental, human rights or health and safety issues. This excludes employee grievances. We have developed draft guidance to help our sites set up or improve existing local grievance mechanisms. In May 2012 we held an expert round-table with external organisations in Washington D.C., USA to discuss and inform our guidance. Feedback highlighted the importance of an appeal process that is formalised and includes multiple stakeholders.

CSR Europe benchmarked our grievance mechanisms against the eight effectiveness criteria set out in the UN Guiding Principles, as well as against companies from a number of other sectors. The assessment showed that we do have comprehensive processes in place, but that these could be further strengthened – for example, by effectively communicating that complainants should not fear any reprisals if they raise an issue.

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### Related links

[Stakeholder engagement plan](#)

## Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community**
  - ArcelorMittal Foundation
  - Social and economic development
  - External stakeholder engagement**
- Governance and ethics
- Reporting and assurance
- Contact
- FAQs



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Approach	Performance	<b>Case study</b>
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### Stakeholder engagement in Liberia

In 2012 ArcelorMittal Liberia established 52 local consultative forums to facilitate better dialogue with local communities. Each forum includes women, youth, elders, the local town or village chief and educators, and is designed to run in a way that respects local customs. The forums engage regularly with communities on issues such as planned works, potential local disruption, employment opportunities and policies, community grievances, and resettlement and compensation issues. We support the work of the forums by providing training on facilitation techniques, mediation, and conflict resolution, as well as stationery and communication equipment to help them coordinate their activities.

Page tools

- Print
- Bookmark
- Share on

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▶ Community
- ▼ **Governance and ethics**
  - Business ethics
  - Human rights
  - Responsible sourcing
- ▶ Reporting and assurance
- ▶ Contact
- ▶ FAQs



Our commitment to maintaining high standards in corporate governance.

## Governance and ethics

Our governance framework underpins how our company is led, managed and structured, from the composition of our board of directors, to the way we expect each employee to behave. Good governance helps us to operate ethically, wherever we are in the world; it requires openness and integrity in our dealings with our stakeholders, and it supports our commitment to embed the principles of corporate responsibility into how we conduct our everyday business.

### 2012 progress at a glance

Page tools

- Print
- Bookmark
- Share on [f](#) [t](#)

	Our commitments	Our progress	Next steps
<b>Business ethics</b>	<ul style="list-style-type: none"> <li>To have group policies and a code of business conduct that all employees understand and live by.</li> <li>To continuously improve and enhance our compliance programme.</li> </ul>	<ul style="list-style-type: none"> <li> Over 80% of employees trained on the code of business conduct.</li> <li>Compliance governance charter and instruction on monitoring of political contributions adopted.</li> <li>Ethics and compliance workshops held in the CIS<sup>1</sup> region.</li> </ul>	<ul style="list-style-type: none"> <li>Publish additional guidance on acceptance of gifts and entertainment and third party due diligence.</li> <li>Enhance regulatory risk assessments through development of specific tools.</li> <li>Start implementation of data protection procedure.</li> </ul>
<b>Human rights</b>	<ul style="list-style-type: none"> <li>To train all our employees on their rights and responsibilities.</li> <li>To integrate human rights into our everyday governance and business practices.</li> </ul>	<ul style="list-style-type: none"> <li> 85% of employees trained on human rights.</li> <li>Deployed an assessment tool to monitor implementation of our policy relating to the use of force and arms by our security personnel and contractors.</li> </ul>	<ul style="list-style-type: none"> <li>Publish guidance on good practice in community grievance mechanisms.</li> <li>Conduct two security and human rights assessments in high-priority locations.</li> </ul>
<b>Responsible sourcing</b>	<ul style="list-style-type: none"> <li>To set responsible sourcing standards.</li> <li>To collaborate, innovate and embed responsible sourcing into our business processes.</li> </ul>	<ul style="list-style-type: none"> <li>295 major suppliers assessed against ArcelorMittal's code for responsible sourcing.</li> <li>Approx. 400 buyers completed responsible sourcing online training.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop our responsible sourcing approach through the annual supplier assessment and in collaboration with suppliers.</li> </ul>

We report on our progress against the key performance indicators that monitor the four areas of our corporate responsibility strategy.


<sup>1</sup>Commonwealth of Independent States.


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## Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community
- ▾ Governance and ethics
  - ▾ Business ethics
    - Human rights
    - Responsible sourcing
- Reporting and assurance
- Contact
- FAQs

**Page tools**

Print 

Bookmark 

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Our anti-corruption guidelines aim to ensure that all our employees and anyone acting on our behalf observe the highest levels of integrity.

## Business ethics

We are present in over 60 countries, which means that we work within many different cultures and business environments. This makes it all the more important that we are clear about the standards of behaviour we expect from our employees. We have embodied these principles in our code of business conduct and anti-corruption guidelines.



We aim to be respectful of local customs and circumstances, but we must also ensure that we observe high standards of integrity and business ethics and apply those standards consistently anywhere in the world.

### Compliance and ethics

Our [code of business conduct](#) governs the way we do business, and there are more detailed policies and procedures in place covering specific issues such as human rights, anti-trust, anti-corruption, insider dealing, and economic sanctions. These policies are supported by compulsory training for employees, which takes place through face-to-face and online sessions and has to be repeated every three years. We also have a dedicated intranet site for the compliance programme. The group compliance function is supported by a network of compliance officers at segment level or in significant business units who have responsibility to monitor the implementation of the compliance programme. Quarterly compliance certificates are completed by each business unit to report the status of compliance training and any non-compliances.

Our [anti-corruption guidelines](#) are designed to ensure that employees and third parties acting on our behalf observe the highest levels of integrity and are not involved in any corrupt activities. These guidelines make it clear to all employees that both the company and its individual employees could be held liable for any direct or indirect involvement in corrupt practices, which includes facilitation payments. Compliance with our anti-corruption guidelines is monitored through internal assurance reviews and our confidential whistleblowing systems, and in some high-risk countries we also carry out specific reviews or organise ethics and compliance workshops or events – for example, an Ethics and Compliance Day was held in Ukraine last year on December 11, coinciding with the United Nations Anti-Corruption Day. It is important that we demonstrate that our business is awarded on merit, that corruption is not acceptable, and that no improper influence should be exerted on government officials or private individuals.

### Governments and regulators

We engage in policy debates on topics that are of legitimate concern to the group, or to our employees and the communities in which we operate. The role of the group's government affairs activities is to understand regulatory objectives, explain our position on these issues to policy-makers and stakeholders, and to work with other players in our industry to anticipate regulatory changes. We engage directly with governments in Europe, the North American Free Trade Agreement (NAFTA) region, South Africa and other countries on policy issues, such as climate change regulation, that we believe are essential to the future of the steel industry.

ArcelorMittal lobbies in an open and transparent way. For instance, ArcelorMittal has signed up to the [European Commission's Register of Interest Representatives](#), which provides further information on the work we do with European institutions, and information on the money we spend on lobbying and other public policy work. In the US, ArcelorMittal files a quarterly Lobbying Disclosure Report with Congress disclosing the company's federal lobbying activities, including the total amount spent on lobbying and the issues and agencies lobbied. The policy issues that are most important to us in this respect are the environment and climate change, trade, social policy, and research and development.

We work closely with the European Steel industry association (EUROFER) and with other local trade associations to promote a fair and competitive marketplace in Europe. We believe that free trade helps to support our industry and encourage economic growth, and we support EUROFER in asking governments to secure more free trade agreements around the world. We also work actively with national steel associations around the world, such as in South Africa, Poland, Brazil, Mexico and the Ukraine, to express concerns

### Related links

[European Commission's Register of Interest Representatives](#)

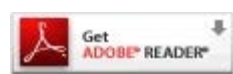


about the impact that the increase on electricity and natural gas prices is having on the sustainability and competitiveness of our industry. We are taking an active part in supporting the European Commission Action Plan on the future of the European steel industry.

### Corporate governance

There is more detail about our approach to corporate governance on pages 37 - 71 of our 2012 annual report available on [www.arcelormittal.com](http://www.arcelormittal.com) in the in the [Investors section](#) of the site. This includes information on the composition and operation of the board of directors, the Group Management Board and the management committee, as well as the remuneration of senior management. In 2012 our board of directors introduced new policies on term limits and caps on the numbers of other directorships, claw backs on bonuses and performance related income under specific circumstances and guidelines on share ownership for directors.

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## Corporate responsibility

- [Our approach and priorities](#)
- [Workplace](#)
- [Environment](#)
- [Community](#)
- ▾ [Governance and ethics](#)
  - ▾ [Business ethics](#)
    - [Human rights](#)
    - [Responsible sourcing](#)
- [Reporting and assurance](#)
- [Contact](#)
- [FAQs](#)

**Page tools**

Print 

Bookmark 

Share on  



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Approach **Performance**

### Compliance and ethics

By the end of 2012, over 80% of our employees had completed code of business conduct training and 94% of those who require it for their day-to-day work had been through anti-corruption training. Employees who complete the training have a valid training certificate for three years, after which they repeat the training. We also held six internal ethics and compliance workshops in the Commonwealth of Independent States (CIS) countries for the purchasing, sales and logistics functions, an ethics and compliance day in Ukraine, and a compliance workshop in Algeria.

We developed a new compliance governance charter in 2012 which describes the overall governance structure in the compliance area and sets out the role and missions of compliance officers. We also developed a procedure for monitoring any political donations made or proposed to be made which builds on our existing compliance policies.

We are involved in a number of competition or anti-trust claims. More detail about these claims is provided in the 2012 annual report in the [Investors section](#) of this site.

In 2011, Friends of the Earth filed a complaint against ArcelorMittal in relation to the OECD Guidelines for Multinational Enterprises, claiming mismanagement of the County Social Development Fund in Liberia. ArcelorMittal has expressed its support and is fully participating in the process as prescribed by the guidelines.

We continued our engagement with the Extractives Industry Transparency Initiative (EITI) in 2012. For more information see [Social and Economic Development](#).

We were ranked 4<sup>th</sup> from 105 companies surveyed, in the [Transparency International study](#) for transparency in reporting in 2012, in recognition of the progress we have made in external disclosures related to anti-corruption and bribery. The independent study assesses the disclosure programmes listed companies have in place to fight corruption and the extent to which earnings and taxes in specific countries are made public.

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### Related links


- [Risk management](#)
- [Transparency International study](#)



## Corporate responsibility

- [Our approach and priorities](#)
- [Workplace](#)
- [Environment](#)
- [Community](#)
- ▾ **Governance and ethics**
  - [Business ethics](#)
  - ▾ **Human rights**
  - [Responsible sourcing](#)
- [Reporting and assurance](#)
- [Contact](#)
- [FAQs](#)

**Page tools**

Print 

Bookmark 

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We respect the human rights of our people and the communities in which we work.

## Human rights

We published our human rights policy in 2010. It is inspired by the UN Universal Declaration of Human Rights, the Core Conventions of the International Labour Organisation, and the UN Global Compact. It was developed in collaboration with non-governmental organisations, investors, and academic experts with experience in business and human rights.



### Policy

Our human rights policy sits alongside our code of business conduct and other specific policies in areas like [health and safety](#), [environment](#), and [anti-corruption](#), as well as our more recently launched policy on [the use of force, arms and firearms](#) by our security personnel. After the human rights policy was launched in 2010 we ran a year-long communications programme to raise awareness internally about human rights issues and trained our employees about what human rights means for them. All our employees receive a copy of the policy, which is translated into 19 languages, and everyone has access to a human rights guidance manual.

### Employee rights

As part of our commitment to human rights we promote freedom of association, decent working conditions and fair wages, and oppose child and forced labour, unlawful discrimination, harassment and violence. We carry out regular assessments of our operations and supply chain with the aim to prevent any instances of these abuses. Any report of child labour will be investigated and acted upon immediately in a way that safeguards the best interests of the child.

### Community rights

We do everything we can to avoid involuntary resettlements, and where this does prove to be unavoidable we always aim to adhere to international standards and comply with the national or relevant regional authorities' guidelines on resettlement and compensation. In practice this means consulting those affected and devising an approach that will best benefit those affected, and offer them a better quality of life as a result.

### Use of security

We have a policy that sets clear parameters for the [circumstances in which our security personnel can use force, arms or firearms](#), which always is embedded within the local legal and constitutional context. This forms part of our security standards and procedures, which is derived from international standards and principles such as the Voluntary Principles for Security and Human Rights and the UN Code of Conduct for Law Enforcement Officials. Where local conditions require the use of public or private security forces, we expect our security officers to act in a manner that respects human rights at all times as well as applicable national, state and local laws on use of force, arms and firearms. Where necessary, we also engage with public law enforcement forces to raise awareness on our principles with regards to security and human rights.

### Grievance mechanisms

We have a number of confidential mechanisms which employees or external stakeholders can use to report concerns about possible human rights violations. Our employees are invited to raise their concerns through their employee representative, their trade union, or directly via whistleblowing facilities. Serious breaches of the human rights policy are considered to be cases of gross misconduct, and if substantiated will lead to dismissal of the relevant person as well as reported to the relevant authorities.

Our approach to human rights continues to evolve, and we're also working to raise standards throughout our industry by sharing our experiences with other organisations, including our customers. We have presented at the UN Global Compact and at various business and human rights conferences on this issue. In 2011 and 2012, we have been co-leaders of the CSR Europe business and human rights working group.

### Related links

[California Supply Chain Transparency Act disclosure](#)

[Suppliers](#)

[Site map](#)

[Terms of use](#)

[Privacy policy](#)

[Accessibility](#)





[Partner centre](#)

[Alert services](#)

## Corporate responsibility

- [Our approach and priorities](#)
- [Workplace](#)
- [Environment](#)
- [Community](#)
- ▾ **Governance and ethics**
  - [Business ethics](#)
  - ▾ **Human rights**
  - [Responsible sourcing](#)
- [Reporting and assurance](#)
- [Contact](#)
- [FAQs](#)

**Page tools**

- Print 
- Bookmark 
- Share on  



The principles of our human rights policy.

## Human rights

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Approach **Performance**

### Training

As at the end of 2012, over 85% of our employees had completed formal human rights training – this is over 200,000 employees. Training is provided for all employees no matter what grade or location, either face-to-face or through an online training course. This training is valid for a three-year period and has to be repeated after this time.

### Employee grievances

In 2012, 1,481 issues relating to human rights, environmental or health and safety concerns were reported either through employee whistle-blowing systems or local grievance mechanisms.

### Security and human rights

We developed a new tool this year to help us implement our security and human rights programme, including our policy for security personnel on the use of force, arms and firearms. We also started a security and human rights risk assessment in Algeria using this framework. Based on the findings, an action plan has been developed for implementation in 2013.

### Employee rights

All our operations record the age of their employees and the minimum working age permitted in that country. We employ only people over the age of 18 with the exception of structured vocational training that is permitted by local laws. No cases of underage or forced labour among our employees were reported in 2012, and none of our operations have been identified to have actual instances or significant risks for incidents of child or forced or compulsory labour.

### Community rights

In ArcelorMittal Liberia's mining project there was no resettlement of community members, but 150 people were compensated for the loss of their crops. We have a mine resettlement coordination committee in Liberia and have set up a multistakeholder committee specifically to address and resolve local issues, which includes representatives from ArcelorMittal, local authorities, civil society and local communities.

In Baffin Island, in northern Canada, we are preparing for a future mining project and as part of this, and in compliance with local laws we undertook a comprehensive consultation process with stakeholders. These include Federal and Territorial government bodies as well as local indigenous Inuit groups. Public hearings, community workshops, focus groups, and community information sessions gave people the opportunity to discuss social and environmental impacts and issues relating to mitigation. The process was conducted in three languages: English, French and Inuktitut. We have now received a project certificate allowing us to proceed with the project, from the Nunavut Impact Review Board, which represents the Inuit people. We will now move to the regulatory approvals phase to obtain permits to allow construction to start.

Our site at Lazaro Cardenas in Mexico is located near an area which is home to traditional land-owners known as 'Ejidos'. The Ejidos have traditionally conducted small-scale mining on land we own, and in 2011 we came to an agreement with them that supports their livelihoods.

ArcelorMittal's mining operation at Omarska, near Prijedor, Bosnia and Herzegovina, includes some areas where well-documented war crimes took place in 1992, before ArcelorMittal acquired the mine. ArcelorMittal acknowledges the suffering of the victims of the conflict of the 1990s, and fully respects the feelings of survivors and relatives of those

### Related links

[ArcelorMittal's update on human rights – July 2011 Investor report on corporate approaches to human trafficking \(2012\):](#)

affected. Following an increase in requests for access to the Omarska mine complex in 2012, the 20th anniversary year of the tragic events in Bosnia and Herzegovina, after approval by the local municipality ArcelorMittal Prijedor announced a number of new dates when safe access was possible.

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## Corporate responsibility

- [Our approach and priorities](#)
- [Workplace](#)
- [Environment](#)
- [Community](#)
- ▾ [Governance and ethics](#)
  - [Business ethics](#)
  - [Human rights](#)
  - ▾ [Responsible sourcing](#)
- [Reporting and assurance](#)
- [Contact](#)
- [FAQs](#)



Our responsible sourcing programme incorporates health and safety, human rights, ethical and environmental principles.

## Responsible sourcing

We believe that by incorporating social, ethical and environmental considerations into our sourcing decisions, we can make a positive contribution to society and the planet, help make steel more sustainable. With a supplier spend of over \$50 billion in 2012, we have had a unique opportunity to promote sustainable business practices.

**Related links**

- [Guidance Document](#)
- [Responsible sourcing programme](#)

[Approach](#)
[Performance](#)
[Case study](#)

**Page tools**

- [Print](#)
- [Bookmark](#)
- [Share on](#) [f](#) [t](#)

In 2010 we developed a responsible sourcing programme and published a code setting out how this would work in practice. The code incorporates health and safety, human rights, business ethics, and environmental management criteria. The aim is to ensure that we have an efficient supply chain composed of selected suppliers that adhere to our principles, that we take effective action, and reduce the risks for our business, our suppliers, and our stakeholders, over the long-term. We engaged customers, suppliers, peer companies, and non-governmental organisations representatives in drawing up the code, which sets out the minimum standards we ask our suppliers to meet, and describes how we will work with them to achieve this.

Since 2010 we have been working to integrate responsible sourcing into our mainstream procurement processes, alongside criteria such as price and quality. For responsible sourcing to work, we must work in partnership with our suppliers. We have therefore developed a [guidance document](#) to support both our buyers and suppliers. It explains what we mean by responsible sourcing and outlines the responsibilities of both parties to make this happen. In addition, we have a dedicated online training tailored to support our buyers in implementing the code.

We will now focus on developing collaborative partnerships with our suppliers and look for projects that offer improvements that could benefit both parties. These projects might include the use of new technology, energy efficiency, health and safety, or the recycling of waste. We will look for initiatives that create significant cost savings as well as environmental and social benefits.


Looking ahead, we will monitor and evaluate the progress of the responsible sourcing programme, and we have already identified some useful key performance indicators.


This web-page was part of Deloitte's CR report assurance scope. [View Deloitte LLPs assurance statement.](#)



## Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community
- ▾ **Governance and ethics**
  - Business ethics
  - Human rights
  - ▾ **Responsible sourcing**
- Reporting and assurance
- Contact
- FAQs

**Page tools**

Print 

Bookmark 

Share on  



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Approach **Performance** Case study

In 2012, we continued to integrate the principles of responsible sourcing into all our mainstream procurement processes.

By the end of the year further progress had been made in distributing the code for responsible sourcing. More than 5,200 separate entities (representing between \$5.5 to \$6 billion of spend) were within the scope of this exercise and 62% of them (by spend) have either acknowledged its requirements or already have an equivalent programme in place.

We assessed 295 suppliers against our responsible sourcing requirements during the year, identifying areas for improvement in each case. As in 2011, key areas for improvement related to management of human rights and ethics. A new Centre of Excellence was created in our purchasing organisation at the end of 2012. One of its objectives is the consistent monitoring of responsible sourcing performance of our global suppliers.

We also launched an online training module for our buyers, which shows them what responsible sourcing means and how they are expected to apply these principles in their day-to-day activities. Around 400 employees completed the training in 2012. In 2013, we will continue this training, and will aim to make further progress in integrating responsible sourcing into our procurement processes.

We continue to participate in the UN Global Compact Supply Chain working group, and we co-lead the CSR Europe working group on sustainable supply chains, and business and human rights. These forums help us to share best practice with other industry leaders, and develop better standards for our industry as a whole.

Our responsible sourcing programme was ranked fifth in the [VBDO Responsible Supply Chain Benchmark](#) of 40 multinationals in the Netherlands, and was the highest scoring in the Metals and Mining industry. VBDO is the Dutch Association of Investors for Sustainable Development.

### Conflict minerals

Some raw materials used in our industry are sourced from regions which are experiencing civil war or other conflicts. The international community is concerned that these conflicts are being financed by the trade of certain minerals.

The 'conflict minerals' targeted by the U.S. Dodd-Frank Act's Section 1502 include cassiterite, columbite-tantalite (coltan), gold and wolframite and three derivatives: tin, tantalium and tungsten (the "3 Ts"). Section 1502 requires companies such as ArcelorMittal that report to the US Securities Exchange Commission (SEC) to disclose if any of the minerals used in their products have been sourced from the Democratic Republic of Congo or any of the surrounding countries, and describe how they have verified this.

ArcelorMittal will have to report for the first time about its Section 1502 compliance in 2014. We have made a commitment in our code for responsible sourcing not to use conflict minerals.

Since early 2011, we have been active participants in the OECD working group on implementing the due diligence guidelines for responsible mineral supply chains. This group aims to define an approach to the management of tin supply chains for minerals in the Great Lakes region of Africa.

ArcelorMittal supports the Conflict Minerals Due Diligence Process as outlined in the OECD guidance, and we have requested our suppliers to apply the principles set out in

### Related links

[Electronics Industry Citizenship Coalition \(EICC\)/ Global e-Sustainability Initiative \(GeSI\)](#)



ArcelorMittal's code for responsible sourcing. In 2012, we have asked our global tin suppliers to complete the "Conflict Minerals Reporting Template" developed by [Electronics Industry Citizenship Coalition \(EICC\)/ Global e-Sustainability Initiative \(GeSI\)](#), identifying all the smelters used.

In 2013 ArcelorMittal will formalise its approach to meeting the requirements of Section 1502 of the Dodd-Frank Act.

This web-page was part of Deloitte's CR report assurance scope. [View Deloitte LLPs assurance statement.](#)

## Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community
- Governance and ethics**
  - Business ethics
  - Human rights
  - Responsible sourcing**
- Reporting and assurance
- Contact
- FAQs



Our responsible sourcing programme incorporate health and safety, human rights, ethical and environmental principles.

## Responsible sourcing

We believe that by incorporating social, ethical and environmental considerations into our sourcing decisions, we can make a positive contribution to society and the planet, help make steel more sustainable. With a supplier spend of over \$50 billion in 2012, we have had a unique opportunity to promote sustainable business practices.

- Approach
- Performance
- Case study**

### Working with Caterpillar

Caterpillar is a world-leading manufacturer of construction and mining equipment. They are also one of our key strategic suppliers, and one of the firms taking part in the next phase of our work on responsible sourcing. We had already been collaborating with them in relation to our responsible sourcing framework, and during 2012 we took this to the next stage with a series of discussions and a workshop attended by senior managers on both sides. We wanted to share good practice, and identify new projects we could undertake together. We discussed our own sustainability challenges and objectives, and how Caterpillar could help us address them. The particular areas we focused on were developing skills, especially in our mining operations around the world; health and safety on site; water and land use; and energy efficiency. We are now exploring plans for collaborative projects in some of these areas.

*“These events have been a real springboard in the relationship between Caterpillar and ArcelorMittal. We’ve gained a far deeper understanding of how we can work together for mutual benefit, and we’re already looking at some promising new projects.”*  
 Timothy C. Lindsey, Global Director of Sustainable Development, Caterpillar Inc.


Page tools


- Print
- Bookmark
- Share on



## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▼ **Reporting and assurance**
  - GRI Index
  - Assurance
  - Our reports
- ▶ Contact
- ▶ FAQs

**Page tools**

Print 

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We report on our social and environmental performance.

## Reporting and assurance

ArcelorMittal's corporate responsibility reporting suite includes a concise, downloadable corporate responsibility summary, full reporting on this website, and country and site reports.

### Related links

- [Engaging stakeholders](#)
- [Corporate responsibility](#)

### Report content

Our approach to corporate responsibility is to drive sustainable change that supports strong financial performance, economic and social development, while managing our environmental impact. This approach is informed through regular engagement with our stakeholders. This report provides a review of our activities in 2012 and details our future commitments, goals and priorities.

### Scope of the 2012 report

This report covers ArcelorMittal and its significant operating subsidiaries, excluding joint ventures and associates where we do not have operating control. Profiles of the subsidiaries can be found in the [ArcelorMittal 2012 annual report](#). All financial figures refer to United States Dollars. The information refers to calendar year 2012. ArcelorMittal's reporting cycle is annual and the previous Corporate Responsibility Report was published in May 2012.

Environmental data omits information for our mining operations, unless otherwise stated.

### Data collection

ArcelorMittal's corporate responsibility indicators are reported using company guidelines, referred to as the basis of reporting. These can be downloaded [here](#).

### Reporting principles

We adhere to the AA1000 Accountability Principles Standard (AA1000 APS 2008) which is a principles-based framework for managing and reporting sustainability performance. This standard defines three principles that an organisation should adopt as a framework for sustainability management and reporting. These three principles are inclusivity, materiality and responsiveness. We outline further our application of each of these principles below.

*Inclusivity – identifying and engaging with stakeholders to gain a full understanding of issues.*

We consider our stakeholders to be those who have a direct interest in our business and those who have an interest in how we manage our business because of the wider impact of our actions. For more information our reporting on [stakeholder engagement](#).

*Materiality – determining what issues are important to ArcelorMittal and our stakeholders.*

Our process allows us to track and manage current and emerging issues. We **prioritise issues** following analysis of the relevance and significance of each matter to ArcelorMittal and its stakeholders. Our reporting focuses on the most significant ones. We continually monitor the changing environment in which we operate to ensure stakeholder concerns are captured and managed on an on-going basis.

*Responsiveness – responding to material issues and being transparent about our performance*

We aim to respond to important issues in a well thought out way. Our response to matters such as the safety of our employees is well established and embedded into our business practices. How we deal with some new and emerging issues evolves over time. Our corporate responsibility reporting provides our responses to these issues.

### GRI and UNGC

This report meets application level B+ of the Global Reporting Initiative (GRI) G3.1 guidelines, including the Mining and Metals sector supplement. An index containing the [GRI indicators](#) we report on can be found [here](#)

This report also provides our communication on progress of ArcelorMittal's implementation of the United Nations Global Compact (UNGC) principles in 2012. Our 2011 corporate responsibility report achieved 'advanced level' reporting status by the UNGC.

This web-page was part of Deloitte's CR report assurance scope. [View Deloitte LLPs assurance statement](#).

## Corporate responsibility

- [Our approach and priorities](#)
- [Workplace](#)
- [Environment](#)
- [Community](#)
- [Governance and ethics](#)
- ▾ [Reporting and assurance](#)
  - [GRI Index](#)
  - [Assurance](#)
  - [Our reports](#)
- [Contact](#)
- [FAQs](#)



ArcelorMittal follows the industry standards for corporate responsibility reporting.

## GRI Index

This report meets application level B+ of the Global Reporting Initiative (GRI) G3.1 guidelines, including the Mining and Metals sector supplement. The GRI index can be [downloaded here](#)

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**Page tools**

[Print](#)


[Bookmark](#)


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## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▼ **Reporting and assurance**
  - GRI Index
  - Assurance**
  - ▶ Our reports
- ▶ Contact
- ▶ FAQs

**Page tools**

Print 

Bookmark 

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Our external assurance opinion.

## Assurance

We believe that independent assurance leads to quality and process improvements and reassures readers and ArcelorMittal's management that the information we publish is accurate and material, and therefore contributes to building trust and credibility with key interest groups.

### External assurance of corporate responsibility reporting

We engage professional assurance providers who combine the strengths of non-financial assurance experience with technical competency in environmental and social standards. This is the fifth year that our corporate responsibility reporting has received independent assurance.

As in the previous year, we asked our group auditors Deloitte LLP to provide limited assurance on our application of GRI G3.1 guidelines, AA1000 APS principles and on selected corporate responsibility performance indicators in accordance with the International Auditing and Assurance Standards Board's International Standard on Assurance Engagements (ISAE3000). The following performance indicators were assured by Deloitte: CO<sub>2</sub> emissions per tonne of steel, total CO<sub>2</sub> emissions (steel only), primary energy (steel only) and lost time injury frequency rate.

Deloitte LLP provides an independent third-party assurance statement which can be found [here](#). The online pages included within the assurance process are identifiable by the Deloitte LLP footnote and link.

As part of the assurance process, Deloitte LLP provides a private management report to ArcelorMittal's corporate responsibility coordination group, and presents findings and recommendations of the assurance process.

This web-page was part of Deloitte's CR report assurance scope. [View Deloitte LLPs assurance statement.](#)

### Related links

[Assurance Report](#)

## Corporate responsibility

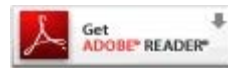
- Our approach and priorities
- Workplace
- Environment
- Community
- Governance and ethics
- Reporting and assurance**
  - GRI Index
  - Assurance
  - Our reports**
- Contact
- FAQs



## 2012

<b>2012</b>	2011	2010	2009	2008	2007
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Report Title	Available languages
Global corporate responsibility report	



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**Page tools**

- Print
- Bookmark
- Share on

## Corporate responsibility

- ▶ Our approach and priorities
- ▶ Workplace
- ▶ Environment
- ▶ Community
- ▶ Governance and ethics
- ▼ **Reporting and assurance**
  - GRI Index
  - Assurance
  - ▼ **Our reports**
- ▶ Contact
- ▶ FAQs

**Page tools**

Print

Bookmark

Share on



## Our reports

- 2012
- 2011
- 2010
- 2009
- 2008
- 2007

Report Title	Available languages
Global corporate responsibility report	EN
Argentina	EN ES
Brazil	PT
China	EN
France	FR
Gent	EN
India	EN
Kazakhstan	RU
Liberia	EN
Luxembourg	EN FR
Ostrava	EN
Poland	EN
South Africa	EN
Spain	ES
Kryviy Rih	RU
USA	EN



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## Corporate responsibility

- ▶ [Our approach and priorities](#)
- ▶ [Workplace](#)
- ▶ [Environment](#)
- ▶ [Community](#)
- ▶ [Governance and ethics](#)
- ▼ [Reporting and assurance](#)
  - [GRI Index](#)
  - [Assurance](#)
  - ▼ [Our reports](#)
- ▶ [Contact](#)
- ▶ [FAQs](#)



## Our reports

<a href="#">2012</a>	<a href="#">2011</a>	<a href="#">2010</a>	<a href="#">2009</a>	<a href="#">2008</a>	<a href="#">2007</a>
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Report Title	Available languages
Global corporate responsibility report	
Argentina	
Brazil	
France	
Kazakhstan	
Luxembourg	
Mexico	
Ostava	
Poland	
South Africa	
Kryiy Rih	
USA	

**Page tools**

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# Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community
- Governance and ethics
- Reporting and assurance
  - GRI Index
  - Assurance
  - Our reports
- Contact
- FAQs



Our corporate responsibility reports

## Our reports

2012	2011	2010	2009	2008	2007
------	------	------	------	------	------

Report Title	Available languages
Global corporate responsibility report	EN
Argentina	ES
India	EN
South Africa	EN
USA	EN

Page tools

- Print
- Bookmark
- Share on



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## Corporate responsibility

- ▶ [Our approach and priorities](#)
- ▶ [Workplace](#)
- ▶ [Environment](#)
- ▶ [Community](#)
- ▶ [Governance and ethics](#)
- ▼ [Reporting and assurance](#)
  - [GRI Index](#)
  - [Assurance](#)
  - ▼ [Our reports](#)
- ▶ [Contact](#)
- ▶ [FAQs](#)



## Our reports

<a href="#">2012</a>	<a href="#">2011</a>	<a href="#">2010</a>	<a href="#">2009</a>	<a href="#">2008</a>	<a href="#">2007</a>
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Report Title	Available languages
<a href="#">Global corporate responsibility report</a>	
<a href="#">Argentina</a>	
<a href="#">Brazil</a>	
<a href="#">Ostrava</a>	
<a href="#">South Africa</a>	

**Page tools**

[Print](#)

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[Share on](#)



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## Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community
- Governance and ethics

### Reporting and assurance

GRI Index

Assurance

#### Our reports

Contact

FAQs

**Page tools**

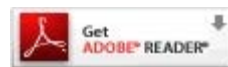
- Print
- Bookmark
- Share on [f](#) [t](#)



## Our reports

2012	2011	2010	2009	2008	2007
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Report Title	Available languages
Global corporate responsibility report	
Corporate social responsibility review	
Brazil	



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# Corporate responsibility

- Our approach and priorities
- Workplace
- Environment
- Community
- Governance and ethics
- Reporting and assurance
- Contact**
- FAQs



## Contact

For more information on our global corporate responsibility activities, please send a message through our [Contact Us form](#).


Page tools


- Print
- Bookmark
- Share on



## Corporate responsibility

- ▶ [Our approach and priorities](#)
- ▶ [Workplace](#)
- ▶ [Environment](#)
- ▶ [Community](#)
- ▶ [Governance and ethics](#)
- ▶ [Reporting and assurance](#)
- ▶ [Contact](#)
- ▶ [FAQs](#)

**Page tools**

Print 

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A list of frequently asked questions relating to our corporate responsibility work



### Frequently asked questions

#### How does ArcelorMittal work with the communities around your operations? ▲

Our **external stakeholder engagement procedure** defines how we engage with communities that live close to our operations or are affected by them.

This procedure is mandatory for all our industrial operations and was revised and relaunched in January 2012. It requires our units to identify its stakeholders, key issues of concern and opportunities to improve local development. Most of our units also have grievance mechanisms which allow stakeholders to communicate any concerns they may have.

We aim to develop constructive relationships with local residents wherever we work as we believe that such relationships will support sustainable economic development in the long-term. The **ArcelorMittal Foundation** was set up in 2007 to coordinate the company's community investment activities.

#### How do you monitor your relationships with local communities? ▲

We strive to engage in a meaningful way with groups that are either dependent on our business or can directly affect our operations. Stakeholders include our employees, suppliers, business partners and the people who live close to our sites. Groups that can directly affect our operations, assets or reputation include, among others, governments, the media and certain community or non-governmental groups. All our major business units are expected to engage proactively with local communities and to follow the external stakeholder engagement procedure.

Each of our major industrial units develops up an annual external stakeholder engagement plan. and is required to monitor and report its performance.

#### What is ArcelorMittal doing to manage its environmental impact? ▲

Steelmaking has an environmental impact which we work hard to mitigate through our environmental strategy.

Our investment in research and development allows us to develop cleaner products and processes which have a smaller environmental impact throughout their lifespan. In addition to this in 2012 we focused \$321 million in capital expenditure to reduce energy consumption and improve the efficiency of our operations.

By the end of 2012, 98% of our steel production and finishing facilities are certified to the ISO 14001 environmental management system standard.

For more information please read the **environment section** within the corporate responsibility report.

#### What are you doing to reduce your carbon dioxide (CO<sub>2</sub>) emissions? ▲

Our target is to reduce our CO<sub>2</sub> emissions by 170kg per tonne of steel by 2020, equivalent to an 8% reduction in normalised emissions from the 2007 baseline. Improved energy efficiency will be central in achieving our 2020 carbon reduction target. We aim to do this by benchmarking our performance against best practice, sharing solutions across our industrial units, and making investments in energy-efficient technologies with the support of our **research and development (R&D) teams**.

During 2012 our energy efficiency projects included two new investments in Poland, worth \$43 million; a \$63m energy recovery and reuse project at Indiana Harbor, in Indiana, USA reducing CO<sub>2</sub> emissions by 211,000 tonnes a year; several new projects at ArcelorMittal Hamburg, and a methane capture project at our Lenina mine in Kazakhstan. The gas is captured and re-used as feedstock to generate 1.4MW of electricity which is around 20% of the mine's total power needs, saving energy costs. In addition the project removes potentially dangerous methane from the coal mine. The coal department in Kazakhstan plans to expand the programme in 2013 into other mines in the country. For more information on these please see the related links.

For more information [see](#)

#### What role are you playing in the industry-wide response to climate change? ▲

#### Contact us

Do you have a query that is unanswered in the FAQs? Please [contact us](#).

#### Related information



#### Transforming economies

Responsible investment is helping developing countries around the world >

#### Related links

[Corporate responsibility](#)

We are committed to the development of new production technologies that are more energy efficient and emit fewer greenhouse gases. Since 2004, we have led the **ULCOS** project, which is a research and development initiative involving companies and organisations from 15 European countries working together to develop new ways of making steel that could cut CO2 emissions by up to 50% by 2050. At present, due to technical challenges, it is not possible to start up the ULCOS blast furnace project to demonstrate top gas recycling blast furnace with CO2 transport and storage on an industrial scale at Florange. ArcelorMittal remains firmly committed to working on long term research and development projects in this area and will report on progress in future reports.

---

#### How do you manage your use of resources? ▲

Reducing our energy use is an important driver for our competitiveness, and improved energy efficiency will be central in achieving our 2020 **carbon reduction target**.

Steelmaking requires water mainly for cooling and processing purposes, which is why many of our operations are situated by the coast or close to major lakes and rivers. We measure inlet water use to our facilities and are measuring inlet water use per process to identify further opportunities to recycle and re-use this water.

In 2012 over 88% of our total waste, or more accurately, residue, was re-used or recycled, either inside or outside the business, and less than 6% of residue was sent to landfill.

---

#### How do you protect biodiversity in the areas where you work? ▲

Across the world we own land around our sites – principally around our steel plants and our mines. We recognise that we have a responsibility to use this land sensitively, and to reduce our impact on the local environment where possible. To this end, we regularly work alongside local conservation organisations to gain a better understanding of the ecosystems present on our land. We have a number of reforestation projects running alongside our operations in countries including Romania, Spain, Ukraine and Kazakhstan. See the **Liberia case study**.

For more information see [here](#)

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#### How do you ensure your business practices are ethical? ▲

We are committed to maintaining high standards of ethical, environmental and social performance through the responsible and sustainable conduct of our business. Good business practices ensure long-term business success. We want to sustain a reputation for the highest possible standards of ethics, accountability and transparency. We also have strict policies and training programmes on issues such as anti-trust, anti-corruption, insider dealing, non-discrimination and conflicts of interest.

For more information see [here](#)

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#### How do you define good governance at ArcelorMittal? ▲

Good governance goes beyond the regulatory requirements, and extends to the commitment of individual employees to be good corporate citizens. Integrity and reputation are key assets that we must preserve at all times. We follow a **code of business conduct** adopted at the highest level of our company, which is designed to help all employees understand our ethical and legal obligations in handling the company's business. We are also committed to high standards and best practices in corporate governance in terms of **quality and transparency of reporting**.

---

#### How do you operate in countries where corruption is endemic? ▲

Our **anti-corruption guidelines** aim to ensure that all our employees and anyone acting on our behalf observe the highest levels of integrity. The guidelines state that both the company and individual employees are legally responsible for bribes and other corrupt practices, even if bribes are paid indirectly through business partners (consultants, agents, distributors). The guidelines reflect our commitment to zero tolerance towards corruption and comply with all applicable anti-corruption laws. All employees are also bound by our **code of business conduct**.

---

#### What is ArcelorMittal's workplace culture? ▲

We are proud of our truly global and diverse workforce. We believe in equal opportunities for individuals, irrespective of their social and economic circumstances, and we are guided by our group diversity and inclusion policy. We aim to create a work environment that values our employees' quality of life, that offers the chance to all employees to achieve their full potential, and that respects the individual.

---

#### How do you ensure the safety of your employees? ▲

Health and safety is our number one priority across all our sites, countries and levels of the company. Journey to Zero, our company-wide health and safety programme to reduce workplace accidents and occupational diseases, embodies our health and safety goals: to become the safest steel and mining company in the world. In 2012, our lost time injury frequency (LTIF) rate for employees and contractors combined was 1.0 per million hours worked, reduced from 1.4 in 2011, 1.8 in 2010, 1.9 in 2009 and 2.5 in 2008.

For more information read our [health and safety policy](#).

For more information see [here](#)

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#### What opportunities do your employees have for career development? ▲

Our business success is only possible thanks to the efforts of a passionate and talented workforce. To help them achieve their career goals and build the right skills

talented workforce. To help them achieve their career goals and build the right skills, we offer structured training and encourage our employees to take up new job opportunities within the company. The company has a talent management programme that provides the right people, at the right time, for the right position while we also offer ongoing support in building skills and capabilities. [ArcelorMittal University](#) offers a wide range of training programmes that are closely tied to our business needs and supports the building of the ArcelorMittal culture and the career development of our employees.

---

#### What is your approach to employee relations? ▲

We believe in open and continuous dialogue with our employees, both informally and through trade unions, and we cultivate partnerships based on trust and mutual respect. We have set up company-wide processes to regularly gauge employee opinion. Through our climate survey, employees are encouraged to give feedback. We have also established Employee Relations Diagnostics at key ArcelorMittal sites – these are groups of management and employee representatives that monitor the implementation of relevant policies. We recognise the right to collective bargaining and approximately 85% of our employees are covered by collective bargaining arrangements. Through continuous engagement, we aim to build productive partnerships with employee representatives, for example through the ArcelorMittal European Works Council.

---

#### Where can I find further information on your corporate responsibility objectives and achievements? ▲

We produce a number of major reports each year, including our annual group-wide corporate responsibility report and [country-specific corporate responsibility reports](#).

Our corporate website is updated regularly for news and initiatives launched by our business.



Most computers will open PDF documents automatically, but you may need to download [Adobe Reader](#).

To receive a copy of the corporate responsibility 2012 summary report, please contact:

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19, Avenue de la Liberté  
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Grand Duchy of Luxembourg  
[crteam@arcelormittal.com](mailto:crteam@arcelormittal.com)